

Human Resources

Learning Objectives

In this unit, you will learn

- to understand the importance of HR to an organization;
- to get basic information about employers' HR needs at different stages;
- to master the new words and expressions related to HR;
- to grasp the reading skill—skimming to get gist / implied information.

Section A / Lead-in

I. Can you name the jobs with the help of the pictures?

Directions: Match the words or expressions in the box with the pictures.



(1)



(2)



(3)



(4)



(5)



(6)

A. Fire fighter
D. Cook

B. Nurse
E. Doctor

C. Fashion model
F. Judge

II. Describe the above pictures.

Directions: Work in pairs to describe the future job you most possibly want to take.

Section B / Embracing English

Text A

Pre-reading Task: Answer the following questions before reading the text.

1. Why is HR important to an organization?
2. What services does an HR department provide?

3. What kinds of specialists work in HR department?

HR Is Important to an Organization

Human resources (HR) department plays a very important role within an organization. HR professionals in a business provide **a number of** services to employees. An efficiently run human resources department can provide an organization with structure and the ability to meet business needs through managing the company's most valuable resources—its employees.¹ When employees believe that HR treats them as its internal customers and offers services with that in mind, their **perception** of HR throughout the **workforce** will be **enhanced**. HR is important to organizations in 10 specific areas, ranging from strategic planning to company image.

HR strategic management leaders take part in corporate decision-making. They make current staffing assessments and predict future workforce needs based on business demand. They have the knowledge of how human capital affects organizational success. Thus, they use the knowledge to improve the company's bottom line.

HR **compensation** specialists develop realistic compensation structures. They make company wages competitive with other businesses in the same industry. They also make company wages competitive with those companies who are competing for employees with similar skills. They conduct a lot of wage and salary investigation to keep compensation costs **in line with** the organization's current financial status and expected revenue.²

Benefits specialists can reduce the company's costs associated with turnover, **attrition** and hiring replacement workers. They are important to the organization because they have the necessary skills to negotiate group benefit packages for employees. The benefit packages should be kept within the organization's budget and consistent with economic conditions. They **are** also **familiar with** employee benefits which are most likely to attract and keep workers.

Employers have a responsibility to provide safe working conditions. Workplace safety and risk management specialists from the HR area must make sure that the company obeys U.S. **Occupational** Safety and Health Administration regulations. They maintain accurate work **logs** and records, and develop programs that reduce the number of workplace injuries and death. Workplace safety specialists also train employees to increase safety awareness and safely handle dangerous equipment and **hazardous** chemicals.

HR employee relations specialists minimize the organization's exposure related to unfair employment practices. They identify, investigate and solve workplace issues which, if were left unattended, could become **out of control** and make the organization involve in legal matters, such as federal and state **anti-discrimination** and **harassment** laws.³

HR training and development specialists are responsible for developing new employee orientation, which is a necessary step in setting up a strong employer-employee relationship. The training and development area of HR also provides training that supports the company's fair employment practices and employee development. In this way, HR is able to pick out **aspiring** leaders for **supervisory** and management roles.

Employee relations specialists in HR help the organization achieve high performance, morale and satisfaction levels throughout the workforce. They create ways to **strengthen** the employer-employee relationship. They make employee opinion surveys, manage focus groups and seek employee input to see whether employees have job satisfaction. They also find out methods that can help the employer keep good working relationships.

HR **recruiters** manage the employment process from reading resumes to arranging interviews to hiring new employees. Usually, they determine the most effective methods for recruiting applicants, including assessing which applicant tracking systems are best suited for the organization's needs.

HR professionals work closely with hiring managers to make good hiring decisions, according to the organization's workforce needs. They provide guidance to managers if the managers are not familiar with HR or standard hiring processes. They try their best to ensure that the company gives offers to suitable candidates.

HR workers check regularly whether the organization obeys the federal and state employment laws. They complete necessary paperwork for documents to ensure that the company's employees are qualified to work in the U.S. They maintain applicant flow records, written **affirmative** action plans and **disparate** impact analyses. (642 words)

New Words and Expressions

perception /pə'sepʃ(ə)n/	<i>n.</i> the way that you think about something or the impression you have of it 知觉; 理解; 看法
workforce /'wɜ:kfɔ:s/	<i>n.</i> the total number of people who are employed by a particular company 劳动力; 员工总数
enhance /ɪn'hɑ:ns/	<i>v.</i> to improve the value, quality or attractiveness of something 提高, 增强
compensation /kəmpen'seɪʃ(ə)n/	<i>n.</i> the money that someone who has experienced loss or suffering claims from the person or organization responsible, or from the state 补偿金
attrition /ə'trɪʃ(ə)n/	<i>n.</i> the decrease in the number of students or employees caused by people leaving and not being replaced (学生或雇员) 人数减少
occupational /ɒkjʊ'peɪʃ(ə)n(ə)l/	<i>adj.</i> relating to a person's job or profession 职业的
log /lɒg/	<i>n.</i> an official written account of what happens each day, for example, on board a ship 日志
hazardous /'hæzədəs/	<i>adj.</i> dangerous, especially to people's health or safety 有危害的
anti-discrimination /'ænti dɪskrɪmɪ'neɪʃən/	<i>n.</i> of the law or the practice of a fair consideration of a person without favour of the class or culture that a person belongs to; the law on the right of people to be treated equally (法律或实践等) 反歧视; 反歧视法
harassment /hə'ræsmənt/	<i>n.</i> when someone behaves in an unpleasant or threatening way towards you 骚扰

aspiring /ə'spaɪərɪŋ/	<i>adj.</i> to describe someone who is trying to become successful in a particular career 有志向的
supervisory /'sju:pəvaɪzəri/	<i>adj.</i> involved in supervising people, activities, or places 管理的; 监督的
strengthen /'streŋθ(ə)n/	<i>v.</i> to make a relationship or link closer and more likely to last for a long time 巩固
recruit /rɪ'kru:t/	<i>v.</i> to select people and persuade them to join an organization or work for it 招收; 招募; 聘用
affirmative /ə'fɜ:mətɪv/	<i>adj.</i> an affirmative word or gesture indicates that you agree with what someone has said 肯定的
disparate /'dɪsp(ə)rət/	<i>adj.</i> fundamentally different from each other in quality or type 迥然不同的
a number of	许多; 若干
in line with	符合; 与……一致
be familiar with	熟悉
out of control	失去控制

Notes

1. *An efficiently run human resources department can provide an organization with structure and the ability to meet business needs through managing the company's most valuable resources — its employees.* 一个运转高效的人力资源部门通过管理公司最有价值的资源——员工，为企业建立组织结构，满足业务需求。

动词不定式 *meet business needs* 放在名词 *ability* 后面作定语。*through managing...* 是介宾短语作状语，表示方式。破折号后面的 *its employees* 起同位语作用，与破折号前面的 *the company's most valuable resources* 指的都是员工。

2. *They conduct a lot of wage and salary investigation to keep compensation costs in line with the organization's current financial status and expected revenue.* 他们做了许多份工资和薪水调查，以确保支付的报酬费用与本机构目前的财务状况和预期收益相符。

宾语 *wage and salary investigation* 后面紧跟动词不定式作状语，表示目的。介词短语 *in line with* 后面用了两个并列结构 *the organization's current financial status* 和 *expected revenue*，它们是介词 *with* 的宾语。

3. *They identify, investigate and solve workplace issues which, if were left unattended, could become out of control and make the organization involve in legal matters, such as federal and state anti-discrimination and harassment laws.* 他们识别、调查并解决工作场所出现的问题，这些问题如果置之不理，就会失控，使机构卷入诸如反歧视和性骚扰这类法律事件。

本句用了三个并列的谓语动词 *identify, investigate* 和 *solve* 表示并列关系。宾语 *workplace issues* 后面是 *which* 引导的定语从句。插入语 *if were left unattended* 中省略了主语 *workplace issues*，用的是虚拟语气，意思是“如果工作场所出现的这些问题不被(人力资源部门)注意到”。虚拟语气用来表示说话人的主观愿望或假想，而不表示客观存在的事实。在虚拟语气中，表示与现在事实相反的情况，主句用情态动词 *would/could/should/might* + 动词原形，而 *if* 引导的条件状语从句用过过去式（动词 *be* 多用 *were* 这个形式，不考虑人称变化）。



Reading Comprehension

I. Answer the following questions according to the text.

1. What are the most valuable resources of a company?
2. How many specific areas are related to HR's work, according to the text?
3. Why does HR conduct a lot of wage and salary investigations?
4. What would happen if workplace issues were left unattended?
5. Who decides the methods for recruiting applicants?

II. Choose the best answer to each of the following questions according to the text.

1. What do strategic management leaders usually do?
 - A. Developing new employee orientation.
 - B. Training employees to increase safety awareness.
 - C. Making staffing assessments and taking part in corporate decision-making.
 - D. Making company wages competitive with other businesses in the same industry.
2. What is the responsibility of workplace safety specialists?
 - A. Negotiating group benefit packages for employees.
 - B. Developing programs that reduce workplace injuries and death.
 - C. Helping the organization achieve high performance and satisfaction levels.
 - D. Minimizing organization's exposure related to unfair employment practices.
3. Why do training and development specialists develop new employee orientation?
 - A. It meets the organization's workforce needs.
 - B. It is required by federal and state government.
 - C. It makes the organization avoid involving in legal matters.
 - D. It is necessary to set up a strong employer-employee relationship.
4. Who has the professional knowledge to help the organization achieve high performance, morale and satisfaction levels?
 - A. Benefits specialists.
 - B. Compensation specialists.
 - C. Employee relations specialists.
 - D. Training and development specialists.
5. How does HR ensure that the organization obeys the related laws?
 - A. To make employee opinion surveys.
 - B. To keep benefit packages within the organization's budget.
 - C. To support fair employment practices and employee development.
 - D. To complete necessary documents about employees' working qualification.

Vocabulary and Structures

I. Find the definition in Column B that matches the words in Column A.

Column A

1. occupational
2. recruit
3. enhance
4. log
5. anti-discrimination
6. perception
7. hazardous
8. strengthen

Column B

- A. to improve the value or quality of something
- B. the way that you think about something
- C. relating to a person's job or profession
- D. dangerous, especially to people's health or safety
- E. an official written account of what happens each day
- F. the law on the right of people to be treated equally
- G. to select people and persuade them to join an organization
- H. to make a relationship or link closer and more likely to last for a long time

II. Make the best choice to fill in the blanks with the given options in the box.

- A. develop realistic compensation structures
- B. achieve high performance, morale and satisfaction levels
- C. take part in corporate decision-making
- D. assess which applicant tracking systems are best suited for the organization's needs
- E. maintain accurate work logs and records

Human resources (HR) department can provide an organization with structure and the ability to meet business needs through managing the company's most valuable resources—its employees. HR strategic management leaders 1)____, which makes current staffing assessments and predicts future workforce needs. HR compensation specialists 2)____ that set company wages competitive. Benefits specialists can reduce the company's costs associated with turnover, attrition and hiring replacement workers.

Workplace safety specialists 3)____, and develop programs that reduce the number of workplace injuries and death. HR employee relations specialists minimize the organization's exposure and liability related to unfair employment practices. HR training and development specialists are responsible for developing new employee orientation. Employee relations specialists in HR help the organization 4)____. HR recruiters manage the employment process. HR professionals work closely with hiring managers to make good hiring decisions. HR workers ensure that the organization does what is required or expected from the federal and state employment laws.

Text B

Pre-reading Task: Answer the following questions before reading the text.

1. What kinds of employees should be hired for the success of your business?
2. How can you attract the best and smartest talents to your organization?
3. In what ways are training and development necessary for the employees?

People Power Your Business

Your business has unique people opportunities and challenges. Here is a basic human resources **framework** for any business.

First of all, you need to hire employees for the success in your business. Your successful people choices can help you **fire up** your growth engine and build a productive, exciting, **thriving** company environment. After the product or service idea that your organization was founded to provide, the people who will build the dream with you are your most important resource.

Your challenge is to build a strong pool of candidates—likely people who are **currently** successfully employed elsewhere. Recruit the most capable people you can find, people who are able to **wear many hats** and **hit the ground** joining your organization. You don't have a lot of time to train and develop people with potential, so hire the currently capable whenever possible for your **foundational** staff.

Use current staff to help you evaluate how well each potential candidate will “fit” in the existing organization culture. The right **intermix** of people is very important. Remember to hire people who can perform multiple tasks and who thrive in an environment of self-direction and personal **motivation**.¹

After hiring the right persons for your business, you need to consider compensation and benefits. Your compensation and benefits establish the foundation for your success with the people you employ.

Know and understand the compensation packages offered for similar positions in your industry. Consider unusual benefit

framework *n.* 框架, 结构

fire up 发动 (机器等)

thriving *adj.* 繁荣的, 兴旺的

currently *adv.* 现在, 目前

wear many hats 身兼数职

hit the ground 积极着手进行, 充满干劲地

foundational *adj.* 基础的, 基本的

intermix *n.* 混合

motivation *n.* 动机; 激励

options that might **compensate** for salaries if you must pay below market value. But, in staffing, know that you get the people whose talent you are willing to **purchase**.

Pay the best salaries you can to attract the best and **smartest** talent to your organization. If you are a for-profit organization, share the after-tax profits on a fixed schedule. Make your sales, accounting, and profit numbers **visible** to your staff and make sure they understand their individual job performance impact on what they are seeing.²

In establishing your staffing, your growth needs and specific positions are often hard to identify. Use interns and part-time staff to **supplement** your full-time staff as you grow. You can also use **temporary** employees, depending on your needs, but recognize this is a short-term solution.

However, compensation and benefits is not the last thing that you need to consider. You had better provide orientation and training for your employees.

New employee orientation helps your new employee become quickly productive and **contributing**. It helps the new employee feel valued and lays the **groundwork** for keeping needed staff.

Ongoing training and development, especially in areas desired by staff members for their own growth, is highly **desirable**.³ Education is necessary when the employees realize that the seminar, conference, or course is an opportunity to help them work more effectively and get important goals. Education is appreciated when work **commitments** can be met at the same time.

Moreover, your business needs performance management and feedback. Every employee wants to know the goals of the organization, your expectations for their performance and contribution, and how they are doing at meeting these expectations, **regularly**. This may sound simple, but trying to finish these three tasks has caused the appearance of thousands of books and how-to **manuals**. The whole companies devoted to products that help you assess performance. Those consultants who charge a lot of money begin to design what should be a simple feedback system.

As you build your organization, **start out** with the understanding that your performance management system is everything you do with employees. It starts from the time you decide to create a

compensate *v.* 补偿, 赔偿;
弥补

purchase *v./n.* 购买; 购买行为
smart *adj.* 聪明的

visible *adj.* 明显的; 看得见的

supplement *v.* 补充

temporary *adj.* 临时的, 暂时的

contributing *adj.* 贡献的; 起作用的

groundwork *n.* 基础; 地基

desirable *adj.* 合意的, 满足需要的

commitment *n.* 承诺, 保证

regularly *adv.* 定期地; 有规律地

manual *n.* 手册, 指南

start out 出发; 着手进行

position, and finishes until your staff member moves on to another company.

The popular assessment or performance review process is only one part of this system. Focus on providing regular, day-to-day feedback to the employees in your organization. Provide an environment in which they are helping to develop the goals and objectives for the organization as well as for themselves. Give them the opportunity to control their jobs and impact the larger picture. And, tell them how they're doing. Rewarding, recognizing and **emphasizing** positive performance is an important part in this process, too.

Finally, you need to provide a good workplace environment for employees. Smart employers want to create work environments in which people are happy and contributing. You also need environments in which people are productive and do more than is required **voluntarily**. Satisfied employees tend to develop relationships with satisfied customers. "What goes around, comes around" is a proper expression.

Okay, you've done your best. You've hired the best people you can find. You understand the compensation packages offered in your industry. You pay the best salaries you can to attract the best talent. You've provided effective orientation and people feel free to attend beneficial training. You get few complaints about workplace policies and procedures. You're working on that daily feedback, recognize its advantages, but sometimes have difficulty fitting it into the daily schedule. Guess what? You're normal on the very positive end of the scale. (835 words)

emphasize *v.* 强调

voluntarily *adv.* 自愿地

Notes

1. *Remember to hire people who can perform multiple tasks and who thrive in an environment of self-direction and personal motivation.* 记得去雇佣那些能够执行多项任务的人，那些在自我指导和个人激励环境中茁壮成长的人。

此句中的主句是祈使句，所以动词 remember 用原形。who 引导的两个定语从句是并列关系，定语从句限制了先行词 people 的范围。self-direction 和 personal motivation 是介词 of 的宾语。

2. *Make your sales, accounting, and profit numbers visible to your staff and make sure they understand their individual job performance impact on what they are seeing.* 让你的员工看得见销售、会计和利润数据，务必使他们明白个人工作业绩直接影响到他们所看到的数据。

本句用两个祈使句组成并列结构。以 what 引导的名词性从句放在介词 on 后面，作介词的宾语。

3. *Ongoing training and development, especially in areas desired by staff members for their own growth, is highly desirable.* 持续的培训和发展，特别是在员工致力于自我发展的方面是非常迫切的（要求）。

句子主干部分是“主系表”结构，即主语（ongoing training and development）+ 系动词（is）+ 表语（highly desirable），插入语 especially in areas... 起强调作用。

Reading Comprehension

Decide whether the following statements are true (T) or false (F) according to the text.

- () 1. Your successful people choices can build a productive, exciting and thriving company environment.
- () 2. “People who are able to wear many hats” means “people who can perform multiple tasks”.
- () 3. Using temporary employees is a long-term solution.
- () 4. Ongoing training and development is not necessary.
- () 5. Rewarding, recognizing and emphasizing positive, contributing performance is important in providing feedback.

Vocabulary

Fill in the blanks with the given words or expressions. Change the form where necessary.

1. I must _____ the fact that he is only a little boy. (emphasis)
2. Peter was sent to a hospital who was suffering from an _____ heartbeat. (regular)
3. Pupils are _____ by their headmaster's words. (motivation)
4. The _____ situation is very different to that in 1980. (currently)
5. He found a _____ job in a supermarket. (temporarily)
6. _____ is poor because of the thick fog. (visible)
7. In her spare time she works as a _____ in a hospital. (voluntarily)
8. I believe that each of us can _____ to the future of the world. (contributing)

Section C / Extending Your English

I. Approaching the reading skill: Skimming to get gist/ implied information (略读获取主要 / 隐含信息) 1

一、略读的定义

略读 (skimming) 是一种快速阅读的技巧。这个术语在韦氏词典里的解释是 to read, study, or examine superficially and rapidly; especially glance through the chief ideas or the plots, 可见略读

是指快速浏览全文而不看细节, 阅读速度通常是正常速度的 3~4 倍。当人们时间有限却需要查看大量资料时, 往往采用略读方式。先快速浏览了解文章大意, 以判断是否是自己感兴趣的文章, 是否有仔细阅读的必要。例如, 人们在地铁上快速翻阅报纸, 以便了解时事新闻, 但并不仔细阅读每篇报道, 这种方法就是略读。通过略读找到自己感兴趣的新闻, 然后再仔细深入地看这篇文章, 了解时间、地点、人物、事件等细节。其重点在于快速了解文章的中心思想。所谓略读是指以尽可能快的速度阅读, 迅速获取文章大意或中心思想。换句话说, 略读是要求读者有选择地进行阅读, 可跳过某些细节, 以求抓住文章的大意, 从而加快阅读速度。

二、略读的目的和特点

略读概括起来有以下四方面的目的:

- (1) 理解文章主旨大意, 判断是否有仔细阅读的必要。
- (2) 了解文章结构, 进行合乎逻辑的推理和判断。
- (3) 体会作者的态度、意图、倾向等。
- (4) 从字里行间理解文章的深层含义, 推断作者未直接表达的意思。

略读有下列四个特点:

- (1) 以极快的速度阅读文章, 寻找字面上或事实上的主要信息和少量的阐述信息。
- (2) 可以跳过某个部分或某些部分不读。
- (3) 理解水平可以稍低一些, 但也不能太低。
- (4) 根据文章的难易程度和需要达到的目的, 不断灵活地调整阅读速度。

Practice: Study the following passage to understand the usage of skimming.

Individualism is a fundamental value in the United States. All Americans believe in the right to express their own opinion without fear of punishment. This value, however, is coming under fire in an unlikely place—the public school classroom. The issue is school uniforms. Should public school students be allowed to make individual decisions about clothing, or should all students be required to wear a uniform? School uniforms are the better choice for three reasons.

First, wearing school uniforms would help make students' lives simpler. They would no longer have to decide what to wear every morning, sometimes trying on outfit(套装) after outfit in an effort to choose. Uniforms would not only save time but also would get rid of the stress often associated with this chore(琐事).

Second, school uniforms influence students to act responsibly in groups. Uniforms give students the message that school is a special place for learning. In addition, uniforms create a feeling of unity(整体) among students. For example, when students do something as a group, such as attending meetings in the auditorium(礼堂) or eating lunch in the cafeteria(餐厅), the fact that they all wear the same uniform would create a sense of community. What's more, statistics(数据) show the positive effects that school uniform have on violence and absence from school. According to a survey(调查) in Florida, incidents of school violence dropped by 50 percent, attendance and test score improved, and student suspensions(休学) declined approximately 30 percent after school uniforms were introduced.

Finally, school uniforms would help make all the students feel equal. People's standards of living

differ greatly, and some people are well-off, while others are not. People sometimes forget that school is a place to get an education, not to promote a “fashion show”. School uniforms make all the students look the same regardless of their financial status(经济状况). School uniforms would promote their pride and help to raise the self-esteem of students who cannot afford to wear stylish clothing.

In conclusion, there are many well-proved benefits to school uniforms for students. Studies show that students learn better and act more responsibly when they wear uniforms. Public schools should require uniforms in order to benefit both the students and society as a whole.

1) According to this passage, the author takes a _____ position on the issue of school uniforms.

- A. positive B. negative C. neutral D. radical

这道题需要用略读技巧来判断。通过文章结构和最后一段，可以看出作者列举了三条理由赞成穿校服，对学生穿校服持积极态度，所以该题正确答案是 A。

2) What would come under fire with the introduction of uniforms in public schools?

- A. Individualism. B. Equality.
C. Responsibility. D. Independence.

运用略读技巧，可以很快在文章第一段找到 come under fire 这个短语，然后看上下文，美国人崇尚个性化，而校服与个性化违背，因而受到争议，所以该题正确答案是 A。

3) With the introduction of uniforms into public schools, students' lives become _____ .

- A. more colorful B. more individuated
C. simpler D. more complicated

这是个细节题，用略读技巧寻找 students' lives 出现的地方。在文章第二段第一句出现，提到校服使学生们的生活简单了，所以该题正确答案是 C。

4) What conclusion does the author arrive at?

- A. Students should be allowed to make individual decisions about clothing.
B. School uniforms have great influence on students' future career choice.
C. School uniforms help to give students pride and raise their self-esteem.
D. The introduction of school uniforms can benefit students and society.

运用略读技巧很快找到 conclusion 出现在最后一段，而最后一句话恰恰与选项 D 一致，所以该题正确答案是 D。

5) What is the author's purpose of writing this article?

- A. To ask students to express individualism.
B. To criticize schools without uniforms.
C. To design new schools uniforms.
D. To encourage more schools to require uniforms.

这道推理题是根据略读技巧了解全文大意之后做出判断。作者始终在陈述校服带来的各种好处，并且最后一段提到公立学校应该要求学生穿校服。所以 D 应该是最佳答案，反映了作者写这篇文章的目的。

II. Applying the reading skill

Directions: Read the following passage and do the exercises

Human Resources Life Cycle

Employees have different HR needs at different life cycle stages. The employee life cycle is a concept in human resources management that describes the stages of an employee's time with a particular company and the role the human resources department plays at each stage.

The first stage is recruiting and **onboarding**. Recruiting is the process of hiring a new employee. The role of the human resources department in this stage is to **assist** in hiring. This might include placing the job **ads**, selecting candidates whose résumés look promising, conducting employment interviews and administering assessments such as personality profiles to choose the best applicant for the position.¹ In a small business where the owner performs these duties personally, the HR person would assist in a support role. In some organizations, the recruiting stage is referred to as “hiring support”. Onboarding is the process of getting the successful applicant set up in the system as a new employee.

The next two stages are orientation and career planning. Orientation is the process by which the employee becomes a member of the company's workforce through learning her new job duties, establishing relationships with co-workers and supervisors and developing a **niche**.² Career planning is the stage at which the employee and her supervisors **work out** her long-term career goals with the company. The human resources department may **make additional use of** personality profile testing at this stage to help the employee determine her best career options with the company.

The fourth stage is career development. Career development opportunities are essential to keep an employee **engaged with** the company over time. After an employee has established himself at the company and determined his long-term career objectives, the human resources department must try to help him meet his goals, if they're **realistic**. This can include professional growth and training to prepare the employee for more responsible positions with the company. The company also assesses the employee's work history and performance at this stage to determine whether or not he has been a successful hire.

onboarding *n.* 入职管理

assist *v.* 帮助; (提供信息、建议、资金等以) 协助

ad *n.* 广告

niche *n.* 合适的职位

work out 制定出

make use of 利用, 使用

additional *adj.* 附加的, 额外的

engage with 忙于, 从事于

realistic *adj.* 现实的

The last stage is **termination** or **transition**. Some employees will leave a company through retirement after a long and successful career. Others will choose to **move on to** other opportunities or be **laid off**. Whatever the reason, all employees will eventually leave the company. The role of HR in this process is to manage the transition by ensuring that all policies and procedures are followed, carrying out an exit interview if that is company policy and removing the employee from the system.³ All of these stages can be handled internally or with the help of companies that provide services to manage the employee life cycle.

(447 words)

termination *n.* 结束, 终止;
解约

transition *n.* 转变

move on to 移到……

lay off 解雇, 下岗

Notes

1. *This might include placing the job ads, selecting candidates whose résumés look promising, conducting employment interviews and administering assessments such as personality profiles to choose the best applicant for the position.* 这可能包括登招聘广告, 从有希望的简历里挑出候选人, 组织面试, 通过性格分析进行评估, 选出这个职位的最佳应聘者。

本句用四个动名词短语作并列宾语。whose résumés look promising 是定语从句, 修饰、限定 candidates。不定式 to choose... 作状语, 表示目的。

2. *Orientation is the process by which the employee becomes a member of the company's workforce through learning her new job duties, establishing relationships with co-workers and supervisors and developing a niche.* 入职培训就是使员工了解新的工作职责, 与同事和主管建立关系, 获得一个合适的职位, 从而成为公司的一员。

本句是“主系表”结构, 即主语 (orientation) + 系动词 (is) + 表语 (the process), Which 引导的定语从句对 process 进行说明。在定语从句中, 动名词短语 learning..., establishing... 和 developing... 作介词 through 的并列宾语。

3. *The role of HR in this process is to manage the transition by ensuring that all policies and procedures are followed, carrying out an exit interview if that is company policy and removing the employee from the system.* 人力资源部门在这个过程中的作用是处理工作交接问题, 确保符合所有政策和规程, 如果公司有规定就要进行离职谈话, 把该员工从本公司人事系统中删除。

动词不定式 to manage... 作表语, 解释人力资源部在这个过程中的作用是什么。三个动名词短语 ensuring..., carrying... 和 removing... 是介词 by 的并列宾语。if that is company policy 是条件状语从句, 表示假设。

Exercise: Read the text again and choose the best choice for each of the following questions according to the text.

- 1) What's the main idea of this passage?
- A. The role of HR department is to assist in hiring.
- B. Employees have different HR needs at different life cycle stages.

- C. HR uses personality profile testing to determine employees' career options.
D. Employees become members of the company's work force through orientation.
- 2) What can be inferred from the sentence "selecting candidates whose résumés look promising"?
- A. HR only uses résumés to assess candidates.
B. HR likes those candidates whose résumés are very beautiful.
C. A good résumé will attract HR to give the applicant a promise.
D. A promising résumé might give the applicant more interview chances.
- 3) What does the sentence "the human resources department must try to help him meet his goals, if they're realistic" imply?
- A. It is HR's duty to meet all career goals if employees ask.
B. HR will definitely help every employee meet his career objectives.
C. HR will try to help employees realize those realistic career objectives.
D. Although some career objectives are unrealistic, employees still can get help.
- 4) Which of the following best describes the tone of the author?
- A. Critical. B. Dramatic. C. Objective. D. Romantic.
- 5) What is the author's purpose of writing this article?
- A. To provide HR workers with training.
B. To criticize the misunderstanding of HR.
C. To inform readers of the functions of HR.
D. To establish a good relationship between HR workers and other employees.

Section D / Self-evaluation

After learning this unit, I have grasped

%	100%	80%	60%	Below 50%
Items				
Words				
Grammar				
Reading				

Notes to this unit: