4 HR development | HR development practices
Dealing with staff problems
Appraisal interviews and reports
Training courses
Equal opportunities and diversity | Making recommendations
The language of appraisal
interviews (diplomatic language,
softening disagreement)

UNIT 4 TEST

1. Match the HR staff development practices in the box with their definitions (1-8) below.

appraisal • equal opportunity policies • flexible working practices • induction programme • secondment •

long-term individual development • mentoring • team development

_____ to adapt the way of working (flexitime, teleworking, etc.) to suit the diverse needs of employees' lives	_____ regular evaluation of an employee's performance, development requirements, and potential	_____ to provide an employee with an experienced person who can assist with professional development and offer support and advice
_____ the temporary transfer of an employee to another organization or part of the company	_____ to maintain fair working practices and equal treatment for each employee	_____ to inform new staff about the company and its procedures and to help them to settle successfully into their new job
_____ continually updating and promoting the professional development of employees	_____ to motivate a group of employees to work together effectively	

2. Below are some of the reasons why companies introduce appraisal schemes. Write the correct number next to the headings to match the sentences.

a Succession planning

b Motivating staff

c Improving performance

d Encouraging better communication

1 To give feedback on what employees are achieving already and enable them to do their job better.

2 To enable companies to identify potential for future promotion and focus on certain individuals.

3 To promote better contact between managers and their staff.

4 Open feedback and setting targets for the future, generally encourages staff.

3. Match these expressions with their definitions.

1 to pay attention to detail

2 to get a little behind

3 to be on target

4 to raise an issue d to be at the exact level predicted

5 to get sth up to scratch

6 to settle in

a. to make sth as good as it can be

b. to notice and deal with small individual facts

c. to feel happy in a new environment

d. to be at the exact level predicted

e. to mention sth for people to discuss

f. to be slower than expected

4. Match the headings to these short descriptions of four training courses.

Assertive leadership skills   Managing your time

Leadership and team building   Balancing priorities and managing projects

_____

Being a competent leader means being able to motivate and get things done. The course includes decision-making, diplomacy, and being sensitive to the needs of others.

_____

Successful leaders know how to ...
• handle people effectively and get results.
• deal with conflicts and communicate confidently.
• earn the respect of their peer group and their superiors.

_____

Learn how to set priorities, control your workload, and complete tasks on time . Identify what's important and fulfil targets and objectives more effectively in less time.

_____

Prioritize and keep on top of multiple projects, manage conflicting demands, and take control over your workload.
Set deadlines and stick to them. Get more done in less time than you thought possible.

5. Word families: Complete the following sentences with words related to the key words. (You might need to add suffixes and change the form.)

EQUAL

1 _____ pay for men and women is still a big issue in some sectors of business.

2 All personnel are subject to the same rules, so everybody is dealt with _____

3 The Race Relations Act is about doing away with _____ and discrimination.

APPRAISE

4 If we introduce an _____ scheme, we must offer training on interviewing techniques and

managing the scheme.

5 The people doing the interviews are the _____ and the people being assessed are the _____