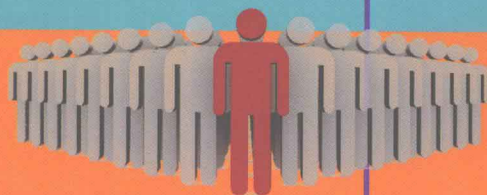


等学校专业英语系列规划教材

人力资源管理



专业英语教程

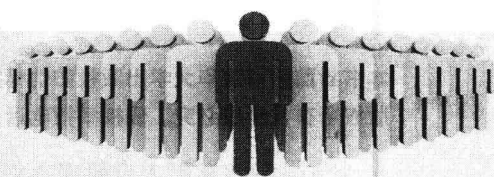
李 严 李浚帆 主 编
孔晓春 副主编



清华大学出版社·北京交通大学出版社

21世纪高等学校专业英语系列规划教材

人力资源管理

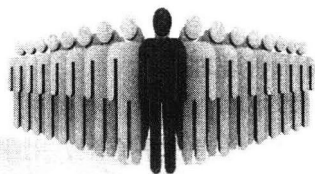


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· 北京 ·

前言



进入 21 世纪以来,人力资源管理日益成为企业管理中非常重要的领域。与之相适应,企业对人力资源管理专业人才的需求也迅速增加。同时,随着全球化的不断加深,越来越多的跨国公司进入中国,它们既给我国带来了最先进的人力资源管理知识,也带来了掌握人力资源管理专业英语的人才的需求。为了帮助人力资源管理及相关专业的学生提高英语水平,掌握专业英语词汇,熟练阅读相关的英语文献资料,我们特此编写了这本《人力资源管理专业英语教程》。

本书按照“21 世纪高等学校专业英语系列规划教材”的体例进行编写。全书由 6 个部分组成,每个部分分为若干个单元。每个单元由课文、生词表、注释、练习组成,并穿插相关的案例、背景知识等内容模块。本书既可作为人力资源管理及相关专业的专业英语教材,也可作为相关专业教师进行双语教学的参考工具书,同时还适合人力资源管理行业的从业者阅读参考。

本书包括 6 个部分,分别为人员管理、薪酬与福利、绩效管理、培训管理、个人发展和组织发展。每个部分含 2~4 个单元,每个单元的课文都与本部分的主题密切相关。每篇课文后面附有本单元的生词表、注释和练习。全书后附有总词汇表和课文参考译文。

本书每个单元都根据课文内容穿插了一些补充阅读材料,对相关的知识点、案例或背景进行介绍,在拓宽读者知识面的同时,也增加了课文的可读性和趣味性。每个单元的练习题型主要包括问答题、名词解释、判断题、翻译题和讨论题。

本书的编者之一在知名跨国公司从事了多年的人力资源管理工作,在本书中结合其丰富的实践经验,从工作实践及当代国际流行理论出发,探讨人力资源领域最值得关注的话题,介绍跨国公司常用的人力资源管理方法和工具,并通过自身体会启发读者以发展的眼光开展人力资源管理工作及进行自身能力的培养。

本教材具有以下特点。

- (1) 内容全面丰富,涵盖人力资源领域的各个重要模块。
- (2) 课文可读性强,理论联系实际,并穿插丰富的相关案例及背景知识介绍,以

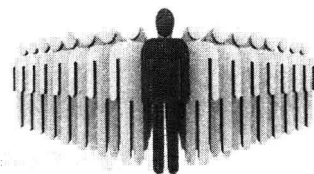
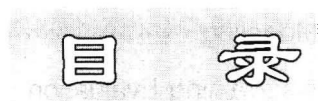
期让读者在轻松的阅读中掌握知识。

(3) 介绍人力资源管理从业者必须掌握的专业英语词汇，以及当今国际流行的人力资源管理理论。

本书得以面世，有赖于北京交通大学出版社的大力支持，在此深表谢意！

由于作者水平有限，书中难免错误与遗漏之处，敬请广大读者批评指正！

编 者
2012 年 1 月



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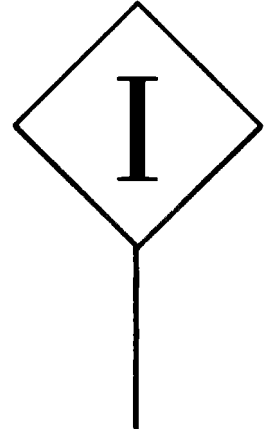
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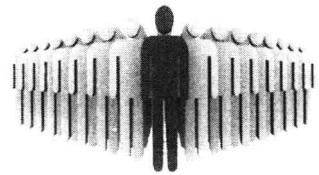


Staffing

人员管理

Unit 1

Help Your People Look for a New Job—Are You Ready?



The economic crisis since 2008 has made life changed for many people. There are advices from the financial experts about reducing expenses and reserving 6 months living cost as emergency cost. Finding a part time job on top of current full time job is also one of the solutions. However the crisis has deprived many employees the full time job itself. Therefore not only the financial advices are needed, the solution on searching for a new job is sometimes helpful especially for those people who never think of leaving the employers which have to take layoff¹ as the only remedy to get through the economic crisis.

At the end of 2009, there was a Hollywood movie *Up in the Air* in which George Clooney acted as an HR professional whose main job was to fire people. In the real world, to fire people is indeed one of the responsibilities of an HR manager. However, if you want to be more professional, you should not only fire people, but also help your people look for a new job.

Anny, a software engineer in a mid-sized technology company, just experienced that a few months ago. At that time she has been working in a famous IT company for 9 years. She joined the company when she graduated as a B.S.² in a first-class university. She loved the culture of the company and the job itself. She got promotions as expected. The company was just her second home.

She felt her heart broken when the layoff was announced. Anger and doubt made her cry into tears. She couldn't believe that in the first days. The IT company organized training courses to guide the leaving employees on how to control their emotion and their career transition. Anny benefited from those courses and stepped out of the frustration gradually till she found her current job. When talking about her first employer, she still appreciates the working experience she gained during the 9 years and the career assistance before layoff.

Helping the leaving colleagues in time to look for a new job is as important as calculating accurately the compensation package³ to them. The company as a corporate

citizen, must take the responsibility of minimize the negative impact from layoff for both employees and the society. There are many more to do for HR professionals than just a sheet of notice.

Box 1-1

Unemployment Compensation

In many US states, workers who are laid off can file an unemployment claim and receive compensation. Depending on local or state laws, workers who leave voluntarily are generally ineligible to collect unemployment benefits, as are those who are fired for gross misconduct. Also, lay-offs due to a firm's moving production overseas may entitle one to increased re-training benefits.

Certain countries (e. g. France and Germany), distinguish between leaving the company of one's own free will, in which case the person isn't entitled to unemployment benefits and leaving a company voluntarily as part of a reduction in labor force size, in which case the person is entitled to them. An RIF (reduction in force) reduces the number of positions, rather than laying off specific people, and is usually accompanied by internal redeployment. A person might leave even if their job isn't reduced, unless the employer has strong objections. In this situation, it's more beneficial for the state to facilitate the departure of the more professionally active people, since they are less likely to remain jobless. Often they find new jobs while still being paid by their old companies, costing nothing to the social security system in the end.

There are two sides to be taken care of at the same time. One is the mental side, and the other is the process side.

Layoff is a dramatic organizational change in a company, while losing job is even more serious in the personal life of employees. During this period, employees have different emotions through different stages.

First reaction upon the layoff announcement is generally shock and denial. "Are you kidding?" "I can't believe it." Then after they start to accept the news, many people are angry and frustrated by the hit. They will challenge the company why there is the decision, and how about their future. They feel the betrayal and regard themselves not part of the

organization but the opposite side of the company. With the implementation of the layoff, some people are very depressed because they find nothing good in this process. They haven't secured any new job. The old colleagues leave one by one. They think they become some useless people.

In this difficult time, from the company side, or as a leader, what is most helpful to those employees, is to provide sufficient information. The reasons behind the decision, the arrangement of the layoff, the compensation to the staff, and extra support from the company are to be explained and clarified repetitively in order to be really sufficient. The managers should be real good listeners to allow staff express their anger and concerns, and should give immediate feedback to them. Sometimes managers have to say they don't know about some very trivial items or something not decided yet. Just say that honestly, but make sure you will come back to staff with the answers soon. Don't be afraid of the challenging questions, because they are part of the understanding.

Generally when there is mutual understanding, the positive dialogue begins and employees would be willing to work with the company for the following procedures. Now the necessary trainings can start to help the employees to know more and deeper what the company can do for them and what they should change for themselves as well. When the confidence is restored, not necessarily with a new job in hand, many employees finally accept the reality. Time needed to achieve this final stage varies among different people. Give some time for them to deal with it. And the target of this process is the same anyway. When employees have to leave the company, they should leave with the good connection and appreciation. That's the end stage.

Bearing this mental side in our mind, the process side is then easier to be designed to match the mental stages.

Before the big announcement, a briefing meeting to the managers is proved to be a common and useful approach. If it's possible, do that one or two days earlier than the town hall meeting⁴. Managers then have longer time digest the message and prepare for answers to possible questions.

During the town hall meeting, a clear presentation helps employees to understand why and how. Managers should be prepared to be interrupted from time to time, but the time should be controlled within one or two hours. Don't abuse the presentation time to be an endless Q&A⁵ time. Bringing the basic and standard information officially to all is the purpose of this step. Questions regarding specific cases could be collected and answered later after the town hall meeting.

Unit 1 Help Your People Look for a New Job—Are You Ready?

The information including the standard presentation and the accumulating Q&A should be published by either bulletin board or company web site or both. Since it always relates to the legal issues, the same standards must be applied and answers must be consistent for same cases in order to be in line with the laws and regulations.

A career assistance program is also popular in many companies that have to start layoff. Generally an external consulting company can take that role to help employees realize their emotion change, to support them in the process of finding a new job.

Many companies have the rehire policy saying that when there are new vacancies, they will consider first the employees who are laid off due to organizational change. And we all know these true stories in reality. So don't just lose interest in those leaving employees. This is just a small world.

Box 1-2**Rehiring Former Employees: The Case for Rehiring**

Anne Berkowitch, CEO of SelectMinds—an HR consulting company, says there are several crucial reasons why businesses should consider rehiring. The first is that the cost-per-hire is typically decreased. You already know the candidate, so you don't have to worry about hiring a third party recruiter.

"It's a much more informed decision on both parts," she says. "The alumnus knows the company. The company knows the alumnus, so the hiring decision is made with a lot more information than what is captured on a resume."

Because the returning recruit already knows what she or he is signing up for, Berkowitch says the retention rate is also significantly higher. Former employees who have left the company and want to come back have likely seen that the grass isn't always greener on the other side. Even if their departure from the company wasn't voluntary, they're already familiar with both the corporate culture and the job description. In fact they are less likely to leave once they've been brought back.

Another key factor in considering bringing back a former employee is that the on-boarding process is much quicker. In fact, Berkowitch says her clients have reported that "time to contribution" for rehires is half of that of external recruits.

“They hit productivity a lot faster,” she says, meaning the company itself will save time and money that would have gone into training.

On average, Berkowitch reports that companies can save around MYM15,000 to MYM20,000 per rehire. “What that captures is lower cost-per-hire, faster productivity and retention rate,” she says.

Not only can it save money, but it may also help you with business development, as former employees who have spent time away from your company have typically acquired new skill sets and contacts over that time. Dr. John Sullivan, a professor of management at San Francisco State University, says: “Having worked for a competitor can be worth a lot.”

Vocabulary

professional	<i>n.</i>	职业人士, 专业人士, 行家
emergency	<i>n.</i>	紧急情况, 非常时期
deprive	<i>v.</i>	使失去, 剥夺
layoff	<i>n.</i>	裁员
remedy	<i>n.</i>	补救措施, 救治手段
responsibility	<i>n.</i>	责任, 职责
announce	<i>v.</i>	宣布, 通告
emotion	<i>n.</i>	情绪, 情感
transition	<i>n.</i>	转变, 过渡期
frustration	<i>n.</i>	失败, 挫折
gradually	<i>ad.</i>	逐渐地, 逐步地
appreciate	<i>v.</i>	感激, 感谢
assistance	<i>n.</i>	援助, 帮助
calculate	<i>v.</i>	计算
corporate	<i>a.</i>	公司的, 法人的
minimize	<i>v.</i>	使最小化
negative	<i>a.</i>	负面的, 消极的

Unit 1 Help Your People Look for a New Job—Are You Ready?

sheet	<i>n.</i>	一张, 纸张
mental	<i>a.</i>	精神的, 心理的
dramatic	<i>a.</i>	戏剧性的, 剧烈的, 引人关注的
reaction	<i>n.</i>	反应
announcement	<i>n.</i>	宣布, 通告
denial	<i>n.</i>	否认, 拒绝接受
frustrated	<i>a.</i>	有挫败感的, 失意的
challenge	<i>v.</i>	质疑, 质问
betrayal	<i>n.</i>	背叛, 背信弃义
opposite	<i>a.</i>	相反的, 对立的
implementation	<i>n.</i>	执行, 履行, 贯彻, 落实
depressed	<i>a.</i>	沮丧的, 消沉的, 忧郁的
sufficient	<i>a.</i>	充分的, 足够的
arrangement	<i>n.</i>	安排, 筹备, 布置
explain	<i>v.</i>	解释, 说明
clarify	<i>v.</i>	澄清, 阐明
immediate	<i>a.</i>	立刻, 即时
feedback	<i>n.</i>	反馈
trivial	<i>a.</i>	琐碎的, 细小的
honestly	<i>ad.</i>	诚实地, 坦诚地
understand	<i>v.</i>	理解, 谅解
mutual	<i>a.</i>	彼此的, 相互的
positive	<i>a.</i>	积极的, 正面的
dialogue	<i>n.</i>	对话
confidence	<i>n.</i>	信任, 自信
restore	<i>v.</i>	恢复, 重建
necessarily	<i>ad.</i>	必需地, 必要地, 必定地
achieve	<i>v.</i>	实现, 达到
connection	<i>n.</i>	关系
appreciation	<i>n.</i>	感激, 欣赏
match	<i>v.</i>	匹配, 适合
briefing	<i>n.</i>	简报, 简单告知

common	<i>a.</i>	通常的, 常见的
approach	<i>n.</i>	方法, 手段
hall	<i>n.</i>	会堂, 会议厅
digest	<i>v.</i>	消化, 领会, 整理
presentation	<i>n.</i>	陈述, 发言
interrupt	<i>v.</i>	打断, 妨碍
abuse	<i>v.</i>	滥用
officially	<i>ad.</i>	正式地
purpose	<i>n.</i>	目的, 作用
accumulate	<i>v.</i>	积累
bulletin	<i>n.</i>	告示, 公告
consistent	<i>a.</i>	一致的, 协调的
regulation	<i>n.</i>	规章, 制度
unemployment	<i>n.</i>	失业
voluntarily	<i>ad.</i>	自愿地
ineligible	<i>a.</i>	无资格的
misconduct	<i>n.</i>	行为不当, 渎职
distinguish	<i>v.</i>	区别, 区分
accompany	<i>v.</i>	陪伴, 陪随
redeployment	<i>n.</i>	转移, 重新布置
objection	<i>n.</i>	反对
facilitate	<i>v.</i>	使顺利, 使方便, 促进
professionally	<i>ad.</i>	职业化地, 专业化地
jobless	<i>a.</i>	没有工作的, 失业的
popular	<i>a.</i>	普遍的, 流行的, 受欢迎的
rehire	<i>v.</i>	重新雇佣, 再次雇佣
vacancy	<i>n.</i>	(职位) 空缺
crucial	<i>a.</i>	非常重要的, 关键性的
recruiter	<i>n.</i>	招募人, 招聘者
alumnus	<i>n.</i>	校友, 以前的伙伴
capture	<i>v.</i>	捕获, 获得
retention	<i>n.</i>	保持, 保留, 留住
acquire	<i>v.</i>	取得, 获得, 学到



- 1 layoff 名词, 含义为: 裁员、解雇, 与动词短语 lay off 的含义相同。
- 2 B.S. (Bachelor of Science) 理学学士
- 3 compensation package 补偿方案
- 4 town hall meeting 指一种非正式的公开会议、市民会议、座谈会等。一般而言, 其规模不会太大, 话题宽泛自由, 气氛也比较轻松。
- 5 Q&A (questions and answers) 提问与回答



I Please answer the following questions according to the text.

1. What did the financial expert advise people to do during the economic crisis?
2. Is firing people one of the responsibilities of an HR manager?
3. Is helping the leaving people look for a new job one of the responsibilities of an HR professional?
4. What is the first reaction of employees upon the layoff announcement?
5. What is most helpful to those employees being laid off?

II Please explain the following terms and phrases in English.

part time job	full time job	training course
career transition	working experience	career assistance
compensation package	corporate citizen	layoff announcement

III Please read the following statements carefully and give your choice: True or False.

1. The financial crisis since 2008 has made life changed for many people.
2. The financial expert advised people to reserve 5 months living cost as emergency cost.
3. At the end of 2008, there was a Hollywood movie named *Up in the Air*.

4. Anny couldn't accept that she was laid off by her first employer until she found a new job.
5. There are many more to do for HR professionals than just a sheet of notice when announcing layoff.
6. Layoff will change a company little.
7. Some people are very depressed because they find nothing good in the process of layoff.
8. A career assistance program is also popular in many companies.

IV Please translate the following paragraphs into Chinese.

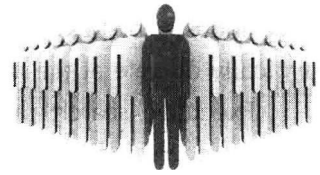
1. Layoff, also called redundancy in the UK, is the temporary suspension or permanent termination of employment of an employee or (more commonly) a group of employees for business reasons, such as when certain positions are no longer necessary or when a business slow-down occurs.
2. Originally the term layoff referred exclusively to a temporary interruption in work, as when factory work cyclically falls off. The term however nowadays usually means the permanent elimination of a position, requiring the addition of "temporary" to specify the original meaning.
3. When a company is struggling financially its employees could face a layoff. Preparing for a layoff may shorten the period of time you will be unemployed. Here are steps you can take to help keep a layoff from hitting you too hard.
4. Employers took 1,651 mass layoff actions in October that resulted in the separation of 148,059 workers, seasonally adjusted, as measured by new filings for unemployment insurance benefits during the month, the US Bureau of Labor Statistics reported on Nov. 23, 2010.
5. It's no secret that the past few years have been rampant with cutbacks and layoffs. As businesses are slowly beginning to rebound, however, it might be time to consider re-staffing. There's no recruitment method more cost-efficient or time-efficient than rehiring reliable former employees.

V Please do the following oral exercises with your partner.

1. Discuss your views on the title of text.
2. Play the parts of an HR manager and a leaving employer when the former announced the layoff to the latter.

Unit 2

New Way to Spot the Candidates



It's always time consuming and somehow frustrating for someone to find a new job. And actually it is almost the same for a recruiter to find a suitable candidate.

Most companies post their job advertisements on the newspapers and Internet and expect the potential candidates may find the advertisements and send their resumes to the appointed address. Then after the screening and interviews, the recruitment job is done, and hiring managers get their fingers crossed¹ to hope they really find someone they want.

Besides the most common ways, companies will turn to head hunters² to search for people to fill some senior positions or positions with very limited talent supply. Those head hunters are regarded as more professional in searching and selecting. Generally those job agencies³ possess huge talent data base which the in house HR⁴ can not afford to create and maintain.

Box 2-1

Head Hunting in HR

Originally, head hunting is the cruel practice of taking a person's head after killing them. It was practiced in historic times in many parts of the world.

For head hunting in HR, there is a more formal term "executive search". Correspondingly, a head hunter refers to an executive search firm which is essentially an employment agent for upper management.

An executive search firm is a type of employment agency that specializes in recruiting executive personnel for companies in various industries. Executive search agents/professionals typically have a wide range of personal contacts in