

## **Human Resources**

For small businesses and large conglomerates alike, the human resources or personnel function can be helpful for much more than simply processing payroll or handling the open enrolment season once a year. Human resources plays an essential role in developing a company's strategy as well as handling the employee-centred activities of an organization.

### **Human Capital Value**

An in-house human resources staff or a human resources expert on staff can increase the understanding of how important human capital is to the company's bottom line. For small businesses, in particular, human capital is critical because so many smaller firms have employees who perform cross-functional duties.

### **Budget Control**

Human resources curbs excessive spending through developing methods for trimming workforce management costs, which includes negotiating better rates for benefits such as health care coverage. In addition, human resources ensures competitive and realistic wage-setting based on studying the labor market, employment trends and salary analysis based on job functions. As some small businesses have budget constraints, this human resources function is especially helpful.

### **Conflict Resolution**

Workplace conflict is inevitable, given the diversity of personalities, work styles, backgrounds and levels of experience among employees. A human resources manager or a staff person specially trained to handle employee relations matters can identify and effectively resolve conflicts.

### **Training and Development**

Human resources conducts needs assessments for the organization's current workforce to determine the type of skills training and employee development necessary for improving skills and qualifications. Companies in the beginning or growth phases can benefit from identifying training needs for existing staff. It's much less expensive than the cost to hire additional staff or more qualified candidates. In addition, it's a strategy that also can reduce turnover and improve employee retention.

### **Employee Satisfaction**

Human resources specialists usually are charged with the responsibility of determining the level of employee satisfaction - often an ambiguous measurement at best. With carefully designed employee surveys, focus groups and an exit interview strategy, human resources determines what underlies employee dissatisfaction and addresses those issues to motivate employees.

### **Cost Savings**

The cost to hire new or replacement workers can be exorbitant for employers. With a well-constructed recruitment and selection process, the human resources function can minimize expenses regarding advertising job postings, training new employees and enrolling new employees in benefits plans.

### **Performance Improvement**

Human resources develops performance management systems. Without a human resources staff person to construct a plan that measures performance, employees can wind in jobs that aren't suitable for their skills and expertise. Additionally, employees whose performance falls below the employer's expectations can continue on the payroll, thereby creating wasted money on low-performing employees.

**Sustaining Business**

Through succession planning that human resources develops, the company identifies employees with the promise and requisite capabilities to eventually transition into leadership roles with the company.

**Corporate Image**

Businesses want to be known as the "employer of choice." Employers of choice are the companies that receive recognition for the way they treat employees; they are the companies for whom people want to work. Becoming an employer of choice means human resources balances recruiting the most qualified applicants, selecting the most suitable candidates and retaining the most talented employees.

**Steadfast Principles**

Human resources ensures the workforce embraces the company's philosophy and business principles. From the perspective of a small business, creating a cohesive work environment is imperative. The first opportunity human resources has to accomplish this is through wise hiring decisions that identify desirable professional traits, as well as orientation and on-boarding programs.

Adapted from [www.smallbusiness.chron.com](http://www.smallbusiness.chron.com)

**Ex. 1 Find the words or expressions in the text which mean the following:**

- 1) a large company made of many smaller ones: \_\_\_\_\_
- 2) hiring new staff: \_\_\_\_\_
- 3) on the company premises (inside the organization): \_\_\_\_\_
- 4) very important: \_\_\_\_\_
- 5) to limit the expenditures: \_\_\_\_\_
- 6) limitations: \_\_\_\_\_
- 7) impossible to avoid: \_\_\_\_\_
- 8) workers being happy with what they do: \_\_\_\_\_
- 9) conversations conducted with employees who leave the organization:  
\_\_\_\_\_
- 10) very high: \_\_\_\_\_
- 11) to find yourself in a position you are not qualified to be in: \_\_\_\_\_
- 12) to be much worse than expected: \_\_\_\_\_

**Ex. 2 Match the expressions from the two columns into logical collocations:**

- |                 |                    |
|-----------------|--------------------|
| 1) to process   | line               |
| 2) the bottom   | resolution         |
| 3) cross        | turnover           |
| 4) to curb      | of choice          |
| 5) wage         | excessive spending |
| 6) conflict     | retention          |
| 7) needs        | payroll            |
| 8) to reduce    | functional         |
| 9) employee     | assessment         |
| 10) an employer | setting            |

**Ex. 3 Provide English equivalents of these expressions:**

1) wymagane umiejętności	7) znajdujący się w siedzibie / wewnętrzny
2) niezmiennie / stałe	8) rotacja pracowników
3) spójne	9) ograniczanie wydatków
4) nieodzwonne	10) zyski firmy
5) programy wdrożeniowe dla nowych pracowników	11) ustalanie wysokości płac
6) rozwiązywanie konfliktów	12) pełniący wiele funkcji jednocześnie

**Grammar corner...**

Throughout the text, you have seen function words and phrases, such as *alike*, *in particular*, *additionally*, which helped you navigate the text and find the meaning of what the author wanted you to know. **Alike** means **similarly** (but **similarly** is usually used at the beginning of a sentence). **Either ... or ...** implies that you can choose between two options. The negative of that is **neither ... nor ...**. If you would like to be more specific, you use **in particular** or **particularly**. For talking about cause and effect, it is best to use **because of**, **as**, **due to the fact**, **consequently**. If you wish to say something more about a subject, use **additionally** or **in addition**, whereas if you are talking about conditions that have to be met for something to happen, you use **given the fact that**. For talking about ways in which something is done, you may want to use **through** which means **using**. **Since** often means because.

**Ex. 4 Fill in the gaps with a suitable word or phrase:**

- 1) You \_\_\_\_\_ improve your performance \_\_\_\_\_ we will have to let you go.
- 2) \_\_\_\_\_ the use of in-house HR staff, many conflicts in the workplace can be resolved.
- 3) Employees and employers \_\_\_\_\_ prefer to have a set of rules of conduct.
- 4) Over-the-counter drugs, dietary supplements \_\_\_\_\_, are a multi-million dollar business.
- 5) Please upload your CV and, \_\_\_\_\_, provide your cover letter.
- 6) \_\_\_\_\_ we don't have our own translator, we have to outsource such services.

- 7) The profits haven't been very impressive lately, \_\_\_\_\_ fact that there is a crisis in the EU.
- 8) \_\_\_\_\_ we're being taken over, there are going to have to be lay-offs.
- 9) \_\_\_\_\_ us \_\_\_\_\_ our competitors know how to respond to the new market situation.

<b>GLOSSARY</b>	
<b>a conglomerate</b>	konglomerat
<b>enrolment</b>	zatrudnienie
<b>in-house</b>	wewnętrzny
<b>critical</b>	bardzo istotny
<b>to trim the costs</b>	ograniczać koszty
<b>constraints</b>	ograniczenia / obostrzenia
<b>inevitable</b>	nieunikniony
<b>employee satisfaction</b>	zadowolenie pracowników
<b>exit interviews</b>	rozmowy na zakończenie zatrudnienia / pożegnalna
<b>exorbitant</b>	niewyobrażalnie wysoki
<b>to wind somewhere</b>	skończyć gdzieś / wylądować gdzieś
<b>to fall below expectations</b>	odbiegać znacznie od oczekiwań
<b>payroll</b>	dział płac
<b>the bottom line</b>	zysk firmy
<b>cross functional</b>	pełniący wiele funkcji
<b>to curb something</b>	ograniczać coś
<b>wage setting</b>	ustalanie wysokości płac
<b>turnover</b>	rotacja pracowników
<b>retention</b>	zatrzymanie (np. pracownika)
<b>requisite capabilities</b>	wymagane umiejętności
<b>steadfast</b>	stałe / niezmiennie
<b>cohesive</b>	spójne
<b>imperative</b>	nieodzowne
<b>on-boarding programs</b>	programy wdrożeniowe dla nowych pracowników
<b>recruitment</b>	rekrutacja
<b>thereby</b>	tym samym / w ten sposób

<b>rules of conduct</b>	zasady postępowania
<b>expenditures</b>	wydatki
<b>to let somebody go</b>	zwolnić kogoś
<b>ambiguous</b>	niejasny
<b>to outsource</b>	korzystać z usług podmiotów zewnętrznych

**ANSWER KEY:**

*Ex. 1*

- 1) a conglomerate
- 2) enrolment
- 3) in-house
- 4) critical
- 5) to trim the costs
- 6) constraints
- 7) inevitable
- 8) employee satisfaction
- 9) exit interviews
- 10) exorbitant
- 11) to wind in a job you're not suitable for
- 12) to fall below expectations

*Ex. 2*

- 1) to process payroll
- 2) the bottom line
- 3) cross functional
- 4) to curb excessive spending
- 5) wage setting
- 6) conflict resolution
- 7) needs assessment
- 8) to reduce turnover
- 9) employee retention
- 10) an employer of choice



*Ex. 3*

- 1) requisite capabilities
- 2) steadfast
- 3) cohesive
- 4) imperative
- 5) on-boarding programs
- 6) conflict resolution
- 7) in-house
- 8) employee turnover
- 9) curbing expenditures
- 10)the bottom line
- 11)wage setting
- 12)cross functional

*Ex. 4*

- 1) either, or
- 2) Through
- 3) alike
- 4) in particular
- 5) additionally
- 6) As
- 7) due to the
- 8) Since
- 9) Neither, nor