

Unit 9 Recruitment

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Hiring for the future



Keynotes

Human resources departments are responsible for recruiting new **personnel**. **Candidates** are initially asked to provide a **curriculum vitae** (CV) or **resumé** (AmE) which gives information about their **qualifications**, **experience** and **skills**. The recruiter then **screens** the **applications** and selects candidates for interview. Successful applicants are **hired** and put on the **payroll**.

Preview

The application process

When did you last apply for a job? What steps were involved in your application? Did you attend an interview? What sort of questions were you asked?

Listening 1

Kevin Quinlan, a Human Resources consultant, talks about three different types of job interview. Listen and complete the table.

Type of interview	1a _____	2a _____	3a _____
Type of questions	b _____	b _____	anecdotal
Information gained	• qualifications c _____ • knowledge d _____	• ability to analyse • formulate questions c _____	b _____ • ability to handle relationships

Speaking

Imagine you were given responsibility for hiring several thousand employees for a new hotel in a short period of time. How would you organise the recruitment process?

Reading

Speed hiring

1 Read the jumbled text on the opposite page and arrange the extracts in the correct order.

2 Match the subheadings with paragraphs A–E.

- 1 Speed interviewing _____
- 2 Click to file _____
- 3 Checking in and checking out _____
- 4 Empower your managers _____
- 5 Making yourself redundant _____

3 What do the following numbers refer to in the text?

- 1 24 weeks the time available for recruiting new staff
- 2 740 _____
- 3 20 per cent _____
- 4 30 minutes _____
- 5 8 per cent _____
- 6 \$1.9 million _____



A Full House

Recruiting the entire staff for the Bellagio hotel in Las Vegas in record time and at minimum cost may sound like mission impossible. But Arte Nathan came up trumps.



Talk about long odds. Arte Nathan was Vice President of Human Resources for the launch of the Bellagio in Las Vegas. Everything about Bellagio was larger than life. So too was the challenge that confronted Nathan: hire 9,600 workers in 24 weeks. Nathan and his HR team would have to screen 84,000 applicants in 12 weeks, interview 27,000 finalists in 10 weeks, and process 9,600 hires in 11 days. In the end, they nailed the deadline and here's how they did it.

A This started out as an experiment. But in the end, the guinea pig survived. We saved Bellagio \$1.9 million. Most HR people are afraid to let go of their hire-and-fire authority. But if you really want to sit at the big table, you've got to start thinking strategically and globally. And the only way to do that is to eliminate HR transactions from your life. You have to be willing to say, 'I am in the wrong place in this process.' You have to take yourself out of the system.

B If a manager wanted to hire you, he would click on CONDUCT BACKGROUND CHECK. Law-enforcement officials would then receive your application online and check your employment and education history. We rejected about eight per cent of our candidates at this stage for various reasons, such as lying on their applications. If you passed this and a drug test, the manager would then make the final decision. When you appoint somebody, you create three files: a personnel file, an equal employment opportunity commission file and a medical file. Why not have an electronic personnel file? In the process, we could eliminate the files that managers usually keep at their desks. So we developed one and transmitted everything from the application database to the new-hire database. Using the same technology for all of our personnel and payroll forms meant that we no longer had to collect, input, and file thousands of paper forms.

C The only way to hire so many so fast was to move everything online. That meant we had to build an online job application and HR system. I told our managers that this technology would give them hire-and-fire responsibility, which they say they want, and complete authority, which they rarely get. And it would make them 100 per cent accountable for their decisions. Going online would take human resources out of the process.

D Next came the interviews. Every day, 180 hiring managers, who we had specially trained, conducted 740 interviews of 30 minutes each. Applicants were asked a set of behavioral questions that we had developed, like 'Tell me about a time when you were at the front desk, and a guest was late. What did you do when you couldn't find the reservation?' Using a PC embedded in their desktops the managers evaluated the answers on a rating sheet and the scores were fed into the database.

E In 14 months we had designed, built, and implemented the system. This is how it worked: to apply for a position, you set up an appointment. When you arrived, an HR staff person wearing a microphone confirmed your identity and notified staff, who greeted you by name and assigned you to a computer terminal. Once you completed the application, the computer would ask you to proceed to a checkout desk where a staff member would review it. In fact what our people were really doing was assessing your communication skills and your overall demeanor. At that point, we weeded out about 20 per cent of the applicants.

Glossary

long odds little chance

nailed the deadline meet a deadline

demeanor behaviour and looks

weeded out to eliminate

guinea pig person used for a test

Speaking

What do you think of the recruitment methods used at the Bellagio? Would you like to be recruited in this way?

Vocabulary 1

The two lists below show the Bellagio recruitment process from the viewpoint of the applicants and the HR team. Complete the lists with one of the following words.

deadline train appointment computer application
 identity checkout conduct interview backgrounds
 test screen files system

Applicants

- 1 set up an _____
- 2 have staff confirm _____
- 3 enter data on a _____ terminal
- 4 complete the _____
- 5 proceed to _____
- 6 attend an _____
- 7 take a drug _____

The HR team

- 1 fix a _____ to complete each phase
- 2 design a computer _____
- 3 _____ all applications
- 4 _____ hiring managers
- 5 _____ interviews with candidates
- 6 check candidates' _____
- 7 create personnel _____



Vocabulary 2

Word-building

Read these definitions of words from the text. Write the word in the appropriate column and complete the other two columns.

	verb	noun	person
1 make a formal request	<u>apply</u>	<u>application</u>	<u>applicant</u>
2 test of someone's skills	_____	_____	_____
3 ask a candidate questions	_____	_____	_____
4 make a plan for something that will be built	_____	_____	_____
5 evaluate	_____	_____	_____
6 process by which people exchange information	_____	_____	_____
7 choose someone for a position	_____	_____	_____

We use the relative pronouns **which**, **that**, **who**, **whom**, **whose** to give additional information about somebody or something already mentioned. There are two different types.

- Defining clauses** give information which defines or differentiates the person or thing that they refer to.
... an HR staff person wearing a microphone confirmed your identity and notified staff, **who** greeted you by name ...
Applicants were asked a set of questions (**that**) we had developed ...
In the second sentence we can delete the pronoun **that** as it refers to the object and not the subject of the verb developed.
- Non-defining clauses** just give extra information and do not define what they refer to. This extra information appears between commas.
... this technology would give them hire-and-fire responsibility, **which** they say they want, and complete authority, **which** they rarely get.



For more information, see page 160.

Practice

1 Look at the sentences below. Are the clauses defining or non-defining? Which pronouns can be deleted?

- A major problem that we face is finding replacements for key personnel.
- The latest survey, which was published last week, shows that there is a shortage of skilled workers.
- We selected five of the twenty candidates who initially applied.
- The applications that we have received so far are mostly from candidates with little or no experience.
- We've rejected all applicants whose CVs had basic spelling mistakes.
- Lyn Jackson, whose contribution to this project has been exceptional, will be leaving us in June.

2 Complete the extract from a company newsletter with appropriate relative pronouns. In some cases more than one answer is possible. Where could the relative pronouns be omitted?

Sammy Moreno

Sammy Moreno has been appointed Human Resources Director for Europe and takes over from Rosa Wasserman ¹ who retires at the end of April. Sammy, ² _____ career has included key strategic assignments in both Latin America and Asia, doesn't underestimate the challenges ³ _____ lie ahead. 'This is a difficult time for organisations like ours ⁴ _____ are working to consolidate positions on the European market.' he says. 'The new regulations and legislation ⁵ _____ have been introduced recently, will complicate the task of co-ordinating the policies

⁶ _____ the group can apply in individual countries on the continent.' Sammy, ⁷ _____ responsibilities will include providing policies, assistance and guidelines to regional HR directors is nonetheless optimistic: 'I'm hoping that with the new guidelines ⁸ _____ we will shortly be introducing, HR will be better positioned to do the job ⁹ _____ it's supposed to do – looking after the interests of the group as a whole and also of all our staff ¹⁰ _____ dedication and professionalism have put us in the leading position ¹¹ _____ we are in today.'

The Curriculum Vitae (CV)

Read the following CV of Monika Vaz, who is applying for a position as a marketing manager. Listen to the questions that she is asked during an interview and fill in the missing information.



Monika Vaz

Hermanstrasse 16
Köln, 50858 Germany
Tel : 0049 221 5036887
E-mail: mvaz@cybermail.com

Objective: Seeking a position of responsibility in the field of Direct/Internet Marketing

Employment History

2004 to date: ¹ _____
Phoenix Media , Hamburg, Germany
Planned and developed direct mail campaigns for major clients in the retail sector. Advised on internet marketing strategies. Conducted in-depth ² _____. Organised company participation at various media and direct mail events and ³ _____ of Phoenix products and services.

2003 – 2004: Assistant Sales Manager.
MSV – Business Services.
Amsterdam, Netherlands

Responsible for finding new clients, managing key accounts and ⁴ _____.

Other skills

Computers: Experience in programming in ⁶ _____, Flash and Dreamweaver. MS Office. SAP

Languages: Mother tongue German, fluent French and English, ⁷ _____ in Italian.

References

- **Professor Jürgen Drexler**, University of Vienna.
- **Norman Achilles**, President of the European Marketing Foundation.

Qualifications

2000 – 2003: Graduated from the University of Vienna with an Honours Degree in Sales Management.

Main course components: sales and marketing, accounting, European business law, media studies, economics, and information technology. Options: ⁵ _____ and _____.

Awarded high school leaving certificate from the Vienna Schule, majoring in economics.

Personal Interests

Sports: ⁸ _____ and snowboarding. **Hobbies:** music (jazz piano) and theatre (member of an amateur theatre group).

Writing

Write a similar short CV for yourself.

Proof reading

Making basic errors on your CV or application letter can ruin your chances of getting a job. Find and correct the following mistakes.

- 1 One of my qualities is that I am very attentive to small details.
- 2 I hope you will be able to arrange to interview me shortly.
- 3 For me there are no barriers to quality.
- 4 I hope that you will find the time to overlook my CV.
- 5 For three years I was ruining the entire department.
- 6 I think I have excellent keyboard skills.

Smalltalk

Business meetings, telephone calls and interviews often involve smalltalk – chatting informally about unrelated topics of common interest. Work in pairs. Try to explain one of the following to your partner. Was it hard keeping the conversation going? Why?

- something that happened to you
- a newspaper story you read recently

1 Look at the list of short utterances used to show we are listening. What do they tell the speaker?

Right OK No! Sure Wow! Really? You're kidding!

2 Sometimes we need to give the speaker further encouragement by asking questions. Match the following questions to the functions.

- a encourage the speaker to continue
 - b check our understanding
 - c express our feelings
- 1 So then what did you do?
 - 2 What exactly do you mean by that?
 - 3 That wasn't very helpful, was it?
 - 4 Then what happened?
 - 5 Sorry, what did you say?
 - 6 How could you do a thing like that?

3 It's also important to close a conversation at the right moment and in the right way. Here are examples of the way people do this.

- 1 I'm terribly sorry but I really have to go now.
- 2 Why don't I give you a call and we can arrange to meet?
- 3 Look at the time! I didn't realise it was so late. I'd better be off.
- 4 Nice talking to you. See you sometime soon.
- 5 I don't want to keep you any longer.
- 6 Well, I guess I'd better be going. Take care.

Speaking

Work in pairs. Start a conversation and continue it for at least one minute. Use the topics below or your own. Did you learn anything about the other person? How did your conversation end?

films books music television travel famous people

Culture at work

Attitudes to personal space

In some cultures people require little personal space. They stand close together, touch each other often and are happy to discuss personal matters. This can make people from other cultures feel very uncomfortable. How much personal space do people in your country need? How might this difference cause misunderstanding in multicultural teams?

Dilemma & Decision

Dilemma: The Bellagio interview

Brief

You are members of the HR team that is responsible for the recruitment drive at the Bellagio. You have been asked to design the list of questions for the behavioural interview that will be used by all the hiring managers. This interview will last a maximum of 30 minutes and will contain six questions designed to evaluate the behaviour of the candidates. After each question the hiring manager will enter an evaluation of the quality of the candidate's response directly into a computer. The HR team have agreed that the questions should focus on as many of the following areas as possible:

- Conflict** – will he/she get on with other people?
- Authority** – will he/she respect authority?
- Ambition** – is he/she interested in career development?
- Networking** – is he/she able to develop and maintain contacts?
- Sociability** – will he/she mix easily with other people?
- Appearance** – is this important to the candidate?
- Stress** – can he/she operate under stress?
- Resourcefulness** – can he/she handle unexpected situations?

Task 1

Work in groups. Prepare the list of questions that you will give to the HR managers. Decide the order in which the questions will be asked and prepare an evaluation grid for the managers to enter their marks out of five. (5 = excellent.)

Task 2

Work in pairs. Test your questions by role-playing a test interview.

Write it up

How did the interview go? Are there any changes that you need to make to your questions? Now prepare an email to send to the hiring managers with your questions and expected responses.

Decision:

- ⊕ Listen to what Joyce Carolan, an HR consultant, thinks about how the interview should be designed.