

Università di Cagliari



Economia e Gestione Aziendale
Economia e Finanza

Lingua Inglese

Chiara Fancello

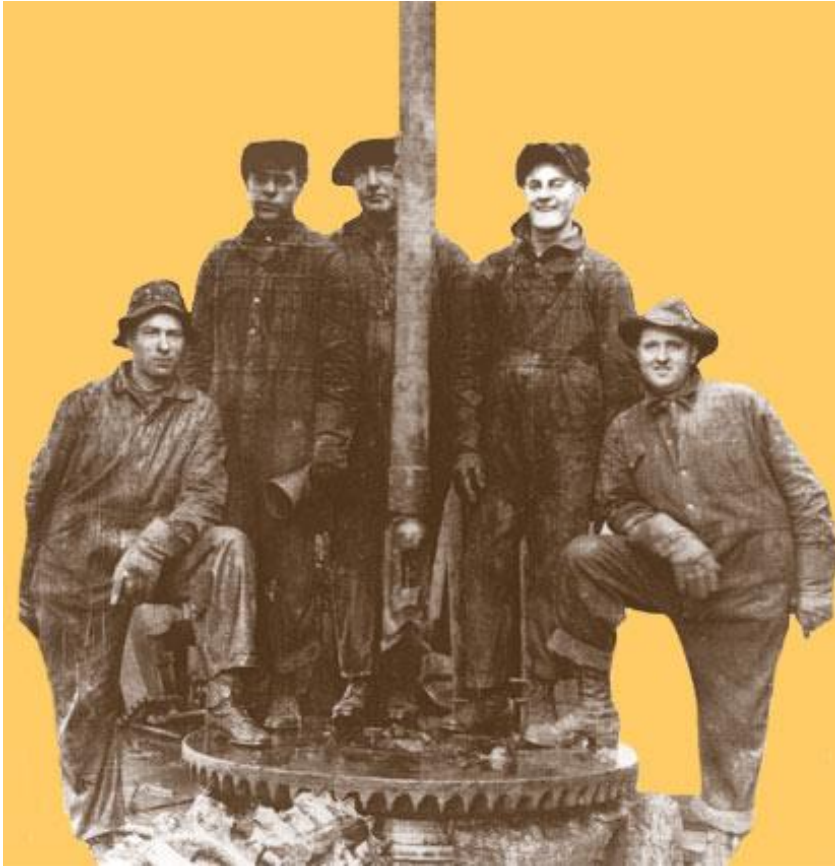
Eleonora Mamusa

M. Antonietta Marongiu

a.a. 2019/2020



Recruitment



Recruitment

Any English words or expressions connected with ... **Employment**

What words come to your mind when thinking about Recruitment?



Production systems cybernetic model

INPUTS → PLAN → TRANSFORM

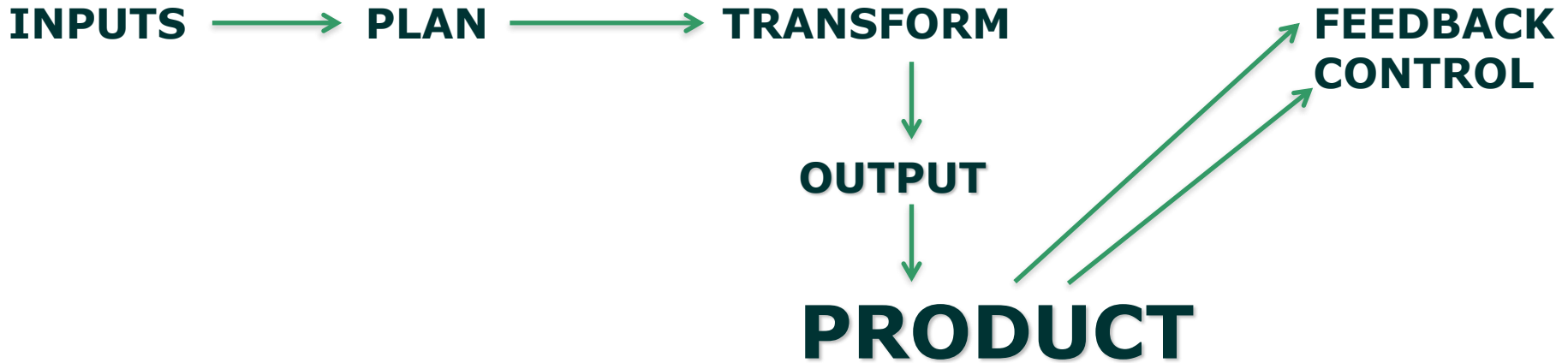
FEEDBACK
CONTROL

OUTPUT

PRODUCT

- ◆ **Human resource**
- ◆ materials
- ◆ money
- ◆ energy
- ◆ time
- ◆ knowledge
- ◆ information
- ◆ infrastructure

Production systems cybernetic model



TRIGGERS

◆ **Human resource**

The **human resource** is the most important resource even in automated systems.

The human element triggers production.

All other inputs are inert.

Management has the responsibility to ensure that organizational objectives and goals are achieved by utilizing both human and material resources.

Human resource management

handles the management of people at work.

It is a very important managerial function just like production, finance, marketing, research, and development and innovation.

Human resource management

handles such activities like:

- recruitment,
- placement,
- Induction*,
- training and development,
- wage administration,
- industrial relations management,
- employee welfare management and motivation.
- selection,
- orientation,

* concerned with ensuring newly appointed people acclimatise to their new role and working environment.

Recruitment

THE INTERNATIONAL LABOUR MARKET AND HUMAN RESOURCE MANAGEMENT

wages – salary – pay – remuneration – earnings
perks* – fringe** benefits

Monetary (salary, benefits, prizes) and **non-monetary incentives** (new projects, promotions).

Non-monetary ways induce **attachment** to the firm/company

*informal or extra advantage, such as money or goods, that you are given because of your job.

**an extra benefit supplementing an employee's money wage or salary, for example a company car, private healthcare, etc.

Employment

THE INTERNATIONAL LABOUR MARKET AND HUMAN RESOURCE MANAGEMENT

The **performance dimension** only looks at **salary**

The **quality dimension** looks at **productivity**

Employment

The Member States of the Union have put into place a comprehensive European Employment Strategy to create jobs and fight unemployment.



not just a **JOB**
career
intelligence

Employment

VERBS:

Employ; hire (for a short time or for a particular purpose, BE); **appoint; recruit; assign; train; dismiss; sack** (informal); **fire** ?

We **hired** (employed) an advertising company to help sell our new product;

We are going to **appoint** a new history teacher

Most of the managers there are **recruited** from abroad

If you're late again, you'll be **dismissed**

I've just been **sacked**



JOB (c); WORK (U); OCCUPATION (formal)

What you do to earn your living

Skilled/unskilled work

He's been out of job for months;

I could never do a nine-to-five job;

Please state your occupation on the form;

Foreigners need a work permit

I go to work by train

ALSO:

She put a lot of work into writing her thesis;

Work on the tunnel will begin soon;

POST/POSITION more formal for a particular job. He has been appointed to the post/position of managing director


Employment

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**.

A decorative teal silhouette of a mountain range is located in the bottom right corner of the slide.

Curriculum Vitae (Resumé)

A modern CV should be no longer than two or three pages, aimed at selling yourself to the recruiter in less than 30 seconds.

Remember, they are busy people, inundated with CVs, and your CV should be no more than an advertisement of your key skills and experience.

A decorative teal silhouette of a mountain range is located at the bottom right of the slide.

Curriculum Vitae (Resumé)

PERSONAL DETAILS

Name Diana Saster

Date of Birth 29.02.75

Address 13, Hapless Road, London SW10 2JU

Telephone 020 8123 4567

Nationality British

EDUCATION

EDUCATIONAL BACKGROUND

1994 - 1997 BA in Economics at Any University, Anytown. (Exam results to date 2.1. Expected Final Grade 2.1 or 1)

1992 - 1994 Hapless Road Senior School: 4 'A' levels - Economics (A) Maths (A) History(B) General Studies (A)

1987 - 1992 Hapless Road Senior School: 10 GCSEs including Maths and English

WORK HISTORY

JOB EXPERIENCE

1994 - 1995 Assistant Bar Manager for the Pink Flamingo, Anytown
I trained and supervised three members of staff, created and implemented promotional events and was instrumental in increasing profits by 25% during my period of employment there

July - Sept. 1996 Vacation Trainee with XYZ Chartered Accountants
I played an integral part in a team working on tax and audit projects. This position required familiarity with database and word processing software and involved liaising with XYZ's sister company in France

POSITIONS OF RESPONSIBILITY

1995 - 1996 Entertainments Officer for University Student Social Society

I organized and budgeted for entertainments for one of the largest university student societies with over 1,000 members

1994 - to date Captain of the University Women's Hockey Team
In charge of training, organizing and motivating the women's team from 1995 to date

OTHER SKILLS

Fluent French

Extensive knowledge of Microsoft Word, Excel and Access

REFERENCES

On Request

<http://www.europa-pages.com/jobs/good-cv.html>

Curriculum Vitae

GRANTS (SCHOLARSHIPS) RECEIVED:

PROFESSIONAL MEMBERSHIPS:

INTERESTS/ HOBBIES:

REFERENCES:

The following persons have written letters of recommendation on my behalf:



KRISTINE HOWARD 22293 Co. Rd. 20

Goshen, IN 46528

khoward1@darwin.cc.nd.edu

<http://www.nd.edu/~khoward1>

Education

Undergraduate: Currently a Senior at the University of Notre Dame, South Bend, Indiana

Majoring in Film, Television, & Theatre B.A. pending graduation May 1999

Notre Dame Scholar Honors Program Student

Secondary: Graduated in 1995 from Lakeland High School, Lagrange, Indiana Valedictorian (#1 out of approx. 140 students) Indiana Academic Honors Diploma National Merit Scholarship winner

Interests and Activities

Undergraduate: Spent Spring 1998 semester in London, England as part of Notre Dame London Program; Created The Roald Dahl Home Page in honor of famous children's author. Mentioned in USA Today

Correspondent for campus newspaper, The Observer Secondary:

Spent Summer 1994 in Krefeld, Germany as part of Indiana University Honors Program in Foreign Languages; 3-year member of Speech team 4-year member of Tennis team; Amateur Theatre productions; President of Student Council;

KRISTINE HOWARD 22293 Co. Rd. 20

Work Experience

5/96 - present Coachmen Industries, Inc., Middlebury, Indiana Web Designer

from 5/97 - 1/98 and 5/98 to present Responsible for creating and maintaining all company websites

Purchasing assistant

from 5/96 - 8/96 and 12/96 - 1/97 Duties involved data entry, correspondence, file maintenance, and answering telephone

1/96 - 5/97 Office of Information Technologies, University of Notre Dame, South Bend, Indiana Quality Improvement Council Secretary Duties involved attending meetings, taking minutes, and posting on website

References

Can be provided upon request. E-mail me if interested.

Reading comprehension

A Full House (p. 77)

Intro

1. What is your definition of the noun “launch”?
2. What is a synonym of the verb: to screen?
A. To cover, to hide B. filter, investigate
3. What is a deadline?

PARA A:

What is the opposite of the verb “eliminate”

Para B:

What do you say or do when “you lie on your application”?



Reading comprehension

A Full House (p. 77)

PARA C:

Morphological analysis: "accountable". Find similar adjectives....

PARA D:

Indirect passive: "Applicants were asked a set of questions.."

PARA E:

What do you say when you "greet someone by name"??

What is a synonym for the verb "To assess"?



Reading comprehension

A Full House (p. 77)

Intro

1. What is your definition of the noun “launch”?

An occasion at which a new product or publication is introduced to the public

2. What is a synonym of the verb: to screen?

B. Filter, investigate

3. What is a deadline?

The time or date by which something should be completed.

PARA A:

What is the opposite of the verb “eliminate”?

include, accept, receive

Para B:

What do you say or do when “you lie on your application”?

You write something that you didn’t actually do.

Reading comprehension

A Full House (p. 77)

PARA C:

Morphological analysis: "accountable". Find similar adjectives....
reliable, debatable, understandable...

PARA D:

Indirect passive: "Applicants were asked a set of questions.."

PARA E:

What do you say when you "greet someone by name"??

What is a synonym for the verb "To assess"?

evaluate



conditionals

- ◆– condition (if) and result
- ◆ Zero c. Simple pres simple pres
- ◆ **If I'm hungry, I eat** obvious result
- ◆ First c. Simple pres will + inf
- ◆ **If I study, I'll pass the exam** real situat.
- ◆ Second c. simple past would, might, could
unreal, imaginary situations
- ◆ **If I were rich, I would buy a Ferrari; if people drove more carefully, there would be fewer accidents**
- ◆ Third c. Past perfect would + have + pp
- ◆ Conditional in the past, impossible situation
- ◆ **If I had had the money, I would have bought the tickets**

THE RECRUITMENT PROCESS p. 78

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 _____

THE RECRUITMENT PROCESS p. 78

Deadline, train; appointment; computer; application; identity; checkout; conduct; interview; backgrounds; test; screen; files; system

APPLICANTS

1. Set up an **appointment**
2. Have staff confirm **identity**
3. Enter data on a **computer terminal**
4. Complete the **application**
5. Proceed to **checkout**
6. Attend an **interview**
7. Take a drug **test**

THE HR TEAM

1. fix a **deadline** to complete each phase
2. Design a computer **system**
3. **Screen** all files
4. **Train** hiring managers
5. **Conduct** interviews with candidates
6. Check candidates' **backgrounds**
7. Create personnel **files**

The passive

Jenny writes a book

S V O

S(o) V O(s)

A book is written by Jenny

Scientists have found a new treatment

A new treatment has been found by
scientists

The bridge was built in 1998

They built a new bridge in 1998

2 steps

From active to passive

- 1- conjugate the verb to be in the tense needed
- 2- add the past participle

From passive to active

- 1- get rid of the verb to be
- 2- transform the past participle in the tense needed

Examples

The students will join a new group

A new group will be joined by the students

Elisabeth is writing her thesis

The thesis is being written by Elisabeth

Vocabulary on recruitment : Match the words and phrases 1-3 with the definitions a-c

1. Apprenticeship
 2. Work placement
 3. Graduate trainee scheme
- a. Students often take a temporary job during their studies – for little or no pay – because they want to get experience
 - b. Big companies accept a number of newly qualified people to work for one year. They get general experience by working in different departments. They may or may not get a permanent job at the end.
 - c. A young person learns a skill or trade by working under supervision in a company. They have a contract to work there for a fixed number of years

Vocabulary on recruitment : Match the words and phrases 1-3 with the definitions a-c

1. Apprenticeship
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 - c. A young person learns a skill or trade by working under supervision in a company. They have a contract to work there for a fixed number of years

1c, 2a, 3b

Read parts of four adverts from a careers magazine. Write in these missing words.

interview / scheme / contract / find / ads / resume / trade / apprenticeship / apply / headhunting

We currently have three vacancies on our graduate trainee _____. You can _____ online at...

Please send us a copy of your _____. Selected candidates will attend an _____ at the end of this month.

Learn a _____ and join a local firm! We would like to offer an _____ in building. You receive training and a five-year fixed _____.

Are you having problems finding staff? Or perhaps you're tired of scanning the job _____ for a new position. Contact us. We're the experts in _____ professionals for key management roles. Let us _____ the right person for the right job.

Read parts of four adverts from a careers magazine. Write in these missing words.


interview / scheme / contract / find / ads / resume / trade / apprenticeship / apply / headhunting

We currently have three vacancies on our graduate trainee **scheme**. You can **apply** online at...

Please send us a copy of your **resume**. Selected candidates will attend an **interview** at the end of this month.

Learn a **trade** and join a local firm! We would like to offer an **apprenticeship** in building. You receive training and a five-year fixed **contract**.

Are you having problems finding staff? Or perhaps you're tired of scanning the job **ads** for a new position. Contact us. We're the experts in **headhunting** professionals for key management roles. Let us **find** the right person for the right job.



Complete this table of words.

VERB	NOUN	PERSON
_____	employment	_____
_____	advertisement	_____
_____	_____	applicant
communicate	_____	_____

Complete this table of words.

VERB	NOUN	PERSON
employ	employment	employee employer
advertise	advertisement	advertiser
apply	application	applicant
communicate	communication	communicator

Phonetics

[ə'plai] ['kɒnvəriŋ] ['letə(r)]

['haɪə(r)] ['faɪə(r)]

[ʃɔrt /ʃɔ:t] [lɪst] ['ɪntə(r)vju:]

['hju:mən] [rɪ'sɔrs , -z- /-'sɔ:s , -z-]

[sɪ'lekʃn] [rəʊl]

[prə'sɪ:dʒə(r)] [æm'biʃn]

[ɪn,θju:zɪ'æstɪk] [dʒɒb /dʒɒb]

[wɜrk /wɜ:k] ['leɪbə(r)]

Phonetics

[ə'plai]	apply	['leɪbə(r)]	labour
['kʌvərɪŋ] ['letə(r)]	covering letter	[rəʊl]	role
['ɪntə(r)vju:]	interview	[prə'sɪ:dʒə(r)]	
['haɪə(r)]	hire	[æm'bɪʃn]	ambition
['faɪə(r)]	fire	[ɪn,θju:zɪ'æstɪk]	enthusiasm
['hju:mən] [rɪ'sɔ:rs ,-z- /-'sɔ:s ,-z-]	human resources	[dʒɒb /dʒɒb]	job
[ʃɔ:t /ʃɔ:t] [lɪst]	short list	[wɜ:k /wɜ:k]	work
[ə'plai]	apply	['leɪbə(r)]	Labour
[sɪ'lekʃn]	selection		

WORD BUILDING p.78

1. MAKE A FORMAL REQUEST
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

	VERB	NOUN	PERSON
1		APPLICATION	
2	EVALUATE		
3			INTERVIEWER
4		DESIGN	
5	ASSESS		
6			TRANSACTOR
7	EMPLOY		

WORD BUILDING p.78

1. MAKE A FORMAL REQUEST
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6. PROCESS BY WHICH PEOPLE EXCHANGE INFORMATION
7. CHOOSE SOMEONE FOR A POSITION

	VERB	NOUN	PERSON
1	APPLY	APPLICATION	APPLICANT
2	EVALUATE	EVALUATION	EVALUATOR
3	INTERVIEW	INTERVIEW	INTERVIEWER
4	DESIGN	DESIGN	DESIGNER
5	ASSESS	ASSESSMENT	ASSESSOR
6	TRANSACT	TRANSACTION	TRANSACTOR
7	EMPLOY	EMPLOYMENT	EMPLOYER

Question forms - A Job Interview

1. Since 1998

HOW LONG HAVE YOU WORKED FOR YOUR PRESENT COMPANY?

2. Yes, I am. I like it very much

ARE YOU HAPPY THERE? DO YOU LIKE IT THERE?

3. It's interesting. I like the people I work with and my boss gives me plenty of autonomy

WHY? WHAT DO YOU LIKE ABOUT IT?



Question forms - A Job Interview

4. Because I want to work in a company that is stronger in the Asian market

WHY ARE YOU LEAVING?

5. I'm determined. I never give up

WHAT IS YOUR BEST QUALITY?

6. Sometimes I work too hard. I just don't know when to stop.

AND YOUR WORST?

7. Spending time with my family. Playing a little golf

WHAT DO YOU LIKE DOING IN YOUR FREE TIME?

Employment

applicant; application; application form; apply;
candidate; curriculum vitae; employment agencies;
interview; job description; job vacancies; references;
short-listed

Many people looking for work read the (1)
.....advertised in newspapers by companies
and (2)..... To reply to an advertisement is to
(3) for a job. (You become a (4).....or
an (5).....) You write an (6), or
fill in the company's (7), and send it,
along with your (8) and a covering letter.
You often have to give the names of two people who are
prepared to write (9) for you. If your
qualifications and abilities match the (10)
....., you might be (11), i.e.
selected to attend an (12)

Employment

applicant; application; application form; apply;
candidate; curriculum vitae; employment agencies;
interview; job description; job vacancies; references;
short-listed

Many people looking for work read the (1) **job vacancies** advertised in newspapers by companies and (2) **employment agencies**. To reply to an advertisement is to (3) **apply** for a job. (You become a (4) **candidate** or an (5) **applicant**.) You write an (6) **application**., or fill in the company's (7) **application form**, and send it, along with your (8) **curriculum vitae** and a covering letter. You often have to give the names of two people who are prepared to write (9) **references** for you. If your qualifications and abilities match the (10) **job description**, you might be (11) **short-listed**, i.e. selected to attend an (12) **interview**.

“108,000 U.S. Jobs Lost in March”

The _____ continued to deteriorate in March as _____, the government reported yesterday, that the United States is closer

The _____ remained at 5.8 percent last month, largely because of _____ the number of people who are not _____ and are thus considered to be outside of the _____.

In total, 108,000 people were made _____.

“108,000 U.S. Jobs Lost in March”

The job market continued to deteriorate in March as the economy lost 108,000 jobs, the government reported yesterday, raising worries that the United States is closer to slipping into a recession.

The unemployment rate remained at 5.8 percent last month, largely because of a rise in the number of people who are not looking for work and are thus considered to be outside of the labor force.

In total, 108,000 people were made redundant.



“Time is money” Sept 12th 2002

(The Economist print edition)

European directives are granting _____ new rights to be informed and consulted on what their _____ are planning especially with regard to _____.

Since the start of 2000, large multinationals have had to comply in Britain with a law establishing European Works Councils.

Under a new directive—originally opposed by the Labour government—any firm with _____ will from 2005 also have to inform and consult its _____ about its business and _____.

When this right is extended in 2008 to firms with 50 or more _____ it will cover 75% of all _____.

European directives are granting **workers** new rights to be informed and consulted on what their **employers** are planning especially with regard to **employment**.

Since the start of 2000, large multinationals have had to comply in Britain with a law establishing European Works Councils.

Under a new directive—originally opposed by the Labour government—any firm with **150 or more staff** will from 2005 also have to inform and consult its **workers** about its business and **employment prospects**.

When this right is extended in 2008 to firms with 50 or more **staff** it will cover 75% of all **employees**.

But the unemployment rate is, in fact, a poor It is defined as the fraction of the people in the labour force—those who

..... —who cannot find a job. And to determine who is, in fact, actively seeking work rather than enjoying It is that subjectivity


..... A better question by far is how many people are employed—ie,

....., since this should be

But the unemployment rate is, in fact, a poor measure of economic health. It is defined as the fraction of the people in the labour force—those who are actively seeking work and available for it—who cannot find a job. And it relies on surveys to determine who is, in fact, actively seeking work rather than enjoying a time of leisure. It is that subjectivity that makes the unemployment rate such a flawed statistic. A better question by far is how many people are employed—ie, are being paid by someone for doing something, since this should be less subject to doubt.

Many of those that do not work The OECD's
affirms that
are thus far more than those that are
formally classed as unemployed. Indeed, in
most countries, according to the OECD,
there are far more gains to be had in
.....

.....
In Italy, for example, the OECD calculates
.....
.....,
and some 17% in Spain and Greece.



Many of those that do not work would almost certainly like to. The OECD's affirms that those who could be **mobilised** are thus far more than those that are formally classed as unemployed. Indeed, in most countries, according to the OECD, there are far more gains to be had in bringing **inactive workers** into work than in reducing unemployment to its "natural" rate. In Italy, for example, the OECD calculates that more than a fifth of the working-age population could be brought into work, and some 17% in Spain and Greece.

Unit 9 Recruitment

accountable *adj* responsible for the effects of your actions: Managers are accountable for the performance of their employees. **avente responsabilità** *Synonyms* responsabile [+ for] *adj* **responsabile** [di]

applicant *n* [C] a person who is applying for a position: All applicants are asked to provide a letter of reference. **richiedente**– apply [+ for] *v* [I] **fare domanda** [di]– application *n* [C] **domanda** *Synonyms* candidate *n* [C] **candidato**

assign *v* [T] give someone a particular task to do: Employees are assigned duties that correspond to their skills and training. **assegnare**– assignment *n* [C] **compito**

cover letter *n* [C] a letter written to an employer in response to a job advertisement: Candidates should send a cover letter with a copy of their CV. **lettera di presentazione**

curriculum vitae *abbreviation CV n* [C] a document that gives details of a person's experience and qualifications: Her CV is fairly typical for a business graduate. **curriculum vitae** *abbr. CV* *Synonyms* resumé *n* [C] *AmE* **curriculum vitae**

?

deadline *n* [C] the date by which something has to be completed: The deadline for applications has been extended until the 25 May. **scadenza** *Collocations* fix a deadline, meet a deadline, miss a deadline, set a deadline

empower *v* [T] give someone the power or ability to do something: Staff are empowered to shape their career development. **autorizzare** – empowerment *n* [U] **autorizzazione**

hire *v* [T] employ someone: Businesses are hiring as job growth booms. **assumere** – hire *n* [C] **assunzione** *Synonyms* recruit *v* [T] **ingaggiare** employ *v* [T] **impiegare** *Collocations* hiring and firing, hiring manager

payroll *n* [U] **1** a list of the employees in an organisation **personale** **2** the administration of employee pay:
Salaries are calculated according to the number of days that employees are on the payroll. **stipendi**
Collocations payroll management, cut/reduce the payroll

qualification *n* [C] an examination passed at school or university: Candidates must have qualifications in
accounting. **qualifica** – qualify *v* [I] **qualificarsi** – qualified *adj* **qualificato**

resumé *n* [C] *AmE* a document that gives details of a candidate's experience and qualifications: Preparing a
good resumé should be the starting point for all job seekers. **curriculum vitae** **Synonyms** Curriculum Vitae
BrE Curriculum vitae

screen *v* [T] to examine or test people: Each candidate is screened for education, experience, expertise and
salary. **selezionare**

train *v* [T] to teach someone the skills of a particular job or activity: Staff are trained to watch for situations
where they may be required to help. **formare** – training *n* [U] **formazione** – trainee *n* [C] **persona in**
formazione– trainer *n* [C] **formatore**

?

Language

1 Sentences 1-7 each contain one mistake with relative pronouns or commas. Add, change or delete relative pronouns and commas where necessary.

- 1 The process what we set up for testing quality simply isn't working properly.
- 2 Mike is the Human Resources Manager whose hired you.
- 3 Enron, which is an American company was one of the biggest financial scandals in history.
- 4 It's reading all the CVs, that takes up all the time.
- 5 The people that who qualified haven't accepted our offer.
- 6 All the interviews which incidentally took all day and all evening, were a complete waste of time.
- 7 We didn't even bother to read those who CVs didn't include the minimum requirements.

- 1 The process **which (or that)** we set up for testing quality simply isn't working properly.
- 2 Mike is the Human Resources Manager **who** hired you.
- 3 Enron, which is an American company, was one of the biggest financial scandals in history. (add second comma)
- 4 It's reading all the CVs that takes up all the time. (delete comma)
- 5 The people who qualified haven't accepted our offer. (delete 'that' or 'who')
- 6 All the interviews, which incidentally took all day and all evening, were a complete waste of time. (add first comma)
- 7 We didn't even bother to read those **whose** CVs didn't include the minimum requirements.

Vocabulary

2 Complete these sentences with the word in brackets. Change the form if necessary; e.g. apply – application – applicant

8 Usually we begin by putting an _____ in the newspaper.
(advertise)

9 Then we spend a week or so studying each of the _____ . (apply)

10 Without the right _____ the CV is thrown away immediately. (qualify)

11 We make _____ with each of the successful candidates for an initial telephone interview. (appoint)

- 8 Usually we begin by putting an **advertisement** in the newspaper.
(advertise)
- 9 Then we spend a week or so studying each of the **applications**.
(apply)
- 10 Without the right **qualifications** the CV is thrown away immediately.
(qualify)
- 11 We make **appointments** with each of the successful candidates for an initial telephone interview. (appoint)

- 12 We can _____ someone's basic communication skills this way. (evaluate)
- 13 The best _____ are then invited for a face-to-face meeting. (interview)
- 14 We speed up the whole process by creating _____ files on the computer. (person)
- 15 The whole _____ procedure takes just over three weeks. (select)

- 12 We can **evaluate** someone's basic communication skills this way.
(evaluate)
- 13 The best **interviewees** are then invited for a face-to-face meeting.
(interview)
- 14 We speed up the whole process by creating **personnel** files on the computer. (person)
- 15 The whole **selection** procedure takes just over three weeks. (select)

3 Match the verbs in 17-21 to the nouns a-f.

16 _____ 17 _____ 18 _____ 19 _____ 20 _____
_____ 21 _____

- 16 fix
- 17 attend
- 18 take
- 19 make
- 20 evaluate
- 21 complete

- a a formal request
- b a form
- c a test
- d performance
- e a deadline
- f a conference

16 e / 17 f / 18 c / 19 a / 20 d / 21 b

To fix a deadline

To attend a conference

To take a test

To make a formal request

To evaluate performance

To complete a form