

housekeeper has definitely helped me to be sensitive to human needs.

Interviewer: And did you find this job difficult, or unpleasant in any way?

Miss White: As you can imagine, cleaning up after people is not pleasant work. Actually, I came in contact with some guests only through the things they left behind: hair in the sink, half-eaten cookies, kids' dirty diapers in the trash can. Children made the worst mess, and their mothers were just glad someone else – that was me – had to clean up after their kids. That part of the work was just... demoralizing. But, on the other hand, it taught me to be patient. You can learn a lot even if a guest complains for some reason... it's a good way to improve your communication skills and learn how to be diplomatic.

Interviewer: I see. You are quite young for this challenging position. How would you feel about having to deal with middle-management, most of them people in their 40s and 50s?

Miss White: Well, as I've said, dealing with guests helped me, besides other things, to learn to be diplomatic. And I think dealing with middle-management requires diplomacy and also patience. While working at the hotel it took quite a lot of patience to deal with some guests, no matter what their age was. For example, several times I had to clean an entire hotel room, from scrubbing the toilet to changing the sheets, while the guest stayed in the room watching me. And one guest, a man – after I finished his room – this particular man told me that it was better than watching television. Gradually, I learned to ignore such distractions and just stay focused on the work at hand. So... I had to deal with all kinds of people, which I think was great experience, especially for this position.

Interviewer: Uh huh. On another topic ... As you know, all companies these days must find ways to cut costs and to work efficiently. Are you prepared to handle the situation if an employee must take a cut in pay? Or even if we are forced to reduce the number of workers? What are your thoughts about this?

Miss White: Well, hard times can actually help a company because, as you say, everyone must work more efficiently. I learned some tricks – well, not really tricks, but rather... ways of working effectively. Not doing things that are actually unnecessary. For example, in the hotel I didn't need to vacuum the whole carpet every day if there were only a few cookie crumbs on the desk. And, in the office, we don't need to waste time composing the same letters and emails again and again if we can create one standard message for everybody.

Interviewer: I see. Now, earlier you spoke a little about motivation. If you get this position, how will you help keep the workers motivated?

Miss White: Well, what I'm going to say might surprise you.

Interviewer: Oh yes? Go on.

Miss White: Well ... I don't think the way to motivate people is to increase their wages. Sure, everybody needs enough money to be comfortable, but I think that many people get used to what they have quickly and then want even more. I think it's important to pay everyone a basic, decent wage. Then you can award money as a bonus, or as a reward for an

employee's good performance, or perhaps for a clever idea for improving efficiency.

Interviewer: That's interesting. Tell me... why do you think that people get used to what they have quickly?

Miss White: That's based on experience I gained at the hotel. It's quite common for guests to leave us their small coins in the room when they check out, as a 'tip'. Well, in our hotel it was never more than a dollar. One day, however, my colleague found a \$100 bill lying on the table. She was shocked... and motivated to do a superb job on every room she cleaned after that. However, that lasted only a week. The reward didn't change her work ethic for long.

Interviewer: Well, thank you for your time; it's been very interesting. Of course, we have other people to interview, so...

CD Track 29

PART FOUR (Questions 22–26)

You will hear five aeroplane pilots talking about their profession. For questions 22–26, choose from the list A–G what each pilot says. There are two extra answers that you will not use. You now have 20 seconds to read the answers.

CD Track 30

Speaker 1

Hello. My name is Dexter and I'm an airline pilot for a major carrier, and have been for two decades. I've seen many changes over the years, but what hasn't changed a bit is how passengers behave when the plane starts to shake after hitting turbulence. They gasp and scream the same way as they did twenty years ago, even though it is all but impossible for turbulence to cause a crash. We try to avoid turbulence, of course, but not because we're afraid that the wing is going to fall off. It's because it's annoying to the passengers. Now, if they ask me after the flight, "What's the scariest thing that ever happened to you?" I tell them it was a taxi ride from the Los Angeles airport to the hotel, and I'm not kidding.

Speaker 2

I'm Alice and I have been in this profession for almost ten years. My job is to fly the plane. So I don't like it when passengers complain about what they can and can't do on the plane. When we ask passengers not to use laptops and stow them during take-off and landing, we're not asking them to put their laptop under the seat or in the bin above them for our pleasure. It's because a computer on someone's lap can injure you when we gain or lose altitude... In extreme cases, the laptop can become a projectile travelling 200 miles per hour. And if that happens, guess who the passenger is going to blame?

Speaker 3

Hi, my name is Matthew and believe me, being a pilot is a very stressful job, but that doesn't mean we have to make the passengers nervous. That's why you tell them only what they need to know. You don't tell them things that are going to scare the pants off them. You'll never hear

a pilot say, "Ladies and gentlemen, we've just had an engine failure." And when it happens that the plane is running low on fuel for some reason, you don't say, "Ladies and gentlemen, we're running out of fuel and we'll have to pull over at the next cloud." Instead, we politely say, "Due to thunderstorms or delays, we're diverting to another airport."

Speaker 4

My name is William. I am a captain, and I have been flying for 15 years now. I love flying, but due to industry ups and downs I am now a contract pilot and away from my family 4–5 weeks straight and then home for 10–12 days. The thing about pilot jobs here is that if the airline you work for shuts down or downsizes you have to move hundreds of miles or even to another state to support the family. However, if you are in a less specialized profession and your company downsizes, you can just drive to the next town and still be home every day for dinner. At least that's the way it works in my country. The pay doesn't matter: it's all about quality of life, in the long run.

Speaker 5

I'm Joan and I've been flying for nine years now. Being a pilot is something I've never regretted doing... even though the schedule of the airlines is exhausting and makes it quite difficult for a woman to raise children. Fortunately, my husband is a pilot too, so he is aware of the problems that come with the job. But you know, there are still people who think that a woman pilot is something weird. Some people are still shocked when they see me wearing the uniform. I am so tired of hearing, "Oh my god, you're a female pilot!" I mean, when you see a lady doctor do you say, "Oh my god, you're a female doctor!?"

SOLUTIONS

LISTENING – LOWER LEVEL

Part 1: 1C, 2B, 3B, 4B, 5C

Part 2: 6F, 7F, 8T, 9T, 10F, 11T, 12T, 13F, 14T

Part 3: 15 car park/carpark/car parks/carparks,

16 twenty-five/25, 17 luggage/baggage,

18 five/5, 19 start, 20 Sunday, 21 car, 22 five hundred

thousand/500,000

Part 4: 23B, 24A, 25C, 26A, 27C

LISTENING – HIGHER LEVEL

Part 1: 1C, 2B, 3C, 4B, 5B

Part 2: 6T, 7F, 8T, 9T, 10T, 11F, 12F, 13T, 14F, 15T

Part 3: 16C, 17A, 18B, 19A, 20B, 21B

Part 4: 22F, 23B, 24D, 25C, 26G; not used: A, E

READING – LOWER LEVEL

Part 1: 1C, 2A, 3B, 4A, 5D

Part 2: 6C, 7F, 8G, 9E, 10D, 11B, 12I; not used: A, H

Part 3: 13C, 14C, 15D, 16C, 17B, 18B, 19C, 20D

Part 4: 21G, 22D, 23E, 24B, 25C; not used: A, F

Part 5: 26C, 27A, 28B, 29A, 30A, 31C, 32A, 33C,

34A, 35B, 36B, 37C, 38A, 39B

READING – HIGHER LEVEL

Part 1: 1D, 2C, 3A, 4B, 5B

Part 2: 6C, 7F, 8G, 9E, 10D, 11B, 12I; not used: A, H

Part 3: 13C, 14C, 15D, 16C, 17B, 18B, 19C, 20D

Part 4: 21C, 22E, 23C, 24B, 25A, 26D, 27C, 28E,

29A, 30B, 31C

Part 5: 32B, 33A, 34C, 35B, 36A, 37A, 38B, 39C,

40B, 41C, 42B, 43B, 44C, 45A, 46C

Part 6: 47 dangerous, 48 satisfaction, 49 excitement,

50 disappointment, 51 ability, 52 especially,

53 unfortunately, 54 generally, 55 financial,

56 organization