



# 5 Employment

## Learning objectives in this unit

- Talking about job benefits and employment procedures
- Describing personal experiences using the present perfect
- Delegating work to others
- Discussing progress on projects

## Case study

- Solving recruitment problems

## Starting point

- 1 What benefits do employees have in companies, apart from their salary? Think about holidays, training, extra money, etc.
- 2 Which jobs or industries have the best benefits in your country?
- 3 Think of one benefit which you don't have, but would like.

## Working with words | Job benefits and employment procedures

### 1 Read the text. Are these sentences true or false?

- 1 A majority of senior managers prefer health benefits to more money.
- 2 Most young employees would like a higher salary.
- 3 At DST International, all employees have gym memberships.
- 4 Most employees at Major Players are not interested in pension schemes.

## Choosing your own benefits

What benefits are most popular with employees? A recent study shows that it depends on the age and position of the person in the company. For example, 63% of senior managers are more interested in private healthcare than a higher salary. However, a majority of employees under 35 would prefer more money to extra days of paid holiday.

More and more companies are operating flexible systems where staff choose their own benefits. At DST International, each full-time member of staff receives £800 a year, which they can spend on a number of things. These include private healthcare, childcare vouchers to help pay for their children's pre-school costs, or gym memberships for those who love sport.

Jack Gratton, the Managing Director of Major Players, says most people in his company are young, and they are not interested in pension schemes. Employees usually stay only for three years, so pensions are a waste of money. What his staff often prefer is mobile phones, gym memberships, and extra paid holiday.



2 Match 1–10 to a–j to give the names of ten job benefits. Some of these benefits are in the text in 1.

1 maternity ____	6 company ____	a car	f hours
2 flexible ____	7 mobile ____	b healthcare	g bonus
3 paid ____	8 annual ____	c membership	h scheme
4 private ____	9 subsidized ____	d holiday	i childcare
5 gym ____	10 pension ____	e leave	j phone

3 23> Listen to three people describing their job benefits and check your answers to 2.

4 23> Listen again. Which benefits are useful or not useful for Anna, Mark, and Valerie?

5 Work with a partner. Look at the benefits in 2 again. Which benefits are these people describing?

- 1 'I can get to work early and leave early too.'
- 2 'I use it for all my business calls.'
- 3 'I get more money if the company's results are good.'
- 4 'If I have a baby, I get six months off.'

6 Work with a partner. Take turns to describe and guess the other benefits in 2.

7 Work with a partner. You are starting a new job in a new company. You can choose six of the benefits in 2. Which do you want to have, and why?

8 Work with a partner. Look at the table below and decide if a candidate or an employer does the different things in the list.

GETTING A NEW JOB		
Who ...	candidate	employer
1 is shortlisted for interview?		
2 offers you the job?		
3 goes for an interview?		
4 updates their CV?		
5 asks for the names of referees?		
6 applies for the job?		
7 advertises the position?		
8 fills in an application form?		
9 looks through the applications?		

9 Work with a partner. Put the stages of getting a job in 8 in the right order.

*Example: First, the employer advertises the position.*

*Then the candidate ...*

» For more exercises, go to **Practice file 5** on page 110.

10 Work with a partner. Tell him / her about when you got your present job. Talk about

- how you heard about the job
- what interviews you had
- how you applied for it
- why you accepted the job.

📍 » Interactive Workbook » Glossary

**Tip | get**

The verb *get* has many different meanings.

*I **get** to work at eight in the morning. (= arrive)*

*He **gets** a bonus at the end of the year. (= receives)*

*Can you **get** him at the station this evening? (= go and meet)*

## Language at work | Present perfect (1)

### 1 24▶ Listen to two people discussing a new type of CV.

- 1 How is it different from normal CVs?
- 2 Do you think it's a good idea?

### 2 24▶ Listen again and underline the verb forms you hear.

- 1 *Did you ever see / Have you ever seen* a video CV?
- 2 I *never saw / 've never seen* one.
- 3 I *read / have read* an article about them a few days ago.
- 4 Some companies *already started / have already started* offering video CV services.
- 5 Someone *emailed / has emailed* me a CV today.
- 6 I *didn't watch / haven't watched* it yet.

### 3 Work with a partner. The past simple and the present perfect both describe past actions. Look at the sentences in 2. Decide if the verb forms are in the past simple or present perfect. Then complete the rules.

- 1 Use the \_\_\_\_\_ to talk about past actions where the time includes the present.
- 2 Use the \_\_\_\_\_ when the time does not include the present.
- 3 The present perfect is formed with \_\_\_\_\_ / \_\_\_\_\_ + the past participle of the main verb.
- 4 With the present perfect, use the following time expressions: *ever*, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_.

### 4 Look at the time expressions in sentences 1–7 and decide if they take the past simple or the present perfect. Then complete each sentence about yourself.

- 1 This month I \_\_\_\_\_.
- 2 Yesterday I \_\_\_\_\_.
- 3 Last year I \_\_\_\_\_.
- 4 I \_\_\_\_\_ never \_\_\_\_\_.
- 5 When I was at school I \_\_\_\_\_.
- 6 Today I \_\_\_\_\_ already \_\_\_\_\_.
- 7 I \_\_\_\_\_ yet.

### 5 Work with a partner. Take turns to say your sentences without the time expression and for your partner to guess what the time expression is.

### 6 25▶ Naomi Hasselin is applying for a job as project manager for a big non-profit organization with operations in Africa. Listen to this extract from her video CV. Where has Naomi worked?

### 7 25▶ Make the questions that the interviewer on the video asked, using the prompts to help you. Listen again and check your answers.

- 1 when / start / non-profit sector? \_\_\_\_\_
- 2 ever / work for / big organization? \_\_\_\_\_
- 3 Africa / in the last year? \_\_\_\_\_
- 4 what / do there? \_\_\_\_\_
- 5 happy / results? \_\_\_\_\_

### 8 25▶ What were Naomi's answers to the questions? Listen and check your answers.

» For more information and exercises, go to **Practice file 5** on page 111.



**9** Work with a partner. Take turns to ask and answer questions about your experiences, using the prompts.

*Example: A Have you ever interviewed someone for a job?*

*B Yes, I have.*

*A Who did you interview? What was the job? Did you enjoy it?*

- interview someone for a job
- give someone a reference
- go to an English-speaking country
- take maternity / paternity leave

**10** Work with a partner. Look at questions 1–8 below. Decide which questions are not acceptable in a job interview and why. Are the other questions easy or difficult to answer?

- 1 Have you ever had any problems with your boss?
- 2 Why did you choose your present career?
- 3 Why did you leave your last job?
- 4 What does your partner do?
- 5 What have you enjoyed the most in your present job?
- 6 What have you learnt in your present job?
- 7 How old are you?
- 8 How have you changed in the last five years?

**11** Work with a partner. Choose three questions each from **10** and take turns to ask and answer these questions.

## Practically speaking | How to delegate work

**1** **26▶** Paula is asking her assistant Antonio for help with the preparation of a training course. Listen and complete the sentences.

- 1 I \_\_\_\_\_ make a list of participants.
- 2 \_\_\_\_\_ all their mobile phone numbers.
- 3 I'd \_\_\_\_\_ phone the Sales Director.
- 4 \_\_\_\_\_ tell him that the welcome party is at six thirty?
- 5 \_\_\_\_\_ to go to the party too?

**2** Which sentence is less direct? Why does Paula use it?

**3** **26▶** Listen and match responses a–e to questions 1–5 in **1**. What other information does Antonio give when the answer is negative?

- |                                       |                                    |
|---------------------------------------|------------------------------------|
| a Yes, of course. Anything else? ____ | d No problem. ____                 |
| b OK, I'll do that right now. ____    | e I'm not sure I can do that. ____ |
| c I'm afraid I can't. ____            |                                    |

**4** Work with a partner. Choose Box A or Box B. Take turns to ask your partner to do the different tasks in the list and to respond. Say 'no' to at least one, giving a reason.

**A**

Go to the sandwich bar and get you something for lunch.

Write your end-of-month progress report for you this weekend.

Check an email you've written for spelling mistakes.

**B**

Go for lunch with one of your customers.

Get you a coffee from the coffee machine.

Phone the IT department and ask them to come and fix your computer.



## Business communication | Discussing progress

- 1 27▷** Natasha Pieroni is the HR Manager of an engineering company. She's discussing the recruitment of engineers with Ben Coulson, the Project Manager. It's Friday 16 June. Listen and complete the notes in the report.

Task	Date
Ben and Natasha to shortlist candidates	Already done
Natasha to call candidates to arrange interviews	Early <sup>1</sup> _____
Ben to read all CVs	<sup>2</sup> _____
Interviews will take place	<sup>3</sup> _____
Ben to confirm availability for interviews	By <sup>4</sup> _____
Natasha to prepare detailed job description	<sup>5</sup> _____
Ben to speak to MD about salaries	<sup>6</sup> _____

- 2 27▷** Listen again, then match 1–8 with a–h to make complete sentences.

- |                                     |   |
|-------------------------------------|---|
| 1 Where are we ____                 | a ... running out.                      |
| 2 We've already ____                | b ... the salaries issue?               |
| 3 I emailed them to you ____        | c ... with me.                          |
| 4 I've been very short of time ____ | d ... shortlisted twenty candidates.    |
| 5 Time's ____                       | e ... finished the job description yet? |
| 6 Leave it ____                     | f ... with recruitment?                 |
| 7 Have you ____                     | g ... this week.                        |
| 8 Can you deal with ____            | h ... last week.                        |

- 3** Work with a partner. Which phrases in 2 have a similar meaning to the following?

- |  |                       |
|--|-----------------------|
| a What progress have we / you made? ____ | d Can you do it? ____ |
| b The work is / isn't finished. ____     | e It's urgent. ____   |
| c I'll do it. ____                       |                       |

- 4** Work with a partner. It's Monday 19 June. Natasha is asking Ben if he has done the different things. Have their conversation, using the notes below and the phrases in 2.

*Example: Where are we with the CVs? Have you read them?*

**Natasha** CVs – read them?

**Ben** Read at weekend – all good candidates.

**Natasha** Salaries issue – speak to MD?

**Ben** Not yet – no time at meeting last Friday.

**Natasha** This morning? Urgent!

**Ben** OK. Interviews next week. Not arranged dates.

**Natasha** No, need to know your availability.

**Ben** Sorry – busy. Will confirm by midday. Prepared job description?

**Natasha** Yes.

» For more exercises, go to **Practice file 5** on page 110.

- 5** Work with a partner. Make a list of what you have and haven't done at work this month. Then take turns to ask your partner about progress on his / her list. If you haven't done something, then you can ask your partner to do it.

### Key expressions

#### Asking about progress

Where are we with ...?  
What about ...?  
Have you done ... yet?

#### Describing progress

We've already done ...  
We haven't done ... yet.  
I did it last week.

#### Saying something is urgent

Time's running out.  
We're very short of time.

#### Deciding who will do what

Leave it with me.  
Can you deal with that?

① » Interactive Workbook »  
Phrasebank

① » Interactive Workbook » Email and » Exercises and Tests

## Solving recruitment problems

### Background

### Recruiting talent fast

Oxfam is an NGO (non-governmental organization) which deals with humanitarian crises abroad. As with all organizations, every part of the organization has different recruitment needs. Finance and IT have problems recruiting top-quality professionals because of the low pay. Marketing and Fundraising have to recruit quickly in response to an international crisis. Because it is an NGO, Oxfam has to spend as little money as possible on recruitment and at the same time make sure that it has a diverse workforce and equal opportunities. To help with these issues, Oxfam introduced Global Successor, a web-based e-recruitment solution.

### Discussion

- 1 What kind of recruitment problems does Oxfam have?
- 2 In what ways is Oxfam different from companies?
- 3 How do you think e-recruitment helps Oxfam deal with its recruitment needs?
- 4 Turn to File 11 on page 137 to compare your answers to 3.

### Task

You work for an international organization which employs 500 people. It has recently had problems recruiting and retaining staff.

- 1 Work with a partner. Read about some of the problems the organization had and what it has done in the last six months. Student A, turn to File 12 on page 137. Student B, turn to File 39 on page 143.
- 2 Take turns to discuss the problems and the progress made. Then decide on an action plan of what the organization needs to do next.



## Case study

## File 10 | Unit 4

Case study, Task, Exercise 1, page 29

### Options

- an aquarium
- a shopping centre
- a multi-purpose indoor arena
- a theme park
- a business park
- an industrial estate
- a conference centre

### Possible benefits

- provide employment
- bring more business to city
- improve image of city
- attract visitors
- provide entertainment

### Factors to consider

- cost
- size of site
- transport
- benefit to local residents of different ages

### How you did the research

- email
- door-to-door
- phone
- in the street
- letter

### Who you talked to

- the local government / town council
- the national government
- local residents – what age groups, and families or single people?
- local business people and companies

## File 11 | Unit 5

Case study, Discussion, Exercise 4, page 35

Oxfam introduced an e-recruitment solution.

- All applications are monitored online.
- All unsuccessful applications can be stored in a talent bank.
- Applicants can update their skills in this bank.
- When there is an emergency, applicants are contacted through email.
- Money is saved because jobs are not advertised in national newspapers.
- Paper applications are put onto the system.
- The site is in four different languages, which helps recruitment abroad.
- Applicants can find out about the charity on the website.

## File 12 | Unit 5

Case study, Task, Exercise 1, page 35

### Student A

Look at the situation with the recruitment process six months ago and the progress made.

Six months ago	Progress made
Jobs were advertised in the national press every three months.	Had one meeting to discuss problems.
Hundreds of applications.	Talked to a company about an e-recruitment package.
Many candidates were unsuitable.	Agreed what the budget is.
Cost of advertising was very high.	
Only one part-time HR manager.	

## File 13 | Unit 6

Case study, Task, Exercise 1, page 41

### Company 1 – Nothing quite like home

I bought some furniture from this company. When I went into the shop, they offered me some coffee and there was a sofa to sit on. When I paid for the furniture, they gave me an envelope which had two balloons inside. They asked me to blow up the balloons on delivery day and put them outside my house. They said it would help the driver find my house and deliver on time. Ten days later they sent me some vouchers for that company to thank me for helping the driver.

### Company 2 – Gizgets

I bought a gadget from this company. The first thing that happened was that they sent me the wrong product. I rang them and they sent me another one immediately, but it was more expensive and better quality. Then, unfortunately, a few days later, I dropped it and broke it. It was my fault, but when I phoned the company asking for a replacement, they were so friendly and offered to give me another free one. It arrived the next day.

### Company 3 – Poochworld

I bought some products for my dog from this online company. A couple of weeks after they arrived, I got an email from the owner of the company asking me how my dog was getting on. I was also asked to send in a photo of my dog to go onto their website. People can visit the website and vote for their favourite dog each month. The winner receives a special bag of dog biscuits. I felt as if the company really wanted to get to know me and my dog.

### Company 4 – TV news

I went to this shop one day looking for a new flat-screen TV. I couldn't decide which one to buy, but the owner of the shop said I could take two of them home and try them. There was no time limit and I did not have to pay for them. I rang the shop at the end of the first week and said that I wanted to buy one of the TVs and so I paid for it over the phone. I offered to come straight back in with the other TV. However, they told me to bring it back when I was next in the area. When I went back to the shop, I was given a cup of coffee and treated as if I was a friend.

## File 37 | Unit 4

Language at work, Exercise 6, page 27

### Student B

Answer Student A's questions about Martin Cooper. Then ask questions to complete the missing information, using the question words in *italics*. Do **not** include the information highlighted in yellow in your question.

*Example: When was Martin Cooper born?*

Martin Cooper was born **in Chicago, USA** in \_\_\_\_\_ *When?*

He studied **electrical engineering** at \_\_\_\_\_ *Where?*

In 1954 he started working **for Motorola**, where he helped develop \_\_\_\_\_ *What?*

At that time Motorola was in a race with \_\_\_\_\_ to make **the first cell phone**. *Who?*

The first private tests of the phone were in \_\_\_\_\_ and the first public demonstration was in New York **on 3 April 1973**. *Where?*

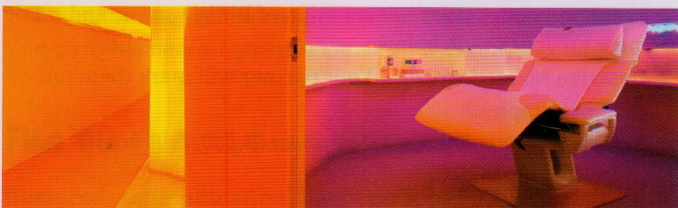
Cooper made the first call by cell phone to **Joel Engel** at \_\_\_\_\_ *Where?*

In \_\_\_\_\_ a smaller version of the phone went on sale **for \$3,500**. *When?*

Cooper became the **Corporate Director of Research and Development for Motorola** before he set up his own company called \_\_\_\_\_ *What?*

## File 38 | Unit 4

Business communication, Exercise 5, page 28



### Student B

You have researched the Yelocab in the Yelo complex opposite your office building. Read the notes and give a report of your research.

#### Purpose:

- Find best place for employees to have a 20-minute midday sleep.

#### Why?:

- Employees work better in the afternoon after a short sleep.

#### What I did:

- Choose ten employees to try it out.
- Rent a Yelocab for one month.
- Put it outside the main office building.
- Interview these ten employees on different days.

#### Result:

- Yelocabs are very relaxing, but employees are not happy about paying for them themselves.
- Speak to Sales Director to negotiate a deal for all employees.

## File 39 | Unit 5

Case study, Task, Exercise 1, page 35

### Student B

Look at the situation with retaining staff six months ago and the progress made.

Six months ago	Progress made
85% of employees – women under 35.	Now 20% men.
Average length of stay in organization – 18 months.	Extended full pay for women on maternity leave to 20 weeks.
Benefits – 20 days paid holiday a year.	Increased holiday to 25 days a year.
Full pay for women on maternity leave for six weeks.	

## File 40 | Unit 7

Working with words, Exercise 5, page 43

### Student B

Have conversations with your partner for these situations.

- 1 You are a hotel receptionist. Student A is a guest. Respond to his / her questions. Invent your answers.
- 2 You are a passenger at an airport and you need to fly to Oslo urgently. Student A works at the ticket office. Ask
  - for the time of the next plane to Oslo

*Example: What time does the next plane to Oslo leave?*

  - for a one-way ticket
  - what time the plane lands
  - which terminal the plane lands at.

## File 41 | Unit 7

Language at work, Exercise 8, page 45

### Student B

- 1 You are staying at a hotel near Hong Kong station. You have a flight home from Chek Lap Kok Airport tomorrow morning at 10.30 a.m. Find out the following information.

**Transport:** Best way to get there? Time needed to get there? Cost? Number of trains per hour? First train in morning?

**Check in:** Where? Check-in desks for Cathay Pacific? Opening time of check-in desks?

**Shopping:** Presents for family – any good shops at airport?
- 2 You are a receptionist at the Dom Pedro Palace Hotel in Lisbon. Student A will call you to ask for information. Use this information to answer his / her questions.

**Location:** In centre of Lisbon, 7 km from Lisbon International Airport. Low-cost minibus to hotel.

**Facilities include:** 263 rooms (all air-conditioned with Internet access), 20 meeting rooms, Italian restaurant, cocktail bar, sports and health facilities, shops.

**Other business facilities:** Business centre on 2nd floor.

**Leaving and arriving:** Check out before midday, check in after 2.00 p.m.