CHECK YOUR ENGLISH VOCABULARY FOR Human Resources

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All you need to improve your vocabulary
CHECK YOUR ENGLISH VOCABULARY FOR

HUMAN RESOURCES
AND PERSONNEL MANAGEMENT

by

Rawdon Wyatt

BLOOMSBURY
Introduction

Who is this book for?

This book has been written for anyone working, or planning to work, in human resources and personnel management, and who wants to develop their vocabulary for this line of work. The various exercises throughout the book focus on the key vocabulary that you would expect to understand and use on a day-to-day basis.

The book is also useful for anyone working in other business-related areas (secretarial, administrative, accountancy, sales, business law, business management, etc) who wants to broaden their knowledge of business vocabulary.

How should you use the book?

When you use this book, you should not go through the exercises mechanically. It is better to choose areas that you are unfamiliar with, or areas that you feel are of specific interest or importance to yourself.

The exercises are accompanied by a full answer key at the back of the book. This key also gives you lots of other information that might be useful to you, as well as providing other words (synonyms, opposites, alternative words, etc) that are not covered in the exercises themselves.

It is important to record new words and expressions that you learn. Try to develop your own personal vocabulary 'bank' in a notebook or file. Review the words and expressions on a regular basis so that they become an active part of your vocabulary.

You will find it very helpful to use a dictionary when you do the exercises in this book. A good dictionary will give a clear definition of words and expressions, show you how they are pronounced, and give sample sentences to show how they are used in context. Many of the words, expressions and examples in this book have been taken or adapted from the Bloomsbury Dictionary of Human Resources and Personnel Management (ISBN 0 7475 6623 2). You will also find the Bloomsbury Easier English Dictionary for Students (ISBN 0 7475 6624 0) a useful reference source.

Further recommended reading and reference:

If you would like to learn more about Human Resources, these books are very useful:

- *An Introduction to Human Resource Management*  
  by John Stredwick (Elsevier: ISBN 0 7506 4580 6)

- *Essentials of HRM*  
  by Shaun Tyson and Alfred York (Butterworth Heinemann: ISBN 0 7506 4715 9)
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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.

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
Starting in the top-left corner, separate the letters below into 15 different words. You will find the words by reading from left to right and from right to left, following the directions of the arrows. When you have done this, use the words to complete sentences 1 - 15 below. There is one word you will not need. The first one has been done as an example.

1. The poor __quality__ of the service led to many complaints.
2. The agreement has to go to the board for ____________.
3. We have had a ____________ working in the office this week to clear the backlog of letters.
4. His overall ____________ has improved considerably since he went on a management training course.
5. The salary ____________ for this sort of job is between £17,000 and £19,000.
6. We hired Mr Smith because of his financial ____________.
7. Although the work itself was interesting, there was a lot of ____________ with the organisation and its rules.
8. When he disobeyed the orders he was given, he was dismissed for gross ____________.
9. There is a lot of ____________ between the sales and accounts staff which we need to resolve as soon as possible.
10. The company sent her on a management ____________ to help her develop her managerial skills.
11. She has finished university and is now looking for a ____________ with a design agency.
12. Although he is a freelance worker, we don’t want him to work for anyone else, so we pay him a ____________ of £2,000.
13. London is an expensive city, so people working for our company there receive a £2,000 London ____________ in addition to their salary.
14. The management received a lot of ____________ on how popular the new pay scheme was proving.
15. The union has threatened an ____________ in strike action.
Verbs 1

Look at these dictionary definitions and the sample sentences which follow them, decide what words are being described and use them to complete the grid at the bottom of the page. To help you, some of the letters are already in the grid.

If you do this correctly, you will reveal a word in the shaded vertical strip which means ‘to think again about a decision which has already been made’.

1. To search for and appoint new staff to join a company (We need to _____ staff for our new store.)
2. To give someone the power to do something (Her new position will _____ her to hire and fire at will.)
3. To ask an expert for advice (Why don’t you _____ your accountant about your tax?)
4. To refuse to do something or to say that you do not accept something (A lot of staff _____ to working on Saturdays.)
5. To discuss a problem or issue formally with someone, so as to reach an agreement (Before I accept the job, I’d like to _____ my contract.)
6. To monitor work carefully to see that it is being done well (I _____ six people in the accounts department.)
7. To start a new custom or procedure (We plan to _____ a new staff payment scheme.)
8. To pass authority or responsibility to someone else (He thinks he can do everything himself, and refuses to _____.)
9. To calculate a value (We need to _____ the experience and qualifications of all the candidates.)
10. To examine something generally, usually before making changes (We will _____ your salary after you have been with us for six months.)

1. E T
2. P W
3. S L
4. O J
5. E T
6. P V
7. T T
8. E G
9. V A
10. V W
Rearrange the letters in **bold** in these sentences to make verbs (the dictionary definitions after each sentence will help you to decide what the verb is), and write the answers in the grid on the right. The last letter of one verb is the first letter of the next verb. The first one has been done for you as an example.

1. It usually takes about two weeks to **sorpsce** an insurance claim (to deal with something in the usual routine way)

2. The company has offered to **osonrsp** three employees for a management training course (to pay for someone to go on a training course)

3. She has been asked by her company to **hereracs** the effectiveness of bargaining structures (to study a subject in detail)

4. If our advertisement for a manager is unsuccessful, I suggest we **aedunhht** elsewhere (to look for managers and offer them jobs in other companies)

5. We would like to **ratsenrf** you to our Scottish branch (to move someone or something to a new place)

6. I would certainly **emredcom** Ms Smith for the job (to say that someone or something is good)

7. The manager had to **cenpisilid** three members of staff for their bad attitude at work (to punish an employee for misconduct)

8. The directors **peltoxi** their employees, who have to work hard for very little pay (to use something to make a profit, usually used in a negative way)

9. This company sells products that **gttrea** the teenage market (to aim to sell to somebody)

10. When his mistake was discovered, he offered to **nerdesla** his resignation (to give / hand in: a formal word)

11. If you accept the job, we can **wreerdwd** you with a generous remuneration package (to give a person something in return for effort or achievement)

12. Problems began when the workers decided to **gaisdrder** the instructions of the shop stewards (to take no notice of, or not to obey)

13. Mr Lee has been asked to **tirdce** our South-East Asian operations (to manage or organise)

14. I’m afraid we have no option but to **rmetintea** your contract with immediate effect (to end something, or bring something to an end)

15. The company is trying to **renugcoa** sales by giving large discounts (to make it easier for something to happen)

Also see: Changes on pages 34 and 35
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.

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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 | -laired | -oundless | -tional |
| -tonomous    | -ntinuous  | -nsultative | -ressful | -terprising | -lf confident |
| -ofessional | -filled    | -            | -sciplinary | -ack |

1. Is this a fo______mal__ 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.
Adjectives 2

Complete each of these sentences with an adjective from the box. There is a dictionary definition of the word you will need after each sentence.

| able-bodied | acting | affiliated | aggrieved | capable | casual |
| discriminated | eligible | generous | impartial | irregular | minimal |
| punctual | steady | voluntary |

1. The arbitration board’s decision is completely impartial (not biased or not prejudiced)

2. She is a very efficient departmental manager.

3. There is a continuing demand for experienced computer programmers. (continuing in a regular way)

4. This procedure is highly incorrect. (not correct, or not done in the correct way)

5. The appointment of only males to the six posts was clearly discriminatory. (referring to the treatment of people in a different way because of race, age, sex, etc)

6. Staff are only allowed for paid leave when they have been here for more than three months. (allowed, or can be chosen)

7. During our busy summer period, we employ irregular workers to deal with our extra orders. (not permanent or regular)

8. Upset and annoyed workers should initially take any complaints to the Human Resources manager.

9. The work is strenuous and only suitable for the young and able-bodied. (with no physical handicap)

10. He’s a very capable employee who works extremely hard. (tending to arrive at a place at the right time)

11. The head office exercises minimal control over the branch offices. (the smallest possible)

12. Smiths Ltd is one of our affiliated companies. (connected with or owned by another company)

13. We can use voluntary workers to help in fund raising for charity. (without being paid)

14. If you leave now, we can offer you a generous redundancy payment. (referring to an amount that is larger than usual or expected)

15. While Ms Henderson is on maternity leave, Mr Mullet will be acting manager. (working in place of someone for a short time)

Also see: Wordbuilding 1: Adjectives on page 9
Wordbuilding 4: Opposites on page 13
Complete these sentences with an adjective formed from the verb in bold. Do this by adding a suffix (e.g. -able, -ous, -ful, etc) to the verb. In some cases, you will also need to remove letters, or add other letters. The first one has been done for you.

1. Production has been slow because of continual machine breakdowns on the shop floor. continue
2. To qualify for paid leave, you need to have been in ________ employment for at least three months without a break. continue
3. During my appraisal, my manager made some very ________ comments. construct
4. To do well in this line of work, you need to be ________ and ________. create / compete
5. The effect of the change in our discount structure is not ________. quantify
6. If you look at the company’s poor performance last year, this year has been a ________ success. compare
7. His main complaint is that he finds the work ________ and ________. bore / repeat
8. It’s very important to be ________ in a job like this. decide
9. I wouldn’t like to offer them a contract because I don’t think they’re very ________. depend
10. I’m afraid your work hasn’t been very ________ this year. satisfy
11. He gets ________ treatment because he’s the MD’s son. prefer
12. The work she does is extremely ________. admire
13. The agency was _______, but refused to refund our fee. apologise
14. Because of excessive down time, it’s ________ whether we’ll achieve our production targets this month. doubt
15. We are ________ that the company will accept our offer. hope
16. Work-related injuries often occur because workers aren’t ________ enough. care
17. There are a lot of ________ mistakes in this report. care
18. He’s a very ________ person to work with. agree
19. Although she retired last year, she still plays an ________ role in the company. act
20. Each member of staff has to pass an ________ medical test. oblige
21. Heart attacks are one of the ________ hazards of directors. occupy
22. She doesn’t work here full-time, but plays a ________ role in the running of the company. consult
23. This post offers an ________ salary and a large benefits package. attract
24. We had to readvertise the job because there were no ________ candidates. suit
25. The sales manager is completely ________. rely
Wordbuilding 2: Nouns 1

Look at the verbs in **bold** in the first sentence of each pair, and change them to nouns in the second sentence by changing the end of the word. There is an example at the beginning.

1. The company will **compensate** the worker for the burns he suffered in the accident.
   The worker will receive **compensation** for the burns he suffered in the accident.

2. The company tried to **motivate** its employees by promising bonus payments.
   The company tried to increase its employees _________ by promising bonus payments.

3. How are the jobs in this organization **classified**?
   What are the job _________ in this organization?

4. They **argued** about the price.
   They had an _________ about the price.

5. My secretary leaves us next week, so we will need someone to **replace** her.
   My secretary leaves us next week, so will need to find a _________ for her.

6. The personnel director has to **sign** the contract of employment.
   The personnel director’s _________ has to go on the contract of employment.

7. We have **agreed** the terms of the contract.
   We have come to an _________ on the terms of the contract.

8. He told us that he had been **promoted** from salesman to sales manager.
   He told us about his _________ from salesman to sales manager.

9. You should **apply** for the post as soon as possible.
   You should get your _________ for the job in as soon as possible.

10. No one has **authorised** him to act on our behalf.
    No one has given him _________ to act on our behalf.

11. Everyone congratulated him when he was **appointed** to the post of manager.
    Everyone congratulated him on his _________ to the post of manager.

12. Mr Smith was **succeeded** as chairman by Mrs Jones.
    Mr Smith’s _________ as chairman was Mrs Jones.

13. Last year she **qualified** as an accountant.
    Last year she received her accountancy _________.
14. This document **permits** you to export twenty-five computer systems. 
   The document gives you __________ to export twenty-five computer systems.

15. The supervisor keeps a record of whether or not staff **attend** meetings. 
   The supervisor keeps a record of staff __________ at meetings.

16. Does the contract we have produced **satisfy** the client? 
   Does the contract we have produced meet with the client’s __________?

17. The negotiations **failed** because neither side would compromise. 
   The __________ of the negotiations was due to neither side reaching a compromise.

18. They are **negotiating** his new contract. 
   His new contract is under __________.

19. We haven’t received his letter **accepting** the job we offered him. 
   We haven’t received his letter of __________ for the job we offered him.

20. She asked the union to **intervene** on her behalf. 
   She asked for the union’s __________ on her behalf.

21. The employees have claimed that they were **dismissed** unfairly. 
   The employees claim unfair __________.

22. The factory **consumes** a lot of water. 
   The factory is a heavy __________ of water.

23. We **contend** that the decision of the tribunal is wrong. 
   It is our __________ that the decision of the tribunal is wrong.

24. All companies should **insure** against loss of earnings. 
   All companies should have __________ against loss of earnings.

25. Unless your work **improves**, we will have to review you position in the company. 
   Unless we see an __________ in your work, we will have to review your position in the company.

26. By offering higher salaries, we might **entice** workers from other companies to join us. 
   Offering higher salaries might be an __________ for workers from other companies to join us.
Wordbuilding 3: Nouns 2

Look at the adjectives in bold in the first sentence of each pair, and decide if the word in bold in the second sentence is the correct noun form of that adjective. If it is wrong, change it so that it is correct. The first one has been done as an example.

1. I am responsible for the welfare of the workers in my department.
   I have overall responsibleness for the welfare of the workers in my department.
   
   Wrong. The correct word is responsibility

2. The managing director is totally confident that the turnover will increase rapidly.
   The managing director has total confidentiality in the turnover increasing rapidly.

3. The chairman questioned whether she was eligible to stand for re-election.
   The chairman questioned her eligibility to stand for re-election.

4. They remarked that the sales director was incompetent.
   They remarked on the incompetential of the sales director.

5. The company’s pricing policy is not flexible.
   There is no flexibleness in the company’s pricing policy.

6. As a non-profit making organisation, we are exempt from paying taxes.
   As a non-profit making organisation, we can claim tax exemptiality.

7. Being physically disabled is not considered a disadvantage in this company.
   Physical disablence is not considered a disadvantage in this company.

8. The report criticized the sales staff as being inefficient.
   The report criticized the inefficiency of the sales staff.

9. In what way is a junior manager different from a managerial assistant?
   What's the differention between a junior manager and a managerial assistant?

10. Could you call us as soon as it is convenient for you?
    Could you call us at your earliest convenientity.

11. The manager wasn’t sympathetic to her staff who complained of being overworked.
    The manager had no sympatheticness for her staff who complained of being overworked.

12. Everybody said how accurate the plans were.
    Everyone commented on the accuration of the plans.

13. She’s a very capable manager.
    She has very good managerial capablence.

14. This test will help us to assess how intelligent the candidates are.
    This test will help us to assess the candidates' intelligentness.

15. The aim of the advertising campaign is to keep customers loyal.
    The aim of the advertising campaign is to keep customer loyalty.
Wordbuilding 4: Opposites

Change the adjectives in bold to their opposite form using a prefix. The first one has been done as an example.

The prefixes you will need are: dis- il- im- in- ir- un-.

1. Direct taxes are taxes that are not paid direct to the government.
   = Indirect
2. The manager’s treatment of the clerk was fair and completely justified.
3. Efficient workers waste raw materials and fail to complete tasks on schedule.
4. Her views and those of the department manager were compatible.
5. The company was criticized for operating with adequate cover.
6. This procedure is highly regular, and you mustn’t do it again.
7. The job offer was conditional, and he accepted it immediately.
8. She seems to be capable of arriving on time.
9. The strike was official, and according to management it was also legal.
10. He is too decisive to be a good manager.
11. The debt is recoverable, so we have decided to write it off.
12. You are eligible for paid sick leave until you have worked here for three months.
13. I’m afraid we’re rather satisfied with your work.
14. The negotiating team was quite experienced in dealing with management negotiators.
15. ‘Effective time’ is the time spent by a worker which does not contribute to production.
16. The terms of the contract are quite acceptable.
17. The sales manager is competent and we should consider looking for someone new.
18. The company was declared solvent when it could no longer pay its debts.
19. The company has several tangible fixed assets, including copyrights and trademarks.
20. You are authorised to make major decisions without first consulting the directors.
21. Getting skilled staff is becoming possible.
22. Under the terms of your contract, you can be dismissed for reasonable behaviour.
Prepositions

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.
This exercise lets you review some of the more common uses of ‘grammar’-type words (prepositions, conjunctions, pronouns, prepositions, etc) in context. Use one word to complete each gap in the sentences. In some cases, more than one answer may be possible. There is an example at the beginning.

1. I enjoy working **with** people who come **______** a wide range of backgrounds. **______** is the reason why I’m so keen **______** working in Human Resources.
2. ‘Hands On’, **______** is in the city centre, is **______** of the biggest employment agencies in **______** country.
3. A few years **______**, people **______** to have the same career for life. **______** days, they can reasonably expect **______** change careers two **______** three times.
4. In spite **______** being rather lazy, he always **______** to get good results.
5. He spent **______** second year of his contract working in the Melbourne office, **______** he helped to double the sales figures.
6. **______** 2001 and 2005, the accession rate in this company increased **______** about 20% each year.
7. One **______** two of our employees commute from London, but **______** of them live **______** the office.
8. I’m afraid **______** say he has absolutely **______** chance **______** getting the job.
9. Staff are **______** allowed to leave early, **______** if they promise to work overtime **______** the weekend.
10. Please come **______** time to the meeting, and **______** prepared to stay late.
11. **______** you do really well in your attainment test, you **______** be asked to attend **______** retraining course.
12. We discussed holding the interviews **______** our Bristol branch, but **______** how many people **______** apply for the position, we decided to use our bigger offices **______** Birmingham.
13. In most respects he was a typical employee, but **______** made him different **______** everybody else in the company **______** his enthusiasm for working at weekends.
14. **______** least 60 people turned up for the presentation, which was far **______** than the organisers expected, and **______** there were only 20 chairs, most of us **______** to stand.
15. Managers are **______** capable of making mistakes as **______** else.
16. Pauline Halmsworth, a production manager **______** works in our Chicago department, has **______** received an ‘Employee of the Year’ award.
17. He approached the training course **______** enthusiasm, and **______** excellent progress as a result.
18. She worked for the company **______** the age of 26 **______** she retired, and during **______** time she only took one or two days **______** sick.
19. Her sudden change of heart took everyone **______** surprise, since previously she **______** been very interested in the project.
20. Reduction **______** demand has led **______** the cancellation **______** several new projects **______** we had hoped to implement.
Formal words 1

In a business / office environment, we often use ‘formal’ words, especially in our written English (letters, reports, etc). For example, instead of ‘asked for advice’, we might use ‘consulted’.

We asked our accountant for advice about our tax.

becomes:

We consulted our accountant about our tax.

These ‘formal’ words are often verbs.

Change the ‘neutral’ verbs and expressions in bold in these sentences to more ‘formal’ words using the verbs / expressions in the box. Each sentence requires only one word or expression. In most cases, you will need to change the form of the verb.

1. We need to examine in detail the market potential of these new products.
2. The value of the business was calculated to be £5 million.
3. The management increased their offer in the hope of stopping the strike happening.
4. It will be the HR manager’s job to organise the induction programme.
5. He was given the job of checking the sales figures.
6. The contract was cancelled by the court.
7. Our accountants have been asked to examine the accounts for the last quarter.
8. When he was dismissed, he asked his union for support.
9. The chairman spoke to the sales team.
10. At the meeting it was decided to give middle management a salary increase.
11. The workers were given a warning by the manager for careless work.
12. We are waiting for the decision of the planning department.
13. Prices will be changed according to the current rate of inflation.
14. The chairman stopped the meeting until 3 o’clock.
15. We have chosen a new distribution manager.
16. Production costs are shared according to projected revenue.
17. The chairman has asked all managers to come to the meeting.
18. We have been told that the shipment will arrive next week.
19. Can you help me with these income tax returns?
20. The different unions have joined together to make one main union.
The words and expressions in **bold** in the first of each pair of sentences can be replaced by a more ‘formal’ verb in the second sentence. These verbs can be found in the box below, but in most cases you will need to change their form.

Write your answers in the crossword grid on the next page.

<table>
<thead>
<tr>
<th>brief</th>
<th>consent</th>
<th>consult</th>
<th>dismiss</th>
<th>elect</th>
<th>engage</th>
<th>enter</th>
</tr>
</thead>
<tbody>
<tr>
<td>index</td>
<td>inquire</td>
<td>license</td>
<td>notify</td>
<td>outline</td>
<td>present</td>
<td>redeploy</td>
</tr>
<tr>
<td>reinstate</td>
<td>retain</td>
<td>sequester</td>
<td>settle</td>
<td>specify</td>
<td>tender</td>
<td>undertake</td>
</tr>
</tbody>
</table>

### Across (

2. The management agreed to measures to **keep** experienced staff **in the company**.  
   The management agreed to measures to _____ experienced staff.

6. The sales people were **told** about the new product in detail.  
   The sales people were _____ about the new product.

7. The management **agreed** to the union’s proposals.  
   The management _____ to the union’s proposals.

8. The union has had its funds **taken away by order of the courts**.  
   The union has had its funds _____.

12. The insurance company refused to **pay** his claim for storm damage.  
   The insurance company refused to _____ his claim for storm damage.

15. The chairman **gave a general description of** the company’s plans for the coming year.  
   The chairman _____ the company’s plans for the coming year.

17. The union demanded that the sacked workers should be **allowed to return to the jobs from which they were dismissed**.  
   The union demanded that the sacked workers should be _____.

18. After a lot of thought, he decided to **hand in** his resignation.  
   After a lot of thought, he decided to _____ his resignation.

19. The court **refused to accept** his claim for compensation.  
   The court _____ his claim for compensation.

20. If we increase production, we will need to **take on** more staff.  
   If we increase production, we will need to _____ more staff.

21. Her job has been **increased in importance** to senior manager level.  
   Her job has been _____ to senior manager level.

### Down (↔)

1. He has **given up** his right to early retirement.  
   He has _____ his right to early retirement.

3. The management were **formally told** of the union’s decision.  
   The management were _____ of the union’s decision.

4. The HR director will **talk about** the new staff structure to the Board.  
   The HR director will _____ the new staff structure to the Board.

5. The union has **agreed** not to call a strike without further negotiation.  
   The union has _____ not to call a strike without further negotiation.
7. We **asked** our accountant **for advice** about our tax.
   We _____ our accountant about our tax.

8. Candidates are asked to **state clearly** which of the posts they are applying for.
   Candidates are asked to _____ which of the posts they are applying for.

9. He **chose** to take early retirement.
   He _____ to take early retirement.

10. We closed the design department and **moved** the workforce **to another department**.
    We closed the design department and _____ the workforce.

11. Salaries are **linked** to the cost of living.
    Salaries are _____ to the cost of living.

13. We are **trying to find out about** the background of the new supplier.
    We are _____ into the background of the new supplier.

14. The company has been **given formal permission** to sell spare parts.
    The company has been _____ to sell spare parts.

16. If you want to see the HR manager, **write** your name in the appointments book.
    If you want to see the HR manager, _____ your name in the appointments book.
Word association 1

The four words in italics in each of these sentences can be linked by one other word. All these words have human resources connections. What are they? Write your answers in the grid at the bottom of the page (the first and last letters of each word have been done for you). If you do this correctly, you will reveal something in the shaded vertical strip that all candidates should have or prepare when they apply for a job.

1. This word can come before accounting, analysis and factor, and after marginal.
2. This word can come before age, pay, wage and salary.
3. This word can come before review and structure, and after annual and basic.
4. This word can come before call and notice, and after unofficial and wildcat.
5. This word can come before transfer and work, and after evening and day.
6. This word can come before cover, examination, insurance and report.
7. This word can come before force and dispute, and after skilled and manual.
8. This word can come before agency and law, and after full-time and temporary.
9. This word can come before policy and cover, and after national and medical.
10. This word can come before tax and support, and after earned and net.
11. This word can come before enterprise, ownership, secretary and sector.
12. This word can come before scheme and contributions, and after occupational and portable.
13. This word can come before agency and appointment, and after senior and skeleton.
14. This word can come before work and law, and after fixed-term and under.
15. This word can come before allowance, assistant, contract and development.
Word association 2

Link the verbs in sentences 1 - 15 with a noun from the box to make word ‘partnerships’. The first one has been done as an example.

<table>
<thead>
<tr>
<th>accounts</th>
<th>an appointment</th>
<th>a complaint</th>
<th>a contract</th>
<th>instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>a job</td>
<td>a pension</td>
<td>a post</td>
<td>qualifications</td>
<td>redundancy</td>
</tr>
<tr>
<td>rules</td>
<td>a salary</td>
<td>a tax</td>
<td>work</td>
<td></td>
</tr>
</tbody>
</table>

1. You can start, be in or out of, look for, offer or return to __________ work __.
2. You can follow, carry out, give, issue or receive __________.
3. You can acquire, gain, hold, lack or need __________.
4. You can announce, avoid, face, receive or take __________.
5. You can draw, earn, offer, pay, raise, review or reduce __________.
6. You can offer, negotiate, sign, break, terminate or renew __________.
7. You can apply for, offer, create, accept, leave or turn down __________.
8. You can make, arrange, schedule, confirm, keep or cancel __________.
9. You can levy, impose, lift, deduct, raise or introduce __________.
10. You can pay, settle, keep or falsify __________.
11. You can announce, tender, demand, hand in, offer or accept __________.
12. You can collect, pay into, draw, take out, qualify for or invest in __________.
13. You can make, resolve, respond to, uphold, deal with, investigate or be cause for __________.
14. You can break, enforce, obey, disobey, violate, bend, relax or comply with __________.
15. You can apply for, offer, take up, hold, fill, be appointed to or accept __________.
Word association 3

Part 1:
Identify the 13 words in this box by reading from left to right (▲) and from right to left (▼), following the directions of the arrows. The first one has been done for you as an example.

[computer staff tax management stafflessness senility subroutine company lairtsudnibojelas]

Part 2:
Each of the words above can be used before these groups of words. Decide which word can come before each group. Word group 10 has been done for you.

Group 1:
• comparability, day, differentials, freeze, hike, package, parity, rise, round, scale

Group 2:
• abatement, adjustment, allowance, bracket, code, credit, declaration, exemption, form, shelter, threshold

Group 3:
• audit, committee, course, development, education, function, ratio, style, team, technique, trainee

Group 4:
• application, ceiling, cuts, cycle, description, dissatisfaction, enlargement, enrichment, freeze, loading, offer, opportunities, rotation

Group 5:
• charges, dispute, force, grading, injunction, market, mobility, relations, turnover, wastage

Group 6:
• accident, action, development, disease, dispute, health, practices, relations, tribunal, unrest

Group 7:
• car, director, executive, handbook, law, loyalty, secretary, town, union

Group 8:
• analysis, assistant, budget, campaign, chart, department, drive, executive, force, manager, representative, target

Group 9:
• agency, appointment, association, canteen, incentives, management, outing, representative, status, turnover

Group 10:
• department, error, file, fraud, language, listing, literate, manager, programmer, readable, services, system (Answer = computer)

Group 11:
• anchor, break, change, development, expectations, ladder, opportunities, path, pattern, structure, woman

Group 12:
• address, agent, card, centre, college, cycle, expenses, letter, plan, school

Group 13:
• appraisal, assessment, certification, confidence, employed, fulfilment, managed team, starter
Word association 4: salary and wage

1. Rearrange these letters to make adjectives that can come before wage and salary. The first letter of each word has been underlined.

balelevi, ginly, cabis, moinlal, iuimmn, honynmtl, graevea, alnuan, eyyrla

2. Complete this paragraph with verbs from the box.

An employee can (a) _______ or (b) _______ a wage or salary. An employer can (c) _______, (d) _______, (e) _______, (f) _______ or (g) _______ salaries or wages. If an employee is persistently late or does something wrong, the employer can (h) _______ his wages. Wages and salaries can (i) _______ or (j) _______. An experienced worker who is in great demand can (k) _______ a high wage or salary from a new employer.

3. Decide whether these statements are true or false:

(a) Changes made to wages are called wage adjustments.
(b) The basis on which an employee is paid is called a wage formation.
(c) A wage-price spiral occurs when prices fall, and so wages fall as well.
(d) The act of keeping increases in wages under control is called a wage restraint.
(e) A wage freeze is a period during which a company doesn’t pay any wages.
(f) The differences in wages between employees in similar types of jobs are called wage differences.
(g) A wages floor is the department in a company which is responsible for paying the employees.
(h) A financial benefit offered as a reward to employees who perform very well is called a wage incentive.

4. Complete these dictionary definitions with words from the box.

(a) Salary _______ refers to money which a company removes from salaries to pay to the government as tax, National Insurance, etc.
(b) A salary _______ is the organisation of salaries in a company with different rates of pay for different jobs.
(c) Salary _______ is a situation where an increase in pay is greater than that of officially negotiated rates.
(d) Salary _______ are the hopes of an employee that their salary will increase.
(e) A salary _______ is a re-examination by an employer of an employee’s pay.
(f) A salary _______ is the highest level on a pay scale that an employee can achieve under his or her contract.
(g) Salary _______ are all the salaries at different levels in a company.
(h) A salary _______ is a sudden reduction in salary.
Word association 5: work and working

A. Hidden in the grid below there are 23 words that can be used after work and working? How many can you find? You can find them by reading across (●) and down (●).

For example: work profiling working supervisor

B. Use the expressions to complete these sentences.

1. Everybody in the office is suffering from stress because there’s so much to do all the time. They’re all complaining of ________.

2. The factory is noisy, dark, hot and dirty. The union says that unless ________ improve, they’ll down tools and walk out.

3. According to our ________ figures, it should be possible for a team of five skilled employees to produce 20 units an hour.

4. Fiona’s a student on a business course. She’s spending some time with our company on ________ to see how a successful company is run.

5. My ________ are from nine to five, but I get 30 minutes for lunch, and two 20-minute breaks.

6. Karen is our ________: she works on the production line, but she also controls the work of the others on the factory floor.

7. I resigned last week, but I need to ________ my notice, so I’ll be here for another 3 weeks.

8. ________ is becoming increasingly common as people have to do more in less time, with inadequate equipment and in an unpleasant environment. There have even been reports of physical violence.

9. The company has made radical changes in its ________ recently in an attempt to increase production and create a more flexible working environment.

10. According to our ________ for today, we need to have 500 units checked, packed and despatched by lunchtime.

11. We’re going to have a busy day, with meetings all morning, a staff development workshop in the afternoon, and a ________ in-between.

12. Frequent ________ by the union are holding up production and losing us money.
Two-word expressions 1

Exercise 1
Complete the words in the grid to make two-word expressions connected with Human Resources. You have been given the first letter of each word, and you can find the rest of each word in the box below the grid. The first one has been done as an example.

<table>
<thead>
<tr>
<th>a</th>
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<th>c</th>
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<tbody>
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<td>v</td>
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</tbody>
</table>

Exercise 2
Complete these sentences with a two-word expression from above.

1. _____ _____ had to be taken to prevent further disputes between workers and managers.

2. In return for a large payment, several of our employees have offered to accept _____ _____.

3. We will begin the recruitment drive with our annual _____ _____, beginning at North London University.

4. We have to carry out a _____ _____ so that we can decide which of our employees should go for further training, and which should be transferred.

5. These days, it is not enough to be able to do one job well. You need to have _____ _____ so that you can more from job to job effectively.

6. Our _____ _____ is £7.50 an hour, but this rises to £10.50 an hour after the employee has been with us for six months.

7. By being appointed sales manager, she moved several steps up the _____ _____.

8. If you want to be successful in this company, it's important to acquire a bit of computer _____ _____ and other IT skills.

9. When she was sacked for sending personal emails when she should have been working, she complained of _____ _____ to her union.

10. This company has a very high _____ _____, which many of our employees are blaming on poor management.
Two-word expressions 2

Hidden in the two boxes below there are 39 expressions which use two words. The first word of each expression can be found in the first box, and the second word can be found in the second box. The words can be found by reading from left to right (▌) only. Set yourself a time limit of 10 minutes to see how many you can find. One word in the second box can be used twice.

Examples: track record  body language

<table>
<thead>
<tr>
<th>adverse advisory group</th>
<th>age health restrictive</th>
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<tbody>
<tr>
<td>racial tertiary career</td>
<td>severance track result</td>
</tr>
<tr>
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<td>ineffective immediate</td>
</tr>
<tr>
<td>incremental appraisal</td>
<td>collaborative problem</td>
</tr>
<tr>
<td>information skill sex</td>
<td>value gross attendance</td>
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<table>
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<tr>
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<td>dismissal time climate</td>
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<tr>
<td>language path dynamics</td>
<td>discrimination record</td>
</tr>
<tr>
<td>inventory time dispute</td>
<td>covenant code overload</td>
</tr>
<tr>
<td>arbitration screening</td>
<td>drift reference period</td>
</tr>
<tr>
<td>track drive timescale</td>
<td>solving package pay</td>
</tr>
</tbody>
</table>
Phrasal verbs 1

Complete the sentences with a verb so that each sentence contains a phrasal verb. Use these verbs to complete the crossword grid on the next page. The sentences in italics explain what each phrasal verb means. The verbs you need are in the box, but in many cases you will need to change their form (past simple, past participle or present participle).

All of the phrasal verbs can be found in the Bloomsbury Dictionary of Human Resources and Personnel Management.

<table>
<thead>
<tr>
<th>back</th>
<th>cancel</th>
<th>carry</th>
<th>close</th>
<th>drag</th>
<th>fall</th>
<th>fight</th>
<th>fill</th>
</tr>
</thead>
<tbody>
<tr>
<td>follow</td>
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<td>sort</td>
<td>turn</td>
<td>weed</td>
<td>work</td>
<td></td>
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</tr>
</tbody>
</table>

Across (✔)

3. The company is _____ down its London office. (to shut a shop, factory or service for a long period or for ever)
5. We'll pay you half now, and _____ up the difference next month. (to pay extra so that a loss or difference is covered)
6. She doesn't _____ on with her new boss. (to be friendly or work well with someone)
8. Negotiations _____ on into the night. (to continue slowly without ending)
12. The unions are _____ against the proposed redundancies. (to struggle to try to overcome something)
14. I'll _____ up your idea of targeting our address list with a special mailing. (to examine something further)
16. Two months later, they _____ back on their agreement. (not to do what has been promised)
17. The company was _____ up in 1994. (to begin something or to organise something new)
18. He _____ down the job he was offered. (to refuse)
21. Discussion of item 4 was _____ over until the next meeting. (to postpone or put back to a later date)
22. In the last six months we have _____ behind our rivals. (to have fewer sales or make less profit)

Down (♠)

1. He decided to resign, so _____ in his notice. (to deliver a letter by hand)
2. He resigned last week, and is now _____ out his notice. (to work during the time between resigning and actually leaving the company)
4. The test is designed to _____ out candidates who have low mathematical skills. (to remove unsuitable candidates or employees)

7. The staff _____ on working in spite of the fire. (to continue or to go on doing something)

9. Higher costs have _____ out the increased sales revenue. (to balance or act against each other and so make each other invalid)

10. I’ll _____ in for him while he is away at his brother’s wedding. (to do someone else’s job temporarily)

11. Smith Ltd will be _____ out as a supplier of spare parts. (to remove something gradually)

13. Did you _____ out the accounts problem with the auditor? (to put into order)

15. Do you think they’ll _____ out when they realise how hard the project is? (to decide not to do something)

19. Your suggestions sound good. Let’s _____ with them for a while. (informal - to decide to carry out an idea or project)

20. His union refused to _____ him up in his argument with management. (to support or help)
Phrasal verbs 2

Each sentence 1 - 12 can be completed with a phrasal verb, using a verb and a particle or particles from boxes A + B. Write the appropriate phrasal verb for each sentence in the grid. In some cases you will need to change the form of the verb.

If you do it correctly, you will reveal another phrasal verb in the shaded vertical strip. This phrasal verb means ‘to make something happen earlier than originally planned’.

The sentences in *italics* after each sentence explain what the phrasal verb means.

<table>
<thead>
<tr>
<th>A: Use these verbs</th>
<th>B: Use these particles:</th>
</tr>
</thead>
<tbody>
<tr>
<td>break</td>
<td>bring</td>
</tr>
<tr>
<td>across</td>
<td>down</td>
</tr>
</tbody>
</table>

1. Payment will be _____ _____ until the contract has been signed. *(to wait, to not go forward)*
2. The company is _____ itself _____ _____ expansion into the African market. *(to get ready)*
3. You must _____ all the forecasts _____ the budget. *(to add something to something else that is being set up)*
4. Mr Smith is _____ _____ _____ the chairman, who is ill. *(to take someone's place)*
5. At the meeting, the chairman _____ _____ the subject of redundancy payments. *(to refer to something for the first time)*
6. Make sure you don’t make any mistakes when you _____ _____ the application form. *(to write the required information in the spaces on a form)*
7. He has _____ _____ the same job for the last six years. *(to manage to do a difficult job, usually over a long period of time)*
8. Don’t work too hard or you’ll _____ yourself ____. *(to become tired and incapable of further work because of stress)*
9. The management _____ _____ ____ the union’s demands. *(to make concessions or agree to demands)*
10. We weren’t able to _____ _____ the discussions until midnight. *(to stop)*
11. The manager tried to _____ _____ to the workforce why some people were being made redundant. *(to make someone understand something)*
12. There isn’t enough work, so we have to _____ some of you _____ for the day. *(to reduce employee's hours of work because of shortage of work)*

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**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.

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Would you <strong>advise against</strong> moving the head office to Edinburgh?</td>
<td>A. Yes, they thought they might be able to do a bit better as long as we were prepared to work harder.</td>
</tr>
<tr>
<td>2. Did you manage to <strong>turn</strong> the company <strong>round</strong>?</td>
<td>B. Well, we haven’t actually bought it yet, but we’ve made an offer to buy most of the shares.</td>
</tr>
<tr>
<td>3. Do you think the staff will <strong>walk out</strong> when they hear the news?</td>
<td>C. No, I don’t think we’re going to employ anyone else for the time being.</td>
</tr>
<tr>
<td>4. Did you manage to <strong>get through</strong> to the complaints department?</td>
<td>D. Yes, I don’t think we should do that.</td>
</tr>
<tr>
<td>5. Shall we <strong>put back</strong> the meeting until everyone can come?</td>
<td>E. Possibly, but we’re not sure we’d want to wait too long before asking.</td>
</tr>
<tr>
<td>6. Were the management willing to <strong>improve on</strong> their previous offer?</td>
<td>F. Yes, I’ve had three phone calls already this afternoon.</td>
</tr>
<tr>
<td>7. Would you be prepared to <strong>hold out</strong> for a 10% pay rise?</td>
<td>G. Well, there has already been some gradual expansion, but it’s going to take time.</td>
</tr>
<tr>
<td>8. Will we be able to <strong>hold him to</strong> the contract?</td>
<td>H. Well, I certainly think it’s a good idea to move it to a later date.</td>
</tr>
<tr>
<td>9. Can we <strong>clock off</strong> yet?</td>
<td>I. Yes, it was making a loss, but now it’s a very profitable organisation.</td>
</tr>
<tr>
<td>10. Have you <strong>taken over</strong> the company?</td>
<td>J. I hope so. I don’t want to allow any changes to be made at this stage.</td>
</tr>
<tr>
<td>11. Are they hoping to <strong>build up</strong> a profitable business?</td>
<td>K. We should manage, although everyone will have to work a bit harder.</td>
</tr>
<tr>
<td>12. Do you think you’ll have to <strong>let</strong> Mr Walton <strong>go</strong>?</td>
<td>L. Yes, it’s time to leave. Let’s go home.</td>
</tr>
<tr>
<td>13. Have our reps <strong>called in</strong> to give us their sales figures?</td>
<td>M. Probably, and we really don’t want everyone to stop working and leave in protest.</td>
</tr>
<tr>
<td>14. Have the managers agreed to <strong>take on</strong> more staff for the Witney office?</td>
<td>N. We don’t like making people redundant, but it looks like it’s our only option.</td>
</tr>
<tr>
<td>15. Can we <strong>get along</strong> all right with only half the staff we had before?</td>
<td>O. No, they weren’t answering the phone.</td>
</tr>
</tbody>
</table>
Phrasal verbs 4

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)*
Idioms 1: The people you work with

There are a lot of informal, idiomatic and slang words that we can use to talk about different types of people who work in a company. Many of them are used in a humorous way. Some of them are not very complimentary, so you should be careful how you use them!

Read the descriptions of these different people, then match them with the idiomatic noun in the box at the bottom of the page that best applies to them. The first one has been done for you.

1. Alice enjoys her work, and has no grievances against her employer. = a happy camper
2. Brian is a brilliant young man who has quickly become very successful.
3. Clarice is an angry worker who is always spreading discontent in the office.
4. Daniel was brought in to deal with a big project, made a lot of fuss, achieved nothing and then left.
5. Elizabeth is a second-level manager who is responsible for carrying out commands and communicating messages from the top-level executives.
6. Frank works all the time, and is unhappy when he’s not working.
7. Gary is new to our company, but he didn’t need to be trained for the job as he was already experienced in his line of work.
8. Harriet is a junior executive who assists a senior executive, and is always following him around the building.
9. Ian is rich and successful because of all the hard work he has done.
10. Janine often moves from one job to another because she has skills that a lot of companies value.
11. Kevin is obsessed with the Internet, and spends all his time on the computer.
12. Louise is an influential and dynamic woman who makes things happen.
13. Martin always agrees with everything his boss says.
14. Nora secretly has a second job which she goes to in the evening, and which pays cash.
15. Oliver does a large variety of small jobs in the office.
16. Penelope always appears to have an endless supply of good ideas.
17. Richard is a senior executive who performs extremely well.
18. Sally left the company last year, but returned to work for us again last month.
19. Tom is an executive who dresses well and follows procedure, but doesn’t actually contribute much to the company.
20. Ursula is a lazy employee who tries to get away with doing the least possible amount of work.
21. Vic is very knowledgeable about technology and mathematics, but is not very good at relating to people.
22. Wendy always follows her instincts when responding to a question rather than considering it rationally.

a boomerang worker • a digithead • an empty suit • a free worker
a goldbricker • a happy camper • a heavy hitter • a hip shooter • an idea hamster
a Man Friday • a moonlighter • a mover and shaker • a nethead • a pilot fish
a plug-and-play employee • a seagull manager • a self-made man • a spear carrier
a toxic employee • a whizz-kid • a workaholic • a yes-man

All of the words and expressions in this box can be found in the Bloomsbury Dictionary of Human Resources and Personnel Management.
Idioms 2

Choose the correct idiomatic word or expression in (a), (b), (c) or (d), for each of these sentences. You will find all the correct expressions in the Bloomsbury Dictionary of Human Resources and Personnel Management.

1. Boring and detailed work, such as examining documents for mistakes, could be described as:
   (a) hammer and chisel work  
   (b) nut and bolt work  
   (c) bucket and spade work  
   (d) pick and shovel work

2. We sometimes say that people who compete for success in business or in a career are working for the:
   (a) horse race  
   (b) dog race  
   (c) rat race  
   (d) camel race

3. The practice of transferring a difficult, incompetent or non-essential employee from one department to another is known informally as a:
   (a) weasel waltz  
   (b) turkey trot  
   (c) cat calypso  
   (d) rabbit rumba

4. We might refer to a bad employer with a reputation for losing talented staff as a:
   (a) people churner  
   (b) people mixer  
   (c) people stirrer  
   (d) people beater

5. A job that is normally done by a woman, especially a young one, is sometimes referred to as:
   (a) a pink-collar job  
   (b) a woolly-jumper job  
   (c) a fluffy-slipper job  
   (d) a furry-mule job

6. If you do a lot of different types of work in an office for very low pay, you could be referred to as a:
   (a) catsbody  
   (b) pigsbody  
   (c) ratsbody  
   (d) dogsbody

7. When an employee telephones to say that s/he is not coming to work because s/he is ill, but in fact is only pretending to be ill, we say that s/he is taking or throwing a/an:
   (a) unwellie  
   (b) illie  
   (c) horriblie  
   (d) sickie

8. If an employee gets very angry at work because of something bad or unpleasant that happens, we can say that they are experiencing:
   (a) office anger  
   (b) work rage  
   (c) shopfloor strops  
   (d) workplace wobblies

9. If an employee is deliberately or accidentally excluded from decision-making processes, they might complain that they are being left:
   (a) out of their mind  
   (b) out of the blue  
   (c) out of their head  
   (d) out of the loop

10. Work that offers the same money for less effort than another similar job is often known as:
    (a) a cushy number  
    (b) a doddle  
    (c) a pushover  
    (d) child's play

11. When somebody is dismissed from their job, we can say that they have:
    (a) got the shoe  
    (b) got the sandal  
    (c) got the boot  
    (d) got the slipper

12. If you criticize somebody in writing, we can say that you ________ them.
    (a) pencil-smack  
    (b) pencil-trash  
    (c) pencil-punch  
    (d) pencil-whip
Idioms 3

Look at these mini-dialogues, and complete each one with an idiomatic expression from the box. You do not need to use all of the expressions.

cherry pick  •  dead wood  •  dress-down day  •  dumbsizing  •  ear candy
exploding bonus  •  eye service  •  glad-hand  •  graveyard shift  •  helicopter view
kiss up to  •  leaky reply  •  marzipan employee  •  mushroom job
shape up or ship out  •  sweetener  •  three-martini lunch

1. A. Oh no! Elaine sent me an email complaining about Mr Jones, and I wrote her a reply. I agreed that I thought Mr Jones was stupid and incompetent, and I've accidentally sent it to him!  
B. Oh well, don’t worry. We all send a _________ now and then.

2. A. I’ve told Tom that unless he improves his performance at work, he’ll be fired.  
B. Good. It’s about time somebody told him to _________.

3. A. A lot of our factory employees are happy to work at night because the money is good.  
B. Yes, working the _________ can be a good way of making more money.

4. A. The only way to get promoted in this job is to flatter and be very attentive to the senior managers.  
B. That’s terrible! You shouldn’t have to _________ people to get ahead in your job.

5. A. We need to get rid of some of our older and less productive staff.  
B. I agree. The _________ has to go as soon as possible.

6. A. Ms Rigden met a lot of people at the conference, didn’t she?  
B. She certainly did. I think I saw her _________ almost everyone there.

7. A. On Wednesdays, we’re allowed to wear informal clothes to work.  
B. Us too. Our _________ is Friday.

8. A. My boss always compliments me and tells me how well I’m doing, but he never offers me a pay rise.  
B. Well, I suppose a bit of _________ is better than nothing.

9. A. A lot of people in our company only do any work when the supervisor is watching them.  
B. It’s the same in our company. In fact, _________ is more common than you think.

10. A. We need to reduce the size of the company but we need to make sure it doesn’t become unprofitable or inefficient.  
B. That’s true. _________ is something we need to avoid at all costs.

11. A. Alan says he’s thinking of leaving the company to work for someone else.  
B. That’s not good news. Offer him a _________ and see if he can be persuaded to stay.

12. A. Do we need to look at all the problems in detail?  
B. No, not really. A _________ should be enough for now. We just need the main ideas.
Changes

Exercise 1: Verbs

Complete these sentences with a verb from the box. In some cases, more than one answer may be possible. You will need to change the form of the verb in many cases. The first one has been done as an example.

<table>
<thead>
<tr>
<th>adapt</th>
<th>adjust</th>
<th>alter</th>
<th>decrease</th>
<th>demote</th>
<th>deteriorate</th>
<th>downgrade</th>
</tr>
</thead>
<tbody>
<tr>
<td>downsize</td>
<td>enforce</td>
<td>expand</td>
<td>increase</td>
<td>lay off</td>
<td>phase in</td>
<td>promote</td>
</tr>
<tr>
<td>redeploy</td>
<td>reduce</td>
<td>relax</td>
<td>release</td>
<td>relocate</td>
<td>renew</td>
<td>renovate</td>
</tr>
<tr>
<td>replace</td>
<td>retire</td>
<td>streamline</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. In order to **streamline** distribution services, we are installing a new, more efficient computer system.

2. Because of her excellent work, she will be _______ from salesperson to manager.

3. The company will close for two weeks while the offices are being _______.

4. The good news this year is that company profits have _______ faster than the rate of inflation.

5. His contract was initially for five years, but it has recently been _______ for another three years.

6. When I wanted to leave the company early, the management refused to _______ me from my contract.

7. Older staff are being encouraged to _______ early.

8. We closed the design department and _______ the workforce to the publicity department.

9. We have _______ our sales force in order to cope with the extra demand for our products.

10. The company has decided to _______ the company rules on dress codes: from now on, office staff are not required to wear suits.

11. Our share of the domestic market has been much bigger since imports _______.

12. The company has decided to _______ the rules on smoking: from now on, anyone caught smoking on company premises will be fined.

13. He was _______ from manager to salesperson because of his poor handling of the department.

14. Over the next two years, we will _______ all our salaried staff with freelancers.

15. The quality of work in the office has _______ badly since the old manager left.

16. Salaries will be _______ to bring them in line with the higher rate of inflation.
17. We must ________ expenditure if we want to stay in business.

18. The new system of pension contributions will be ________ over the next two months.

19. The staff are finding it hard to ________ to the new style of management.

20. Because of poor demand for our products, we have had to ________ 20 workers.

21. When the company closed its London offices, the staff were ________ to other offices around the country.

22. Until recently the most senior position in the company was European Sales Manager, but this was ________ when the new post of International Sales Director was created.

23. In order to make the company more profitable, we have to ________ the workforce from 108 to about 60.

24. We need to ________ some of the terms of the contract before we make a final decision.

Exercise 2: Nouns

The verbs in the first box can also be nouns, or they can be made into nouns by changing the end of the word. Match the verbs with the instructions in the second box so that they become nouns. There is an example in the second box.

<table>
<thead>
<tr>
<th>1. adjust</th>
<th>2. alter</th>
<th>3. decrease</th>
<th>4. demote</th>
<th>5. deteriorate</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. downgrade</td>
<td>7. downsize</td>
<td>8. enforce</td>
<td>9. expand</td>
<td>10. increase</td>
</tr>
<tr>
<td>16. relocate</td>
<td>17. renovate</td>
<td>18. replace</td>
<td>19. retire</td>
<td></td>
</tr>
</tbody>
</table>

A. No change     (for example: decrease)
B. Add -ation
C. Remove e and add -ing
D. Remove e and add -ion
E. Add -ment
F. Remove d and add -sion
G. Remove e and add -tion
Over and under

Look at these mini-dialogues and complete each one with a word from the box. These words all include *over* or *under*. The first one has been done as an example for you. One word can be used twice.

<table>
<thead>
<tr>
<th>overhaul</th>
<th>overheads</th>
<th>overmanned / overstaffed</th>
<th>overpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>overqualified</td>
<td>overrated</td>
<td>overrule</td>
<td>overrun</td>
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<tr>
<td>overtime</td>
<td>overturn</td>
<td>overworked</td>
<td>underachiever</td>
</tr>
<tr>
<td>undermined</td>
<td>underemployed</td>
<td>underutilised</td>
<td>underworked</td>
</tr>
</tbody>
</table>

1. A. The directors think that our staff are ___________.
   B. Well, they are at the moment, but that’s because demand for our products is so low.

2. A. The workers have ___________ the time limit set by the production manager.
   B. That’s not good. They shouldn’t go beyond the limits that set for them.

3. A. We’re rather ___________ at the moment.
   B. Right. And unless the market improves, we might need to lay off some of our casual workers.

4. A. Do you think our staff are ___________?
   B. No, I don’t. They work very hard for the money they receive.

5. A. Everyone says that Elizabeth works hard, but in my opinion she’s a bit of an ___________.
   B. I agree. She doesn’t do as much as she is capable.

6. A. I’m learning how to do the production manager’s job in case he needs to take some extended time off.
   B. Oh, I thought you were the ___________ for the accounts manager.

7. A. Does this business make a lot of money?
   B. Yes, it’s a very profitable ___________.

8. A. Robert has a degree in business studies, doesn’t he?
   B. Yes, so he’s rather ___________ to be an ordinary shop floor worker.

9. A. Our sales revenue covers the manufacturing costs, but not the day-to-day running costs of the company.
   B. Right. We need to make sure we have enough to cover our ___________.

10. A. Our staff are always complaining that they’re ___________.
    B. I don’t know why. They get plenty of breaks, and most of them clock off before three o’clock.
11. A. Staff are worried that the director’s complaints could ________ their productive ability.
    B. Well, perhaps they should call a meeting with the directors if they feel that their ability could be weakened.

12. A. Apparently the management are going to ________ some of the decisions they made last month.
    B. Well I’m not sure they can cancel decisions that have already been made.

13. A. The union and management decided to make some important changes last month, but the directors decided they couldn’t go ahead with them.
    B. Are they allowed to ________ changes that have been mutually agreed?

14. A. Our new computer system is excellent, but it’s being ________.
    B. If it’s not being used enough, perhaps it’s because staff don’t know how to use it.

15. A. Do you think it’s time we made a few changes to the way we run the company?
    B. Yes. The first thing we should do is to ________ the company’s union agreements.

16. A. We need a legally-binding promise that your workers will remain on the shop floor during negotiations.
    B. Fine, we’ll provide you with a written ________ not to strike during that period.

17. A. What’s our current ________ rate?
    B. Well, if you work for more than the normal working time, it’s one and a half times normal pay.

18. A. We’re worried that the department will be ________ during the Christmas period.
    B. If we don’t have enough staff then, we can employ some casual workers.

19. A. I think the ‘first class service’ they offer is valued more highly than it should be.
    B. I agree. It’s vastly ________.

20. A. The management and the union have come to an ________ about the demarcation problems.
    B. I don’t think a private agreement is good enough. We need to have it in writing.
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.

<table>
<thead>
<tr>
<th>lked out</th>
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</table>

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

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

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. **cidnteads** applied, and Ian was one of them. After all the interviews had finished, the directors made a 28. **striotlsh** of the best 29. **anipctlsa**, 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. **pnoesnie** plan to make sure he would be well-off when he retired, and the chance of 37. **pmootonir** to the position of sales manager. All in all, his future 38. **psocrspef** looked excellent.
Abbreviations and acronyms

Test your human resources abbreviations. Look at these abbreviations, then complete the crossword puzzle on the next page with the words that are missing from their complete forms. You will find all of these, together with their definitions, in the Bloomsbury Dictionary of Human Resources and Personnel Management. The first one has been done for you.

Across
1. VAT = Value Added _____.
2. O and M = organisation and _____.
4. GMP = guaranteed _____ pension.
6. PBR = payment by _____.
9. MD = Managing _____.
11. EOC = _____ Opportunities Commission.
12. INSET = in-service _____.
15. QWL = quality of _____ life.
17. R and D = _____ and development.
20. HR = human _____.
21. SERPS = state earnings-related _____ scheme.
23. In £25K, K means _____.
26. ASAP = as soon as _____.
28. PIW = period of _____ for work.
30. MPP = maternity pay _____.
31. CV = curriculum _____.
33. SWOT analysis = strengths, weaknesses, _____ and threats analysis.
36. LIFO = last in, _____ out.
38. PAYE = pay as you _____.
41. EAT = employment _____ tribunal.
42. MBA = Master of Business _____.
43. PEST = political, economic, social and _____.

Down
1. TOIL = _____ off in lieu.
3. OTE = on-target _____.
5. AGM = annual general _____.
7. ILO = International _____ Organisation.
8. PR = public _____.
10. PLC = _____ limited company.
13. ESOP = employee share _____ plan.
14. TNA = training needs _____.
16. NI = national _____.
18. SAYE = _____ as you earn.
19. EAP = employee _____ programme.
22. TQM = total _____ management.
24. CPD = continuing personal _____.
25. NVQ = National _____ Qualification.
27. PIN = personal _____ number.
29. AVC = additional voluntary _____.
32. PERT = programme _____ and review technique.
34. SMP = statutory _____ pay.
35. CEO = Chief Executive _____.
37. EHO = environmental _____ officer.
39. SSP = statutory _____ pay.
40. p.a. = per _____.
Welcome to the Bristol division of Compuflop plc. My name is Marion Smith, and I am responsible for the company’s productive use of its workforce. This is Alice Ranscombe, who works in my department typing letters, filing documents, arranging meetings and so on. And this is Jessica Hopkins, who does lots of small jobs in and around the office. If you need some filing done, some letters posted, or want a cup of tea, she’s the one to ask. The man in the office over there wearing the Versace suit and the Rolex is Eddie Rolfe. He controls the company finances. You probably saw his Ferrari parked outside when you arrived. The man over there sweeping the floor is Reg McEnery. Reg, when you’ve finished, could you empty the bins please?

Let me tell you about some of the other people who are currently working in my company. First of all, there’s Anne Kennedy, who is appointed by the shareholders to help run the company. She spends a lot of time working with Ronald Anderson, who makes sure the company is running efficiently, and he has to answer to Elizabeth Watkins, who is the most important director in charge of the company. Susie Farraday works for Ms Watkins, and she performs various secretarial and administrative duties for her. Alan Johnson presides over the company’s board meetings, and Brian Larrs attends the board meetings only to give advice.

Our company makes computer components, and we need to make sure that production keeps up with demand. Stephen Bird is the man who supervises the production process, and he is helped in this job by Ray Harrison. In addition to our Bristol office and factory, we also have an office in Birmingham: Mary Myers is responsible for the company’s work there. Richard Giddings is the one who makes sure people know about our products and services. To tell you the truth, I don’t think he’s doing a very good job; the company doesn’t seem to have made much money for quite a long time now.

On the factory floor we have Harry Rampling. He’s a highly skilled worker, so he’s in charge of all the workers on the factory floor. Andy Kelly represents the workers in discussions with the managers about things like wages and conditions of employment. At the moment, there is a dispute between the workers and the management about money. The workers want more, and the management say the company can’t afford to give a pay rise. Anyway, the company has brought in Jennie Wilkinson to help sort things out (she doesn’t work for our company and isn’t concerned with the dispute, so hopefully she will be able to settle it - the last time we had a dispute, we had to bring in Jack Langsdale from the government to make the two sides agree). I do hope the workers don’t go on strike again. We’ve lost a lot of business because of industrial action recently.
We also have a few other people who are here on a temporary basis. **Tabitha Bradley** is one of them. She finished university last month, and she’s learning a bit about the company. She’s hoping to work with us in the future.

I’m sorry, I didn’t catch your name. **Tony Preston**. Nice to meet you Mr Preston. And why are you here? You’re here to take over the company and close it down?! Oh dear, I didn’t realise we were in that much trouble!

1. Marion Smith  
2. Alice Ranscombe  
3. Jessica Hopkins  
4. Eddie Rolfe  
5. Reg McEnery  
6. Anne Kennedy  
7. Ronald Anderson  
8. Elizabeth Watkins  
9. Susie Farraday  
10. Alan Johnson  
11. Brian Larrs  
12. Stephen Bird  
13. Ray Harrison  
14. Mary Myers  
15. Richard Giddings  
16. Harry Rampling  
17. Andy Kelly  
18. Jennie Wilkinson  
19. Jack Langsdale  
20. Tabitha Bradley  
21. Tony Preston

A. area manager  
B. official mediator  
C. official receiver  
D. chief executive officer  
E. foreman  
F. production manager  
G. company director  
H. Girl Friday  
I. human resources manager  
J. trade union representative  
K. personal assistant  
L. arbitrator  
M. assistant manager  
N. chairman  
O. managing director  
P. graduate trainee  
Q. secretary  
R. non-executive director  
S. advertising manager  
T. caretaker  
U. accountant
Recruitment advertising

Complete this job advertisement with appropriate words from the box. The first one has been done for you.

annum • applicant • attractive • basic • benefits • colleagues • commission
covering • CV • drive • experience • increment • leading • motivate
package • post • qualified • rewards • salary • team • vacancy

(1) **Leading** manufacturing company APB has a (2)________ for the (3)________ of

**Sales manager**

to begin work in our busy Manchester office from this September.

The successful (4)________ will be suitably (5)________ and should have had extensive (6)________ in sales management. They will be able to work as part of a (7)________, and should have (8)________ and the ability to (9)________ and inspire their (10)________.

In return, we can offer an (11)________ (12)________ (13)________, which includes a (14)________ (15)________ of £20K per (16)________, 10% (17)________ on all sales, a guaranteed annual (18)________ of £1K, and other (19)________ such as a company car and free meals.

If you are interested in working for this us, send your (20)________ with a (21)________ letter to:

APB Ltd, Norton Towers, Blackberry Way, Whittersley, WH8 4RT

APB is an equal opportunities employer
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

(2)______ : Ealing (3)______, West London

(4)______ to: Production Manager, (5)______ Office.

(6)______  (7)______. Monday to Friday 9.00 - 5.30

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

Main (9)______:

To (10)______ the work of the production department.

(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.

(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.

<table>
<thead>
<tr>
<th>Application for (1) <em>employment</em> as:</th>
<th>Telesales Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>(2)______ : Sheppard</td>
<td>(3)______(s): Eric John</td>
</tr>
<tr>
<td>(4)______ : 136 Wrenhouse Street, Ensham, Berkshire.</td>
<td></td>
</tr>
<tr>
<td>(5)______ : RG87 6GH</td>
<td></td>
</tr>
<tr>
<td>(6)________ details</td>
<td></td>
</tr>
<tr>
<td>(7)________ telephone: 01988 879910</td>
<td>(8)________ : <a href="mailto:ericshep@freemail.co.uk">ericshep@freemail.co.uk</a></td>
</tr>
<tr>
<td>(9)________ and (10)________:</td>
<td></td>
</tr>
<tr>
<td>Last school(11)________: Briarwood Secondary, Ensham</td>
<td></td>
</tr>
<tr>
<td>(12)________ or (13)________: North London University, Holloway Road, London. Central Business School, Addingsbury</td>
<td></td>
</tr>
<tr>
<td>(14)________ and (15)________:</td>
<td></td>
</tr>
<tr>
<td>A-Levels: Economics, History, Geography</td>
<td></td>
</tr>
<tr>
<td>BA (16)________ in Business Administration (Upper second with Honours)</td>
<td></td>
</tr>
<tr>
<td>RSA (17)________ in Business IT.</td>
<td></td>
</tr>
<tr>
<td>Employment (18)________.</td>
<td></td>
</tr>
<tr>
<td>(19)________ employer and</td>
<td></td>
</tr>
<tr>
<td>(20)________ of employment: Safenet Insurance, Unit 7b Millsfarm Estate, Tottenham, London N17 8YT 2002 - Present.</td>
<td></td>
</tr>
<tr>
<td>Job (21)________: Assistant telesales manager and coordinator.</td>
<td></td>
</tr>
<tr>
<td>(22)________: Cold-calling potential clients for Insurance scheme. Monitoring other telesales operatives as part of quality control.</td>
<td></td>
</tr>
<tr>
<td>(23)________ for (24)________: I would like to develop my potential in sales and marketing, and have more responsibility.</td>
<td></td>
</tr>
<tr>
<td>(25)________.</td>
<td></td>
</tr>
<tr>
<td>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)________):</td>
<td></td>
</tr>
<tr>
<td>1. Mr Boyd Walton (Manager) Safenet Insurance (Address above)</td>
<td></td>
</tr>
<tr>
<td>2. Alice Vaughan (Ex-colleague) Barrett and Dowling Insurance 15A Searle Street Rigdenbury HB2 9TY</td>
<td></td>
</tr>
<tr>
<td>No (29)________ will be made to your present employer before an (30)________ of employment is made to you.</td>
<td></td>
</tr>
<tr>
<td>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)________.</td>
<td></td>
</tr>
<tr>
<td>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)________.</td>
<td></td>
</tr>
</tbody>
</table>
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

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

<table>
<thead>
<tr>
<th>application</th>
<th>aptitude</th>
<th>board</th>
<th>candidates</th>
<th>covering</th>
<th>group-situational</th>
<th>in-basket</th>
<th>introduction</th>
<th>medical</th>
<th>one-to-one</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>pre-selection</td>
<td>psychometric</td>
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<td></td>
<td></td>
<td></td>
<td>short-list</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>turn down</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>appearance</th>
<th>circumstances</th>
<th>disposition</th>
<th>fixed-term</th>
<th>follow-up</th>
<th>offered</th>
<th>open-ended</th>
<th>seven-point plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>abrasive</th>
<th>ambition</th>
<th>conceited</th>
<th>confidence</th>
<th>confrontational</th>
<th>critical</th>
</tr>
</thead>
<tbody>
<tr>
<td>decisive</td>
<td>impulsive</td>
<td>industrious</td>
<td>judgement</td>
<td>motivation</td>
<td>obstinate</td>
</tr>
<tr>
<td>practical</td>
<td>professional</td>
<td>punctual</td>
<td>rapport</td>
<td>relationship</td>
<td>reliable</td>
</tr>
<tr>
<td>sensitive</td>
<td>selfish</td>
<td>sociable</td>
<td>willing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Complete the sentences with an appropriate word or expression, and write the answers in the crossword grid on the next page. Clue 1 across has been done for you.

Several of the sentences refer to shift work (when employees work for a period and then are replaced by others). Some of the sentences refer to flexible work systems, where employees can start or stop work at different hours of the morning or evening, provided that they work a certain number of hours per day or week.

Across (▌)

1. When somebody is always on time for work, we say that they are ________.
5. When you record the time you leave work by putting a card into a special machine, you ________ ________.
8. A time for which work is paid at twice the normal rate (for example, at weekends or on public holidays) is called ________ time.
9. The act of changing an employee’s shift or working hours is called shift ________.
12. In Britain, parents who have children under 6, or disabled children under 18, have a legal right to have their working hours arranged to help them with their responsibilities. This right is known as Flexible Work ________.
13. ________-______ is the fact of being on time for work (for example, He was warned for bad ________).
15. ________ time is paid time which the management agrees an employee can spend on rest, cleaning or meals, not working.
17. Time and a ________ is the normal rate of pay plus 50% extra (for example, when an employee does overtime or works evenings).
18. The ________ shift is an informal expression for the night shift.
19. Shift ________ are payments made to an employee in addition to their basic pay to compensate them for the inconvenience of the pattern of shift work.
21. A duty ________ is a list of times showing when each employee is on duty at those times.
24. ________ is a person’s right to something (for example, for a paid holiday, for a minimum of 30 minutes for lunch, for paid sick leave, etc)
25. Hours worked more than the normal working hours are called ________.
26. If a company does not operate a flexible time system, we say that the employees work ________ hours.
27. ________ shifts refers to a system where employees take turns in working different shifts.

Down (▼)

2. The ________ shift is another name for the evening shift, just before it gets dark.
3. ________-______ is a form of employment in which two or more people share a single job, each person working part-time.
4. ________ is a working method where employees work at home on computer terminals, and send the finished material back to the office by email.
6. Employees who work ________-time work for the normal working time (i.e. about 8 hours a day 5 days a week).
7. Employees who work ______-time do not work for the whole working week (for example, they might only work 4 hours a day instead of 8)

10. A company or organisation that puts a lot of emphasis on flexibility in its employment practices is known informally as a ______. 

11. An employee who works ______ hours works at times such as in the evening, at night or during public holidays when most people are not at work.

14. ______ time is a period when employees working under a flexible time system must be present at work.

16. A company of organisation that puts too little emphasis on flexibility in its working practices is known informally as a ______.

20. ______ is a short form of the expression flexible time.

22. A time ______ is a record of when employees arrive at and leave work, or one which shows how much time an employee spends on different jobs each day.

23. When an employee is moved systematically from one job to another, this is known as job ______.
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 dastrnadsr? = 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 ntrgniai 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 meoncmtgurae 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 edendi?
16. Do you feel that there are enough opportunities for madtanceven?
17. Do you have any suggestions for injiprmgvo your current job?
18. Are you happy with the aemrl 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 etetatrnm 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 groperss?
25. Does your manager give repisa for work well done?
26. How do you feel about the flitasiec and services provided (for example, office accommodation, security, HR services, etc)?
27. Do you feel that the health and safety ponsvisoi 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 mocstenn you would like to make?
Rewards and benefits 1

Exercise 1
Complete these sentences with words which you will find hidden in the box on the next page. The words can be found by reading to the right (→) and down (↓). The first one has been done as an example.

1. Extra money paid to employees in dangerous jobs is called _______ money.
2. When we remove money from somebody’s wages (for example, because they are late), we say that we _______ their wages.
3. When we work for more than the normal working time, we say that we work _______.
4. Time for which work is paid at twice the normal rate (for example, at weekends or on public holidays) is called _______ time.
5. Money that is removed from our wages to pay for tax and national insurance is called a _______.
6. _______ refers to the wages employees receive before tax, insurance, etc have been removed. _______ refers to the wages after tax, insurance, etc, has been removed.
7. An automatic and regular increase in pay is called an _______.
8. The _______ wage is the lowest hourly wage which a company can legally pay its employees.
9. A wage is money that is normally paid to an employee on a weekly basis, and a _______ is money that is normally paid to an employee monthly on a regular basis.
10. When the money that an employee receives rises automatically by the percentage increase in the cost of living, we say that it is _______-linked.
11. When British employees want more money for the work they do, they ask for a rise. When North American employees want more money, they ask for a _______.
12. A _______ plan is a plan to help people save money for when they retire from work.
13. When an employee wants some of his / her wages paid in advance, s/he might ask his / her manager for a _______.
14. An extra payment in addition to a normal payment is called a _______.
15. A _______ shows an employee how much pay s/he has received, and how much has been removed for tax, insurance, etc.
16. A _______ is the list of people employed and paid by a company.
17. When an employer pays an employee his/her wages directly into his / her bank account, we say that it is paid by direct _______.
18. A pay _______ is the money and other benefits offered with a job.
19. Wages are normally paid in _______, which means that they are paid at the end of the working period (for example, at the end of the week or month that the employee has worked).

20. A _______ is an additional amount of money paid to an employee to compensate him / her for living in an expensive area.

21. _______ is another word for the money that people receive for working.

Exercise 2
How much can you remember? Without looking back at Exercise 1, complete these sentences with an appropriate word.

1. If you come late again, we will have to _______ £20 from your wages.

2. My salary is £2500 _______ a month, but after tax and National Insurance _______, I receive £1850.

3. The work is challenging and the hours are long, but the company is offering a very attractive pay _______.

4. Because the company has performed so well this year, the management is delighted to offer a generous end-of-year _______ to all our employees.

5. We pay £15 an hour, but you get _______ time for working at the weekend and on public holidays.

6. I think there's been a mistake on my _______: it says I've received £850 this month, but I only got £750.

7. We don't give you a paycheque: your money is paid to you by direct ______.

8. There are currently 137 people on the company's _______.

9. Each year you will automatically receive a pay _______ which is _______-linked to rises in the cost of living.

10. Wages are usually paid in _______ at the end of each month, but if you need some money before then, we can give you a _______.
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. __________ 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.
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) bedsheets 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
Holidays and other time off work

Complete these sentences with an appropriate word or words, and write these words in the grid on the next page. If you do this correctly, you will reveal a hidden expression in the shaded vertical strip which means time off work granted to an employee to deal with personal or family problems. Some of the letters have already been put into the grid to help you.

Several of the sentences use the word leave. In these cases, leave is a noun for permission to be away from work (e.g. He isn’t here, he’s on leave). Employees can be or go on leave.

1. A certificate from a doctor to show that an employee has been ill is called a _____ certificate.
2. A holiday from work which is fixed by law is called a _____ holiday.
3. A period when a woman is away from work to have a baby (but is still paid) is called _____ leave.
4. Leave during which an employee receives no money is called _____ leave.
5. A period of leave during which an employee is not allowed into the company offices is known informally as _____ leave.
6. A period of paid or unpaid time off work for the purposes of research, study or travel is called a _____.
7. The percentage of a workforce which is away from work with no good excuse is called the _____ rate.
8. A day when all employees in the country are allowed to take a day off work is called a _____ _____.
9. A period of paid leave given by some companies to staff who have completed several years of service is called _____-_____ leave.
10. A person’s right to something (for example, their right to a paid holiday from work) is called an _____.
11. If an employee is away from work without permission and without a good reason, we can say that s/he has taken _____ absence from work.
12. When an employee is sick and has to wait three days before s/he can claim sick pay, these days are known as _____ days.
13. If an employee has permission to be away from work, s/he has leave of _____.
14. When an employee gets time off from work instead of pay (for example, if they work overtime and get some time off work instead of overtime pay), we say that they take time off _____ _____.
15. A short period of leave given to a father to be away from work when his partner has a baby is called _____ leave.
16. Paid time off from work given to an employee to help him / her deal with personal affairs is called _____ leave.

17. A holiday or period when people are not working is called a _____. (especially in the USA).

18. A payment made by the government or by a private insurance company to someone who is ill and cannot work is called sickness _____.

1. __________
2. t    t
3. t    r    y
4. u    d
5. g    e    n
6. a    b    c
7. a    s    e    i
8. u    o    a
9. o    g    r    c
10. t    m
11. u    h    s
12. a    i
13. n    e
14. __________
15. __________
16. a    s
17. c    t
18. b    f
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.

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

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.

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

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.

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

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.

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.

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

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

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

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

27. The likely consequence of insufficient improvement is dismissal.

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.

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.

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

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

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

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.

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.

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

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.
Industrial relations

*Industrial relations* means the relations between employees and management in an organisation.

Look at these questions, and choose the correct answer for each one.

1. What is the name of an employees' organisation which represents its members in discussions with employers about wages and conditions of employment?
   (a) a job union   (b) an occupation union   (c) a vocation union   (d) a work union   (e) a trade union

2. What do we call a company which you can only join if you are a member of a particular trade union?
   (a) a limited shop   (b) a full shop   (c) a closed shop   (d) a barred shop   (e) a sweat shop

3. Unions sometimes put pressure on management to keep their members in their jobs or employ more workers, even if the organisation doesn’t need them any more. What is the name of this practice?
   (a) feather weighting   (b) feather fanning   (c) feather braining   (d) feather bedding   (e) feather dusting

4. What is the name of an elected union official who represents employees in day-to-day negotiations with the management?
   (a) a shop steward   (b) a store steward   (c) a factory steward   (d) a workers' steward   (d) a department steward

5. Complete this sentence: Ordinary members of a union or organisation are known as ________ members.
   (a) safe and sound   (b) rank and file   (c) cloak and dagger   (d) collar and tie   (e) moan and groan

6. A union may stop workers from doing certain jobs, especially if they are not a member of that union. This is known as:
   (a) restrictive practices   (b) recumbent practices   (c) reductive practices   (d) reactionary practices   (d) reality practices

7. Negotiations between employers and workers' representatives over wage increases and conditions is called:
   (a) collective bargaining   (b) correctional bargaining   (c) connected bargaining   (d) corruptive bargaining   (e) collapsing bargaining

8. If workers are unhappy with the way management is treating them, they may work strictly according to the rules of the company as a protest (with the result that production is slowed down). What do we call this method of protest?
   (a) rule with a rod of iron   (b) work-to-rule   (c) ruling the roost   (d) ruling in favour   (e) work-by-rules

9. Workers sometimes try to achieve their demands by not going to work and claiming that they are ill. What is the name of this form of protest?
   (a) a sickie   (b) a sick note   (c) a sickout   (d) sick leave   (e) a sickbag
10. When workers are unhappy with the management, they sometimes stop working and leave the company building as a protest. What is this action called?

(a) **run-out**  (b) **skip-out**  (c) **hop-out**  (d) **jump-out**  (e) **walk-out**

11. In order to make their workers agree to their conditions, the management of a company may prevent the workers from entering the building. What is this called?

(a) **kickout**  (b) **pushout**  (c) **blockout**  (d) **lockout**  (e) **knockout**

12. When there is a dispute between workers and management, a person who is not concerned with the dispute might be chosen by both sides to try to settle the dispute. What is this person called?

(a) **arboretum**  (b) **archbishop**  (c) **arbitrator**  (d) **archer**  (e) **arrainment**

The next questions use the word *strike* (the stopping of work by workers, usually because of lack of agreement with management, or because of orders from a union).

13. Four of these expressions are correct, and one of them is wrong. Which one is wrong?

(a) **to strike**  (b) **go on strike**  (c) **be on strike**  (d) **get on strike**  (e) **take strike action**

14. What do we call a strike organised suddenly by the workers without the approval of the main union office?

(a) **wilddog strike**  (b) **wildpig strike**  (c) **wildfire strike**  (d) **wildflower strike**  (e) **wildcat strike**

15. Workers usually vote before a strike, to decide if a strike should be held. What is this called?

(a) **strike vote**  (b) **strike ballot**  (c) **strike election**  (d) **strike canvass**  (e) **strike poll**

16. What is the name for a worker who is on strike and standing at the entrance of a place of work to try to persuade other employees not to work?

(a) **wicket**  (b) **cricket**  (c) **ticket**  (d) **picket**  (e) **ricket**

17. What do we call an employee who continues working when a company is on strike?

(a) **blackberry**  (b) **blackhead**  (c) **blackbird**  (d) **blackleg**  (e) **blacksmith**

18. What do we call a strike when all the workers in a country go on strike?

(a) **complete strike**  (b) **formal strike**  (c) **general strike**  (d) **country strike**  (e) **home strike**
Health, safety and welfare

A. Choose the correct words from the box to complete these sentences. Each word comes after safety.

<table>
<thead>
<tr>
<th>audit</th>
<th>committee</th>
<th>feature</th>
<th>irregularities</th>
<th>legislation</th>
<th>offence</th>
</tr>
</thead>
<tbody>
<tr>
<td>officer</td>
<td>precautions</td>
<td>regulations</td>
<td>representative</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Behaviour at work which can cause a hazard is called is safety ________.
2. Actions to try to make sure something is safe at work are called safety ________.
3. An official who checks places of work and work methods to make sure they are safe is called a safety ________.
4. A check of the workplace to see how safety regulations are being implemented is called a safety ________.
5. A group of people set up to examine the health and safety policy of a particular company is called a safety ________.
6. When a place of work is not safe for its employees, customers and contractors (usually because the management have not made sure it is safe, or have not followed safety rules), we say that it has safety ________.
7. Rules that make a place of business safe for employees, customers and contractors are called safety ________.
8. A union member who checks that a company and its methods are safe is called a safety ________.
9. A government law to make sure that places of work are safe is called safety ________.
10. Something on a tool or machine which prevents it from injuring the person using it is called a safety ________.

B. Match the words in the first box with the words in the second box to make safety features that you should find in a place of work.

<table>
<thead>
<tr>
<th>emergency</th>
<th>fire</th>
<th>first aid</th>
<th>assembly</th>
<th>smoke</th>
</tr>
</thead>
<tbody>
<tr>
<td>access</td>
<td>alarm</td>
<td>blanket</td>
<td>bucket</td>
<td>detector</td>
</tr>
<tr>
<td>exit</td>
<td>extinguisher</td>
<td>hose</td>
<td>kit / box</td>
<td>officer</td>
</tr>
</tbody>
</table>
C. Answer these questions about health, safety and welfare.

1. Many employees experience tension or worry at work as a result of overwork, problems with managers, etc. What do we call this?
   (a) strain  (b) struggle  (c) strife  (d) stress

2. RSI is a pain in the arm or other part of the body felt by somebody who does the same movement many times as part of their job (for example, when keyboarding). What does RSI stand for?
   (a) regular stress incident  (b) repeated self intolerance  (c) repetitive strain injury  (d) repressive sickness ignorance

3. A lot of office equipment (for example, chairs, keyboards, etc) is designed to be more comfortable to use and so helps to prevent RSI. What is the adjective we use to describe objects like this?
   (a) ergonomic  (b) erroneous  (c) eponymous  (c) equivocal

4. In some places of work, employees are often ill because of problems in the building itself (for example, blocked air-conditioning ducts, poor lighting, poor ventilation, etc). What is the name of this problem?
   (a) ill workplace phenomena  (b) sick building syndrome  (c) unwell office experience  (d) ailing industrial angst

5. Before a company has to do a dangerous job, it needs to consider how dangerous the job is, and what precautions it can take. What is this called?
   (a) danger analysis  (b) risk assessment  (c) hazard perception  (d) troubleshooting

6. Safety officers inspect some places of work to make sure that they are safe, but in most cases companies have to make sure that health and safety procedures are being followed in the workplace. What is this called?
   (a) self-control  (b) self-satisfaction  (c) self-assessment  (d) self-regulation

7. Employees have to follow company instructions on how to behave in the workplace, especially when they are working with dangerous equipment or substances. What are these rules called?
   (a) rules of the house  (b) codes of practice  (c) regulations of behaviour  (d) laws of the land

8. To some extent, a company is responsible for how its employees behave, and the risks they take, while they are at work. What is this called?
   (a) vicarious liability  (b) risk liability  (c) limited liability  (d) behaviour liability

9. What do we call an accident which takes place at work?
   (a) on-the-job accident  (b) occupational accident  (c) working accident  (d) environmental accident

10. A safety officer might decide that a workplace is too dangerous, and orders everyone to stop working. What is the name of this order?
    (a) a cancellation notice  (b) a closure notice  (c) a prohibition notice  (d) a barring notice
Discipline and problems at work

Disciplinary action (action to control or punish bad behaviour by employees) sometimes has to be taken at work. How much do you know about discipline in the workplace? Answer these questions.

A. Rearrange the jumbled letters in **bold** to make words and expressions that describe problems at work that may require disciplinary action. The first letter of each word has been underlined.

| 1. poor kiegimpe\_\_ | 2. persistent maisseteben | 3. numidctocs |
| 4. cegeliengn of duties | 5. ebhcar of tafyse regulations | 6. glips\_\_ee on the job |
| 7. ceisedioednb (failure to obey instructions) | 8. afdur (making money by making people believe something that is not true) | 9. hfett of money or work equipment |
| 10. minsgok and / or grind\_\_ink on the job or on company premises | 11. aned\_\_ili or using grusd | 12. lulbigyn of colleagues |
| 13. onit\_\_indiatim of colleagues or customers | 14. enile\_\_co towards colleagues or customers | 15. aarlic suaeb of colleagues or customers |
| 16. aesul\_\_x maa\_\_renst of colleagues or customers | 17. intentional gmadae of property or equipment |

B. Complete these mini-dialogues with words or expressions from the box.

1. A. Sorry I'm late again, Mrs Johnson.
   B. So am I Robert. If you do it again, I'm afraid we'll have to **__________** your wages.

2. A. I'm not at all happy with the way the management treat us.
   B. If you have a **__________**, you should talk to the shop steward.

3. A. There have been complaints of bullying and intimidation on the shop floor.
   B. So I've heard. The workers are all complaining that this is a very **__________**.

4. A. That's the third time this week that he's been caught smoking in the office.
   B. Well, we should give him an **__________**: if he does it again, he's out.
5. A. You know you shouldn’t use the computers for sending personal emails. I’ve already given you two ___________. The next time, you’ll get one in writing.
   B. I’m sorry, it won’t happen again.

6. A. What are your views on racial harassment in the workplace?
   B. In my view, it is a ___________; anybody who is found guilty of this should be dismissed immediately.

7. A. What’s that you’ve got, Rob?
   B. It’s a ___________. Apparently the management are very unhappy about my poor timekeeping and have told me to leave.

8. A. I don’t believe I’ve been dismissed for taking too many coffee breaks!
   B. If you think the decision is too harsh, you can ___________ and claim ___________.

9. A. What happened when you told the foreman he was stupid and incompetent?
   B. I was given a financial penalty for ___________.

10. A. The manager said he would only promote me if I paid him some money.
    B. That’s a very serious ___________. Do you have any proof?

11. A. How do our factory staff feel about the increased working hours and reduced salaries?
    B. Well, naturally, they’re very ___________. They’re threatening to ___________ and stage a ___________.

12. A. It’s not fair. I’ve got better qualifications and more experience than Brian, but he was awarded the promotion. Just because I’m a woman!
    B. That’s terrible. It’s always happening here. You should complain about the ___________ in this company.

13. A. I’m not the one who’s been damaging the machinery. It must be someone else.
    B. I know, Alice. But until we find the person who’s been doing it, I’m afraid we have to ___________ you for a few weeks.

14. A. What’s the ___________ in this company?
    B. If you are unhappy with any aspect of your job, talk first of all to your first-line supervisor. He should go to the main supervisor who will take it up with the HR Manager or Department Manager.

15. A. Are you happy here in this company?
    B. Not really. I have a lot of ___________. The work is boring, the money is poor and nobody seems to appreciate what I do.

16. A. What happens here if somebody breaks the rules?
    B. If it’s serious, they have to appear before a ___________ of three senior members of staff, and they decide what ___________ to take.

17. A. The work here is boring, the money is terrible, we never seem to see any results and the management never talk to us or ask us for our opinion.
    B. I agree. There’s a very strong feeling of ___________ here.

18. A. I heard one of our shop assistants being very rude to a customer this morning.
    B. Rudeness is grounds for ___________: he’ll have to leave immediately.
Personnel training and development

Look at these texts, and decide what each person is talking about. Choose the answers from the box.

<table>
<thead>
<tr>
<th>action learning</th>
<th>adventure training</th>
<th>assertiveness training</th>
<th>carousel training</th>
</tr>
</thead>
<tbody>
<tr>
<td>continuous personal development</td>
<td>experiential learning</td>
<td>an induction course</td>
<td>in-tray learning</td>
</tr>
<tr>
<td>modern apprenticeship</td>
<td>off-the-job training</td>
<td>online learning</td>
<td>open learning</td>
</tr>
<tr>
<td>sales training</td>
<td>team-building</td>
<td>total quality management</td>
<td>training needs analysis</td>
</tr>
</tbody>
</table>

1. This company is committed to helping its employees learn about their jobs and develop their skills for the whole period they are working here, and not just at the beginning of their contract. We run regular courses and workshops in order to achieve this, both inside and outside the company premises.

2. Our employees have to deal with a lot of difficult situations, and they often come in contact with people who can be difficult to work with and do business with. We train them to have more confidence in themselves so that they can deal effectively with any problems and difficulties they encounter.

3. We believe that the best way of learning a skill is through practice. We don’t waste time on courses and workshops. We show the employee his duties, give him an outline of how the company operates, and then we just say ‘Get on with it, and good luck’. It’s a remarkably effective method.

4. It’s very important that our employees develop skills in leadership, problem solving, decision-making and interpersonal communication. The best way to achieve this is to get them involved in group games and physically demanding outdoor activities like sailing and climbing. These also help to build team spirit.

5. When we promote somebody to a management position, the first thing we do is to give them a lot of typical management paperwork and tell them to deal with it. We set them a time limit for this, and monitor them carefully to see how they get on. We then review their performance and show them where they went right or wrong.

6. Our company understands how important it is that our employees work well together in order for the company to be effective. Our training sessions are designed to instil co-operation and solidarity in a group of employees who have to work together.

7. It is our company policy to make sure that our employees know how all the jobs in the company work, not just their own. We find the best way of doing this is to move them from job to job and department to department. They meet colleagues who they might not normally meet, and learn about their jobs and how they operate.

8. New employees in our company need to learn about our products and how they work, how the distribution system operates, how to deal with both suppliers and customers and how to handle complaints. They also study trade and retail laws, and are accompanied on their first customer visits by their trainer.
9. I've been interested in photography since I was very young, so when I finished school I started learning how to be a photographer. I spend my week working with a professional, who teaches me about all the different aspects of photography. At the same time, I receive training in areas such as numeracy, problem-solving and interpersonal skills.

10. First of all I was given a tour of the factory and then I was introduced to my colleagues and was given an outline of the company and its products. After that I was guided through the company’s code of practice, taken to my department and was shown my duties.

11. My company can’t hold training workshops in the office because we don’t have enough space, and of course while we are learning, we aren’t actually making money, so the company feels it wouldn’t be making the best use of its employees. Instead, they send us to a college in the evening where we develop our skills and knowledge.

12. This company believes that personal development and training should be more flexible. As a result, we have developed a system of flexible training courses that a trainee or employee can start at any time, and which does not require a teacher.

13. Once a year we look at the different skills and abilities of our staff, and we decide if they are enough to help the company fulfil its aims and operate effectively. We then develop a series of classes and workshops to help the staff learn more about their job and how they can operate more effectively.

14. This company has a policy that our managers should be committed to maintaining and improving the quality of their work, and also their skills and knowledge. We run courses, classes and workshops on a regular basis, and ensure that they are kept up to date with all the latest developments.

15. We are a very forward-looking company and we use the most up-to-date methods, so of course all our training is delivered over the Internet or through our company intranet. This means that our trainees and employees can learn during their breaks, at home and even when they are on holiday.

16. Our company trains its management staff by giving them a series of problem-solving activities. The managers from our office work together with those from other departments around the country to solve real or imaginary problems, and their findings are then applied to the overall successful running of the company.
Answers

Nouns 1 (page 1)

peak, experience, interview, budget and forecast can also be verbs

Nouns 2 (page 2)
The words in the box are:
course dissatisfaction escalation expertise feedback friction misconduct performance placement quality range ratification retainer technique temp weighting

The answers are:
1. quality 2. ratification (from the verb to ratify) 3. temp (this can also be a verb: to temp) 4. performance 5. range (this can also be a verb: to range) 6. expertise 7. dissatisfaction 8. misconduct 9. friction 10. course 11. placement 12. retainer 13. weighting 14. feedback 15. escalation (from the verb to escalate)

Verbs 1 (page 3)

delegate and review can also be nouns
The word in the shaded vertical strip is reconsider.

Verbs 2 (page 4)

process, sponsor, research, transfer, discipline, target, tender and reward are also nouns.

Verbs 3 (pages 5 + 6)
1. violated (we can also say broken or abused) 2. minimise 3. appointed (we can also say employed, hired or taken on) 4. validate 5. accusing 6. justifying 7. collaborating 8. claimed 9. fund (this can also be a noun) 10. assume

Adjectives 1 (page 7)

Adjectives 2 (page 8)

Wordbuilding 1: Adjectives (page 9)

Wordbuilding 2: Nouns 1 (pages 10 +11)

Wordbuilding 3: Nouns 2 (page 12)
Wordbuilding 4: Opposites (page 13)


Prepositions (page 14)

1. ...sponsored by their companies. 2. ...abroad on business. 3. ...redundant during the recession. 4. ...background is in the electronics. 5. ...will meet in your expenses. 6. ...of complaint to the manager. 7. ...other companies by offering them. 8. ...threatened to dismiss him. 9. ...is at the discretion. 10. ...granted with compassionate. 11. ...a degree in Business Studies. 12. ...ten hours a day every day. 13. ...away on maternity leave. 14. ...to overcome several obstacles. 15. ...is equivalent to that of. 16. ...have noticed an improvement. 17. He is in full-time employment. 18. ...no grounds for dismissal. 19. ...it is also against the law. 20. ...the day after tomorrow. 21. Under the terms of... 22. We rely on our suppliers... 23. ...responsible for causing. 24. ...can't work under pressure. 25. ...she took out a job. 26. I look forward to hearing...

Working words (page 15)

1. with / from / This / on 2. which / one / the 3. ago / used / These / to / or 4. of / manages or seems 5. the / where 6. Between / by 7. of / most or many / near 8. to / no / of 9. not / even / at or over 10. on / be 11. Unless / will / a 12. at / knowing / would / in 13. what / from / was 14. At / more / since or as or because / had 15. as / anyone or anybody or everybody 16. who / just 17. with / made 18. from / until / that / off 19. by / had 20. in / to / of / which

Formal words 1 (page 16)


Formal words 2 (pages 17 + 18)

Across: 1. retain 2. brief 3. consented 4. sequestered (we can also say sequestrated) 5. settle 6. reinstated 7. dismissed 8. engaged (we can also say employ or hire) 9. upgraded Down: 1. waived 2. notified 3. present (note the pronunciation: /prɪ'zent/) 4. undertaken 5. consulted 8. specify 9. elected 10. redeployed 11. indexed (this is usually used in passive constructions - is / are indexed) 12. inquiring (also spelt enquiring) 13. licensed 14. enter 16. enter

Word association 1 (page 19)

1. cost (usually used in the plural - costs after marginal) 2. minimum 3. salary 4. strike 5. shift 6. medical 7. labour 8. employment 9. insurance 10. income 11. private 12. pension 13. staff 14. contract 15. personal curriculum vitae should appear in the shaded vertical strip (usually abbreviated to CV. A CV is known as a résumé in the USA). For more information on CVs, see the note under the answers for 'Job advertising'.

Word association 2 (page 20)

1. work (these verbs can also be followed by a job) 2. instructions 3. qualifications 4. redundancy (announce is usually followed by the plural redundancies; receive and take are usually followed by redundancy payment) 5. a salary (these verbs can also be followed by a wage or wages) 6. a contract 7. a job (these verbs can also be followed by work). Note that job is countable and work is uncountable: we cannot say g work 8. an appointment 9. a tax (or taxes) 10. accounts 11. resignation (these verbs are followed by pronouns such as your, his, her, etc) 12. a pension 13. complaint (be cause for is not usually followed by an article - We have no cause for a complaint) 14. rules 15. a post (not work or a job, because fill or be appointed to cannot be used with these words. Be appointed to is usually followed by the : He was appointed to the post of senior executive)

Word association 3 (page 21)

Part 1: The words in the box are: computer, staff, tax, management, business, self-, labour, pay, career, company, sales, job, industrial


Word association 4: Expressions with salary and wage (page 22)

1. liveable living basic nominal minimum monthly average annual yearly (although annual and yearly would not normally come before wage, as wages are usually paid weekly, often in cash, and tend to be for manual or short-term work. Wage can also be preceded by daily and weekly) 2. (a) + (b): draw / earn (in either order) (c) + (d) + (e) + (f) + (g): pay / raise / reduce / cut / offer (in any order) (h) dock (i) + (j): fall / rise (in either order) (k) command

continued on next page

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Word association 4: salary and wage (page 22) continued

3. (a) True (b) False. It is called a wage formula (c) False. Price rises encourage higher wage demands, and these make prices rise even more. (d) True (e) False. Wages are not allowed to increase. (f) False. They are called wage differentials. (g) False. It is the lowest legal wage for a particular class of worker. (h) True

4. (a) deductions (b) structure (c) drift (also called earnings drift) (d) expectations (e) review (also called a pay review) (f) ceiling (we can also say wage ceiling) (g) bands (h) cut

Word association 5: work and working (page 23)

A. work: ethic experience flow load (usually written as one word: workload) measurement out (a phrasal verb: to work out a period of notice) overload (we also say overwork) rage (an informal expression) sampling schedule shadow sharing standard stoppage structuring team working: conditions day hours lunch (also called a power lunch) practices supervisor (this is a unisex word which has a similar meaning to foreman) week

B. 1. work overload 2. working conditions 3. work measurement 4. work experience 5. working hours 6. working supervisor 7. work out 8. Work rage 9. working practices 10. work schedule 11. working lunch 12. work stoppages

Two-word expressions 1 (page 24)

Exercise 1:
accession rate bonus scheme childcare provision disciplinary action employer’s liability freelance worker grievance procedure human capital incentive plan job satisfaction know-how line manager milk round needs assessment occupational mobility promotion ladder quality time replacement rate shift differential team spirit upward communication voluntary redundancy wrongful dismissal yes-man

Exercise 2:

Two-word expressions 2 (page 25)
The following two-word expressions can be found in the two boxes:
adverse action advisory arbitration age discrimination allowed time ancillary staff appraisal interview attendance time body language career path collaborative working collective bargaining corporate climate dress code earnings drift fast track gross negligence group dynamics health screening hot desking immediate dismissal incremental scale ineffective time information overload job opportunities negligent reference notice period official dispute problem solving racial discrimination reward package restrictive covenant result driven selection procedure severance pay sex discrimination skills inventory tertiary sector track record value mesh

You can find all of these expressions, together with their definitions and sample sentences, in the Bloomsbury Dictionary of Human Resources and Personnel Management (ISBN 0 7475 6623 2)

Phrasal verbs 1 (pages 26 + 27)
Across:
Down:

Phrasal verbs 2 (page 28)
1. held back 2. gearing up for 3. build into 4. standing in for 5. brought up 6. fill in 7. held down 8. burn out 9. gave way to (we can also say gave in to) 10. break off 11. get across 12. stand off (compare this with lay off, which is used in a different way)

The phrasal verb in the shaded vertical strip is bring forward.

Phrasal verbs 3 (page 29)

Phrasal verbs 4 (page 30)
Idioms 1: The people you work with (page 31)

1. a happy camper (the opposite is an unhappy camper) 2. a whizz-kid 3. a toxic employee 4. a seagull manager 5. a spear carrier 6. a workaholic 7. a plug-and-play employee 8. a pilot fish 9. a self-made man 10. a free worker 11. a nethead 12. a mover and shaker 13. a yes-man 14. a moonlighter (the verb is to moonlight) 15. a Man Friday (a woman who does the same thing is called a Girl Friday. We often say Person Friday to avoid sexism) 16. an idea hamster 17. a heavy hitter 18. a boomerang worker 19. an empty suit 20. a goldbricker 21. a digihead 22. a hip shooter

Idioms 2 (page 32)

1. (d) 2. (c) 3. (b) 4. (a) 5. (a) (this is a rather sexist expression, which you should avoid using) 6. (d) 7. (d) 8. (b) 9. (d) 10. (a) (in the USA, it is known as a gravy job) 11. (c) 12. (d)

Idioms 3 (page 33)

1. leaky reply 2. shape up or ship out 3. graveyard shift 4. kiss up to 5. dead wood 6. glad-hand (= to shake hands with people) 7. dress-down day 8. ear candy 9. eye service 10. dumbsizing (an idiomatic word derived from downsizing - the act of reducing the number of employees in a company. Dumb has a similar meaning to stupid) 11. sweetener (for example, a salary increase, more perks, etc) 12. helicopter view

Remember that these are informal expressions, and you would only use them in informal, spoken situations. You should not use them in formal or semi-formal letters.

Changes (pages 34 + 35)

Exercise 1: Verbs

1. streamline 2. promoted 3. renovated 4. increased (we can also say risen) 5. renewed 6. release 7. retire 8. redeployed (this is similar to transferred) 9. expanded / increased 10. relax 11. decreased (we can also say fell or dropped) 12. enforce (we can also say tighten up) 13. demoted (we can also say downgraded, but this is less common) 14. replace 15. deteriorated 16. adjusted / increased 17. reduce 18. phased in (the opposite is phased out) 19. adapt / adjust 20. lay off (the opposite is take on, hire, appoint or employ) 21. relocated 22. downgraded 23. downsize 24. alter (we can also say amend, revise or modify)

Exercise 2: Nouns


Over and under (pages 36 + 37)

1. underworked 2. overrun 3. overmanned / overstaffed 4. overpaid 5. underachiever (the opposite is overachiever) 6. understudy (this can also be a verb: to understudy) 7. undertaking 8. overqualified 9. overheads (American English is usually overhead) 10. overworked (the noun is overwork; ‘She is suffering from overwork’) 11. undermine 12. overturn 13. overrule 14. underutilised 15. overhaul 16. undertaking 17. overrate (useful expressions with overrate include: overrate pay; overtime rate) 18. undermined 19. overrated 20. understanding

A career case history (page 38)

1. apply 2. filled in (we can also say filled out) 3. application form 4. attend 5. interview 6. offered 7. commute 8. high achiever 9. promoted (the opposite is demoted) 10. dismissed (we can also say fired or sacked - these are less formal) 11. embezzlement 12. sack 13. absenteeism 14. resigned 15. walked out 16. lay off 17. shop floor 18. retire (we can also say take early retirement) 19. hand in 20. notice 21. unemployed 22. job hunting 23. vacancy 24. salesman (we often use the word salesperson to avoid sexism) 25. candidates 26. qualifications 27. experience 28. shortlist 29. applicants (applicant and candidate are very similar in meaning) 30. appointed (we can also say hired) 31. salary (a salary is usually paid monthly in the form of a cheque: compare this with wage, which is often paid weekly, in cash) 32. per annum 33. increment 34. commission 35. perks 36. pension 37. promotion 38. prospects

Abbreviations and acronyms (pages 39 + 40)


Company positions (pages 41 + 42)

Recruitment advertising (page 43)
1. leading 2. vacancy 3. post 4. applicant 5. qualified 6. experience 7. team 8. drive 9. motivate 10. colleagues 11. attractive 12. rewards 13. package 14. basic 15. salary 16. annum (per annum = in a year) 17. commission 18. increment 19. benefits (also called perks) 20. CV* (= curriculum vitae. Plural = curriculum vitae. A CV is known as a résumé in American English) 21. covering (a covering letter is a letter sent with other documents to say why you are sending them. It should be brief and to the point. For example, when applying for a job, you should explain that you are interested in the job and that you are attaching or enclosing your CV.)

* A CV is a summary of your work experience (current and previous places of work, job title, duties, dates) and qualifications (school, university, college; academic, professional and vocational). It should also include your contact details (address, telephone number, email, etc). You could also include your date of birth, your hobbies and interests (if you think these might be relevant or useful) and current salary. Some people also include their references on their CV. A CV should be updated on a regular basis.

Job description (page 44)
1. title 2. Location 3. Branch 4. Reports 5. Head 6. Hours 7. Full time 8. Leave (we can also say Holiday) 9. accountability (Main accountability is also called Summary of position or Job purpose summary) 10. supervise (we can also say oversee) 11. Key responsibilities (Key responsibilities are also called Main activities) 13. agree 14. ensure 15. inspect 16. produce 17. negotiate 18. visit 19. deal 20. Responsible

Many unions insist on clear demarcation for their members: this is a clear definition of the responsibilities of each employee in a company.

Application forms (page 45)
1. employment 2. surname (we can also say family name) 3. first name (we can also say forename or given name) 4. address 5. postcode (called ZIP code in American English) 6. contact 7. home (job application forms may also ask for the applicant’s mobile phone number and fax number) 8. email (also written e-mail) 9. education / training 10. training / education 11. attended 12. university / college 13. college / university 14. examinations / qualifications 15. qualifications / examinations 16. Degree (BA = Bachelor of Arts, a first university degree in Britain) 17. Diploma (RSA = the Royal Society of Arts, an examining body in Britain which usually provides professional / vocational qualifications) 18. history 19. present (we can also say current) 20. dates (we can also say period) 21. title 22. duties 23. reason(s) 24. leaving (note that a real job application form would also ask applicants for details of their previous employer(s) - the company they worked for before their present company) 25. referees 26. assessment 27. suitability 28. employer (compare employer with employee: an employee works for an employer) 29. approach 30. offer 31. illness 32. absence 33. absent 34. information 35. false (we can also say untrue) 36. dismissal (from the verb to dismiss)

The recruitment process (pages 46 + 47)

Part 1:

Note: In Britain, the Equal Opportunities Commission (EOC) is the government body set up to make sure that no sex discrimination exists in employment. The Commission for Racial Equality (CRE) is the statutory body set up to monitor racial matters in companies, and to issue guidelines on best practice. Official legislation ensures that nobody is discriminated against (for example, the Sex Discrimination Act of 1975, the Race Relations Act of 1976, and the Disability Discrimination Act of 1995). Companies have a vicarious liability to ensure that discrimination is not a feature of the workplace.

Part 2:
1. CV (= curriculum vitae) 2. covering 3. introduction 4. application 5. pre-selection 6. turn down 7. short-list 8. candidates 9. one-to-one 10. board 11. psychometric 12. aptitude (compare this with an ability test, which only tests the candidates current skills and knowledge) 13. group-situational 14. in-basket 15. medical (sometimes just called a medical)

A test should have face validity - it should be relevant, useful and give accurate results that indicate how well the employee will perform.

continued on next page
The recruitment process (pages 46 + 47) continued

Part 3:

Personal qualities (page 48)

1. popular 2. decisive (verb = to decide) 3. rapport 4. punctual 5. willing 6. reliable (verb = to rely on) 7. critical (verb = to criticize) 8. sensitive 9. sensitive (note the differences in meaning of sensitive in these two sentences. The opposite of sensitive in sentence 9 is insensitive) 10. practical 11. judgement (spelt judgment in American English) 12. reserved (this is similar in meaning to shy) 13. impulsive 14. obstinate (we can also say stubborn) 15. selfish 16. sociable 17. industrious (this is not the same as industrial) 18. professional 19. conceited 20. ambition (adjective = ambitious) 21. motivation (verb = to motivate). A good worker is self-motivated. 22. relationship 23. confidence (adjective = confident) 24. abrasive 25. confrontational (verb = to confront)

Other qualities are also considered during interviews and appraisals. These may include neatness of appearance, general attitude and approaches to the job, knowledge of the organisation and / or field of work, knowledge of colleagues’ work (the adjective is knowledgeable), the ability to communicate clearly, effectively and appropriately (verbally and on paper), the ability to follow instructions, the ability to inform managers and colleagues of problems and / or progress, body language and general intelligence.

Contract of employment (page 49)


Contracts of employment can be temporary, permanent, short term, long term, fixed-term or open-ended. Contracts contain express terms (those that both the employer and the employee agree on), and implied terms (these are not stated in the contract, but impose obligations on both the employer and the employee). Contractual liability is a legal responsibility for something stated in a contract.

Working hours (pages 50 + 51)


Note: The four main types of shift work are: 1. double day 2. day and night alternating 3. permanent night 4. 3-shift (continuous or discontinuous)

In Britain, the Working Time Directive of 1998 (based on guidelines set by the European Union) sets out the following regulations: Employees should work no more than 48 hours a week, and should receive a minimum of 4 weeks’ paid leave a year. They should have a weekly rest period of at least 24 consecutive hours, a daily break of at least 20 minutes for every six hours worked, and a daily rest period of 11 consecutive hours. There are different directives for some groups (e.g., pilots, bus drivers, doctors, etc) whose jobs are more stressful, demand greater concentration, or whose performance might affect other people.

Appraisals (page 52)

The questions in this exercise are typical questions that might be asked at an appraisal / assessment interview (sometimes informally called job chats).


Normally before an appraisal, employees fill in a self-appraisal form. Note that appraisals / assessments are normally knowledge-based (what the employee knows), and performance-based (how well the employee has worked, and the results s/he has achieved). Appraisals can be two-way, with the employee telling the company how s/he feels about it, and his / her role in it. A good company will always listen to the feedback it receives from its employees.

Performance-based appraisals often use a method known as BARS (behaviourally-anchored rating scales), where performance is based on a typical performance criteria set for each individual employee.
Rewards and benefits 1 (pages 53 + 54)

Exercise 1
1. danger  2. dock  3. overtime  4. double  5. deduction  6. gross / net (net pay is often called take-home pay)  7. increment  8. minimum  9. salary  10. index  11. raise (we can also say increase or hike)  12. pension (also called a superannuation scheme or plan)  13. sub (also called an advance - employees can ask for an advance on their wages / salary)  14. bonus  15. payslip  16. payroll  17. deposit  18. package (also called a rewards package). This is not the same as a pay packet, which is an envelope containing an employee’s wages)  19. arrears  20. weighting  21. income (the opposite of income is expenditure. Compare this with expenses, which is the money paid to someone to cover the costs of doing something in particular, e.g., paying for a hotel on a business trip).

Exercise 2

Rewards and benefits 2 (pages 55 + 56)

Exercise 1

Exercise 2
1. direct or extrinsic  2. indirect or intrinsic  3. performance-related  4. false - it is extra money paid for increased productivity  5. attendance bonus  6. extras  7. (d)  8. true  9. (c)  10. (a)

Here are some other words and expressions that you might find useful:

salaried (the adjective of salary)  earnings  real earnings  take-home pay  well-paid  low-paid  pay packet  pension contributions  occupational / company pension (scheme)  portable pension (scheme)  accrual rate  remuneration  hourly / daily rate per day / per diem a year / per annum wage / salary review  increments  on-target earnings  parity to erode wage differentials  incentive basic / flat rate  broadbanding  compensation package  benefit in kind  reward management  reward review  exploding bonus  holiday pay  sick pay  health insurance  life assurance  perks

Holidays and other time off work (pages 57 + 58)

1. medical (also called a doctor’s certificate)  2. statutory (SSP = statutory sick pay)  3. maternity  4. unpaid  5. gardening  6. sabbatical (this word is especially used for teachers, university professors, etc, who take time away from their school or college)  7. absenteeism  8. public holiday (called a bank holiday in the UK, and a legal holiday in the USA)  9. long-service  10. entitlement  11. unauthorised (also spelt unauthorised. An employee who takes unauthorised leave is or goes AWOL: absent without leave)  12. waiting  13. absence  14. in lieu (usually abbreviated to TOIL)  15. maternity  16. casual  17. vacation  18. benefit

Letters (pages 59 + 60)

Note that the sentences for each letter are in the same order as they would appear in real letters.


Usage notes:
• Letters that begin with a name (e.g., Dear Mr Brown, Dear Ms Smith) end with Yours sincerely. Letters that begin with Dear Sir / Madam end with Yours faithfully.
• Ordinal numbers (for dates, e.g., the first of November, the seventh of April) are sometimes followed by letters (e.g., 1st November, 7th April), but this is less common now than it used to be. 1 November, 7 April, etc, is more common.
• You should avoid using abbreviated dates (e.g., 12/1/05) in formal and semi-formal letters.
• Note that modern formal /semi-formal letters should be as brief as possible. (KISS: Keep it short and simple)

You will find complete sample letters in the supplement of the Bloomsbury Dictionary of Human Resources and Personnel Management.
Industrial relations (pages 61 + 62)

1. e (verb = to unionise) 2. c 3. d 4. a 5. b 6. a 7. a (free collective bargaining = negotiations between management and trade unions about wage increases, etc) 8. b (compare this with a go-slow, where workers slow down production as a protest against the management) 9. c 10. e (workers will down tools and stage a walkout. This can also be a verb: to walk out) 11. d 12. c (when an arbitrator is appointed by the government, s/he is called an official mediator) 13. d (strike can also be a verb: to strike. A worker who strikes is called a striker) 14. e (when a strike is approved by a trade union, it is called an official dispute) 15. b 16. d (a flying picket is a picket who travels around the country to try to stop workers going to work) 17. d (also called a strikebreaker. Scab can also be used, although this is an offensive word) 18. c

When unions and management cannot settle a dispute, we say that negotiations have reached deadlock.

Health, safety and welfare (pages 63 + 64)

A.
1. offence 2. precautions (or measures) 3. officer (or inspector) 4. audit 5. committee 6. irregularities 7. regulations 8. representative 9. legislation 10. feature

B.
emergency exit  emergency access (on a door which must be kept clear in case somebody needs to get into the building in an emergency)  fire alarm  fire blanket  fire bucket  fire door (on a door which must be kept closed at all times to stop a fire spreading through a building)  fire escape  fire extinguisher  fire hose  first aid kit  fire officer  first aid post  assembly point (an area outside a building where people must go when there is a fire or other emergency in a building)  smoke detector

C.
1. d (stress management is a way of coping with stress-related problems at work) 2. c 3. a 4. b 5. b 6. d 7. b 8. a 9. b 10. c

Other words and expressions that you might find useful include:
accident book  accident frequency rate  accident report  accident prevention  crime report  criminal liability  employer’s liability  hazardous substances  health and safety policy  hygiene  occupational disease  industrial accident  positive health programmes  protective clothing  protective equipment  public health inspector / environmental health officer  Health and Safety at Work Act 1974 (HASAWA)

Discipline and problems at work (pages 65 + 66)

A.
1. timekeeping 2. absenteeism (from the adjective absent) 3. misconduct (this is a general word which refers to any illegal act carried out by an employee. Gross misconduct is very bad behaviour which is fair reason for dismissal) 4. negligence 5. breach of safety 6. sleeping 7. disobedience (from the verb to disobey) 8. fraud (when you use money that does not belong to you for a purpose which it is not supposed to be used, this is called fraudulent conversion or conversion of funds) 9. theft (we can use the verb to embezzle when an employee steals money from his / her company. The noun is embezzlement) 10. smoking / drinking (of alcohol) 11. dealing / using 12. bullying 13. intimidation 14. violence (bullying, intimidation and violence can also be called aggressive behaviour) 15. racial abuse (we can also say racial harassment or racism) 16. sexual harassment 17. damage

B.
1. dock (money that is removed as a result of misconduct is something called a financial penalty. We can also use the verb to fine) 2. grievance (a legitimate grievance is a grievance based on a violation of a contract of employment) 3. hostile work environment 4. ultimatum 5. verbal warnings (a warning in the form of a letter is called a written warning. Employees usually receive two verbal warnings and one written warning before further action is taken) 6. sackable offence 7. letter of dismissal 8. appeal / unfair dismissal 9. insubordination 10. allegation (from the verb to allege) 11. aggrieved / down tools / walk-out 12. sexual discrimination 13. suspend 14. grievance procedure 15. job dissatisfaction 16. disciplinary board / disciplinary action (if an employee is unhappy with the decision made by a disciplinary board, s/he can appeal against the decision. Most companies have an appeals procedure to deal with this. Discipline can be a noun or a verb) 17. alienation (alienation, intimidation, poor working conditions, etc, can have an adverse impact on productivity) 18. instant dismissal (dismissal is from the verb to dismiss. Discharge, sack and fire are synonyms of dismiss)

Personnel training and development (pages 67 + 68)

1. continuous personal development (also called continual personal development, or abbreviated to CPD) 2. assertiveness training 3. experiential learning (also called learning by doing) 4. adventure training 5. in-tray learning 6. team-building (an employee who works as part of a team is called a team player) 7. carousel learning 8. sales training 9. modern apprenticeship 10. an induction course 11. off-the-job training (training which takes place on the company premises during work time is called on-the-job training or in-house / in-company training) 12. open learning 13. training needs analysis (sometimes abbreviated to TNA) 14. total quality management 15. online learning (also called e-learning) 16. action learning

Note: a trainer is somebody who trains staff, a trainee is somebody who learns how to do something.

Here are some other words and expressions that you might find useful:
adult education  correspondence course  distance learning  training needs  performance appraisal  staff appraisal  team learning  individual learning  autonomous learning  learning curve  learning style  evaluation and assessment  work-based learning  INSET (in-service training)  Investor in People (a national programme for employee development sponsored by the UK government)  managerial grid