

Optimizing Kuntarekry operations in finding temporary workers
-case Porvoo City

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Degree programme International Sales and Marketing	
Thesis title Optimizing Kuntarekry operations in finding temporary workers Case study Porvoo City	Number of pages and appendix pages 42 + 6
<p>Businesses are constantly required to adapt to a changing environment in order to maintain their position in the market and even more so if they are truly to evolve. Companies are introduced with Increasing amount of new technologies and systems to bring new solutions and improvements. These improvements can offer more effective and simplified processes. However, changing methods and companies' procedures doesn't happen without growing pains. Workers are essentially challenged to abandon their comfort zone and learn and train new working methods. Change is never easy; it is said that when there is change there will always be resistance.</p> <p>This study was commissioned by Porvoo Hallintopalvelukeskus (HPK) Porvoo City municipality Administration Service Unit. Porvoo city's central and substitute recruitment is part of HPK services. The objective for this research was to study how well has Porvoo City organization achieved change in employer's behaviour to adopt Kuntarekry substitute recruiting system.</p> <p>This was qualitative research and methods used to collect data were interviews, benchmarking and statistics analyses. Different change management theories were studied and Kotter's 8 step model of change was chosen. Interview questions were created based on the Kotter's theory and data was analysed accordingly. Based on the research recommendations are offered.</p>	
Keywords Kuntarekry, recruitment, substitute recruitment, Porvoo city, change management	

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1 Introduction

While not all changes lead to improvement, all improvement requires change. Change management, according to Szamosi and Duxbury (2002), is an integral part of life and is a constant in most organisations. Some public sector organisations, for example recruiting department, face competition from other private sector organizations. Increasing number of substitutes are needed in daycares as well as in other public sectors as schools and healthcare units. This trend has been evident for many years now (Malminen, 2018) and it effects the working environment due to the changing working regulations. The current global situation with Covid-19, has furthermore increased the necessity of substitutes.

Porvoo City has been using for their recruiting services Kuntarekry program since 2010. Contract was signed by the KL-Kunterekry OY representative and Porvoo City's existing HR manager. Kuntarekry.fi services are provided by FCG Finnish Consulting Company. FCG is part of the FCG Finnish Consulting Group Oy owned by Kuntaliitto Holding Ltd.

In the beginning KR-system was exclusively used for central recruiting. Before the introduction of an electronic recruiting system, each unit in the city made their own recruitment announcements lacking unified and centralized job advertisement. Since then, Porvoo city has created unified and clear guidelines for the job advertisement, which can be implemented through the KR-system. Electronic recruiting system has created more effective and simplified recruiting processes which can be modified according the changing needs. All these improvements are helping to further develop Porvoo City image as a great employer.

Later Porvoo City human resources management has made decision resulting that Porvoo City uses Kuntarekry recruiting system to handle not only their central recruitments but also substitute recruitments. Previously the substitute worker recruitment didn't have set ways of operating. For instant potential substitute would have to go and introduce themselves directly to the different units. At the same time in elderly care substitute's information were on excel-charts and one person was responsible of filling the substitute needs. The temporary work needs were filled by making phone calls and waiting to hear back from the substitutes. This old-fashioned way was time consuming and frustrating. Resulting that in 2012, substitute recruiting was added to KR-system. First elderly and disabled services and then City's cleaning and food deliveries started the implementation. In 2013 daycare services came aboard and in the spring 2015 Albert Edelfelt's school piloted

the program. Later in fall 2015 all the other schools joined. Later on, the cleaning and food deliveries change their implementation level, mainly using the KR system for receiving applications but handling the rest of the recruiting process themselves.

Porvoo city's recruitment is part of Porvoo Hallintopalvelukeskus (Porvoo City municipality Administration Service Unit). Porvoo Hallintopalvelukeskus was established in the beginning of 2011 and has proximately 50 employees. Their Administrative Service Unit provides internal support services for the city consortium payroll, employment counselling, travel management, **central and substitute recruitment**, and brokerage services, accounting and financial statements, payment and cash services, billing, invoice processing services and voice and translation services. They also offer technical support in telecommunications, IT and ICT equipment.

1.1 Substitute recruitment with Kuntarekry-program

This chapter will shortly explain the path (figure 1) applicant must take to qualify to substitute through the KR-system and how Porvoo City employers (figure 2) can utilize the KR-program to find substitutes for their units.

1.1.1 Applicant's ideal path to become substitute

Becoming a qualified substitute for Porvoo City's KR-system, applicant is required to complete several different steps. This chapter will explain in more detail those necessary actions needed to stay active in the KR-system.



Figure 1 Substitute's ideal path

First the substitutes must apply using the link found in Porvoo City website. Each sector (schools, daycares and healthcare) has their own application links. Secondly, after filling and sending in the application through the KR-system, substitute is required to call the Porvoo City recruiting office to set up an interview. During this Covid-19 pandemic interviews are mainly done with Teams-meeting. Before the pandemic interview were always done at the Porvoo recruiting office. Interviews are held in both Finnish and Swedish as the applicant preferences.

During the interview the applicant's identification, work references, diplomas and certifications are checked. They will discuss the field and the units applicant wish to work. Recruiting specialist then proceeds to introduce the Kuntarekry-system to the applicant. It is important that the applicant understands how they can receive notifications for substitute needs and how they accept the substitute work. Recruiter can share on Teams-meeting kuntarekry website and visualize and demonstrate the system. Recruiter will explain the applicant that the key for this system to work is accurate availability calendar. Applicant is responsible for updating their availability to the calendar. After the interview the recruiting specialist will approve the applicant by marking them suitable for substituting and write their recommendation according to their professional opinion. Finally, the applicant is officially substitute and ready to receive substitute work.

Substitute can receive either urgent SMS-job offers or notification that there are available substitute jobs in the Kuntarekry-system. Substitute can confirm the SMS-job offer by responding to the message. If they were the first to respond, they will get confirmation notification stating that "the shifts is your." If they were not the fastest, they will get text message, to inform them the shift is already being filled. Through the KR-system substitutes can sign for offered jobs and if they are chosen, KR-system will send them acceptance notification. As seen from the figure 1 substitutes ideal path is to continue to stay active in the KR-system by updating availability calendar, receiving work offers, getting the substitute work.

Next chapter will discuss thoroughly the employer's ideal path, explaining the necessary steps needed to find substitutes for their substitute needs using KR-system.

1.1.2 Employers ideal path

This chapter will illuminate employers' ideal path (figure 2) using the KR-system for substitute needs. As mentioned in the introduction, Porvoo city schools, daycares and elderly and disabled care services, are using the KR-system for their substitute needs. Every unit has their designated person, who will oversee the temporary worker needs. In schools the principals and some cases also the vice principals, directors of the day care centers and head nurses in elderly- and disabled care services, can have access rights to Kuntarekry's substitute worker recruitment.

Before supervisor or the employer can use the KR-system they have to apply for the access rights. Kuntarekry charges for every username, therefore supervisors are not automatically provided this access. Request for the username and password are filed through digital ticketing system, EFECTE-program. Porvoo recruiter expert will access the request and create new username and password. After this supervisor will receive email containing login information and link to the program. Additionally supervisors are provided with information about the program, how to use the different elements of the program like Rekrymobili, the mobile version of the Kuntarekry system and how to file substitute need using urgent SMS-search or filing the need in the temporary work calendar.

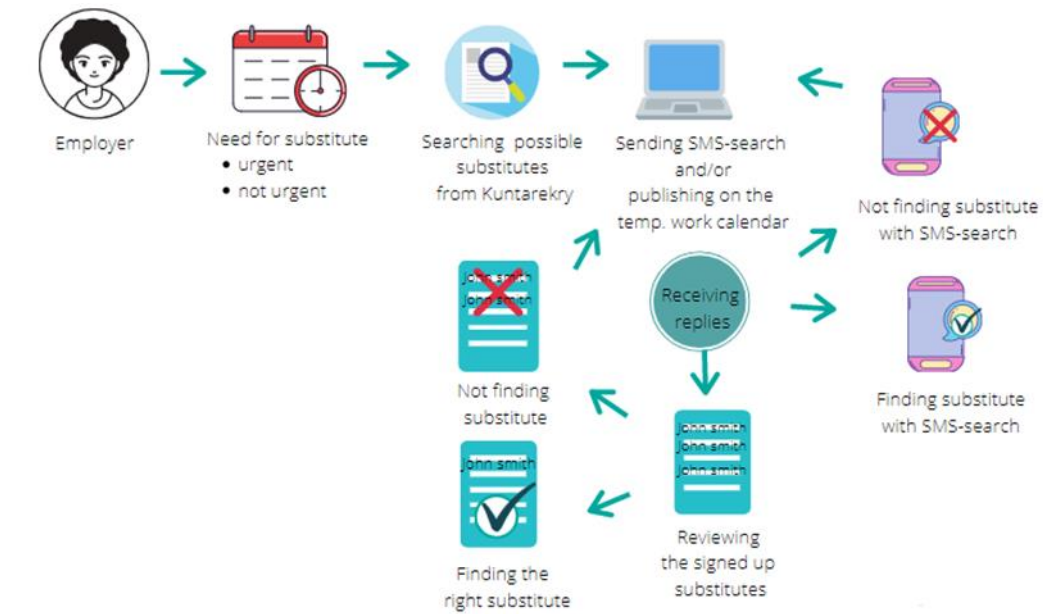


Figure 2. Employers ideal path

When supervisor has a substitute need, they can either use SMS-search or publish the need in the temporary work calendar. For the urgent needs, it is recommended to use the SMS-search. Supervisors can select from the list of available substitutes those who they want to send the SMS. Substitutes who haven't yet substituted through the system are listed with grey and are on the bottom of the list. As soon as they have been picked for job

(from the system) they will rise on that list and their name will appear in blue. If they have already substituted in that unit where the need is, their name will be on top of the list and in green. This helps the supervisor to quickly determine if they want to send message to substitutes already used in their unit or rather try utilizing new substitutes. When they have picked wanted substitutes, they can release the SMS-search. Ideally, they will find substitute quickly. If the SMS-search isn't successful they can either send SMS-search again to different substitutes or choose to publish it to the temporary work calendar.

When the substitute need is not so urgent, it is recommended to publish the need in the KR-system under the temporary work calendar. When the need is published in the calendar, all the substitutes available on those certain days, will receive notification either SMS or email alerts. This is effective way to notify all the substitutes at once. When the substitutes sign up for the work, supervisor will receive message and then can familiarize themselves with the signed-up substitutes. Supervisor has access to substitutes application and can check the recommendations and comments made by the Porvoo recruiting expert. Ultimately the choice who is hired lies with the supervisors. The more the supervisor uses the system, the more familiar it will become.

Porvoo recruiting office has access to monitor all the substitute needs. They actively observe the program, trying to make sure that the substitute needs are correctly filed. If they notice inaccuracy, they will contact the supervisor and offer their expertise. Recruiting experts also make recommendations, help supervisors to file substitute needs and secure substitutes for them.

Recruiting office aims to provide regular training sessions for the Kuntarekry users. During this Covid-19 pandemic Teams-meetings are offered even with as short notice as the same day. These meetings have been a great way to reach a small group for targeted training. And if needed also personal guidance has been provided. These 15-30 minutes long meetings have been significant as they allow the new users to become familiar with the Kuntarekry system and being a low threshold connection to the Porvoo recruiting office.

1.2 Research question, objective and questions

The whole apprehension and aim for this Thesis are to understand why the substitute recruitment is broken in Porvoo city. The aim is to pinpoint reasons behind the low adaptability and utilization rate. Objective is to understand why some supervisors have adopted to the change better than others have and what things might have affected the adoptability.

Based on these aims and objectives research question was formed: How well have the supervisor adopted Kuntarekry recruiting system in temporary recruiting? This research focuses on understanding this dilemma.

Under are some of the questions, thesis will try to answer:

1. How to implement and optimize the use of Kuntarekry as the recruiting tool?
2. How can the substitute recruitment be made so simple that most of the substitute needs would be registered through the program?
3. What has hindered the use?
4. Is there need to change the process?

2 Theoretical framework

The difficultness to influence individuals and groups to change their old customs and working habits has been written about by many existing change management strategies.

Change management is a term used to describe any action taken to smooth transition a business process encompassing an individual or group from a current state to a future desired state of being. Because main focus is on the people who will implement the changes in the organization, can using change management practices undeniably heightens the possible benefits. This chapter will explain the theoretical framework that had been used for this study.

2.1 Lewin's 3-step process for change management

Kurt Lewin (1947,) is widely considered the founding father of change management, with his "unfreezing" from the current –changing to a future state –re freezing in the new state of being model. Robbins and Judge (2009) states that Lewin's; 3 step model has been regarded as the fundamental or 'classic' approach to, or classic 'paradigm' for, managing change.

In unfreezing- stage focus is to communicate why this change is happening. It's vital for the process that everyone who is effect by coming changes is aware of the reasons behind the changes. Why is this change happening? In the same way employers doubts and concerns has to be heard and listened and taken in consideration.

The change-stage concludes the change itself. This is the stage where employees are adapting to the change and familiarizing themselves with the new operations. Fundamental for the successful change process is that communication about the benefits are continued and sufficient support is offered. In order to accept the change and contribute to making it successful, people need to understand how it will benefit them. Because changes never happen overnight, therefore people need time to adjust and accept the changes.

Refreeze-stage happens when people have accepted the change and it has become part of the organization's culture. In this stage employer must provide adequate training and support to ensure that the change will stay on course. For this reason, employer has to regularly check that the change has happened, and the new processes are being implemented and incorporated into the everyday business. As a part of refreezing part is to remember to celebrate everyone's hard work in making the change success. This will help them to have closure and give them hope that future change can also be successful.

Lewin's 3 step model has been criticized to be overly simplified and even questioned if he even developed such model. (Cummings, Bridgman & Brown, 35-39)

2.2 Kotter's 8 step Model of Change

In business sector most used change management model, is Kotter's 8-step model for change management. This model lays out detailed 8-step plan to avoid failure and better adapt the required changes. The Harvard Business Review published Kotter's model in a 1995 article and in 1997 model was published in deeper details in the book titled Leading Change.

Both Kotter's 1995 article and the 1996 book were only based on his personal business and research experience and has been criticised not to include any outside source references. Despite all the criticism, Leading Change (Kotter, 1996) has had great success and it's still key references among change management researchers. Mainly because Kotter's targeted audience was primarily the end users involved in the in managing the change. (Appelbaum, Habashy Malo Shafiq, 2011, 1-2)

For this study I chose to focus on Kotter's 8 steps of change management as Lewin's 3 step model has been criticised to be too simplified and mechanical. (Cummings, Bridgman & Brown, 35-39) Kotter's 8 step change management model offers more detailed and empirical results. The next chapters will explain each of the eight steps in more detail.

2.2.1 Creating an Urgency

Opportunities for successful change efforts are created by good leaders with capability to authenticate great sense of urgency. Kotter (1995,43) emphasizes that leaders are in charge of communicating this urgency effectively enough to the employees.

All the members of the organization must come to terms with the need for change, for the change to be effect. This will give enough authority to leaders to make the necessary chances in the company processes.

To create urgency leaders, must identify and highlight the potential threats and the percussions which might crop up in the future. Leaders have to be proactive in examining the opportunities which can be tapped through effective interventions. Both Kotter (1996,44) and Armehakis (1993, 681-703) suggest using outside consultants, media, news and diagnostic report which can be used to create sense of urgency and help with the readiness of the change.

Jansen (2004, 276-294) states that honest dialogues and discussions, whether they are negative or positive, are welcomed signs that change is ascending. Ginsberg and Venktraman (1995) and Kotter point out that “the more the change is a topic of conversation, the greater its implied urgency”.

It's commendable to request the involvement and support of the industry people, key stakeholders and customers on the issue of change. This sort of active and open discussion about the changes presents an opportunity to make people think over the prevalent issues and give them convincing reasons for change.

To support the sense of urgency, emphasizing the attractiveness of the change, confronting employees with clear expectations, showing that it can be done and creating a positive attitude to the change, is recommendable.

2.2.2 Forming Powerful Guiding Coalitions

Colin Carnall in his book managing change in organization (2007, 12) explains how it's important to know and comprehend company's organizational structure. Knowing the organizational structure, the company is able define job responsibilities, activities and accountabilities. This is the key element for the power structure in the company to determine who are those people in the organization to influence the change.

It is said that change is much more difficult in larger organizations and can't be done without assistance. Therefore Kotter (1996) suggests forming “powerful guiding coalitions to establish successful change process”. The study of power conducted by social psychologists John R. P. French and Bertram Raven in 1959, power is divided into five separate and distinct forms. They identified those five bases of power as coercive, reward, legitimate, referent, and expert.

Based on his own experiences Kotter has categorized individuals into four different groups, who should all be included in the coalitions. The groups are titled as following: position power, expertise, and credibility and leadership.

Position power: enough key players on board so that those left out cannot block progress. Position power is linked to an individual's control over organizational resources necessary for successful implementation. Line (2007) states that the “higher the amount

of position power, the more control change agents have over post change allocation of valued resources such as pay, decision influence, promotions and project funds”.

Expertise: all relevant points of view should be represented so that informed intelligent decisions can be made. Expertise have expert power which implies to person’s ability to influence others’ behavior because of recognized knowledge, skills, or abilities. (Lunenberg.2007. 3)

Luthans (2011,317) emphasizes that even though they might rank low in organizations, staff specialists have expert power in their functional areas, but not outside them. For example HR-specialist can be trusted to know her area of the job but is not expected to know everything about the companies IT-apartment. HR-expert has influence and is effective in her own field.

Increase in complex technology and specialized expert needs has put more emphasis on the demand of expertise. For Individual to receiving expert power they need to be found to be credible (right credentials), trustworthy (reputation for being honest), and relevant (advice has to from the field of expertise). (Luthans, 2011, 317-318).

Credibility: the group should be seen and respected by those in the firm, so that the group’s pronouncements will be taken seriously by other employees. Luthans (2011,317) expresses that by having the applicable credentials credibility is acquired. The person must really know what they are talking about and be able to show concrete evidence of their accomplishment. Expert without credibility will not be listened closely and thereby they are not valuable for the coalition.

Leadership: the group should have enough proven leaders to be able to drive the change process. Fred C. Lunenburg (2012,2) quotes DuBrin (2009) and states that people with legitimate power also called formal authority, are those people in organization that have the permission to influence other individuals.

Each of these characteristics has some support in organizational change literature. Identifying the effective change leaders in your organizations and the key stakeholders, requesting their involvement and commitment towards the entire process.

2.2.3 Developing a Vision and a Strategy

According to Kotter (1996, 70) guiding coalition’s first task is to formulate “clear and sensible vision”. To develop a vision and a strategy in the organization can be achieved by

firstly determining the core values and lastly defining the ultimate vision and the strategies for the change in the organization. It is necessary to ensure that the change leaders can describe the vision effectively and in a manner that people can easily understand and follow the vision. In other words, Kotter explains (1996, 67 - 84) that clearly defined vision is easier for employees to understand and therefore simpler to act on, even if the first steps required are painful.

Many other studies also agree and define the change vision as a key part of change process. (Whelan - Berry & Somerville, 2010, 175-193 and Wright and Thompson, 1997, 36-41) An effective vision is essential in breaking the status quo and looking beyond the immediate goals of the organization, states Kotter (1996, 68 - 69).

Though the research literature broadly accepts the importance of a clear vision on the change management effort in an organization, some argue that the vision itself is much less important than the implementation of that vision.

2.2.4 Communicating the Vision

The vision must be communicated effectively and in a manner that people can easily understand and follow it. People require to know why the change is needed and how it will be achieved. Kotter (1996, 70) reminds that without the clear vision the task itself can get lost and burry under confounded projects, which can then confuse the organization and the wanted change never takes place. Specifically, important is to communicate the change in the vision *very often, powerfully and convincingly*. For this reason, it's necessary to connect the vision with all the crucial aspects like performance reviews, trainings and staff meetings. However, it also crucial to handle the concerns and issues of people honestly and with involvement. (Frahm & Brown 2007, 370-87)

Appelhaum, Habashy, Malo and Shafiq (2012) refers to the study results (Nelissen & Van Selm, 2008, 306-18 and Smith, Sohal & D'Netto, 1995) when stating that level of involvement greatly affected employees' receptivity to change. Those employees who were allowed to be involved and were informed about the upcoming changes, saw the changes in more positive light and as an opportunity to learn and develop their own skills. On the contrary individuals who felt they were not included in the changes felt frustrated and hesitant to accept the needed changes.

2.2.5 Removing Obstacles

Kotter (1996, 59-67) underlines that on its own communication is not sufficient to make the changes but employees often need help in getting rid of obstacles to ensure that the organizational processes and structure are in place and aligned with the overall organizational vision.

By removing obstacles, the company is empowering their employees. To ensure to continuousness of the changes, it's recommended that company frequently check for barriers or people who are resisting the changes. Kotter (1996, 56-67) suggests that company implement proactive actions to remove the obstacles involved in the process of change and reward people for endorsing change and supporting in the process.

Many studies (Denton, 2004, 22-4 and Ellinger, Keller and Bas, 2010, 79-100 and Kotter 1996, 107-9) show that training has essential role in the empowerment process. Training will build sense of responsibility as a result lead to employer empowerment.

2.2.6 Creating Short-Term Wins

Company should create short term wins early in the change process, to give a feel of victory in the early stages of change. Appelhaum et al. (2012) restates Kotter's (1996, 122-4) idea that in sense the "*short-term wins demonstrate that the change effort is paying off*" (Kotter, 1996, pp. 122-4). Effective way is to actively create many short-term targets instead of one long-term goal, which are achievable and less expensive and have lesser possibilities of failure.

Reaching those set short-term goal will give the company opportunity to reward the contributions of people who are involved in meeting the targets. (Kotter, 1996, pp. 122-4). Kotter (1996, 121) explains that without those short-term wins company is at risk of having employees who will give up and become resistant to the change.

2.2.7 Consolidating Gains

It is crucial not to get content with the few short-term wins. Therefore, after accomplishing the short-term wins, the change process needs to be accompanied with the mind set of achieving sustained improvement by analyzing the success stories individually and improving from those individual experiences. These improvements could include systems or company structure changes to line up with the wanted vision and result. Analyzing the success is needed as leaders will need to prove the "new way is working" (Kotter, 1995, 59-67).

Because all the investments have cost, management is responsible to justify these extra expenses. Providing credibility and measurable results for the vision should be managers first goal to further change process. (Pfeifer&Smith&Voigt 2005, 297-308)

2.2.8 Anchoring Change in the Corporate Culture

Kotter believes that new behaviors are subject to degradation if they are not rooted in social norms and shared values once the pressure for change is alleviated. He cites two factors that are critical to the institutionalization of change in corporate culture:

Showing employees “how the new approaches, behaviors and attitudes have helped improve performance” (Kotter, 1996, p. 67) and discuss the successful stories related to change initiatives on every given opportunity.

Ensuring that “the next generation of management personifies the new approach” (Kotter, 1996, p. 67). Ensure that the change becomes an integral part in your organizational culture and is visible in every organizational aspect. Ensure that the support of the existing company leaders as well as the new leaders continue to extend their support towards the change.

2.2.9 Advantages and disadvantages of Kotter’s Model

Kotter’s model is based on his own experiences in the business world and heavily focuses on the leader’s roles. In other words, the leaders are being placed at the top position in implementing the change management. Without the support from the leaders, the organizational change implementation in the company will become extremely difficult. (Galli.B. 2019)

It is an easy step by step model which provides a clear description and guidance on the entire process of change and is relatively easy for being implemented. However, since it is a step by step model, skipping even a single step might result in serious problems. Seeing through the whole process is quite time consuming (Rose 2002).

Galli (2019) explains that the Kotter’s change management model does not pay close attention to the change itself. Instead, it focuses on the preparation and the acceptance of the change, so it is helpful for participants to make the easy transition.

Advantages for this model is that it focuses on the communication among all stages, which might be greatly useful for the traditional hierarchies. Emphasis is on the involvement and acceptability of the employees for the success in the overall process. Major emphasis is on preparing and building acceptability for change instead of the actual change

process. Studies (Galli, 2019 and Choi, 2011,479-500) express criticisms as the model can build frustration and dissatisfaction among the employees if the individual requirements are given due attention.

3 Research methods

This chapter will introduce the research methods which have been used to collect data for this study. Chosen method to collect data was qualitative research technique, in depth interviews. Next chapters will explain and justify the chosen method. Also, the validity of the data collection will be discussed.

Main research is made by in depth interviews of the stakeholders using Kuntarekry substitute recruiting system (new users, established users) Additional information will be collected by using Kuntarekry statistics. Kuntarekry program provides statistics based on different keywords and the information will be then compared between years, months or/and different components for analytical purposes.

Plan was to have one workshop, where the stakeholders are present and can be heard. Objective is to have open communication between the stakeholders so that everyone feels that they are being heard. Unfortunately, this workshop never took place. But recommendation is that this kind of event would be organized.

Benchmarking was chosen for additional research method. Benchmarking is a process of measuring the performance of a company's products, services, or processes against those of another business considered to be the best in the industry. The point of benchmarking is to identify internal opportunity for improvement. Concrete benchmarking wanted to establish by visiting and contacting 2-3 different cities or counties (Kunta) using Kuntarekry.

All the data collected will be evaluated and processed. Based on all the findings, recommendations will be presented to improve the Kuntarekry-programs adaptivity in Porvoo City. These recommendations are discussed in chapters six and seven.

3.1 Kuntarekry statistics

Kuntarekry-system provides statistic tool for analytical purposes. Program records all the activity and offers multiple different statistic based on the chosen keywords. These statistics were used to determine the user activity, number of temporary workers per unit and key users for the interviews. Units, which are included in temporary worker recruitment through the Kuntarekry-system are municipal day care centers, Finnish and Swedish schools and elderly- and disabled care services in Porvoo city.

Porvoo school district includes 15 Finnish-speaking schools and 10 Swedish-speaking schools. There are 11 Finnish-language elementary schools, two upper secondary schools and one elementary school grades 1-9. Finnish high school education is organized in Linnankoski high school. There are 7 Swedish elementary school and two junior highs schools. The Swedish high school education is organized by the Borgå Gymnasium. All these schools are included in the Kuntarekry substitute recruitment program.

Porvoo City has 24 municipal day care centers which offer care both in Finnish and Swedish. Children are ages from 9 months to 5 years in day care systems and 6-year olds in compulsory kindergarten.

Kuntarekry is used also the elderly and special care services including Johanna-koti, Toukokuoren palvelutalo, Pääskypellon hoivakoti, Omenmäen palvelutalo, Palomäen palvelutalo, Rehabilitation units (Näsi 1-3 and Wilhelmina) and City's homecare units (Itäinen ja pohjoinen kotihoito).

3.2 Interviews

Creswell (2009, 179-181) explains that the qualitative researcher has face-to-face interviews with the participants, telephone interviews or focus group interviews. Benefits from these kinds of interviews are that participants can provide historical information and new and unthought-of ideas will come forth. Researcher hope to see a glimpse of participants thought processes, views and opinions. In the interview researcher can ask unstructured and open questions: What?, Why?, How? and When?.(Myers, 2009, 6-8)

Interviews were semi-structured interviews as they contained the components of both structured and unstructured interviews. All the same questions were asked but additional

questions were asked during the interviews to clarify and further expand certain issues. Questions were created based on the Kotter's 8 steps of change management.

The interviewees for this study were not selected randomly, but specifically targeted to reach the whole scale of stakeholders. The original plan was to use interviewees from strategically categorized groups to get the best sample of the different user groups.

Initial categorization was made based on level of adaption habits of the Kuntarekry program. First group was the **most adapted users**, second **the low-level adaptors**, third **resistant users** and fourth **new users**. The aim was to interview altogether 10-13 supervisors. Members of each of the four categories were counted and interview sampling was correlated to the group size. Objective was to ensure the accuracy of the findings.

For this studies dissatisfaction the interest for the interviews was lacking and adequate sampling was not met. Leading in only three sufficient interviews and 3 much shorter interviews. Additionally, some benchmarking was made with Sipoo and Kotka recruiters, to be able to compare different temporary worker recruiting methods using Kuntarekry program. Short interviews were held with principal of the Hinthaara School Olliseveri Kontinen, principal of Kevätkumpu school Markku Antinluoma, and vice principal of old Näse school Marica Lindberg. In-depth interviews were held with elderly care supervisor Nonna Illman-Kyrklund daycare director of Gammelbacka daycare Päivi Koistinen-Karpinen and vice principal of Kvarnbacka skola Lena Törnqvist.

Further information about history of Kuntarekry system in Porvoo city, was catered by interviewing Porvoo City recruiter Annika Palmgren, who has been involved with the recruiting program from the beginning. She was able to explain the history of establishing the present program and provide additional information of the Porvoo City organization and the key people in the temporary recruiting processes.

Each in-depth interview took around 30-45 minutes. Interviews were held either face-to-face in the units, by phone or through the skype. Preferred interview method was chosen together with the interviewees. Interview questions were provided beforehand as it was recommended by the commissioner. Most of the interviews were first recorded and then later transcribed for analysing purposes.

Analyzing will be coded based on the Kotter's 8 steps of change management and the result of all data collection is discussed in the results by resource section.

3.3 Validity and reliability

Validity is an indication of how sound the research is. More specifically, validity in data collection means that research findings truly represent the phenomenon the research is claiming to measure. Ensuring that study measures what you have promised and that there is logic between research questions, your theory, questions and analyses. Research question was "How well have the supervisor adopted Kuntarekry recruiting system in substitute recruiting? There is a clear logic between the research question and the Kotter's 8 steps of management theory. This theory organizes and gathers all the relevant steps for change management and answers to questions about adaptability. The interview questions were created the theory in mind.

Reliability in research has to do with the quality of measurement. In the other words, how consistent or repeatable research is. If the research would be repeated the results should be equivalent. Because this was qualitative research, this study is not meant to be generalized. This study was a case study specifically for Porvoo city organization.

In addition to objectivity, reliability and validity, the success of the research is influenced by timeliness, utility and usability. An up-to-date and timely research will ensure that the research material is used by the researcher at the agreed time. Scheduling the research helps to get reliable results. Hastiness and carelessness while analysing the data could result unreliable results. Interviews were conducted in 2019 but the data was not analysed until 2020. Unfortunately, this can influence the relevancy of this study.

The research should highlight something new and useful in addition to solving the research problem. The necessity of the questions asked needs to be carefully considered to exclude questions with no information value from the interviews. Turbulent and useless information does not lead to research, but in the worst case distorts research results. The method of collecting and analysing data also affects the usefulness of the results. (Heikkilä 2014, 27-30). After the research and analysing the data became evident that some of the questions did not get answered and some advanced questioned would have required.

Marshall and Rossman (2006, 101-102) remind that interviews have their own limitations. Because interview is an interaction between two people there is always possibility that something goes wrong. Interviewers need to be excellent listeners, to be able to create easy and relaxed atmosphere and have good personal interaction skills. Also, Interview

answers can easily be interpreted wrongly. Therefore, data analysing needs to be as unbiased as possible. Researchers prejudices, or presumptions can affect the way data is interpreted. Mutual trust between the interviewer and interviewee must be established. During this process, there was certain amount of hesitance towards the research. Lack of interest toward the study was apparent. With the individuals who agreed to be interviewed establishing trust and gaining common understanding was easy.

At the time of the interviews the interviewer worked at the Porvoo recruiting office. Researchers close connection to the study could have caused that some of the dissenting opinions were not mentioned. Resulting that the data was not reflecting the earnest and honest views.

4 Results by research methods

This chapter introduces the result received from the Kuntarekry statistics and more importantly results from the interviews. The interview results are categorised and analysed by Kotter's 8 steps of change management. This study aimed to open and honest discussions and collect earnest feedback from the end users and make them think over the prevalent issues.

4.1 Kuntarekry statistics

The statistics from Kuntarekry program reveals that the substitute needs filed through the Kuntarekry-system have been systematically increasing. The increase can partly be explained there has been more departments added 2015. But from 2016 to 2020 temporary needs filed through the system has went from 883 substitute need to almost 2000 (figure 3). This is very positive finding and advocates for need such system.

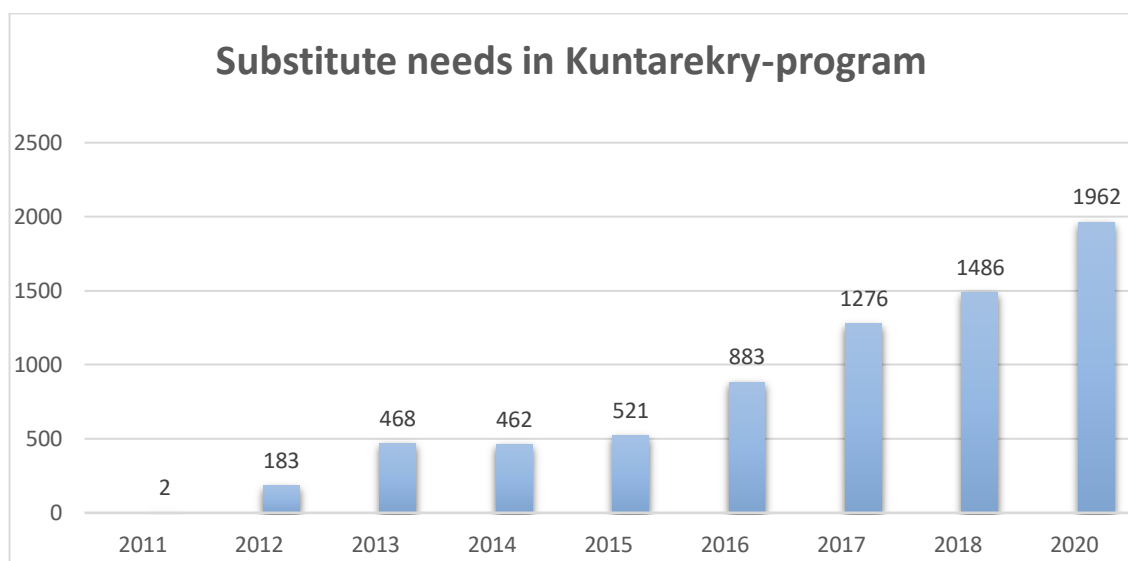


Figure 3. yearly substitute needs

The appropriate frequency of review for this section to the study was determinant to be from the beginning of 2016 to end of 2019. In 2016 all present units had started to use the KR-system for substitute recruiting and year 2019 foredated the peculiar year of 2020. Therefore, this time span is justified. When compared within the units, it becomes noticeable that there is significant difference with the usage rates. Figure 4 shows that the rehabilitation units have filed 37% (n=1815) of all the substitute needs in year 2016-2019. Close second is daycares filing rate being 30% (n=1481). Third active is assisted living services with 11% and then homecare services and Swedish schools with only 8% filing rate. Last unit is Finnish school with inadequate 6% in filing rating.

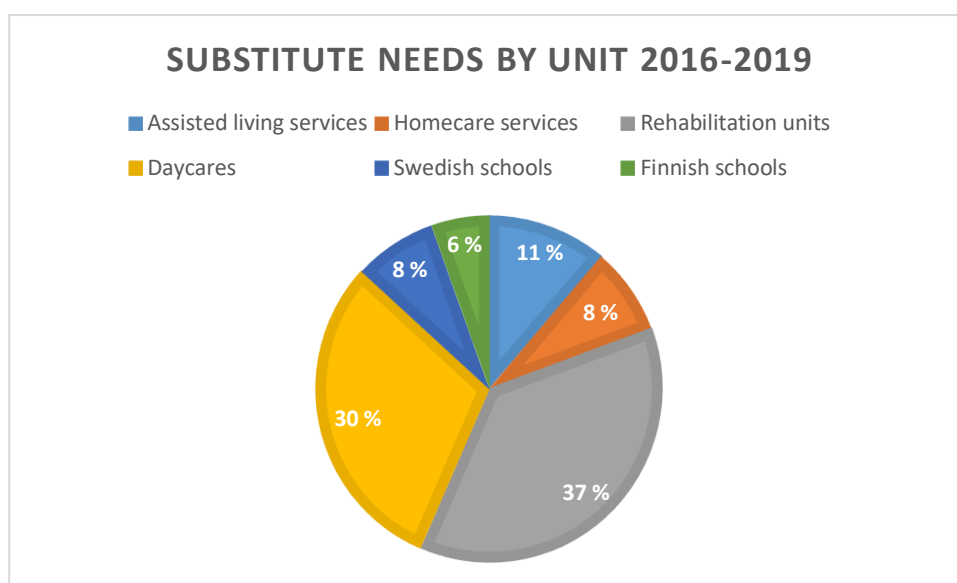


Figure 4 substitute needs by units 2016-2019 (n=4884)

From Kuntarekry statistic (figure 5, figure 7 figure 9 and figure 11) can be disclosed that only few units actively use the provided substitute worker recruiting system. Most active Swedish school has been Näse skola with their 125 substitute needs. They also have had quite a good occupancy rate with 75% (figure 6). This rate remonstrates how often their substitute needs have been filled. 75% of the time they have found a substitute through the system. Proximately 93 times out of 125. Far behind comes Sannäs skola with 55 substitute needs and Kvanbackens skola with 50 substitute needs. Their occupancy rates are much lower Sannäs skola with 37% and Kvanbackens skola with 48%.

Figure 5 shows that Eklöfska skolan, Hinhår skola and Saxby skola haven't used KR-system at all during 2016-2019. Saxby skola was closed end of 2019 and new Strömborgska skola was opened in beginning of 2020. Saxby skola and Hindhår both are very small vil-lage school and it's understandable that they haven't use the system. As the Hindård school principal explained they manage to handle their substitute needs with their own re-sources and rearranging the school day accordingly. However, Eklöfska skolan doesn't have same reason. Kullo skola has the best occupancy rate with 85% but only have filed 8 substitute needs. Most common remark was that it's hard to find qualified Swedish speaking substitutes through the system.

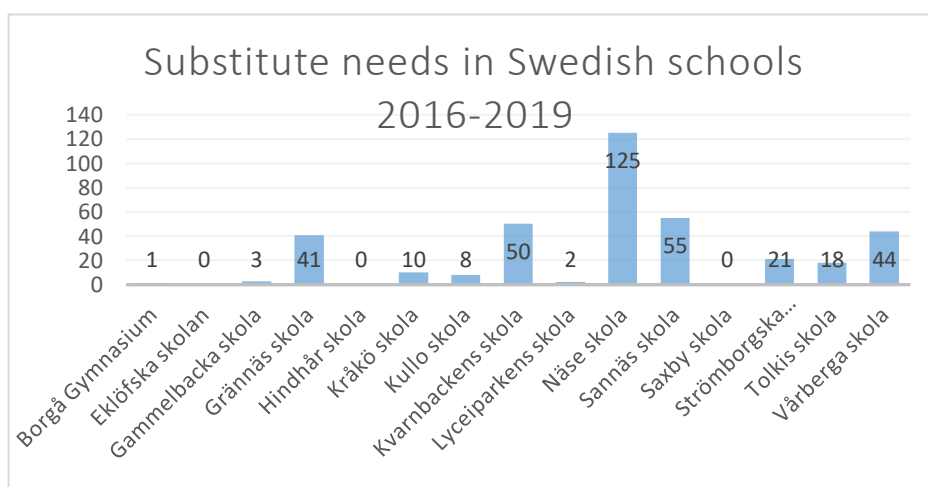


figure 5 substitute needs in Swedish schools 20016-2019 (n=378)

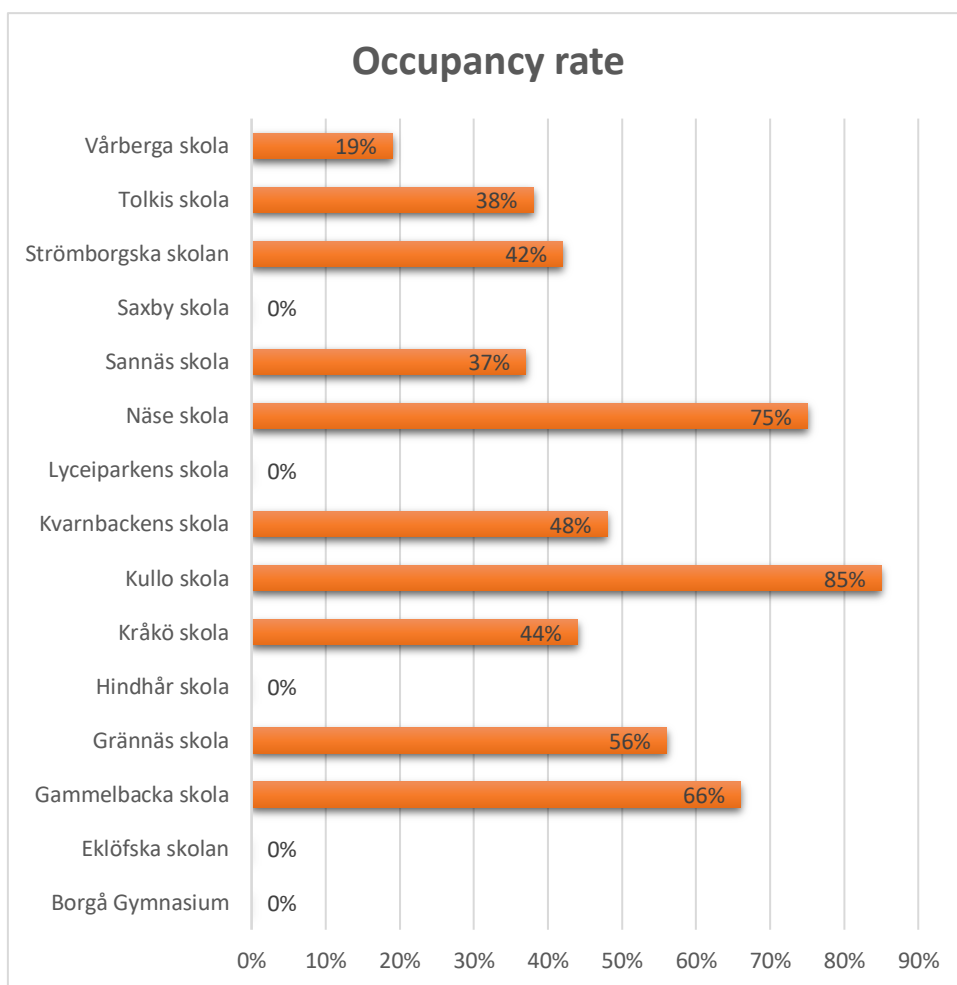


figure 6 Occupancy rate in Swedish schools

Figure 7 shows all the substitute needs in Finnish schools between 2016-2019. Finnish schools together have filed only 265 substitute needs in four years. Just as in Swedish schools, in Finnish schools there is one dominant user. Hinthaara school with 102 substitute needs. Hinthaara school principal was interviewed for this study because of his active utilization rate. He is a very pleased user and keen to try and take on new substitutes. Even though Hinthaara school is located on the outskirts of the Porvoo city, 76% of their substitute needs were met. (figure 8) This indicates that if the program is actively used, not even distance can hinder Finnish schools from finding substitutes. Hinthaara school has no trouble finding suitable substitutes as the principal has understood the relevance and need for this recruiting system.

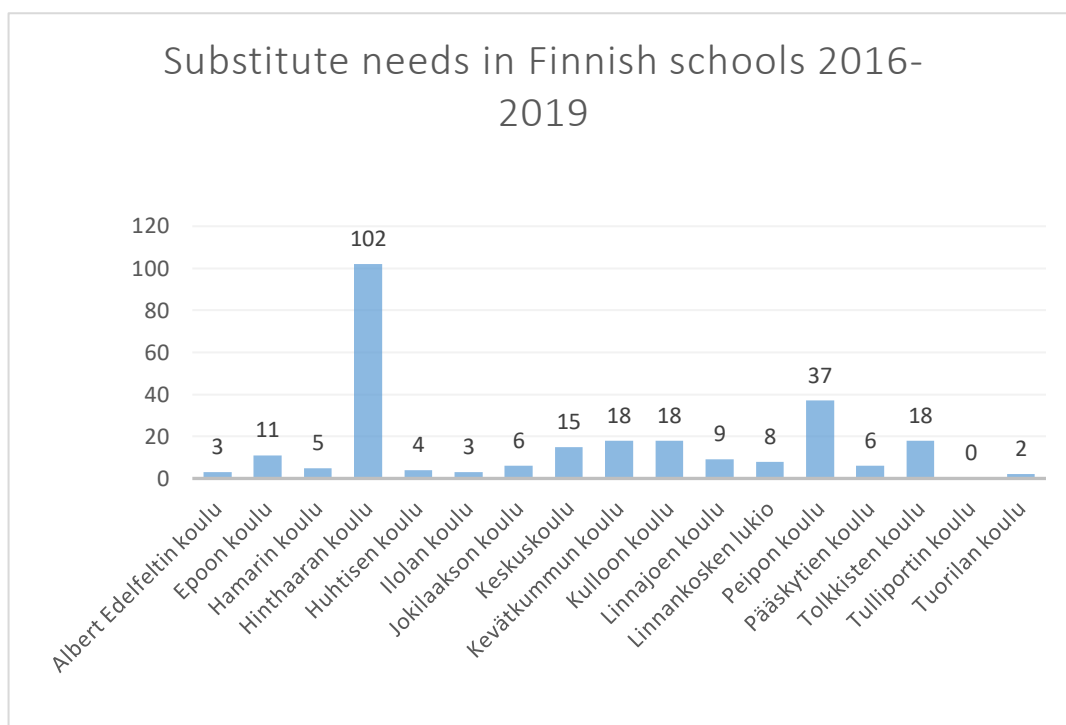


Figure 7 substitute need in Finnish schools (n=265)

Peipon School (figure 7) has filed 37 substitute needs with 75% occupancy rate (figure 8). All the other Finnish school have used the program less than 20 times. 9 out of 17 schools have used the program less than 10 times. This is remarkable low utilizations rate. This study was not able to disclose the absolute number of yearly substitute needs in schools. For this reason, it is inexecutable to say what percentual amount of substitute needs are filed through the KR-system. Empirical experience proves that the total number exceeds greatly the substitute needs filed through the KR-system. Nonetheless Finnish school's occupancy rates are much higher than Swedish school. Finnish school's occupancy rate for substitute need is almost 72%. Same number for Swedish school is only 34%. There is great potential amongst the Finnish schools and knowing these facts should encourage Finnish schools to take advance of the system.

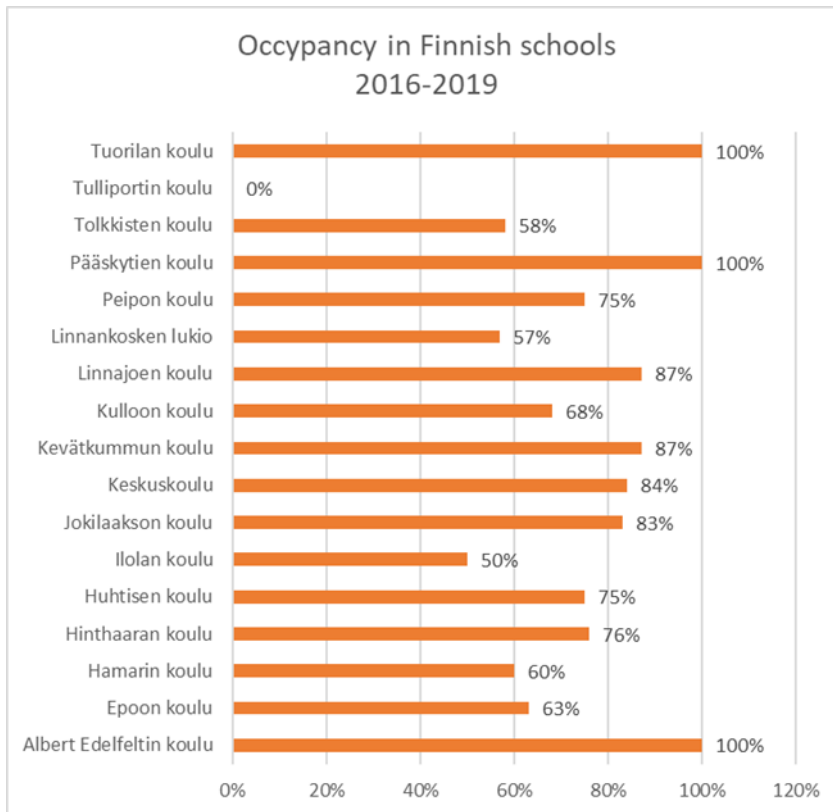


Figure 8 occupancy rate in Finnish school 2016-2019

Figure 10 shows that only 38 substitute needs have been filled through the system in 2020. The spring semester of 2020 was not ordinary as the schools closed their doors and students studied at home. Therefore, schools didn't have any substitute needs. To have more comparable results statistics, figure 11 shows the substitute needs for fall semester 12.8.-3.11.2019 compared to 12.8.-3.11.2020.

Unit	Substitute needs	Substitutes	Occupancy rate
Swedish schools	5	5	100 %
Finnish schools	33	19	61 %
Total	38	24	66 %

Figure 10 Substitute needs in schools in year 2020

Results show that there hasn't been much difference in Finnish schools. Both years Finnish schools filed less than 20 substitute needs. What can be seen is drastic decline in substitute needs filed for Swedish schools. Only one substitute need filed during this control period. The Covid-19 pandemic has impacted schools as the restrictions to ensure

the safety of students and faculty have created urgency to stay home with smallest symptoms. These rules had to have an effect in the increase of substitute needs. Unfortunately, this can't be seen from the system.

	Swedish school 2019	Swedish school 2020	Finnish schools 2019	Finnish schools 2020
■ Occupancy rate	30 %	100 %	46 %	52 %
■ Substitute needs	13	1	17	19

■ Occupancy rate ■ Substitute needs

Figure 11 substitutes in schools 12.8.-3.11.2019, 12.8.-3.11.2020

Just this fall Porvoo recruiting office has interviewed 19 substitutes interested in substituting in schools. Among the substitutes are individuals studying to become a teacher or they are interested possible studying this field in the future. Since there has been unsatisfactory interest to use KR-system for substitute needs, Porvoo recruiting office has made troubling decision to remove "substitute in Porvoo city schools"-link from their website. This unfortunate inclination is hopefully only temporary as there lies a great potential within this group and exploiting this potential should be comprehended in the educational field.

Figure 13 doesn't leave room to interpretation that Gammelbacka daycare is the subprime user with 916 out of 1462 submitted substitute needs. The Daycare director was interviewed for this research and these statistics confirms that KR-system is highly important tool for her. Occupancy rates for daycares are impressive (Figure 12). Daycares have been more success with filling the substitute needs than schools. Only 6 daycare have occupancy rate less than 50%. It's unknow why there is such a reluctance to use KR-system. Occupancy rate should encourage daycares to file all their substitute needs through the KR-system. There is a great interest in substituting in daycares. This fall 25 out 48 interviewed specifically wants to substitute in daycares. When taken deeper look to how many of these new substitutes have received work through the system it's been motivating to see that almost 80% new substitutes have gotten work through the system.

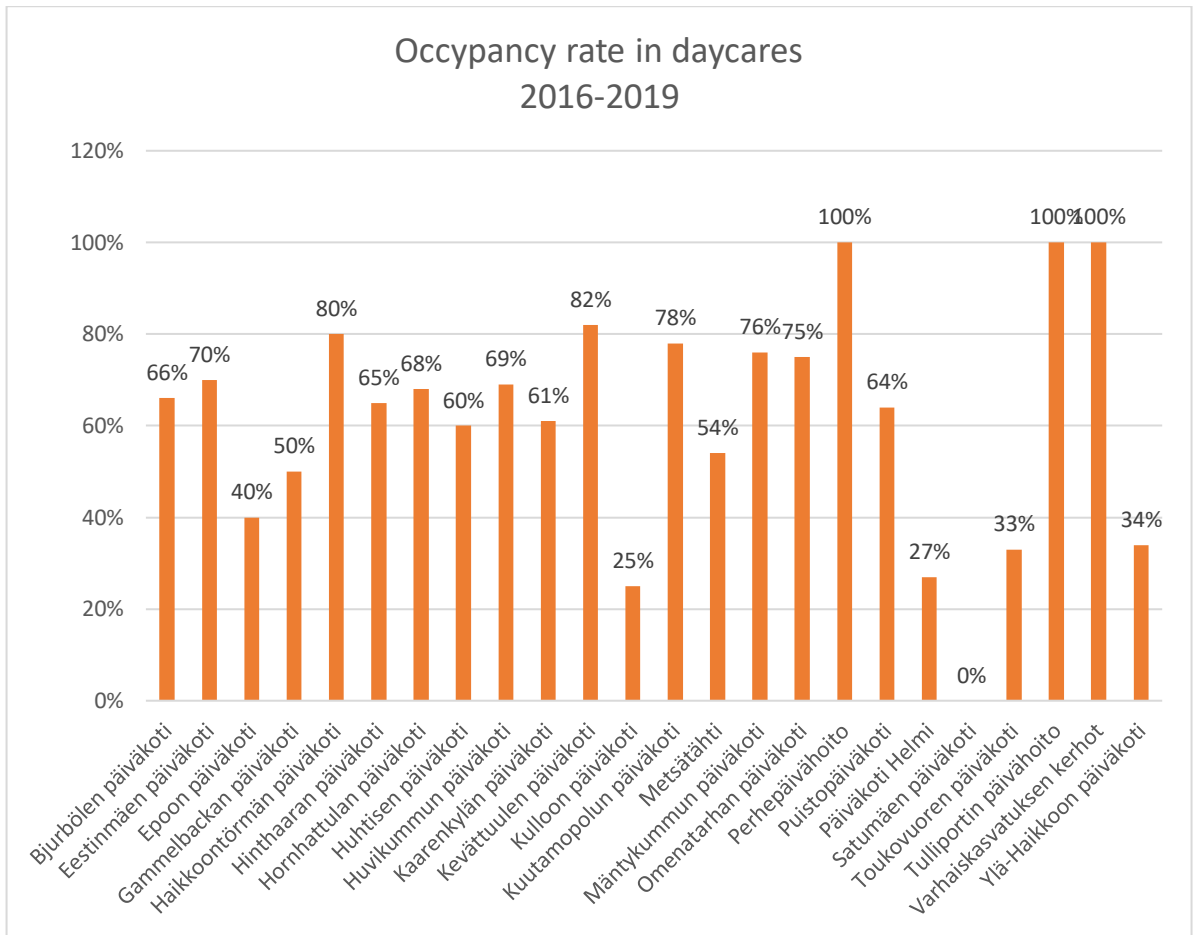


figure 12 occupancy rate in daycares 2016-2019

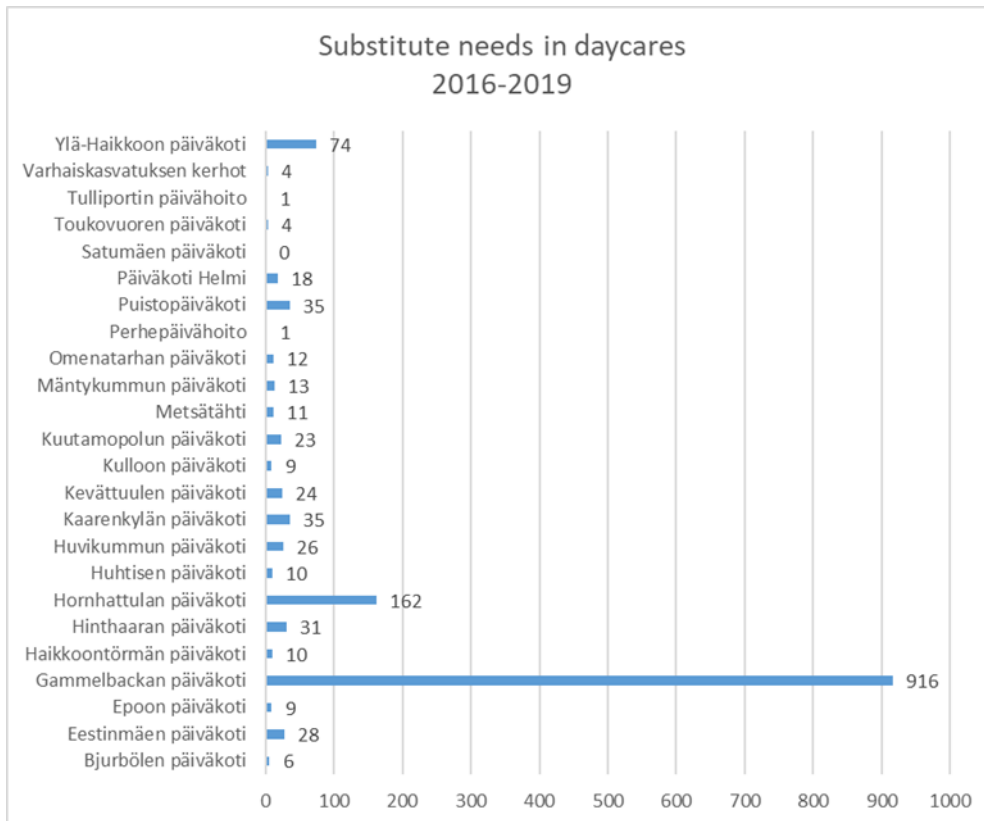


Figure 13 substitute need in daycares 2016-2019 (n=1462)

In elderly and disabled service units Wilhelmina, Näsi rehabilitation unit 1, unit 2 and unit 3 have their own individuals who are handling their substitute needs. However, one person oversees the homecare unit and assisted living units filing the substitute needs. As figure 14 demonstrates substitute needs filed through the KR-system separated by units. Näsi unit 3 has filed 978 substitute needs during the four-year observation period. Close second come Näsi unit 2 with 780 filed substitute needs. After that there is drastic drop in filed substitute needs. Assisted living unit Johanna-home has 220 filed substitute needs.

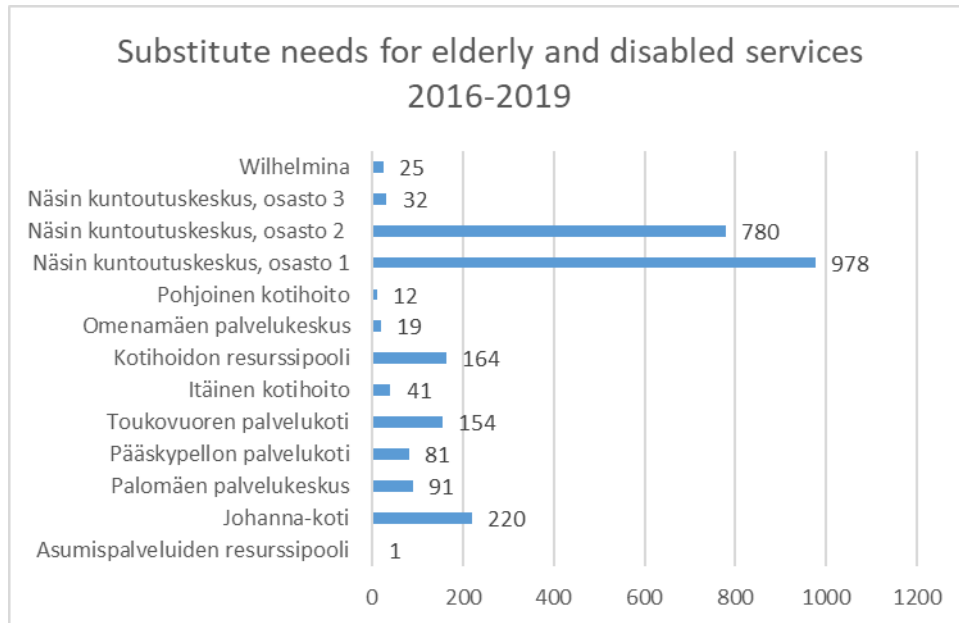


Figure 14 Substitute needs in elderly and disabled services 2016-2019

Homecare substitute reserve unit (kotihoidon resurssipool) filed 164 substitute needs and Toukovuori assisted living unit had 154 units. Näsi rehabilitation units 1 and 2 where able to fill their substitute needs in approximately with 75% occupancy rate. Low occupancy rates are far bigger issue than just problems adapting to KR-system. Everywhere in Finland homecare services are struggling to get workers to stay and find substitutes. Figure 15 indicated this same trend is evident in Porvoo homecare services. Homecare services substitute needs were filled with only 19-25% occupancy rate. Hanna-Mari Mikkonen (2015, 39-42) in her Thesis about problems in homecare services discusses the issue of negative stigma working in homecare services. Her study revealed the that workers feel there is continues rush from one patient to other, lack of required skills among the workers and inconsistency in the provided care. Also, many of the interviewed substitutes in Porvoo city wished not to work in homecare services. Nonetheless, few of the substitutes feel drawn even say their calling is to work in homecare services.

Figure 15 shows clearly that most assisted living units (Toukovuori 67%, Pääskypelto 87%, Palomäki 82%, Johanna-koti 56%) have great occupancy rate. This should be encouragement to keep using the KR-system.

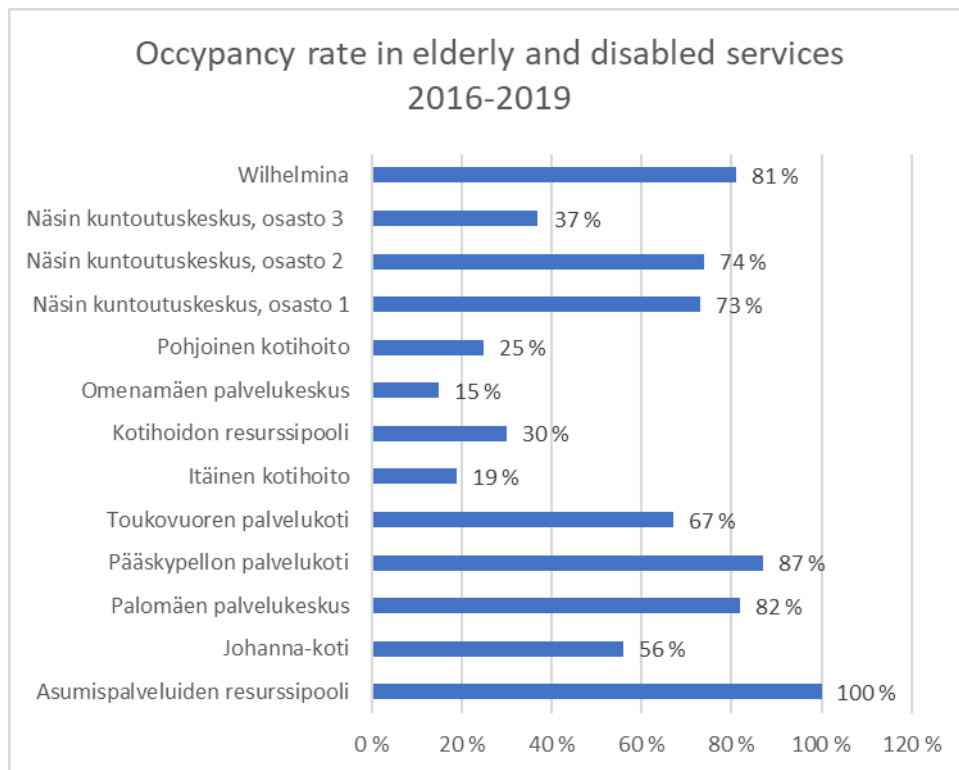


Figure 15 occupancy rate in elderly and disabled services 2016-2019

Next chapters will focus on the findings based on the Kotter's 8 step model of change.

4.2 Creating an Urgency:

According to the most active Kuntarekry-program user (for substitute needs), there was a great need for new and updated system for recruiting in Porvoo City. As already mentioned in the introduction the temporary workers information was on excel-charts and temporary work needs were filled by phone calls. Substitute would go and introduce themselves in the units. This old-fashioned way was time consuming and frustrating. As the urgency for change came from the work field, there were no need to convince that this was the better.

Since the program was implemented, it has become part of the substitute recruitment process. It is not exclusively demanded to be used but offered as a useful tool to help recruit substitutes. The program is introduced for the new workers handling substitute needs in these particular fields and they are expected to use it. KR-system is mentioned in the monthly/early supervisors' meetings but there is noticeable lack of communicating this urgency for use, effectively enough to the employees.

When asked about the potential threats or things that might hinder getting substitutes in the future few concerns rose. As the "other counties have already increased salary" (for instant in daycare sector) current salary levels are not competitive enough to sustain the increasing need for substitutes. "The key for Porvoo City to be able to compete to get good and qualified substitutes would be the salary increase."

Porvoo City has been successful to get good workers and has been investing in the early education sector (daycares and schools) to have new clean and healthy buildings. This and "enough rotating substitutes" offer better opportunities to a balanced and equal working environment. Other concern is that if good quality training is not offered the knowhow in the field is not adequate. It was mentioned that Porvoo City is big organization with relatively good reputations as reliable employer.

Ideally KR-program will help in the most urgent substitute needs and save time for person in charge filling the shifts. The interviewees pointed out that substitute needs are fairly easy, if not even really easy to put in the KR-program. Program then sends message to all the available substitutes at ones, giving more time to continue with their other obligations.

Initially needs and ideas from the field were listened and taken consideration by implementing KR-program. But some of the interviewees feel like they haven't been able be involved in decision making or developing the substitute recruitment further. Study didn't reveal concretely if there is open communication within the organization about the substitute recruiting. However, they feel like they can freely express their concerns and give feedback to the recruiting office. Still from the experience at working at the recruiting office the feedback from the supervisors to the recruiters could be remarkably more significant.

When asked about how would they like to be involved to influence the future substitute recruiting? One interviewee expressed concern that the process becoming substitute for

the system should be easier and less intimidating. She was worried that some younger individuals might shy away and not want to attend the needed interview with the recruiting office. As seen from the applicant's ideal path (Figure 1), interview is needed to substitute through the KR-system and get temporary job offers.

This particular school has their own trusted substitutes, but she was suggesting if she could interview some of their own substitutes from their own contact list. School would handle the interview including checking their credentials and explain the KR-system. This way substitute would already be known to qualify for their specific needs. Interview would then enable substitute to receive job offers from other school as well. Benchmarking done during this study revealed that this method is already being implemented in City of Kotka. They have found out that this the best way to add trust and good substitutes would then be in the system. She also recognized the need for recruiting office still interviewing all the new substitutes, who haven't substituted in any of the schools, daycares etc.

Things that motivate the active use of KR-system were mentioned to be the success stories; getting help and finding excellent substitutes. As mentioned during interview the directors of daycares and the principals in schools are responsible of making sure that kids are safe and there is legally required number of workers in every shift. KR-system has noticeable helped to oversee their staff.

Reasons for why KR-system hasn't become common practise in their substitute recruitment was mentioned several different things. Number one answer was their previous disappointments and bad experiences; "they didn't find substitutes, or it was hard to get qualified substitutes for the specific need of that school or group". Based on the research with the supervisors has revealed some level of dissatisfaction with the Kuntarekry system. The concerns are not directly about the operative system but practical matters. For instant one principal of Swedish school stated "I didn't find temporary workers for over a year ". Same principal also stated, "There is not enough qualified teachers that can teach woodwork."

Unfortunately, nowadays increasing amount of kids in schools and daycares are in need some sort of special attention and not every substitute have required skills. Therefore, they didn't send their substitute needs through the system, but relied on their own lists. This resonates from the fact that some may not trust that there is enough good workers in already interviewed and ready to work.

Some suspected that not everyone wants to share their good substitutes. Adding them to the system or even recommending the system, would allow the substitutes also work in other places in the city. This was mentioned as a treat for the substitution system. This kind of thinking was voiced to be wrong as they are all “Porvoo City’s early educational units and doing common good if we are all using this system.”

During this study it came apparent that there is still a lot of hesitance of hiring substitutes that are new. The fear of getting substitute who didn’t fit their needs overruled the need for new help. But like seasoned user mentioned that “there is no need for this sort of fear because if you notice that substitute doesn’t fit, there is no obligation to hire them again”.

Hesitance for wanting to change working methods, getting out of the comfort zone and learning new computer programs could be some of the reasons why most of the workers are not using the KR-system. KR-system requires user to be comfortable with using new technology. Study revealed that all the new users get training how to use the program. Additionally, they are also advised to contact recruiting office with any of their concerns.

Some of the workers have taken the City’s policy to implement KR-system as a mere suggestion but those who took it by the letter had become active users and spokesmen. Influencing their coworkers by telling them their positive experiences and offering their help if needed.

4.3 Forming Powerful Guiding Coalitions

This study identified that there are key stakeholders who are involved and invested in this process. Key stakeholders are the head of the departments (education, childcare and healthcare), principals of the schools, daycare directors and healthcare supervisors. Kuntarekry-system has been chosen for their recruiting system based on the customer satisfaction surveys and feedbacks from the users. Most active users have been advertising KR-system throughout the organization and have overseen introducing the program to new employers.

According to the findings there hasn’t been or at least isn’t now any special coalition teams to further the involvement for this change. These teams should involve many influential people from various cross functional departments and working in different levels in the company. Teams could include supervisor over the whole daycare system, managers, workers, and substitutes. Team of supervisor’s, who have positive experience getting fast

solution and quick gains. Lack of such a coalition sounded to be underlining problem that hasn't really been identified until now.

4.4 Developing a Vision and a Strategy

Porvoo City advertises on their website for workers to "join our wonderful team- people makes the city." This is the ultimate vision and the strategies for attracting new people to work in their organization. Even though KR-system's end users are individual departments, they are all Porvoo City's organizations. KR-program gives an important opportunity to City of Porvoo to create and further develop their good employer image. As it was mentioned during interview key attributes and core values are "openness, flexibility and welcoming and valuing all different personalities."

Marketing Porvoo as a great place to work was mentioned several times during the interviews. Porvoo's recruiting system (KR-program) provides wonderful opportunity to new substitutes (especially those, who are possibly considering studying the field) to work and get acquainted with different workplaces (different eldercare wards, daycare groups and grades in school).

Interviews also revealed the importance of making a good impression on the substitutes. If the substitutes are not getting work through the system, it can lead to disappointment and trigger frustration. In other words, substitutes have no choice but find work elsewhere. There was additional concern that if the "workplaces don't welcome new substitutes openly", the substitutes can feel that. After a negative experience, substitutes wouldn't want to return to that unit. Causing the rumors to start and spread among the other substitute workers and that specific unit would get bad reputation. It was discovered that unfortunately these mentioned situations already are known to happen in some of the units.

Most interviewees understood the reason why KR-system has originally implemented (need for organized and effective system) and they all agreed that program is needed. They would not want to cancel or change the system. However, the results suggest that generally the individuals, in charge of the substitute recruiting, are lacking the idea of the big picture and the understanding of the opportunities this program offers. Opportunities mentioned such as to find excellent new substitutes, who will eventually become valuable for them and possibly even becoming permanent workers.

There seems not to be in place a clear policy and guidelines stating that KR-system is the only way to handle substitute recruiting. Now Kuntarekry-system is offered as an additional tool (“separate thing”) for finding temporary workers. It’s unknown if the change leaders have been or can describe the vision effectively and in a manner that people can easily understand and follow.

4.5 Communicating the vision

The heads of the departments are not presently communicating the change powerfully and convincingly enough. It came evident that revisiting the recruiting vision (“join our team- people make the city, openness and flexibility) should be connected with all the crucial aspects like yearly performance reviews and training. This should remind all the workers to keep an open mind and making the atmosphere at the workplaces more acceptable for new people. Additionally, these sessions should also include the KR-system training, updates and reevaluation of present use.

In the orientation process KR-system needs to be more dominantly involved. Orientation process should include active introduction and training to utilize Kuntareky’s full potential. This should become common practice for the supervisors to train their new staff members. Any resistant manager will negatively influence the system and its processes.

When asked if they have received statistic or other information about the usage of KR-system, answer was almost unanimously that they haven’t received such an information. Nonetheless they all agreed that they would appreciate and gain knowledge from statistic. These statistics could for example show; how many substitute needs there has been (monthly, in six months, yearly) and what percentage those need were filled? These facts could encourage others to use the program as they notice the potential within the KR-system. They also have welcomed the emails send from the Porvoo recruiting office, letting them know that there are new substitutes in the system. This has nudged them to try new substitutes and sparked hope knowing there is interest to come substitute in Porvoo organizations.

4.6 Removing Obstacles

This study aimed to know if the substitute processes and structures are in place and aligned with the overall organizational vision. Initially using the KR-system for substitute recruitment was not free. Every substitute need that was filed through the system; they were billed separately adding totally cost every time program was used. This was quickly noticed not to be cost effective as it was very expensive for the bigger units.

Besides being expensive, cost decreased the usage, therefore it was not serving the organizations. Nowadays all the units are paying the same amount for the KR-system, that fee is included in their yearly service fee. They must pay this fee despite if they are using the KR-system or not. Yearly service cost recused the confusion of the charges and unfairness. This study affirmed that knowledge about this change in fees had reached all the interviewees, but does not disclosed the assumption, that some units may not uses the program due to misunderstanding of the billing. Therefore, general assumption cannot be made that the change of billing has been accurately communicated to all the stake holders.

Lack of decision making was mentioned to be vital obstacle. In elderly and disabled units one person is responsible for using KR-system for the substitute need for all the different units. She files the needs to the system but is not allowed to choose new substitutes before approval from the other supervisors. This process is time consuming and creates extra work. Additionally, it can cause disappointment in substitutes as the response time is prolonged.

One other obstacle that surfaced was lack of information about the updates in KR systems. Especially interesting was to know that not all the interviewees knew that KR-system offers Rekrymobiiili application that can be downloaded straight from Kuntareksy website (<https://www.kuntarekrytointi.fi/rekrymobiiili/#/login>) and installed to the phone. It is advertised as an even easier and faster way to find substitutes. Rekrymobiiili requires user to have smartphone. Additional obstacle can be lack of needed technology. It is unknow if all the supervisor using KR-system in fact has smartphone. What is known is that some of the most active users are mainly using Rekrymobiiili and are highly satisfied with the application. Porvoo Recruiting office has send all the schools, daycare and healthcare supervisors PowerPoint-presentation about the Rekrymobiiili-application. Presentation explains than Rekrymobiiili makes SMS-substitute search even more effective and user friendly.

There is no concrete way to know, if all the supervisors have read the email and are aware of the Rekrymobili.

To implement proactive actions to remove any obstacles involved in the substitute recruiting, was important to know which way Porvoo recruiting office could further assist the users. One of the interviewees hopes that the communication between supervisors and recruiting office would continue to be straightforward and open. Which is hopefully leads to honest discussions about the substitutes or any other concern, they might have about the recruiting process. Examples of open communication was mentioned, a smooth flow of information to the field about the new substitutes by sending lists of the substitutes who have certain wish to come substitute in particular units. For instance, if substitute wants to work in rehabilitation and assisted living units, name should be forward to the supervisor handling their substitute needs. This would help the person's name become more familiar and making them more likely to be picked for substitute need. This has already started to develop as a customary practice.

One interviewee wondered how well substitutes were introduced to the different elderly- and disabled unit. Substitute interviews include so many different aspects from checking credentials and skills, getting to know the substitute in some level to introducing Kuntarekry-system etc. This leaves very little time to introduce all the different units. Benchmarking in Sipoo's substitute recruiting resulted in learning that they had with co-operation with daycare directors created guidelines for substitutes. These guidelines included general information about the substitute's responsibilities and daily routines in daycares. This information was given to the substitutes during the interviews. Inspired from this finding Porvoo recruiting together with daycare directors created similar guidelines for Porvoo daycares. Information is now available both Finnish and Swedish Since then all the substitutes for daycare have received mentioned guidelines (Appendices). Nowadays, after the interview the substitutes will receive an email from the recruiting office with the information sheets including welcome letter to substituting in Porvoo city and/or introduction to elderly- ja rehabilitation units and/or daycare guidelines for substitutes.

Other obstacle was mentioned to be lack of information about the substitutes Just by reading the substitute's application is hard to determine if that substitute has the needed skills to make a good substitute for their needs. Study revealed that more relevant information about the substitutes is wanted. Interviewees would like to know little bit more about the substitutes, their strength, skills and other attributes. Especially in daycares it's valuable to know if substitute has special talent (music, art, sport). This helps the

supervisor to determine if that substitute is suitable for their substitute need. Furthermore, knowing these things will help the supervisor to utilize substitutes skills at the daycare. They can tell the substitute with ex. music background to handle music session with the kids. As well as the other findings this request was forwarded to the Porvoo recruiting office and it has also become common practice.

Overall opinion is that Porvoo recruiting office has been performing well with the substitute recruiting and their assistance is greatly appreciated. One of the interviewees expressed her gratitude for the recruiting office saying there was nothing she needed more; "every thing is sufficient and great".

One of the biggest obstacles was mentioned to be the resistance for change, primarily the people who are resisting the change. Question remains should the people resisting the change, oversee the substitute recruiting in the first place?

4.7 Creating Short-Term Wins

By creating short term wins early in the change process, you can give a feel of victory in the early stages of change. In the beginning the short-term win was to learn the new system for easier way to find substitutes. It would be recommendable that Porvoo recruiting services should together with the educational, healthcare and early educational field create many short-term goals instead of one long-term goal, which are achievable and less expensive and have lesser possibilities of failure.

Idea of recruiting events at schools were mentioned to draw attention of students studying in local schools. Before Corona restrictions these face to face meetings were held. People from recruiting office, some supervisors and employers from different units went to talk to the practical nurse (lähihoitaja) students in new Careeria school in Porvoo to create interest for substituting. Setting up more of these events and gaining new substitutes would be one of those needed short-term wins, which would create enthusiasm and encourage the users to keep using the program.

- Ongelmana tietysti jos kovasti markkinoi ja saadaan sijaisia rekisteriin, mutta jos järjestelmää ei käytetä sijaiset turhautuvat ja jää huono työnantaja imago, tästä minusta kerroinkin työssäsi.

Possible “Meet and greet”-events were also brought up. On these event e.g. practical nurse students would meet in different elderly and disabled service units. They would get to know the supervisors and workers, get a tour in the units and become familiar with the working environment. This would also help the supervisor become acquainted with the new substitutes. In these events also Porvoo Recruiting could be present and interview those students and enter them to the KR-system. This would be effective way to recruited new substitutes even more would create trust in supervisors to hire new workers.

There are scheduled new updates and changes to Kuntarekry substitute recruiting program. The layout will be matched with the central recruiting pages. Updates and improvements are being made based on feedback from the users and updates were expected to be take place already fall 2020. Due to the effects of Covid-19 and more difficult coding that was needed, the new release date is in January 2021. Porvoo recruiting has already started to prepare for this event.

Because the schools are not actively using KR-system (figure 6, 7) for hiring substitutes, resulting to decision to remove the link to substitute in school. There is great interest to substitute in schools (Figure 16), but not getting work through the system isn't advertising good employer image. Porvoo recruiting office has already been ideating that when the new updates are available some sort of training and retraining will be offered to especially schools. For example, the heads of the school department have been notified about the upcoming updates and have been informed Porvoo recruiting office willingness to offer training sessions to principals and people in charge of substitute recruiting. It would be great win to get most of the schools to use the program.

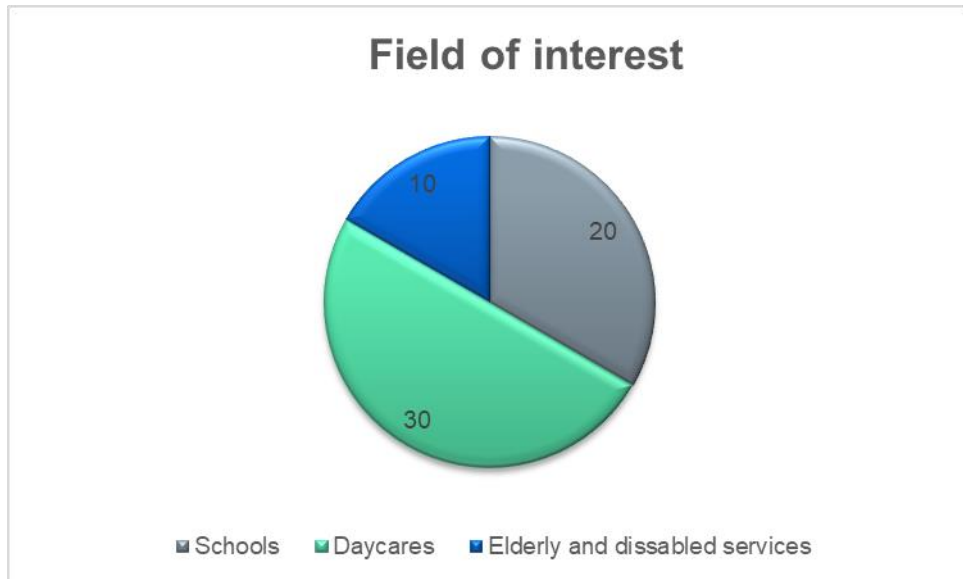


Figure 16 substitutes fields of interest in fall interviews 2020 n=60

As far as this study reveals the supervisors are not carrying out any reward system for using the program or punishments for lack of use. Filled substitute needs and saved time and new good substitutes are the rewards. It would be recommended to give credit to those who are using the program well and meeting the goals.

4.8 Consolidating gains

Since the implementing the KR-system, there hasn't been much of changes in process within the organization. There are still only few units that are actively using the KR-system. Additional training and meetings have been arranged at the units and in the Porvoo recruiting office, without any significant change in the utility rate and adaptability. For example, Porvoo recruiting services have met with the principals from different school to remind them to use the KR-system for their substitute needs. Despite all the efforts the schools are not implementing the system. In other hand these meetings were beneficial for catering information and getting feedback to further improve the substitute recruiting.

To achieve continuous improvement Porvoo recruiting should analyze the success stories individually and use those individual experiences to improve the process. For analyzing can be used statistics from the KR-system. These analyzes can then send to the field to encourage them for explore the opportunities the KR-system offers.

Continuously interviewing the supervisors and getting feedback from the substituted to make sure that the system is working. All the interviewees seem to have common interest to utilize the program more in the future so that the increasing amount of substitute needs would be easier to maintain.

4.9 Anchoring Change in the Corporate Culture

Porvoo City has made decision to continue to use Kuntarekry as their substitute recruiting system. As mentioned in the previous chapter it's important to discuss the success stories related to change initiatives on every given opportunity. Information about the successful substitute recruitment could be published in Porvoo city intranet for everyone to see. Even before Covid-19, video had already become one of the most efficient and effective ways to share knowledge, show someone how to do something, or educate one or thousands of people on a new concept or system.

Coalition with Porvoo city marketing department has started to ensure that Porvoo city's marketing guidelines are followed. There are few short videos on the Porvoo website showing different workers opinions about working for the city.

(https://www.porvoo.fi/rekry_tyontekijat-kertovat). More of these videos are being created. These short videos could explain the process and have supervisors and substitutes side of the story. These videos could also be used at the Porvoo City website to promote substitute opportunities. Recruiting office has been hesitant to advertise substituting heavily as the substitute recruiting process is not functioning to its full potential. There is interest in substituting but not enough substitute needs filed through the Kuntarekry system, which can lead frustration among the substitutes.

Interviews revealed that units are not getting statistic about the successful substitute recruiting. Getting information about the successful utilization rates would assure that the support of the existing leaders in the organization as well as the new leaders continue to extend their support towards. Statistics from substitute recruiting could also be send to the head of the departments yearly or every six months. "Not too often" as one of the interviewees stated, but enough to keep the issue relevant. Implementing mentioned methods will ensure that the substitute recruiting processes become an integral part in the organizational culture and is visible in every organizational aspect.

7 Discussion and own learning

This thesis process took much longer as originally had been planned. The interviews and data collection were implemented spring of 2019 but the data analyses and writing the thesis came about fall of 2020. The lack of wanted interviews effected the enthusiasm of the researcher resulting prolonged process. Nevertheless, the situation in the Porvoo city substitute recruiting has not changed drastically, therefore can be disclosed that the result from the study still holds value and findings will bring value for the commissioner.

Working in the Porvoo city Hallintopalvelukeskus and being familiarized with the Kuntarekry- recruiting system helped me understand the recruiting process from the substitutes and employer's side. As mentioned in the validity and reliability chapter, my close connection to the research could have affected to the accuracy of the findings. As this was research-oriented theses, it was important to examine the trustworthiness of this study. However further discussing with other recruiter specialist in the Porvoo recruiting office in 2019 and 2020, the findings do verify that the results are quite accurate and current.

The subject for the thesis was quite easy to fabricate, but the right research method and the right angel for the study prove to be difficult. The initial aim for the study was to research the substitute recruiting process from the substitutes side as well as the employer's side. However, my thesis supervisor recommended research focus to be more targeted as the concern was research would prove to be too extensive. This is Bachelor thesis, so study focused on the more troubling side, the employer's side. Theory used for the thesis supported the research question but during the interview process technology acceptance theory was found. Technology acceptance theory (Appendices) tries to answer question: why would people choose to use technology in the work concept? This theory was created in late 1980 when technology such as emails and word processing systems started to replace processed as handwritten letters. This theory could have simplified the research.

Figure 17 summarizes the suggestions and recommendations discussed in chapter 6 for Porvoo city's recruiting process according to the Kotter's 8 step model of change.

1

Establishing the sense of urgency

- **Communicate the urgency of getting enough substitutes**
- **Discuss the treats:**
 - not having enough workers required by law
 - less intimidating process becoming a substitute
 - hesitance to use the system

2

Forming powerful guiding coalition

- **Form teams including:** heads of the departments, supervisors and recruiter
- **Discuss the change:**
 - KR-system the new way
 - influence the workers

3

Developing vision and strategy

- **Developing core values:**
 - Porvoo is growing and developing
 - good quality services (schools, daycares, elderly care)
- **Working together for better everyday and sustainable future**

"Porvoo - a dream hometown"

4

Communicating the vision

- **Communicate WHY Kuntarekry-system was choicen:**
 - effective
 - contemporary
 - versatile
- **Keep users included and involved with the new changes**
- **Reminding to use the Kuntarekry-system in staff meetings, yearly performance reviews and trainings**

5

Removing the obstacles

- **Actively offering training**
 - Teams-meetings
- >showing how the KR-system works
- **Empowering the supervisors to make decisions to choose new substitutes**
- **Increasing the level of awereness about the KR-system -> Rekrymobilli**
- **Increasing the level of information about the substitutes**
 - > strengths, skills & attributes
- **Removing the resistance for change**

6

Creating short-term wins

- **Organize recruiting events with students**
 - > new substitutes
- **"Meet and Greet "-events in the units**
 - > getting to know the substitutes
- **Training sessions for the users**
- > **gain new users and get old users more active**
- **Create rewarding system for successful substitute recruiting -> recognition**

7

Consolidating gains

- **Analyze the success stories**
 - > what did they do right?
- **Share the success stories throughout the organization**
 - > encourages the interest of others
- **Proactively ask for feedback from the users**
 - > improvement suggestions

8

Anchoring the change in the organizations culture

- **Sending statistics to Heads of the departments**
 - >support from the top people
- **Create short videos**
 - >"substitutes journey"
- **Share the success stories on all the channels**
 - > Porvoo.fi
 - > Facebook-page
 - > Instagram

Figure 17 Kotter's 8 step Model of Change used for achieving change

In conclusion to ensure the smoothness in substitute recruiting in the future, it is recommended that the substitutes side of the process is further investigated. After the substitutes have been interviewed and stayed in the system sometime, they could receive a link to survey to measure their customer satisfaction. Getting anonymous feedback from the substitutes could reveal problem areas in the process, the openness of the units etc. Based on those findings possible changes could be made. This could bring great value for the whole substitute recruiting process.

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Appendices

Interview questions

1. Creating an Urgency:

Identifying and highlighting the potential threats and the repercussions which might crop up in the future.

- **Miten koette, että SOTE-uudistus saattaisi vaikuttaa positiivisesti tai negatiivisesti sijaisrekrytointiin Porvoossa? Konkreettisia esimerkkejä?**
- **Miten mielestäsi Porvoon Kaupunki pystyy tulevaisuudessa paremmin kilpailemaan hyvistä/kelpoisista sijaisista?**
- **Miten Porvoon kaupunki on onnistunut**

Examining the opportunities which can be tapped through effective interventions.

- **Millaisia mahdollisuuksia kuntarekry-järjestelmä tuo mielestäsi sijaisrekrytointiin?**

Request the involvement and support of the industry people, key stakeholders and customers on the issue of change.

- **Millä tavalla olette saaneet olla mukana muokkaamassa Porvoon kaupungin sijaisrekrytointi järjestelmän (Kuntarekrytointi) käytäntöjä?**
- **Miten haluaisitte olla mukana vaikuttamassa tulevaisuuden sijaisrekrytointiin?**

Initiate honest dialogues and discussions to make people think over the prevalent issues and give convincing reasons to them.

- **Miten sijaisrekrytointi saataisiin mielestäsi toimimaan paremmin?**
- **Miten muuttaisit nykyistä sijaisrekrytointi menetelmiä?**
- **Mitkä asiat eivät mielestäsi toimi optimaalisesti nykyisessä sijaisrekrytointissa?**
- **Miksi olet omaksunut Kuntarekryn käytön? Mikä motivoi aktiiviseen käyttöön?**
- **Miksi Kuntarekryjärjestelmän käyttö ei ole vakiintunut rutiiniksi?**

2. Forming Powerful Guiding Coalitions

Identifying the effective change leaders in your organizations and also the key stakeholders, requesting their involvement and commitment towards the entire process.

- **Ketkä organisaatiossasi ovat olleet mukana aktiivisimmin Kuntarekryjärjestelmän puolestapuhujia?**
- **Miten esimiesten tai kollegojen suhtautuminen on vaikuttanut Kuntarekryn käyttämiseen?**

Form a powerful change coalition who would be working as a team.

- **Millä tavalla omat lähiesimiehesi ovat markkinoineet/esittäneet Kuntarekrytointi järjestelmä teille?**

Team of esimies, who have positive experience getting fast solution and quick gains

Identify the weak areas in the coalition teams and ensure that the team involves many influential people from various cross functional departments and working in different levels in the company.

3.Developing a Vision and a Strategy

Determining the core values, defining the ultimate vision and the strategies for realizing a change in an organization.

- **Miten mielestäsi sijaisrekrytointi voisi olla mukana luomassa Porvoon kaupungin työnantajamielikuvaa?**

Ensure that the change leaders can describe the vision effectively and in a manner that people can easily understand and follow.

- **Miksi Kuntarekrytointi on mielestäsi valittu sijaisrekrytointijärjestelmäksi?**

4.Communicating the Vision

Communicate the change in the vision very often powerfully and convincingly. Connect the vision with all the crucial aspects like performance reviews, training, etc.

- **Miten Kuntarekryn käyttö sijaistenrekrytoinnin järjestelmänä on ollut osana esimiesten perehdyttämisprosessia?**
- **Miten usein olet informaatiota Kuntarekrytointi järjestelmästä?**
- **Miten usein olet saanut tietoa sijaisrekrytoinnin tilastoista? Esim. kuinka monta uutta sijaista, miten monta sijaistarvetta on ollut, täyttöprosentit?**

Handle the concerns and issues of people honestly and with involvement.

- **Minkälaista palautetta olet kuullut sijaisrekrytoinnista/Kuntarekry järjestelmästä?**
- **Oletko voinut vapaasti ilmaista mielipiteesi Kuntarekrytointi järjestelmästä?**

5.Removing Obstacles

Ensure that the organizational processes and structure are in place and aligned with the overall organizational vision.

- **Olitko tietoinen, että Porvoon kaupunki on päättänyt jatkaa Kuntarekryn käyttöä sijaisrekrytoinnin järjestelmänä?**
- **Miten Kaupungin päätös vaikuttaa omiin sijaisrekrytointeihin nyt/tulevaisuudessa?**

- **Tiesitkö, että Kuntarekryn käytöstä ei tule lisäkustannuksia yksiköllesi, koska Kuntarekryjärjestelmän käyttö kuuluu vuosittaisiin ylläpitökustannuksiin? Miten tämä tieto vaikuttaa käytäntöihisi?**

Continuously check for barriers or people who are resisting change. Implement proactive actions to remove the obstacles involved in the process of change.

- **Mitkä asiat koet hankalina sijaisrekrytoinnissa?**
- **Millä tavalla Porvoon rekrytointi voisi olla apuna sijaisrekrytointi prosessissa?**

Reward people for endorsing change and supporting in the process.

6.Creating Short-Term Wins

By creating short term wins early in the change process, you can give a feel of victory in the early stages of change.

- **Miten teitä kannustettiin tai rohkaistiin kuntarekrytoinnin käyttöönotossa?**

Create many short-term targets instead of one long-term goal, which are achievable and less expensive and have lesser possibilities of failure. Reward the contributions of people who are involved in meeting the targets.

- **Oletko saanut palautetta kuntarekryn käytöstäsi sijaisrekrytoinnissa?**

7.Consolidating Gains

Achieve continuous improvement by analysing the success stories individually and improving from those individual experiences.

- **Millaisia onnistumisia sinulla on sijaisrekrytoinnin käytöstä?**
- **Miten haluaisit kehittää omaa kuntarekryn käyttöä sijaisten saamisessa?**

8.Anchoring Change in the Corporate Culture

Discuss the successful stories related to change initiatives on every given opportunity.

- **Olet saanut tietoa kuntarekryn käytössä onnistuneista sijaisrekrytoinneista?**
- **Miten muiden onnistumiset vaikuttavat sinun motivaatioon käyttää kuntarekryjärjestelmää?**

Ensure that the change becomes an integral part in your organizational culture and is visible in every organizational aspect. Ensure that the support of the existing company leaders as well as the new leaders continue to extend their support towards

Sijaistarpeet 1.1.-26.10. 2018,2019, 2020

Vanhus- ja vammaispalvelut

2018	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Asumispalvelut	161	74	107	302	74	45 %	55	19
Kotihoitopalvelut	49	5	12	191	5	10 %	4	1
Kuntoutuspalvelut	462	380	433	537	380	82 %	227	153
Yhteensä	672	459	552	1030	459	68 %	286	173

2019	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Asumispalvelut	111	81	102	302	81	72 %	58	23
Kotihoitopalvelut	95	27	62	460	27	28 %	24	3
Kuntoutuspalvelut	407	257	267	512	257	64 %	194	63
Yhteensä	613	365	431	1274	365	60 %	276	89

2020	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuva
Asumispalvelut	37	18	27	393	18	48 %	14	4
Kotihoitopalvelut	296	48	60	415	48	16 %	42	6
Kuntoutuspalvelut	380	230	323	517	230	66 %	180	50
Yhteensä	713	296	410	1325	296	44 %	236	60

Varhaiskasvatus

2018	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Päiväkodit	296	148	625	1172	148	53 %	70	78
Yhteensä	296	148	625	1172	148	53 %	70	78

2019	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Päiväkodit	459	178	667	2158	178	41 %	42	136
Yhteensä	459	178	667	2158	178	41 %	42	136

2020	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Päiväkodit	248	116	548	1062	118	50 %	11	107
Yhteensä	248	116	548	1062	118	50 %	11	107

Koulupuoli

2018	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Ruotsinkieliset	90	39	78	205	39	44 %	8	31
Suomenkieliset	53	42	346	360	42	87 %	6	36
Yhteensä	143	81	424	565	81	59 %	14	67

2019	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Ruotsinkieliset	52	33	47	52	33	66 %	11	22
Suomenkieliset	49	25	112	122	25	59 %	2	23
Yhteensä	101	58	159	174	58	63 %	13	45

2020	Sijaistarpeita	Täytetyt	Täytetyt vuorot	Työvuorot yht	Sijaisten määrä	Täyttö%	Kelpoiset	Soveltuvat
Ruotsinkieliset	5	5	58	58	5	100 %	2	3
Suomenkieliset	26	12	15	22	12	50 %	4	8
Yhteensä	31	17	73	80	17	58 %	6	11

Tervetuloa päiväkotiin!

- o Kaikissa päiväkodeissa on sama perusarkki, vain tavat vaihtelevat
- o Siksi kysy, ihmettele ja keskustele
- o Lue päiväkodin perehdyttämisohjeet huolella
- o Sijaisella on tiimin jäsenenä vastuu lapsesta ja lapsen hyvän varhaiskasvatuspäivän toteuttamisesta
- o Päivä alkaa parhaiten, kun rohkeasti tervehdit muita työntekijöitä, vanhempia ja ennen kaikkea huomioit lapset
- o Huonoa säätä ei ole, on vain huonot vaatteet, varaudu siihen, että päiväkodissa ulkoillaan joka säässä!
- o Lapset ovat vikkeliä, pyri siksi seuraamaan mitä lapset tekevät, ulkoillessakin kulje ympäri pihaa
- o Pidä silmät myös selässä- muista katsoa ympärillesi
- o Olet vastuussa lapsista, sinun on tiedettävä ketä valvot esim. ulkona
- o Oma-aloitteisuus on tärkeätä, jos tulee hetki, ettei ole mitään tekemistä, kysy mitä voisit tehdä
- o Juttele enemmän lapsien kanssa kuin muiden työntekijöiden kanssa, puhelin jätetään pukuhuoneeseen
- o Ota mukaasi sisäkengät
- o Voit syödä omat eväät tai päiväkodin ruokaa
- o Lapset oppivat leikkimällä, leiki lasten kanssa ja kannusta ja kehu lapsia
- o Sinulla on vaitiolovelvollisuus eli se mitä näet tai kuulet päiväkodissa, jää päiväkodin sisäiseksi asiaksi eikä päädy hauskaksi jutuksi
- o Työpäivän aikana ei tule valokuvata mitään eikä ketään, se kuuluu osittain vaitiolovelvollisuuteen ja tietosuojaan
- o Päivän aikana tapahtuneista asioista voit keskustella päiväkodin johtajan kanssa.
- o Keikkalainen, tiesithän, kun sinut kiinnitetään sijaisuuteen Kuntarekryn kautta, näet tehdyt sijaisuudet omissa CV-tiedoissa ja käytettävyysskalenterisi päivittyy automaattisesti.

Positiivinen asenne vie sinut pitkälle!

Muistathan, että olet päiväkodissa lapsia varten!



Technology acceptance theory

Technology acceptance theory tries to answer question: why would people choose use technology in the work concept? This theory was created in late 1980 when technology such as emails and word processing systems started to replace processed as handwritten letters.

