**Recruitment and Selection Guidelines
for Viaminnet Oy**

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Abstract

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This study examines the current recruitment and selection processes in the case company Viaminnet Oy. This Bachelor's thesis is a project-based study. The primary objective of this study was to establish recruitment and selection guidelines for Viaminnet Oy. The importance of the candidate experience during the recruitment and selection process was enhanced. The international aspect of the recruitment and selection process was also taken into consideration to prove that the guidelines were suitable for international recruitments.

The study consisted of six project tasks that supported the main project objective. The six project tasks included: preparing the theoretical framework, establishing selection criteria through qualitative interviews and an analysis of the current process and development needs, deciding the recruitment channels, preparing the recruitment and selection guideline, presenting the recruitment and selection guideline, and evaluating of the project.

The study included a qualitative research method. Qualitative interviews with the commissioning company managers and employees were held to find out how the recruitment and selection process is conducted and what the development needs are. Two company managers and two employees were interviewed.

The analysis of the interviews indicated that the company did not have a clear recruitment and selection process and there was relevant documentation missing. The interview offered a selection criteria for a sales associate position as well as the duties and responsibilities of the salesperson to establish a job description and job advertisement. The company's main need was to have a clear recruitment and selection process with relevant recruitment channels to get enough skilled employees for the company.

Based on the results from the qualitative interviews, the recruitment and selection guidelines were established. The guidelines were designed visually to have a clear and simple vision of the needed actions to carry out a professional recruitment process. The new recruitment and selection guidelines included: an overview of the process with communication between the candidate and the company, a division of the overview for three different process phases, and a recruitment and selection schedule with relevant documentation needed for the completion of the process. Together these guidelines and documents provided a standardized and professional recruitment and selection process.

The conclusion of the thesis includes the key outcomes of the project, recommendations, suggestions for future research, project evaluation, and the author's reflection on learning.

Keywords
Recruitment, Selection, Candidate experience, HR, Guideline

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1   Introduction

This thesis is a project-based study and the focus is on providing recruitment and selection guidelines for the commissioning company Viaminnet. This chapter's background for the thesis is presented with information about the international aspect of the study. The project objective and project tasks are explained as well. The scope of the study will also be discussed and what benefits this thesis offers for the stakeholders. At the end of this chapter, the case company is also presented, key concepts are discussed, and project management methods are explained.

1.1   Background

Recruitment and selection are part of the Human Resource Management process. These are the key components of the HRM process to have enough skilled and motivated employees to the company. With the help of that plan, it makes it easier for the company to hire new employees and trust that the process is reliable. O'Meara and Petzall (2013, 3) have stated that "In today's highly competitive global market, organizations are investing heavily in identifying those who can add value to, and lead, their organizations successfully into the unknown future." It has been said that the right employees will add value to the company.

The idea for this topic raised when the author was negotiating with the commissioning company and the issue about employee shortage and the lack of recruitment and selection guidelines were mentioned. The commissioning company is planning to expand its business in the future and these guidelines for recruitment and selection are needed to hire enough employees to keep the recruitment process effective. Justification of the need for these guidelines comes from the current situation of the recruitment and selection, which is quite subjective at this point, therefore, a clear process description increases reliability and fair treatment during the recruitment and selection process.

Currently, the commissioning company does not have recruitment and selection guidelines to follow. This has led to employee shortage and makes it difficult for the company to continue expanding abroad. This thesis aims to be very helpful for the commissioning company in the short and the long term. In the end, the goal for selection is to find the right match for the company and this is the most important element in the management of

people to make it possible to optimize the effectiveness of Human Resources (Elearn, 2009,1).

For the researcher, this project study offered an opportunity to learn more from the recruitment and selection process. In the future, the researcher would like to work in recruiting, and this made it possible to gain a deeper understanding of the process.

1.2 Project Objective and Project Tasks

This chapter explains the reason for this study and describes the project objective and the project tasks related to this study. This thesis aims to create finalized recruitment and selection guidelines for the Finnish commissioning company Viaminnet, these guidelines aim to benefit the company's recruiting process significantly. The finalized guidelines were meant to be utilized for the company's recruitment process, and one angle is to show how to use those guidelines when recruiting employees from abroad.

The project objective (PO) was to prepare recruitment and selection guidelines for the case company. To accomplish this outcome the project objective was divided into nine different project tasks (PT).

PT 1 Preparing the theoretical framework for the project.
PT 2 Analyzing the current recruitment and selection process and criteria through interviews and a review of documents.
PT 3 Selecting the recruitment channels.
PT 4 Preparing recruitment and selection guidelines and templates required to communicate with candidates.
PT 5 Presenting the guidelines to the company and finalizing them based on the feedback.
PT 6 Evaluating the project.

Table 1 below presents the theoretical framework, project management methods, and outcomes for each project task.

Table 1. Overlay matrix

Project Task	Theoretical Framework	Project Management Methods	Outcomes and results
PT 1. Preparing the theoretical framework for the project.	Recruitment and selection theories	Desktop research	Theoretical framework Chapter 2.
PT 2. Interviewing management and employees to establish selection and recruitment criteria.	Qualitative interview, theme interview	Qualitative interview, documentary analysis	Analysis of the current recruitment and selection process and current recruitment and selection criteria. Chapter 3.
PT 3. Selecting the recruitment channels.	See PTs 1-2	Desktop study and utilizing PT2 results	Recruitment channels Chapter 4.
PT 4. Preparing recruitment and selection guidelines and templates to communicate with candidates.	Recruitment and selection theories, job description, finalized selection criteria, person specification list, and interview question template	Text process in Word, utilizing PT 1-3 results in the design process	Recruitment and selection guidelines Chapter 5.
PT 5. Presenting the guidelines to the company.	See PTs 1-5	MS PowerPoint	PowerPoint presentation and guidebook. Chapter 6.
PT 6. Evaluating the project.	Project evaluation criteria	Feedback from the company	Project evaluation Chapter 7.

1.3 International Aspect

This thesis also has an international aspect as it focuses on finding how to implement the features of the recruitment and selection process when the candidates are recruited from abroad. This part was implemented in every project task throughout the thesis. The study focuses on the characteristics of virtual recruitment and selection because the company plans to recruit employees from abroad in the future. Knowing and learning about virtual recruiting is essential to internationalize and expand the operations abroad.

1.4 Project Scope

This study focuses on developing an organized, well-structured, and tailored recruitment and selection guidelines for the commissioning company. Different recruitment and selection phases were established, as well as creating a job description and providing the information needed to establish an effective interview base. To provide these guidelines to the company, it is important to understand the current recruitment and selection methods used in the company and how they should be developed further.

This project-based thesis does not include testing the guidelines in the recruitment round, because that would make the thesis topic too large. After these guidelines are provided to the case company, it is easy for them to implement the guidelines for their daily practices. In this project, employee training and development are excluded.

The commissioning company does not currently have a career page on its website so establishing an online application form and creating a career page is also outside the project scope. As well as the legislation aspects and contracts are excluded from the study since it would increase the scale of the project too much and the project scope would then be larger than necessary. Also, the commissioning company has their contracts already established. Additionally, current contracts can be checked and revised outside the project scope if the company will consider it to be beneficial and highly needed.

1.5 Benefits for Stakeholders

For the general public, this thesis highlights the importance of effective recruitment and selection process, explains how recruitment and selection work in real life, and what aspects need to be considered to create a successful recruitment and selection plan.

For the commissioning company, this thesis provided the recruitment guidelines needed to develop their recruitment methods and establish sustainable and effective recruitment

and selection process to be used in the future. That would also help when they are expanding their business abroad, because this research also covers virtual recruitment aspects.

For the current and new employees, the study provided an effective recruiting process that guarantees equal and fair process for all. It helped the current employees, provide enough information to possible candidates regarding how to apply for a job. For new employees, it gave a professional impression of the company, when their recruitment and selection process is effective and carefully thought out. Also, they can trust that the hiring process is professional and adjustment to the work environment might become easier, because some information about the company and its values has already been shared through the recruitment and selection process.

The level of customer service will improve when there are enough skilled employees available and that will benefit the company's customers, so they get better and faster service which relates to better sales.

Benefits for the author were that she had an opportunity to develop her knowledge about the recruitment and selection methods. The study provided the real-life experience of how to establish the recruitment and selection guidelines and what is included in the process.

1.6   Case Company

The commissioning company for this thesis is Viaminnet Oy. Viaminnet is a Finnish company founded in 2014. The company sells jewellery and light leather jewellery for example earrings, necklaces, capelets, and rings. All the products are handmade and designed in Finland by using premium quality leather. (Viaminnet 2019.) The company's production is currently in Tuusula and Helsinki.

Viaminnet's main store is in the Helsinki city centre. Viaminnet has retailers all over Finland and they are eager to expand their business abroad. The company has introduced its products abroad lately in Japan, Russia, South-Korea, Germany, and Austria. Currently, their main business is in Finland and they have a webshop with worldwide delivery. Turnover is growing strongly, in the year 2018 growth was 63%. The company's current HR process is lacking due to the shortage of required knowledge to recruit and select the right employees. The company has two full-time employees and four part-time employees. Currently, the company hires people based on the feelings and recommendations from the other employees. The company does not have a proper recruitment and selection process

to follow. This was likely to become a problem in the future because the growth has been exponential for quite some time and more resources are needed for growth.

1.7 Key Concepts

Employee value proposition (EVP) is a set of traits and attributes to the employer brand which sustain the positioning of the brand, combining tangible and intangible attributes. Establishment of the brand traits is relevant to ensure that brand management teams are able to develop communication material and brand placement actions while maintaining the consistency with the brand identity. (Thornton, Mansi, Carramenha & Cappellano 2019, 100.)

Employee's value proposition refers to creating a balance between employee's job satisfaction and performance of the employee in work culture. EVP can be used as an effective tool of employment branding by creating the better recruitment objectives, identifying the needs of employment and the positioning of the employees at the right place, and by creating the values of existing employees in the organization. (Goswami 2015, 263.)

Human Resource Management (HRM) has been described by Armstrong (2014, 1) as following "a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by many theories relating to the behavior of people and organizations."

Human Resource Management describes all the aspects of how people are employed and managed in organizations. HRM covers a large scale of different activities such as: strategic HRM, human capital management, knowledge management, corporate social responsibility, organization development, resourcing (workforce planning, recruitment, and the selection and talent management), learning and development, performance and reward management, employee relations, employee well-being and the provision of employee services. (Armstrong 2014, 4.)

HRM system consists of connected and mutually supportive HR practices together. These practices enable us to achieve HRM goals. HRM system gathers different philosophies, strategies, and processes which describe values and guides in managing people. (Armstrong 2016, 11-12.)

Recruitment is one of the key functions of human resource management. According to Tutorialpoint (2019, 5) "recruitment is the process of identifying, screening, shortlisting and

hiring of the potential human resources to fill up the positions within the organizations." In the other words, it is the process of selecting the right person, for the right position at the right time.

Recruitment has also been defined as "the process of searching for prospective employees and stimulating them to apply for jobs in the organization" (Rao 2014, 17).

Armstrong defines recruitment as the process of finding and engaging the people that the organization will need (2014, 226).

Selection is the process of ensuring the qualifications, experiences, skills, and knowledge of an applicant to appraise his/her suitability to a job (Rao 2014,17). Selection is a part of the recruitment process where recruiters decide which applicants to choose for the job (Armstrong 2014, 226).

Online recruitment uses the internet to advertise vacancies, provides information about jobs and the organization, enables effective communication between employers and candidates (Armstrong 2014, 229).

Online recruiting enables an increase in access to labor markets. It enables individuals to visit job vacancies and initiate the job search, sending CVs, and filling job applications electronically. Nowadays, the majority of employers use their website to advertise vacancies. Advertising on the internet for six months costs almost the same amount as one full display advertisement in a newspaper. This is one reason why online recruitment is the most effective way of recruiting today. (Pilbeam & Corbridge 2006, 154.)

Candidate experience includes everything from the moment the candidate applies to a job right through the entire recruitment process, interviews, background, and reference checks, hiring, and onboarding. To, improve the candidate experience the company needs to examine the entire process. Candidate experience is a part of the company's employer brand proposition. (Kreissl 2015.) The candidate experience stems from an exchange between job seekers and the organization to which employment is being considered. The job candidate is seeking employment and the organization is seeking to recruit talent. The candidates' focus is on finding desirable employment for themselves. (McCamey & Miles 2018, 756.)

1.8   Overview of Project Management Methods

The project management methods covered the six project tasks that were implemented during this thesis project.
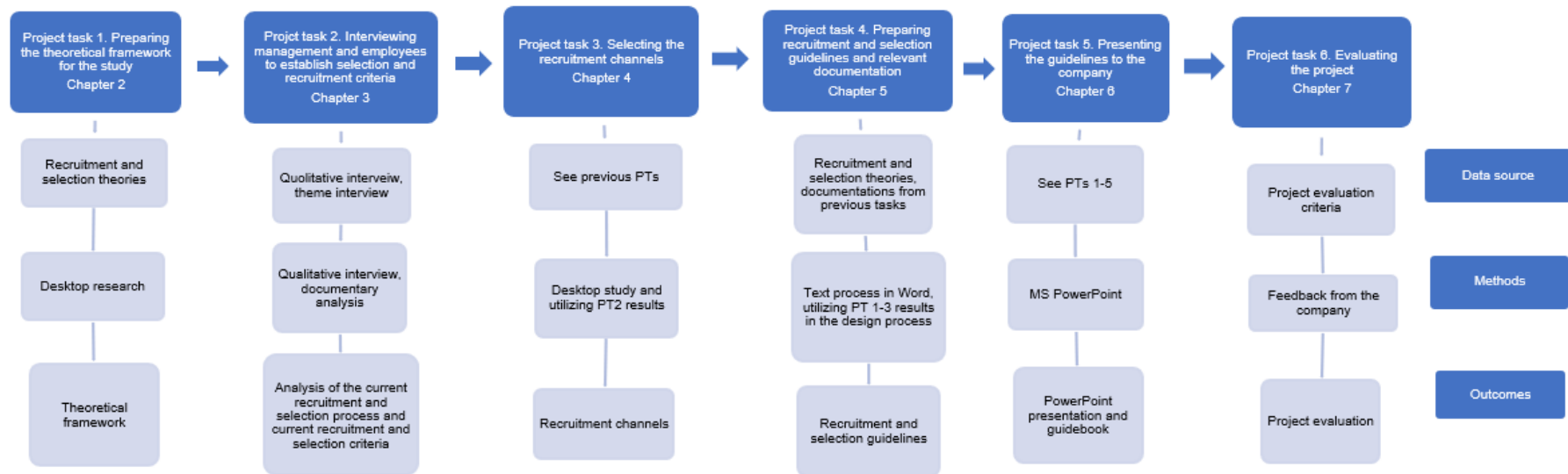
Figure 1. Project management methods

As seen in figure 1, the first project task was to establish a theoretical framework for the project to gather enough knowledge of the topic to create a suitable framework for the thesis project. This project task included: finding secondary sources on the topics related to the recruitment and selection process, important aspects of online recruitment, and candidate experience. Project task one is reported in chapter 2.

The second project task was about interviewing management and employees through a qualitative method to establish a recruitment and selection criteria for the project. Also, needed information for the job description and job vacancy advertisements were gathered from the interviews. These interviews gave valuable information about the company's current recruitment process, its strengths, and the challenges to be addressed during this project. The second project task is presented in chapter 3.

The third project task focused on determining recruitment channels. This became important after all the previous tasks were done. The recruitment channels were determined according to the literature review and analysis of the suitable channels was completed. Additionally, information gathered from the qualitative interview earlier were utilized. The third project task is reported in chapter 4.

The fourth project task consisted of preparing the recruitment and selection guide and necessary documents for it. The data gathered from all the PTs were utilized at this stage. The recruitment and selection guidelines were made according to the company's wishes and the layout will be in line with the company brand. The fourth project task is reported in chapter 5.

The fifth project task was to present the guidelines to the company representatives and finalize it according to the feedback. The purpose of the presentation was to possibly receive feedback and modify the guidelines accordingly. This ensured that the guidelines would be exactly what the commissioning company wanted and what they will use in the future. Project task 5 is presented in chapter 6.

The sixth project task was to evaluate the whole project. This included presenting the feedback gained from the case company, analyzing the process of the project, and evaluating the project management methods used. Also, the outcome would be assessed. Project task 6 is presented in chapter 7.

2 Recruitment and Selection as a Part of HRM

This chapter introduces project task 1, which was forming a theoretical framework for the thesis project. The first subchapter focuses on presenting the basis of HRM and explains how recruitment and selection are a part of the HRM process. The second subchapter presents recruitment and selection processes and what it means in practice. The third subchapter presents the selection process and its different stages more in-depth. The fourth subchapter focuses on candidate experience and why it is seen important in the recruiting process.

2.1 Recruitment and Selection in the HRM Process

Recruitment and selection are part of the Human Resource Management process. Human Resource Management involves different practices in the fields of organization development and its design, employee resourcing, learning and development, performance, reward, and employee well-being (Armstrong 2014, 1). There are many ways of describing human resource management, but a simple way is to say that HRM is a management function that helps managers to recruit, a select, train, and develop members for an organisation. HRM covers a set of programmes, functions, and activities to maximize both employee and organisational effectiveness. (Shivarudrappa 2009, 6.)

According to Armstrong (2016, 7), the main goals of HRM are to support the organization in achieving its goals by developing HR strategies that are integrated with the business strategy. Nonetheless, the most important aspect of HRM is to embrace the development of high-performance culture and to ensure that the organization has the right engaged talented employees with skills they need. Although there have been new developments established to HRM activities, for example, human capital management, engagement, e-HRM, high-performance work systems, and reward management to highlight concrete actions what to do to execute the strategy what organization has, rather than only focus on the philosophy behind the original HRM concept (Armstrong 2016, 10-11).
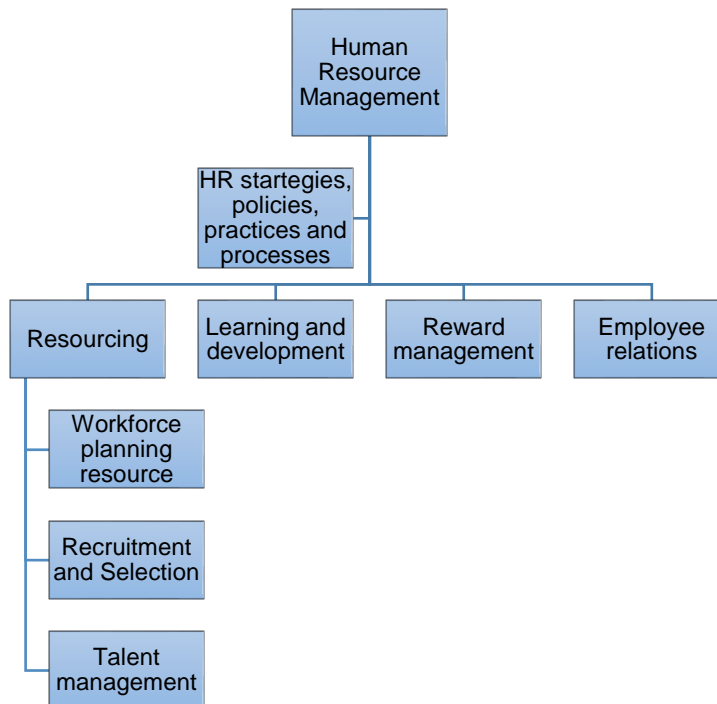
Figure 2. HRM system Armstrong (2016, 13)

Figure 2 presents an essential part of the HRM system that relates to resourcing. It consists of different HR practices, which are connected and jointly enable them to achieve HRM goals. The strategic system approach has a link between all the HRM process phases. HRM system gathers HR philosophies, strategies, policies, processes, practices, and programmes together. These components describe values and principles, determines organizational goals and direction, how chosen values, strategies, and principles are applied and implemented, and consists of the approaches used in managing employees. (Armstrong 2016, 11-12.) HRM system is a large function and the main important aspect is to achieve effectiveness and success in the organization. They do this by supporting management and employees through management, employment, learning and development, and employee well-being. An effective HR system will also provide a competitive advantage and it should resolve business problems. The HRM system plays a key role in the creation of the work culture. Employee engagement enables employees to realize their potential and create a benefit to the company and for themselves. (Armstrong 2016, 12.)

HR activities are divided into two categories: transformational, which means strategic activities, and transactional, which covers the main HR services like resourcing, learning and development, reward, and employee relations (Armstrong 2016, 12). Workforce planning consists of assessing future needs and deciding how many and what type of personalities are hired. Therefore, it is an essential part of the resourcing. (Armstrong 2016, 173.) In

this study, the focus is on resourcing which includes recruitment and selection as in one sub-category.

2.2   Managing the Recruitment and Selection Process

Sometimes, recruitment and selection are considered to be a part of the talent management process as well as a part of the resourcing phase in the HRM system. Talent management can be defined as "the goal-orientated and integrated process of planning, recruiting, developing, managing and compensating employees." (Dessler 2013, 59.) A well-established recruitment and selection plan is an essential part of HR strategy and can significantly improve organizational performance, employee relations, and positive public image (Pilbeam, Corbridge, 2006, 142).

Recruitment is defined to be the process of finding a pool of qualified candidates for a specific job, and therefore, it is the first part of the hiring process (Gómez-Mejía, Balkin & Cardy 2016, 183). When there has been a carefully made decision to hire a new employee to the company, recruitment becomes necessary. Figure 3 indicates the stages of recruitment and selection.

Recruitment	Defining requirements	Attracting candidates	Sifting applications			
Selection	Interviewing	Testing	Assessing candidates	Obtaining references	Checking applications	Offering employment
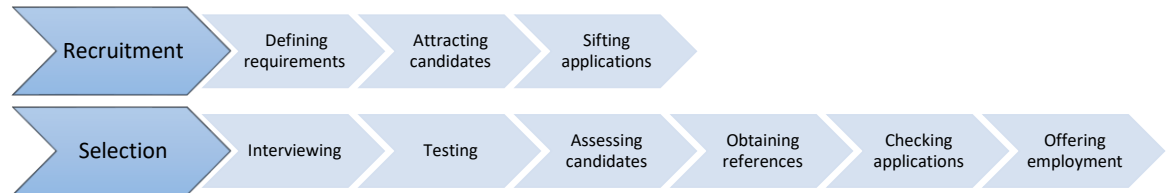
Figure 3. 9 stages of recruitment and selection (Armstrong 2014, 226).

As the first step in the recruitment stage is defining requirements through a highly important job analysis. This includes role profiles and person specifications. Role profiles must be defined to establish a job description to attract candidates. Defining roles can include information about the terms and conditions for example pay, benefits and hours, and other special requirements. When it comes to a person specification, a role profile provides the whole basis for person specification. (Armstrong 2014, 226.) Job analysis allows for thinking if the job has changed and reviewing the knowledge, skills, and competencies needed. It is a systematic process of gathering information about the tasks, responsibilities, and job contexts. It is especially needed for newly established job openings or in a situation where the job analysis has not been done earlier for the current position.

The outcome of the job analysis is mainly the job description and person specifications. A good job description explains the purpose, the task, and the scope of the job. The description should also contain person specification and the people characteristics required for the job. (Pilbeam & Corbridge 2006, 146-150.) The person specification is also known as a job specification. Defining knowledge, skills, and abilities (KSA's) are needed to determine the expectations of the applicants to succeed in the role. Knowledge is what individuals need to know to carry out the role. Skills and abilities are more related to what they must be able to do to perform well in the job. Behavioural competencies are role-specific features, usually based on the analysis of successful employees and company core values. Candidates' behavioural competencies should fit and support the organization's culture. Qualifications and training include academic and professional qualifications that are needed in the job. The experience needed for the job must be mentioned if it is needed for the role. Also, if there are so-called specific demands for the job it should be included in the role description. Overall, the more specific role definition you have, the more qualified candidates it will attract. An important thing to remember is to be realistic about the role specifications. This can avoid dissatisfaction among recruits if their talents are not being used to their full potential. (Armstrong 2014, 226.)

Attracting candidates is the primary issue of identifying, evaluating, and using the most appropriate source of applicants. There are several steps to follow when planning how to attract candidates. First, analysing the strengths and weaknesses of the organization as an employer. The second is to analyse the requirements of what kind of person is needed and the third is to identify potential sources of candidates. (Armstrong 2014, 228.) There are two different approaches in the recruitment and selection stage, external or internal resourcing (Armstrong 2016, 178). In this case, an external approach to attract candidates is used since the problem in the case company is that they do not have enough employees. One way of pursuing this external strategy is to utilize social media and the internet to attract suitable candidates (Armstrong 2016, 180). Online or e-recruitment uses the internet to advertise vacancies and shares information about the jobs in the organization. There can be career areas on the organization's website where applicants can send their applications and CVs. Especially when attracting graduates or young adults e-recruitment is still the most effective approach. Employers use organization websites to promote themselves as an attractive employer. More than two-thirds of organizations that recruit graduates or young adults use online recruitment daily. (Barber 2006, 6.) A decent company website makes recruiting proactive and increases the chance of finding suitable employees. Website focus should be in the content, navigation, branding, and functionality. Improving these parts employers ensure that the candidates will find the company webpage. This can be ensured by purchasing visibility through hotlinks and buttons that

lead directly to the website. Getting the insight into the effectiveness of the website by tracking the number of hits on the page grants insight as to how the website should be re-designed. (Arthur 2015.) One option, which is quite popular today, is to use commercial job boards. The commercial job boards like monster.fi and indeed.fi can be useful be-cause people who visit the sites are usually looking for the job and can be more suitable applicants for your vacancy. (Armstrong 2014, 229.) A cost-effective way to find suitable candidates is through employee referrals. Not only it is cost-effective but also considered to be a good sourcing tactic since people can let others know of the company's good rep-utation. This will attract candidates, especially when they hear about the positive experi-ences through a friend or acquaintance. (Spinks 2016.)

Social media advertising is effective and saves time. Nowadays organizations use more LinkedIn than ever. Applicants and employers use LinkedIn to seek jobs or talent, granting them something beneficial. Communication in social media is interactive and transparent which makes it easier to get connected with other people. LinkedIn recruiter tools help employers to find possible applicants and to see how the online population views their em-ployer brand. (Armstrong 2014, 230.) The advantages of using online recruiting are that it reaches a wider range of applicants, it is cheaper and quicker. The downside is that even though online recruiting can increase the number of applicants; the quality can vary. (Arm-strong 2014, 228.) Therefore, it is increasingly important to consider which social media platforms to use and how to use them to attract the right candidates. Web 2.0 is a term that is used to describe the recent internet activity between individuals, companies, and brands. Individuals interact and contribute with the employers and brands rather than be passive followers. Social networking sites such as LinkedIn and Facebook are used fre-quently. This creates new opportunities for employers to network with potential job- seek-ers and get more information about their social media activity and presence as well as to promote the company's employer brand. (Pilbeam & Corbridge 2010, 168-169.) When ad-vertising the job opening in social media the visual features are the key to make the ad appealing. Over 91% of the people are using smartphones daily, so the job ad should be mobile friendly to share it across social media and to make applying easier. (Headworth 2015, 35.)

There are some tips to increase social media engagement for example to ensure that em-ployer's social media platforms are kept current and align with the organizational culture and vision. Pay attention to consistency in the posts and open vacancy marketing, provide quick access to the career page and application process. Encourage employees to be ac-tive on social media, consider using paid options to boost visibility for the job openings. Utilize data analytics tools to get detailed information about the platforms used. However,

there are some things that companies should avoid when considering advertising job openings in social media. Remembering to utilize all the platforms when marketing job openings and avoid sacrificing others like the company website. A crucial mistake is to avoid feedback and interaction. It is important to answer the questions and comments as soon as possible because the lack of it will negatively affect the company's employer brand. (Miller 2019.)

The first candidate elimination in the selection process happens when applications have been received and the checking process starts. To help the screening of the applications there should be a clear education and job experience requirements in the selection criteria (Joki 2018). The employer goes through the information of the applications and sorts them out. After this employer decides based on the criteria chosen for the role of whether the applicant is called for an interview or not. After receiving several applications usually, a standard acknowledgement letter should be sent to the applicants to let them know that their application is received. Sorting means that applications are classified in the matter that tells employers which candidates are the most suitable for the job based on the established criteria in terms of qualifications and experience. (Armstrong 2014, 234.)

It is essential to analyse and evaluate the whole recruitment process and its methods constantly. This could be done by looking at the number of responses, applications received, and candidates interviewed. Furthermore, by asking the applicant where they got the information about the vacancy will give valuable information to improve the recruitment process. Professionalism is always a key for good recruitment process and candidate experience. Hence, the recruitment and selection process is a two-way process and it is worthy of reminding and recognise that the candidate can exit from the process at any time. (Pilbeam & Corbridge 2010, 178-180.)

As stated earlier, in the study the case company will expand its operations abroad in the future. Therefore, recruitment and selection must be considered for international recruitment purposes as well. Harver (2020) article states that 75% of candidates analyses a company's reputation before applying for a job. A solid employer brand and communication are essential not only in international markets but in domestic markets as well. For example, making sure that the company website is appealing, and information is easy to find will appeal to candidates. It is important to be aware of the international laws and regulations since those vary across the countries. Foreign employees appreciate the company's dedication and understanding of their needs. A high-quality recruitment process should offer openness about expectations, roles, and obligations from both employees and the company. At best international employees will benefit the company on different levels like

overcoming skill gaps, increase the organization's diversity, and formulate a unique and diverse team. (Harver, 2020.)

All the stages in the recruitment and selection process from sourcing to final selection can be utilized through social media when international recruitment is concerned. The same network channels can be utilized in multiple parts of the process, but it is good to remember that the audience in each channel can vary. Therefore, understanding the differences of each channel is important to reach out to and engage possible candidates effectively. (Headworth 2015, 23-24.) Sourcing can be done by utilizing Facebook and LinkedIn. Attracting the candidates can also be done by using social media, especially in this case Facebook is used for recruitment marketing and LinkedIn for professional recruitment and networking purposes. Attracting candidates can be done through job boards and referrals as well (Headworth 2015, 24). The application process is done online, and applications will be sent through an email. Additionally, online job boards will be utilized too. Therefore, in this case, all the recruitment process steps can be done online to attract and hire people from abroad. Also, selection process steps, especially interviewing and testing can be done virtually and by using video interview tools. However, all the communication should be provided in English and be consistent throughout the process. In the next sub-chapter selection process is described more thoroughly and in detail.

2.3   The Selection Process Overview

Selection is the process of deciding whether you hire or not hire the applicant for the job and after the recruitment, this is the second step of the hiring process (Gómez-Mejía et. al. 2016, 183). Selecting the right and most suitable employees is crucial for many reasons. The right selection will affect positively the company performance, employees with the right skills and features will do a better job for the company. Careful screening reduces costs and undesirable applicants. Hiring and training are costly because it is time-consuming and requires a lot of work but when it is done carefully and well it will benefit the company in the long run. The classic trio in the selection method includes application forms, interviews, and references. (Dessler 2013, 101.)

After preparing job analysis and creating the job description it is crucial to determine selection methods and how to start screening the possible employees (Armstrong 2016, 236). In the selection process, there are six stages to complete the recruitment and selection process. These stages are presented in Figure 4.
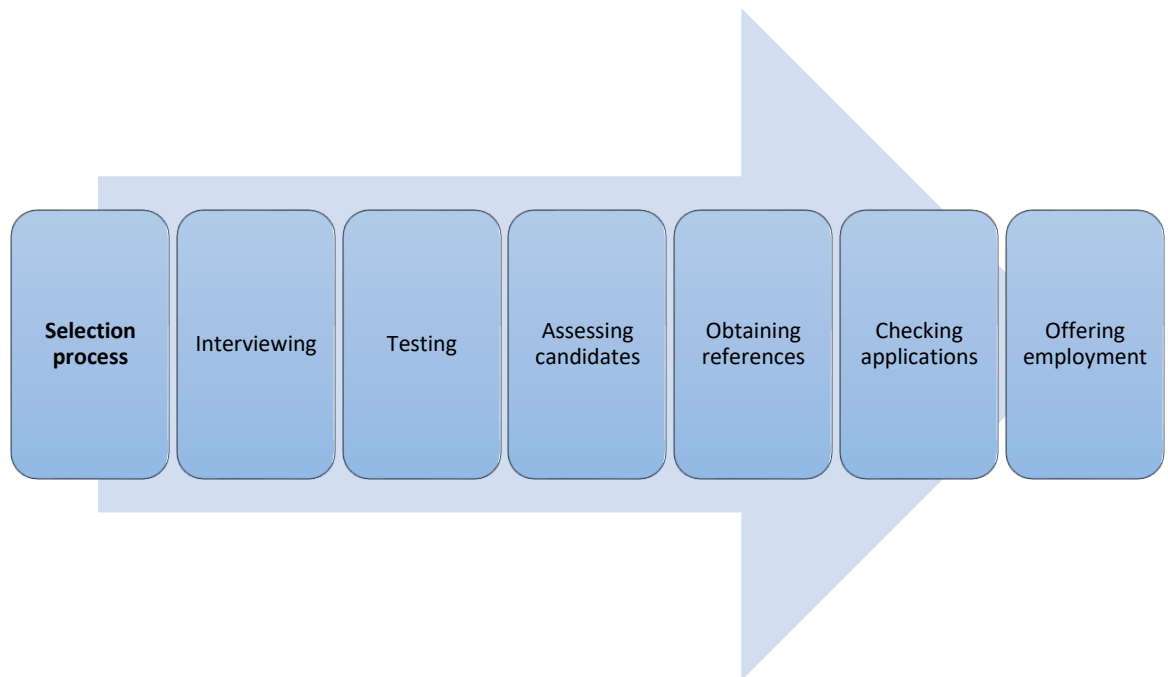
Figure 4. Selection stages (Armstrong 2014, 226).

As shown in figure 4 there are six stages to complete the recruitment and selection process. The selection method usually starts with an interview. The interview is the most familiar method of selection. The purpose of the interview is to gather information about the candidates that will affect how well they will do the job in a face-to-face discussion which will lead to a selection decision at the end. The interview should be well structured, fair, and equal. The advantages of the interviews are that they provide opportunities to explore candidates' competencies and experience, understand the job and organization more. It also allows the candidate to ask more questions related to the job or other unfamiliar issues of employment or concerns about the tasks or possible career prospects. (Armstrong 2016, 236-237.)

2.3.1   Interviewing

When preparing for the interview by reviewing applications and resumes, Arthur (2015) defines several checkpoints to look at, scanning overall appearance, checking omissions, blanks, and gaps in the job history, seeing if there are overlaps, noting any other inconsistencies and the frequency of job changes. Reviewing reasons for leaving previous jobs and identifying duties and responsibilities. Recognising so-called "red flags" which are any kind of inconsistencies in given information that might give a suspicious feeling. These can be pursued in the interview phase. (Arthur 2015.)

Before starting the interview, it is important to get familiar with the job opening specifications and reviewing the duties and responsibilities to make sure that these are related to previous experience and education of the candidate. Requirements should be consistent with the duties and responsibilities. (Arthur 2001, 75-76.) Having a strong basis for the upcoming interview by outlining a few basic questions. At this point, the job description can be utilized to create questions about the skills required. Hypothetical situations can be developed and presented to applicants to demonstrate how they would handle the situations. Keeping the questions simple and avoiding too detailed questions will make the environment during the interview relaxed and natural. After starting the interview with the basic open-ended questions, the rest of the questions will follow the applicant's answers. Listening and being present is the key to a successful interview. (Arthur 2015.) Organizing an interview in the selection process is important since rarely an employer wants to hire an employee without actually seeing the prospective employee and potential employees would not feel comfortable to join in the company without meeting the future colleagues and supervisors. This shows the importance of a well-planned interview, especially the interview will give valuable information through communication between prospective employees and employers. For the employer, the interview is essential to give the employee a realistic job preview. The realistic job preview enables the applicant to make an informed judgement. The interview can be improved or established through planning, structuring, and development of interviewing skills. However, the structure of the interview can vary but there are usually four basic steps. At first initial contact and explanation of the structure of the interview are explained. The second and third steps focus on the interviewer asking the questions and the interviewee responding to them and vice versa also additional information can be shared at this point. The last step is closing the interview and to agree on what happens next. (Pilbeam & Corbridge 2010, 195.)

It is good to be realistic about the bias that could occur during the interview. The crucial thing to know is that interviewers make up their minds within the first few minutes of the interview. This might become a problem during the interview, since the interviewer spends time confirming these first impressions actively by seeking information that would confirm the initial judgement. Other problems might be the so-called halo effect, which means that a single bad or good feature or information carries unequal weight in the selection decision. The interviewer's preferences towards certain candidates may lead to treating candidates unequally and creates unnecessary bias. Stereotypical assumptions based on behaviour, preferences, work performance, and comparing candidates to previous once may also lead to bias decisions. By recognising these aspects will increase effectiveness, predictive validity, and reliability in the interviews. In a structured interview, there are three types- biographical, situational, and behavioural interviews. Biographical consists of areas

related to the application form and therefore the structure of the application form is critical to get an effective process. A situational interview means that candidates are asked to describe their responses to the hypothetical job situations and behavioural interview concentrates on asking to explain past job experiences and job-related behaviours. Behavioural and situational interviews are proven to have greater validity compared to behavioural interviews. The most relevant factor of having a structured interview is that candidates are asked the same questions to make the comparison of candidates easier with the person specification criteria. (Pilbeam & Corbridge 2010, 195-198.)

In the international recruitment process, interviews can be conducted through video calls for example using Skype. Additionally, video recruitment tools can be used when expecting a one-way interview from a candidate. Especially in today's business world when minimizing travel expenses is a crucial and effective hiring process is appreciated different video interview tools became popular. To succeed in the video interview as an employer, it is good to make sure that before an interview all the technical aspects work, different time zones are being considered, and that there is enough time reserved to complete the interview. (Sproul 2017.)

2.3.2 Testing

Selection tests are used to get valid and reliable information about abilities, intelligence, personality, and aptitudes. Tests are used as a part of the selection process especially when there are many recruits and when it is not possible to rely entirely on the previous work experience among the candidates. (Armstrong 2016, 239.) Selection tests enable employers to match an individual's abilities and potential with the requirements of the job. Also, tests identify desirable and undesirable traits. Job-related tests also protect against negligent hiring. (Arthur 2015.)

Psychometric tests are used to measure individual differences, like personality, aptitude, ability, or intelligence. Appropriately and specifically chosen and used tests related to specific jobs can create value in the selection process. However, there is little contention if these tests provide useful information for the selection decision. Even though, personality assessments are still used in the recruitment and selection process. For example, the Myers-Briggs Type Indicator is a personality assessment based on behavioural preference dimensions and personality types. This assessment is used for developing interpersonal skills, self-awareness, and team building. Before utilizing tests, it is essential to consider the costs and time, and effort of what using the tests requires and compare these aspects of the added value to the selection process. Personnel using and analysing the test and

its results need to be professional and well trained for the job. (Pilbeam & Corbridge 2010, 198-203.) Hence, the tests increase validity and are one of the key indicators predicting job performance (Anderson, Voskuijl & Evers 2005, 148). As stated earlier, tests can be used at the beginning of the selection process for identifying the most suitable candidates before asking them to come to the interview. Although, tests can be conducted at any point during the selection process. The value gained from tests depends on what stage tests are used, if tests are completed at the end of the selection process usually after the interviews, employers place a minor value on the tests but greater value into face-to-face interviews. Employers who place equal value in all the main aspects - interviewing, testing and references usually discuss different aspects of the job with the applicant, then conduct the tests and talk more with the applicant and finally check references. (Arthur 2015.)

When recruiting people from abroad testing can be a useful tool to identify the most suitable candidates. Online testing as a selection method is a rapidly increasing trend, especially in the situation where an employer expects a large number of applicants. Recognising online testing variations is crucial to identify the main important issues relating to standards of administration, the security of the tests, test data, and control over the testing process. Tests should be completed through a secured internet connection. The organisation should monitor testing, for example, by timing the test and requiring applicant information to identify the person who does the test. Although online tests have their concerns like those related to the supervision of tests. Lack of supervision might decrease the reliability of the results. Online tests can include multimedia enhancement to present work-related scenarios to applicants through a post-scenario questioning or to present job-related situations and applicants' task is to indicate what they would do next. (Pilbeam & Corbridge 2010, 211.)

2.3.3 Assessment methods

Assessment of candidates can be done in the groups as assessment centres or individually. The assessment centre aims to provide a more comprehensive and balanced picture of individual members of the group. Exercises used can be related to key dimensions of the job, role plays, or group exercises. The main point of these exercises is to see how individuals work as a team or how they perform in a job. (Armstrong 2016, 240.) The assessment centre is considerable in terms of cost, time, and effort. It is a practical proposition especially when there are numerous candidates for critical positions like managerial positions. When assessment centres are properly developed, applied, and validated those will improve the effectiveness and credibility of the selection process. The design of the assessment centre includes job and competency analysis, a combination of selection

techniques, and selecting and preparing candidates. Job description and person specifications provide the criteria for the assessment centre and facilitate the selected techniques to reflect the competencies and characteristics identified earlier. Assessment techniques can be group discussions or interviews, individual interviews, group activities, work simulations, personality questionnaires, or other psychometric tests. Post-event review after the assessment centre is necessary to develop it further and gain valuable information about the process. (Pilbeam & Corbridge 2010, 205-208.)

2.3.4 Checking applications and obtaining references

Checking applications is important to confirm that information given in the application is correct. Usually, the employer checks previous work experience from previous employers, education from the universities, or professional institutes. Other checks can be made as well through interview questions, criminal records and credit reference can be checked. (Armstrong 2016, 242.) There can be two approaches like whether a new employer asks for opinions or facts from a previous employer. Alternatively, it is justified to consider how much weight is given to references in the application process. (Pilbeam & Corbridge 2010, 193-194.) As stated previously in the interview stage there are several points to check from the application or resume: scanning overall appearance, checking omissions, blank, and gaps in the job history, seeing if there are overlaps, noting any other inconsistencies, and the frequency of job changes. Reviewing reasons for leaving previous jobs and identifying duties and responsibilities. Recognising so-called "red flags" which means any kind of inconsistencies in given information that might give a suspicious feeling. After checking these points and comparing the information in the application and resume to the information given in the interview it is time to move on to the last stage which is offering employment. (Arthur 2015.)

2.3.5 Offering employment

The last stage in the selection process is to offer employment. This will happen after all the references have been given and the applicant has passed the interview and other possible tests (Armstrong 2016, 242). Employment offer should be in written and include the main features of the job, working hours, start date, pay, and benefits (Pilbeam & Corbridge 2010, 213). The employer lists the offer's basic information, it starts with a welcome sentence, then it includes information related to job specifics. In the offer, there should be a statement that the employment relationship is "at will." (Dessler 2017, 255.)

Nowadays job contracts can be done electronically as well. This is especially needed in the situation when an employee is hired from abroad. Many factors support electronic contract signatures. Commonly known facts of electronic signatures are, for example, time-saving, environmentally friendly, physical transporting of hard-copies is removed between parties, which brings up the high-security. Other facts are the increased transparency since the process is kept digital and both the company and new employee can see the contract and other paperwork when needed. (ContractZen 2020.)

Even though legislation and contracting is a vital part in the recruitment and selection process, in this project-based thesis employment legislation and contracting are left outside of the project scope, because the focus in this thesis is on creating a clear and understandable picture of how the recruitment and selection process should be done through a visualization of the process phases. Therefore, legislation and contracting being a part of the whole process are being discussed briefly and only in passing.

2.4 The Importance of the Candidate Experience

In the candidate experience, the key thing to consider is what the organization can offer to the employees and how to improve the employee value proposition. All in all, candidates are selling themselves and their skills to the organization, but they are also buying what the organization has to offer. (Armstrong 2014, 228.) Candidate experience is related to the employer brand. To attract a high-quality candidate's employer brand image must be good. Nonetheless, a good candidate experience will affect positively the company's image. Candidate experience has been an important topic for several years and has become extremely important for all organizations (Carpenter 2013, 207). By creating an environment where people want to be a part of for a long time differentiates the company from its competitors. This also leads to developing, strengthening, and maintaining employee engagement. Employees are willing to stay longer in the company when they feel that the organization is investing in them and offers growth opportunities. It is recommended that employees move to new projects every two to four years, this supports both corporate mission and the employee's career goals. (Kane, Kiron, Palmer & Phillips 2016.)

Delivering an exceptional employer brand experience begins long before people join the organization and extend beyond employees. It begins with content marketing and recruitment advertising when many candidates get their first glimpse of the organization and start to form their initial expectations. After this, it ramps up slowly as candidates submit applications and undergo screening their first actual experiences with your organization. When candidates apply for a position, they might be vulnerable, and the application and

screening process can be very emotional, particularly for those who do not make the cut. To make a positive first and lasting impression, developing an application, and screening process that makes candidates feel good about themselves and the organization, regardless of the outcome. The bad experience will make damage to the company image if rejected candidates think that they were treated badly in the recruitment and selection process. Candidates with a bad experience will most likely tell about it to their friends and this word-of-mouth advertising will damage the company's employer brand. (Mosley & Schmidt 2017.)

Especially, to attract quality candidates, candidate experience matters. Social media plays a huge role in engaging candidates. Channels like Instagram or Facebook are good platforms to improve engagement. Recruiters should concentrate on looking at what brands are doing and reflect more on the fact that what people are doing and where they spend time. Candidates want to see real life and real people this makes companies and employers more approachable. (Spinks 2016.)

An interview process is one of the most impactful candidate experiences since that would be the first time when the recruiter meets the applicant. Candidates are expected to deliver a good first impression, but employers should also focus on providing a good first impression on the applicants to create a warm and welcoming atmosphere. Especially since good first impression will affect not only in creating a positive interview experience but also positive candidate experience. (Johnson 2018, 23.)

In the recruitment process, valuable elements are transparency, honesty, respect, feedback, and a straightforward process. Candidates hope to receive feedback, especially calling is appreciated since it makes them feel respected. (Carpenter 2013, 207.) The golden rule of making candidates feel appreciated and happy is to treat them the way you want to be treated. Also, setting the right expectations from the beginning by letting the candidates know when and how often they will be contacted during the recruitment process is vital. Lack of communication is one of the main factors of candidate dissatisfaction, and it occurs too often, it happens that applicants do not get the effective communication that they expect. As stated earlier another way to enhance the candidate experience includes a straightforward process that values the candidates' time. Candidates do not feel valued or appreciated if they are left waiting for a long period for no reason especially in face-to-face meetings, or if the recruiter is not well prepared for the interviews. (Finn 2017, 239-240.) Furthermore, applicants should be kept updated about their status throughout the whole recruitment and selection process. Providing the feedback immediately after the

possible rejection of an applicant, despite the possible negative reaction given the feedback might lead to a positive candidate experience later. Understanding the candidates' perspectives and needs will help to gain a positive relationship between the candidates and recruiters. (Paauwe 2017.)

Moreover, establishing a great candidate experience does not require a huge financial investment. Great candidate experience comes from simple changes in how candidates are treated and viewed. In the end, constant communication, fair and respectful treatment with a quick and effective recruitment process will be enough. (Finn 2017, 239.)

3 Establishing a Recruitment and Selection Criteria

This chapter focuses on project task 2, which consisted of establishing recruitment and selection criteria for the recruitment and selection guidelines through a qualitative interview with the company personnel. The first subchapter presents the methods applied to achieve the project task and the second subchapter focuses on reporting the results.

3.1 Research Methods for Recruitment and Selection Criteria

Three different methods were used to analyze the current recruitment and selection process in Viaminnet. Firstly, the existing recruitment and selection documentation was analyzed to find out what instructions and guidelines the recruiter is already using and to gain more information about the process. The analysis process included finding parts that were unclear or lacked information. After the analysis, suggestions for the improvements were made. Documents provided to the analysis were job descriptions and interview questions used during the candidate interviews. Analysis of the documents is discussed in subchapter 3.3. A lot of relevant documents were missing to perform an effective recruitment and selection process. The outcome of this chapter was to establish documents for the recruitment and selection process. Documents established were a person/ job specification list, a job description, and an interview question template for the candidate interviews.

The second part of the analysis was to conduct qualitative interviews with the company manager and employees to receive more information on how the recruitment and selection process was at the time of the interview. In the interviews, the information gathered were related to the criteria for the recruitment and selection, how to improve the recruitment and selection process, what platforms to use to attract the candidates and market job openings, and which are the essential elements to complete an effective recruitment and selection process suitable for the company. The theme interview can be semi-structured with finished questions and the interviewer can change the wording of the questions and the order might vary according to the responses of the interviewee (Hirsjärvi & Nurme 2015, 47). The qualitative interview method was chosen mainly because there were no existing recruitment and selection guidelines, therefore the theme interview was the only way to gather enough detailed information about the company's current recruitment process and needs. Interview questions in the manager interview focused on two themes, the company's current situation in the recruitment and their development needs. The employee interviews focused on the skills, abilities, and experience needed to perform well in the salesperson job, what are the best channels to attract the candidates, and information needed during the recruitment process. Altogether there were four interviews, one with the

company manager and founder, and three were with current and past employees. Since the commissioning company is still in the start-up phase one of the previous employees needed to interview as well because there were not enough current employees to interview otherwise. The author prepared a set of questions for the manager interview and a separate question for the employee interviews. All the answers were analyzed separately question by question to ensure that all the details are taken into consideration. The skills and specification criteria needed for the salesperson role were analyzed by comparing the similarities between the manager interview and the employee interview to figure out the necessary skills. The manager interview was conducted online as a video interview on April 24th and it lasted for 1 hour. The employee interviews were conducted online as well the interviews were held on 22nd and 23rd of April and the interviews lasted about 20-30 minutes per employee. The company's brand manager was also asked to answer the interview questions, but this happened through an email because of the scheduling issues and the answers were gained on 29th of April. The results of the interviews are reported in subchapter 3.4.

The third part of the analysis was to design the recruitment and selection criteria. Through the information gained from the manager and employee interviews with the theory based on the criteria, the final design for the criteria could be established. Especially interviews with the employees gave valuable information for the job specification and skills needed to perform well in the job. The recruitment and selection criteria will focus on the salesperson specifications and it will be in a separate form, to use it in the job description and later for the other recruitments as well. The list of the person specifications was established by combining the information given from the interviews. The finalized design and selection criteria statements will be further discussed in subchapter 3.5.

3.2   Results of Existing Documentation Analysis

The commissioning company offered two different documents that the manager uses for the recruitment process. The first one was a piece of a job description that they had in Duunitori years ago, and the second document provided was the questions used in the candidate interviews.

The current **job description** showed only parts of the details needed in the proper job description. This was mainly because external help to establish the job description was used for the recruitment and that the recruitment was already made several years ago, so some of the details were missing from the template that the author got, even the manager did

not have the complete job description anymore. Therefore, it is justified to say that on behalf of the company there is no existent job description other than the one that was used several years ago. Although, the parts that were in the job description were necessary and well organized. There was an information about the company, where the job will take place, and the duration of the employment. The weakness is that the company does not have a complete job description of what to use but it can be considered a strength as well, because now the author could establish a tailored job description for the company's needs. The following suggestions were made based on the current information about the job description.

More information should be included in the job description to make it informative enough. Necessary information needed for the job description:
- The main purpose of the job at the beginning of the job description
- What type of person is wanted?
- Skills needed to perform well in the job
- The main duties and responsibilities
- Things the company can offer for the employee

All in all, a well- structured job description is highly needed to attract suitable candidates. Even though the job description was lacking a lot of necessary things it was good to see how it has been in the past, so the new job description is easier to establish.

The second document was the **interview questions** used by a manager conducting the candidate interviews. The questions were very common, related to the candidate's motivation for example why they wanted to work for Viaminnet and what do they know about the company already. Some of the questions were related to education and language skills, also previous sales experience was asked. Then there were questions about the candidate's skills and development plans for example what kind of skills the candidate wants to develop and where he/ she is good at. In the end, there were few general questions related to the future, does the candidate see a possibility for a longer career in the company. As well as a salary request was asked among the question of the working hours, like how many hours the candidate is ready to work during the week.

This document provided good informative questions to use during the interviews. The manager has previous interview experience which is a strength among the fact that the company has questions established beforehand, which indicates that the interviewer is prepared and professional. The downside is that the questions were very general and the reflection to the selection criteria could fail because of the subjectivity in the current selection decisions. Suggestions were made since more questions are needed to get more information about the candidates and to support the selection decision.

Although, there could be more questions related to the candidate motivation, skills, quali-
ties, and previous experience to get a better view of the candidate. Those questions were
categorized into four different categories: motivation, education, and work experience, the
third category related to competence and personality. The last category consisted of con-
tractual issues and an overall summary of the interview. The work experience and educa-
tion category had few task-specific questions as well. In the interview template, general
information can be added outside the categories and those could be asked at the end of
the interview. For example, questions about future career plans, salary requests, and the
ability to work can be asked here. Also, the company introduction could be done at the be-
ginning of the interview as well as explaining the interview process and how long does it
take before starting the interview. At the end of the interview, the stage of the recruitment
process should be mentioned and when the candidate can expect to hear from the re-
cruiter because this is a part of the good candidate experience and employer branding.
The table 2 shows the interview question template with the categorization. The finalized
interview question tool will be found in attachment 4 starting from page 105. The interview
question tool included the guidelines for the assessment and selection criteria. The selec-
tion criteria correlates mainly with the answers obtained from the interviews, but some ad-
ditional criteria were added to the interview tool through thinking about the ideal answers
for the questions and therefore, differentiates a bit from the selection criteria shown in the
table 4. Justification for this came from the idea of how to get the best possible image of
the candidate during the interview.

Table 2. Interview questions

1 Motivation	1 Why do you want to work for Viaminnet? 2 What are your **expectations** for the job? 3 What kind of tasks or job situations **inspire and motivate** you?

2 Education and Work history	4 Describe briefly your **education history**
	
	5 Describe briefly your **work history**
	
	6 Describe your prior **sales experience**
	
	7 Describe what you think are the most important **customer service skills**
	
	8 What are the biggest **challenges or problems** that you have faced in your career?
	   a) How did you overcome them?
	   b) How did they help you to develop professionally?
	
	9 What do you feel are your most important **achievements** in your career?

3 Competencies and Personality	10 What tasks/duties are you **good** at? 11 What makes you **a good salesperson** 12 What **language skills** do you have? 13 What **skills** you want to **develop?** 14 How would your previous colleagues **describe** you? 15 What kind of roles do you take in teams? 16 How do you feel about routine work tasks? 17 In what kind of **challenging** situations, you have been? How that situation was solved? 18 What **feedback** you have received from your previous colleagues/supervisor? How has it helped you to develop professionally?
4 Summing up and Contracting	19 What would **you bring** to our company? 20 What **future goals** do you have for your career? 21 Why we should **choose** you? **CONTRACTING:** 22 How many **hours** can you work per week? 23 **When** could you **start**? 24 What kind of **salary** do you want? **TO SUM UP:** 25 What are the three things that I should **remember** you? 26 Do you have **any questions** or something else you want to tell us?

3.3 Results of Interview with The Company Manager

The manager interview was divided into two themes. The first theme focused on the current recruitment practices and discovered how the recruitment process is now, what documents are used and where do the advertisement for the job openings happen. The second theme was identified as development needs in recruitment. Therefore, the questions in this category concentrated on the issues in the current recruitment, how to develop the process further, what are the person specifications and how to manage the process so that it will maintain the positive image of the company as an employer.
The manager interview question template can be found in attachment 1.

Company's Current Recruitment Process and Different Steps

The majority of the company's recruitments so far were done through employee referrals. The company manager is currently responsible for all the recruitments. Usually, recruitment started from identifying the need, after this the manager asked from her contacts if they have someone potential candidate who might need a job, typically these contacts are the manager's friends or current employees. The process starts when a person recommended contacts the manager and the manager will ask a candidate to come to the interview. The interview was held by the manager herself, after the interview, the manager showed the store to the candidate, and team members were presented. This helps the manager to see if the candidate would fit into the team. The importance of the opinions of the team was taken into a consideration at this stage because the core team is small, so everyone must get along and cooperate. The company has used external recruitment a few times in the past and it has worked well. Moving forward, the company will do its recruitment and that external help could be used when there is an urgent need for employees or when senior-level positions are considered.

Documents Used in The Recruitment Process

Surprisingly, there were no documents or recruitment channels used at the time of the interview in the recruitment process. As stated earlier, the company gave the author questions used during the interviews but there were no actual existent documents. Especially documents which could be helpful during the recruitment were highly wished. For example, the interview question template was considered helpful during the interviews and the manager requested to also have some questions which cannot be asked during the interviews or which are illegal to ask from the candidate. The things the manager requests from the candidate are driver's licence, CV and if the candidate had a potential, contact

details were asked at the end of the interview. Another thing that the company wanted to have in written, was selection criteria to have it in the interview, so it is easy to see the abilities that the candidate obtains already. Relevant for the person specification was the language skills especially English is essential to perform well, driver's licence was a plus so that the employee can transport the items to the events although it is not required. Some technical skills were needed to handle online shop, for example, knowledge from Microsoft Excel and Word was a plus. Good communication skills and an extrovert characteristic were appreciated and needed for the job.

Current job advertising channels and content

At the time of the interview, the company did not advertise the job openings. They had information related to the internship position on their website but no specific career page. The commissioning company utilizes several social media channels for example promoting new products or offers. Channels used were Facebook, Instagram, and LinkedIn. On LinkedIn, they have 1-2 posts per month and content that attract professionals and is up to date. LinkedIn was seen as an important channel for recruiting professionals or seniors, but job openings could be posted on this channel as well if necessary. Instagram is used more for content marketing and not for recruitment purposes. Facebook would be a combination of these two channels, and it will be used for salesperson recruitment.

Average Duration per Recruitment and The Number of Recruitments Done

There have been around 24 recruitments done since the company was established. The average duration of one recruitment was from one week to one month. Sometimes the need to recruit comes very quickly, that is why the duration of the process varies. In the future, the manager hopes that someone else could handle the starting process of the recruitment and she could step in at the interview phase and when choosing a candidate. This indicated that there is a huge need for the effective recruitment and selection process so that someone else could handle the recruitment in the future as well if the manager is not present.

Challenges in The Current Recruitment Process

The challenges faced in recruitment have been related to the fact that the manager is recruiting the employees through referrals so there was a greater possibility to get manipulated by recommended employees. Especially since the lines between the work and personal relationships are wavering. As mentioned earlier, the challenge to recruit rapidly

was an issue especially recruiting employees to the airport is difficult since usually, the process of getting an identification pass takes a long time. On the other hand, when fairs take place, the demand exceeds the need as well as when recruiting to the shop. Only one recruitment has led to the termination of the contract during probation.

Selection criteria of the company

The selection criteria consisted of several skills, abilities, and characteristics. The manager determined the following selection criteria's which were important when recruiting a new employee:

- *Knowledge of Excel and Word*
- *Good communication skills*
- *Extrovert*
- *Easily approachable*
- *Own-initiative, active*
- *Good Finnish and Englskillsllls*
- *Knows how to use social media*
- *Marketing mindset*
- *Positive*
- *Team player*
- *Likes to work in the fashion industry*

The manager interview 24th April 2020

These characteristics were especially important for the company since they have a strong team spirit and an engaging atmosphere. They have, for example, common lunch and coffee breaks. The manager highlighted the fact that the whole core personnel is one big family therefore, previously mentioned criteria are essential.

Aspects of an Excellent Recruitment Process and The Company's Recruitment Process Development Needs

When asked about an excellent recruitment process few important things emerged. First, the job description should be informative and give a broader understanding of the tasks. An excellent recruitment process should also be clear and clarify what is expected from the salesperson. The important documents needed were the job description, interview question template, and selection criteria in writing. **The most effective channels to advertise job openings** focused more on social media. LinkedIn and Facebook were mentioned, the company prefers also to have some information on their website. They currently have on their website under the contact details mention that if you are looking for an internship please send your application and CV by email. This could be used also for recruitment purposes by adding the mention of the open positions.

Duties and Responsibilities of a Salesperson

The salesperson's duties and responsibilities included obtaining and maintaining a positive company image, keeping the store clean, maintaining the inventory, being responsible for the store, and packaging the online orders. Occasionally, the company organizes private events for the retailers or VIP customers, and the salesperson might be responsible for taking part in the organization and hosting of these events. **The ideal sales applicant** was described to be a young pleasant woman, who is interested in working with fashion. She would be cheerful, sales-oriented, works on being initiative, and possess excellent social and communication skills as in English as well in Finnish. At any point during the interview, there was no discussion of the importance of the education needed. The manager specifically emphasized the fact that the attitude and willingness to learn is more important than education. The new employees are always trained for the job as well as for the products.

The last question **was how to ensure that the applicants get a positive image of the company during the recruitment process?** The manager always made sure that the applicant was warmly welcomed when he/she arrives at the interview. She also presents the applicant to the team members. This emphasizes the importance of teamwork. The things she would like to develop about the process is communication between the company and applicants, by sending a thank you email for the applicants after receiving the applications and keeping the applicants on track of the process. They could also ask about applicants' interest in submitting their contact details and application for job searches. The preferred tool to inform the applicants was email, but a phone call would be more personal especially if the candidate has proceeded to the final stage of the recruitment. The information throughout the process was seen as important and crucial for maintaining the positive image of the company.

3.4 Employees Perspective About the Recruitment Process and Skills Needed for the Job

In the employee interviews, experiences about the recruitment process were asked as well as the skills and characteristics needed to perform well in the job. Also, the best channels for marketing the job openings were discussed. In all the interviews, it became clear that the company does not have a specific recruitment process. The employee question template can be found in attachment 2.

Question 1 asked about the employees' own experience of the recruitment process. One of the employees said that she applied first for the internship and because of the recommendation from a friend she sent an email to the company manager. As stated, in the manager interview the meeting was organized, but in this case, the manager called the employee since she did send an email first. Other employees described the process to be so that it happened through referrals and they were asked to come to the interview. The process was described to be pleasant and clear. **Question 2** was about the best places to advertise job openings. The best channels mentioned for recruiting were job boards and cooperation with schools, this came up especially when the internship position is concerned. Through the cooperation also graduates could apply for the company. Job boards were mentioned to be effective when there was a need to recruit fast. Social media channels Facebook and LinkedIn were mentioned to be effective and seen as an interesting possibility according to the employees interviewed.

Question 3 asked about the important things to know during the recruitment process. Surprisingly, there were a lot of similarities in the responses. Foremost, the job description, location, duration, and the amount of work should be informed preferably before the person applies to the position. Employees also mentioned starting date to be important to know as well as the salary information, both of which should be clarified in the early stages of the recruitment process. One employee emphasized the flow of the process, especially how long the recruitment process was going to last, how many people are considered for the position, and when the final decision is made. Issues related to job satisfaction were noted with who you work with, what are the rules at the workplace, and what career possibilities there are at the company. The company brand manager mentioned that expectations, hopes, and development possibilities should be mentioned during the recruitment process. Honesty about responsibilities and the scope of work was important as well.

Question 4 is related to the employees' duties and responsibilities in the company. These differed a little between the employees. One of the employees said that she has worked in financial management and marketing. Mostly she oversees campaigns and projects, after she graduates, she will be able to take more responsibilities and be more involved on a daily basis. The brand manager will be responsible for the brand design and marketing on social media, company website, and online store. The previous employee worked as a store manager. She described her responsibilities as following:

"Working as a salesperson for the various pop-up stores, organizing different events, and operating as a store manager at the main shop. Inventory management, handling online orders, and acting in production support was a part of my duties as well."

<div align="right">

Employee interview, 22nd of April 2020

</div>

Question 5 consisted of the needed skills, capabilities, and experience for the good salesperson. Several features were found, but three traits were emphasized the most. A good salesperson should be flexible, open-minded, and reliable. A positive attitude was needed as well as working by their initiative. Problem-solving and decision-making skills were desirable especially since occasionally salesperson needs to work alone. The need for education was minimal, employees felt like the right attitude plays a bigger role than the education when it comes to succeeding well in the role. Although, a secondary school diploma was mentioned to be a good thing to have when applying for the job. When talking about what kind of prior job experience the applicant should have a customer service experience was mentioned several times. Employees did consider experience or interest in fashion beneficial but not necessary.

Positive personality and willingness to learn new things were considered to help perform well in the job. As stated earlier, positivity, open-mind, flexibility, and reliability were the personality features needed. The trust between employees was seen as important, to be able to trust the fact that everyone will do their job and ask for help if needed. Especially since the core team is small this was emphasized. Flexibility was an important aspect because everyone needs to do several things at the same time and help others if needed. Positivity keeps the work environment light and safe, but also creates a welcoming atmosphere. Customer service skills are considered important, as understanding the customer needs will help build a connection with them to advise them better. Actively encouraging customers to try on the jewelry will help them to decide and gain new ideas because sometimes customers do not know what the best fit for them would be. Being sales-oriented will help but it is good to remember to avoid being too forthcoming so customers would not feel uncomfortable. Quick learning, problem-solving skills, positive and brisk attitude together with the willingness to help customers and serve them in the best possible way was also seen as good skills for providing the best customer service.

As regards the language skills required, fluency in Finnish was essential and good skills of English were needed. All the other languages were a plus. Other communication skills both oral and written skills should be good as the salesperson would reply to customers' messages and communicate daily with them in person. Also, the communication should be clear and honest in every situation.

3.5   The selection criteria design

The selection criteria enable the company to interact with the candidates and help the company to identify the most suitable ones who will match the standards of the future performance (Anderson, Voskuijl & Evers 2005, 74). The selection criteria should be realistic and short, it should be written using terminology that everybody can understand. To make the criteria clear, listing the criteria in priority order might be a good idea so it is easier to follow as a recruiter which criteria are already met before proceeding the selection process. Normally 8-10 criteria per position is a good amount to keep the criteria concise. Also, describing the skills and experience as observable behaviors rather than personal qualities of the type, for example, avoid mentioning specific experience in years "minimum of five years' experience in customer service." (Southern Cross University, 2020.) Instead of using a more observable approach for example mentioning the "ability to perform in different customer service situations." This approach will give a professional image of the company and does not discriminate against possible applicants beforehand.

The answers from the employee and manager interviews were compared to make the justification for the selection criteria. Table 3 shows the salesperson criteria comparison between the employees' and manager's opinions based on the information gained from the manager and employee interviews.

Table 2. Salesperson criteria comparison

Manager	Employee
Positive	Flexible
Sales-oriented	Open-minded
Own-initiative	Reliable
Social skills	**Positive**
Communication skills in Finnish and English	**Own-initiative**
Knowledge in MS Excel and Word	Problem-solving skills
Easily approachable	Decision making skills
Social media knowledge	Good attitude
Marketing mindset	Customer service experience
Team player	**Sales-oriented**
Likes to work in fashion	**Good communication skills in Finnish and English**

From the comparison, four common characteristics were found positive, working by own-initiative, sales-oriented, and good communication skills in Finnish and English. Additionally, from the employee interviews customer service experience, problem-solving, and decision- making skills were mentioned to be essential skills to perform well in the job. As well as when the position takes place in the main shop MS Word and Excel skills were seen important according to the manager interview.

All together seven characteristics for the salesperson were identified from the company interviews and the comparison made: positive, working by own-initiative, sales-oriented, good communication skills in English and Finnish, knowledge from MS Word and Excel, customer service experience, and possessing a problem solving and decision-making skills. These seven requirements will be used to create selection criteria. Person specification is needed to assess all the candidates objectively and it will contain a minimum of the requirements to perform effectively in the job (University of Bath 2020).

Together with the theory discussed above and the information gathered from the interviews the selection criteria statements could be established. The theory about selection criteria formed the principles that were used to design the final selection criteria statements. The selection criteria were categorized as following: skills and abilities, knowledge,

experience, qualifications, and work-related qualities, for example, skills needed in the customer service.

The commission company wanted to have the person specification list as a written format so, it would be available during the recruitment interviews with candidates. Also, different categories from the person specification list, will be utilized in the job description. Together with the list, selection criteria statements were established based on the information gained from the company interviews. The statements were made based on the comparison of the several person specifications indicated by the manager and employee interviews.

The following criteria statements were made:

1. Experience in customer service
2. Positive attitude
3. The ability of written and oral communication in English and Finnish
4. Ability to work by own initiative
5. Capacity to solve problems and make decisions independently
6. Basic knowledge of MS Word and Excel
7. Possessing a sales-oriented mindset

The statements are listed in priority order to emphasize the most relevant abilities for job performance on top of the list. To broaden up the selection criteria scale, a person specification list was made. The list of person specifications was divided into different categories such as skills and abilities, knowledge, experience, qualifications, and work-related qualities, for example, customer service skills. Table 4 presents the person specification to the role of the salesperson. Information for table 4 was gathered from the company interviews.

Table 4. Person specification for salesperson

Criteria	Person specification	Job specification
Motivation	Realistic expectations Knows something about the company already Interested in the company Interested in fashion Domesticity	
Education and Work history	Social media skills Interested in marketing	Customer service experience Work experience in fashion Secondary school diploma
Competency	Problem-solving skills Decision-making skills Sales-oriented	MS Excel MS Word Language skills (Finnish & English)
Personality	Social Team player Reliable Easily approachable	

The person specification, the table describes all the skills, abilities, experiences, and personality features that were ideal for the new employee to succeed in the salesperson role. These features were used as selection criteria. This person specification table correlates with the interview question tool established earlier.

4   Deciding the Recruitment Channels

The following chapter will focus on project task 3. This chapter focuses on deciding the recruitment channels. At first, the different possibilities for the recruitment channels are considered it follows by discussing the chosen recruitment channels and how those channels will be utilized. In this chapter, the information gained from the manager and employee interviews from the project task 2 was used as well as the desktop study.

4.1   Methods for Deciding the Recruitment Channels

The use of social media in recruitment has been growing rapidly recently. Currently, the top three social media networks used in the recruitment are LinkedIn, Facebook, and Twitter (Maharani 2018, 140-141). The social media platforms are extended to serve organizations as appropriate to promote and connect themselves with current and prospective employees. Organizations utilize social media in different ways, Facebook is used to promote job openings and LinkedIn to search for potential applicants. Moreover, social media has been used for enhancing the company's image as an employer. (Priyadarshini, Kumar & Jha 2017, 970.) The most important thing to address when recruiting from social media is to gain trust and transparency by building clear communication (Haak 2018). Social media fits well for recruitment purposes especially since it targets also passive candidates who are not actively seeking jobs through job advertisement sites.

LinkedIn can be used when screening applicants as well as marketing job openings, it is one of the biggest business networks. LinkedIn is a valuable tool for looking for passive candidates and professionals. Especially for the hard to fill positions LinkedIn is a great tool for locating people with specific skills and business knowledge. (Vick & Walsh 2006, 39.) The current employees must be connected to the company page on LinkedIn and listed to current workers under the company profile so that employees' profiles link back to the company page to create awareness of the company and business. This helps to gain more traffic and activity to the company page and increases the visibility of the company profile. Posting job openings in LinkedIn varies from the job boards. LinkedIn platform algorithm ensures that the job post will target the most relevant candidates, of course marketing the job openings in LinkedIn will be effective but it costs. For the small company, the best way of getting the right kind of visibility the most cost-effective way is to post content and updates frequently and leveraging the employees' network by letting the employees share the content further. (Lewis 2017.) The company can utilize LinkedIn on-pay- for performance basis to market their job openings or by using recruiter tools which are handy

licenses to target the passive and open talent workers who might be open for the job opportunities (Lewis 2017). Of course, utilizing these paid products might be a good idea when professional recruitment is concerned and when the company has a budget for it. Currently, the company manager was thinking of utilizing LinkedIn for gaining more awareness of the brand and networking but also for recruitment when the professional position was concerned. LinkedIn is a good network to candidate sourcing, and this can be done in the situation when there is no active recruiting going on or the company wants to expand the candidate pool beforehand and search for specific talent. Prospective candidates are easy to contact straight from LinkedIn but contacting them by using the possible visible email address or phone number might be even more efficient. Personalizing the message when contacting the prospective candidate will give better results. (Headworth 2015, 106.)

Facebook also has paid marketing tools and it is important since these paid tools are used to track whether those marketing tools are effective or not so that the company does not pay for inefficient marketing. Facebook has its algorithms to measure the traffic on the page which is effective to see which postings are the most engaging. The posts should be short and yet informative. The goal is to gain attention and to create a two- way communication between the company and the customers. (Rouhiainen 2017.) Posts should be relevant, interesting, appealing and up to date (Headworth 2015, 23). Consistent communication on social media increases the engagement between the candidates and the company. Even though communication is essential the chosen language should also be relevant and consistent throughout all the communication channels in social media. It might be confusing to post content in English and advertise the job openings in Finnish. In this situation, the bi-lingual advertising could be considered.

Currently, the commissioning company uses Facebook to market its products. Despite the company's effective marketing and online presence on Facebook now, some things needed to be addressed when it comes to job vacancy marketing. Emphasizing the work culture is important to attract candidates and increasing the employer brand image. This can be addressed by posting pictures of the workspace, testimonials from the employees, and a quick summary of the company culture. (Recruiting.com 2019.) Similar things can be taken advantage of on Facebook which work on LinkedIn, for example, current employees can share the company posts to expand the candidate search. The advantage of using Facebook marketing is also related to customer referrals (Chaffey & Chadwick 2019, 449). It is good to remember that sometimes your customers might be your future employees.

Sometimes Facebook is used for personnel screening and using online information to evaluate the job candidates. Therefore, it is good to be aware of the possible selection bias that the personal information on Facebook might cause. (Priyadarshini, Kumar & Jha 2017, 972.) Even though communication is essential when marketing the job openings on Facebook at the beginning of the recruitment process it is recommended to avoid looking for the candidates' social media profiles before looking at their resumes or applications to avoid unconscious bias.

The effectiveness of **company website** facilitates the companies in differentiating themselves from their competitors, this leads to overall organizational attractiveness. However, recent studies on e-recruitment suggest that there has been a decrease in the use of corporate websites by employers since late 2007 due to the paradigm shift towards social media sites. One of the main reasons for this change can be related to the features of social networking sites, which enable the recruiters to maintain constant connectivity and long-term conversation with the job seekers. (Priyadarshini, Kumar & Jha 2017, 969-970.) Nevertheless, the company website is important while applicants search for information about the company before applying or when preparing for the interview.

The commissioning company had already a good and informative website with both Finnish and English languages. Currently, they did not have a separate career page on their website, but they have on their information page details about how to apply for an internship. Therefore, the only thing needed was to modify that information so that it will include a statement also for the position of the salesperson. This can also be used as a channel for expanding the candidate pool in the future by keeping the information on the page to get open applications even if there were no ongoing recruitment. There is no reason to establish a separate career page for the company website right now. Also, when considering the theory based on the usage of the company website during the recruitment and selection process nowadays it is reasonable to leave it outside the project scope for now.

Online job boards are an effective way to attract a lot of candidates since job seekers actively use these channels to search for a job. Harver (2020) stated that 60% of job seekers start their job hunt via online job boards. In this case, the focus is on marketing the job openings in social media but free online job boards like Duunitori can be used when the company wants to increase their candidate pool or when there is an urgent need to recruit. Social media recruitment needs time to develop candidate communication and building candidate engagement through appealing content. Therefore, online job boards are suitable for fast recruitment purposes.

Even though outsourcing might be effective for recruitment the commissioning company wanted to do the recruitment by themselves. In the future, they might start to outsource their recruitment and selection process but currently, it was not needed since the company was still small. Therefore, based on the results gained from the manager and employees' interviews and recommendations from theories, the recruitment channels used for the salesperson position will be the company's website, Facebook, and free online job board Duunitori.

4.2 Recruitment Channels for the Company

The commissioning company was active on social media already. They did posts frequently for different channels. Especially they were active on Facebook, Instagram, and LinkedIn. The previous subchapter explained the importance of utilizing different channels to attract a wide range of customers and possible employees. The key thing to consider next, was to decide which channels were used for which activities.

The recommendation about LinkedIn consisted currently of expanding the company network and increasing the company and brand awareness among competitors and customers rather than using LinkedIn purely for recruitment purposes. As stated earlier, the company management wanted to use LinkedIn for the recruitment purposes for senior, technical or professional positions but this will be something to focus on in the future and currently, the focus must be in the salesperson's recruitments since that was how the company would benefit from the guidelines the most.

It is justified to focus only one or two marketing channels at a time to see which channels work the best. As a result, carefully selected marketing channels will increase the positive company image when maintained thoroughly. When focusing on one or two different channels, recruitment marketing can be done well and will be concise. As stated earlier the information for the company's webpage was updated to also include the salesperson position and the internship position. This information was used when marketing the job openings on Facebook and online job boards. The vacancies were posted to Facebook with a link to the website where the information on how to apply existed. Applying the position will happen through an email. The candidates will send a cover letter and CV for the manager, which indicates that a separate application form will not be established as a part of this thesis.

Figure 5 shows a marketing process for job vacancies which were utilized especially on Facebook but also for other social media platforms as well.
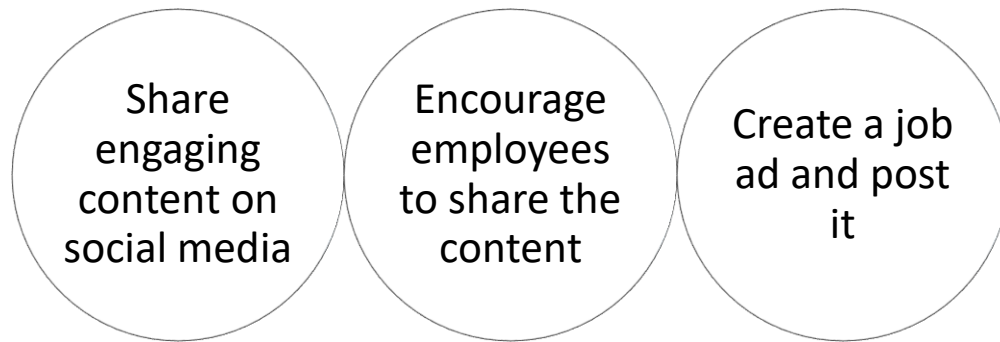
Figure 5. Process for advertising job vacancies on Facebook.

Share engaging content on social media includes posting pictures and videos from the store and employees. Employee testimonials showed a different angle of the work and how employees feel about working for the commissioning company. Testimonial videos can be utilized on the company website as well so when the job openings were advertised interested candidates can see those testimonials also on the website before applying which leads to positive candidate experience and employer branding. Authenticity and honesty are important aspects of testimonial videos because people want to see everyday life and relate to the videos. Especially testimonial videos would be beneficial in the re-cruitment process since it is a good way of giving a realistic view of the job. Communi-cating with customers and applicants is essential to keep a positive company image. It is a simple way of showing engagement to the customers and possible applicants, however, it is easily forgotten. Particularly on social media, communication is everything since people spend most of their time on social media by commenting, sharing, and liking the pictures and videos so why would not the company do the same. Social media is a two-way com-munication channel with a lot of possibilities. The key thing to remember is that good en-gaging content will always generate emotions. Even though recruitment marketing hap-pens on Facebook the content can be created for other platforms as well, for example, LinkedIn.

The second part consists of **encouraging the employees to share the content** with their networks. This might happen already and usually when the content is engaging and will raise emotions. Besides sharing the content employees could also create content or brain-storm ideas for the content that they think could be engaging. It is always advisable to ask whether employees want to do or be on the video. During the recruitment process sharing the content as much as possible will increase the candidate reach.

The last stage is to **create a job ad and post it on Facebook.** The job ad is created when the commissioning company will have its recruitment need. The job ad should be in format which suits the mobile users as well, to be more user friendly. The design for the job ad is provided eventually by the company and information gained previously from the interviews was utilized to create a job description that will fit the salesperson position. The finished job vacancy ad in English can be found in attachment 3.

It is essential to utilize the steps showed previously also when there is no active recruitment need since engagement and content creation will benefit the company for maintaining its company image in the long run and building up its employer brand.

5 Preparing the Recruitment and Selection Guidelines

This chapter introduces project task 4, which consists of creating the recruitment and selection guidelines for the commissioning company. The first subchapter describes the preparation of the guidelines while the second subchapter focuses on the description of finished guidelines.

5.1 Designing the Guidelines

The author created the recruitment and selection guidelines for the commissioning company based on the documents provided by the company as well as the results from the qualitative interviews with the manager and employees. The guidelines developed aimed at helping the company in its recruitment and selection process by enhancing the candidate experience.

First, the overview of the steps and phases of the recruitment and selection process were written down, and then relevant documents related to the process were established. After this, the recruitment and selection process overview text was written. The overview process description was then divided into smaller phases to provide a comprehensive and informative description of all the steps during the recruitment and selection process. According to the tasks completed earlier table of content was easy to establish. At the end of the guidelines, all the documents were attached which made it easier to find all the documents from the same place. This method was used because the main goal for the guideline was to provide a clear and easy to use guide to support the company in their recruitment process.

The documents prepared were the selection criteria, the interview question tool, rejection email template, confirmation receipt template, and a job offer template. Existing documents that were modified were interview questions and job vacancy ads. The final design for the guidelines was made in Word format so it was suitable to use as a physical or electronic guidebook. The theory about the recruitment and selection process steps gave insight about what documents were needed in the whole process. Therefore, before the interviews the author had already understanding to see what documents were missing and which of these documents were essential for the completion of the project. The information obtained from the qualitative interviews supported the information gained from the theory part and indicated that there was a lack of important documentation, needed to perform a professional and effective recruitment and selection process. Therefore, the documents mentioned above were established.

The guideline was written in Finnish since the company requested it, but some of the documents were also translated into English to use them for the international recruitments. For example, the interview question tool and the job vacancy ad were written in both languages as well as the rejection email and confirmation receipt template. The main reason for using both languages was that the company will expand its business abroad in the future but also providing them finished templates which they can modify to suit their needs in the future. Therefore, the creation of the bilingual documentation was justified.

The writing process of the guideline started from establishing a table of contents and then process overview and phase pictures were attached to the right chapters. After this writing process started and the chapters were written one at a time. The main goal of the writing process was to establish a piece of short but clear information about all the phases of the recruitment and selection process since the main purpose of the guideline was to be visually appealing and easy to follow. Therefore, too much text would have made the guideline heavy to read and the risk of not using the guideline could have occurred. Overall, the writing process was easy to execute since all the necessary parts and process phases were established in the thesis already. The table of contents made it easy to start the writing process and provided a clear organized image of how the guideline would look at the end. The order of the guideline follows the order of the recruitment and selection process so that is why the guideline itself was easy to establish.

5.2 Finished Guidelines

The recruitment and selection process was divided into three different phases: prepare to recruit, assessment of candidates, and finalization of the process. The Visio Flowchart software was used to create the process overview. Microsoft Visio's flowchart is useful for showing basic business processes (Microsoft 2019). Therefore, it was selected of illustrating the overview of the recruitment and selection process in this thesis. Different symbols and shapes made it easier to get a comprehensive image of the whole process.

Figure 6 presents an overview of phase 1 and phase 2 of the recruitment and selection process.
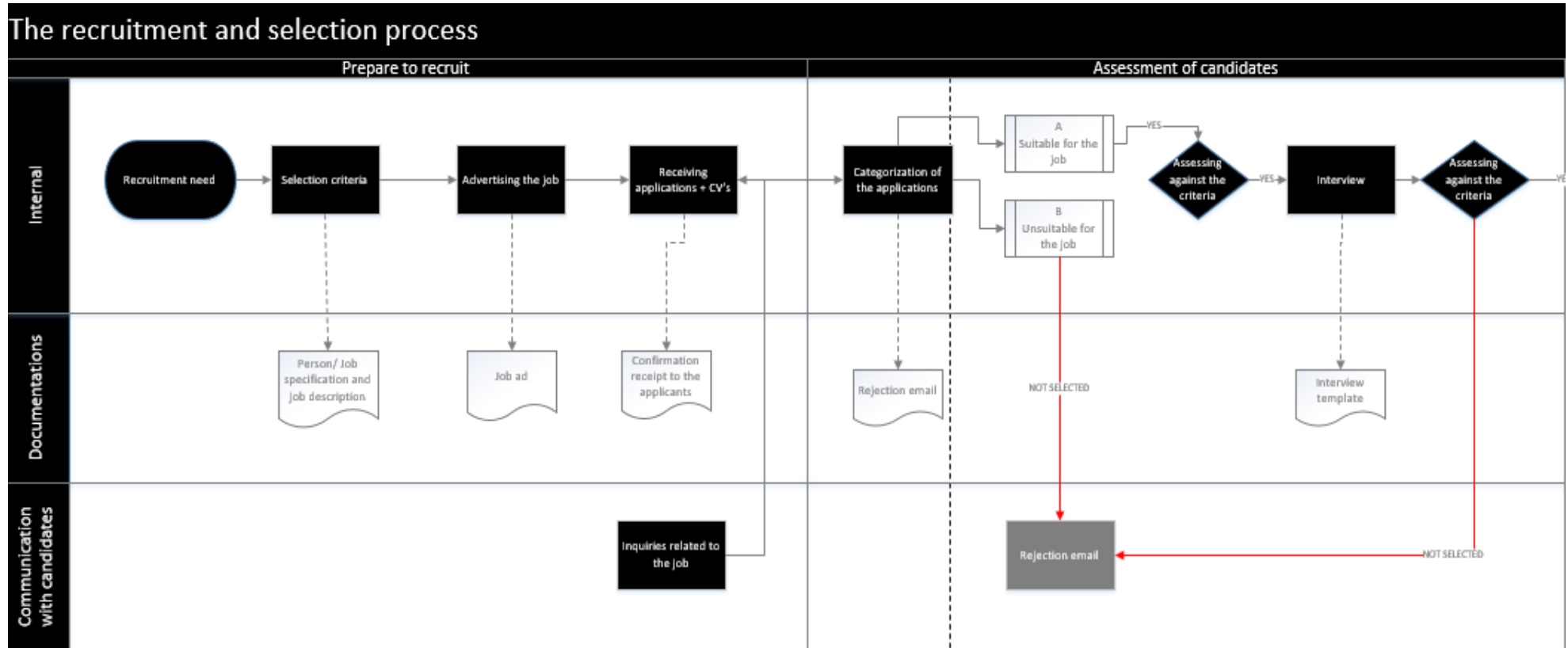
Figure 6. Overview of the recruitment and selection process, phases 1-2

The overview presents the internal actions as well as documentation needed in every stage. Candidate communication has been taken into consideration in this overview, to clarify what actions are needed from the company to ensure the best candidate experience through consistent communication throughout the process. The communication with candidates happens through an email or telephone. The candidate communication consists of confirmation email during the application phase and later rejection email when candidates are assessed before and after the interview. Invitation to the interview happens through the telephone conversation and the top candidates are informed by calling to the selected employee as well as to the rejected ones.

The first phase called **preparation to recruit** starts with defining the recruitment need, considering whether there is a need for recruitment or can the job be done by existing employees. The next step was to establish selection criteria. The documentation needed here were person and job specification and the job vacancy ad. After this, the advertisement for the job starts, and the job ad was created. This leads to the receiving of applications and CVs. The company will send the confirmation email to the applicants and applicants can send inquiries related to the position. The rejection email and confirmation email templates were created to have finished templates for the company to send straight to applicants, templates can be modified to suit the current need.

The second phase, **assessment of candidates,** started with the categorization of the applications. Applications were divided into two categories A and B. A category means that the candidate is suitable for the job and B category on the other hand means that the candidate is not suitable for the job. The rejection email was sent to the rejected candidates at this point. Other candidates were assessed against the selection criteria and are invited to the interview. The interview template was established before the interview. After the interview, candidates were assessed against the selection criteria again, selected candidates were considered to the job and rejected ones receives the rejection email.
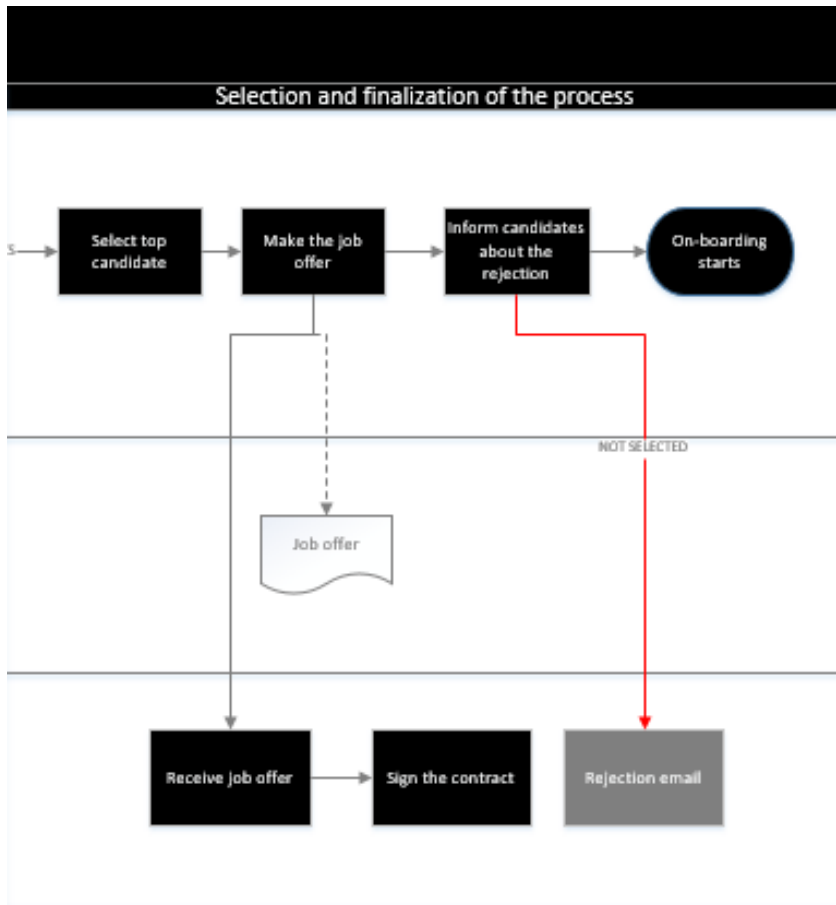
Figure 7. The overview of phase 3, selection and finalization of the recruitment and selection process.

The last stage of the recruitment and selection process is the **selection and finalization** of the process presented in figure 7. The top candidates are selected, and job offers are created. The chosen candidate receives the offer and either accepts or rejects it. If the candidate accepts the job, he or she will sign the contract and other candidates will be informed about the rejection. Then the onboarding starts with the chosen candidate. The recruitment and selection process ends with onboarding since the contracting part was left outside the project scope to keep the scope concise.

The next sub-chapter 5.2.1 and 5.2.2 presents detailed process steps and duration of the recruitment and selection process. The finished guidelines can be found in attachment 4.

5.2.1 Phases of the Recruitment and Selection Process

Previously seen figures 6 and 7 overviews of the process gave an overall picture of the process tasks. To succeed in the recruitment and selection process, more detailed process description was needed. Therefore, the overview of the process was divided into three detailed process steps. These phases clarified every action that needed to be done throughout the process. Phase one, prepare to recruit, starts the recruitment process and these minor phases are shown in figures 8-10. The person responsible for the recruitment and selection process is currently the commissioning company manager but the guideline has been created so that in the future someone else could be responsible for the first steps of the process and the manager would step into the process later on, for example during the interviews.

Week 1				Week 2	Week 3
Define the need to recruit	Define selection criteria • Person and Job specification • Selection criteria	Check internal referrals and candidate pool	Create a job ad	Publish the ad • Answer inquiries	Receive applications and send the receipt confirmation to candidates
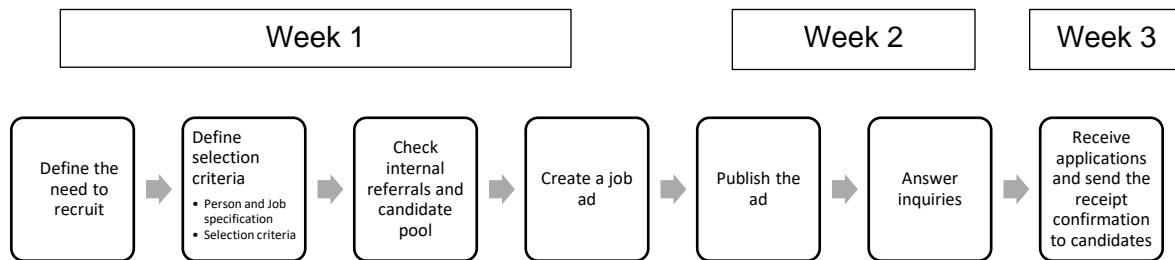
Figure 8. Phase 1. Prepare to recruit

First, the need to recruit needs to be defined together with selection criteria. After these steps, internal referrals and candidate pool were checked. The job ad was created and published. The recruiter answers the inquiries related to the job and the company receives applications for the position and will send a confirmation receipt to the candidates.
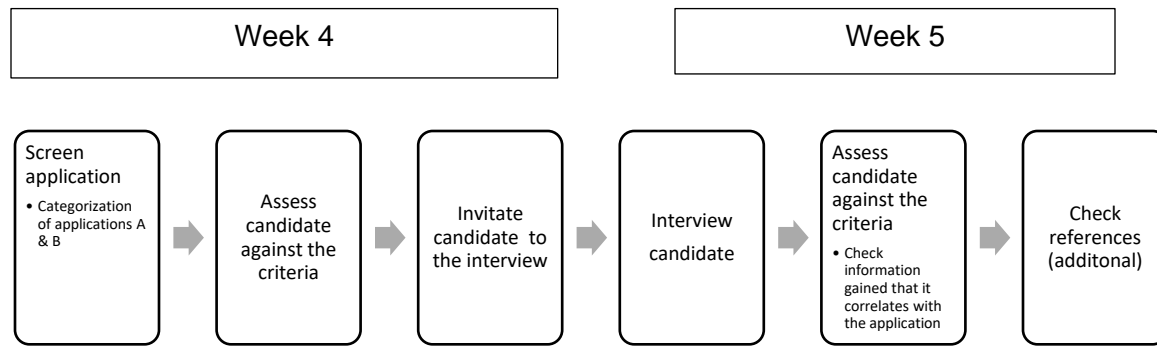
Figure 9. Phase 2. Assessment of candidates

To continue the recruitment and selection process, phase 2 is used to assess candidates by screening the applications and categorizing them. This is followed by assessing the candidates against the selection criteria. After this, selected candidates continue the process by getting the invitation to the interview. After the interview candidates are assessed again against the criteria and at this point the information gained from the interviews is checked that the information provided correlates with the application. Phase two ends with reference checks if it is needed.
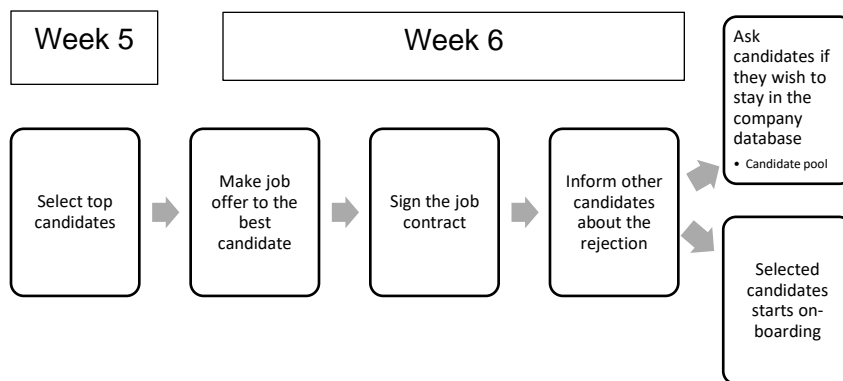
Figure 10. Phase 3. Selection and finalization of the process

Phase 3 Selection and finalization of the process starts with selecting the top candidates, usually, 2-3 candidates are selected at this point in case if the chosen candidate rejects the offer. The job offer is then made, and the chosen employee signs the contract. The last steps include informing the other candidates about the rejection and asking whether the candidates wish to stay in the company database for future recruitment purposes. This is how the company will

have its candidate pool. The candidate pool will be helpful in recruitment in the future since from every recruitment and selection process the company will get suitable candidates' information and applications to the pool and those can be later utilized for other recruitments as well. Of course, the permission to stay in the candidate pool must be asked before adding the information into the system. When in the future there is a recruitment need for the company, they can first look for candidates in the candidate pool before starting the recruitment process. The end process includes contracting and onboarding of the selected employee.

5.2.2   Duration of the Recruitment Process

The recruitment schedule was needed whether the recruitment happens through Facebook or online job board, to have a standardized process throughout the company. The duration of the recruitment process correlates with the recruitment and selection phases shown in the figures 8-10. Also, the recruitment schedule shows how long the recruitment lasts and what the weekly tasks during recruitment are. From the candidate experience point of view, the recruitment process should be short and effective without long waiting periods in the communication between the recruiter and candidates. The recruitment schedule starts with defining the need to recruit. The schedule does not include the onboarding process since the recruitment has already ended at that point. The recruitment process can be prolonged by one week if there are not enough quality applicants or if there is a need for two interview rounds instead of one. Figure 11 presents the recruitment schedule and weekly tasks.

Week 1
- Define the need to recruit
- Define selection criteria
- Check internal references
- Check candidate pool
- Create a job ad

Week 2-3
- Publish a job ad
- Application period two weeks
- Answer for inquiries
- Receive applications and send confirmation email

Week 4
- Prelimenary screening
- Assessment against criteria
- Invitation for the interview

Week 5
- Interviews
- Assessment against criteria
- Check references
- Selection of top candidates

Week 6
- Job offer
- Sign the job contract
- Inform candidates about the rejection
- Ask candidates permission to join for the company database

Figure 11. Recruitment schedule

Looking at the duration of the recruitment and selection process, the first week consists of defining the need and selection criteria together with checking the internal references and candidate pool and creating the job ad. During week two and three the job ad will be published, and the application period lasts for two weeks. During the application period, the commissioning company answers for inquiries related to the position and while they receive applications, they send confirmation emails to the candidates. In the week four preliminary screening takes place with an assessment against the criteria. Also, during this week candidates who continue the process are invited to the interview. In the fifth week interviews are conducted, after the interviews, candidates are assessed against selection criteria, and references are checked if necessary. At the end of this week, the top candidates are selected for the last phase. In the last week of the recruitment and selection process job offer is made, and if the chosen candidate accepts the offer also the job contract will be signed. The finalization of the process includes sending the rejection email to other candidates and calling to other top candidates who were not chosen. The rejection email is used since it saves time and the commissioning company thinks that it is an easy way to inform candidates at the beginning of the recruitment process. A phone call is more personal and that is why it is used when informing the candidates about the rejection or selection after the interviews. At the end of the process candidates are asked to join the company database in case they wanted to be considered for the next recruitment process.

The schedule above was based on the six weeks' time for the recruitment and selection process. The recruitment schedule can be modified according to the changes during the process. It can be prolonged by one week, if for example the second interview round is needed or if there are not enough applicants. Otherwise, it can be shortened by one week if all the necessary tasks can be done faster than expected. The schedule is flexible for changes and six weeks are used to address the quality of the recruitment process and to ensure that all the project tasks are done well by providing enough time for each task.

6   Presenting the Guidelines to the Company

This chapter goes through the project task 5, which was to present the recruitment and selection guideline to the commissioning company and finalizing it based on the comments and feedback received. The feedback from the company presentative will be presented, as well as the changes made based on the feedback given.

The presentation was held in the commissioning company's store in Helsinki on July 28th 2020. There were two participants the company manager and the brand manager. The presentation of the guidelines can be found in the attachment 5.

6.1   Preparing the Company Presentation

For the presentation, the Microsoft PowerPoint was used. The most important and relevant parts form the thesis were utilized in the presentation. The layout and colours of the presentation were dark shades of black and grey together with white, since the company brand colours are black and white these colours were used. The presentation started with an agenda and explanation of the necessity of the guidelines. Then the visualization of the overview of the recruitment and selection was discussed together with the different process steps. After this recruitment schedule was showed and then we moved on to the documents needed for the effective recruitment and selection process. The documents showed were interview question template and interview question tool, person specification, job vacancy ad, and job ad. Also, the job offer template was explained. The documents related to the communication with the candidates during the process were confirmation receipt and rejection email which was also shown and explained. Both documents ensured good communication between the company and candidates throughout the whole recruitment and selection process. During the presentation, there was discussion about communication after the interviews. The author suggested that candidates who are rejected or selected to the position after the interview phase are contacted through a phone call to ensure the positive candidate experience. At the end of the presentation, relevant information related to the candidate experience and international recruitments were presented. The focus in the presentation was in the explanation of the new recruitment and selection process and the relevant documentation together with enhancing the importance of the candidate experience.

After the presentation, the company presentative gave feedback and improvement suggestions based on the conversation during the presentation. This feedback and improvements made based on the feedback are presented in the subchapter 6.2.

6.2 Presentation outcome

The company manager and brand manager were very pleased about the presentation outcome and the overall outcome of the whole process. Process steps and the visualization of the overview process description was clear and well explained. Feedback from the company manager consisted of the request of having the rejection email and confirmation receipt written in English as well. Other feedback was related to the job vacancy ad, the company wished to have the company presentation at the end of the job vacancy ad instead of the beginning and they would love to have their slogan in the vacancy ad as well. For the recruitment schedule, the company manager thought it might take too long but it was good that there is a lot of time to do all the necessary tasks since sometimes the manager hires people on short notice. The recruitment schedule can be prolonged or shortened for one week whenever necessary. About the recruitment and selection guideline, the feedback was overall positive, and the commissioning company would not change anything in the process descriptions and the layout. The only thing they asked to have was a company picture and the logo on the cover page. The commissioning company liked especially that the guideline is clear and does not include too much text. Therefore, the process steps for example does not include a lot of explanation so it is simple and easy to read and follow.

Based on the feedback minor **changes were made**. For the job vacancy ad, the company introduction was moved at the end and the company slogan was added in the vacancy ad as well. The slogan was originally made in English and therefore, it is in English in the Finnish job vacancy ad too. The rejection and confirmation email were written in English and were attached to the recruitment and selection guidelines. The company logo and the picture were added to the cover page for the recruitment and selection guidelines. Also, the tables in the guideline were modified after the presentation to be coherent with the brand colours and to make it easier to read.

7   Conclusion

This chapter starts with explaining the key outcomes of the project before continuing to the rec-ommendations for the commissioning company. After the recommendations, the development suggestions for further research and studies are presented. The evaluation of the thesis project is presented, and the chapter closes with a reflection on learning.

7.1   Key Outcomes for the Project

The project objective of the thesis was to establish a recruitment and selection guideline for the commissioning company. The project objective was achieved through six project tasks. **The first project task** presented in chapter 2 was to prepare the theoretical framework to create a theory and knowledge base for the project topic. The framework included several parts of the recruitment and selection process, such as, process phases of the recruitment and selection, tasks that needed to be done to create effective recruitment and selection process, candidate screening and assessment methods, and things to consider when interviewing the candidate. Other parts of the theoretical framework consisted of the importance of candidate experience and special features of online recruitment when recruiting employees from abroad.

Key findings from the theoretical framework were the tasks needed for establishing an effective recruitment and selection process and the way it affects the candidate attraction. Other findings were the utilization of the social media channels for the job advertising and the importance of knowing how to utilize each channel and to determine their focus for the target group. The most important finding related to the importance of the candidate experience since the treatment of candidates will affect a company's reputation through what candidates communicate with others and whether they want to accept the job offer. The outcome of project task 1 resulted in an un-derstanding of the different tasks needed for the effective and professional recruitment and se-lection guideline together with enhancing the candidate experience to maintain the good reputa-tion of the commissioning company and its employer brand.

The second project task described in chapter 3 consisted of establishing candidate selection criteria through an analysis of the current documentation and interviews with the company man-ager and employees. First, the two previous documents provided by the commissioning com-

pany manager were analyzed, followed by the qualitative interviews conducted with the manager, brand manager, and two employees. The documents analyzed were the interview question template and the previous job description. Regarding the existing documentations, they had several improvements made. One key finding from the documentations was that there was not enough documentation to support the professional recruitment process and the lack of information in the existing documentation. Thus, these documents were improved and modified to suit the new recruitment and selection guidelines developed in this project.

From the qualitative interviews with the managers and employees, several challenges and improvements were found regarding the recruitment and selection process. The first challenge was the lack of information in the relevant documents. The interview questions were general, and the job description was missing important information. The second challenge found was that recruitment was mainly done through references, which made it difficult to keep the personal relationships separated from the work relationships. The third challenge was time management. Since there was not a clear recruitment and selection process and documentation was insufficient, it was difficult to recruit people quickly enough. The interviews with employees gave a good insight into the recruitment and selection criteria because those employees had worked for the company for a long period, so there was very useful and concrete information gained for the project and especially for the selection criteria. Additionally, the commissioning company manager wanted to have the interview questions in a separate document and, she wished to have a list of the questions that cannot be asked in the candidate interview. This ensured that the interview process will be carried out according to the legislation and with fair and equal treatment of candidates. These wishes were taken into consideration while establishing the recruitment and selection guideline. The documentation created at this point were selection criteria and the job vacancy ad.

The third project task explained in chapter 4 consisted of deciding the recruitment channels for the commissioning company. The channels studied were Facebook, LinkedIn, online job boards, and the company website. Based on the interviews conducted and the theory about the usage of different channels the channels chosen for the company were Facebook, online job boards, and the company website. The interviews showed that Facebook would be the best social media channel to use for recruitment purposes. Utilizing Facebook for recruitment marketing starts with enhancing employer brand communication through the creation of engaging content which increases the awareness about the company among the applicants. According to the

company manager, Instagram is mainly used for marketing and content creation and LinkedIn for professional use and networking. The company website has already been used for internship positions, so it was easy to convert it to be appropriate for regular recruitment purposes as well. Online job boards were mainly used when the recruitment need comes fast, and when the company wants to grow its applicant pool. Therefore, the online job boards were added to the suitable recruitment channels to have other options for marketing job openings in the channel where the active job searchers are. The key outcome for this project task was the usage of social media channels for the job advertisement purposes, especially what content to create and share to make the company employer brand strong and attractive among the applicants. Furthermore, the company is now more aware of the channels suitable for their recruitment purposes and how to use those channels more effectively and professionally.

The fourth project task presented in chapter 5 explains the preparation of the recruitment and selection guideline and the phases of the recruitment and selection process. According to the wishes and the information acquired from the interviews, the recruitment and selection process was developed. The recruitment and selection process description included an overview of the three-phase process, which contained the candidate communication aspect. The commissioning company manager is responsible for using the guidelines therefore, there was no mention about the users in the overview process picture. Furthermore, the overview of the process was divided into three different process phases, prepare to recruit, assessment of candidates, and selection and finalization of the process, to clarify the specific tasks needed to execute the professional recruitment and selection process. Together with the process phases, the relevant documentation and recruitment schedule were finalized. The guideline was made in Word document, all the process phases with the documentation were explained and presented clearly. The company wished to have it clear and not to include a lot of text in the pages with the process description, so it is easier to read and understand at one glance. All the documents were on their pages to make it easy to navigate in the guideline.

With clear and detailed information related to the phases and duration of recruitment and selection process phases, the recruitment and selection guidelines gives value for the commissioning company and provides a standardized recruitment process. The recruitment and selection guidelines is presented in chapter 5.

The fifth project task explained in chapter 6 included presenting the new recruitment and selection guideline and the processes to the company manager and the brand manager and finalizing it based on the feedback given. The presentation was made in Microsoft PowerPoint. The presentation was created to visually present all the process steps clearly and to show the steps as they are in the guideline. The feedback received from the managers was positive and they told that the process phases and the overview of the process were easy to understand and clear.

A few comments were made regarding the job vacancy ad. The company wished to have the company introduction at the end of the job vacancy ad as well as to add their company slogan in the ad. Based on these comments the changes were made and the job description was updated to match the company requests.

The outcome of the thesis project was to establish recruitment and selection guidelines for the commissioning company with relevant documents related to the recruitment and selection process. The project included the points to consider when recruiting candidates abroad and how to utilize the created recruitment process to suit international recruitment purposes. Furthermore, the importance of candidate experience was studied and implemented in the new recruitment and selection process.

The sixth project task will be reported in subchapter 7.4, regarding the evaluation of the project.

7.2 Recommendations

The recommendation for the commissioning company in the future consists of testing the recruitment and selection guidelines in action. Only after testing the guidelines and the process in action, indications about the effectiveness and functionality of the process description can be made. Also, the feedback from the candidates about the process can be gathered from the interviews and the process could be improved in the future according to the feedback received. The sales associate role description can be updated frequently once employee capacity is ensured, making it easier to obtain relevant information directly from the field. Therefore, the selection criteria for the sales associate can be further improved in the future. Through the existent material for the sales associate duties, responsibilities, and selection criteria, it is easier to establish the similar requirements and criteria for other positions as well if needed in the future.

All the process phases and tasks are easy to implement into action and develop further if necessary.

7.3 Further Research and Projects

Throughout the thesis project, few development suggestions were raised based on the research made from the qualitative interviews and the theory part.

The first development suggestion was raised already at the beginning of the study since the commissioning company does not have a career page on its website. Establishing the career page would increase the employer brand image and make it easier for the applicant to get more information about the company and the job openings. Also, the lack of digital aspects in the recruitment process will make the execution of the process difficult in the future, when there are several recruitments made in a year and a lot of applicants. Therefore, for example, the application form should be in a digital format to have all the information easily accessible and stored in one place according to the general data protection regulation.

The second development suggestion relates to social media usage in the recruitment process. Currently, recruitment marketing happens on Facebook and utilizing online job boards. Therefore, in the future, the LinkedIn activity could be studied more to see what actions could be done to increase visibility and interaction among the users in LinkedIn and how to utilize LinkedIn for the recruitment purposes for senior-level and professional positions.

7.4 Project Evaluation

After the presentation of the guidelines the feedback received was overall positive. The commissioning company managers expressed that the recruitment process description and tasks were easy to understand and clear to follow. The guidelines outcome was pleasant, and the presentation was visually executed well. The presentation of the recruitment and selection guidelines was successful since the managers were able to understand the added value of the guidelines in their future recruitments as well as the importance of the effective recruitment and selection process.

The questions for the qualitative interviews were created together with the thesis advisor and based on the outcome of the second project task, which was to analyse the current recruitment and selection process and the company's development needs. The interviews were completed during one week, which included the analysis for the information gained. Key findings and results from the interview were gathered separately under the interview questions to analyse and compare the answers easier. The results from the interviews proved to be useful in the creation of the recruitment and selection process. The employee interviews gave helpful information needed to establish the duties and responsibilities and selection criteria for the sales associate position. Overall, the qualitative method was the most suitable for the empirical part of the study to establish tailored guidelines to fit the company's needs. The results gained from the interviews were also helpful while making the development suggestions for further studies and to support the improvement of the process in the future.

This thesis project combined comprehensively all the aspects needed to execute in the recruitment and selection process. The author was very pleased with the outcome of the project which was to establish recruitment and selection guidelines. The guidelines was created for the commissioning company to support and standardize their recruitment process along with the additional points of utilizing the candidate experience in the process and international aspects while recruiting employees from abroad.

The project management was well executed since the process tasks were scheduled well according to the deadlines made before the project. Some parts took a longer time than others, but the thesis was finished on time. The commissioning company was pleased with the outcome and can utilize the guidelines well in action which indicates the project's success. All in all, the author is pleased with the result as it reflects the knowledge gained during the specialization studies and the project management skills as well as the positive feedback from the commissioning company.

7.5   Reflection on Learning

The author learned comprehensively about recruitment and selection with its different phases together with how to enhance candidate experience in the recruiting process. The thesis planning course beforehand gave good insight into the execution of the project and the base was already well established before the actual thesis writing process. The theory part was well planned with different subjects and it was relatively easy to find relevant sources, but finding up

to date material was a bit tricky since COVID-19 closed all the libraries and online has only limited amount, of relevant sources available. Even though, the author managed well of creating a versatile source base for the theory parts.

From the qualitative method, the author learned how to create qualitative interview questions and how to execute interviews properly. The most interesting part was to find out the meaning of candidate experience and how it affects to the company's employer brand and it was nice to experience to combine the international aspect for the project, so the company can in the future utilize the same guidelines and phases for the international recruitments too.

Working with the commissioning company was pleasant and all the meetings went well. Anytime the author came up with questions related to the project she always got a quick answer so the communication between the company and the author worked very well. The commissioning company is happy with the outcome and will use the guidelines in the future.

Overall, the thesis project developed the author professionally to understand the big picture of the recruitment and selection and its different phases comprehensively. The author will benefit from this experience when doing her internship in recruiting and can utilize the knowledge from the thesis project in the actual work in HR. The author also learned to use MS Visio and Power-Point better and utilize those skills learned in working life in the future.

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Attachments

Attachment 1 Manager Interview Template

Theme 1. Current recruitment practices (sub- chapter)

1. Please explain how you usually complete a recruitment process for an open
position? What are the different steps? / Kuvaile yrityksenne rekrytointi prosessia. Millaisia
vaiheita rekrytointi prosessissa on?

2. What documents are used in the recruitment process? / Mitä dokumentteja käytätte
rekrytointi prosessissa?

3. What are the job advertisement channels and contents? / Mitä kanavia ja sisältöä käy-
tätte avoimien työpaikkojen mainostamiseen?

4. How long does one recruitment usually last? / Kuinka kauan rekrytointi kestää?

5. How many recruitments have been made so far? / Kuinka monta rekrytointia on tähän
mennessä tehty?

Theme 2. Development needs in the recruitment

6. Has there been any challenges that you have faced during the recruitment process?
Please elaborate. / Onko ollut haasteita, joita olette kohdanneet rekrytointi prosessin ai-
kana?

7. What kind of selection criteria do you have? / Millaiset valinta kriteerit teillä on?

8. If you think about an excellent recruitment process, what would you like to develop in
your own recruitment process? / Jos ajattelet loistavaa rekrytointi prosessia niin mitä tei-
dän tulisi kehittää omassa rekrytointi prosessissanne?

9. What channels do you think could be the most effective to advertise the job openings? /
Mitkä kanavat mielestänne olisivat tehokkaimmat mainostaa avoimia työpaikkojanne?

10. What are the duties and responsibilities of the salesperson? / Mitkä ovat myyjän velvolli-
suudet ja vastuut?

11. What is the ideal sales applicant like? / Millainen ideaali myyjä olisi?

12. What could you do in order to make sure that applicants get a positive view of the com-
pany during the recruitment process? /MItä voisitte tehdä varmistaaksenne että hakijat
saavat positiivisen kuvan yrityksestä rekrytointi prosessin aikana?

Attachment 2 Employee Interview Template

1. What was your experience of the recruitment process? / Millainen kokemuksesi rekrytointi prosessista oli?

2. What are the best places to advertise these positions so that you can find them easily? / Mitkä ovat parhaita paikkoja mainostaa tällaisia positioita/ työpaikkoja jotta ne löytyisivät helposti?

3. What kind of information is important to you and at what point during the recruitment process? / Millaiset tiedot ovat sinulle tärkeitä ja milloin rekrytoinnin aikana?

4. What are your duties and responsibilities? / Mitkä ovat sinun velvollisuutesi ja vastuusi?

5. What makes a good salesperson in this company specifically? / Mikä tekee hyvän myyjän erityisesti tässä yrityksessä?

   - What kind of education/ degree is needed? / Millainen koulutus / pätevyys tarvitaan?

   - What job experience is useful? / Millainen työkokemus on hyödyllistä?

   - What kind of personality is needed to perform well in the job? / Millaista persoonallisuutta tarvitaan suoriutuakseen työssä hyvin?

   - What communication skills are needed? / Mitä kommunikointi taitoja tarvitaan?

   - What customer service skills are needed? / Mitä asiakaspalvelutaitoja tarvitaan?

Attachment 3 Job Vacancy ad

Sales associate

Viaminnet Oy

Mariankatu 10, Helsinki, Finland

Part-time, 10-20h/week

Do you love jewelries and fashion? We are looking for a positive and active person with excellent customer service skills. If you possess a sales-oriented mindset, keep reading, we might have a job for you.

As a sales associate you work closely with customers to help determine their needs and answer their questions about our products and help them choose the best pieces for them. For us, professional high-quality customer contact is the key. Everyone selected for the job receives comprehensive product training and continuous support in their work. Genuine interest in sustainable domestic products and an open mind is advantage at this job.

Responsibilities and Duties

- Greeting customers and making them feel welcome
- Helping and advising customers
- Maintaining the visual appearance of the store
- Building and maintaining a positive company image
- Maintaining the stock
- Handling and packaging the online orders
- Hosting and organizing occasional events

What we expect from you:

- Experience in customer service
- Positive attitude and sales-oriented mindset
- Open and flexible teamwork skills
- Fluent written and oral communication in Finnish and English
- Ability to take initiative and self-manage
- Problem solving skills and independent decision-making
- Basic knowledge of MS Word and Excel

Viaminnet is a Finnish jewelry company. We make beautiful, unique, and eye-catching pieces that are extremely light and comfortable to wear. Our jewelry is perfect for upgrading your style for special occasions, or simply transforming your everyday style without updating your whole wardrobe. We create affordable luxury for all women. All our products are designed and hand-made in Finland using premium quality Nordic and Italian leather, which are ideal for larger pieces, as they keep them light.

We offer you a job with growing startup as well as diverse tasks in our dynamic and supportive sales team.

"Show your feathers!"

Send your cover letter and CV by email: info@viaminnet.com

Application period ends: _____

Company website: www.viaminnet.com

For additional information about the position contact _____

Attachment 4 Recruitment and Selection Guidelines
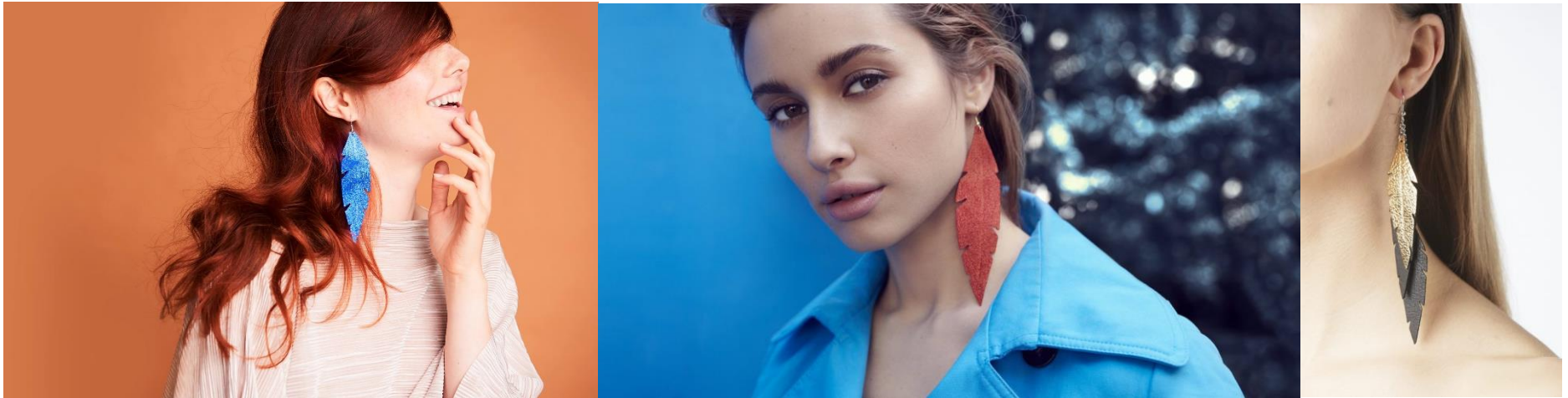
Rekrytointi ja valinta

suunnitelma

Jenna Elomäki

VIAMINNET

Sisällysluettelo

1. Esittely

Tämä ohjekirja on laadittu tukemaan yritystä sen rekrytointi- ja valintaprosessissa. Se tarjoaa onnistuneeseen ja tehokkaaseen rekrytointiin tarvittavat tiedot, prosessivaiheet ja asiakirjat. Tämän ohjeen päätarkoitus on auttaa yritystä ylläpitämään oikeudenmukaista sekä tasa-arvoista kohtelua koko rekrytointi ja valinta prosessin ajan. Lisäksi selkeä prosessikuvaus rekrytointi- ja valintaprosessin toteuttamisesta ylläpitää positiivista ja ammattimaista yrityskuvaa pitkällä tähtäimellä.

Toinen luku selittää yleiskatsauksen rekrytointi- ja valintaprosessista. Alaluvut on jaettu eri vaiheisiin prosessin ymmärtämisen helpottamiseksi. Rekrytointi ja valinta prosessin kolme eri vaihetta selitetään yksityiskohtaisemmin, jotta saadaan tarkempi käsitys eri vaiheiden tehtävistä. Kolmas luku käsittää sosiaalisessa mediassa tehtävää sisällön tuotantoa sekä työpaikka mainonnan tärkeät huomioitavat asiat. Tässä kappaleessa myös hakijakokemuksen merkitystä on käsitelty. Neljäs luku esittelee rekrytointiaikataulun, joka auttaa yritystä toteuttamaan ja suunnittelemaan rekrytointiprosessin. Viides luku käsittelee erityistä huomiota vaativia asioita, joita kansainvälisessä rekrytoinnissa tulisi ottaa huomioon. Kuudes luku käsittelee rekrytoinnissa tarvittavia dokumentteja, tämän ohjeen liitteisiin on lisätty kaikki prosessissa tarvittavat dokumentit.

2. Yleiskatsaus rekrytointi ja valinta prosessiin sekä prosessin vaiheet

Rekrytointi ja valinta prosessi nähdään yhtenä terminä, mutta todellisuudessa se koostuu kahdesta erilaisesta termistä. Molemmat ovat työllisyysprosessin vaiheita. Nämä kaksi vaihetta eroavat toisistaan hieman. Rekrytointi on työhön osallistuvien hakijoiden etsintäprosessi. Rekrytoinnista on hyvä muistaa, että hakijat hakevat myös muita vastaavia työpaikkoja. Suurin eroavaisuus rekrytoinnin ja valinnan välillä on se, että rekrytoinnin tarkoitus on luoda kykypohja, josta voidaan valita parhaat hakijat yrityksen eri virkoihin. (mort-sure.com 2020.) Valinta käsittää prosessin eri vaiheet, joilla valitaan oikea hakija sopivaan virkaan. Erilaisia valinta prosessin vaiheita voivat olla soveltuvuus testit ja haastattelut. Valinnalle ominaista on myös yrityksen ja soveltuvan hakijan välinen työsopimus. Yhdessä rekrytointi ja valinta luovat kokonaisvaltaisen prosessin parhaiden työntekijöiden löytämiseksi yritykseen.

MS Visiolla tehty prosessin yleiskatsaus antaa yleiskuvan rekrytoinnin eri vaiheista ja hakijan kanssa tehtävästä kommunikoinnista prosessin aikana. Alaluvut 2.1-2.3 esittävät rekrytointi ja valinta prosessin kolme vaihetta yksityiskohtaisemmin, tehtävät tulevat selkeämmin esille ja näin varmistetaan, että rekrytointi prosessi sujuu vaivattomasti eikä mitään jää huomioimatta.

Yritykselle suositellut rekrytointi kanavat:
- Facebook – käytetään pääasiassa myyjien rekrytointiin
- Duunitori – myös myyjien rekrytointiin sekä nopeat rekrytoinnit esimerkiksi pop-up myymälöihin tai messuille
- Yrityksen omat nettisivut – tällä hetkellä myyjien rekrytointi info keskittyy nettisivuille

LinkedIniä käytetään brändäyksessä ja enenevissä määrin verkostoitumiseen. Ammattilaisten rekrytoinneissa ja senior tason positioiden rekrytoinnissa voidaan myös hyödyntää LinkedIniä.

Kuva 1. Yleiskatsaus rekrytointi ja valintaprosessiin, vaiheet 1-2

Rekrytointi ja valinta prosessi

	Vaihe 1. Rekrytointiin valmistautuminen ja rekrytointi	Vaihe 2. Hakijoiden arviointi

Sisäiset toimet

Rekrytoinnin tarve → Valinta kriteerit → Työpaikan mainostaminen → Hakemusten ja CV:eiden vastaanottaminen ← → Hakemusten kategorisointi → A.Sopiva työhön — KYLLÄ → Arviointi kriteerien perusteella → Haastattelu → Arviointi kriteerien perusteella

B.Ei sopiva työhön

Dokumentit

Henkilö ja työmääritys sekä työpaikka ilmoitus | Työpaikka mainos | Ilmoitus hakijoille hakemuksen vastaanottamisesta | Hylkäys sähköposti — EI VALITTU | Haastattelu pohja

Kommunikointi hakijoiden kanssa

Työhön liittyvät kyselyt | Hylkäys sähköposti ← EI VALITTU

80

Kuva 2. Yleiskatsaus rekrytointi ja valinta prosessiin, vaihe 3

Haastattelujen jälkeinen hylkäys viesti sisältää tiedot hakijarekisteristä mutta alku karsinnoissa tätä ei ehdoteta sillä aluksi karsiutuvat hakijat eivät täytä valintakriteerejä.

Top hakijoille aina ilmoitus valinnasta / hylkäyksestä puhelimitse, mikäli mahdollista, parempi hakijakokemus.

2.1 Rekrytointiin valmistautuminen ja rekrytointi

Viikko 1	Viikko 2	Viikko 3

Kartoita rekrytointi tarve → Määritä valinta kriteerit (•Henkilö ja työ määritys •Valinta kriteerit) → Tarkista sisäiset suositukset sekä osaajapooli → Luo työpaikka mainos → Julkaise työpaikka ilmoitus → Vastaa hakijoiden kyselyihin → Vastaanota hakemuksia ja lähetä vahvistus viesti hakijoille
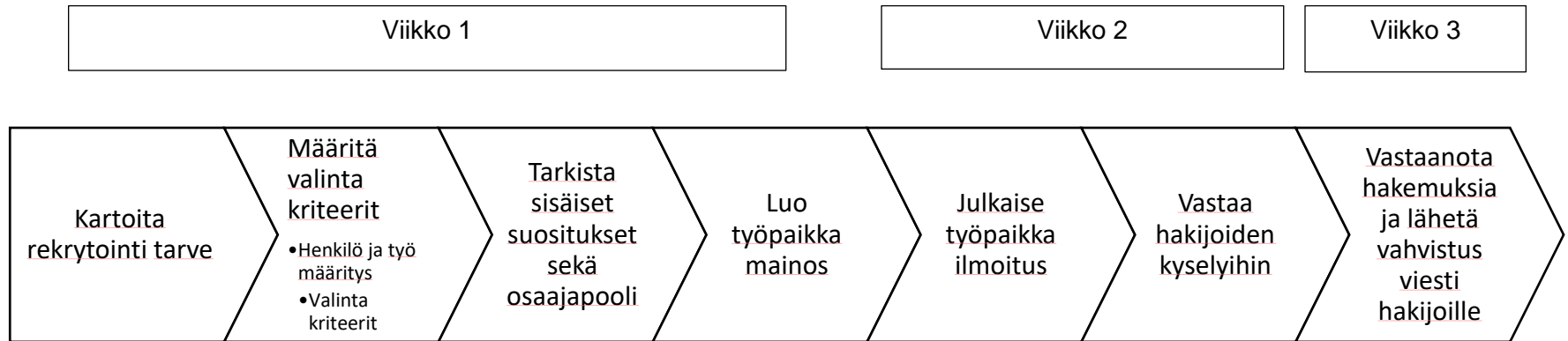
Kaava 1. Valmistautuminen rekrytointiin ja rekrytointi prosessi

2.2 Hakijoiden arviointi

Viikko 4	Viikko 5

Käy läpi hakemuksia

• Hakemusten jaottelu A & B kategorioihin

Arvioi hakijaa valinta kriteerien perusteella

Kutsu hakija haastatteluun

Haastattelu

Arvioi hakijaa valinta kriteerien perusteella

• Tarkista haastattelusta saadut tiedot jotta ne vastaavat hakemuksen kanssa

Tarkista suositukset (vapaavalintainen)
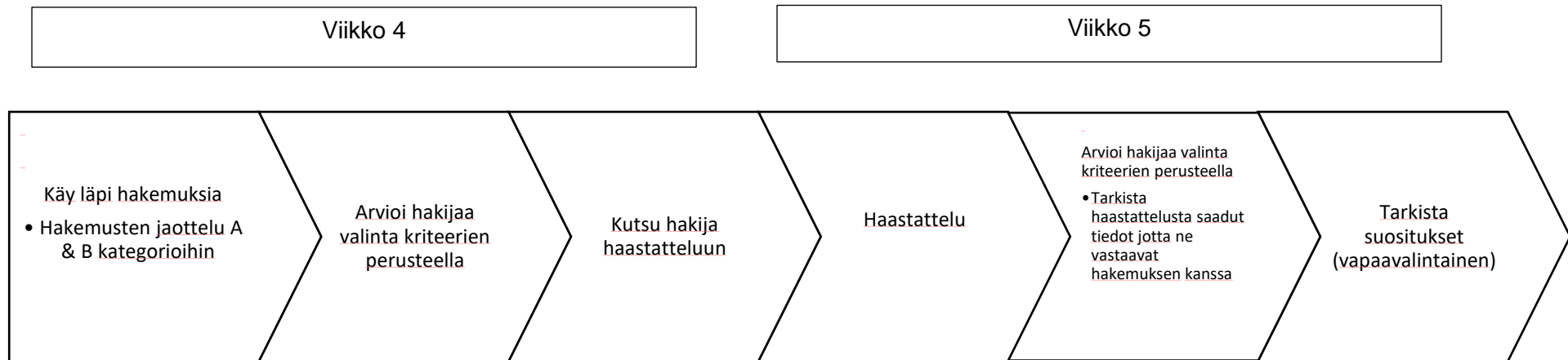
Kaava 2. Hakijoiden arviointi

Hakijakokemuksen merkitys korostuu, kun siirrytään haastattelu vaiheeseen. Huomioi tällöin, että hakija saa tarvittavan tiedon prosessin kulusta ja milloin hakijaan ollaan yhteydessä. Huono kommunikointi tai kommunikoinnin puute on yksi yleisimmistä huonoon hakijakokemukseen vaikuttavista tekijöistä. Mikäli mahdollista, palautteen antaminen on aina suositeltavaa etenkin siinä vaiheessa, jos hakija ei tullut valituksi. Toki on huomion arvoista olla tietoinen, että palautteen antamiseen menee aikaa, joten on hyvä pohtia missä vaiheessa palaute kannattaa antaa. Yleisimmin haastattelun jälkeen hakijat, jotka eivät päässeet jatkoon arvostavat edes pientä palautetta, josta he näkevät mitä asioita kannattaa kehittää ja parantaa seuraavaa kertaa varten. Erityisesti loppuun saakka päässeille hakijoille olisi hyvä antaa henkilökohtaista palautetta, jos mahdollista esimerkiksi puhelimitse ja kertoa etteivät valitettavasti tulleet valituiksi.

2.3 Valinta ja prosessin viimeisteleminen

Viikko 5	Viikko 6

Valitse parhaat hakijat (maksimissaan 3) → Tee työtarjous parhaimmalle hakijalle → Allekirjoita työsopimus → Ilmoita muille hakijoille etteivät tulleet valituiksi → Kysy hakijoilta jos he haluavat jättää yhteystietonsa yrityksen tietokantaan jatkoa varten
- ehdokaspooli → Valittu hakija aloittaa perehdytyksen
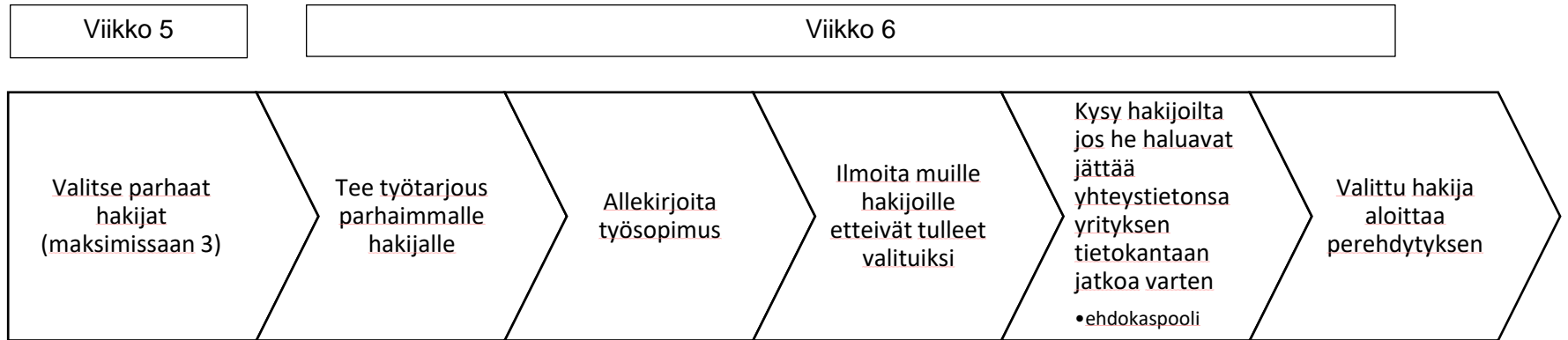
Kaava 3. Valinta ja prosessin viimeisteleminen

3. Sisällön tuotanto ja sosiaalisen median hyödyntäminen työpaikka markkinoinnissa sekä hakijakokemuksen luomisessa

Hakijakokemus vaikuttaa työnantaja mielikuvaan ja on siksi tärkeä osa rekrytointi ja valinta prosessia. Positiivinen hakijakokemus antaa positiivisen mielikuvan yrityksestä työpaikkana ja näin ollen houkuttelee hyviä hakijaehdokkaita hakemaan yritykseen töihin. Loistavan työnantajamielikuvan rakentaminen alkaa jo kauan ennen kuin rekrytoinnista tulee ajankohtaista. Näin ollen on erityisen tärkeää ottaa huomioon millaista sisältöä sosiaalisessa mediassa jaetaan, kuinka saada seuraajat kiinnostumaan yrityksestä työnantajana ja miten lisätä vuorovaikutusta seuraajien ja yrityksen välillä, jotta kommunikointi on molemminpuolista.

Hyvään hakijakokemukseen vaikuttavat tekijät:

- Reilu ja tasapuolinen kohtelu rekrytointi prosessin aikana
- Kommunikointi!
- Palautteen antaminen rekrytointi prosessin aikana
- Riittävä informaatio rekrytointi ja valintaprosessin aikana (tiedon kulku, milloin tieto valinnasta / hylkäyksestä.)

Jaa kiinnostavaa
sisältöä somessa

Rohkaise
työntekijöitä
jakamaan sisältöä

Luo
työpaikkailmoitus
ja julkaise se

- Oikeat kanavat oikeille aktiviteeteille (omat kanavat tuotteiden mainostamiseen, työpaikkojen mainostamiseen sekä verkostoi-tumiseen)

- Aktiivisuus ja johdonmukaisuus sisällön tuottamisessa

- Autenttisuus

- Rehellisyys

- Kiinnostava sisältö herättää aina tunteita

- Erilaiset henkilökunnan esittely videot ja kokemukset yrityksestä työpaikkana herättävät mielenkiintoa hakijoiden keskuu-dessa

- Lupa video tai valokuvaamiseen aina henkilökunnalta

4. Rekrytoinnin aikataulu

Rekrytointi aikataulu noudattaa samoja vaiheita kuin aiemmin esitellyssä prosessi kuvauksessa. Aikataulussa kaikki tehtävät on jaettu viikko tasolle, jolloin tehtävien tekeminen on helpompi aikatauluttaa päivä tasolle ja myös vastuualueet on helpompi jakaa. Rekrytoinnin kestoa voi muuttaa tarpeen mukaan. Esimerkiksi tarvittaessa toinen haastattelu kierros tai jos rekrytointi tarve tulee yllättäen. Yllättävässä tilanteessa aikataulua voi hieman nopeuttaa ja haastattelu vaiheeseen voi lisätä yhden ekstra viikon, jos on tarve toiselle kierrokselle.

Viikko 1
- Kartoita rekrytointi tarve
- Määritä valinta kriteerit
- Tarkista sisäiset suositukset
- Tarkista hakija pooli
- Tee työpaikka ilmoitus

Viikot 2-3
- Julkaise työpaikka ilmoitus
- Haku aika kaksi viikkoa
- Vastaa hakijoiden kysymyksiin
- Vastaanota hakemukset ja lähetä vahvistus sähköpostit

Viikko 4
- Hakemusten läpi käynti
- Arviointi perustuen valinta kriteeriin
- Kutsu haastatteluun

Viikko 5
- Haastattelut
- Arviointi perustuen valinta kriteereihin
- Tarkista suosittelijat
- Parhaiden hakijoiden valinta

Viikko 6
- Työtarjous
- Työsopimuksen allekirjoitus
- Perehdytys alkaa
- Ilmoita lopuille hakijoille hylkäyksestä
- Kysy jos hakijat haluavat jäädä yrityksen tietokantaan tulevia rekrytointeja varten

Kaava 4. Rekrytointi prosessin aikataulu

5. Erityistä huomiota vaativat asiat kansainvälisessä rekrytoinnissa

Rekrytointi prosessia itsessään voi hyödyntää niin kotimaisessa kuin kansainvälisessäkin rekrytoinnissa. Prosessi on suunniteltu siten että kaikki sen vaiheet ovat toteutettavissa netin välityksellä etänä ja sosiaalista mediaa pystytään myös hyödyntämään työpaikka markkinoinnissa.

Kansainvälisessä rekrytoinnissa tulee ottaa huomioon seuraavat asiat:

- Aikaerot ja kielihaasteet

  - ota huomioon mahdollinen aikaero sovittaessa haastatteluaikaa, on hyvä huomioida kielimuurin mahdollisuus ja käyttää myös itse selkeitä ja yksinkertaisia lauseita sekä puhua rauhallisesti haastattelun ajan. On tärkeää itse kysyä, jos ei ymmärrä ja rohkaista myös hakijaa kysymään selvennystä, jos hän ei ymmärrä mitä haastattelija kysyy tai sanoo.

- Kohdemaan käytännöt

  - Etenkin vieraassa maassa voi olla eroja rekrytoinneissa ja kuinka ne on totuttu hoitamaan. Tällöin on suositeltavaa tutustua kohdemaan käytäntöihin esimerkiksi onko videohaastattelut yleisiä vai olisiko suotavaa hoitaa haastattelu puhelimitse.

- Kulttuurierot

  - Tämä on hyvä huomioida esimerkiksi pukeutumisessa tai puhetyylissä. Tämä osoittaa kunnioitusta kulttuuria kohtaan ja tuo haastattelijan myös lähemmäs hakijaa. Kulttuurierot myös rekrytoinnissa voivat olla mahdollisia, jolloin on hyvä perehtyä kohdemaan rekrytointi prosesseihin, jos se on mahdollista, näin voidaan hyödyntää niitä ohjelmia tai kanavia, joita kohdemaassa käytetään.

- Kaikki kommunikointi yhtenäistä

  - Kommunikointi tulee tapahtua koko ajan samalla kielellä kaikissa rekrytoinnissa käytettävissä kanavissa sekä haastatteluissa. Jos rekrytoidaan Facebookin kautta hakijoita ulkomailta, tulee siellä viestintä ja kommunikointi

olla myös englanniksi kuten työpaikkailmoituksessa. Tällöin vältetään ristiriitaista kommunikointia sekä hakija ymmärtää kaiken mitä yrityksen some kanavilla lukee, jolloin hän saa paremman kuvan yrityksestä työnantajana.

- Sosiaalisen median käyttö

    - Tärkeä miettiä mikä kanava on paras käyttää, kun rekrytoidaan ulkomailta työntekijöitä. Esimerkiksi tilastoja seuraamalla saa hyvän käsityksen siitä, että mitkä kanavat ovat suosittuja eri maissa sekä millainen käyttäjä ryhmä eri maiden käyttämillä some kanavilla on. Näin voidaan kohdentaa työpaikka markkinointia oikein ja saadaan näkyvyyttä juuri sen kohderyhmän kesken keitä halutaan rekrytoida. Myös tässä on hyvä pitää mielessä yhtenäinen kommunikointi.

- Video haastattelussa testaus etukäteen

    - Ennen haastattelua, etenkin videohaastatteluissa, on suotavaa testata käytettävä ohjelma etukäteen, jotta se varmasti toimii ja että haastattelija osaa ohjelmaa käyttää. Tämä antaa ammattimaisen kuvan hakijalle eikä aikaa mene turhanpäiväiseen säätämiseen ohjelman kanssa haastattelun aikana.

- Pidä kiinni sovitusta!

    - Ulkomailla arvostetaan sitä, että lupaukset pidetään. Etenkin jos jotain täytyy perua, on hyvä perua se ajoissa ja sopia uusi aika. Luottamus yritykseen heikkenee, jos sovitusta ei pidetä kiinni ja tapaaminen esimerkiksi unohdetaan tai paikalle ei saavuta. Luottamus on tärkeää pitää yllä sillä se vaikuttaa työnantaja mielikuvaan ja sitä on vaikea saada takaisin, jos sen on menettänyt kerran. On myös muistettava, että haastattelu on ensimmäinen kerta, kun hakija kohtaa haastattelijan / yrityksen edustajan, jolloin positiivinen ensivaikutelma on tärkein.

6. Dokumentit

Tässä kappaleessa on esitetty kaikki rekrytointiin ja valintaprosessiin tarvittavat dokumentit. Jokainen dokumentti on omalla sivullaan lukemisen helpottamiseksi.

Rekrytoinnissa käytettävät dokumentit:

- Henkilö, - ja työmääritys
- Työpaikkailmoitus
- Työpaikka mainos
- Haastattelu työkalu ja kysymykset
- Vahvistus ja hylkäys sähköposti
- Työtarjous
- Työsopimus

6.1 Yleiskatsaus dokumentteihin

Dokumentit on esitetty järjestyksessä, jossa niitä tarvitaan rekrytointi prosessissa. Lyhyt selitys jokaisesta dokumentista ja sen käyttötarkoituksesta on annettu ennen dokumentin esittämistä.

6.2 Henkilö ja toimenkuvanmääritys sekä työpaikkailmoitus

Henkilö ja työnmääritys täytyy tehdä aina ennen kuin rekrytointi aloitetaan, etenkin tilanteissa, jossa haettava positio on uusi tai työnkuva on muuttunut. Aina on kuitenkin tärkeää käydä jo olemassa olevat määritykset läpi ja katsoa että ne vastaavat haettavan paikan

työnkuvaa ja vaatimuksia. Näistä määritys kriteereistä muodostuu myös pohja valinta kriteereille, joita on hyödynnetty työpaikkailmoituksessa. Henkilömääritys on kuvaus pätevyydestä, taidoista, kokemuksesta, tiedoista ja muista ominaisuuksista (valintaperusteista), jotka ehdokkaalla on oltava työtehtävien suorittamiseksi. Käytät henkilömääritystä perustelemaan valintaa ja pohjana testaus- sekä haastatteluvaiheissa. Haastattelukysymysten tulisi myös johtaa henkilömäärityksestä, ja niiden on oltava suunniteltu saamaan lisää tietoa ehdokkaista kriteerien perusteella.

Myyjän rooliin tarvittavat ja halutut taidot listattuna:

Tarvittavat taidot:
- hyvät sosiaaliset taidot
- hyvä kielitaito (suomi ja englanti)
- ongelman ratkaisutaidot sekä päätöksen tekotaidot
- asiakaspalvelu kokemus
- MS Word ja Excelin käyttö
- Myyntiorientoitunut
- toisen asteen tutkinto

Halutut taidot: aktiivinen, positiivinen, tiimipelaaja, luotettava, SOME tietämys, kokemus muodin parissa työskentelystä, kiinnostus tai aiempi tietämys muodista, helposti lähestyttävä, markkinointi ajattelutapa

Taulukko 1. Henkilö- ja työmääritys kriteerit

Kriteerit	Henkilömääritys	Työ määritys
Motivaatio	Realistinen työnkuva Etukäteen ottanut selvää yrityksestä Kiinnostunut muodista Kotimaisuus	
Koulutus ja työ historia	Some taidot Markkinointi kiinnostus	Asiakaspalvelu kokemus Kokemus muodin parissa työskentelystä Toisen asteen tutkinto
Pätevyys	Ongelman ratkaisutaidot Päätöksen teko Myyntihenkisyys Kielitaidot	MS Excel MS Word
Luonne	Sosiaalinen Tiimipelaaja Luotettava Helposti lähestyttävä	

TYÖPAIKKAILMOITUS

Myyjä

Viaminnet Oy

Mariankatu 10, Helsinki

Osa-aikainen, vakituinen 20h/ viikko

Työ alkaa sopimuksen mukaan

Rakastatko koruja ja muotia? Etsimme positiivista ja sosiaalista henkilöä, jolla on erinomaiset asiakaspalvelutaitot. Jos sinulla on myynnillinen työote, jatka lukemista, meillä saattaa olla työpaikka sinulle.

Myyjänä teet tiivistä yhteistyötä asiakkaiden kanssa auttaaksesi määrittämään heidän tarpeensa, vastaamaan heidän tuotteitamme koskeviin kysymyksiin ja auttamaan heitä valitsemaan heille parhaat tuotteet. Meille ammattitaitoinen korkealaatuinen asiakaskontakti on hyvän asiakaspalvelun ydin. Jokainen työhön valittu saa kokonaisvaltaisen tuotekoulutuksen ja jatkuvan tuen työssään. Aito kiinnostus kestäviin kotimaisiin tuotteisiin ja avoin mieli ovat etuna tässä työssä.

Vastuut & Velvollisuudet

- Asiakkaiden tervehtiminen
- Auttaminen sekä neuvominen tuotevalinnoissa
- Myymälän kunnossa pito

- Positiivisen yrityskuvan rakentaminen ja ylläpitäminen
- Varasto saldojen ylläpito
- Nettitilausten kerääminen ja paketoiminen
- Erilaisten tapahtuminen järjestäminen ja vetäminen

Sovellut tehtävään, jos sinulla on

- Kokemusta asiakaspalvelusta
- Positiivinen asenne ja myynnillinen ote
- Kyky avoimeen ja joustavaan tiimityöhön
- Hyvä suomen sekä englannin kielen taito
- Oma-aloitteinen työote
- Kyky ratkaista ongelmia ja tehdä itsenäisiä päätöksiä
- Perusteet MS Wordin ja Excelin käytöstä

Viaminnet Oy on kotimainen koru yritys. Valmistamme kauniita, ainutlaatuisia ja katseenvangitsevia koruja, jotka ovat kevyitä ja miellyttäviä käyttää. Asusteemme sopivat täydellisesti niin erikoistilaisuuksiin, kuin myös piristäväksi osaksi arkityyliäsi. Luomme kestävää luksusta kaikille naisille. Kaikki tuotteemme on suunniteltu ja valmistettu Suomessa laadukkaasta pohjoismaisesta ja italialaisesta nahasta, mikä mahdollistaa suurempienkin korujemme keveyden.

Me tarjoamme sinulle työpaikan kasvu yrityksessä sekä monipuoliset työtehtävät dynaamisessa ja kannustavassa tiimissämme.

"Show your feathers!"

Jos kiinnostuit, niin lähetä hakemuksesi ja CV sähköpostilla osoitteeseen: info@viaminnet.com

Hakuaika päättyy:

Yrityksen nettsivut: https://viaminnet.com/contact-us/

Lisätietoja tehtävästä kontaktoi…

TYÖPAIKKAILMOITUS ENGLANNIKSI

Sales associate

Viaminnet Oy

Mariankatu 10, Helsinki, Finland

Part-time, 10-20h/week

Do you love jewelries and fashion? We are looking for a positive and active person with excellent customer service skills. If you possess a sales-oriented mindset, keep reading, we might have a job for you.

As a sales associate you work closely with customers to help determine their needs and answer their questions about our products and help them choose the best pieces for them. For us, professional high-quality customer contact is the key. Everyone selected for the job receives comprehensive product training and continuous support in their work. Genuine interest in sustainable domestic products and an open mind is advantage at this job.

Responsibilities and Duties

- Greeting customers and making them feel welcome
- Helping and advising customers
- Maintaining the visual appearance of the store
- Building and maintaining a positive company image
- Maintaining the stock
- Handling and packaging the online orders
- Hosting and organizing occasional events

What we expect from you:

- Experience in customer service
- Positive attitude and sales-oriented mindset
- Open and flexible teamwork skills
- Fluent written and oral communication in Finnish and English
- Ability to take initiative and self-manage

- Problem solving skills and independent decision-making
- Basic knowledge of MS Word and Excel

Viaminnet is a Finnish jewelry company. We make beautiful, unique and eye-catching pieces that are extremely light and comfortable to wear. Our jewelry is perfect for upgrading your style for special occasions, or simply transforming your everyday style without updating your whole wardrobe. We create affordable luxury for all women. All our products are designed and handmade in Finland using premium quality Nordic and Italian leather, which are ideal for larger pieces, as they keep them light.

We offer you a job with growing startup as well as diverse tasks in our dynamic and supportive sales team.

"Show your feathers!"

Send your cover letter and CV by email: info@viaminnet.com

Application period ends: _____

Company website: www.viaminnet.com

For additional information about the position contact _____

6.3 Esimerkki työpaikkamainoksesta sosiaalisessa mediassa

Kuva 3. Esimerkki työpaikkamainoksesta

6.4 Valintakriteeri

Valinta kriteerit on määritelty henkilö ja työmääritysten kautta. On tärkeää hyödyntää valintakriteerejä jo työpaikkailmoituksessa, jotta hakijat saavat oikeanlaisen kuvan työn vaatimuksista.

Seuraavat valintakriteerit koskevat myyjän roolia ja siihen tarvittavia taitoja.

- Kokemusta asiakaspalvelusta
- Positiivinen asenne ja myynnillinen ote
- Kyky avoimeen ja joustavaan tiimityöhön
- Hyvä suomen sekä englannin kielen taito
- Oma-aloitteinen työote
- Kyky ratkaista ongelmia ja tehdä itsenäisiä päätöksiä
- Perusteet MS Wordin ja Excelin käytöstä

6.5 Haastattelu kysymykset ja haastattelu työkalu

Haastatteluprosessi on eniten aikaa vievä osuus koko rekrytointi ja valintaprosessissa. Hyvin suunniteltu ja tehtäväkohtaisesti räätälöity haastattelu runko varmistaa, että hakijoilta saadaan kerättyä tarvittavaa ja olennaista tietoa päätöksenteon tueksi.

Ensiksi haastattelu kysymykset on esitetty taulukko muodossa seuraavalla sivulla samat kysymykset on käännetty myös englanniksi helpottamaan kansainvälisiä rekrytointeja. Kysymysten jälkeen haastattelu työkalu ja sen käyttö on esitelty. Tämän kappaleen lopussa on myös eritelty kysymyksiä, joita haastattelu tilanteissa tulisi välttää sekä lisätty kysymyksiä, joita kannattaa kysyä suosittelijoilta.

Ennen haastattelun alkua lyhyt esittely yrityksestä ja tuotteista sekä muutama lämmittely kysymys

Mitä tiedät Viaminnetista?

Ovatko tuotteemme tuttuja?

Haastattelun kulun voi myös kertoa tässä vaiheessa sekä kauan haastattelu kestää. Myös maininta yleisesti rekrytointi prosessin kulusta voidaan kertoa lyhyesti haastattelun jälkeen (Milloin ilmoitus valinnasta / seuraavasta vaiheesta sekä kuinka otetaan yhteyttä hakijaan.

Taulukko 2. Haastattelu kysymykset

1 Motivaatio	1	**Miksi** haluat tulla **töihin** Viaminnetille?
	2	**Mitä odotuksia sinulla on tähän työhön liittyen?**
	3	Millaiset **tehtävät** tai työtilanteet **inspiroivat ja motivoivat** sinua?
2 Koulutus ja Työ	4	Kuvaile lyhyesti **koulutustaustaasi**
	5	Kuvaile lyhyesti **työtaustaasi**
	6	Kuvaile aiempaa työkokemustasi **myynnin parissa**
	7	Kuvaile mielestäsi tärkeimpiä **asiakaspalvelussa** tarvittavia **taitoja**
	8	Mitkä ovat suurimmat **haasteet tai ongelmat**, joita olet kohdannut urallasi? a) Kuinka **selviydyit** niistä? b) Kuinka ne auttoivat sinua **kehittymään ammatillisesti?**
	9	Mitkä ovat mielestäsi tärkeimmät **saavutukset** urallasi?

3 Pätevyys ja Persoona	**10** Missä tehtävissä/ velvollisuuksissa olet **hyvä**?
	11 Mikä tekee sinusta **hyvän myyjän**?
	12 Millaiset **kielitaidot** sinulla on?
	13 Mitä **taitoja** haluat **kehittää**?
	14 Kuinka aiemmat työkaverisi **kuvailisivat** sinua?
	15 Millaisia **rooleja** otat ryhmässä?
	16 MItä mieltä olet **rutiinitehtävistä**?
	17 Millaisissa **haastavissa** tilanteissa olet ollut? Kuinka tällainen tilanne ratkaistiin?
	18 Millaista **palautetta** olet saanut aiemmilta työkavereilta/ pomolta? Kuinka se auttoi sinua kehittymään ammatillisesti?
4 Yhteenveto ja Sopimus asiat	**19** Mitä sinä **toisit** yritykseemme?
	20 Mitä **tulevaisuuden tavoitteita** sinulla on uran kannalta?
	21 Miksi meidän tulisi **valita** sinut?
	Sopimus asiat:
	22 Kuinka monta **tuntia** viikossa pystyt työskentelemään?
	23 **Milloin** voisit **aloittaa**?
	24 Mikä on **palkka** toiveesi?
	Yhteenveto
	25 Mitkä kolme asiaa minun tulisi **muistaa** sinusta?
	26 Onko sinulla jotain **kysyttävää** tai jotain muuta mitä haluaisit vielä kertoa meille?

Haastattelu kysymykset Englanniksi

What do you know about Viaminnet?
Do you know our products?

Prior to the interview a short company introduction. The interview process can be described together with the timeline of the inter-view.

1) Motivation

       1) Why do **you want** to **work** for Viaminnet?
       2) What are your **expectations** from the job?
       3) What kind of tasks or job situations **inspire and motivate** you?

2) Education and work history

       4) Describe briefly your **education history**
       5) Describe briefly your **work history**
       6) Describe your prior **sales experience**
       7) Describe what you think are the most important **customer service skills**
       8) What are the biggest **challenges or problems** that you have faced in your career?
            a) How did you overcome them?
            b) How did they help you to develop professionally?
       9) What do you feel are your most important **achievements** in your career?

3) Competencies and Personality

       10 What tasks / duties are you **good** at?
       11 What makes you **a good salesperson**
       12 What **language skills** do you have?
       13 What **skills** you want to **develop?**
       14 How would your previous colleagues **describe** you?

15 What kind of roles do you take in teams?

16 How do you feel about routine work tasks?

17 In what kind of **challenging** situations, you have been? How that situation was solved?

18 What **feedback** you have received from your previous colleagues / supervisor? How has it helped you to develop professionally?

4) Summing up and Contracting

19 What would **you bring** to our company?

20 What **future goals** do you have for your career?

21 Why we should **choose** you?

22 How many **hours** can you work per week?

23 **When** could you **start**?

24 What kind of **salary** do you want?

25 What are the three things that I should **remember** you?

26 Do you have **any questions** or something else you want to tell us?

At the end of the interview, the recruitment process stage could be mentioned together with when the candidate can expect to hear from the recruiter.

Haastattelutyökalu

Hakijan nimi: _____   Työ: _____

Haastattelijan nimi: _____   Päivämäärä: _____

Pisteytys

Haastattelijan on täytettävä ehdokkaiden arviointilomakkeet hakijan yleisen pätevyyden luokittelemiseksi asemaan, johon hän on hakenut. Kunkin otsikon alla haastattelijan tulee antaa hakijalle numeerinen arvio ja kirjoittaa erityiset työhön liittyvät kommentit varattuun tilaan. Numeerinen luokitusjärjestelmä perustuu seuraavaan:

5 – Erittäin hyvä   4 – Melko hyvä   3 - Hyvä   2 - Tyydyttävä   1 - Välttävä

Kategoriat ja kysymykset	Kriteerit	Arviointi					Kommentit
		1	2	3	4	5	
MOTIVAATIO							
1 Miksi haluat tulla **töihin** Viaminnetille?	Innostunut, kiinnostunut muodista						
2 Mitä **odotuksia** sinulla on tähän työhön liittyen?	Realistinen työnkuva						

3 Millaiset tehtävät tai työtilanteet **inspiroivat** ja **motivoivat** sinua?	Monipuoliset, haastavat, mielenkiintoiset, luovat						
KOULUTUS JA TYÖ HISTORIA							
4 Kuvaile lyhyesti **koulutus** taustaasi	Lukio, amis, opinnot muodin parissa						
5 Kuvaile lyhyesti **työ taustaasi**	Asiakaspalvelu kokemus Muodin parissa työskentely						
6 Kuvaile aiempaa työkokemustasi **myynnin parissa**	Henkilökohtainen myynti, asiakaspalvelussa toimiminen						
7 Kuvaile mielestäsi tärkeimpiä **asiakaspalvelussa** tarvittavia **taitoja**	Helposti lähestyttävä Avoin Sosiaalinen						

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8 Mitkä ovat suurimmat **haasteet tai ongelmat**, joita olet kohdannut urallasi? a) Kuinka **selviydyit** niistä? b) Kuinka ne auttoivat sinua **kehittymään ammatillisesti?**	Reklamaatiotilanteet a) Olemalla asiallinen, rauhallinen, keksimällä parhaan ratkaisun asiakkaan kannalta, oma-aloitteisuus b) Itsenäistä työotetta ja vastuuta tehdä omia päätöksiä						
9 Mitkä ovat mielestäsi tärkeimmät **saavutukset** urallasi?							
PÄTEVYYS JA PERSOONA							
10 Missä tehtävissä/ velvollisuuksissa olet **hyvä**?	Asiakaspalvelussa, suosittelussa, myymisessä, excelin ja wordin käytössä, keksimään tekemistä						

11 Mikä tekee sinusta **hyvän myy-jän**?	Asiakas keskeisyys, kärsivällisyys, nopea oppimaan						
12 Millaiset **kielitaidot** sinulla on?	Suomi ja Englanti (muut kielet plussaa)						
13 Mitä **taitoja** haluat **kehittää**?	Markkinointi ja some taitoja, tietämystä muodista ja tren-deistä						
14 Kuinka aiemmat työkaverisi **ku-vailisivat** sinua?	Reipas, sosiaalinen ja positiivinen						
15 Millaisia **rooleja** otat ryhmässä?	Tiimipelaaja, johtaja, itsenäinen ahertaja						
16 Mitä mieltä olet **rutiinitehtä-vistä**?	Tärkeys, saa hyvän tuntuman työtehtä-vistä, kärsivällisyys						
17 Millaisissa **haastavissa** tilan-teissa olet ollut? Kuinka tällainen ti-lanne ratkaistiin?	Ongelmanratkaisu kyky, itsensä johtami-nen, oma-aloitteisuus						
18 Millaista **palautetta** olet saanut aiemmilta työkavereilta/ pomolta? Kuinka se auttoi sinua kehittymään ammatillisesti?	Avoin, sosiaalinen, reipas, aktiivinen						

YHTEENVETO							
19 Mitä sinä **toisit** yritykseemme?	Positiivisuus, energi-syyttä, ammattitaitoa						
20 Mitä **tulevaisuuden tavoit-teita** sinulla on uran kannalta?							
21 Miksi meidän tulisi **valita** sinut?							
SOPIMUS ASIAT							
22 Kuinka monta **tuntia** vii-kossa pystyt työskentelemään?	Toive vähintään 15-20h						
23 **Milloin** voisit **aloittaa**?	Aloitus sopimuksen mukaan, tarkka ajan-kohta, tarpeen mu-kaan						
24 Mikä on **palkka** toiveesi?	(kysymys vain kuu-kausi palkkalaiselta) Myyjän palkka TES mukaan						
25 Mitkä kolme asiaa minun tulisi **muistaa** sinusta?	Sosiaalinen, tiimipe-laaja, avoin, nopea oppimaan, reipas, ak-tiivinen työote, hauska, aktiivinen						

26 Onko sinulla jotain **kysyttä-vää** tai jotain muuta mitä halu-aisit vielä kertoa meille?			
Yleinen mielikuva ja suositukset			
Viimeiset kommentit ja suositukset hakijan jatkon kannalta			

Haastattelussa vältettävät kysymykset

Lähtökohtaisesti perheeseen, uskontoon, poliittisiin mielipiteisiin tai seksuaaliseen suuntautumiseen kuuluvat asiat eivät kuulu työnantajalle. Vanhemmuuteen tai perheenhuoltovelvollisuuteen liittyvien asioiden, kuten perhesuhteiden tai siviilisäädyn, kysyminen työhönoton yhteydessä on tasa-arvolain vastaista. Tasa-arvolain vastaisina kiellettyjä kysymyksiä työhaastattelutilanteessa ovatkin kysymykset raskaudesta, lastenhankkimissuunnitelmista, lasten lukumäärästä ja lastenhoidon järjestämisestä. (Kyngäs 2020.) Yhdenvertaisuuslain mukaan työnantaja ei saa ilman hyväksyttävää perustetta asettaa työntekijöitä eri asemaan iän, terveydentilan, vammaisuuden, kansallisen tai etnisen alkuperän, kansalaisuuden, sukupuolisen suuntautumisen, kielen, uskonnon, mielipiteen, vakaumuksen, perhesuhteiden, ammattiyhdistystoiminnan, poliittisen toiminnan tai muun näihin verrattavan seikan vuoksi. (Kyngäs 2020.)

Seuraavia kysymyksiä tulee **välttää** haastattelu tilanteessa:

- Onko sinulla lapsia/ Aiotko hankkia lapsia?
- Mikä on siviilisäätysi?
- Oletko suorittanut ase- tai siviilipalveluksen?
- Onko sinulla jokin vakava sairaus?
- Mitä uskontoa edustat?
- Oletko poliittisesti aktiivinen/ Oletko jonkin puolueen jäsen?
- Oletko ammattiliiton jäsen?
- Millaiset omistus-, liike- ja/tai yrityssuhteet perheelläsi on? (Kyngäs 2020.)

Haastattelijoiden tulisi havainnoida haastateltavassa seuraavia asioita:

- Onko pukeutuminen siisti ja yleiskuva huoliteltu?
- Saapuuko tämä paikalle täsmällisesti?
- Millainen kädenpuristus tällä on, katsooko hän silmiin?

- Onko haastateltava hankkinut tietoa yrityksestä, mistä hän on tietoa saanut?
- Millä perusteella hän kiinnostui yrityksestä ja avoinna olevasta tehtävästä?
- Millainen on haastateltavan persoona, kiinnostuksen kohteet ja tavoitteet?
- Miksi juuri hän olisi paras hakijoista?
- Ovatko haastateltavan vastaukset todenmukaisia, selkeitä ja johdonmukaisia?
- Löytääkö haastateltava itsestään huonoja puolia "helposti" vai näkeekö hän ne oman kehittämisen kohteina ja henkilökohtaisina oppimistapahtumina, asioina, joissa on parantamisen varaa? (Joki 2018.)

Referenssihaastattelussa yritetään saada vielä viimeinen varmistus henkilön sopivuudesta tehtävään. Työnhakijalta on oltava lupa suosittelijoiden haastatteluun.

Suosittelijalta voidaan kysyä itsensä esittelyn ja soiton syyn kertomisen jälkeen muun muassa seuraavanlaisia asioita ja kysymyksiä:

- Mistä tunnet hänet? Mikä oli asemasi häneen nähden?
- Mikä on mielipiteesi hänestä ihmisenä?
- Tiedätkö hänen osaamisestaan, erityistaidoistaan?
- Mihin tehtävään hän mielestäsi soveltuisi parhaiten?
- Mikä hänen roolinsa oli, jos ei ollut edellä oleva, ja miksi?
- Millainen kielitaito hänellä on? Oletko kuullut hänen keskustelevan vieraalla kielellä?
- Oletko tavannut häntä viime aikoina? Tapaatteko usein?
- Mikä on positiivisin seikka hänestä työntekijänä?
- Mitkä ovat hänen suurimmat ongelmansa tai huonot puolensa työsuhteen aikana?
- Miten hän toimi paineen alla?
- Millaisilla adjektiiveilla kuvaisit häntä?
- Miksi hänen työsuhteensa päättyi?
- Ottaisitko hänen uudelleen töihin, jos et, niin miksi?
- Kuka muu voi suositella tai kertoa henkilöstä?
- Haluaisitko vielä kertoa jotakin henkilöstä oikean kuvan muodostamiseksi?

Saatuun tietoon tulee kuitenkin suhtautua kriittisesti ja arvioida lausunnon luotettavuutta esimerkiksi sen perusteella, mikä on referenssin antajan suhde hakijaan. (Joki 2018.)

6.6 Hylkäys- ja vahvistussähköposti

Tämä hylkäys viesti lähetetään hakijoille, joita ei valittu tehtävään. Ensimmäisen kerran tämä lähetetään ennen haastatteluja ja toisen kerran, kun tehtävään valittu henkilö on löydetty. Huomioi että viestin lopussa oleva teksti liittyen hakijapooliin jäämiseksi lähetetään vain hakijoille, jotka ovat selvinneet haastatteluvaiheeseen asti, tällöin hakijapooliin jäävät henkilöt ovat jo osittain täyttäneet tarvittavat kriteerit.

Hei, _____

Kiitos hakemuksestasi myyjän rooliin/ paikkaan Viaminnetillä. Saimme paljon erinomaisia hakemuksia ja valitettavasti valintamme ei tällä kertaa kohdistunut sinuun.

Kiitämme mielenkiinnostasi Viaminnetiä kohtaan, toivomme että seuraat tulevia työ mahdollisuuksiamme nettisivuiltamme sekä sosiaalisesta mediasta.

Mikäli haluat jättää tietosi hakijarekisteriimme mahdollisia tulevia työpaikkoja ajatellen vastaa tähän sähköpostiin. Säilytämme tietojasi 6 kk rekisterissämme.

Toivotamme sinulle hyvää <u>kesää/syksyä</u>

Parhain terveisin

_____

Rejection email

Dear,_____

Thank you for your application for a sales position on Viaminnet. We received a lot of excellent applications and unfortunately you were not chosen at this time.

Thank you for your interest in Viaminnet, we hope you will follow our future job opportunities through our social media channels.

(If you would like to leave your information in our candidate register for possible future jobs, please reply to this email. We will keep your information in our register for 6 months.)

We wish you a happy <u>summer / autumn</u>

Best regards

_____

Vahvistus sähköposti

Tämä vahvistus sähköposti lähetetään automaattisena vastauksena kaikille työpaikkaa hakeneille ehdokkaille. Näin pidämme yllä hyvää hakijakokemusta ja hakijat saavat tiedon, että heidän hakemuksensa on mennyt perille.

Hei, _____
Kiitos hakemuksestasi myyjän tehtävään Helsinkiin.
Mahtavaa, että kiinnostuit työpaikasta sekä Viaminnetistä työnantajana. Käymme hakemuksia läpi jo hakuaikana ja olemme sinuun yhteydessä hakuprosessin etenemisestä mahdollisimman pian.
Mikäli sinulla herää jotain kysyttävää työpaikkaan liittyen, sillä välin voit olla minuun yhteydessä.
Aurinkoista alkanutta viikkoa!

Ystävällisin terveisin

_____

Confirmation receipt

Hello, _____

Thank you for your application as a sales associate position in Helsinki.

It is great that you became interested in the job and as well as Viaminnet as an employer. We will go through the applications already during the application

period and we will contact you about the progress of the application process as soon as possible.

If you have any questions in the meantime, you can contact me.

Have a nice starter of the week!

Best regards

_____

6.7 Työtarjouspohja

Työtarjous

Työnantajan nimi:

Osoite:

Päivämäärä:

Hakijan nimi:

Osoite:

 Hyvä _____ (hakijan nimi), teit meihin positiivisen vaikutuksen rekrytoinnin aikana ja tiimimme oli erittäin mielissään saadessaan tutustua sinuun prosessin aikana.

Täten haluamme tarjota sinulle <u>osa-aikaista</u> (tähän työsuhteen laatu) <u>myyjän</u> (tehtävä nimike) roolia Viaminnetillä.

Työ alkaa: _____ (päivämäärä)

Työtunnit ovat ____ / viikko ja palkkaus on TES:in mukainen. Aiempi työkokemus otetaan huomioon.

Toivomme vastaustasi tähän tarjoukseen _____ mennessä. Sillä välin, jos sinulle tulee jotain kysyttävää, olethan yhteydessä minuun _____ (managerin nimi) sähköpostilla tai puhelimitse.

Toivotamme sinut lämpimästi tervetulleeksi tiimiimme!

Ystävällisin terveisin

_____ (yrityksen edustajan nimi)

Lähteet

Joki, M. 2018. Henkilöstöasiantuntijan käsikirja. 6., uudistettu painos. Kauppakamari. Helsinki.

Kyngäs, S. 2020. 8 kysymystä, joita työhaastattelussa ei saa kysyä. UkkoWork.fi. Luettavissa: https://www.ukkowork.fi/8-kysymysta-joita-ei-saa-kysya-tyohaas-tattelussa/ Luettu: 24 toukokuu 2020.

Attachment 5 Presentation to the Company

Työn tarpeellisuus

- Yrityksellä ei aiempaa rekrytointi ja valinta suunnitelmaa
- Yhtenäinen ja selkeä rekrytointi prosessi
- Yrityksen kasvun kannalta olennainen
- Kansainvälistyessä toimiva prosessi erittäin tärkeä imagon kannalta
- Oikeanlainen rekrytointi prosessi parhaimmillaan vahvistaa työnantajamielikuvaa
- Laajentaa yrityksen tietämystä rekrytoinnista ja varmistaa prosessin sujumisen alusta loppuun
- Laadullisista haastatteluista saadut tiedot hyödynnetty ohjekirjan koostamiseen

Viaminnet Oy

Yleiskatsaus rekrytointi prosessiin

Viaminnet Oy

Rekrytointi ja valinta prosessi

| | Rekrytointiin valmistautuminen ja rekrytointi | Hakijoiden arviointi |

Sisäiset toimet: Rekrytoinnin tarve → Valinta kriteerit → Työpaikan mainostaminen → Hakemusten ja CV:eiden vastaanottaminen → Hakemusten kategorisointi → A Sopiva työhön / B Ei sopiva työhön → KYLLÄ → Arviointi kriteerien perusteella → Haastattelu → Arviointi kriteerien perusteella

Dokumentit: Henkilö ja työmääritys sekä työpaikka ilmoitus, Työpaikka mainos, Ilmoitus hakijoille hakemuksen vastaanottamisesta, Hylkäys sähköposti, EI VALITTU, Haastattelu pohja

Kommunikointi hakijoiden kanssa: Työhön liittyvät kyselyt, Hylkäys sähköposti, EI VALITTU

Viaminnet Oy

Valinta ja prosessin viimeisteleminen

Viaminnet Oy

Rekrytointi ja valinta prosessin vaiheet

Viaminnet Oy

Rekrytoinnin vaiheet

| Kartoita rekrytointi tarve | Määritä valinta kriteerit
• Henkilö ja työ määritys
• Valinta kriteerit | Tarkista sisäiset suositukset sekä ehdokaspooli | Luo työpaikka mainos ja ilmoitus | Julkaise työpaikka ilmoitus | Vastaa hakijoiden kyselyihin | Vastaanota hakemuksia ja lähetä vahvistus viesti hakijoille |

Kuva 1. Valmistautuminen rekrytointiin ja rekrytointi prosessi

Rekrytoinnin vaiheet

| Käy läpi hakemuksia
• Hakemusten jaottelu A & B kategorioihin | Arvioi hakijaa valinta kriteerien perusteella | Kutsu hakija haastatteluun | Haastattelu | Arvioi hakijaa valinta kriteerien perusteella
• Tarkista haastattelusta saadut tiedot jotta ne vastaavat hakemuksen kanssa | Tarkista suositukset (vapaavalintainen) |

Kuva 2. Hakijoiden arviointi

Rekrytoinnin vaiheet

Valitse parhaat hakijat (maksimissaan 3) → Tee työtarjous parhaimmalle hakijalle → Allekirjoita työsopimus → Ilmoita muille hakijoille etteivät tulleet valituiksi → Kysy hakijoilta jos he haluavat jättää yhteystietonsa yrityksen tietokantaan jatkoa varten •ehdokaspooli → Valittu hakija aloittaa perehdytyksen

Kuva 3. Valinta ja prosessin viimeisteleminen

Viaminnet Oy

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Valitut rekrytointi kanavat

- Facebook
- Duunitori
- Yrityksen nettisivut

Viaminnet Oy

Sisällön tuotanto ja sosiaalisen median hyödyntäminen työpaikka markkinoinnissa

Jaa kiinnostavaa sisältöä somessa

Rohkaise työntekijöitä jakamaan sisältöä

Luo työpaikkailmoitus ja julkaise se

Viaminnet Oy

Avain asiat sosiaalisen median käytössä

- Oikeat kanavat oikeille aktiviteeteille
- Aktiivisuus ja johdonmukaisuus
- Autenttisuus
- Rehellisyys
- Kiinnostava sisältö herättää aina tunteita

Viaminnet Oy

Rekrytoinnin aikataulu

Viaminnet Oy

Viikko 1
- Kartoita rekrytointi tarve
- Määritä valinta kriteerit
- Tarkista sisäiset suositukset
- Tarkista hakija pooli
- Tee työpaikka ilmoitus

Viikot 2-3
- Julkaise työpaikka ilmoitus
- Haku aika kaksi viikkoa
- Vastaa hakijoiden kysymyksiin
- Vastaanota hakemukset ja lähetä vahvistus sähköpostit

Viikko 4
- Hakemusten läpi käynti
- Arviointi perustuen valinta kriteeriin
- Kutsu haastatteluun

Viikko 5
- Haastattelut
- Arviointi perustuen valinta kriteereihin
- Tarkista suosittelijat
- Parhaiden hakijoiden valinta

Viikko 6
- Työtarjous
- Työsopimuksen allekirjoitus
- Perehdytys alkaa
- Ilmoita lopuille hakijoille hylkäyksestä
- Kysy jos hakijat haluavat jäädä yrityksen tietokantaan tulevia rekrytointeja varten

Viaminnet Oy

Haastattelu kysymykset ja rekrytointiin liittyvät dokumentit

Viaminnet Oy

1 Motivaatio	1 Miksi haluat tulla töihin Viaminnetille?
	2 Mitä odotuksia sinulla on tähän työhön liittyen?
	3 Millaiset tehtävät tai työtilanteet inspiroivat ja motivoivat sinua?

2 Koulutus ja Työ historia	4 Kuvaile lyhyesti koulutustaustaasi
	5 Kuvaile lyhyesti työtaustaasi
	6 Kuvaile aiempaa työkokemustasi myynnin parissa
	7 Kuvaile mielestäsi tärkeimpiä asiakaspalvelussa tarvittavia taitoja
	8 Mitkä ovat suurimmat haasteet tai ongelmat, joita olet kohdannut urallasi?
	a) Kuinka selviydyit niistä?
	b) Kuinka ne auttoivat sinua kehittymään ammatillisesti?
	9 Mitkä ovat mielestäsi tärkeimmät saavutukset urallasi?

3 Pätevyys ja Persoona	10 Missä tehtävissä/ velvollisuuksissa olet hyvä?
	11 Mikä tekee sinusta hyvän myyjän?
	12 Millaiset kielitaidot sinulla on?
	13 Mitä taitoja haluat kehittää?
	14 Kuinka aiemmat työkaverisi kuvailisivat sinua?
	15 Millaisia rooleja otat ryhmässä?
	16 MItä mieltä olet rutiinitehtävistä?
	17 Millaisissa haastavissa tilanteissa olet ollut? Kuinka tällainen tilanne ratkaistiin?
	18 Millaista palautetta olet saanut aiemmilta työkavereilta/ pomolta? Kuinka se auttoi sinua kehittymään ammatillisesti?

4 Yhteenveto ja Sopimus asiat	19 Mitä sinä toisit yritykseemme?
	20 Mitä tulevaisuuden tavoitteita sinulla on uran kannalta?
	21 Miksi meidän tulisi valita sinut?
	Sopimus asiat:
	22 Kuinka monta tuntia viikossa pystyt työskentelemään?
	23 Milloin voisit aloittaa?
	24 Mikä on palkka toiveesi?
	Yhteenveto
	25 Mitkä kolme asiaa minun tulisi muistaa sinusta?
	26 Onko sinulla jotain kysyttävää tai jotain muuta mitä haluaisit vielä kertoa meille?

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Henkilö- ja työmääritys kriteerit

Kriteerit	Henkilömääritys	Työ määritys
Motivaatio	Realistinen työnkuva Etukäteen ottanut selvää yrityksestä Kiinnostunut muodista Kotimaisuus	
Koulutus ja työ historia	Some taidot Markkinointi kiinnostus	Asiakaspalvelu kokemus Kokemus muodin parissa työskentelystä Kiinnostus muodista Toisen asteen tutkinto
Pätevyys	Ongelman ratkaisutaidot Päätöksen teko Myyntihenkisyys Kielitaidot	MS Excel MS Word
Luonne	Sosiaalinen Tiimipelaaja Luotettava Helposti lähestyttävä	

Viaminnet Oy

Työpaikkailmoitus

Myyjä

Viaminnet Oy

Mariankatu 10, Helsinki

Osa-aikainen, vakituinen 20h/ viikko

Työ alkaa sopimuksen mukaan

Viaminnet Oy on kotimainen koru yritys. Valmistamme kauniita, ainutlaatuisia ja katseenvangitsevia koruja, jotka ovat kevyitä ja miellyttäviä käyttää. Asusteemme sopivat täydellisesti niin erikoistilaisuuksiin, kuin myös piristäväksi osaksi arkityyliäsi. Luomme kestävää luksusta kaikille naisille. Kaikki tuotteemme on suunniteltu ja valmistettu Suomessa laadukkaasta pohjoismaisesta ja italialaisesta nahasta, mikä mahdollistaa suurempienkin korujemme keveyden.

Rakastatko koruja ja muotia? Etsimme positiivista ja sosiaalista henkilöä, jolla on erinomaiset asiakaspalvelutaitot. Jos sinulla on myynnillinen työote, jatka lukemista, meillä saattaa olla työpaikka sinulle.

Myyjänä teet tiivistä yhteistyötä asiakkaiden kanssa auttaaksesi määrittämään heidän tarpeensa, vastaamaan heidän tuotteitamme koskeviin kysymyksiin ja auttamaan heitä valitsemaan heille parhaat tuotteet. Meille ammattitaitoinen korkealaatuinen asiakaskontakti on hyvän asiakaspalvelun ydin. Jokainen työhön valittu saa kokonaisvaltaisen tuotekoulutuksen ja jatkuvan tuen työssään. Aito kiinnostus kestäviin kotimaisiin tuotteisiin ja avoin mieli ovat etuna tässä työssä.

Vastuut & Velvollisuudet

- Asiakkaiden tervehtiminen
- Auttaminen sekä neuvominen tuotevalinnoissa
- Myymälän kunnossa pito
- Positiivisen yrityskuvan rakentaminen ja ylläpitäminen
- Varasto saldojen ylläpito
- Nettitilausten kerääminen ja paketoiminen
- Erilaisten tapahtuminen järjestäminen ja vetäminen

Sovellut tehtävään, jos sinulla on

- Kokemusta asiakaspalvelusta
- Positiivinen asenne ja myynnillinen ote

- Kyky avoimeen ja joustavaan tiimityöhön
- Hyvä suomen sekä englannin kielen taito
- Oma-aloitteinen työote
- Kyky ratkaista ongelmia ja tehdä itsenäisiä päätöksiä
- Perusteet MS Wordin ja Excelin käytöstä

Me tarjoamme sinulle työpaikan kasvu yrityksessä sekä monipuoliset työtehtävät dynaamisessa ja kannustavassa tiimissämme.

Jos kiinnostuit, niin lähetä hakemuksesi ja CV sähköpostilla osoitteeseen: info@viaminnet.com

Hakuaika päättyy:

Yrityksen nettisivut: https://viaminnet.com/contact-us/

Lisätietoja tehtävästä kontaktoi...

Viaminnet Oy

Työpaikkamainos

VIAMINNET OY

TULE OSAKSI KASVU
YRITYSTÄ! OLETKO POSITIIVINEN,
SOSIAALINEN JA RAKASTAT MUOTIA?
KÄSI YLÖS, JOS
LÖYSIT ITSESI EDELLÄ MAINITUISTA.
VIAMINNET HAKEE NYT
MYYJÄÄ/MYYJIÄ HELSINGIN
MYYMÄLÄÄNSÄ/ HELSINKI-VANTAAN
LENTOASEMAN POP-UP
MYYMÄLÄÄN.

Me kuulemme
mielellämme sinusta lisää!
Jätä hakemuksesi CV:n kera
osoitteeseen
info@viaminnet.com

Viaminnet Oy

Vahvistus sähköposti

Hei, _____

Kiitos hakemuksestasi myyjän tehtävään Helsinkiin.

Mahtavaa, että kiinnostuit työpaikasta sekä Viaminnetistä työnantajana. Käymme hakemuksia läpi jo hakuaikana ja olemme sinuun yhteydessä hakuprosessin etenemisestä mahdollisimman pian.

Mikäli sinulla herää jotain kysyttävää sillä välin voit olla minuun yhteydessä.

Aurinkoista alkanutta viikkoa!

Ystävällisin terveisin

_____

Viaminnet Oy

Sähköposti pohja ei valituille hakijoille

Hei, _____

Kiitos hakemuksestasi myyjän rooliin/ paikkaan Viaminnetillä. Saimme paljon erinomaisia hakemuksia ja valitettavasti valintamme ei tällä kertaa kohdistunut sinuun.

Kiitämme mielenkiinnostasi Viaminnetiä kohtaan, toivomme että seuraat tulevia työ mahdollisuuksiamme sosiaalisesta mediastamme.

Mikäli haluat jättää tietosi hakijarekisteriimme mahdollisia tulevia työpaikkoja ajatellen vastaa tähän sähköpostiin. Säilytämme tietojasi 6 kk rekisterissämme.

Toivotamme sinulle hyvää kesää/syksyä

Parhain terveisin

Viaminnet Oy

Työtarjous

Työnantajan nimi:
Osoite:

Päivämäärä:

Hakijan nimi:
Osoite:

Hyvä _____ (hakijan nimi), teit meihin positiivisen vaikutuksen rekrytoinnin aikana ja tiimimme oli erittäin mielissään saadessaan tutustua sinuun prosessin aikana.

Täten haluamme tarjota sinulle osa-aikaista (tähän työsuhteen laatu) myyjän (tehtävä nimike) roolia Viaminnetillä.

Työ alkaa: _____ (päivämäärä)

Työtunnit ovat _____ / viikko ja palkkaus on TES:in mukainen. Aiempi työkokemus otetaan huomioon.

Toivomme vastaustasi tähän tarjoukseen _____ mennessä. Sillä välin, jos sinulle tulee jotain kysyttävää, olethan yhteydessä minuun _____ (managerin nimi) sähköpostilla tai puhelimitse.

Toivotamme sinut lämpimästi tervetulleeksi tiimimme!

Ystävällisin terveisin

_____ (yrityksen edustajan nimi)

Viaminnet Oy

Hakijakokemus

_____

- Tärkeä osa yrityksen mainetta työnantajana
- Hyvä ja jatkuva kommunikointi sekä ajantasainen tiedonkulku avainasemassa
- Työnhaku mainonta ja sisältömarkkinointi aloittavat hakijakokemuksen
- Hakijan positiivinen mielikuva riippuu vahvasti siitä kuinka häntä on rekrytointi prosessin aikana kohdeltu
- Huono kokemus – huono palaute
- Hakijoiden sitouttaminen
- Haastattelun merkitys
- Läpinäkyvyys, rehellisyys, kunnioitus, palaute ja suoraviivainen prosessi
- Kommunikoinnin puute on yleisin syy huonoon hakijakokemukseen

Viaminnet Oy

Kansainvälinen rekrytointi

- Aikaerot ja kielihaasteet
- Kohdemaan käytännöt
- Kulttuurierot
- Kaikki kommunikointi yhtenäistä
- Sosiaalisen median käyttö
- Video haastattelussa testaus etukäteen
- Pidä kiinni sovitusta!
- Virtuaalikäytännöt

Viaminnet Oy

Yhteenveto

- Tehokas rekrytointi prosessi = Hakijalle jää hyvä kuva yrityksestä työnantajana
- Selkeät ohjeistukset ja prosessi vaiheet = ammattimaisuus
- Kansainvälisessä rekrytoinnissa kommunikointia ja tutustumista kohdemaan kulttuuriin arvostetaan = selkeät infot mitä tarjotaan ja mitä hakijalta vaaditaan

Viaminnet Oy