

**CAREER  
PATHS**

# Human Resources

Virginia Evans  
Jenny Dooley  
Richard White



Express Publishing

**CAREER  
PATHS**

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Richard White

Book  
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## Scope and Sequence

Unit	Topic	Reading context	Vocabulary	Function
1	The Role of Human Resources	Webpage	achieve, administrative, appraise, business objective, consult, forecast, human resources, manage, role, strategic	Expressing surprise
2	Human Resources Values	Mission statement	accountability, belief, collaboration, communication, effective, ethics, honesty, innovation, integrity, value	Expressing certainty
3	Describing Skills	Job ad	ability, applicant, candidate, computer literacy, detail-oriented, leadership, multitask, skill set, team player, vacancy	Showing understanding
4	Numbers	Chart	add, and, comes to, divided by, equals, hundred, is, less, minus, multiplied by, over, plus, subtract, times	Calculating amounts
5	Types of Positions	Classified ads	contingent, employee, full-time, opening, part-time, per diem, position, temp, transition, worker	Talking about possibility
6	Types of Employees	Handbook	board member, CEO, consultant, COO, entry-level, executive, freelance, manager, supervisor	Expressing enthusiasm
7	Finding Candidates	Email	attract, classifieds, headhunter, in-house, job fair, online, post, promote, staffing agency, want ad	Giving praise
8	Applications, Résumés, and Cover Letters	Email	application, cover letter, misspell, objective reference, relevant, résumé, suspicious, work experience, work gap	Pointing out a problem
9	Background Checks	Company policy	arrest, background check, conduct, conviction, criminal behavior, felony, misdemeanor, offender, pass, prior	Expressing disappointment
10	Interviews	Interview guide	appropriate, behavioral question, consult, example, follow-up question, impression, interview, nonverbal, panel, structure, test	Asking for an opinion
11	Narrowing Applicants	Email	best fit, conduct, consider, flaw, follow up, long term, narrow, qualified, reduce, round, value	Expressing opinion
12	Job Offers	Handbook	accept, congratulate, deliberate, employment contract, hire, job offer, job title, reject, terms, time limit	Giving congratulations
13	Orientation	Orientation packet	comfortable, complete, culture, expectations, introduce, layout, onboarding, orientation, site, training module	Making a suggestion
14	Human Resources Education and Training	Job posting	bachelor's degree, business management, customer service, HR assistant, master's degree, on the job, prefer, require, train, work experience	Talking about work experience
15	Human Resources Careers	Webpage	career, chief HR officer, expert, generalist, report to, specialist, specific, support, unpredictability, versatile	Giving advice

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## Scope and Sequence

Unit	Topic	Reading context	Vocabulary	Function
1	Optimal Staffing	Email	adequate, coverage, efficiency, gap, optimal, outsource, prevent, productivity, provide, redundancy, staff	Asking for suggestions
2	Technology	Advertisement	data, generate, HRIS, IT, module, record, report, self-service, track, transaction, workload	Asking permission
3	Handbooks	Memo	attendance, break, company property, compliance, dress code, guide, handbook, Internet use, outline, policy	Asking for clarification
4	Contracts	Email	agreement, clause, confidentiality, contract, date, fine print, legally binding, no-solicitation, notarize, print, sign, witness	Telephoning
5	Benefits	Webpage	benefits, dental insurance, health insurance, matching contribution, pension, profit sharing, retirement plan, sick time, tuition reimbursement, vacation time, wellness program, 401k	Thanking
6	Payroll	Webpage	check, deduction, direct deposit, issue, overtime, payday, pay period, pay stub, payroll, time and a half, tax withholdings, wage	Confirming information
7	Types of Leave	Webpage	bereavement, leave of absence, maternity leave, military service, paid leave, paternity leave, personal leave, pregnancy, sick leave, unpaid leave	Agreeing
8	Compensation	Textbook excerpt	bonus, commission, compensation, guaranteed pay, hourly, merit pay, pay grade, salary, stock options, tip, variable pay	Discussing drawbacks
9	Employee Retention	Magazine article	cost, expense, fill, long-term, mobility, outweigh, replace, retrain, retention, reward, satisfaction, turnover rate, vacancy	Making a suggestion
10	Training and Development	Message board	advise, coach, development, education, improve, mentor, proficient, recertification, seminar, shadow, software, technology, training, workshop	Disagreeing
11	Alternative Work Arrangements	Email	alternative, flex time, information security, job sharing, online, possible, take advantage of, telecommute, teleconference, theft, VOIP, work-life balance	Making a recommendation
12	Performance Evaluations 1	Performance evaluation summary	annual, appraisal, deficiency, exceed, exceptional, improvement, meet, performance evaluation, requirement	Giving praise
13	Performance Evaluations 2	Performance report	apply, assess, benchmark, best practice, compare, competitive benchmark, functional benchmark, internal benchmark, leading, measure, underperforming	Expressing opinion
14	Dismissal	Incident report	dismiss, escort, fire, grounds for, hearing, let go, premises, release, security, termination, violation, warning, write up	Asking for an opinion
15	Layoffs	Newspaper article	cost-cutting measure, downsize, IRIF, layoff, pink slip, reduction, retirement, resign, seniority, severance package, VRIF, workforce	Giving bad news

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## Scope and Sequence

Unit	Topic	Reading context	Vocabulary	Function
1	Strategic Planning	Flyer	appraise, approach, career development, competitive, creativity, effectively, enhance, flexibility, innovation, interorganizational mobility, tie (something) to, utilize	Asking for an opinion
2	Organizational Design	Textbook excerpt	core functions, departmental grouping, divisional grouping, functional grouping, geographic grouping, hybrid grouping, matrix grouping, organizational design, reporting relationships	Discussing pros and cons
3	Change Management	Email	adopt, behavior, change, change management, commitment, denial, exploration, identify, implementation, Lewin's change model, planning, refreeze, resistance, SWOT analysis, unfreeze	Expressing confusion
4	Workplace Diversity	Webpage	brightest, cultural bias, culture, diversity, employer of choice, EOE, global, heterogeneous, make up, range, reflect, society, welcoming	Making a suggestion
5	Human Capital Metrics	Handbook excerpt	absence rate, benefits cost, compensation cost, cost per hire, health care costs, hiring costs, HCVA, HR expense, human capital, human capital metrics, personnel costs, revenue, ROI, turnover rate, value added, workday	Giving bad news
6	Employee Surveys	Webpage	anonymous, assess, engagement, fill out, honesty, morale, organizational health, questionnaire, reprisal, satisfaction, survey	Giving advice
7	Employee Relations	Message board	argument, complaint, conflict resolution, counsel, employee relations, escalate, grievance, insubordinate, moderate, off the record, official, on the record, party, personal, vent	Asking for advice
8	Succession Planning	Email	advance, bench strength, internal, key, leadership, management, pool, recruit, succession planning, talent	Expressing opinion
9	Talent Management	Memo	anticipate, attract, competency architecture, competency dictionary, competency-based management, develop, potential, retain, reward, talent management, talent marketplace	Asking for clarification
10	Mergers and Acquisitions	Email	acquisition, buyout, cross selling, economy of scale, horizontal merger, market share, merger, synergy, takeover, turnover, vertical merger	Expressing doubt
11	Labor Laws	Handbook section	age of majority, child labor, formation, interfere, labor law, legal working age, maximum, minimum wage, minor, overtime, retaliate, work week	Showing understanding
12	Labor Relations	Newspaper article	approve, boycott, collective bargaining, labor relations, negotiate, picket line, rank and file, reject, right-to-work, strike, temporary worker, union, vote, work stoppage	Expressing pity
13	Workplace Safety	Poster	claim, compensate, failure, fall, file, hazard, health, injury, medical cost, prevent, protective, risk, slip, workman's comp	Reacting to good news
14	Sexual Harassment	Handbook section	bully, coerce, exchange, hostile work environment, inappropriate, intimidate, promise, quid pro quo, request, sexual advance, sexual favor, sexual harassment, threaten, unwelcome	Reacting to bad news
15	Discrimination	Poster	age, based upon, bias, deny, disability, discrimination, gender, illegal, inquire, lawsuit, prejudice, race, religion, sexual orientation	Expressing surprise

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# 13 Workplace Safety



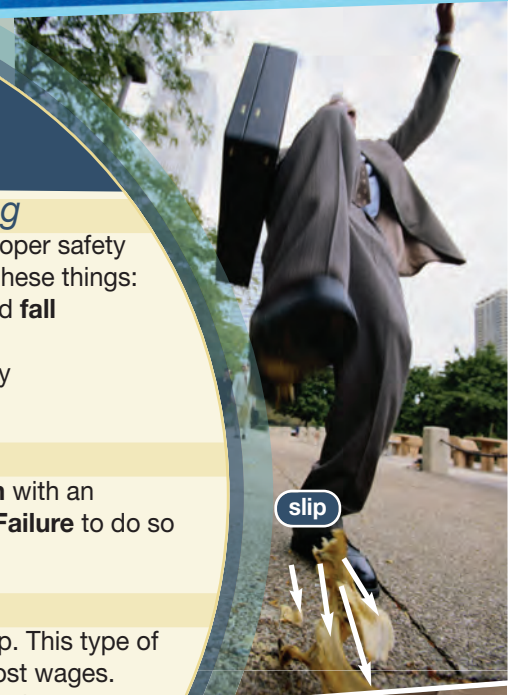
protective



medical cost



hazard



slip



fall

injury

## Workplace Safety

All workers should know the following information about workplace safety.

### Preventing Injuries From Occurring

Workplace injuries occur when employees do not follow proper safety procedures. Workers can prevent safety **hazards** by doing these things:

- Wear proper workplace footwear, so that they do not **slip** and **fall**
- Wear required **protective** gear at all times
- Avoid the **risk** of injury, by not carrying items that are too heavy
- Not working under the influence of drugs or alcohol

### Filing An Injury Claim

If a worker is injured on the job, he or she must **file** an injury **claim** with an employer. Employees should submit claims as soon as possible. **Failure** to do so risks losing payment for injuries.

### Workman's Comp

In most cases, employers are required to carry workman's comp. This type of insurance may **compensate** workers for **medical costs** and lost wages.

Workers should contact their employers to see if they provide these benefits.

### Illness and Other Safety Hazards

Some workplace hazards, such as illness, are typically not covered by workman's comp. Workers who are ill should avoid the workplace to protect their coworkers' **health**.

## Get ready!

1 Before you read the passage, talk about these questions.

- 1 What are some potential workplace hazards, and how can they be avoided?
- 2 What can a worker do if he or she is injured at work?

## Reading

2 Read the poster. Then, mark the following statements as true (T) or false (F).

- 1 \_\_\_ Wearing improper footwear causes a safety hazard.
- 2 \_\_\_ Workers should wait at least two weeks to file an injury claim.
- 3 \_\_\_ Workman's comp does not cover for lost wages.

## Vocabulary

3 Match the words or phrases (1-8) with the definitions (A-H).

- |              |                    |
|--------------|--------------------|
| 1 ___ injury | 5 ___ hazard       |
| 2 ___ health | 6 ___ failure      |
| 3 ___ file   | 7 ___ protective   |
| 4 ___ fall   | 8 ___ medical cost |

- A a dangerous or risky venture  
 B the absence of success  
 C a damage or harm to a person  
 D an expenditure associated with medical care  
 E a person's state of wellbeing  
 F to place a claim on record  
 G when something is meant to keep something safe or undamaged  
 H to move quickly downward and in an uncontrolled manner

- 4 Fill in the blanks with the correct words or phrases from the word bank.

### Word BANK

compensate risk claim prevent  
workplace safety workman's comp slip

- Some workers wear special shoes, so that they do not \_\_\_\_\_ at work.
- Many insurance policies \_\_\_\_\_ workers when they are injured.
- Employees follow safety procedures to \_\_\_\_\_ injuries.
- \_\_\_\_\_ is a priority for businesses, because it protects workers from injury.
- Injured workers must file a \_\_\_\_\_ to be considered for payment.
- Most businesses have \_\_\_\_\_, which pays for workers' medical costs.
- Employees should avoid any unnecessary safety \_\_\_\_\_ in the workplace.

- 5 Listen and read the poster again. What is one way to avoid workplace injuries?

### Listening

- 6 Listen to a conversation between an HR rep and a manager. Choose the correct answers.

- What is the main idea of the conversation?
  - how the company is improving workplace safety
  - new changes to workman's comp
  - the penalties for workplace safety violations
  - a worker who was injured on the job
- What can prevent an employee from receiving workman's comp?
  - not waiting a week to file a claim
  - being injured in the head or neck
  - creating undue workplace hazards
  - being injured within a year of employment

- 7 Listen again and complete the conversation.

- HR Rep:** Hey Frank, I want to talk about an 1 \_\_\_\_\_ that happened in your department.
- Manager:** Oh. Sure, Theresa. Did an employee submit a 2 \_\_\_\_\_?
- HR Rep:** Yeah. The claim was 3 \_\_\_\_\_ today, actually.
- Manager:** Oh, okay. What happened?
- HR Rep:** Well, the injury claim is from a warehouse worker. He 4 \_\_\_\_\_ on some oil last week, and hit his head.
- Manager:** Ouch! Is he okay?
- HR Rep:** Yeah, he's alright. He didn't break anything, because he was wearing his 5 \_\_\_\_\_ helmet.
- Manager:** Great, that's good news. I was worried.
- HR Rep:** Me too. But the doctors expect his 6 \_\_\_\_\_ to return in a few weeks.

### Speaking

- 8 With a partner, act out the roles below based on Task 7. Then, switch roles.

#### USE LANGUAGE SUCH AS:

*Did an employee submit ... ?*

*That's good news. / He was wearing his ...*

**Student A:** You are an HR rep. Talk to Student B about:

- a worker who was injured
- an injured worker filing a claim
- the health status of an injured worker

**Student B:** You are a manager. Talk to Student A about workplace safety.

### Writing

- 9 Use the poster and the conversation from Task 8 to write a statement about a workplace injury you received. Include: the cause of the injury, steps taken to prevent the injury, and requests for compensation.

## Get ready!

## 1 Before you read the passage, talk about these questions.

- 1 What traits should someone have to pursue a career in HR?
- 2 What basic types of HR positions are available?



report to

unpredictability

## Reading

## 2 Read the webpage. Then, mark the following statements as true (T) or false (F).

- 1 \_\_\_ The site recommends that specialists be versatile.
- 2 \_\_\_ According to the site, generalists deal with unpredictability.
- 3 \_\_\_ Specialists report to different executives than generalists.

## Vocabulary

## 3 Match the words or phrases (1-6) with the definitions (A-F).

- |               |                        |
|---------------|------------------------|
| 1 ___ support | 4 ___ Chief HR Officer |
| 2 ___ expert  | 5 ___ report to        |
| 3 ___ career  | 6 ___ unpredictability |

- A to be managed and directed by  
 B occupation, which a person is a part of for a long time  
 C to provide assistance  
 D the state or quality of being difficult to anticipate  
 E an executive that controls and directs all human resources activities  
 F a person who is very well-trained at something

## 4 Read the sentence pairs. Choose which word or phrase best fits each blank.

## 1 specialist / generalist

- A A \_\_\_\_\_ deals with only one type of issue.  
 B The department \_\_\_\_\_ can help with almost every kind of problem.

## 2 versatile / specific

- A We want you to focus only on one \_\_\_\_\_ problem.  
 B The HR rep will deal with many issues, so he or she must be \_\_\_\_\_.



Chief HR Officer

career

WEB  
CAREERS

What is Right for You?

## Human Resources

If you enjoy working with others, consider a **career** in human resources. The field offers opportunities for many different types of people. If you like to do something different every day, consider becoming a **generalist**. You'll need to be **versatile**. Generalists have to deal with any problem that comes up.

Of course, not everyone likes **unpredictability**. If that's you, consider becoming a **specialist**. These HR representatives become **experts** in **specific** area.

But generalists and specialists have some things in common. For one, they both provide **support** for staff and business operations. They both **report to** the **Chief HR Officer**.

- 5 Listen and read the webpage again. What are some of the qualities someone should have to work in human resources?

## Listening

- 6 Listen to a conversation between two HR representatives. Choose the correct answers.

- What is the conversation mainly about?
  - becoming a Chief HR Officer
  - dealing with unpredictability
  - finding out whom to report to
  - changing careers to a specialist
- What does the woman recommend?
  - meeting with another specialist
  - studying health insurance issues
  - speaking to the Chief HR Officer
  - becoming an expert in payroll matters

- 7 Listen again and complete the conversation.

- HR Rep 1: Karen, can I talk to you 1 \_\_\_\_\_ ?
- HR Rep 2: Sure, what is it?
- HR Rep 1: Well, you're a 2 \_\_\_\_\_, right?
- HR Rep 2: Yes, I only work on health insurance issues.
- HR Rep 1: I'm thinking about doing the same. Sometimes I like being a 3 \_\_\_\_\_, but it's just too unpredictable.
- HR Rep 2: I see. Make sure you pick an area you like. You'll have to be an 4 \_\_\_\_\_.
- HR Rep 1: Right. I thought my 5 \_\_\_\_\_ area would be payroll.
- HR Rep 2: Hmm. That might too basic. Why don't you ask the 6 \_\_\_\_\_ for advice?
- HR Rep 1: That's a good idea, I will.

## Speaking

- 8 With a partner, act out the roles below based on Task 7. Then, switch roles.

### USE LANGUAGE SUCH AS:

Can I talk ...?  
 You're a ..., right?  
 Why don't you ...?

**Student A:** You are an HR representative. Talk to Student B about:

- his or her position
- a change you are considering
- what you should do before the change

**Student B:** You are an HR representative. Talk to Student A about a career change.

## Writing

- 9 Use the conversation from Task 8 to fill out the career guide.

# What type of HR job is right for you?

**Type 1:** \_\_\_\_\_

This type of job focuses on one \_\_\_\_\_ area. You must be an \_\_\_\_\_ on that topic.

**Type 2:** \_\_\_\_\_

This type of job involves many different issues. You must be able to deal with \_\_\_\_\_, since you can't know what will come up every day. And that means you'll need to be \_\_\_\_\_ enough to address many problems.

# Glossary

- absence rate** [N-UNCOUNT-U5] The **absence rate** is determined by comparing the number of workers with absences to the total salary and full-time wage employment.
- acquisition** [N-COUNT-U10] An **acquisition** is the purchase of one company by another.
- adopt** [V-T-U3] To **adopt** a course of action is to choose it or implement it.
- advance** [V-I-U8] To **advance** is to move forward or to improve.
- age** [N-UNCOUNT-U15] **Age** is the measurement of how long a person has been alive.
- age of majority** [N-UNCOUNT-U11] The **age of majority** is the age at which a person is legally considered an adult.
- anonymous** [ADJ-U6] If something is **anonymous**, it is not identified by name.
- anticipate** [V-T-U9] To **anticipate** something is to expect it to happen.
- appraise** [V-T-U1] To **appraise** something is to determine or judge its value.
- approach** [N-COUNT-U1] An **approach** is a way of doing something or considering something.
- approve** [V-T-U12] To **approve** something is to accept or agree to it.
- argument** [N-COUNT-U7] An **argument** is a disagreement.
- assess** [V-T-U6] To **assess** something is to determine or evaluate its nature or its worth.
- attract** [V-T-U9] To **attract** someone or something is to interest, draw, or invite it.
- bargain** [N-COUNT-U11] A **bargain** is a deal or arrangement reached between two or more parties.
- based upon** [PHRASE-U15] If something is **based upon** something else, it is caused by it or directly related to it.
- behavior** [N-COUNT-U3] A **behavior** is a way of acting.
- bench strength** [N-UNCOUNT-U8] **Bench strength** is the number and quality of employees available to fill positions, including leadership positions, that may become vacant.
- benefits cost** [N-UNCOUNT-U5] **Benefits cost** is the amount it costs for a company to provide benefits for its employees.
- bias** [N-COUNT-U15] A **bias** is a predisposition toward certain feelings or ideas, regardless of the facts.
- boycott** [V-T-U12] To **boycott** a company is to refuse to purchase goods or services from that company as a form of protest against that company's actions or policies.
- brightest** [ADJ-U4] If someone is the **brightest**, they are the most intelligent or most promising.
- bully** [V-T-U14] To **bully** someone is to use superior strength or power to force them to do something.
- buyout** [N-COUNT-U10] A **buyout** is the purchase of enough shares in a company to obtain a controlling interest.
- career development** [N-UNCOUNT-U1] **Career development** is the cultivation of opportunities for advancement or success in one's field of employment.
- change** [V-T-U3] To **change** something is to cause it to vary or become different in some way.
- change management** [N-UNCOUNT-U3] **Change management** is the process of controlling the effects of change on a business.
- child labor** [N-UNCOUNT-U11] **Child labor** is the employment of children.
- claim** [N-COUNT-U13] A **claim** is a request for payment in accordance with the terms of an insurance policy.
- coerce** [V-T-U14] To **coerce** someone is to persuade them to do something against their will using force or superior power.
- collective bargaining** [N-UNCOUNT-U12] **Collective bargaining** is the process of negotiation between a union and an employer.
- commitment** [N-COUNT-U3] **Commitment** is the act of dedicating or applying oneself or one's resources to something.
- compensate** [V-T-U13] To **compensate** someone is to pay them for work performed or to offer recompense for some injury, suffering, or loss.



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PATHS**

# Human Resources

**Career Paths: Human Resources** is a new educational resource for HR professionals who want to improve their English communication in a work environment. Incorporating career-specific vocabulary and contexts, each unit offers step-by-step instruction that immerses students in the four key language components: reading, listening, speaking, and writing. **Career Paths: Human Resources** addresses topics including types of employees, benefits, interviews, workplace diversity, and employee relations.

The series is organized into three levels of difficulty and offers a minimum of 400 vocabulary terms and phrases. Every unit includes a test of reading comprehension, vocabulary, and listening skills, and leads students through written and oral production.

**Included Features:**

- A variety of realistic reading passages
- Career-specific dialogues
- 45 reading and listening comprehension checks
- Over 400 vocabulary terms and phrases
- Guided speaking and writing exercises
- Complete glossary of terms and phrases

The **Teacher's Book** contains a full answer key and audio scripts.

The **audio CDs** contain all recorded material.



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