

# BENCHMARKING REPORT

# COMPANY

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英國劍橋大學  
企業英語職能評鑑報告



CAMBRIDGE ENGLISH  
Language Assessment

Authorised BULATS Agent

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# ENGLISH LANGUAGE BENCHMARKING

## 五項職務之英語職能評鑑

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## 五項職務之英語職能評鑑

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### I. SUMMARY 小結

#### 1.1 Introduction 介紹

Acumen Business English acting as the Benchmarking Agent for Cambridge English Language Assessment has worked with XXXX to construct English Language Benchmarks for five key positions in the company. The purpose of this has been to determine the level of English needed for each position and to create a profile of *how* English is used and in what activities. The information contained within the profiles is important as it:

- allows all stakeholders to have a common understanding the nature of the language ability required for the position and the relative importance of of different competencies in different language skill areas (Speaking, Listening, etc)
- enables L&D to identify which areas of English language competence are of the greatest priority with a view to effectively identifying and prioritizing training and development goals
- allows clear information to be passed on to people either currently in the roles or aspiring to these positions so that they can understand what exactly is required and work toward it

A further benefit of these Benchmarks is that they provide vital information for recruiters as they state requirements for certain roles, and evaluate the strengths and potential weakness of candidates for positions in which English is a consideration.

睿言商英顧問股份有限公司與\_\_\_\_\_公司配合此次劍橋大學企業英語職能評鑑服務，本專案提供貴公司五項職務之英語職能評鑑。其目的是協助分析職務所需的英語程度以及英語技能項目，並依此提供分析報告。本報告中包含以下重要資訊：

- 可以使企業清楚了解職務須具備的英語程度和英語技能，並依照聽、說、讀、寫區分。
- 可以使同仁清楚了解在該職務上須具備的英語程度和英語技能，並依照自身語言狀況協助設定學習目標。
- 可以使企業在招募人才時能明確訂定英語門檻需求，並依此設計面試關卡，更能掌握應試者的實際英語能力。

## 1.2 Positions Benchmarked 五項職務資訊

The positions selected for this Benchmark project we based rank on rank rather than specific job function. The positions are:

1. Position 1
2. Position 2
3. Position 3
4. Position 4
5. Position 5

It was agreed that the project would have three main components.

本專案包含以下三點：

1. Clarify an external standard 先認識國際語言架構 CEFR
2. Construct the Benchmarks 建構職務的英語職能過程及方法
3. Present the report with recommendations 結果分析及建議

### 1.3.1 An External Standard 認識國際語言架構

In order to say something useful about the level of language ability required for any position, it was first necessary to agree on a standard of language proficiency. The standard selected was the Common European Framework of Reference (CEFR). It was chosen on the grounds that:

- it is the standard used by universities and the Taiwan government
- it is the world's most widely-used standard for language ability
- it describes in detail what users CAN DO with language at each level

在論及到定義英語能力需求時，本職能服務所使用的為一國際語言架構，全名為歐洲語言學習、教學、評量共同參考架構，簡稱 CEFR。我們使用 CEFR 的原因如下：

- CEFR 為台灣政府、教育部所採用，使用於大專院校以及公務單位等
- CEFR 為全世界最具知名且最被廣泛認可及採納之語言架構標準
- CEFR 各等級中涵蓋語言能力說明，讓應試者清楚了解可以使用語言達成哪些技能

COMMON EUROPEAN FRAMEWORK (CEFR)	
Level	Level Description
C2 精通級	Proficient User 熟練自如
C1 流利級	
B2 高階級	Independent User 獨立運用
B1 進階級	
A2 基礎級	Basic User 基礎能力
A1 入門級	

### 1.3.2 Construct the Benchmarks 建構職務的英語職能過程及方法

#### *Benchmarks-Focus Group Interview* 焦點團體訪談

In order to gather the information necessary to construct the Benchmarks, a focus group was conducted for each position. Human Resources contacted people currently in each position and invited them to attend a focus group in which they were to be asked questions on how English is used the execution of their job responsibilities. In addition to gaining information for the construction of the benchmarks, this was also an opportunity for selected HR managers to participate in the process and gain first-hand experience of running a benchmarking focus group.

在決定好哪些為本次進行職能分析的職務後，針對每個職務便將組成焦點團體。

焦點團體須由該職務之同仁、人資代表出席，而訪談當天將針對該職務使用英語的狀況進行詢問，並蒐集職能資訊。此外，透過焦點團體訪談的方式，提供人資代表或經理參與實際過程的經驗，可幫助未來公司要自行進行英語職能分析。

#### *Report* 報告分析

The results of the Benchmarking form the core of this report and recommendations are given in the final section.

五項職務之英語職能分析結果將為本報告主要內容，此外並於最後段落附上相關建議。

### 1.4 Conclusion 結論

Gathering information for the language benchmarks highlighted just how different the language requirements are for those who work with international clients from those who do not. This difference is reflected also in the perceptions of employees who tend to see English as much more of a priority if they are currently working with international clients, but much less so if they are not. Importantly, what is described in the Benchmarks are the competencies necessary for an employee of a certain rank to be able to execute his/her job responsibilities effectively when dealing with an international client.

This project also clarifies how it is not just the level of language ability that changes as employees progress up the ranks, but also how the required language competencies develop as the level of responsibility increases. Employees at higher levels need a wide range of language skills, and there is increased importance on verbal communication.

藉由本專案資訊彙整的過程，我們可以清楚發現，在不同職務時，對應的英語能力需求將有所差異，同時這也出現在需要經常使用英文與較少使用英語作業的同仁身上。另一方面，當位階越高的時候，該職務的英語程度設定或是技能需求便可能更加廣泛或是越高級。

此外本專案的重點是協助企業明確訂出職務同仁該具備的英語技能和程度需求，好以更加有效掌握內部同仁的英語現況。

以下是依照『劍橋大學企業英語職能評鑑服務』針對不同職務產出的英語職能評鑑報告，供企業主/人資參考(此為範例說明)。

## Language Benchmark – Position Profile

### 英語職能評鑑分析報告(範例)

Position

職務名稱

**行銷部經理 Marketing Manager**

#### I. SUMMARY 總結

##### Benchmark levels by skill (職能分析之四項能力所需程度)

Staff in the role need the following level of English in each skill area :

(針對四項語言能力，該職務同仁具備之 CEFR 等級，建議應設定為)

Listening	<b>C1</b>
Speaking	<b>B2</b>
Reading	<b>C1</b>
Writing	<b>B2</b>

#### II. PROFILE OF USE 各項英語技能詳述列表

**Very important (十分重要)**：其意指該職務同仁必須且一定要擁有以下技能，否則會造成工作表現的問題；或是這些技能是職務同仁常常需要使用到的，以便達成工作項目。

It is very important that people in this role are able to:

以下是該職務會使用到十分重要的英語能力：

Listening	<p>Listen and follow discussions in meetings or conference calls 聽得懂一般會議或電話會議中的事項</p> <p>Listen to and understand presentations or training 聽得懂簡報或教育訓練</p>
Reading	<p>Read emails and correspondence 閱讀信件及回函內容</p> <p>Read written materials for the fulfillment of job responsibilities</p>

	閱讀文件中的資訊來完成工作項目，例如：報告、施政方針、訓練文件、規範原則、工作手冊、行銷資訊或文章
Speaking	Socialize with clients or colleagues 與客戶及同事的社交能力
Writing	Write reports, memos or proposals 報告、提案、便籤等寫作能力

**Important (重要的)：**其意指該職務同仁最好能擁有以下技能，或是這些技能是職務同仁偶而需要使用到的，以便達成工作項目。

It is important that people in this role are able to:

以下是該職務會使用到重要的英語能力：

Listening	Listen to instructions and directions 聽得懂指令與指示
Reading	Read notes, instructions and guidelines 閱讀公告、訊息、指示以及標誌
Speaking	Give presentations 簡報呈現的能力
Writing	Write notes or meeting minutes 訊息及會議紀錄的寫作能力

**Useful (可具備的)：**其意指若該職務同仁擁有這些技能會對工作項目的達成更具效果，但倘若沒有具備這些能力也不會影響到工作表現。

It is a benefit for people in this role if they are able to:

以下是該職務會可具備的英語能力：

Listening	Listen to broadcast information 聽得懂廣播或宣告事項
Reading	Read notes, instructions and guidelines 閱讀公告、訊息、指示以及標誌
Speaking	Talk with clients or colleagues by phone 與客戶及同事電話溝通的能力
Writing	Write reports, memos or proposals 報告、提案、便籤等寫作能力