Hoja~~Worksheet~~ 3.2: Caso estudiado para ~~Case Study for~~ Carrington & Howard Property Sales and Lettings

Resumen~~Overview of Business~~

Jan fue contratado por ~~was originally employed by~~ Carrington & Howard Property Sales and Lettings como gerente de ventas hace ocho años. La compañía había estado funcionado durante 10 años en una zona costera antes de que se trasladara a una zona rural a diez millas de distancia. La decision de mover el negocio se debió a la gran subida del alquiler y a la oportunidad de negocio que se les presentó tras la fundación de un nuevo programa sobre construcción de viviendas que había comenzado recientemente cerca de la aldea. Además el Gobierno planeaba contruir más viviendas en la zona. Desde que la empresa se mudó, el negocio ha incrementado sus importes en ventas y alquiler y continúan con la cartera de valores del alquiler residencial de sus antiguas instalaciones localizadas en la otra ciudad. ~~as a Sales Manager, before buying into the business eight years ago. The business had been running for ten years in a busy coastal town, before recently relocating to a rural village ten miles away. The decision for the move was based on the lease being up for renewal at a significantly higher cost and the business opportunity of a new substantial house building programme that had recently started near the small village. In addition to this, the local government had plans for further home building in the region, influencing her decision to move. Since moving, the business has successfully increased its turnover in both sales and lettings and retained its portfolio of residential lettings that remain in the town of its former premises.~~

Identificación del problema y Diagnóstico~~Problem Identification & Diagnostic~~

Cuando el negocio fue trasladado, el gerente se marchó y el negociador de alquiler dio un aviso. Ambos tienen un puesto asegurado en la ciudad. El cliente publicó los puestos vacantes en una página de Facebook sobre trabajos locales pero hubo pocas respuestas; ella cree que esto se debe a su localización fuera de la ciudad. El puesto de gerente sigue sin ser cubierto y ningún otro trabajador puede cubrirlo ya que están a pleno rendimiento, por lo tanto ella ha tenido que trabajar un inconsiderable número de horas para completar todo el trabajo del gerente que pudiera conseguir. Como propietaria de una pequeña empresa, está bastante ocupada distrubuyendo ventas y alquileres y la carga de trabajo extra está siendo insostenible. ~~Since the business relocation the Administrator has left and the Lettings Negotiator has given in her notice. Both have secured jobs back in the town. The client has advertised the vacancies on a local jobs page on Facebook but has only had very few responses; she believes this is due to the out of town location. She has not been able to replace the administrator, nor could she share admin tasks between existing members of staff as they are already at full capacity, therefore she has been working longer unrealistic hours to complete as much of the admin work as possible. As a small business owner she is busy delivering both sales and lettings as well as managing the business, of which the extra workload is becoming unsustainable.~~

El cliente era consciente de que no podía seguir cubriendo la escasez de personal con otros miembros de la empresa o con su propio trabajo y que todo su esfuerzo centrado en el crecimiento de su empresa se perdería, por eso acudió a un asesor empresarial en busca de ayuda. En la reunión con el asesor, Jan indicó que su equipo ahora mismo contaba con 7 miembros , habiendo perdido recientemente a dos de ellos y que necesitaba ayuda para contratar a la gente adecuada para su agencia inmobiliaria , también explicó que la plantilla no tendía a quedarse por mucho tiempo, durante un periodo entre 2 y 18 meses. ~~As a result, the client was concerned that~~

she may not be able to cope covering staff shortages and that all her hard work and focus to grow the business will be lost, therefore she sought out a business advisor for help.

At the business advice meeting, Jan explained that she now has a team of seven staff having recently lost two members, and that she needed help recruiting the right people for her busy estate agents, she explained that staff do not tend to stay for very long, lasting between 2 and 18 months.

Actividad en Grupo Group Activity

- What further information do you need from the entrepreneur? ¿Qué información añadida necesitas por parte del empresario?

- What questions would you ask and why? ¿Qué preguntas harías y por qué?

Enfoque del Asesor de negocios Business Advisors Approach / Soluciones tions & Respuestas de clientes Clients Answers

Para localizar la raíz del problema, el asesor necesitaba estudiar los procesos de contratación y selección de empresas. Esto fue empezado por el asesor buscando entre una lista de verficación de diagnóstico procedente de la herramienta digital In order to pin point the root of the problem the adviser needed to explore the businesses recruitment and selection processes. This was undertaken by the adviser going through a diagnostic check list sourced from digital tool **Cobra Information For Business** www.cobra.cobwebinfo.com. COBRA es un recurso de referencia en línea completo y continuamente actualizado para asesores de negocios y profesionales de la información que proporcionan asesoramiento y apoyo a los propietarios de negocios, contiene varios miles de informes prácticos, factuales y digeribles informes, hojas informativas y recursos de referencia para asesorar y apoyar a la empresa . El asesor descarga la " is a comprehensive and continually updated online reference resource for business advisers and information professionals who provide advice and support to business owners, containing several thousand practical, factual and digestible reports, guides, factsheets and reference resources to help advise and support businesses. From Cobra the advisor downloaded the **business information checklist**" o lista **de verificación** desde Cobra basado en la major práctica de cada uno de los pasos que una empresa necesita para llevar a cabo al contratar a personal y averiguar como el cliente pone en marcha a cada uno. Como resultado se implementaron las siguientes preguntas: based on best practice of each of the steps that a business needs to undertake when recruiting staff and find out if and how the client implements each one. As a result, the following questions were asked:

¿Cuál es la estructura del personal? What is the staffing structure?

La empresa contrata un total de 9 trabajadores ~~The business employed nine staff in total:~~

Personal de ventas ~~Sales staff~~: 1 x
personal de ventas ~~sales manager~~ 1x
negociador experto ~~senior negotiator~~ 3 x
negociador a tiempo parcial ~~part time negotiator~~

Agente inmobiliario ~~Lettings staff~~: 1x
agente ~~lettings~~ manager 1x agente
negociador ~~lettings negotiator~~ (*posición vacante* ~~*position about to become vacant*~~)

Persona de administración ~~Administration Staff~~:
1x administrador ~~tor~~ (*posición* ~~*tion*~~ vacante) 1x vigilante a
tiempo parcial ~~part time book keeper~~ /responsable de la nómina ~~payroll officer~~

Q: **¿Por qué crees que hay un alto cambio de personal?** ~~**Why do you think that there is a high staff turnover?**~~

A: El cliente cree que se debe al hecho de que el negocio de venta y alquiler puede ser un ambiente de trabajo estresante. A menudo el personal tiene que tratar con clientes difíciles tales como arrendatarios descontentos cuando hay un problema con su vivienda , propietarios enfadados porque su renta no está siendo pagada a tiempo mas gente sufriendo las tensiones que el cambio de casa puede crear. Todos ellos son personas con las que difícil se puede tratar. ~~The client believes this is due to the fact that the sales and lettings business can be very a stressful working environment. Often staff struggle to deal with difficult customers, such as upset tenants when there is a problem with their property, angry landlords if their rent is not paid on time, plus people experiencing the personal tensions that moving house can create. All of which can make these customers difficult to deal with.~~

EL cliente explicó otros problemas incluyendo la falta de algunas habilidades necesarias para el puesto, por ejemplo un negociador de ventas que fue contratado tenia un conocimiento pobre sobre IT skills. Las propiedades que están en vestan necesitan ser registradas en una base de datos y y actualizadas en la web de la empresa. ~~The client explained other issues include a lack of necessary skills, for example a sales negotiator was employed who had poor IT skills. Properties for sale need to be listed on a data base and uploaded onto the company web site as well the national sales web sites, Right Move and Zoopla,~~ sin embargo debido a la falta de conocmientos por por parte de un miembro del staff, hubo problemas ya que otros miembros tenían que ayudar y corregir los errores. Por eso señalaban la importancia de recruir a los candidatos adecuados con las habilidades y atributos necesarios para el puesto.

~~however due the staff member having poor IT skills this caused problems as other members of staff had to help out and correct mistakes. This highlighted the importance of recruiting the right candidate with the necessary skills and attributes for the post.~~

Q: **¿Proporcionan un entrenamiento al servicio del cliente?** ~~**Do you provide customer services training?**~~

A: No

Soluciones digitalesDigital Solutions/ Recommendacionetions:

El asesor recomienda que el cliente evalúe el entrenamiento del personal ya que es más barato quedarse con los empleados contratados que entrenar a personal nuevo. La herramienta recomendada para ello en su área loca fue The advisor recommended that the client looks into training for staff, as it is much cheaper to retain than recruit and train new staff. The digital tool recommended to search for customer service training providers in her local area was www.yell.com. Yell.com proporciona un directorio de todos los negocios de tu área local. provides a comprehensive directory of all businesses in your local area.

Q: ¿Diría usted que el personal que emplea a menudo no tiene las habilidades necesarias o atributos personales para trabajar en la empresa?

Would you say that the staff you employ more often than not do not have the necessary skills or personal attributes to work in the industry?
A: El cliente estuvo de acuerdo, reconociendo que no estaban atrayendo a los candidatos adecuados. The client agreed that this appears to be the case, acknowledging that she was not attracting right candidate

This led onto asking other questions to identify why she was not attracting the right candidate.

Q: How do you define the requirements of the specific job (which may also require some redefinition of existing jobs) ¿Cómo definirías los requisitos para el puesto de trabajo?

 A: EL cliente declaró que había escrito una lista con la descripción de las tareas que debían ser desempeñadas por cada role. The client states that she writes a job description listing all the duties of each role.

Soluciones digitalesDigital Solutions/ Recommendacionestions:

El asesor explicó que el primer paso era analizar el trabajo que el empleado deberá realizar. The advisor explained that the first step in the process is to analyse the job that the employee will need to perform. El análisis del trabajo es el proceso de descomponer un trabajo en sus partes componentes analizando lo que implica el trabajo ¿Qué tipo de tareas? ¿Qué tipo de habilidades se necesitarán para llevar a cabo esas tareas? Job analysis is the process of breaking down a job into its component parts analysing what does the job involve? What sort of tasks? What sort of skills will be needed to carry out those tasks?
Debido a la indicación de que el cliente puede atraer a los candidatos equivocados para los puestos, era importante que esta vez se asegurará de que su descripción del trabajo no tuviera información errónea en relación con el puesto que anunciaba. Una serie de fuentes de información y métodos que el cliente puede utilizar para desarrollar una imagen clara de los requisitos de trabajo que se recomiendan son:

Due to indication that the client may be attracting the wrong candidates for posts, it was important that this time round she ensured that her Job Description has no specific missing information relevant to the post she was to advertise. A number of sources of information and methods that the client can use to develop a clear picture of the job requirements were recommended as follows:

LinkedIn: Esta herramienta digital es una excelente fuente de información que conecta a profesionales por el título de su trabajo permitiendo al cliente conectar y hablar con individuos que anterior o actualmente trabajaron en dicha posición.

This digital tool is an excellent source to connect with professionals by job title, therefore enabling the client to connect with and talk tp individuals who have previously or currently hold the position she is advertising.

Revisar la visión externa ew external sources: Depende del trabajo y en la experiencia del cliente escribiendo las descripciones de trabajo, el asesor recomienda al cliente que tome como referencia fuentes externas y expertos. Por ejemplo, se recomendaron las siguientes tablas de trabajo en líneas específicas de la empresa

ng on the job, and clients experience in writing job descriptions, the advisor suggested that the client may also want to refer to external sources or experts. For example, the following online industry specific job boards were recommended:

- **Government's Universal JobMatch**

  https://www.gov.uk/advertise-job

- **Property Personnel**
  http://www.propertypersonnel.co.uk/clients/the-recruitment-process/

Búsqueda de Google Google Search Tool: Para buscar ejemplos de descripciones de trabajo para asegurarse de que a su descripción no le falta información importante, y para poder realizarlo por sí misma si lo desea. To search for 'examples of job descriptions' for relevant post to help ensure that her Job Description has no specific missing information relevant to the post she is advertising, to help thoroughly write her own if she chose to do it herself.

Q: How do you specify personal qualities required for the ideal candidate **¿Cómo describirías las cualidades personales que debería tener el candidato perfecto?**
A: El cliente no lo especificó, mas bien se centra en la impression que el candidato de en la entrevista The client does not specify these, rather they are judged by the impression the candidate gives at interview.

Q: How do you specify the skills and experience required of the ideal candidate **¿Cómo especificarías las habilidades y experiencia requerida para el puesto de trabajo?**

A: El cliente tiene una idea sobre las habilidades necesarias pero no las registra de manera formal. Experiencia en propiedades y alquileres es aconsejable pero no esencial ya que la empresa ofrece formación. El cliente prefiere candidatos sin experiencia ya que la empresa puede pagar saldos mas bajos que si fuera una persona con experiencia. ~~The client has an idea of the skills needed but does not formally record these. Experience in estates and lettings is desirable rather than essential as the client offers full training. The client prefers candidates with no experience, as it means the business can pay a lower salary than for an experienced person.~~

Soluciones digitales ~~Digital Solutions~~ **/ Recomendaciones** ~~tions~~:

~~The~~ El asesor recomienda considerar la competencia, habilidades y experiencia requerida pero también es esencial pensar en las cualidades que te gustaría que los empleados tuvieran como decisión, trabajo de equipo, liderazgo, delegación, creatividad e iniciativa. ~~advisor informed the client that it is important to consider the competence, skills and experience required, but it is also essential to think about qualities that you would like them to exhibit, such as decisiveness, teamwork, leadership, delegation, creativity and initiative.~~

Como el cliente dejó claro, ella sería la encargada de desempeñar las actividades de recursos humanos en vez de contratar a un expert, a continuación se explica un plan y sus puntos para incorporar a la persona específica. Se recomienda usar COBRA. ~~As the client made it clear she wanted to undertake her own HR activities rather than employ an expert, the following seven-point plan to structure a person specification from COBRA was recommended:~~

1. Logros ~~Attainments~~ - educación ~~tion~~, cualificación ~~qualifications~~, formación ~~training~~, ~~r~~experiencia relevante ~~elevant experience~~.
2. Información general ~~General intelligence~~ - fundamental la capacidad intelectual ~~intellectual capacity~~.
3. Aptitudes y habilidades ~~Special aptitudes and job~~ de trabajo ~~skills~~ - aritmética, alfabetización, conocimientos informático ~~numeracy, literacy, computer skills~~, ~~manipulative skills and dexterity~~ habilidades manipulativas y destrezas, comunicador de habilidades mecánicas, musicales o artísticas, el área que maneja y experiencia especializada. ~~mechanical, musical or artistic, communicator, people management skills, specialised experience.~~
4. Cualidades fñisicas ~~Physical qualities~~ - se requiere un buen estado de salud y buena forma. ~~required level of health and fitness.~~
5. Disposición inmediata, orientado a los resultados, la influencia sobre los demás, la fiabilidad y la estabilidad, la confianza en sí mismo, trabajo de equipo, tolerante, centrarse en el servicio a atención al cliente, tenaz, capaz de evaluar su propio rendimiento, empático, formal, se plantea retos.
5. ~~Disposition - self-starter, results oriented, influence over others, reliability and steadiness, dependability, self reliance, team player, tolerant, focus on customer service, tenacious, able to assess own performance, empathetic, businesslike, rises to challenges.~~
6. Intereses ~~ts~~ - intelectuales ~~lectual~~, práctico ~~actica~~ l, físicamente activo ~~physically active~~, social, artístico ~~istic~~.
7. Las circunstancias de la persona ~~Personal circumstances~~ - disponibilidad para viajar sin causar problemas en el ámbito doméstico, disponibilidad para trabajar de manera ocasional alguna tarde o fin de semana, carnet de conducir.

7. ~~ability to travel without causing domestic problems, ability to work occasional evenings or weekends, clean driving licence.~~

ACAS

Se recomendó que también contratara la herramienta digital para recursos humanos It was also recommended that she employs the digital HR tool called ACAS. ACAs www.**acas**.org.uk es un portal de recursos humanos online que promueve un gran número de información, recursos y consejos para empleados que ayuda a prevenir y mejorar los problemas que puedan surjir en el ámbito de trabajo. Se le recomendó esta herramienta para que leyera información sobre como guiarse a la hora de seleccionar y elegir al candidato correcto. is Las ventajas de esta herramienta es que su uso es gratuito y puede ser usada desde casa. an online Human Resources portal that provides a wide range of free information, resources and advice for employers to help prevent workplace problems and improve the workplace. It was suggested that the client employs this tool to find information 'how to guides' on recruiting and selecting the right candidates, successfully interviewing candidates along with downloading templates for a Job Specification and Personnel Specification for the vacancies. The benefits of ACAS is that it is a credible HR tool that is free to use, if businesses wish to undertake their own HR operations and save on the expenses of an in house HR Manger or HR business.

Q:- How do you attract candidates for interview? **¿Cómo atraes a candidatos a la entrevista?**

A: Actualmente el cliente publicó información en una página de Facebook que anunciaba trabajos locales en la ciudad donde la empresa estaba situada. Ella sabía que atraería a gente que vivia en la ciudad y no a gente del pueblo donde ahora la empresa estaba situada. En el pasado, la empresa utilizó la prensa local pero era más lento y caro que el uso de Facebook. Además el periódico local estaba en declive. El sueldo no estaba incluido en el anuncio. Currently the client posts jobs on a Facebook page that advertises local jobs in the town that the business was formerly located. She acknowledges that it may mainly attract people that live and want to work in the town and not were the village is now located ten miles away. In the past the business has tried the local press but found recruitment slower and costlier than with Facebook (The Facebook page being free). Also the client noted that the local newspapers are in decline and so have a reduced circulation. The salary was not included in the job advert.

A los candidatos se les pide mandar un email con su CV y una carta de presentación. Candidates are asked to email their CV and a covering letter.

Los candidatos son seleccionado por el cliente para un entrevista basándose en su presentación general, cualidades y experiencia laboral. Si cumplen con las cracterísticas tienden a entrevistarlos. Candidates are selected by the client for an interview based on both the general presentation of their CV and their qualifications and work history. The client explains that if they appear personable and have some work experience in an organisation that deals with the general public, they tend to interview them.

Soluciones digitales Digital Solutions/ Recomendaciones mmendations:

Una vez discutidos y definidos los requisitos para el trabajo, el siguiente paso es analizar como atraer a los candidatos Once we discussed ways to clearly defined the requirements of the job, the next step was to look at how to recruit and attract the candidates. Recomendación de redes sociales incluyendo Sources of potential recruits include: Recommended social networks included LinkedIn o Facebook.

Facebook
El asesor recomendó seguir usando Facebook ya que es rentable y tiene un alcance global que permite compartir entradas e incrementar la comunicación. Sin embargo el asesor recomendó hacer de la página algo más profesional y efectiva teniendo en consideración la posibilidad de adoptar aplicaciones de reclutamiento disponibles en Facebook. Hay un número de apps disponibles pero en general tienen las mismas características ofreciendo transformar una página en un canal de empleo profesional , se pueden crear imágenes y videos que ayuden a crear una propuesta atractiva para solicitantes pero también para los clientes ya que puede aumentar el perfil de una

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empresa. Las vacantes son automáticamente publicadas y compartidas en el mejor momento y proporciona datos sobre los aspirantes. Lo seleccionado abajo es un boletín de correo electrónico gratuito cuya guías incluyen información de las Apps de Facebook : The advisor recommended the client continue to use Facebook as it has the advantage of being cost effective and has a global reach and encourage the other staff to share posts as an advantage of Facebook is that posts can easily be shared which increases communication. However the adviser recommended that Jan makes her Facebook advertising more professional and effective by considering adopting one of the Facebook Recruitment Applications available. There are a number of these apps available and all differ slightly but overall the have the main features they offer are that they can turn a page into a career site, enabling videos and images to be created which can help make the business look an attractive proposition for both potential applicants but also to customers as it can raise the profile of a business. Jobs are automatically posted and shared at the best times to gain the maximum attention of job seekers and data is provided about applicants which is a useful movement information tool.

The Undercover Recruiter is a Free Email Bulletin which gives recruitment guides including information on Facebook Recruitment Apps :

http://theundercoverrecruiter.com/top-5-facebook-apps-for-recruiters/

Linkedin & Twitter
Hace que el anuncio circule vía email hacia red de negocios. Circulate the job advert via email amongst organisations in the businesses network
El cliente usa indicadores para mejorar las habilidades en esta área. Client to use guides to improve skills in this area.

ACAS ha realizado investigaciones en el uso de medios sociales para el proceso de reclutamiento :

has conducted research into the use of social media in the recruitment process:

http://www.acas.org.uk/media/pdf/0/b/The-use-of-social-media-in-the-recruitment-process.pdf

Puestos de trabajo en Linea. Online Job Boards

Professional Recruitment Agencies Reclutamiento profesional de instituciones

- The Ultimate Guide to Online Recruitment http://www.jobs.ac.uk/media/pdf/recruiters/resources/the-ultimate-guide-to-online-recruitment-advertising.pdf

How do I use online job advertising
- http://hiring.monster.co.uk/hr/hr-best-practices/recruiting-hiring-advice/managing-hiring-costs/how-do-i-use-online-job-advertising-effectively.aspx

Q: El proceso de entrevistar a candidatos~~Describe the process of Interviewing candidates~~:

A: A los candidatos se les invita a una entrevista de 30 minutos y solo se le preguntan 3 preguntas básicas: ~~Candidates are invited to a thirty minute interview. The candidates are only asked three basic questions:~~

1. ~~What is their work experience?~~¿Cuál es tu experiencia profesional?
2. ~~Why do they want the job?~~¿Por qué quieres el trabajo?
3. ~~Do they have any questions that they would like to ask?~~ ¿Tienes alguna pregunta que te gustaría resolver?

Soluciones~~Digital Solutions~~/ Recomendaciones~~mendations~~:

El asesor explica que una entrevista de trabajo tiene 2 objetivos principales: averiguar si el candidato es apto para el puesto de trabajo y dar al candidato la información sobre el trabaj~~The~~o y la empresa. Estaba claro que hacían falta más preguntas ya con esas no era suficiente para saber si dicha persona era adecuada para el trabajo. Además se sugirió que el cliente hiciera preguntas planificadas para evaluar a los candidatos en función de criterios de selección específicos. Para ayudar a construir preguntas más detalladas con respecto a habilidades, experiencia y competencias que el trabajo requiere, se recomendó que el cliente usara los siguientes recursos. ~~advisor explained that a job interview has two main purposes: to find out whether a candidate is suitable for a particular job, and to give the candidate information about the job and your business. It was clear that the lack of questions and structure was not sufficient enough to employ a candidate to determine whether an individual is suitable for the job. Therefore, it was suggested that the client asked planned questions to assess candidates against the specific selection criteria. To help construct more detailed questions regarding skills, experience and competencies skills that the job requires it was recommended that the client uses the following resources.~~

ACAS Tool

ACA's HR Herramienta para acceder a recursos para la realización y planificación de una entrevista para ayudar a elaborar una lista de preguntas detalladas y evaluar la objetividad y la equidad. ~~tool to access resources for conducting and planning for an interview to help draw a list of detailed questions to help assess the applicants objectively and fairly.~~

Pruebas Psicométricas online~~Online Psychometric Tests~~ También se sugirió que se utilizaría como una forma de obtener información más detallada sobre las personas en comparación con los métodos tradicionales de contratación. Los candidatos realizan pruebas que miden su capacidad para llevar a cabo ciertas tareas e identificar rasgos específicos de personalidad. La capacitación es vital antes de realizar cualquier tipo de prueba y todos los involucrados en el proceso, incluyendo evaluación, interpretación y reacciones, deben estar debidamente capacitados y llegarán a ser profesionales en el campo.

~~were also suggested to be used as a way of obtaining more detailed information about people than traditional methods of recruitment. Candidates take tests that measure their ability to carry out certain tasks or identify specific personality traits. Training is vital before any kind of testing is undertaken and everyone involved in the process, including evaluation, interpretation and feedback, should be properly trained and will usually be professionals in the field.~~

Q: **Describe como le ofrecería el puesto al candidato mas adecuado y como lo introduciría en el negocio.** ~~Describe how you offer the most suitable candidate the job and induct the new employee into the business.~~
A: Al candidato o candidatos que el cliente mas le guste y tenga mas cosas en común. El salario es negociable dentro de unos baremos~~Candidates are offered the job based on who the client feel they like the best and have most in common with. Salaries are negotiated within a scale~~.

Solución~~Digital Solution~~**/ Recommenda**~~ctio~~**ción:**

El asesor explicó que la publicidad de reclutamiento de cualquier tipo es sobre la creación y gestión de la impresión correcta sobre el candidato potencial. Como mínimo, esto significa revelar la información correcta. Para ahorrar tiempo a causa de los CV sin fin y cartas de presentación se sugirió que la siguiente información se compartiera para ayudar a atraer a los candidatos adecuados.
~~The advisor explained that recruitment advertising of any sort is about creating and managing the right impression with your potential candidate pool. At a minimum, this means disclosing the right information. To save time shifting through endless CV's and Covering Letters it was suggested that the following information is shared to help attract the right candidates.~~

- **Localización del trabajo**~~The location of the job~~.
- **S**alario ~~alary package~~.
- **Descripción de la empresa**~~Company description~~.
- **Título del puesto y responsabilidades**~~Job title and responsibilities~~.
- **Requisitos de los candidatos**~~Candidate requirements~~.

También se sugirió que el cliente pagara la tasa del salario del mercado para el puesto con el fin de atraer al candidato adecuado junto con las características necesarias para desempeñar con éxito el papel y así ahorrar costes en la contratación y formación de nuevos candidatos. La herramienta digital recomendada para encontrar la tasa fue ~~It was also suggested that the client pays the going market salary rate for the position in order to attract the right candidate with the skill set needed to successfully perform the role and to also save further costs in recruiting and training new candidates. The digital tool recommended to find the going rate was T~~**Total Jobs Salary**

Checker www.total**jobs**.com/salary-checker/salary-calculator. *El chequeador salarial ayuda a encontrar el salario medio en Reino Unido para cualquier trabajo y empresa dentro de unas instalaciones.* ~~The salary checker helps find the average UK salary for any job or industry within the location.~~

Resumen del asesor~~Business Advisor's Summary~~

El cliente necesita ampliar su publicidad de trabajo para atraer a una gama más amplia de personal. En la actualidad la contratación se reduce demasiado a los usuarios de Facebook que viven en la ciudad. El traslado a la aldea ha hecho que este modo de reclutamiento sea aún menos relevante. Además, el salario no se anuncia con el anuncio. Hay evidencias de que las personas son más propensas a solicitar un trabajo que establece el rango salarial de uno que no lo hace, incluso si el salario es menor de lo que un aspirante potencial le gustaría, ya que existe la sensación de que esto podría ser negociado. Como la negociación es una habilidad clave en ventas y arrendamientos (ver títulos de papeles de trabajo - negociadores de ventas y arrendamientos) el cliente podría considerar la indicación de la escala de sueldos en sus anuncios. Aunque el cliente es claro sobre el papel del trabajo y esto se comunica claramente, las habilidades y los atributos personales las competencias y la experiencia requeridas no se definen. Definir y comunicar estas cualidades puede proporcionar un marco para elegir o no elegir a los solicitantes basado en un sistema de puntuación formal de la empresa, siempre que sea explicable, aplicada de manera coherente a todos y nunca discriminatorio para que el cliente evalúe a los solicitantes. Si esto fuera implementado haría más probabilidad de que el cliente fuera capaz de encontrar y contratar a la persona adecuada para el trabajo

El modelo existente de contratar al personal por sentir que tiene algo en común con el director en función de las opiniones en vez de fijarse más en su experiencia, no estaba siendo efectivo. ~~The client needs to widen her job advertising to attract a wider range of people. Currently recruitment is too narrowed down to Facebook users who live in the town. The move to the village has made this mode of recruitment even less relevant. Additionally the salary is not advertised with the job. There is evidence that people are more likely to apply for a job that's states the salary range than one that does not, even if the salary is lower than a potential applicant would like, as there is a sense that this could be negotiated. As negotiating is a key skill in sales and lettings (see job role titles – sales and lettings negotiators) then the client could consider stating the salary scale in its advertisements.~~

~~Although the client is clear about the job role and this is clearly communicated, the personal skills and attributes competencies and experience required are not defined. Defining and communicating these in a **Personnel Specification** to provide a framework for a procedure for choosing or not choosing particular applicants based on a formal scoring system or on the more informal need of the business as long as it is explainable, applied consistently to everyone and non- discriminatory for the client to assess applicants. If this was implemented it would make it more likely that the client be able to find and hire the right person for the job. An employee that has the requisite skills and attributes for the job is more likely to do the job well and enjoy work and so have less reason to leave.~~

~~The existing system of employing people that the director feels that she has something in common with makes for a narrow workforce in terms of backgrounds and opinions rather than a more favourable and creative model of a diverse range of backgrounds and opinions.~~

Otros puntos de discusión her Discussion Points

¿Qué lecciones has aprendido de este caso para usarlo con clientes? What lessons have you learnt as an advisor to take away from this case study to use with clients?

¿Qué otras preguntas harías? What other questions would you have asked?

¿Qué otras soluciones recomendarías? What other solutions would you have recommended?

En relación con las herramientas digitales usadas y recomendadas para la competencia digital,¿cuáles destacan en este caso?In relation to the following digital tools used and recommended which digital competence does this case highlight?

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