

# Staff development and training

## Getting started

1 Work in pairs. Look at these benefits of working for a company and discuss the following.

- Which benefits do you think would be most attractive to someone who has just finished their studies and is looking for their first job?
- Put the benefits in order from the most attractive to the least attractive.

A bonus scheme	<input type="checkbox"/>
Responsibility	<input type="checkbox"/>
A high salary	<input type="checkbox"/>
An in-house training scheme	<input type="checkbox"/>
The opportunity to travel	<input type="checkbox"/>
A permanent contract	<input type="checkbox"/>
Long holidays	<input type="checkbox"/>
Rapid promotion	<input type="checkbox"/>

2 Change partners and summarise what the attractions of a company training scheme would be for a new member of staff.

### Useful language

#### Giving opinions: agreeing and disagreeing

I think ..... would be the most attractive because .....  
I'm not sure about that. For me, ..... would be more useful than ..... because .....  
Perhaps you're right. And I don't think ..... is as important as .....

**page 26** (Comparison of adjectives)

## Recruitment brochure

### Vocabulary

Check the meanings of these words, then use them to complete the sentences below.

ability	certificate	course	degree	development
experience	hands-on	knowledge	qualifications	
<del>skills</del>	trainee	training		

- 1

Our school-leaver trainee programme aims to teach you key *skills*, such as word processing and bookkeeping.
- 2

Although he lacks formal ..... such as a university degree, he came through the ranks due to his ..... to take on new ideas and to manage people. Now he's one of our best managers.
- 3

The degree ..... you study at university is likely to decide the sort of job you do afterwards. However, whatever you study, it's always useful to have a university .....
- 4

At the end of the four-week training course, you will receive a ..... The course aims to give you a thorough ..... of the company's activities and the skills to do your job competently. However, there are a lot of things which you can only learn with ....., and this takes a lot of time.
- 5

He has excellent qualifications, and with our policy of professional ..... and on-the-job training, he will almost certainly become one of our high fliers. In fact, next week he's going on a management ..... course.
- 6

As a ..... computer technician, his training course is much more ..... than theoretical.

Reading

- 1 You are going to read an extract from a recruitment brochure for graduate trainees.  
Before you read, match these expressions from the text (1–6) with their definitions (a–f).

- 1 day one

2 throw you in at the deep end

3 promote from within

4 come through the ranks

5 become a high flier

6 shuffle up the ladder
- a achieve great professional success

b get promotion slowly

c have to learn something difficult with little training or experience


d move people inside a company to higher positions

e rise to higher positions from the bottom of an organisation

f your first day at work

- 2 Read the text below quickly to find out why Flight Centre Limited thinks staff training is so important. When you have finished, discuss your answer with a partner.

Company background

  
Flight Centre Limited is one of the world's largest independent travel retailers, employing more than 5,500 people worldwide.

Go anywhere

YOU WANT TO GO

We believe in giving you a lot of responsibility from day one – but that doesn't mean throwing you in at the deep end. One of our major priorities is to **1** *B*... you get the training and support you need to gain the skills which will allow you to succeed personally and professionally.

The training starts as soon as you **2** ..... – and it never stops. The initial programme is **3** ..... partly at your office and partly in our dedicated Learning Centre. For the first 12 months, you'll have a regular programme of training **4** ..... topics as diverse as Advanced Sales, Goal Setting and Time Management, as well as Airfares and Packages.

After that, you can develop in any direction you choose by **5** ..... a range of courses and events in four key development areas: Sales and Service, Product and Airfares, Systems, and Personal Development. All this is provided at no **6** ..... to you – which is exactly the way it should be. We have a consistent **7** ..... of promoting from within; currently about 90 per cent of

our Team Leaders have come through the ranks, and we want to keep it that **8** ..... .

We're also keen to train the leaders of the future with our Leadership Development programme. It's an intensive set of training courses **9** ..... up by specialist project work. After all, becoming a high flier in any company shouldn't be about just waiting to shuffle up the ladder. Here, the best people develop as far as they like, as fast as they like. We hope you'll be one of them. And it's a measure of the success of our philosophy on cultivating personal and **10** ..... development, as well as promoting from within, that earned us the Training and Development award for excellence, as voted by our employees, in the latest *Sunday Times* '100 Best Companies to Work For' 2004 UK survey.



Adapted from <http://www.therecruitmentcentre.com>

3 Read the text again and choose the best alternative for each gap.

1 A want

2 A join

3 A introduced

4 A dealing

5 A going

6 A money

7 A record

8 A type

9 A set

10 A life

B make sure

B recruit

B done

B covering

B assisting

B payment

B reputation

B sort

B backed

B work

C hope

C contract

C based

C learning

C training

C cost

C activity

C kind

C held

C career

D prepare

D employ

D fixed

D working

D attending

D price

D standard

D way

D kept

D profession

4 Compare your answers with a partner and discuss whether you would like to work for a company like this.

Talking point

Work in small groups and discuss the following.

- Companies should pay for training to do the job, but staff should pay for training which gives them qualifications.
- Training should be done in employees' free time.
- If a company trains you, you should agree to work for that company for a number of years afterwards.
- All staff need continuous training – not just new recruits.
- It doesn't matter what you study. The important thing is to get a good degree.

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[www.cambridge.org](http://www.cambridge.org)

Training course

Listening

1 UNIT

- 02
- 1 Listen to a short conversation about a training course.
- 2 Match these phrases from the recording (1–6) with their definitions (a–f).
- 1 tailor-made

2 learning goals

3 training budget

4 hands-on training

5 computer literate

6 core skills

a practical, not theoretical training

b able to use a computer

c basic essential skills

d money reserved for training staff

e specially designed to meet your needs

f your objectives when doing the course
- 3 Check your answers by looking at the transcript for Track 2 at the back of the book.
- 4 Discuss these questions with a partner.
- 1 What are the advantages of a course which is tailor-made?

2 How can trainers design courses which meet the learning goals of their trainees?

3 How much of a company's budget should be used for training?

4 What sort of courses are suited to hands-on training?

5 Why is it important nowadays to be computer literate?

6 In your job, or a job you know about, what are the core skills?

Training at Deloitte Touche

Company background

Deloitte Touche Tohmatsu is a worldwide company offering management consultancy, auditing and financial advisory services.

Deloitte.

Reading

In business, it's important to be able to follow the structure and arguments of the texts (articles, reports, letters and emails) you are reading. This type of exercise, where sentences are removed, helps you to focus on this skill.

1 Read the article *A great start to a promising career*. What is the subject of each paragraph?

A GREAT START to a promising career

Sally Shoesmith, aged 23, reports on how she's getting a flying start as a management consultant.

I've been with for Deloitte for nearly two years now. I was originally attracted to this company in my final year at Cambridge. I was looking for a company which would put me in the fast lane to promotion and I realised that, in my case, this meant an organisation with a policy of on-the-job training and development. 1 ...F... As I discovered at my first recruitment interview, they also place a lot of emphasis on getting professional qualifications, which really impressed me.

Deloitte actually helps employees to reduce the conflict between work and study. In my case, this means I've always been allowed to give exam preparation priority over my dient work. Right from the beginning, my boss, Neil, has gone out of his way to help and encourage me. 2 ..... I find it's a good moment to discuss solutions to any problems I have with him.

Task tip

- Consider the subject of each paragraph.
- Look at clues in the sentences (e.g. in sentence B, what is this an example of? In sentence C, who does *he* refer to?).
- Read the text again when you have finished to check that your answers are logical.

- 2 Choose the best sentence for each gap. There is one extra sentence.
- A At Deloitte, there's a national 'first time, every time' culture, which makes sense because the sooner you pass exams, the sooner you get down to real work.

B For example, there is a course I did quite early on in the job called *Introduction to Client Services*, which concentrated on presentation, interview, teamwork and writing skills.

C He monitors my progress formally, but apart from that, we usually have lunch together once or twice a week.

D It is pretty tough, as I have to fit the academic work in around my daily workload.

E Naturally enough, much of what I've learnt has been taught me informally by the people I work with.

F On their website, Deloitte talked about job satisfaction and giving employees the chance to grow and develop throughout their careers, so it seemed a company worth applying for.

G The firm has agreements with local training colleges, who provide many of the courses graduate trainees follow.



Apart from professional qualifications, we're also given plenty of internal training. This includes courses intended to help develop one's organisational, delivery and leadership qualities. **3** ..... This gave me a really confident and practical start to my work with the firm, as so much of my work involves using exactly these skills.

Another thing which attracted me to Deloitte was that you can choose your training method to suit your individual learning patterns. This is because they want us to pass our exams at the first attempt. **4** ..... Also, I think, when you've got your professional qualifications you're treated with much more respect by both your colleagues and your clients.

When I arrived at Deloitte, we went through an initial three-day programme to develop our core skills and introduce us to the firm and our new colleagues. **5** ..... In the near future, I expect to be passing on the knowledge I have acquired to next year's intake of graduate trainees. We are given formal six-monthly appraisals and, what is more, we are given plenty of advice by peers, managers and partners.

Fully funded study towards professional qualifications is a vital part of many careers in Deloitte, and at the moment I'm starting on a Masters degree in Business Management with the London School of Economics. **6** ..... On the other hand, we are provided with very generous study leave, and the firm has a great track record of success. I can see myself working here for many years to come, as they're providing me with all the opportunities I need.

Adapted from Deloitte: Training and Development (<http://graduates.deloitte.co.uk>)

Vocabulary

- 1 Find words or phrases in the text which mean the following.**
- 1 getting a higher position in the company quickly (paragraph 1) *in the fast lane to promotion*
  - 2 training while you are working (paragraph 1)
  - 3 has made a special effort (paragraph 2)
  - 4 supervises (section C)
  - 5 training inside the company (paragraph 3)
  - 6 essential basic skills (paragraph 5)
  - 7 people who have studied at university and are learning the job (paragraph 5)
  - 8 assessments, evaluations (paragraph 5)
  - 9 people at the same level in the company as the writer (paragraph 5)
  - 10 completely paid for (paragraph 6)
  - 11 amount of work to do (section D)

- 2 Work with a partner. Talk about:**
- how long you have worked in the same company / studied in the same college where you are now
  - what training courses you have done, and when you did them.

**➤ page 26** (Present perfect and past simple)

Staff training scheme

Talking point

**Work in pairs or small groups. Your company has decided it needs to provide more training for staff. You have been asked to help prepare a staff training programme. Discuss the situation together and decide:**

- what kinds of courses would be most useful
- how to choose who should go on the courses
- whether the courses should happen during working time or free time.

Task tip

If you don't work for a company, or you don't work for the same company, quickly invent a company before you start.

Useful language

Making suggestions

Why don't we + *infinitive* ?  
(e.g. Why don't we run a computer skills course?)  
Why not + *infinitive* ?  
(e.g. Why not ask for suggestions from staff ?)  
How about + *-ing* form ?  
(e.g. How about running a computer skills course?)  
What do you think?  
Do you agree?