

	Skills	Language focus	Texts
UNIT 1	Linking business and HR strategies	Vocabulary: strategic approaches to HR	Listening A conversation about HR strategy
HR strategy page 6	Developing an HR strategy Writing up the HR strategy	Expressing opinions Writing HR strategy documents Formal written English I	A presentation of research A presentation of HR strategy Reading A summary of strategic approaches to HR An HR strategy document An implementation and monitoring plan
UNIT 2	Researching a resourcing plan	Vocabulary: resourcing methods Interaction in meetings	Listening A discussion on company resourcing
Employee resourcing and talent management page 14	Producing a resourcing plan Solving resourcing problems	Vocabulary: resourcing plans Describing cause and effect Vocabulary: HR collocations I Paraphrasing	A discussion on resourcing strategy A discussion on market conditions A presentation of a resourcing plan Reading A current employee profile A resourcing plan flowchart A resourcing plan
UNIT 3	Defining job requirements	Vocabulary: describing personality	Listening A discussion of a job profile
Recruitment and selection page 22	Identifying suitable candidates Conducting interviews Choosing the right candidate	Writing: summaries of candidate requirements Vocabulary: interview methods Asking follow-up questions Vocabulary: candidate assessment methods	A discussion on person specification A discussion of interview questions Extracts from two job interviews A discussion on the best candidate for the job Reading A job profile template A person specification template A summary of the Five Global Factors (16PF5) An email Two psychometric profiles
UNIT 4	Writing a training and development strategy	Vocabulary: HR strategy documents	Listening A discussion of training and development strategy
Training and development strategy page 30	Designing learning interventions Producing a development programme Evaluating training and development	Formal written English II Vocabulary: training methods Personalising training Vocabulary: HR collocations II	A training session A discussion on evaluating training Reading A company's training and development strategy document Kolb's Learning Cycle An employee development programme web page A summary of a training programme A numerical evaluation form A narrative evaluation form
UNIT 5	Coaching in the workplace	Managing conflict I	Listening Extracts from a coaching, mentoring and counselling session
Coaching, mentoring and counselling page 38	Conducting a mentoring session Delivering a counselling service	Asking open questions Informal spoken English I Vocabulary: coaching methods Coaching sessions Managing conflict II	An informal discussion on a new employee A workshop on a coaching framework A mentoring session A counselling session Reading An email A mentoring contract

	Skills	Language focus	Texts
UNIT 6	Preparing a competence framework	Formal written English III	Listening
Competences page 46	Identifying competences	Interviewing employees I	A discussion on competence frameworks
	Writing performance standards	Writing: competence frameworks: specific competences, knowledge statements, performance standard statements	An information-gathering interview
	Introducing a competence framework		A discussion of a current project
			Reading
			An email template for all staff
			A competence framework document
			A web page introducing competences to all staff
UNIT 7	Planning for a development review	Vocabulary: approaches to employee development review	Listening
Employee development and performance review page 54	Introducing a new review scheme	Vocabulary: HR collocations III	An action planning meeting
	Delivering an employee briefing	Discussing an action plan	Extracts from two briefing sessions
	Conducting a development review	Managing conflict III	A question and answer session
		Informal spoken English II	An employee development review meeting
		Describing possibility in the past	Reading
		Describing intentions, plans and possibility in the future	An HR forum discussion
			A company case study
			An email
UNIT 8	Investigating a complaint	Asking questions using intonation	Listening
Discipline and grievance page 62	Writing a disciplinary procedure	Writing: rules of conduct	A complaint about an employee
	Conducting a disciplinary hearing	Formal written English IV	A disciplinary hearing
	Dealing with a grievance	Vocabulary: causes of grievances	A discussion of a grievance
		Formal written English V	An informal meeting to resolve a grievance
		Summarising opinions	Reading
			A disciplinary flowchart
			A disciplinary policy document
			An email
UNIT 9	Evaluating a reward system	Vocabulary: reward systems	Listening
Reward management page 70	Writing a reward strategy	Interviewing employees II	A discussion of a company's reward system
	Introducing a new reward system	Discussing employee surveys and focus groups	A conversation about the launch of a new reward system
		Vocabulary: financial and non-financial rewards	Reading
		Writing: reward strategy documents	The results of an employee survey
		Writing: introducing a new system	A summary of results from a focus group
			A reward strategy document
			An email
UNIT 10	Creating an HR brand	Vocabulary: HR collocations IV	Listening
HR branding and consulting page 78	Communicating the brand message	Explaining plans and ideas	A conversation about HR branding
	Negotiating service level agreements	Vocabulary: HR collocations V	An explanation of a model for branding
	Developing a consultancy role	Writing: summarising brand platforms	A negotiation of service level agreements
		Writing: making emails enthusiastic	A meeting to manage change in the workplace
		Writing: careers web pages	Reading
		Managing conflict IV	Corporate objectives
		Writing: service level agreements	An employee survey
			A service portfolio table
			An email to employees
			Marks and Spencer plc Careers web page

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