

**SECTION 2**      **Questions 15–27**

Read the text below and answer Questions 15–20.

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**TO ALL STAFF: WORKPLACE TRAINING**

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The recent merger between Atkinson Dowell and RVP Motors that led to the formation of ADR Motors has presented an excellent opportunity to assess the training provided by each of the former companies. As training manager, I have carried out this evaluation with the assistance of colleagues, and we have formulated a plan for a unified system of training.

One aim is to maximise the company's competitiveness: over recent years both companies lost market share and we intend to reverse this trend within the next year. In addition, we will make strenuous efforts to improve staff satisfaction and reduce turnover, which in the case of Atkinson Dowell had reached an unacceptable level.

Following consultation with staff representatives, we are now in the process of setting up a training programme to meet the needs and interests of all employees. Here is some background information.

We have carried out an audit of the company's current job functions, the skills that they require and those already possessed by workers. We also invited all staff to fill in a survey, to identify the skills they wish to develop, both for their existing jobs and for the future. Over 50 per cent were returned, providing useful information about staff needs and interests.

As well as assessing the needs of existing staff, we have analysed our recruitment process and induction for new staff. As a result, we are now revising the person specifications relating to each position, to ensure that essential and desirable characteristics accurately reflect up-to-date job specifications, given that the nature of certain positions has changed.

As our existing in-house training resources are very limited, the training will largely be supplied by external providers. We are in contact with a number of organisations, to find the most suitable training for different skills. We expect that, in most cases, employees will need to attend courses on premises provided by the training organisation.

Your department manager will discuss your training needs with you individually before the end of next month, and a detailed training programme will then be planned.

**Questions 15–20**

Complete the sentences below.

Choose **ONE WORD ONLY** from the text for each answer.

Write your answers in boxes 15–20 on your answer sheet.

- 15** ADR Motors has been formed as the result of a .....
- 16** The company will try hard to lower the high ..... of staff.
- 17** The company has carried out a ..... exercise about training with representatives of its employees.
- 18** Employees were asked to complete a ..... about their training needs.
- 19** The company has examined the ..... programme arranged for newly-employed staff.
- 20** Most of the company's training needs will be met by ..... training organisations.