

UNIT 1



Staff development and training

Getting started

Work in pairs. Which of these benefits of working for a company would you find most attractive? Why?

- a bonus scheme
- responsibility
- a high salary
- an in-house training scheme
- the opportunity to travel
- a permanent contract
- long holidays
- rapid promotion

Useful language
Giving opinions – agreeing and disagreeing

I think would be the most attractive because ...
I'm not sure about that. For me, would be more useful than because ...
Perhaps you're right. And I don't think is as important as ...

Recruitment brochure

Reading

- 1 Work in pairs. You are going to read an extract from the recruitment page of a travel company's website. Before you read, discuss what training you think university graduates might need when they first join a company like this.
- 2 Read the text below quite quickly.

- 1 What training does Flight Centre offer new staff?
- 2 Why does Flight Centre think staff training is so important?

Flight Centre

This company has been offering advice and making travel arrangements for customers since it opened its first store in Australia in 1981. It is now one of the world's largest and most successful independent travel retailers, with 1,700 stores around the globe.

GO ANYWHERE YOU WANT TO GO

At Flight Centre, we believe in giving you a lot of responsibility from day one, so one of our main priorities is to make sure you get the training and support you need to 1 the skills which will allow you to succeed.

Training starts as soon as you 2 – and it never stops. The initial programme is 3 partly at your office and partly in our dedicated Learning Centre. For the first 12 months, you'll have a regular programme of training, 4 topics as diverse as Advanced Sales, Goal Setting and Time Management.

After that, you can develop in any direction you choose by 5 a range of courses and events in key areas: Sales and Service, Products and Airfares, Systems, and Personal Development. All this is provided at no 6 to you. We have a consistent 7 of promoting from inside the company; currently about 90 per cent of our Team Leaders have come through the ranks, and we want to keep it that 8



We're also keen to train the leaders of the future with our Leadership Development programme. It's an intensive training course 9 up by specialist project work. After all, becoming a high flier in any company shouldn't be about just waiting to shuffle up the ladder. Here, the best people develop as far as they like, as fast as they like. We hope you'll be one of them. And the success of our philosophy of cultivating personal and 10 development, as well as promoting from within, has earned us a Training and Development award for excellence, as voted by our employees.

adapted from www.therecruitmentcentre.com

3 Read the text again and choose the best option – A, B, C or D – for each gap.

- | | | | |
|--------------|---------------|------------|--------------|
| 1 A win | B gain | C earn | D collect |
| 2 A join | B recruit | C contract | D employ |
| 3 A situated | B located | C based | D fixed |
| 4 A dealing | B covering | C learning | D working |
| 5 A going | B assisting | C having | D attending |
| 6 A money | B payment | C cost | D price |
| 7 A record | B reputation | C activity | D standard |
| 8 A type | B sort | C kind | D way |
| 9 A set | B backed | C held | D kept |
| 10 A career | B work | C life | D profession |

Speaking

Work in small groups.

- Would you like to work for a company like Flight Centre? Why? / Why not?
- Which of these statements do you agree/disagree with? Why? / Why not?
 - Companies should pay for training to do the job, but staff should pay for training which gives them qualifications.
 - Training should be done in employees’ free time.
 - If a company trains you, you should agree to work for that company for a number of years afterwards.
 - All staff need continuous training – not just new recruits.
 - It doesn’t matter what you study. The important thing is to get a good degree.

Useful language
Saying how much you agree/disagree

I partly/completely/totally agree withbecause I think/feel that ...
I completely/totally disagree withbecause ...

Vocabulary 1

Check the meanings of these words, then use them to complete the sentences below.

certificate course degree development
experience knowledge qualifications skills

- Our training programme aims to teach you key *skills* such as using spreadsheets.
- Although he lacks any formal, such as a university degree, he’s now one of our best managers.
- The you study for at university is likely to decide the sort of job you do afterwards.
- At the end of the four-week training, you will receive a You’ll gain a thorough of the company’s activities. However, there are a lot of things which you can only learn from the you’ll get working here.
- With our policy of professional, we expect him to soon become a manager.

Grammar workshop

Countable and uncountable nouns

- Countable nouns [C] often use *a* or *an* in the singular (*a company, an office*) and can be plural (*companies, offices*).
- Uncountable nouns [U] do not use *a* or *an* and are always singular (*information, advice*).

Find these words in the reading passage on page 8 and decide whether they are countable (C) or uncountable (U).

- 1 responsibility U 2 training 3 programme
4 training course 5 work 6 excellence

page 24 Countable and uncountable nouns

Vocabulary 2

Business students often confuse these words: *work* and *job*; *training* and *training course*. Look at these extracts from the CALD. Then choose the correct alternative in italics in the sentences below.

work [U] – something you do to earn money:
He’s looking for work.
job [C] – used to talk about a particular type of work activity which you do: *He’s looking for a job in computer programming.*
training [U] – the process of learning the skills you need to do a particular job or activity
training course [C] – a set of classes or a plan of study on a particular subject

- Due to your excellent *job / work*, you have increased productivity by 25%.
- She has also done an excellent *job / work* with our staff, who are now working as a real team.
- We haven’t enough people to deal with this amount of *job / work*.
- Wish me luck in my new *job / work*.
- I have to go on a *training course / training* to learn about the new safety regulations.
- We need to give health and safety *training course / training* to eight senior executives.
- Is it possible to hold this *training course / training* with just six trainees?

1 UNIT

Training course

Listening

- 1 Work in pairs. You are going to listen to a short conversation about a training course. Before you listen, read the notes below and decide what type of information you need in each gap.

Skills Development College

- Had an enquiry from 1 Company.
- Want an advanced computer course for their 2
- Require a course lasting 3
- Director of Studies should:
 - conduct needs analysis
 - give a 4

- 2 101 Listen and write one or two words or a number in the numbered gaps in the notes.

- 3 Match these phrases (1–6) with their definitions (a–f).

- | | |
|---------------------|---|
| 1 tailor-made | a practical, not theoretical, training |
| 2 learning goals | b able to use a computer |
| 3 training budget | c basic, essential skills |
| 4 hands-on training | d money reserved for training staff |
| 5 computer literate | e specially designed to meet your needs |
| 6 core skills | f your objectives when doing the course |

Training at Deloitte in China

Reading

Deloitte

A worldwide company offering management consultancy, auditing and financial advisory services

- 1 Work in pairs. Read the article in the next column, ignoring the gaps and the underlined words. What is the subject of each paragraph?

Encouraging employees

In each of the main offices in Shanghai, Beijing and Hong Kong, Deloitte China has dedicated facilities known as the Deloitte Institute training centres. Employees who develop their careers within Deloitte believe that the benefits are multiple. ‘In Deloitte, some managers are only in their early thirties, and this encourages young people like me,’ says Shawn Su from the Tax Department. ‘I think Deloitte offers employees a clear upward path for development. 1’

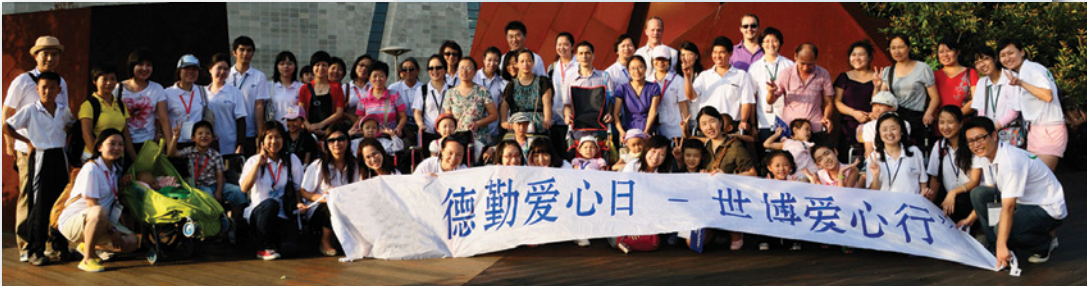
Charlotte Chen says, ‘I knew Deloitte was different when I first came here for interview.’ During the interview, Charlotte was impressed by the professionalism of the Deloitte interviewers. ‘They didn’t act in a superior manner; they were friendly and patient. 2’ When Charlotte was about to take her professional exams, her manager said, ‘With the test coming in June, you should take some days off. You will have a better chance of passing if you have time to study.’

Attention from managers often works better than material incentives. Jessica Li from the Audit Department recalls, ‘The third year with Deloitte was crucial, and passing my exams was essential for my career. 3’ What touched me most was that they came to wish me good luck the day before I took my study leave. I was very emotional to see their concern.’ 4 Jessica says, ‘Deloitte cares about my personal development, and that suits me. Now, when I get calls from headhunters, I tell them, “I really like working here and can develop my career within Deloitte. I don’t need to change environment.”’

Attention and recognition by management are elements of Deloitte’s corporate culture. Shawn Su, who is about to be promoted to manager, says he always gets an immediate reply from his supervisors, no matter how late. They always say, ‘Thank you for working so late.’ Shawn says, ‘5’ Now a manager-to-be, Shawn says, ‘I’ll follow in the footsteps of my bosses, encouraging and paying attention to my staff.’

This is how Deloitte’s corporate culture is passed down through the company. Every new recruit has a ‘counsellor’, who guides them, helps them at work and cares about them.

6 Counsellors are like Deloitte second bosses. Although they don’t necessarily lead you directly when it comes to work, they guide every Deloitte employee with their own professional experience.



adapted from www.topemployers.com.cn

2 Work in pairs.

- 1 Look at the example given in gap 1. Why is sentence G below the correct option to fill the gap?
 - 2 Choose the best sentence (A–G) to fill each of the gaps. Use the underlined words and phrases in the sentences and in the text to help you.
- A At the time, my managers helped me apply for training courses, and they let me take time to attend training and to study.
- B Interest and commitment from the management retains talent.
- C I thought, if my bosses are like these people, I'll feel comfortable here.
- D Jessica Li believes that it was a recommendation from hers that gave her the chance to work abroad.
- E This policy has led to a great expansion in Deloitte's services.
- F Young people don't mind doing overtime, but we tend to feel frustrated when what we've done is not recognised.
- G This gives everyone the chance to ascend to the top, as long as they remain committed and perform well.

Task tip

- Consider the subject of each paragraph.
- Look at words in the sentences which refer to other things in the passage.

3 Discuss in small groups.

- 1 What positive aspects of working for Deloitte are mentioned in the text?
- 2 Which ones do you think are most attractive? Why?

Vocabulary

Match these words and phrases from the text (1–6) with their definitions (a–f).

- 1 dedicated facilities
- 2 material incentives
- 3 headhunters
- 4 corporate culture
- 5 commitment
- 6 overtime

- a people who try to persuade someone to leave their job by offering them another job with more pay and a higher position
- b buildings and equipment provided for a particular purpose
- c something, especially money, which encourages a person to do something
- d the beliefs and ideas that a company has and the way in which they affect how it does business and how its employees behave
- e time spent working beyond the usual time needed or expected in a job
- f when you are willing to give your time and energy to something that you believe in

Training scheme for new staff

Role-play

- 1 Before you do this task, work alone and prepare by making some brief notes about your ideas.

You work in the human resources department of a company. Your company has decided to provide a one-week training course for new employees. You have been asked to help prepare the programme. Discuss the situation with a partner and decide:

- a what things the course should include;
- b whether the course should be given by people inside the company or by an outside organisation;
- c whether the course should happen during work time or free time.

- 2 1 02 Two business students discussed the task in Exercise 1. Match these sentences (1–6) from their discussion with points in the task (a–c). Then listen to check your answers.

- 1 How about getting them to spend two days learning how our computer systems work?
- 2 Why don't we ask an external organisation?
- 3 I think another useful thing is to explain what to do when they have a problem.
- 4 We could also spend some time introducing people in the company.
- 5 What about holding the course for two hours every day, from nine to 11 in the morning?
- 6 I suggest that on the first day, we should explain what the company does.

- 3 Study the underlined phrases in Exercise 2 and think how you could use them when you discuss the situation.
- 4 Work in pairs or small groups. Discuss the situation using your own ideas and some of the language from Exercise 2.