

Unit 2. RECRUITMENT



VOCABULARY LIST

to recruit, v, syn. **to employ**, **to hire** – брать на работу; проводить набор сотрудников;
a recruit, BrE n., **a hire**, AmE – вновь принятый на работу; новичок;
recruitment agency, **a search firm**, AmE – бюро по найму; агентство по трудоустройству;
to apply for a job – подать заявление о приеме на работу; направить письмо с просьбой о приеме на работу;
a letter of application, syn. **a covering letter**; **a cover letter**, AmE – письмо-заявление о приеме на работу;
a curriculum vitae (a CV), **a resume**, AmE – автобиографическая справка; анкета;
an application form – анкета для заполнения при поступлении на работу;
to complete (to fill in) an application form
an applicant, n., syn. **a candidate** – претендент на должность; соискатель; кандидат на вакансию;
a short list – список отобранных для собеседования кандидатов;
to be short listed – войти в список кандидатов для собеседования;
to interview, v. – проводить собеседования;
a job interview, n. – собеседование при приеме на работу;
an interviewer, n. – человек проводящий собеседование; интервьюер;
a record of accomplishment – послужной список личных достижений и продвижений по службе;
a corporate ladder – служебная лестница;
a white-collar job – должность служащего в офисе / чиновника, «белые воротнички»;
ср. **a blue-collar job** – работа на производстве; в цеху, «синие воротнички»;
to submit to a series of tests – подвергаться тестированию (неоднократно);
to simulate, v. – моделировать;
simulated decision-making exercises – смоделированные упражнения по принятию решений;
to put through, v. – подвергнуть; провести через (испытания);
to evaluate, v. – оценивать; давать оценку;
intangible qualities – скрытые качества; нематериальные свойства;
a sense of urgency – чувство неотложности дела;
to function under pressure – работать в стрессовых ситуациях;
to fit the corporate culture – соответствовать корпоративной культуре; быть совместимым с нормами, существующими в организации;
to get things done – добиваться выполнения поставленных задач;
so that patterns of behavior emerge – с тем, чтобы выявить модели поведения;
to reveal, v. – вскрыть, обнаружить;
creative, adj. – творческий;
entrepreneurial, adj. – предприимчивый; предпринимательский;
to work out badly – зд. оказаться плохим работником;
corporate downsizing – сокращение размеров компании; сокращение кадров и упрощение структуры компании;
to accelerate the pace of change – ускорить темпы перемен;
in a different environment – в другой обстановке; зд. в иных условиях

to shift to this practice – перейти на эти методы; принять эту практику;
to be worth the cost – стоить подобных затрат;
anecdotal evidence suggests – зд. как показывает практический опыт;
to base a decision on – основывать решение на ...
to size up. v., syn. to evaluate – оценивать;
to land up a better job – заполучить работу получше;
to toughen the hiring practices – ужесточить методы приема на работу;
to do background checks – проводить проверку предыдущего опыта соискателя; исследовать прошлое кандидата;
sexual harassment – сексуальные домогательства; неэтичное поведение по отношению к противоположному полу;
comprehensive testing – всеобъемлющее тестирование; всестороннее испытание;
personality traits – черты характера;
to measure skills – определить уровень подготовки; оценивать навыки;
to predict performance – прогнозировать результаты работы.

I. Short discussion

1. How do you decide what career is best for you?
2. Where do you find information about your chosen career?
3. Where do you find out the necessary training and qualification?
4. How do you go about getting your first job?

II. Vocabulary work

Match the words from column A with the definitions from column B.

- | | |
|--------------------------------------|--|
| a. recruitment agency | 1. The process of finding people for particular jobs or, especially in American English, hiring. |
| b. hire | 2. A(n) _____ is a letter that is written by someone who knows you and which describes your character and abilities. |
| c. recruitment | 3. A(n) _____ is a written record of your education, qualifications and employment, which you send when you apply for a job. |
| d. CV (curriculum vitae, US resume) | 4. A(n) _____ is a small number of candidates for a job, etc., who have been chosen from all the people who applied. |
| e. referee | 5. A(n) _____ is a person who makes a formal request for smth (=applies for it), especially for a job, a place at a college or university. |
| f. headhunter | 6. If you _____ someone, you employ them or pay them to do a particular job for you. |
| g. reference | 7. A(n) _____ or recruitment consultant is a person or service that helps professional people to find work by introducing them to potential employers. |
| h. applicant | 8. A(n) _____ is a letter containing extra information that you send with smth. |
| i. covering letter (US cover letter) | 9. A company may recruit employees directly or use outside recruiters, _____ or employment agencies. |
| j. shortlist | 10. A(n) _____ is a person who gives you a reference, for example when you are applying for a job. |

III. Exercises

Task 1. Read the text on p. 16, translate it and answer the following questions:

What qualities were required of young managers to propel them up the corporate ladder?
 Why is it not necessarily true any longer?
 How have the recruitment practices changed?
 What do applicants have to undergo nowadays?
 What intangible qualities do employers want to evaluate?
 What tests do applicants have to face now?
 What are the reasons for the new ways of hiring?
 How has the approach to experience of the applicants changed? Why?
 What do human resources specialists say about these new practices?
 What has research shown?

How have the companies toughened hiring practices?
What is the aim of such comprehensive testing?

Task 2. Translate from Russian using the vocabulary from the texts:

1. Его послужной список явно не соответствует должности, на которую он претендует.
2. Молодые сотрудники проходят целый ряд тестов, которые способствуют их быстрому продвижению по служебной лестнице.
3. Труднее всего оценить соискателей по их скрытым качествам, например, их обучаемость и способность обучать других.
4. Смоделированные упражнения по принятию решений помогают оценить способность соискателя руководить и брать на себя ответственность.
5. Иногда вновь принятые сотрудники не показывают ожидаемых результатов из-за того, что не могут влиться в корпоративную культуру.
6. Достижения в продвижении по службе зависят от способности руководителя добиваться выполнения поставленных задач.
7. Соискатели должны подробно рассказать о своих достижениях с тем, чтобы выявить модели поведения.
8. Во время собеседования кандидаты сталкиваются с абсолютно неожиданными вопросами, ответы на которые помогают многое раскрыть в личности кандидата.
9. Большой процент вновь принятых руководителей не оправдывают ожиданий и по оценкам проваливают работу.
10. Затраты на поиск и обучение нужных людей огромны, поэтому компаниям важно знать, как руководитель будет работать.
11. Сокращение управленческого аппарата и темпы перемен на рынках, которые все время увеличиваются, потенциально увеличивают ущерб от неправильно принятого решения при найме нового руководителя.
12. Специалисты по кадрам не всегда переходят на новые методы поиска сотрудников, потому что считают, что затраты того не стоят.
13. Компании вынуждены ужесточать методы набора, потому что им важно оценить степень подготовленности соискателя.
14. Решение о приеме соискателя принимаются, как правило, в течение первых минут собеседования, а потом они думают о том, как обосновать свой выбор.

Task 3. Do the exercise on p. 20 (Interview Assessment)

Use the appropriate tense forms and answer the questions:

What makes Paul Sutherland an excellent candidate for the post?

Why is he willing to leave his present employer?

What is he looking for in his new job?

Why did he choose this particular company?

What does he know about the company?

What is he doing at the moment?

What is he prepared to do? What traveling experience does he have?

Speak about the candidate and say what you think of his prospects to get the job.

Task 4. Give English equivalents for:

- представительный и умеющий четко выражать свои мысли;
- в полной мере использовать свои знания;
- искать более увлекательную и сложную работу;
- использовать знания в своей сфере специализации;
- в более стимулирующей обстановке;
- вносить вклад в развитие компании;
- ознакомиться с существующим ассортиментом продукции;
- периодически выезжает в командировки;
- с целью совершенствования немецкого языка.

Task 5. Language Focus: Present Simple and Present Continuous

Read the following interview with Margi Bogart, Product Marketing Manager at Mindsteps, Inc. Put the verbs in brackets into the present simple or present continuous tense.

MINDSTEPS™

«I ¹work (work) for Mindsteps, Inc., a start-up firm located in Silicon Valley that ²_____ (develop) human resources management software for large corporations that ³_____ (have) at least 2, 500 employees. Currently, we ⁴_____ (market) our main product called CareerSteps, which is a software program that ⁵_____ (help) employees to assess their interests, values, and skills in order to create a career development plan. More and more corporations ⁶_____ (buy) CareerSteps as a cost-effective solution to the issues that human resources departments ⁷_____ (face) such as staff turnover, motivating workers, and increasing employee productivity. Thanks to the success of an initial pilot, this year Hewlett-Packard ⁸_____ (make) CareerSteps available to 125, 000, of their employees around the world. As the Product Marketing Manager, I ⁹_____ (coordinate) the planning and ¹⁰_____ (manage) the business and marketing efforts for the product. An important aspect of my job ¹¹_____ (involve) making sure the product ¹²_____ (meet) the marketing requirements once it is completed. At the moment, I ¹³_____ (contact) potential clients and ¹⁴_____ (work) on the marketing requirements for the next version of our product. On Tuesday, we ¹⁵_____ (present) the innovative features of the new version of Career Steps to our main customers».

Read the story about the company MINDSTEPS again and answer the questions:

- Where does Margi Bogart work?
- What kind of a company is it?
- What is the workforce in the company?
- What are they doing currently?
- Why is the programme Career Steps in demand?
- Why is Hewlett – Packard increasing their demand for the program?
- What are the areas of responsibility for Margi?
- What does an important aspect of her job involve?
- What is she currently working on?
- What are they presenting on Tuesday?

Task 6. a) Give Russian equivalents for these phrases:

start-up firm	to increase employee productivity
human resources management	the success of an initial pilot
currently	to make available to
to market the main product	to make sure the product meets the marketing requirements
to assess the interests of the employees	to coordinate the planning
to create a career development plan	to manage the business and marketing efforts
a cost-effective solution	to present the innovative features
to face important issues	the marketing requirements for the next version
staff turnover	

b) Which workers normally do these things? Make sentences using the suitable professions.

Example: Secretaries usually type letters.

- wear uniforms
- meet guests in reception
- decide start/finish times/working hours
- set salaries
- fix equipment
- do the photocopying
- type letters
- keep accounts

c) Look at the list of expressions describing job requirements, then match the definitions (1-6) to an expression.

You have to be good at:

dealing with people
solving problems
listening to people
organizing
persuading people
languages
delegating
prioritizing
making decisions

- 1) planning or arranging events or activities
- 2) giving jobs to others to do
- 3) deciding which jobs are more/less important
- 4) getting people to do things they don't want to do
- 5) working with others
- 6) finding answers to problems

d) Complete the sentences below using the given words/phrases.

You (don't) have to be able to:

- | | |
|--|----------------------------------|
| 1. In an international company it is useful to be able to _____. | work accurately |
| 2. Our company is very hi-tech so you need to be able to _____. | work irregular hours |
| 3. A good salesperson can _____. | work under pressure |
| 4. I have to _____ because mistakes are very expensive. | speak more than one language |
| 5. People get stressed when they continually _____. | work quickly |
| 6. People _____ in my company - some start early and some finish late. | type fast |
| | give good presentations |
| | remember a lot of information |
| | drive well |
| | use a range of computer software |

e) Find someone in the class, who you think,

is good at delegating
is good at persuading people
works well under pressure
is good at solving problems
is good at organizing
can type fast
works irregular hours
can remember a lot of information
can use a lot of software

Ask them questions to see if you were right or give any examples:

Example: *Maria, are you good at solving problems? Yes, my friends often ask me for advice.*

f) Prepare to describe a job you would like to do in the future. Imagine if you could have your ideal job, what would it be and why? How would your working day go? Make notes on the following:

1. What is the job?
2. Where do you work?
3. Main tasks
4. Abilities/requirements
5. Good and bad things about the job

When you are ready, describe the job to a partner, he/she can ask a few questions

Task 7. Read the introduction to the text. Who is Ricardo Semler? What problem did he have?

At 21 Ricardo Semler became the boss of his father's business in Brazil, Semco, which sold parts for ships. Knowing his son was still young, Semler senior told him, "Better make your mistakes while I'm still alive."

Semler junior worked like a madman, from 7.30 a.m. until midnight every day. One afternoon, while touring a factory in New York, he collapsed. The doctor who treated him said, "There is nothing

wrong with you yet. But if you continue like this, you'll find a new home in our hospital." Semler got the message. He changed the way he worked. In fact, he changed the way his employees worked too.

What changes do you think Semler made? Discuss with other students and write a list. Read the rest of the text to find out.

Semco

He let his workers have more responsibility so that they would be the ones worrying when things went wrong. He allowed them to set their own salaries, and he cut all the jobs he thought were unnecessary, like receptionists and secretaries. This saved money and brought more equality to the company. "Everyone at Semco, even top managers, meets guests in the reception, does the photocopying, sends faxes, types letters and dials the phone." He completely reorganized the office: instead of walls, they have plants at Semco, so bosses can't shut themselves away from everyone else. And the workers are free to decorate their workspace as they want. As for uniforms, some people wear suits and others wear T-shirts.

Semler says, "We have a sales manager naming Rubin Agater who sits there reading the newspaper hour after hour. He doesn't even pretend to be busy. But when a Semco pump on the other side of the world fails and millions of gallons of oil are about to spill the sea, Rubin springs into action. He knows everything there to know about our pumps and how to fix them, that's when he earns his salary. No one cares if he doesn't look busy the rest of the time."

Semco has flexible working hours; the employees decide when they need to arrive at work. The employees also evaluate their bosses twice a year. Also, Semco lets its workers use company's machines for their own projects, and makes them have holidays for at least thirty days a year. It sounds perfect, but does it work? The answer is in the numbers in the last six years, Semco's revenues have gone from \$35 million to \$212 million. The company has gone from eight hundred employees to 3,000. Why?

Semler says it's because of "peer pressure". Peer pressure makes everyone work hard for everyone else. If someone isn't doing his job well, the other workers will not allow the situation to continue. In other words, Ricardo treats his workers like adults and expects them to act like adults. And they do.

a) Answer the questions:

1. What do employees at Semco do that they probably wouldn't do in other companies?
2. How do Semco and its staff look different from other companies?
3. Who is Rubin Agater and why is he important at Semco?
4. How does Semco show that it trusts its workers?
5. Do Semco's methods work? How do we know?
6. What is 'peer pressure' and why is it important at Semco?

b) Discuss the following questions:

1. What do you think of Semco's policies?
2. Would you like to work in a company with these policies?
3. Would any of the "rules" at Semco be possible in Russia? Why/ Why not?

c) Do you agree with the following statements? Why/Why not? Discuss in pairs:

1. Companies should allow people to work flexitime.
2. Businesses shouldn't let people smoke in the workplace.
3. Businesses should allow workers to set their own salaries.
4. Companies shouldn't make workers retire at sixty-five.

Task 8. Read the questions and check the meaning of the words in bold. Ask and answer the questions in pairs.

1. Are there many **unemployed** people in Russia?
2. Would you like to be **self-employed**? What are the advantages/disadvantages?
3. What **qualifications** do you need for your future job?
4. When you apply for a job, do you normally send a CV? Do you need to include **references**?
5. How do you hear about **job vacancies** in your future profession?
6. Would you like to do a **9-5 job**? Would you like to work **flexitime**? Why (not)?
7. Would you mind to **work long hours** or **overtime**?
8. What are the **perks** of being a student?
9. What are the biggest **challenges** in your studies?
10. How often do you expect to **get a pay rise** in your future job? Is it easy to **get promoted**?
11. Would you like to **work on commission**? Why (not)?

Task 9. Translate from English into Russian without using a dictionary:

1. A start-up firm has always to look for cost-effective solutions to the urgent issues it faces.
2. Currently the HR department is creating a career development plan for every employee to make sure they exploit their skills and expertise to the full.
3. The success of human resources management depends on the ability to assess the employees' interests, values and ambition.
4. We need a programme that would help us to manage and coordinate our business and marketing efforts.
5. The staff turnover in this start-up company is low because they have found effective ways of motivating their employees and increasing their productivity.
6. The main aim of the seminar was to present the innovative features of their new product and work out the marketing requirements for the next version.
7. The success of an initial pilot was due to the fact that it was made available to all potential customers.
8. They are currently working on the initial pilot which will represent all the innovative features of the product. That will make sure the product meets the marketing requirements for this particular region.
9. Human resources departments face the issues that require cost-effective solutions but at the same time aim to increase employee productivity.
10. This programme failed to coordinate the planning efforts of our branches around the world.

Task 10. Text for discussion

1. Before you read.

Work in pairs. What are the most popular subjects to study at universities and colleges in your country? Why?

If you wanted to find out about job opportunities or vacancies at a large company or international organization, how would you do it?

2. While reading

1) Skim-read the text and say which of these statements gives the best summary of the text?

- a) A global company needs to recruit globally.
- b) The Internet will revolutionize the way new employees are recruited.
- c) Engineering is the discipline of the future.

2) Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

- a) DaimlerChrysler is the largest employer in Baden-Wurttemberg.
- b) DaimlerChrysler employs more people in Baden-Wurttemberg than in other parts of Germany.
- c) The company plans to increase its investment in research and development.
- d) DaimlerChrysler's policy is to recruit engineers in Germany whenever possible.
- e) DaimlerChrysler uses the Internet in its recruitment campaigns.
- f) BMW is a more attractive company to work for.
- g) Not enough students study engineering in Germany.
- h) DaimlerChrysler is planning to set up its own technical university.

3. How the text is organized

These phrases summarize the main idea of each paragraph. Match each phrase with the correct paragraph.

- a) the need to recruit engineers globally to meet its business targets
- b) the lack of engineering graduates generally
- c) DaimlerChrysler's position in the state of Baden-Wurttemberg
- d) the need to compete with other companies to attract new recruits
- e) DaimlerChrysler's business targets
- f) use of the Internet for recruitment
- g) DaimlerChrysler's plans to support private universities
- h) another recruitment approach

Where have all the engineers gone?

For the past year Daimler has been the part of the grouping with American manufacturer Chrysler. The German company's roots go back to the very first days of motoring. If Germans associate one company with the state of Baden-Wurttemberg it is the automotive group DaimlerChrysler. The group was formed in 1998 through the merger of Daimler-Benz and Chrysler of the US. But the local association dates back to the late 1890s, when Daimler and Benz began the automotive age by producing the world's first motor cars. DaimlerChrysler is one of the mainstays of the Baden-Wurttemberg economy sustaining 242,000 people in employment across Germany – the bulk of them in the state.

To extend its global reach, the company has ambitious plans to grow in the automotive business, and will invest €46bn developing sixty-four new cars and truck models in the next few years. Research and development spending is set to soar to what a spokesman says is 'a market leading position'. This year the company aims for sales of €146bn, compared with previous forecasts of €139.9bn.

One of the most critical issues facing the group as it attempts to achieve those targets is where it will find, in sufficient numbers, people with the right qualifications to make it all happen. Baden-Wurttemberg and Germany alone will not be able to provide enough recruits. 'DaimlerChrysler needs to hire 4,500 engineers and IT people in the next three years', says Marc Binder of Human Resources. 'That's a big number and it will be impossible to find enough of them in Germany, let alone in one region. You have to hire them from the top schools in the world'.

Traditionally, Daimler-Benz always recruited engineers within Germany. In 1999, however, its recruitment campaign went global. Part of the impetus was that the transatlantic merger had broadened the spectrum of job opportunities. Using the Internet, DaimlerChrysler issued a blanket invitation to college graduates around the world – with emphasis on mechanical engineering, process technology and aerospace engineering – to attend an open day at eleven DaimlerChrysler locations around the world. Of the 800 who attended, about 55 per cent were invited for interview – a far higher proportion than in previous recruitment drives.

A few months later, the group launched a novel campaign to attract recruits for its International Management Associate Program. It advertised in the international press, inviting would-be trainees to call a company hotline during a four-hour period over two days. Some 200 applicants were interviewed.

Competition for talent from other large industrial groups is bound to increase. Rivals such as BMW, in neighboring Bavaria, have similar needs. But Mr Binder says: 'We try to convince would-be recruits that we're the most global company and it's more interesting to work at DaimlerChrysler in this exciting period after the merger.' Recruits are also offered opportunities to work in different units of the group.

The recruitment problem has been made worse by a steady decline in the number of students electing to study engineering since the early 1990s – when there were too many newly-qualified engineers entering the market. Large numbers of students chose to study other subjects, leading to today's shortage.

DaimlerChrysler is supporting initiatives to try to ensure a steady flow of engineers and graduates from other technical disciplines. Over the course of the next few years, the group will be supporting the establishment of two private universities in Baden-Wurttemberg – the Stuttgart Institute of Management and Technology and the International University of Germany in Bruchsal.

4. Reading for details

A. Vocabulary tasks. Synonyms

1. The writer uses three different words to describe an institute of higher education. What are they? Are they exact equivalents?
2. Two words are used many times with the meaning of 'to find and employ new people'. What are they?
3. The word 'campaign' is used twice in the article. What other phrase is used with a similar meaning to 'campaign'?
4. 'about 55 per cent of graduates who attendee DaimlerChrysler's open day were invited for interview'
 - a) What other word is used in the article with a similar meaning to 'about'?
 - b) Think of at least three other words or phrases to give the idea of approximation.

B. Word search.

1. The article deals mainly with the theme of recruitment. Find at least ten words or phrases in the text connected with the idea of recruitment.
2. The writer uses several phrases to express the idea of time, either as an approximate date, e.g. 'the late 1890s' or to describe when something will or did happen, e.g. 'in the next few years'. How many similar time expressions can you find in the article?

C. Complete the sentences.

Use an appropriate word or phrase from exercise **A** or **B** to complete each sentence.

- 1) Due to rapid expansion the company had to carry out an extensive to hire new employees.
- 2) In very few people knew much about the Internet.
- 3) The next few years the use of the Internet is bound to expand even more.
- 4) There are literally hundreds of business around the world offering MBAs.
- 5) Many companies now new job vacancies on the Internet and in the press simultaneously.
- 6) Graduates in subjects such as information technology have a lot of opportunities for their first job.
- 7) Our recruitment campaign was so successful that we had over 100 for each job.
- 8) We usually invite about 5 per cent of those who apply to come for so we can meet them in person.
- 9) An MBA is one of the best for an international management job.

D. Expanding vocabulary

The article mentions that there is a 'steady decline' in the number of engineering students, leading to a 'shortage' of potential recruits.

- a) Think of at least two other words similar in meaning to 'decline'.
- b) Think of at least three words with the opposite meaning.
- c) Think of at least one word equivalent in meaning to 'shortage'.
- d) Think of at least one word with the opposite meaning.

E. Definitions

Match these terms with their definitions.

- | | |
|--|--|
| 1. mainstay | a) an influence that makes something happen |
| 2. global reach | b) people who want to enter a training programme |
| 3. set to soar | c) a new and imaginative way to recruit |
| 4. impetus | d) having a presence all over the world |
| 5. broadened the spectrum of job opportunities | e) an offer open to everyone |
| 6. blanket invitation | f) about to increase a lot |
| 7. a novel campaign | g) increased the range of possible jobs |
| 8. would-be trainees | h) most important part of something |

IV. ADDITIONAL READING

Text 1

TOP 20 INTERVIEW TIPS

The interview is still the most important stage - and at this point it's all up to you. What's the best strategy? Our experts give some essential tips:

1. One of the hardest questions is "What makes you different from other candidates?" Think about this in advance, and identify the reasons why your achievements make you stand out from the crowd.
2. Relax before you enter the room. If you are tense you may misunderstand questions and answer badly.
3. If an interview is unsuccessful, listen to the feedback your recruitment consultant gives you. Learn from your mistakes so that next time you can do better.
4. Interviews can vary widely - one may be extremely formal, at the next you may first be asked about football. Interview style often indicates the type of character they're looking for, so adapt accordingly.

5. Technical knowledge may be tested so be prepared.
6. Ask questions which build on what you've been talking about - don't rehearse questions and reel them off irrespective of what's gone before.
7. Strong communication skills are often requested and the interview is a chance to demonstrate these. Don't be defensive when asked probing questions.
8. Demeanor is important - practise a firm handshake, smile, and maintain a comfortable level of eye-contact throughout the interview. Often, the most visibly keen candidate attracts the most attention, so remain alert and enthusiastic.
9. Personality clash is sometimes unavoidable. A good agency will find out what went wrong - and sometimes find that in fact the interviewer was simply not very experienced.
10. Employers want more than financial qualifications - these are the baseline. They want professionals with drive, vision and energy, and a personality which will prove an asset to a team.
11. Get to the interview early and go to the washroom to freshen up - you can tell a lot about a prospective employer by the facilities they provide. If you can also tour the office in which you might work you can get a feel (or how much you really want the job).
12. Never ask about salary directly - instead ask about opportunities, training, and why the position is available. Benchmark the salary in advance so that if a figure is mentioned you know how to judge it.
13. Aim to impress everyone you meet. The receptionist, for example, often gives managers feedback on candidate behaviour and attitude.
14. At the end of the interview clarify the timeframe for the next stage. It lets the interviewer know that you're really keen.
15. Never be late. Know where you're going and how you're going to get (here. Wear a suit whatever the company dress code - first impressions count.
16. Companies always like to talk about themselves, so do some research and be prepared with some topical questions.
17. You will be asked why you want to leave your current employer. Don't be negative - focus on issues such as restricted opportunity, desire to move to a different sort of company, and so on.
18. Interviews are often structured in order to assess a range of competences such as teamwork, planning, and interpersonal skills. When asked to describe ability in each area, give real examples of what you've achieved - don't generalize.
19. Interviews often include a number of common questions: 'Where will you be in five years' time?', 'What are your major weaknesses?', 'How do you spend your free time?' Prepare your answers in advance so that your response appears considered and thoughtful.
20. Try to avoid anything that gives a negative impression.

Student Accountant

Text 2

JOB SWAPPING

Can you imagine the boss changes jobs with receptionist? She runs top management meetings for a day while he answers the phone and handles visitors. Job swaps are becoming popular because the organizations believe they can be a great way for staff to share experiences and build new relationships. Two people in the same organization do each other's jobs for a day and then discuss what they can learn from the experience. Two participants give us their thoughts.

Sonia Griffin, a team coordinator – responsibilities include organizing meetings, travel and documentation:

"Ben's job is tough. He has to work on a lot of different things - everything from the company's publicity material to client Christmas cards. I spent the morning with his team designing a new corporate brochure. Actually, it was a bit depressing at first because most of my ideas were hopeless. But when we discussed the design of next year's Christmas cards, the team decided to take up some of my ideas, which was great. At the end of the day I was happy to go back to my job and what I'm trained to do. But the day did teach me that I could do other things and that I had more creativity than I thought. Now I want to get better and be more creative. So, I'll try to contribute more ideas during our team meetings in future."

Ben Walker, a design director – responsibilities include designing corporate brochures and external documentation:

"I was definitely more nervous than Sonia. I knew her job was very different from mine, all about organization: setting up meetings, getting documentation ready, working to tight deadlines, and

so on. In fact, my first task was to organize an internal meeting with eight very senior people. The first thing was to book a limo to pick up people from the airport: that was easy. Next was to update information for the actual meeting. That was a disaster! I couldn't print it out because I had no idea how to use the software. It got really stressful but, fortunately, Sonia came to the rescue. How did I feel at the end of the day? For me, it was a great experience, I learned that organizational skills are essential to achieve targets and I learned more about coping with pressure. And for me, swapping seemed to be a good way to develop confidence, communication and motivation. It's nice to meet new people and fun to try new things, I hope we can do more of it in the future and improve our work skills."

a) Answer the questions:

1. What is job swapping?
2. What jobs did Sonia and Ben swap?
3. Were they positive about the experience?
4. Why does Sonia think Ben's job is difficult?
5. What did Sonia learn about herself from the job swap?
6. How will the job swap change the way Sonia does her job?
7. Why was Ben worried about swapping jobs with Sonia?
8. What major problem did Ben have during the day?
9. What did Ben learn about himself from his job swap?
10. Do you think job swapping is a good idea? What could you learn from doing a job swap?

b) Read the quotes and say if you agree or disagree with them, then discuss the quotes with your partner.

"People who work sitting down get paid more than people who work standing up." (Ogden Nash)

"The longer the title, the less important the job." (George McGovern)

"Most workplaces have too many rules. Employees aren't children, and the office isn't a junior school." (Araba Green)

"Most managers spend their time making it difficult for workers to work." (Paul Shorter)

V. Check yourself

1. Translate into Russian. Explain the meaning of the underlined words.

1. We work closely with clients to determine the exact qualifications and skills needed in a prospect, and we interview candidates extensively to ensure their experience and needs are appropriate for the job and culture offered by our clients.
2. Fierce competition and a limited supply of talent are resulting in high turnover rates.
3. "The biggest issue is retention of people," says Mr. Wu, "Retention is much cheaper than recruitment".
4. "Naturally, I was headhunted into my present job" a typical City whizz-kid boasts.
5. Almost 90 % of the top 1,000 companies use executive search consultants to find senior people.
6. Our recruiters use personal contacts, not just advertising, to find the best candidates to fit our clients' needs. This approach leads to long-term relationships between our clients and the candidates they hire.
7. Can China – population 1.3 bln – really be running short of people? In many of the most important parts of its booming economy, the answer, increasingly, is yes.

2. Summarise the article TOP 20 INTERVIEW TIPS in 1-5 sentences.

3. Summarise the article JOB SWAPPING in 1-5 sentences.

VI. Speaking

Evaluate the job-hunting strategies and divide them into three groups accordingly: one for good, one for bad, and one for neutral strategies. Afterwards, discuss the results with the whole class by asking, for example, what people consider to be unwise strategies.

- You phone your local employment office to see if they can offer you a job.
- You squeeze in a hair appointment just before an important job interview.
- You send unsolicited letters of application to companies you are interested in working for.
- You see an interesting job advertisement in the newspaper while riding on a bus. You decide to get off and call immediately from a public call-box.
- You have a very definite idea of how much money you want to earn.
- As you sit down, you tell the interviewer you are really nervous.

- Your interviewer is uncomfortable looking you in the eye, so you avoid his gaze and look elsewhere as you talk to him.
- You go to the interview with some notes on how you would develop their product or some idea of improving customer service.
- Your interviewer has not prepared very interesting questions. You take the opportunity to direct the interview in your own way.
- You make a list of questions you want to ask the interviewer.
- You meditate for half an hour before leaving for your job interview.
- Before sending off your letter of application, you show it to a few friends for their comments.
- You find out which newspaper carries ads for the kind of work you're looking for, and study the columns regularly.
- You ask some friends to practice the interview situation with you before the big day.
- You wear very flattering clothes for your job interview although the waistband pinches and you feel uncomfortable.
- You decide to wear your most comfortable clothes for the job interview although they are not very smart.
- You have a small whisky before you leave for your interview, to calm your nerves.
- You make it clear to a prospective employer that you have a number of other interesting interviews lined up.
- When the interviewer asks you 'What job would you like to be doing in ten years' time?', your answer is 'Your job!'.

VII. Project work. Work in groups.

Background.

Delaney is a Dublin-based call centre working for a major car-hire company. Delaney employs 240 full-time and part-time agents. The car-hire company has centralized most of its European operations to this call centre.

Task.

The company needs to recruit new people. You are members of the interviewing team. Write the job description for the position. Discuss and decide what experience, skills, abilities and personal qualities are important for candidates. Define what they will be responsible for.

VIII. Writing

1. Write a CV containing your personal information or information about your parents.

2. Read about the letter of application.

The Letter of Application

The letter of application you send with your CV is sometimes called a covering letter. It is usually the first direct contact between a candidate and an employer, so make sure it is well-written and presented. It should normally contain 3-4 paragraphs.

Here is a list of points you should include:

- Say that you would like to apply
- Say where you found out about the job
- Say why you would like the job
- Say why you are qualified to do the job
- Say you can provide more information if necessary
- Say when you would be available for interview

3. Here are some common phrases you might use when applying for a job. Choose the correct prepositions:

to of under in for

- I would like to apply _____
- the position _____
- If you would like to discuss this _____ more detail
- I enjoy working _____ pressure
- I was _____ charge _____
- I was responsible _____
- With reference _____

4. Read the advertisements, then choose one of them and write a letter of application:

GRAPHIC DESIGNER

ATG GROUP is a fast-growing import company. We are currently looking for a GRAPHIC DESIGNER for a busy design department. We require a dynamic, highly motivated individual with at least 2 years' experience. You must have knowledge of a range of software applications and digital media, including photography. You need to be able to work under pressure, be a good communicator and have a flexible approach to work.

NEWS EDITOR

We are a leading international newspaper group. We are looking for new journalists to join our friendly team. If you're an experienced editor looking for a new challenge, or a journalist with previous experience, we would like to hear from you. Languages are advantage, as well as knowledge or experience of specific areas.

TOUR GUIDE

Fun & Sun... Looking for a new start? Working abroad? Aged 19 to 55? Time for a change? We have immediate vacancies in: Portugal, Malta & the Canary Islands. Average working day: 9.15 to 17.30, 5 days per week. No experience required, as full training will be given. Travel & work in a team dealing with the public. Fantastic long term career & job prospects.

IX. Problem solving. Work in pairs. Find some adverts for jobs. Look in the newspapers or on the Internet. Choose an advert for a job you would like to do. Give your advert and CV to your partner and take theirs. Suggest ways your partner could adapt their CV to fit the job advert.

