

KYMENLAAKSO UNIVERSITY OF APPLIED SCIENCES
Master's Degree Programme in International Business Management

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SHARING KNOWLEDGE THROUGH THE INITIATING PROCESS

Case company: Dynea Chemicals Oy

Master's Thesis 2012

ABSTRACT

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The study deals with the initiating process in the field of Human Resource Management, where the familiarizing and task orientation is seen as a complete package. In this study, the initiating is perceived as a tool for developing organizational learning as a whole and strengthening organization's safety culture, since the process safety is playing important role in chemical industries. The study calls for dialog modeling of the process emphasizing socialization and human relations in the work community.

The present study represents a case study in qualitative research examining initiating practices in the case company during the times. The data were collected through interviews among recently employed personnel and by the researcher's own observations during the summer job. Small survey was also made in order to add experienced personnel knowledge on personnel structure, while many have made long careers in the case company and as the organization will be facing the generation change in the near future.

Modelling of the initiating process results from the study. The purpose was to increase newcomer's knowledge and understanding beyond individual tasks, increase visibility of the safety issues and ability to modify the initiating plan according to individual skills. It will ease the newcomers to integrate the group, adapt oneself to the people and the job. Organization will benefit from having an effective employee; an active and committed member of the group. As a result, a learning organization understands and respects individuals regardless of years of experience.

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1 INTRODUCTION

Dynea Chemicals Oy is a part of globally operating Dynea corporation in chemical industry offering resins and hardener solutions for industrial usage. Headquarters of the organization are located in Hamina and organization has plants in addition to Hamina, also in Joroinen and Kitee in Finland. This study was made for Hamina plant.

I was working at Dynea Chemicals Oy during the summer of 2011 as a sales assistant. The topic of the thesis work relating to human resource management is motivated both by my own professional interests and needs of the organisation for development their initiating process. It also fits to my position as a new employee; to be able to be objective as a researcher and seeing things as an outsider when making own observations.

Safety issues are highly important in chemical industry, so the initiating practices should be supportive in strengthening of safety culture of the company. Being part of the big Dynea corporation, Dynea Chemicals Oy in Finland has put great efforts in developing safety at work as well as work satisfaction of its employees. They have Radar-scale in use for measuring employee satisfaction, and performance appraisals are held annually. The company has also recently made an initiating plan for Kitee plant with the help of bachelor students. Nevertheless, initiating practices needed to be more coherent, and getting the feedback from the process in order to learn and develop was seen challenging at the moment.

Safety supportive initiating plan was part of the 3-year Roadmap-project for safety, through which the aim of the organization is to strengthen safety culture comprehensively. Need for development of the process was also due to present employee structure. Employees have mainly made long careers at Dynea Chemicals Oy in Hamina and initiation practices have not been updated during the time much. In forth coming years lots of knowledge and experience will be leaving the company; so making the research is a great chance to get valuable information from the experienced persons as well. Furthermore, organizational changes may give constraints for reorganizing of the tasks and developing of personnel knowledge beyond the existing responsibilities in the future. That is why up to date- initiating process is needed in broader scale than during recruitments.

2 RESEARCH DESIGN

2.1 Aim and objectives of the study

The aim of this study was to improve initiating process at Dynea Chemicals Oy (later in text Dynea). The study is searching for new ideas in developing of present initiating process so that it would be more coherent and more dialogic. Safety issues are highly important in chemical industry, so they will be considered when planning the initiating process in order to support in development of organization's safety culture as well.

One of the objectives of the research is to help executives in their roles as an initiator and develop the practices so that it would be compact and user friendly package when hiring new employees. Another objective is to better understand the importance of initiating and diversified persons inside the organization. The goal of the study is presented in Figure 1.

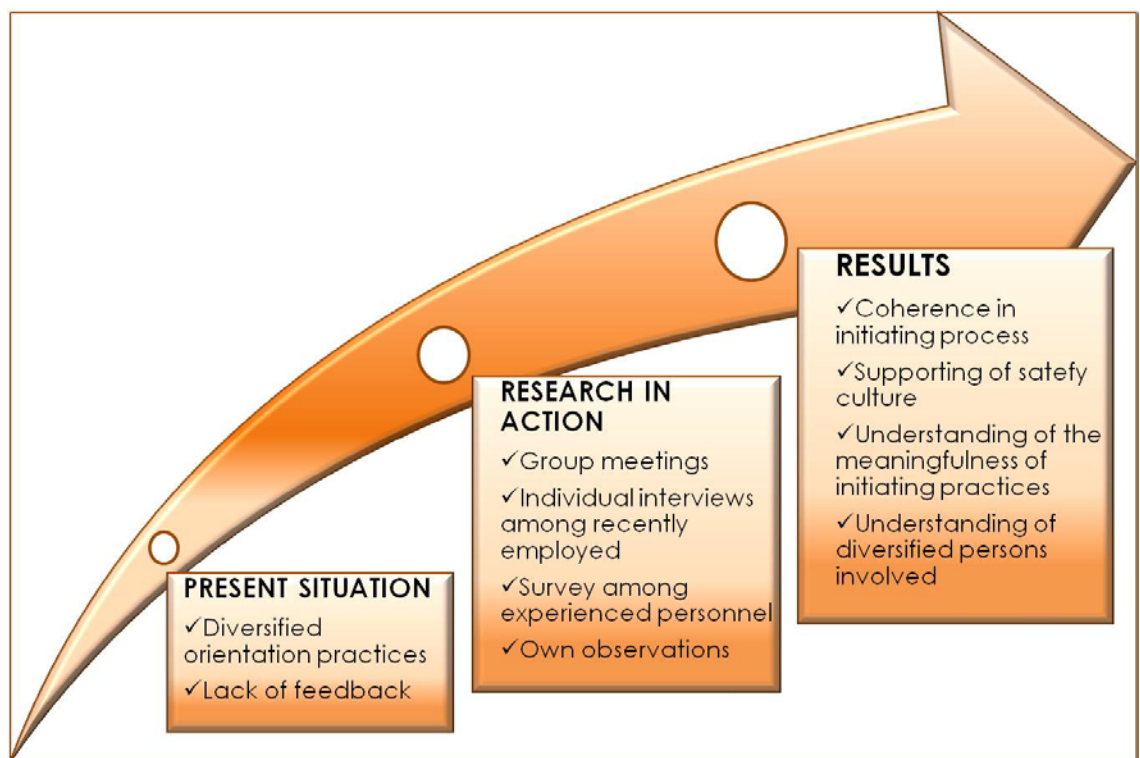


Figure 1: Intended change of the project.

2.2 Importance of initiating in chemical industries

Ketola's (2010) study, which is closely related to the topic of this study, discusses job orientation as a tool for personnel development and transformation from a recruit into a productive expert in Finnish ICT companies. Ketola states that 'look at the web' or 'it's all in the intranet' is not enough when implementing the initiating plan regardless of how well structured network solutions the company has. At best initiating is well planned, responsibilities are known through the organization and the newcomer is encouraged and supported. The fact that the new employee is promptly adapted to the core operations was seen as a competitive advantage. (Ketola 2010, 12-18).

According to Ketola (2010) the pitfalls in initiating process are at all branches of businesses the same. A weakness mentioned is that the organization's expectations are false; they think that all the knowledge has been recruited (qualifications fit in paper), but no one is left for ensuring if the new person truly knows how to do the job. Another error commonly occurs when recruiting upper management; initiating is totally neglected or poor. Also, high rotation of employees in the company is seen problematic. It is hard to be motivated as an initiator if the employee will be moving elsewhere anyway soon. (Ketola 2010, 146-153).

The study emphasizes the importance of clear allocation of responsibilities, so that for example human resource department and executives do not have to argue on accountability issues. According to Ketola, usage of time and personal transactions is highly important in initiating process. IT solutions or intranet will never replace human relations. (Ketola 2010, 116-131).

Safety issues have a significant role to play in chemical industries. An article from the ChemInfo magazine refers to the importance of process safety and the role of a culture in avoiding incidents in the processes. Article states that it is challenging for leaders in chemical process industries to build a culture that supports strong safety performance as well as productivity and quality. In any chemical manufacturing organization there is only one culture though; not different cultures for safety, quality etc. A culture is created over years based on what has been successful. It is deeply embedded with the underlying assumptions and beliefs that are covered within the organization. In the article, kind of 'can-do'-culture and people going 'above and beyond' to meet the tar-

gets in production is questioned. The kind of culture may not, however, be supportive from the safety perspective. (ChemInfo 2007).

The same article indicates as well that creating a safety culture is not as simple as saying 'safety is number one', because in reality the absolute safety is only possible by shutting down the operations. It is important that the importance of the goals is recognized in culture creation. Also, the 'non-negotiable' associated with each goal should be clearly understood to better meet the targets (in productivity, quality, safety etc.). The article presents nine characteristics in organizations that are supportive in safety outcomes. Those are listed below. (ChemInfo 2007).

- 1) *Procedural justice: the real and perceived fairness in decision making*
- 2) *Management credibility: management practicing what it preaches*
- 3) *Perceived organizational support: employees feeling valued and supported*
- 4) *Leader –member exchange: leaders looking out for their people's best interests*
- 5) *Teamwork: people working together toward common goals*
- 6) *Work group relations: how well co-workers get along*
- 7) *Organizational value for safety: employees perceiving the importance in safety performance improvement*
- 8) *Upward communication: communication about safety flowing freely upward through the organization*
- 9) *Approaching others about safety: employees feeling free to speak to each other about safety concerns*

(ChemInfo 2007).

It is worth noting that six of the nine factors are more generally supporting performance and only three are specific for safety. For example, the first factor, procedural justice, correlates with better safety in case of high levels, but with better quality and productivity outcomes as well. (ChemInfo 2007).

Above safety supporting outcomes are in relation of management responsibilities and behavior. An article in 'Kymen Sanomat' (Huovinen, 2011) relates young people's views towards the management at work. The case company is in the middle of the generation change and recognizing young peoples' needs may become more and more adequate in the future. 'Taloudellinen tiedotustoimisto' and T-Media studied over 1700 young people (Huovinen, 2011), who were lately graduated and started working. In the article young workers are valuing feedback giving and communication skills when estimating a good manager. It is also stated in the article that young people do not necessarily have the same sense of confidence as more experienced employees and that is why they need more versatile feedback to ensure them for doing the work right. A good manager is able to explain why things are done as they are, and has enough time for explaining. 55 % of all responses had faced 'mainly good management, but among young people over 26 years, only 37 % had the same opinion. Criticism was given to the manager as follows:

"Leadership skills are mainly all right, but improvement is needed in communications. Managers don't get to know their people well enough." (Male, 25, university)

"Sometimes it is unclear if you are doing enough work, well enough. Uncertainty is stressful." (Female, 26)

"Many have a bad attitude towards young people that appears in bossiness and down grading. Initiating is also often skipped." (Female, 24, university)

"None of the workplaces have utilized other solutions for communications than mobile phone and email." (Female, 23, University of Applied Sciences)

(Huovinen, 2011).

Regarding to the cultural aspect of this study, it is relevant to consider how the management is able to influence to the attitudes and behavior of the personnel. In addition, communications plays important role in transferring of knowledge and understanding of desirable behavior among the people. Initiating could be stronger stressed in companies avoiding to put newcomers straight to work. More comprehensive outlook would be beneficial both ways.

Initiating may sometimes be challenging in itself, but it is even more structured in chemical industries where the safety is in an important role. This study is searching for answers how to benefit most from the initiating process as for the demands in chemical business in the case company, but also looking at the process from the viewpoint of bilateral learning. The perceptions of newcomers as well the organization are included to the study.

2.3 Theoretical framework

The central issue of the study is safety as it is highly important regarding to the industry. The main themes related to safety in this case study are gathered for the triangle of three perspectives; leadership, communications and reliability.

Leadership has the major role in safety culture creation as the managers should be seen as role models for their employees by respecting of safe procedures and practices as well as in their overall activities. The managers have the possibility to change the attitudes and behaviors of the people by their own actions.

That is why *reliability* is also one of the main issues effecting to safety, while the management should be able to create confidence and commitment among the people by the consistency in doings and sayings of their own. On the other hand confidence towards the organization will also be strengthening if the people sense the continuance in employment and if they experience the meaningfulness of the work.

Communications has the important role in all activities inside the organizations. It is especially important in initiating process where all the people involved should be able to have open dialogue with each other. The initiating process consists of multiple actors and needs comprehensive understanding about the business that is increasing the importance of the networking and braking of the walls between different departments. Likewise, as we all are different in kind open conversation helps us in realizing how we should even behave together.

As for the field of Human Resource Management (HRM), the study concentrates on the initiating process; how it could be improved so that it would provide useful information for developing of the practices and on the other hand so that it would give a good ground for open relationships inside the organization from the very beginning.

The study touches briefly also recruiting and personnel development issues. It is relevant that the HRM practices are linked together to enable further development at work best. That is why no specific part of it can literally be separated.

On the other hand, the study aims to find out, how the safety culture could be improved via initiating process and how the managers and supervisors could cope with diversified learners' best. The issues of the safety triangle strongly affect the initiating process. Figure 2 presents the theoretical framework of this research.

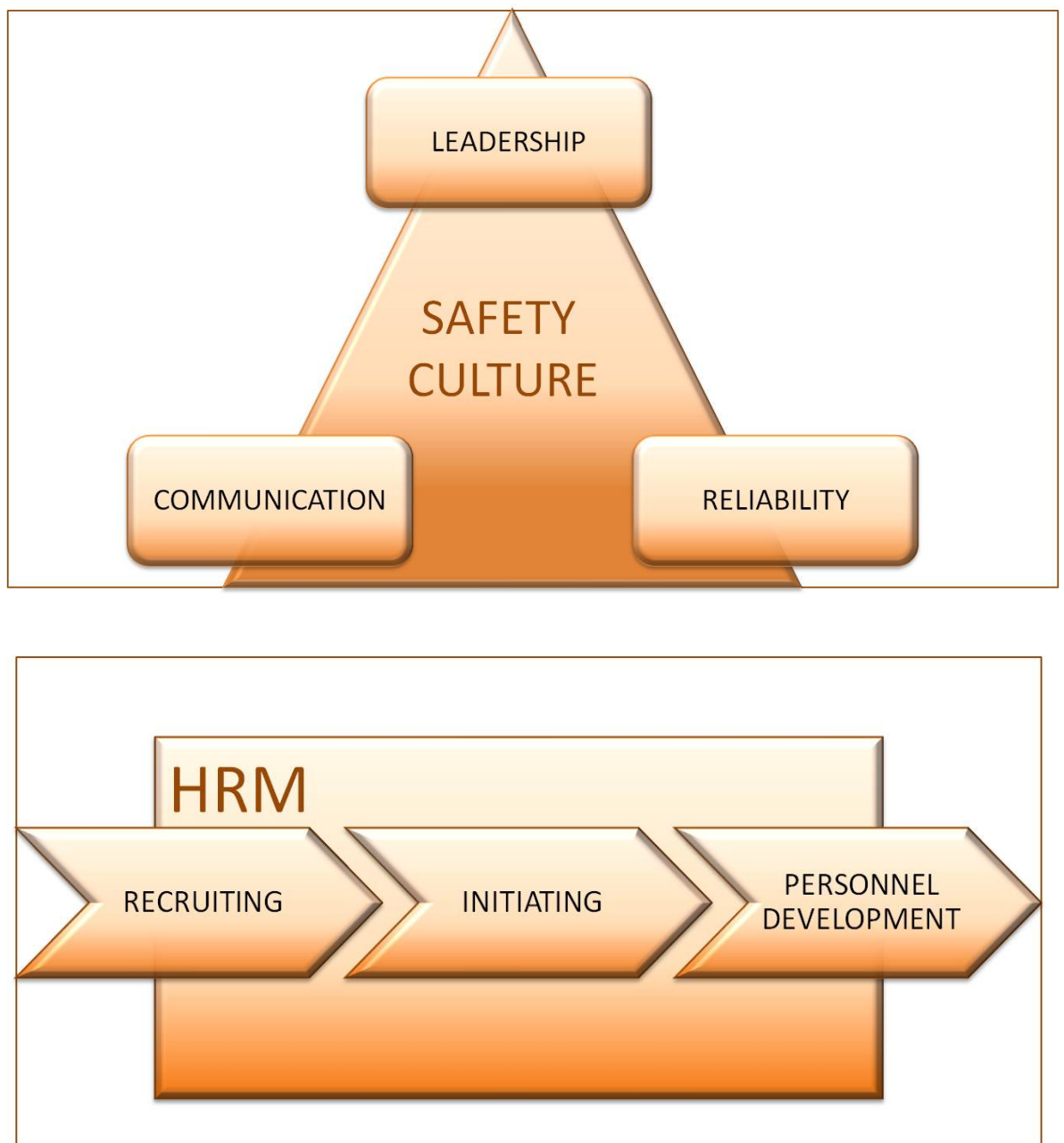


Figure 2: Sharing the knowledge through the initiating process from safety perspective.

2.4 Research questions

Discipline behavior is essential in chemicals process safety and that is why the initiating has important role in the environment. Certain rules and behavior need to be instilled in the very beginning in order to avoid any flexibilities or adjustments in overall mode of actions regarding safety.

Besides, the study calls for the importance of initiating and highlights the dialog modeling so that learning and development will be enabled on both sides via initiating process. It also emphasizes the meaningfulness of the social skills and gives food for thought related to transactions between different kinds of supervisors and learners, as we all are individuals.

The study searches for answers to the following question in the development of safety and importance of the initiating process.

How to improve the initiating process, so that it will

- 1) strengthen safety culture of an organisation, and
- 2) go beyond the formalities so that it would be seen as a meaningful tool for mutual gain.

2.5 Methodological considerations

The study represents qualitative research and tries to find out people's attitudes and opinions at Dynea regarding the recruiting and initiating of new employees. Qualitative research fits to the purpose while the interest is on detailed structures of certain consequences more than general distribution of those. The kind of study is also reasonable while the interest is on natural occasions and consequences of individual actors involved. (Metsämuuronen 2006, 88). While the study calls for dialog modeling and regarding its' personal features in unique initiating processes, the more sensitive approach becomes more suitable. Besides, asking people's personal opinions is important while quite often performance is measured by numbers nowadays.

Fundamental research methods in qualitative research are observation, text analysis, interviewing and transcription. Observation is used in understanding of different culture and interviewing to expressing of 'open questions' to certain individuals or groups. (Metsämuuronen 2006, 88-89). Data for this study was gathered by group meetings together with the steering group, archival data, interviewing among recently employed and small survey among experienced personnel as well as by own observations during the summer job.

2.5.1 Case study

The case study method allows investigating of holistic and meaningful characteristics of real life events; such as organizational and managerial processes. Case studies are a generally preferred strategy when 'how' or 'why' questions are posed. (Yin, 2003, 2).

The case study is a form of qualitative descriptive research that is used for examining individuals, a small group of participants or a group as a whole. It is important that the participant pool remains relatively small. In qualitative descriptive research conclusions about participant or group are made only in the specific context. Researchers do not focus on the discovery of a universal truth nor do they look for cause-effect relationships. Emphasis is on exploration and description. (Colorado State University, 2011).

However, Schostak (2006, 21) argues that typical definition of case studies as 'a bounded system' may not be justified. He claims that if individuals can be connected to each other considering the fact that there is always a space between different views among people, and to what extent they can be considered as a larger entity. The study allows comparison and contrast to be made in between different views, though.

The following types of data are collected in case studies:

- ✓ Documents
- ✓ Archival records
- ✓ Interviews
- ✓ Direct observation

- ✓ Participant observation
- ✓ Artifacts

Case studies that are based on several different sources of information are likely to be much more convincing and accurate. (Colorado State University, 2011).

2.5.2 Interviewing in qualitative research

One of the methods used in this research is interviewing, based on the fact that it would hopefully be given more reliable results as it gives personal and individually different views, as the initiating practices has also been differing at Dynea, than other methods in groups. It was also be more convenient and suitable for me as a researcher, while I do not consider myself as such talkative and enthusiasms creative, but more as a good listener, calm and thoughtful. Schostak (2006, 2-5) divides interview textually and philosophically as inter-view; as it is a bunch of different views through which the one is able to maintain openness towards the views of the other. Also, 'otherness' is seen as the seeds through which the creative change can be fostered.

The interview is a widely used data collection approach in qualitative research. The decision to use it takes place at the research design phase. Interviews are generally seen as an effective way of seeking people's views. (British Educational Research Association 2011).

Benefits of interviews are that researcher can give a clear explanation of the purpose of the research and answer questions about it to help motivate participants. Interviewer is also able to find further information in a way not possible with a questionnaire and interviewees are free to ask clarification if they do not understand the question. However, interviewing is time consuming and there is a risk of influence and biases because interviewees may have desire to please interviewer by saying what they think the interviewer wants to hear or they give the official viewpoint rather than their own. Interviewees may also be more willing to create a good impression rather than giving honest answer. It is seen problematic when there is tendency to say something although they did not have anything on a topic. (British Educational Research Association 2011).

Interviews are personal at nature, which can be a strength or limitation. Also, interview situation can be viewed on subjective or objective perspective. Some studies state that interviewing is a one-way process because of the biases presented above and others see it as ethnographic sense where the goal is to have a human-to-human relationship, in which both sides are expressing their feelings freely during the interview. (British Educational Research Association 2011). The aim was to create an open conversation in the interviews of this study to increase confidentiality and multiple views. This was especially important as I, as an interviewer, was also recently employed.

2.5.3 Survey as a supportive method

The data of the experienced employees' views were also collected and a small supportive survey was made among them. The experienced person's opinion is valuable for the study considering the personnel structure and vast years of experience that great amount of people have in the case company. In addition, it will hopefully deepen the sights and increase reliability of the research.

The survey method is the technique of gathering data by asking questions to people who are thought to have desired information. A formal list of questionnaire is prepared to ask respondent's opinion of their demographic interest. (Management study guide 2011.)

Information gathered by surveys and interviews can be divided into three types of groups; gathering of detailed facts (1), estimation based facts (2) and finding out knowledge, opinions, attitudes, values and ideologies of respondents (3). More detailed information is presented in Table 1. (Uusitalo 1998, 92 - 93.) This study aimed to gain information about experienced person's knowledge, opinions, attitudes, values and ideologies by the survey.

Table 1: Evaluation of information types in a survey.

Type of questions	Information	Problems
Detailed facts	Age Gender Education Domicile Profession Family etc.	Less problematic: Easily found out facts
Estimation based facts	Behavioral habits Frequency of usage Exact answer could not be expected	Observation or keeping diary would be more reliable method, but not more economical
Knowledge, opinions, attitudes, values and ideologies	Respondents' own impression on topic	More problematic: Results depends much on how the questions are asked

Compared to other methods, for example, direct observation or experimentation, survey yield a broader range of information and surveys are effective to produce information on socio-economic characteristics, attitudes, opinions, motives etc. Questioning is usually faster and cheaper than observation and questions are simple to administer. Advantages of survey are also that the data are reliable and variability of results can be reduced. The data obtained is relatively simple to analyze, quote and interrelate, too. On the other hand, a difficulty is that it is quite impossible to state a given question in such a way that it will mean exactly same thing to each respondent and two different wordings of the same question will frequently produce quite different results. To overcome the limitations of survey method are framing and phrasing of questions carefully, observing the reactions of persons interviewed, cautious interpretation

of the data and understanding what it is exactly representing. Facts should also be looked at relatively rather than absolute terms. (Management study guide 2011).

2.6 Expected results and contribution

The target of the study was to gain feedback about the initiating process from the latest recruits of Dynea for further development in the field. Regarding the personnel structure, the study also attempts to find out valuable information from the most experienced persons in the company and use their advices in modeling of the process.

Modeling of the initiating process will be resulting from the study. It will hopefully be representing practical tool so that all the small things would be taken care of in time and responsibilities will be shared equally among the persons involved. Through the model increasing of organization's efficiency in getting new employees productive as soon as possible and on the other hand get them socialized to the group so that they will be satisfied members of the community should be easier. Overall process of initiating practices will hopefully be supportive in safety matters as well.

The results of the research are presumed to be useful for executives and named persons as initiators, but being a dialogical process based on communication and human relations, initiating can never unilaterally be only on the initiator's responsibility. There is a vast impact on initiative's own activeness, motivation and interpersonal skills as well. That is why this research will hopefully be useful also for the new employees as well in the future and also for the whole work community to better understand the meaningfulness of the initiating process in the environment at hand.

3 THE RESEARCH CONTEXT

3.1 Dynea Chemicals Oy at Hamina

Dynea Chemicals Oy celebrates fifty years of resins manufacturing at Hamina site this year. The company was founded in 1961 by Erkki Priha. In 1968 the company opened a new plant in the port of Hamina, where it is still standing. The company has lived through many changes during the years; in 1969 it was merged with Typpi Oy (Kemi-

ra), in 1978 the Priha family sold their shares to Enso-Gutzeit Oy and later in the same year Kemira and Enso-Gutzeit Oy sold one third of the company to Finnish state owned oil company Neste Oy. In 1981 company went abroad acquiring resins plant in Mexico. Years later, Neste acquired full ownership of the Priha Company and 1989 the name of the company was changed to Neste Resins Oy. The business became more and more international through mergers and acquisitions, and the company was present in North America, several European countries and even Asia Pasific. Neste Resins was the basis of Neste Chemicals group, which was sold to IK Investment Partners in 1999 and merged with Dyno in 2000 to form of today, Dynea. Historical development is presented in Figure 3 below, where the improvements in safety maters and initiating practices are gathered.

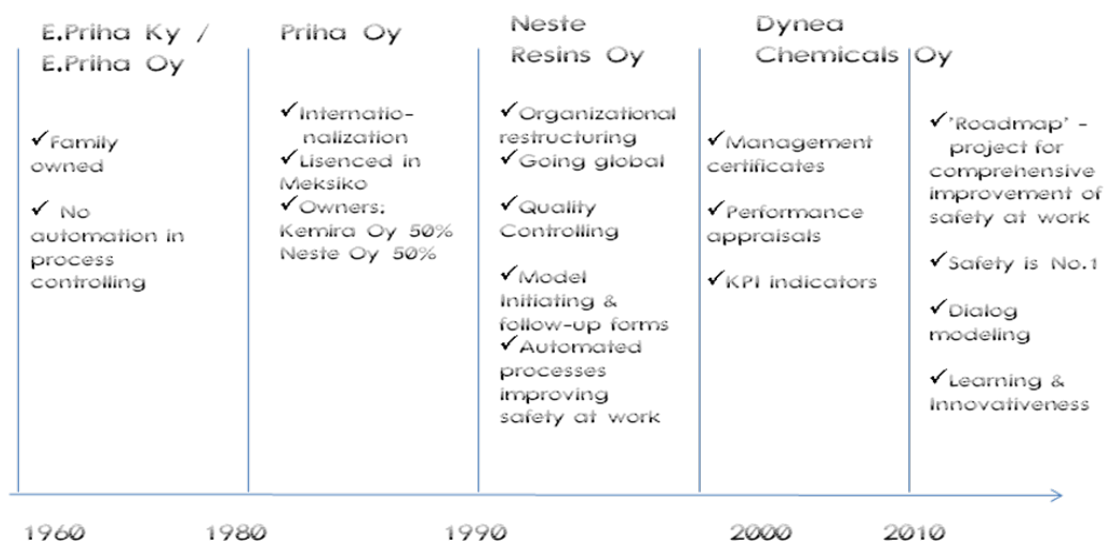


Figure 3: Historical development of Dynea including safety and HRM issues.

The Hamina plant offers resins solutions for the wide range of the industrial usage. In addition to serving of the domestic market, the company exports the goods to Sweden, Russia, Poland, Norway, and even further. Many of the products of the Dynea corporation can be found in homes invisibly in final usage as presented in Figure 4 below.

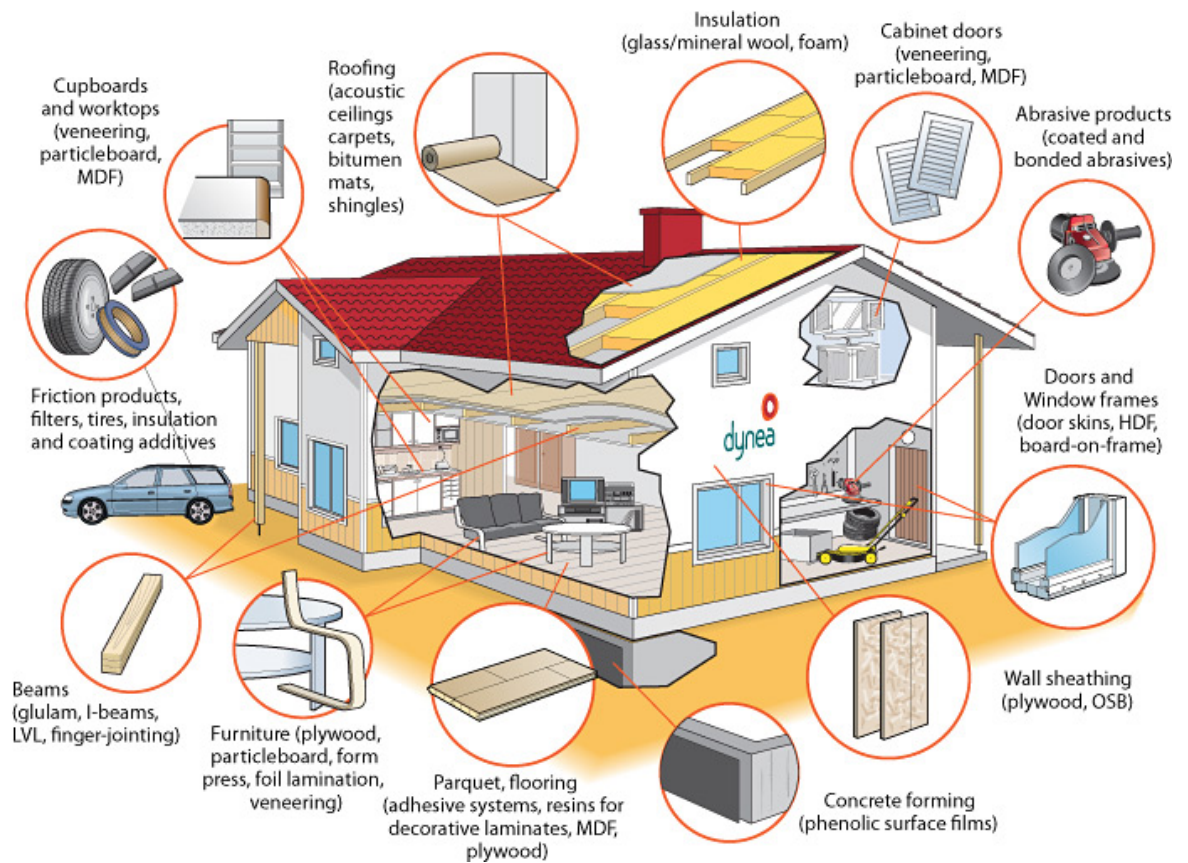
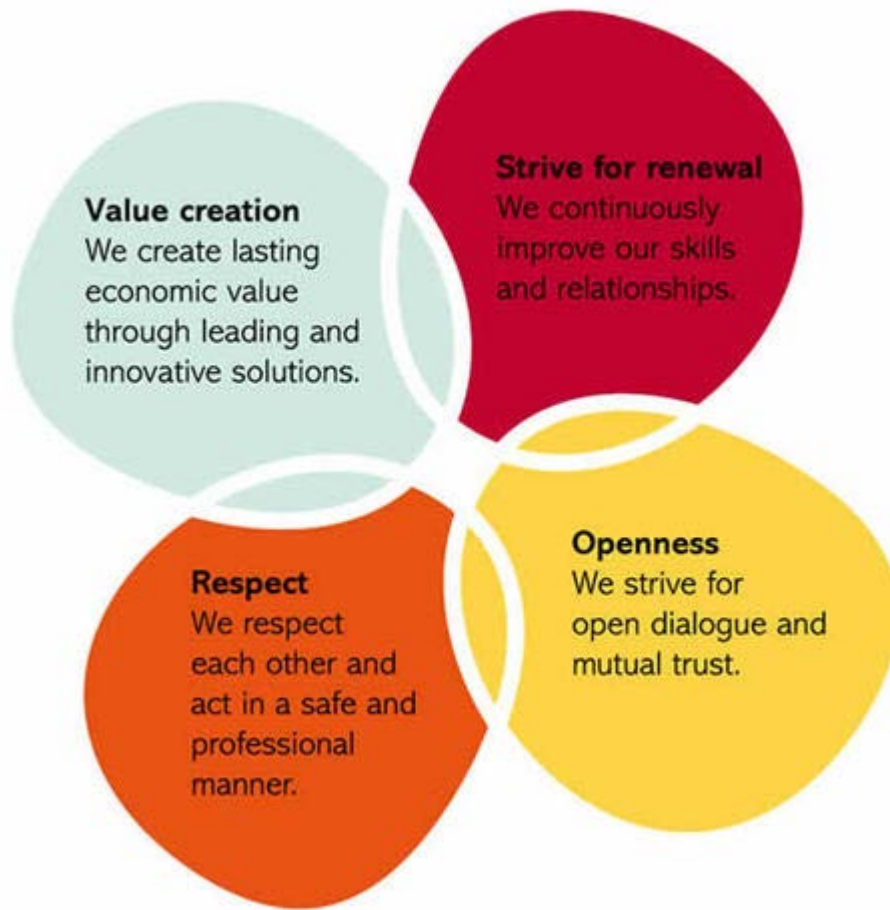


Figure 4: Dynea Products; End usage in houses. (Dynea 2011. Corporate homepage).

3.2 Company values

The values give the basis for building and developing of the organization. Those are also the main principles on which the people are able to lean together in creating purposeful attitude, building a convenient working community and in strengthening of team spirit. In the rapidly changing business environment of today the company has to be able to adopt, grow and develop, to be able to respond the changing needs of its customers and demand of the personnel. Values of Dynea are presented in Figure 5.



Picture 5: Values of Dynea. (Dynea 2011, Corporate homepage).

3.3 Personnel structure

At the moment Dynea has 68.5 employees in Hamina. Employment contracts are permanent or temporary. 19 persons are in part-time pension at the beginning of 2011 and three more persons will start part-time pension during the year. Five persons will be retiring this year and four others have the right for retiring (63 years old). Minimum years for pension will be reached by 5 persons at 2011 and 6 persons at 2012. Development of personnel' average ages are presented in Figure 6. Average years of experience is 19.8 years. (Dynea Chemicals Oy 2011).

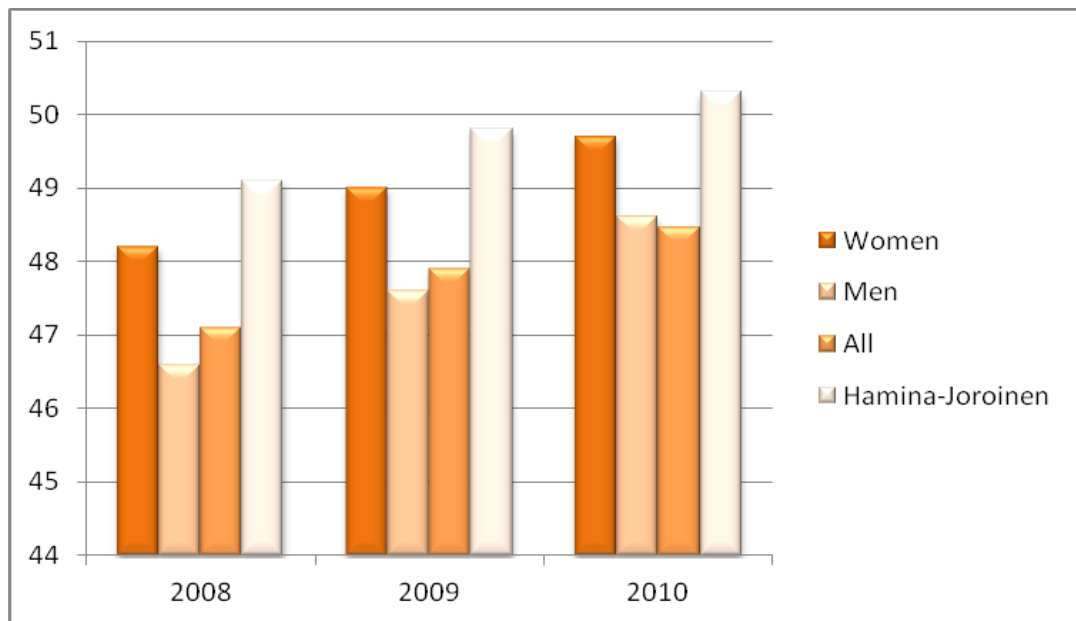


Figure 6: Development of the age average of personnel. (Dynea Chemicals Oy 2011).

According to staff policy plan of Dynea, general goals in personnel training plan is to strengthen of the safety culture. Another target is development of IT skills; meaning adding the use of electronic calendar more to daily work, diminishing the usage of emails and minimizing the printing as well as systemizing of the filing. Yet another target is to promote welfare at work and development of co-operation skills. (Dynea Chemicals Oy 2011).

There is a lot of tacit knowledge and expertise inside the organization while quite many have made long careers at Dynea. Now that there are seasoned employees leaving the organization in the next few years, sharing the knowledge, updating the instructions and increasing of communications is emphasized.

Tacit knowledge is developed individually or by increasing and developing the knowledge in the whole organization. Individuals build tacit knowledge in doing and developing daily routines step by step. Best practices are learned by doing. Development on the knowledge occurs by doing and failing in its worst, but among open, continuous dialog among team members sharing the best practices, in its best. Actions for increasing tacit knowledge are for example by traditional training, developing initiative systems as well as by actively giving and getting feedback. (Virtainlahti 2009, 152-153).

3.4 Present initiating practices at Dynea

Dynea Chemicals Oy has a quality handbook for initiating process which gives framework for the initiating practices. It consists of a follow-up list that is divided into general and task related matters. At the moment the initiating process of the certain tasks is on the nearest executives' responsibility and each one is planning it individually case by case. The executive and an experienced employee are responsible for the training of the daily tasks. Healthy, safety, environmental and quality (HSEQ) issues are introduced by HSEQ manager. Initiating process is reported by follow up list, signed by the supervisor and new employee, to the HR manager. Final discussions between initiator and initiative is planned to take place after the process to be able to make plans for further training and give feedback both sided. Initiative is courage to present their own ideas regarding the tasks and initiating process. (Dynea Chemicals Oy 2010)

While the content of the familiarizing process vary inside the organization depending on each supervisor's individual plans, it may be giving unequal basis for new employees. The follow-up list may also be handled in different ways. Also, the effects may be far reaching, considering for example the situation where a new employee has not got enough familiarizing and knowledge to manage the tasks. It then takes more time to learn by oneself, and it may not be easy to build relationships with the other members inside the organization while it seems like the one were floppy or lazy, even though the root cause is in poor initiating and lack of information from organization's side. Filling the gaps later may not help in creating trust that has been already damaged. First views may be strongly embedded in the person's mind.

3.5 Special safety requirements of the chemical business

Chemical industry is setting the need for certain rules and behavior to working community. There are almost 30,000 preparations classified as dangerous containing more than 5,000 substances classified as dangerous imported to or manufactured in Finland. Many can be found in ordinary everyday products. Chemicals can cause harm to human health or the environment and there is an enormous need for information on chemical issues because the health and environmental effects of chemicals have not always been studied thoroughly enough, and the effects of long-term chemical usage are not necessarily known. Chemicals safety and the safety and quality of plant protec-

tion products are laid down in chemicals, environmental production and plant protection product legislation mostly by EU chemicals legislation. (Finnish Safety and Chemical Agency, Tukes 2011).

The EU's new chemicals regulation REACH has entered into force on 1 June 2007. The aim of REACH is to improve the protection of human health and the environment as well as maintaining competitiveness, and enhancing the innovative capability of the EU chemicals industry. It also gives responsibility to the industry to manage the risks from chemicals and to provide safety information throughout the supply chain. The REACH registration requires the manufacturers and importers to generate data for all chemical substances produced or imported into the EU above one ton per year. The appropriate risk management measures and communicating them to the users must also be identified by the registrants. (Finnish Safety and Chemical Agency, Tukes, 2010). Dynea has the role in every sector according to REACH regulations. Organization is manufacturing, importing, utilizing and also to some extent making business with the chemical substances. Final products, the resins, are set free from the registration, because they are classified as polymers according to REACH. All the employees handling chemicals have to understand endorsements and information given in safety data sheets according to classifications. They also have to be able to recognize and prepare for the dangerous situations.

The new 'CLP' Regulation on classification, labeling and packaging of substances and mixtures entered into force on 20th January 2009. The regulation is replacing the previous regulations, so the transition period of CLP for substances is 1 December 2010 and for mixtures (preparations) 1 June 2015. The CLP regulation has been developed within the United Nations Globally Harmonized System of classification and labeling of chemicals (GHS) known as the 'Purple Book'. It will ensure that hazardous chemicals are described and labeled the same throughout the Europe. The most visible difference from the old legislation is that the CLP Regulation gives new hazard pictograms and the signal words 'Danger' and 'Warning' to be used in hazard labeling. (Finnish Safety and Chemical Agency, Tukes 2010).

A competent authority in Finland for REACH and CLP is The Finnish Safety and Chemicals Agency (Tukes). Its responsibility is to maintain the helpdesk to provide advice for enterprises and other interested parties. Under the Chemicals Act, Tukes is

responsible for national directions and supervision. (Finnish Safety and Chemical Agency, Tukes, 2010).

Act for safe handling of dangerous chemicals and explosives

3.6.2005/390 aims at preventing any harm that manufacturing, usage, transportation, storing and other handling of dangerous chemicals or explosives may be causing for humans, environment or property. It is also meant to increase safety in general. In the decree 11 § of the act is laying down the demands for organizations and their employees. It is stated that management and employees responsibilities and task definitions must be identified in all levels of the organization. Organizations have to give enough education, training and guidance to their personnel and external partners for safe procedures required in production plant.

-Act for safe handling of dangerous chemicals and explosives

3.6.2005/390 (Tukes 2010, My translation of the Finnish original)-

Today safety issues are not considered only obligations set by societal acts, but more on preventing and precautionary procedures in organizations. According to Muje (2003), management, safety experts' and personnel's attitude and actions towards safety at work are more important than any technological innovation. Fostering and development of safety begins from the management and for example risks appearing in chemical industry require systematic procedures. The most advanced organizations have clear goals and guidelines for their way to zero injuries. Safety issues are also considered everyone's task throughout the organization as positive atmosphere towards common goal that is reflected in all actions and for which all are committed to. These actions, behavior and values create safety culture at work and the target could be its continuous development. High level of safety is also part of the image of the organization that may have positive effects on building new relationships, creating of partnerships or external investments as well. (Muje 2003).

3.6 Safety culture

“Safety culture is the product of the individual and group values, attitudes, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety programs.”

“Safety culture is how the organization behaves when no one is watching.”

- *The UK Health and Safety Executive definitions for safety culture* -

(Center for Chemicals Process Safety 2011).

According to Schein (2004, 31 – 37) culture has an ultimate power in psychological processes. We tend to believe our assumptions make the events around us successful. We are, as humans, creating psychological defense mechanism towards changes and challenges interfering our stability. Key elements for successful change in culture are management of anxiety and finding the potential for new learning. (Schein 2004, 31 – 37)

Every organization has a safety culture and leadership of an organization has to determine at what level it is currently functioning, decide where they want to be and navigate a path all the way through the target. The values of the group are shaping the beliefs and attitudes of the individual, which is affecting to individual behaviors. The actions and inactions of personnel can be leading to a weak safety culture at all levels of the organization. (Center for Chemicals Process Safety 2011).

There has been suggestion that the real importance in leaders' work is to create and manage culture, and they are responsible for identifying the need for fostering, changing and sustaining a sound safety culture once it is created. However, every single one in the organization has a role in culture creation. Shared values, beliefs and perceptions determine a culture that is built up on societal agreements, attitudes and behaviors. Sometimes certain behavior is so strongly embedded, that there is a little tolerance for exceptional behavior. (Center for Chemicals Process Safety 2011).

According to my perception, the organizational culture at Dynea is open, caring and equality centered. The people are quite openly telling the stories and expressing their opinions, which is supporting learning and understanding from new employees' point of view. Caring of others could be sensed while the people were truly helpful and supportive. However, one may be considering to what extent over equality is preventing new ideas, while on the other hand it supports team spirit and decreases attitudes related to envy among personnel. Anyhow, healthy rivalry among the people may activate and motivate for new ideas if supported equally.

Personnel at Dynea are proud and satisfied towards organization in general, but the confident towards the organizations has been defending through organizational changes and pressures of today's efficiency seeking business world. That is why building positive atmosphere will become highly important. Working culture is also respecting expertise and professionalism while the special knowledge on processes is needed and many have made long careers in the organization.

Perception for time in the work community is at Dynea supporting the safety culture, by the means that there is 'thinking first – doing after' –mentality beneath the actions. This felt unfamiliar to me at first, since my earlier working experience was based upon at customer service centered jobs in different business. In chemical business safety is absolutely first that matters. It may sometimes be challenging to make the decisions that would be satisfying all; for example production, sales and safety.

Safety matters were emphasized already in the recruiting phase, when personal safety equipment was reserved for the newcomer. The usage of safety equipment was expressed in the beginning. However, when I started working lack of experience in process industries was seen in me, while I sometimes forgot to use the safety boots or glasses. In these kinds of cases, I was instructed. Also, that is supporting the safety culture where everyone has the role to play and all should be participating and recalling others about safety. However, co-workers instructing may diminish as the experience and knowledge of new person increases, since the others assume you 'ought to know' when you later at work set down the rules.

The organizational structure is non hierarchical in Hamina. I sensed the friendly relationships towards the persons in managerial positions and people were talkative, understanding and supportive at all levels. However, some kind of transitional phase could be sensed while the previous ways of doing are molded by the new persons in the community and organizational structures as well as processes need shaping in order to be attuned to the times. On the other hand, the structures may at the moment in some extend prevent people from actively participating. Grass root operations and decision making could be more interconnected and relationships supported by open communication as well as going beyond individual tasks.

Generally, it is important to recognize and search for the attitudes of diversified people inside the organization while the perception and expectations towards the manag-

ers or leaders may vary as well as expectations towards the tasks. Nevertheless, organizations are the results of their people doing things together for a common goal. The basic relationship between the organization and individual is represent in Etzioni's (1975, quoted in Schein 2004, 191) theory, which divides organizations as per the following types:

- 1) Coercive organizations, in which the individual is captive for physical or economic reasons and therefore have to obey the rules by the authorities
- 2) Utilitarian organizations, in which the individual operates as 'a fair day's work for fair day's pay' and therefore follows essential rules; however, the group often develops countercultural norms and rules for their protection
- 3) Normative organizations, in which the individual contributes commitment because the goals or the organization are the same as one self. (Schein 2004, 191).

It is necessary to let people participate in developing. Asking of one thoughts and ideas should be supported to get employees from different levels, departments and teams to join and seen more as equivalent partners, since they have the highly important every-day grass root experience and knowledge. This way people may be feeling even more cared about and informed, as well. Also, it may also increase motivation and commitment, while one's perceptions count and there would be common understanding on common goals.

Commitment and attitude of the people towards norms and rules in chemical industries are essential. Management have, among all members in a group, role to play in fostering desirable behavior. Management system of safety has to include organizational structure, responsibilities, practices, methods and resources. Purpose of the system is to prevent massive accidents with the principles defined. (Muje 2003). Initiating is one of the managerial processes that is dealt with in the next chapter. Finding the best practices and understanding the importance of initiating will hopefully be beneficial in developing the process in the case company.

4 INITIATING PROCESS

According to Kupias & Peltola (2009) familiarizing and task orientation are often separated. Familiarizing is used in the beginning to make the newcomer feel welcome and adapting new person to a work community and working environment, whereas the task orientation is heading more on succeeding in the job itself. Nowadays initiating is, however, seen more as a general term 'initiating' that includes also task orientation. Kupias & Peltola (2009, 17-19) state that initiating is about all the activities and practices that are helping newcomer in fitting the organization and managing the tasks individually. At the largest initiating is developing the whole organization.

Viewing learning as participation in a community and its practices is a two-way interaction that shapes the knowledge of the individual as well as the knowledge of the community as a whole. Learning is not anymore viewed as the ability to adjust behavior to fit existing community structure, but instead learning occur within the expert and novice as the practice of the entire community is shifted by participation of shared experiences and activities. There is a shift away from viewing the individual as a learner to learning as socializing. (Campbell, Verenikina & Herrington 2009, 649).

4.1 Beginning of the new career

Initiating process starts all ready in the recruiting phase where the first personal contacts takes place. The first interactions are influencing to the image and perceptions both ways. Behavior and attitudes towards each other are considered and evaluated from the very beginning and it is the starting point of the psychological contract between the members that will be lasting and developing through the employment.

Argyris (1960, quoted in Lee & Liu 2009) was the first scholar introducing the concept of **contract** in psychology. It was describing the relationship between the employees and managers by the term **psychological work contract**. Guest (2004, quoted in Lee & Liu 2009) stated that a psychological contract was originally defined as the mutual expectation of two parties. (Lee & Liu, 2009). Lewison agrees in considering the psychological contract as mutual understanding of individual and collective needs in effective organizations. Focus of all above scholars is on human growth in organizations, which is the main concern in organizational behavior concept with the respect of relational mutuality. (Nelson & Cooper, 2004). A relational contract includes loyal-

ty and stability. Employees with relational contracts are more willing to work, to help coworkers at work, and to support changes in the organization. (Lee & Liu 2009).

Elements that affect our perceptions between organizations and employees are presented in Table 2. Linde & Schalk (2008) present employees obligations and promises together with the same of an employer. Quite many are held as self evident truth, but on the other hand there are individually diversified perceptions towards the promises and obligations. Also, it is worth consideration on what extent they truly are agreed in the starting point of a new employment.

However, some matters have bigger or minor importance to the others depending on our personal perceptions. For example employee obligation 'job performance' promised to be 'satisfying' may have different meaning depending on the viewpoint. Also the employer promise 'fair salary' can give diversified opinions among employees and employers.

Table 2: Psychological contract obligations and promises guideline by Linde & Schalk, 2008.

Employee obligations	Employee Promises	Employer obligations	Employer promises
Job performance	Good service Professional manner General honesty Skills development Satisfying performance Team player	Job content	Varied work Limited disturbances Own work fashion Responsibility Right to supervise Right to own opinion Departmental influence Flexibility
Loyalty	Protect organization image Confidentiality Not support competitors	Rewards	Fair salary Job security Additional rewards Allowances Recognition
Ethics	Honesty with leave Resignation notice Cost-effective	Management policy	Procedural fairness Fair discipline Communication structures Information
Extra-role behavior	Respect company time Innovation Assist others Social participation	Social aspects	Co-employee relationships Supporting social activeness Colleague assistance Good working atmosphere Social network
Flexibility	Accept transfer Do non-required tasks Work extra hours Geographical mobility Conformity	Career Development	Reaching true potential Stimulating work Room for own initiatives Suitable work Ability to achieve progress Promotion abilities Skills development Horizontal job mobility Training opportunities Fair work pressure
		Organizational support	Quality products Customer satisfaction Feedback Righteous management Trust in management Efficient organization Good working conditions Good HRM Fair work time Reimbursement of costs Respect for private life

4.2 The field of initiating

Successful organization of the initiating process depends on present situations and resources available in the organizations. Success becomes visible in functioning of all the pieces of the whole process. (Kupia & Peltola 2009, 45). Figure 7 depicts all the actors influencing the process.

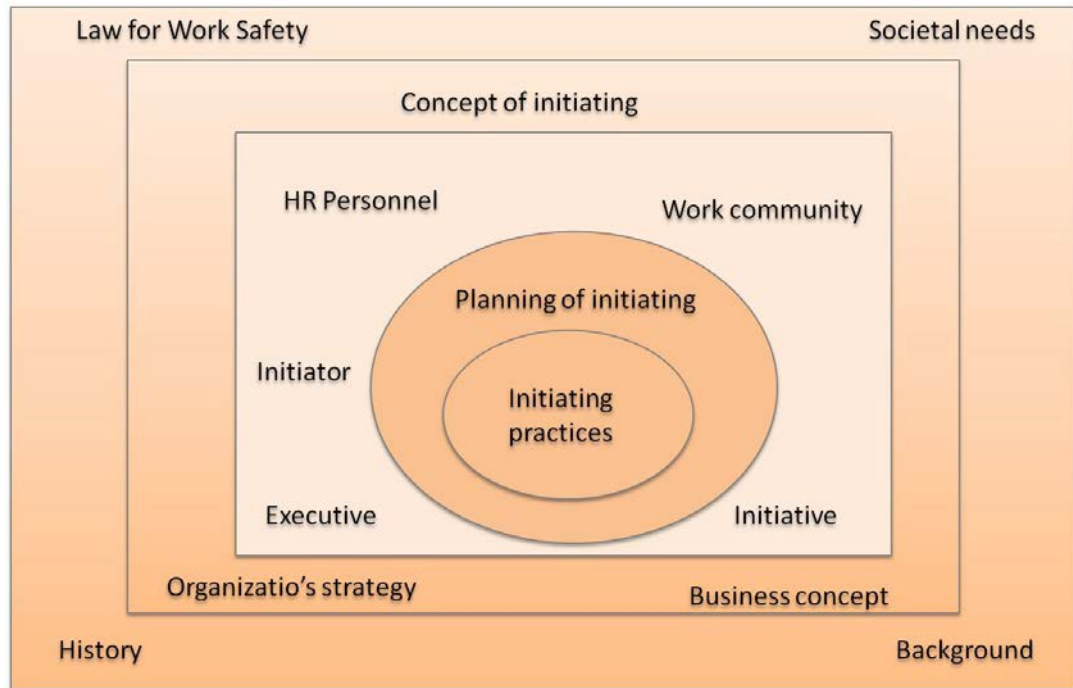


Figure 7: Actors in the field of initiating. (Kupias & Peltola 2009).

Succeeding in the process needs good communication between all the members involved and networking between different departments and team members. Comprehensive understanding of processes, values and strategies of the organization as well as understanding diversified personalities inside organization are essential. Sometimes external partners and customers have a big role regarding the tasks and they should not be forgotten as well. Safety instructions should also then be planned accordingly.

4.3 Advantages of successful initiating process

The following needs and advantages among many others are making organizations focusing more on initiating according to Kupias & Peltola (2009, 17), because successful initiating is increasing:

- ✓ control at work
- ✓ adaptability to work and socializing to work community
- ✓ commitment
- ✓ productivity
- ✓ work satisfaction

- ✓ innovativeness
- ✓ change and development

In addition, it is quite expensive to hire a new person regarding the time and resources needed to the initiating. The risk for mistakes arises and efficiency may not be at the best level in the beginning. Avoiding or minimizing these disadvantages gives the demand for investing on initiating. It will also be great chance to get right instructions and rules for the new person and avoid non desirable behavior transferring to the new employees.

The process could be measured for example by timeframe needed for the whole process from the beginning to the independent working (Kupias & Peltola 2009, 46). It can also be measured by asking the feedback from the newcomers as well as by testing of the knowledge before independent working, and also by measuring time that is needed for guidance.

The goal in testing the knowledge at any phase of the employment is to motivate people to update or fulfill the gaps in it. At the same time manager's or supervisors get the valuable information about the level of the knowledge. (Kupias & Peltola 2009, 154).

4.4 Concepts of initiating

Kupias & Peltola (2009) divides initiating into five different concepts as follows:

- ✓ rooming-in initiating
- ✓ model initiating
- ✓ quality initiating
- ✓ tailored initiating
- ✓ dialogic initiating

Rooming-in initiating emphasizes the mentor's role in transferring of tacit knowledge to the initiative. It is a more dual process where the mentor's tutorial skills are highly important. (Kupias & Peltola 2009, 49-51).

In model initiating, responsibilities are clearly defined. The general familiarizing is taken care of by the HR experts and task orientation by different units and work coaches in them. Managers have a role as organizers of the initiating process, meaning they are ensuring responsibilities, welcoming new person and introducing them objectives and expectations of the employment. (Kupias & Peltola 2009, 49-51).

In quality initiating the new employee is able to learn through all of the members inside certain unit and all in the team is responsible for initiating. The supervisor's role in this concept is to coordinate the process. (Kupias & Peltola 2009, 49-51).

In tailor initiating the role of the coordinator is essential. The coordinator has to have clear understanding of different sectors in the initiating process and ability to modify a meaningful package as per individual needs. It is also important for the coordinator to have the skills to involve right people. Learner's own role is essential during the initiating process in developing it according to one's own personal skills and earlier experiences. (Kupias & Peltola 2009, 49-51).

Dialogic initiating is meaningful for organizations that are building their operations to the principle of a joint development. Everyone inside the work community has to be able to have an equal and true dialogue with the newcomer, who has a major role in planning of the initiating program. The purpose of the concept is to learn and develop both parties. (Kupias & Peltola 2009, 49-51).

4.5 Persons involved in initiating process

Supervisors are finally responsible for the initiation of the newcomer. In small companies it is natural that familiarizing is mostly on the supervisor's account, but in bigger organizations, they have generally delegated responsibilities. There may be human resource department, named initiator, secretary of the unit or several team members involved in initiating process. In a case where there are multiple players introducing one person, it is essential that one person is coordinating the initiating process on the whole or it will easily turn out that no one is responsible and initiate is left alone. (Kupias & Peltola 2009, 94-98).

There are different kinds of roles in initiating, among which there is only one specific or multiple role for each person involved. Kupias & Peltola (2009, 95) names the roles as follows:

- ✓ Employer / Recruiter
- ✓ Person responsible for receiving of new employee
- ✓ Administrative initiator
- ✓ Person introducing working community
- ✓ Person introducing employment issues
- ✓ Person familiarizing to organization
- ✓ Expert of the certain task
- ✓ Coordinator of the comprehensive initiating
- ✓ Mentor

A person responsible for recruiting starts the initiating process. He or she gives the first impact and starts creating the employer image for the newcomer. The picture about the working community, demands of the tasks and the employee's own possibilities in the organisation depend on the recruiter, who is thus in a highly important position as starting the initiating process. (Kupias & Peltola 2009, 95-98).

Initiating process continues on the basis of the recruiting and the content of the first transactions when recruiting new employee (what has been talked, agreed and discovered, as well as the material given) should be known by the other initiators to be able to build new knowledge on it. With the good communication from the very beginning, extra work and overlaps can be avoided and targeting of the different needs of newcomers can more easily be evaluated. (Kupias & Peltola 2009, 95-98).

Receiver of the new employee is welcoming the person in his or her first day at work. This has also the great impact on how awaited the newcomer feels and how the first impression is build up. The few first hours at work are digging to peoples' minds in good as well as in bad. (Kupias & Peltola 2009, 95-98).

A person who is responsible for administrative issues takes care that all the passwords and rights are available regarding IT systems and also gives instructions in using the programs. All practicalities, like for example payroll matters are dealt with by this person. Certain issues regarding employment are usually well explained already in recruiting phase, but working hours, brakes, payroll matters, benefits, health care etc. should be rehearsed and deepened during initiating process. (Kupias & Peltola 2009, 95-98).

Familiarizing with the working community can be related to a meeting or there can be an introduction round for the newcomer, to get to know the colleagues. Usually there are too many faces and names for the newcomer to remember, but it is important to get personally contacted in the beginning, both for the existing personnel as well as the new worker. Welcoming – ceremonies are also commonly held, which is a great chance to familiarize the new person for organization; its' values, strategies and future scenarios. (Kupias & Peltola 2009, 95-98).

There can be several experts of certain tasks involved in initiating. Their guidance should be planned within reasonable timeframe, so that the initiate has time for processing and adopting of all the knowledge. The schedule should allow enough time for practicing of some key tasks to make beginner connected to the real work. (Kupias & Peltola 2009, 97).

4.6 Leaders' role in the initiating process

‘Leadership is a process in which a leader influences as individual or a group of individuals in order to achieve a shared goal as efficiently as possible’

Sydänmaanlakka 2005, 106

69 % of employee's satisfaction at work depends on one's relationship with the supervisor and on supervisor's ability to give responsibilities.

Kupias & Peltola 2009, 67 (my translation of the Finnish original)

According to respondents of the interview as well as among responses of experienced persons, a good manager was mentioned to *stand up for their people, being present, interested and being asking questions as well as acting as a role model.*

The first weeks in initiating process are important in relationship creation and they have an impact on how satisfied and motivated a person will be at work later. During the familiarizing process management should openly express its values and course of an action. It is fair to understand what are the manager's beliefs and managing styles. Openness in the beginning creates trust and confidence, but it also encourages the newcomer to express her own expectations more easily. Sometimes the needs and expectations are not clear and that is why mutual understanding could be increased only by asking roughly-. The question could be .e.g "What are you like as a supervisor or learner?" or , "How should we behave together?" (Kupias & Peltola 2009, 67-70).

Follower skills are collaterally studied nowadays with the leadership skills. Those are part of the general interaction skills and both are equally important in welfare of the work community. Follower skills include being active, having the social and co-operation skills as well as honesty and trusty. Coping in a new working environment requires not letting personal perceptions or earlier working experience influence on ones behaviour in the beginning of the new career. People should be honest to themselves and make self evaluation in some extent in understanding and accepting of their own strengths and weaknesses. (Kupias & Peltola 2009, 67-70).

It is the supervisor's task to tell how the individual tasks support the operations on the whole and what the expected results of the work are. Learning of the tasks will be more convenient if the material and information for orientation is gathered in one place where it is easily available when ever needed. It is supervisor's and new employee's mutual responsibility to make sure all the information will be given and received. (Kupias & Peltola 2009, 67-70).

Likewise, earlier experience of the new employee should be considered when planning the initiating process. Expertise and work welfare correlate with each other, so too easy tasks should be avoided, because they do not motivate, and too hard tasks should be supported enough to keep the interest up. By frequent feedback development of the new employee can be strengthened, especially when the amount of positive feedback goes above the constructive. (Kupias & Peltola 2009, 67-70).

4.6.1 Feedback - effective tool for learning and development

Expertise, knowledge and best practices in work community can be developed by proper feedback. Employees wish to get feedback especially from the supervisors and management. It makes them feel needed and appreciated and the whole organization is benefiting from it when it gives the grounds for focusing on the matters that needs development. A peer's opinions and views cannot be underestimated and it will support in development of the comprehensive learning inside the organization. (Virtainlahti 2009, 154-156).

There are several aspects that need to be considered in giving the feedback. The environment and atmosphere should be perceived safe; avoid blaming and going into personalities. The objectives of the criticism are the matters not persons. Enough time should be reserved for the discussion and feedback should be given in good time when the issue is at hand. It is not purposeful to look behind. Feedback should also be pointed equally, so that nobody feels better or worse than the others. (Virtainlahti 2009, 154-156).

In training of the feedback giving, hamburger model is commonly used. Then the feedback is mainly positive. The upper side of the sandwich is representing positive feedback, the steak in between is constructive feedback and areas that needs development. The bottom of the hamburger again consists of positive feedback that will be summarizing the overall actions. (Virtainlahti 2009, 154-156).

The Finns commonly do not feel convenient in giving or receiving the feedback. It may be quite usual in every organization that negative feedback is more often expressed than positive. Probably because there is always instant actions needed if something goes wrong. However, one should not take the well handled actions as a self evident truth by neglecting the positive feedback. The Finns are quite modest as well, which in its way creates a possibility that positive feedback may also be taken falsely or appreciation of it remains weak. On the other hand, if a receiver does not quite understand all the causes it may also be taken falsely. Explaining all the causes for feedback and why there is a need for development, should be emphasized when giving the feedback to prevent anyone from taking them falsely or too personally. Quite often the feedback is given during the normal conversations, though.

4.6.2 Benefitting from open communications

One way is to divide communications to formal and informal in work community. Established practices during the times represents the formal communications in the organization; that includes performance appraisals, weekly meetings or intranet etc. Latter in turn includes all the communications for which managers are able to slowly influence by developing of organizational culture. The communication happens in coffee tables, smoking area, colleague's room, at home or among friends. (Lohtaja & Kaihonvirta-Rapo 2007, 13-20).

The atmosphere of the organization influences the conversations. People are breathing through the informal communications and the way they are able to express feelings, release the pressures, comment colleagues, managers or followers, but also developing new ideas. Experienced management gives space for the informal communication and they are able to influence the content and the tone of the conversations by their own actions. What should be paid attention to is that internal communications may turn external when the employees are having conversations outside the organization. (Lohtaja & Kaihonvirta-Rapo 2007, 13-20). This should be especially taken into account when ever big changes are influencing the persons perceptions and confidence towards the employer.

In initiating process it is essential to introduce the working community and the whole organization in a positive way to avoid existing assumptions or negative attitudes transferring to the newcomer. It will increase openness and equality if the new employer is able to start from the clear table with all of the members in the community. It may be exciting and stressful to get to know all the new people in the beginning and that is why all the extra anxiety should be minimized, so that one is able to concentrate on essentials.

4.7 Learning as a process and work coaching

Today's working life demands commonly self-determination which in turn requires own activeness of employees. The level of activeness depends on what one's perception towards the objectives of work is and what one's level of experience is. Perception towards the target has a great impact on how comprehensive and structured or narrow and splintery the view is. Activity will be increasing in comprehensive and

well structured experience. In addition, flexible and realistic view of oneself as a learner supports activeness at work as well as positive, safe and well-meaning working environment. (Alhanen, Kansanaho, Ahtiainen, Kangas, Soini & Soininen 2011, 32).

Work coaching has a great impact on supporting person's activeness. It increases the sense of own abilities, knowledge of the objectives in actions as well as one's own relation towards her abilities. Work coaching gives also possibility to evaluate own activeness in a work community. Trust towards own abilities strengthens if the employees are given enough possibilities to involve and actively develop the practices at work in co-operation. (Alhanen et al 2011, 31-33).

During the previous decades organizations and the practices in them have developed to more multi level and at the same time more complicated. Single working communities are part of large corporations of different networks of actors. Also, the tasks are nowadays more complex and requiring multi-taskers. In this sense and also during the changes at work, work coaching may be a helpful tool. (Alhanen et al 2011, 31-33).

Learning in work coaching takes place during short sessions that are held relatively rarely. That is why it is important to guarantee the safe psychosocial environment for the sessions. It is also worth considering what themes are discussed and when; quite safe and general issues first and more sensitive ones later. Learner's confidence towards their trainer will commonly gradually increase. (Alhanen et al 2011, 31-33).

According to Alhanen et al (2011, 36-37), in the study of psychological learning, learning is divided into three aspects; establishing new experiences for the previous experiments, orientation of attention and transfer impact. When learning, a person is constructing, moulding and revising one's perceptions towards one self and surrounding world. It is essential to *proportionate learnt for earlier experiences*. That is why coaching will become convenient only when the individual's starting points and development reflected to that is taken into account. (Alhanen et al 2011, 37).

Learning as a process is adjusted by person's abilities to internalize and deal with certain amount of matters in certain timeframe depending on *orientation of attention*. Some issues are in the centre and some in periphery depending on our physiology and earlier experiences. Therefore in work coaching, coacher have to observe and revise

what are the main issues for the certain learner and what matters they are relating to important ones. New ideas commonly appear in periphery and it is required to sensitively move these towards the centre that in turn requires self evaluation from both parties; coaches and learners. (Alhanen et al 2011, 37-39).

New creative and long-lasting learning can be supported by concentrating on how the specifics of the tasks are relating to the wider procedures of the whole. Conceptualizing and defining of the common terms is helpful in the learning then. (Alhanen et al 2011, 40).

Successful coaching requires that the themes at hand arise from the daily routines. These themes should be dealt with in such a way that the learnt can easily be transferred to the practice. *Transfer impact* commonly happens automatically, and the objective in learning is to produce practical routines. Utilizing of the learnt will be easier if the new issues are connected versatile for earlier experiences and those are well structured according to the usage in the future. A person's own reality and actions have the great impact on how well the one is able to transfer the knowledge to daily routines. Then again, it is important that learning is taking place in a similar working environment than the final usage of learnt matter. Efficient usage of new learning needs to be separated from the direct connection to real work and issues need to be represented in a more general level. (Alhanen et al 2011, 41-42).

Nonaka & Takeuchi (1995, 66-71) present new knowledge creation as a SECI-process through four phases; socializing, externalizing, combining and internalizing as per figure 8. In this model, socializing is connected with the theories of group processes and organizational culture as it is a process of sharing experiences and creating tacit knowledge through shared mental models and technical skills. Externalizing in the model means the process of articulating the tacit knowledge into explicit concepts that commonly occurs by dialog or collective reflection. Then again combining the knowledge requires systemizing of the concepts where the existing information needs to be sorted, added, combined and categorized. Internalization is closely related to organizational learning, where the explicit knowledge turn into tacit knowledge. Verbalizing of the knowledge is helpful regarding the phase. When the mental models are shared by most members of the organization, tacit knowledge becomes part of the organizational culture.

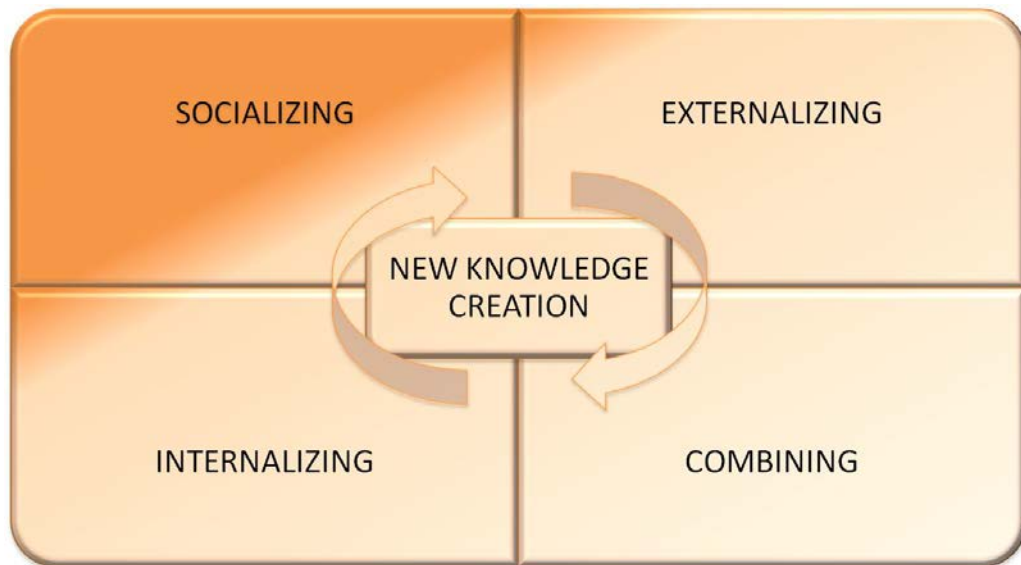


Figure 8: New knowledge creation process modified by Nonaka & Takeuchi (1995).

4.8 Diversified learners

Most convenient and natural learning styles vary between different people. The trainers or coaches are different and therefore also Kupias et al (2009) states that self evaluation by both parties is essential in learning process. By realizing the different ways in learning, persons are able to analyze and recognize the suitable styles but also able to develop those.

Perceiving of different styles, those can be divided as per the channel or sense a person is using for recording of the knowledge; visual (sight), auditory (hearing) and kinetic (sense of action). In this sense a visual learner needs pictures, graphics and understanding of the whole whereas auditory prefers speaking and logical processing. Then again kinetic learner needs concrete actions and doing. (Kupias & Peltola 2009, 121).

Learning is also illustrated in learning cycle of Kolb (1984, quoted in Kupias & Peltola 2009, 121) where the own experiences are processed through reflection, structuring and application. According to experimental learning concept, a successful learning include all the perspectives as presented in figure 9. Depending on the persons, though, some of the elements are more strongly present than the others. (Kupias & Peltola 2009, 121).

Phases of the learning cycle are divided into one's own experiencing, reflecting the experiences, conceptualizing and generalizing as well as active testing. Persons who learn best via own experiencing are concrete actors, who are going straight and open-minded to the new situations. They are also willing to hear and transfer thoughts and experiences with the others. Initiating should in this case be started from concrete facts; telling openly stories about work community and initiators own work, is needed. (Kupias & Peltola 2009, 123).

A thoughtful observer, in turn, (reflecting to experiences) needs time to more thorough understanding and prefers viewing the task from many different angles. This kind of person may seem to be more critical and draught behind as an observer. With the kind of learner, initiator needs to be able to explain things in more depth. (Kupias & Peltola 2009, 123).

Abstract conceptualizer (conceptualizing and generalizing) is trying to build up the comprehensive view piece by piece. The learners are interested in theories and models and lecturing learning environment is more suitable in this case. This kind of persons (in the extend people can be divided to any specific boxes) also familiarize themselves with the well structured initiating material and find it really useful. (Kupias & Peltola 2009, 123-124).

Active experimental learners (active testing) learn best in practice. Long explanations and discussions make them feel impatient. They learn by doing and need to be able to apply things in practice. (Kupias & Peltola 2009, 124).

According to the model well balanced learning takes place when all aspects are present. Realizing the different styles may help in observing of the learners perceptions. These styles can be tested by simply asking where the newcomer is willing to start the initiating process. (Kupias & Peltola 2009, 124).

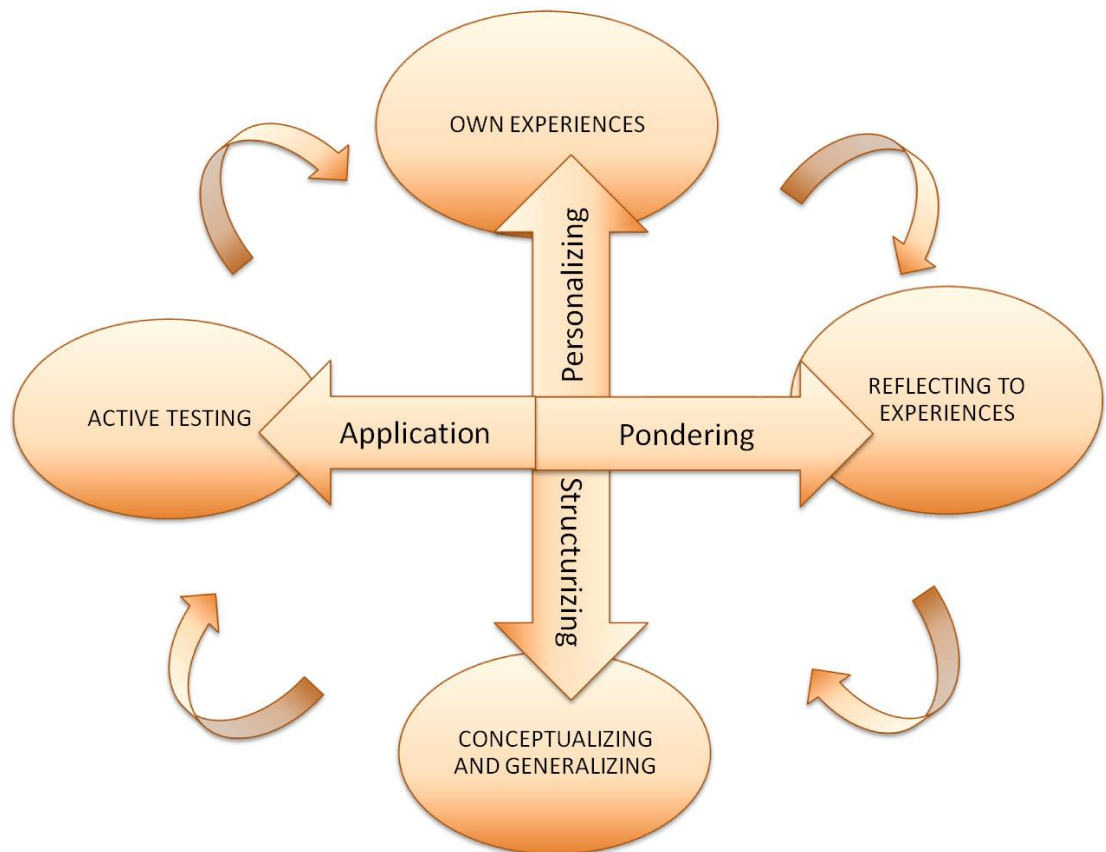


Figure 9: Experimental learning cycle adapted by Kolb 1984 in Kupias & Peltola 2009.

According to cognitive learning theory people have ability to link experiences. Miller (1956, quoted in Juuti 2006, 83) pointed out that people combine the knowledge as groups of approximately 4 -5 piece of information, that is called 'chunking'. According to Miller people have limitless ability to internalize new knowledge, but it can be widened by combining the information to larger entities and making them hierarchically structured (cognitive structures). (Juuti 2006, 83).

The focus in the next chapter is on exploration of best practices in initiating through the interviews and survey in the case company. Through them, and with the respect of the above theories modelling the initiating process took place.

5 RESEARCH IN ACTION

5.1 Project plan

I started working at Dynea Chemicals Oy in April 2011 as a temporary employee for the summer. At the time the interesting topic of the thesis emerged. The study was started by reviewing the theories of initiating in the field of HRM and to organizational culture and leadership. At the beginning of the project the steering group was appointed from organization's side, which includes Site Laboratory Manager, HR Manager, Procurement Manager and Work Safety Delegate. Meetings about the needs and aspects of different departments was held during the research, so that the thesis work would best fit to the needs of the organization and it would be useful in practice. It also helped in proceeding of the work. In the summer time I was able to make the own observations while working at Dynea, and during the autumn 2011 data were collected through interviews and survey. The report was written during the project. The study was scheduled as shown in Figure 10 below, and was planned to be completed by the end of the year 2011.

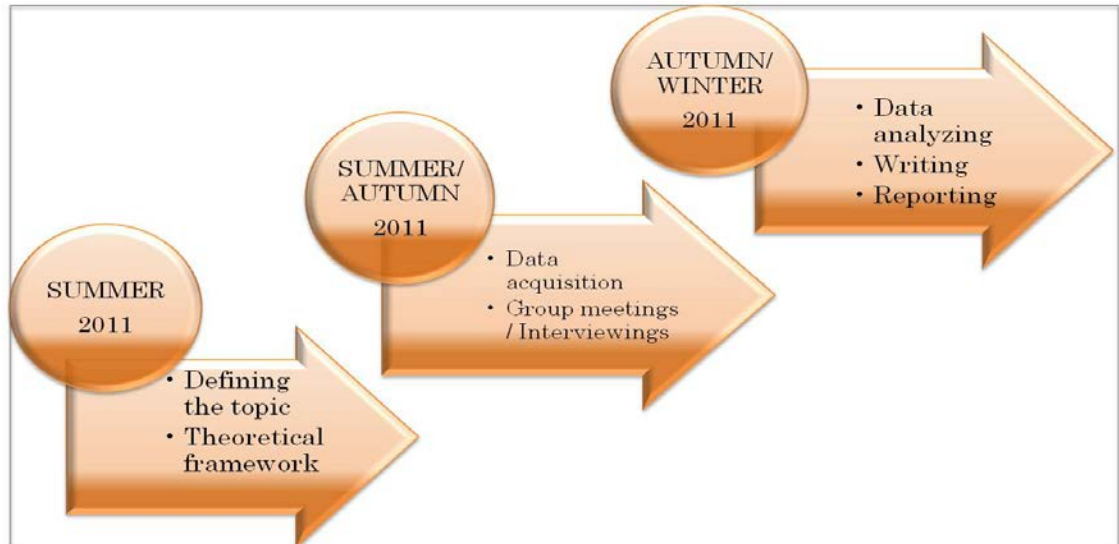


Figure 10: Timetable for implementing the research.

5.2 Data acquisition

5.2.1 Gathering documents and archival data

When starting the research at Dynea, the main aim was to gather the information from people with long history at Dynea, who had plenty of knowledge about the history of the organisation and processes as well as the development during the years.

The organization gave a lot of support in collecting the data. People openly told about the present situation. Documents and archival information about the organization was also easily accessible. The following material was gathered when starting the study:

- ✓ Quality handbook 04.60.002 for initiating
- ✓ Report of personnel structure
- ✓ Numbers of HSE KPIs
- ✓ Initiating plans

5.2.2 Planning the interviewing

Interviewing of the research was semi-structured, so that the questions were not too precise and there was left enough space for adequate information for answering them; considering the views and opinions of different people in different situations vary. The questions were planned on the basis of theoretical framework of the study. They were divided according to different phases of the initiating process, including recruiting, start-up, training, conceptualizing, individual working and evaluation. All the phases were still subdivided with the parameters, such as reliability, communication and safety, which are the main topics of the theoretical framework. Questionnaire for interviews is found in Appendix 1.

Interviewees were selected among the 'newcomers' at Dynea. Selection was made among those who had been working in the organization less than four years, so that the ones still have their own initiating process in mind. The interviewees' ages varied from 25-40 years, and the ones were able to reflect their experiences to earlier work places. The persons were selected from the different levels and departments of the organization to get more comprehensive outlook; yet the largest number is working in

production, because the safety issues are highly important in the process industry. The plan was that there were four persons from production, one person from laboratory and production, two or three persons from sales and purchases and one or two from administration department to interview. Willingness to the interview was inquired personally.

For the collecting the information while interviewing recorder was used to support in data collecting. Using the recorder was allowed by the organization, but each interviewee had the right to refuse as well. The aim was to create open conversations with the interviewees and also make them convinced of the confidentiality.

Before interviewing round was started, HSEQ manager, steering group members, consultant of the 'Roadmap' project and thesis supervisor were able to check the questions. This was due to ensure all the adequate information was added for the questionnaire. The questions were also tested with a colleague by a pilot interview. Then it was found out that there may be too many questions and questions were redesigned so that there are main questions, which could be completed with the sub questions if needed.

5.2.3 Supportive survey

In addition to interviewing brief survey among experienced employees was made according to the questionnaire presented in Appendix 2. The participants were selected among those who have over 20 years of working experience at Dynea (gathered from employee database). A short questionnaire was sent via email and there was a ten-day period for responding. The participant pool consists of 26 persons giving 8 responses and finally 33 percent response rate. Working shifts in production and part time pensions' days may affect on responding frequency. Production people are 6 days off during the work round and part time pensions are held from half a week to two weeks periods. More people may participate to survey, if more time would have been given to responding. However, distribution of respondents among different departments and obliged peers of author's own department cannot be said to decrease reliability of the responses.

5.3 Data analysis

When interviewing, it was sometimes challenging to stay in line with the questionnaire, because the issues appeared in different points of discussion. However, participants were easily available for the interviews and they were expressing opinions freely. In analyzing of the content received by interviewing, the themes were divided as per the question platform (recruiting, start-up, training, conceptualizing, independent working and evaluation and feedback). Using of the recorder made the analyzing of all the information, received through interviews, more convenient.

Analyzing of the survey among experienced personnel would have been more convenient if the electronic survey tool were used. However, due to limitless time, the survey was made in word format. Usability in electronic format could also have increased respondent rate.

5.3.1 Recruiting phase

Most of the participants had only a little information about the organization in recruiting phase and most of them were searching for information from the web pages when invited to the selection interview. This may give reasoning for developing the regional web pages of a case company when there are no Finnish web pages available at the moment. Adding the safety matters there in a convenient way, would increase visibility and understanding of the importance of safety matters.

Most of the selections were based on the interview; some were expanded with the psychological testing, depending on the position applied. All of the participants had a positive mindset towards their selection interview, which were described as open and relaxed. Some respondents got the feeling that ‘this is the place I want to work’ and some said ‘you almost forgot to be in selection interviewing’.

The participants agreed that job-related matters promised at the recruiting phase were well received afterwards. In case of corporate decision making needed the timing of recruiting should be considered to avoid extra waiting from applicants' point of view in final selection. Also the information for the working community about selections and planning of the recruiting should be done in good time to give different departments enough time for organizing of the tasks.

Safety issues were not emphasized at recruiting phase and understanding of importance of safety was not created much at this point. Some of the participants were asked about their perception towards safety issues and many knew the industry, but the real importance of understanding safety matters occurred later at work among many.

According to the survey, new employee should have following skills and attitudes:

- ✓ Openness and flexibility
- ✓ Suitable educational background, degree from process industries (a participant wondered if over qualification is required nowadays)
- ✓ Willingness for new learning and help the others
- ✓ Good social skills and being a team player
- ✓ Good language skills
- ✓ Reasonable cautions, asking
- ✓ Punctuality, reliability and strictness (all the jobs are related, all affects all)
- ✓ Ability to grasp diversified tasks, being initiative
- ✓ No specific Dynea- attitude

Most of the above skills are related to good social ability within a group. That will give justification for fostering and developing team spirit inside the work community continuously.

5.3.2 Start up

When the newcomers were starting in the new job, quite many experienced lack of personal tools needed at work at least in some extent. Such lack of personal accessories was found for example in clothing, workplace tools or obligations and rights. Even if these were small things and could commonly be replaced temporarily by borrowing of someone else's ones, being prepared may be highly important in the sense of creating the psychological contract in the very beginning. The small things affect how welcome, respected and awaited the person feels. On the other hand, cases like

this show the caring and fostering attitude at case company, when quite many respondent had some helpful colleague at hand to fulfil lack of equipment in the beginning.

Many did also not recognize the actual plan prepared for them for the initiating process and the follow up lists were not in very active use. By creating an electronic HR tool, accessible to persons involved may support in a well-structured implementation of an initiation plan.

Safety issues were well understood when the safety training was held at the start-up phase. At the time newcomers truly realized that the materials handled in the plant need extra caution and everyone at factory site should pay attention when passing the area and avoid certain places if possible. Many had not realized in the beginning that the materials can actually be fatal in such a small amounts if the skin was exposed to them. Considerations are needed when planning of initiating process so that the introductions for safety matter will be held early enough, but not too early, though. The first day for safety matters may not be the best timing to assimilate the real importance while there is lots of information coming through at the time.

When asked about what are the things in general making the newcomer feel welcome and pleasant, it was frequently expressed that the working community and the persons inside it has the major role to play in it. The supportive and friendly attitude at Dynea could quite commonly be understood by the answers of the respondents. Other things that came up were that there should be some named person guiding the new one at least few days in starting point regarding to the environment needing extra caution and also in support for new person to fit to the group more easily. It was also emphasized that it is easy to come as beginner when there is always someone to ask for if help is needed. Coffee and lunch breaks should also not be underestimated in creating of team spirit and the sense of the community.

5.3.3 Training

According to the respondents, good persons appointed for initiating or training are employees that are able to put themselves in a newcomer's shoes. They are also able to express themselves clearly, so that the core message will be understood. The persons are calm, willing to give information and advisory as well, according to the inter-

viewees. One of the important elements in training is asking of questions to make sure all the information is understood. It also gives the space to decide proper way of learning respecting each side and by more conversational training more space for organizational development and growth will be given for sure.

One of the challenges in starting point of a new employee is choosing of the enough amount of information. What is too much depends a lot on newcomer's personal abilities to internalize all the knowledge and amount of experience in the field. In addition, organizing of the whole initiating process and making sure that all the small steps in it are successfully handled by the organization's side has the major impact in it. As discussed with the interviewees the main thing should become first and the wider knowledge later. It should be emphasized that quite many respondents wished for wider scales of information to better understand the whole and ones certain tasks inside it. However, with the communications and open conversations it would be easily found out where is all the potential for new learning and building up new careers or our resources for the reorganizing of the tasks.

In common understanding the one important aspect in training was that the newcomer was able to do by oneself, not just being the follower. In learning and training, different kind of learning styles should be considered, though. The one fitting for another may totally be unpractical for the other. A proper timeframe for the initiating process was approximately one month according to the interviews. By this is meant all the familiarizing to the work community and organization as well as initiating to the own tasks so that the new employee is ready to make at least routine work individually. Nevertheless, timetable in the process should have enough flexibility, so that the holidays, sick leaves or other special occasions in tasks would be taken on to account.

In training of new employees, experienced persons find it important to have more time on initiating. This was emphasized by many respondents of the survey. Work coaching studies was suggested by some of the respondents as well. Safety mode of all actions and requirements of the law should be in great importance in the beginning. This should also include safe actions in case of emergencies and guidance tour around the plant for all new employees. It came up in the survey as well that socialization to the people should be made well, which could be supported by adding more introduction rounds through co-workers, while some are always absent due to holidays and busi-

ness trips etc. It may be also good to add group email as a tool for informing about newcomers now that not all are introduced by emails. In case the intranet will be developed and renewed in the future, it could be a good platform for this purpose.

Some of the experienced employees saw it challenging among new employees to see beyond the own tasks and introducing the interfaces of the own work was also raised up. More weight could also been set for the ergonomics at work and increasing cooperation with the occupational health care services could be reasonable also in the starting point of the employment.

5.3.4 Conceptualizing

For internalizing and making sure that the information is understood correctly, testing should be in use considering the environment and business. Also such knowledge about chemistry should be on everyone's responsibility that would decrease the anxiety towards new tasks. It could also decrease misunderstandings.

Testing of the learnt has previously been in use during the normal conversations when the newcomer is asked to explain the processes and tasks. To make sure the newcomers have learnt the job, supervisors have first shown the way or given the guidance how to do a task. Then, it is tested if the newcomer is able to make it individually.

However, more in-depth analysis of the level of the knowledge could be made before one can start individual working. Adding testing to the initiating process, motivation to learn could increase. On the other hand it would be also giving pressures for the supervisors to give their best in guidance. By testing mutual target could better be hit. This kind of license to operate- practices are not unusual nowadays, where the newcomer graduates from the testing and only after passing the test is allowed to work individually. To increase visibility and importance of safety, it may also be useful to give some kind of recognition or reward when passing the test, as in overall training, using stickers or plates etc.

According to the respondents of interviews, more information would be desired on customers, product groups and products, raw-materials and legislation as well as markings of the classified chemicals. Also understanding of the dangerous level in the

final products was seen challenging, because the product range is wide and substances inside the products vary a lot.

5.3.5 Independent working

The respondents were quite satisfied towards their initiating processes and many felt beginning of the individual working easy. However, it should be considered that starting point for individual working is agreed in mutual understanding together with the manager, named initiator and the new worker. It should also be emphasized that the newcomer is always free to ask and controversially manager or supervisor should make sure the work community will be open to the questions. There should be enough time for advising prepared in case there are newcomers in certain department so that the tasks of the supervisor's as well as all the members in the group could be organized accordingly.

When asked about attitudes towards mistakes in the work community, the respondents have the positive understanding that mistakes are dealt with in a humane manner and the aim is not to find the guilty, but more concern is placed on finding solutions to the issues at hand and searching for the root causes. A participant pointed out that there is no meaning to lay a finger towards the others when the case may soon be on the contrary, as we all are doing mistakes sometimes. On the other hand the question is how the individuals accept their own mistakes. It is no-one's best interest or by any means intended, but extremely annoying to realize one's own mistakes.

Feedback was received relatively well in work community according to the interviewees. Understandably, negative feedback is given quickly because it may have more visible reasons, and thus frequently further actions are needed. The respondents sensed openness in the work community and the positive feedback was also given. However, it turned out that even minor mistakes could be corrected or the ones are not able to change the false manners. Also, it would be good to have positive feedback also from normal good work, so that acknowledgement would not be got only when doing the job especially well.

When asked about the channels for sharing the information, the main source was email regarding interviewees. Some named intranet as well. New ideas and development proposals come mainly through conversations and near miss reports at the mo-

ment. There is also an initiative box, but it was reported not to be in such an active use.

5.3.6 Evaluation and feedback

Practices in evaluation of initiating processes varied among respondents. Many could not describe how their evaluation was attended to. In some occasions it was taken care of more informally while others had an evaluation meeting held every week promptly during the process. Evaluation is the important part of the initiating process and increasing of evaluation meetings, manager-follower relationship may tighten from the very beginning. More frequent evaluation will also increase flexibility of the process and enable modifying of the steps in common understanding.

5.3.7 Secrets of long careers

Experienced persons were asked about the reasoning and effects on their long working experience at Dynea. It was seen important that the job corresponds to the educational background or earlier working experiences. Personal responsibilities, challenging job and further educating at work are also increasing meaningfulness of the job. Other issues effecting on personnel commitment and motivation is to have strong expertise through the thorough picture of the work and abilities to do multiple jobs according to survey.

The respondents also considered Dynea as a good employer and found rewards and benefits good, as well as pension system of the company. Recreational activities and health care services are also taken care well in the company.

5.3.8 Safety issues to emphasize

When asked about safety culture of the company today from experienced people, it was stated that there has been lots of improvement in the field regarding the past and EHSQ has the major role in today's business. Safety matters will probably be powerfully stressed also in the future.

Due to economical reasons, it is seen challenging at the moment to make big investments, which reflects to safety outcomes in a long side. That is why some may have

the feeling that there are more talking than real actions in the field. Also, one may question to what extent the fact is affecting the activeness and development ideas as well, when implementation will not necessarily be possible anyhow. Another big issue reflecting to safety is that sometimes hurry is competing with safety.

Improvement ideas would be that as many as possible could have access to training events on safety and welfare related matters. There could also be more get together happenings concerning safety and clearly expressed goals in the field. There has been some internal training taking place previously, which may be good to activate. Near misses reports could also be more present and probably those could be introduced as examples to the work community to increase awareness on the whole.

5.3.9 Experienced person's advices for the new employees

The advice for the future newcomers was asked through the survey as well. Those are gathered below. These may be interesting for the newcomers to find out and make people think how they could by own part ensure the welfare and good atmosphere at work in the future.

- ✓ Do nothing if you are not sure what to do (!)
- ✓ Do not hesitate to ask help – from anyone
- ✓ Protect yourself
- ✓ Be active at work and leisure
- ✓ Do your tasks on time – all effects all
- ✓ Be active, and interested on the whole
- ✓ Have courage for the tasks beyond the own responsibilities
- ✓ Take substitutes of other departments as possibilities
- ✓ Be yourself
- ✓ Respect others, be flexible and avoid ageism
- ✓ Help and you will be helped

- ✓ Set the own targets and express those

The above issues are mainly related to open-minded attitude towards the work and the others. However, one must ensure safe way to do things.

5.4 Modeling of the initiating process at Dynea

According to the all the material used in this study, through interviews and the survey made, meetings held with the steering group and by the own observations of the researcher, the following model as per figure 11 was created together with the initiating form. The modules for the process were gathered in such a manner that initiating plan would be compact package, where the entity could be easily seen.

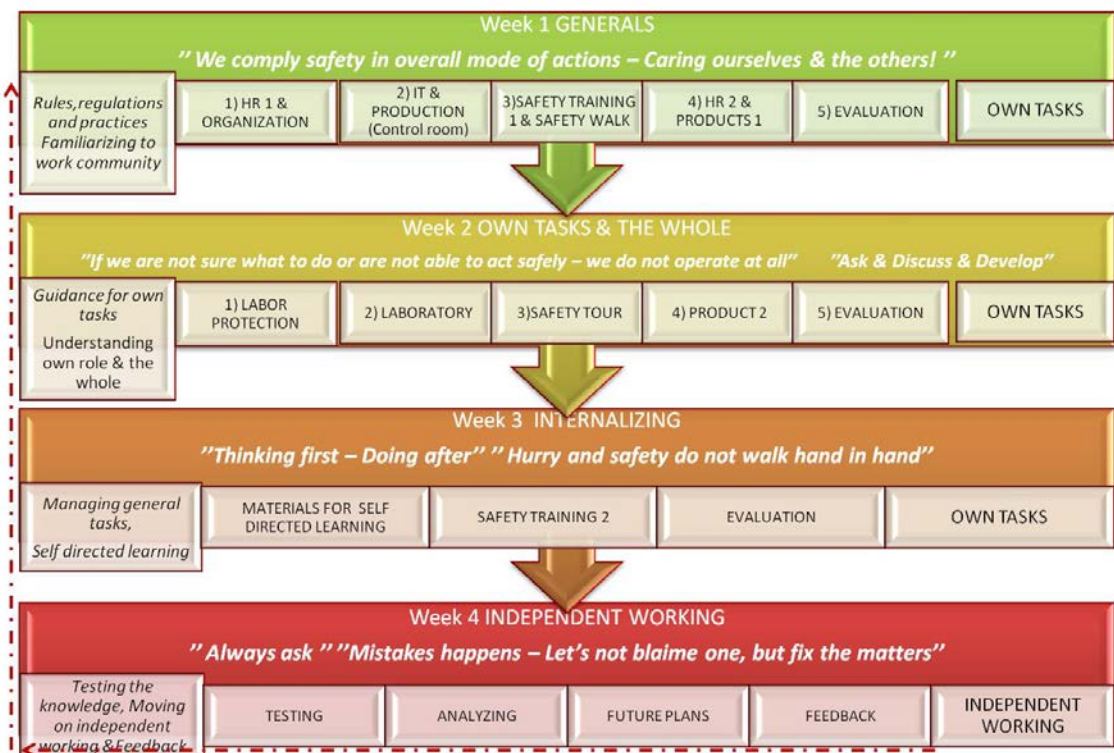


Figure 11: Modeling of the initiating process supporting safety at Dynea.

In the model some tasks should have been made in advance. These tasks include ordering of clothing and equipment, attending to the IT systems (rights, hardware, software etc.), allowing pass to the port area and Flexim system (timecard) and choosing an appointed person or other persons for coaching and training. It may also be helpful if the occupational health care examination was made already beforehand if possible, so that the initiating process would not be interfered by it and there would be more

time to use for training. Doing things in advance will probably also require making of the employment contract in advance to avoid possible refusals after the advance proceeding.

In addition, one important task of the managers and supervisors in advance is to prepare the work community, different departments and teams so that they are first of all aware of the newcomer and give them the responsibility to be open, social and caring with the new person. By asking for a coffee or lunch or by simply chatting has a great impact on the new employee; the one will be feeling more welcome and fitting to the group will be easier. Regarding the safety, it should be good to have some suitable person named to be with the newcomer few days all the time.

According to the model, the initiating process is divided into the four phases as the guideline would be that the initiating will be done in a month's period. The model includes the highlights of the week like giving the most important criteria's that would be supporting safety and expressing organization's will to care about the people as they truly are their most important resources. These can be modified as per the organizations values and strategies or by the demands of the different departments.

The model is giving the guidance what are the targets of the weeks and steps to heading those in weekly basis. The whole process including general familiarizing and orientation to the individual tasks should be seen as comprehensive package side by side, so that it would increase transparency and ability to moderate the process as per the diversified learners demands. By transparency more visibility could be gained of the entity. This way, boundaries inside the organizations between different departments could be reduced. It will also help in choosing 'trainings' from the closest departments or the departments that has the major impacts on one's own tasks.

Timetables of the production give their own requirements for the initiating process and that is why evaluation should also be included frequently (once a week) to the process. That will also help in strengthening of relationships from the very beginning between the persons involved and increase ability to modify the process according to personal abilities and experience.

The model is planned so that the major modules are separated in to the parts 1 and 2. It gives the possibility to divide highly important and not that urgent matters and it

will also increase the possibility to better allocate the responsibilities and resources among the initiators. For example in HR 1 the main issues related to employment and contractual matters set by the rules are represent and HR 2 is more about payroll formalities (account number, how to read the payroll receipt etc), travelling expenses' accounting, sick assurance etc. This way the issues will more easily be structured so that there would be enough amount of information of which internalizing depends on the persons. Making sure the frequency for the new knowledge is at proper level according to the person's abilities and activeness, evaluation meetings should be held frequently and open communication during the process is essential.

In this model, also testing of the newcomers' knowledge has been added to the initiating process. It means that the newcomers will receive material for self-directed learning, understanding of which will be tested before the new employee is able to start independent working. Among newcomers in process work, adding the reading of the P&IDs (called as Process and Instrument drawings or Piping and Instrumentation Drawings - describing a process unit in graphics) would be helpful in understanding of the process as a whole, as well increasing their knowledge and efficiency in a case of any unpredictable situation in production. It will be beneficial for everyone regarding the safe procedures needed in the working environment and it would also increase willingness for learning as well as quality of the teaching.

The organization has been discussing about using of named persons in the work coaching in the future. It would be relevant at least regarding the production personnel, where the time used for training is dependent on the production schedule and environment requires disciplinary, clear instruction based and structured working manner for the safe performance. If the responsibility of training was on certain person, it would be making asking easier, too. On the other hand named person's own tasks should be planned so that there is enough time for training. When selecting the named persons, it would be considered that the person's values, actions and attitudes are safety oriented. In addition work coaching –trainings should be emphasizing safety according to working environment's needs if possible. Training at production side should then again occur separately from the final shifts to assure the right instructions are reached, and to minimize non-desirable behavior adaption. It would allow time to instill the instructions and correct manners for the newcomers mind.

Newcomers own activeness, openness, criticalness and pursuit for development need to be emphasized in own tasks as well as in safety, while the objective is to gain mutual development, by the new person as well as by the whole organization. On the other hand it is important that the initiators are able to give the instructions at the grass root level so that 'the self evident truths' will be discussed in the beginning as well.

Initiators need to ask feedback about the whole initiating process to be able to evaluate the practices in it and developing of it for the new coming employees in the future. Also reassuring of the knowledge that needs further development or special operations in special occasions should occur in approximately 2 months after the initiating process.

The case company could increase the knowledge between the different plants, departments and teams by supporting of increasing personal contacts between them, organizing of the work places and by activating the personnel with variable happenings depending on diversified interests. They could also support in socializing of personnel.

More channels for communication should be added and activating of the initiative system would be needed. At the moment information is mainly shared by email, intranet, in meetings and during the normal conversation. Common 'Coffee breaks' have previously been taken into use, in every second month or so. That will be increasing the sense of the community as well as information flow inside the organization. It would need activeness of all members to get the atmosphere relaxed and open so that as many as employees possible could be involved to the development of the common good. It would be helpful to use variable themes (safety 'nut', future prospects, training possibilities, current events, different departments ideas etc), ways in expressing them (videos, slide shows, music, demonstrations) and also for the possibilities to give personal opinions should be multiple channels (face to face vs. anonymously).

It may also be supportive and activating if the personnel could be more involved and get their opinions heard. It would not necessarily mean that all should always participate for example in meetings, but more that every department could get the possibility and at least some one would be present. This would be increasing efficiency at daily routines (when someone is doing the routines as well) and increasing efficiency in problem solving (while there would be less people). At figure 12 below the main

competences are gathered affecting initiating by learners' (on the left) and trainers' (on the right) perspective.

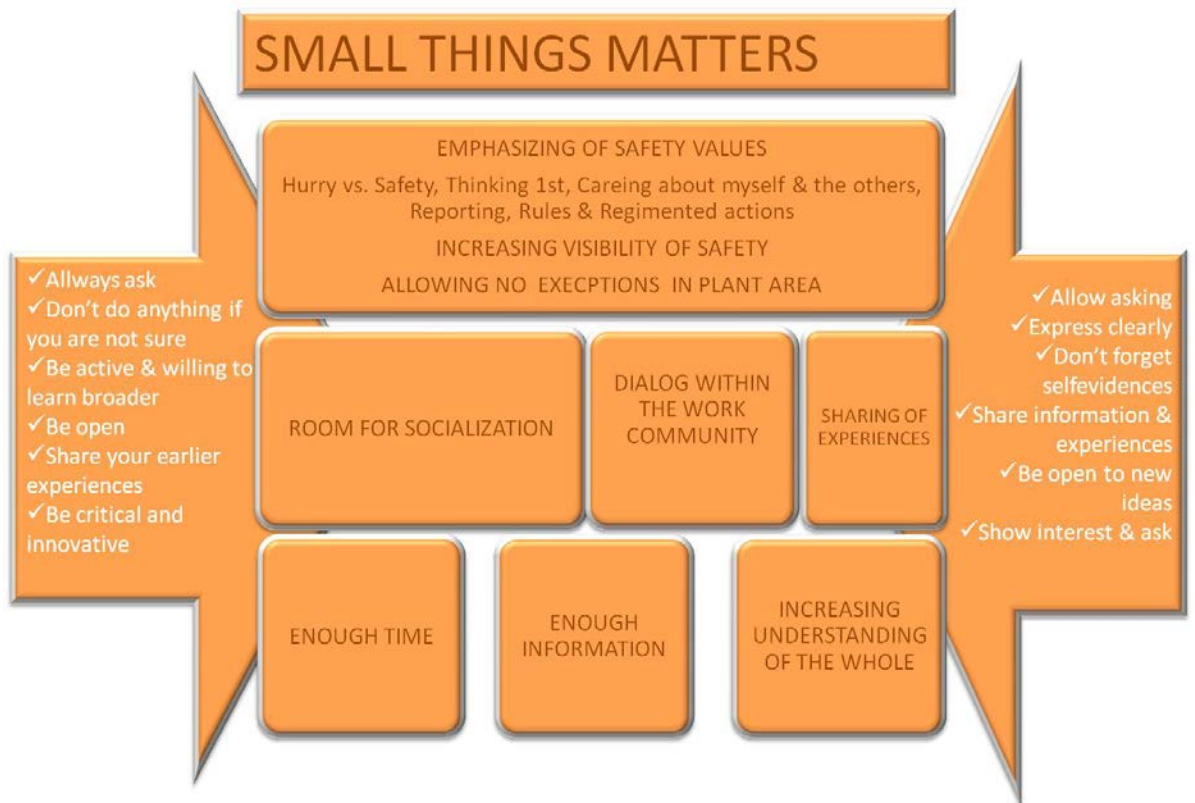


Figure 12: Combining initiating process competences both ways (learners vs. coaches).

6 FINAL CONCLUSIONS

This study aimed to find out solutions for benefiting best from the initiating practices in order to support safety culture of the case company. One of the objectives was to model modern and user friendly tool for the initiators. The initiating process was designed by different modules to ensure for the learners wider knowledge of the whole, initiating process to be more structured and to make the planning of the process easier. Electronic usage would be recommended in the future, but due to limitless time, researcher's ability to create useful tool with the present software and lack of existing

plans of the content of the process, modelling electronic environment was postponed for further projects in the field.

Regardless of how well structured or modern tools organizations have for the initiating, it is evident that personal contacts and human interactions are playing the major role in succeeding of the process. Therefore, emphasizing of socialization in the very beginning should be supported; by preparing the whole work community in advance, emphasizing of personal contacts, increasing introduction rounds and learning through different departments and familiarizing interfaces of a certain task.

On the whole, updating of communication channels, work place replacements and initiation system would be helpful in increasing of openness, activeness and involvement of the people. However, members of the case company were satisfied within the group with the open and friendly atmosphere, but the structures only need to be updated.

Developing at work is continuous process and organization's activeness in pointing the reasonable trainings and courses could be increased in the future. It may be good to take advantage from the initiating in developing of single careers and asking of one's willingness for further interests in tasks and different function. Personnel development planning could in turn offer suitable packages for further development at work. Different parts of human resources should be in assimilation to each other.

Safety matters need more visibility in the future and assertiveness is needed in overall actions regarding to safety. By letting people to participate and increasing of communications would be more reasonable in improving safety culture and development in the field than any punishments. When discussed about partnership company relations, it was pointed that at Dynea a partner company employee may get entrance prohibition but in the competitor company a lot of reporting and discussion of what was causing the problem was done. The gap between may be worth consideration. It was also stated by an experienced employee that persons in partner firms may not always have the best knowledge or understanding in particular processes, which may also need consideration. Therefore, communications through partnerships could be increased in order to learn and develop both sided among external partners as well. In table 3 overall outcomes of the development ideas are gathered according to theoretical framework of the research.

Table 3: Combining safety outcomes via theoretical framework.

	Foster these	Development ideas	Safety outcomes	Other outcomes
LEADERSHIP	<p>OPENNESS</p> <p>LIGHT STRUCTURES AMONG PEOPLE</p> <p>FRIENDLY ATMOSPHERE</p>	<p>1. EMPHASIZING IMPORTANCE OF SAFETY & BEING POSITIVE</p> <p>2. PREPARING WORK COMMUNITY</p> <p>3. CARING OF PEOPLE → Involving → Asking how things are</p> <p>4. ENSURING ENOUGH TIME</p> <p>5. GIVING FEEDBACK & FOLLOW-UPS WEEKLY</p> <p>6. SUPPORTING & GIVING REWARDS, RECOGNITION → Trainings → Rewards for new ideas → Rewards for safety attitude</p>	<p>UNDETERMINED ENVIRONMENT</p> <p>GIVING THE MODEL OF CARING</p> <p>ENSURING INTERNALIZING</p> <p>ACTIVATING IN SAFETY DEVELOPMENT</p> <p>DESIRABLE BEHAVIOR (vs. punishment/hierarchy)</p>	<p>PREVENTING PRE-JUDGEMENTS TRANSFERING</p> <p>FEELING WELCOME</p> <p>STRENGTHENING LEADER-FOLLOWER RELATIONSHIP</p> <p>ABILITY TO MODIFY THE PLAN</p> <p>COMMITMENT</p>
RELIABILITY	<p>IMAGE</p> <p>SAFETY WALKS & SAFETY TRAININGS</p>	<p>1. ACTIVATING USAGE & INCREASING TRANSPARENCY OF INITIATING PLAN → Gathering instructions by modules → Adding the plan to Sharepoint</p> <p>2. TESTING THE KNOWLEDGE → Raw materials → PI drawings & Processes → Products & Quality → Customers & End usage → Safety in cases of emergency</p> <p>3. WORK COACHING → Safety & coaching oriented people → Named person → Away from shifts in production</p>	<p>CLOTHES & EQUIPMENTS READY</p> <p>INSTRUCTIONS TO DO THINGS RIGHT</p> <p>ACTIVATING LEARNING AND COACHING</p> <p>EASENS ASKING</p> <p>PREVENTS UNDESIRABLE BEHAVIOR TRANSFERING</p>	<p>FEELING AWAITED</p> <p>EQUAL BASIS FOR LEARNING</p> <p>EXPERTISE & MOTIVATION</p>
COMMUNICATION	<p>COFFEE & LUNCH BRAKES</p> <p>MONTHLY 'COFFEE BRAKES'</p>	<p>1. INCREASING COMMUNICATION BETWEEN DEPARTMENTS → Increasing social -, get together happenings → Increasing channels → Activating initiate 'box' → Allowing people to join decision making → Selected cross departmental teams</p> <p>2. INCREASING VISIBILITY → Finnish web pages → Stickers & signs → Flyers & cards → Training videos</p>	<p>INCREASING KNOWLEDGE & UNDERSTANDING OF THE WHOLE</p> <p>SAFETY MATTERS VISIBLE</p> <p>REASONING 'THINKING FIRST' MENTALITY</p>	<p>REDUCING STRESS AND ANXIETY</p> <p>INCREASING SOCIALIZATION</p> <p>INCREASING ACTIVENESS</p> <p>INCREASING AWARENESS</p>

I am grateful for the opportunity to familiarize myself with the chemical industries in the wider extend than a summer job. I got great possibility to get to know to the people more deeply; their experiences and diversified tasks during the project. I became connected with the work community and lovely people inside it during the time. I want to thank all for openness and willingness to share their unique experiences. I got great support from the organization's side as well that made the work much easier and more pleasant to do.

I can truly recommend going beyond the routines for the wall braking projects. It has been motivating and rewarding. I have received lots of new experiences and knowledge and hopefully case company some as well. Allow people to join and keep up the friendly atmosphere.

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Appendix 1 /
Questionnaire for interviews

INITIATING OF NEW EMPLOYEES/UUDEN TYÖNTEKIJÄN PEREHDYTTÄMINEN		
PHASE/TARGET	PARAMETERS	QUESTIONS FOR INTERVIEWEE
RECRUITING/ REKRYTOINTI What is the employer image like? How well organization's and employees' needs fit together?	RELIABILITY Millainen mielikuva sinulla oli Dyneasta kun hait töitä?	Miksi hait Dynealle töihin? Minkälainen käsitys sinulla oli organisaatiosta? Minkälaisen ensivaikutelman sait Dyneasta rekrytointivaiheessa? Miten ensivaikutuma vastasi todellisuutta? Mitä vaiheita rekrytointiin kuului (haastattelut, testit ym.)?
	LEADERSHIP/ COMMUNICATION	Millainen haastattelutilanne oli? Mikä jäi parhaiten mieleen haastattelusta? Minkälaiset kysymykset tai testit olivat mielestäsi hyviä/huonoja soveltuvuuden määrittelyyn? Miten haastattelussa sovitut asiat toteutuivat (työsuhde, tehtävät, palkkaus)? (Reliability) Saitko tai pyysitkö palautetta haastattelusta tai muista valintamenetelmistä?
	SAFETY	Ymmärsitkö turvallisuusasioiden tärkeyden rekrytointi vaiheessa? Miten turvallisuusasioita painotettiin haastattelussa? Mitä turvallisuuteen liittyviä asioita käsiteltiin rekrytointi vaiheessa?
STARTUP/ ALOITUS How wellcome new comers felt? How soon they were adopted to organization, working community, own tasks? How easy it is to come as a new employee?	RELIABILITY	Millainen oli ensimmäinen päivä/viikko? Millaisen vastaanoton sait? Miten työyhteisö esiteltiin sinulle/sinut heille? Millainen oli perehdytysuunnitelmasi (vaiheet/osiot, aikataulu)? Miten työpisteesi oli suunniteltu (toimisto,työkalut, vaatteet, turvavarusteet, pukuhuone/kaapit)? Saitko riittävän opastuksen ohjelmistoihin ym.työkaluihin? Oliko tarvittavat työkalut, vaatteet, oikeudet, ym. valmiina kun aloitit työt? Kuinka nopeasti sait aloittaa omat työtehtäväsi? Kuinka helppoa /vaikeaa Dynealle on tulla uutena työntekijänä? Mitkä asiat vaikuttavat? Mitkä asiat auttavat ihmisiä tuntemaan itsensä tervetulleiksi?
	LEADERSHIP / COMMUNICATION	Oltiinko tulostasi tietoisia? Kuinka hyvin osaamisesi tunnettiin? Miten aiempaa työkokemusta/osaamistasi hyödynnettiin?
	SAFETY	Tiesitkö mitä turvallisuuteen liittyviä välineitä sinun kuului saada ja miksi? Mitkä olivat tärkeitä turvallisuusasioita ja miten niitä painotettiin? Missä, milloin ja keneltä sait turvavarusteet? Kuinka usein ja kuka huomautti ei turvallisuudesta työtoivoista/suojavarusteiden puutteista alussa? Millaisissa tilanteissa?
TRAINING/ HARJOITTELU How do the new comers learn best? How do the leaders support initiators?	RELIABILITY	Miten kuvailisit itseäsi oppijana? Mitkä asiat/millaiset harjoitukset auttoivat parhaiten oppimaan omat työtehtävät? Mitä asioita pitäisi painottaa enemmän työhön opastuksessa? Millainen henkilö on mielestäsi hyvä perehdyttäjä/työhön opastaja? Oliko sinulla nimetty perehdyttäjä/kuka vastasi omini työtehtäviin perehdyttämisestäsi? Miten kuvailisit työhönopastajan opetustyyliä? Oliko perehdyttäjällä mielestäsi tarpeeksi aikaa työhön opastukseen? Miten arvioisit perehdyttäjän a)osaamista b) kykyä opettaa c)aktiivisuutta ja innokkuutta työhönopastuksessa? Kuinka helppoa/vaikeaa on pyytää apua? Millaisissa tilanteissa työssäsi tarvitaan useimmiten apua alussa?
	LEADERSHIP/ COMMUNICATION	Miten esimies tuki koko tiimiä/muuta tiimiä työnopastusvaiheessa? Miten esimiehesi viestitti turvallisuuden tärkeydestä?
	SAFETY	Minkälaista turvallisuuteen liittyvää opastusta sait alussa? (Turvakierros, turvakoulutus... muut ja sisältö?) Mikä avasi parhaiten silmät turvallisuusasioiden tärkeydestä? Mistä olisit kaivannut enemmän tietoa?

Appendix 1 /
Questionnaire for interviews

<p>FOLLOW UP MEETING/ VÄLIKESKUSTELU</p> <p>How the readiness and willingness for independent working is guaranteed?</p>	<p>RELIABILITY</p>	<p>Miten perehdytyksen etenemistä seurattiin? Miten valmiudet itsenäiseen työskentelyyn arvioitiin/testattiin? Miten työtehtävissä suoriutumistasi arvioitiin? Oliko oma tehtäväkenttä ja sen vastuut ja vaatimukset selviä sinulle? Olitko mielestäsi valmis työskentelemään itsenäisesti?</p> <p>Minkälaista palautetta sait tai annoit seurantalaverissa? Oliko keskustelu antoisaa ja hyödyllistä? Löydettiinkö parennettavaa ja työkaluja kehittämiseen? Mitä esimerkiksi?</p>
	<p>COMMUNICATION</p>	<p>Toteutuivatko kehitettävät toimenpiteet ja kuinka pian?</p>
	<p>SAFETY</p>	<p>Mitä turvallisuusasioita välikeskustelussa käytiin läpi? Olivatko turvalliset toimintatavat työmaalla samat kuin perehdytyksen alussa annettiin ymmärtää? Mitkä poikkesi? Mitä turvallisuuteen liittyviä työkaluja/harjoituksia/koulutuksia jokapäiväiseen työhösi kuuluu?</p>
<p>INDEPENDENT WORKING/ ITSENÄINEN TYÖSKENTELY</p> <p>How the employees feel about daily work, team relations and communication inside organisation?</p>		<p>Miten helpoksi/vaikeaksi koit itsenäisen työskentelyn harjoittelujakson jälkeen?</p> <p>Minkä verran aikaa työtehtäviesi oppiminen mielestäsi vaatii?</p>
	<p>LEADERSHIP/ COMMUNICATION</p>	<p>Miten kuvallisit tiimihenkeä ja osastojen välisiä suhteita? Mitkä asiat vaikuttavat tiimin/osastojen väliseen yhteistyöhön? Mitä kautta saat parhaiten tietoa työhön liittyvistä asioista, muutoksista, suoriutumisesta?</p>
	<p>SAFETY</p>	<p>Ajattelitko turvallisuutta harjoittelujakson jälkeen? Kuinka usein ja missä tilanteissa? Millaisia jatkuvia käytäntöjä turvallisuuteen liittyen Dynealla on (nimeä eri toimet)? Kuinka usein löydät kehitettävää turvallisuudesta? Oletko ollut mukana kehittämässä turvallisempia toimintatapoja, missä? Missä tilanteissa ja kuinka usein turvallisuudesta puhutaan? Mikä olisi mielestäsi hyödyllinen tapa muistuttaa turvallisuusasioista ja mitkä asiat vaativat mielestäsi jatkuvaa koulutusta? Kuinka hyvin päivittävät työtehtävät ja turvallisuusvaatimukset mielestäsi sopivat yhteen? / Miten turvamaäräykset toteutuvat? Kuinka paljon tarvitaan mielestäsi aikaa epätavallisten tilanteiden (hajut, vuodot,poikkeamat laadussa ym.) tunnistamiseen?</p>
<p>FINAL MEETING & FEEDBACK LOPPUKESKUSTELU & PALAUTE</p> <p>How openness and innovativeness is implemented/could be improved? How the feedback is given?</p> <p>What is the level of dialog in feedback and communication?</p>	<p>RELIABILITY</p>	<p>Kuuluiko perehdyttämiseen loppukeskustelu; Miten ja missä loppukeskustelu käytiin?</p> <p>Mitä aiheita loppukeskustelussa käsiteltiin/mitä pitäisi käsitellä?</p> <p>Esititkö omia mielipiteitä/kehityskohteita? Millaisia? Oltiinko mielipiteistäsi/uusista ideoista kiinnostuneita? Miten näitä pyrittiin toteuttamaan?</p> <p>Mitä parannusehdotuksia antaisit palaute/loppukeskustelulle?</p>
	<p>COMMUNICATION</p>	<p>Kuinka usein saat ja annat palautetta työssäsi? Millaista hyvää/huonoa?</p> <p>Mikä on mielestäsi paras tapa saada/antaa palautetta? Miten virheisiin mielestäsi suhtaudutaan Dynealla? / Miten virheistä annetaan palautetta/pyritään oppimaan (päälliköt/esimiehet/työtoverit) ? Kuinka usein ihmiset esittävät uusia ideoita ja kehitysehdotuksia Dynealla, millaisia välineitä ehdotuksille on ja kuinka ne käsitellään? Millaaisia esimerkiksi?</p>
	<p>SAFETY</p>	<p>Käsiteltiinkö turvallisuusasioita loppukeskustelussa? Mitä jatkosuunnitelmia/koulutuksia loppukeskustelussa käytiin läpi turvallisuuteen liittyen? Miten luonnehitisit todellista turvallisuuskulttuuria työpaikallasi?</p>

TURVALLISUUS TIEKARTTANA / PEREHDYTTÄMINEN

Kysely kokeneille työntekijöille

1) Mitkä asiat ovat vaikuttaneet pitkään työuraasi Dynealla? (Työkokemusta yli 20v.)

2) Minkälaisia ominaisuuksia Dynealle tulevalla uudella työntekijällä tulisi olla, ja miksi?

3) Mihin asioihin uuden henkilön perehdytyksessä tulisi kiinnittää enemmän huomiota; mitkä tilanteet, työtehtävät tai työympäristöön liittyvät asiat ovat perehdytyksen kannalta haastavia?

4) Miten kuvailisit turvallisuuskulttuuria Dynealla tällä hetkellä ja mihin tulisi mielestäsi panostaa tulevaisuudessa?

5) Minkä neuvon antaisit Dynealle tulevalle uudelle työntekijälle?

KIITOS PALJON OSALLISTUMISESTA!