

	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	Listening A discussion on company resourcing
Employee resourcing and talent management page 14	Producing a resourcing plan Solving resourcing problems	Interaction in meetings 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

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UNIT 6	Preparing a competence framework	Formal written English III Interviewing employees I	Listening A discussion on competence frameworks An information-gathering interview A discussion of a current project
Competences page 46	Identifying competences Writing performance standards Introducing a competence framework	Writing: competence frameworks: specific competences, knowledge statements, performance standard statements	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 An action planning meeting
Employee development and performance review page 54	Introducing a new review scheme Delivering an employee briefing Conducting a development review	Vocabulary: HR collocations III Discussing an action plan Managing conflict III Informal spoken English II Describing possibility in the past Describing intentions, plans and possibility in the future	Extracts from two briefing sessions A question and answer session An employee development review meeting Reading An HR forum discussion A company case study An email
UNIT 8	Investigating a complaint	Asking questions using intonation	Listening A complaint about an employee
Discipline and grievance page 62	Writing a disciplinary procedure Conducting a disciplinary hearing Dealing with a grievance	Writing: rules of conduct Formal written English IV Vocabulary: causes of grievances Formal written English V Summarising opinions	A disciplinary hearing A discussion of a grievance An informal meeting to resolve a grievance Reading A disciplinary flowchart A disciplinary policy document An email
UNIT 9	Evaluating a reward system	Vocabulary: reward systems	Listening A discussion of a company's reward system
Reward management page 70	Writing a reward strategy Introducing a new reward system	Interviewing employees II Discussing employee surveys and focus groups Vocabulary: financial and non-financial rewards Writing: reward strategy documents Writing: introducing a new system	A conversation about the launch of a new reward system Reading The results of an employee survey 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 A conversation about HR branding
HR branding and consulting page 78	Communicating the brand message Negotiating service level agreements Developing a consultancy role	Explaining plans and ideas Vocabulary: HR collocations V Writing: summarising brand platforms Writing: making emails enthusiastic Writing: careers web pages Managing conflict IV Writing: service level agreements	An explanation of a model for branding A negotiation of service level agreements A meeting to manage change in the workplace Reading Corporate objectives An employee survey A service portfolio table An email to employees Marks and Spencer plc Careers web page
Additional material	page 86	Glossary	page 122
Audioscript	page 93	Acknowledgements	page 128
Answer key	page 109		