

Human Resources English Participant Workbook

Practice pages for realistic field-specific meetings, pushback, documentation, and role-play preparation

Audience: HR business partners, recruiters, talent managers, people managers, employee-relations staff, learning teams, compensation analysts, and HR-adjacent leaders

Focus: A human-resources English curriculum for hiring, onboarding, performance feedback, employee relations, investigations, benefits, compensation, policy explanation, workplace conflict, and dignity-preserving directness.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

How to Use This Workbook

For each module, define the terms, identify the decision pressure, write a careful response, and practice the conversation aloud. Strong answers are specific, calm, evidence-aware, and tied to owner and next step.

Module 1. Recruiting, Screening, and Candidate Experience

Situation

A hiring manager rejects candidates for not feeling like a fit.

Stakeholder pressure: Use the manager's intuition.

Constraint: Selection criteria, interview evidence, bias risk, and documentation need clarity.

Terms to use

- job requirement
- structured interview
- bias
- candidate experience

Evidence, owner, or policy boundary

Pushback sentence

Draft the candidate-debrief guide

Module 2. Onboarding and Role Clarity

Situation

A new employee is confused about ownership after two weeks.

Stakeholder pressure: Tell them to be more proactive.

Constraint: Role scope, manager check-ins, training, and success measures may be unclear.

Terms to use

- role clarity
- onboarding
- manager check-in
- success measure

Evidence, owner, or policy boundary

Pushback sentence

Draft the onboarding reset plan

Module 3. Performance Feedback and Documentation

Situation

A manager wants to put an employee on a warning after months of vague concerns.

Stakeholder pressure: Issue the warning immediately.

Constraint: The employee may not have received clear expectations, examples, or support.

Terms to use

- performance gap
- documentation
- expectation

- support plan

Evidence, owner, or policy boundary

Pushback sentence

Draft the performance feedback script

Module 4. Employee Relations and Investigations

Situation

An employee reports harassment by a high performer.

Stakeholder pressure: Resolve it quietly because the accused is important.

Constraint: Investigation process, anti-retaliation, evidence, and confidentiality are critical.

Terms to use

- employee relations
- harassment
- retaliation
- confidentiality

Evidence, owner, or policy boundary

Pushback sentence

Module 6. Policy Communication and Compliance

Situation

A manager wants to make an exception to leave policy.

Stakeholder pressure: Approve it because the employee is valued.

Constraint: Consistency, accommodation, legal risk, and manager precedent need review.

Terms to use

- policy
- accommodation
- precedent
- compliance

Evidence, owner, or policy boundary

Pushback sentence

Draft the policy exception review

Module 7. Conflict Mediation and Manager Coaching

Situation

Two team leads accuse each other of blocking work.

Stakeholder pressure: Move one of them to another team.

Constraint: Shared expectations, facts, behavior, and operating agreements should be tested first.

Terms to use

- mediation
- behavioral example

- operating agreement
- accountability

Evidence, owner, or policy boundary

Pushback sentence

Draft the mediation opening script

Module 8. Restructuring and Sensitive Communication

Situation

Leadership plans a reorg but wants managers to hint at it early.

Stakeholder pressure: Give employees informal warnings.

Constraint: Timing, confidentiality, legal review, messaging, and dignity are essential.

Terms to use

- restructuring
- position elimination
- severance
- talking points

Evidence, owner, or policy boundary

Pushback sentence

Draft the reorg communication checklist

Capstone Simulation

Lead a cross-functional meeting in human resources. Choose four modules from this workbook, connect the risks, and prepare a five-minute update with decision, evidence, constraint, owner, and next step.
