

## 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.

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.

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.

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 \_\_\_\_\_