



對外經濟貿易大學  
UNIVERSITY OF INTERNATIONAL BUSINESS AND ECONOMICS

## *Unit 9*

# Recruitment & Performance Appraisal

招聘和业绩评估

# Learning objectives

1. In this unit students will learn words and expressions related to human resources management, such as recruiting, employee appraisal and the function of job hunters, etc.
2. Students will be able to learn to act efficiently in job interview and understand the effective way in performance evaluation.

# Comprehension Questions:

1. What does this story tell us?

This story tells us about the importance of performance appraisal and the constructive communication between employees and employers.

2. How do you understand performance appraisal? Can you cite an example in your life to illustrate it?

Performance appraisal is a vehicle to validate and refine organizational actions (e.g. selection, training); and provide feedback to employees with an eye on improving future performance.

3. Some researchers think feedback is particularly useful when workers have an achievement objective? Do you agree?

I agree. Since with this kind of feedback, employees know what their shortcomings and strengths are. Then the employees can improve themselves and this will do good to the effectiveness and efficiency of the whole project.

4. Suppose you are the farm manager in this case, how will you deal with the interpersonal conflicts between them?

I will tell the two tractors drivers about their shortcomings in an acceptable way and give them suggestions for improvement. When there is a task to assign, the assignment should be transparent and convincing.

## First listening: listen for the gist

- What is the main idea of news item one?

This news introduces the function and types of the recruiting industry of the Washington area in the tough job market.

- What is the main idea of news item two?

Churchill Downs Incorporated (CDI) has implemented the GroteApproach web-based performance management system to handle employee performance evaluation.

## Second listening: listen for specific information

The following is the classification of recruiting firms.

◆ *Management Consultants*: These consultants offer a variety of services, from outplacement and personnel to job description creation and recruiting.

◆ *Executive Recruiters*: These recruiters work with clients looking to fill senior management and Presidents with salaries of \$75,000 or more a year.



- ◆ *Placement Companies*: Placement companies fill positions in middle management and technical support positions and have specialists for major business sectors.
- ◆ *Office Support or "Temp" Agencies*: Clients depend on these agencies to fill positions quickly. Mostly they run from office administrators and secretaries to data entry clerks.

- ◆ *Industrial Help Recruiters*: These recruiters operate like temp agencies and fill positions for warehouses, general labor, truck drivers, etc.

- Supplementary materials about performance management.

Managers cite performance appraisals or annual reviews as one of their most disliked tasks. Performance management eliminates the performance appraisal or annual review and evaluation as the focus and concentrates instead on the entire spectrum of performance management and improvement strategies. These include employee performance improvement, performance development, training, cross-training, challenging assignments, 360 degree feedback and regular performance feedback.

## Third listening: sentences imitation

You are asked to use the following active vocabularies to form sentences as what you have heard from listening

### 1. deliver

Developed by performance management expert, Dick Grote, this online performance review solution delivers a proven approach to handling employee evaluations.

## 2. rely on

Previously, Churchill Downs Incorporated relied on a paper-based system for performance management.

## 3. a time of

CDI recognized the need for change following a time of explosive growth when the company expanded to encompass seven racetracks and nearly two dozen off-track betting facilities across the country.

4. a myriad of

We had a myriad of different grading systems

5. call for

CDI's strategic plan called for improvements in the company's management development system.

6. commission

We commissioned a team of middle and junior managers within the company to identify a good performance management solution.

7. be impressed by

We were impressed by its features - especially its management tools

8. transform from...to

GroteApproach helps organizations transform performance management from a frenzied series of events to a well-defined, continuous, effective process.

9. tie...to

The system ties an organization's goals, mission statement, vision and values to performance management in order to achieve critical organizational objectives.

## First listening: listen for the gist

- What is the main idea of this interview on job interview?

Mr. Lucas gives a job hunter suggestions on a job interview. He first states his view that the prospect of having to attend an interview is fun, and tells the job hunter the preparations for an interview, and how to perform during the interview.



## Second listening: listen for specific information

- You are asked to write out key words in order to answer each of the following interview questions.

1. Why is it that the prospect of having to attend an interview is as much fun as a visit to the dentist for many people looking for a new job?

-- fixated, interview, battle, circling one another, alert for weaknesses, press advantage; emerge the victor, yours; lose, another candidate, pride ends up; However, interview, enjoyable experience, both win; two-way conversation, common purpose, your ability, your needs.

## 2. What preparations should we do for an interview?

Before, ask questions: what and why want, short-term and long-term career plans, why choose company;  
in addition, research in advance, using personal network, the internet and sources in the press, get a real feel;  
Make a list of the skills, qualify the job; things not fool, with convincing evidence.

### 3. Is working experience important for an applicant?

Absolutely. Before interview, get hands on the job & person description, go through each point; employers don't just know, roles you have held; you have accomplished, how you have helped, what new practices and techniques, How you made  
-- note, don't know, draw up, questions ask  
-- find out, what happening, on the interview day; how many interviewers, names; where to be held; how long to get there; who asks you to see

5. How can I make myself look welcoming and know whether or not I could work there?

--listen to questions, give clear, articulate and brief answers; not to speak too much; check by asking; hands grasping, tense; relax and be yourself; main aims; get an idea of what you are like.

6. What else can you suggest?

-- positive; hate, avoid those terms, or language derogatory to employer; useful, have people, say what they think, nobody likes, someone sees the worst.

Also, in an interview, you'll have to meet the other person's eyes. Lack of eye contact can look shifty (though that can vary with the culture of your interviewer).



## Third listening: sentence imitation

You are asked to use the following active vocabularies to form sentences as what you have heard from listening

### 1. elicit

It will no longer elicit feelings of worry, fear and anxiety.

### 2. to become fixated on

It is easy to become fixated on the idea that your interview will turn out to be a battle, with you and the interviewer circling one another,

### 3. end up

If you emerge the victor, then the job is yours; if you lose, the position goes to another candidate and your pride ends up being a little dented.

### 4. with the common purpose of

You need to find yourself in a two-way conversation with the common purpose of determining both your ability to do the job well and if your needs will be satisfied.

## 5. in advance

You may do your research in advance using your personal network of friends and contacts, the internet and sources in the press.

## 6. qualify...for

Then you can make a list of the skills that you have that qualify you for the job.

## 7. get hands on

So before an interview, you'd better get your hands on get your hands on the job and person description and go through each point jotting down notes beside each.



8. the bottom line of

-- how you have helped the bottom line of  
your current or previous employer

9. take measures

In this way you can take measures to avoid  
appearing too hot and flustered when you arrive.

10. in turn

Listen to the questions you are asked and,  
in turn, give clear, articulate and brief  
answers.

## 11. glaze over

You will see your interviewer's eyes starting to glaze over.

## 12. in those terms

Even if you hate the person you used to work for, try to avoid putting it in those terms, or indeed using any language derogatory to your current or former employer.

### 13. shifty

Lack of eye contact can look shifty (though that can vary with the culture of your interviewer).

### 14. humble

Interviews are no time to be humble.

### 15. back up with

-- anything you say at interview you will have to back up with action in the job.

## First listening: listen for the gist

- What is the main idea of this news coverage?

Since there are many gripes and complaints from employees, the Merit Systems Protection Board's gives advice for supervisors on how to conduct more effective performance appraisals. These supervisors should understand the work, communicate, track goals and performance and communicate again.

## Second listening: listen for specific information

- Notice how these words are related to the logical organization of the news report.  
Pay-for-performance, attention, because, for the first time, the reaction; Based on, the most common reaction, only, get recognized; program is designed; positive comments, but, the gist of the majority.

- Notice the key words that relate to the following tips.

understand the work, communicate, track goals and performance and communicate again

## Third listening: sentence imitation

- You are asked to use the following active vocabularies to form sentences as what you have heard from listening.

### 1. put it

To put it mildly, the reaction is one of fear, anger and distrust.

### 2. be designed to

The whole program is designed solely to cut wages of employees who deserve better.

### 3. the gist of

There are a few positive comments but this is the gist of the majority of those taking the time to write in.

### 4. available

The newsletter is available from the link on the left hand side of the page.

### 5. fit into

Buy you should be very familiar with the agency's mission and goals and how each employee fits into this scheme.





## 6. fall short of

Are employees meeting, exceeding, or falling short of their objectives?

## 7. on a regular basis

Feedback should happen on a regular basis.

## 8. gripes and complaints

You may be able to cut short some of the gripes and complaints from your employees.