**Руководство к практическому занятию по теме**

**HUMAN RESOURCE MANAGEMENT**

**HIRING AND FIRING**

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* **human resource management** *n-uncount*

**HRM** *abbreviation*

**Human resource management** is the work within a company that involves the recruitment, training and welfare of staff. The abbreviation **HRM** is also used.

*Before this time supervisors handled nearly all aspects of human resource management.*

*...areas in which HRM can demonstrate measurable cost savings.*

* **human resources** *n-uncount*

**HR** *abbreviation*

**Human resources** is the department in a company or organization that deals with employees, keeps their records, and helps with any problems they might have. The abbreviation **HR** is also used.

*RAM has also appointed Mark Molloy from Cartmore as head of human resources.*

*We are a small firm so there is no HR department for me to go to.*

* **human resource planning** *n-uncount*

**HRP** *abbreviation*

**Human resource planning** is the work within a company that involves identifying the future employment needs of the company and recruiting the staff to meet those needs. The abbreviation **HRP** is also used.

*Finally, a realistic understanding of current workforce capabilities is essential for effective human resource planning.*

*Since HRP was instituted, vacancies at this level have been reduced by roughly 50 percent.*

* **hire** (hires, hiring, hired) *verb*
* **fire** (fires, firing, fired) *verb*

If you **hire** someone, you employ them or pay them to do a particular job for you. If an employer **fires** you, they dismiss you from your job.

*The rest of the staff have been hired on short-term contracts.*

*If he wasn't so good at his job, I probably would have fired him.*

* **recruit** (recruits, recruiting, recruited) *verb*
* **dismiss** (dismisses, dismissing, dismissed) *verb*

If you **recruit** people for an organization, you select them and persuade them to join it or work for it. When an employer **dismisses** an employee, the employer tells the employee that they are no longer needed to do the job they have been doing.

*The police are trying to recruit more black and Asian officers.*

*... the power to dismiss civil servants who refuse to work.*

* **headhunt** (headhunts, headhunting, headhunted) *verb*

If someone who works for a particular company **is** **headhunted**, they leave that company because another company has approached them and offered them another job with better pay and higher status.

*He was headhunted by Barkers last October.*

*They may headhunt her for the position of Executive Producer.*

* **notice** *n-uncount*
* **give somebody notice** *phrase*
* **hand in your notice** *phrase*
* **give in your notice** *phrase*

If you give **notice** about something that is going to happen, you give a warning in advance that it is going to happen. If an employer **gives** an employee **notice**, the employer tells the employee that he or she must leave his or her job within a fixed period of time. If you **hand in** your **notice** or **give in** your notice, you tell your employer that you intend to leave your job soon within a set period of time.

*Employers and employees often do not expressly agree on the length of notice required to terminate employment.*

*The next morning I telephoned him and gave him his notice.*

*He handed in his notice at the bank and ruined his career.*

*He sold his house and gave in his notice.*

* **constructive dismissal** *n-uncount*
* **unfair dismissal** *n-uncount*

If an employee claims **constructive dismissal**, they begin a legal action against their employer in which they claim that they were forced to leave their job because of the behaviour of their employer. If an employee claims **unfair dismissal**, they begin a legal action against their employer in which they claim that they were dismissed from their job unfairly.

*The woman claims she was the victim of constructive dismissal after being demoted from her job as senior supervisor.*

*His former chauffeur is claiming unfair dismissal on the grounds of racial discrimination.*

* **severance** *adj*

**Severance** pay is a sum of money that a company gives to its employees when it has to stop employing them.

*We were offered 13 weeks' severance pay.*

*More than 170 workers opted for a voluntary severance package of four to 12 months' pay, plus travel and education vouchers.*

* **redundant** *adj*
* **redundancy** (redundancies) *n-var*

If you are made **redundant**, your employer tells you to leave because your job is no longer necessary or because your employer cannot afford to keep paying you. **Redundancy** means being made redundant.

*My husband was made redundant late last year.*

*Thousands of bank employees are facing redundancy.*

*Last week, 15 redundancies were announced.*

* **sack** (sacks, sacking, sacked) *verb*
* **give someone the sack** *phrase*
* **get the sack** *phrase*

If your employers **sack** you, they tell you that you can no longer work for them. If someone is **given the sack**, or if they **get the sack**, they are **sacked**.

*Earlier today the Prime Minister sacked 18 government officials.*

*People who make mistakes can be given the sack the same day.*

*52 managers got the sack in one year.*

***Losing your job***

If you do something wrong, you are

* **dismissed**
* **fired**
* **sacked**
* **terminated**

If you’ve done nothing wrong, you are ...

* **laid off**
* **made redundant**
* **offered early retirement**

Employees who are made redundant may get advice about finding another job, retraining, etc. This is called **outplacement advice**.

**Practice your vocabulary**

1. **Match each term to the correct definition.**

* human resources
* human resource planning
* human resource management

1. Deciding how to use a company's human resources most effectively.
2. The people employed in an organization, also known as personnel.
3. Deciding how many, and what type of workers are needed in the organization, and at what salary.
4. **Which of the following does the HR department deal with?**

**a** career development **d** training **g** discipline

**b** recruitment **e** payments to suppliers

**с** wage negotiating **f** induction

1. **Which of the terms are associated with hiring, or appointing new employees, and which with firing or terminating an employee's contract? Complete the table.**

**a** to headhunt **e** to fire **i** to write (someone) a reference

**b** to recruit **f** to interview **j** to give (someone) notice

**с** to offer severance package **g** to dismiss **k** to hire

**d** to give (someone) the sack **h** to make (someone) redundant

|  |  |
| --- | --- |
| finding and appointing new employees | the termination of an employee's contract |
|  |  |

1. **When a worker is made redundant, the firm is obliged to make a payment to the employee. What is this payment called?**

**a** compensation **b** severance payment

1. **Carla used to work for an Italian magazine publishing company. She talks about how she lost her job. Choose the correct form of the words in brackets to complete the text.**

***Edizione Fenice is a big magazine publishing company, and a very nice company to work for. I was director of a magazine called Casa e Giardino.***

Then, Fenice was bought by an international publishing group. We had to have regular performance (1)\_\_\_\_\_\_\_\_\_\_\_\_\_\_(review/reviews/reviewer) with one of the new managers. After a few months they started laying staff (2)\_\_\_\_\_\_\_\_\_(off/on/out). Our own journalists were put on temporary (3)\_\_\_\_\_\_\_\_\_\_\_(contracts/contractual/contracting) or replaced by (4)\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (freelancer /freelancers/freelanced).

Then they started (5)\_\_\_\_\_\_\_\_\_\_\_(laid/lying/laying) off more senior people like me. The new owners said they wanted to make the company (6)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(flat/flatter/flatten) and (7)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(lean/leant/leaner). So I was made (8)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (redundant/redundancies/redundancy). They offered to help me to find another job with (9)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (outplacement/outplaced/outplacing) advice, but I refused.

1. **These verbs are all connected with employment. Who does these things: employees (E), companies (C) or both (E/C)?**

* resign
* dismiss
* retire
* take on
* transfer
* sack
* recruit
* make redundant
* fire
* take early retirement

1. **Use the correct form of each verb once to complete this personnel manager’s report.**

**RESTRUCTURING**

The plastics division has now moved from Royston to Harrow and we have achieved a 25% reduction in staff.

|  |  |
| --- | --- |
| **ROYSTON** Reductions in staff | **HARROW** increases in staff |
| NATURAL WASTAGE  Resigned 12  Retired 4  Early retirement 8  OTHER REDUCTIONS  Redundancies 26  Transferred 30  Dismissed - | Employees transferring 30  New employees 20  Training scheme recruits 10 |
| Total reduction 80 | Total increase 60 |

As far as possible, we have reduced the work force by natural wastage. We have not replaced workers who have \_\_\_\_\_\_\_\_\_\_\_\_\_\_ for personal reasons or \_\_\_\_\_\_\_\_\_\_\_\_\_\_ at the age of 60. Some workers have taken \_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_ at 50 or 55, choosing to accept our generous package of financial incentives. Thirty workers have been \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to the Harrow office.

Our newspaper reported that we have \_\_\_\_\_\_\_\_\_\_\_\_\_\_ or \_\_\_\_\_\_\_\_\_\_\_\_ four workers in Royston for misconduct. This was untrue. We have not \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ any workers this year. We have \_\_\_\_\_\_\_\_\_\_\_\_\_ 26 staff \_\_\_\_\_\_\_\_\_\_\_\_\_ in Royston but we have \_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_ 20 new employees in Harrow. We have also \_\_\_\_\_\_\_\_\_\_\_\_\_\_ 10 school leavers on the government’s training scheme.

* **Ask and answer the questions about the figures:**

Ask about the employees. – *How many workers have resigned?*

Ask about the company. – *How many staff have they made redundant?*

* **Now ask your partner about recent staff changes in their company or department.**

***Over to you***

* **Describe the possible Employment Roads.**