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Tämän opinnäytetyön aiheena oli luoda informatiivinen ja selkeä uuden työntekijän perehdytyskansio. Perehdytyskansio tehtiin kohdeyritykselle, Everest 8848 ravintolalle. Perehdytyskansion tarkoituksena on nopeuttaa ja auttaa uusien työntekijöiden perehdyttämisprosessia. Yrityksellä ei ollut aikaisempaa perehdytysopasta, joten opas tulee olemaan hyödyllinen seuraavissa perehdytysprosesseissa.

Opinnäytetyö on sekä toiminnallinen että tutkimuksellinen, sillä siinä on kummankin tutkimusmetodin piirteitä. Ensimmäisessä teoriakappaleessa keskitytään perehdyttämisen osa-alueisiin, jotka luovat pohjan perehdytyskansiolle sekä perehdytyksen muistilistalle. Toinen teoriakappale kertoo ravintola-alan säädöksistä, jotka koettiin olennaiseksi juuri kohdeyrityksen kannalta.

Empiirinen osuus rakentuu havainnoinnista, joka on yksi laadullisen tutkimuksen menetelmistä sekä perehdytyskansioista, joka on työn toiminnallinen osuus. Perehdytyskansio luotiin opinnäytetyöntekijän havaintojen pohjalta, joita hän yrityksessä töissään ollessaan keräsi. Teoriaosuuden tietoja sisällytettiin myös lyhyesti perehdytyskansioon.

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The purpose of this thesis was to create an informative and clear orientation guide for new employees. The orientation guide was made for case company Everest 8848. The purpose of the orientation guide is to help and quicken new employee's orientation process. The restaurant did not have a previous orientation guide which makes the guide useful asset in the upcoming orientation processes.

The thesis is both operational and research type of thesis as there are both features in the work. There are two theoretical parts in the thesis. The first part concentrates on orientation which creates the base for orientation guide and orientation checklist. The second part consists of restaurant industry's regulations which were seen relevant for this specific company.

Empirical part consists of observation which is qualitative research method and orientation guide which is the operational part of the thesis. Orientation guide was created with data collected from authors observation at the work place. Theoretical information from the thesis was also shortly involved the orientation guide.

CONTENTS

1	INTRODUCTION	5
2	BACKGROUND OF THE THESIS	6
2.1	Purpose and objectives.....	6
2.2	Research questions and boundaries	6
2.3	Conceptual framework.....	7
2.4	Introduction of the case company	8
3	ORIENTATION	8
3.1	Definition	8
3.2	Purpose and objectives of orientation	9
3.3	Planning of orientation.....	10
3.3.1	Area of expertise.....	12
3.3.2	Roles in orientation.....	13
3.4	Orientation process	14
3.5	Regulations regarding to orientation.....	17
4	GENERAL EMPLOYMENT REGULATIONS.....	18
4.1	Introduction.....	18
4.2	Employment relationship	18
4.3	Regular working time and length.....	20
4.4	Breaks and salary	20
4.5	Absence and occupational health care	21
5	METHODOLOGY	22
5.1	Qualitative research and observation	22
5.2	Reliability and validity.....	23
6	ORIENTATION GUIDE AS A PROCESS	24
6.1	Planning orientation guide	24
6.2	Implementing orientation guide	25
7	EVALUATION AND DISCUSSION.....	27
	REFERENCES.....	30
	APPENDICES	

1 INTRODUCTION

The outcome of the thesis is to make an orientation guide for restaurant Everest 8848. The guide will be a part of orientation process and it will help waiters or waitresses to get familiarised with the work. This project is done because there is no orientation guide at the company. The connection of author to the company is through work. When she started working there as a new employee on 8th of June, she noticed that there is a lot of things to remember but no standard orientation process or orientation guide.

The company will benefit from this orientation guide because there will be less assets wasted on orientation itself and the new worker will learn the job quicker. The orientation guide will help the employer to save time when orientating a new employee and this way to reduce the cost related to orientation of new employee. The orientation guide is done in English because part of the staff and superiors are multicultural, and the language commonly used at work is English.

The thesis will explain orientation itself, planning orientation and orientation process since proper orientation benefits both the company and employee. It will also cover some legal matters concerning work laws and employment as it was seen relevant for the company through observation process.

The author chose observations as qualitative method of research. The orientation guide was created by combining observation and theory part of the thesis together. The guide consists of laws, regulations and orientation theory that are targeted on the company. By observing the work instructions, basic information about the company and orientation checklist were created.

2 BACKGROUND OF THE THESIS

2.1 Purpose and objectives

The expected outcome is an orientation guide that offers all needed information about the restaurant and its daily operations for new employee concisely and informatively. The orientation guide consists of required work tasks and usage of the cash register, introduction to work place and information about collective agreement. Objective of the orientation guide is to make new employee quickly profitable for the company and adapt to work, with the information the guide provides. It will also help the employer to provide the needed information to new employee.

The orientation guide will be written on human resources perspective which means that it will provide information about restrictions and laws. The objective of the human resource perspective is to help employees to understand contractual side of the work relationship. This would be useful in the work place because as mentioned there has been problems with understanding the collective agreement.

2.2 Research questions and boundaries

The thesis is partially research based and partially operational based thesis. Operational part of thesis is creating the orientation guide for case company and explains the project development. In research part the author has used research questions to reach the objectives of the thesis. She has also observed the work environment as an employee to get a wider understanding about orientation in work place.

The thesis will answer to these following questions:

- What does good orientation guide for Everest 8848 consist of?
 - o How to create good orientation process and what are the goals of orientation?
 - o What kind of laws and regulations are related to orientation in this company?

The thesis is limited in human resource perspective because the author studies international trade and is interested in HR. The boundaries of thesis are collective agreement and orientation theory. The theory will not cover additional training that takes place after orientation or customer-employee relationship.

2.3 Conceptual framework

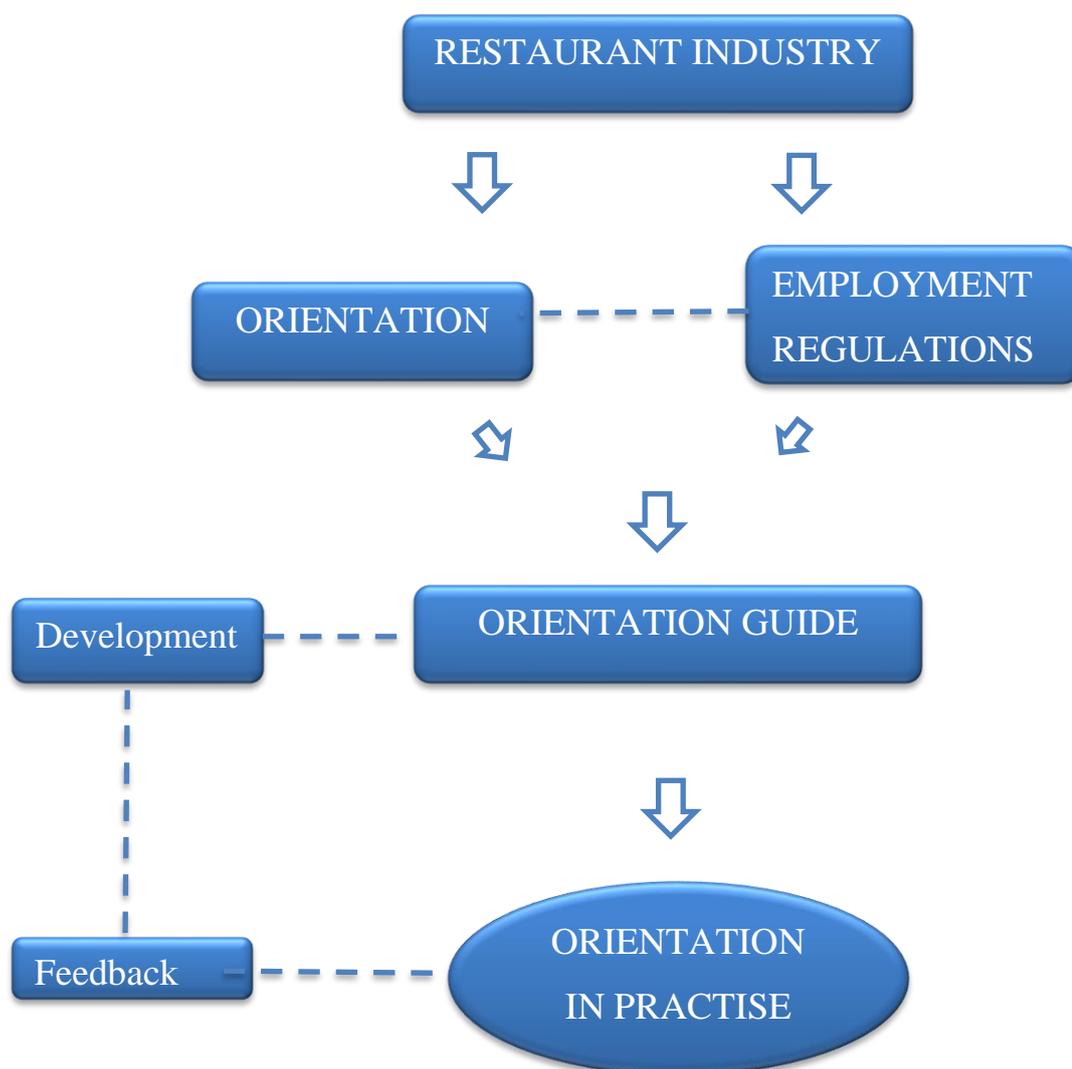


Figure 1. Orientation guide: Conceptual framework (Author of the thesis)

The conceptual framework flows from top to down. The graphic starts with restaurant industry which defines what kind of knowledge is needed in orientation guide. Next there is orientation and employment regulations which are main theoretical aspects of the work. After theoretical information orientation guide is created. The next stage is

new employee's orientation in practise. Through feedback it is possible to develop the orientation and orientation guide for upcoming orientation process of new employee.

2.4 Introduction of the case company

Everest 8848 is a small size company which was established 6.11.2014. The restaurant is located in the middle of old Rauma, specifically in old Rauma's market square. At first, they had smaller restaurant, but they moved to bigger one in order to attract more business in summer time. The owner of the restaurant is an entrepreneur who is originally from Nepal. Number of the staff alters from five up to eight depending on season and need. The work environment in the restaurant is multicultural and therefore the language used between colleagues is Finnish and English. The name Everest 8848 comes from the highest mountain on Earth which is 8848 meters high and located in the border of Nepal and China.

Everest 8848 restaurant specializes on Nepalese/Indian food. The restaurant offers lunch buffet, A la carte menu and drinks. There are 82 customer seats when combining terrace, garden terrace and seats in inner area. At winter time, only inner dining area is used. The cabinet offers space for 15 people. There is also a bar with alcohol license (in Finnish A-oikeudet).

3 ORIENTATION

3.1 Definition

Orientation implicates all procedures that help new employee to become part of work community and learn one's tasks. Orientation is not only for new employees but also for employees who change positions inside the organization. Orientation process can take considerable amount of resources but the faster the employee will learn the new job the more profitable one will become for the organization. A thorough orientation will reduce the mistakes of new employee and reduce the time co-workers use to cover

the mistakes of the new employee. (Österberg 2015, 115.) The length of orientation process is usually the same as the trial period in the employment contract. In a permanent employment contract, the trial period is four months. (Valvisto 2005, 50.)

Orientation can be divided to three areas where orientation occurs. These areas are orientation to work environment, orientation to workplace and job orientation. Orientation to work environment implicates that one will get familiarized with the work environment. It also means that one understands the business idea, work methods, values and visions of the organization. Orientation to work place indicates that one meets and gets familiarized with co-workers, colleagues, and customers. Job orientation means that one learns the needed work tasks and understands what is expected of one's work. (Kauhanen 2010, 151.)

3.2 Purpose and objectives of orientation

The purpose of the orientation is to shorten the time new employee uses to learn the tasks in the organization. The objective is to make the employee profitable promptly. Orientation aims to understand the overall picture of the organization. When employee knows and understands the visions, strategy and values of the organization it will bring one closer to understanding the whole picture. Objective of orientation is that employee learns to utilize the techniques and tools required, and finally uses them independently in tasks required. (Valvisto 2005, 47,49.)

Purpose of the orientation is:

- *To reduce costs.* In a proper orientation process the new employee learns the work quicker and costs related to orientation will reduce.
- *To reduce stress.* Stress can be experienced when starting a new job. New tasks, new environment and new work environment can create stress for the new employee. It can affect the performance in the workplace. With the help of good orientation the worker does not feel insecure and can concentrate on the job.
- *To reduce employee turnover.* Employee turnover rate can be reduced with proper orientation. It shows that employees are valued, and the guidance is given so that employees can succeed.

- *To save superiors' time.* Superiors' time will be saved when information about the internal aspects in organizations are given through the orientation process.
- *To understand expectations.* New employee will learn easier and quicker when knowing what is expected of ones and colleagues work. (Websites of The Balance 2017.)

With a good orientation resources can be saved. It is important to get the new employee to integrate in work community and feel welcomed. (Websites of The Balance 2017.)

3.3 Planning of orientation

Planning is an important part of orientation process. When pondering objectives and information the plan of orientation will be easier to achieve and implement. Human resources policy will terminate what is the position than needs to be fulfilled what kind of person is wanted for the position. Depending on the situation in organization, the person searched for the job can be novice, part-timer, replacement, or expert. The time used on orientation needs to be considered since in some cases, the time that is reserved on orientation can be limited. The time used in orientation depends on the skills and expertise of the selected person. These factors will terminate the plan of orientation required in the situations. (Työturvallisuuskeskus 2010, 6–7.)

In the figure below, new employee's role, work experience, academical background and expectations effect on orientation planning and implementation. The plan consists of timetable, phases, responsibilities, contents, methods and follow-up.

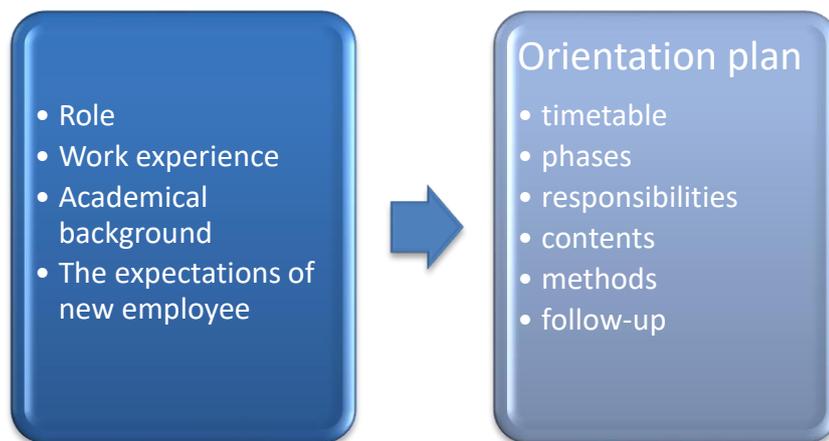


Figure 2. Orientation plan (Kjelin & Kuusisto 2003, 199)

It is important to discuss with the head of the company and superiors or managers when planning for orientation, as they are usually the ones orientating the new employee in practice. In case there is human resource department in the company they are usually the ones who train and plan the orientation. The responsibility of orientation is always on superior or the superior who is the head of the human resources. (Österberg 2015, 118.)

There are two different types of orientation planning models used in organizations. These models are personal planning and systematic planning. In large-scale enterprises personal planning which offers a team or a person the specific information required on the task is commonly used. Systematic planning is implicated when training a whole department or work community. In both cases orientation material can be utilized to support the learning. In large enterprises, the material can be modified according to new employee's needs. Learning assessment is a good way to evaluate the needs of orientation and the skills of employee. It shows employees level of knowledge on each area in the assessment. The learning assessment offers knowledge of areas of skills. Based on that information, personalized orientation plan for new employee can be made. (Kupias & Peltola 2009, 87–89.)

3.3.1 Area of expertise

Know-how can be divided into six different areas. These areas are task orientated skills, team skills, organizational skills, field of business skills, employment relationship skills and basic skills. All the following skills and their evaluation is important when planning the orientation. These areas of expertise allow the mentor or the person who orientates to have better understanding about the orientation areas. (Kupias & Peltola 2009, 89.)



Figure 3. Area of expertise (Kupias & Peltola 2009, 90)

Task orientated skills are the skills required for the specific position. The recruit can be familiarized for these tasks before or in case person has no skills on this area the orientation should include training these skills. *Team and work community skills* are the skills that are needed when working in team or community. They consist of rules, descriptions of team and its processes that can be handed out for new-comer. There can be quiet information included that is not in any handouts. Usually these skills are known inside the organization but not outside. The understanding of values, strategy, network of organisation and operational policy are included in *organizational skills*.

Employee who changes position between the company is familiar with these skills even though they may change perspective depending on the position one is in. For example, if company values customer service and the employee changes position for accountant to purchasing agent the value of customer service can be seen differently. (Kupias & Peltola 2009, 90–91.)

Field of business skills implicates that one has already experience on the same field. The basic tasks are known but the industry is different. In this case the orientation concentrates also on teaching the industry. Knowing the obligations and benefits are regarded in *employment relationship skills*. These factors are commonly introduced in recruitment stage but also need to be informed when beginning of the job. Basic work life skills, adequate language skills and information technology skills are called *basic or general skills*. These skills are usually forgotten when planning orientation and are considered as granted. These skills can be hard for people who do not have experience on working life. (Kupias & Peltola 2009, 91–92.)

3.3.2 Roles in orientation

Superior is always responsible for orientation of new employee but in practise she or he is not always the person who is implementing the orientation. The person orientating can be unit's secretary, colleagues or person from human resources department. It is common that there are many different people involved in guiding or mentoring the new employee. The mentor employee relationship can sometimes be formal or informal depending on situation. Mentors' tasks also include teaching the new employee cultural and social values of the organization. (Kupias & Peltola 2009, 94–95; Websites of The Balance 2017.)

Different roles in orientation are:

- *Recruiter* He/she gives a first impression about the organization, work community and work itself including the expectations of work, when recruiting the employee. Everyone along with orientation should know what the recruiter has discussed with new employee and what has been promised.

- *Consignee of the new employee* has important role on giving a good impression. New employee will form a perspective about the organization based on the first meeting and conversation with the consignee.
- *Administrative mentor* takes care of all the practical matters for example computer permits and usage of computer programmes and needed information for payment.
- *Work community mentor* is a person who familiarises new employee to one's colleagues and business partners.
- *Employment relationship mentor* introduces new comer with employment relationship manners like working hours, breaks, employee benefits and occupational health services.
- *Organizational mentor* teaches the values, strategy and future perspectives of the organization. The objective is to link one's work to organizations strategy.
- *Expert of certain area* can be experts on their own field or for example IT support person. Usually the newbie meets many experts on one's first weeks in the organisation. The information given by expert can be heavy content. Therefore, the employee should give room to absorb and understand the guidance given before send to another expert.
- *Coordinator of overall orientation*. The coordinator arranges the orientation plan guides the newbie through it. The coordinator can also book time for other mentors. One also finds the orientation guide or material for newbie. Altering the orientation plan with new employee is also coordinator's work.
- *Guide* is a person that helps the new employee during the orientation. The guide has responsibilities over the newbie and the bond between them is usually tight. (Kupias & Peltola 2009, 95–98.)

3.4 Orientation process

In customer service the first impression is highly important. The same applies when welcoming a new employee to workplace. Positive impression is built with interaction between people, their way to communicate with facial expressions, tone of the voice, eye contact and overall behaviour in the situation. Positive interaction and impression

develop the setting for further cooperation. Positive interaction helps the new employee to adapt to new work environment and creates a trustful atmosphere, which allows the new employee to discuss, ask guidance and act easier. Negative first impression can cause negative environment which can be hard to change in the future. (Työturvallisuuskeskus 2010, 9.)

Orientation process consists of three phases before, during and after employment. The orientation process starts before the interviews for the open position take place.

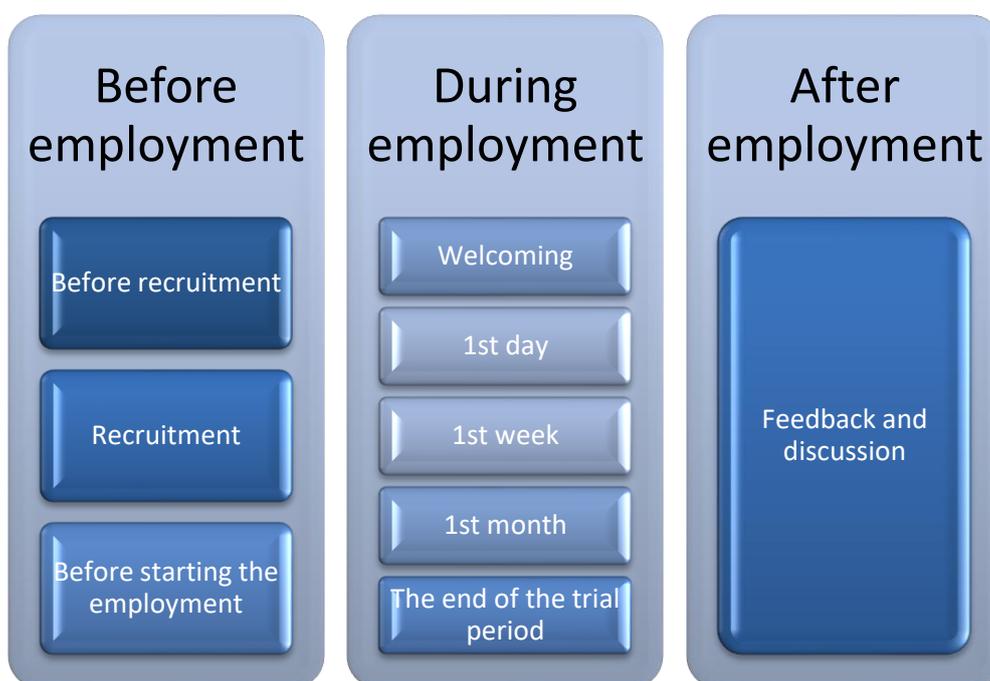


Figure 4. Orientation stages (Kupias & Peltola 2009, 102)

Before recruitment phase, all requirements and necessary skills needed for the specific vacancy are contemplated. This is done to understand what kind of person is wanted for the position. At the requirement phase applicants are informed about the available position, workplace and requirements needed for the job. On recruitment process, the applicants are shared private information about the organization. The shared information is the first step of orientation and an introduction to company. Through these interviews the organization will have a glimpse of interviewees' thoughts, potential and skills. Before starting the new employment, the organization should contact the new employee and set a time and a place of the first day and arrange mentor to guide one through on a first day. Before starting the new employment, the organization will create a plan of orientation and gather all needed documents, work clothes, keys, and

materials for first day. The colleagues should also be informed about the new employee. (Kupias & Peltola 2009, 102–103; Työturvallisuuskeskus 2010, 9–11.)

Good welcoming and a positive feeling is important part of the first day. It is favourable that the new employee feels welcomed as it builds a great start to new employment relationship. At the first day of employment relationship new employee and the mentor should use some time to get to know each other so that the beginning of work will start easily. The first day orientation covers only necessary information meaning that all the most urgent practicalities will be handled on first day. These are for example introducing work space, colleagues, facilities and naturally the work-related matters. (Kupias & Peltola 2009, 103–105; Työturvallisuuskeskus 2010, 9–11.)

During the first week it is important that one has all needed information which is sort of a “first aid kit” to get to know the work. The orientation should cover and be planned to teach the skills that one lacks and are required on daily operations. This first aid kit will help one to get an understanding of new tasks, work environment and organizations and in a way to help one orient in work. Superiors’ responsibility is to go through the tasks in work and achieve consensus with the employee about the tasks and requirements. Based on the performance of the first week the orientation plan for next month is altered and a sort evaluation discussion is held. The first week’s orientation plan can be intense. The orientation plan should be modified personally according to one’s ability to absorb information and learn skills. (Kupias & Peltola 2009, 105–106; Työturvallisuuskeskus 2010, 9–11.)

In the first month, the employee will be able to raise one’s visions and ideas about the issues regarding work. One will also have feedback that will help to develop one’s performance at work. The orientation will go as planned but the responsibility of it will gradually pass on employee itself. There will be evaluation and feedback discussion to ensure that the orientation is going as planned. If necessary, modifications to orientation plan will be made to ensure that the orientation is progressive. At the end of trial period the employee can work independently and find information that will develop one’s work. Employee is also a part of the work community. The orientation is ended or if needed continues with plan. There will be evaluation discussion held with the superior about the implementation of orientation and its functionality. The

objective is that the new employee owns the basic skills. One can develop one's work performance and itself with help of colleagues, but also learning from mistakes that are made during learning process. (Kupias & Peltola 2009.)

There can be various reasons when ending the employment. Some of these can be expected, for example a temporary employment contract is ending. Some of the can be unexpected for example employee terminates the employment in a short notice. It is good to remember to be professional regardless of how the employment relationship was terminated. It is important to ask a feedback about the orientation process and feedback in general. In a case of a long-term employees, discussion with the employee should be in the interest of the company. One might have valuable information for company from years of experience. This information can help to improve and develop the company. (Kupias & Peltola 2009, 109–110.)

3.5 Regulations regarding to orientation

On the beginning of the employment relationship new employee is orientated on safe and healthy working methods, occupational health care, sick leave customs and work safety. (Collective agreement for the hotel, restaurant and leisure industry 1.2.2017, section 2.)

Employees physical and mental health should be considered when planning of work. This will ensure the safety by reducing the risk and dangers factors (Työturvallisuuslaki 738/2002, section 13). Employer is obligated to inform about hazardous and harmful factors that are affiliated to work. Employer is also obligated to consider employees occupational competence and work experience when:

- 1) Employee is to be orientated on work, work conditions, productions methods, work methods, work tools and the safe usage of the tools. This is important when beginning a new job, changing the work or even when new tools or production method are introduced.

- 2) Employee is to be provided with instructions and guidance to prevent job-related harm and hazards. Guidance on harms and danger which has effect on employee's health and safety need also to be considered.
- 3) Employee is to be provided with instruction and guidance on adjustment work, cleaning work, maintenance work and repair work. Instructions need to be provided also on fault and emergency situations and
- 4) Guidance and instructions are improved if the situation requires it. (Työturvallisuuslaki 738/2002, section 14.)

4 GENERAL EMPLOYMENT REGULATIONS

4.1 Introduction

General employment regulation chapter consists mainly of collective agreement on the field of restaurant industry. The regulations handled on the chapter are there to give employee and employer consensus on work related matters based on law and collective agreement. On collective agreement on the field of hotel-, restaurant- and leisure industry the contracting parties are Palvelualojen ammattiliitto, PAM Oy and in English Service Union United on employee's side and on employer's side is Matkailu- ja Ravintolapalvelut which means Hospitality Association, the short form is MaRa Oy (Collective agreement for the hotel, restaurant and leisure industry 1.2.2017, section 2).

4.2 Employment relationship

On request, employee is obligated to do work tasks that are related or are similar than the tasks that are represented on one's work description (Collective A for the hotel, restaurant and leisure industry 1/2/2017, section 2). Trial period is four months maximum in the field of restaurant industry. If employment contract is less than eight months, the trial period cannot be more than half of the employment. Work contract can be terminated without reason on trial period. The termination comes into effect

when the work shift ends. Both parties, employee or employer can terminate the contract. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 3.)

Indefinitely valid employment contract also known as permanent employment contract is common in restaurant industry. The contract of employment is considered permanent if there is no justified reason for temporary contract, if employer has continued employment relationship with several temporary contracts in a row or if after temporary contract employer has allowed the employee to continue the work. The contract termination time on employer's side for permanent contract is 1 month if the employee has worked 0-5 years and 2 months if worked 5-10 years. The resignation time on employee's behalf is 14 days if one has worked 0-10 years. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 4.)

The resignation or termination can only be cancelled if both parties agree on it. On request of either one, the other party has the obligation to give a testimony that points out the contract termination. The employee who does not obey the termination period is obligated to compensate the employers losses. The employee must pay the amount of money one would have earned on the days said. The employer who does not obey the termination time must pay employee the salary of the days left in a termination time. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 4.)

Fixed-term employment contract also known as temporary contract can only be made for justified reason. Justified reason can be for example, if employee will be a trainee or a substitute or in the case employee requests temporary contract. The temporary employment contract is terminated on the time agreed on the contract. The contract usually cannot be terminated before the set date. The contract can be terminated only if termination terms are specially written down on the contract. If the contract is terminated anyway the one who offends the rules is liable to compensate loss of work for the other. When termination happens on employee's side one is obliged to compensate the salary of the days in question for a maximum of 14 days. If employer is the one terminating the contract one will compensate the losses for employee (more about the procedures in section 12 on the Act of Employment Contracts). (Collective agreement for the hotel, restaurant and leisure industry 2017, section 5.)

4.3 Regular working time and length

Working time indicates the time that is used to do work and the time that is used being in work place at the employer's disposal (Työaikalaki 605/1996, section 4). In accordance with hotel, restaurant and leisure industry collective agreement regular working time is announced in a three-week period. The working time can be maximum 112,5 hours in three weeks. Part-time employees working time is less than 112,5 hours in three weeks. Employee and employer can agree on minimum hours per week in part-time contracts. This implicates that there are always same minimum working hours on every week. The parties can also agree minimum hours on the period of three weeks. In this case working hours can change weekly but in a tree-week period they will even out. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 7.)

The length of the shift should be more than four hours, but only with the consent of employee or legitimate reason the shift can be shorter. Employer can sign maximum 10-hour shifts for employee. Only with the consent of employee the shift can be more than 10 hours and even though both parties would agree on it the shifts cannot be longer than 16 hours. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 7.)

4.4 Breaks and salary

Break between shifts needs to be at least eight hours although employers are encouraged to allow a longer period between the shifts. When working 10-hour shifts in a row the break between shifts must be at least 10 hours. Coffee break is earned if work shift extends four hours. If there are no possibilities to have coffee break since the nature of the work, employee is allowed to have refreshments during work. In every shift which is longer than six hours resting time is mandatory. Resting time is half an hour or the amount of time it takes for employee to have a meal. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 7.)

Regular employee has monthly salary as the part-timer's salary consists of hourly pay. Hourly pay is counted dividing monthly pay with 159. The amount of the salary depends on experience, place of work and level of education. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 4.)

4.5 Absence and occupational health care

Employer is obligated to pay salary from sick days if; employment duration is at least one month; employee is incapable to work due to sickness or accident; employee has not self-inflicted the cause or; employee has been ordered to hold in quarantine by the Act on Infectious Diseases. Employee has obligation to personally inform the employer without delays in case illness occurs. The information provided is informed in a custom as the employer has instructed. Incapability needs to be proved on request with medical certificate issued by doctor or with another certificate which employer accepts for example occupational healthcare nurse. In case the incapability continues more than three days or is renewed within 30 days doctors medical certificate is always required. When the sickness lasts less than four days employer and employee can agree short-term sick leave without medical permit in case of flu or stomach flu. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 22.)

Employer must arrange occupational healthcare for employees at employer's own expense. Occupational health care is to prevent health risks that are related to work and work conditions and to promote work safety, work ability and health. Occupational health care must be arranged in scope of the need and requirements including work, work arrangements, personnel, workplace conditions and changes that occur in above mentioned (Työterveyshuoltolaki 1383/2001, section 4). Employee has obligation to take part in occupational physical examination when it is necessary since the duration of employment relationship or the positioning of the work, excluding justified cause (Työterveyshuoltolaki 1383/2001, section 13).

5 METHODOLOGY

5.1 Qualitative research and observation

Qualitative research methods were designed to study social and cultural events and situations where quantitative research studies survey data and numeric information. Qualitative research studies cultural and social aspects to understand people in natural environment. Action and case study research are qualitative research methods. Observation, interviews and documents are examples that are considered as qualitative data. (Myers & Avison 2002, 4–5.)

Observation is method to collect primary data. Participant observation is qualitative method which indicates that the researcher is familiarized with organizations and by observing the organization the researcher will collect information. This will help the researcher to understand not only what is happening on organization but also to understand social aspects. (Saunders, Lewis & Thornhill 2007, 282–284.) The role of researcher is participant as observer which means the researchers role is revealed and is part of the organization (Saunders, Lewis & Thornhill 2007, 288).

In this thesis the orientation guide is attached in as an appendix. The guide is created by using qualitative method of observation, participant observation. The guide has been created by using the orientation guide as template for diary and it has been edited to serve the purpose of orientation guide. The reason for choosing participant observations as primary data is that the researcher has been working in the company through several orientation processes including her own orientation during her employment in the company. She has been able to observe the orientation and has now deeper understanding what the orientation guide should consist of.

The data is collected in the organization between work and quiet times in workplace. The data through observation is first written down on notes at workplace. Then these notes are written down on orientation guide template where those are combined the theoretical information of thesis creating the orientation guide. To ensure that observations where relevant the observer discussed with employees about the observations

and asked if employees have anything to add to the orientation guide. The representative of the company was given chance to influence on the orientation guide's content when the thesis contract was signed.

5.2 Reliability and validity

Reliability means that the results are not depending on the observer or the situation and the raw data should be transparent. The results need to be repeatable. Validity covers whole experimental concept. It determines if the requirements of the research methods are met. (Websites of the Explorable 2017; Saunders, Lewis & Thornhill 2007, 150).

The validity in participant observation is high as it has been collected in natural environment and social aspects are considered. Validity threats are that history and maturation meaning that if the research is based on specific product or if the events happening before research have effect on current situation. The validity will improve when the research is executed in long period of time. (Saunders, Lewis, & Thornhill 2007, 150, 191.) As the participant observation takes place for four-month period the validity of the observation is more reliable than in shorter term observations. As mentioned above the events happening can have effect on the results. This research was conducted at summer and autumn season which means that there is more than one event happening which creates validity to the work. The greatest reliability threat is observer's bias. Observer's personal opinions and conclusions may have influence on the research (Saunders, Lewis, & Thornhill 2007, 191).

Even though the results should be repeatable in this type of research the observation will depend on the observants, time and observer. If the same or similar restaurant staff is taken to observed or different observer the result which means the orientation guide can be slightly different. The observer is taking notes of her own experiences and making them part of the orientation guide observer bias may have an influence on the research. The observer talked with employees about their orientation processes and this way collected information about what should be in the orientation guide. This adds

more validity and ensures that the guide is not made from observer's opinions since employees' experiences support observer's observations.

6 ORIENTATION GUIDE AS A PROCESS

6.1 Planning orientation guide

The planning of orientation guide started when author realized that there was no orientation guide in the company. The author discussed with company's representative about the need of orientation guide and proposed that she could do the orientation guide for the company as a thesis. In this phase the representative and author agreed that the orientation guide should be done in English. Author made a thesis plan which was approved by thesis instructor and the contract of the thesis was made in October. The representative and author discussed about the thesis plan and signed the contract of thesis. The representative agreed that the guide will be useful for the company and as the plan of the thesis was comprehensive the representative had nothing to add on the guide plan.

The author took notes for the orientation guide from June to late September. She thought the time for the empirical part and observations was crucial to start already in June because there were three different orientation processes of new employees in summer including her own. Summer was the best time to collect information about the orientation as she was able to understand company's orientation process through her own experience but also through observing other people's orientation processes. There were also two other orientation processes that were conducted on August to September also from those processes notes were taken as well. The author of thesis took part by giving guidance in orientation processes.

As the project continued and different kinds of orientation processes took place the author realised that the orientation guide should be done in easy English language because employees have different English language levels. Since the guide is in English

it may help some employees to recall their English skills and learn some useful words about the restaurant industry before their first days in the company.

6.2 Implementing orientation guide

Process of creating the guide:

1. Observation and own experiences. The data collected is first written down on notes at workplace.
2. The notes are written down on orientation guide template.
3. Theoretical study of orientation and regulations.
4. Data and the theoretical part of thesis are combined into orientation guide.

CONTENTS

1	WELCOME TO EVEREST 8848.....	2
1.1	Basic information of the company.....	2
1.2	Nepalese cuisine and restaurant.....	3
1.3	Contact information and opening hours	4
1.4	Alcohol license and hygiene passport.....	4
2	WORK INSTRUCTIONS.....	6
2.1	Lunch shift	6
2.2	Dinner shift and weekend	7
2.3	Cash register and payment methods	8
3	EMPLOYMENT RULES	10
3.1	Employment contract.....	10
3.2	Salary	11
3.3	Working time	11
3.4	Absence and health care	11
4	ORIENTATION.....	12
4.1	Orientation process	12
4.2	Orientation checklist.....	13
	REFERENCES	14
	APPENDICES	

Picture 1. Orientation guide's table of content. (Author of the thesis)

Orientation guide's table of content is above. There one can see the chapters of the orientation guide.

As said before the guide was implemented by taking notes and transferring the notes to orientation guide template which created the base for the guide. The template was edited every time when more information about the orientation occurred. The theoretical information created the base for orientation checklist, orientation and regulations parts which can be found in this orientation guide. The observations part is base for all the other information found in the guide. On the following chapters author will introduce the observations and explain them.

At first the author noticed that the guide should include cash register instructions as these instructions were quickly taught and employees were to learn these fast. The instructions on the guide will ease the employees in the first days and weeks as one can easily check how to use the cash register. In orientation processes author noticed that cash register instructions, payment methods and food ordering channels on the guide would be useful. There were situations for example when employee who had worked for weeks forgot how to but the transcript of gift card on cash register when selling it or when customers are buying food with it. This guide will help employees to use the cash register since they can always check the instruction on the guide.

The second thing on the guide was basic information about the company and the food culture. These things are important to know so one will be able to learn the background of the company and understand the food culture. It is also important since customers are usually keen on knowing more about the food and spices that are used in the cuisine but also why the restaurant is called Nepalese/Indian cuisine. The guide will also include lunch and dinner shift note list. The author made herself these kinds of checklists on the first weeks, so she remembered to do everything that was required. In authors opinion it helped her to be more efficient when opening or closing the restaurant. These observations and own experiences were written down on summer time.

In September when two new employees were orientated, the author's conception of regulation's importance in orientation guide consolidated. She realized that there are

and had been problems with understanding the contractual side of employment before and at the time. One of the examples is that she heard a story of an employee who had been working in a company but resigned without obeying the resignation time. The employee's resignation time is usually two weeks. As stated this was only one of the examples of why the regulation part of the theory is important part of the orientation guide as some of the people in the work place do not know or did not know these regulations. It will also be useful for the company as they do not need to use their superiors' time to explain the basic regulations regarding the employment relationship. She also thought that theory part of orientation and its importance should have been shortly mentioned in the guide so that the employee understands why this orientation process is made and what kind of process it will be.

In late September when all the orientation processes were already conducted she noticed that some of the information were missing on the orientation processes for example occupational healthcare was not discussed in her orientation process, one employee had not been told about the gift cards and one did not know where to find napkins. There was no guide where the orientation process was clearly structured and partly because not all information was remembered to share. Therefore, the process was not always consistent.

7 EVALUATION AND DISCUSSION

The orientation guide was made ready on December 2017. The guide will be an asset for the company when training new employees in the future. The usefulness of the orientation guide will be seen in practice when the next orientation takes place. The guide was easy to create as the author worked in the company and understood what was important to include in the guide. Author also talked with other employees about orientation guide and this way confirmed what the guide should consist of. Author and the representative of the company discussed about the plan of orientation guide in October. The guide was structured as planned without any big changes and it was ready on time as planned.

The topic for thesis was chosen because of authors interest towards human resources practises. Author learned valuable information about orientation, planning orientation and orientation process which will be an asset in the future when applying for HR related jobs. By writing the thesis authors writing skills in academic English was significantly improved during this thesis process.

Purpose of the orientation guide was to make a clear and informative guide for the help of orientation process. The orientation guide will help new employee to learn the work quicker and this way reduce the resources that are placed in orientation. In authors opinion she accomplished the objectives. The outcome of the guide was informative as it gives all the needed information concisely. The guide is also easy to read as it has been written in easy English.

From Everest 8848 perspective the guide will offer clear and structured information for new employee. The newbie can check needed information on the guide which may help employee to reduce the stress that occurs when starting a new job and improve the learning efficiency. The guide helps to provide consistent orientation processes to new employee since the guide provides the same information to everyone and the checklist in the end of the guide will help the mentor to provide the same information for every new employee in practise.

The main research question was: What does good orientation guide for Everest 8848 consist of? When observing orientation processes in the restaurant author realized that some regulations including collective agreement would be useful in orientation guide as new employees do not always know the rules and regulations regarding the employment contract. These regulations appeared to be forgotten or were not familiar to some employees as the observation continued. Some of the employees also agreed that the regulation part in the orientation guide would be useful. The general employment regulations theory part added speciality and importance into the orientation guide as it was designed for this specific restaurant.

The orientation guide will be sent as a word document to the case company so that they can update it in the case information changes. After every orientation process it

is important to evaluate if the guide should be modified to current situation and if there is some information missing on the orientation guide which should be added. The guide can be developed further. The next target of development could be adding wine list with descriptions of wines on the orientation guide. In the end author wants to thank the Everest 8848 for giving this opportunity to create the orientation guide for the company. She also wants to thank for co-operative colleagues' whose observations created validity for her thesis.

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Everest 8848

ORIENTATION GUIDE FOR NEW EMPLOYEE

Rauma

2017

CONTENTS

1	WELCOME TO EVEREST 8848	29
1.1	Basic information of the company	29
1.2	Nepalese cuisine and restaurant	29
1.3	Contact information and opening hours	30
1.4	Alcohol license and hygiene passport	31
2	WORK INSTRUCTIONS	32
2.1	Lunch shift	32
2.2	Dinner shift and weekend	33
2.3	Cash register and payment methods	34
3	EMPLOYMENT RULES.....	36
3.1	Employment contract	36
3.2	Salary	37
3.3	Working time	37
3.4	Absence and health care.....	37
4	ORIENTATION	38
4.1	Orientation process	38
4.2	Orientation checklist	39
	REFERENCES.....	40
	APPENDICES	

1 WELCOME TO EVEREST 8848

1.1 Basic information of the company

Everest 8848 is a small size company that was established 6.11.2014. The restaurant is in the middle of old Rauma, in specific in old Rauma's market square. At the first there was a smaller restaurant, but it was moved for bigger one to get more customers in summer time. The owner of the restaurant is an entrepreneur who is originally from Nepal. Number of the staff is from 5-8 depending on season and need. The work environment in the restaurant is multicultural and several languages are spoken among the staff. The name Everest 8848 comes from the highest mountain on Earth which is 8848 meters high and is located in the border of Nepal and China.

Everest 8848 restaurant specializes on Nepalese/Indian food. The restaurant offers lunch buffet, A la carte menu and drinks. There are 82 customer seats when combined terrace, garden terrace and seats in inside in dining area. At winter time, only inside dining area is used. There are 15 seats in cabinet. There is also a bar with alcohol license (in Finnish A-oikeudet). As a small company customer service plays a big role in company. Nice personnel and good reviews on social media channels will ensure that customers are happy and keep coming to the restaurant.

1.2 Nepalese cuisine and restaurant

Nepalese cuisine has a lot of influences from Indian cuisine as they are neighbouring countries. Therefore, the restaurant is categorized as Nepalese/Indian restaurant. The food in the restaurant is modified for Finnish taste, meaning that there is a variety of creamy sauces, and the food is not as hot or spicy as an authentic Nepalese food is.

There are a lot of different spices in Nepalese food that are not used in traditionally in Finland. These spices create the flavour of traditional Nepalese food. Here are some spices that are used in Everest 8848: cardamom, cashew nut, chilli, cilantro, cinnamon, clove, cumin, garlic, ginger, onion, turmeric, and different kind of peppers.

Every A la Carte dish is served with Naan bread and a plate that consist of basmati rice, chutney sauce and raita. Raita sauce contains yogurt, honey, cucumber, and carrot. Half poppadum breads are served before the main food as a small starter. As a main dish restaurant serves chicken, lamb, fish, prawns and different kind of vegetarian foods. On our menu one can find Nepalese milk tea and milk coffee that contain cinnamon, cardamom and clove. One of the most known Nepalese drink in our menu is Mango lassi. It is a yogurt drink with mango and sugar.

1.3 Contact information and opening hours

Address and phone:

Kuninkaankatu 19 26100 Rauma

+35845 6687373

Monday	11AM-21PM
Tuesday	11AM-21PM
Wednesday	11AM-21PM
Thursday	11AM-21PM
Friday	11AM-22PM
Saturday	11AM-22PM
Sunday	12AM-20PM

1.4 Alcohol license and hygiene passport

Waiter or waitress needs to have a licence of Hygiene passport (Hygieniapassi). In this restaurant waiters and waitresses are repeatedly contact with food which means hygiene passport is essential for work.

The employees who work in a food industry, also restaurant workers included, must have hygiene passport provided by Evira. Hygiene passport offers general knowledge about hygiene with food and hygiene in work place. (Websites of the Evira, 2017)

The alcohol passport is mandatory for the regular staff, but short-term and part-time employees can work without it if there is a manager in workplace who has the passport.

The alcohol legislation requires that the accountable manager and his or her substitutes must have alcohol passport when working in restaurant with alcohol licence. The accountable person is responsible that all alcohol regulations are followed. (Websites of the Valvira, 2015)

2 WORK INSTRUCTIONS

2.1 Lunch shift

The “morning or day shift” starts usually before 11.00 o’clock as lunch starts at 11AM and ends 3 PM. The lunch buffet costs 10 € for adults or under 9 years is costs 6€. Lunch includes buffet table, water and tea or coffee.

Payment methods at lunch:

1. Cash and card

2. “Lounasseteli” / Luncheon voucher

- Is a valid as a payment
 - Put the voucher it in cash register box, but don’t ring it in
- Do not give money back from Lounasseteli

3. MobilePay

Information needed to check from the phone’s receipt:

- Company name Everest 8848 (not only Everest as there are different Everest restaurants all over Finland)
- Current date
- Amount of 10 €

4. Forcem voucher/luncheon

- The voucher can be used for 1 lunch
- But it in cash register

Checklist before lunch (11AM)

- Brew coffee and tea → hot serving pots
- Place blue ice bags under the salad table
- Place ice bricks in under the milk and cream
- Place milk and cream on serving pot
- Check today's lunch
- Turn the dishwasher on
- Switch cash register on REG mode
- Place buffet servers on right foods
- Place plates on the buffet table
- Switch restaurant lights on
- Open computer, sign in
- Put on the music
- Lower the shades above the windows if sunny day
- Open the doors

Checklist after buffet lunch (3PM)

- Set the tables for dinner
- Switch off the hot pots (can be done bit before 3PM)
- Take the buffet food to kitchen
- Carry the blue ice bags back to freezer
- Clear the coffee/tea station
- Clean the buffet table

2.2 Dinner shift and weekend

Dinner time is from 3PM until closing, on Saturdays and Sundays all day. Dinner time means there is no lunch buffet only orders from the menu. With every order, there will be Pappadum bread served.

Checklist for closing

- If time set the tables for the next day, wash the drinking glasses and fill up the coffee maker.
- Drain dishwasher → press SEL until there is dr mode → press start → press off
- Bring cushions from couch and seats inside
- Turn off music and shut down the computer
- Unplug the coffee maker and water boiler
- Switch the lights out
- Switch the cash register on off mode
- Close and lock the front doors, terrace door and the back door

2.3 Cash register and payment methods

Lunch

- Press LOUNAS MIX
- Press KÄTEINEN

Children lunch

- Press 6 0 0 then LUONAS MIX
- Press KÄTEINEN

A la carte food

- Press the number of the food
- Then press another food/drink or
- Press KÄTEINEN

Alcohol

- Press the amount
- Press EVEREST 0,33 or KHUKURI or KARHU A or LONG DRINK or use similar buttons
- Press KÄTEINEN

- Use the suitable alcohol label. It is important to use this alcohol labelled buttons when selling alcohol because the value-added tax is smaller on non-alcoholic products.

If you want to see the sum press VÄLISUMMA

If you want the cash register calculate the return money press the amount on the screen without dot for example 50€ = 5 0 0 0 then press KÄTEINEN .

Card payment

Press amount → press green → insert card or use contactless payment → follow instruction on the screen.

First receipt is ours and the second given to customer.

Gift card

Selling gift card to customer

- Press the amount
→ press LAHJAKORTTI
→ press KÄTEINEN

Paying with gift card

- Press PALAUTUS
- Press the amount
- Press LAHJAKORTTI
- Press KÄTEINEN

Phone orders

There are two types of take away orders via phone:

1. Calls, that will be paid on arrival.
2. Text messages via Pizza-Online, that shows if order is already paid online or if it will be paid on arrival.

Take the order to kitchen and the chef will pack the food on take away boxes.

3 EMPLOYMENT RULES

This chapter is about basic information about rules and how they are applied in Everest 8848. These rules are laws and collective agreement for hotel, restaurant and leisure industry for employees (hotelli-, ravintola-, ja vapaa-ajan palveluiden työehtosopimus, työntekijöille).

3.1 Employment contract

Trial period depends on the contract. It can be maximum 4 months. If the working period is shorter than 8 months, the trial period can be only half of the working period. In trial period the employment contract can be terminated by employee or employer with no reason.

Permanent (indefinitely valid) employment contract is usually made if there is no reason for temporary (fixed-term) contract.

Employer fires worker:	Employee resigns:
Employee worked 0-5 years → 1 month	Worked 0-10 years → 14 days
Employee worked 5-10 → 2 months	

If the termination times are not obeyed there will be a compensation. The amount of compensation is the days left in termination period. The days are changed to average salary on a day.

Temporary employment relationship can be made only with good reason for example summer-timer or trainee. Temporary contract cannot be terminated before contract end. If the contract is terminated either side, there will be a compensation = payment. Employee terminates the contract, he or she must pay two-week earnings. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 2,3,4 and 5.)

3.2 Salary

Salary is paid on 7th. For example, first day of work is 1st of January the payment is paid on 7th of February. Regular employee has monthly salary as the part-timer's salary consist of hourly pay. Hourly pay is counted dividing monthly pay with 159. The amount of the salary depends on experience, place of work and education.

3.3 Working time

Working time is shown in three-week periods. Regular employee has maximum 112,5/3 weeks as the part-timer has always less than 112,5h / 3 weeks. Part-timer and employer can agree minimum working hours in 3 week-period. Working hours are usually from 5 to 8 hours. Depending on a day, season, need and contract type. The break between shifts is usually 12 hours or more. Employer can sign 10 hours shifts, only with employee's approval shifts can be over 10 but never over 16 hours a day.

In between the rush hour and quiet times employees have time to have their coffee and lunch breaks when working alone. Employee can drink refreshments during work. When working with another waiter or waitress the person who is going to break can have a break when the other person is able to cover others work. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 4 and 7; Työaikalaki 605/1996, section 4).

3.4 Absence and health care

Employee can have a sick leave if he or she has worked over one month. When becoming sick, employee needs to tell employer as soon as possible via text message or by calling. Employer has arranged occupational healthcare (työterveyshuolto) at Terveystalo. The nurses permit is enough when the sickness is minor but when continued or severe then doctor's permit is required. (Collective agreement for the hotel, restaurant and leisure industry 2017, section 22; Työterveyshuoltolaki 1383/2001, section 4).

4 ORIENTATION

Here is some information about importance of orientation (perehdytys) and orientation process: Orientation means teaching and guiding he or she to new work place. The goal of orientation is to make the new worker to learn the job quickly. Good orientation reduces stress that new employee may feel when starting new job.

Employer is needs to give safe and healthy environment for employee. This includes orientation for work, usage of tools needed in work and guidance for safe working. Employee also needs to tell about emergency, repair work and give instructions how to act in these situations if needed. (Työturvallisuuslaki 738/2002, section 14.)

4.1 Orientation process

The orientation plan depends on skills of new employee. The orientation is focuses on teaching the skills employee that are important for the new job. The skills that every new employee learns are values and strategy and how everything works in practise. Employer and colleagues will help with orientation process.

Before first day employee has learn some basic information about the restaurant in interview process. On the first day in work all important information and practical tasks will be learned. These things are work facilities, use of cash register and tools also introduction to work tasks and introduction of colleagues. On the first week employee will learn to know every day work tasks, understand work environment and work partially alone. The first week will be full of new information.

On the first month the responsibility of learning passes to employee itself. Employee now understands deeper the work and can tell ideas or issues regarding to work. After trial period employee can work fully independently and understands how to develop work performance. For example, learn more about the Nepalese cuisine and beverages (wines, beers, drinks) that are served in restaurant. In first month or after trial period it is good to have a talk about the learning but also about the future.

4.2 Orientation checklist

This checklist will help learning the work in practice. The employee can check the box when these things are explained or shown.

Work tasks

- Basic work tasks
- What is expected (work alone etc.)

Lunch shift

- Before lunch
- During lunch (food, customs etc.)
- After lunch

Dinner shift

- Setting, plates
- Ala carte menu
- Customs (half poppadum starter etc.)
- Beverages
- Closing the restaurant

Work place

- Staffs locker room
- Storage rooms and ice machine
- Entrances, exits, sunshades
- Music player and password
- Dishwasher and cloths
- Closets (napkins, take a way glass, tea, coffee, trash bags)
- Drawers (wines, milk, soft drinks)

Cash register and payment

- Card and cash payment
- Lunch (Mobile pay and Luncheons)
- Ala carte
- Alcoholic drinks
- Gift card

Company and values

- Customer service (nice and formal)
- Contact person
- Alcohol and hygiene passport

Employment “rules”

- Trial period
- Breaks and meal
- Shifts

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