

HOW TO INCREASE THE KNOW-HOW IN TE SERVICES
AND ELY CENTRES CONCERNING INTERNATIONAL
RECRUITMENT

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Tässä opinnäytetyössä käsitellään kansainvälisen rekrytoinnin merkitystä Suomelle ja miten kansainvälisen rekrytoinnin osaamista lisätään TE-palveluissa. Suomen väestö ikääntyy ja huoltotase ei riitä tulevaisuudessa, joten Suomi tarvitsee työperäistä maahanmuuttoa. Tutkija toimii Työ- ja elinkeinoministeriön (jäljempänä TEM) alaisuudessa olevan kansainvälisen rekrytointimallin työryhmän jäsenenä ja hänen työtehtäviinsä kuuluu TE-palveluiden henkilöstön osaamisen kehittäminen. Tärkeä osa kansainvälistä rekrytointimallia on vahvistaa ja selkeyttää TE-toimistojen roolia osaavan työvoiman saatavuuden edistämiseksi. Työryhmän tavoitteet noudattavat Talent Boost -ohjelman tavoitteita. Talent Boost -verkostossa toimivat TE-palveluiden lisäksi ELY-keskukset, koulutusorganisaatiot ja Business Finland.

Tämän työn tavoitteena on kartoittaa TE-palveluiden asiantuntijoiden osaaminen kansainvälisen rekrytoinnin suhteen. Ensin kartoitettiin esihenkilöiden asettama tavoitetilä kansainväliselle osaamiselle. Tavoitteena oli myös laatia suunnitelma osaamisen kehittämiseksi Talent Boost -ohjelman tavoitteiden mukaisesti. Työssä korostuu se, että osaamisen kehittäminen vaatii jatkuvaa työtä ja resurssointia.

Tutkimuksessa käytettiin tapaustutkimusmenetelmää. Tutkimusongelmana oli osaamisen tason selvittäminen kansainvälisiin rekrytointeihin liittyen. Tutkimus jakaantui kolmeen osaan: esihenkilöille suunnattuun kyselyyn, asiantuntijoille suunnattuun kyselyyn ja kolmanneksi teorian yhdistämiseen saatuihin tuloksiin. Näiden pohjalta on laadittu koulutusohjelmaehdotus vuodelle 2022.

Kyselyn tulosten perusteella tarve TE-palveluissa osaamisen kehittämiseksi kansainvälisiin rekrytointeihin liittyen on ilmeistä. Jatkotutkimuksen aiheena voisi olla Business Finlandin henkilöstön osaamisen tutkiminen.

Avainsanat	kansainvälinen rekrytointi, Talent Boost, oppiminen, tiedon hallinta, asiantuntijoiden osaamisen kehittäminen
Muita tietoja	Työhön sisältyy koulutussuunnitelma.

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This thesis work deals with the importance of international recruitment for Finland and how to increase international recruitment skills in TE services. Finland's population is aging, and the maintenance balance will not be high enough in the future and therefore labor migration is needed. The researcher is a member of the working group of the International Recruitment Model under the Ministry of Employment and the Economy and job includes developing the know-how of the staff. An important aspect of the International Recruitment Model is to strengthen and clarify the role of TE services in promoting the availability of internationally skilled labour. The goals of the working group follow the goals of the Talent Boost program. The Talent Boost network includes TE services, ELY- centers, education organizations and Business Finland.

The objective of this work is to map the know-how of TE service experts in international recruitment. The aim is also to draw up a plan for the training program in compliance with the goals of the Talent Boost program. This work emphasizes that know-how development requires constant work and resourcing.

The case study method was used in the study as the research method. The research problem concerns the level of expertise related to international recruitment. The study was divided into three parts: a survey for supervisors, a survey for experts, and third, combining the results obtained from the empirical research with the theory. By drawing them the analysis, a training program proposal for 2022 was prepared.

Based on the results of the research, the need for know-how development in TE services regarding international recruitment is obvious. Further research could be done into the know-how of Business Finland's personnel.

Key words international recruitment, Talent Boost, learning, knowledge management, know-how development of the experts

Other information Thesis includes a training plan.

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ABSTRACT

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SYMBOLS AND ABBREVIATIONS

TEM	Ministry of Economic Affairs and Employment of Finland
SME	Small and Medium-sized Enterprises
TE services	Public Employment and Business Services

1 INTRODUCTION

Migration and the mobility of international talent are increasingly important issues for Finland's wellbeing and competitiveness. According to senior specialist Pipa Turvanen from Ministry of Economic Affairs and Employment of Finland (hereinafter TEM), the availability of talent is one of the biggest obstacles to growth and internationalization in Finnish companies and other organizations. Finland's working age population is decreasing, and the Finland's population growth is based exclusively on immigration. It is forecasted that "without sufficient immigration, the supply of labour and, in the longer term, employment will fall significantly, which will affect Finland's economic wellbeing, dependency ratio, employment rate and sustainability gap. Finland competes with the rest of the world for the best talent." (Turvanen 2021.)

According to Sitra, "the high level of know-how enables the growth of labour productivity as well as high employment rate. The long-term goal is for everyone to have the opportunity to develop their skills at all stages of their lives. This will ensure the financing of the welfare society and Finland's competitiveness. Competent Finland is internationally attractive, which ensures the sufficiency of experts." In this thesis work, the meaning of lifelong learning will be explained and revealed its importance with serving companies. With proper personnel training better understanding of international services can be produced, understood, and internalized the overall picture of the meaning of skilled international workforce. (Sitra 2019, 6)

There are studies concerning international recruiting, and some of those are described in this thesis work, but they do not address the problems concerning increasing international skill level in TE-services. Therefore, this thesis work is necessary.

1.1 The KEHA Centre

The commissioner, the KEHA centre, was established in 2015 and it is a national agency, that provides development and administrative services for ELY centers and TE services with a geographically decentralized operating model. KEHA is

monitored by TEM. There are approximately 550 persons working in KEHA all around Finland. Researcher works in the personnel's development department focusing the international recruitment and employer services. There are 47 development experts working with personnel development in the department (situation in November 2021). KEHA centre's goals are:

- We will harmonize the activities of the ELY centers and TE offices in order to citizens would receive a uniform service in different parts of Finland.
- We serve our client offices to develop the skills, management and managerial work, well-being at work, strategy work, quality of operation and digital service business.

Future changes in TE services (meaning TE services 2024), will also have an massive impact to KEHA centre, but they will remain to be seen in the future.

1.2 The Talent Boost

The Talent Boost is a cross-administrative programme to boost the immigration of talented workforce. The researcher is part of the working group of Talent Boost, so clarifying the meaning of the network is needed. Greater diversity in society and working life will make Finland more attractive to international talent and investors, while also making a decisive contribution to improving the employment rates among immigrants already living in Finland. Having a more international working environment will encourage international graduates and researchers to settle in Finland, and prevent the so-called brain drain. By conducting sectoral reflection (in Social Services and Health Care) by the end of the 2021, there will already be guidelines for work-related residence permit. Nationally, there is a great deal of reliance on educational migration; to consider how to fill the skills shortage, the role of top experts, vitality issues and migration forecasting. The next steps will be agreed on the implementation of the roadmap for education and skills-based migration. (Meeting with Talent Boost working group in August 2021.)

In order to help companies to be more international and attract more talented workforce, the personnel in Employment and Economic Development Offices (hereinafter TE services) should have good skills in international matters. There are multiple studies about improving work permit process to fasten employment, but those are excluded this thesis work to focus know-how development of the TE services as was requested by the commissioner KEHA. (TEM 2021.)

1.3 The International Recruitment Model

The personal motivation for implementing this Master's Thesis work derived from the researcher's own background in the case organisation. The researcher has worked in the TE services for 14 years and has been involved in numerous projects and work tasks during these years. The researcher has a special interest in know-how development and with this research, aspires to contribute to the training program in the organisation. The researcher is one of the work group members in the International Recruiting Team managed by TEM. Main task as a group is to design an International Recruitment Model. An important part of the national Model of International Recruitment is to strengthen and clarify the role of TE services in promoting the availability of an internationally skilled workforce. The researcher's role is to increase the skill level among TE services and this study will focus on the know-how development. (Meeting with Talent Boost working group in August 2021.)

The development of personnel skills plays a key role in the reform of the International Recruitment Service System. During this model work different pilots are being implemented. One is bringing kindergarten teachers from Europe to Finland. All together there is a need for 45 employees. Similar pilots are under development. Experiences of the pilots are valuable data for the future planning. The researcher's role is to plan training programs to develop personnel's skills in TE services and, therefore, the personal motivation for working in the work group is extremely high. (Meeting with Talent Boost working group in August 2021.)

1.4 The Research Questions

This research aims to provide the commissioner KEHA CENTRE information about the needs of skill level of the experts in the Employment and Economic Development Offices and ELY-centres concerning international recruiting. The objective of this research is to clarify the current know-how level of the personnel in Employment and Economic Development Offices and ELY-centres in international services. Based on the objectives of this Thesis research, the following research questions are addressed.

1. What kind of skill level should experts have in international recruitment in Employment and Economic Development Offices and ELY-centres?
2. What is the experts' skill level in international recruitment in Employment and Economic Development Offices and ELY-centres?
3. What kind of training plan would meet the need for Employment and Economic Development Offices and ELY-centres?

Responses to the first question were received through the questionnaire sent to executives in the Employment and Economic Development Offices during August 2021 (Appendix 1). Another questionnaire was sent to experts in the Employment and Economic Development Offices during September 2021 (Appendix 2). After comparing the questionnaire results, the researcher made a plan for improving the skills in international recruitment among the experts in the Employment and Economic Development Offices and the ELY-centres (Appendix 3). The plan was introduced to the workgroup in November 2021. In International Recruiting Model, the communication is provided cross-administratively with the Business Finland, the Employment and Economic Development Offices and the ELY-centres in Finland.

This study excluded the personnel in Business Finland in order to focus the TE services due to the time resources. Business Finland is the Finnish government organization for innovation funding and trade, travel, and investment promotion. Business Finland's 600 experts work in 40 offices globally and in 16 regional offices around Finland. Business Finland is part of the Team Finland network.

Business Finland has a significant role in international services for Finnish companies, so their personnel's skill level would be interesting to study.

1.5 Structure of the Thesis

The argumentation for the research methodological decisions and research process is made in chapter 2. The theoretical framework is composed from the following topics: lifelong learning, recruitment, knowledge management and interaction. The researcher describes the operating environment in chapter 3. The data is discussed in chapters 6 and 7. Summary and Conclusions are presented in chapters 9 and 10.

2 RESEARCH METHODS

The research method of this Thesis work, along with research techniques is explained in this chapter. This thesis work was conducted as a case study for the commissioner KEHA-centre. The reporting phase poses high demands on a case study researcher, compared with other social science methods (Yin 2018, 219). The successful researcher observes the compositional phase as an opportunity, to make a major contribution to knowledge and to share this contribution with others. When searching a certain level of knowledge, the data must be valid and current. Yin (2018, 221) states that "doing case study research remains one of the challenging of all social science endeavours". "Case study research is distinctive, but also covers procedures central to all modes of social science research. "In case study research, the research data is gathered in natural, real-life situations (Yin 2018, 222)".

2.1 Case study

Case study researchers need to guarantee construct validity. The data is interpreted with an objective to understand the case through elements found in its economic, cultural, or social environment. Gathered data enables rich and varied descriptions. "In all case studies surprises will appear" (Jauhola 2021). The gathered data was analysed with pattern matching: where a set of results is predicted, and then compared with the actual ones. Each assumption is made in the context of the questionnaire. The researcher has direct access to discussions in international recruiting working group due to her work in KEHA-centre. With these arguments: easy access to gather data (because the researcher is an employee of the organisation under research and the subject is familiar to the researcher), the case study method was chosen in this thesis work. (Jauhola, 2021.)

2.2 Data gathering

The researcher has created two databases consisting of the gathered data from the questionnaires. The gathered answers are anonymous, and the databases can be found from the appendices. The prospective respondents were chosen

after discussing with the Human Resources department of KEHA-centre. A questionnaire was sent to the managers in TE-offices and ELY-centres in August 2021 using Microsoft Webropol -application to design a questionnaire. Previously it was easy to send information or request to different personnel in TE-services simply using the address book's features, but due to organizational change the separation of experts is impossible via e-mail. The researcher asked help from the personnel unit, and they suggested ask for help from the registries of the TE-offices. Questionnaire to the experts was sent the same way as managers: via TE-office's registry offices.

The prime focus on the analysis was comparison and integration of the personnel's knowhow and managers views of the needs in the future. The Talent Boost program's goal and aims in international recruiting model bring out the foundation to the thesis work. The managers point of views were gathered with a questionnaire using Microsoft Webropol application during August 2021. During September 2021 the experts in TE-offices and ELY-centres also participated by answering the questionnaire.

2.3 Limitations of the Research

Giving the fact that only 76 experts answered, the researcher suspects, that did all the right persons received the questionnaire? It was out of the researcher's control; how many respondents received the questionnaires. Even though the response rate was low, the guidelines can be seen from the answers. Another limitation is that the researcher is currently employed by the commissioner and has had the opportunity to observe the development of international issues in the organisation. This can be argued for a positive fact. Nonetheless, there is a risk for bias as researcher is working so closely in commissioner's work community. This risk was minimized by discussing multiple times with the cross-administrative work group about the aims of the thesis work.

3 OBSERVATIONS OF THE OPERATIONAL ENVIRONMENT

The operational environment is described in this chapter in order to justify every stakeholder meaning. This research work focuses to analyse operational environment of Talent Boost concentrating to the Employment and Economic Development Offices and the ELY-centres in Finland and specially to the know-how development. Talent Boost is a cross-administrative programme of Prime Minister Sanna Marin's Government designed to boost the immigration of senior specialists, employees, students, and researchers. In addition to several ministries, including TEM, the Ministry of Education and Culture, the Ministry of the interior, the Ministry of Foreign Affairs, the Prime Minister's Office, the Ministry of Finance, the Ministry of Social Affairs and Health, and cities, Business Finland, the employment administration, and higher education institutions are part of the network. (Talent Boost Cookbook 2.0, 2020)

Talent Boost goals are international talent will contribute to improving the employment rate in Finland, drive internationalisation in higher education institutions and the growth of companies and RDI activities and promote foreign investment in Finland. Everybody in the ecosystem is working together to improve Finland's competitiveness and happiness. Network continuously interact companies and other stakeholders as described in figure 1 as mentioned earlier. The operators in Talent Boost offer similar services around the Finland under same umbrella. For example, different cities have their own organisations serving companies with international issues and recruitment. (Talent Boost Cookbook 2.0, 2020)

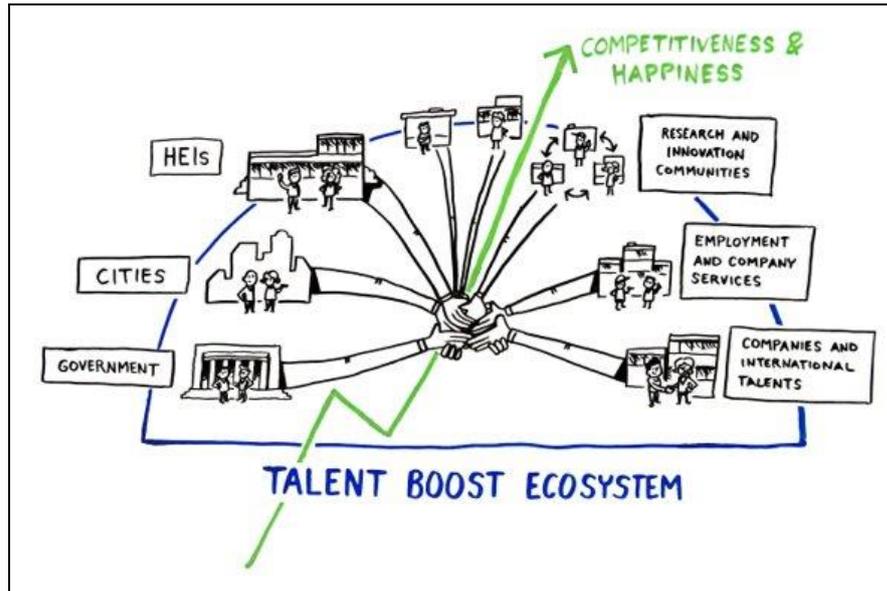


Figure 1. Talent Boost Ecosystem (Talent Boost Cookbook 2.0)

Talent Boost programme targets are as follows: "Finland will become an internationally attractive place to work, study and carry out research; the employers are willing and able to recruit international talent; and the expertise of international specialists will drive the internationalisation and renewal of Finnish companies and organisations." To better guide stakeholders, TEM has published a cookbook: Talent Boost Cookbook 2.0 (Appendix 5). The Cookbook's aim is to inspire and draw a map of the ecosystem. The Talent Boost programme is implemented across Finland and order to work, the lifestyle choices available and ease of daily routines make a big difference to a person considering moving to another country.

3.1 International Recruitment Model

The vision and policy proposals of the TE service strategy of the 17th of September 2020 identify international recruitment as one clear and central development entity in the organization and implementation of TE services. In this respect, TE services should ensure the availability of skilled labour by utilizing international experts, integrating international recruitment and international experts and students already in Finland more closely into company visits and workforce solutions offered to companies. At the same time, TE services should proactively identify the internationalization potential of small and

medium-sized enterprises, where the decisive factor may be the wider utilization of international experts, for example through the identification and knowledge of potential target markets. (International Recruitment Model Development Project Preparation Team 2021)

For the time being, Finland lacks a state-based international recruitment model; a joint large-scale process aimed at organizing labour migration in cooperation between educational institutions, public authorities and recruiting companies. So far, international recruitment is fragmented, and different parties are not aware of different development projects or recruitment pilots. (International Recruitment Model Development Project Preparation Team 2021)

Until now, Finland has not been able to create a clear process in cross-sectoral cooperation to raise international recruitment to a level that would ensure the continuity and competitiveness of the welfare state. A solution to this is being sought from a nationwide international recruitment model in which all stakeholders work together. International recruitment pilots will be built in line with short-, medium- and long-term goals. The role of international recruitment model in the government program is described in table 1.

Table 1. The role of the international Recruitment Model in the government program (memo from the meeting with the workgroup on 19th of January 2021.)

Prime Minister Sanna Marins Government Programme Increasing the labour migration of skilled workers. The focus of labour migration is on those sectors which are facing labor shortages. Also specialists, students and researchers from growth industries. Comprehensive program of measures will be convened to achieve this goal		
Talent Boost -program		
Aim	Objective	
International experts strengthen employment rates, quality of universities, diversity an internationalisation. Also more receiving new invests will occur.	1. Finland is an internationally attractive place to work, study, research and start a company. 2. The employers know how, and want to recruit international experts. 3. The expertise of international experts strengthens the growth, internationalisation and renewal of Finnish companies.	
The term international expert refers to international specialists, the workforce, students and researchers.		
ACTION: employment, industry, innovation, education and the coordination of immigration policies		
Measure 1	Measure 2	Measure 3
ATTRACTING EXPERTS	DEVELOPMENT OF FOREIGN LEGISLATION AND PERMIT PROCEDURES	TRACTION AND HOLDING FORCE
<ul style="list-style-type: none"> Entice #FinlandWorks - experts, students, researchers and start-ups International Recruitment Model Attracting international students and researches to Universities Scholarship and intern programs 	<ul style="list-style-type: none"> Educational and work-related residence permits prompt processing Extension of the residence permit after graduation up to two years Combating the exploitation of foreign labor 	<ul style="list-style-type: none"> Customorientated relocation services Colliding companies, researchers and international talents Services promoting the integration and employment of international professionals Measures to increase the diversity of working life

The actions in international Recruitment Model are described in section 1, i.e.: attracting experts surrounded in the table 1. The actions are part of the labour-based migration roadmap 2035. Main goal is to define priorities, frameworks, and measures over the term of government.

3.2 European Union Legislation Concerning Labour Mobility

When Finland joined European Union (hereinafter EU), it undertook to respect the free movement of labour. The EURES regulation requires member states to provide services to jobseekers and employers in order to ease free movement of labour. EU labour law covers two main areas: working conditions - working hours, part-time & fixed-term work, posting of workers and informing & consulting workers about collective redundancies, transfers of companies, etc. The EU aims to promote social progress and improve the living and working conditions of the peoples of Europe. The European Commission also publishes report about labour mobility regularly. The newest quarterly review of Employment and Social Developments in Europe (ESDE) shows that the EU economy and labour market have started to recover from the COVID-19 pandemic with employment and unemployment at almost pre-crisis rates. (Europe Union 2021)

In researcher's work tasks include reporting about labour mobility to European Labour Authority (hereinafter ELA). With this instrument, NCOs and ECO can provide every semester the information required for the Performance Measurement System (hereinafter PMS) according to commission implementing decision (EU) 2018/170. Validated contributions are made available to the same organisations in consultation or through standardized reports notably to prepare the annual PMS analysis (Appendix 6) as well as to follow-up and propose cooperation activities in the frame of the annual programming EURES activities. (Europe Union 2021)

3.3 Some Statistics about Labour Mobility

In 2021 "Labour mobility in EUROPE" -project conducted a study "Statistics on International Labour Mobility". The first goal of the research was to explore the amount of labour mobility from the EU/EEA area to Finland. The second goal

was to explore the experiences from Finnish employers who have recruited workers from abroad. Based on the research the amount of foreign workers was in 2019 over 120 000 persons. The most significant home countries of the sending companies are Estonia, Germany, Poland, and Lithuania. The individual industries were as follows: the building construction industry and the repair and maintenance. Most of the workers worked in the Helsinki capital area. The information is based on the reports given by Finnish Centre for Pensions. The survey indicates majority of applicants for EU registration were from Estonia and Germany, Romania, France, and the United Kingdom. (Lahtinen, Nurmi, Pekkala & Tolvanen, 2021, 3.)

In another interview study which the same project "Labour mobility in EUROPE" provided, the experiences and needs of the companies that recruited from abroad were investigated. 80 organisations replied to the survey and based on the answers there is a high demand in companies, especially for experts and for specialists. Based on the study there will be a need to recruit experts in Finland in the future from abroad, because the domestic workforce is not expected to be sufficient in future. Specially in the hospitality sector and in the industry. In a recruitment situation, nationality does not matter, but in companies the most important thing is to find just the right kind of skills. The results of the study can be utilized in future services development, foresight work and Finland's attractiveness. The study was carried out by KPMG and was commissioned by Kokka kohti Suomea -project. The project has also produced a Guide for International Recruitment (Appendix 9) during 2021 providing multiple solutions and guidelines to ease employing foreign workforce (Lahtinen et al, 2021, 15.)

Holste and Fields published an article "Trust and tacit knowledge sharing and use" in 2009. These topics are relevant to this study because of their subject matter: know-how development and lifelong learning. Their study aims to "explore the impact of affect-based and cognition-based trust of co-workers on the willingness of professionals to share and use tacit knowledge". They interviewed 202 professionals in international organizations and came to findings that "affect-based trust has a greater effect on the willingness to share tacit knowledge, while cognition-based trust plays a greater role in willingness to use tacit knowledge". (Holste & Fields 2009, 128).

The researcher agrees with Holste&Fields with the aspect of tacit knowledge: in EURES PRE-training program, which the researcher is responsible, the method of mentoring is being used. Mentoring is a collaborative relationship between experienced mentor and newly started actor. In mentoring process tacit knowledge is being transferred between the parties. Not necessarily only from mentor to actor, but also from actor to mentor. It is quite useful to learn from each other, but this requires an open mind from both parties. (Kanniainen & Nylund & Kupias. 2017, 21.)

3.4 The Shortage of Manpower

When it comes to defining the shortage of manpower, it must be taken into consideration, that the shortage can be either short-term or long-term in nature. In a situation, where a change in demand is not subsequently followed by a change in the supply side, there can only be a temporary shortage due to fluctuations in demand. On the other hand, if the change in demand is faster than what supply can respond to, the shortage may last for a long time. Central to the nature of the shortage is the change in demand and how the markets are responding to it. Open vacancies and job announcements are one indicator of labour shortages. This can be approached through the concept of the degree of vacancy. It can be defined as follows:

$$V \% = (V / (V + E)) \times 100 \quad (1)$$

where E = employed and

number of vacancies $V = \text{new job vacancies} \times \text{duration of opening}$

The vacancy rate describes the ratio of vacancies to potential employment, i.e. the sum of employed and job vacancies. The increase in the number of vacancies is affected by both components, both the number of recruitments (here new vacancies) and the duration of open vacancies. The longer vacancies are open, the more expensive it is to hire new workers and the lower the demand for labour. This is a very limited generalization because professions are different.

3.5 Finland's Maintenance Balance

Finland needs international workforce to keep up the maintenance ratio. According to Statistics Finland's latest population projection, Finland's population will start decreasing in 2031. In 2050, the population would be some 100,000 lower than today. In the long run, the birth rate is not sustainable in terms of the age structure. (Statistics Finland 2021)

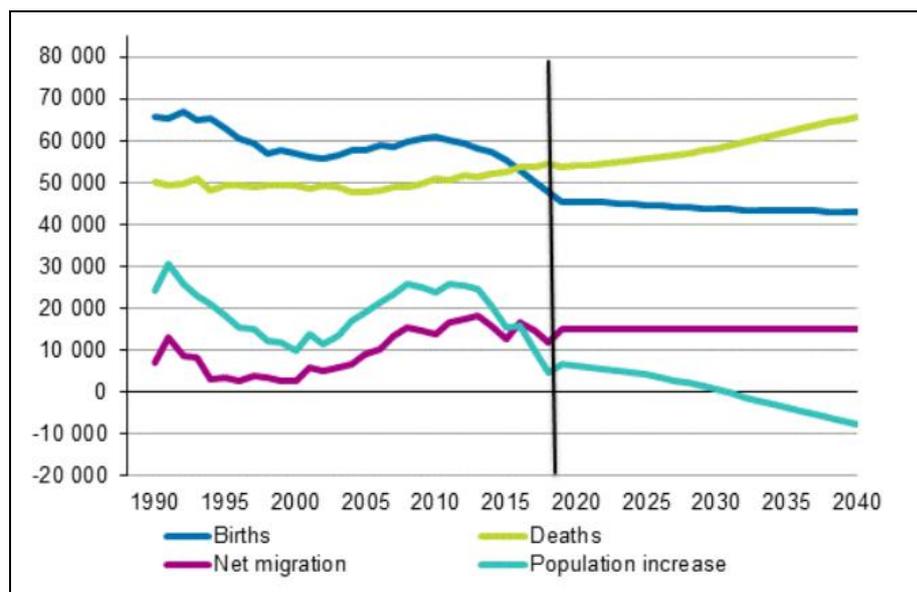


Figure 2. Births, deaths, net immigration and population change between 1990 to 2018 and projection for 2019 to 2040 (Statistics Finland 2021)

Figure 2 illustrates the population aging: due to baby boom in 1950's the amount of elderly people is rapidly increasing from 2020 to 2040. At the same time, population increase is rapidly declining. According to Anna Rotkirch (2021), all the following elements are needed in order to maintain Finland's maintenance: increasing immigration or birth rates, rising levels of education and productivity, or healthier aging. (Rotkirch 2021)

One of the critical factors affecting Finland's maintenance balance is the number of unemployed persons. At the level of the national economy, the broad cost of unemployment in 2016 was EUR 10.8 billion. Unemployment security and employment services accounted for EUR 5.6 billion of these costs. The estimated share of the unemployed in income support and housing benefit was 1.1 billion. The loss of tax revenue and unemployment insurance premiums was

3.6 EURES Services as a Promoter of Internationality

The researcher handles statistics about EURES-services in Finland nationally in her work at KEHA-centre. The European employment services (hereinafter EURES) is a European cooperation network between the European Commission, ELA, the national public and other admitted employment services in all the EU countries, Iceland, Liechtenstein, Norway, and Switzerland. EURES facilitates the free movement of workers by providing information and employment support services to workers and employers and by enhancing cooperation and information exchange between its member organisations. These actions are based on the regulation (EU) 2016/589 of the European Parliament. (European Union 2021)

The activities of the EURES network are supported by the European Coordination Office (hereinafter ECO) managed by the European Labour Authority. Each participating country (31) designates a National Coordination Officer (NCO), generally linked to either their Public Employment Services (PES) or their Ministry of Labour. All NCOs, the European Commission and ECO are exchanging information and supporting the implementation of the EURES Regulation in the EURES Co-ordination Group (hereinafter ECG). Representatives of the social partners at Union level have the right to attend the meetings of the ECG. (European Union 2021)

Interesting feature is when the EURES reform launched by the Commission in 2016 aims to increase the market share and effectiveness of the EURES network and, ultimately, labour mobility and employment. A keyway is to increase the number of private actors in the EURES network. The purpose of the EURES Regulation is to harmonize the operation of the network in the various member states. The EURES network aims to: facilitate the exercise of free movement rights through close co-operation, support the implementation of the EU employment strategy, improve the functioning, cohesion, and coherence of the Union's labour market, promote voluntary regional and occupational mobility based on equity, support transitions in the labour market and thus contribute to the achievement of social and employment objectives. (Perheentupa, 2021.)

There are 45 EURES advisors in Finland providing these services across the country. In 2018 the network opened to private actors and there are already nine private companies providing different services to jobseekers and employers. Development work is ongoing: for example, the EURES Landing page was completed in October 2021. It is aimed at employers in Finland. The website shows the services that EURES-Finland offers, making Finnish EURES actors visible with their contact information and links to their own pages. The pages contain a description of the EURES services: EURES services and service providers are made visible to customers. The EURES service description is also important for internal use: each operator can tell the employer, if necessary, about the service provided by another EURES operator in relation to the customer's needs. (Perheentupa, 2021.)

The researcher's role is to report national statistics about EURES activities to European Labour Authority (ELA) twice a year. For example, the service given to jobseekers and employers are measured. In figure 7 the numbers are described from January 2021 to June 2021. Within six months EURES Finland served 3420 employers and 4255 jobseekers. Unfortunately, researcher does not have the numbers before pandemic. So, the figures must consider the pandemic with movement restrictions. (ELA, 2021.)



Figure 6. EURES-service statistics during the first half of the 2021

From the figure 6 can be seen that over four thousand jobseekers were served within six months by EURES-advisors in Finland. So, approximately 25 percent were from Finland. Finland interest foreigners: over three thousand jobseekers were served from other EURES-countries. Amount of Finnish employers were over three thousand, so the flow of information concerning EURES is considerable high.

3.7 Occupational Barometer

Answer to the question of what kind of reservation is the group of people who lack of work and what their future will be explained on the basis of the occupational barometer. The barometer is the view of the TE offices about the development prospects in key occupations in the near future. The occupational barometer is carried out twice a year. It aims to increase the balance between jobseekers and vacancies and promote occupational and regional mobility. The number of occupations suffering from labour shortage is no longer growing. Only 52 occupations now experience labour shortage compared to 54 in the spring. A year earlier, the number of shortage occupations was 48. (TEM 2021.)

Surplus of labour has been decreasing for some time, and now the decrease in surplus occupations seems to have stopped. In September 2019, the number of surplus occupations was 21. In the spring 2021, the number of surplus occupations was the same, compared with 29 a year earlier. There is a major shortage of skilled senior social work specialists, early childhood educators, office and institutional cleaners, and speech therapists. In the past, speech therapists and cleaners were generally in short supply. Construction and industry sectors no longer account for the leading shortage occupations. Similarly, the top 15 list no longer includes welders, gas cutters and machinists. (TEM 2021.)

In the meantime, the healthcare and social welfare sector, states for a growing number of occupations on the top 15 list of shortage occupations. In fact, it now accounts for half of the occupations on the top 15 list. In addition to the social and health sector, several occupations in the service and education sector suffer from labour shortage. New occupations on the top 15 list include special

needs teachers and psychologists. In figure 4 the shortage of domestic cleaners and helpers are presented. The need will increase in the future based on population aging. Employment and Economic Development Offices estimate that soon, recruitment needs for cleaners, domestic help, practical nurses, application developers and early childhood educators will continue to grow. So, the justification for work-based immigration is clear. (TEM 2021)

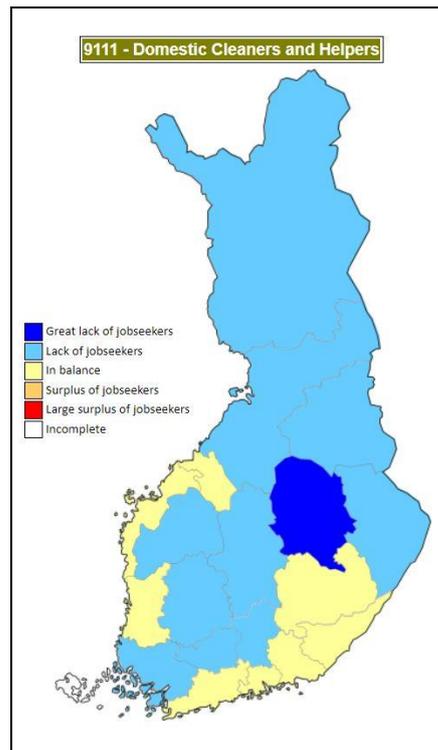


Figure 4. Labour shortage of domestic cleaners and helpers

In addition, the legislation of on public employment and business service enacted on 28 December 2012 is one of the sources in this thesis work. The importance is described in the law (to secure economic growth, high employment, and wellbeing), the State promotes the functioning of the labour market and the supply of labour force together with municipalities, labour market organizations, enterprises, and other employers and citizens. To promote the functioning of the labour market and the supply of labour force, the State shall ensure the coordination of labour force, economic, industrial, educational, and social policy, and employ measures to balance out fluctuations in the economic cycle. The Talent Boost program is working especially for this goal. (Finlex 2012)

3.8 Finland's Economic Dependency Ratio

The demographic situation in Finland is difficult. Our demographics are among the oldest in the world. In the 2010's, Finland's demographic development diverged from that of the other Nordic countries, although the covid19 pandemic may have improved our demographic room for situation. Many measures are needed to ensure sustainable demographic development. The growth of immigration is one of the factors that can contribute to well-being and balanced demographic development. Finland's population growth in the 2000's has averaged 0.3 per cent per year. Since 2016, more people have died than were born in Finland. If current population trends continue, population growth across the country will reverse in the next decade without immigration. According to the population forecast made by Statistics Finland, Finland would have more than 100,000 inhabitants in 2050, if the birth rate and net immigration at the 2019 level remains unchanged. (Statistics Finland 2021)

The biggest single change in demographic change over the last decade has been the continuous and rapid decline in the birth rate: in 2020, only 46,452 children were born in Finland. This means a significant drop in the size of future generations in education and employment. Already, the population of Finland would decrease without immigration by thousands per year and the working-age population by tens of thousands per year. The amount of labour force would have decreased during the 21st century without foreign speaking labour force. The absolute size of the working age population has been declining every year throughout the 2010's. (Statistics Finland 2021)

The development of Finland's dependency ratio is particularly worrying not only on the basis of age, i.e. the proportion of the population aged 15-64 in relation to the younger and older age groups, but also from the point of view of economic dependency. The aging of the population affects public finances in two ways: an increase in the elderly population creates upward pressure on health, care and pension expenditure, and a decreasing working-age population weakens the growth potential of the economy, which is directly reflected in the development of the tax base. (Statistics Finland 2021)

4 GLORY TO THE KNOWLEDGE

In this chapter researcher wants to emphasis the meaning of the knowledge by bringing the meaning of Job Satisfaction and Personalization in focus. Talented and committed personnel has been seen as a significant resource for companies, a vital condition for success and a way to succeed in global competition (Saru 2006). Correspondingly, the shortage of skilled labor and high staff turnover have been found to have a negative impact on companies' productivity and labor productivity. (Saru 2006). Like Greener and Martinelli (2015) also suggest that “In most organizations, the responsibility for thinking in a systematic and logical manner is everyone’s responsibility, rather than being concentrated in just one function of the business or just being “management’s responsibility”. In all organizations which are included in this study, the role of personnel is highly appreciated. Job satisfaction is an important factor in attracting new workforce and the subject will be explored in more detail below.

4.1 Job Satisfaction Is a Future's Key Asset

According to Manpower’s Talent Shortage 2020 research, unprecedented times are the new normal. Globally, the labor market is tight. Finding skilled workforce is fundamental to a researcher's work task. Talent shortages are at record highs and people are more aware of their rights. Manpower claims in their research we need new solutions for the future of work and the future for workers. More than half of companies around the world cannot find the skills they are looking for, which is almost double what it was a decade ago. Because of the speed of the technological disruption, digitization and automation continues to speed up, most employers globally are increasing or maintaining, not reducing their personnel. In the future companies need to appreciate workers and know their ambitions. Such appreciation and knowledge are the only ways to keep best talents. Creating shareholder value can only be done together by taking care of employees, customers, and communities. Moreover, such care includes the responsibility to help people learn new skills, adapt for future jobs, and become

creators of talent. According to Manpower group (2020, 6) study, it is important to know what workers want and those wants are following:

1. Pay Always Matters – But How It's Delivered Matters More

Salary is normally the most important thing concerning work, but nowadays it is the delivery that matters. Manpower Group (2020, 6) states in their study that: "When 89% of people in the U.S. would consider additional benefits over more pay, popcorn and ping pong are not the answer." Work must be personalized: autonomous working and flexibility, parental leave, and unlimited time-off policies to cultivate sought after well-being and improved lifestyle. Attractive financial incentives and goodwill gestures that reward loyalty, learning and development like tuition reimbursement and student loan repayments, companies will be more likely to attract and retain the best talent. (Manpower Group 2020, 6)

2. Workers Want Personalization

Workers want assignments that test their abilities, projects that demand best from them and recommendations on the next role. Science-based assessments are the most accurate and reliable too for placing the right person in the right job. Assessment can remove bias and over-reliance on Applicant Tracking Systems (ATS) that automatically brings up suitable candidates. (Manpower Group 2020, 6.) Guillou states: "In Human Resources data is the key to lead people. HR processes should be as transparent and efficient as possible, so HR can focus on the most valuable assets in the company: the people. Utilizing data to modify future aspects in companies HR and focusing on the right things: soft values." (Guillou, 2021.)

3. Variety is the Spice of Work Life

Workers want education, experience, and exposure. People want portfolio work that offers variety, broadens their experience, and builds knowledge and skills. They want the opportunity to develop and to earn more. Managers need coaching skills to guide people to career conversations, embrace new experiences and welcome exposure that drives personal and business success. More employers than ever know they need to upskill their workers, and many

are taking it on themselves. 79 % of employees who are offered free training like their jobs versus only 61 % who are not offered training. In addition, managers also need to understand how their people's motivations for learning vary depending on where they are in their career life. (Manpower Group 2020, 8.)

4. Flexibility and Well-being Combined Are Priceless: Productivity Beats Presenteeism

Workers want to choose where, when, and how they work, they want the social aspect of work with flexibility to accommodate the demands of one life. Non-traditional working hours with flexible start and end times, work from home and work from wherever. Employers must promote it and culture must model it and the consequence of workplace equality may well kick in too as a result. Happiness off the job can be key to happiness on the job. (Manpower Group 2020, 10)

5. Tell Me About It

Workers want to be proud of where they work, strong brands, solid reputation, great place to work and an opportunity to make a difference are in the top ten reasons to work for an organization. Aspiring and meaningful work has all along greater meaning to workers. Companies need authentic employee endorsement. How an organization lives its brand matters as much inside as it does outside the organization. (Manpower Group 2020, 10)

4.2 Recruiting Trends That Are Affecting 2021

Modern working life is in transition and the role of a skilled workforce is becoming increasingly important. For many highly skilled roles, it is a candidate's market. This makes the role of the recruiter even more significant. HR is often the company's first impression. They're the first to introduce many potential clients to your company culture and help them understand why it's a good place to work. There are a variety of new phenomena that affect recruitment: virtual recruiting, remote work, automation, artificial intelligence, chatbots, predictive analytics, social recruiting, and diversity, equity and

inclusion matters which all bring more challenges to management. (Monster, 2021, 39.)

As technology advances, many of the manual processes will be automated. As a result, some professions disappear. On the other hand, this frees up time for human resources to become more focused on strategic activities and marketing open job opportunities to highly skilled workers. Even though recruiting is becoming more technical, a renewed emphasis on human empathy is also growing. Recruitment process is also a business card of the company. Just because someone is not the right fit for a particular role right now, that does not mean person would be a waste of time. All applicants should be treated with respect in order to build applicant pools. Today's candidates have high expectations when it comes to matters of diversity and inclusion, forcing organizations to make honest assessments and updates of their policies. (Monster 2021, 21.)

4.3 Key Performance Indicator in Recruiting

Recruitment Key Performance Indicators (hereinafter KPI) are used to measure recruiting performance and process. They can reveal areas for improvement and show the value and return on investment for specific recruitment efforts. KPI for measuring the recruitment process include both popular HR performance metrics and some unique to recruiting. For example, you might look at cultural fit and productivity levels, as well as KPIs like how long the hiring process takes, the source of the hire and sourcing channel effectiveness. KPIs are the most important metrics and are the key measure for business development. KPI's should relate to specific company goals and are a way to show organisation's success in achieving those objectives. (Holliday 2021, 3.)

In the TE-services KPIs can be measured from the duration of opening of the job vacancies. The duration of the vacancy naturally has some connection to recruitment problems, as vacancies are often open for a long time. The long time of opening does not always mean recruiting problems. For example, in

public sector vacancies have to be open for administrative reasons. (Räisänen & Tuomala, 2007, 188.)

4.4 Attracting International Experts in Finland

Lessons for attracting foreign professionals can be searched from abroad, as more and more states, regions and companies are now developing new and innovative ways to make the country more attractive to top professionals. According to Finland's governments study "Talent Attraction and Work-related Residence Permit Process Models in Comparison Countries" there are four major developments, which are helping to increase Finland's visibility and attractiveness among international experts:

1. Actions targeted at a limited group of experts
2. Focusing on areas where Finland has a competitive advantage
3. Investing in international centres of expertise
4. Utilizing digitalization to reach target groups

The above-mentioned factors can be used to increase Finland's attractiveness among experts. According to Eric Koch, project adviser at EISMEA, companies that internationalize also tend to be more innovative. Some reasons for that may be, because they probably adapt their offer to the different needs of other markets, and their offer is so varied that they would like to seize great market. It is about understanding how consumers in other countries tick and adapting your behaviour and service. (Koch, E. 2021, 3)

Work for attracting international talents is ongoing: TEM is presently launching a project aimed at ensuring the availability of skilled labor in all industries throughout Finland: "sectoral working groups are looking for short- and long-term solutions to improve the matching of job vacancies and unemployed jobseekers. At the same time, it will be explored how to ensure success in the goals of work-based migration." "The shortage of skilled labor is already a barrier to growth and investment in many industries across Finland. The aim of

the roadmap work is to find solutions that meet the needs of experts in different fields, so that we can ensure the continued growth of companies and favorable employment development”, states Tuula Haatainen, Minister of Labor. The role of employers and employees in drawing up sectoral roadmaps is important to ensure that roadmaps meet the needs of each sector as closely as possible. (TEM 2021)

4.5 Development of the Know-How

Organizational learning cannot be done without performance improvement. As Bill Buckler says in his story about the learning organisation to compete successfully in today's marketplace you have to improve. The quality must be improved. In my work as a development specialist, we continually plan new training programs and of course, try to plan better one than previous. The problems should be searched continually for to improve every activity in the company or organization, to improve quality and productivity and thus to constantly decrease costs. Understanding of learning processes is a key requirement for the facilitation and optimisation of improvement and innovation in business processes. This argument is illustrated in figure 5 which shows the link between learning and performance improvement. By understanding and optimising learning processes, managers in organisations will be able to achieve behavioural change leading to performance improvement. (Buckler, 1998)

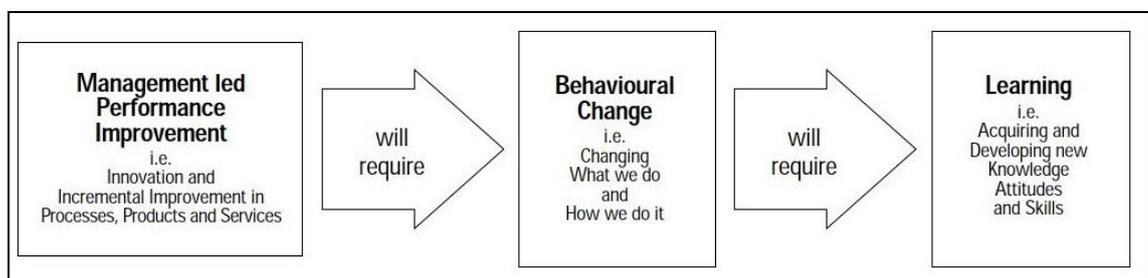


Figure 5. The link between learning and performance improvement

(Buckler, 1998)

Exactly what defines performance improvement will depend on the specific organisation being considered. Probably the most important will be measures of

customer satisfaction and increasing productivity. Improvement of a product, service or process will require, by definition a change in that product, service, or process. In TE-services these metrics could be in general, the number of unemployed persons, placement of employees (private or municipal) or the duration of job vacancies. The researcher emphasis especially free movement of the labour and the EURES-services are described next.

4.6 Osaava - Developing the Self-Direction and Life-Long Learning

When it comes to personnel development in TE services, there is a certain program in use, to develop more easily the personnel know-how. This program is situated in organisations intranet, and it is called Osaava. It provides the state administration with a unified operating method, service, and tool for setting and implementing goals and managing know-how of the personnel. Osaava utilizes the principle of continuous discussion in goal and development discussions and provides a channel for giving feedback. The development discussion identifies and sets goals for the next period. Goals can be individual or group goals, to which the ongoing dialogue brings the tools. (KEHA's Internal Intranet, 2021.)

In order to achieve the goals, it is also important to draw up a development plan based on ongoing dialogue. Osaava's purpose is to managers to better guide employees to achieve better understanding of the self-learning. Also, the personnel itself can update their own know-how and be updated of the shortages of the skills. Osaava has coaching approach and its focus is to assist future development discussions. The researcher assumes that after the Osaava has been taken to use, it is easier to follow the skill level among the personnel including international skills. (KEHA's Internal Intranet, 2021.)

4.7 Definition of Learning

Learning is a vital skill for a person that will last a lifetime. In psychology, learning refers to a relatively permanent change in action based on experience. Most human behaviour has been learned. Learning can be viewed from several perspectives. These include, for example, the biological basis of learning, memory function, learner characteristics such as temperament, and the influence of other people and culture on learning. Also interesting is where we

learn; typical human learning environments are not limited to the school, but learning takes place everywhere. One of the most important trends in modern psychology, cognitive psychology, draws its attention to learning as a process. (Buckler, 1998, 20.)

To effect such a change, a behavioural change will be required by people in the organisation, which will affect what operations or tasks are performed. Every mature adult, working in an organisation will have experienced learning, and their understanding of the meaning of the word will be influenced by a multitude of learning experiences, both inside and outside the organisation. Often learning will be associated with education and training, studying to pass exams, or practising to acquire skills. (Buckler, 1998, 21.)

There will be many differences, misconceptions and inadequacies in understanding what is meant by learning. Theorists have come up with a plethora of definitions, some active, some passive, most no doubt relevant to the context in which learning has been studied. Learning, for the purposes of this research has been defined as “a process that results in changed behaviour in ways that lead to improved performance”. This definition is appropriate to the context in which learning is being studied, can be applied to learning at an individual, team or organisational level, and makes explicit the link between learning and performance. The definition embraces the acquisition of existing, and the development of new knowledge, attitudes, and skills; the application of knowledge, attitudes, and skills in existing or new contexts; all with the purpose of improving the performance of the organisation. (Buckler, 1998, 23.)

An effective learning process requires interaction between teacher (i.e. manager) and pupil (i.e. staff), working together in order to:

- develop a shared vision of what they are trying to achieve
- identify and remove barriers to learning
- enable new ideas to be tried and evaluated, whilst managing the associated risks.

Some important principles have influenced the design. It is necessary to communicate learning theory to managers in language which is understandable, meaningful, and which can easily be related to the context and culture of their existing working environment. (Buckler. 1998, 24.) This is the ground rule for personnel training program in TE-services: to be comprehending.

4.8 Definition of Knowledge Management

It is crucial what we do with the new information. Therefore, even though we study many new things, it is important how to handle the new information. Learning is not just repeating same message, it is how the learner matches the new information with the old. Knowledge does not pass, but everyone rebuilds it in their own head. Quality learning requires active processing and personalization of information. Past experiences both make it easier and more difficult to learn something new. We do not learn in a vacuum - the environment always affects learning. (Kanniainen & Nylund & Kupias. 2017, 24.) For this reason, it is important to adapt the new information from this study to the old in planning coming training programs.

Omotayo, Funmilola and Olubunmi (2015, 2.) states: "attention should be focused on three key components: people, processes, and technology. In essence, to ensure organisation's success, the focus should be to connect people, processes, and technology for the purpose of leveraging knowledge." People are the resource of knowledge. The ability of humans to think creatively and uniquely, coupled with experiences and talents, make humans valuable sources of knowledge. This is one of the arguments to ask personnel's point of view in my research. People face new knowledge needs as part of daily assignment or routine. Learning organization enables the sense of the importance of people. Tacit knowledge is very important to harness to the organization. In TE-services tacit knowledge is being used, but not enough. With new mentoring program tacit knowledge have been and will be utilized better. This mentoring is involved in the new training program. (Omotayo et al, 2015, 6.)

Knowledge will not have much value for the organisation in building its competitive advantages but having the relevant knowledge and the ability to leverage and manage knowledge is a strategic management tool. It is therefore essential for management in organisations to look for means to gain, maintain, and leverage knowledge to achieve a lead to higher levels of success for organisations. Because knowledge is largely tacit and individually owned, it is difficult to have charge of it. An organisation's task with knowledge management should focus on changing tacit knowledge into implicit and explicit knowledge and see to it that individual knowledge becomes organisational knowledge. This can be explained not only by a need for organisations to better manage knowledge by establishing core competencies for individuals, judging success and performance indicators via recognition of invisible assets, but also for organisations to strive to become an innovative organisation and a learning organisation with a knowledge sharing culture. Hence, the requirement for a life-long learning has become an unavoidable reality and knowledge management has become important, because markets are increasingly competitive, and the rate of innovation is rising. (Omotayo et al 2015, 7.)

Knowledge management is also important, especially because the amount of retirement in TE-services and coming Nordic Labour Market Service Model. With new model the jobseekers would apply for work on their own initiative and receive individual and intensive support for their job search at an earlier stage. This all need more personnel to the TE-services, and it is important they are well orientated. In addition, soon much knowledge is going to leave due to retirement. This intellectual capital needs to be captured, so that future generations do not have to repeat mistakes and reinvent knowledge. We are taking this into account with thorough planning. (Omotayo et al 2015, 9.)

5 QUESTIONNAIRE TO MANAGERS

In this chapter the questionnaire to managers is being described. A questionnaire was sent to the managers in TE-offices and ELY-centres in August 2021 using Microsoft Webropol -application to design a questionnaire. With the support from the registries, an informative letter was sent about researcher's studies and request with the arguments to send the Webropol to the managers of the business service. (Appendix 2)

The first question is background information of the location of the respondents. The respondent had to select an area from the drop-down menu. There were 15 different areas according to different ELY-centres and TE-offices.

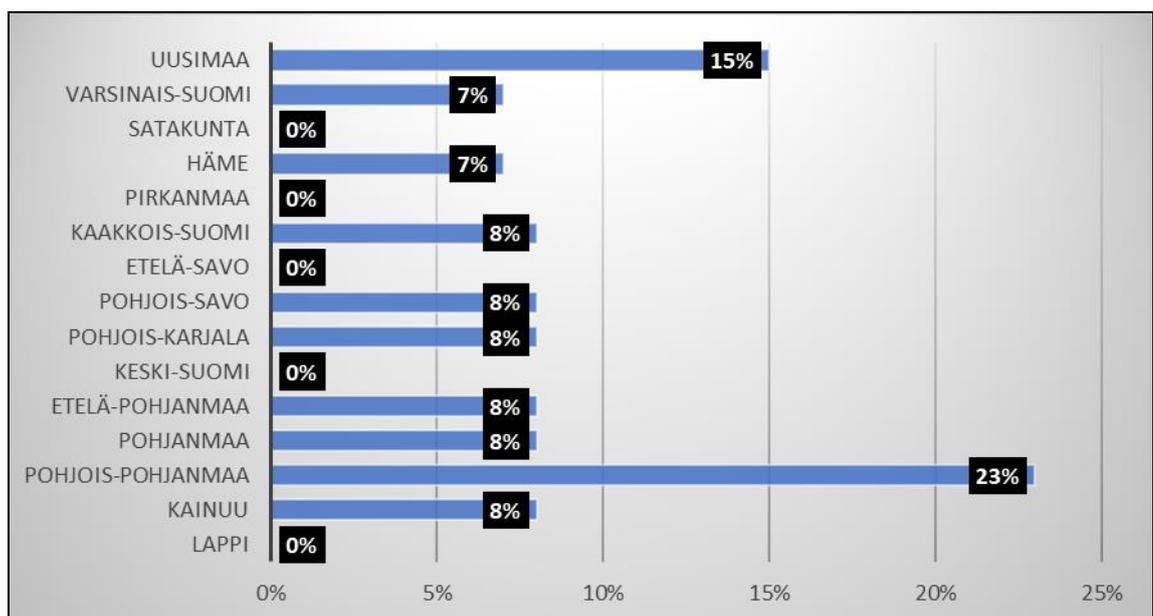


Figure 7. Location information of the respondents

From figure 7 can be seen most of the responses came from northern Ostrobothnia, 23 %. There were several areas where the response rate was 0. This can be explained with lack of interest toward internationalization, or the respondent didn't have time to answer. While exploring the work history of the managers, they all have long history in TE-services: 46,1 % have been working in TE-services over ten years and 30,8 % been working from 5 years to ten.

To question "What kind of expertise do you think is required in the work of a business expert, taking into account international recruitment?" diverse answers were received. The researcher assumed that sales skills would emerge in the surveys. The most general one was "Identifying the international capabilities of the employer and determining the linguistic know-how requirements of the recruiter". The second popular was "Defining know-how needs and knowledge of the international recruitment system. Also, courage to internationalize and the ability to solve problems through various international networks" came up several times. So, the researcher's assumption proved to be correct

5.1 Manager's role in know-how development

Manager's role in know-how development is quite essential as the researcher assumed. Regarding the question of "What role do you as a supervisor play in developing the know-how of business experts?" every respondent highlighted their role to be encouraging, i.e. managers seem to leave great amount of self-direction to personnel. It is found important that managers have to stay up to date of the labor market's needs and this became apparent in the responses. For example, one of the responses given supported the researcher's assumption as follows: "My own role is to monitor the needs of the labour market and strive to ensure that the team has the skills that are needed at any given moment." In this context, it can be said, that the researcher organizes information sessions on a monthly basis to increase awareness of the labour market information.

In "Knowing the Talent Boost services" -question responses could be from 1 "Services are unknown" to 5 "Services are well known." From figure 8 can be seen the most well-known service of Talent Boost according to managers and according to managers they are Jobs Work in Finland, #Finlandworks LinkedIn -page and Talent boost network with the result 53,8 %. It was a surprise that none of the five services was not well-known in manager's opinion. Managers assume personnel also know the Finnish startup kit quite poor, because it received 30,8 % answers to the column number 1 -"services are unknown".

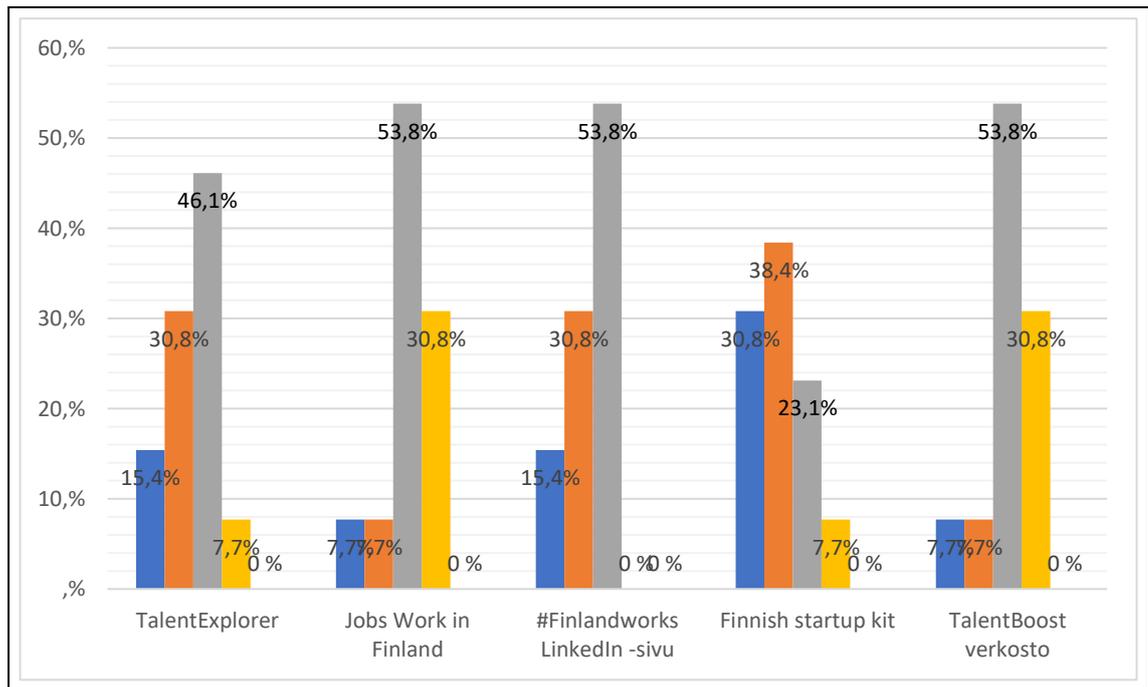


Figure 8. Knowing the Talent Boost services

5.2 Key challenges in know-how concerning international recruitment

To question "What are the key challenges in developing your team's competencies" managers replied following: "a certain shyness towards internationalism, fixed-term employment relationship and difficulty in finding information about internationality". Managers evaluated the know-how of their team to be at a sufficient level in relation to the complexity of the work tasks.

The researcher also wanted to clarify the level of know-how managers think their team members have. Answer options were 1) Totally disagree 5) Totally agree; and the subjects are shown in table number 2. 30,8 % of managers think the know-how level of the personnel is in sufficient level in relation to the work tasks. Managers also think the working environment is encouraging to know-how development: 84,6 % answered positively. Managers evaluated personnel can apply support for know-how development quite well: 76,9 % answered positively to third question "Personnel can apply for support for know-how development".

Due to personnel's development discussions the number of fourth part "It has been agreed with the supervisor to set aside time for know-how development." was high: 61,6 % of the manager's told time has been given for the personnel development.

Know-how level of the personnel according to the managers	1	2	3	4	5
The know-how level of my team is at a sufficient level in relation to the complexity of the work tasks.	0 %	23,1%	46,1%	23,1%	7,7%
My team's work environment is encouraging for the development of my own skills.	0 %	0 %	15,4%	69,2%	15,4%
Personnel can apply for support for know-how development.	0 %	0 %	23,1%	53,8%	23,1%
It has been agreed with the supervisor to set aside time for know-how development.	0 %	0 %	38,4%	38,5%	23,1%

Table 2. Know-how level of the personnel according to managers

The open questions "What kind of support do you get as a supervisor in know-how management?" responded as follows: got various answers. Some of the managers told they do not receive any support, and some were very pleased for the support. Self-development was mentioned several times: life-long learning self-directed was a common development tool for the managers themselves.

5.3 Future's skills in international recruitment in manager's opinion

Last question gave also various and differing answers: "What kind of expertise in international recruitment do we need in the future?" Here are a few similar highlights:

- "The overall package must be managed with the municipality and clear already at the recruitment stage. And, of course, an expert with language skills and a good knowledge of industries to TE offices / Ely."
- "An open-minded, state-of-the-art and experimental recruitment culture!"
- "Knowledge of cultural differences, strong network cooperation with the municipal business community."

- "Nationwide networking of business experts in international issues, example peer support."
- "Better understanding of business service needs; experts would get practical tools and tips for selling the idea of international recruitment."
- "A good sense of the changing needs of employers. Target countries with export potential and recruitment potential and their knowledge. International recruitment system and knowledge of new models / paths."
- "Strengthening the marketing readiness of business advisers does not require in-depth knowledge of the above-mentioned issues, but continuous dialogue and co-operation. with experts is essential."
- "The Talent Boost program and the functions associated with it, are very extensive and complex. Experts do not have the knowledge nor time to familiarize themselves with everything. Information and training on specific themes and examples of how cooperation has been done and talking about successful cases."

In conclusion, especially the cooperation, continuous interaction between business advisors and tailor-made trainings with self-orientated aspect are the important tools for improving international skills in from the participating managers' point of view. The interaction skills and selling new ideas for the companies emerged also strongly from the study. It is important that experts realize the benefits of the service for the customer.

6 QUESTIONNAIRE TO THE EXPERTS

In this chapter the results of the questionnaire to experts is being described. Microsoft Webropol -application was used to gather the answers. 76 experts answered the questionnaire. Actual survey differs from the one sent to managers: in expert's questionnaire there are more questions concentrating on the skills and know-how development (appendix 2). First the background info was asked same way as from the managers: the most comprehensive area was Uusimaa. 21 % of the respondents were from Uusimaa-region. Second comprehensive was Pirkanmaa with 16 %. Third came Lapland with 9 % of the respondents. In figure 9 the distribution is shown. Quite surprisingly, no one from Varsinais-Suomi did not answer. The use of international services is quite high in Turku region, so the researcher assumed many answers from there.

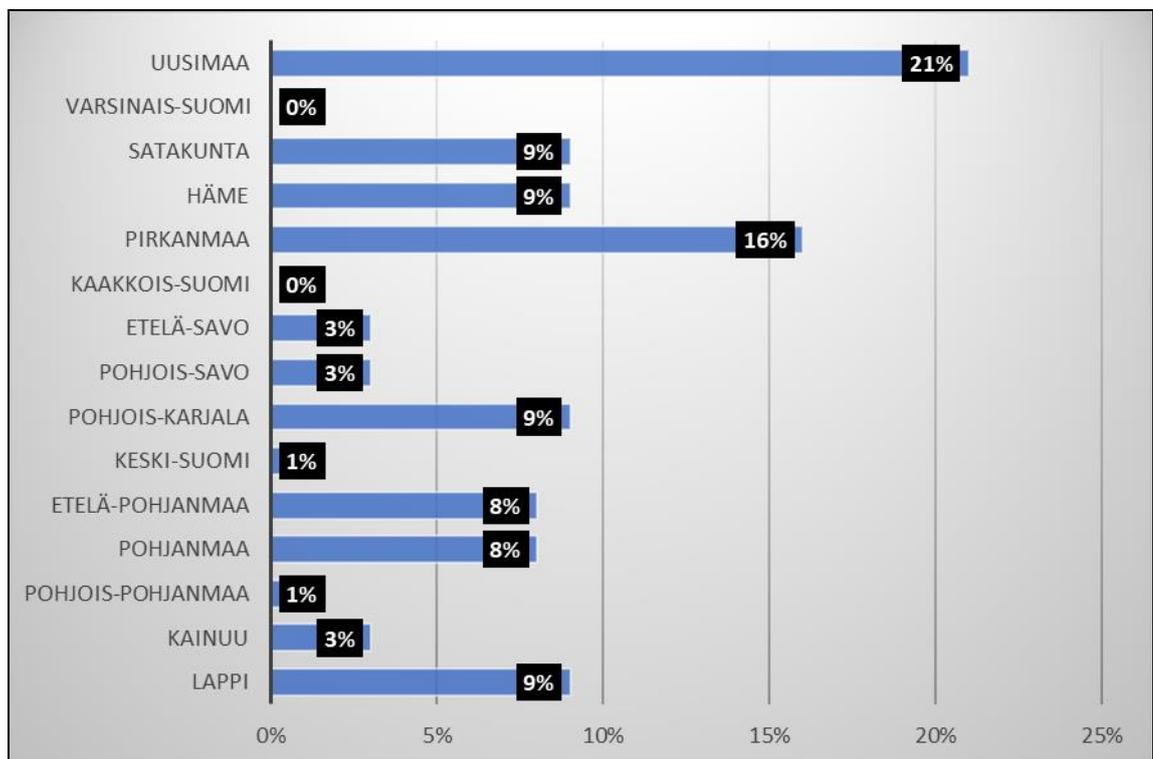


Figure 9. Location information of the respondents

While asking the duration of employment, the proportion of newly started persons came clearly up: over 51 percent had been working less than two years

in TE-services. On the other hand, the percentage of over ten years working history in TE-services was rather high: 35,5 percent. So, judgment based on experience is sufficient. When asking "How familiar is the Talent Boost program to you?" average was 4. The lowest alternative was 1 and the highest was 10. Now we come to the subject of the study itself, self-evaluation.

6.1 Self-evaluation of knowing the Talent Boost services

When asking self-evaluation about Talent Boost services respondents' choices were: 1 = services are unknown 5 = I know the service well. Results are unambiguous: knowing the Talent Boost services better is the factor which really needs more effort among experts. Next looking in more detail about the different services.

Several funding programs are available for companies who are seeking financial help to develop either their products and services or expanding business operations globally. First service is the Business Finland's Talent Explorer. It is a funding for companies to use hiring a talent or an expert to work in Finland to help company to internationalize. Funding can be used to hire an internationalization expert to provide new information and expertise about the target market. Business Finland do not disburse Talent Explorer funds in advance, so company should have sufficient funding to cover the project. This funding is a grant that company does not need to repay later.

In figure 10 the self-evaluation of the experts is seen about the knowing the Talent Explorer. The researcher assumed the services provided by Business Finland would be familiar to the experts who are serving companies. The result was quite surprising: 51 percent of the respondents said the service is unknown, 25 percent knows the service a little, 11 percent cannot say an estimate, 9,2 percent says to know the Talent Explorer somewhat and only 4 percent says to know it well. Here is the place for development and the subject is included in Training Program.

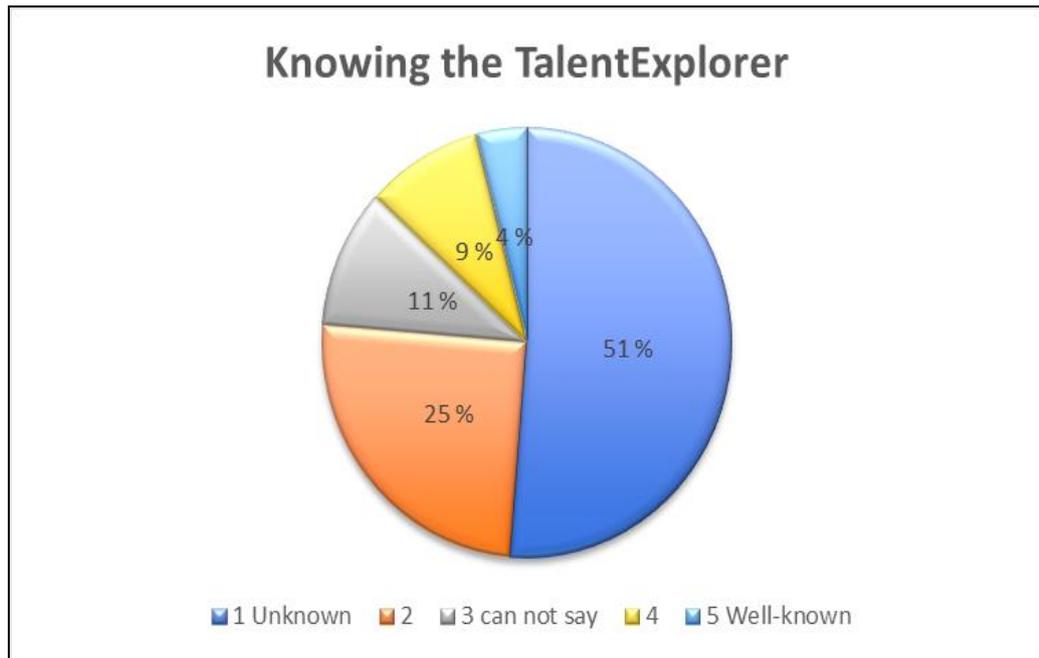


Figure 10. Knowing the Talent Explorer -service

The next service requested was Jobs in Finland. It is also provided by Business Finland and is part of Talent Boost. This service aims to collect jobs that do not require Finnish skills. It is meant for serving employers in Finland and job seekers in Finland and abroad. Page shows the shortage of skills in Finland. Estimates of annual need for international Talent have ranged from 20,000 to 35,000. In the development work is divided following Business Finland: the owner of the site, City Talent Advisors (Jobsters): responsible for co-ordinating the job postings, Local TE services (Jobsters): responsible for co-ordinating the job postings and employers being responsible for open job postings and their quality. Jobs in Finland is a temporary solution until Job Market Finland, a service developed by KEHA-Center and TEM, is ready.

In the TE services there are local call-services for employers and while serving entrepreneurs expert can suggest publishing the English job announcement to be published in the Jobs in Finland -site. This requires job announcement being in English. The researcher's assumption was that Jobs in Finland is well-known among the respondents. While asking this matter in the study the result was a quite disappointment: 25 percent did not know the service at all, 18 % could not say their estimate and 28 % of the respondents said they know Jobs in Finland either quite well or well. This could be explained by the little amount of the

experts who are dealing with the job announcements in English. In figure 11 the layout of the Jobs in Finland is described. For example, there were 28 job vacancies published located in Rovaniemi in 16th of October 2021 in the Jobs in Finland website.



Figure 11. Layout of the Jobs in Finland website

The importance of the site is significant: Sonja Hämäläinen, migration director at the TEM, stated following: "With the Jobs in Finland website, we're supporting Finnish employers in gaining international visibility for positions with a shortage of applicants in Finland. Meanwhile, international talent interested and residing in Finland can find suitable and open positions easier."

The researcher works in #Finlandworks coordination workgroup, and the role of the coordination group is to act as a catalyst for cooperation between organizations within the framework of the strategic guidelines. The main goal for our group is to boost international talents coming to Finland. Guidelines for year 2021 are following: #FinlandWorks -brand, annual planning, and Insight. In these actions group focus to brand Finnish companies and organizations by knowledge sharing and benchmarking. (Meeting with the #Finlandworks workgroup 29th of January 2021)

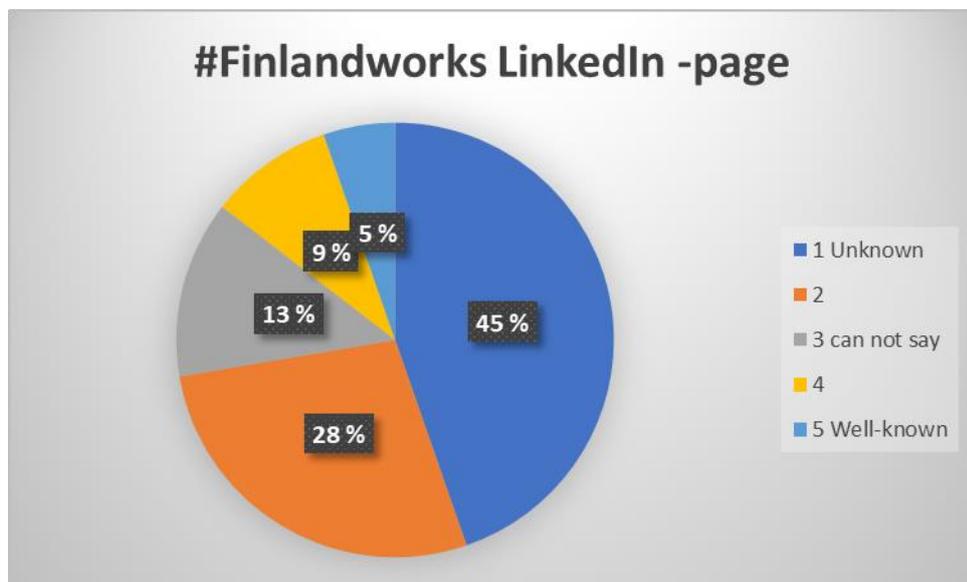


Figure 12. Familiarity of #Finlandworks LinkedIn -page

#Finlandworks LinkedIn -page was also under survey. The awareness of LinkedIn #Finlandworks -service was poor among the experts. It would be interesting to know, if LinkedIn itself is an unknown service or is it just the #Finlandworks -page unknown. Figure 12 shows that 45 percent of the respondents did not know #Finlandworks LinkedIn -page at all, and only 5 percent knew this service well. The result was unexpected as the LinkedIn service would seem familiar to anyone working in the employment field. However, no assumptions can be made, because the familiarity of the LinkedIn was not asked, but specifically the #Finlandworks -page in LinkedIn.

6.2 Self-evaluation of the international issues

The researcher assumed the knowledge level to be in good level concerning international issues. While asking a general question about the know-how level concerning international recruiting, the responding experts estimated their own capabilities to be in poor state compared to work tasks (figure 13). Only 15.8 percent told the know-how level to be on a good level. Altogether 36.8 percent experienced the know-how to be at a sufficient level. It should be taken into consideration that one third of the respondents estimated their skill level to be inadequate. Of the respondents, 30.3 percent could not give an estimation concerning the know-how level. The amount of choosing the non-satisfactory level is remarkably big, which indicates that more knowledge is really needed.

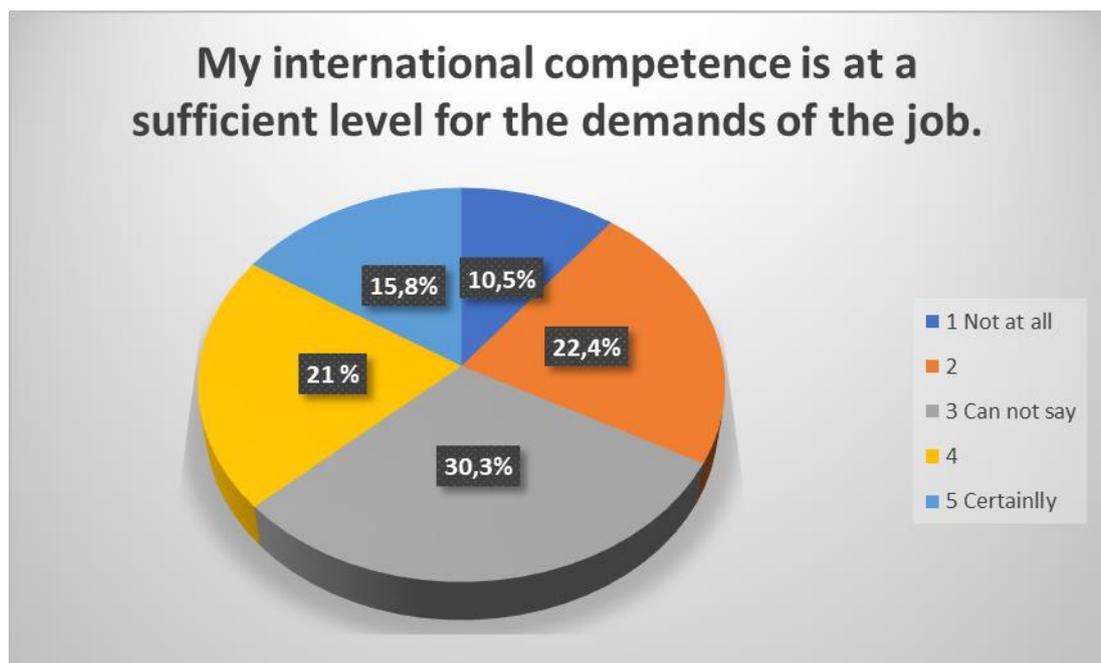


Figure 13. Self-evaluation of international know-how

The self-direction of the experts is at quite a good level: almost 60 percent of the respondents informed that they knew where to search for more information. One finding is quite unexpected in that over 51 % percent admitted that they had not agreed with their supervisor to set aside time for increasing the international know-how. This should be corrected, to ensure that everyone can commit to developing oneself. The work is so hectic that without a proper

agreement there is no time for self-development. This is certainly in need of development. Figure 14 shows the degree of agreement with management.

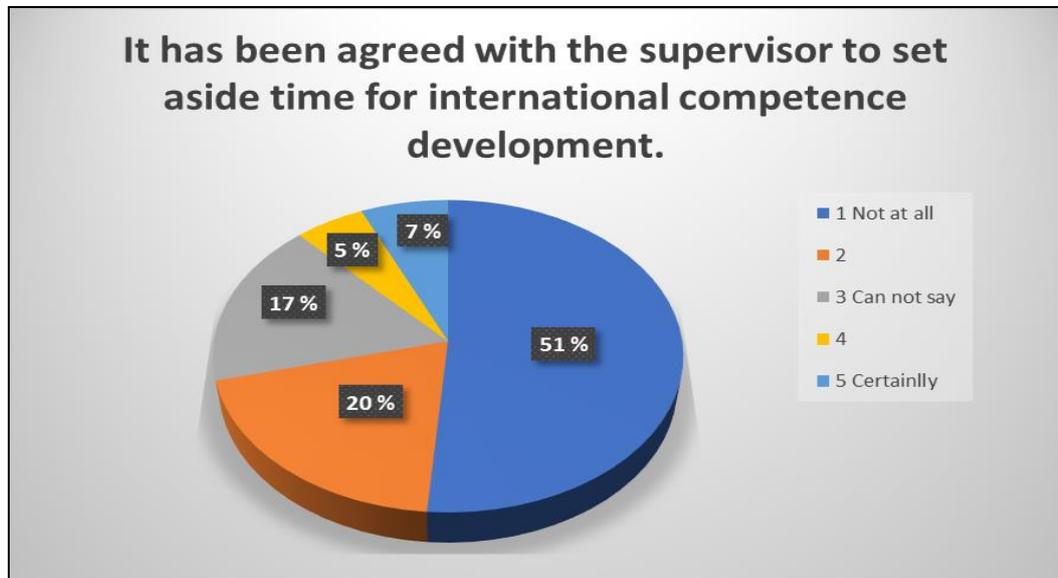


Figure 14. Agreeing with the manager

6.3 Best way to learn

According to Sitra's research (2019) on life-long learning, the most popular way to learn is self-learning. This Thesis research results follow Sitra's results: during the research, different forms of learning were mapped to plan a training program to the purpose of experts (figure 15). The most preferred method with a 76 percent share was personnel training organized by experts' own organization. Second popular was webinars with a 70 percent share. Quite close to the two choices came also courses organized by an external trainer with a 58 percent share. Self-controlled learning was chosen by 42 percent of the respondents, which can explain the share of tutorial videos being so popular with 41 percent. Discussion forums gained 21 percent popularity. Figure 15 depicts the success of personnel training and webinars. Tutorial videos are also popular method, this can be explained by working time management. Webinars and remote study will be method on year 2022 due to stricter restrictions.

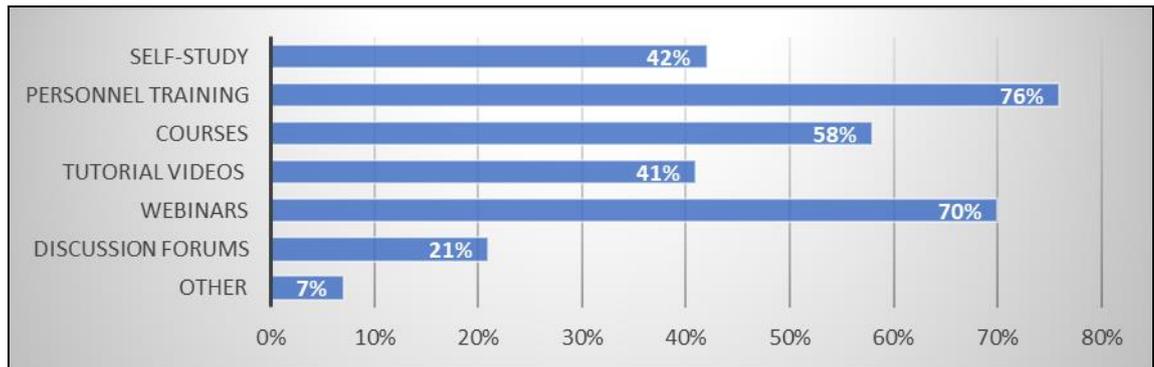


Figure 15. Best way to learn

6.4 Interaction among Talent Boost Network

Networking is a reciprocal, long-lasting and trust-based cooperation between voluntary actors (Järvensivu 2021). Only trust enables the use of tacit knowledge of the network companies to be used on the benefit of the network (Holste & Fields 2009). According to Järvensivu (2021) the core of networking is knowing other stakeholders, being in interaction with them and in that way getting trust and commitment. (Järvensivu, T. 2021)

In figure 16, the core is illustrated. In networking, it is important to coordinate the level of interaction. Knowledge, understanding, and know-how are adopted better and more profoundly by the participants. After the first step, the process of co-work proceeds with common goals and finally trust is rooted and, thereby, knowledge, understanding, and skills spread and are absorbed more effectively. Stakeholders find common goals and solve problems together. New actors get excited and bring new knowledge, understanding and expertise. Networking is continual process and in real life the connections diverse. (Järvensivu, T. 2021.) Due to researcher long working history in TE services natural interaction is valuable skill while serving companies. Entrepreneurs value the knowing their company's situation without telling the history from the starting the business.

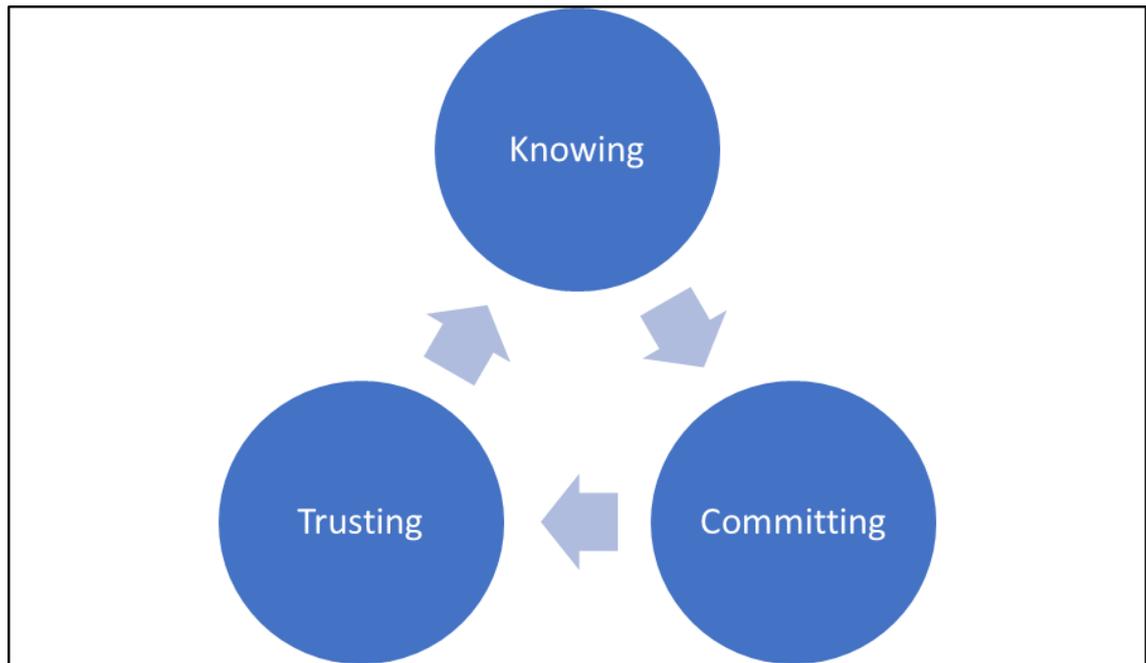


Figure 16. Core of networking (Järvensivu, T. 2021)

Also, the opinions of experts about the interaction and cooperation between the Talent Boost network was studied. The assumption was that cooperation is at a good level but needs improvement. As is shown in figure 17, cooperation with other experts in the network is quite smooth: 18 percent of the respondents informed that the cooperation is in good level (13%+5%), while 22 percent stated that it was in a poor state (7%+15%). Altogether 37 percent could not express their opinion. The options to choose from were: 1 = strongly disagree and 5 = strongly agree. Interaction was experienced to be fairly: 24 percent found it to be good (7%+17%) and 19 percent totally disagreed (5%+14%). The most common answer was "Can not say". The third and fourth questions both gave the same information: the respondents experience to be quite equal, and their opinions are taken into account. There is no obstacle to contacting another member in the network according to the answers: 39 percent told it is easy to take contact, while only 11 percent told it to be uncomfortable. As Järvensivu (2021) mentions, "stakeholders find common goals and solve problems together", for which reason the level of interaction should be raised. There are multiple occasions already in Talent Boost network, which may be the reason for why so maybe participants do not perceive all factors. Uncertainty still arises among respondents.

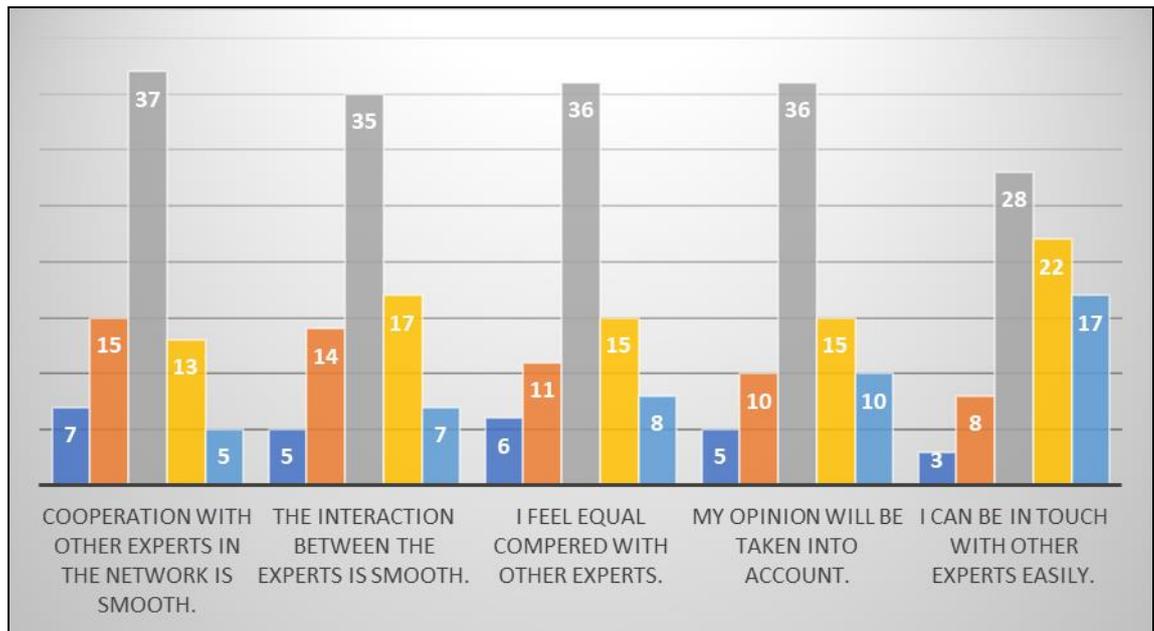


Figure 17. Interaction among Talent Boost network

6.5 Expectations for training about International Recruitment

There were plenty open answers while asking about expectations for training. The spectrum of responses emphasizes the need for training, and here is a few as follows:

- "Up-to-date information on ongoing projects and services related to international recruitment. Now getting information is hard, hard to find. I propose setting up an international recruitment channel through which all those concerned could be informed about current affairs."
- "Maintaining networks and receiving information on current events, developing and managing methods"
- "What tools are used when an entrepreneur expresses an interest in an international workforce."
- "Information on plans and strategy (TEM), co-ordinates as a whole in the international recruitment process."
- "I would like clarity and a framework for responsibilities. In other words, the clarification of what things each party promotes mainly international recruitment and which actors are particularly closely linked."

- "How to do a search for foreign workers, how to improve and make more flexible the recruitment communication of companies. How to gain expertise on how to make international experts better integrated into Finland and in general, the whole life cycle of international recruitment to be better known."
- "Recruiting workers in TE-services from different ethnic groups. Job rotation to different countries?"
- "Monthly different webinars on international recruitment and discussions with your own team in different languages to "sensitize" language skills to clients in appropriate contexts."
- "Education on diversity, education on intercultural communication. Clarifying the importance of internationalization and the exploitation of the potential of international experts and immigrants."

The importance of sales and interaction skills have emerged repeatedly during researcher's work history in TE-services, which also emphasizes the need for sales and interaction training in TE services. Business experts should also have courage to be proactive and contact companies without request. Certain devotion is the key to long and prosper relationship, researcher's longest relationships with companies has lasted from the 2008.

7 INTEGRATION OF PUBLIC SERVICES WITH THE PRIVATE SECTOR

In this chapter the meaning of cooperation between public and private services is being described. In the study by European Commission (Kalogirou 2020, 82) recommendations for public administrations are given on how to implement cooperation in integrated public service governance. These recommendations can be useful also in Talent Boost network, and specially in EURES network. In figure 18 below illustrates how the different recommendations on organizational interoperability and integrated public service governance fit onto the roadmap for integrated public services. Recommendations aim to help public entities to develop and deliver more effective integrated public services. (Kalogirou 2020, 82)

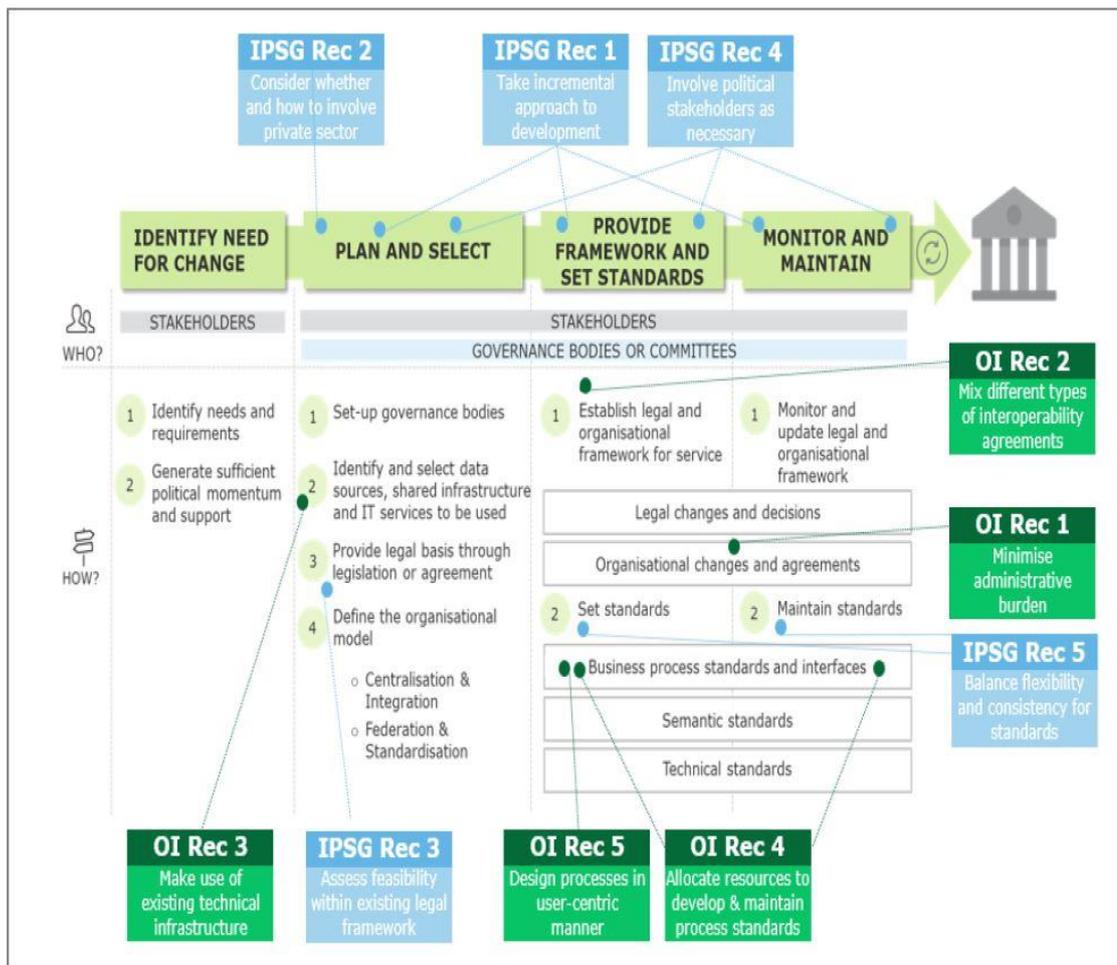


Figure 18. Recommendations mapped against the roadmap for integrated public services (Kalogirou 2020, 80.)

It all starts from identifying the need for change (first column) by stakeholders. In Talent Boost network stakeholders are the municipalities, higher education's units, local business associations, Business Finland, and TE services. After identifying the existing technical infrastructure, the legislation should provide legal basis to the development work. In third phase the participants should minimize the administrative burden and design processes in user-centric manner. Lastly, at fourth phase, organizations involved should maintain the standards and monitor and maintain the organizational framework. (Kalogirou 2020, 80)

The recommendations on integrated public service governance encourage a gradual approach to service development. This kind of action can be seen in researcher's workgroup, International Recruiting Team. Knowledge management is at the heart of teams's work. As mentioned in the study by European Commission (Kalogirou 2020, 78), an incremental approach has to be taken, to develop integrated public services. It has to be taken into consideration whether, and how, to involve the private sector from the start of project. This can be done by involving political stakeholders as necessary to facilitate the creation of new infrastructure and resolve roadblocks, but avoid involving them directly in implementation. (Kalogirou 2020, 78)

Previously mentioned findings support researcher's experience of previous work history while working as business advisor in Lapland TE-Office. Researcher was member in cooperation group called "Yritys-Suomi" and much cooperation was needed within workgroup. Specially incremental approach was needed in cooperation between five municipalities and state actor.

8 SUMMARY AND PROPOSAL FOR A TRAINING PROGRAM

In this chapter a summary is presented and a proposal for a training program is presented. International recruitment is considered to alleviate labor shortages and bring new business opportunities for companies. Despite the numerous occasions with Talent Boost network internationality is seen in TE services as a difficult issue according to respondents. More personnel training is needed in international and diversity issues. Information and guidance about practical things in international services are needed, both for experts serving employers and jobseekers. For establishing a new company, Business Finland provides different services already, for example Finnish Startup Kit, and there could be a selling course of Finnish Start-Up Kit included to the content in the training program.

Researcher wants to emphasize that interaction can be interpreted as a confrontation process. For example, companies can simultaneously interact with several others and interaction between any two stakeholders may in this way affect their interactions with others. According to Ford, Gadde, Håkansson, Snehota and Waluszewski (2010, 24) "developing strategies and activities from the outside not only increases certainty when making decisions, it also leads to better quality contacts and services, and strengthens the brand. Companies evolve in relation to each other, but it is a case of movements within a moving world. Interaction affects all of the activities and resources that are spread widely across the network and all of the companies in the network. It is through interaction that the benefits of these resources and activities flow between and into the companies in the network." (Ford et al, 2010, 1.)

To the question "What are the key challenges in developing your team's know-how" managers responded as follows: "A certain shyness towards internationalism, fixed-term employment relationship and difficulty in finding information about internationality". With encouraging performance training could make it easier to present things. The need for information is significant. With different changes to be made in the administration, TE service's personnel are unaware, and such unawareness can have an impact on the motivation to develop skills. Further, it is

important to bear in mind that the time spent on training is limited. Therefore, the training program should be effective and attractive.

Below, the main themes for the program are first listed, followed by a discussion of the themes (Appendix 3):

1. Matchmaking with international talents (January 2022)
2. International Café every month's first Wednesday (continuous)
3. Sales expertise related to Workplace Finnish (Spring 2022)
4. Interaction and networking skills related to international recruitment (Autumn 2022)

8.1 Matchmaking With International Talents

Matchmaking with international talents will bring new ideas, more courage to the interaction between TE services' experts and companies seeking for an international talent. Learning outcomes of this training should be following: the participants will have ability write and call companies in Finland and present with confidence; the participants can talk about international issues to companies with confidence; the participants can apply toolkit of international recruitment. Matchmaking is not a novelty; it is served in many educational institutions.

Justifications for the course can be found in addition to the questionnaires from experiences of the stakeholders: for example, many of the Talent Boost stakeholders have different matchmaking services for companies. There are still clear basics and the sellers as well as the sellers 'human to human contacts are needed to get the trades, as the decision maker is still the person. The salesperson must be familiar with the phenomena of sales well and be able to balance skillfully between the relationship and factual levels. This requires a good and clear sales process and its expertise. In this certain training, focus is TE services and the features what governmental aspect brings to the action.

8.2 International Café

Participating to International Café monthly experts can interact with other experts from TE services and ELY-centres and have more information about internationalization and courage to bring these up to the conversations during company visits. This action has started already in autumn 2021 and so far, feedback has been encouraging. Researcher is the provider of this training. The subjects have been following during autumn 2021:

- Talent Boost marketing presented by Riikka Hirsto from Business Finland
- Remote registration for international talents presented by Anneli Kupari from Digital and Population Data Services Agency
- The pilot of kindergarten teachers presented by Vesa Liesivuori from North Savo Centre for Economic Development, Transport, and the Environment

8.3 Certain sales training concerning Workplace Finnish.

There is a product to help foreign language speaking workers to better adjust to Finnish working life and it is called Workplace Finnish. This product recently was distributed nationally and there are 26 companies providing this service to network. Even though, more sales training is needed of different international products according to this thesis work. The aim of the Workplace Finnish - training is to increase knowledge about Workplace Finnish among the TE services experts. Workplace Finnish Training can be used at different stages of the company. It has not yet publicly asked for bids for this training. The date will be in late spring 2022.

8.4 Interaction skills training of the Talent Boost services

According to this thesis work questionnaires, interaction skills should be improved. Interaction skills are required specially from business experts. The request for offers of interaction skills training of the Talent Boost services will be sent on Spring 2022 and the target date will be on Autumn 2022.

9 CONCLUSIONS

The conclusions on how the commissioner can facilitate the results of this thesis work, are presented in this chapter. Furthermore, suggestions for further research are proposed.

International recruitment has come to stay. Finland is competing for the best and talented workers globally. Finland's dependency ratio will suffer without international recruiting due to population aging. With increasing the knowledge level in TE services about international recruitment, it is easier to serve Finnish companies in their needs for international labour.

This thesis work was concentrated on the know-how of TE services experts and was implemented by two different questionnaires all together with the findings from literature. Based on the responses the guidelines and wishes for training in TE services can be seen in the responses: Matchmaking With International Talents, Sales Skill Training concerning Workplace Finnish; and Interaction skills training of the Talent Boost services would all be beneficial for experts.

Although the knowledge of experts is already extensive, more information on internationality is truly needed. This study shows a thirst for information of internationalisation. Appropriate training can improve the presentation of issues and increase knowledge of internationality among the experts. With developing skills can better prepare experts for the future. Self-assessment is a constant tool in TE services, and development in international skills should stay in focus in development discussions. Transition in self-development is successful, when experts have a purpose, a plan, and a part to play.

Researcher suggests better use of Osaava -program in commissioner's organisation. Using Osaava-program profoundly will benefit all participants as it has coaching approach and its focus is to assist future development discussions. Experts want to stay updated of their know-how and Osaava is a good tool for implementing development discussions.

Continual discussions are a profound way to keep updated of the skills of the experts. Using development discussions as a database to develop the know-how of the experts is vitally important. Experts' commitment and motivation are important stepping stones for successful self-development. In addition, personnel know-how development need to be linked with strategic objectives in TE administration.

The researcher assumes that similar aspects and phenomena occur in other governmental organisations. It would be interesting to study the level of Business Finland's expertise in the near future.

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APPENDICES

- Appendix 1. Questionnaire for the managers
- Appendix 2. Questionnaire for the experts
- Appendix 3. Training program for TE-service experts concerning International Recruitment for year 2022
- Appendix 4. Letter to managers explaining the importance of the questionnaire
- Appendix 5. Talent Boost Cookbook 2.0
- Appendix 6. Database of the Performance Measurement System
- Appendix 7. Database of the managers' replies
- Appendix 8. Database of the experts' replies