

# **Developing an International Workforce Induction Guide- line Into Workplace in Finland**

**Case company: Värviöö Oy**

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<b>Degree programme</b> International Business	
<b>Report/thesis title</b> Developing an International Workforce Induction Guideline Into Workplace in Finland	<b>Number of pages and appendix pages</b> <b>52 + 28</b>
<p>Construction is one of the biggest fields in Finland. There are a lot of companies operating in the field. There are not enough construction specialists in Finland. Due to Finland's membership in the European Union, construction specialists from other European Union countries can freely work on Finnish projects. During the last 15 years, a business model of renting an employee to a client company gained high popularity. Case company Värväämö Oy is one of those companies.</p> <p>Due to the increasing number of international employees in the company, the old induction guidelines must be improved. A project was launched that was aimed to analyse old induction guideline, conduct qualitative research among Värväämö's international employees, and improve the old guideline. The project consisted of six tasks.</p> <p>The evaluation of old guideline was done by analysing the old guideline. The possible improvement suggestions are given based on the author's findings and gathered theoretical data. The qualitative research was conducted by interviews among 57 Värväämö's international employees. The possible improvement possibilities were brought out based on the research results.</p> <p>Based on the gathered data, a new improved guideline has been done. The guideline aims to increase employee's awareness of Finnish taxation, construction collective agreement, accommodation, contractual and occupational safety issues. The end-product was expected to be taken into use after the project as soon as possible.</p>	
<b>Keywords</b> Induction process, induction guideline, international workforce, construction field	

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# 1 Introduction

Human Resource Management is one of the key assets of each company. This is a process of procuring, developing, maintaining, and controlling competent human resources in the organization so that the organizational goals are achieved effectively and efficiently” (Khanka 2013, 7). People are a valuable source of income to a company and it does not matter, what is the area of the business. However, one of the largest business areas in Finland is construction. Considering the ongoing demand for new buildings, constant financial support, and city expansions, the construction field is a key player in the Finnish economics. (Statistics Finland 14 2020.) Moreover, the construction field is dependent on a human resource like no other field is. The employee’s turnover is high, which causes short-term relationships with the employer.

Due to Finland’s membership in the European Union, construction specialists from other EU-countries can freely work on Finnish projects. This gave a massive opportunity to employers. Each business’s main goal is to produce income. Therefore, employers can hire specialists from other countries without any penalties from Finnish labor law. Most countries of the EU have a lower income in the construction sector. Therefore, people are looking for opportunities to work in a different country. It does not involve only the construction sector. It involves also other sectors, but they will not be mentioned in this paper.

During the last 15-20 years, a new business model gains increasing popularity. The business model is to rent an employee from one company to another, and invoice according to negotiated hourly or monthly payment. While social responsibility is on the company, who rents an employee to the customer. Customer companies tend to like that system because they can cancel their contract whenever they want. The system is maximally flexible. There are also fixed-term contracts available, but they are simply not in use in the construction field.

Following a massive workforce migration, the recruiting companies must be highly flexible and qualified. Daily work becomes more international and companies are forced to create guidance for employees with a different background. The given paper will examine the growth of an international workforce in the case company. According to the growth, there will be created a suitable induction guideline that would be understandable to each employee of the company. The guideline will be presented to the company’s board members in English, but it will be translated according to the employee’s needs.

## **1.1 Background**

Värväämö Oy is the case company. The company was founded in 2015 and has been rapidly growing for the next four years. The company offers rent-workers to its construction client companies. The annual turnover of the company was increasing by 30% each year. The main field of activity of the company is the construction field in Finland. Observations showed that there are a lot of international workers on construction sites. In pursuit of growth, Värväämö must consider employing more international workers from abroad.

According to the Finnish statistics bureau, the population of foreigners in Finland has been rapidly increasing in the past 20 years. Since 1992 the population of foreigners in Finland increased from 50 000 to 255 000 in 2018. Three main foreigners are citizens of Estonia, Russia, and Iraq. There are other European and other countries from outside Europe on the list. Estonians are in the leading position with more than 50 000 people officially registered in Finland by the year 2018. (Statistics Finland 2019.)

Employing people from abroad may sound easy, but there are certain difficulties in each phase. There have been several articles in Finnish media that the communication language on the construction sites may change from Finnish to Russian. This leads to an understanding that there are options to employ people from Baltic countries or other European Union countries. The Russian language is quite spread across Eastern Europe.

Värväämö already employs several international workers. Those employees are already residents of Finland, which means that they have their documentation done and have their accommodation. There are certain challenges for the company to bring the workforce from abroad. The company has no certain guidelines to organize the employment and induction process in Finnish working culture. Therefore, a certain guideline/guidebook is required in order. This would increase the company's staff awareness of the processes.

## **1.2 Thesis topic, project objective, and tasks**

The thesis's topic is: "Developing an International Workforce Induction Guideline Into Workplace in Finland." The thesis aims to create a guideline/guidebook, which would help Värväämö to successfully induct an international workforce to the Finnish construction culture. The thesis will be done in a project form, which consists of the PO (project objective) and PT (project task).

PO. To create an induction guideline for international employees to improve HRM processes in the company.

PT 1. Preparing a theoretical framework.

PT 2. Define and analyze the company's current induction methods.

PT 3. Interviewing current Värväämö's international employees.

PT 4. Producing a new guideline.

PT 5. Presenting the result to the case company board members.

PT 6. Project evaluation and conclusions.

Table 1. Overlay matrix

Project Task	Theoretical Framework	Project Management Methods	Outcomes
PT 1. Preparing a theoretical framework.	Work-based immigration theory books. Induction theories.	The data will be collected from public articles, databases, internet pages, and theory books.	The theoretical part will give the observation of induction programme importance to the company.
PT 2. Define and analyse the company's current induction methods.	Induction in theory. Importance of an induction programme.	Author's observations. Introducing the current company's induction methods and analysing improvement aspects.	By bringing out current induction methods, the author will see the gap to be filled with a proper international workforce induction guideline.
PT 3. Interviewing current Värväämö international employees.	Qualitative research methods and their liability. The choice between qualitative and quantitative methods.	Interview about 30 international employees already working for Värväämö Oy. Define the gaps in the system and other possible issues or misunderstandings. Make qualitative research.	Define the issues that other employees had and come up with solutions to solve the problem. Gather reliable information from already well-known employees.
PT 4. Producing a new guideline.	Theory on HRM induction processes and their importance.	Create an induction guideline – documentation, construction work culture, safety requirements, the introduction of the company's processes included in the guideline.	A step-by-step guideline that can be used by other HR specialists in the company.

PT 5. Presenting the result to the case company board members.	No theory is needed. Introduction to the company by the project manager.	Create a ppt to the corresponding company and receive feedback	The project was evaluated by the commissioning company. Evaluation from another point of view.
PT 6. Project evaluation and conclusions.	No theory is needed. Evaluation based on the project manager's observations and the company's feedback.		The evaluation of the whole project – guideline.

### 1.3 International aspects and risks

The project is directed to improve Värväämö's international employee's induction into the workplace in Finland. The guideline is meant to be used by the company's HR department when inducing specialists from outside Finland. Most of the employees are from EU-countries, but there are also employees from outside the European Union. Värväämö Oy is a multicultural company.

A multicultural workforce is one in which employees are heterogeneous. Any workforce with two or more employees has some level of multiculturalism based on the basic assumption that no two people are the same. Companies vary in level of multiculturalism. Those that have easily detectable and wide-ranging cultural differences within their workforces are more often described as multicultural companies or workforces (Kokemuller 2019.)



Figure 1.1 International employees in Värväämö Oy



As we can see in Figure 1.1, the capacity of international employees in Värväämö Oy increased yearly. Therefore, the company needs a certain induction program, which would be easily understandable to an employee, who is not well familiar with Finnish construction culture.

There are always risks when a company hires new workers. The risks are even with a locally available workforce. Employer company can never be 100% sure, if the candidate is suitable for the job, even though the references have been checked. The construction field is very wide. Therefore, references received from prior construction sites might be wrong, because each construction site differs from another. Hiring an international workforce to have even greater risks. The main risks of employing a construction worker in Finland from other countries are:

- language barrier;
- skills can't be measured by references from outside Finland;
- employee's motivation;
- documentation issues;
- construction processes differ from Finnish construction sites;
- accommodation.

One of the biggest risks is the language barrier. It is simply just impossible to co-operate with the construction site supervisor if the employee doesn't even speak English. It is quite common that one person from a four-person group speaks English. This allows the supervisor to, at least somehow, deliver the necessary information to the group. The language barrier can be also a problem when an employee is going thru the induction program. It is quite difficult to explain Finnish construction culture, contract, and work-safety issues to a person, who does not understand anything. All of Värväämö's international employees speak at least English if they are not familiar with the Finnish language.



Figure 1.2 Värväämö's international employee's language skills

As we can see in Figure 1.2, there is a total of 84 international employees in Värväämö in 2019. Only 35 of them speak Finnish, who were originally from Estonia. It is not a big surprise, because Estonia is very closely located to Finland and the language is quite similar. All other employees are from other EU and non-EU countries. Almost all of them speak English on a certain level. According to the figure, the induction program must be created in, at least, 4 languages: Finnish, Estonian, Russian, and English. There are a lot of Latvians in the company, but they speak well either Russian or English. The induction program in the Latvian language is not needed.

#### 1.4 Demarcation

The project scope is determined by the growth of the international workforce in the commissioning company. The induction guideline will be designed for all international employees of the company. The program does not include launch and testing phases. It will be presented as a booklet, which will include various instructions. The main idea is to maximally introduce Finnish construction culture to the new employees. The end-product will be presented as an Appendix at the end of the given paper.

To create a proper guideline, there has been done qualitative research among current international employees of Värväämö Oy. The research aimed to analyze the old version of the guideline and modify it according to the respondent's answers. Old guideline was mainly done only for employees, who live in Finland and are familiar with the main aspects of Finnish construction culture. The new guideline will be a modified version of the old one, but it will include precise information about Finnish construction culture,

Värväämö's culture, and the work-safety issues of the construction site. The project will not cover any introductions to the Finnish culture. The guideline covers only work-life issues.

### 1.5 Justification

The international workforce induction program that will be as the result of this work, should improve the effectiveness of the induction process in Värväämö. Its significance can be proved by the fact that Värväämö and many other competitive companies in the same field are using the same, or similar, business models. Meaning that each of those companies hiring workforce from abroad to rented work purposes. As a result, this research may influence a bigger change in induction processes across the construction field. This will lead to international workforce growth and employee wellbeing improvement. Furthermore, this may cause a change in the Human Resource management approach to induction processes. Recruiters would be prepared and taught how to conduct instructions appropriately and effectively so that all the subjects would be covered.

### 1.6 Key concepts

**Recruitment** includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees. Recruitment is also an area in which there are important social and legal implications, but perhaps most important is the significant part played in the lives of individual men and women by their personal experience of recruitment and the failure to be recruited. (Torrington & al. 2011, 158.)

**Onboarding** is a theory of social induction. The theory is used by organizations to get a benefit from their employees through committing and supporting them. The process usually takes place at the beginning of their careers. Onboarding can be said to benefit from persons' inner model and combining it with business strategies of organizations. (Stein & Christiansen 2010, 18-23.)

**An induction program** is a process used within many businesses to welcome new employees to the company and prepare them for their new role. Induction training should include the development of theoretical and practical skills, but also meet interaction needs that exist among the new employees. (Business Management Ideas 2019.)

**“Qualitative research** is a form of social inquiry that tends to adopt a flexible and data-driven research design, to use relatively unstructured data, to emphasize the essential role of subjectivity in the research process, to study a small number of naturally occurring cases in detail, and to use verbal rather than statistical forms of analysis” (Hammersley 2013, 12).

**A collective agreement** is an agreement concluded by competent parties on the terms and conditions of employment. On the employer’s behalf, the agreement can be concluded by either individual companies or their association. The provisions of the collective agreement mainly affect the employment relationships between the members of the signatory parties. The essential provisions concern wages and working time. (Äimälä & al. 2012, 17.)

**“Quantitative research** is a scientific investigation that includes both experiments and other systematic methods that emphasize control and quantified measures of performance “(Hoy 2010,1).

## 2 Induction as a process

*” Every organisation, large or small, should have a well-considered induction programme” (Banfield & Kay 2012, 358).*

The second chapter of the given work covers the first project task. When a new team member starts working in organisation, it is vital to get them to become productive and efficient as quickly as possible. Every person entering a new stage of one’s life needs time to adjust and understand what is going on around. This process is similar to joining a new family or a new sports team. The same happens when freshmen entering a new faculty. Every time those people should be introduced to the new environment and society. They are welcomed, explained the main rules, and introduced to other members. This introduction process is what is called induction.

In a working field, although, the induction process has more value. A new worker is a stranger to his co-workers, job, and organization. This initially causes worries and anxiety that are accumulating with time, if not approached. Stress will eventually end up with resignation by the new employee. Resignation causes new searches and new costs. Research shows that providing new staff and employees with a thorough introduction to the company leads to significantly improved long-term staff retention. Consequently, it is important to take action and make integration into a new organization as smooth and stress-free as possible. Induction helps to do so (Khaka 2013, 88; Larkins 2019.)

Oftentimes, new employees are also challenged by the fear of being fired. They wish to start working effectively, but they may lack adjusting or training time to achieve this. Many companies rely on the durability of working relationships and have no training time before starting their duties. Such companies often work on short – and long-term projects, which causes them to change and switch employees from one project to another. Companies with that approach don’t have any time for training each employee and the induction process may become a crucial factor. Consequently, to be effective, the Induction Program should include an introduction to the organization, its values, culture, people, and acceptable working practices (Larkins 2019).

## 2.1 Concept of Induction

According to HR180 consultancy, the term 'induction' is used in general to describe the entire process when employees adjust or settle to their jobs and working environment. The purpose of induction is to ensure the effective integration of employees into the working environment for the benefit of all parties. Ultimately, according to El-Shamy, induction is the time-focused process that "enables employees to become a positive, productive member of the company as soon as possible". Moreover, El-Shamy calls induction a dynamic and long-term ongoing process. (HR180 2019; El-Shamy 2016, 20.)

Consequently, induction should necessarily provide needed information to new employees to begin the work most effectively. And induction should also include a maintenance program that will keep workers motivated and successfully assimilated into this working environment for as long as possible.

"Induction needs to be perceived as a multistaged process rather than  
as a single course-based event"

(Banfield & Key 2012, 354).

Importantly, induction should provide all the information necessary to new employees, without being too challenging or overwhelming (Banfield & Kay 2012, 359). In general, such information should include:

- Orientation (physical) – describing where the facilities are;
  - Orientation (organizational) – showing how the employee fits into the team and how their role fits with the organization's strategy and goals;
  - Health and safety information – this is a legal requirement;
  - Explanation of terms and conditions;
  - Details of the organization's history, its products, and services, its culture and values;
  - A clear outline of the job/role requirements.
- (HR180 2019.)

Even though the information that can be provided according to the list above can be valuable and necessary, it is too general and it is appropriate rather to the organization staff/office workers rather than to the "rented workforce" employees. As a result, the list above represents the basic information, that should be provided to each employee of any company by default.

The induction is essential for both full- and part-time employees. The structure of an induction program relies not only on the volume and nature of a company but also on the recruitment type (HR180 2019). However, according to El-Shamy, the Human Resources team of the company still plays the most important role in induction processes (El-Shamy 2016, 6).

Many Human resource researchers, as well as Mr. Rowland, refer to a checklist that might be used by the HR team (Rowland & al. 2017, 219). This checklist defines what areas of inductions would be covered if the company has more than one recruiter. This checklist covers what induction programme has been received and ideally should be checked by the worker as well. It helps to ensure that all employees receive the information they need, as well as helping to maintain the ongoing employment. For example, it would be possible to check whether the employee has been briefed on policies or provide proofs of conducted training and obtained certificates when the inspection occurs. (HR180 2019.)

Induction training is very essential for any company because it helps an individual to grow within a company and motivates him/her. It inspires employees to become more confident in progress. According to Anshu Goyal, induction is the process during which a new employee gets to know about the organization's employment philosophy, physical work environment, employee's rights, employee's responsibilities, organization, culture, and values along with key business processes (Goyal 2007).

## **2.2 Benefits of the induction programme**

Employee induction programs differ from company to company and depend on the type of industry. Some see induction programs as a chance to welcome and support new employees, while other companies consider the induction program as a waste of time, which just welcomes employees and gives necessary contact information. Apart from being a legal obligation, the new employee induction program is an essential and critical final piece of the hiring process (Signature staff, 2019.)

Below are listed benefits of effective induction training to the organization:

- Reduces employee turnover

R.L Compton (2010, 184) states that one of the long-term induction benefits is the reduced levels of employee absenteeism and turnover, due to increased employee morale, engagement, and enthusiasm.

- Saves organizational money and time

Induction training is the first training program in which the employee participates after he joins the organization. Induction gives employees all the information needed to start performing his duties. If an employee is trained well in the induction program, he can easily adapt to his new role and start delivering results quickly – that is how it saves the organization a lot of money and time. (Baddapuri 2016.) Furthermore, reduced levels of employee turnover result in lower costs in selection and recruitment costs.

- Ensures operational efficiency

A good induction training program covers all aspects of the company thoroughly. It helps new employees become familiar with the organization's work culture, vision, mission, and goals (Baddapuri 2016). Meanwhile, new employees are explained in their role in achieving the goals of the company. This helps to learn a new environment quickly, which reduces disruptions and restores productivity (Compton 2010,184).

- Makes the new employee feel respected and valued

Good induction training gives a warm welcome to the employee and focuses on clarifying all his doubts about the organization and his job. It ensures that the new employee feels comfortable in the new place. Such an approach not only motivates and inspires employees but reduces one's anxieties as well. (Baddapuri 2016.)

- Provides the necessary information

An effective induction program gives new employees all the necessary information about the company and clarifies the organization's expectations of him. This helps the employee understand the culture, work norms, policies, and procedures of the company, which helps to adapt to the work environment quicker. (Baddapuri 2016.)

- Helps in establishing good communication

Ongoing induction helps new and current employees establish good communications with the organization. A new employee is introduced to his direct supervisor, other employees, leads, and directors of the organization during induction. This makes him more comfortable when he has to communicate with them later. (Baddapuri 2016.)

An effective induction process will help to ensure that new worker:

- Become productive and feel part of the team, whereas they will:
- assist in cultural change;
- assist with knowledge transfer;



- build social networks;
- understand policies and procedures;
- understand the performance standards of their job tasks or position;
- understand Work Health & Safety issues relating to their task or position;
- understand your business culture.

(Byrne, 2019.)

### **2.3 Content of the induction process**

Induction or orientation is a process of introducing and welcoming employees when they first enter a company, which gives information that new workers need to settle down quickly and safely and start work. Gurpreet Randhawa also finds that needed information helps employees obtain more confidence, interest and capabilities will ensure a long-term working relationship. (Randhawa 2007, 108-109.)

According to Byrne, the induction process needs to be specific to your business requirements and the requirements of new workers, which may include the following:

- Introduction to other employees;
- performance standards and worker expectations;
- work times and work breaks;
- team roles and responsibilities;
- work health & safety procedures;
- company facilities;
- emergency procedures and contacts;
- hazards and risks specific to the workplace;
- control measures for all identified risks in the workplace;
- Introducing local working requirements (TES in Finland);
- safety documents, policies, and plans specific to the workplace.

(Byrne, 2019.)

According to previously mentioned citations, requirements should be expanded and adjusted to a specific company, to improve the induction process. Another approach to an induction program can be divided into phases. A well- designed induction program consists of:

#### **1. General Induction**

This first phase of induction consists of the basic and most important factors that should be covered by the Human Resource team members. During this phase company's organization, values, history, and philosophy are explained. This phase also includes explanations of worker's pay, promotion procedures, available services personnel policies. This phase aims to increase pride and motivation which inspires workers to contribute their best to the organization.

## 2. Specific Induction

The second stage of induction is expected to be provided by the employee's supervisor. This stage is more personalized and covers individual job requirements and expectations. An employee is welcomed to his co-workers, introduced to the facilities, and briefed on work-related procedures and methods, possible customs and routines. This stage also covers pieces of training that employees should obtain. This stage usually lasts for a few weeks or even months.

## 3. Follow-up Induction

The last stage is an ongoing evaluation stage, where workers are being assessed on the adjustment into the organization. Employee's progress should be assessed by qualified specialists. Evaluation can help how well an employee is integrated and for how much expectations were met from both sides – worker's and employer's. This stage collects the necessary information for further improvements into the guidelines, which eventually will make them more effective.

(Khaka 2013, 90).

### **3 Analysis of Värväämö's current induction process**

The following chapter covered the second project task. The main idea was to analyse the current induction guideline, evaluate its effectivity, and offer improvement possibilities based on the author's point of view and collected theoretical information.

#### **3.1 Analysis methods**

According to the phases given in chapter 2.4, we can assume that each stage should be properly presented by the correct authority. Human Resources can provide the company's values and explain the context specifics. However, HR member can barely cover the techniques and procedures needed in the workplace, if considering the construction field. Furthermore, if everyone will have the same induction program regardless of their function, experience, and expectations, then the induction program can be counterproductive. Each employee is different, and everyone has individual needs, requirements, and fears when entering a new organization. Consequently, a well-designed induction program should also be appropriately presented. (Taylor 2002, 117.)

Furthermore, the induction program should contain realistic expectations and requirements. If an employee will be well motivated and inspired without acknowledging the downsides that a workplace may have, then worker's expectations will significantly drop. As a result, the induction program should find a balance between creating a good impression and emphasizing realistic expectations on the duty. Nonetheless, managers experience shows that first impressions are the most lasting ones, so first hours and days are critical in creating the right relationships between employee and employer. (Banfield & Kay 2012, 359.)

The presenters and methods that can be used widely vary from one company to another. According to Randhawa, G. (2007, 108), there are many ways to perform the induction process. It can be conducted by lecturing, motion picturing, slide shows, printed material, trips across facilities, notice boards, and so on. Each company and field have their own effective induction process models, methods, and possibilities. Available options and applicable induction methods for Värväämö would be further analyzed in Chapter 3 while analyzing an old guideline.

Each new employee has an induction program at the beginning of their new job. Due to the specifics of the business model, the induction process is conducted just before the job begins. Meaning that the new worker has no time for adjusting. Workers are mainly

instructed on main specifics they have been given the necessary equipment and facility contacts for a specific job. Ultimately, when a specific job or project is coming to an end, a new search begins. After a new project has been found, the employee is informed on it by the Värväämö team member and is given new contacts to the site. Usually, new equipment is not needed. Consequently, it is possible to assume that rented workforce is prone to depend on a particular project, rather than on their specialization. The new project is a new client, who has its specifics, regulations apart from the governmental ones, own schedules, and requirements. Ultimately, some sort of induction process should be applicable when an employee changes its project, without being too complicated or overwhelming.

Oppositely, Värväämö has many clients and many employees to care about. A company that has only 3 available HR team members is physically not able to conduct a proper induction program every time a construction site changes. This requires many resources, that a small company does not have. As a result, an ongoing induction program is currently not existent. When the project changes, an employee receives a call from the Värväämö Sales team and offered a new place. After the employee accepting the offer, he/she will receive a message with a new address. This outdated method of recruiting is still effective, but there is no available evidence on what employees think and feel about it.

Important to note that an old version was provided only in hard copy written in Finnish. Information was mainly translated locally by human resource employees. Additionally, worth to mention that HR employees do not obtain a professional linguistic degree and have a limited amount of time for each employee. As a result, the method of conducting the induction process is already compromised.

An applicable method of induction should be personalized and be as easily accessible, as possible. Consequently, slide shows, lectures, and other group events cannot be considered. An improved method should primarily eliminate the language barrier, which is one of the main obstacles in introducing new international employees. As a result, needed information should be available in several languages by default.

Since not all HR team members obtain sufficient skills in languages, the guideline should be provided in an easy and understandable format. Technologies have given a lot of opportunities to get any information we need, still, for many people such tools might be complicated. Every complication will lead to frustration, additional questioning, and unclarity. Printed material can be provided in any language, it accessible by any person and can be repeatedly re-accessed if needed. As a result, the old guideline method looks appropriate

in a particular company and the most efficient among other methods. Furthermore, HR members do not have to spend a lot of time explaining how to access the information. Meanwhile, they can focus on the main information and make an induction process even more effective.

### **3.2 Results**

An updated induction guideline should cover necessary topics at its full capability. To update an old guideline to a sufficient level, it is important to analyze its effectiveness. An old guideline, which is shown in Appendix A, will be analyzed according to covered topics 2.1 and 2.3. After analyzing what has been covered well, it is most important to define what has been left behind and how important/ valuable this information may be for the employee. As an outcome, the improved guideline should mainly fill gaps and become more effective.

An old version of a guideline is presented on 4 pages in A4 format. The guideline is presented in hard copies and given in the local Värväämö offices. The guideline consists of the company's brief presentation, basic information, FAQ, staff members' contact details and emergency contact details, salary schedule, and important information.

Below is the list of basic information that is provided in the old version of a guideline:

#### **Health and safety information**

All legal requirements have been included in the guideline. Health care, insurance, certificates, allowances are clearly defined and explained. Contact details are also clearly provided.

#### **Explanation of terms and conditions**

While presenting the guideline, a working agreement or contract is given to an employee. Terms and conditions of a contract are presented there and are left out from the guideline to not being too repetitive. Finnish working agreement contains all the necessary information regarding this matter, consequently, this subject can be neglected in a guideline.

#### **Värväämö's values**

Värväämö is well presented on the first page of the guideline. Although, it lacks its history, it contains Värväämö's values and goals. Employees have an idea of what the company does.

## **Salary**

Workers are well informed on the salary schedules and on other benefits that they can receive.

## **Occupational safety cards and equipment**

Workers are well informed that they will need allowances and certificates to begin their work. Värväämö also organizes courses for Green Card and provides Identity cards, that each employee needs. Furthermore, employees are acknowledged on received clothes and necessary equipment from Värväämö, if needed.

Potential improvements could be done to the new guideline:

### **Orientation (physical)**

According to research in Chapter 2.1, basic information should contain explanations of the physical orientation. Due to the Värväämö specifics, construction projects or sites are considered as a company's facility. Värväämö's main office is included in the facility by default. As a result, the main office address can be easily found by the navigation system. It is easily accessible by public transportation as well. The office itself represents a small space for nearly 20 staff members, so there is no need to make a separate office tour.

On contrary, construction sites are often not available in navigation systems. Oftentimes, such places cannot be reached by public transportation either. Owning a car may also cause parking issues, since not every construction site has a space for that. Furthermore, entrance to the facilities can be regulated or closed. Things become more complicated when considering that usually, work starts at 7 a.m, which means that Värväämö's staff members are not reachable in case of questions. Therefore, guideline contains details about a system, where it is possible to find information on a particular site, still it is often being neglected.

### **Orientation (organisational)**

Another thing that remains neglected is the orientation within the organization. Each employee usually knows the person he called or received a call from. As was mentioned before, the Human Resource employee is taking care of employees' well-being and the Sales representative is taking care of the employee's work. On average, every employee knows 2 to 3 people from all staff members. Due to the changes in projects and construction sites, employee's colleagues can often change as well.

Although, organisational orientation is missing in the guideline, it is still unclear whether it is applicable in this business model. The company's turnover is quite high, and the

company cannot spend many resources (time) on personally welcoming each new employee. On contrary, a feeling of being welcomed and appreciated could have improved the feel of being a part of a company. Theoretical research conducted in this paper clearly showed that feel of being a part of a team is directly linked to the longevity of the working relationship.

### **A clear outline of the job/role requirements**

Värväämö hires employees with a wide range of specialisations. Each specialty has its specifics and requirements. As a result, the guideline cannot contain information about each specialisation. Nonetheless, the employee needs a clear vision of what is expected and what is needed for a particular job. Furthermore, clear standards can be later measured, thus evaluated. Respectively, it becomes clearer and easier to evaluate one's performance to improve working conditions (promote, offer additional training). (255 / introduction to business).

### **Taxes and tax cards**

One of the specifics that can be unclear for international employees is how the salary is calculated. Taxation is generally an important topic to discuss since it is directly linked to the amount of salary one is getting. Taxation in Finland differs from other countries. Furthermore, each field of work has its taxation agreements. The Finnish construction collective agreement is called TES. Accordingly, the salary is going to be paid according to TES.

Moreover, each employee must have a taxation card and fill it out annually. The tax department assigns tax percentage individually. The responsibility of filling and presenting the form falls on each employee. According to the author's observations, many international employees lack guidance on this issue. They often need additional explanations on how much salary they will eventually get, how many percent they will pay for taxes, and how to fill the taxation forms.

### **Living expenses**

The guideline also lacks information on accommodation possibilities. Many Värväämö workers live in Finland, but still there are cases when employees are forced to rent local housing. Each employee is responsible for organising the housing for themselves. Nonetheless, Värväämö understands challenges and helps to find temporary housing. Expenses on living in Finland are quite high and new international employees should consider them when beginning their job.

Mentioned improvement areas are only theoretically defined areas, that can be valuable for new employees. A survey, that will be conducted in Chapter 4, will define what improvements employees needs in reality. Considering both theoretical and practical research, the new guideline will be created.



## **4 Induction experiences of Värväämö's international employees**

The main goal of the project was to create a proper induction programme for the international workforce of the company. It was decided to conduct qualitative research among current international employees. The research aimed to define to strengths and weaknesses of the programme used by the company at the moment and add necessary corrections and new information. The research was conducted in a form of an interview among 57 international employees.

### **4.1 Interviews**

The total amount of international employees in Värväämö was 84. The interviews were conducted among 57 of them due to time limits and employee's availability. All of them came to the office after work in their free time. Therefore, it was difficult to interview each foreign employee. The interview was a face-to-face conversation between the author and the interviewee. The duration of the interview was around 20 to 30 minutes. Everything depended on employee's answers. It is important to notice that employees used their own free time to participate in the research.

### **4.2 Interview structure and questions**

The interview lasted from 20 to 30 minutes and was conducted as a face to face conversation in Värväämö's office in Helsinki. The interview consisted of 22 questions. The original questionnaire is attached in the appendices. There are very few "Yes" or "No" questions in the interview. Most of them require descriptive answers, where the employee should be honest and precise in their answers. It has been assured to the employees, that the interviews were anonymous. People could be more open-minded in those circumstances.

### **4.3 Participants**

As it was mentioned before, the research was conducted among foreign/international employees of company Värväämö Oy. There were 57 interviews in total. In total 84 international employees work in Värväämö, and 57 interviewees are 68% of all international employees in Värväämö Oy.

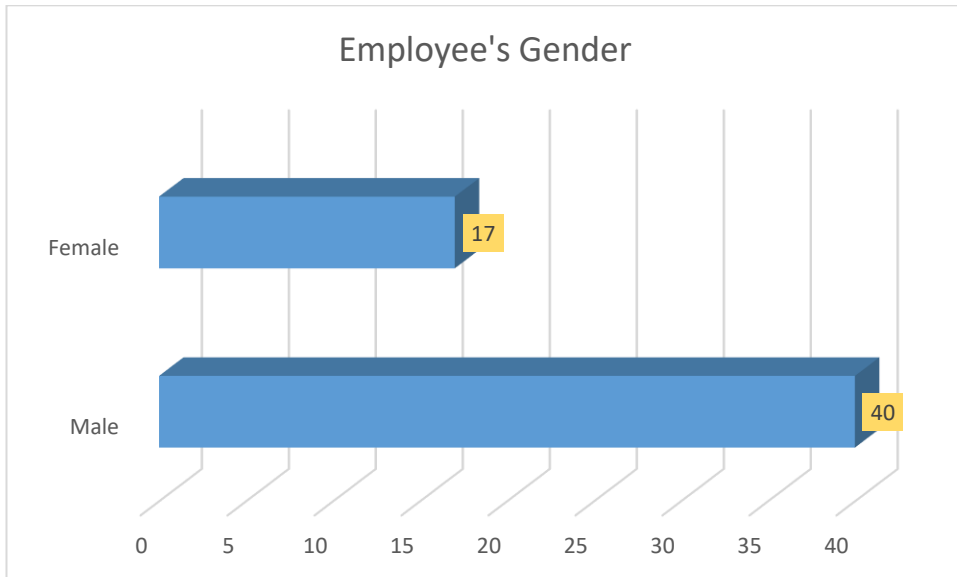


Figure 4.1 Interviewees gender

It can be seen in Figure 4.1, there were 40 male and 17 female interviewees. It was important that women had taken part in the interviews. Women became an essential workforce in the construction field during the last 10 years. Their opinion is as important as the male recipient's opinion.

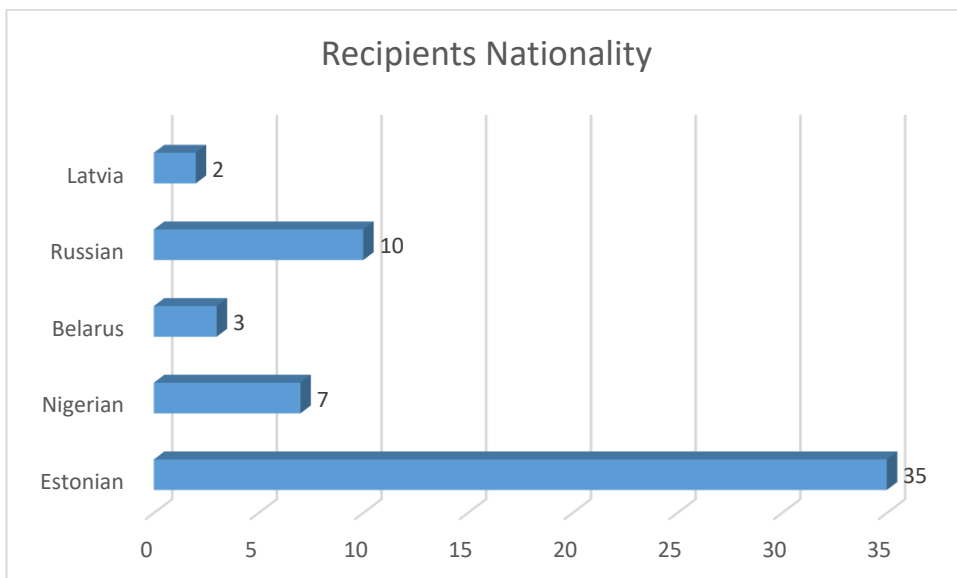


Figure 4.2 Recipient's nationality

In Figure 4.2 we can see, what nationalities were mostly presented during the interview. It was not a surprise that there were 35 Estonians interviewees, because Estonia is very close to Finland, and it is easy to go to work in Finland. Even though Russia is next to Finland, Russia is not a member of the European Union. Russian citizens require a residence and work permit in Finland. Estonia, on the other hand, is a member of the European

Union. Therefore, there are not many Russians working for Värväämö. There were also two Latvians, seven Nigerians, and three employees from Belarus.

#### 4.4 Results

It has been said that 57 employees took part in the research. 40 of them were men and 17 women. As a result, 5 nationalities were presented during the research process. Some of them started their work back in Summer 2015 and some started their work in Värväämö in Spring 2019.

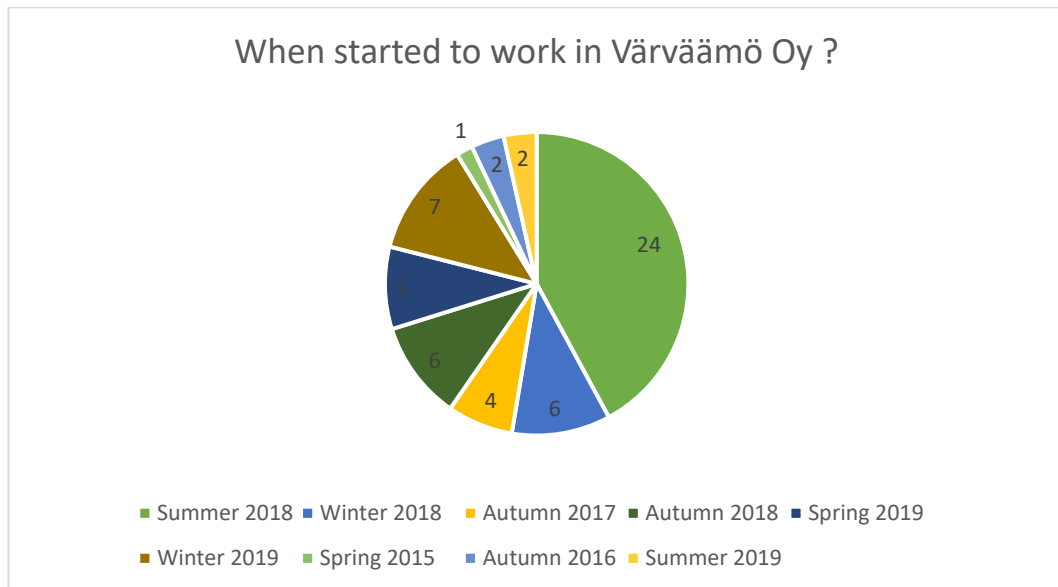


Figure 4.3 When employees started to work in Värväämö Oy ?

As we can see in Figure 4.3, most of the workers started their work in Värväämö in Summer 2018. It can be explained by the company's fast growth during the year 2018. The word of mouth about Värväämö was spreading among workers in the construction fields. It can be also explained by the fact, that most of the research recipients came to the company by someone's suggestion or by contacting the company's HR.

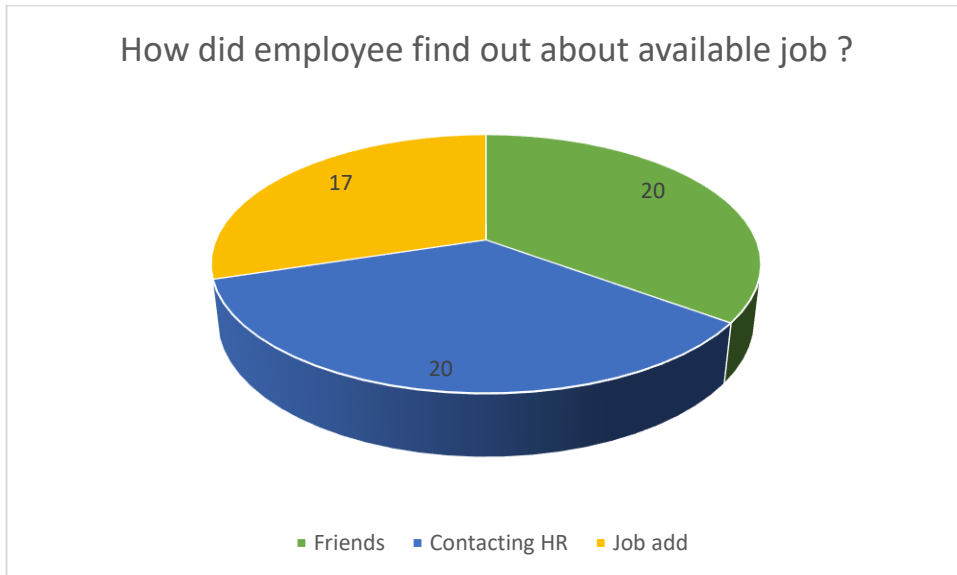


Figure 4.4 How did employees find out about the available vacancy?

We can see in Figure 4.4 that 20 employees applied by the suggestion of their friends, and 20 employees contacted the company's HR. The main reason for contacting the company's HR was positive feedback from current Värväämö's workers.

It was important to find out, was Värväämö Oy their first Finnish employer or not. If it would be first, there would be several issues gaining Finnish social security and tax number.



Figure 4.5 Värväämö as first Finnish employer



Figure 4.6 When started work in Finland

In Figure 4.5 we can see that all Värväämö's employees have already been working in Finland before starting their work in Värväämö. It means that they had their paperwork

done and they did not need any assistance in applying for Finnish tax and social security number. Figure 4.6 describes when employees had started their work in Finland.

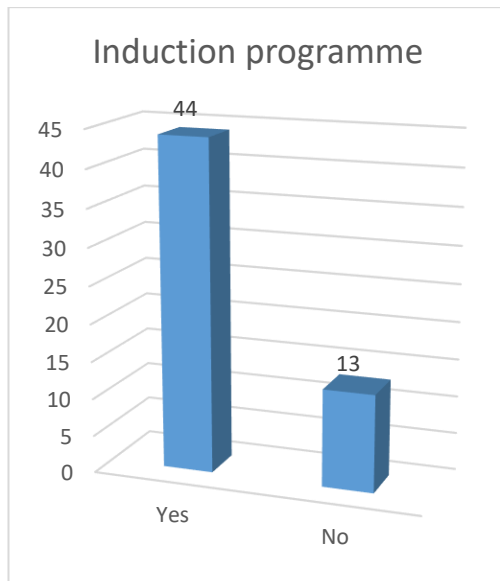


Figure 4.7 Induction programme before starting work at Värviöö

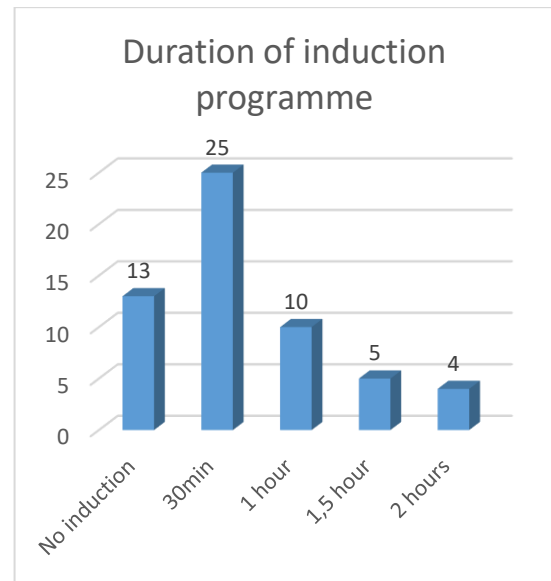


Figure 4.8 Duration of the induction programme

According to the research result, most of the new employees had their induction programme at the beginning of their work in Värviöö. It is a positive factor because the employee had received at least the needed starting information. As can be seen in Figure 4.8 the average duration of induction was around 30 minutes to 1 hour.

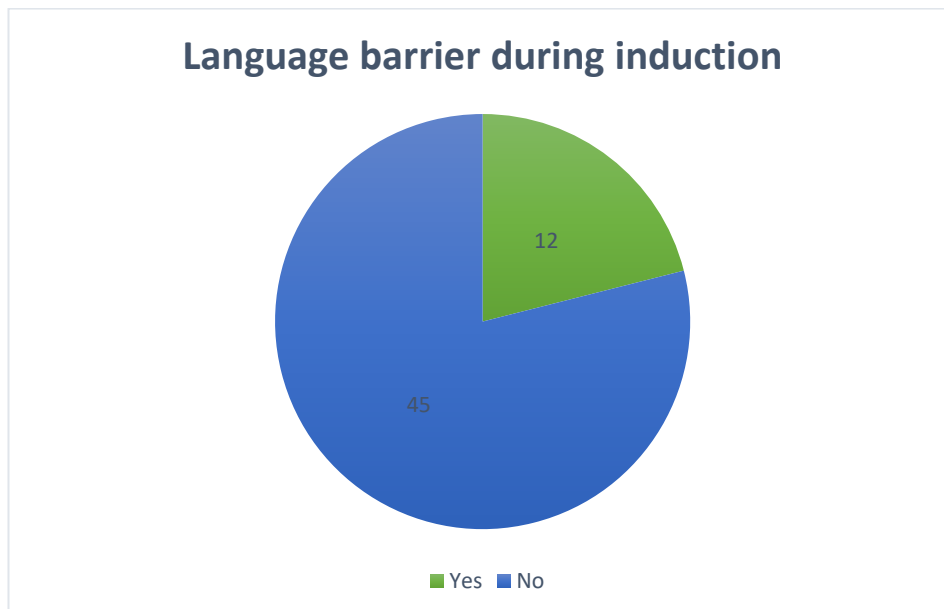


Figure 4.9 Language barrier during induction

According to Figure 4.9, 45 employees didn't experience any language barrier during the induction programme. It is a positive side, one particular thing must be taken into account. Most induction programmes of the foreign workforce were carried out by a multilingual recruitment consultant. Those nine workers, who experienced difficulties during the induction programme, have been inducted by other recruitment consultants.

Employees received main information about their contract, work environment, work equipment, healthcare system, and other necessary information. Mainly recruitment consultants took care of induction programs and prepared employees for work. There were three recruitment consultants in Värväämö's office in Helsinki. Names will not be brought out.

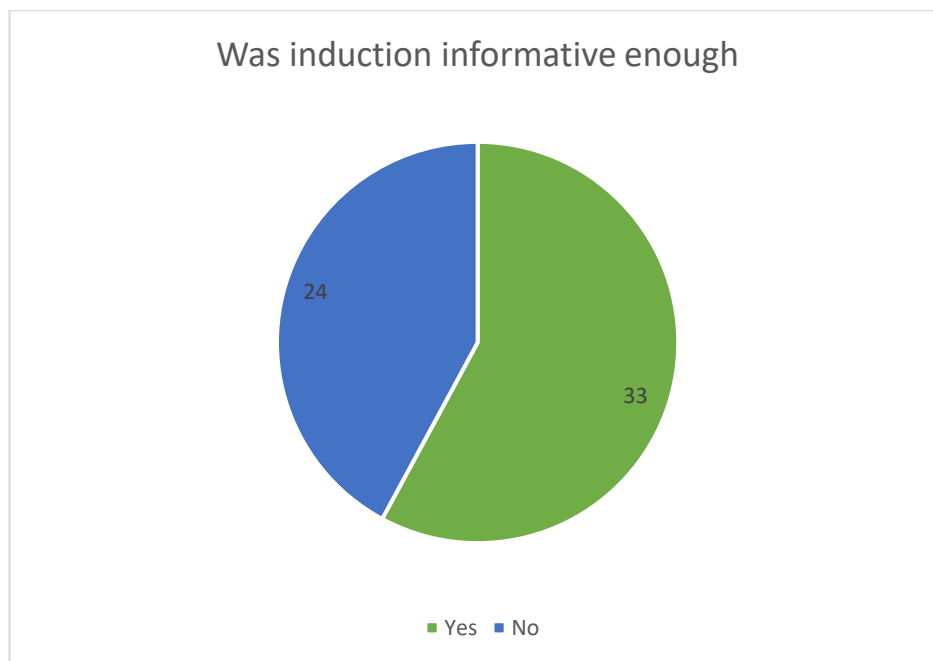


Figure 4.10 Induction programme informative enough?

In Figure 4.10 we can see that employees received most of the necessary information during the induction session. It will appear on the next figures, how well did employees understand the contractual issues, Värväämö's healthcare system, occupational safety issues, collective agreement issues, and accommodational issues.



Figure 4.11 Feedback after the first 2 weeks of employment

According to Figure 4.11, most new employees would like to receive feedback, how did their work start, after two weeks of employment start. It cannot be a positive side of a company, if employees work without knowing, are they doing good or not. Seven employees did not even see anybody from Värväämö in the first four months. This are should be fixed and recruitment consultants should be more often in contact with the employees.

#### 4.4.1 Employment issues

In Figure 4.12 we can see, how did employees understand the contractual issues during the induction session. The understanding of the contract itself was not clear.

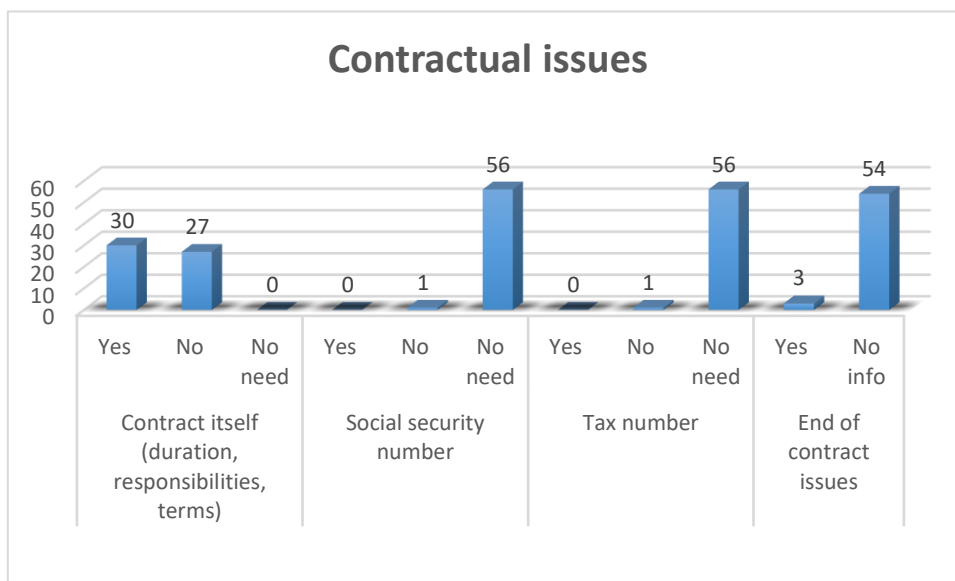


Figure 4.12 Contractual issues

enough for majority of the new employees. Those, who understood everything commented, that they are familiar with the system already. Therefore, they knew what to expect. Since all employees have worked in other companies in Finland, the recruitment consultant did not have to explain, how to gain Finnish social security and tax number. One interviewee replied that nobody told him anything about it even though he had one already. The most important finding was that almost nobody knew the end of contract issues. It is a very important point, but it was not covered by the induction program at all.

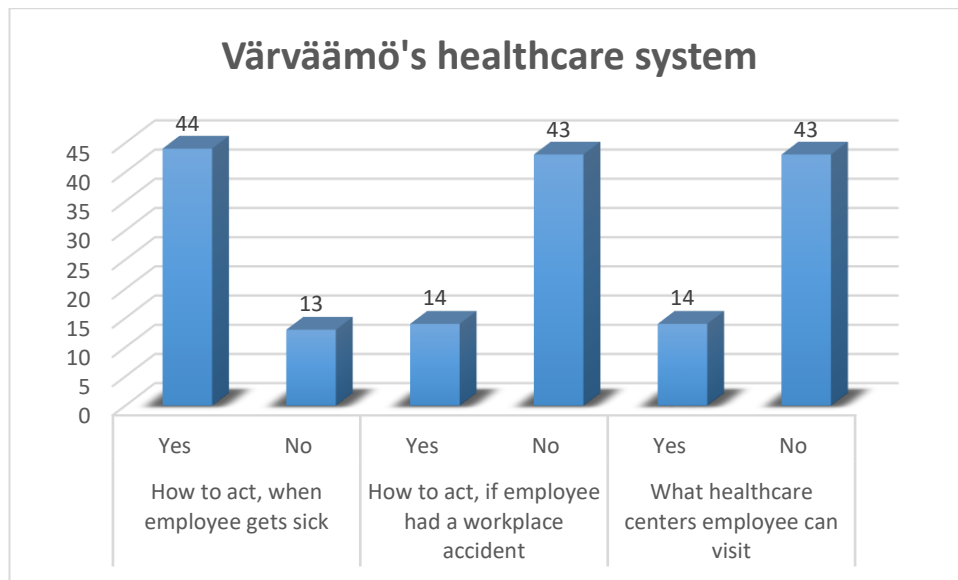


Figure 4.13 Värväämö's healthcare system

The next point of the employment issue was the healthcare system. According to the research 44 employees understood, what procedures should be done, when they get sick. They understood, who they had to inform and how to ask for further instructions. The problem was understanding, how to act when an employee had a workplace accident. Even though the procedure is the same as with a usual illness, it was not brought out in the induction paper. Most of the employees understood, who is Värväämö's healthcare partner, but most of the employees did not understand, how to look for the right place for them and book an appointment. Those, who understood everything without any problems were already familiar with the system.





Figure 4.14 Occupational safety issues

The next step of employment issues was to understand occupational safety issues. Occupational safety regulations are very strict in Finland. Therefore, recruitment consultants emphasize this part. According to the research, almost all employees understood well Finnish occupational safety regulations and how to have an occupational safety card, which is essential while working on Finnish construction sites. Although, almost half of the foreign workforce did not understand that they could receive additional safety cards such as road work safety cards and flammable work safety card. The possibility to get those security cards should be brought out in the induction paper.

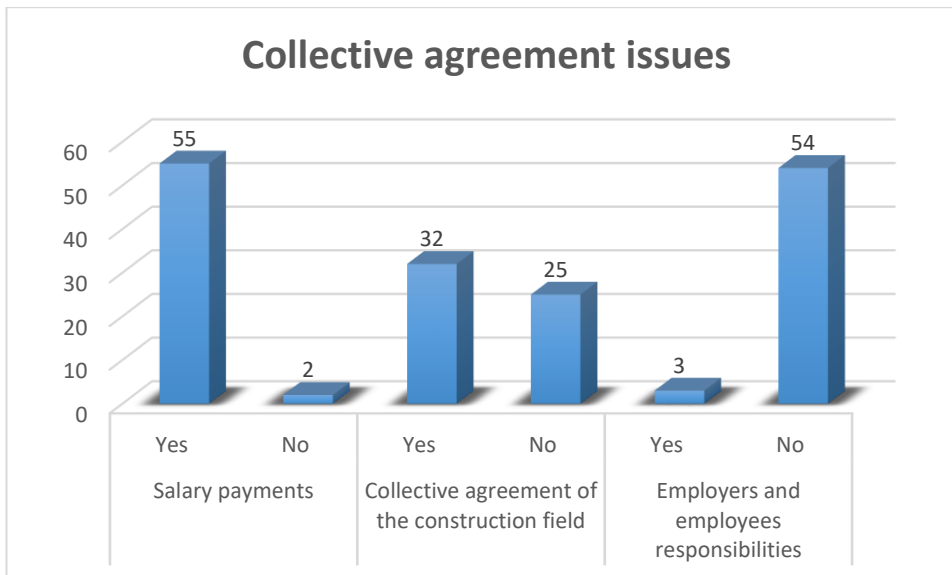


Figure 4.15 Collective agreement issues

According to Figure 4.15, all foreign employees understood, how the salary is paid in Värvi Oy. On the other hand, most of them did not understand, how the collective

agreement of the construction field works. All those, who were familiar with the collective agreement, have previous experience from other companies. Almost all of the employees did not understand the employer's and employee's responsibilities. This section should be added to the new induction programme.

#### 4.4.2 Development suggestions

The research has been clarified several issues that were left misunderstood by foreign employees. The given subchapter will try to give possible development suggestions and try to fit them into the new induction programme.

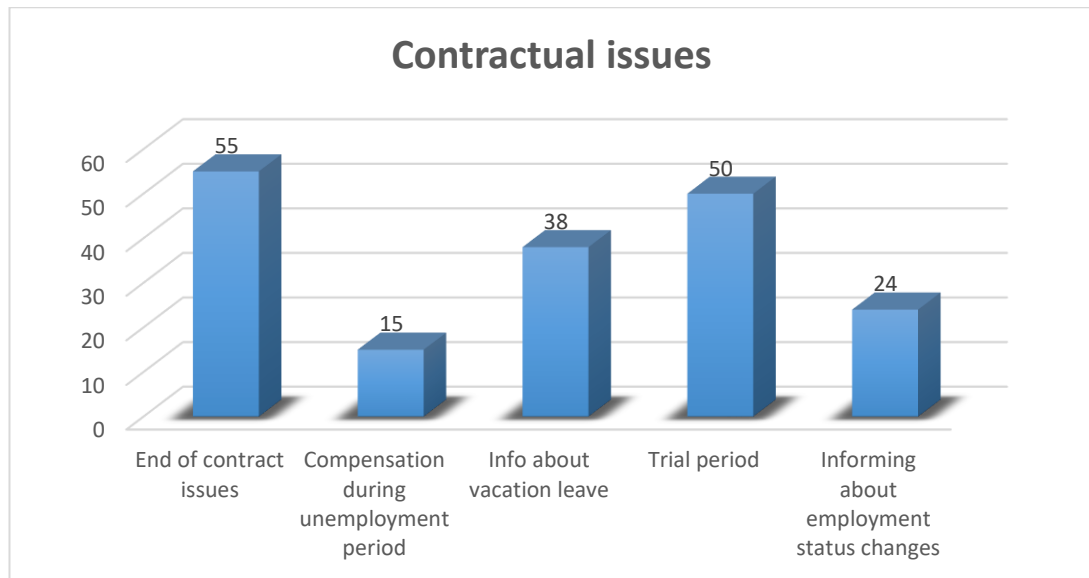


Figure 4.16 Developments in contractual issues

According to the research, almost all employees had no idea about the end of the contract procedure. They were not informed, how does the contract end, and what to do, when the contract ends. This information must surely be added to the improved induction programme. 15 foreign employees were not aware of the fact, that they did not receive any compensation during the unemployment period. There can be gaps between construction sites when employees are forced to be at home. In Värväämö's business model company does not compensate for the time spent at home. Värväämö pays a salary according to the hours worked.

The information about the collective agreement was not added to the old induction programme. Therefore, employees did not know anything about the different bonuses they receive from the company, such as vacation leave money. The information about vacation leave should be added along with the other collective agreement information. There is no information given about the trial period. The aspect of the trial period must also be added to the guideline to avoid misunderstandings. 24 foreign employees would like also to

receive a notification when their employment status is changed. When a worker is on a period of unemployment waiting for the next construction site to start, they cannot visit the company's healthcare partners. Employees can also apply for compensation for the unemployment period from Kela, but they need a written notification or work certificate from Värväämö. This information should also be added to the induction programme.

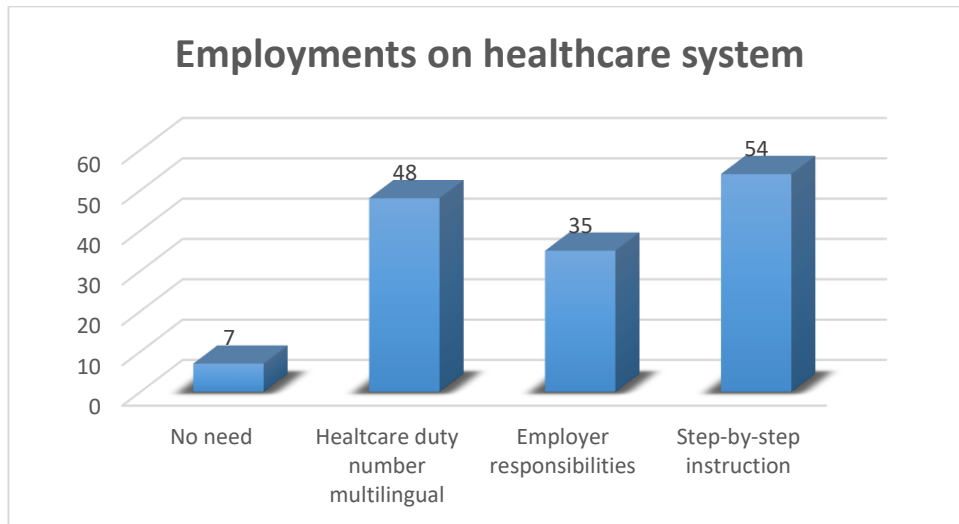


Figure 4.17 Employments on the healthcare system

Värväämö has a certain healthcare partner in different locations in Finland. It is available to each worker when the contract is active. Värväämö has its healthcare duty number, where the worker should inform first about their illness. Only seven employees understood everything well and did not require any information about the induction programme. Though, 48 foreign employees complained that Värväämö's healthcare duty number speaks only Finnish and English languages. According to the research, most of the foreign employees are russians and Estonians. Therefore, healthcare duty numbers could be multilingual and speak in addition to English and Finnish at least Russian or Estonian. More than half of the employees wanted to see for how long and which circumstances does Värväämö pay sick leaves, and when does Värväämö's financial responsibility expire. 54 employees also replied that step-by-step instruction when an employee gets sick should be added to the induction programme. There are three certain steps: inform construction site, contact healthcare duty number, and act according to given instructions. It is well known to most of the employees, but it is good to have that instruction in the induction programme which is always available to the employees.

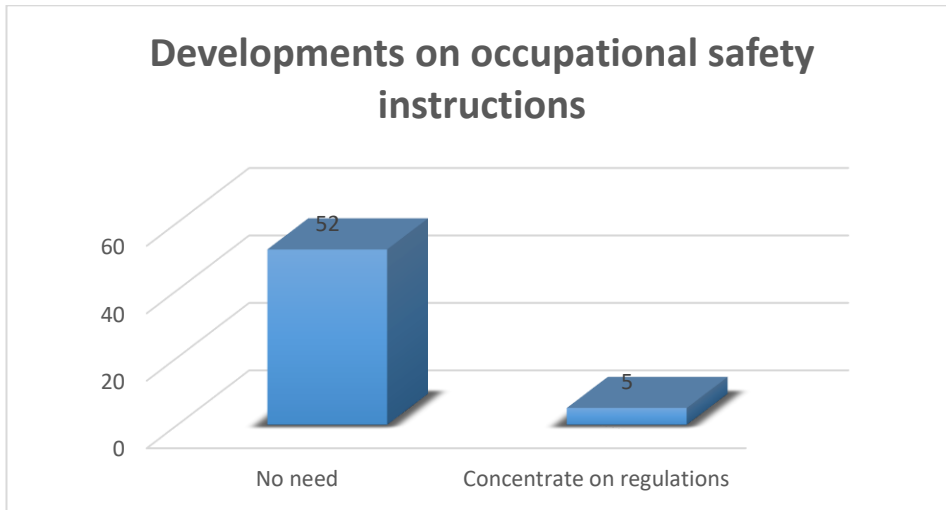


Figure 4.18 Developments in occupational safety instructions

According to the research, occupational safety instructions were well brought out and mainly do not need any improvements. Five employees replied that Värväämö could add some regulations to the induction programme to inform employees what could happen if an employee violates safety requirements.

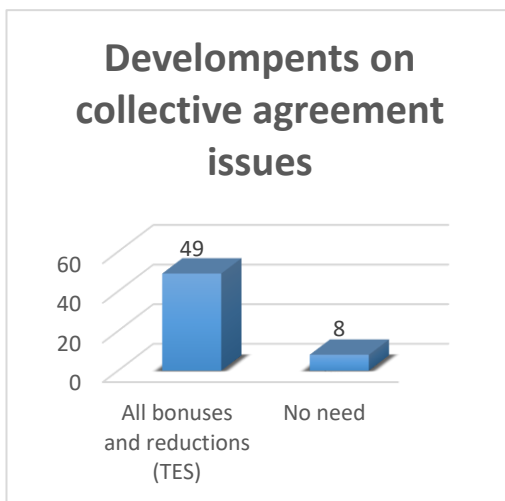


Figure 4.19 Developments on collective agreement

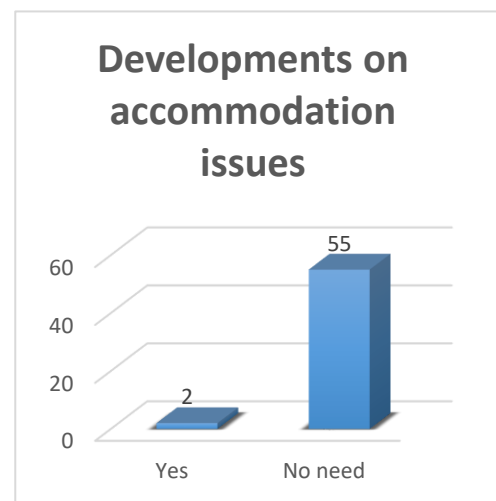


Figure 4.20 Developments on accommodation issues

According to the research 48 foreign employees expected to see collective agreement clarification in the induction programme. They wanted to see all bonuses and reductions according to the collective agreement. The old induction programme does not have that information at all. 55 employees thought they do not need any information about accommodation possibilities provided by Värväämö. Only two workers thought it would be good to have that information in the induction programme.

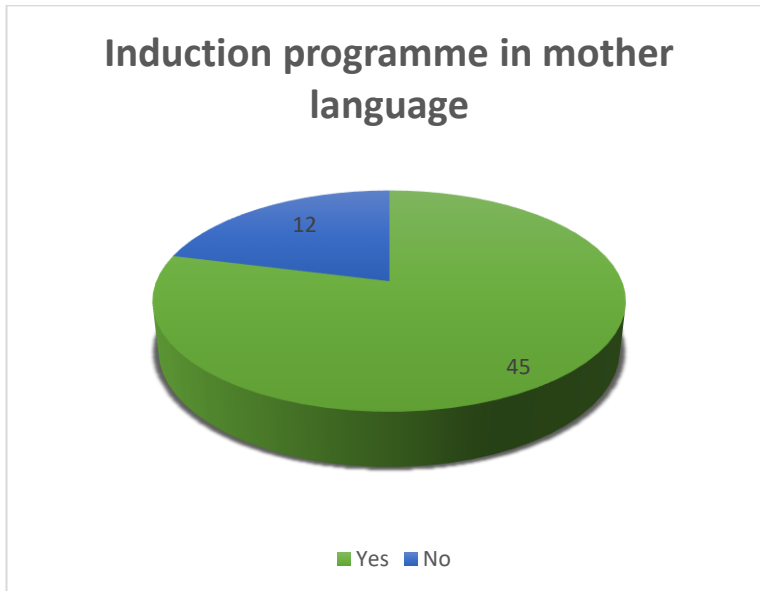


Figure 4.21 If induction programme should be in mother language

45 foreign employees thought that it would be easier for them to have the induction programme in their mother language. It would help them to understand all employment issues, healthcare system, and salary payment system. On the other hand, 12 employees wanted to have the induction programme in the Finnish language. They wanted to practice their Finnish language and assimilate into the Finnish culture.

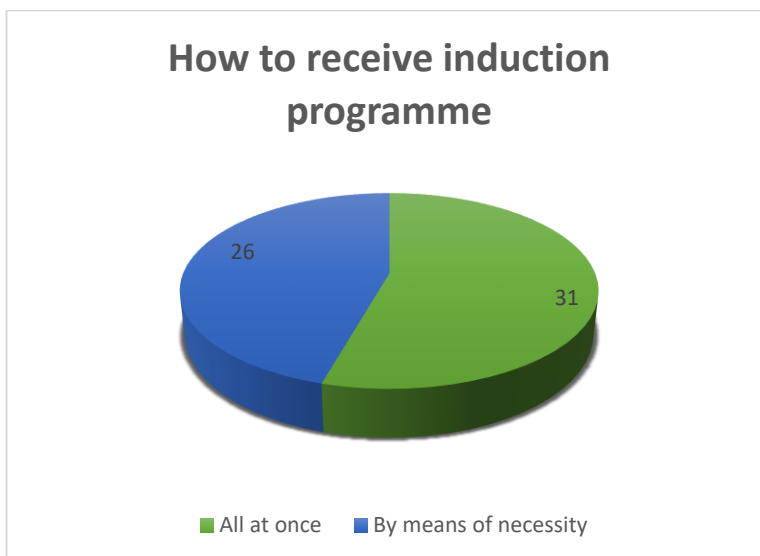


Figure 4.22 How to receive induction programme

Foreign employees had a different opinion if they should get the induction programme all at once or receive information through necessity. The reason to choose to receive information all at once is to be able to read it through and check afterward if necessary. Others wanted to receive information through necessity because it was hard to remember everything during the induction programme or they might lose the induction programme.

### 4.4.3 Employee experience during the working period

All interviewees were already working in Värväämö. It was also important to receive feedback on the company's work during the employee's working period.

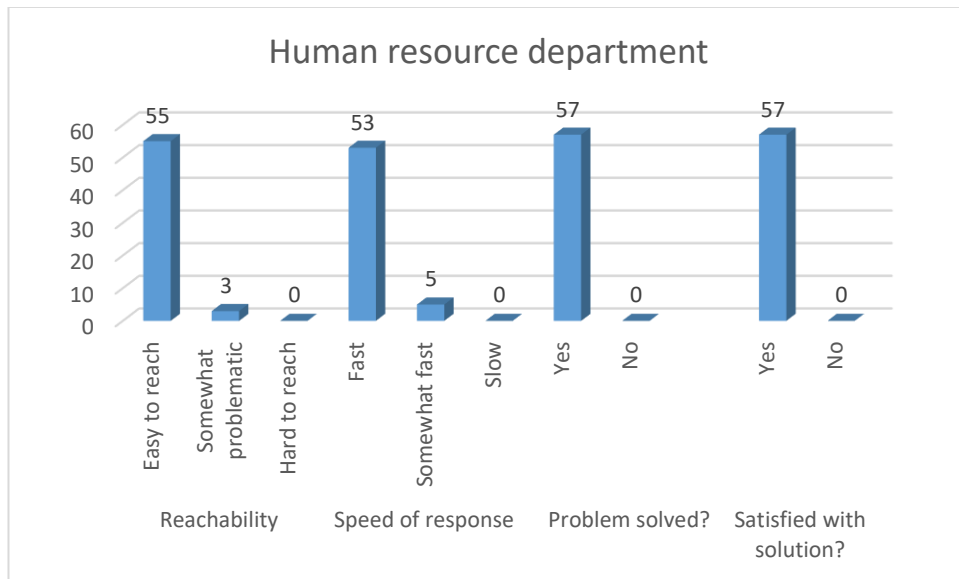


Figure 4.23 Assessment of Värväämö's human resource department

According to the research, almost all employees were satisfied with the work of the human resource department. Some difficulties were with the reachability of recruitment consultants, but as workers said recruiters called always back.

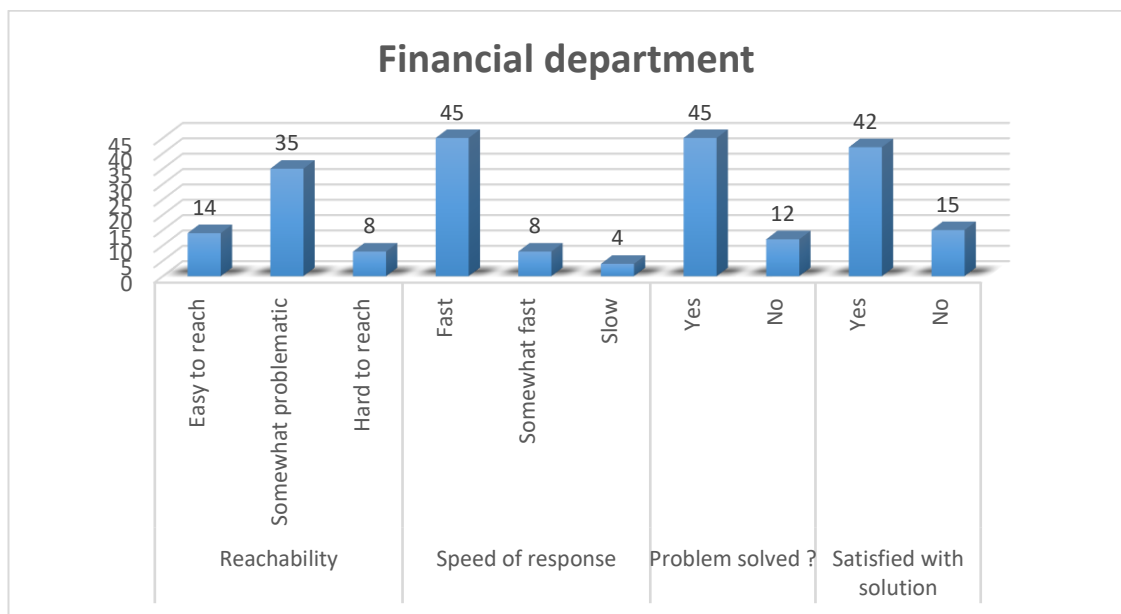


Figure 4.24 Assessment of Värväämö's financial department

The reason why the financial department has been also assessed was that workers often call the financial department and ask for some explanations. According to Figure 4.24, it was quite difficult to reach the financial department, because there was always a long queue. Even when workers came to the office, they could end up waiting for their turn for a long time. The speed of response was highly evaluated because when the financial department took on the worker's issue, the problem solved quite fast. In most cases, the problem was solved, but not all workers were left satisfied with the result.

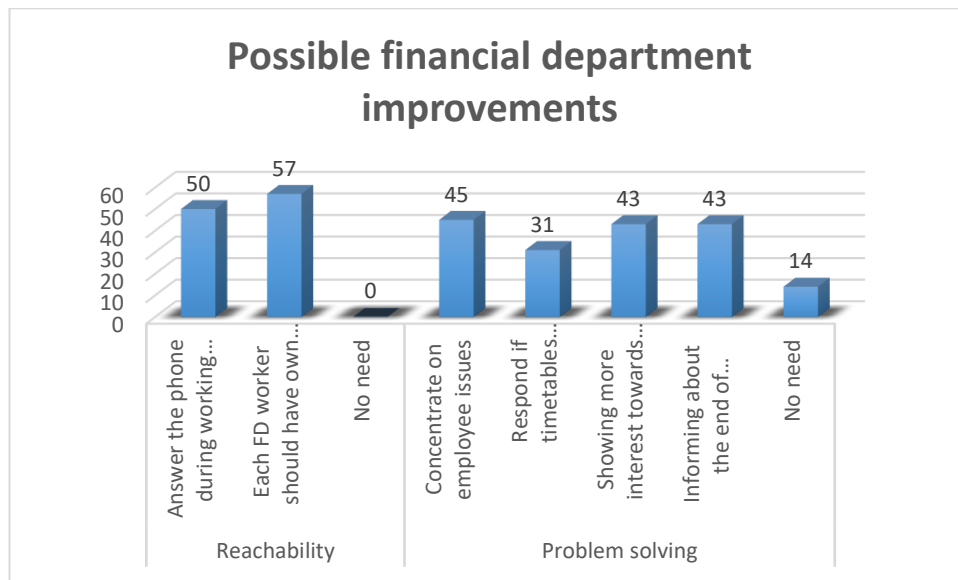


Figure 4.25 Possible financial department improvements

All international employees replied that there should be some improvements done in the financial department. All interviewees said that each financial department worker should have their personal phone number. This could make it easier for workers to reach particular financial department workers. 50 employees also complained that the financial department could answer the phone more actively. Half of the recipients also said that it would be great to receive a confirmation from the financial department when the worker sends a picture of the timetable. 43 employees also required notification from the financial department when the company's responsibilities in front of the worker expire.

## 5 Creating a revised induction programme

According to the project tasks, it was decided to analyse the old induction programme, conduct qualitative research among Värväämö's international employees, and develop a new induction programme. The analysis of the old induction programme has been done in the second chapter of the given paper. The results will be brought out in this chapter. There will be given an explanation, why certain improvements should be included or not in the new induction programme.

The second part of the chapter will cover improvements based on qualitative research. The research was conducted among 57 Värväämö's international employees, which are currently working for Värväämö. The importance of given improvements will be brought out. The final part of the chapter will cover improvements done to the old guideline. The improvements will be described separately.

### 5.1 Potential developments based on old induction programme analysis

Potential developments were covered in the project's second task. The development suggestions were given as a result of the analysis of the old induction programme which can be found in the third chapter. The suggestions were given about:

- Orientation (physical);
- Orientation (organisational);
- A clear outline of the job/role requirements;
- Taxes and tax card;
- Living expenses.

It was suggested to make a physical orientation, show the company's facilities and introduce it to staff members. Although, Värväämö staff members cannot do any orientation on the construction sites. Therefore, this option is impossible. The supervisor of the client company conducts physical orientation at the construction site. Värväämö usually sends the employee an email with brief instructions about the construction site. It usually consists of the address of the construction site, the estimated duration of the work, and the supervisor's contact details. It could additionally contain certain navigation points if the building is new and not yet available on maps. New employees should only be introduced inside Värväämö to the financial department, recruitment consultants, and salesmen.

Employees should know financial department workers if they would like to ask something from them concerning their salaries. It is also good to know other recruitment consultants in case of the personal consultant is on sick leave, on a vacation, or left the company at all. According to Värväämö's business model company's salesmen should be more in



touch with their workers. Therefore, it is an essential part to get to know the company's salesmen. They will offer construction sites to the workers. The organisational and physical orientation parts could be combined as one. There is no need to make them separately.

Old induction programme analysis also suggested making a clear outline of the job/role requirements. It is very difficult to clarify job requirements on the induction guideline. As an example, carpenter work covers a very wide area. It is extremely difficult to demand all carpenter qualifications from one employee. It is rather a recruitment consultant's work to find out employee's strengths and weaknesses and inform the sales department about them. The sales department receives orders from construction sites and then picks suitable employees based on the information collected by the recruitment consultant.

One of the suggestions was to add information about the Finnish taxation system. It is quite actual because old guideline does not include that information and employees are always curious about it. The new guideline should include some kind of a table with shown tax deductions and clear explanations. This would surely increase the employee's awareness of tax deductions made by the company when the salary is paid. There should also be information about the Finnish tax card and its possible renewal options.

According to the analysis old guideline completely lacks information on accommodation possibilities arranged by the company. The company expects that each employee will solve accommodation matters on their own. There are situations when employees urgently may need accommodation possibility. Therefore, accommodation information should also be added to the developed guideline. There are also cases when employees live in one city, but their work takes them temporarily to another city. In those situations, the company should have its accommodation possibilities available.

## **5.2 Improvements based on qualitative research**

The qualitative research was conducted among 57 Värväämö's international employees. There have been several improvement suggestions from the workers which will be taken into account in the development of a new induction programme. The data was gathered by interviews.

According to the research, employees wished to have a proper explanation of the contract itself. They expected the new guideline to include end of contract issues, explanation on compensation during the unemployment period, information about vacation leave,

information about the trial period, and information on how and when does employment status change. It is always important to understand the contract while working in some company. People tend to make radical decisions when they are not well informed. The information must be shared and easily available.

Another extremely important improvement was to include clarification of the collective agreement of the construction field. There are several collective agreements used in the construction field and there is no reason to bring them all into the induction programme. It was decided that only one, most demanded, the collective agreement will be shown in the new guideline. It will describe different salary levels, transportation compensation, sick leave explanation, vacation explanation, possible food and tools compensation, and other bonuses and possible deductions.

There were also several development ideas concerning Värväämö's healthcare system. The new guideline will include information about the company's responsibilities during sick leave or sick leave caused by a work accident. It will also contain step-by-step instructions on how to act if a person gets ill. There will be also added a multilingual healthcare duty number and a certain person from the company chosen to be responsible for it.

According to the research, most of the interviewees would like to receive an induction programme in their mother languages. It is quite hard to fulfill that request, but the company can make identical copies of the Finnish induction programme in English, Russian and Estonian. This would help almost all international employees in Värväämö. It was also decided to give induction guideline information all at once to the employee. The company expects that employee will keep it close and read it if something is left misunderstood.

Even though most of the international employees did not need any improvements in occupational safety instructions, the instructions should be more informative and illustrative. Nowadays client companies emphasize a lot of occupational safety. Therefore, this section is a very important part of the induction programme. It can be also very useful to those employees who are starting their construction career or just moved to Finland from another country. It also shows that Värväämö cares about its workers and want to avoid accidents at construction sites at all cost.

### 5.3 Improvements done to the new induction programme

Based on the gathered information during the analysis of old induction guideline and qualitative research among current Värväämö's international employees, several improvements had been done to the old guideline to make a new induction programme.

The improvements done:

- Overall induction programme structure;
- Added contractual responsibilities of both sides;
- Improved healthcare system instructions;
- Improved occupational safety instructions.
- Added clarification of Finnish construction collective agreement;
- Added information about Finnish taxation;
- Add information about accommodation possibilities;
- Improved organisational introduction;

The overall structure of the old induction guideline should be changed. Based on old guidelines the introduction stays at the same place. There are overall greeting words in there which describe Värväämö as a company. The next part should cover all contractual issues and responsibilities of both sides such as an explanation of the contract itself, responsibilities during the employment period, end of contract issues. The next part will cover Värväämö Oy's healthcare system with all possible improvements and developments requested by current company's international employees and the analysis of old guideline. The next step would cover occupational safety issues which include a description of occupational safety equipment, occupational safety cards, and possible penalties for occupational safety violations. The new guideline will move on to the salary payments and taxation. This part will include Värväämö's salary payment schedule with explanations, clarification of construction collective agreement, and clarification on Finnish taxation with explanations of possible salary deductions. The company's bonuses can be also found in that chapter. The next part will describe the company's accommodation possibilities. At the end of the induction programme, there will be a shortlist of instructions that describes who the employee should contact if something happens. There will be also a list of valuable contacts with required improvements requested by employees.

As can be seen in the old induction programme there are almost no information about the company's and employee's contractual responsibilities. There will be also added information about the end of contract issues which will describe the process until the endpoint. There will be also added explanations on compensation during the unemployment period, information about vacation leave, information about the trial period.

The next part will cover Värväämö's healthcare system. The new guideline will include information about the company's responsibilities during sick leaves according to the collective agreement of the construction field. Separate explanation on sick leave caused by an accident will be brought out separately. The new guideline will also include step-by-step instructions on how to act when an employee gets sick. Employees required the company to have a multilingual healthcare duty number. There will be also a solution to that issue.

Occupational safety is quite well covered in old guidelines and even employees did not require any improvements. It was still decided to make that part more illustrative and informative. There will be shown compulsory occupation safety equipment and possible penalties for violating occupational safety requirements. Information about occupational safety cards will also be added to this chapter.

Most of the employees required a proper clarification of the construction collective agreement. It was decided to add clarification on collective agreement including salary payments, possible bonuses, and deductions. The official summary of the collective agreement can be found in the Appendix B. Finnish taxation system will be covered after collective agreement issues. It is important because each employee wants to know how much they earn by doing their work. The new guideline will also describe salary deductions that were caused by taxation. There will also be an instruction on how to apply for the tax card and its renewal.

One of the last parts will be a description of the company's accommodation possibilities which will also show prices per night. As was mentioned before some workers would have to travel to other cities for work. Therefore, it is always good to know about the company's accommodation possibilities.

The final part of the induction programme will be improved organisational orientation with explanations on who to call when something happens. It will also include contact information of all company's recruitment consultants, financial department employees, and salesmen. At the end of the induction, the programme employee will give a signature to the paper. One copy will stay at the company and one copy to the employee. This will ensure that the employee had received an induction programme and accepts all terms of employment.

The new employee will keep the guideline along with the employment contract. The idea is that employees would have all the necessary information available if something is left misunderstood. It was also suggested to make guidelines in Finnish, Russian, Estonian,

and Russian languages. If the commissioning company would agree to the new guideline, it will be translated also to other languages and taken into use.

## **6 The introduction of the new induction guideline to the commissioning company**

The sixth part of the project is presenting the new induction guideline to the commissioning company. To implement the new induction guideline, it must be presented to Värväämö's representatives. Värväämö's CEO, human resource manager, financial manager, and sales manager should approve the guideline. There could be also negative feedback and possible suggestions about possible fixes to the new guideline.

### **6.1 Introducing the product to the commissioning company**

It was decided to arrange a meeting after working hours in the main office of Värväämö in Helsinki. Värväämö is not a big company and some decisions are made not only by managers. Therefore, in addition to the CEO, the financial manager, the human resource manager, and sales manager, there were several other company's staff members, such as accountants, salesmen, and recruitment consultants.

The presentation took place on 14<sup>th</sup> May 2020 in the company's conference room on a big screen. It took approximately one hour to cover all topics and explain, why they are important. It was also necessary to explain the structure of the guideline. In addition to the presentation, there were also three printed versions of the new guidelines. Therefore, everybody could examine the guideline on their own and think about possible fixes and improvements.

During the presentation author constantly asked for feedback from the audience. The main feedback was expected after the presentation on the managerial level. Nonetheless, the author asked for the audience's opinion after each slide of the presentation. The feedback was mainly positive. Although, there were several moments when people had different opinions and they started to argue. Luckily, all arguments were positive.

After the presentation, some staff members openly gave mainly positive feedback. The main feedback session started after the presentation. This session was behind closed doors and the author received feedback from the CEO, financial, sales, and human resource managers. The feedback session lasted another hour. Each manager had different points of view. Therefore, each manager suggested various improvement possibilities which should be considered when finalizing the induction guideline.

## 6.2 Feedback

It was decided that the new guideline will be taken into use as soon as possible. The overall impression was good. The new guideline was very informative and employee-friendly. Compared with the old one, the new guideline was longer, had more illustrations, explanations, clarifications, extracts from the law, and certain examples.

There were several questions about multilingual healthcare duty numbers and personal numbers for each accountant. The problem in having a multilingual healthcare number was that Värväämö had only one multilingual person outside the financial department. It would cause additional expenses to hire a new employee for that role. There should be at least two multilingual employees outside the financial department for the healthcare duty number functionality. The problem was seen in possible sick leaves, vacations, or increased work amount.

The same problem occurred in having a multilingual accountant with a personal number. The financial manager did not see a problem, that each accountant would have a personal phone number. Problems would occur when a multilingual accountant would be on sick leave, vacation, or also overwhelmed by work.

The sales manager emphasized having additionally the collective agreement of different construction field spheres. As was earlier mentioned, electricians, factory workers, carpenters, civil engineering, painters, and real estate service employees have different collective agreements. It was suggested that the author would also make separate clarifications on named collective agreements such as one made on construction collective agreement in the given paper.

The human resource manager gave positive feedback on the new guideline. It was requested, that the end-product should be translated into Finnish, Estonian, and Russian languages too. Important was also uploading the file to the company's cloud database. This would grant access to all staff members from other Värväämö's offices.

There was also feedback about occupational safety. There were several issues among Värväämö's employees that they had problems with their backs. Managers offered to add instructions for the correct back positions while carrying tools or other stuff. The idea was to increase employee awareness and reduce sick leave percentage among construction employees.

### **6.3 Final fixes in the new induction guideline**

As it was mentioned in the feedback session, there were difficulties in providing multilingual healthcare and financial consultation. A decision was made in accordance with the CEO, financial and human resource manager, that multilingual healthcare duty and financial consultation number will be taken in use. The multilingual healthcare duty will be carried out by a recruitment consultant who speaks Finnish, Estonian, Russian, and English. On the other side, each accountant received a personal phone number. It was marked in the guideline, which of the accountants speaks several languages. It was also decided that those two employees cannot be on vacation at the same time. The system was taken for a trial period to see if it increases employee's satisfaction.

There were expectations concerning adding different collective agreement explanations to the guideline. It seemed to be a too big waste of paper. The most adequate decision was to leave the common construction collective agreement explanation in the main guideline and prepare separately explanations on other collective agreements. The explanations must be translated into several languages and uploaded to the company's cloud database. When a recruitment consultant will have to give an employee a different collective agreement, he can easily print out the necessary one.

According to the company's human resource manager, the new guideline must also be translated into Estonian, Finnish and Russian languages. The author will do that in time and those translations will not be brought out in the given paper. It is a huge amount of work to translate the guideline to other languages, besides, to translate collective agreement explanations to other languages. It will take time and effort.

Overall, there were not many improvement possibilities noticed by the company's board members. Though, translations will take an effort in the future. The guideline was accepted by the company and will be taken into use as soon as possible. Therefore, there was not much to improve.



## 7 Conclusions and personal learnings

The final project task was to evaluate the project and make conclusions. There will be recommendations, that should be accounted for, suggestions for further researches and possible projects, evaluation of the overall project, and reflection on learning.

### 7.1 Key outcomes

The project was implemented according to six project tasks. PT 1 covered the preparation of the theoretical framework. The author will research the induction theories and their importance to the company. Several digital and theoretical printed data formats were used during the process.

The next step was to define the company's current induction methods. Värväämö had a certain introduction guideline presented in Finnish. The introduction is general and is not aimed at the employees, who were not fluent in Finnish. The old introduction guideline has been added to the thesis as an appendix. The project task aimed to analyse old induction guideline and add improvement suggestions based on theoretical information and the author's point of view.

The third project task was qualitative research done among Värväämö's current international employees. The interview was expected to be made among 30 employees, but in the end, there were 57 interviews conducted. The research aimed to understand, what information was well presented in the old guideline and what information surely should have been added. The questionnaire has been added to the thesis as Appendix 2. The qualitative research gave valuable and reliable information from employees, who found it good to work for Värväämö.

The key part of the project was creating a new guideline based on the old guideline, which could be implemented when employing an international worker. The purpose of the improved guideline was to describe the basics of Finnish construction working culture, safety requirements, possible legal issues, documentation needed, and introduction of the collective agreement.

The fifth task of the project was to present the end-product to the commissioning company. The process aimed to receive feedback from Värväämö's decision-makers and make possible corrections in accordance with their feedback. After completing final fixes based on the received feedback, the new guideline was supposed to be taken into use.

The last project task was to evaluate the project and make conclusions. There were supposed to be also recommendations on new guideline implementation, suggestions on possible further research and projects, and describe the project manager's learnings.

## **7.2 Recommendations**

The main recommendation for further actions was to take the induction guideline into use as soon as possible. The main outcome of the project was a clear induction guideline, that assisted all employees at the beginning of their employment in Värväämö Oy.

Very important was to translate the induction guideline to Finnish, Russian and Estonian. The English guideline was already available due to it has been done in English since the beginning. It was also important to upload the translated versions to the company's cloud database. This would give access to improved guideline to other Värväämö's offices around Finland.

According to the improved guideline, there were different phone numbers given to the financial department workers. One of them was also marked as several languages speaking accountant. Changes to the company's website should be done immediately and employees informed about it.

There was a suggestion that a multilingual recruitment consultant would also have a healthcare duty number. It was not mentioned in the project, but the company had to train a recruitment consultant before giving the number. It was suggested to send the recruitment consultant to the course. After that, there would be two healthcare attendants in Värväämö Oy.

Since all employees that participated in the research were already working for the company, they should also receive a hard copy of the new induction guideline. It was more informative than the old one. Therefore, it was decided to send text messages and emails to each international employee working for Värväämö. The message called employees to the office to receive a new guideline.

## **7.3 Suggestions for further researches and projects**

There were several further research and project possibilities negotiated and suggested to the company's board members. Värväämö Oy is a young company with a growth

percentage. It was important for the company not to stop on the achieved goals. As internationalisation was one of the company's goals, many other things could be developed in the future.

One further project possibility was to make Värväämö's webpages international. Värväämö was using an outsourced HRM system, that was only available in the Finnish language. There was no description of the HRM system during this project. The system can be accessed by Värväämö's staff members and construction employees. Construction employees type in their working hours based on which they receive a salary. The idea of the further project is to develop an employee's page. Make it available in several languages and add other functions such as payslip storage, employee's profile that can be modified by the employee, and even a chat option with the recruitment consultant. The main idea is to develop the HRM system.

During the project, there were also several suggestions for the work of the financial department. One of the goals for further research could be analyzing, evaluating, and improve the work of Värväämö's financial department. The financial department is one of the key factors of a successful company. According to the research, not all employees were satisfied with the work of the accountants. Even though some changes were made as a result of that current project, there could be more improvement possibilities implemented in the financial department.

Another further project option might be increasing the employee's involvement in the decision-making process. The idea of the project was to create a certain section in the HRM system, where the company's salesmen would list available positions and employees could candidate there by themselves. This would show that the employee is interested in a particular construction site. This would also assist the recruitment consultant's work. If the position would be filled, the available position should expire from the system.

#### **7.4 Evaluation of project management methods and outcomes**

In conclusion, a new induction guideline was created based on qualitative and quantitative research analysis. The research aimed to increase company employee's awareness of contractual, healthcare, collective agreement, occupational safety, and accommodational issues. Old induction guideline has been also brought out in the Appendices. There was a possibility to compare old and new induction guidelines.

During the quantitative research, the author clarified, that the number of international employees in Värväämö increased each year. It was decided to conduct qualitative research among Värväämö's current international employees to find out possible improvements to the old guideline. Based on the research results, a new guideline has been created, presented to the commissioning company, and taken into use.

It is usually assumed that employees who come from abroad are always good at assimilating to Finnish work and life culture. Some of them assimilate fast and learn the Finnish language. It surely increases their work opportunities in Finland. On the other hand, some of them need constant assistance and consultation in everyday life. The author found it very productive to create a guideline that could explain the main aspects of employment issues. The strength of the guideline is its availability in different languages. This is surely something that Värväämö's competitors do not have. As it was mentioned before, Värväämö differs from other companies by the way the company treats its employees.

## **7.5 Reflection on learning**

The project took a lot of time to complete and gave tremendous experience. The hardest part of the project was planning. It was difficult at the beginning to write down all thoughts and ideas about the project. When the plan was built, it was much easier to proceed with the process and reporting. Planning skills gained during the project will surely assist in the author's future projects.

The author conducted both qualitative and quantitative research during the project. It was a great practical experience in gathering necessary data and converting it into numbers and percentages. Research results also drive attention to different issues that might be left unnoticed. It is a vital quality of a manager to be able to analyse the data properly and make qualified solutions and correct decisions.

There were 57 interviews conducted during the qualitative research. The author gained skills on how to direct the conversation in the right direction. Conversations also allow understanding of employees better. There were several occasions when employees showed sympathy to the author's idea of making Värväämö's work more effective and the guideline more informative. Those moments bind employees and create an understanding that everybody works in the same company for the same goal.

A lot of different sources of information were covered during the project. The author was not so familiar with Finnish taxation and different circumstances of different construction collective agreements. It is very important to understand different company processes at least on the basic level. This might help other departments during busy times. Some employees have simple questions that now can be easily answered by the author.

In addition to all mentioned, the author increased presentation skills. The author is not the best at presentations. Therefore, gained experience increased confidence and skills for further presentation sessions.

In conclusion, the project was successful and will surely be profitable during the next years. As it was mentioned before, competitors do not have similar induction guideline. Therefore, their employees might struggle with different issues. Värväämö's new guideline might end up as a marketing tool which will attract new employees from other companies or competitors. This might be translated as a success.

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## Appendices

### Appendix 1 Old version of Värväämö Guideline

**Please note that contact details were removed due to confidentiality. The guideline was translated from Finnish to English by the Thesis author.**

Dear Värväämö member!

Värväämö is young and, yet, an extraordinary company that manages the exchanges the working labor. We would like to emphasize the importance of convenient and easy cooperation with every employee.

We are focusing on contributing a lot of resources to create and maintain a good working environment for all of our employees. We are always ready to answer all your questions and find the most suitable solution to challenging situations. Moreover, every month Värväämö team organizes an event in which every employee can take a part in.

We carefully take care of all the issues and complications for you, to minimize the stress and pressure in the working environment. Our office team has working experience in a wide range of construction sites and projects. Relevant experience and knowledge provide a vision and understanding of various situations, thus, allowing us to improve your working environment.

If you feel that the ways of our work might be improved or changed, please let us know. We are always ready to develop ourselves and become a better employer.

Hoping, that you will enjoy working with our team. We are always available for you and ready to help with any related matters.

Welcome to work! Welcome to Värväämö!



## Basic Information

### Identity card:

Every employee has to present a valid identity document when passing a construction site. It is in a form of a card. This card includes your photo and the name of the company you are working in. In Finland, this card is called "Valtti-kortti". We are ordering this card and passing it to you. According to the Finnish Labour Law, every employee must have this card. Almost all construction sites need this card. Further instructions on how to use this card would be presented to you on the construction site by the local superiors.

### Working clothes:

All our employees are equipped and dressed in accordance with the construction site requirements and the Finnish Labour Law safety regulations in the working place. It is extremely important to follow all the safety rules and criteria on every construction site. During the construction site briefing, the administration will provide you with detailed information on the safety criteria. Clothes must be returned, when the employment relationship ends.

### Work safety cards:

Every employee has to have a valid work safety card (Green Card) when entering the construction site. If your car loses its validity, we can register you for the green card courses. We will pay the course fees, however, you will not receive a salary for the missed working day. In case that your construction site administrators ask you to present other types of safety cards, contact us and we will make them for free of charge.

### Healthcare:

Värväämö Oy cooperates with the Pihlajalinna Health Center. If you feel sick, notify the contact person at the working place (supervisor) first, and then Värväämö should receive the notification from the supervisor. After which, you should call the Värväämö healthcare duty attendant. There, you will receive your first consultation and further instructions. The duty number is \*\*\*\*\*

### Insurance and accidents in the working place:

All Värväämö employees are insured. If something happened to you during the working day, immediately notify the construction site authorities and Värväämö accountants. We will provide you with the accident certificate and forward it to the insurance company.

To make the application process more convenient, you should present the explanatory letter to your contact person at Värväämö. The explanatory letter should include what had happened to you, where it happened, why it happened, what time it happened, what were you doing, and under what circumstances. The more detailed and specific the information would be, the better. The Insurance company is - \*\*\*\*\*.

The pension insurance refers to - \*\*\*\*\*

### Bonuses:

A lunch coupon. Every employee receives one lunch coupon every 40 hours he had worked. In general, one week - one coupon. Coupons are given in person at the Värväämö office. One lunch coupon is worth 8,70€.

A monthly event. Our company organizes the event every month. It is open for every Värväämö employee. Participation is free of charge. The event notification usually comes via SMS messages or e-mail.

**Salary payments:**

Working ours is necessary to electronically put into varvaamo.likeit.fi.

it is possible to input working hours through the mobile phone as well. The salary is paid according to the hours you have put. This means that the hours for the last week should be in the system no later than on Monday of a new week. The salary is paid twice a month, according to the given schedule.

**Vacation and sick leave:**

Leave and sick leave is paid according to the Finnish employment contract (TES) and the annual leave law. To receive a salary during the hospital, it is necessary to send a certificate from the doctor of our accounting department to the address \*\*\*\*\* or the number \*\*\*\*\*. The help can be scanned or correctly photographed.

**Information:**

Do not forget that in case of an illness or other reasons for working day skipping, it is important to first notify the construction site superiors and then us.

Immediately contact us if the superiors of the construction site improperly treat you or make you perform work that poses a threat to your health. You have a right to refuse to work that threatens your health.

In the case of unequal treatment by your master or unsafe work, you should call the security representatives:

\*\*\*\*\*

\*\*\*\*\*

To guarantee constant employment, try to notify the contact person in our company about the deadline for completing work at your current site. This will give us more time to find the next objects for you and you do not have to lose any working day because of this.

**Employment contract:**

Each new employee has to sign a rented employment contract. With each new employee, the rented employee contract is signed. Read it carefully. All subsequent negotiations are conducted verbally and with the agreement, our employee will send you confirmation documents via email. The confirmation includes the construction site address, the agreed salary, duration of the work, and contact details of the local authorities. Each construction site needs a separate agreement.

Do not forget to send your tax card and bank account number before receiving your first salary.

## **What to do and who to call, FAQ:**

Sick leave: Healthcare duty,\*\*\*\*\*

Safety card is outdated: Human Resources

Valttikortti is broken/lost: Human Resources

The user is not available in the system: HR

Ending off the work at the site: Contact person/ seller

No information about the construction site / agreement: Contact person / seller

Salary matters: Accountants

Health certificate / Tax card / Hours table: Accountants

Employment certificate: Accountants or Human Resources

How to get the lunch coupons / new clothes: At the office, Mon - Fri 8 am. 4 pm. , but Thursday, when the office is available from 8 am. to 5 pm.

Holiday matters: Contact person/seller or Accountants

## Salary Schedule

Period number	Period	Salary payment day
1801	18.12 – 31.12	15.1 Mon.
1802	1.1 – 14.1	31.1 Wed.
1803	15.1 – 31.1	15.2 Thu.
1804	1.2 – 15.2	28.2 Wed.
1805	16.2 – 28.2	15.3 Thu.
1806	1.3 – 15.3	29.3 Thu.
1807	16.3 – 1.4	13.4 Fri.
1808	2.4 – 15.4	30.4 Mon.
1809	16.4 – 29.4	15.5 Thu..
1810	30.4 – 15.5	31.5 Thu.
1811	16.5 – 31.5	15.6 Fri.
1812	1.6 – 17.6	29.6 Fri.
1813	18.6 – 1.7	13.7 Fri.
1814	2.7 – 15.7	31.7 Tue.
1815	16.7 – 31.7	15.8 Wed.
1816	1.8 – 15.8	31.8 Fri.
1817	16.8 – 2.9	14.9 Fri.
1818	3.9 – 16.9	28.9 Fri.
1819	17.9 – 30.9	15.10 Mon.
1820	1.10 – 14.10	31.10 Wed.
1821	15.10 – 31.10	15.11 Thu.
1822	1.11 – 15.11	30.11 Fri.
1823	16.11 – 2.12	14.12 Fri.
1824	3.12 – 16.12	28.12 Fri.

### Important:

- Putting your working hours into the system: [\\*\\*\\*\\*\\*](#)
- Try to keep the schedule updated every day, however, it is possible to put all the working hours once a week. Remember to put all the hours before the weekends.
- If you do not have the system account, contact the contact person in Värviäämö.
- Salary is paid twice a week, on the 15th day and the last day of the month.
- The tax card has to be sent to the Accountants before the first salary is paid.

### Hours input Instructions:

- If your current construction location cannot be found in the system, write the construction site address into the “työmaan nro” or “poikkeava työmaa” cell.

## **Appendix 2 Questionnaire.**

### **Background**

1. Why did you apply to Värväämö ?

1.1 How did you find out about Värväämö's job opportunities ?

1.2 When did you start your work for Värväämö ?

1.3 What is your gender and citizenship?

1.4 Is Värväämö your first Finnish employer ? If not, who was your first Finnish employer and when did you start your work ?

1.5 Did you have an induction programme before you started your work in Värväämö ?

### **Induction Programme Experience**

2. How long was the induction session ?

2.1 Who was your supervisor during the induction ?

2.2 Did you get any information concerning the induction programme from any other company's representative ?

2.3 Did you have any language issues during the induction programme ? If „Yes“, what could have been done to solve the situation ?

2.4 Did you receive enough information during the induction session ? What additional information you would have needed ?

2.5 Did you understand all contractual issues ?

- Employment issues.
  - the contract itself (duration, responsibilities, terms);
  - Information about getting the Finnish social security number;
  - Information about getting Finnish tax number;

- End of contract issues.
- Värväämö's healthcare system
  - How to act, when you get sick;
  
  - How to act, if you have a workplace accident;
  
  - What healthcare centers you can visit.
  
- Occupational safety issues
  - Finnish occupational safety regulations;
  
  - Doing/having occupational safety card;
  
  - Information about getting specific occupational safety cards
  
- Collective agreement issues
  - Salary payments
  
  - The collective agreement of the construction field
  
  - Employers and employee's responsibilities
  
- Accommodation issues
  - Accommodation possibilities offered by Värväämö
  
  - Instructions about getting your accommodation.

2.6 What kind of follow up would you have liked after your first week of work ?

## **Development Suggestions**

3. What information could be added to the present induction programme ?

- Employment issues;
- Värväämö's healthcare system;
- Occupational safety issues;
- Collective agreement issues;
- Accommodation issues

3.1 Do you feel it would be more convenient to have an induction programme in your mother language ?

3.2 How and who did you contact after the induction session, if something was still left not understood ?

3.3 Would it be better for you to get the induction programme information step by step or by means of necessity ?

## **Employers Experience During the Working Period**

4.1 How would you assess Värväämö's human resource department ?

- Reachability;
- Speed of response;
- Problem solved ? Yes/No
- Did the solution satisfy you ?

- If not, what would have been needed to be done ?

#### 4.2 How would you assess Värväämö's financial department ?

- Reachability;
- Speed of response;
- Problem solved ? Yes/No
- Did the solution satisfy you ?
- If not, what would have been needed to be done ?

#### 4.3 What improvements could be done in the human resource department ?

- Reachability;
- Speed of response;
- Problem-solving possibilities.

#### 4.4 What improvement could be done in the financial department ?

- Reachability;
- Speed of response;
- Problem-solving possibilities.

#### 5. Is there anything else that you'd like to comment on before we finish ?



**BUILDING CONSTRUCTION 2020  
(Talonrakennusala)**

**WAGE INCREASES**

**1.6% on 1 September 2020** or from the beginning of the following pay period.

**1.3% on 1 September 2021** or from the beginning of the following pay period.

<b>Time rates, pay grades</b>	<b>1 September 2020</b>	<b>1 September 2021</b>
I New employee	EUR 10.90/h	EUR 11.04/h
II Employee with some experience	EUR 12.27/h	EUR 12.43/h
III New professional	EUR 13.45/h	EUR 13.62/h
IV Professional	EUR 14.81/h	EUR 15.00/h
V Experienced professional	EUR 16.11/h	EUR 16.32/h
VI Highly experienced professional	EUR 17.24/h	EUR 17.46/h

In addition to the hourly wage, the employee must always be paid a personal pay component.

**Separate pay component**

The employee will be paid a separate pay component of 7.7% as a weekday public holiday compensation in connection with every wage payment.

The separate pay component of 7.7% is also paid to those working reduced hours. The separate pay component must be itemised in the payslip. The separate pay component may not be included in the employee's time rates, piece rates or bonus pay.

The separate pay component does not count towards the holiday bonus.

**The Act on Celebrating Independence Day** as a Public Holiday applies to paying wages for Independence Day. On Independence Day, employees are entitled to full pay or sick pay.

**The holiday bonus** will be 18.5% of the wages paid during the employment period. A 14% holiday bonus will be paid before the beginning of summer holiday and a 4.5% holiday bonus before the beginning of winter holiday. The pay received during a period of sickness or injury also counts towards the holiday bonus.

**Sick pay** is paid in full for time rate work. However, the maximum amount for piecework is EUR 25/h.

**Protective clothing and equipment**

In accordance with the regulations detailed in the collective agreement, the employer shall acquire optically polished anti-glare goggles and conspicuously coloured tool vests with integrated safety harnesses for employees who require this equipment in their work. Work

clothes and protective equipment as well as the employee's own clothes and personal belongings are stored separately in a lockable cabinet appointed for the employee. The employer is responsible for organising the storage in such a fashion that the employee's own clothes and personal belongings do not get dirty during storage.

#### **Tool allowance**

An allowance of EUR 1.68 will be paid as compensation for the use of one's own basic tools. The employer acquires the tools needed for the work. If it is agreed with the employee that they will use their own special tools, compensation for this shall be agreed upon separately (see the collective agreement).

#### **Employee's self-notification for absences due to illness**

A self-notification procedure must be agreed in companies for common cold type absences lasting no more than 3 days. The parties cannot agree that a medical certificate should always be submitted as proof of absence. The agreement should be made in writing.

If a self-notification procedure has not been agreed, the employer or its representative will accept the employee's notification in common cold type disability in absences lasting no more than three days. In that case, the following rules are followed:

- The employee must notify their supervisor of the absence immediately or before the beginning of the shift at the latest. - If the notification has not been submitted before the beginning of the shift, sick pay will not be paid for the absence.
- For a justified cause, as in those cases where the employee has several repeated absences, the employer can request a medical certificate as proof of disability.
- The self-notification procedure is not applied during an annual leave.

The parties recommend that, when agreeing on the self-notification procedure, the local agreement should include procedures for absences caused by the temporary care of a child under 10 years old.

**Shift allowances:** evening shift allowance EUR 1.19/h, night shift allowance EUR 2.23/h. Per diem allowance EUR 43 accommodation allowance EUR 57 per day and overnight allowance EUR 14 per day

#### **Compensation for commuting expenses starting on 1 January 2020.**

• over 5 km	EUR 1.94	• over 60 km	EUR 16.08
• over 10 km	EUR 3.13	• over 70 km	EUR 18.20
• over 20 km	EUR 5.63	• over 80 km	EUR 20.68
• over 30 km	EUR 8.20	• over 90 km	EUR 23.55
• over 40 km	EUR 10.10	• over 100 km	EUR 26.40
• over 50 km	EUR 12.24		

The distance between home and the worksite is measured according to the shortest route used by general traffic.

### **Tax-exempt kilometre allowances set by the Tax Administration**

Compensation for travel expenses

- |               |             |                        |                    |
|---------------|-------------|------------------------|--------------------|
| • private car | EUR 0.43/km | • machines and devices | EUR 0.03/km        |
| • trailer     | EUR 0.07/km | • transport of persons | EUR 0.03/km/person |
| • caravan     | EUR 0.11/km |                        |                    |

### **Job-specific allowance for tower crane operators**

The allowance will always be at least the height of the crane (= the distance between the rail and the underside of the jib) + the length of the jib (= from the middle of the tower to the tip of the jib) multiplied by EUR 0.065. However, no employee's wage will increase more than the amount of the general increase.

### **Personal identification**

All employees working at a worksite must clearly display a photo ID. The ID must also include their tax number.

## Appendix 3 New Induction Guideline

Please note that contact details were removed due to confidentiality. The guideline was translated from Finnish to English by the Thesis author.



RAKENTAJIEN VÄRVÄYSTOIMISTO

# The Guidebook

Internet address to submit working hours: [varvaamo.likeit.fi](http://varvaamo.likeit.fi)

Username:

---

Password:

---

## **Dear Värväämö member!**

Värväämö is young and, yet, an extraordinary company that manages the working labor resources. We would like to emphasize the importance of convenient and easy cooperation with every employee.

We are focusing on contributing a lot of resources to create and maintain a good working environment for all of our employees. We are always ready to answer all your questions and find the most suitable solution to challenging situations.

We carefully take care of all the issues and complications for you, to minimize the stress and pressure in the working environment. Moreover, every month Värväämö team organizes an event in which every employee can take a part in.

Our office team has working experience in a wide range of construction sites and projects. Relevant experience and knowledge provide a vision and understanding of various situations, thus, allowing us to improve your working environment.

If you feel that the ways of our work might be improved or changed, please let us know. We are always ready to develop ourselves and become a better employer.

Hoping, that you will enjoy working with our team. We are always available for you and ready to help with any related matters.

Welcome to work! Welcome to Värväämö!

## Employment contract

Each new employee must sign an employment contract. Read it carefully. All subsequent negotiations are conducted verbally and with the agreement, our salesman will send you to work confirmation documents via email. The confirmation includes the construction site address, the agreed salary, estimated duration of the work, and contact details of the local authorities. Each construction site needs a separate confirmation.

### Employee's and company's responsibilities

The company must provide an employee with proper occupational safety equipment and cards, accurate salary payment on a certain date according to the employment contract, inform about changes in employment status, and provide qualified healthcare.

<b>Employee's obligation on construction site</b>	
<b>Extraction from the law</b>	<b>Employee's obligation</b>
Overall employee's obligations (18 §)	The employee is obliged to comply with the regulations and instructions given by the employer. Either way, the employee must follow the order and take care of safety during the completion of the given tasks.
Removing and reporting on faults and defects (19 §)	The employee must immediately inform the employer, and the safety and health representative on the construction site of any defects or deficiencies in working conditions, methods, machines, personal safety equipment, or other equipment that may cause harm or danger to the safety or health of employees.
Usage of personal safety equipment (20§)	The employee is obliged to carefully use and handle the personal protective equipment provided by the employer in accordance with 15 § and accordance with the instructions. The worker must wear proper construction clothing, which decreases the accident probability.
Usage of tools and dangerous materials (21§)	The employee must properly use machines, tools, and other equipment as well as safety equipment provided by the employer. The equipment must be used in accordance with given tasks in accordance with the employee's professional skills and experience. The employee is obliged to use dangerous materials in accordance with the safety instructions.

Safe usage of tools and machines (22§)	The protective devices installed on the machines, tools, or other equipment on the construction site cannot be removed or switched off without a special permit or reason by the employer.
Employee's right to decline given tasks (23§)	If the given task poses a serious risk to the employee's or other employees' life or health, the employee has the right to decline the given task,

### **Identity card:**

Every employee must present a valid identity document when passing to the construction site. It is in a form of a card. This card includes your photo and the name of the company you are working for. In Finland, this card is called "Valtti-kortti". We order this card and forward it to you. According to the Finnish Labour Law, every employee must have this card. Almost all construction sites need this card. Further instructions on how to use this card would be presented to you on the construction site by the local superiors.

### **Vacation leave:**

Vacation leave compensation is paid according to the Finnish employment contract (TES) and the Annual Holiday Act. According to the collective agreement, the compensation for vacation leaves 18,5% out of employee's brutto salary. We do not pay vacation leave within each salary payment. The money is stored in the financial department database and it will be paid to you when you go on a vacation or you end your employment contract.

### **Trial period**

The company's business model cannot ensure, that employees will constantly have work. Everything depends on the client company's demands and employee's work progress. Therefore, there is no trial period in Värväämö Oy. The salary can be raised by negotiating with the recruitment consultant. First negotiations can be arranged after 4 to 6 months of work. The employee must always have positive feedback from the construction site to get a salary raise.

### **Compensation during the unemployment period**

According to Värväämö's business model employee's employment is active when the assignment at a construction client company is on. During the assignment employee have access to the company's healthcare system, can receive additional occupational safety equipment and possibly tools for work. When there is no active assignment, Värväämö does not pay salary for the unemployment period. The salary is only according to the worked hours that have been accepted by the client company.

**End of contract procedure**

When an employee finishes a given assignment at the client company's construction site, the contract ends automatically. You can apply to work for other companies or wait for us to offer you the next assignment. If you decide to leave our company, you should inform the recruitment consultant and financial department via email. You will then receive all vacation leave money. You should also return all occupational safety equipment to our office. If you don't want to leave our company, you can just wait for another offer. You can ask the finance department to pay you vacation money while you are waiting for the new assignment offer. During unemployment, we do not cover your visits to healthcare offices.



## Healthcare

Värväämö Oy cooperates with the **Pihlajalinna Health Center**. If you feel sick and cannot go to work:

- notify the contact person at the working place first (supervisor);
- contact the Värväämö healthcare duty number;
- book a time to visit Pihlajalinna doctor.
- send the certificate to the financial department.

The healthcare number is (in Finnish and English): \*\*\* \*\*!

The healthcare number is (in English, Estonian, Russian and Finnish): \*\*\* \*\*!

### Insurance and accidents in the working place:

All Värväämö employees are insured. If something happens to you during the working day, immediately notify the construction site authorities and Värväämö accountants. We will provide you with the accident certificate and forward it to the insurance company.

To make the application process more convenient, you should present the explanatory letter to your contact person at Värväämö. The explanatory letter should include what had happened to you, where it happened, why it happened, what time it happened, what were you doing, and under what circumstances. The more detailed and specific the information would be, the better.

The Insurance company is – \*\*\*\*\*.

The pension insurance refers to - \*\*\*\*\*.

### Compensation during sick leave:

Vacation and sick leave compensation are paid according to the Finnish employment contract (TES) and the Annual Holiday Act. To receive a salary during the sick leave, it is necessary to send a certificate from the doctor to our accounting department via email - [taloushallinto@varvaamo.fi](mailto:taloushallinto@varvaamo.fi) or contact them by phone - \*\*\* \*\*. The health certificate can be scanned or photographed.

<b>Salary during sick leave</b>	
<b>Employment duration</b>	<b>Period of compensation</b>
Below 2 weeks	No compensation
Over 2 weeks, but less than 1 month	9 calendar days
Over 1 month, but below 3 years	28 calendar days
Over 3 years, but below 5 years	35 calendar days
Over 5 years, but below 10 years	42 calendar days

<b>Salary during sick leave caused by accident at work</b>	
<b>Employment duration</b>	<b>Period of compensation</b>

Below 3 years	28 calendar days
Over 3 years, but below 5 years	35 calendar days
Over 5 years, but below 10 years	42 calendar days
Over 10 years	56 calendar days

## Occupational safety

### Working equipment/clothes:

All our employees are equipped and dressed in accordance with the construction site requirements and the Finnish Labour Law safety regulations in the working place. It is extremely important to follow all the safety rules and criteria on every construction site. During the construction site briefing, the administration will provide you with detailed information on the safety criteria. Clothes must be returned, when the employment relationship ends.



Every employee must wear a helmet. Depending on work there should also be headphones. Wearing glasses is compulsory. Every employee must have their personal card (Valttikortti) at a visible spot. If an employee works in high places and there is no fall protection, they must use safety harnesses. Each employee must wear safety shoes that cannot be pierced by nail from the bottom. For different kinds of works, there is a different kind of gloves available. The trousers, jackets, and T-shirts must be yellow or orange

with reflective stripes.

### Occupational safety cards:

Every employee has to have a valid work safety card (Green Card) when entering the construction site. If your card loses its validity, we can register you for the occupational safety card course. We will pay the course fee, however, you will not receive a salary for the missed working day. In a case when your construction site supervisor asks you to present other types of safety cards, contact us and we will arrange a course for you for free. We can arrange a course for a card providing work with fire, road works, train line works, and electricity works.

# Construction field collective agreement



## BUILDING CONSTRUCTION 2020 (Talonrakennusala)

### WAGE INCREASES

**1.6% on 1 September 2020** or from the beginning of the following pay period.

**1.3% on 1 September 2021** or from the beginning of the following pay period.

Time rates, pay grades	1 September 2020	1 September 2021
I New employee	EUR 10.90/h	EUR 11.04/h
II Employee with some experience	EUR 12.27/h	EUR 12.43/h
III New professional	EUR 13.45/h	EUR 13.62/h
IV Professional	EUR 14.81/h	EUR 15.00/h
V Experienced professional	EUR 16.11/h	EUR 16.32/h
VI Highly experienced professional	EUR 17.24/h	EUR 17.46/h

In addition to the hourly wage, the employee must always be paid a personal pay component.

### Separate pay component

The employee will be paid a separate pay component of 7.7% as a weekday public holiday compensation in connection with every wage payment.

The separate pay component of 7.7% is also paid to those working reduced hours. The separate pay component must be itemised in the payslip. The separate pay component may not be included in the employee's time rates, piece rates or bonus pay.

The separate pay component does not count towards the holiday bonus.

**The Act on Celebrating Independence Day** as a Public Holiday applies to paying wages for Independence Day. On Independence Day, employees are entitled to full pay or sick pay.

**The holiday bonus** will be 18.5% of the wages paid during the employment period. A 14% holiday bonus will be paid before the beginning of summer holiday and a 4.5% holiday bonus before the beginning of winter holiday. The pay received during a period of sickness or injury also counts towards the holiday bonus.

**Sick pay** is paid in full for time rate work. However, the maximum amount for piecework is EUR 25/h.

### Protective clothing and equipment

In accordance with the regulations detailed in the collective agreement, the employer shall acquire optically polished anti-glare goggles and conspicuously coloured tool vests with integrated safety harnesses for employees who require this equipment in their work. Work

clothes and protective equipment as well as the employee's own clothes and personal belongings are stored separately in a lockable cabinet appointed for the employee. The employer is responsible for organising the storage in such a fashion that the employee's own clothes and personal belongings do not get dirty during storage.

#### **Tool allowance**

An allowance of EUR 1.68 will be paid as compensation for the use of one's own basic tools. The employer acquires the tools needed for the work. If it is agreed with the employee that they will use their own special tools, compensation for this shall be agreed upon separately (see the collective agreement).

#### **Employee's self-notification for absences due to illness**

A self-notification procedure must be agreed in companies for common cold type absences lasting no more than 3 days. The parties cannot agree that a medical certificate should always be submitted as proof of absence. The agreement should be made in writing.

If a self-notification procedure has not been agreed, the employer or its representative will accept the employee's notification in common cold type disability in absences lasting no more than three days. In that case, the following rules are followed:

- The employee must notify their supervisor of the absence immediately or before the beginning of the shift at the latest. - If the notification has not been submitted before the beginning of the shift, sick pay will not be paid for the absence.
- For a justified cause, as in those cases where the employee has several repeated absences, the employer can request a medical certificate as proof of disability.
- The self-notification procedure is not applied during an annual leave.

The parties recommend that, when agreeing on the self-notification procedure, the local agreement should include procedures for absences caused by the temporary care of a child under 10 years old.

**Shift allowances:** evening shift allowance EUR 1.19/h, night shift allowance EUR 2.23/h. Per diem allowance EUR 43 accommodation allowance EUR 57 per day and overnight allowance EUR 14 per day

#### **Compensation for commuting expenses starting on 1 January 2020.**

• over 5 km	EUR 1.94	• over 60 km	EUR 16.08
• over 10 km	EUR 3.13	• over 70 km	EUR 18.20
• over 20 km	EUR 5.63	• over 80 km	EUR 20.68
• over 30 km	EUR 8.20	• over 90 km	EUR 23.55
• over 40 km	EUR 10.10	• over 100 km	EUR 26.40
• over 50 km	EUR 12.24		

The distance between home and the worksite is measured according to the shortest route used by general traffic.

### Tax-exempt kilometre allowances set by the Tax Administration

Compensation for travel expenses

- |               |             |                        |                    |
|---------------|-------------|------------------------|--------------------|
| • private car | EUR 0.43/km | • machines and devices | EUR 0.03/km        |
| • trailer     | EUR 0.07/km | • transport of persons | EUR 0.03/km/person |
| • caravan     | EUR 0.11/km |                        |                    |

### Job-specific allowance for tower crane operators

The allowance will always be at least the height of the crane (= the distance between the rail and the underside of the jib) + the length of the jib (= from the middle of the tower to the tip of the jib) multiplied by EUR 0.065. However, no employee's wage will increase more than the amount of the general increase.

### Personal identification

All employees working at a worksite must clearly display a photo ID. The ID must also include their tax number.

### Example

Assumed hourly rate: 14,81€/h, 15€/h

since 1.9.2021

Assumed position: Carpenter

Assumed travel compensation: over  
20km – 5,63€/day

Assumed food compensation: 10,75€

Assumed tool compensation: 5€/day

Assumed worked hours: 80h/14 days

Assumed tax rate: 15%

Fixed Finnish social tax: 8,4%

Fixed public holiday compensation:  
7,7%

Fixed holiday compensation: 18,5%  
**(not paid within each salary)**

### Calculations made on two weeks of work

80h x 14,81€/h = 1184,80€

14days x 10,75 = 150,50€ food compensation

14days x 5,63€ = 78,82€ travel expenses

14days x 5,00€ = 70€ tool compensation

1184,80€ x 7,7% = 91,23€ public holiday compensation

1184,80€ x 18,5% = 219,19€ **stored in financial department**

### Netto

(1184,80€ + 91,23€) x 15% = 191,40 € tax rate

(1184,80€ + 91,23€) x 8,4% = 107,19€ fixed social tax

1184,80€ + 91,23€ + 150,50€ + 78,82€ + 70€ - 191,40€ -  
107,19€ = **1276,76€**

+ 219,19€ vacation money. Fixed social tax and income tax  
will be deducted.

219,19€ - 32,88€ - 18,41€ = **167,9€ netto vacation money**

## **Finnish tax card**

You can apply for a Finnish tax card by visiting [www.vero.fi](http://www.vero.fi). You will need a Finnish bank account to login to your personal tax page. If you do not have a Finnish bank account, you will have to go to the tax office in person and apply for it there.

To apply for a new tax card personally in the tax office, you will need an employment contract and construction assignment confirmation email sent by our salesman. If you can log in with your bank account you can easily order a new tax card.

The Finnish income tax amount depends on the employee's yearly income. The usual yearly income of construction workers varies from 24000€ to 45000€. The income depends on the employee's skills. Therefore, the tax percent varies from 12 to 24 %. The income tax rate is calculated personally for each employee by the Finnish tax office.

There are also fixed taxes in Finland. 7,15% is deducted from each salary for employment pension fees. The employee also pays 1,25% for unemployment insurance. When you become unemployed, you can apply for an unemployment allowance from KELA.

## **Accommodation possibilities**

Värväämö does not have its apartments and does not rent apartments for workers. All employees must have their accommodation. If your work demands to move to another city Värväämö can offer a room in Forenom apartments. Forenom is well known around Finland and at quite convenient locations. It is always better if Värväämö offers room for you because if you rent it yourself the price might be higher. Värväämö has a co-operation agreement with Forenom. In accordance with the co-operation agreement, the price is 13€ per night. Värväämö deducts accommodation expenses from your salary.

## **Salary payments:**

Working hours should be electronically typed into [varvaamo.likeit.fi](http://varvaamo.likeit.fi).

You received the username and password from our recruitment consultant and it can be found on the title page of the induction guideline.

It is possible to input the working hours through the mobile phone as well. The salary is paid according to the hours you have inserted. This means that the hours for the last week should be in the system no later than on Monday of a new week. The salary is paid twice a month, according to the given schedule.

**NB! Do not forget to send your tax card and bank account number before receiving your first salary.**

## Salary Schedule

Period number	Period	Salary payment day
1901	17.12 – 31.12	15.1 Tue.
1902	1.1 – 15.1	31.1 Thu.
1903	16.1 – 31.1	15.2 Fri.
1904	1.2 – 17.2	28.2 Thu.
1905	18.2 – 28.2	15.3 Fri.
1906	1.3 – 17.3	29.3 Fri.
1907	18.3 – 31.3	15.4 Mon.
1908	1.4 – 14.4	30.4 Tue.
1909	15.4 – 30.4	15.5 Wed.
1910	1.5 – 15.5	31.5 Fri.
1911	16.5 – 2.6	14.6 Fri.
1912	3.6 – 16.6	28.6 Fri.
1913	17.6 – 30.6	15.7 Mon.
1914	1.7 – 14.7	31.7 Wed.
1915	15.7 – 31.7	15.8 Thu.
1916	1.8 – 18.8	30.8 Fri.
1917	19.8 – 1.9	13.9 Fri.
1918	2.9 – 15.9	30.9 Mon.
1919	16.9 – 30.9	15.10 Tue.
1920	1.10 – 15.10	31.10 Thu.
1921	16.10 – 31.10	15.11 Fri.
1922	1.11 – 17.11	29.11 Fri.
1923	18.11 – 1.12	13.12 Fri.
1924	2.12 – 15.12	31.12 Tue.

### Important:

- Put your working hours into the system : <http://varvaamo.likeit.fi>
- Try to keep the schedule updated every day, however, it is possible to put all the working hours once a week. Remember to put all the hours before the week-ends.
- If you do not have the system account, contact the contact person in Värväämö.
- Salary is paid twice a week, on the 15th day and the last day of the month.
- The tax card has to be sent to the Financial Department before the first salary is paid.

### Hours input Instructions:

- If your current construction site cannot be found in the system, write the construction site address into the “työmaan nro” or

## **What to do and who to call, FAQ:**

Sick leave (Finnish and English): Attendant \*\*\* \*\*

Sick leave (English, Russian, Estonian and Finnish): Attendant \*\*\* \*\*

Safety card is outdated/lost: Human Resource Department

Valttikortti is broken/lost: Human Resource Department

The user is not available in the system: Human Resource Department

Ending off the work at the site: Contact person/ salesman

No information about the construction site / agreement: Contact person /  
salesman

Salary matters: Financial Department

Health certificate / Tax card / Hours table: Financial Department

Employment certificate: Financial Department or Human Resource Department

How to get the lunch coupons / new equipment: at the office, Mon – Fri,  
from 8 am. to 4 pm. , except Thursday, when the office is available from 8  
am. to 5 pm.

Holiday questions: Contact person/salesman or Financial Department



## **Contacts:**

Värväämö Oy

Vanha Helsingintie 18, 2nd floor

00700 Helsinki

Y-tunnus 2684710-3

[www.varvaamo.fi](http://www.varvaamo.fi)

### **Sales:**

Salesman 1	gsm *** ** *
Salesman 2	gsm *** ** *
Salesman 3	gsm *** ** *
Salesman 4	gsm *** ** *
Salesman 6	gsm *** ** *
Salesman 7	gsm *** ** *
Salesman 8	gsm *** ** *

### **Human Resources:**

Recruitment consultant 2
gsm *** ** *
Recruitment consultant 3
gsm *** ** *
Recruitment consultant 1
gsm *** ** *

NB! Contact person in Värväämö : [name.surname@varvaamo.fi](mailto:name.surname@varvaamo.fi)

### **Accounting Department:**

Accountant 1 (English and Finnish)	gsm *** ** *
Accountant 2 (English and Finnish)	gsm *** ** *
Accountant 3 (English and Finnish)	gsm *** ** *
Accountant 4 (English, Russian, Estonian and Finnish)	gsm *** ** *

[taloushallinto@varvaamo.fi](mailto:taloushallinto@varvaamo.fi)

**NB! It is desirable to call the Financial Department only on very important issues. If you have any other questions, write an email, you will be answered.**

The guide has been thoroughly covered with me and I know how to act in case of illness, for example.

I understand the values and ways of working of Värväämö Oy and I agree to comply with them.

Date:

Place:

Signature of the mentor:

Employee signature:

The guide has been thoroughly covered with me and I know how to act in case of illness, for example.

I understand the values and ways of working of Värvi Oy and I agree to comply with them.

Date:

Place:

Signature of the mentor:

Employee signature: