

# Work roles

## Describing work roles

### Speaking

1 Work in pairs. Find out the following information about your partner.

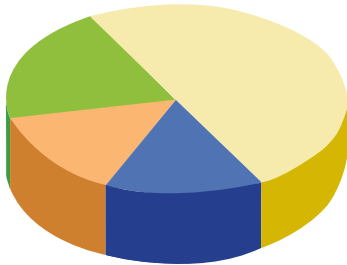
- position
- responsibilities
- duties



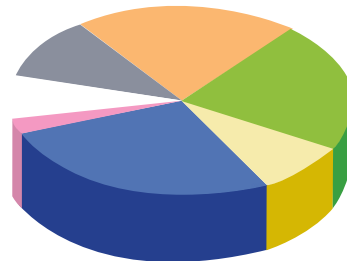
### Reading 1

2 Read the brochure extract on the opposite page from the management consultancy Belbin Associates. How does the WorkSet system use colour to clarify work roles?

3 Look at the following pie charts and the WorkSet extract. How does the manager's brief compare with what the employee actually does?



Manager's brief to the employee



Employee's feedback on the job

4 A manager assigns the following tasks to different workers. Match each verb with one of the four core WorkSet colours.

|          |             |         |        |            |
|----------|-------------|---------|--------|------------|
| schedule | support     | operate | design | co-operate |
| assist   | participate | comply  | decide | follow     |

Think of another verb for each core colour.

## What is WorkSet?

WorkSet is an advanced means of setting up jobs and developing employees in response to the changing nature of work. By adopting the use of colours, companies can specify the exact level of responsibility to be allocated to the key tasks that form an employee's job description. WorkSet replaces the often static job description with a more dynamic short-term job brief.

The employee interprets the manager's brief and uses it as a framework for approaching the tasks that make up the job. A feedback and review process then enables the manager to keep abreast of what the employee actually does and provides an opportunity to jointly assess performance, re-align the job and decide on the development needs of the employee.

### Core colours



**BLUE WORK** refers to tasks an employee has to carry out in a prescribed way to an approved standard. Example: machining an engineering component to a specification.



**YELLOW WORK** involves personal responsibility for meeting an objective. Exactly how the work is done does not matter too much as long as the goal is achieved. Example: initiating procedures to reduce costs by 15%.



**GREEN WORK** refers to tasks that vary according to the reactions and needs of others. Example: helping the hotel service manager at times of peak occupancy.



**ORANGE WORK** involves shared rather than individual responsibility for achieving an objective. Example: contributing to a management team.

### Employee feedback colours



**GREY WORK** refers to work which is incidental to the job and involves responding to situational needs. Example: being asked to entertain a visitor.



**WHITE WORK** refers to any new or creative undertakings outside the employee's formal duties which may lead to improvements. Example: revising standard customer service letters.



**PINK WORK** demands the presence of the employee but serves no useful purpose. Example: attending meetings where nothing new is learnt and no contribution to decision-making is encouraged.

### Listening

1.01-1.05

5 Five people talk about their jobs. Listen and decide which improvement each speaker would most like to see.

- 1 .....
- 2 .....
- 3 .....
- 4 .....
- 5 .....

- A more responsibility
- B more teamwork
- C fewer routine tasks
- D more flexible hours
- E fewer interruptions
- F clearer objectives
- G more creative work
- H more managerial support

## Language

- 6 Look at the present simple and present continuous forms in the following sentences. Find further examples of these forms in the audioscript and discuss how they are used.

*I work for the UK subsidiary of a Japanese company.*

*I'm working for a small leisure group on a one-year contract.*

## Speaking

- 7 Work in pairs. Use WorkSet to produce a pie chart describing your partner's job.

## Report writing

## Reading 2

- 1 Barrie Watson of Belbin Associates has just led a Team Leadership Workshop at Ekstrom Engineering. Read his report on the workshop. How did he use WorkSet?

**BELBIN**

### Report on Effective Team Leadership Workshop

The aim of this report is to summarise issues arising from the recent Team Leadership Workshop at Ekstrom and recommend appropriate action.

#### Findings

The workshop began with an assessment of how the Ekstrom team leaders understood their roles. Perceptions ranged from assigning and checking other people's work to motivating others to do the work. This disparity clearly showed that the team leaders had different understandings of their roles and that Ekstrom therefore needed to communicate its expectations more explicitly.

In order to do this, Ekstrom identified key tasks and used WorkSet colours to illustrate the precise level of responsibility which could be allocated to each. A task such as communicating with the team, for example, might be approached in a variety of ways:

- I give my staff instructions every morning. (Blue work)
- I let my staff decide on the best approach for themselves. (Yellow work)
- My team and I discuss how to do each job. (Orange work)

Having identified the different possible approaches to each key task, the company was able to select which was most appropriate and communicate its expectations in terms of the skills and behaviour required.

#### Conclusions

It is clear that Ekstrom needs to ensure that its team leaders are capable of performing key tasks in a manner compatible with company expectations. However, whilst the appropriate skills can be developed through in-company training, changing behavioural attributes is much more difficult.

#### Recommendations

We strongly recommend, therefore, that Ekstrom sets up assessment centres where existing team leaders and new applicants can be screened to ensure that they have the appropriate attributes for effective team leadership.

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**2 Read the report again and answer the following questions.**

- 1 What were the team leaders asked to do first?
- 2 What did this show?
- 3 What did the use of WorkSet colours then allow the company to do?
- 4 Why does Barrie Watson distinguish between skills and attributes?
- 5 How can Ekstrom ensure its team leaders have the right attributes?



**3 Complete the following information with phrases from the report.**



**Don't forget**

**Report writing**

The following phrases are useful when writing reports.

- **Introduction**  
*This report aims/sets out to ...*  
\_\_\_\_\_
- **Findings**  
*It was found that ...*  
\_\_\_\_\_
- **Conclusions**  
*It was decided/agreed/felt that ...*  
\_\_\_\_\_
- **Recommendations**  
*It is suggested that ...*  
\_\_\_\_\_

**Writing**

**4 Use WorkSet colours to compare your job brief with how you actually spend your time at work. Write a 200–250 word report describing your findings and recommending any necessary changes. Consider the following.**

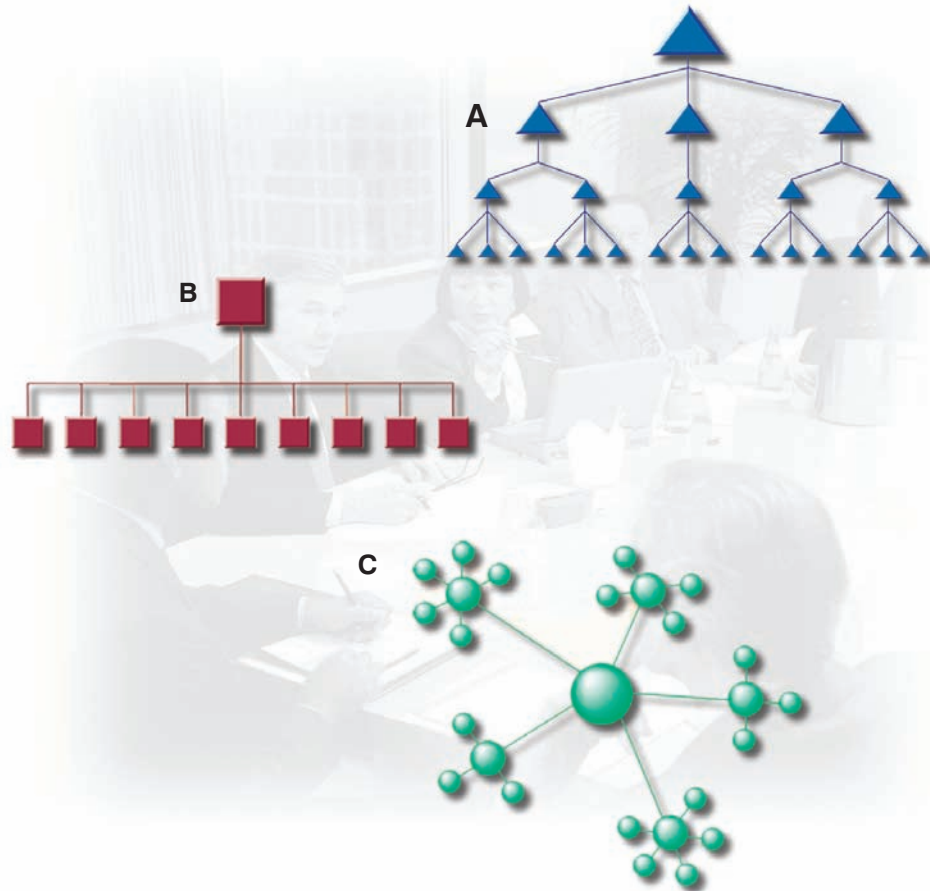
- the title of the report
- the heading and content of each paragraph
- useful phrases for each paragraph

# Company structure

## Types of company structure

### Speaking

- 1 Look at the following diagrams. What kind of company structure do you think each one represents?



### Reading

- 2 Read the article on the opposite page. What are the advantages and disadvantages of each company structure?



- 3 Read the article again and answer the following questions.

- 1 What is the difference between operating and management processes?
- 2 How do hierarchical companies ensure control of operating systems?
- 3 How can entrepreneurial companies be responsive and retain control?
- 4 Why does information alone not guarantee effective management?

# Time for the big small company

With speed increasingly seen as the key to competitive advantage, the dream is to marry the control of an established company with the responsiveness of a start-up. As Lynda Applegate reports, advances in IT now mean that the 'big small' company is finally feasible.

In the hierarchical companies of the 1960s and 1970s, information moved slowly and channels of communication were limited. Over the past few years, however, large companies have come under ever-increasing pressure to collect, process and distribute information more quickly in order to compete with smaller, more nimble rivals. The key challenge facing any sizeable organisation today is how to achieve responsiveness without losing the control inherent in a hierarchical structure.

All types of organisation are controlled through two sets of processes. Operating processes define how a company produces, sells, distributes and supports its products and services. Management processes define how a company directs, coordinates and controls these operations. Typical management processes include planning, budgeting and human resource management.

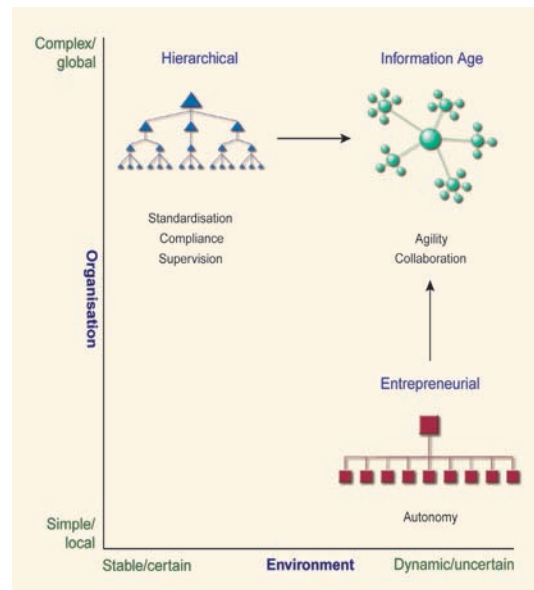
Traditional hierarchical organisations control operating processes through standardisation of jobs. These jobs are separated into sequential steps and carried out under direct supervision. However, the line workers lack both the authority and motivation to improve these routine tasks and are limited by their local view of the business. Management processes in such companies are also hampered by the time it takes to recognise that change is needed. Thus, hierarchical control is only truly effective in relatively stable business environments where change happens slowly.

Entrepreneurial organisations, on the other hand, allow fast response without any loss of control. Daily personal interaction between the owner and employees ensures flexibility and responsiveness, while instant feedback ensures effective control. However, as the company becomes larger and more complex, this control breaks down and more structured operating and management processes are required.

Information age organisations can manage the complexity of the large hierarchical structure without

losing the speed of the entrepreneurial start-up. IT plays a critical role. It co-ordinates complex fast-cycle operating processes and, more importantly, gives decision-makers quick access to detailed, real-time information about operations and market performance. Once all this information is flowing, employees can quickly evaluate their decisions and continually refine both strategy and operations. Organisational control then becomes a dynamic, information-enabled learning process rather than a static monitoring system.

However, although IT makes the 'big small' company possible, it cannot motivate people to use information in order to act on behalf of the organisation. The challenge for organisations is therefore to ensure that managers and employees share the same perspective on the business and are motivated to accomplish the same goals.



Adapted from the *Financial Times*

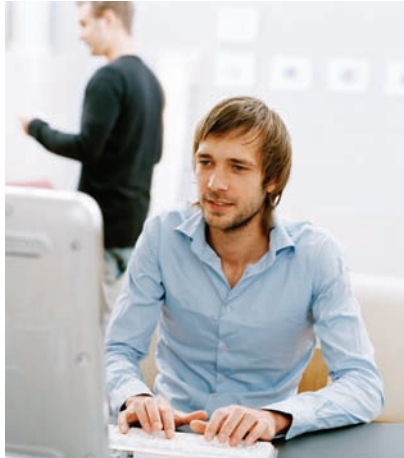
## Speaking

4 Which of the structures is most like the organisation you work for?

## Flexible working



- 1 Don McNally, from Brennar Manufacturing, an engineering company based in the north of England, talks about how changes to retirement age will affect his company. Listen and say whether he is looking forward to the changes and why.



- 2 Listen again and choose one letter for the correct answer.



Don McNally  
Brennar Manufacturing

- 1 What is the main effect these changes will have on businesses?
  - A that the age of retirement will change
  - B in the administration of people's retirement
  - C in the number of people not wanting to retire
- 2 How many people will need to be re-assigned?
  - A almost everyone over the age of 65
  - B precisely 81% of cases
  - C fewer than 20% of those reaching retirement age
- 3 How does this affect younger employees?
  - A They are not getting the experience they need.
  - B There are too many older people at work.
  - C They are being passed over for promotion.
- 4 How might the culture of companies change?
  - A Every different company will find a different solution.
  - B Employees will be encouraged to share experience.
  - C Experienced people will be redeployed into training roles.
- 5 What kind of training roles are likely to be applied?
  - A More experienced people will mentor younger colleagues.
  - B Well-qualified staff will receive more formal training.
  - C People will work together in specific roles.
- 6 How has the company approached implementing change?
  - A by making older staff face up to it
  - B by treating it as a personal problem
  - C by avoiding division in the workforce
- 7 What has been the effect of people working in these teams?
  - A They have learned to respect each other more.
  - B People have begun to share their skills and practices.
  - C Managers are able to resolve conflict better.
- 8 What does Don see happening in the future?
  - A The principle of team working will be applied to other areas.
  - B The workforce will become increasingly flexible.
  - C Team working will increase productivity.

**Language**

- 3 Look at the tenses in the following sentences. Find further examples of these forms in the audioscript and discuss how they are used.


Several years ago we **changed** our company policy so that ...

The young **have been acquiring** the working habits of their older colleagues.

There **has been** some reluctance on the part of individuals.

**Speaking**

- 4 Work in pairs. Use the Brennar questionnaire to assess the suitability of your partner for redeployment into a training or mentoring role. What other factors would be important?



### Redeployment Questionnaire

Please complete the questionnaire and use it in discussion with your line manager.

**Q1 How many years experience do you have in your job?**

|                      |                      |                      |                      |                      |                      |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 5–10 years           | 10–15 years          | 15–20 years          | 20+ years            | at Brennar           | elsewhere            |
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

**Q2 How do you assess your ability in the following?**

|                               | Poor                 | Average              | Good                 | Excellent            |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|
| Communicating with colleagues | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Dealing with problems         | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Discussing work with managers | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Planning work                 | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Delegating tasks              | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

**Q3 How often in a week do you tell or show colleagues how to do something?**

|       |                      |           |                      |      |                      |                |                      |
|-------|----------------------|-----------|----------------------|------|----------------------|----------------|----------------------|
| daily | <input type="text"/> | 2–3 times | <input type="text"/> | once | <input type="text"/> | less than once | <input type="text"/> |
|-------|----------------------|-----------|----------------------|------|----------------------|----------------|----------------------|

**Q4 What do you feel that your experience can offer less experienced colleagues?**

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**Writing**

- 5 Write a 200–250 word report assessing the suitability of yourself or your partner for redeployment in a training or mentoring role. Separate the report into logical paragraphs with appropriate headings.

**Optional task**

- 6 Visit [www.asda.jobs](http://www.asda.jobs), the recruitment website of a large retail chain in the UK. What do they value about their employees, and how do they aim to build a team spirit in their workforce?



# Self-study 1a

## 1 Choose the correct word to fill each gap.

Research has shown that in today's dynamic working environment the traditional job description is no longer doing its job. Today's jobs are not (1) \_\_\_\_\_ – they are constantly changing. This leads to (2) \_\_\_\_\_, with employees uncertain of their precise work roles. This can be illustrated by the following quotation from a job description: 'Meet or exceed customer (3) \_\_\_\_\_.' The initial reaction may be that this (4) \_\_\_\_\_ is perfectly clear but on closer examination it poses a number of questions. For example, is it (5) \_\_\_\_\_ employees to do whatever they feel is necessary to (6) \_\_\_\_\_ this end without restrictions? Or is it saying (7) \_\_\_\_\_ our procedures and this will be the outcome? Who knows? Perhaps the manager, but the description certainly does not (8) \_\_\_\_\_ things sufficiently from the employee's point of view.

- |   |                |              |                |
|---|----------------|--------------|----------------|
| 1 | A static       | B routine    | C standard     |
| 2 | A disparity    | B initiative | C ambiguity    |
| 3 | A undertakings | B objectives | C expectations |
| 4 | A schedule     | B feedback   | C statement    |
| 5 | A authorising  | B allocating | C prescribing  |
| 6 | A support      | B achieve    | C carry out    |
| 7 | A follow       | B comply     | C serve        |
| 8 | A highlight    | B identify   | C clarify      |

## 2 Use the words to write sentences with *job*.

*He re-aligned certain aspects of the job.*

|             |                  |          |
|-------------|------------------|----------|
|             | carry out        |          |
| aspects     |                  | brief    |
|             | highlight        |          |
| communicate | responsibilities |          |
| description | <b>job</b>       | classify |
| feedback    | monitor          |          |
|             | re-align         |          |
| set up      | enjoy            |          |
|             | duties           |          |

## 3 Use the prompts to write sentences to be included in a formal report.

- 'There's a lack of communication in Sales.'  
(it/feel) It was felt that there was a lack of communication in sales.
- 'Let's organise some training for our team leaders.'  
(it/suggest) \_\_\_\_\_
- 'We're going to bring in a consultant.'  
(it/decide) \_\_\_\_\_
- 'It seems team leaders' roles aren't clear enough.'  
(it/find) \_\_\_\_\_
- 'OK, we'll start implementing WorkSet next month.'  
(it/agree) \_\_\_\_\_
- 'Ekstrom needs to set up new assessment centres.'  
(we/recommend) \_\_\_\_\_

### Present simple and continuous

## 4 Complete the email. Put each verb in brackets into the correct form of the present simple or continuous.

Sally

Colin (1 *want*) wants a meeting on Friday morning at 10.30 to discuss ways of improving team leadership within the company. I know we usually (2 *hold*) \_\_\_\_\_ our weekly sales briefings then but Colin (3 *say*) \_\_\_\_\_ this is more important. He's worried that our team leaders (4 *not/delegate*) \_\_\_\_\_ anywhere near enough responsibility and that could be the reason why the atmosphere (5 *not/seem/get*) \_\_\_\_\_ any better around here. Colin must be pretty worried because he (6 *even/bring*) \_\_\_\_\_ in a consultant. Remember the guy we had in the summer? Well, I (7 *think*) \_\_\_\_\_ it's the same one again, so he should be good. Some of the things he showed us last time about time management were really useful. As a result, I (8 *definitely/get*) \_\_\_\_\_ a lot better at prioritising my work nowadays. Anyway, I'd better go.

See you on Friday.

Bob

# Self-study 1b

## 1 Match the words as they appear in the unit.

- |                |              |
|----------------|--------------|
| 1 support      | intranet     |
| 2 virtual      | services     |
| 3 corporate    | manager      |
| 4 line         | organisation |
| 5 business     | support      |
| 6 hierarchical | environment  |
| 7 online       | costs        |
| 8 operating    | team         |

## 2 Complete the table.

| Verb        | Noun        | Adjective  |
|-------------|-------------|------------|
| standardise | _____       | _____      |
| _____       | diversity   | _____      |
| _____       | _____       | responsive |
| _____       | operation   | _____      |
| _____       | _____       | suitable   |
| _____       | supervision | _____      |
| _____       | _____       | varied     |

## 3 Which word in each group is the odd one out?

- |                 |           |             |              |
|-----------------|-----------|-------------|--------------|
| 1 collaborative | remote    | team-based  | co-operative |
| 2 stable        | static    | sequential  | routine      |
| 3 responsive    | dynamic   | flexible    | virtual      |
| 4 separate      | divide    | specify     | break down   |
| 5 back up       | resist    | hamper      | prevent      |
| 6 evaluation    | feedback  | interaction | assessment   |
| 7 accomplish    | challenge | manage      | achieve      |
| 8 strategy      | concept   | impact      | plan         |
| 9 paperwork     | hard copy | email       | stationery   |
| 10 motivation   | authority | control     | supervision  |

## 4 Complete each sentence with a suitable preposition.

- The company is separated \_\_\_\_\_ several different business units.
- People come together \_\_\_\_\_ a specific purpose and then go on to join new teams.
- Some managers worry that staff can only work if they're \_\_\_\_\_ direct supervision.
- I spend most of my day working \_\_\_\_\_ the company network.
- Some people find it hard to cope \_\_\_\_\_ working from home.
- Management should encourage staff to use information \_\_\_\_\_ behalf of the organisation.

## 5 Some of the following lines contain an unnecessary word. Underline any extra words in lines 1–13.

- Many firms now offer home-based working opportunities
- to their staff as those demands for more flexible
- arrangements grow. Companies such like the BBC, for
- example, are running schemes where managers,
- journalists, producers and accountants all have work from
- home. The manager of one project said, 'It is popular with
- all staff. They are lot happier, use their time more
- productively and are less stressed. They are saving money
- by not commuting and can spend themselves more time
- with their families.' He also mentioned the need for
- home-based staff and to be able to cope with technology.
- 'Good information technology support is the absolutely
- crucial to the success of any home-working scheme.'

### Past simple and present perfect

## 6 Complete the conversation. Put each verb in brackets into the correct form of the past simple, present perfect simple or present perfect continuous.

- Linda, (1 *you/hear*) have you heard the news?
- ▼ What news?
- They (2 *just/promote*) \_\_\_\_\_ Sue to Head of European Sales.
- ▼ Sue? You must be joking! She (3 *not/even/work*) \_\_\_\_\_ for the company all that long. When (4 *she/join*) \_\_\_\_\_, about last May? Anyway, who (5 *tell*) \_\_\_\_\_ you about it?
- Maurice. I (6 *see*) \_\_\_\_\_ him yesterday at the International Sales Conference. Yes, apparently Sue (7 *break*) \_\_\_\_\_ all kinds of records since she (8 *look*) \_\_\_\_\_ after the Central European Region.
- ▼ But I always (9 *think*) \_\_\_\_\_ Francesco (10 *be*) \_\_\_\_\_ in line for that position.
- Well, it seems Sue (11 *make*) \_\_\_\_\_ a huge impression on the board and they're worried they might lose her. Maurice says that headhunters (12 *already/call*) \_\_\_\_\_ on a pretty regular basis so ...
- ▼ And what about poor Francesco? How (13 *he/take*) \_\_\_\_\_ the news?
- I don't really know. Maurice (14 *not/mention*) \_\_\_\_\_ Francesco at all. But I guess he'll be pretty disappointed. He's certainly made no secret of the fact that he wanted the job.

## Reading Test Part One

- Look at the sentences below and the profiles of five international executives.
- Who does each sentence refer to?
- For each sentence 1–8, mark **one** letter **A, B, C, D or E**.
- You will need to use some of the letters more than once.

### Example

0 He was once involved in national politics.

|  |                                     |                          |                          |                          |                          |
|--|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|  | <b>A</b>                            | <b>B</b>                 | <b>C</b>                 | <b>D</b>                 | <b>E</b>                 |
|  | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- 1 He has cut operating costs by reducing the number of senior staff.
- 2 He does not enjoy making presentations and speeches.
- 3 He started his career working for a television station.
- 4 He improved the company's financial position by selling off assets.
- 5 He is expanding the company with a series of takeovers.
- 6 He is famous for his imagination and tough business strategies.
- 7 He has been with the same employer all his working life.
- 8 He has worked in a variety of different industries.

**A**

#### **Michael Martins, *Chairman, Ecofoodsmart***

Michael Martins has recently returned to Ecofoodsmart, the large retail food chain, after a 20-year absence. Whilst away, he held a variety of posts in local government including that of mayor for six years, where his skills as an effective public speaker won him great respect. He then returned to the industry as one of the two architects behind the dramatic revival of the Remco supermarket chain. His comprehensive and varied experience of the retail food sector will make a huge impact on Ecofoodsmart and he has already embarked on an ambitious policy of major acquisitions.

**B**

#### **Steven Waugh, *Chief Executive Officer, DigiCom***

Steven Waugh, the driving force behind DigiCom for over 25 years, retires this year. Known for his quick decision-making, he is seen as one of the most outspoken and ruthless operators in the world of business. These qualities have often made life difficult for DigiCom competitors, who have regularly been faced with bitter price wars and innovative promotional campaigns, often masterminded by the CEO himself. Born in Queensland, Waugh first cut his teeth on Australia's Channel 9 before entering broadcasting in Britain. Never a great believer in political correctness, he is famous for spending his time aboard his luxury cruiser indulging in gourmet food and champagne.

**C**

#### **Mark Boucher, *Chairman, Gladstone***

Mark Boucher, 53, chairs Gladstone, the base-metals group recently demerged from Corgen of South Africa and floated in Amsterdam. Since the breakaway, Gladstone's operating profit has grown to \$92m, even though experts have described the company as overstaffed and inefficient. Boucher is a reserved man who is reluctant to address large meetings but reveals, when pressed, a dry sense of humour. He has had an unusual career path, including a spell working for the North American Space Agency, followed by a stint running a satellite TV station.

D

**Erik Johanssen, Chief Executive, MorgenReynolds**

MorgenReynolds' CEO Erik Johanssen admits to crying occasionally and says he is not the tough hard-nosed businessman that people expect when they meet him. He is, however, universally regarded as a shrewd politician within the industry. A self-styled company man, the chain smoking 55 year-old Johanssen has been with Morgen for over 20 years. Since Morgen took over the innovative but under-performing Reynolds, Johanssen has streamlined the business radically, axing half of Reynolds' top managers. Johanssen lives modestly in Stockholm and travels to work by underground.

E

**Joe Anderson, Chief Executive, Dayton International Hotels**

Joe Anderson joined the imaginative Seattle-based Foyles restaurant chain after graduating in 1973. He worked his way up through the ranks, performing a variety of different roles, eventually becoming the Managing Director in 1986 and joining the parent company's executive board in 1990. In 2004 he became CEO and President of the group's Dayton International Hotels division. Anderson has focused on Dayton's core restaurant and hotel activities and reduced the group's debts by disposing of several properties and a chain of beauty salons. His next project is likely to be the search for strategic alliances with major European hotel chains.

## Reading Test Part Five

- Read the article below about an ageing workforce.
- For each question 1–10, write **one** word.

### Example

0

|   |   |   |   |  |  |  |  |  |
|---|---|---|---|--|--|--|--|--|
| W | E | L | L |  |  |  |  |  |
|---|---|---|---|--|--|--|--|--|

## Working beyond retirement

An increasing number of people are choosing to work beyond the traditional retirement age of 65. There are a variety of reasons for this. For many it is a financial necessity, but for others the workplace offers social contact with like-minded people as (0) ..... as the chance to keep mentally active.

A recent survey shows that the number of people expecting to work beyond (1) ..... planned retirement age has increased (2) ..... 57% in 2010 to 62% in 2011 and the aim of the report is to show (3) ..... this will impact (4) ..... society. With the abolition of the state retirement age, many people in the UK will continue to work for longer, with more than half saying they would consider staying in employment, either full or part-time in return for (5) ..... higher retirement income.

Over the past ten years the number of people working beyond state pension age has risen by 30% and according to official figures women are (6) ..... most likely to be found working beyond the state retirement age, due to their generally lower earnings.

A similar picture (7) ..... emerging in the US with (8) ..... than 25% of the population working beyond the age of 65 and (9) ..... to 14% still working past 70. Many more want to work, but face age discrimination. Yet these 'greying' workers want to learn new skills (10) ..... as teaching or even truck driving to keep active in their communities and remain mentally alert.