

Unit 9

Recruitment & Performance Appraisal

招聘和业绩评估

Comprehension questions:

1. What does this story tell us?
2. How do you understand performance appraisal? Can you cite an example in your daily life to illustrate it?
3. Some researchers think feedback is particularly useful when workers have an achievement objective. Do you agree?
4. Suppose you are the farm manager in this case, how will you deal with the interpersonal conflicts between them?

Part A Exercises

- 1) **Directions:** *Listen to the first news item carefully and complete the following passage by filling the missing information.*

Recruiting is the multi-billion-dollar _____ that links job seekers with companies looking to hire new employees. According to the Fordyce letter, the industry's leading _____ journal, there are more than _____ executive recruiters alone in the United States. Every industry, and every profession, has its own specialized _____. For example, there are recruiters who specialize in sales and marketing, finance and accounting, or _____ and lobbying. There are recruiters who _____ in finding _____ for technology companies, retail companies, aerospace and _____, education and not-for-profit organizations.

- 2) **Directions:** *Listen to the second news item carefully and decide whether the following statements are "T" (true) or "F" (false).*

- (1) () Performance management tool has been selected by world-renowned organization to help meet strategic goals.
- (2) () Before implementing GroteApproach, quite a few supervisors were trained in how to do the systems.
- (3) () Previously, Churchill Downs Incorporated relied on a web-based system for performance management.
- (4) () GroteApproach Ltd. believes this system has offered a best of class approach that is efficient and understandable.

Part B Exercises

- 1) Directions:** *Listen to the interview and fill in the following table to make a summary of the talk.*

Before an interview, you should ask yourself some questions, such as	a. _____ b. _____ c. _____
In addition	_____ _____ _____
Then you can make a list that	_____ _____ _____
On the interview day, make sure	_____ _____
Finally, when you leave the interview, make sure	_____ _____ _____

- 2) Directions:** *Listen to the interview again and answer the following questions.*

(1) Why can an interview for a job be as much fun as a visit to the dentist?

(2) In the viewpoint of Mr. Lucas, is working experience important for a job applicant?

(3) What kind of applicant may possibly leave a favorable impression to the interviewer?

(4) Should one be honest and humble in an interview?

Part C Exercises

1) Directions: *Listen to the news coverage and fill in the blanks with the appropriate words you hear.*

(1) Pay-for-performance is getting a lot of attention because many federal employees are going under a _____ system for the first time.

(2) There are a few _____ comments but this is the _____ of the majority of those taking the time to write in.

(3) Doing a good job in performance appraisal is an _____ part of this system. It isn't as hard as some people make it out to be but it does take time and work.

(4) Take the time to communicate effectively and you may be able to cut short some of the _____ and _____ from your employees.

2) Directions: *Listen to the paragraph and complete the following table with details.*

	The Merit Systems Protection Board has advice for supervisors on how to conduct more effective performance appraisals.
First,	
Second,	
Third,	
Finally,	

Acting out

1. Simulation: Ask students to mimic the interview in Part B. One will be the HR manager and the other will be the candidate for an interview. Ask questions below:

--- What are the possible steps for a candidate in preparing a job interview?

--- How to dress for a job interview?

--- How to reach an effective communication during an interview?

--- Does a candidate need to demonstrate certain personal and professional qualities during an interview?

--- How should a candidate say to end a conversation?

--- What are those questions that a candidate tries to avoid at a job interview?

2. Group work: Ask students to form into groups of 4 and each group should choose one topic from the following and make a discussion or presentation on it.

--- What are performance appraisals, and why should they be used?

--- What are the possible channels and steps in hunting for the appropriate human resources for an organization? What are the advantages and disadvantages for each

channel?

--- If the company chooses to advertise a job vacancy, where and what does it advertise and what does it emphasize in its advertisement?

---Please find some real-life print job advertisements both in English and in Chinese. Analyze the main content and key qualities that are required from the job candidates.

Key to Exercises

Part A

News item 1

1. industry 2. trade 3. 125,000 4. recruiters 5. public relations
6. specialize 7.candidates 8.aviation

News item 2

1. T 2. F 3. F 4. T

Part B

1)

Before an interview, you should ask yourself some questions, such as	a. What do you want the job and why do you want it? b. What are your short-term and long-term career plans? c. Why do you choose this company, in this industry?
In addition,	You may do your research in advance using your personal network of friends and contacts, the internet and sources in the press. Then you can surely get a real feel for what the job will be like.
Then you can make a list	of skills that you have that qualify you for the job.
On the interview day, make sure	You arrive on time – at least 10 minutes before the appointment.
Finally, when you leave the interview, make sure	That you know what is going on to happen next.

2)

(1) Why can an interview for a job be as much fun as a visit to the dentist?

Because an interview should be an enjoyable experience, from which both the interviewer and the applicant may find some fun. Regardless of how structured the interview, 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.

(2) In the viewpoint of Mr. Lucas, is working experience important for a job candidate?

Yes, he thinks working experience is very important for a job applicant.

(3) What kind of applicant may possibly leave a favorable impression to the interviewer?

If he/she listens to the questions asked and, in turn, gives clear, articulate and brief answers and also tries to relax and be himself/herself, he/she may leave a favorable impression. And a candidate should always be positive as well.

(4) Should one be honest and humble in an interview?

Interviews are no time to be humble. Be careful not to under-sell yourself, but at the same time avoid exaggeration and remember anything you say at interview you will have to back up with action in the job.

Part C

1)

1. performance-based 2. positive, gist 3. integral 4. gripes, complaints

2)

	The Merit Systems Protection Board has advice for supervisors on how to conduct more effective performance appraisals.
First,	understand the work.
Second,	communicate.
Third,	track goals and performance.
Finally,	communicate again.