Lahden ammattikorkeakoulu
Lahti University of Applied Sciences

Creating a Visual Process Flow Representation for Overseas Recruiting

Case: WorkPower Oy, Hungary Project

LAHTI UNIVERSITY OF APPLIED SCIENCES
Faculty of Business Studies
Degree Programme in International Business
Bachelor's Thesis
Spring 2018
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JÄRVINEN, SAMI:

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Bachelor's Thesis in International Business, 37 sivua

Spring 2018

ABSTRACT

The objective of the thesis was to create an operation process flow chart to record and visually demonstrate WorkPower Oy's project that aims to recruit Hungarian health care professionals to work in Finland. Aim was to create a clear operation flow chart that is effortless to use and can be easily developed further if needed.

Data collection for creating an operation flow chart was gathered by attending project meetings as part of the working team and writing an observation log. Examining the case company's databases and studying the processes of previous projects was also advantageous. For the purposes of creating a clear operation process flow chart, author studied theories behind recruiting, temporary agency work and operation processes.

As a result an operation process flow chart with written step-by-step instructions for the employees was created. Final product was delivered to the case company and is ready to be followed as such or modified for future development purposes. Confidential appendices are excluded from the public version of the thesis.

Key words: temporary agency work, recruiting, overseas recruiting, health care recruiting, operation process, flow chart, WorkPower Oy

Lahden ammattikorkeakoulu
Kansainvälisen kaupan koulutusohjelma

JÄRVINEN, SAMI:

Ulkomaisen Työvoiman Rekrytointiprojektin Mallintaminen
Case: WorkPower Oy, Unkari Projekti

Kansainvälisen kaupan opinnäytetyö, 37 pages

Kevät 2018

TIIVISTELMÄ

Opinnäytetyön tavoitteena oli luoda WorkPower Oy:lle ulkomaisen hoitotyövoiman rekrytointiprojektia kuvaava toimintaprosessi kaavio. WorkPower Oy:n projektin tarkoituksena on työllistää Unkarilaisia hoitoalan ammattilaisia Suomessa. Toiminnallisen opinnäytetyön tuotoksena syntyi selkeä vuokaavio ohjeineen.

Tuotoksen laatimiseen käytettiin projektiryhmän kokouksista laadittua havainnointipäiväkirjaa, toimeksiantajan omia tietokantoja ja aiempien samankaltaisten projektien prosesseja.

Prosessikaavio on luotu helpoksi käyttää sellaisenaan tai kehitettäväksi tulevaisuudessa. Tuotos ja sen ohjeistus toimitettiin opinnäytetyön toimeksiantajalle. Työn toiminnallinen osuus on salainen, eikä sitä ole liitetty julkiseen versioon.

Asiasanat: vuokratyö, rekrytointi, ulkomainen työvoima, hoitoala, toimintaprosessi, vuokaavio, WorkPower Oy

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1 INTRODUCTION

This chapter introduces the thesis background, as well as the author's motives behind writing the thesis. Theoretical framework and research methodology are presented and explained.

1.1 Thesis Background

Even though we have a growing problem of unemployment in Finland, interestingly we are experiencing high levels of labor shortages across the country on multiple industries. Continual migration of professionals to larger cities is showing as reduced services and dying businesses in smaller and rural parts of the country. One of these industries is the health care industry. As an example, according to occupational barometer's estimate for the next six months in Kainuu, nearly all social service and health care occupations are listed as occupations, where there will be a shortage of candidates. (Kainuun Ammattibarometri I/2017.) Occupations on the list include e.g. nurses, practical nurses, all doctors and dental hygienists.

WorkPower Oy is a temporary working agency from Tampere. WorkPower Oy employs construction- and industrial workers, service workers and health care personnel, such as nurses and practical nurses. WorkPower Oy's health care personnel work as temporary staff in many different locations and companies across the country. Many of these companies are suffering from labor shortages and cannot fill all the required working shifts, since they are located in rural areas where population figures are low and shrinking. This creates a noticeable deficit in all health care professionals. Because of having customer companies in these regions and due to the shortage of Finnish applicants, WorkPower Oy has decided to seek health care personnel from Hungary.

1.2 Research Objectives, Research Questions and Limitations

The main objective of the thesis was to create an operation process flow chart to visually demonstrate and record the actions of each department of WorkPower Oy involved during an actual recruitment process, to recruit Hungarian health care personnel in Finland. The secondary aim is to explain why the project was put in action and touch base with some of the key factors that led to the need to recruit Hungarian health care personnel in the first place.

After deciding and stating the objectives for the thesis, the next task is to create relevant research questions. Framing a research question should be done so that it is answerable empirically and it answers to the research problem. (Myers 2009, 21.)

The main research question of the thesis is:

- How recruiting health care personnel from overseas can be organized, reported and visually represented?

To answer the main research question, following sub questions are composed:

- What is and how to create operation process flow chart?
- What is temporary agency working and how it differs from regular employment contracts?

When conducting research, there are always conditions that cannot be influenced by the researcher. The most restricting limitation for the purposes of data collection was, that the author did not participate in the projects day-to-day operations, as he was working in the company’s financial department of the company during the project. The author’s role was to observe and record actions during the Hungary Project, by attending meetings and travelling to Hungary.

Despite the limitations, the author had access to all of the information concerning the project and was able to collect applicable data to construct an end product with future value for the case company.

1.3 Theoretical Framework

The theoretical framework of the thesis first familiarizes the reader with the concept of temporary agency work in chapter two. Temporary agency work differs from regular employment contracts by dividing the legal obligations between the counterparts, as inevitably there are more than two parties involved. Even though temporary agency work gives some flexibility for the employee and the employer, it may also raise some uncertainties among the parties involved.

In chapter three, the author introduces the theory behind recruiting in general, for the reader to better understand how recruiting health care personnel from Hungary can be achieved.

In chapter four the author will explain the basic theory behind operation processes and how to construct flow charts for the purposes of this thesis.

1.4 Research Methodology and Data Collection

For the purposes of this research the author has used qualitative research methods to understand and explain the phenomena behind the recruiting process. Qualitative research methods are often used to analyze the reasoning and decision-making with a focus on questions such as how or why something is happening. In qualitative research data is collected by interpreting written, heard or seen information. When quantitative research method is suitable for finding results from numeric and structured data and qualitative methods data collection is often seen as less structured, there is no clear distinction between the two. Data can be collected only for the purposes of the research at hand or previously collected for other reasons. (Heikkilä 2014, 15-16.)

Research approach can be decided between an inductive or deductive reasoning. When writing a practice-based thesis, and when the aim is to create an end product for the case company, deductive reasoning is the more suitable approach of the two. In deductive reasoning the study first explains general theories to make sure the reader is familiar with the concepts as the study moves towards more detailed information and applies theoretical knowledge in practice. Inductive reasoning moves from “bottom-up” as the research begins by collecting and analyzing data where hopefully hypotheses rise to create general theories. In other words inductive research aims to find more open-ended answers whereas deductive can test if the theory is viable for the purposes of the researcher. (Myers 2013, 23).

The author collected data by attending project meetings and writing an observation log as well as by examining WorkPower Oy’s own databases and folders. The author also conducted semi-structured interviews. The interviewees were people working with the Hungary Project, WorkPower Oy’s employees who have been involved in recruiting people from overseas before. Before conducting the semi-structured interviews, the author studied data collection techniques and theory behind conducting interviews. Although preparing for the interviews was done thoroughly, obtaining process development ideas or other useful qualitative data for the purposes of the thesis was limited and not fully successfull in terms of its validity and reliability.

Secondary data was collected from reliable literature such as books, reports and electronic sources.

1.5 Thesis Structure

Figure one below presents the thesis structure that is divided into two main parts, a theoretical and an empirical part. The theoretical part of the thesis includes temporary agency working, recruiting and operation process theories. The empirical part of the thesis briefly explains WorkPower Oy's Hungary Project including the end product of the thesis, which is the visual representation of the project for the purposes of case company.

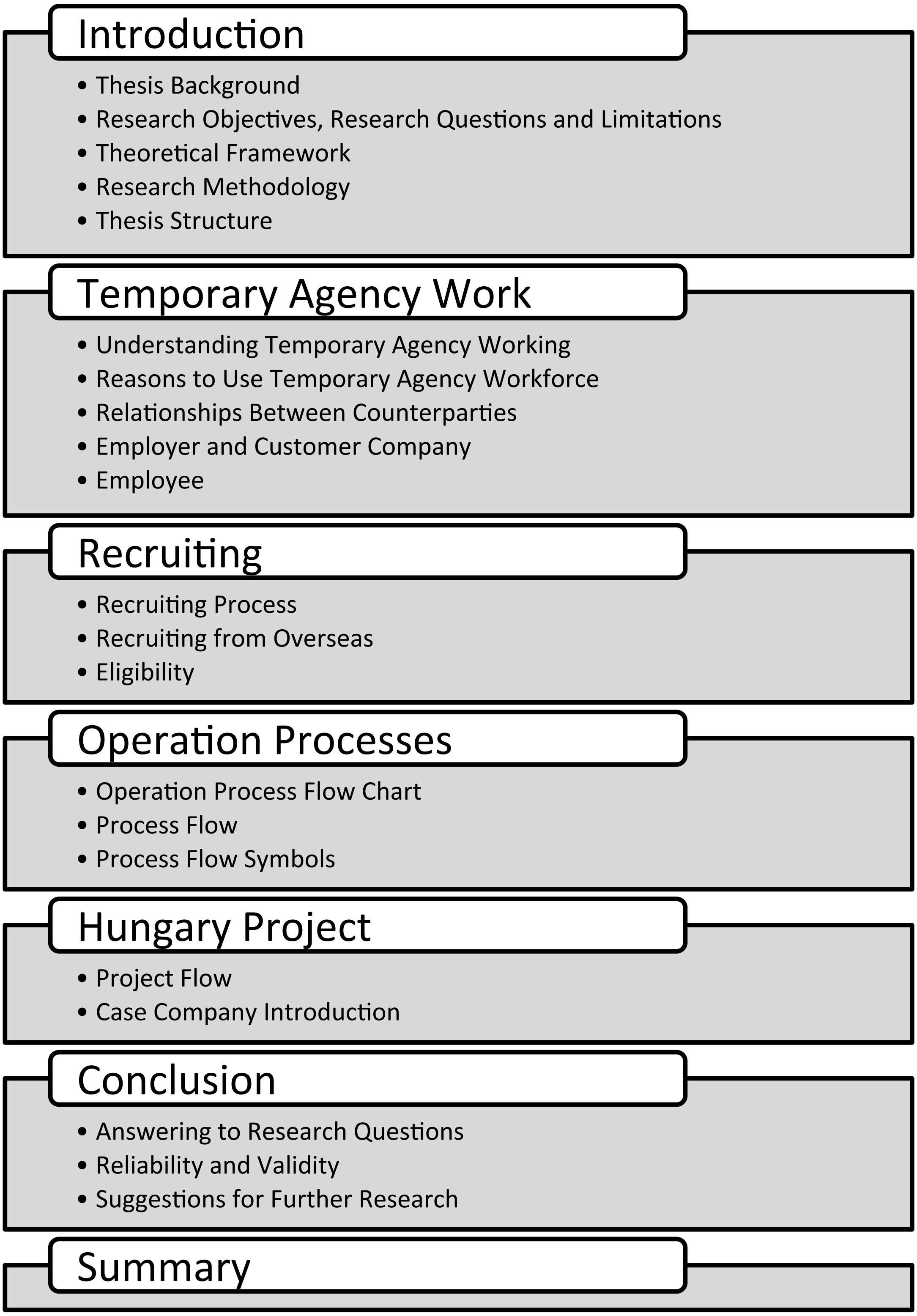

Figure 1. Thesis structure

2 TEMPORARY AGENCY WORK

Temporary agency work, hereafter also TAW, is a common way to meet the requirements of the constantly changing modern labor markets. Still TAW and other forms of part-time employment may sound unapproachable and even scary to majority of people. This chapter will explain the concept of TAW in more detail and shed light on some negative and often vague conceptions towards TAW. Describing TAW both from the perspectives of an employee and the companies at hand reveals that it might be a potential alternative for all parties instead of a regular full-time employment contract.

2.1 Understanding Temporary Agency Working

By TAW we mean a situation where a company that uses labor, rents it from a temporary working agency, which acts as an employer as well as a service provider of the labor. Hereby a company using the service can be identified as a customer company. (Viitala, Vettensaari & Mäkipelkola 2006, 12; Vuokratyöopas 2013a.)

In other words, an employee works towards the goals of the customer company, often at the customer company's chosen location, while legally classified as an employee of the workforce provider, temporary working agency, hereby the seller company of the service.

TAW started to gain popularity in Finland after the 1960's, mainly due to rapid growth in the industrial sector. The trend has been growing throughout the decades, even though TAW was still roughly regulated in Finland during the 1980's. (Sädevirta 2002, 12.) TAW has been increasing after the 1990's and especially during the 20th century. This is mainly due to employers' growing uncertainties concerning engagement into longer employment contracts, with an interest of lowering risks and costs of hiring. (Anttila & Suoranta 2007, 115-118.)

TAW is a part of business networking. Companies maximize their own core competencies by outsourcing all factors that are irrelevant to their own industry. Businesses use other organizations services to support their own operations. Using TAW also helps a company to divide tasks better and therefore its own staff is able to cope with workloads more effectively. (Pohjanoksa, Perkka-Jortikka 2004, 8)

Today TAW is a common form of employment among many industries around the world.

> *"The increase in temporary agency work is taking place on an international scale, as attested to by empirical evidence and analyses from the European Union, Great Britain, Australia and New Zealand." (Christian Hopp, March 2015, Signaling, selection and transition).*

All forms of fixed-term and part-time working contracts raise questions about the rights of all parties, especially of the employees. When engaging into a TAW contract, parties involved have the same liabilities and rights as in regular employment contracts between only an employer and employee, although the division of rights is different. (Sädevirta 2002, 135.)

Liabilities such as payroll and employment expenses are to be taken care of by the temporary working agency, when a customer company has rights to manage the day-to-day operations. The division of rights and obligations of the parties are further explained in chapters 2.3 and 2.4.

2.2 Reasons to Use Temporary Agency Workforce

Especially from the viewpoint of the companies using TAW, it offers a flexible and cost efficient alternative to regular employment contracts, while shortsightedness and inability to predict the need of labor keeps growing on the labor markets. (Tanskanen 2012, 27). The advantages to organizations can be compressed into three main factors according to study conducted by Viitala, Vettensaari and Mäkipelkola. (2006, 127.) These three main factors are:

1) Flexibility on output requirements
2) Controlling costs
3) Reducing the company’s own human resource input in recruiting

Factors such as covering seasonal under manning, fluctuations in the need of labor and the uncertainties concerning the future economic success of a company more often lead to using TAW. In addition, when a company comes across a short-term need of special skills that its own workforce does not own, using a qualified temporary agency worker with such skills is a cheaper option than hiring new personnel. (Houseman 2014.) It is notable that a customer company has time to get to know the employee and get an idea of an employee’s competences without further engagement, and vice versa. (Vaahtio 2005, 127). The law in Finland does not regulate the use of TAW and it can be used without any exceptional reasons. However, some collective labor agreements limit the use of TAW. (Moilanen 2013, 88).

Using temporary agency working is a viable option for all parties and it can lead to full time employment contracts between employers and customer companies. When employers have successfully worked towards the goals of the customer companies through temporary working agency, the risks of hiring them might decrease. A new applicant who has no experience working for the company at hand would most likely require induction training and work under a probationary period.

2.3 Relationships Between Counterparties

While almost all of the legal obligations such as insurance, health care and payroll fall into the liabilities of temporary working agency, many so-called practical matters of an employer such as managing day-to-day operations and taking care of safety factors at the workplace are to be taken care of by the customer company. (Viitala ym. 2006, 13.)

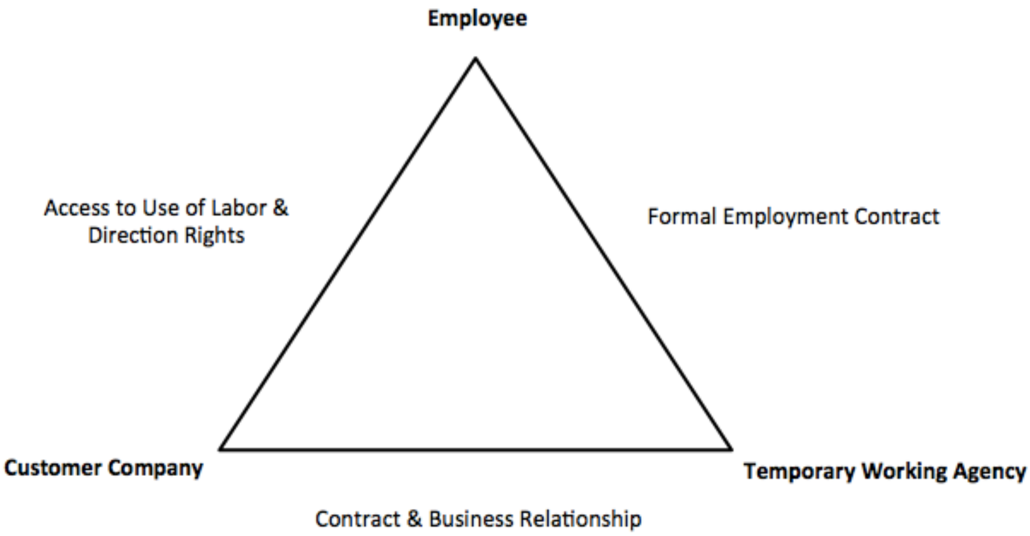

Figure 2. Tripartite Relationship Diagram (Translated from Kolmikantasuhde työvoiman vuokrauksessa, soveltaen Kaarinen 1986; Sädevirta 2002, 135.)

As demonstrated in figure 2, there are three or more parties involved in TAW but normally only two contracts. From the standpoint of business practices, relationship between the companies at hand can be classified as a quite regular business relationship bound by a contract, since a customer company places a purchase order of labor, in which a temporary working agency fulfills and therefore charges the customer company. (Viitala 2013, 93.)

Between an employee and temporary working agency there is usually fixed-term employment contract. These contracts differ from regular employment contracts by giving the direction rights to the customer company instead of the employer. (Vuokratyöopas 2013b.) A direction right roughly means that an employer has the right to determine work content and used procedures. An employer can give detailed instructions on how and where working takes place. The direction right does not overrule collective labor agreements or Finnish laws. (Paanetoja 2017.)

TAW contract is usually made in writing, even though a verbal contract would be just as binding. Contracts made in writing are favorable to avoid misunderstandings as TAW differs in some ways from regular employment contracts. Many collective labor agreements determine that TAW contracts are to be made in writing. (Pohjanoksa, Perkka-Jortikka.)

Contents of such contracts are briefly explained on the following chapter.

2.4 Employer and Customer Company

Payroll, insurance and occupational health care are to be taken care of by the employer, even though the direction rights are moved to the customer company through a contract between the two. (Työsuhdelaki 55/2001, 1 §.) The employer pays salaries according to collective working agreements and is responsible for all employment expenses. This is exceptionally advantageous for the customer company, as the employer carries the risks. For example, sick leave is to be paid by the employer company. (Vaahtio 2005, 126.)

According to Vuokratyöopas (2013c.), a contract between a temporary working agency and a customer company normally consists the following:

- Occupational title
- Location of work
- Skill and knowledge requirements of the employee
- Collective labor agreement which is used
- Working hours
- Employees salary
- Amount of which a customer company pays to the seller
- Contact person

2.5 Employee

When the workers are employed through temporary working agencies they have some flexibility in their weekly working routines, while enjoying the same legal benefits as with regular full-time working contracts. TAW is also a great option for students and other people who do not have the time to engage into a permanent employment relationship.

TAW for many may be a way to earn diverse work experience with some additional income. It can also sometimes lead to full-time employment. Similar to other part-time employment contracts, TAW raises insecurities towards the stability of work. According to some studies, the most common reason to engage in TAW is the lack of full-time employment, however, many temporary agency workers choose TAW willingly because it gives them a sense of freedom and it happens to suit their current lifestyle. (Pohjanoksa, Perkka-Jortikka 2004, 41.)

A study concerning Finnish doctors and nurses that work through temporary agencies finds that workplace guidance is often insufficient. The study also found that job flexibility is seen as a positive factor, which could be beneficial for work well-being. (Laiho & Ruoholinna 2011, 181.)

Although TAW brings many benefits to employees, studies show that negative experiences sprout from lack of appreciation in the society. Workers feel their status is inferior within the customer company compared to full-time employers. For instance in terms of occupational health and social security matters, although temporary working agency takes care of these due to contracts and regulations. Also, lengths of work force renting may cause pressure for employees. (Pohjanoksa, Perkka-Jortikka 2004, 42.)

3 RECRUITING

Often the organizations’ most valuable capital is its human resource pool. Companies operations and the mission are driven forward by its staff, so for the overall capacity to create value for its stakeholders, a company must attempt to use only staff that is properly motivated and qualified. One of the key factors for a company to be successful is to find valuable workforce and know how to manage them. (Viitala 2013, 302.)

Recruiting new personnel is a big decision to make for any business owner. By recruiting we mean actions a company must take in order to find and hire new employees. Even though all recruiting processes are unique, they have some common necessary steps to take before actually signing an employment contract. All of these steps also have either direct or indirect costs; so the recruiting process can be viewed as an investment. These costs might include job advertisement costs, personnel- and office costs. Fixing an error in recruiting can be costly, burdensome and time-consuming for all parties involved. Dismissals can even lead to negative corporate image in the eyes of the consumers as well as the stakeholders. (Viitala 2013, 98.)

It is estimated that the value of a competent employee is twice as valuable for the employer, than a value of an incompetent one. Long-term costs of poor recruiting can be seen as:

- Poor work performance
- Decreased productivity
- Negative influence in work environment and motivation levels
- Decreasing customer satisfaction

(Honkaniemi, Junnila, Ollila, Poskiparta, Rintala-Rasmus & Sandberg 2006, 23.)

3.1 Recruiting process

Finding new employees can be seen as a project, just like any other venture that sprouts from a need and ends up in conclusion. Recruiting process involves planning-, execution-, decision-making- and follow-up stages. The planning stage is important as it determines the projects timetable and budget as well as its assignments. Plan should be thoroughly drawn before starting the project and the team members should be kept up to date at all times. Always everything does not go according to plan and changes might occur. It is essential to notify everyone involved about the possible changes. (Markkanen 2002, 9.)

When the process begins, recruiter determines a job description that should be filled and creates a “fictional prototype” of the optimal candidate – his or hers career and educational background as well as personality factors are considered. The aim is to picture an optimal candidate as precisely as possible, from the characteristics and experiences to their future salary. Determining a job description and creating a “fictional prototype” is done to design a job advertisement. When designing a job advertisement it is important to remember that in a way the recruiter is selling an open position in the company. This is why the advertisement should be written in a realistic but in an interesting manner. (Markkanen 2002, 10.) Recruiting advertisement is an informative lure that a recruiter publishes for everyone to see. Recruiting advertisements are compressed selling and marketing messages of the position and the employer. (Markkanen 2005, 125.)

Job advertisements are costly, so publishing the advertisement is when the budget planning comes into play. (Markkanen 2002, 10-11). When choosing a publishing channel, social media also offers new audiences and targeted options for recruiters compared to printed ads and usual recruiting channels. By optimizing social media channels advertising spaces, recruiters are able to track the clicking statistics fairly well on large platforms such as Google and Facebook. (Korpi, Laine, Soljasalo 2012, 15.) Also, online recruiting services offer advertisement space on their front pages. With these advertisements the company is seeking online visibility and can be on visitor's sight when entering the page. (Markkanen 2005, 112.) WorkPower Oy for example uses Google ad statistic metrics for tracking visitor streams for ongoing improvement.

The publishing channel and its size have to be chosen, and whether writing out the advertisement is done by organization's own staff or for example by an advertising agency. It is important to plan out all of the practical matters concerning the applications as well, such as who will receive and handle all the incoming applications and how the applicants are chosen for the interviews. Also, who will notify the applicants that they are not chosen at this time and the sending of invitations to chosen applicants. Deciding when and where the first round of interviews is kept, and who will participate, should be done as soon as possible. This stage can be carried out in many different ways. The recruiter may handle this alone or with someone within the department, or outsource these tasks to an external company. The expenses and size of the budget often affect decision-making. (Markkanen 2002, 10-11.)

Interviews in multicultural settings are challenging, as practicing international business requires cultural knowledge and ability to read nonverbal messages. To avoid challenges it is important to remember that communicating with people that own a same cultural heritage can be difficult as well. Setup is even more challenging when cultural backgrounds differ. (Markkanen 2009, 237.) To overcome cultural differences and to avoid challenges linked to it, WorkPower Oy hired a Human Resource Coordinator, whose cultural background is partly Hungarian.

After determining which candidate is the most applicable for the task it is time to sign a contract between a new employee and an employer. The employment contracts are normally done either on permanent, fixed-term or on an open-ended basis. The contract also determines employees' salary, working hours and trial period. (Markkanen 2002, 102.)

Successful recruiting can finally be identified months from when an employee has started working. It is plausible that the recruiting will be successful when recruiting process is justified and sprouts from needs of an organization. Successful recruiting can also be measured by quantity and quality of the applications as well as from applicant feedback. (Österberg 2015, 109.) Positive company image helps in receiving better applications. The company may also receive more applications, although it is not as relevant as quality of applications. (Korpi ym. 2012, 76.) WorkPower Oy invests in, and emphasizes their company image by always requesting feedback from their employees and customers. Positive feedback is utilized in their marketing.

3.2 Recruiting from overseas

A criterion for successful recruitment is to find competent and compatible work force for the task. As long as the employee owns occupational requirements, to a lesser extent the employer is concerned about the nationality of the employee. Recruiting foreign labor has been, and will be in the future a viable option for organization’s to find competent work force. (Sorainen, 2007, 39.)

In the 2000s shortages of manpower became an issue and as it was a topic of discussion, number of immigrants moving to Finland increased. Amount of foreign labor force has rapidly increased in Finland but is still one of the lowest within the European countries, with only under three percent of all working people. (Pärnänen & Okkonen, 2009, 96.)

Difficulties in recruiting work force from overseas to Finland are often linked to Finland’s unattractive labor markets from the international perspective. Despite the Finland’s many positive attributes in terms of cross-border working, they are often shadowed by factors such as cold climate, high taxation and rare spoken languages. Compared to staying and working at the country of origin, moving to Finland on work-related basis is seen as an expensive alternative. (Sorainen, 2007, 40.)

Recruiting foreign employees often creates more costs than usual recruiting. The costs come from seeking candidates in another country, advertising with local channels, using local recruiting companies and possible induction or language training charges. Getting familiar with the local way of recruiting and translating advertisements as well as bureaucratic factors take resources. Ensuring the candidates occupational proficiency and other attributes are difficult for an employer to test. (Sorainen 2007, 40.)

The workers who own a foreign education and work experience can cause some concerns. Some companies might be afraid that their clients react negatively when the amount of foreign employees increase. For example, imperfect language skills can be scary and might create safety risks at a work place. But often these concerns and doubts about insufficient professional- or language skills and other factors in recruiting foreign work force turn out to be unnecessary. (Sorainen 2007, 40.)

According to Sorainen (2007, 41.) companies that have used foreign work force have recruited by using many different types of channels, such as:

- Indirect contacts between the employer and job seekers
- Informal channels like grapevine
- Position marketing and advertising at the target country
- Public employment services in Finland / target country
- Private employment services in Finland / target country

3.3 Eligibility

EU member state citizens do not need a residence permit to travel to or work in Finland. They are however required to register their stay in the registry office if a stay exceeds a period of three months. (Työ- ja elinkeinoministeriö, 29-30.)

Nurses and doctors eligibility to work in Finland can be automatically recognized if they can provide an examination certificate or a diploma of successful studies in a EU member state, which is equivalent with the

Finnish degree requirements. (The Union of Health and Social Care Professionals in Finland). When a EU/EEA member state citizen who has completed their studies in some other than in a EU country with another language, but wishes to work as a licensed health care professional in Finland, Valvira has to grant a practicing license. To obtain a license, a person must apply for a protected occupational title through Valvira and submit a certificate of an intermediate level (B1) Finnish language proficiency. Processing of such an application takes roughly three to four months. (Valvira 2016.)

Based on studies conducted by Finnish National Institute for Health and Welfare over the past few years, generally speaking employment of health care professionals that are EU citizens in Finland is on a satisfactory level. (Aalto, Elovainio, Heponiemi, Hietapakka, Kuusio & Lämsä 7/2013, 92.)

On social- and health sector, temporary agency working is a new phenomenon and it is here to stay. Biggest reason to use temporary agency working on social- and health sector is simply the lack of professionals. (Laiho & Ruoholinna 2011, 180.)

4 OPERATION PROCESSES

Processes are often implemented as projects, as projects are processes that are carried out once. Projects are a way of managing complex processes with timetables and project planning, as shown on figure 3. (Laamanen & Tinnilä 2009, 24.) Operation process is a chain of actions and its inputs are eventually contributed to the chain to form an outcome with value. Behind of all modeling of operational processes there are objectives and visions, which are often aimed to take company's operations forward. (JHS 152 Prosessien kuvaaminen 2012, 2-3.)

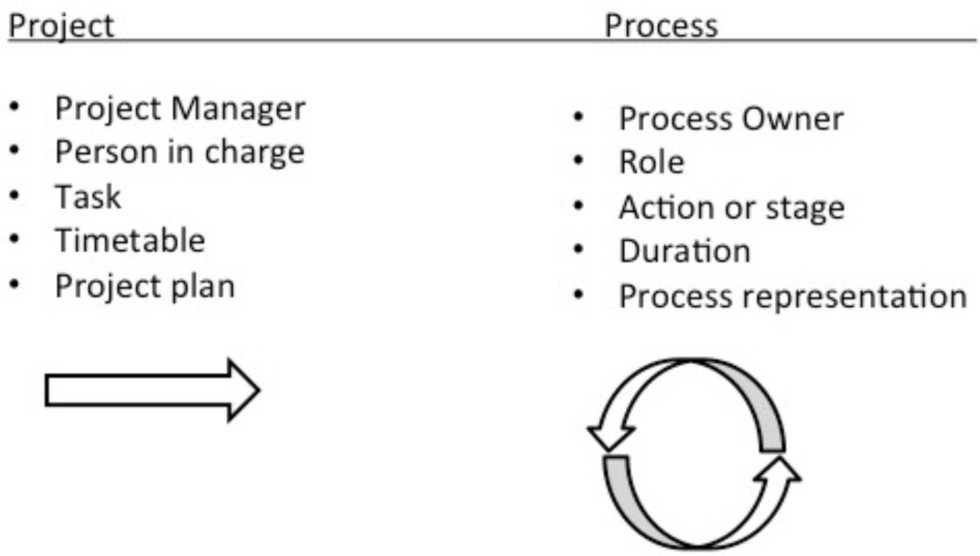

Figure 3. Project vs. Process (Translated and modified from Prosessijohtamisen käsitteet. Laamanen, K & Tinnilä, M. 2009, 24.)

4.1 Operation process flow chart

Graphical operation process flow charts are constructed to visually demonstrate existing activity, or a need for them can sprout from a problem that needs solving. A visual process chart can ease to better understand the overall flow of actions, and how each part of the process is affected throughout and connected to one and other to produce a wanted outcome. (JHS 152 Prosessien kuvaaminen 2012, 2-3.) Process flow charts are, and can be used in most type of business operations despite the industry.

Visually representing processes is essentially part of improving the process itself. Often creating visual process representations stem from a need of improving, and sometimes from rationalization of processes or from the organizations overall strategy changes. Basis for visually representing processes has to be why it is done in the first place – visual representation has to always be purpose based and beneficial. Visual representation begins by identifying and choosing the process that needs representing. After this, one is ready to decide the purpose of the representation and level of detail how its actions are shown. Symbols to represent each element are also chosen. Finally, the process representation is fitted to the wholeness of the project at hand. All of the elements within the representation must be so explanatory, that they can be easily identified. (JHS 152 Prosessien kuvaaminen 2012, 4.)

Basic process representation can be as simple as this example on figure four below:

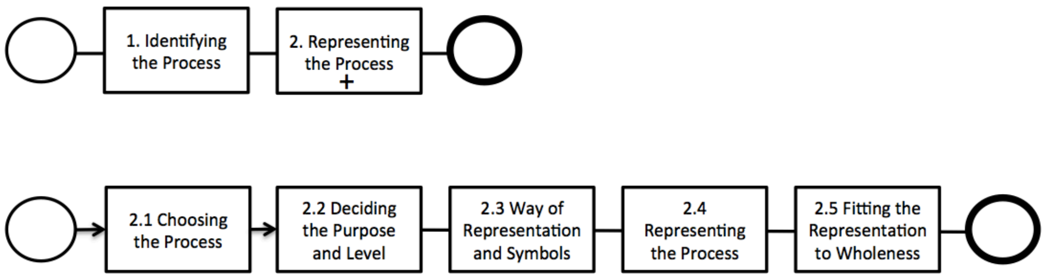

Figure 4. Process Representations Progression. Flow chart below shows stages of the process representation, and it is indicated by the plus sign on upper flow chart. (Translated from JHS 152 Prosessien kuvaaminen 2012, 2-3.)

According to (JHS 152 Prosessien kuvaaminen 2012, 2-3.) there are four levels in representing processes:

- Process Map
- Operation Model

- Process Flow
- Work Flow

Before determining the level of detail in the process representation, it is crucial to know the reason why the final representation is to be constructed. (JHS 152 Prosessien kuvaaminen 2012, 6). Above listed four levels differ in their level of detail in the process representation. Process mapping is often used to understand the big pictures such as market environments, when workflow representing can be detailed enough to explain complex individual tasks. For the purposes of this thesis author has chosen the process flow level, as it is best for visually showing actions, tasks and responsibilities of each actor involved. Process flow level also works best when the aim is to find flaws on existing process designs.

4.2 Process Flow

Process flow level of representing processes is more detailed than process mapping and process modeling. This level shows each task, function and an event of responsibility. The process flow level can also bring out existing problems a process at hand might have. Due to the level of detail in the process flow level of representing processes, it is important to examine the process and its sub processes and how they are divided into functions, tasks, subtasks and actions. Resources can also be shown on a process flow level representation. (JHS 152 Prosessien kuvaaminen 2012, 8.)

Sub processes, functions, tasks and subtasks are named in a recognizable manner and their information will be represented on the final representation. Events and their responsible actors, as well as Interaction between all of the elements shall be represented and named as well. (JHS 152 Prosessien kuvaaminen 2012, 8.)

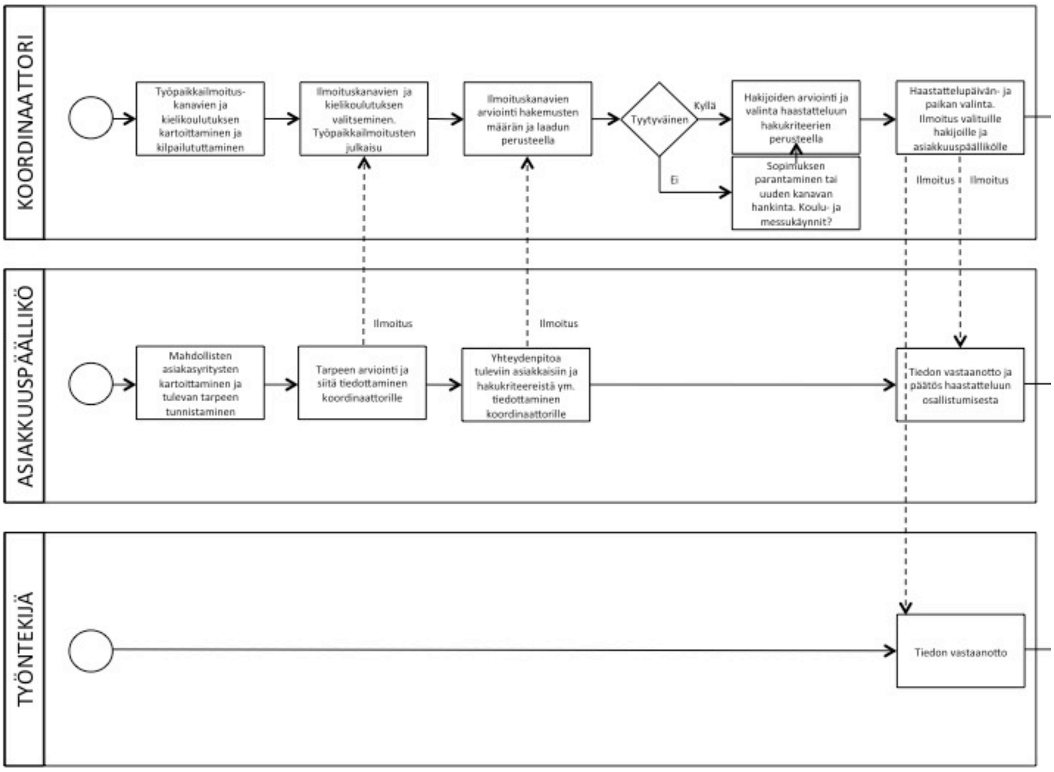

Figure 5. Process Flow Chart. (After JHS 152 Prosessien kuvaaminen 2012, 2-3.; Järvinen 2017)

Figure 5 shows how each event is represented on a “swimlane”. Each swimlane marks the events range of responsibility. All events have a starting point, so called “actor” and tasks that are assigned to it. Arrows represent movement of action and dashed lined arrows represent information flow. (JHS 152 Prosessien kuvaaminen 2012, 10.)

Next chapter explains the symbols seen on figure 5 and how to interpret them on a process flow chart.

4.3 Process Flow Symbols

Process flow charts need symbols to understandably show an order in which its tasks are performed. The symbols used by the author are based on the Object Management Group’s Business Process Modeling Notation Version 1.1. According to the needs of the thesis, author has picked necessary symbols for representing the flow of actions in the Hungary Project. Symbols used by the author on the process flow chart are named and explained below:

Figure 6. Swimlane

Figure 6 represents a so-called swimlane, in which separates the events within the process from each other. Each event has their designated area of responsibly. In other words, all of the symbols inside a swimlane are to be taken care by the actor or actors assigned to it.

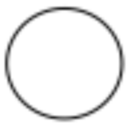

Figure 7. Process Start

Figure 7 shows a symbol that indicates a starting point for the process. Also, process start symbol represents an actor/actors.

Figure 8. Process End

Figure 8 indicates an ending point for the actor’s activity on the process.

Figure 9. Activity

Activity, or a task symbol is shown on figure 9. This symbol represents an action that is to be carried out by its responsible actor. Responsibilities of the actors are marked with swimlanes, as explained on figure 5. Activity symbol has written text inside it to explain what type of activity is needed. This activity can also be explained in writing more widely on the process flow chart instructions if necessary.

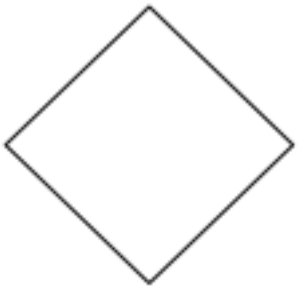

Figure 10. Gateway

Figure 10 indicates how a gateway, or a decision symbol is shown on the process flow chart. This symbol typically has a question or an activity written inside it, and different flow directions attached to it to show which direction the process flow departs. Departing flow directions have different options or answers to the symbols activity. Typical flow direction options are “yes” and “no”. Process flow chart constructed as an end product for the case company also uses options such as “passed” and “failed” as shown on the figure 4, to show how the future employees language test results direct the flow of actions.

Figure 11. Flow Direction

The flow direction symbol represents the direction of actions during the process. Flow direction symbols are marked with text on top of them, if there is more direction options than one. Hereby symbols are also connected to the gateway symbols that are shown on figure 9.

Figure 12. Data Flow Direction

Figure 12 shows Data Flow Direction symbol. This symbol represents a flow direction of information between actors and their actions. Data Flow Direction symbol has a text on the right side in which indicates the type of data or information is being transferred. This symbol is typically demonstrating a flow from an actor to another, but can also have direction indicators on both ends to indicate the wanted interaction between the actors. This double-ended data flow direction symbol is used on the final page of the end product to show how tracking of an employee and a customer is necessary at the ending stages of the recruiting process.

The process representations can be constructed by using all kinds of symbols as long as their meaning and interpretation is clear for the user. For the purposes of this thesis, author chose to use similar symbols as the study material composed by JUHTA – Advisory Board for Public Administration Information Management.

5 HUNGARY PROJECT

This chapter briefly opens up the purpose behind, and overall flow of the Hungary Project. Process flow chart and its instructions can be seen on thesis attachments. For confidentiality reasons project is not explained in detail.

Reason for writing the thesis was to construct a process flow chart for the WorkPower Oy's Hungary Project. Constructing the flow chart was made by the author, who was part of the Hungary Project team. Team held regular meetings and more so if needed, approximately once a week. Hungary Project's process is based on the WorkPower Oy's previous ventures in Estonia, but the process needed clearer and updated instructions that can be easily modifyed. For constructing the operation flow chat and instructions, author gathered data by writing an observation log during the meetings and studied company's databases, including similar projects prosess charts and documentations. Visually showing and linking the process to instructions is important when processes are made to be used and for further development.

5.1 Project flow

After roughly eighteen successful years of recruiting Estonian health care personnel to work and live in Finland, the demand of health care personnel is only increasing. Although there is still an evident demand for health care personnel, the amount of Finnish and Estonian candidates is continually shrinking and Medipower Oy cannot fill all the purchase orders of their client companies. In 2016 Medipower Oy decided to start recruiting health care personnel from Hungary. Hungary Project was put forward by WorkPower Oy's business director, who later became the project manager for the working team.

At first, the team working with the project consisted of seven people altogether: Project Manager, company's Managing Director, Human Resource Managers and Account Managers. Aim of the Hungary Project is to recruit and employ health care personnel, construction- and industrial workers in Finland. In the beginning of the project the focus was on the health care personnel, as their recruitment process tends to take more time and resources. Reasons why recruiting health care personnel from Hungary to Finland is so time consuming, is mainly due to the need for language training and recognizing degree suitability for the working permits, as explained under the subheading 3.3. This thesis concentrates on recruiting only health care personnel from Hungary, even though the Hungary Project is now used for other industries as well.

Team working with the project consisted of people who have experience with overseas recruiting, mainly from Estonia and Poland. This was very advantageous in terms of launching the Hungary Project. Before deciding that recruiting employees from Hungary is the best option, teams task was to gather data from other potential countries to determine which EU country would offer the wanted longevity for the project. Team studied seven countries altogether by searching for relevant information such as unemployment levels, income rates and possibilities for Finnish language training. Hungary was selected mainly due to its cultural and educational similarities with Finland as well as for its large amount of health care personnel.

As Hungarian recruiting practices and culture were still somewhat unknown, case company decided to hire a Human Resource Coordinator who was familiar with recruiting Hungarian work force. This decision was helpful in terms of avoiding cultural differences between an applicant and the recruiter affecting the recruitment process. Importance of cultural knowledge in recruiting is covered on chapter 3 of this thesis.

After thoroughly determining the most effective recruiting channels and a suitable language-training partner, job advertisements were finally published. Flow of incoming applications was slightly smaller than originally hoped for, but was then fixed with a fairly easy and cost-effective advertising actions e.g. social media optimization. For the interviews case company decided to rent an office space only for the interview days.

After selecting suitable future employees, the language training began. Language training is designed to last for six months. During the language training, placement tests were assigned to keep up with the learning curve. Official language testing is done in Finland and making sure that a future employee does not fly to Finland with insufficient language skills is very important.

When the language test is finally passed, application forms for the employees’ residence permits and working license can be sent. Also at this time planning the first day of working in Finland begins.

Operation flow chart and its instructions explain the projects flow as a whole, on pages 41-48.

5.2 Case Company Introduction

WorkPower Oy is a recruiting- and a temporary work agency in which started its business in Tampere in 2003 by employing construction workers and thereafter industrial work force. (WorkPower). Now WorkPower Oy has four subsidiary companies aimed mainly for four different industries. WorkPower Rakennus Oy for construction-, WorkPower Teollisuus Oy for industrial-, WorkPower Palvelut Oy for service and logistic industries. This thesis concentrates on Workpower Oy’s health care industry subsidiary company, MediPower Oy. Today WorkPower Oy’s services cover a wide range of industries, and it is able to provide its customers with e.g. recruitment-, personnel outsourcing- and temporary agency services. (WorkPower).

Subsidiary company MediPower Oy was established in 2005. Afrer a rocky start, MediPower Oy’s business success truly began after 2009, when its first Finnish language training for health care personnel began in Estonia. Medipower Oy then started recruiting Estonian health care personnel to Finland, because filling customers needs for health care personnel could not be met with only Finnish candidates and the health care industry began to experience real shortages of manpower. Finding enough Finnish health care personnel for MediPower Oy's customer companies has become even harder ever since, especially on the rural parts of the country. Core reasons for launching the Hungary Project was the lack of viable candidates for open positions in the health care sector.

6 CONCLUSION

This chapter presents answers to research questions and evaluates reliability and validity of the thesis. Suggestions for future research are also given.

6.1 Answering to Research Questions

- How recruiting health care personnel from overseas can be organized, reported and visually represented?

Organizing recruiting from overseas is similar to national recruiting. Recruiting process includes at least the same stages as national recruiting: planning-, execution-, decision-making and possible follow-up stages. Planning all projects beforehand is always important, but when recruiting from overseas, budget and timescales need exceptional foresight and careful planning. Being familiar with the target country's culture and having experience from overseas recruiting is favorable.

Reporting and visual representation is made easier when an organization is experienced with overseas recruiting. The case company's experience with recruiting health care personnel from Estonia made constructing the end product easier. By attending project meetings as an equal team member and having professionals explaining necessary steps was valuable. Also using the case company's old process graphics for sales and recruiting benefitted the creation of visual representations to Hungary Project.

- What is and how to create operation process flow chart?

Process flow charts are visual representations of existing or wanted future action. Process flow chart is essentially a tool for improving processes but can also be used as a guide for the employees to follow. Process flow chart alone is only a map of actions – without proper symbol naming and action explaining with instructions, a process is hard to use, modify and develop. Also a process flow chart and its commentary should be so detailed, that all of its tasks can be easily explained and broken down.

Creating process flow charts is straight forward documenting of actions and finding out, how actions and actors responsible connect and interact with one and other. Fundamentally creating process flow charts takes patience and ability to see processes as a whole, but still understanding on how small changes and actions are just as important as major ones.

- What is temporary agency working and how it differs from regular employment contracts?

For organizations temporary agency working is a way to save money and increase their productivity, as they have more recourses to concentrate on core competences rather than work force recruiting. For employees temporary agency working is a modern alternative for stiff regular employment contracts, as it enables them to more affect on balance between work and leisure.

Temporary agency working has been increasing for centuries and is essentially a by-product of financial insecurities in our society. Temporary agency working gives parties involved same legal rights and obligations as other employment contracts would, but division of them differ, due to more than two participants being involved. The organizations and employees planning in engaging into temporary agency working, should educate themselves about their legal standing points beforehand to avoid unfortunate misunderstandings.

Temporary agency working can work as an efficient channel for recruiting. A company may lower its own input and risks in finding new personnel by first renting workforce from a temporary working agency and recruiting when a candidate has shown proper compatibility. Temporary agency working can also work as a substitute for a probation period at the work place, as it can lead to an employment contract with the customer company.

Sense of freedom is important in the modern society and temporary agency working can enable that for the employee and the employer if done correctly.

6.2 Reliability and Validity

Thesis objectives were met by constructing a process flow chart for the case company and by answering to research questions. Primary data was gathered by attending and writing an observation log on project meetings and studying the case company's documentation and practices of previous recruiting processes. Thus, primary data is reliable and valid for the case company's purposes, but not necessarily compatible for the use of other organizations, as it is based on Hungary Project employees' views and case company's former business practices. Author works for the case company, but it did not affect the reliability or validity of the study, as the thesis topic was to visually demonstrate an existing process as realistically as possible. The objective of the conducted interviews was to find ways to improve an existing process, but as the interviews did not bring out valuable information concerning improvements, interviews were not presented on the thesis. Secondary data was gathered from different credible sources such as published books and trusted public domains. Adequacy and evaluating of reliability and validity of a qualitative research may vary. (Saarinen-Kauppinen & Puusniekka 2006).

6.3 Suggestions for Further Research

As thesis is based on processes and practices of the case company, international recruiting processes can be studied extensively, as global labor markets continue increasing. Further research can be conducted by developing the case company's process of recruiting further and for different circumstances. Also, researching the future of temporary agency work and its effects on the heath care industry or labour markets as a whole is an interesting study subject.

7 SUMMARY

Aim of the thesis was to construct a process flow chart that visually represents WorkPower Oy's Hungary Project. Process flow chart and its instructions can then be used to further develop the process. Process and its instructions for the employees are attached to the thesis but for confidentiality reasons are hidden.

First the thesis introduces concepts of international recruiting, temporary agency working and visual representation of processes to help the reader better understand how recruiting from Hungary can be achieved.

Thesis briefly goes through how the Hungary Project was carried out in action. Also how and why the company ended up launching the Hungary Project.

Final part of the practice-based thesis is to construct an end product with value. In this case for the case company WorkPower Oy. End product is the process flow chart for the Hungary Project. As all process flow charts are to be opened in writing to better understand the phenomena behind them, process flow chart of the Hungary Project is explained as instructions for the employees. End product is handed for the case company in writing as well as electronically, so further development and using can be done conveniently.

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