

A NEW ORIENTATION PROGRAM FOR HAMK AND HAMI



Master's thesis

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ABSTRACT

At autumn 2016 I made a study about orientation program in HAMK. At the result of that study, I found out that there was very little tools for superiors about how to orientate their new employees. By the interviews I also noticed that there was no common line for orientation. At my work in Human Resource -department in HAMK, we had this process about well-being at work, and orientation is a big part that.

My theses is made for to create a functional orientating system for HAMK. HAMK is a big company, and it act on very large area. Also there are many different line of business in HAMK, and that is what makes my work challenging. Orientation program should be solid for everybody, but it should be able to consider all the differences.

Basing on my formal study, I designed a digitalized program of orientation. We used Moodle, because it was already in use in HAMK. My thesis is a plan for the whole orientation period, starting when employment contract is signed and ending at the first development discussion.

Key words Orientation, well-being at work, human resource management

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1 INTRODUCTION

This thesis deals with orientation, and how the orientation is connected with well-being at work. When I started this thesis, I also made a research study (appendix 1) about orientation in HAMK. I found out, that there were no tools at all for orientation, just an old excel form, like a check list.

My questions for this study were:

“What kind of tools could we offer to superiors for orientation?”

“How to make superiors work easier with orientation?”

“How the employee can be committed from the beginning?”

“How to make the employee responsible for their own orientation?”

Often the recruiting system is expensive, it takes a lot of money and time. It would be very important to engage this new employee to the company and make him or her feel wanted and welcome. There is always the risk, that he or she will be chosen to some other firm as well, and he informs that he is not coming to work for us, because he got a better offer.

Starting a new job is exciting to a new employee, too. In my orientation plan the employer or the superior contacts the employee by sending him information by e-mail. This e-mail includes links to HAMK websites, where you can find information about HAMK’s strategy, practices, and values. There can also be information about a new employee’s job function and HAMK’s history and other things that superior thinks would be useful. Before the new employee starts, a superior will send him yet another e-mail (appendix 2), to welcome him or her and tell him/her what is going to happen for a first day of work. The purpose of these messages is to engage the employee and make him feel welcome.

The main thing in this study was a digitalized orientation system. There were many options how to implement this, but because there were no funds to be used, it had to be done with the system we already had. That is why it has been implemented as a Moodle course.

Orientation program as a Moodle course is easier to update and develop. The course is not totally finished yet, it need developing still. For example safety issues are important, and it needs an expert to finish that part. As well as communication, security and so on. I set up working groups who are responsible about these parts, and Human Resource department has a main responsibility about this course.

Later it is possible to develop still, for example parts for every campus, different orientation for teachers and others, and own part for new superiors or those who come back to work after a long pause, maternity leave or so. Competence badge are supposed to add into this Moodle-course in the future.

There was a test group, two employees and their superior, who went through this Moodle orientation. They gave feedback and, they gave an idea that this course should be in English, too. In addition, the course needs structuring, so it would be easier to perform and monitor.

All in all there has been a lot of interests for this Moodle-course, and superiors have been thankful about this. It is planned that there is six months to do this orientation course, and then there is a development discussion. Performing the orientation course is also a requirement in the overall assessment. In other words, it is a work assignment, and after six

months superiors assumes that the employee knows these things. Performing the course may also effect the payroll.

After six months of employment my plan ends, but orientating can still continue. If it is needed, it is possible the continue this course in Moodle. However, the intention would be that after development discussion the follow-up plans will be recorded in the Stara program, which will record the goals and development plans agreed upon in the development discussion.

2 ORIENTATION

In this chapter, I want to open the orientation as a concept and clarify what is meant by orientation. I will tell you, why orientation is important to a new employee, but also to the work community and to an organization.

Orientation and guiding to work are the best proactive safety acts. Having lacks in orientation are very common reasons for accidents at work. Orientation is particularly important when new employees are young and just about to starting their working careers. (Työturvallisuuskeskus n.d.).

Helping a new employee fit into organization and into his new job, is very important when considering commitment, retention and job satisfaction. The topic of orientation in organisation is not only something you should do for a couple first weeks of employment. Organizational socialization is a process that can last the length of a whole career. (Acevedo & Yancey 2011).

Orientation means all those operations, which are used for to get a new employee to know his work place and its business idea. He needs to learn all working methods in his new job, too. It is important to a new employee that he learns to know his co-workers, clients and his stakeholders. (Työturvallisuuskeskus n.d.).

Orientation means that a new employee learns his tasks, and what it is that he is expected to do, and how. That is how a new employee also learns his responsibilities, and he is able to take his own role in a community he is working in. (Työturvallisuuskeskus n.d.).

Orientation is a process that makes it possible for a new employee, that he can develop his knowledge and his competence in his new job. It prepares him to take responsibility in his job. (Työturvallisuuskeskus n.d.).

2.1 Orientation versus on boarding

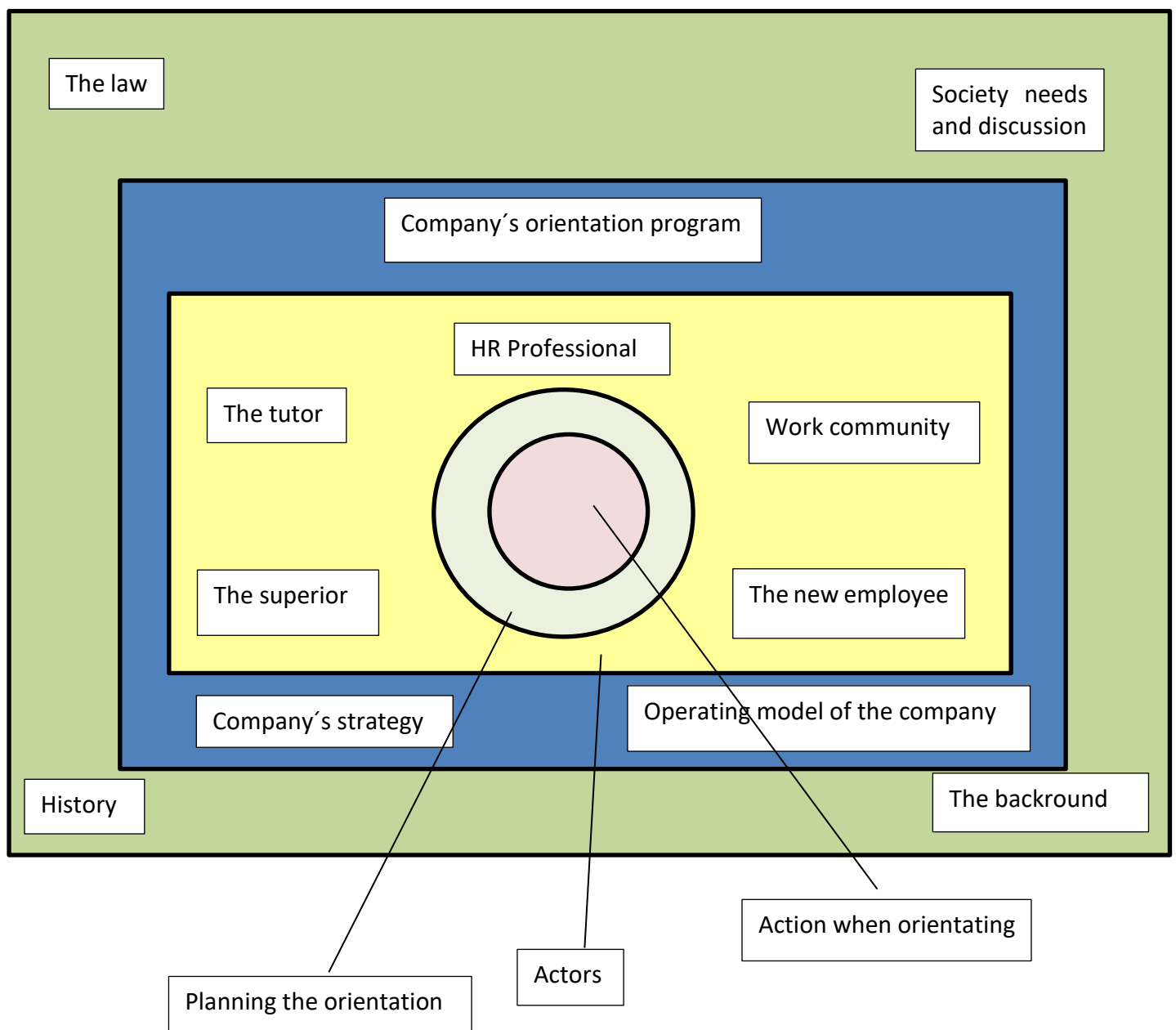
Orientation means the general orientation of the beginning of an employment relationship, that is, the aim of acquiring the basic skills needed to make a job. On-boarding is a broader term and targets are higher. Its purpose is to get the new entrant as fast as possible to make productive work, to ensure his commitment and to promote the strategic goals of the new person. (Luoto 2012).

According to some studies, a new employee's commitment to the company is at its highest when a contract is just signed. After that, it begins to decline. The goal of a successful on boarding process is to reverse this trend. Even before the start of the employment relationship, the company strengthens the commitment of the new employee and establish a positive employer image by keeping touch with the future employee in an appropriate way and by completing the practical arrangements. As a result of the employment relationship, the goal of orientation is not just to convey information, but to tune the desire and the right ambiance to work in the company, and to give the new employee a bigger picture of organization's purpose and what is important to it. In these tasks, the involvement of the senior management is often indispensable. (Luoto 2012).

The results of orientation and guidance should be monitored and evaluated: were the objectives achieved, how the plan was otherwise successful, what went according to plans, where there were gaps and what could be corrected, what should be changed, corrected or otherwise done? It is advisable to listen to and take note of the opinions and experiences from orientated employees. Continuous monitoring and day-to-day feedback as the work progresses guide learning. (Työturvallisuuskeskus n.d.).

There are many opportunities for success in the new employment relationship and the launch of a new type of job. The first real workplace for a young worker shapes ideas about how the job market works, what and how the organization asks for and how the members of the work community work together. First of all we have to learn how we are in the workplace. A change of environment for a person who exchanges a workplace, offers the opportunity for a new role and perhaps for a better success. Employees at the core of the labour market are familiar with the rules of working life and can focus on work and business-related learning. (Kupias & Peltola 2009, 15).

The following figure shows the orientation of the entire playing field. Orientation is fundamentally linked to the creation of business objectives and good human resources. Good orientation is ultimately defined by the customer of a company when he estimates the service he has received. Good orientation also affects employer reputation. (Kupias & Peltola 2009, 16).



Orientation playground

As we can see from the previous picture, there are many things that have an influence on orientating the new employee. It is important that he gets all the knowledge he needs to work safely and that he knows the company's strategy so he know what is expected from him. But also,

orientating can be chance for the team to learn something new. There can be different kind of know-how, what this new employee have brought with him. This can be a great opportunity to look at that own work and company as an outsider! (Kupias & Peltola 2009, 28).

2.2 Goals of orientation

Legislation, tradition, social responsibility and the principles of rationality have brought companies into the orientation path. The following needs and definitions have guided the companies to familiarize their employees:

- Promoting work management
- Adapting to work and the work community
- Engaging
- Profitability
- Well-being at work
- Reorganization
- Utilization of the entire capacity of the employee
- Entrance
- Implementation of organization strategy
- Leadership
- Change and development
- Preservation
- Fewer mistakes
- Security
- Success
- Job learning
- Sharing of knowledge

(Kupias & Peltola 2009, 17).

Basics of the target of the orientation is to help this new employee to become a functional member of a working community soon. It is important to give this new person all completeness that he needs to perform his work. (Etera n.d).

Via orientation the employer is trying to decrease that insecurity that a new employee feels. It is also important to decrease mistakes, accidents and misunderstandings. (Etera n.d).

In orientation, it is always a target to get a new employee engaged to his work and community at work. A starting point for orientation is that the employee will be trained the outset of his/her job, emphasizing the importance of his work for the workplace and the goals of the workplace. (Etera n.d.).

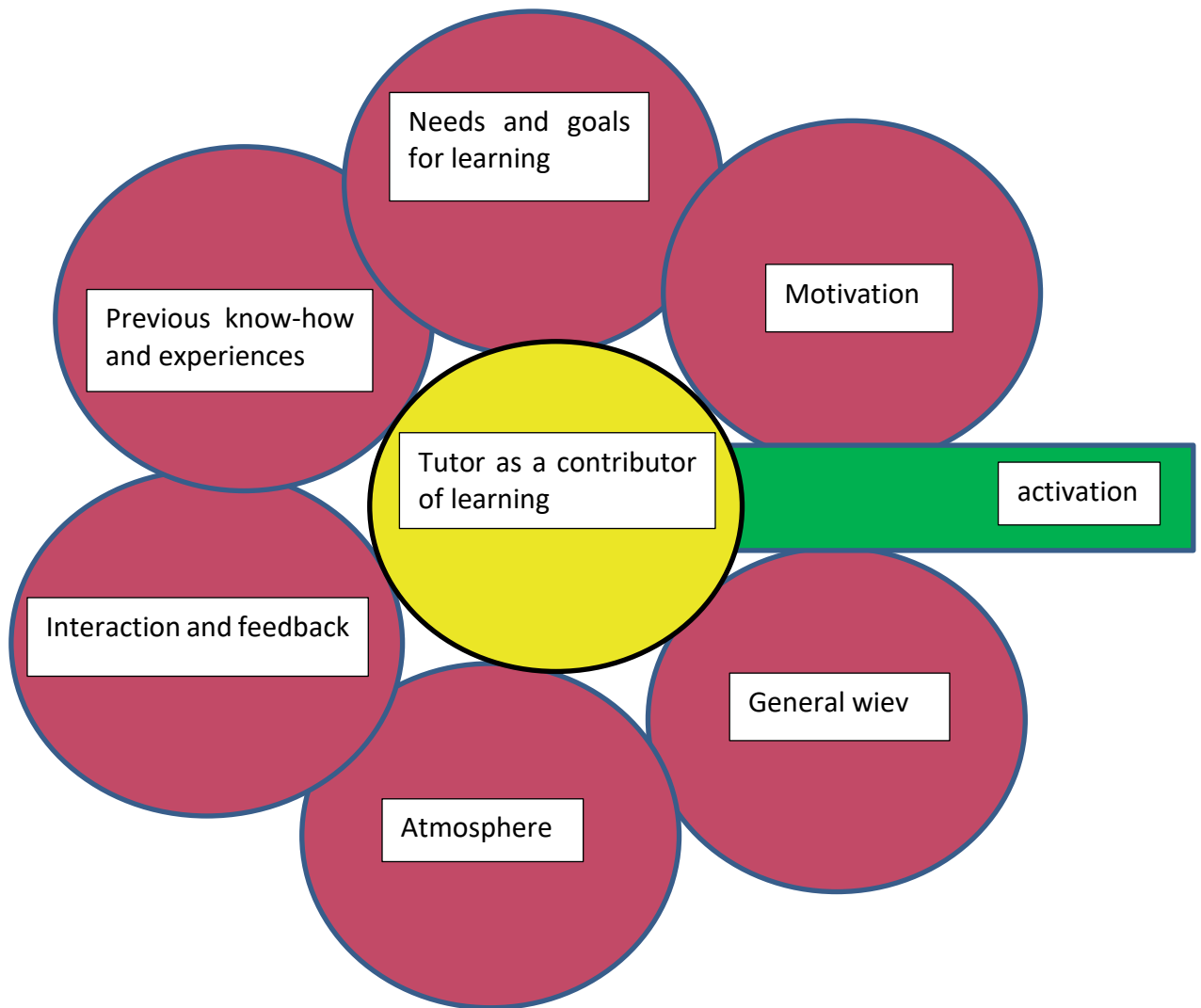
The main target of the orientation is based on learning new things. The real goal is to make it possible to this new employee, that he can learn his new work quickly and make his productivity better. A good orientation can make this new employee knowledge stronger and it helps him to manage his own work. (Etera n.d).

The instructor can through his/her own actions, promote the learner's active and understanding learning. In his/her activities, he / she can draw attention to the following key factors for learning:

- Taking into account the previous experiments and skills of learners
- Taking into account individual learning needs and goals
- Supporting the motivation of learners
- Understanding the overall picture of the learners and supporting the organization of information
- Supporting the learner's activity in the learning process
- Supporting the learning atmosphere
- Promoting interaction
- To increase the learning potential with feedback

(Kupias & Peltola 2009, 125-126).

This issue is also described in the figure below:



Flower of learning (Kupias 2009)

As tutor, it is important to notice what kind of knowledge and experiences our new employee already have. Maybe there is something, he can teach us, too? Tutor has to be motivated and motivating to get the results that company needs. A good atmosphere guarantees that learning is easy, sensible and meaningful. That way the whole orientation process advances interaction and discussion in the team. (Kupias & Peltola 2009).

The purpose of the orientation is not only to prepare a new employee to work in an organization, but also to prepare the organization to work with a new entrant. Sufficient information on the new employee and his responsibilities is a first step. Especially when it comes to orientate leadership, it is also necessary to support all networking and speed up access to the results. (Luoto 2012).

When we are learning new things, we always build upon something old that we already know. That is why we should be aware what it is we building on. Learning new is meaningful, when you notice that your knowledge is growing and you can use the knowledge you already have. (Kupias & Peltola 2009, 127).

Sometimes this old knowledge even though might be a bad thing. If the new employee has an attitude, that he knows it all or he wants to act just the same way as he has acted before, there is a problem. To build a successful business, a company needs employees who are willing to work together, towards their common goal. (Kupias & Peltola 2009, 127).

Hiring a new employee is a considerable investment for a company. The advertising, interviewing, perhaps agency fee and selection can easily cost a quarter of the first year salary! It is important to utilise a new employee's excitement, enthusiasm and energy. So make him feel important and valued. Make him feel that his Day One is your Job One! (Lindo 2010).

2.3 Condition of the orientation

Orientation is the first step in the new job for the new employee! Often a good recruiting is spoiled by bad orientation! First, with hibernation and effort, a new person is hired with high expectations, but at the beginning of an employment relationship, a person is left alone to cope. (Häikiö 2015).

Based on my own study (appendix 1), I found out that it is important that there is a team or a person who takes a responsibility about orientation. It is necessary that a new employee is not left alone.

It is recommendable to aspire for a new employee to learn his work quickly, so he can manage his work by himself. If the orientation has been handled with a good care, it takes less time and it is not liable to expect any that there will be any accidents or bad mistakes.

(Kangas 1996, 47).

The employer should be aware about the hopes and expectations of the new employee about the orientation. If an employee has just graduated from school, he or she has different needs than someone who has years' experience. (Häikiö 2015).

Match the target for orientation and schedule for the pass. Encourage new employees to be active and ask questions. New fresh eyes and thoughts awaken an existing ladder to see things in the new light. (Häikiö 2015).

Motivation makes people use their time and energy to learn something. Small adversities do not hurt him when he has a clear goal he wants to achieve and the energy he wants to reach for this goal. (Kupias & Peltola 2009, 129).

Motivation is also described in the following formula:

$$\begin{array}{c} \text{Motivation with content} \\ = \\ \text{Importance of the matter for} \\ \text{yourself} \\ * \\ \text{Probability of success} \\ * \\ \text{The pleasure of doing} \end{array}$$

Basically, this scheme means, that if even one of the actors is zero, also the motivation is zero. A new employee is usually very motivated, but it is important for tutor to remember that he must maintain this enthusiasm and keep on encouraging employees constantly. (Kupias & Peltola 2009, 128-131).

Orientation is an investment to the future. At best, this newcomer can become one of the company's key workers as an eye blink. It is worth it to invest for first steps. The very first day gives first impression for a new employee, so it would be nice to have time to get to know each other. (Sarpö 2013).

Every orientation process is unique, so it should be planned just for this one person only. Of course, there must be some kind of orientation plan, but there is no reason to teach something that person already knows. (Sarpo 2013).

It is very good, if there is a named tutor for that new employee. Not only because it is nice for a new person to get help to get started, but a tutor can tell all those little things that guides do not tell. Even if there is a tutor, take the whole team as a part of orientation. That way the new employee gets a better picture of the whole organisation. (Sarpo 2013).

After the orientation period, it is constructive to ask for feedback. This is the best way to getting information how the new employee sees our company. And it gives as a chance to develop our orientation program all time. (Sarpo 2013).

2.4 Benefits of the orientation

A good orientation guarantees that work is well done, and collaboration is going to be successful in a work community. When the orientation has been done with care, it gives enough knowledge to an employee, it makes him feel comfortable and it cheers him to act by himself. If the company invests in orientation, it can create some qualified personnel. It is a benefit for a client, company itself and for the employees too. A good and skilled personnel make the work proficient. At best, by orientating each other, everyone's expertise is growing. The benefits of good orientation are inspiration, interest in work and jobs, commitment and increased knowhow. (Leino 2013).

Notable thing is, that if the orientation has been done wrong or incomplete, it will undermine employee's chances to succeed in his work and he may not be able to achieve his goals to work for company's best interests. On the other hand, when orientation has been done well, it will for its part make sure that an employee is satisfied, stays healthy and takes care that his work is productive. (Kupias & Peltola 2009, 27).

2.5 Orientation and well-being at work

When orientating a new employee, we must consider both the employee's and the company's needs and goals. Baseline is the law about the safety at work. That law regards that the employee is getting orientation about the work, circumstances at work, work and production methods, and right way to use your tools and how to work safely. (Työturvallisuuskeskus n.d.).

Everybody, who is working at the company, needs to know dangers at the work place. So, also old employees must have education regularly but especially when there are some changes. (Työturvallisuuskeskus n.d.).

Well-being at work starts with orientation process. A good and encompassing orientation shows that you are important, we care for you and we want you to feel fine. When the new employee feels fine, he is motivated, he learns quickly and he becomes a full member of the team sooner. (Lappalainen, Oksa, Pääkkönen, Rantanen, Saarela, Kaija, Sillanpää, Soini & Kämäräinen 2009, 33-34).

3 OCCUPATIONAL SAFETY AND HEALTH LAWS

There are several laws that guide orientation at work. Basically, they are meant to guide employer's responsibilities when they have hired a new employee. Most important laws are employment contract law, work safety law and the law about the co-operation in companies. (Kupias & Peltola 2009, 21).

Labour legislation is usually compelling, and there are very little things that can be debated with employment contract or collective agreement. Orientation and educating belong to decrees that obligate employers. (Kupias & Peltola 2009, 21).

Labour legislation's meaning is to protect and adjust an employee to his working society. It builds trust when an employer follows these laws. A new employee can focus on learning and developing, and he do not need to monitor his employer. It also supports company's strategy to fulfil and builds up a good reputation in market of employers. (Kupias & Peltola 2009, 21)

3.1 Employment contract law

Employer must take care of that an employee can manage his work even when there are some changes in company's act, or when the work or methods will be changed or developed. Employer must also try to advance employee's chance to develop in his career, considering his own abilities. (Kupias & Peltola 2009, 23).

This sounds something taken for granted, but it can be really hard to put into practice sometimes, when there is rush, people get sick and so on. Learning will be hard for an employee and very expensive for an employer, when it is done by fixing mistakes. (Kupias & Peltola 2009, 22).

Sometimes an employee and an employer have very different kinds of views about how the new employee is managing in his work. Regular development discussions are normally the field where these views confront. As a part of orientation, these discussions are called feedback discussions. Safety and security are important parts of knowledge and managing. (Kupias & Peltola 2009, 22).

Usually there is a probation time registered in contract of employment. Usually it lasts four months. During this time, an employer should be evaluating if the new employee is developing in his new job. An employer should be ready to offer more orientation, if needed. Either one, an employee or an employer, can undo the contract of employment during the probation time. Reasons to cancellation cannot be unbusinesslike. (Kupias & Peltola 2009, 22).

3.2 Safety at work

Working conditions at work place must be safe. Work safety law requires that the employer takes care of that working at the work place is safe, and it does not risk the employee's health. There have to consider many things, for example the job, the environment and the employee himself. (Kupias & Peltola 2009, 23)

The employer must orientate the employee and he has to give him enough information about danger and adverse factors at the working place. There can be different kinds of machines and equipment that the employee is going to use. Also, the working tools and instruments must be regulated for just this employee. Nowadays more and more the customers can cause threats. The new employee need to get guidance how to react in these kind of situation, too. (Kupias & Peltola 2009, 23).

An experienced employee recognizes ordinary risk factors at his working place by himself, but the knowledge must be confirmed in orientation. Demanded guidance depends on the employee's education, professional knowledge and experience. Safety at work is very important part of the orientation, and it is much more than just guides how to use your tools. At many sectors, violence is a daily threat, for example restaurants, hotels, social sector and even health care. A new employee can experience physical or mental violence which is not coming from outside, but from his very own work community. Bullying at work is mostly targeted at just one person. It can be discrimination, calling names or underestimating. A new employee can be left outside, or he does not get all the information he should. (Kupias & Peltola 2009, 23).

If the employer finds out that there is this kind of inappropriate behaviour in his work place, he must act immediately! The superior is the closest deputy of the employer and it is always his responsibility what is going on in his unit. Unfortunately, it is not always easy to recognize bullying. So, the superior must make sure, that it is not himself that is left outside and without information. (Kupias & Peltola 2009, 24).

If there comes out some signs of bullying in connection with orientation, it is a symptom about indisposition in a working community. It must be stopped by developing the whole working community together. That is where the regular discussions and interaction highlight! (Kupias & Peltola 2009, 24).

Equality law and parity law are parts of the safety at work law. They forbid any kind of discrimination at work, even if it appears by age, ethnic origin, citizenship, religion, language, health, opinion or any other reason. The risk factors at work place should be checked annually. Usually the most important things to orientate are the concrete things like emergency exits and how to use your working tools correctly. (Kupias & Peltola 2009, 25).

4 CREATING THE NEW ORIENTATION PROGRAM FOR HAMK AND HAMI

In this chapter I will describe the new orientation process for new employees in HAMK and HAMI. The process has three sections:

1. Contacting (engagement)
2. Active acquaintance and on boarding
3. Ending orientation and development discussion

In appendix 5 you can see how this whole orientation process is meant to go through. In the picture, the program is divided into sections according to what is happening before the start of the employment, what on the beginning of the employment and on the first six months.

In vertical beams you can see what is meant to do for a new employee, what tasks are on superiors' responsibility and what are other things that have to be considered.

The orientation should start right after the contract of employment has been signed. It would be nice, if it is possible, to arrange the contract signing ceremony nicely with coffee and meeting with new co-workers too. Also it would be great, if there were workstation ready and working tools acquired. A good employer image will be given if top management is greeted at the same time. All this is not always possible, of course.

Soon after signing the employment contract, a superior of the new employee sends him or her an e-mail. The new employee's commitment to the company is greatest when the employment contract is concluded. This is worth taking advantage of! In this e-mail, the superior tells general

and important issues about HAMK. It may have a link to the HAMK web site and possibly topical news. In addition, there may be information about the campus where a new employee will work. At this point, at the latest, it is important to give him a list of important phone numbers, like superior, tutor, a switchboard and so on.

Sometimes there is a long time from signing the employment contract to that point, when the work actually starts. The first day at the new job is always exciting, and the previous night can be sleepless. To make things easier and everybody feel comfortable, a superior sends another e-mail to the new employee. Meaning of this e-mail is to tell the employee how his or her first day at work is organized. That is how, the new employee do not have to worry about where he can park his car, where he is going for lunch or what to wear. About this, there is a form for superiors (appendix 2), because it is important to tell about all these things. Of course every superior can edit the form, so it is great for them to use.

When hiring a new employee, it is important to take other employees into the process. A good way is to present the new employee to the team at a recruiting ceremony. That way they can have their sayings and maybe affect the choice. This will ensure that the atmosphere remains good.

Before the new employee has begun, a team must agree who will familiarize him with what matters. It is also possible to name a tutor with primary responsibility. Especially, if the superior works on the other campus, or is not available for some other reasons. Usually there is a meeting, where a team can discuss about the new employee coming to work. But, if the team is working at different campuses or there is some other reason, that they are not at the same place at the same time, a

superior can send his team an e-mail, where he can tell others about this new employee (appendix 3).

4.1 **Operational part of orientation: Moodle as a tool of orientation course**

There were no extra funds to use for this orientation program, and that is why it had to be done with already existing program. Moodle was chosen because it is a learning platform that HAMK uses. It proved to be a good decision, because it is well known program, at least for teachers. Moodle is also easy to update, so this orientation course won't take anyone's whole working hours. (Appendix 4).

Goals to this digitalized orientation course was that it gives a tool for superiors. They do not have to remember everything, because all things have been told in the Moodle. The course have been built so it is easy to update and change, for example there are a lot of links that guide an employee to Intranet (SharePoint) of HAMK. That way, the information needs updating just in one place. On the other hand, there is no need to write Intranet all over again, but teach a person to learn where he or she can find that information he needs. Other goal of this program is to give a responsibility about the orientation to the new employee, too. It is one of his mission at work, to go through this orientation course. In no way it mean that the superior does not have the main responsibility! There must also be traditional orientation on the side, for example presentation of places and people.

The orientation course have been divided into parts, so the employee can choose how he wants to go forward. He can complete the course in order, or he can pick those parts he need at this moment. Every part will remain there until the end of the course. It is possible to go back and check out

things whenever it is needed. Every part of course includes information, links to important pages like health care and then there is a little test. It is not hard or long, just to monitor that an employee has checked this part out.

Superior has rights like teacher in this course. He can follow how the orientation is progressing and he can leave comments. Monitoring orientation process is very important, because it gives an opportunity for superior to see if something is hard for the new employee, or if something is absolutely clear, that needs no more attention. Also it makes it possible to develop orientation course, and that is why it is very important to ask for feedback, too. Using orientation course for new employees, there is not so much duplication as there would be, if different people would be telling everything. So this course can be seen as a time saver, too.

4.2 HAMK/HAMI orientation course structure

At the front page of the course, you can find a welcome letter and cover words for the course. There is also a short video, where the top management of HAMK is presented. There is seven campuses in HAMK, and they are located for a very large area. The employee can be working in the barn in Mustiala, in the woods in Evo or in the gardens in Lepaa. So they do not necessary meet HAMK's leaders at all during their employment. Thus is why it is important to present them at least on video. This is one way to tell every employee, that you matter, your work is important and the managers appreciate you.

In front page you can choose, what part you want to get to know first. At the moment there are eleven parts:

- The general practice of HAMK and HAMI
- Campuses
- Good to know about employment
- Well-being
- Travelling in work
- Roles in work
- Free time
- Safety at work
- Competence badges
- IT service
- Safe processing of personal data

Every part includes some general information about the subject, things that the new employee should know. There are a lot of links to HAMK's intranet, Sharepoint, for two reasons. First, the meaning of this orientation is to teach the new employee where he or she can find the information he or she needs, or where the travel invoices are and other forms that he or she might need. Other reason is, that there is no need to write again everything that already exists in Sharepoint, and when using links, updating is simpler, because it only have to be done once.

4.3 Sections of the functional orientation course in Moodle

In section of General information of HAMK and HAMI, you can find general information about your employer. Here are the strategies of HAMK and HAMI, and the values that we are following in our action. Here is also basic

numbers, like how much there are employees in HAMK and in HAMI and some history. Very valuable part for an employee, who wants to know more about his employer. This part can give a perspective of what kind of work is expected of you. For example, recycling economy, sustainable development and values of nature are highly valued in HAMK and HAMI. By going to this section, the new employee might come up with new ideas, how to save nature in his own work.

Next part is a short presentation about campuses in HAMK and HAMI. By following the link, you can find more information about your own campus. This part can be very handy, because there you can find a map of your campus, phone numbers for contact persons, library, and canteen and so on. This can also be useful when you are visiting some other campus than your own. You can check here, where you can park your car, in which building you are going to go and save a phone number in case you get lost or some other emergency.

Section Good to know about employment, is probably the most important part of all. There you can find out where the HR-department is, who is your payroll accountant and everything you need to know about your payroll issues or employment relationship. There is also a link where you can find forms for travelling invoices, hour lists, and forms for overtime working and so. All of these things are going to be developed, and they are going to be digitalized, but until all that is ready, you need to use these forms. Information about changes in these practices will be informed in this part, too.

In HAMK and HAMI well-being of the workers is priority number one, and that is why there is the whole chapter about this subject. In recent years there has been developed for example early support model. A target of

that model, is to create an atmosphere, where it would be easy for employees and superiors to discuss with each other. A mission is, that when people would talk openly, troubles and exhaustion would be noticed early, and there would be ways to help people before things get really hard. Hopefully this could reduce long sick leaves, and facilitates return to work after a long time. In this part you can read more about that.

Because HAMK and HAMI have so many campuses in a large area, there are a several health cares, too. In here you can check out in which health care center you belong to. Here are also phone numbers, and your own nurses and doctors names.

If you want, you can set up a meeting with your own nurse and she can check up your working place, so it is good for you. Ergonomic furniture, good lighting and safety of workplace are preventative action, which maintain well-being. If you have problems with sight, a nurse can also check out if you need reading glasses. These are very important to the new employee to know, too!

Travelling in work -section is for those workers who are required to do business trips in Finland or abroad or who work in a few different office. Travelling often arouses many questions, so these instructions are definitely worth reading for. In here you can find out when travelling is work time, and what is reimbursable expenses. There is also knowledge about daily allowances, meal allowances and night-time rentals. Even if you do not have to travel now, you should check this part out, so you know where to find all the information if you go for a business trip or maybe to a training later.

Some sections are not ready yet, because there are several ways to implement them. There is a lot of differences in employment relationship depending if you work as a teacher or as an officeworker. Roles in work-part is meant to be here because of that. But when this course started to take its own shape, it seemed that this was a waste. For example the holidays versus teachers leisure section. Everybody who work as a teacher knows how their free time counts, and office workers knows their holidays. And anyway this information can be found in "Good to know about employment" -section. Relying on our feedback too, it is likely that this section will be removed or it is going to be carried out in a different way.

HAMK and HAMI wants to take care of their employees on their free time, too! There is a lot of action, different kinds of sport teams and gymnastic classes and guided gym activities. So if you want to know, where you can play floorball or join to basketball team, this is the page you want to study! Here you can find phone numbers to the right people if you want to borrow snowshoes or a twelve person boat.

Also for holidays there are many choices offered for HAMK/HAMI workers. Look here, if you want to rent one of many HAMK`s cabins or visit in smoke sauna with your friends.

Another unfinished section is safety at work. I have put together a working group to compile the necessary information for this. This is a demanding topic, because here you have to keep in mind the laws and the regulations. There are so many things to remember, that it is best that it is done by a well-versed professional. Also I think this section has to be quite large eventually, because every campus have their own safety issues, as well as every professional. Every new employee does not have to learn everything, so this section has to be planned really well. Safety of the employee is on

employers' responsibility, so it is very important to monitor, that every employee has received instructions concerning him. This section includes both safety and security in work place.

In HAMK and HAMI employees carry out competence badges. The performance of these marks will affect overall assessment and it may influence in payroll too. Not that the salary would fall because of that, but if you are waiting for a pay rise, you should make sure that the required marks have been completed. There are few marks that is recommended to carry out during orientation, for example a mark of communal work. When this orientation course will be more developed, the purpose is, that these marks are carried out at the same time when the employee go through the course. In here is also a working group dealing with this issue, because this needs knowing of know-how marks, and special computer skills. Eventually, this section will be removed, and know-how marks are incorporated in other parts of the course.

There is own section to present people in the IT -department. You can find their phone numbers in here, and more information about their action. There is also a link directly to a digitalized work order that allows you to order unremitting work. For example, if your computer's lease agreement is over and you want to subscribe to a new one.

Personal data must be processed legally and properly. They must be collected for a specific, explicit and legitimate purpose and may not subsequently be processed in a manner incompatible with these purposes. Personal data must be appropriate and essential and limited to what is necessary in relation to the purposes for which they are processed. (Tietosuojatieto n.d.).

In Safe processing personal data -section you get to know about how to handle personal data, for example what you can and cannot send by an e-mail. HAMK/HAMI is a school system, and personal data is processed a lot. That is why there is a requirement that everyone understand their responsibility and knows how to act with personal data.

4.4 The end of orientation course and tracking

After six months, the orientation ends with a development discussion. At the same time ends a probation of the employee, and he should be ready to work in his organization. Now the superior should be aware about the employee's strengths and challenges, and it is time to make plans for the future, if there are areas that need training or education. There can also be career goals or wishes for progressing in his work. Orientation is always a two-way road, and it is very important that the employee gives feedback too. After all, he is the one that knows best what he can or cannot do or if he needs training, or any kind of help. Or maybe he wants to have more demanding tasks and challenges. The discussions clarify the expectations of the employee (and the work community) and it is place to specify the employee's tasks.

It is possible to continue orientation course after development discuss if it feels necessary, but otherwise, the course closes. A summary of the discussion, development needs, the necessary training and goals will be marked in STARA-system. That is the program, where the superior and the employee can check out what has been agreed. In the next development discussion, you can they can check how things have happened, have they come true.

5 FUTURE DEVELOPMENT IDEAS FOR ORIENTATION PROCESS

Orientation may be needed in some other situations than when a new employee has to the house. For example, when an officer becomes a superior, he or she needs orientation. Even though the work place is familiar, practices, responsibilities and job description will change. With my earlier study, this came up very clear, that there was no orientation in HAMK at all in these situations. There is training for new superiors, but it was considered inadequate. On the other hand, I do not think that this orientation course would be right place for these situations. Perhaps there should be a complete course for such situations.

A little bit same kind of situation is when an employee comes back to work after a long absence. Much can be changed already in a half of a year, and orientation is needed, that is sure. But is this kind of Moodle course the right way to orientate then? The background of absences can be very different. There can be studies, or army, or maternity leave, or healing a serious illness and so on. In any case, the person's ability to receive information, work and responsibility is different. That is why I do not think there can be just one course for this, every person needs personalized reception and orientation.

The Moodle course should be able to stagger so, that person must do first all the basic section. That the course could be useful for those who are working very short time in HAMK, for example summer employees. There is no need them to study hard for a month, and then their employment ends. It would be great, if they could go through just a start of this orientation course.

6 SUMMARY

Questions for my thesis were:

“What kind of tools could we offer to superiors for orientation?”

“How to make superiors work easier with orientation?”

“How the employee can be committed from the beginning?”

“How to make the employee responsible for their own orientation?”

Benchmarking was a great way to find out what kind of tools there are nowadays for orientation. I found really good ideas and with a slight modification I managed to plan a good system for orientation for HAMK and HAMI. My plan gives just a right tools for superiors, but it does not take away the superior’s responsibility when it comes to orientation. It is very important to engage a new employee from the beginning of the employment. Contacting him or her does just that. It makes the employee feel that he/she is important and the employer cares about him/her and really wants to cooperate with him/her. Digitalized orientation program also activates the new employee, and he/she have to take responsibility too about his/hers own learning.

Starting with this thesis was easy, because of the earlier study I had completed. The subject was familiar and I had very good basic information about orientation in HAMK. I also worked in HAMK at the time, so it was easy for me to work with this. People I worked with, were all very helpful, and cooperation was smooth.

Regarding my research, I knew that orientation had been completely ignored in HAMK. I mean, there was no uniform line or any tools, practices or guides how orientation should be done. That is why every superior did

what they knew, without any help. Superiors told me stories about how a new employee was hired, but he or she never showed up, or had left in a couple of days. This kind of action is shocking, and need to get help fast.

Recruiting is very expensive action to a company. It can last over half a year, just to hire one employee. Many people have spent a lot of their time working there. I am sure there would be better place to use this money and time!

An image is very important to an employer. Poorly managed orientation does not give a great image of an employer. If an employer wants to get the best specialists to apply for a job from them, they surely want to take a good care about their image!

First thing I thought, that needed help, or a tool, was the time right after the employment contract was signed. There was this empty space, where no superior had done anything. That is why I planned these starting e-mails, so there would be contact and commitment right from the beginning. I even planned those base forms, so it would be easy to start using them. Although, I am not sure that is enough. People do not usually change their habits easily. Human resource department has actively organized training sessions for supervisors, and I hope orientation is going to be their subject in a near future.

Orientation course in Moodle was a success, I got a lot of feedback about that. Many people that I interviewed when processing my research study, thought that this orientation course would help them and give them a tool for orientating new employees. Most of them have no had any help at all when hiring new people. It was really long-awaited reform, and there were

a lot of expectations and hopes for that. As it turned out, this was way too big challenge for me to do alone. I got really much help from my superior and from IT-department in HAMK. But even though, all I could do was the bases. Finishing this whole orientation course, would require so much special knowledge and skills that it was impossible for me to do alone. So I planned the basis and then I gathered working groups to fill up those parts where they had a best knowledge. For example safety and security are this kind of special parts, where it is not desirable to find any mistakes. And on the other hand, it is important, that the new employee gets all the information he or she needs about these subject matters.

Unfortunately, the course was a bit unfinished when I had to hand it over. But, as I discussed with HR-department workers, it needed to get real action soon, or enthusiasm for it would sink, and the whole thing would be forgotten. That is why we chose a person, who takes a responsibility and continues where I had left.

There was also a testing group, two employees and their superiors, who gave us feedback. Both of the employees felt that the course was good, and it would certainly be beneficial if it was available as soon as the employment began. They also had noticed, the course was not quite ready yet.

Unclear about this orientation course was that when and how it was meant to go through. The superiors also thought that it was not clear for them how to monitor progress. Partly this is a problem with Moodle, but there are ways how this format is possible to edit, so it would be easier to use and maybe more clear.

One wish was that if the program would exist in English too. When I worked with my research, there was only one superior who thought it would be necessary. But now my test group asked for the same, so I think this is one thing to develop in the future.

HAMK is so large organisation, that one orientation program is hardly enough. There are so many different professions, and different campuses and so on. It takes time that all things needed is centralized in this program. Good thing is, this course is easy to update, and that it can be used even if it is not completely ready.

I hope that there are active people who wants to develop this orientation course forward, and hopefully HR-department gives their support in this. In time it will facilitate superiors work, improve the employer image of HAMK and save a lot of money.

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PROJECT WORK

New orientation system in HAMK



Visamäki, Master of Business Management and Entrepreneurship

Spring 2017

Päivi Kaisla

Scope and objectives of this project

There has not been much tools for orientation in HAMK. There is an old form, which you can find in our intranet, that can be used as a checklist, but that is just about it. Function is to modernise the whole orientation system, activate the employees and digitalize orientation.

In HAMK we have been planned these know-how marks. They are meant for all employees, but everyone does not have to do them all. For example, a teacher need different kind of knowledge than an accountant. So, there are different marks for them. Some of the marks are common to everybody, when they are about health care, safety instruction or some other things that everybody needs to know. We would be curious to connect these kind of know-how marks to this new orientation system, at least partly, if it is possible.

Meaning of this project is to find out how the orientation is handled now in HAMK, and how could we improve it at human resource department. This report includes also a plan how to realise, what does it takes and how much it will cost.

If we manage to create a reasonable new orientation system, and get an approval of the management group too, we can start putting our ideas in action already during this spring 2017.

Work breakdown structure

We had our planning meeting in 5th of October, 2016 in HAMK human resource department. This project about orientation was meant to be done already, but everyone has been too busy to start a new project. That is why we decided that project must be put into practise in very tight schedule.

October

Yet in October must be bases of the interviews ready and choices made about who I am going to interview. Invitations and possible changes will be done by the end of the October, too.

Because I want to save everybody's time and make these interweaves effectively, I will arrange them via Skype in a few people groups. Only one of the interviews were made face-to face, during the meeting. I wanted to do this with group interviews, because I thought that it would give us all more changes to build a conversation and give more ideas.

Groups of the interviews:

1. 2.11.2016
 - Sari Hanka
 - Merja Helin
 - Juha Laurikainen
 - Tommi Lahti
 - Tiina Saivo

2. 8.11.2016

- Jaana Muttonen
- Ulla Rauhala
- Jari Mustajärvi

3. 9.11.2016

- Peppina Pöyhönen
- Senja Saukkola
- Nina Karasmaa

4. 14.11.2016

- Arja Tiainen
- Sinikka Luokkanen

There was more people invited, but we could not get our schedules to work. But luckily I managed to get all these professional to discuss together, it was really amazing how enthusiastic they all were.

November

In November, I will take care of all those interviews and analysing all data that I get off them. All of those interviews turn out to be very productive and gave me a lot of new ideas.

Results of the interviews

- The first question was about how we act when a new employee starts in HAMK. Some of the superiors told me that they introduce places and some of the people at the same time, when a new employee signs the contract, but most of them told me that there is no orientation at all before a new person starts working. In some unit, it is regular to order username, passwords that needed, and a work phone, but in some cases even this is not possible to do beforehand.

Usually orientation starts just when a new employee starts working. First day's orientation includes getting to know your co-workers, spaces you are going to work in and all the basic stuff. In most cases, it is the superior that starts the orientation, but there can be a working group too, when the responsibilities are shared with the whole team or so. A common opinion was, that the orientation has developed in HAMK in recent years.

However, the interviewee thought that there is a lot curable things, and there is not very much tools for orientation. In fact, there is just one form for orientation, which is more like a note list for superiors. It is old fashion and impractical. When a new person starts working, there is so much new information, it is impossible to remember it all.

Everybody thought that it would be a great idea to create this digitalized orientation system. With this system, every employee can orientate himself with his own time, and in that order he needs to. Information is also stored and you can check it out if you forget something.

Starting orientation before a new employee starts working is a challenge, but worth taking for. Imagine a person who has been looking for work for a while. Then we hire him, but his contract starts maybe months from now.

In the meanwhile, some other company can catch him from us! That is why it is important to us to indent this new employee to us. So, it is a great deal to start orientation immediately with this program.

With my interviews, there came out a couple of very, very sad examples about our orientation. One of the interviewee told me that, there was a situation, that everybody in this unit was in a two days' education, just the same time when this new employee starts working. There was nobody present when he came to work. He had no working place ready, no passwords, and no phone, no anything. For a very next day he resigned, because he felt he was no welcome.

This is a sad, sad story, not to mention how wasted all that money we have used for recruitment is.

- Most of the responsibilities of orientation is on superiors. In some units, there is a tutor person/persons, or an orientation group, but this depends much about the unit and a superior. If the position or assignment is old, there can be indications that the previous employee had made before he resigned. Often these positions however are new, and a new employee does not have exactly the same assignments than the previous one. Our society is changing all the time, so it is impossible to make this kind of indications that is up to date constantly.

Superiors cannot trust that everybody is volunteer for a new employee's orientation. There has been a situation, where a superior put a new employee working together with someone in the same room, and without asking he assumed that the old worker would orientate the new one. But he did not want to orientate, he did not want him to come in his room and

he was too busy with his own work. This caused a lot of trouble and very much disagreements.

We can see that we must honour each other's space, and work. If the superior would have discussed about the situation with the old employee, maybe they would have had some kind of understanding with each other?

This digitalized orientation system could help these kinds of problems as well, because a new employee would not be so dependent on other co-workers.

At this point, I want to remain, that we must be polite and still help a new employee to start his new assignment. He has a right to feel himself welcome and comfortable. This new orientation system is not something you can leave a new employee alone with. It is just a tool that can be helpful to everybody.

- We discussed how the orientation system is been developed in units. I was a little bit surprised, when they told me that it is not. Even though most of my interviewees agreed that orientation has become better recently in HAMK, they did not experience that the orientation was developed. I think this means that they have not thought about the orientation much, and maybe they have had more support to the orientation than earlier, perhaps from human resource department?
- We have talked about VATU-model (varhaisen tuen malli) with HRD team for a while now, and I asked my interviewees if they have heard about it, or even put it into practise. Basically, this model means that if there is long absences, the superior should contact

this employee and try to help him to get back to work. And if a person has been gone for half of a year, a whole year or so, he must be orientated again. Things change so quickly nowadays, that it can be very different workplace to get back to, than what was when he left. No one of my interviewees had this kind of system at all, they just told about new things when a person asks. Depends a lot about why a person has been gone a long time, if he has been studying or if he has been sick, but especially after a long sickness it can be too hard for a person to get back to work when everything has changed. A digitalized orientation system would be helpful in these situations too, when a superior can add things into this system constantly. In other words, this program can be updated all the time. This is useful too when a person removes to different assignments, become a superior, or something else changes. Now there is no orientation at all in this kind of situations at all.

- There is very little English talking people working in HAMK, so it did not seem very important to have this orientation system in English. But in International Business line they would like to have some English instructions to their employee. It is very easy to accomplish in this digitalised system too.

December

In 13th of December I and my superior have an appointment with Minna Nordman at Tieto Oyj in Espoo. We went to benchmark their orientation system.

Christmas time will be very busy for everyone, but I can think of those results on my own. In our team meeting in 14th of December I will introduce my study and give my suggestions to my team members.

My superior and my team were very delighted about this orientation system in Tieto Oyj. We decided that we are going to go forward with this system, and modify it to fit in HAMK's needs. I will make my thesis about this project during this year.

Benchmarking and my proposal suggestion

An appointment at Tieto Oyj with Minna Nordman was very productive. We thought immediately that it was just what we were looking for. Orientation can be started as soon as an employee has signed a contract of employment and it can last months or even years. An employee must take responsibility on his own orientation, but it can be monitored and planned by superior.



This is a picture about an orientation at Tieto Oyj. It starts from that blue box on left. It is a start to Tieto Journey documentation. In action that means, that when an employee has signed a contract of employment he or she gets an e-mail, where he can find knowledge about Tieto Oyj and all the practical things when you are working at Tieto Oyj.

This first part would be brilliant for HAMK too. We could make it more efficient and add a form of personal details into it. So, the new employee would fulfil his own information, like his address, bank account, phone number and so on. This information is possible to transform directly into our information system. On the other word it saves time in HRD, and decreases changes to make mistakes while storing information into systems.

Step two on orientation

This is an arrival gate to Tieto. Now the employee gets his username and password and a real orientation starts.

This is a picture about orientation program at Tieto Oyj:

The screenshot displays the 'eOnboarding Plan' interface. At the top left, the title 'eOnboarding Plan' is prominently displayed. Below it, a list of features is provided: 'Own eOnboarding Plan "application" developed internally', 'Links easy to use & modify tasks to Intra/elearnings etc.', 'Owners update continuously', and 'Country templates'. The main content area is divided into several sections. On the left, there is a 'WELCOME TO Tieto' banner with a 'Final of Onboarding' button. Below this is a grid of ten blue icons representing different onboarding tasks: 'YOUR WORK', 'YOUR TEAM & LIST', 'Tieto Summary', 'OFFICE & TOOLS', 'NETWORKING', 'EMPLOYMENT INFO', 'PLACEMENTS', 'TRAVEL', and 'END OF ORGANIZATION'. To the right of this grid is a vertical sidebar with a video player showing a woman, a 'Days at work' counter at 7:50, and a 'Progress (07/54)' indicator. Below the grid is a central flowchart with four main stages: 'Start with you', 'Start with Tieto', 'Start with materials', and 'Start with onboarding'. Each stage has associated tasks and icons. At the bottom right, there is a 'Learning events' section with a calendar view showing dates from May 12 to May 19, 2016, and a 'Tieto logo' at the very bottom right.

Public

- Own eOnboarding Plan "application" developed internally
- Links easy to use & modify tasks to Intra/elearnings etc.
- Owners update continuously
- Country templates

6 © Tieto Corporation

There are different kinds of boxes, and under them you can find different kinds of things you need to know. Your superior can add parts to you, and take away parts that you do not need. So, it can be made very individual.

In here you can find different areas to orientate yourself, like safety at work, human resource department, people you should meet, industrial health and so on.

All these parts can be monitored by your superior, and new parts can be added whenever. This program will be there during your whole career, so it can grow with you. Also, it can be a memory book, and you can check out information on it, in case you forget something.

This part could be exactly the same in HAMK, too. But we have those know-how marks, and those could be added into this part. There could be a file for those marks you have accomplished.

The third step of orientation

At the third step of orientation at Tieto, they have a two days' seminar on board to Sweden. Tieto hires thousands of people annually all over the world, so this is a little bit too big for us in HAMK. But we had a bit smaller seminars for our beginners at HAMK. It has been Welcome on board - ceremony where the management introduces themselves and they share information about working in HAMK. Last few years there has been so little new employees, that this ceremony has not been reasonable.

There is an opportunity to arrange education via digitalized orientation too. We can share videos and meet via Skype. An employee can sign up for educations via this system, and a superior can recommend the right educations to his employee.

Christmas time and January

Everyone gets a little bit time to think how we are going to continue with this orientation project, and after the holidays, in 4th of January we will make decisions about what are those operations that we are going to develop forward.

I have introduced this project plan to my team, and they all think it is tight but doable. Also, my supervisor has given her approval to this project.

I was supposed to interview new employees in HAMK too, but we found out there is just a few total new people. That is why we decided to give up

on that. When I start to work with my thesis, and put this orientation system in practise, I could ask ideas for HAMK's employees then.

We expect that we get results that our orientation system is old-fashion, or it does not really exist at all. Supervisors have never had any tools for orientation, so they have not missed them.

These kinds of systems are possible to create with the programmes that we already have in HAMK. Realization is going to need some working hours with several people, and maybe some additional parts, but otherwise there will not be much expenses.

Project management and steering group

I have been putting this project into practise by myself, but I have been given information to my superior all the time during this project. I have been also reporting to my team how the project is going on and we have been discussed about it in our team meetings. It has been a great system and my team has given me a lot of ideas and advices. It has been valuable, because they have been working at HAMK for a longer time than I, and that is why they know a lot about working for HAMK. It is important, because every workplace is different.

Project budget

We have been discussed with the IT-group in HAMK, and we found out, that this new orientation system can be created with those programs we already have. So, we will not have to spend any money on this project. It will take different people's working hours, but nobody needs to work any over-time hours.

Project timeline

This project was created in its timeline, but at the end of it we were busier than we had thought in HR-department. Mostly there was no problems, and project was done in time. Only reporting took more time than I had thought, because we really had a lot of work in the beginning of the year.

Risk analysis

In my opinion, there are not any risks. Because we do not need any money on this project, it can only be a success.

My own assessment

I think this is a great project! I am really excited to put this in to practise. We have a good plan now, and this orientation project is meant to be in practise at fall. Most of our new employees start at fall, so I should have results by next Christmas.

Reporting is something that it is easily forgotten. That is why I try to write it (almost) every day, so it can be done at the same time when my project is getting ready.

Superior's comments

My superior is on holiday right now but we will have a meeting next Wednesday, 29.3.2017. I will introduce this project then and make plans for the future. I will ask for my superior's opinion then.

VIESTIPOHJA#1 - TERVETULOA TALOON

*Tervetuloa [organisaatio], [uuden työntekijän nimi]!
Mukava saada sinut mukaan porukkaan, ja samalla päästä
konkreettisesti käynnistämään työt [tehtävä, projekti] parissa.
Ohessa muutama käytännön asia työskentelystä [organisaatio].*

Ensimmäisen päivän aikataulu

9:00-9:30 Tervetuloa

9:30-11:00 [xxx]

11:00-11:30 Lounas

11:30-14:00 [xxx]

14:00-14:15 Kahvi

14:15-16:00 [xxx]

Milloin aloitetaan?

Aloitetaan hommat aamukahvilla [pvm klo] [paikka].

Mitä tarvitsen mukaani?

*Ota mukaan ajokortti tai henkilöllisyystodistus, verokortti ja
sopimusdokumentit allekirjoitettuna.*

Missä työpisteeni sijaitsee?

*Sinulle on valmisteltu työpiste kahden hengen huoneesta,
jonka tulet jakamaan [Nimi] kanssa. Huone sijaitsee ulko-
ovelta katsottuna oikeanpuoleisella käytävällä, [Nimi] ja
[Nimi] huoneen vieressä.*

Miten pukeutua?

*Pukeutuminen on suositeltavaa, muita sääntöjä ei
oikeastaan ole. Meno on rentoa ja varsin casuaalia, fokus on
tekemisessä eikä pukeutumisessa.*

Mistä ruokaa?

Viereisessä rakennuksessa toimii [ravintolan nimi], jonka menun näet täältä [linkki ruokalistaan]. Osa porukasta syö omia eväitä, osa käy säännöllisen epäsäännöllisesti hakemassa lounaan toimistolle läheisestä marketista, myös keskustan ravintoloita hyödynnetään tasaisesti.

Keneltä kysyn neuvoa?

Kysyä saa keneltä vain, kaikki auttavat mielellään. Ensisijaisesti kysyä voi minulta. Mikäli kysymys liittyy johonkin tiettyyn fokusalueeseen, niin ohessa muutamia nimiä toiminnoittain:

Hallinto: [Nimi, tehtävä]

Myynti ja Markkinointi: [Nimi, tehtävä]

Sisäinen IT: [Nimi, tehtävä]

Mitä teen, jos koneen kanssa on ongelmia?

Pistä mailia [Nimi, tehtävä] osoitteeseen [sähköposti]

Moneltako aloitan työpäiväni?

[Organisaatio] on joustavat työajat ja työaikapankki, johon tunnit kirjataan. Työajat pyritään pääsääntöisesti järjestämään siten, että työskentely tapahtuu 8-17 -välisenä aikana, jolloin valtaosa työntekijöistä on paikalla ja toimistolla on myös tukea saatavilla. Omalla avaimella toimistolle pääsee 24/7.

Kenen kanssa tulen työskentelemään?

Muodostat [Nimi] kanssa työparin. Olet osa [tiimin nimi], ja työskentelet tiiviisti minun, [nimi] ja [nimi] kanssa.

Jos minulla on ideoita, ehdotuksia, huolenaiheita, mitä kautta voin tuoda niitä esille?

Ideat, ehdotukset ja mahdolliset huolenaiheet voit kertoa suoraan minulle. Otamme mielellämme vastaan uusia ideoita, joiden avulla voimme kehittää toimintaamme.

Mitä kautta ihmiset kommunikoivat organisaatiossa?

Naamatusten, sähköpostilla, puhelimitse. Riippuen aiheesta, käytämme kaikkia edellä mainittuja. Toimiston sisällä käytämme [työkalun nimi] pikaviestintään. Intran kautta tiedotamme koko yritystä koskevista asioista.

#Hashtag

Olemme ylpeitä työskentelystäämme [organisaatio] ja annamme sen myös kuulua sosiaalisessa mediassa. Käytetyimmät #hashtagit ovat [#hashtag1 #hashtag2]

Tervehdys tiimiläiset!

[Koko Nimi] aloittaa tiimissämme [aloitus pvm]. [Etunimi] tulee työskentelemään [työntekijän nimi] huoneessa [tehtävänimike] roolissa. Rooliin sisältyy [tehtävät]. [Nimi] tulee meille [tausta]. Hän vahvistaa tiimiämme tuomalla osaamista [tietoa ammatillisesta osaamisesta] Olen lisännyt tiimilounaan kalentereihin [pvm ja aika]

Appendix 4

Työpöytä / HAMK ja HAMIn perehdytysohjelma

Yleinen

- Tervetuloa HAMK/HAMIn!
- Uufiset

HAMK:n ja HAMIn yleiset käytännöt

Kampukset

Työsuhteasiat

Työhyvinvointi

Matkustaminen

Työroolit

Vapaa-aika

Työturvallisuus

Osaamismerkit

Tietohallintopalvelut

Henkilötöiden turvallinen kä...

Aktiviteetit

- Aineistot
- Keskustelualueet
- Tehlävät
- Tenit

Navigointi

Työpöytä

- Sivuston etusivu
- Sivuston seuranta
- Nykyinen kurssi
 - HAMK ja HAMIn perehdytysohjelma
 - Osaillistajat
 - Yleinen
 - HAMK:n ja HAMIn yleiset käytännöt
 - Kampukset
 - Työsuhteasiat
 - Työhyvinvointi
 - Matkustaminen
 - Työroolit
 - Vapaa-aika
 - Työturvallisuus
 - Osaamismerkit
 - Tietohallintopalvelut
 - Henkilötöiden turvallinen käsittely
 - Käyttäjien osaamismerkit
 - Media Gallery
 - Omat kurssini

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lokakuu 2017

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