

# 3

## Recruitment and selection

### A

#### Recruitment

The process of finding people for particular jobs is **recruitment** or, especially in American English, **hiring**. Someone who has been recruited is a **recruit** or, in American English, a **hire**. The company **employs** or **hires** them; they **join** the company. A company may recruit employees directly or use outside **recruiters**, **recruitment agencies** or **employment agencies**. Outside specialists called **headhunters** may be called on to **headhunt** people for very important jobs, persuading them to leave the organizations they already work for. This process is called **headhunting**.

### B

#### Applying for a job

Fred is a van driver, but he was fed up with long trips. He looked in the **situations vacant** pages of his local newspaper, where a local supermarket was advertising for van drivers for a new delivery service. He **applied for** the job by completing an **application form** and sending it in.

Harry is a building engineer. He saw a job in the **appointments** pages of one of the national papers. He made an application, sending in his **CV** (**curriculum vitae** – the ‘story’ of his working life) and a **covering letter** explaining why he wanted the job and why he was the right person for it.

Note: **Situation**, **post** and **position** are formal words often used in job advertisements and applications.

BrE: **CV**; AmE: **résumé** or **resume**  
BrE: **covering letter**; AmE: **cover letter**

### C

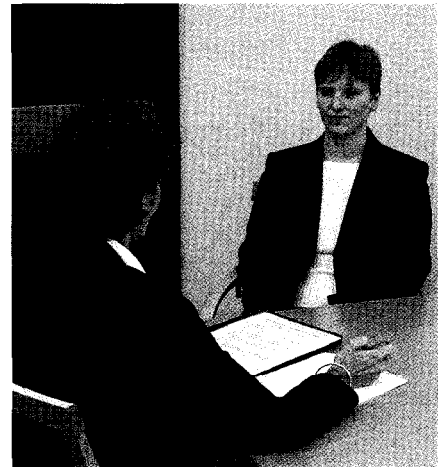
#### Selection procedures

Dagmar Schmidt is the head of recruitment at a German telecommunications company. She talks about the **selection process**, the methods that the company uses to recruit people:

‘We advertise in national newspapers. We look at the **backgrounds** of **applicants**: their **experience** of different jobs and their educational **qualifications**. We don’t ask for handwritten **letters of application** as people usually apply by email; **handwriting analysis** belongs to the 19th century.

We invite the most interesting **candidates** to a **group discussion**. Then we have individual **interviews** with each candidate. We also ask the candidates to do written **psychometric tests** to assess their intelligence and personality.

After this, we **shortlist** three or four candidates. We check their **references** by writing to their **referees**: previous employers or teachers that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we **offer** the job to someone, and if they **turn it down** we have to think again. If they **accept** it, we **hire** them. We only **appoint** someone if we find the right person.’



A job interview

# 5 Pay and benefits

## A Wages, salary and benefits

My name's Luigi and I'm a hotel manager in Venice. I get paid a **salary** every month. In summer we're very busy, so we work a lot of extra hours, or **overtime**; the money for this is quite good. Working in a hotel, we also get nice **perks**, for example free meals!

I'm Ivan and I work as a waiter in Prague. I like my job even if I don't **earn** very much: I get paid **wages** every week by the restaurant. We get the **minimum wage**: the lowest amount allowed by law. But we also get **tips**, money that customers leave for us in addition to the bill. Some tourists are very generous!

I'm Catherine and I'm a saleswoman based in Paris. I get a **basic salary**, plus **commission**: a percentage on everything I sell. If I sell more than a particular amount in a year, I also get extra money – a **bonus**, which is nice. There are some good **fringe benefits** with this job: I get a **company car**, and they make payments for my **pension**, money that I'll get regularly after I stop working. All that makes a good **benefits package**.

## B Compensation 1

My name's Alan. I'm a specialist in **pay and benefits**. **Compensation** and **remuneration** are formal words used to talk about pay and benefits, especially those of senior managers. **Compensation package** and **remuneration package** are used especially in the US to talk about all the pay and benefits that employees receive. For a senior executive, this may include **share options** (BrE) or **stock options** (AmE): the right to buy the company's shares at low prices. (See Unit 36) There may be **performance-related bonuses** if the manager reaches particular objectives for the company.

## C Compensation 2

**Compensation** is also used to talk about money and other benefits that a senior manager (or any employee) receives if they are forced to leave the organization, perhaps after a **boardroom row**. This money is in the form of a **compensation payment**, or **severance payment**. If the manager also receives benefits, the payment and the benefits form a **severance package**.

In Britain, executives with very high pay and good benefits may be referred to as **fat cats**, implying that they do not deserve this level of remuneration.



# 7

## The career ladder

### A

#### A job for life

Many people used to work for the same organization until they reached **retirement**: the age at which people **retire**, or end their working life. **Career paths** were clear: you could **work your way up the career ladder**, getting **promotion** to jobs that were more **senior**, with greater responsibility. You would probably not be **demoted**: moved to a less senior job.

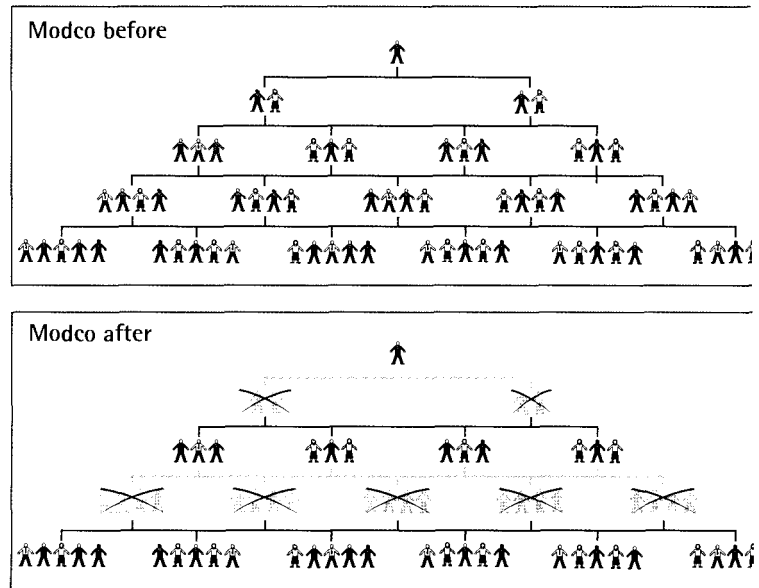
To leave the company, you could **resign** or **hand in your notice**.

### B

#### A job for now

Modco has **downsized** and **delayered**. The number of management levels in the company hierarchy has been reduced from five to three, and many managers have lost their jobs. Modco has reorganized and **restructured** in order to become **flatter** (with fewer layers of management) and **leaner** (with fewer, more productive employees).

They did this to reduce costs, and increase **efficiency** and **profits**. Employees said the company used words like 'restructure' to make the situation sound positive and acceptable.



### C

#### In-house staff or freelancers?

Modco has **outsourced** many jobs previously done by **in-house** personnel: outside companies clean the offices, transport goods and collect money from customers. This allows Modco to concentrate on its main business activities. Modco uses more **freelancers**, independent people who may work for several different companies, and they employ people for short periods on **temporary contracts**. Modco expects **flexibility**, with people moving to different jobs when necessary, but for many employees, this means **job insecurity**, the feeling that they may not be in their job for long. The way that they are doing their job is discussed at **performance reviews**: regular meetings with their manager.

Note: You say **freelancers** or **freelances**.

### D

#### Losing your job

If you do something wrong, you are ...

- dismissed
- fired
- sacked
- terminated

If you've done nothing wrong, you are ...

- laid off
- made redundant
- offered early retirement

Employees who are made redundant may get advice about finding another job, retraining, etc. This is called **outplacement** advice.