



SEINÄJOEN AMMATTIKORKEAKOULU
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The recruitment process of an international employee, Employer's Guide

Case Seinäjoki University of Applied Sciences, Human Resource

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Thesis abstract

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The aim of the thesis was to learn about the recruitment and adaptation process of an international employee. The aim was to create a working Employer's Guide to make the process easier and quicker for the commissioner and an Orientation Card for the organization's international employees. The commissioner of the thesis was Seinäjoki University of Applied Sciences and their HR team. The need for an Employer's Guide had been raised by the HR team, and the Orientation Card was added following the analysis of the data of interviews with the current international employees of Seinäjoki University of Applied Sciences.

The thesis aimed to answer the following research questions: What should SeAMK consider when recruiting international employees? Would the Guide make the recruitment process easier and quicker for both the HR team and SeAMK? Would the Orientation Card make a difference to the international employees' adaptation to the workplace and the country?

The thesis was made as a product for the commissioner, and it goes through the recruitment process starting from the publication of the job advertisement all the way to the international employee's arrival and adaptation to Finland. The study was conducted by interviewing the management, HR team, and three international employees of Seinäjoki University of Applied Sciences. Based on the answers, the Employer's Guide and Orientation Card were created to ease the HR team's workload during the recruitment process, and to contribute to the international employees' adaptation.

The results of the study, or the Employer's Guide and Orientation Card cannot be generalized, because they are based on the commissioner's own experiences. The answers to the interviews were consistent, confirming the reliability of the results. Neither the Guide nor the Card is included in the thesis, because they both include confidential information.

¹ Keywords: employers guide, orientation card, international, recruitment process, human resource

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Opinnäytetyön tiivistelmä

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Opinnäytetyön tarkoituksena oli oppia kansainvälisten työntekijöiden rekrytointi- ja sopeutumisprosessista. Tavoitteena oli luoda toimiva työnantajaopas, jonka avulla prosessi tulisi niin helpottumaan ja myös nopeutumaan, sekä perehdytyskortti toimeksiantajan kansainvälisille työntekijöille. Opinnäytetyön toimeksiantaja oli Seinäjoen ammattikorkeakoulu ja sen henkilöstöhallinto. Työnantajaoppaan tarpeellisuuden toi alkujaan esiin henkilöstöhallinto, ja perehdytyskortti lisättiin, kun Seinäjoen ammattikorkeakoulun nykyisten kansainvälisten työntekijöiden ajatuksia oli kuultu haastatteluissa.

Opinnäytetyön tavoitteena oli vastata seuraaviin kysymyksiin: Mitä SeAMKin tulisi ottaa huomioon rekrytoidessaan kansainvälisiä työntekijöitä? Tekisikö työnantajanopas rekrytointiprosessista nopeampaa ja helpompaa henkilöstöhallinnolle sekä SeAMKille? Edistäisikö perehdytyskortti kansainvälisten työntekijöiden sopeutumista työpaikkaan ja maahan?

Opinnäytetyö tehtiin toimeksiantajalle produktina, ja siinä käydään läpi rekrytointiprosessi aina työpaikkailmoituksen julkaisusta kansainvälisen työntekijän saapumiseen sekä maahan sopeutumiseen saakka. Tutkimus toteutettiin haastattelemalla Seinäjoen ammattikorkeakoulun johtoa, henkilöstöhallintoa sekä kolmea kansainvälistä työntekijää. Vastausten perusteella luotiin työnantajaopas ja perehdytyskortti helpottamaan henkilöstöhallinnon työtaakkaa rekrytointiprosessin aikana sekä kansainvälisten työntekijöiden sopeutumista.

Tutkimuksen tuloksia, eli työnantajaopasta ja perehdytyskorttia ei voida yleistää, sillä ne perustuvat toimeksiantajan omiin kokemuksiin. Haastattelujen yhdenpitävät vastaukset vahvistivat tulosten luotettavuuden. Opinnäytetyössä ei esitetä opasta eikä korttia, sillä molemmat sisältävät salaista tietoa.

¹ Asiasanat: työnantajaopas, perehdytyskortti, kansainvälinen, rekrytointiprosessi, henkilöstöhallinto

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Terms and Abbreviations

Term

SeAMK	Seinäjoki University of Applied Sciences
HR	Human Resources
SSN	Social security number
DVV	Digital and Population Data Services Agency

1 INTRODUCTION

With the world moving towards increased internationality, international employees are not something new anymore. When going to a workplace it is more than normal to see several international employees there, even when talking about a smaller country like Finland.

With the English language getting more known in Finland and in workplaces, international employees can adjust to them easier. In general internationality is getting increasingly common in workplaces and more places are starting to recruit international employees from different countries all around the world. With having international employees, workplaces can get wider knowledge on different cultural differences, and how to understand them.

There are some differences when recruiting employees from countries outside of Finland. Because in Finland a lot of things are different than in many other countries, when it comes to international employees coming to the country, like having the residence and working permits, to make sure that degrees from the employees' country are also suitable in Finland, with also thinking of taxes and the insurance of the employee. Most of the time the workplace has its own insurance policies for all their employees, but general insurances can be mentioned to the employee by the employers during the orientation period. It is also important to make sure that the international employees feel familiar with the multicultural workplace.

According to SeAMK's strategy plan of 2020-2024, the University of Applied Sciences wants to become more international in the upcoming years, and same with international growth (SeAMK Strategia 2020-2024, 2019). Most of the international growth might be towards getting more international students to the majors in the school, but some of it is also towards the international employees. Because it is important to get more international employees because not all the teachers in SeAMK want to or can teach in English. It is also a possibility that the international students feel more comfortable with international teachers because they are also in the same situation, with coming to a new country and to a new culture, that might differ a lot from their own.

The idea for the thesis came from the human resource department of Seinäjoki University of Applied Sciences, when the author of the thesis was doing their practical training. SeAMK wants to get more international employees to work for them, so the thesis is a topical issue for the commissioner. The author of the thesis can also use all the knowledge and information gathered from this thesis to their own working life, while at the same time helping the commissioner with their recruitment process of an international employee.

1.1 Purpose and objective

The thesis aims to create a Guide for the client to help with the recruitment process of international employees. The thesis also gives out opinions and thoughts to the commissioner on what the employees think about the cultural and overall help in the workplace. In the thesis there are also going to be an Orientation Card for the future international employees, to help their adaptation to the country and workplace.

The commissioner of the thesis is Seinäjoki University of Applied Sciences, also known as SeAMK. With the organization being the commissioner of the thesis, the biggest usage of the Employer's Guide will go to the human resource department. Even though the Orientation Card is aimed towards the international employees of SeAMK, the human resource department will be the one having the Card, and then sharing it to the foreigners when they see it would be useful. Meaning the Card is not automatically given to the foreigners, rather the human resource department will determine when they see it to be needed, they will share it.

The thesis aims to answer the questions: What should SeAMK consider when recruiting international employees? Would the Guide make the recruitment process easier and quicker for both the human resources team and SeAMK? Would the Orientation Card make a difference to the international employees' adaptation to the workplace and country? The other aims of the thesis are to make the overall Guide for the commissioner, but also to make a helping Card for international employees, that gives them information about different topics, from before they come to Finland and after they arrive. This information Card can be given by the human resources team through email to the foreigners, or whenever they see it to be practical. But when they are given early enough, the recruits have

time to invest in learning more about the country itself and all the laws and regulations that Finland has. All these points are to make the overall recruitment and orientation process for the commissioner much easier and perhaps even slightly quicker because the human resources team will have a Guide that they can look at when doing the recruitment. Because SeAMK has not yet recruited many international employees in the past years, and all of them have been individual recruitments, meaning the human resources team have had to remind themselves about all the factors and topics they need to go through in an international recruitment.

The Guide aims to be as practical as possible and to be easily understood when using it for the different stages of the recruitment process. Because there already are many stages when recruiting a local employee, but when recruiting an international one, the stages multiply and get longer. The human resources team, but also everyone involved in the recruitment must remember the timelines and time differences, when thinking about the interviews but also in general when just waiting for the response to emails. Foreign people have also been more open to send emails during the recruitment process, like asking whether their application came through or in what point is the process going on, and answering to all the emails can take a lot of the human resources team's time.

1.2 Structure of thesis

The thesis is made as a production for the commissioner, and the result of the production will be a product, in this case, the Employer's Guide to the human resource department and an Orientation Card to the international employees, that will not be shown in the finished product, because the information in them is confidential.

The thesis will start with an explanation of the topics that are going to be mentioned in the Employer's Guide and in the Orientation Card. Some of the topics are going to be explained more throughout than others because not all topics have that much information when it comes to international employees working in Universities of Applied Sciences in Finland. Also, when it comes to information that can only be found on the internet, it can change in

time, but the information in this thesis is the current information that can be found online. The thesis will also contain information from internal sources.

After all the topics have been explained there are going to be the interviews of the administration, human resources team and three different international employees. The interviews will be done with qualitative research method and then benchmarking is going to be done where the answers from another University of Applied Sciences and the analyses from the interviews will be compared to another University of Applied Sciences that is the same size as SeAMK is. The interviews with the administration and human resources team are going to happen as group interviews and the international employees are going to be interviewed individually. In all the interviews, a member of the human resources team is going to be present with the author of the thesis. All the interview participants will stay anonymous, and their names will not be mentioned and there are not going to be any answers revealed that might reveal anyone's identity.

All the interviews are going to be analysed and all the international employees' individual interviews will be put together and analysed to make it easier for the reader. The answers found from Seinäjoki University of Applied Sciences and another similarly sized University of Applied Sciences answers about the recruitment process of the international employees will be analysed together using benchmarking. The other university of applied sciences will not be mentioned by name in the thesis to make sure that they can also stay as anonymous. Lastly there are going to be the conclusions of the product and thoughts about the future of it.

2 RECRUITMENT OF AN INTERNATIONAL EMPLOYEE

The human resources, also known as HR, has its own goals just like everything else. With one of the main ones being that the HR team must sustain a positive employment relationship with the employees and management. There must also be trust, values and employees must feel appreciated in the workplace, because that makes them work more efficiently (Armstrong & Taylor, 2020, p. 7).

When organizations do not find the suitable workers for themselves from Finland, they can widen their recruitment portal to European countries. But it is also possible to go even further with the recruitment of international employees with widening it to outside of Europe. But when the recruitment happens outside of the EU and ETA countries, the employers need to be aware that the employee must have a residence permit in order to work in Finland (TE-palvelut, n.d.). Residence permits are going to be explained later under the chapter “3.1 Residence permits”.

Armstrong & Taylor (2020 p. 53), mention in their book about the “human capital evolution”, where they explain different values and policies that happen in the HR. Firstly when they talk about the policies and practices, they first go through “What do we want to know?” and then those play out to “How can we measure that?” (Armstrong & Taylor, 2020, p. 53). Some examples of the questions are “Are we recruiting strong candidates?” with answer going to “Quality of hire” and another one being “Are we continually raising the bar on performance?” towards “Performance management” (Armstrong & Taylor, 2020, p. 53).

Recruitment is the process of finding and engaging the people the organization needs (Armstrong & Taylor, 2020, p. 299).

The recruitment and selection process has always been a critical part of the human resources team’s work. Some think that these two terms go together the whole way, but there are some critical differences that are known by the professionals of HR (Bratton et al. (2022, p. 143).

Recruitment is a process of attracting a pool of capable people for a vacancy within the organization. Selection is the process of choosing future workers from within that pool of applicants, the most qualified person to carry out the role, using valid assessment methods (Bratton et al., 2022, pp. 143).

Recruitment and assessments should always be strategic, but at the same time they need to be fair when it comes to the applicants. Bratton et al. (2022, p. 144) explain the different stages that happen during the recruitment process. There are internal and external factors that follows to "workforce action plan", where the HR team works out the competition among the candidates, while using different strategies put out by their organisation. From this the process move on to selection criteria, which includes the job description, where are the specifics and responsibilities of the job. There are also "personnel specification" where the authors (Bratton et al., 2022, p. 147) talk about the needed skills, abilities and knowledge, as well as other characteristics that the workplace is looking for, when it comes to the candidates. This stage moves over to "measurement issues" that starts the evaluating progress for the candidates that have applied for the job. In this stage there happens the most bias, which is something that the HR team needs to look out for (Bratton et al., 2022, pp. 144-148).

Bratton et al. (2022, p. 149) did a feature in the book, where he talks about the bias behind the recruitment process. In this piece Bratton et al. (2022, p.149) talk about the bias that happens in Singapore within the hospitality industry, where their candidates look have a big matter in hiring. This industry is the biggest benefactor in the country, making it that they want their front-line workers to be aesthetically pleasing to their customers. Making it that they have three stages in their aesthetic labour. They want an attractive appearance, which includes a pretty smile and teeth, tidy hair and acceptable body proportions. They also look for the people who fit in the industry but looks are a big deal (Bratton et al., 2022, p. 149). Bratton et al. (2022, p. 149) also mentions in the feature, that tattoos can harm the chance of getting hired. Tattoos nowadays are very acceptable in most workplaces but that can differ when going to different countries and cultures.

Even if in this case the bias was very much noticed and wanted, there are cases when bias does go fully unnoticed. When talking about the unnoticed or unconscious bias in

recruitment, we talk about learned stereotype about certain type of people or group of people. In many cases the bias that people carry with them has been developed through the environment that they have grown up in and where they have been socialized. All this results people to pre-judge others without knowing all the facts or situation, which then leads to bias and possible discrimination. There is emotional effect in unconscious bias, with some people gather advantages by it while others are left at disadvantage.

For example, when someone is mistaken for being part of the service staff, or when they are constantly being interrupted during meetings, or when their names are continually mispronounced after several corrections, it is not only disheartening and demeaning, but can make it very difficult for those affected to function (Wright, 2020).

In recruitment unconscious bias can make job seekers feel anxious, because it can make them face some challenges. For example, different info in applicants' application can cause unconscious bias for the HR recruiter. If the recruiter does not generally like the people from a certain city, town or country, it can influence their opinion on the applicant. Unconscious bias can also be overcome, but the people having it need to reflect on it in order to reduce the bias (Wright, 2020).

Bias can be found in different parts of recruitment. There can be bias already in the job advertisement, like posting about the job only in certain social media platforms, like TikTok, which is mostly used by the younger generation. But just the ways the job advertisement is worded can direct to bias. Piwec (2022) gives out an example where one company advertises themselves being a "fun young team", adding bias and making it seem like only young people should apply for the job if they want to have a chance to be hired. Then there is the interview bias, which especially in group interviews can be more easily noticed. With the recruiters either consciously or unconsciously giving specific applicants harder or easier questions or tasks, than others. Even though these shouldn't happen during recruitment, unconscious bias unfortunately happens a lot (Piwec. 2022).

2.1 International recruitment

International recruitment means hiring people from outside the country to work for the organization. In some cases, there needs to be residence permits before they can come to the country but when recruiting inside the EU/ETA area there is no need for one. When it comes to international recruitment is not an easy nor a quick process, it has many stages in it, same as many things for the human resources team to remember. But there are several benefits when it comes to international recruitment (Bryq, 2020).

With this type of recruitment, organizations can widen their talent pool, and there is no limit to what countries the organization can recruit from. Bryq (2020), also talks about the diversity that this type of recruitment can bring to the organization. SeAMK already has diversity in the organization because of international students but also the employees. Diversity gives more perspectives, opinions and even new ideas to the organizations (Bryq, 2020).

Building a diverse and inclusive culture is fantastic for employee engagement. That's because your staff are in a place where they feel accepted and valued. It can even increase your retention rate. By increasing diversity, along with other measures, you can work towards creating a more diverse and inclusive culture (Bryq, 2020).

One big advantage for international recruitment is also that the organization becomes more multilingual, with having many languages being spoken in there (Bryq, 2020). It can also help with international students and exchange students, that SeAMK has employers that are able to speak their native language, and they might have a better experience when it comes to adjusting to Finland. Same with international recruitment in general. The staff in SeAMK can give so much help to the student that come from different cultures than what Finland has and help them to adjust and give out advice.

When it comes to recruitment process and selection of the candidates, there are then stages in it. The stages start with the HR department defining the specific requirements for the applicants, all the way to offering employment to the candidates that get selected. With the requirements, persons' specifications are important, because the HR team needs to be aware to not overstate the requirements because that might result in displeasure among the candidates. Armstrong & Taylor (2020, p. 300), give out some

examples of what to focus during the specification process, which go into knowledge, skills, abilities and candidates' behaviours. Following from the requirements, comes the process of trying to attract candidates, where the employer brand comes in. What comes to employer brand is that the organization wants to give out a good impression as a great employer (Armstrong & Taylor, 2020, pp. 300-301).

Every organization wants to give out the best impression it can from itself, and in SeAMKs case, they present themselves as the best University of Applied Sciences in Finland. This is not only the organizations opinion about themselves, but it has been decided by the students who are in their graduation phase. The choice is based on a national inquiry that is done between all the Universities of Applied Sciences in Finland. With the last inquiry being done in 2022, SeAMK placed on the top places in almost all the questions. SeAMK has been the best University of Applied Sciences in Finland for the past three years (SeAMK on Suomen paras ammattikorkeakoulu kolmannen kerran peräkkäin, 2023). It can be thought to only be to attracting students, but it can also help to attract new employees. If SeAMK is seen as a great organization for the international students, it can be connected that it is also a great workplace for its international employees, inspiring more international employees to apply.

2.1.1 Requirement

When recruiting new candidates, their abilities need to be analysed. Armstrong & Taylor (2020, p. 303) explain that the abilities that are always looked for in candidates, are "knowledge, skills and ability". They also talk about other requirements that consider of education background, qualifications for the job and their work experience that fits to the job they are applying for. When candidates apply for a job in SeAMK it is important that they have the needed educational background, that comes with all the needed knowledge like their degrees. With analysing candidates, it is also necessary to think about the internal employees but also former ones (Armstrong & Taylor, 2020, p. 303).

The authors of the book (Armstrong & Taylor, 2020, p. 304), talk about separate ways to source out candidates for the job. Online recruitment happens to be the most used one, and it is also the easiest one. Because applicants can put out their applications either

through e-recruitment forms or straight to organizations emails, and most likely the email is sent to the HR person responsible of the recruitment. Nowadays organizations also use social media when it comes to recruitment, but it is very niche when it comes to finding the right people for the job, so it might not fit for SeAMK. Another usual way to put out applications is the corporate website (Armstrong & Taylor, 2020, pp. 304 & 306), and in this case it being SeAMKs webpage. When thinking about SeAMK, this is another good place to put the job applications, because in most cases the employees might look at the organizations official webpages when looking for open recruitments. SeAMK does have a website on their page where they inform about the open recruitments that they have, but they also have an open application form there where anyone can send an application without SeAMK having to have a recruit to any spot (Seinäjoen ammattikorkeakoulu, n.d-b.).

After candidates have applied to the job any way, they have decided to do it, it is the HR teams' job to process the applications and examine all the available information that they have provided in their applications and CVs. In this step the team in HR, moves applications to their correct places, rejected, on hold, waiting for interviews. After these happens the criteria, which usually go with the lines "essential, very desirable and desirable" (Armstrong & Taylor, 2020, pp. 308-310).

SeAMK has three type of application forms on the website where they post their job openings. Currently all the application are in Finnish, but they are going to be translated in English at some point. SeAMKs application forms for teachers, administration and other staff can be found in the appendices. There is a page in the SeAMKs webpage, about SeAMK as an employer, where applicants can find information about the organization in general, like how many students does the University of Applied Sciences have and how many employees there are, some stories from SeAMKs blog that are written by the employees as well as the values that SeAMK respects. These are for example, internationality and responsibility. SeAMKs strategy is also explained in the page. SeAMK has also gotten the "Suomen innostavimmat työpaikat 2022" (the most inspiring workplaces in Finland 2022) acknowledgement, and the badge "IN" can be seen at the start of the page (SeAMK työntajana, n.d.) The badge "IN" contains a meaning behind it, where this acknowledgement is only given to one organization per year, who have

participated in the “Eezy Flow PeoplePower -research” (Seinäjoen ammattikorkeakoulu, n.d.-b).

The recognition signals both the high degree of dedication of the personnel and the long-term and inclusive development of the organization's activities (Seinäjoen ammattikorkeakoulu, n.d.-b).

In this research the focus was to recognize the strengths and regional development areas of the organization, which then encourages to develop the working culture to be even better (Seinäjoen ammattikorkeakoulu, n.d.-b).

2.1.2 Selection and recruitment process

After the applications have been processed, comes the selection methods, that include interviews. In this the HR aims to get more information out of the applicants, like for example to know how well they would do their job, and interviews are the most familiar way to do that. When it comes to interviews, they are usually done face-to-face (Armstrong & Taylor, 2020, p. 313), but because of covid happening video interviews became a bigger thing, like through Microsoft Teams or other online programs. With international employees the first interview normally must be an interview through teams, because in most situations the candidate for the job does not live in Finland. But there can also be times when the candidate already lives in Finland, and for that the first interview can be done face-to-face.

According to Armstrong & Taylor (2020, pp. 313-314) there are different type of interview methods that can be used in interviews for international employees. They mention structured, unstructured competency-based and strength-based interviews in their book (Armstrong & Taylor, 2020, pp. 313-314). It differs what method to use, which part of the organization are the people being hired to. Because if they are going to be professors in the engineering degree program, they most likely have more structured based interviews that some others might.

In the “measurement issues” there are reliability, validity and perceptual bias. Which moves on to the selection stage, assessment.

The method chosen to select new employees must treat candidates fairly, without discrimination or bias, and throughout the process decisions are made based on the candidate's ability to perform the role and contribute to the organization, and their potential for development (Bratton et al. 2022, p. 159).

The different methods, that the organisation and HR have are used in the different moment of the process. There come resumes and applications that drops the first candidates in the first stages of the process, which then leads to different tests that the organisations may or may not have or use. Lastly at the end happens the selection interview, which has always been the most used method when it comes to recruitment (Bratton et al. 2022, pp. 159-164).

Armstrong & Taylor (2020, pp. 317-320) talk about different type of testing that can be done when recruiting candidates, with some examples being intelligence, personality and ability tests. Test that could be done when it comes SeAMKs recruitment, are personality testing, because the employees are most likely going to be working with students at the University of Applied Sciences, and they would give out psychology testing. And SeAMK does conclude some personnel testing, but these do not happen at every recruitment because they had to pay for the testing to happen. The testing is done by Eezy personnel. SeAMK is the one informing Eezy that they would like to get tested and pick which applicants are going to be send out to participate on them. Then Eezy is going to invite those applicants to participate on the testing. Employees that are picked to participate have the chance to reject the offer and not participate, but according to the HR team no applicant has ever rejected to be send out to the testing.

This testing will usually take the whole day and is performed most of the time in Tampere. There are going to be other people from several companies, making that the SeAMK applicants are not the only ones participating. There are going to be individual interviews and group situations and interviews, where a psychologist is going to supervise the whole time. Later SeAMK and the applicants are going to get evaluations how did every applicant do in the testing. SeAMK is going to also get an oral evaluation of the applicants from Eezy, where they can inform the organization about facts of the applicants that are not mentioned on the written evaluation, but these happen rarely (internal data source, 21.3.2023).

The purpose of the personal assessment is to survey the key success factors in the job, which are otherwise difficult to perceive or assess. The assessment is always carried out by one of our psychologists, who are specialised in personal assessment. Personal assessment provides an in-depth understanding of the individual's strengths, potential and targets for development (Eezy Personnel, n.d.)

However, because of the world we live in there are still various cultural, economic and political factors when it comes to recruitment and selection. According to Yle News (2018), Finland happens to be one of the most racist countries in the European Union. This can make it so that candidates that do not fit the Finnish standards may have a harder time to get a job in Finland. This then moves to the recruitment of international employees in SeAMK. There is no accusation, just the general observation of Finnish citizens, but it only needs a couple of people from the workplace who work in the recruitment process that insert bias in the process and make it that candidates from several factors impossible to be selected.

And according to Havula et al. (2017, p. 25), no candidate should be discriminated by anything, for example pregnancy, political views, family relationships or any disability, during the recruitment process. Authors (Havula et al. 2017, p. 26) also mention how according to equal opportunities act employers cannot be announced for only women or men. There are situations where that must be done but those are for example, public swimming pools cleaners or actresses.

2.2 Applicant communication

Applicant communication is actually very important during the recruitment process, because these moments happen to be the first contacts between the applicant and employer. It also lets the organization positively grow their employer image, which is important in recruitment. Because when the organization has a good employer image, they can get applicant easier, because it shows that the organization cares about its employees and is always ready to answer to their questions and wants them to know about all the important information (Kansainvälisen rekrytoinnin opas, 2021, p. 29).

Applicant communication is at best relevant, timely and informative (Kansainvälisen rekrytoinnin opas, 2021, p. 29).

The emails should be written in a friendly and polite way. In good applicant communication emails, there is information about how the process is going, the timetables and any other relevant information that goes to the communication. If there are ready-to-use templates, it can secure that all the applicants get the same information at the same time (Kansainvälisen rekrytoinnin opas, 2021, p. 30).

When it comes to the timetable of the applicant communication, it starts the moment the recruitment forms have been posted on the organizations net page. There might be that some applicants reach out to ask questions about the recruitment itself or to get more information about the job. Some people want to peak the employer's interest with calling and asking for extra information. With international recruitment, employer needs to be aware that some cultures have it that they call and send emails to the employer to appear more enthusiastic about the recruitment and getting the job. In Finland that is not usual and sometimes organizations do not have enough time answer all the calls properly and it might make them look rude (Kansainvälisen rekrytoinnin opas, 2021, p. 30).

Lastly there is the moment of making the decision, of whom is or are going to be chosen for the available jobs. At this stage there is going to be a choice, whether there is going to be more than one candidate or more that are going to be recruited. After all of this has been done, all is left to offer employment, which concludes as the final stage in the recruitment process, with HR team having prepared the contract of employment. Obviously, this does not mean it is the end for the HR team when it comes to the new recruits, because they need to do check-ups on how the new workers are adjusting and just generally how they are doing (Armstrong & Taylor, 2020, pp. 321-323). This continues with every step that the new recruits go on, because the HR is always there to help them. Because there might be new things to learn for them even if they have been in the organization for some time.

SeAMK has the ability with their programs to make them send out automatic messages to the applicants for example a message when SeAMK has arrived at their application and to wait whether they are going to be picked to be interviewed. HR team also wants to make

sure that every applicant gets the email about the employee or employees that have been chosen to work the job. So that no one will be left waiting whether they will be invited to interview or not, or whether they have been chosen or not (internal data source, 21.3.2023). There are some organizations that do not inform all their applicants of an email if they did not get the job, and that leave some applicants wondering whether they can accept another job or if they need to keep looking for another place to work. It also leaves a bad impression of the organization to the applicants.

2.3 Diversity and equality in workplace

Because we are talking about the international recruitment, in most cases it brings out the diversity in the workplace. With the new recruits already most likely being outside of Finland, they might have diversity when it comes to race, religion, gender, class, age and possibly also age (Bratton et al., 2022, pp.123). When talking about these diversities, points that happen within Finnish co-workers can be all of them, but the most likely age, gender and class. Because SeAMK does not look at gender when recruiting their new employees, that should not be a problem inside of HR, but there has always been some down looking on women who decide to study and work in male-based careers, and that can happen in SeAMK too, because for example engineering career. Age is something that has always been talked in workplaces, whether people think someone is too young to be doing some type of work, too young to know anything, too old to still be working, too old to be able to make changes, and the list goes on. When it comes to class, we talk about what type of family background they have, with did their parents go to university or not, and what university did they go to and what were their grades when graduating, what grade did they get from their thesis, and the list goes on. People cannot help but judge others based on diversity that they have, even if it does not change the fact of how good or how bad of a worker they are.

There happens to be more diversity that sometimes gets neglected in the workplaces. Those being, sexual orientation or sexuality, people with visible or invisible disabilities, and their gender identity (Bratton et al., 2022, pp.123).

So, what makes SeAMK have workplace diversity? In SeAMK the people do not judge other based on where they come from and what type of cultures or religions they have. It is important to the organization that everyone feels like they belong there and can work in peace. It also does not matter what gender the applicant is when HR looks at their applications and in fact when applicants leave their applications to SeAMK, they do not ask what gender the applicant is, so that already makes the organization have diversity and acceptance (internal data source, 21.3.2023).

When it comes to wages, SeAMK does not pay men more than women even if the department is male-dominated field or other way around. When it comes to teachers, the ones who happen to get more money has anything to do with SeAMK but is the technological department in the University of Applied Sciences, where the teachers get paid slightly more because the technological field in general has the possibility to pay more to their employees. Then usually Universities of Applied Sciences pay these professionals a little more wages to compete on the field and get the people to apply to work there instead, and not in some other big company. But this goes for both women and men and has again nothing to do with the person's gender (internal data source, 21.3.2023).

In the equality and non-discrimination plan that SeAMK made at the start of the year 2022, they explain how they want to aim to promote equality, diversity, wellbeing and non-discrimination when it comes to their organization. There is a law about the equality between men and women, which makes it that employers must promote gender equality in their companies, and if the organization has more than 30 employees that work there daily, they have to provide an equality plan.

Under the Act, no person shall be discriminated against on the basis of age, origin, nationality, language, religion, belief, opinion, political activity, trade union activities, family relations, health, disability, sexual orientation or any other personal reason (Equality and non-discrimination plan, 2022).

In the Equality and non-discrimination plan (2022), is explained how some male teachers a higher salary has than female teachers, because of the technology field, where there just happens to be that 90% of the teachers are male. It does not make it that the field does not have female teachers, which it does. But when it comes to Research, Development

and Innovation personnel and other staff that work in SeAMK, the wage for females happens to be higher than what males get. This is explained that females inside SeAMK work more in the senior management and expert positions than males. But when it comes to the pay gap between teachers and other staff in SeAMK, it is explained that both are under different collective agreements (Equality and non-discrimination plan, 2022).

All SeAMK staff and students are required to promote positive equality and non-discrimination by their own actions and the way they behave. There are also personnel surveys that are done, which are assessed by HR.

The Equality and Non-Discrimination Plan is available to both students and staff on the SeAMK Intranet site (Equality and discrimination plan, 2022).

These surveys tell them what type of leadership, work management, work culture, working conditions, and others SeAMK has. But other than those the survey also aims to know about the equality and non-discrimination in SeAMK, and to make more positive (Equality and discrimination plan, 2022).

3 EMPLOYMENT

The employer is the one responsible that the international employee employer contracts conditions fit the Finland's labour legislations. It is also important that the employee's safety at work and their occupational health is taken care the same way, as the Finnish employees it is (Havula et al. 2017, p. 35).

The legal or otherwise typical processes that are done in Finland, such as trial period, pay period and the reason of dismissal, might be new for international employees, and therefore should be properly explained to them, already when the employer and international employee are agreeing on the employment contract. What might not be typical for them in their home country might be normal to us, like for example, paid sick leave and occupational health care for employees (Kansainvälisen rekrytoinnin opas, 2021, p. 33).

3.1 Residence permits

Residence permits are needed when international employees come to Finland to work. It is different whether the employee comes outside of EU or ETA area, because if they do come to work in Finland, they need to have the necessary residence permits. If the international employees come from countries that are in the EU or ETA areas, they do not need a residence permit to come to the country to work, but they register their right of residency, when coming to Finland (Havula et al. 2017, p. 36).

Havula et al. (2017, pp. 36-37) write about how the employer needs to make sure that the international employee, who comes outside of the EU or ETA area, that they have a valid residence permit, whether the employee has never worked in the country and does not have employee's residence permit. The permit needs to be valid at the start of the employment contract. Even if the employer needs to make sure about the residence permit, the international employee must submit the application for the permit themselves, either by paper or electric. According to the authors (Havula et al. 2017, p. 37), the application needs to have an appendage that is filled by the employer, a picture of the applicant, that fits the demands of a passport picture given by the police and a copy of their passport. All of this can be found from the Finnish immigration services net

page. There might be a chance that they will request more documents from the employee. It is important to notice that the process of the application is going to cost. The employee's residence permit is valid for a certain period and one can change jobs in that time period. The first permit is usually valid for a year (Havula et al. 2017, p. 37).

There is a possibility that international employees can use fast-track service to get their residence permit in shorter time, like in two weeks. If the work title that the employee would be working as would be specialist, top or middle management of a company, specialist or a manager with an ICT permit, start-up entrepreneur or they have the EU Blue Card. And even the employee's whole family can get their permits fast tracked (Maa-hanmuuttovirasto, n.d.).

When it comes to international employees that come from the EU area and want to stay in Finland for over three months need to register their residence magistrate. This can also be done the electric or paper way. The employee needs to have their passport or official EU identification card and a valid employment contract. These are needed for the employee to prove that they are working and living in Finland. This registration does not need to be done again, if the employee leaves Finland and comes back within two years (Havula et al. 2017, pp. 37-38).

3.2 Contract of employment

Havula et al. (2017, p. 45), explains what employment contracts are and how they are made. Employment contract is a deal made between the employer and employee. It is a free-form contract, in which it can be done by either written or oral, and nowadays it is mostly done by email with electronic signature. The employer is bound to give their employees a review of all the conditions and other additional information that has to do with the job that the employee has agreed to work on. There are several conditions that need to be mentioned on the employment contract. The conditions included are:

- Employer and employees place of residence and -business
- The starting date of the work
- Fixed-term contracts date of termination or its estimated date of termination

- The reasons for the fixed-term natural or announcement that the question is for the purposes of the law with the fixed-term contract with a long-term unemployment person
- Trial period
- The place of work or, if the employee does not have the fixed place of work
- An explanation of the principles according to which the employee works in different places of work
- Employees main duties
- Collective agreement that is implied to the job
- Reasons for income and other compensations determination and pay period
- Regular working hours
- The determination of annual leave
- Period of notice or its reason for determination (Havula et al. 2017, pp. 46-47).

When these types of conditions have been written down, agreed on both parties and then signed, none of these conditions can be changed by one of the parties without the others consent (Havula et al. pp. 46-47). Havula et al. (2017, p. 54) adds on to the conditions what should be added on the employment contract, that it should mention about the confidentiality clause, which is particularly important to mention to all the employees and not just international employees. Many organizations also have collective agreements that does bind both parties on certain facts. Because the employee that the contract concerns about is international, the contract should be done in a language that both parties understand, which in most cases is English (Kansainvälisen rekrytoinnin opas, 2021, p.33). However, the HR of SeAMK has explained that now they do not have the contract that is used in with the Finnish employees in English, but maybe soon they will have that also translated. They have Microsoft Excel base that they have a possibility to use for the international employees (internal data source, 21.3.2023). This Microsoft Excel base can be found in the appendices.

Employers should familiarize themselves with the Employment Contracts Act, the Working Time Act, collective agreements in their own field and other suitable laws, they agree on the terms and conditions of employment negotiations (Kansainvälisen rekrytoinnin opas, 2021, p. 33).

An important fact that needs to be explained to the international employee, is the trial period. It might be that not every country does trial periods when people start work. The authors (2017, p. 56) explain that trial periods give both the employer and employee a certain time to consider whether recruiting the employee was the right choice for the employer or whether taking the job was the right thing to do for the employee. When the employment contract is made to be valid for the time being, the trial period can be six months maximum. There can be a shorter time for the trial period, but most of the time both parties prefer to keep it for six months. The length does also depend on the length of the employment contract, like for example if the contract is for two months the trial period can only be for one month. Both parties need to be aware that there is going to be a trial period for a certain time period, and it needs to be mentioned in the employment contract. Havula et al. (2017, p. 57) also mention how the trial period can be extended if there is a long sick leave from the employee, during the trial period. Trial period can be extended by the month for every 30 calendar days the employee cannot come to work. The employee does not need to be unable to come to work continuously and it can consist of various parts. The trial period does not continue automatically, and the employer needs to inform the employee about it (Havula et al. 2017, pp.56-58).

When it comes to work tasks, they need to be written down on the employment contract, but it is recommended to only write those down loosely. Meaning to mention loosely about the employees' tasks and title, without that all the work tasks are listed down on the employment contract. When the employer loosely and widely mentions the employees' tasks, that way they do not restrict the employee with what work they can and will do in the future (Havula et al. 2017, p. 60).

More important sections that need to be mentioned in the employment contract are pay, working hours, annual leave, period of notice, collective agreement, and other possible conditions (Havula et al. 2017, pp. 60-63). All of these should also be thoroughly explained to the international employees, so that they can understand everything that is on the employment contract. Starting with the pay, and for this there needs to be mentioned whether the employee is hired to be hourly or monthly pay. With the working hours, there needs to be mentioned what is the weekly working hours for the employee. For annual leave, it is usually written down and explained to the employee that it is usually determined by the Annual

Holidays Act and the collective agreement that the organization uses. Period of notice has different times for how long the employee has been working in the organization. And it also depends on whether the employer gives an employee a notice or if the employee themselves gives the notice. There are also the collective agreements that might have their own conditions when it comes to period of notice. With talking about the collective agreement, the employer needs to tell and explain the employee what type of agreement they have in the organization and tell the employee that they are going to use the conditions that are written down on the collective agreement during the employment contract. When it comes to other possible conditions, employer needs to explain the employee what they are, like for example the secrecy obligation (Havula et al. 2017, pp. 60-63).

3.2.1 OAJ the Teachers' Association

A person can become a member of the Teachers' Association OAJ, if they are employed in teaching, research, management or specialist position in a university or university of applied sciences. There are some requirements to become a member of it, that all include the employed placed mentioned earlier. Even foreign citizens that are employed as one of the earlier mentioned positions, can become members. The union has its own union fee, that are some percentages, depending on the employees own total earnings. There are certain benefits that members get when they join the union (OAJ, 2021).

OAJ also offers unemployment benefits to its members. Meaning if the employee gets laid off either temporarily or permanently, OAJ recommends that people who have this happen to them will contact the "Teachers' Unemployment Fund" and apply for the daily allowance.

The earnings-related daily allowance is paid according to the Unemployment Security Act (1290/2002) (OAJ, 2021).

More information about the topic can be found from OAJ's website, both in Finnish and English. There are different rules to the payment when it comes to teachers working in universities and universities of applied sciences and for teachers who work on hourly salary (OAJ, 2021).

3.2.2 Sick leave and occupational health care

Most of the time, employees get paid when they are taking a sick leave from work, considering that they have went to the doctor and gotten a sick note, that explains to the employer that the employee is unable to work. But there are cases where the employee will not get paid during their sick leave, as they are not sick or have a sickness or were in an accident. These types of cases where the employee does not get paid, are for example, that the employee has been in a cosmetic surgery, and because of that cannot work. Employees are going to be paid for the whole time when they are sick but maximum nine days with getting the full salary. If the employment has only lasted under a month, the employee is only going to get 50 percent of their salary (Havula et al. 2017, p. 158).

When it comes to sick leave, in SeAMKs collective agreement, it is decided that employees can stay home for five days with just letting the employer know that they are sick, without having have a doctor's note (internal data source, 21.3.2023). Employees also have the right to stay home if their own child is sick. There are different rules to the timeline depending how old the child or children are, but in most cases the rule is that employees can stay home if the child is under 10 years old and has suddenly fallen ill. This is called temporary childcare leave. It is important that the employee informs the employer as soon as possible how long is the leave approximately going to be, and if the employee is asked to show the reason for their absence, they do it with a doctors or nurses note. There might be a chance that the employer asks to clear why the other parent was not able to stay home to take care of the ill child (Tehy, n.d.).

All employees in Finland have some sort of occupational health care from their workplace. It does differ from some countries, because some countries include dental care in their occupational health care, when in Finland it is not usually included in it.

Occupational health care includes health inspections, counselling and promotion and support of working capacity (Kansainvälisen rekrytoinnin opas, 2021, p. 38).

And it is good as an employer to be ready to explain to the international employee what the occupational health care consists of (Kansainvälisen rekrytoinnin opas, 2021, p. 38).

3.3 The rights and obligations of the employer and the employee

The rights and obligations that the employer and employee have, should go through for example at the moment that context of terms and conditions are being explained.

Employers' legal obligations such as equal treatment, non-discrimination, safety at work and sick pay may be new matters for a foreign employee (Kansainvälisen rekrytoinnin opas, 2021, p. 36).

When, these facts are properly explained to the employee it strengthens their sense of security and gives the impression of a pleasant work community. For some international employees, it might sound odd to hear but needs to be explained that the employer does not expect them to come to work when they are ill or in poor health. Different types of work cultures effect on what everyone finds as a suitable reason to seek sick leave (Kansainvälisen rekrytoinnin opas, 2021, p. 36).

For international employees, as for other employees in the organization, is important to consider their privacy protection in the workplace, like their information on health. It also goes that if the employees are going to work with the personal information of other employees in the organization, they need to know that they cannot give out anyone's information outside of the organization. There is also certain information that are going to be collected from the employee when they start to work for the organization and the employer needs to inform the employee about all the information that they need to collect about them. All the information that are going to be collected from the employee need to be justified, like why is it needed that this type of personal information must be collected by the employer. The testing of employee's health is something that the employee can decide whether they want it or not, but they cannot decline it without proper arguments. Also, surveillance cameras are considered a privacy protection and the employees need to inform about them. The specific places of the cameras do not need to be informed but the places the surveillance cameras are placed need to be visibly mentioned (Havula et al. 2017, pp. 79-80, 89-90).

3.3.1 Trade secrets and prohibition of competing activities

When international employees come to Finland and start working in the organization, it would be good to explain what the protection of company protection means. This should in a way easy to understand, but it is good to explain because it is crucial that the employees understand the importance of it. The context of it is quite wide, going from customer register to technical business secrets.

It is essential that the information defined as confidential has real meaning for the employer and that the employer strives to keep the information a secret (Havula et al. 2017, p. 243).

Even if some of employees' responsibilities and rights only affect when they are on working hours, but for example the duty of loyalty does in fact reach all the way to employees' free time. This comes on especially at the time, when employees have access to sensitive material in their work, and it should be explained to the international employee, what cannot be talked outside of work hours. It should be also noted that employees should not talk bad about their employer online or in social media. This point might not be that well known in some work cultures outside of Finland (Kansainvälisen rekrytoinnin opas, 2021, pp. 36-37).

If there is a breach of the company secrets, in the criminal code it is a criminal offense during the employment and even after two years when the employment has ended. The employee can be punished, if they decide to break the prohibition of company secrets to get information to themselves or economically help another company. Which makes it that it is crucial that the employer makes it clear to the employee, at the start of the employment, that their main obligation is not to express any of the secrets to outside organizations. If that does happen during the employment the employee is most likely going to be termination of employment relationship (Havula et al. 2017, pp. 243-244).

Rivalling activity while working in another organization means, that could damage or harm the employer. Employees should not do any unethical employment or entrepreneurships that would be rivalling activity. This does not mean that employees cannot have employment contracts on other companies. All the employees in the organisation have freedom in their leisure time and therefore can be working on other projects or

companies (Havula et al. 2017, pp. 247-248). SeAMK wants that its employees do a secondary occupation notice with the organization (internal data source, 21.3.2023). With informing of the other workplace that the employee works, they need to know that some residence permits might limit on working on more than one place. Some residence permits are only permitted to one employer (Kansainvälisen rekrytoinnin opas, 2021, p. 37).

3.3.2 Working hours and Holidays

The teacher's annual working time

When it comes to teacher's annual working time, senior teacher, lecturer and the full-time hourly teachers work for 1600 hours. But in those hours at least 28 percent teachers can choose their own place of work and time for their tasks. Because SeAMK also employs part-time teachers, that have the annual working time of 760 to 1600 hours, or they need to work at least for the average of nineteen hours per one week. With part-time teachers their employment is usually full-time. Part-time teachers also have their own optional workplace and -time that is 28 percent of the worktime that has been agreed by both parties. SeAMK also employs part-time fee-paid teachers, who have their own worktimes. These types of teachers have a regular worktime of under 760 hours per the ongoing academic year or to work the average of nineteen hours per week. Teachers enter their worktime to Reportronic -software to a timesheet, where HR then monitors the working hours (internal data source, 24.2.2023).

If teachers work more than the agreed 1600 hours, they need to agree on a working time plan. If SeAMK has agreed with the teacher that they will be working only part-time, and then during the academic year they agree that the teacher will work on some extra work, they need to make a new decision on the working time percent that will fit on the whole academic year. Teachers can apply for compensation when all the work for the academic year has been finished, they have filled the timesheets on Reportronic and done their working time statement. For them to get overtime compensation, they need to apply for it through an electronic form. This can be done when teachers leave for their summer rest period, if all the above conditions have been met. The compensation is most likely going to

be paid in the either in June or August. There are also compensations for teachers for evenings and nights but also for weekends and mid-week holidays. Full-time working teachers can apply for the compensation by the right annexes of 8 § from the collective agreement. But only the work that is marked on the timetable will be compensated (internal data source, 24.2.2023). This would include all the classes that are done during the evenings for those students that want to do their degree alongside work. This type of face-to-face education mostly happens during the evenings during the week and weekends or sometimes even during the day at week (Seinäjoen ammattikorkeakoulu, n.d.-a).

Office hours

According to the SeAMK intra (internal data source, 24.2.2023) administrative and support staff's working time goes with the Sivista collective agreement from the second chapter, that talks about regulation on working hours together with Seinäjoki University of Applied Sciences' flexitime instructions (internal data source, 24.2.2023).

Locally the flexitime has generally been agreed that the daily worktime from Monday to Friday would be from 8:00 to 15:45. The lunch break should be maximum time of 30 minutes and it to happen during the time period from 11:00 to 13:00. Lunch break is not worktime and workers can choose when to keep it, during the earlier mentioned time period, when it fits to them. Employees do also get one 10-minute break, known as coffee break in Finland, during the workday, that is part of the worktime. The average weekly working time for office workers is 36 hours and 15 minutes (internal data sources, 24.2.2023).

When it comes to the flexitime, the morning goes from 7:00 to 9:00, which is the time period office workers need to get to work. Then again for evening it goes from 15:00 to 18:00, which is the time period office workers can leave from work. The daily fixed worktime is from 9:00 to 15:00, in what time the worker should be in the office working, if not working from home or is on sick leave (internal data source, 24.2.2023). If the worker works the needed time of 36 hours and 15 minutes for their average weekly worktime, they can freely choose from the time periods given from earlier when they come to work and leave from work.

If the flexitimes differ from the agreed ones, it needs to be agreed on with the supervisor. If the office worker works after the 18:00, they also need to discuss about these with the supervisor. For all the hours that have been piling up from the flexitime can be used flexitime holidays for those type of time periods when it can be spend, and it does not disturb work and it is needed. The employee needs to apply for the flexitime that lasts at least for one whole day from Populus -software and write down to the further details part what is their accumulation balance is now and then later the supervisor will check. Employees cannot spend their flexitime holidays in advance. The monitoring period for the balance is four months, and the weekly fixed worktime can be of average 40 hours for this four-month monitoring period. This average can be either go below it or exceed it within the flexitimes. There are certain hours that the exceeding or undercut. Whether it seems like the average worktime is going to exceed over the 40 hours employees should be in touch with their supervisor ahead of time. Supervisor will then agree with the employee when the exceeded hours will be spent as flexitime holiday or be paid. The worktime of the employees is being monitored by the Reportronic -software (internal data source, 24.2.2023).

There are some details when it comes to traveling. Normal traveling does not fit in the worktime, but the travel that happens during the workday, when employee needs to travel from one workplace to another, is read into worktime. Also, when employees need to work overtime, it is given by the supervisor to the employee in advance in writing before they need to work the overtime. There needs to be reasons why overtime needs to be worked, for what time and how is the compensation going to be paid, as of money or time (internal data source, 24.2.2023).

Remote work

In SeAMK employees can do remote work, but it is hoped that work would mostly happen in campus.

Remote work is carried out flexibly within the common framework of teleworking guidelines. Remote work is based on an agreement with the protagonist. There is no subjective right to that (internal data source, 24.2.2023).

The right for remote work applies to all personnel. Remote work cannot effect on timetables or the planning of meeting schedules. Also, remote work cannot be an obstacle when it comes to teaching that is planned on the timetable, or any type of obstacle when it comes to tasks. Supervisors have the right to make the employee come to campus if the work tasks demand it. The announcement needs to be as early as possible. The possibility for remote work differs when it comes to different teams. This brings out, that remote work should be openly discussed in the team, and it cannot effect on the equal distribution of work and the fluency of the team (internal data source, 24.2.2023).

As agreed with the supervisor, remote work may, taking into account the work tasks and their nature and the possibilities of organizing the work, as a general rule does not exceed 60% of working time (internal data source, 24.2.2023).

Remote work can only for now be done from Finland, but with good reasoning, for example family reasons, remote work can be done from abroad. If it is done from abroad, there is going be a written remote work contract. With regular remote workdays, for example ones a week, are agreed in a performance appraisal at for one year at most. There is no need for a written contract. If the remote workdays are occasional, they can be agreed with the supervisor in informal way (internal data source, 24.2.2023).

With the growth of remote work, and it is being more than 50 percent, the employee will not have their own office at campus. Supervisors can also decide whether everyone needs to be present during meetings, or if some join the meeting remotely. Office workers will have to work within of their flexitime fixed hours the same as they would be working in the office. With the teaching staff, they work according to the collective agreement. Office workers also need to mark their remote workdays to their Outlook calendar. When it comes to the technical equipment, SeAMK will provide a laptop, a monitor (sometimes two monitors), a keyboard, a mouse, headphones, a camera and a dock. The ergonomic equipment of the remote workplace needs to be provided by the employee themselves (internal data source, 24.2.2023).

When it comes to different types of securities, that remote work employees need to remember, that they need to follow the data protection guidelines of SeAMK, and that no outsider can see any confidential matters. Same with other data security, that all the

updates are done on time and in SeAMKs net if needed. Employers' insurance is also valid during the remote work when employee is performing their tasks. Rest periods are not included in the employer's insurance cover (internal data source, 24.2.2023).

Finnish working culture

In Finnish working culture, it is significant to stick to things that have been agreed on. If there are agreed together at the workplace, it is assumed that everyone in there will do what has been decided. Another important factor is that, in Finland timetables are meaningful. If it is agreed that everyone will be at the place at a certain time, for example at 16:00, people are going to be there at that time or earlier. People are not going to be late, and it is impolite to be late to meetings, because it makes other people wait for the one who is late. Same as if employee is going to be late for work, it needs to be informed to the supervisor (infoFinland.fi, 2022).

With communication, Finns prefer to speak out, and it is not considered impolite.

Saying what you mean is also normal in working life. For example, if you do not have enough time to complete a task, it is best to say so to your supervisor (infoFinland.fi, 2022).

Even in meetings it is liked that after greetings people will go straight to the point. What comes to the workplace culture, in Finland the form to address is very informal. In most places employees and employers address one another with their first names, no matter what their position at the organizations is (infoFinland.fi, 2022). With dress code in SeAMK, there really is no formal dress code, but it is appreciated that everyone dresses nicely and work appropriately. There have never been any meetings when it comes to dress coding the employees (internal data source, 21.3.2023).

3.4 Orientation

It is crucial for new employees to get an orientation when starting in a new job. New employees need to know all the information about the workplace itself but also about the work community's course of actions and culture. But when it comes to international employees it

is even more crucial for them to get a proper orientation when they start at a new company, because this might be their first time being in Finland and working in a Finnish working environment.

Even if the organization's operations are international, for example, many of the operating methods may be based on Finnish law or the way in which it operates, and in many situations the everyday language may be Finnish or Swedish, and the partners and customers of the organization may generally be Finnish (Kansainvälisen rekrytoinnin opas, 2021, p. 57).

The employer does also have a responsibility on the Act on Labor Protection to take care of the employees' orientation well, with also being responsible on all occupational safety and health activities in the workplace (Occupational Safety and Health Administration in Finland, 2021b.). It is mentioned that the best way for the employee to learn and get oriented to the workplace is to learn beside working. It would also be good for other employees of the organization to explain what they do in the workplace, and how their tasks are in connected to the new employees' tasks. The employer needs to remember that it is important to teach everything from the job during the trial period because that way it gives both parties an opportunity to know whether the employee fits for the job and it can them be given out to another good option.

A good start creates a basis for a long employment relationship (Kansainvälisen rekrytoinnin opas, 2021, p. 57).

Even the little details matter when the employee is getting familiar with the organization, and these influence a lot for the future how fast the employee is going to get used to the workplace and their tasks. In most situations when it comes to international employees' orientation, the orientation divides to several weeks because there is a lot to learn with just about the working culture of another country but of the tasks of the duty (Kansainvälisen rekrytoinnin opas, 2021, p. 57). Many organizations have their own orientation routines and SeAMK has their own for their employees. These routines usually have guidelines, texts, vides and other type of check lists (internal data source, 13.4.2023).

Employees also have their own responsibility to follow all the instructions that the employer has given them during the orientation. When orientation is being done, it is important to

remember the employee's education, vocational competence and work experience, because these facts tell the employer should there be additional instructions to the employee if they are lacking in some departments.

Some jobs require specific professional qualifications (Occupational Safety and Health Administration in Finland, 2021a).

Most times the responsibility of the management and supervisor, but they do not need to give the whole orientation all by themselves, and some of the responsibilities can be given to other employees of the organization.

Every new employee must get sufficient information on e.g. the work and workplace, the rules and common instructions of the workplace, the use of machines, equipment and means of protection, work safety and work-related hazards and exposures. In orientation employees learn safe working methods and identify potential risk factors in the job (työelämään.fi n.d.).

Employees who have worked in the organization for a longer time can act as support to the new employees. Especially with international employees it is good that the older ones can support the new international employees to the organization, and to make them feel more welcomed and feel at ease at the workplace. And it is good that the new employees feel that they can ask for help from other employees when there are things that they do not understand about, whether it is about the orientation or just generally something about the workplace (työelämään.fi n.d.).

For a good working environment to be good, the employer needs to plan beforehand, making sure that all the needed precautions are taken to minimize all the risks that might happen, and to have the needed physical and psychological help for all the employees. Employer needs a plan for if the employees suffer from work-related stress. For that, there needs to be an investigation for what makes the certain or all employees suffer from work-related stress, and actions for it need to happen immediately (Occupational Safety and Health Administration in Finland, 2021b).

In SeAMK the orientation is usually done by the supervisor, but there are many people who participate in it. When the employment starts at the organization, the new employees

get an orientation where the supervisors and HR explain about the practices and work tasks that the employees have. To make the process easier a list has been made about the topics that are going to be gone through. During the orientation the employees will learn about the workspaces and -tools that are used, about the administrative practices that pertain the start of the employment, HR matters for example being absence from work and what to do. They will go through SeAMKs strategies and values, as well as employees work tasks. With also explaining the safety and data protections, occupational health and safety at work, along with communication guidelines that SeAMK has (internal data source, 24.2.2023).

All the new employees at SeAMK get a group orientation, where they all gather in an auditorium in SeAMK and listen for about two and half hours. The long orientation is done by HR or some selected employees of it. They explain all the things that have been mentioned earlier. When it comes to the international employees, because there have been only few recruitments of them, they get an individual orientation. The orientation process is a lot shorter with them, but it still takes some time to go through (internal data source, 13.4.2023).

New employees of SeAMK also get an orientation course that can be done in Moodle. In this course there are different topics that the employees must go through themselves. There are three parts to the course that divide the topics. The first one being before the employment starts, that has staff matters, like the HR teaching about employment contract, holidays, taxes, travelling, etc., along with work tasks being oriented by the HR and supervisor. When it comes to the first weeks of the employment, the staff matters include supervisor explaining and showing about functional practices. About workspaces and -tools the orientation is done by supervisor, HR, caretaker and Jelppari.

When it comes to the occupational health and safety at work it is explained by the HR team, when again the work tasks are explained by the supervisor. When the employees are in their trial period the orientation continues with the employees going through various topics by themselves, that they can learn from the Moodle course. These topics include the strategy and values of SeAMK, safety and data protection, communication and marketing, as well as information management and library. But the work tasks are once again

explained by the employee's supervisor. The HR department reminds the new employees to go through the Moodle course during the orientation (internal data source, 13.4.2023).

An example from the orientation course from Moodle is the staff matters that are one of the first things that are going to be gone through. In it, there are the signing of the contract of employment as well as going through it. Original degrees and letter of references, providing the HR with the tax card, the timetable of the first week with the supervisor and the activities of the employee representative. Then it moves on to work times, remote work, holidays and travelling. Then there are goal and development dialogue, SeAMK academy and job consultation. With moving to the points that are also explained by the supervisor, like the tour around the campus, where employees can have their dinner, coffee breaks, meetings, timetables to teaching, how to reserve conference room and where they are located. Lastly there are the points that the employees will learn themselves, like for example insurances and archiving (internal data source, 13.4.2023).

There are many other topics that the new employees will go through their trial period of their employment. In this time, they learn a lot of new information and will most likely contact the HR team for further knowledge. Most times they contact the HR team by email, but if the need for the information is urgent, they might contact the team by phone call (internal data source, 2023).

3.5 Letter of reference

Letter of reference is something that mostly every company gives it employees when they resign from the company, but the employee needs to be the one to ask for one. Though employer has the responsibility to give one to the employee in the next ten years after they have resigned from the company, if the employee has requested one. But most of the time the organisation gives out letter of refence quickly. Employee can request different type of letter of reference, meaning that it can only mention the place of work, the length of the employment and the duties the employee had during that time. But they can also request a lengthier one, which would include assessment of employees' professional skills and behaviour, but also the reason for the employment was terminated. This type of a broader letter of reference is only done if the employee requests

for one. If they happen not to like the assessment, they got they cannot longer get the briefer one. But it is possible that the employee requests to get the broader one, they can get it if they request it in the time period of five years (Havula et al. 2017, pp. 351-352). SeAMK HR makes it that it is possible to get both the lengthier and the shorter version of the letter of reference. Most of the time the HR team saves the copies of the letter of references of every employee who wants one, and it is easier to find them if the employees ask another one if they lose the old one (internal data source, 21.3.2023).

If the employees contract gets terminated during the trial period, the letter of residence can only mention that the employment was terminated during the trial period, but not the reason why. It can be mentioned that what way the employment was terminated and which of the parties did it. Employee can also request for another letter of reference, if they lose their old one, if the time period of five years has not closed. And the last point is that, if the employer refuses to write a letter of reference when an employee has requested for it, they can be convicted to a fine (Havula et al. 2017, pp. 352-353). In SeAMK the HR team does not mention in the letter of reference that the employment was terminated during the trial period, but if it does get terminated there might be some negotiations about why either of the parties come to the decision. But according to the HR team there has rarely been any terminations of employment that happen during the trial period (internal data source, 21.3.2023).

4 ARRIVAL IN FINLAND

Some practical issues that should be considered, with international employees arriving in Finland, with these issues they need to get taken care of before arriving at the country. One of the most important facts to remind the international employee is for them to have a valid passport or EU's official identification card, that is valid for the entire residence. Havula et al. (2017, p. 38) also write about bank transactions that are important to remember. When it comes to credit cards, the employee should get one from their home country, because there is a big chance that the Finnish bank will not give one to people who cannot claim that they are going to permanently stay in Finland. To set aside some cash for and/or a credit card from their home country (Havula et al. 2017, p. 39).

For the employer, in this case SeAMK, it is essential to have someone to get the employee from the airport and be there to welcome them, because they are most likely arriving to a new peculiar country. When the employer or someone from the organisation comes to the airport, it is easier for them to recognise them by having a sign, where the organisations name is written on (Havula et al. 2017, p. 39).

4.1 Social security

There are also other things that need to be done, once the international employee arrives in Finland. When the employee arrives in Finland, and they have a residence permit for at least for a year they can apply for their social security number, later going to be mentioned as SSN, and get their home municipality registered. That will happen in the magistrate of the new home municipality. International employee can apply for the SSN earlier, at the same time they would apply for the residence for themselves. This is recommended because it makes the other processes faster. The SSN is needed for example when the employee is getting their tax card. Havula et al. (2017, p. 40) explain that the EU citizens need to have a valid passport or the EU identification card, residence permit and their employment contract in order to register to the population register. With employees that come outside of the EU, need to have a valid passport, residence permit and if their family is also moving with them, they need to provide possible

marriage certificate and their children's birth certificates. All the certificates need to be in either Finnish, English or Swedish (Havula et al. 2017, p. 40).

In the case of a new employee and his family, getting a Finnish personal identity code is one of the most important things to be handled in the early stages (Kansainvälisen rekrytoinnin opas, 2021, p. 67).

For people outside of Finland to be a part of Finland's social security circle, they first need to apply for from Kela. After that Kela makes the decision whether one gets it or not. There are multiple sections when it comes to Kela accepting it or not, like for example, what type of residence permit does the employee have, if they have family, and how long is the residency going to be. In order to get social security and Kela card, the employee needs to apply for it through Kela's webpage and add specific information that is asked, include a certificate in the residence permit, contract of employment, their latest payslip, if they had got paid and lastly their social security number. Meaning the employee needs to have all of these before even thinking of applying for this (Havula et al. 2017, p. 42-43). According to the Kansainvälisen rekrytoinnin opas (2021, p. 67), the employees can apply for their SSN in several other authorities, like Digital and Population Data Services Agency, Finnish Immigration Service or Verohallinto / tax administration. But there are some details, that if the tax administration is the one to give the international employee their SSN they are not going to be give a home municipality and they also will not have the rights to use the city's services. If the employee wants to also get their home municipality at the same as the SNN, they should go for the Finnish Immigration Service (Kansainvälisen rekrytoinnin opas, 2021, p. 67).

SSN is very needed in Finland, because it is used widely to authentication in various services. There can be multiple people with the same name in one country, but every person has their own personal social security number.

A personal identity code makes it possible to identify a person even more precisely than a simple name, and this also guarantees the fundamental rights of the individual (Kansainvälisen rekrytoinnin opas, 2021, p. 67).

The social security number consist of the persons date of birth and either of four number ID's or number-letter combination. SSN is needed when using any authority's software's,

but it is also used in the private sector, like with banks and insurance companies (Kansainvälisen rekrytoinnin opas, 2021, p. 68). Without SSN the employer cannot make an employment contract for the international employee. Most of the time SSN is a mandatory information in the employment contract. Some HR systems can make an artificial SSN, if they want to make the employment contract before the international employee can get their actual SSN. But after they get their actual SSN, the HR team needs to replace the artificial one to the real one (Kansainvälisen rekrytoinnin opas, 2021, p. 38). Employer also needs to remind the employee to deliver their SSN for them, for the payment of wages. To also remind the international employees not to write down it, send it by email or have it with them in situations where it could be easily stolen (Kansainvälisen rekrytoinnin opas, 2021, p. 68).

When it comes to social security, both EU citizens and employees outside of the EU are justified to public hospital care, in some conditions. If the employee comes outside of the EU, they need to have an employment of at least four months to be justified for it. If they come from EU, ETA or Switzerland, they do not have any demands, but the employees need to have employment pension insurance. These employees can show their European health insurance card. The employer, SeAMK, needs to take employment pension- an accident insurance, even if the employee is going to stay in the country for under four months (Havula et al. 2017, p. 42).

International employees also can get themselves an identity card for a foreign person. The card can be used for authentication in Finland, but it cannot be used as a travel document. But for the foreign person to get this card in their population information system it needs to be marked that their permanent country of residence is Finland. So, if the international employee knows that they are going to work in Finland for a few years, they should not apply for the identity card for a foreign person, but if the person is going to be permanently living in Finland, it should be applied for and the card can be applied by everyone from EU/ETA countries citizens and third country citizens (Kansainvälisen rekrytoinnin opas, 2021, p. 68).

The card is granted by the police and in order to apply for it, people need to authenticate at the service counter. Along the card there is going to be a national certificate that

can be used to identify at e-services. With this the bank can grant them the right to authenticate at online services with electronic banking password. Without the identify card banks cannot give the foreign people the rights of strong authentication (Kansainvälisen rekrytoinnin opas, 2021, p. 68).

4.2 Finnish Immigration service and Digital and Population Data Services

Agency

When the international employee moves to Finland, they need to visit the Digital and Population Data Services Agency, that is the closest to the city they are going to get as their home municipality. The registration needs to be done in person and they need to bring all the needed paperwork, which in this situation is their official ID card, for the identification of their identity. If the employee's family also comes to the country, they also need to visit DVV in person before they can be registered.

At the time of registration, the arrival must always provide proof of the duration of the stay, as well as family relationships in case the family moves to Finland (Kansainvälisen rekrytoinnin opas, 2021, p. 65).

All the certifications need to be either original or translated by a translator and legalized by the authorities. Translations that are done in Finland do not need to be legalized but the ones that are done abroad need to be. International employees should get all their documents legalized before arriving in Finland, because it makes everything much faster and in most times the legalization of those documents cannot happen without the employee visiting in person at the authority that originally gave them. The official guidance of legislation from the Finnish authorities should be read by the international employees carefully, because that way they can avoid all the useless delays that could happen (Kansainvälisen rekrytoinnin opas, 2021, p. 65).

There is several information that needs to be collected from the foreign person. These are for example their whole name, nationality and their address in Finland, but this address cannot be an address of a hotel. The registration form can be printed beforehand and filled before visiting the office. The official decision will be either made at the same time the registration is being done, or a week later. All the people who did it are going to get their

registration number that can be given at the office, or it can be send by post to their home address. The certificate includes a social security number and the information of their permanent or temporary address in Finland. The registration is free for everyone (Kansainvälisen rekrytoinnin opas, 2021, p. 65-66).

EU/ETA countries

People coming from these countries always need to register at the DVV when their residence is going to be at least one year. When they inform that their stay is going to be longer than a year, they are justified to get a municipality of residence in Finland. The proof for their stay for the authorities can be their contract of employment. Those that are only going to be staying under a year are going to be marked as a temporary residence (Kansainvälisen rekrytoinnin opas, 2021, p. 66).

Third country

All the third country citizens need to register at the DVV when their stay is going to be over a year. The authorities will mark their residence either to be temporary or permanent when the international employee present their residence permit or contract of employment. When employees come from the third countries their residence permit has marked with authorization class A which means that their stay is continuous, B meaning a temporary stay or P meaning permanent. With them having A or P, they can get a permanent address and municipality. But with B, if they are staying for over a year, they can get a home municipality of the authorities can assume that the stay is permanent. In all the cases the decisions are done by the authorities (Kansainvälisen rekrytoinnin opas, 2021, p. 66-67).

Nordic countries

The Nordic countries citizens need to register at the DVV after a month they have arrived at Finland at an office if the residence is going to be over six months. Nordic citizens can only belong to one Nordic population information system at a time. Between the countries the authorities are quick to inform about the new registration to each other.

If an employee or family member works or travels between two Nordic countries and the family ties are clearly in another Nordic country than Finland, it is possible to register in the country of origin of Finland (Kansainvälisen rekrytoinnin opas, 2021, p. 67).

All the decisions are made by the authorities (Kansainvälisen rekrytoinnin opas, 2021, p. 67).

The determination of the municipality of residence

Generally, persons home municipality is that municipality the person is currently permanently living in. It is determined by the Finnish Municipality of Residence Act. When the home municipality has been determined, they now have the right to use that municipality's health and social services, such as childcare in the local day-care center and municipality tax.

A stay of less than one year on the district of a municipality is considered temporary and does not allow its resident the rights of a municipality (Kansainvälisen rekrytoinnin opas, 2021, p. 67).

This rule also goes for all the people who have never had a home municipality in Finland. When a person arrives from abroad, they need to be able to prove their right to have a home municipality, like it has been explained in the earlier chapters (Kansainvälisen rekrytoinnin opas, 2021, p. 67).

4.3 Tax card and bank

Havula et al. (2017, p. 41) disclose information about the taxes in Finland. Tax card needs to be applied immediately after arriving to the country, and in order to get it, employee needs to have their approximately income that they will get during the calendar year, that they are going to get from their job. If they are going to be working in the country for more than six years, they are going to get the normal tax card. If the employee does not get their tax card the employer can deduct 60% from the employee's salary. If they are only going to work in Finland for under a half a year, they are going to get tax-at-source card. Usually, the tax on that specific card would be 35%. There is a possibility that if the employee

comes from a country that is in the European economic area, that Finland has a tax contract with, they can get their income taxed by the progressive way, instead of tax-at-source card way. This makes it, that they can get the same type of taxation as other employees who would be staying in Finland for over six months. Havula et al. (2017, p. 41), wants it that the employers either keep track of their international employee's income limit, or at least explain it properly for them and make it that the employees themselves make sure to look after the limit, because it has bigger consequences later with taxation (Havula et al. 2017, p. 41). When the international employee gets their tax card, they will bring it to the HR team so that they can get the information of the tax card. HR team also sends out twice a year a notion to all the SeAMK employees to check their income limits, and this is a good moment for international employees to check whether they need to make their income limit higher or if it can stay as, it is. But other than this the responsibility stays with the employees to make sure they are paying the correct amount of tax of every salary they get (internal data source, 21.3.2023). More information the international employees can get from Vero, where they help them to do the tax cards in the first place.

A bank account can be opened in any bank, but there are some differences when it comes to the services that are provided in English. But most of them offer personal customer service in English both through phone and on the spot. Most important thing that the foreign people should look out for, when choosing for the bank, is that both contracts that need to be signed about the online banks and banks are available in English. When opening a bank account there needs to be a reason for it, like for example salary. When opening the bank account, they are also going to get a debit card, but before a bank is going to allow people to have a credit card, they need to see that the account has financial transactions, so that they can be sure of the persons solvency.

Banks also have different service payment practices and should be consulted on a bank-by-bank basis. In many countries, banks do not charge user as in Finland and the total cost of service charges can surprise you (Kansainvälisen rekrytoinnin opas, 2021, p. 73).

After opening a bank account, the international employee needs to inform their employer about their account number for the salary payment (Kansainvälisen rekrytoinnin opas, 2021, p. 72-73).

4.4 Insurance, residence and pension

Insurance

When it comes to getting an apartment in Finland, that needs to be discussed with the employer, whether they are getting the employee one or helping them to get one. And it is important that the employee informs the employer if their family is also moving to the country with them or not, so that they may also help with some net pages that have apartments that can be rented. Also, with apartments one needs to remember to get the right insurance for it (Havula et al. 2017, p. 39).

SeAMK gives their employees a workplace insurance, that is in IF insurance company (internal data source, 13.4.2023). When it comes to insurance that the employees get from the workplace, it covers work related accidents and occupational diseases that happen during the workday.

The workers' compensation covers e.g. medical expenses, compensation for loss of income for the disability period, compensation for functional limitation, handicap allowance, rehabilitation costs, survivor's pension and funeral allowance (if Insurance solutions, n.d.).

Work insurance also gives the employees a quick access to care when it is needed without long queues. Most work insurances cover the expenses when the worker needs the services of a specialist (if Insurance solutions, n.d.).

Work insurance is specified in the Workers' Compensation Act, and in it, it specifies all the rights and obligations for both of the parties. With this employer protects their employees against accidents that could happen during the workday or on their way to work or from work (TVK, n.d.).

There are many other insurances that people in Finland take for themselves, like home insurance and voluntary ones like car insurance and accident insurance. There are different reasons when it comes to different insurances. Home insurance is usually a condition when people rent a home. The landlord of the home is most likely going to demand that the resident to get one. When it comes to car insurances they are needed and demanded

when people get themselves a car, and there are different kinds of it. Health and accident insurances are voluntary in Finland, but most of the people in country prefer to have them. Also, travel insurances are a voluntary one that many people get.

Most insurance companies do not grant personal insurance to persons staying in Finland temporarily; a person must be living in Finland permanently and be covered by Finnish social security (Nordic Co-operation, n.d.).

The types and prices of these can be found in different insurance companies pages (Nordic Co-operation, n.d.).

Residence

When it comes to residence in Finland, the information about residence permits has been explained beforehand. But when it comes to living in Finland international employee needs to find themselves an apartment, which like explained before, needs home insurance. SeAMK does not provide their international employees with apartments, but they do give out information about different sites that the employees can look for apartments their own (internal data source, 2023). There are various sites that the employee can look apartments from, but it can be that the sites do not provide information in English. Seinäjoki also has their own site for apartments, Sevas, and the site can be translated to English. The site has a lot of information about the types of apartments they offer, frequently asked questions and people can look at the apartments that are at the time available to be rented (Sevas kodit, n.d.).

Pension

The last but also an important point that is mentioned in the employee's orientation card is pension. And in Finland, there are different schemes when it comes to the pension system. These schemes are "the mandatory employment-based earnings-related pension, the non-contributory residence-based national pension and the guaranteed pension" (Kuivanen & Kuitto, 2022). All of these have different aims and contribute to different things. The guarantee and national pension are financed from taxes and administrated by the Social Insurance Institution also known as Kela, but there are "private pension companies" where

anyone can voluntarily put away money monthly to gather money for their own pension (Kuivanen & Kuitto, 2022).

An example of a pension is national pension that covers for all the people living in Finland, with having some requirements when it comes to residence and how much they have earned. It provides for those whose earning-related pension is low, because they only worked for a short period of time or had very low earnings their whole career. There has been changes in all pensions during the years (Kuivanen & Kuitto 2022). National pension is also the most known pension scheme in Finland, with the benefits being “the old-age pension, the disability pension, the survivors’ pension, and the rehabilitation benefits” (Finnish Centre for Pensions, n.d.). The national pension is paid by the Social Insurance Institution, like earlier mentioned that the tax-financed pension is also gathered by this institution. When it comes to people who get the national pension is about 50 per cent of all the pensioners in Finland (Finnish Centre for Pensions, n.d.).

There are any factors when it comes to paying for national pension and gathering it.

Each euro of the earnings-related pension reduces the full national pension by 50 cents, until the earnings-related pension reaches such a level that the national pension is no longer granted (Finnish Centre for Pensions, n.d.).

For example, there is the voluntary pension that has been an arrangement by the employer, the compensation that goes to “Worker’s Compensation Insurance Act, the Motor Liability Insurance Act and the Military Injuries Insurance Act”, but there are also factors that do not go when calculating for pensions, for example a child increase. Like earlier mentioned there are some conditions for getting the national pension, like the person getting it must have lived in Finland for at least three years after they have reached the age 16. However, there are changes that the insurance periods that the employee has earned from other countries, when “the EU Regulation on social security (883/2004) is applied” (Finnish Centre for Pensions, n.d.).

5 RESEARCH METHOD

Because the thesis is made as a production, the most favorable research method for it is going to be qualitative research. To get the full answer whether the Employer's Guide is going to be effective for the human resources team and SeAMK in general or not. The most favorable option with qualitative research with this topic is doing interviews.

There are going to be three different interviews. Two group interviews with the human resources team and administrations of SeAMK. And then individual interviews with three separate international employees, with the employees being from different parts of SeAMK.

5.1 Qualitative research

Using qualitative research to find answers from the interviews, there first needs to be understanding about what qualitative research is. In qualitative research, the focus stays on the words, how humans experience, understand and construct their social world. Said research method has a lot of qualities, for it to be explained in just few words, but to understand the method better, qualitative tends to have a lot of words and less numbers. It points more to the fact of how people feel, what they say and how they say it, with interviews where people can freely talk about the subject, rather than cold hard numbers on a questionnaire, that has been laid out by the researcher (Hammersley, 2013, pp. 1-3).

There are many unique characteristics of qualitative methods, with its main meaning having to see human functions from various views. Qualitative research is unique, with it having a special context every time, same as it is having insight to every individual, and honoring diversity (Stake, 2010, p. 15). In qualitative research, which is actually very different from quantitative research, rather aims for understanding the situations and people in them, and the researcher having a personal role in the study, with this researcher can also put themselves into the study and have it have their personal experience. In all these include observing the subjects and interviewing them (Stake, 2010, pp.19-20).

All qualitative studies have their “things”, and without it, it cannot be qualitative research, it pinpoints the target of the study, or in this case the product. In this production, the things happen to be how do the administrations, the human resources team and the international employees feel about how SeAMK handles their international employees now and what are their thoughts on the Employer’s Guide (Stake, 2010, p. 25).

Much qualitative research aims at understanding one thing well: one playground, one band, one Weight Watchers group. Or one phenomenon, such as the relationship among siblings as to clothing choices. There will be small comparisons all along the way, but how things work depends mostly on observing broadly how some of the individual things work rather than on comparing one group to another. That is the ordinary way qualitative researchers work. It is consistent with their priorities on uniqueness and on context (Stake, 2010, p. 27).

Much to ones disappointed in some cases, qualitative studies have stereotyping, with focusing on people’s experiences, their dialogues and the context that is happening. And with all of this comes the weaknesses of the study method. It wants to be personal and stay subjective, what might make it that the study surfaces more questions rather than answers. In subjectivity, the researcher aims to understand human activity as the main factor, making the time period of getting answers and understanding them longer. And with weaknesses, one of the biggest is that privacy of the people being interviewed is always at risk, especially when it is important to keep their identity a secret (Stake, 2010, pp. 28-29).

Talking more about the time period, Stake (2010, p. 36) explains that researchers have many things to do, in order to get the study, go through from start to finish. They need to plan the study itself, arrange situations, interview people, examine the answers that were gathered from the interview, put all the ideas together and lastly write reports out of the answers. Stake (2010, p. 37) also continues how the research is being explained has a lot to do with the researcher.

Continuing with the viewpoint of the researcher, in qualitative research there is empathy that emits from the researcher. Stake (2010, p.47) explains empathy as

Empathy is different from sympathy, which is a feeling of personal closeness, endearment, and solace, a feeling of emotional accord. With empathy – which

is a matter of perception more than emotion – it is easier, I think, to work for negotiation and problem solving (Stake, 2010, p.47).

When researcher has empathy towards the study and the people involved in it, they can understand better and have an easier time getting more personal with the people being interviewed (Stake, 2010, p. 47). Qualitative research wants to gain understandings about situations, rather than just the simple answers. And with researchers understanding the situation, they can add qualified practice to it. Researchers want to know as much as they can from the people they are interviewing with different methods and probing the meanings of each situation. And it is important that all the situations are to be understood both “criterially and experientially” (Stakes, 2010, p. 65).

With all of these, there is also context and situation, which are background to all research. Because it is important the researcher is aware of the surroundings, the context and the situation that is happening (Stakes, 2010, pp. 50.51). There are certain questions that need to be asked in every study, and in this case, with wanting to know about the Employer’s Guide, would it be helpful to everyone who would be using it, how it needs to be changed or modified, what type of things need to be added or taken away to make it usable. With this context and situations are extremely important when it comes to qualitative research, because these points are what makes the research differ from quantitative research (Stakes, 2010, p. 52).

When researchers look for certain answers for their questions, it is easy to accidentally lean towards bias.

All researchers have biases, all people have biases, all reports have biases, and most researchers work hard to recognize and constrain hurtful bias. They discipline themselves, they set up traps to catch their biases; and the best researches help their clients and readers to be alert to those biases, too (Stakes, 2010, p. 164).

That is why there needs to be observing, data gathering, studying of the objective, in order to be subjective when it comes to gathering answers in interviews. If the researcher gets too much bias it can affect the results, and change how, in this situation, the Guide might get the wrong impression, or it can be changed wrongly. When trying to ban bias from

happening, the study can and maybe even should be reviewed by others (Stakes, 2010, pp. 165-166). Also, according to Armstrong & Taylor (2020, p. 316) it does reduce bias when there is more than one person involved in the interviews.

Another way to counter bias is to provide unconscious bias training to managers who are involved in selecting staff. Training won't eliminate bias but it might contain it (Armstrong & Taylor, 2020, p. 316).

Armstrong & Taylor (2020, pp. 315-316) write about the five different bias types, that are as halo effect, successive contrasting bias, confirmation bias, groupthink and anchoring bias. With halo, there might be changing of the candidates' bad traits to good ones. When again in successive, the ones recruiting start judging other candidates in a negative way. Confirmation one seeks out information about candidates that could bring out beliefs that they have of them. In group think if there are too many people deciding about the recruitment, they might start insisting which person might be the best for the job. Lastly when talking about anchoring, recruiters use tiny pieces of information to influence their judgments (Armstrong & Taylor, 2020, pp. 315-316).

This leads the research to the conclusion, with knowing the answers to the questions. But in this situation is not only called conclusion, but as Stakes mentions (2010, p. 169) "sharp statements", that sums up all the results that the researcher had concluded from the study. And not to get the bias in the assertions, it is good to have those same people to go through the results and check them for possible biases (Stakes, 2010, p. 169).

5.2 Interviews (as sampling and recruitment)

There are going to be two group interviews, with the administration and the human resources team. Then there are going to be three individual interviews when it comes to the international employees of SeAMK. Interviews are done in this situation, because one fits the best with the product, but also researchers are interested in the opinions of the people being interviewed (Hirsjärvi & Hurme, 2008, p. 34). Stakes (2010, p. 89) writes how researchers decide to gather the data for their study, has a lot to do with the research question that is being studied, and to fit with the style of the researcher. It is much easier to gather data when the method is an easy fit with the researcher.

With interviews there are some main purposes that come to them. By interviewing people, researchers want to obtain exclusive information that can only be found out from the people being interviewed. Researchers want to collect different information from various people's views, and to find out the answers to their questions, that the researchers cannot obtain themselves. Structuring interviews usually go by, what needs to be known and the help for that comes from the research that is done for the study. However, with interviews it is a good turning point to also ask open questions, let the people tell their experiences and stories that go around the research question (Stakes, 2010, p. 95). With interviews, researchers want to collect as much information as they possibly can, with their pre-planned actions and questions (Hirsijärvi & Hurme, 2008, p. 42).

Especially with interviews, but in surveys as well, we can sometimes push respondents to sharper concentration by asking them to examine and respond to a specific statement, a story, an artifact, a quotation, or some such" (Stakes, 2010, p. 97).

With main purposes also comes criteria, which are it being economical, its efficiency, accuracy and reliability. Interviews also have their advantages and disadvantages like in everything. Some of those are how interviews can clarify the answers that the researchers are looking for and people can in an easier way to bring out their opinions. Disadvantages with interviews are how they demand a lot from the researcher, and interviews take a lot of time, same with the analyzing of the answers (Hirsijärvi & Hurme, 2008, p. 35).

In order to make the environment comfortable, the interviewer needs to put out a comfortable approach towards the interviewee, making them see that the atmosphere is relaxed. All of this makes the relationship between them good; both can be at ease, and no one should feel threatened. Another important point is that the interviewer is an active listener during the interview. They have a good open posture the whole time, make good approachable facial expressions and keep an eye contact during it. Interviewer should not critique the interviewees answers, but rather ask them to elaborate if they want to hear more about the answer. It is good to let the interviewee to talk without interrupting them or talking over them, letting them talk in their own pace, with only giving responsive comments when it is appropriate to give them. Sometimes it is even good to have some silence to the interview while at the same time maintaining a good eye contact, because this

makes it that the interviewee can take a pause and reflect and collect their thoughts (Coughlan, 2009, p. 311).

It is important to remember that the interviewee can feel anxious about the interview, how it is going to happen and how are their responses going to be evaluated. This is why the interviewer needs to make the situations a non-judgmental zone. Interviewer should not ignore any sensitive answers or information, because that can make the interviewee can start withholding information because they are not confident anymore. With that cues and signs that are offered by the interviewer during the social interactions are important and make it that the interviewee feels comfortable on telling their story (Coughlan, 2009, pp. 311-312).

Interviewer needs to be aware of bias in the answers, because of the flexible way interviewees can tell their opinions and stories. Interviewer needs to reflect on the fact that there would not be any bias and if there is to try to minimize it as much as they can. It is also good that the interviewer takes notes during the interviews. Also, to be careful not to let the analyzing of the answers let the people that are interviewed be mentioned in a way that they cannot stay as anonymous (Coughlan, 2009, pp. 312-313).

Group interview

There are going to be two types of interviews like mentioned earlier, group interviews and individual interviews. When it comes to the group ones, they are going to be focus group interviews. In group interviews, the aim is to get the group talking and make them have a conversation. When the conversation is going well, and the group members can all spontaneously comment and that way get diverse information about the subject (Hirsijärvi & Hurme, 2008, p. 61). And because the aim of the interviews is to get opinions on the Employer's Guide, the most opinions are going to rise within people who have knowledge on the subject, like for example the administrations and human resources team.

When it comes to focus groups, Hirsijärvi & Hurma (2008, p. 62) explain how the group usually consists of only a few members, and all their opinions are important because they either are experts on their field or have a lot of knowledge on the subject. In this case, they

are both experts when it comes to international employees and their recruitment, and all their opinions are very important. The interviews have a specific goal, which is to get the Guide to work and be useful. Focus groups also usually have a specific theme around them, and the one fitting this product is "evaluative/descriptive" (Hirsijärvi & Hurme, 2008, p. 62). This happens to be the most common one used, but it does fit this situation well. The people being interviewed are most of the time being asked to tell how they feel about the new situation or service that is going to be put out (Hirsijärvi & Hurme, 2008, p. 62). In this situation the administrations and human resources team are going to be asked about how they feel about the Guide, how they would change it and any other thoughts that come out of it.

Lastly, with group interviews it is important to record the interviews, because there is going to be a lot of talking during them (Hirsijärvi & Hurme, 2008, p. 75). But at the same time, it is important to remember to ask permission to record the participants during the interview. Permission is going to be asked in the emails that are going to be sent out to the participants, when talking about the times when everyone can join the interview.

Individual interviews

Individual interviews on the other hand are more structure based than the group interviews, making it that the international employees that are going to be interviewed are all getting the same questions (Armstrong & Taylor, 2020, pp. 313-314). But obviously the answer that are being waited for, are hopefully different and give out various opinions and thoughts for the Guide.

The one-on-one interview is a social interaction, and the relationship between the interviewer and interviewee is a paramount importance in ensuring the process is successful (Coughlan, 2009, p. 311).

In an article conducted by Coughlan (2009, p. 310) he talks about the different types of interviews that are most used when doing qualitative research. These are standardized, semi-standardized and conduction of one-on-one interviews. In this research semi-structured individual interviews are going to be done. Coughlan (2009, p.310) explains how semi-structured interviews are much more flexible when it comes to getting off topic. In this

type of interviews, the interviewer has made a list of questions that are acting as a structure for the interview but both parties can slip away from the questions and have more of an open conversation around the topic. This way the interviewer can gather more information about the topic without having to ask a lot of questions in order to get to the points (Coughlan, 2009, p. 310). The permission to record the interviews was also asked from the participants in the email where the time and place for the interview was told.

5.3 Benchmarking

When it comes to the definition of benchmarking, they happen to vary a lot. There are some key elements, that do usually appear including comparison, measurement, identification of best practices, improvement and implementation (Anand & Kodali, 2008, pp. 258). Companies must be better, faster and cheaper than all their competitors, because the world changes all the time, and winning in this economy is not about the mass production of their goods and services, rather they need to have the better technology and quality. Same with companies learning from the better competitors and being able to understand the process that took them to achieve these goals (Anand & Kodali, 2008, pp. 257-258). According to Anand & Kodali (2008, pp. 258) there has been a survey that went through 100 companies, and it appeared that 65 percent, use benchmarking in order to get competitive advantage, whereas 80 percent also thought that benchmarking is effectual approach (Anand & Kodali, 2008, pp. 258).

Currently, the focus of benchmarking literature has shifted and addresses issues on improving the benchmarking process, i.e. it focuses on in-depth study of benchmarking to identify the missing links (Anand, Kodali, 2008, pp.259).

When it comes to choosing the right benchmarking mode for one's own company, it needs to be remembered that in order to get the one that fits, there needs to be established an agreement of behaviors and outcomes. Which leads to learning about the multiple steps that can happen when choosing the right benchmarking model. It is mentioned in the journal that some have used over 30 steps, while others use only four. Different authors have concluded multiple steps into fewer ones, to make it easier for companies to move to use benchmarking in their organization. There are works from authors that conclude from five step models to twelve step models (Anand & Kodali, 2008, pp. 266-267). Even if these

works have the required steps that the authors have concluded, organizations can always add more steps or even take some away to fit their goals and purpose.

5.3.1 Benchmarking model definition

The model that fits for most companies and is easy to comprehend, called Xerox's benchmarking model. It consists of four phases, planning, analysis, integration and action. All these phases also come with two to three steps that help to make the benchmarking process. Starting from the first phase planning that consists of three steps, where it starts with identifying the subject that is going to be benchmarked. In this case, it would be how do other Universities of Applied Sciences recruit international employees to work for them. In step two they identify the benchmarking partners (Anand & Kodali, 2008, pp. 269).

All models, which have been reviewed, are considered to be the benchmarking partners (Anand & Kodali, 2008, pp. 269).

In step three, is to decide the data collection method and collect the data that is needed (Anand & Kodali, 2008, pp. 269). In this case the data collection method happens to be the qualitative research method, two different types of interviews those being group interview and individual interviews. Then the method moves to phase two analyses, that has three steps, because step three also goes within the first phase and second one. In step four, organizations want to decide the current gap that there is (Anand & Koladi, 2008, pp. 270), between SeAMK and other organizations that fit the benchmarking. Moving to step five, predict the future performances within the organization, SeAMK (Anand & Koladi, 2008, pp. 282).

When moving to phase three integrations, there are three steps, starting with step six to communicate the findings and gain acceptance of those. Steps seven and eight are mostly used in industrial cases and do not go with the topic of the thesis. Step eight does go more towards the phase four action, but because it cannot be applied to the thesis, that importance is relevant (Anand & Koladi, 2008, pp. 282). In phase four, there are three steps where steps eight have already been concluded not to fit this time, with moving on to step nine, with it being about implementation of the framework that is used (Anand & Koladi, 2008, pp. 282). Last step in the model, step ten, where the organization modifies the

benchmark. With this, the model can be carried out and improved, while also making new practices that can be evolved in the future (Anand & Koladi, 2008, pp. 285).

5.3.2 The model in use for SeAMK

Planning phase

In the planning phase, like mentioned before in the definition section, the subject for the benchmarking in SeAMKs case, is how do other Universities of Applied Sciences recruit international employees to work for them. This also consists of the Employer's Guide that can help with the comparison with the other organizations. Used data collection method as well as collected data were mentioned earlier. With them being, the qualitative research methods, with doing interviews to get to know more about the topic itself also about the opinions of others. Because the Employer's Guide that appears in the thesis is important to the topic, the opinions about it, from the administration, human resources team and for the international employees that are already at SeAMK. For the Guide to work properly, it also needs to be compared to other organizations, whereas benchmarking comes along.

The benchmarking does happen externally, meaning that there is going to be measurement against outside standards (OSTK, n.d.). There also in a way must be some internal benchmarking, with SeAMK having to improve on their own way of recruiting international employees. In most of the interviews many agreed that SeAMK does not have the full knowledge when it comes to international recruitment and still needs help and time to learn. The Guide is there to make the stages quicker and ease the burden on the HR team.

Analyzing phase

When it comes to the analyzing phase of benchmarking, in order to form the competitive gap, there needs to be either chosen couple University of Applied Sciences or to compare to every one of them that has recruited international employees. Easiest for this would be to choose an organization that is about the same size as SeAMK appears to be and then compare them. This then leads to the future performance that can be estimated, in what

would need to be changed and what is already good. And it was chosen that the analyzing would happen between SeAMK and one another University of Applied Sciences that is about the same size as SeAMK is as an organization. There were couple of questions asked from the other University of Applied Sciences about their recruitment process, in order to gather knowledge for the benchmarking. Also, some of the answers gotten from the interviews can be used in the benchmarking too. The questions can be found in the appendices. And in the next phase, integration, the answers to those questions are going to be analyzed and disclosed.

Integration phase

In the integration phase the findings are going to be go through and be disclosed, which leads to creating goals that are functional and work for the organization. For this phase, there is information that is gathered both from SeAMK and from another same sized University of Applied Sciences. Like mentioned earlier, some questions asked from the other University of Applied Sciences that would give light to how different or similar the recruitment process is on two different Universities of Applied Sciences. There have been some questions that had to do with how many international employees they have and what is their recruitment process. The questions did not go too deep into the process, just to get the general idea of their recruitment process.

When it came to knowing about the general number of international employees that the other University of Applied Sciences has, the amount happened to be less than five, who do not have a Finnish citizenship. This can be compared to SeAMK number of international employees, and generally say that it amounts to the same number. So, both Universities of Applied Sciences have the same number of foreign employees currently working in their organizations.

When moving on to the recruitment process of the University of Applied Sciences, according to their HR the process itself does not differ that much from when recruiting Finnish employees, expect the actual application is in English when doing the international recruitments. When comparing to SeAMK, their recruitment process does also not have big changes when recruiting Finnish or foreign employees. SeAMK HR has stated that the

process itself is much longer, which is going to be talked about little later, but also tiring, because all the moments happen in English during the recruitment, and some foreigners do ask more questions than others. There are also many more steps to think about when recruiting a foreigner, than when recruiting a Finnish person, like for example, their work experience and all their degrees and the equivalence of those degrees. Now coming back to the timetable of the actual recruitment process, it was questioned as from the moment the organization receives the application all the way to accepting the applicant to work for them. It was explained that their process goes from after putting out the application there is a three-week application period, after they have received the application in that timeline, they go through them and have the interviews for two weeks and on the third week they will announce the person they have recruited to the organization. When comparing to SeAMK there has not been this precise of a timeline when recruiting foreign employees, it would vary on which position the foreigner would be recruited to. Also, there has not been recruitments that would only be for foreigners in some time at SeAMK, so the timetables for recruitment have been the same for both international and Finnish applicants.

When asking about the applicant communication, the HR team of the other University of Applied Sciences is in contact with the applicants when they have selected the ones who are going to be interviewed and are then being invited to those. They are also in touch with the applicants when they have selected the one, they decided to recruit for the job. In most cases applicant communication should happen in every step of the way. Meaning, there should be an email that the HR sends out to the applicants, whether it is an automatic email or not, that their application has been received, when they have selected who are going to be invited to the interviews and when the actual selection of the employee has happened. All the applicants should get an email if they are going to be invited to the interview and even if they are not, same with if there is going to be a second interview it needs to be informed. For those applicants that were invited to the interview but were not selected, they should also be informed if they were not the one getting selected for the job. SeAMKs HR team mentioned earlier that they want to make sure that all their applicants get the same treatment, by getting an email about whether they have or have not been selected or not. Same with whether they have been invited to an interview or not. They do not want any of the applicants be waiting for the result that will never come. When asking further about the applicant communication, wanting to know whether the University of

Applied Sciences uses premade bases for the email answers or do they make the email from the scratch, the answer being that they mostly use premade email bases that they then change when it is needed. SeAMK also has their programs what they could use for automatic emails, but right now these are not being used.

One thing that was very same for both Universities of Applied Sciences was the fact that the foreign applicants are not that much in contact with the HR team during the recruitment process. SeAMK did mention in their interview that the foreign applicants do not send many emails during the process, mostly only asking whether their application has come through. And one can only imagine that this would also be the case for the other organization. Last question that was asked for the benchmarking from the other University of Applied Sciences was do they do more than one interview for their foreign applicants and do they happen remotely or not. And most of the time the organization prefers to have one interview that is going to be help remotely. Remote interviews very discussed in the SeAMKs HR interview where they talked about their thoughts about it. SeAMK HR mentioned that they prefer to do two interviews when it comes to recruiting people outside of the country with the first one held remotely. Then the second one being help face-to-face, and the HR team also explained that in this point it is certain that the person is going to be recruited for the job, because they are going to be traveling to Finland. This point was similar in both organizations, but SeAMK likes to in a way “make sure” that the one they want to recruit is the right one for them.

With also talking about the integration phase, Anand & Kodali (2008), talk about how usually in this step the product is out being tested and talked about, and in this case the Employer’s Guide has been showed to every person who has participated in the interviews, meaning management, human resources and three international employees of SeAMK. In the phase reviews of the product are also gathered, same with acceptance from the people who are going to use it. In the interviews it was told that all the interviewees saw that the Guide, same as the Card, will be used in the future. The Guide itself has not been in practical use yet, but because it has been made with the SeAMKs HR team, so all the points in it are things that they seem to be important. Also, according to the managements interview, an agreement happened on the opinion that the Guide has a lot of information and would go on use. It was also suggested that the Guide and Card could possibly be

used with international trainees that SeAMK has, or even with the international students. All the points are not needed when it comes to trainees and students, but some points could be found useful.

Next phase is going to be the action phase, where the answers are going to be implemented to the organization in a way that they can be modified in the future for later use.

Action phase

In this phase happens the implementation of the Employer's Guide and Orientation Card for employees, with also using the answers that were gotten from the other University of Applied Sciences. It needs to be remembered that the other organization did not see the Employer's Guide and it was not even considered that they would see it, so further questions regarding the Guide or the Card could not be asked. There are the opinions and reviews like mentioned before from the management, human resources and three international employees of SeAMK, who have seen both Guide and Card and told their opinions, showing their interest on both.

The general recruitment process seems to be the same for both Universities of Applied Sciences and both have about the same number of international employees. It is imagined that both organizations recruit about the same number of foreigners and that neither of them does those too often. With Covid happening the international recruitment has been significantly less in SeAMK and can be probably said the same about the other organization. Meaning some of the points that are mentioned in the Guide can be forgotten from the HR team, and in that case the Guide will be needed.

Like mentioned before the other University of Applied Sciences has a strict weekly planning when it comes to the recruitment timeline for international employees when again SeAMK has not mentioned them having such a strict one. Making it that the stages in the recruitment process can go on longer, and the Employer's Guide will come handy in that situation. With the HR team already having a lot to do, the Guide will be there to help them to make the phases between the stages quick and easy.

When it comes to the Orientation Card, they can be used to both make the HR teams job easier but also to make the adaptation for the international employees easier. It will not make the adaptation fast, because that will come from the employees themselves on how easily they will adapt to the new situation they are in, but the card can help the process. The Card will also bring some information to the foreigners about the new country and environment they are about to enter. The HR team mentions in their interview that they most of the time will have another interview with a foreigner that they are sure they are going to recruit for the job, so before that said employee comes to Finland to the second interview, the Card could be given to them, or at least a part of it. Then they have time to go through it and familiarize themselves with Finland, the permits, what they need to do once hired and perhaps they could learn about the laws of the county too.

Later in the future, the Employer's Guide and Orientation Card can both be researched but also benchmarked again. Because in the later years, SeAMK has hopefully recruited a new international employee and has used the Guide to help them with the process and shared the Orientation Card with that said employee. And then the action phase of the benchmarking can be analyzed even better and in more detailed ways.

How does benchmarking help the topic of the thesis?

Benchmarking gives out a different perspective to the topic of the thesis. How much do the two different Universities of Applied Sciences have in common and how does that bring into the Employer's Guide and Orientation Cards. This benchmarking process brought little bit light to the whole process that can be done of the Employer's Guide in the future when it has been in use in the human resource department.

In the future this same benchmarking model can be used and to analyze the Guide even further. The model itself could bring out a lot more to SeAMK from the Employer's Guide. Because there are the opinions of everyone who was interviewed and the answers from the other University of Applied Sciences that can again be compared and see has the Guide changed the way HR does the recruitment process, made it any faster or easier and even be once again compared to the other University of Applied Sciences. Has the

number of international employees gone up, has the Guide has that much of an impact to SeAMK.

5.4 Data collection

The most important part of the research process is data collection and the analyzing of it. With interviews the most important part is that the interviewer hears and can listen to the participants, so that the things they say can be interpreted and then reported for others to learn. Researchers use many different type of data collection methods when doing interviews. Most of the time they use audio- or video-recording devices to collect it. And then after the interviews researcher will write out the interviews before moving on to the analyzing part.

Field notes allow the researcher to maintain and comment upon impressions, environmental contexts, behaviours, and nonverbal cues that may not be adequately captured through the audio-recording; they are typically handwritten in a small notebook at the same time the interview takes place (Sutton & Austin, 2015, p. 227).

These types of notes will give the researcher important contexts, that they would have missed later when analyzing the interviews. These notes do not need to be formal and can be as messy as the researcher wants, if they will still understand what the notes say (Sutton & Austin, 2015, p. 227).

For the interviews that were done for the SeAMK's management, human resource and the three international employees, all were recorded, like mentioned earlier, but the interviewer also took notes on laptop to make sure that they can also look at those notes while writing out the interview answers and then when analyzing them.

6 ANALYZING THE INTERVIEWS AND EMPLOYER'S GUIDES

The interview questions for each interview can be found in the appendices. The research method and the decision to have interviews are explained earlier in the thesis, and here are the analyses of those interviews. Like mentioned earlier there were two group interviews with the management of SeAMK and human resources team of SeAMK. In both of those interviews there was a member of the HR team present with the author of the thesis. Same with the individual interviews that were done for the international employees of SeAMK. There were total of three individual interviews. All the interviews happened face-to-face with the interviewees.

6.1 HR group interview

When it comes to the HR team, they find the Employer's Guide to be needed and useful when it comes to recruiting international employees. But because of covid happening, there is less international recruitment, and in general there has not been that much international recruitment, and the support of the Employer's Guide is seen helpful.

For now, there has not been open recruitments for actual international recruitments in the last three years, where the applicants would have only been from abroad. But there have been applicants that are foreign in almost every recruitment that SeAMK has done. Some of them have even been interviewed for the job.

There have not been actual dilemmas when it comes to the recruitment process of an international employee. But when it comes to the recruitment of a foreign person who is not known from any other contact from Finland, there are always risks. When there is no actual information or knowledge whether this person is competent, has the right degrees and work experience. Some countries have a lot of certifications from different degrees, but that may not go one-on-one with the actual knowledge they have. Some of the certificates had been translated badly, and there was no one who had the ability to translate what it read beforehand and then translate it back, because of the unusual language. Same with degrees, that in some countries one can get for example doctoral degree much easier way than it could be gotten in Finland, and in some cases those degrees are not qualified. That

said, the HR team thinks that international employees should always provide their certificate of equivalence of their highest degree when getting accepted to a job, same with translations of the certifications. In some countries the letter of reference is not the same as what they are in Finland. Them being more of a letter of recommendation where they praise their former employee but do not inform them when the employee was working there, how long they worked there, what their position was at the company and their basic tasks. But some countries do give very specific letters of reference. These do take the longest time in the recruitment process. But this is also something that can happen to anyone despite their nationality.

Foreign applicants also prefer to contact the person who has been named as the person to contact for further details. HR has not gotten direct calls from the applicants, but there might be some emails asking if their applications has come through.

When it comes to the certificates of equivalences, if the foreign employee has never applied for one the process of getting one would take about two months, and it needs to be paid, it is not free for the applicant. Some who have applied for job in Finland and already live in Finland have it. In fixed-term employment it has not been requested from the employee. But for the future, the HR team thinks that there should be a notice for the international employees about the certificate of equivalences that they are needed. This would help the employees in general if they would ever apply any other jobs in Finland.

When talking about the support that the HR team feels that they need, general certainty to the processes that happen during the recruitment. Because when it comes to the international employees, the processes are slightly different when comparing to Finnish employees, and the fact that everything must be done in English.

The orientation part of the process is something that differs from the Finnish employees one. Already with the fact that it happens as an individual orientation rather than the group one that Finnish employees get, but also that it takes a lot of time and effort for the things to explained in English. In most cases some of the facts need to be explained using hand movements or draw out what is meant. Because the technical language that is used by the HR team, might not be easy to understand when translated. The whole process has been

seen as a tough process that, like mentioned before a lot of effort and time from the HR person. It is easier when the person has already worked in Finland and knows the laws and the technical side of things and can better understand the words that are used. International employees have been quick to ask more from their supervisor about the facts that they did not understand or needed more information in general. HR team does push the employees to ask from their supervisor when it comes to getting information about in the teaching side. HR team does not have the answers to those. Generally, the orientation is the same whether the person is foreigner or a Finnish person, but there are some facts that need to be explained more when it comes foreign people. Obviously taken into consideration what type of a culture and country they come from, how much do they already know about the Finnish working system and about the working system in SeAMK.

But the orientation for the international employees does not stop after the two and half hours, it continues the whole time the employee is working in SeAMK. Some information needs to be told to them multiple times; some things just reminded. There are also questions from part-time teachers, those who teach in master's degrees, and when the HR team does not have the answers to them, they are quick to have them contact their supervisor or any other employee that could answer to their questions. With part-timer teachers there is no orientation, they have their own guides on what they need to do. And in the future, it is wished that there would be some type of a guide for them too, that would have certain information for example, about the frequently asked questions.

The first interviews that happens during the recruitment is usually through teams, with it being remote. Making that the foreign person, if they live abroad, does not have to come to Finland for the first interview. Because in most cases the first interview is not an immediately promise that they will be hired. But when the international employee is asked to come to Finland to have another interview, it is already kind of decided that they are going to be hired for the job. All the expenses that happen, like the flights are paid by the employee themselves. With remote interviews starting to be more popular and used, the HR team has reminded the other supervisors that they should not employ anyone just based on the team's interview. Especially if the person is not known and completely new to everyone. When seeing the applicant in person some surprising or new things about the personalities can be found out, so that is why it is important to also have an interview in person. When it

comes to people's personalities there are facts like, what type of gestures they have, how they act in an interview. The HR also mentions how important it is for them to examine the totality of the applicants, like how they dress and how they act.

When it came to the Employer's Guide and Orientation Card, the HR team found it to be useful. They mention, that when it is going to get used, it is something that will change, and somethings will get removed or added. The Guide in their opinion will be something that need to be thought as a piece that will change constantly.

With SeAMK recruiting a foreigner, it happens rarely, so it is always such a big deal, and they all are individual cases. And these facts, that do not need to be used regularly they can be forgotten, and in that case the recruitment Guide will come in clutch and help the process. The HR has also noted that international employees are more open to ask questions and do not fear to ask them. When comparing to Finnish employees, they in most cases feel like they cannot ask or might think a longer time should they ask, but international ones just ask.

HR also finds it that if SeAMK wants to recruit more international employees, they need to have more resources for it, because the process is very tiring, when comparing to hiring one Finnish employee. Just the fact that they need to explain all the things in English takes a long time, it is slower and how the matters need to be explained more thoroughly. They also found the change in language somewhat hard, because it does take some time to think of the right words to use. But at the same time, it has been found to be rewarding, even though it is hard. Because it has encouraged them to use English more and given the boldness to just speak in English. And if SeAMK does decide to hire more foreigners it would also encourage the HR team to speak in English and make it that the rights words can be found easier.

It was also mentioned how the HR team finds it in themselves and generally in Finnish people how speaking in English is not found to be comfortable. And they would like to ease that barrier and make it that people in SeAMK would be more open to speak in English and interact with the international employees. It is in Finnish culture that people are

somewhat scared to talk in English because they fear of the mistakes and bad pronunciation, but it is hoped that people would still try to speak and interact.

6.2 Management group interview

When it comes to SeAMK and the organization recruiting international employees, the SeAMK strategy mentions that they would want to have 15 foreign employees in the organization. This is something that they as management wants to achieve, but at the same time it is important to note, that they cannot recruit just anyone. The employees they will recruit, need to contribute to the organization and are generally needed. And there does need to be an open position for them to be hired to, with just recruiting foreign people because they can, will not contribute anything to SeaMK. Because SeAMK has gotten more international students and degrees, the management mentions how it would in a way make sense that there would also be more international employees to give their viewpoints on internationality. All of this is according to the strategy that SeAMK has built.

One of the members of the management has taken a part of the recruitment process of an international employee and explains that there are some challenges when comes to it. One of the points they make is how the foreigners resume can be challenging, what is the actual degree that they have or what type of education do they have. This point is not always as clear as it could be, because degrees and education systems are different when it comes to different countries. An example the management gives out, which is the same point that was also pointed out by the HR team, that even if the degree mentions doctoral degree does it correspond to Finland's doctoral degrees, and the same goes with lower degrees. Like if they have done their masters at some other country does it again correspond to the one that could be done in Finland. One point that was also pointed out during the interview was how it is also beneficial if the international employee knows at least little bit Finnish. It makes the recruitment and all-around adaption to the workplace easier for both parties. But in these cases, the employees would have needed to live in Finland for some time now.

It was pointed out by one of the members of the management that the whole process of recruiting foreign people, their adaptation to the country, to the workplace and in some

cases having their family also move with them, are all big stages and take their own time. The same case can go even if the foreign person does already live in Finland, but lives in another city than SeAMK, and would not want to move, and would like to do remote work. But this does happen in other recruitments, not just when it comes to international ones. SeAMK has not agreed on their employees fully working remotely, whether they are international or living in Finland.

When it came to the question of does SeAMK possess enough information or knowledge when it comes to the international recruitment, it was a mutual agreement by all the interviewees that there could be more information and knowledge. It was pointed out though that SeAMK has come forward when it comes to the recruitment of foreigners. But with all the learning and hard work there has been some misfortunes with the international employees. The management does acknowledge that there are things that international employees might find confusing. It was pointed out; how every single international recruitment is its own individual work site, when comparing to the recruitment of a Finnish employee. It is not seen as established practice as it could be by the management. It is found to be a lot of work, especially if the employee comes fully from another country. There are a lot of steps, making the employer work a lot more in order to make the foreigners adaptation as easy as they can.

With the interview moving on to the Employer's Guide and Orientation Card, the management found them to have a lot of information and them both having many-sided topics. A point that was made during the interview was how there have been questions from the international employees to the management about how they would like to go back to their home country and visit, even stay for a longer period, would working still be possible. How long could they stay there and do remote work. These types of questions are asked, and it is something that the management wants to get more into, like to give out certain time limits. These are issues that need to be carefully considered by the management themselves, but also by the international employee's supervisors.

One point that was pointed out that when it comes to foreign people joining for example the SeAMK research, development and innovation teams, they need someone there who they already know. It makes them feel more comfortable to be in the team and be more

involved. But the moment this person who brings comfort to the foreigner leaves the team, there is a big chance the international employee will also leave at some point. There are examples in SeAMK where the management can see how some foreigners needed that person, they can ask questions from, this type of a support person. When it comes to wanting to get an international employee to the organization, it does make it that someone just must step in and take the hard work of helping the foreigner with their adaptation, and it does take a lot of time away from that Finnish employee. It was also mentioned how Covid did not make the situation any easier, with international employee having to stay at home alone and be in quarantine. With being new in country and SeAMK, having no contacts, it was acknowledged by the management that it must have been hard for the foreigner.

When it came to knowing about the points that the international employees made during their interviews, the management was eager to learn about them and was in a way ready to listen and make slight changes if it would be possible. The management also encourages SeAMKs international employees to learn Finnish, and go on different courses, there should be courses on the internet. SeAMK has Finnish courses for its students and the management does encourage that the international employees could participate also on those courses to learn the language to help with the further adaptation. One of the interviewees also pointed out how in some organizations the staff meetings are mostly held only in English and could see themselves doing staff meetings also fully in English, but it does make it that there are about 300 people who talk in Finnish and about 5 people who talk in English. Can the Finnish people who do not feel the most comfortable with using English, take part of the meetings and ask questions. The management also found it good that the international employees are eager to do different courses and create their own courses.

6.3 International employees' individual interviews

When it came to the individual interviews all the international employees had their unique answers and opinions on the topics of the interview, but there were some similarities. Every person had their own path when coming to SeAMK, making their answers seem different from each other. But they all also had similar opinions and thoughts when it came to

the Employer's Guide and Orientation Card for the international employees. The interviews happened individually, but all their thoughts are collected to ease the reading experience. Each interviewee is preferred as a letter A, B or C to keep their identities anonymous.

The interviewees all came from different paths to work for SeAMK, with two of the interviewees first working at different departments in the organization, and were later recruited to the positions that they currently are in. Interviewee C came from the open applications, because at the time there were no job vacancies then, but later found the need for the position they currently work in on SeAMKs intra page. Interviewee B, on the other hand did apply for their specific position through the SeAMK website. All the interviewees were in some way familiar to someone working at SeAMK.

When it comes to the application and selection process, all the interviewees had their own experiences with it. Interviewee C was the one that had already worked sometime in the organization and knew how it generally worked and had the least to say about the process. C found it to be very typical, like in other places where they had worked before. C participated in two interviews, with the first one being with the HR team. Interviewee A had a different type of a process with coming to the organization without having to send out their application. This gave out the chance to ask whether they think the applications should be translated to English and they gave a good point about it. Stating that A did not see it necessary that all the applications should be in English, because most of the time, the opening does require the applicant to also speak Finnish. This would crop out the applicants who would just apply for the job, because they see it is in English and do not realize that they need to speak Finnish. This also came up in the managements interview when they mentioned that they would prefer that the applicants knew at least a little bit Finnish when applying.

Interviewee B, explained that they wanted to know about their future employers' image, how was the organization introduced, and there was not much of an introduction, but the interviewee did ask about the culture. They wanted to know about the organizations vision, their future. They also found out about how international and entrepreneurial SeAMK is. And B found it important to know in order to know whether they would be a good match, and luckily, they were. B also mentioned that when they came to have the job, it was

explained to them what they expect from them, like researching, teaching. Interviewee B also explained their selection process, how the number of applicants dropped down fast in each round. And during the interviews SeAMK decided who would be the one getting hired. And in their case SeAMK was going more for the internationalization and explained about the comparison of SeAMK having 301 Finnish employees or them having 300 Finnish employees and 1 international one, it does give out a different energy. And with time SeAMK has recruited 5 international employees making the organization just a little bit more international.

When moving on to the information part, with the question being would the international employees wanted some specific information from SeAMK when they were applying. Interviewee A explained how they would have like to get as much information as possible, because all of it helps. A did expect SeAMK to know how to take care of their international people who they hire to work for them. A would have at least wanted to know about the technicalities of living in Finland, how to deal with Finnish social security number, tax card, etc. Interviewee A also had the expectation that SeAMK would have information about these, or on the other hand be able to give out the contact information where the foreigner can ask for help. Interviewee A also added to the point how the biggest thing that they saw that should be either explained or informed to foreigners is culture. The country's culture same as the Finnish working culture. How do Finns do the job in the workplace, their punctuality, how to approach people, the way how Finns are not so expressive, like for example how Finns happen to like silence and being alone, and that is their happiness. Unlike in other cultures, it is loud music and socializing. All of this is in order to give them awareness, not to scare them.

Interviewee B explained their thoughts about the recruitment in general and about how ready SeAMK is. With explaining that when it comes to recruiting a person, it is not only about the professional issues but there are also the personal issues, which includes the international employee's family and how they are going to adapt to the country and move on with their lives. And it was felt that SeAMK and Seinäjoki in general might not be ready for that kind of commitment. Is there enough information about what should a foreigner with a family do when moving to Finland, does SeAMK give out information where to contact? One fact that was found to be confusing to the interviewee B were the names of

different universities in Finland, like how SeAMK is a University of Applied Sciences. That does happen to be not in every country and can be slightly confusing. Once again, the Finnish educational system is something that was found to be confusing at the start and needed time to investigate and learn about. It was known by the interviewee B that there are also master's degrees in Universities of Applied Sciences. But once it was understood by the interviewee B what SeAMK is and how it works, they have really enjoyed working here, and the opportunities to do research and especially how international the organization is. Another confusing part that interviewee B mentioned was when it came to the banks, the interviewee talked about how one bank was much easier to work with than some other banks that kept requesting different paperwork and at the end the process could not even be finished.

The interviewee B also mentioned how all the paperwork that had been done, like for example residence permits need all be re-done after a certain period. If the international employee does not get a permanent contract, they get shorter time periods for it. These were points that they found somewhat confusing and would have wanted some information from SeAMK maybe already on the recruitment process. B also mention the certifications, in order one to get their teachers certification they need to apply for it, and for them to apply for it they need to evaluate their highest degree. However, this process does take a long time, some it takes many months to get it done. This is needed to be done for SeAMK to know if their PhD fits to the Finland's one, and their standards that are set. The interviewee B mentioned that if SeAMK does require the applicant to have all these certificates then it should be mentioned early enough, so that they have time to get them done. These points are mentioned in the Orientation Card, but there will be opinions about them from the international employees later.

When moving to the contract of employment and how the interviewees understood it, there were similarities between interviewees A and B, with C already having to sign it before and understanding it. Interviewee A found the contract to be confusing, was just happy to be selected. Because the laws of Finland can be confusing to foreigners in was hard to understand some parts of the contract, same with not really knowing Finnish. The HR team did translate the parts during the signing, but it still came out slightly confusing. Same coming with the interviewee B, with finding the contract of employment confusing, but had their full

trust on SeAMK and the people in the organization, so B did not really go too deeply into the contract.

When it comes to the orientation part of the interview all participants saw the process being important, but at the same time too long and confusing for most of the parts, people getting too much information at one sitting. It was found to be overwhelming. Some of the bigger ideas and topics might stuck to memory but little details tend not to. For example, interviewee C mentioned the holiday times are something that are not easy to remember, coming to that they changed from a different department to a completely new one.

Interviewee C explained that the orientation with the supervisor was quick and easy and found no bad things to say about it. There were no further questions after the orientation, but rather than asking they preferred to find the information themselves and in the interviewee C's opinion all the information is told very well in intra and can be found easily. C did mention that intra should be updated more regularly because information changes, same with the translated part especially. But if there were questions later in the road, they were either answered fast or it was put forward to people that would know, but there were some situations where there would be no answers to their questions but those were mostly about the software's.

Interviewee A also talked about how some people have it easier when asking questions in general and are more open to ask them, when they do not understand something, but some depending also on culture might not want to ask so many questions for example, during the contract signing. Interviewee A also explained how they were ready to ask questions that would help to understand some things that were found to be confusing. It was found hard to be comfortable with how the organization works same with the structure. Culture was easier to understand but the structure itself was hard to understand. When the interviewee A had questions, they found that all the questions were either answered or they were ready to guide them to another person who they can ask more.

When it came to the welcome of the interviewee C, they found it good, and that everyone was very open to new employees. But when it came to personalities the new departments people gave out more of an open attitude, but it had more to do to their working

personalities not the one they have outside of work. Same with when the interviewee A moved within SeAMK from one department to another their work tasks changed, but when the change happened, there was no teaching or guiding with what everyone there does and they kind of had to learn themselves. Supervisor did not have time to give the step-by-step orientation of tasks or the tour of the place. There was no learning of who works in the office, and it was kind of expected that the interviewee A would know who works there because they had been in the organization already some time. The interviewee A also viewed it as a combination of the people in the organization and the international employee, how their personalities must match. Like the facts that Finns do not lie in a way that if they say that "if the door is open, feel free to walk in" they mean it. It made it easier for the interviewee A to trust the Finns in what they say, if they say they will do something, they will. But the fact that Finns will also trust you. Also mentioning that not everyone is as smiley, but they can all be trusted. In general, the adaptation was not easy, but at the same time it was not difficult. The adaptation did not just happen, and it needed to be worked on by the foreigner. Now the interviewee A finds it much easier to just walk around and talk to people, but it does take time to get to that point.

When it came to interviewee B, one of the main concerns that the interviewee B had was whether the other teachers will accept them. B also expressed the issues with paperwork and would have liked to have some sort of guide for those facts, like for example getting an identification card. What goes into getting one and where to get it. The interviewee B would have appreciated if there would have been contact information about the important places, like for example Kela, the immigration services. B also mention how all this time they have been working in the organization the interviewee B has been trying to get to know more of the Finnish culture, and how to adapt to it more and more, has a lot of Finnish friends and how their life revolves around Finnish culture and people. B did not find there to be such a big cultural shock when starting at SeAMK, but the academic side of SeAMK was something that gave a shock. Meaning how flexible the academic side is and took some time to learn and adapt to it. How teachers can take their time to program courses, and shockingly even to the interviewee B this was the way they prefer to do things, and it makes them happier to work. Another point that was liked that teachers can work together and collaborate on courses.

Continuing with the culture shocks, the ones interviewee A found in SeAMK were that people are expected to do things, not in a negative way, but they do not get specific instructions what to do daily, but they are expected to do their work that they have been recruited for. In other countries they get a list of tasks that need to be done in a certain time period, but in SeAMK, they can develop their own tasks and then get approval on them. It was surprising that people trust that you will do your tasks. Another culture shock that was found in SeAMK was that in Finnish culture they try to look busy, even if they are not that busy. The interviewee A found it difficult to look busy as a foreigner, because even if they are busy, they tend to look very relaxed. But even if people seem busy, they still make time to you and answer your questions. Interviewee A also talks about how in their point of view, SeAMK is welcoming when it comes to saying goodbye, meaning they wish that the now leaving employee will hopefully come back and wish that they come back. In the interviewees eye this made them feel connected to the other members of the organization. It shows how much they appreciate you as a member of their organization and wish that you would come back one day.

When asked about the software's that SeAMK uses, the interviewee A said that they can be found kind of difficult because first it is almost fully in Finnish, making it difficult to understand, but the software itself can be found weird to use. For example, when it comes to putting down one's holiday or "saldovapaa". The interviewee B found some of the software's easy to use once you get to know how to use them and understand, but that takes a long time. Needed a lot of help from the HR team. Another point that was confusing for the interviewee B were the class timetables, because of the breaks or when you can end the class, this is also something that took a long time to learn. But with interviewee C all the software's were found kind of easy to use and there have been no problems. But the interviewee C had already worked in SeAMK for a long time and did not see them difficult at this point of time.

When questioning how they feel about the Orientation Card interviewee A found them interesting and good but gave out a thought not to give them out too early, because it might give the foreigner the impression that they have now been selected. With the Card, they also mentioned how SeAMK should think about the applicant's culture, in order to know how much can be said at what times, so that no one gets the wrong impression on things.

With interviewee C the Orientation Card in general were found to be useful, with the information like residence permits, but would have liked them to have more knowledge on if the international employees' spouse is already in Finland or is a Finn, how should they work with that and what to do, this being a point that could be thought more in the future when the Guide and Card change slightly with SeAMK using them more. Letter of reference was found to be big thing, because for some people it is not easy to understand that they need to ask it for themselves, and it is not just handed to them. Also, it is something that not a lot of people think would be important when changing jobs.

Interviewee B pointed out that the Orientation Card mentions insurances and those are not very well known with the interviewee B, they had to learn the hard way of them, like having car insurance. Same with pensions, what happens if they are in an accident, or if they die. Another point that the interviewee B made, is that they did not first request a phone from SeAMK but went with their own instead, because they must give it back to SeAMK anyway. A worry that the interviewee has is that the number that they use now, is a number that SeAMK owns, and when they stop working for SeAMK the number will be taken away. And if they leave SeAMK they will disappear from Finland, because the number will go to someone else.

According to Elisa (n.d.), the phone number that the employee used while working in the organization can be transferred from the organization to the employee, when they leave. This can happen if the organization give their consent to do it. There are instructions how to do it on Elisa's website, but other operators also have their own (Elisa, n.d).

In general, the Orientation Card was found useful and needed from the perspective of the international employees that already work in SeAMK.

At the end there was a possibility to just say any free word that would give more insight for the interviewer about the topic, and all the interviewees had good opinions and points. What the interviewee C would like to get more from SeAMK is information sharing between the colleagues, and supervisors. For example, if someone is on vacation or in sick leave some information cannot be contained before they come back to work. Interviewee C suggested that the information should be known by at least one other person. C also

mentioned that they would wish for more constructive feedback from supervisors. Like how they are doing their work and all the things that could be done better. C would want the supervisor to be stricter with the feedback. But this thought can come from their culture to want it to be like that. These were because they want to develop as an employee.

Interviewee A explained that SeAMK should know the foreigner's culture, where they come from and then have the orientation from their point of view with putting in the culture. Also, SeAMK needs to be more ready when working with international employees, not only technically. Not being so harsh like "we have always done it like this, you should also do it like this too". Because when foreigners feel like they cannot adapt easily and cannot feel comfortable they start to feel like they do not belong. Have more Finnish people be more open with the foreigners and maybe for example ask them to have coffee with them. In general, the attitudes of the employees of SeAMK. It was also talked between the interviewer and interviewee A about being this type of person who would support other foreigners, the interviewee found it to be a good point, where the older international employees would be there to teach the new foreigners how the culture in SeAMK works, etc. Already the international employees get together and talk about the culture and things that they have learned in the workplace and compare their experiences with each other. All the international employees of SeAMK happen to be punctual with their work, but some cultures are not like that. The interviewee is and has always been very interested in getting to know others and help other people when they are new in the organization.

And when it came to the interviewee B, they explain how expensive it is to come to work in Finland as a foreigner, because there are the tickets, all the paperwork, apartment and all the furniture that you need to have there. The interviewee B does suggest that SeAMK would give the teachers some flexibility when it comes to coming to Finland, for example teaching one semester in SeAMK and another one in their own country. With this there could be a chance to recruit two international teachers who work like this, because most of the time the employees also have families that might stay at their home country and not move to Finland with them. Not necessary working as part-time, because the interviewee sees part-time teachers as not part of the community, they kind of just come and go. Another interesting point they make in their interview is the explanation of the five factors for a great university, which first starts with teachers, having good teachers is a must in a

good university, but those teachers also need good students. If there are no good students who appreciate the teachers, they will leave. This gives out the base for it. Then comes the research part, which includes projects, working on new stuff and not only using old materials. The interviewee B did praise SeAMK for this part, with the organization being very on top when it comes to searching for new materials especially for technology. The fourth part is internationalization. Being international and connecting with others, and in the interviewee's opinion SeAMK does a good job on this, with having a lot of international students and in their opinion being one of the most international Universities of Applied Sciences in Finland. Fifth being the connection to the society. Being able to connect with other organizations, companies and society in general. Once again SeAMK has done that well, and with Seinäjoki being a very entrepreneurial city. SeAMK having all these factors, making the university great. Interviewee B has enjoyed their time here and likes to work in SeAMK.

Interviewee B also mentions how they also like working in SeAMK because it is a very sustainable university, the fact that they as a teacher can create their own courses, and have the backing from SeAMK, and them agreeing on the courses and not only making the teachers teach certain things. In generally, SeAMK has been seen as a great organization, it has good collaboration, people help each other. But there is always something that can be improved, even if the organization is good now, it can always be better. SeAMK could still think about the internalization with bringing more international employees.

6.4 Employer's Guide and Orientation Card for international employees

The result of the product are the Employer's Guide and the Orientation Card for the international employees of SeAMK. Both have their individual information that has been collected both from the interviews that took place, but also from the information gathered from the SeAMKs HR team. The HR team expressed what they would like the guide to have for it to be as helpful as possible to them during the international recruitment process. The Guides points follow the recruitment process of an international employee, so that the HR team can easily follow along the Guide, and make sure they have not forgotten any steps.

The Guide is designed to be very simple and easy to follow, but also simple in a way that it is easy to change in the future when information changes. The Guide is about one page long with only short points added to it, without having any longer sentences, so that the HR team does not have a hard time flipping through many pages when trying to find information. And this also makes it that information can be added to it later, because the start is so simple.

When it comes to the Orientation Card, it also has a very simple design to it, when it comes to information. It has information from before the foreigner will come to Finland what they need to be ready for and what they need to prepare before coming to the country and starting to work in SeAMK. But it also has useful knowledge on things what the foreigner needs to do once they arrive in Finland and during their adaptation to the country and workplace in general. With the Card also having a very simple design it can be changed in the future, and information can be added to it. The Orientation Card also has important websites what to look at before coming to Finland and even after arriving. These need to be changed in time when websites change. The Card currently does not have any links to websites or phone numbers, because those are information that can and will change over time.

Both the Employer's Guide and Orientation Card are in Finnish and English, so that they can be used in either of the languages. Both have been done and written by the author of the thesis with the help of the HR team, but both the Employer's Guide and Orientation Card have information that is confidential, and they will not be presented in the final work.

7 CONCLUSION

7.1 Main results

International employees in organizations are nothing new these days, but the actual recruitment process is not always talked about that much. When it comes to the recruitment process of international employees there are several stages that need to go through before the employee will even arrive in Finland and after the arrival there are still many adaptation phases. This is why Seinäjoki University of Applied Sciences and the organizations human resource department commissioned to create a working Employer's Guide to make the recruitment and adaptation process of an international employee quicker but also easier to the HR of SeAMK. The Guide goes through different topics that go into the recruitment, selection, employment and adaptation process of an international employee. The Employer's Guide was made specifically for SeAMK, with the Guide being based on the commissioner's own experiences and needs. An Orientation Card was also added for the international employees, following the analysis of the data of interviews. The Card includes information for the international employee from different type of topics, starting from residence permits, all the way to talking about pension of the employee. The topics to the Orientation Card came from the SeAMK's HR, the author of the thesis and by the suggestions and opinions of SeAMK's international employees that were interviewed for the thesis.

The research results were conducted by doing qualitative research and in that performing two group interviews and three individual interviews. The group interviews were done to the management and human resources of Seinäjoki University of Applied Sciences, whereas the individual interviews were done to three international employees of Seinäjoki University of Applied Sciences. All the interviews gave several opinions and thoughts about the internationality in SeAMK and the recruitment process of said international employees. One point that all the interviewees agreed on was that SeAMK as an organization is not fully ready to have many international employees. They have learned a lot in these past years but there is still a lot that they need to learn and think about.

The research material that was used for the results, same as the collected data came from the interviews. The material was collected from the perspectives of SeAMK's

management, human resources and few selected international employees. The reliability for the results comes from the emphasis on the analysis and interpretation of the interviews, same with the researched data being gained by recording the interviews and taking field notes at the same time. After that the recordings have been listened while also using the field notes, the interviews have been transcribed and analyzed.

Internationality is seen as an important factor in Seinäjoki University of Applied Sciences and is something that the management wants to extend. However, for this to happen SeAMK needs to appear to the international employees as a friendly and inviting place to work at. These points requires that SeAMK would translate the software's to English same with any other orientation material. Another point, that came up during the interviews with the international employees, that other employees and management in SeAMK would be more open to converse with the international employees and in general feel more comfortable with them. Not to fear mistakes or bad pronunciation, and just interact with the international employees.

7.2 Usefulness of the Guide

When coming to the point of the Employer's Guide and Orientation Card being useful to the commissioner, they both are seemed to be useful and needed. The HR of SeAMK was the one who raised the need for the Guide in the first place, mentioning that they have been thinking about getting this type of a Guide for a long time. Because both the Employer's Guide and Orientation Card have been designed to be very simple, they can be modified as time goes on and information changes, meaning both can be used for a long time.

In every interview it was shown that all the participants saw the guide to be useful and helpful to the organization. Like mentioned in the interviews analysis HR is excited to have both the Guide and Card and to get them both to use and see how they work. Management also gave their thoughts on both and see that both have a lot of good information and see that they can be useful and be a big help to SeAMK and the recruitment process.

7.3 Future research

The results of the thesis, the Employer's Guide and Orientation Card can and should be researched further in the future. Like mentioned in the benchmarking part, the Guide can be fully researched once it has been in use for some time. When the Guide has been in use in HR, future development need can be observed better. The lingering questions around is the Guide going to be any help for the commissioner, can it make the recruitment process easier and quicker for them or not, can all be analysed more in the future once it has been in use.

Human resources talked about their part-time teachers who do not have their own orientation process, and this brought out the possibility that they would have their own guide that they could use. This could be a future research opportunity for this research, and it could include things like little orientation facts with other frequently asked questions that have from the other part-time teachers over the years.

Another future research is to change and add more information on the Employer's Guide and Orientation Card as time goes on and information changes. Also, in the future the Guide and Card be longer with more in-depth information. Both Guide and Card has been translated by the author of the thesis, so in the future the information can be translated by an official translator if that is seen needed to be done.

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APPENDICES

Appendix 1. SeAMKs example application form for teachers

Appendix 2. SeAMKs example application form for administration and support staff

Appendix 3. SeAMKS Contract of Employment in English

Appendix 4. Interview questions for management

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Appendix 1. SeAMKs example application form for teachers

Hakuilmoitusmalli opettajat

Tähdellä (*) merkityt kentät ovat pakollisia.

Pidäthän auki vain yhtä lomaketta, kun täytät hakemusta!

- Annan luvan henkilötietojeni käsittelyyn. Voit lukea tietosuojaselosteesta tarkemmin, miten käsittelemme henkilötietojasi. *

Henkilötiedot

Etunimi *

Sukunimi *

Syntymäaika *

päivä kuukausi vuosi

Lähetämme sinulle työhakuasi koskevaa tietoa sähköpostilla. Vastaanottaaksesi viestimme on tärkeää, että sähköpostiosoite on kirjoitettu oikein.

Sähköpostiosoite *

Matkapuhelinnumero

Puhelin muu

Postiosoite

Postinumero

Postitoimipaikka

Soveltuva tutkinto tehtävää vastaavalta alalta

Huom! Muistathan täyttää tutkintotietosi perusteellisesti tullaksesi huomioituksi haussa.
Merkitse vähintään viimeisin tutkinto.

Koulun/oppilaitoksen virallinen nimi

Tutkinto/koulutusohjelma

Pää- ja sivuaineet, niiden opintoviikot/opintopisteet

Alkamisaika

päivä kuukausi vuosi

Valmistumisaika

päivä kuukausi vuosi

Opinnot kesken

Kyllä

Lisää merkintä

Käytännön työkokemus tutkintoa vastaavissa tehtävissä, ei opetustyö

Huom! Työkokemus järjestyvät automaattisesti työsuhteen alkamisajankohdan mukaan.

Työantajana

Tehtävänimike

Päätehtävät ja niiden kuvaus

Työsuhde alkoi

päivä kuukausi vuosi

Työsuhde päättyi

päivä kuukausi vuosi

Aikaisempi opettajakokemus

Huom! Työkokemukset järjestyvät automaattisesti työsuhteen alkamisajankohdan mukaan.

Työantaja

Tehtävänimike

Päätehtävät ja niiden kuvaus

Työsuhde alkoi

päivä kuukausi vuosi

Työsuhde päättyi

päivä kuukausi vuosi

Lisää merkintä

Muut työkokemukseen ja pätevyyteen liittyvät tiedot

Minulla on tehtävän työkokemusta yhteensä *

vuotta kuukautta

Voit halutessasi tarkentaa työkokemusaikaa

Työkokemus opettajan haettavalta alalta

vuotta kuukautta

Työkokemus opettajana muulta alalta

vuotta kuukautta

Muodollinen pätevyys pedagogisten opintojen osalta (35ov/60op) *

Opinto-ohjaajan opinnot

Koulutustaso

Koulutustaso (ylimmän tutkinnon)

Muu koulutus

Muu tehtävän kannalta oleellinen koulutus

Kielitaito

Äidinkieli *

1. vieras kieli

2. vieras kieli

Osaan opettaa englannin kielellä *

Kyllä En

Muu kielitaito

Täydentävät opinnot

Kerro lyhyesti kolme (3) keskeisintä osaamisaluetta, kukin omalle rivilleen

Kerro tietotekniset taitosi

Kerro verkko-opetusosaamisestasi

Muuta mitä haluat tuoda esiin (esim. harrastukset, luottamustoimet)

Kerro lyhyesti osaamisestasi hakemasi tehtävän suhteen

Miksi haet tätä tehtävää ja kerro miksi olisit hyvä hakija kyseiseen tehtävään

Ajokortti

T A B C D E e ei
ole

Onko sinulla auto käytössä?

Kyllä Ei

Oletko Seinäjoen ammattikorkeakoulun palveluksessa?

kyllä, vakinaisessa tehtävässä

kyllä, määräaikaisessa tehtävässä

en ole

Tiedoston koko max. 5120 kt. Sallitut tiedostot: rtg, doc, odt, pdf, txt, docx.

Liitä CV (CV:n liittäminen ei korvaa lomakkeen aiempia kysymyksiä)

Hakemuksia säilytetään kaksi (2) vuotta. Hakijoiden opinto- ja työtodistukset katsotaan mahdollisessa haastattelussa, joten sinun ei tarvitse liittää niitä sähköiseen hakemukseesi.

Kun olet valmis, paina "Esikatsela" jonka jälkeen voit tarkistaa hakemuksesi tiedot. Muista myös lähettää hakemus esikatselun jälkeen painalla "Lähetä".

Appendix 2. SeAMKs example application form for administration and support staff

Hakuilmoituspohja hallinto- ja tukipalveluhenkilöstö

Tähdellä (*) merkityt kentät ovat pakollisia.

Pidäthän auki vain yhtä lomaketta, kun täytät hakemusta!

- Annan luvan henkilötietojeni käsittelyyn. Voit lukea tietosuojaselosteesta tarkemmin, miten käsittelemme henkilötietojasi. *

Henkilötiedot

Etunimi *

Sukunimi *

Syntymäaika *

päivä kuukausi vuosi

Lähetämme sinulle työhakuasi koskevaa tietoa sähköpostilla. Vastaanottaaksesi viestimme on tärkeää, että sähköpostiosoite on kirjoitettu oikein.

Sähköpostiosoite *

Matkapuhelinnumero

Puhelin muu

Postiosoite

Postinumero

Postitoimipaikka

Koulutustaso

Koulutustaso (ylimmän tutkinnon)

Koulutus – tutkinnot

Huom! Muistathan täyttää tutkintotietosi perusteellisesti tullaksesi huomioiduksi haussa.
Merkitse vähintään viimeisin tutkinto.

Koulun/oppilaitoksen virallinen nimi

Tutkinto/koulutusohjelma

Alkamisaika

päivä kuukausi vuosi

Valmistumisaika

päivä kuukausi vuosi

Opinnot kesken

Kyllä

Lisää merkintä

Työkokemus (päätoiminen)

Huom! Työkokemukset järjestyvät automaattisesti työsuhteen alkamisajankohdan mukaan.

Työantaja

Tehtävänimike

Päätehtävät ja niiden kuvaus

Työsuhde alkoi

päivä kuukausi vuosi

Työsuhde päättyi

päivä kuukausi vuosi

Lisää merkintä

Muu työkokemus

Minulla on tehtävän työkokemusta yhteensä *

vuotta kuukautta

Voit halutessasi tarkentaa työkokemusaikaa

Kielitaito

Äidinkieli*

1. vieras kieli

2. vieras kieli

Muu kielitaito

Täydentävät tiedot

Kerro lyhyesti kolme (3) keskeisintä osaamisaluetta, kukin omalle rivilleen

Kerro tietotekniset taitosi

Muuta mitä haluat tuoda esiin (esim. harrastukset, luottamustoimet)

Kerro lyhyesti osaamisestasi hakemasi tehtävän suhteen

Miksi haet tätä tehtävää ja kerro miksi olisit hyvä hakija kyseiseen tehtävään *

Ajokortti

T A B C D E e ei
ole

Onko sinulla auto käytössä?

Kyllä

Ei

Oletko Seinäjoen ammattikorkeakoulun palveluksessa?

kyllä, vakinaisessa tehtävässä

kyllä, määräaikaisessa tehtävässä

en ole

Tiedoston koko max. 5120 kt. Sallitut tiedostot: rtf, oc, odt, pdf, txt, docx.

Liitä CV (CV:n liittäminen ei korvaa lomakkeen aiempia kysymyksiä)

Hakemuksia säilytetään kaksi (2) vuotta. Hakijoiden opinto- ja työtodistukset katsotaan mahdollisessa haastattelussa, joten sinun ei tarvitse liittää niitä sähköiseen hakemukseesi.

Kun olet valmis, paina "Esikatsele" jonka jälkeen voit tarkistaa hakemuksesi tiedot. Muista myös lähettää hakemus esikatselun jälkeen painamalla "Lähetä".

Appendix 3. SeAMKs Contract of Employment in English

Seinäjoki University of Applied Sciences Ltd
Seinäjoen Ammattikorkeakoulu Oy

CONTRACT OF EMPLOYMENT

Kampusranta 11 F, FI-60320 Seinäjoki 32

Employee (Last name, First name):	
Date of birth:	
Personal identity code (Finnish):	
Nationality:	
Address (in home country):	
Address (in Finland)	
Degree:	
Degree code:	
Job title:	
Work unit and address:	

Contract of employment made until further notice <input type="checkbox"/>	Fixed-term contract of employment <input type="checkbox"/>
The working starts:	
The working ends:	
Basis of fixed-term contract of employment:	Office working hours <input type="checkbox"/> Yearly working hours (teachers) <input type="checkbox"/> Timework <input type="checkbox"/>
Hours of work / week:	Hours of work / year (teachers):
Collective labour agreement at beginning of the employment:	AVAINOTES <input type="checkbox"/> AVAINOTES <input type="checkbox"/>
Pension category:	KuEL
Wage Group:	
Wage:	

Fringe benefit of the mobile phone:	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date of payment of the salary:	The last day of the month
Salary will be paid into account:	
Posting:	
Medical certificate:	It is required <input type="checkbox"/> It is not required <input type="checkbox"/>
Trial period applied in the employment (months):	
Period of notice	Period of notice in accordance with collective agreement.
Other terms of Contract:	The Employee pledges to observe the rules of Seinäjoki University of Applied Sciences.

	<p>The Employee pledges to observe the non-disclosure and secrecy regulations.</p> <p>The place of performance of the work is the precinct of Seinäjoen Ammattikorkeakoulu Oy, unless stipulated otherwise in the co-operation agreements signed by the Limited Company.</p> <p>The Employee has the obligation to perform also other work assigned to them by the Employer.</p> <p>The annual holiday/periods of rest are determined by the collective agreement applied to the Employee.</p> <p>At the end of the employment relationship, the salary and other payments are paid on the nearest payday.</p> <p>Length-of-service/seniority bonuses are granted based on a separate decision. The Employee has the obligation to provide reliable accounts of their previous work history.</p>
Further information:	The superior is

Place:	
Date:	
	Employer's signature Employee's signature

Appendix 4. Interview questions for management

- Minkälaiset tavoitteet yleisesti kansainväliseen rekrytointiin?
- Kuinka paljon ollut mukana ulkomaalaisten työntekijöiden rekrytoinnissa?
 - Mitkä asiat kokenut haastavina?
 - Kokenut, että SeAMKilla on riittävät ohjeet / toimintamallit kansainväliseen rekrytointiin.
- Mitä haluaisit, että työnantajan opas sisältäisi?
 - Erilaisia toiveita tai näkemyksiä

Appendix 5. Interview questions for Human Resources

- Näetkö, että työnantajan opas olisi tarpeellinen?
- Onko SeAMKissa ollut paljon ulkomaalaisia rekrytointeja?
- Onko ollut haastavia tilanteita ulkomaalaisten rekrytointien kanssa?
 - Millaisia tilanteita?
- Olisitteko kaivanneet apua tai tukea kansainvälisten rekrytointien kanssa?
- Kuinka ulkomaalaisten perehdytys toteutetaan? Onko perehdytysmalli erilainen ulkomaalaiselle ja suomalaiselle työntekijälle?
- Minkälainen prosessi on työtodistusten ja vastaavuustodistusten saaminen ja kuinka kyseinen prosessi vie aikaa?
- Onko ulkomaalaisia tullut Suomeen haastatteluun vai suoritetaanko haastattelu jollain muulla tavalla, kuten Teamsin välityksellä?
- Muuta vapaata sanaa.

Appendix 6. Interview questions for international employees

- How did you experience SeAMKs application process and applicant communication?
- If you moved to Finland as a result of a job in SeAMK, would you have wanted more support from SeAMKs side before coming to Finland?
 - For example, Finnish Immigration service
- What type of subjects would you see that should be explained more to foreigners already in the application phase?
 - Information about Finland, Seinäjoki, SeAMK
- Would you see an orientation card to be useful? (Distribute to the employee before you come to Finland and / or when you arrive to Finland)
 - General information for the new employee
 - Banks, tax card, accommodation, immigration office, personal identification number (ID), insurance, Kela, civil register, etc.
- When signing the contract of employment, did you understand everything that was told about the contract during signing?
- How did you experience the orientation?
 - Orientation from the Human Resource
 - Supervisor's orientation to work habits, work tasks.
 - As well as possible other, for example, for teachers peppi orientation
- Did you feel that you got answers to your questions during the orientation?
 - From HR, from supervisor
- Would you like to add something to the orientation of the foreign employee?
- What kind of welcoming did you get from SeAMK?
 - From staff, students
- How was the adaptation to the workplace and Seinäjoki in general?
- What was the biggest culture shock in the workplace?
 - For example, breaks, dress code
- Have you experienced that the SeAMK systems are easy to use?
 - For example, peppi, populus, moodle, repotronic

- Many have been translated to English at least a little bit, but how do you feel how you have learned the Finnish systems?
- Would you have wanted any further / extra help or information on any other issues?
- Free word

Appendix 7. Benchmarking questions

- Does the university of applied sciences have working at this moment less than five international employees or more than five?
- What is the recruitment process when it comes to international employees?
 - For example, how much does it differ from the Finnish employees one.
 - The timetable of the process (for example, the whole process all the way from getting the application to the process of selecting the employee
 - Applicant communication, for example, is there communication with the applicants after every step, like when the application has been received, interviews, etc.
 - Do you use a premade base for the answers or are the answers always written separately?
 - How much are the foreign employees in touch with the HR team during the recruitment process?
- Do the foreign employees have more than one interview, does it / them happen remotely or not?