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Usability testing

Launching job rotation in the city organization
of Pori

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Abstract <p>There was a need for adding job rotation to the human resource plan of Pori and a pilot group was organized to determine how job rotation should be implemented when launching it to all units. The library services of Pori participated in the pilot group.</p> <p>The aim was to analyze the usability of Kuntarekry and describe the possibilities it might have in the job rotation process and to evaluate if it is suitable for the recruitment of job rotation in Pori. The purpose of the thesis was to help Pori increase the well-being of the employees with finding best practices and new means for making job rotation process more efficient and user-friendly.</p> <p>The participants were given an application form to fill in Kuntarekry, which is a web-based recruitment software. The study was conducted as a qualitative semi-structured interview and there was an analysis done on the filled applications.</p> <p>The results indicate that Kuntarekry is well-planned web-based software and a good platform that can be used to the recruitment purposes of job rotation. It is also considered suitable for the job rotation process of Pori.</p> <p>For future studies the pilot group should be done cross-unit and test the application form with multiple groups to gather more information.</p>		
Keywords Employee well-being, job rotation, usability, usability testing, welfare technology		

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1 INTRODUCTION

In Pori, there were 83 803 residents in 2020 according to Google. (Google, 2021) A political organization is responsible of decision making and the city organization is divided in inner and external concerns. In the inner concern, there are the industries and establishments. In the external there are corporations, foundations, and concern communities. (Pori, 2021) Pori is responsible for providing the health care and social services to the residents, education services, day-care, construction services such as permits etc., maintaining the city's buildings, water supply, waste services, and veterinarian services.

To make sure, residents will get all their services that belong to them, Pori employs about 6000 employees. This number of employees will require good structure of management. To maintain the situation stable and manageable, Pori has developed a human resource plan that includes multiple programs. One of these programs is employee well-being model. The program includes free occupational health nursing which prevents health risks and work-related diseases. It also includes a guide to sustain the ability to work but it also includes a guide how to provide early support for those who have decreased ability to work. Pori also provides education for their employees and different working schedules, even remote work nowadays because of COVID-19 situation. (Pori human resource plan 2020 – 2025)

In the future, Pori wants to expand their ability to provide more flexibility to their employees and therefore they wanted to add job rotation to the well-being program. With job rotation, Pori also wants to increase organizational commitment and increase their appeal as an employer. (Pori human resource plan 2020 – 2025)

To determine the measures what adding job rotation to the well-being program would take, a pilot group was organized. Pilot group's aim was to determine how job rotation should be conducted and would Kuntarekry be a suitable platform for this.

Kuntarekry is a web-based recruitment software that is meant for municipalities and is developed in co-operation with municipalities and the Association of Finnish

Municipalities (FCG, 2021). According to the FCG (2021), the tools in Kuntarekry are right for internal and external recruitment and for substitution management. Over 350 organizations use Kuntarekry and in 2020 over 38 000 recruitment posts were published and 96 000 substitutions were managed. (FCG, 2021)

According to Kuntarekry (2021) it is defined as a national municipal sector job search service and municipal employers' recruitments service. Some cities, like Lahti and Kouvola, use it as a platform for job rotation already (Kekkonen, 2020; Rantalainen, 2020). Pori uses it now for recruitment purposes only.

On the website there are not only recruitment ads but there is also information about working in municipalities, information about jobs, and information about applying to a job. There are also functionalities for employers, such as analytics about recruitment and a career page. (FCG, 2021)

2 PURPOSE, AIM AND RESEARCH QUESTIONS

The purpose of the thesis was to help Pori increase the well-being of the employees with finding best practices and new means for making job rotation process more efficient and user-friendly.

The aim of the thesis was to analyze the usability of Kuntarekry and describe the possibilities it might have in the job rotation process and to evaluate if it is suitable for the recruitment of job rotation in Pori.

Research questions:

- How the participants experience the usability of Kuntarekry when using it in the recruitment in job rotation?
- What possibilities does Kuntarekry have when the purpose is to use it as a recruitment software for job rotation?
- How the possibilities of Kuntarekry will fit into the organization's needs?

3 THEORETICAL FRAMEWORK

3.1 Employee well-being

To successfully evaluate a web-based software that might be used to increase employees' well-being at work, it is necessary to clarify what employees' well-being signifies.

Employee well-being cannot be described with a single sentence. It is a form of well-being that consists of everyday work and the employees' personal experiences about work being safe, healthy, and pleasant. And when something comes from experiences, there is as many sides to the story as there are employees in a workplace. (The Ministry of Social Affairs and Health, 2021; The Finnish Institute of Occupational Health, 2021)

An employee that feels themselves well and satisfied with their job, will more likely continue to work in the same place or in the same field longer than an unwell or unsatisfied employee (Hakanen, 2011). Pori has pick up on this, since they have set a goal to develop and maintain competitiveness as an employer in their HR strategy and one way to get there, is job rotation (Pori human resource plan 2020 – 2025). If labour is lost due to poor managing or not giving attention to employee well-being, it can be quite expensive. According to the Ministry of Social Affairs and Health (2021), the total cost of lost labour to national economy is 24 billion € every year. This means that the total loss to national economy is 2 billion € a month. The numbers are shown in Picture 1.

The cost of lost labour input per year

The cost of lost labour input

Absence due to illness	3.4 billion €
Working while ill	3.4 billion €
Disability pensions	8.0 billion €
Other costs related to the loss of labour input	
Occupational accidents	2–2.5 billion €
Occupational diseases	0.1 billion €
Health care of working-age population	7.8 billion €

Picture 1. The costs of lost labour. (The Ministry of Social Affairs and Health, 2021)

Stress is one of the key factors to decrease the ability to work. People's ability to endure stress varies and it can be different in different situations and even the same person can react differently in different life situation (The Finnish Institute of Occupational Health, 2021). Studies show that stress is harmful even for physical health in the long run (Yaribeygi et al., 2017; Schneiderman et al., 2005) and it can even lead to burnout if it lasts a long time (The Finnish Institute of Occupational Health, 2021).

Increased job stress can be caused by psychological and social factors. Psychological factors can be unclear job description, too much work or hurry, no autonomy in working hours, no developing possibilities, no feedback from job, constant interruptions, prolonged uncertainty. Social factors are for example unequal behaviour, harassment, and in prolonged or in extreme working alone, inconsistent management, negative atmosphere at work or the transferring of knowledge is not good. (The Finnish Institute of Occupational Health, 2021)

Everyone is responsible for their own well-being in some part at least. There are many things, that an individual can do to stay healthy at work. These things are for example to live a full life where there's more than just work and to make sure that you recover from day's work. If there are things that needs to change to keep a healthy working environment, these things should be discussed with the persons involved. (The Finnish Institute of Occupational Health, 2021)

The Finnish Centre of Occupational Safety (2018) has published a pamphlet about well-being at work. In that pamphlet they have distinguished four different elements that can be seen as building blocks of work meaningfulness:

- 1) The feeling of autonomy and empowerment
- 2) The opportunity to learn new things at work
- 3) The feeling that people trust me and that I can trust them
- 4) Feeling of meaningfulness caused by work

3.1.1 Autonomy and empowerment

Self-managing is the new trend in working environments. There are multiple service providers, that offer help to organizations to adapt self-managing and self-organizing. This is a good method when teams become bigger, but the number of team manager remain the same. The role of the supervisor is changing from ruling to a more guiding role. (The Ken Blanchard Companies, 2021)

There was a study made in Aalto University where the goal was to study employee's experiences about self-organizing and work well-being. The goal was also to provide suggestions as to how organizations could help their employees' recovery from work. The results were quite conflicting. The employees expressed they enjoyed the self-managing way of working and that they did not need supervisors in their work tasks. But still they brought up a desire for stronger leadership. They enjoyed being appreciated and wanted to be the best at their work, and that they did not need anyone micromanaging them. However, they also felt that the support and instructions were somewhat inadequate. It seems that the employees wanted to have their autonomy and freedom, but also get feedback and instructions more easily. (Pietilä, 2019)

Job crafting is a method to involve employees more. There, employees do their own job description. In the method, each team will have some post-it notes, and everyone will write the tasks they do at work as concretely as possible. After this, the notes are separated into three different piles: favourite tasks, the most hated tasks, and tasks that are 'okay'. Then everyone picks up their "most hated tasks"-pile and trades notes with

co-workers. In the end, there will be a small pile of hated tasks and people end up with more tasks that 'okay' or their favourite. (The Finnish Centre of Occupational Safety, 2018)

3.1.2 The opportunity to learn new things

If the work stays the same, it is impossible to keep it interesting. Learning new things does not have to be constant education or webinars, it can be everyday work where employees solve problems and learn from them. When the tasks are challenging enough and different from each other, the work stays interesting. Finding the perfect challenge level is a subjective thing and it needs to come from the employee or at least an employer should listen to their employees on the matter. (The Finnish Centre of Occupational Safety, 2018)

Job rotation is one way to learn new things and it can result in increased job satisfaction as it did in the Pipeline Finland factory. They changed the departmentalised job rotation to a whole factory job rotation in early 2017. Now everybody does everything. This brings stability to the company when they can replace every employee during sick leaves. It also provides a chance to learn new things and methods. (The Finnish Centre of Occupational Safety, 2018)

3.1.3 The feeling of mutual trust

The feeling of trust goes hand in hand with autonomy and self-management. Trust goes both ways. So, if an employer should trust their employees, their employees should also trust their employers. This needs transparency and open discussions. There should be open discussions about big decisions before they are made and afterwards. (The Finnish Centre of Occupational Safety, 2018)

Fairness is one way to increase trust in a workplace. To learn how to give credit where it should be given and treat everyone the same. It is also important not to point any fingers if mistakes are made. Mistakes are the best ways to learn how to do things

better and it is seldom one person that is guilty of the mistakes. (The Finnish Centre of Occupational Safety, 2018)

In Malaysia there was a study in 2019 (Johari et al., 2019) where a total of 208 public sector employees were surveyed. The purpose of the study was to examine the structural relationships between the job itself, employee well-being and job performance considering the new administrative reform called the Government Transformation Program in Malaysia that stresses on measurable performance outputs. The results indicate that positive feedback can lead to good job performance.

3.1.4 Feeling of meaningfulness at work

According to Hakanen (2011) the key to employee well-being is to feel work engagement. It can be described as the feeling when you throw yourself into work and lose the track of time. When the work is so interesting, you do not notice anything else. Work engagement is also hard work but also rewarding when after solving a difficult problem you finally get the answer. He points out that work is not necessarily fun all the time, but you can achieve fun through succession in work tasks. He says that it is close to the feeling of fulfilment. And when people perceive their work as meaningful, they will go the extra mile to help a co-worker or help the workplace to overcome difficult problems. When an employee experiences that their work has a meaning and serves a higher purpose, it increases job satisfaction (Steger et al., 2012). Therefore 'work meaningfulness' is one keyword to achieve capable workers. So, from the employer's point of view, it can be roughly said that a happy employee is an effective employee.

3.2 Job rotation

Job rotation happens when two employees change jobs in the same organization for short period of time or permanently. The length can vary from weeks to months or even years (The Ministry of Finance of Finland, 2012). Employees will learn new skills, obtain knowledge, abilities, contacts, and will help to transfer tacit knowledge

throughout the organization (Alias et al., 2018; Oparanma & Nwaeke, 2015). The main theme of successful job rotation is that employees do this voluntarily (The Ministry of Finance of Finland, 2012).

Job rotation will give some feeling of autonomy when employees can decide when and how they will develop their know-how. One of the objectives of the Pori human resource plan is to promote and use the knowledge and career paths. Job rotation will contribute to this objective (Pori human resource plan 2020 – 2025) and it is also considered as one of the best methods to learn new things. (Oparanma & Nwaeke, 2015)

According to several thesis' (Kuulusa, 2013; Murto, 2017; Penttinen, 2015), job rotation is beneficial to the organization and to the employee. It is one of the best methods in an organization to train employees and increase their job satisfaction if it is implemented well. (Alias et al., 2018; Oparanma & Nwaeke, 2015)

In 2009, there was a study in two Taiwanese hospitals, where the motivation for the study was to investigate how stress caused by their role among nurses could affect their job satisfaction and organizational commitment, and whether the job rotation system might encourage nurses to understand, relate to and share the vision of the organization, consequently increasing their job satisfaction and encouraging them to willingly remain in their jobs and commit themselves to the organization. The questionnaire was sent to two hospitals, and they got 532 valid answers from 650 copies. The results were the following:

- Job rotation among nurses could influence their job satisfaction, and organizational commitment.
 - Job satisfaction could have a positive effect on organizational commitment,
 - But role stress among nurses could have a negative effect on their job satisfaction, and
 - role stress could have a negative effect on their organizational commitment.
- (Ho, Chang, Shih & Liang, 2013)

When introducing a new improvement to an organization, some research must be done. You must ask yourself, where are you now. After that, you must know where you are

going and then you can plan the ways how to get there (Ahlström, 2014). Therefore, it is useful to know, how other municipalities have planned job rotation. Other cities, like Lahti and Kouvola, have started to use job rotation (Kekkonen, 2020; Rantalainen, 2020). The library services of Espoo have job rotation in their yearly schedule. Every employee will participate in the job rotation. (Espoo, 2019). In the health care and social services of Pori, they use job rotation also but with different methods.

3.3 Usability and usability testing

According to Nielsen (2012) the definition of usability is “It assesses how easy the user interfaces are to use and the word itself refers to ways of making things easier to use during the design process”. Nielsen has included the whole design process into his definition. Usability can also be defined differently, when talking about all usability design processes and not only software development. Reiss (2012) describes usability “Usability deals with an individual's ability to accomplish specific tasks or achieve broader goals while "using" whatever it is you are investigating, improving, or designing - including services that do not even involve a "thing" like a doorknob or web page.” He talks about how usability is simply a measurement of how well the product works. In Krug’s (2006) opinion the product’s usability is good, when you do not have to think about its usability or does it work.

Nielsen (2012) says that usability can be defined by five components: learnability, efficiency, memorability, errors, and satisfaction. Learnability is about how easy the users finish tasks given to them when they are trying the software or product for the first time. Efficiency means how quickly can users perform tasks after they have learned the design. Memorability means how quickly users can recall how to use the software if they have not used it for a while. Errors is about categorizing how many mistakes users made, how severe they were and how easily they could recover from these errors. Satisfaction is about how satisfying it is to use the product (Nielsen, 2012). So, if an umbrella will open smoothly when it rains, it can be said to be satisfactory to use and therefore it is usability can be defined good (Reiss, 2012). Reiss (2012) also brings out two more ways of thinking about usability: does the product work how we *expect* it to work and does the product work how we *want* it to work.

Nielsen (2012) has created and defined ten principles which are highly appreciated amongst software developers. These principles help designers to make the software easier to use and more functional. He calls them “10 heuristics”. However, this applies only to software and web pages, not to products for example an umbrella. The heuristics are shown in Picture 2.

Nielsen Norman Group

Jakob's Ten Usability Heuristics

- 1 Visibility of System Status**

Designs should **keep users informed** about what is going on, through appropriate, timely feedback.
- 2 Match between System and the Real World**

The design should speak the users' language. Use words, phrases, and concepts **familiar to the user**, rather than internal jargon.
- 3 User Control and Freedom**

Users often perform actions by mistake. They **need a clearly marked "emergency exit"** to leave the unwanted state.
- 4 Consistency and Standards**

Users should not have to wonder whether different words, situations, or actions mean the same thing. **Follow platform conventions.**
- 5 Error Prevention**

Good error messages are important, but the best designs **prevent problems** from occurring in the first place.
- 6 Recognition Rather Than Recall**

Minimize the user's memory load by making elements, actions, and options visible. Avoid making users remember information.
- 7 Flexibility and Efficiency of Use**

Shortcuts — hidden from novice users — may **speed up the interaction** for the expert user.
- 8 Aesthetic and Minimalist Design**

Interfaces should not contain information which is irrelevant. Every extra unit of information in an interface **competes** with the relevant units of information.
- 9 Recognize, Diagnose, and Recover from Errors**

Error messages should be expressed in **plain language** (no error codes), precisely indicate the problem, and constructively suggest a solution.
- 10 Help and Documentation**

It's best if the design **doesn't need** any additional explanation. However, it may be necessary to provide documentation to help users understand how to complete their tasks.

NN/g www.nngroup.com/articles/ten-usability-heuristics/

Picture 2. Jakob Nielsen's 10 heuristics. (Nielsen, 2012)

Krug describes simple usability principles as Krug's Three Laws:

1. The first law is, “Don’t make me think”. In this chapter he describes how we do not want to ask questions when we are using a web site or a product, we just want to use it without thinking about it.
2. “It does not matter how many times I have to click, as long as each click is a mindless, unambiguous choice.” We do not want to read but only the things we are searching for from the website. So, instead of reading, we scan the websites. Designers should use the same familiar elements, people are used to seeing, such as font sizes, links being blue etc. People feel more comfortable if they recognize what they see. Everything should also be named the way everybody knows what you mean. For example, abbreviations are not recommended since there can be different abbreviations depending on the context.
3. “Get rid of half the words on each page, then get rid of half of what is left.” Keeping the content simple might be the hardest laws since there’s so much information available.

(Krug, 2006)

All these definitions of usability have one thing in common: they all want to make their product desirable. When people are satisfied with the product, they find it desirable, and they use it / buy it more (Barnum, 2010). And this is for the competitiveness of the business. Functional product is a necessity in a competing world of software development. Because the competitiveness of the industry is so high, a slow or frustrating software could even cause a company to go out of business. (Nielsen, 2012)

A product should work like it is supposed to, and a service can also be seen as a product to which usability “laws” apply. For example, if you have two shops that sell plants. Both sell the same plants, and they look good in both shops. However, in the shop A the owner talks to you like to an old friend and the owner of the shop B barely even notices you. I guess, most people will choose shop A, since they feel welcomed there. Shops do not survive if people visit there only once. The service should be so good, that people will return to buy more plants. This is also usability since it is about satisfaction. (Reiss, 2012)

Usability testing is one method to identify problems, uncover opportunities and learn about the target users. It is an iterative method where several tasks are given to the users to perform and then ask for feedback. Improvements are made according to the feedback. The tasks performed should be realistic to get realistic results. They can be open-ended questions or specific tasks, depending on the objective (Moran, 2019).

4 RESEARCH METHODOLOGY

4.1 The methodology

The aim of the thesis was to analyze the usability of Kuntarekry. The aim focused with exploratory research where many of the studies (Aalto, 2018; Alias et al., 2018; Kuulusa, 2013; Penttinen, 2015) based on how job rotation would benefit the organization and how it would increase employee well-being. Seemed that this subject had been well covered for, but there were few that combined usability and job rotation.

The study was qualitative because it is one way to describe experiences and for the same reason the data collection was done as a semi-structured interview. (Brinkmann, 2013) The purpose of a qualitative study is to understand things and phenomena from a subjective point of view. (Kylmä & Juvakka, 2007)

4.2 Data collection

4.2.1 Questions for the interview

The interview questions were based (Appendix 3) to an article by Susan Farrel (2016). The article is found on Nielsen Norman Group's website, and it is meant to help formulate open-ended question for usability testing. With Nielsen's ten heuristics, and the research questions of the thesis, the interview questions were formulated. It was important to ask questions that would enlighten the answers for research questions.

4.2.2 Pre-test

When the questions are formulated without using a ready form, a questionnaire or an interview should be tested to more validated answers (Geisen et al., 2017). The application form and the interview questions were tested with two persons who are experienced with software and IT. The results that were received from this testing were the kind that was to be expected. No problematic questions were identified. The testing was done face to face.

4.2.3 Collecting data

The data was collected as a part of a pilot group project and there were seven participants in that group. The pilot group's purpose was to find out, what are the pros and cons of implementing job rotation in the organization and test the process before it would be implemented in other units of Pori organization.

The library services of Pori were interested in participating in the pilot group. Everyone, who worked in library services of Pori could participate.

The employees, who wanted to participate, were sent a link via email and it took them to Kuntarekry's website. After login, a job rotation application form would open. They were asked to fill in this application form (Appendix 2). The usability assessment was focused on the application form shown in Appendix 2 and on Kuntarekry's general functionalities.

The participants filled their application in a time suitable for them and with a device suitable for them. After all of them had answered, a Microsoft Teams meeting was booked. Five of the participants participated in the interview. The semi-structured interview was recorded, and the recording was saved in a cloud-based Microsoft Stream-application. The data collection of the users' point of view for the thesis was conducted in this session. A semi-structured interview was used because it is a good choice when gathering facts, attitudes, and opinions (Wilson, 2014). If someone could not attend to the group meeting, there was an option to do an individual interview or

another group meeting if there would have been several participants who cannot participate in the first meeting. The collected material would have been analyzed with the same method as the earlier collected material and at the end the results would have been combined. If there would have been individual interviews, they would have been analyzed separately.

Even all the pilot group participants did not join the interview, to get validated data, usability testing does not require so many participants. Nielsen (2012) states that you only need five people to test the usability since “Testing with five people lets you find almost as many usability problems as you'd find using many more test participants”.

In the interview the questions were asked during a free conversation, and they were only as to guide the discussion. In the interview the job rotation application form was shown via Teams to the participants to refresh their memory and to raise more emotion about the form.

To discover what possibilities Kuntarekry has, there was an interview of the two main users of Kuntarekry. They are employed by Pori and are maintaining the recruitment system of the organization. The questions are almost the same that were asked in the group interview of the participants but there were some changes according to users' previous experience. The questions are presented in Appendix 4.

All the data was collected in Finnish since the participants spoke Finnish. The questions were translated from English to Finnish and the answers were translated from Finnish to English.

4.3 Data analysis

Content analysis is a systemic way to analyze data and it provides a way to describe the target text. It dates to the early 50's, where Bernard Berelson (1952) published the first work containing quantitative content analysis. Nowadays, there are two content analysis: qualitative and quantitative. (Kylmä & Juvakka, 2007)

Both interviews, users', and main users', were transcribed. The answers from the interviews were written in separate papers and laid under headlines of Nielsen's (2012) 10 heuristics. Similar answers were collected under the same headlines and conclusions were made from those answers that were most common. The answers about the application form were divided under experiences and possibilities to meet the needs of the research questions.

To add more validity to the usability testing of Kuntarekry and gather more information to formulate conclusions, the author of this thesis analyzed Kuntarekry by comparing it to Nielsen's (2012) 10 heuristics.

5 RESULTS

The usability of Kuntarekry and the application form was tested during the pilot and the experiences were gathered by using a semi-structured interview. The interview questions are presented in Appendix 3.

5.1 The usability of Kuntarekry

Pori has been using Kuntarekry for 11 years now and the two main users have been piloting it at the beginning. They have been the main users this whole time and the same software developers from FCG Consulting Oy have been developing the software all this time too.

Question: "How long Pori has been using Kuntarekry?"

"11 years and we were piloting it together. And the same software developers are in this with us still. Although, they have been adding people to their team, but the same people are still working there, that were there in the first place."

The overall experience of the participants in using Kuntarekry was good. People had prior experience about the platform, and they were confident about using it. The average score for the overall experience was 7,4 out of 10.

“I have used many different recruitment platforms, and this is one of the easiest to use.”

Nielsen’s (2012) 10 heuristics provide guideline to assess the usability of a website or a software.

Visibility of System Status

In this section the requirement is that the system keeps the users informed about what is going on. In Kuntarekry there is clearly visible the fact in which page you are on, and the menus in the job searching side are always there if you need to go to another page. In the application form it will point out the errors there might be in the filling of the form. It does not let you send an unfinished application form.

There were some problems in the use of Kuntarekry at the beginning. Three people out of seven had to make a new profile because the software company has outlined that they do not hold user information longer than two (2) years. (Kuntarekry, 2021) The error manifested as an unsuccessful login. The page just informed that the credentials were not correct. This is not in line with the objective of this heuristic.

“There were some difficulties signing in. The service does not hold your information longer than two years. I had to do a brand-new profile and I had to write my CV all over again.”

The author of the thesis also found an issue with language. When filling in the application in English and using the browser’s Back-button, the system language changed to Finnish.

Match between System and Real World

The language should be familiar and understandable, and in Kuntarekry it is. The page is done in Finnish and there are some functionalities in English too but if one is speaking only English, navigation might be difficult, at least at first. The recruitment posts and the applications for the jobs are in the language as they are made, and the system cannot translate them.

User Control and Freedom

One can always click on the logo of Kuntarekry on the upper left corner of the site and it will take you to the front page. The application form and the whole recruitment side are an exception since the logo is not a shortcut even though there is a logo.

In the application form there are buttons where you can move forward and backwards in the application form's pages.

Consistency and Standards

If an application form forming tool is made with consistent design and standards, the learnability of the tool is high (Nielsen, 2012).

The main users said that the application form is easy to make.

“There are ready forms you can do. It will give you a set of basic questions. It takes me about 5 minutes to make a regular recruitment application form and publish it.”

It might take a little bit more time if there are special requests.

“The questions depend on the managers, and what they want.”

The inconsistency in the whole platform is the missing link from the logo in the recruitment side.

Error Prevention

Web-based systems rarely have errors, and they are often caused by problems in the browser, not the platform itself.

There are different kind of rights in the software. There are the main users, then there are user rights for managers and then there are the credentials for basic users. The level of rights for the managers depends on what they need to do in Kuntarekry. Only main users can publish the recruitment posts and this way there is little variation to the recruitment posts.

“Only the two of us can publish them. It is good to stay in charge of those.”

The platform allows you to save your CV for further use and it saves data under your profile while you fill it in.

“Good thing about it is that all of the information is saved under your profile like a CV. You do not need to write it all over again.”

If anything should happen during the filling of an application, the data would be already saved.

Recognition Rather Than Recall

There are instructions on every page of the application form and there are no other navigation menus but the buttons forward and return and in the right upper corner there is “Exit” button. The pages are always the same so if you have filled an application before, you can do it again easily. The other functionalities are the same and they have been designed in the same logic, so it does not require much brainwork to use the platform.

Flexibility and Efficiency of Use

Since the application form only has one exit button, it might be frustrating. In the application form, there are no shortcuts or menus in sight. In other parts of the platform, like job search side, there are menu and shortcuts in sight.

The flexibility and scalability are good since the platform works well in both PC and in mobile devices. One participant had another opinion.

“It seems to me that most of the websites are built to use in a mobile device and not with a PC. When using a website with a PC you usually have to scroll and scroll.”

Aesthetic and Minimalist Design

The participants described the front page a bit messy. In other parts Kuntarekry is quite minimalistic and the colors are neutral.

“I think the front page is quite messy. There’s a lot going on.”

Recognize, Diagnose and Recover from Errors

Since the platform is web-based, the system automatically saves the written data in the application form. If you have filled the application partially and accidentally close the page or the computer freezes, your information should be safe. When you go back to the page, it will ask you if you want to continue filling the partially filled application.

Help and Documentation

The platform does have a chat robot and an email where you could send questions. They also have the Terms of use available.

Main users thought that Kuntarekry is a good platform, and it works well. They were really impressed how well the company took their opinions in to consideration.

” They are updating the software all the time, and, in my opinion, they have tweaked it to perfection. The software is super easy to use.”

“They always ask us if there is something they could develop or is there something our organization needs, and they also call us frequently to ask how we are doing. They usually add those functionalities that we have suggested.”

“They have recruitment trade fair two times a year that they always invite us to. There you can hear about the latest updates and news. You can also ask question in these fairs.”

“We had problems with managers not using the substitution side of Kuntarekry and they sent one of their specialists to help educate the managers in the use of the software, and the specialist did it for free! And it was not just one day, but several.”

“Their Service Desk is great! They know us and usually know what to expect from us. They are always eager to answer our questions and are always on a good mood. And they answer our questions fast!”

5.2 The usability of the application form

The purpose of the thesis was to help Pori increase the well-being of the employees with finding best practices and new means for making job rotation process more efficient and user-friendly. To make the process more user-friendly, the recruitment application form should also be analyzed with usability framework. The application form is presented in Finnish in Appendix 2.

Experiences

In Table 1, are the results how people answered different questions of the application form. In the first column, there is a number to a respondent. It cannot be traced back to the original respondent since the respondents were placed in this sheet in a random order. The number is only there to represent different answers. In the second column are listed the questions that were left blank in that application. In the last column there is listed the questions that were filled partially or incomplete.

Table 1. Answers of the application form.

Respondent	Left empty	Filled partially
1	Application (free text), work experience	Education
2	-	-
3	-	Work experience, education
4	Application (free text), work experience, education, current unit, current position, task interest, expectations	-
5	-	-
6	-	Education
7	Work experience	-

The participants thought that the application form was too long, and it had irrelevant questions. It also took too long to fill out and some of the questions were hard to comprehend.

Questions that the participants had some difficulties to answer were the question about further education and the open-ended questions.

“I did not quite understand what the further education section was for.”

“In the preferred length of the job rotation -question, I would have wanted an option that said, ‘Depends on the situation’.”

“I would have wanted to see some instructions in the open-ended questions. Now I did not know what was expected; a long or a short story.”

The work experience section was experienced to be quite irrelevant. The participants were wondering why employer wants to ask them that when they already work in the organization.

“The work experience could have been in an open-ended question.”

“It took me about one hour to fill the application since I put all my work experience and education in the application.”

“I did not fill the application’s work experience or the education section properly since I did not have my certificates with me at work.”

The objective of the application form was to serve as many employees as possible.

“The questions about former work experience are good when the job rotation participant is transferring from branch to another. For example, if an employee is transferring from the health care branch to the education branch, the managers will not get any work history if the applicant won’t provide it to them.”

Possibilities

There are two sides in Kuntarekry: substitute side and the regular recruitment side. The application form was done in the regular side even though the substitute side could offer some other functionalities.

“We did one application on to the substitution side, but then changed to the other side. Kuntarekry’s representative told us that someone had tried the substitution side for job rotation and did like the regular side better.”

“The applications in substitution side will be deleted if there’s no activity on them in three months.”

6 CONCLUSIONS

6.1 Experiences

The first research question was about the experiences of the participants. According to the results, participants found the use of Kuntarekry easy to use and clear. Also, main users thought that Kuntarekry is working as good as it can. The main users were impressed by the fact that the platform is being developed all the time and that their

opinions matter to FCG Consulting Oy. They have been working with Kuntarekry for a long time, so they are the expert in their field and should be used as an asset in the development of the job rotation process concerning Kuntarekry and the application form.

The experiences using the platform as a recruitment software for job rotation were also positive. The users thought that it is a good way to gather the recruitment information and they thought it was beneficial that the platform saved their CV for future use. There were some issues with the credentials, and it needed some work from the ICT support but on the most part, the participants were satisfied in using the platform. It should be clearer to the users that their credentials are being deleted after two (2) years.

The usability assessment made by the author of the thesis provided some information about the functionalities of Kuntarekry's recruitment platform. In the main parts of Kuntarekry, there is the main menu and the Kuntarekry-logo available in every page. One can navigate their way back to the front page from every page. However, in the recruitment side, there is no way to get to the front page from the logo but from the Jobs-button. This seems a bit inconsistent. When you are filling in the application form, there is only "Leave form application form" -button on the upper right corner and it takes you to the front page of the recruitment side. It seems that the front page and the recruitment or the profile side are two different sites. There were also problems with the language. English was chosen at the start but some of the sections changed back to Finnish if the Back-button was used. This might have different outcomes with a different browser. This test was done in a Windows 10 environment and the browser was Chrome with the latest updates.

6.2 Possibilities

In Appendix 5, there is the suggested process for future job rotation in Pori. With a good and functional process and application form, job rotation is easier to justify and promote. The main idea of the process is to engage the employees to discuss job rotation with their supervisors and to engage them to seek out job rotation places

themselves. Job rotation is sometimes seen as a negative thing because it is a change and changes are not always seen as positive. Therefore, job rotation should always be voluntary. To lower the threshold to go to job rotation there should be a clear process that would be marketed to the supervisors. Supervisors are a crucial part in the success of job rotation. To make job rotation a permanent addition to the employee well-being model in Pori, they should be rallied to be supportive and excited about the possibility to improve the know-how in their unit.

At best, job rotation will give Pori's employees more freedom to see how things are done in other places and increase co-operation cross-unit. It provides a way to try another post or a job in the city organization without having to resign. As stated earlier, everyone is responsible for their own well-being, at least to a certain point. This applies to the well-being at work too. Job rotation will give the employees of Pori an opportunity to increase their well-being at work by giving some autonomy and opportunities to learn new things (The Finnish Centre of Occupational Safety, 2018). According to research provided above, this can lead to increased job satisfaction and organizational commitment (Ho, Chang, Shih & Liang, 2013), which was one of the objectives in the human resource plan of Pori. (Pori human resource plan 2020 – 2025)

Kuntarekry has the possibility to send the application form as a link to the participants via email. This is a secure way to handle personal information if a person's working account is used. Also, when handling work related information via Internet, it is advised to use the tools provided your employer. (Your Europa, 2021). When an employee has filled in an application, an email is sent to a specific location. The one who makes the application, the main user in this case, can set the location to be an email address of one's choosing. This is a useful function to the process since the city's employee, responsible for the job rotation, could be anyone and if a shared mailbox is used, there can be multiple people reading the filled applications.

One of the pilot group's objectives was to gather ideas how to modify the application form to serve its purpose better. With these results the application form could be modified to be more suitable for those who are working in the same unit. However, Pori wanted to make the application suit for all employees, including those who will be transferring cross-unit. Now, if a person is transferring cross-unit, there is no way

in the organization to obtain the information about prior work experience or education without asking the employee. Only the HR personnel have access to this information, and in the process it is needed much sooner than HR unit is designed to be consulted. To make the application form work, there is no need to make two different application forms but there could be two different instructions to fill in the application form, where people transferring within one unit could leave parts of the application blank and those who will transfer cross-unit could fill all the questions.

There are two sides in Kuntarekry that could be suitable for job rotation in Pori, and they are the recruitment side of the platform and the substitution side. Substitution side is used for short-term jobs and there were couple of job rotation advertisement earlier in the substitution side of Kuntarekry. Pori did investigate this earlier and asked experiences from other cities and advice from FCG Consulting Oy. According to these conversations the substitution side was not suitable for the needs of the process. One reason was that the application forms would be stored for only three months and after that they would be deleted. Also, other cities had tried this earlier with unsatisfactory results. Therefore, the normal side was used and tested in the pilot group project.

Pori uses an e-form tool called Eemeli and this was one option to make the application form. Eemeli is a service provided by Fujitsu and it also has the option to send an email to the address of one's choosing. Making the application form is quite like Kuntarekry's. In Eemeli, the filled application form can be sent to the provided email address as an PDF-file and in the job rotation process the person in charge of job rotation could read the application and fill it in the intranet page. The process is quite like the Kuntarekry's. The problem in Eemeli is that employees cannot save their CV into the system so they cannot use it later like they can use it in Kuntarekry. In Kuntarekry one can fill new applications with the saved CV. And when the objective is to make the application form as easy as possible to the employees, Kuntarekry is the better choice.

Pori needed a platform that could ask the questions they wanted, store the information of the filled applications, give reports about the recruitment status and be easy to use. Pori had already purchased Kuntarekry services and had been using it a long time. It also provided the application form and holds the information long enough. The

platform has proven to be easy to use and it has good support system, for example a functioning Service Desk. Kuntarekry also provides statistics about recruitment which Eemeli does not provide.

There are other service providers in the market that weren't part of the pilot group project or this thesis. The main reason for excluding the other providers was that there were options available that were already purchased.

7 RESEARCH ETHICS AND VALIDITY

According to Finnish National Board on Research Integrity (2012), there are ethical principles to consider when doing research on people. One must ensure that the rights of the research subject are met. This means for example when conducting a recorded interview, one needs to have a permission to record the meeting. One will also need to mention if the participation is voluntary and how the data will be handled (Wilson, 2014).

The permission to record the meeting was asked in the beginning of the interview. It was also mentioned in the invite to the interview and in the invite, a possibility to decline from the data collection was provided.

The data was analyzed anonymously, and the participants were asked if the collected material can be used in the thesis. In both interviews, the recorded data was deleted after transcription and the transcription was made anonymously. This meant that the names were left out completely from the transcription and only random letter was provided to represent a participant, for example 'P1'.

Since qualitative interviews are always subjective, there is room for interpretation, and it is vulnerable to loss of objectivity. Semi-structured interview is quite flexible since the questions are only there to guide the discussion. Therefore, the interviewer must remain as objective as possible. (Brinkmann, 2013)

Both interviews took place via Teams. The author's camera was on during the interview for the participants, but the camera of the participant's was not on. This made the interpreting of the interview more difficult since there were more room for interpretation (Brinkmann, 2013). In the interview of the main user's, camera was not used at all. This was during the fact that the author of the thesis and the main user's had mutual work history.

The fact that the author and the main users had been working together earlier could have an impact on the results. There can be interpretation errors from the author's end if objectivity is not kept. There can also be different answers from the interviewees if they know their interviewer. (Brinkmann, 2013)

The purpose of the thesis was to help Pori increase the well-being of the employees with finding best practices and new means for making job rotation process more efficient and user-friendly. This was achieved by analyzing the usability of Kuntarekry and the application form by interviewing the participants about their experiences. By interviewing the participants and evaluating the usability of Kuntarekry with Nielsen's (2012) 10 heuristics, the first research question was answered. The aim of the thesis was to analyze the usability of Kuntarekry and describe the possibilities it might have in the job rotation process and to evaluate if it is suitable for the recruitment of job rotation in Pori. This was achieved with the interview of the main users. The second research question was answered in this process. As a result of the pilot group project and the thesis, job rotation process could be formulated, and this contributed to the purpose of the thesis and answered the third research question.

One of the main limitations of the thesis was the lack of experience of the author. The author had no prior experiences in research design, the used content analysis method, or presenting results. This gap was filled with the guidance from the supervisors and from the courses the school provided. It is good to remember, that a master's thesis is a process of learning (Satakunta University of Applied Sciences, 2021).

It would be beneficial for Pori to conduct another pilot group where the application form and the process is tested with people who are transferring cross-units. Also, it

could be useful to test the application form and the job rotation process with people from different fields of occupation to get more information.

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APPENDIX 1. THE JOB ADVERTISEMENT FOR JOB ROTATION.

TYÖKIERTO, PORI-03-37-21



Työkierrossa on kyse siitä, että kaksi viranhaltijaa/työntekijää omasta halustaan siirtyvät tekemään toistensa tehtäviä. Työkierron tavoitteena on kehittää ja monipuolistaa henkilöstön osaamista sekä lisätä työtyytyväisyyttä, tehokkuutta ja työssä jaksamista.

Työkierto edellyttää aina työnantajan suostumusta. Työkierto tehdään pääsääntöisesti ensin määräaikaisena siten, että työntekijät/viranhaltijat hakevat työ-/virkavapaata vakituisesta tehtävästään ja heille tehdään uusi määräaikainen sopimus tai annetaan määräaikainen viranhoidomääräys tehtävään, jota he työkierrossa kokeilevat.

Jos työkierron tavoitteena on ollut pysyvä työtehtävien vaihtaminen ja sekä työntekijät, että työnantaja katsovat työkierron onnistuneen, voidaan tehtävät myös vakinaistaa tekemällä työkiertoon osallistuneiden kanssa toistaiseksi voimassa olevat työ sopimukset. Toimivaltainen viranhaltija tai toimielin tekee asiasta oikaisuvaatimuskelpoisen päätöksen. Työntekijöiden tulee irtisanoutua edellisestä työsuhteestaan.

Täytettäessä tehtävä vakituisesti työkierron kautta, ei täyttämiseen tarvita henkilöstöjohtajan täyttölupaa.

Koska viran täyttäminen ilman julkista hakumenettelyä on mahdollista vain kunnallisesta viranhaltijasta annetussa laissa mainituin edellytyksin, ei virkaa voida työkierron kautta täyttää vakinaisesti. Virkaa voi työkierrossa kokeilla siis vain määräajan.

Kuvaa hakemustekstissä osaamistasi.

Palkkaus määrittyy uuden tehtävän mukaisesti ja siitä sovitaan työnantajan kanssa ennen siirtymistä.

Täytä sähköinen hakemus, kohdasta hae työpaikkaa. Hakemus tehdään aina Kuntarekryn kautta. Jos mahdollisuutta sähköisen hakemuksen tekemiseen ei ole, voit toimittaa paperisen hakemuksen HR-yksikköön, Hotelli Otavaan tai lähettää sen osoitteeseen Poriin kaupunki, HR-yksikkö, Rekrytointi, Valtakatu 15), 28100 Pori.

Sähköiseen hakuun liittyviä ohjeita: p. 044 701 3421 tai p. 044 701 9989

LISÄTIETOJEN ANTAJAT (NIMET, YHTEYSTIEDOT, AJANKOHTA, MUUTA)

Kirjastopalveluiden johtaja Siina Vieri p. 044 701 5829 tai siina.vieri@pori.fi
IT-palvelupäällikkö Sanna Saarikko p. 044 701 8810 tai sanna.saarikko@pori.fi
Anniina Wiman p. 044 701 5248 tai anniina.wiman@pori.fi

TYÖNANTAJAKUVAUS

Porin ytimessä on sitkeä yrittäminen ja oma tapa tehdä - alalla kuin alalla. Täällä tehdään itse, luodaan tyhjistä ja noustaan tuhkasta. Elämään, ympäristöön ja tekemiseen suhtaudutaan intohimoisesti. Kulmia ei koskaan hiota liian pyöreiksi ja vastakohtille löytyy tilaa. Tervetuloa siis tähän noin 6000 työntekijän joukkoon. Tulitpa sitten hoitajan hommaan tai piirtelemään kaavoja, meitä kaikkia yhdistää asukas- ja asiakaslähtöisyys. Poriin kaupunki on savuton työpaikka.

[← TAKAISIN](#)

[📄 TÄYTÄ HAKEMUS](#)

Haku aika
01.03.2021 - 31.12.2021 12:00

Rekrytoiva yksikkö
Poriin kaupunki, Työkierto

Työnantaja
Poriin kaupunki

Kunta
Pori

Palvelussuhteen ajankohta
(alkupvm/kesto/"sopimuksen mukaan"/tms.)
Sopimuksen mukaan

Työn luonne (ilmoituksen luokitus
Kuntarekry.fi:ssä)
Kokoaikatyö, Osa-aikatyö, Vuorotyö

Palkka
Tehtävän mukainen

Palvelussuhteen tyyppi
Vakinainen, Määräaikainen

Tehtäväalue
Henkilöstöhallinto, Laki palvelut, Taloushallinto, Viestintä, Toimistotyö, Yleishallinnon johdon tehtävät, Tekniikka, IT / Tietohallinto, Ympäristöala, Kaavoitus ja rakentaminen, Maatalousala ja metsä- ja puistotyöt, Pelastustoimi, Kiinteistönhoito, Ruokapalvelut, Siivous ja laitoshuolto, Teknisen alan muut tehtävät, Lääkärit, Ylihoitajat ja osastonhoitajat, Sairaanhoitajat ja terveydenhoitajat, Lähi- ja perushoitajat, Terveystieteiden avustajat tehtävät, Kuntoutus ja terapia, Suun terveydenhuolto, Laitos- ja välinehuoltajat, Terveystieteiden muut tehtävät, Varhaiskasvatus, Sosiaalityö, Avustajien tehtävät, Psykologit, Sosiaalialan muut tehtävät, Luokanopettajat, Erityisopetus, Aineenopettajat ja lehtorit, Opetusalan erityisasiantuntijat, Rehtorit, Kulttuuri- ja museoala, Kirjasto- ja arkistoala, Nuorisola, Liikuntapalvelut, Muu hallinto- ja toimistotyö, Opetus- ja kulttuurialan muut tehtävät, Kuljetus ja liikenne, Teknisen alan johdon tehtävät, Terveystieteiden johdon tehtävät, Sosiaalialan johdon tehtävät, Ammatilliset opettajat, Opetus- ja kulttuurialan johdon tehtävät, Matkailu- ja elinkeinotoimi, Kehittämisen ja projektitehtävät, Kouluttajatehtävät, Vanhus- ja vammaispalvelut, Laboratoriohoitajat ja röntgenhoitajat, Markkinointi, Pesulapalvelut ja tekstiilihuolto, Hankinta, Korkeakouluopettajat, Työllisyyspalvelut

Työavain
PORI-03-37-21

Postinumero
28100

APPENDIX 2. THE APPLICATION FOR THE JOB ROTATION.

TYÖKIERTO

PORIN KAUPUNKI, TYÖKIERTO

HAKEMUSTA EI VIELÄ JÄTETTY

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HENKILÖTIEDOT

SUKUNIMI*	ETUNIMET/ETUNIMI*
<input type="text" value="Testaaja"/>	<input type="text" value="Testi"/>
SYNTYMÄAIKA (PP.KK.VVVV)*	<input type="text" value="PP.KK.VVVV"/>

YHTEYSTIEDOT

MATKAPUHELIN*	<input type="text"/>
OSOITE*	<input type="text"/>
POSTINUMERO*	POSTITOIMIPAIKKA*
<input type="text"/>	<input type="text"/>
SÄHKÖPOSTIOSOITE	<input type="text" value="roskat9@gmail.com"/>

LISÄTIEDOT

LISÄTIETOJA

LIITETIEDOSTO 1	<input type="text" value="Ei tallennettua tiedostoa"/>	<input type="button" value="↑"/>
LIITETIEDOSTO 2	<input type="text" value="Ei tallennettua tiedostoa"/>	<input type="button" value="↑"/>
LIITETIEDOSTO 3	<input type="text" value="Ei tallennettua tiedostoa"/>	<input type="button" value="↑"/>
LIITETIEDOSTO 4	<input type="text" value="Ei tallennettua tiedostoa"/>	<input type="button" value="↑"/>
LIITETIEDOSTO 5	<input type="text" value="Ei tallennettua tiedostoa"/>	<input type="button" value="↑"/>

[< EDELLINEN](#) [TALLENNA](#) [TALLENNA JA SEURAAVA >](#)

OHJEET

Otathan huomioon hakulomaketta täyttäessäsi sen, että työnantaja valitsee rekrytointikohtaisesti hakulomakkeen kysymykset. Jokainen hakulomake voi tästä syystä sisältää erilaisia kysymyksiä, eikä ole samanlainen kuin aiemmin täyttämäsi hakulomake.

Työnantajat määrittelevät rekrytointikohtaisesti myös sen, voiko hakulomakkeelle lisätä liitetiedoston. Mikäli liitetiedostomahdollisuus on hakulomakkeella, on liitetiedostojen maksimikoko 2 MB/liite.

Sähköpostiosoite:
Jos hakulomakkeella kysytään sähköpostiosoitetta, niin anna tähän kenttään vain yksi sähköpostiosoite ja tarkista osoitteen oikeinkirjoitus. Tähän talletettua osoitetta käytät myös uuden salasanan tilaamiseen.

Pakolliset kentät on merkitty tähdellä (*)

Kattavan ohjeistuksen Kuntarekryn käyttöön löydät klikkaamalla tästä: [TYÖNHAKIJAN OPAS](#)

TYÖKIERTO

PORIN KAUPUNKI, TYÖKIERTO

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TUTKINNOT

[LISÄÄ TUTKINTO](#)

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[SEURAAVA >](#)

OHJEET

Muista merkitä yksi tutkinnoista ruksilla "Tämä on ylin tutkintoni".

Sinipohjaisesta kynä-painikkeesta pääset muokkaamaan tutkintoasi. Punapohjaisesta kieltoimerkistä voit poistaa tutkinnon.

Pakolliset kentät on merkitty tähdellä (*)

Otathan huomioon hakulomaketta täyttäessäsi sen, että työnantaja välittää rekrytointikohtaisesti hakulomakkeen kysymykset. Jokainen hakulomake voi tästä syystä sisältää erilaisia kysymyksiä, eikä ole samanlainen kuin aiemmin täyttämäsi hakulomake.

Kattavan ohjeistuksen Kuntarekryn käyttöön löydät klikkaamalla tästä: [TYÖNHAKIJAN OPAS](#)

TYÖKIERTO

PORIN KAUPUNKI, TYÖKIERTO

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LISÄ- JA TÄYDENNYSKOULUTUS

[LISÄÄ KOULUTUS](#)

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OHJEET

Otathan huomioon hakulomaketta täyttäessäsi sen, että työnantaja välittää rekrytointikohtaisesti hakulomakkeen kysymykset. Jokainen hakulomake voi tästä syystä sisältää erilaisia kysymyksiä, eikä ole samanlainen kuin aiemmin täyttämäsi hakulomake.

Järjestelmä asettaa lisäkoulutus- ja kurssitiedot automaattisesti aikajärjestykseen.

Pakolliset kentät on merkitty tähdellä (*)

Kattavan ohjeistuksen Kuntarekryn käyttöön löydät klikkaamalla tästä: [TYÖNHAKIJAN OPAS](#)

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TYÖKOKEMUS

LISÄÄ TYÖKOKEMUS

ESIMIESKOKEMUKSINI YHTEENSÄ (VUOTTA)

KUVAUS ESIMIESKOKEMUKSESTANI

< EDELLINEN

TALLENNA

TALLENNA JA SEURAAVA >

OHJEET

Muista merkitä yksi työkokemus ruksilla "Tämä on tämänhetkinen/ viimeisin työkokemukseni".

Järjestelmä laskee työkokemukset alkupäivämäärästä loppupäivämäärään. Jos sinulla on ollut osa-aikaisia tai paljon lyhytaikaisia työsuhteita, laske ja kirjoita niiden kestot käsin.

Kesto -kentän Laskin-painikkeella voit laskea keston uudelleen, jos muutat päivämäärätietoja.

Sinipohjaisesta kynä-painikkeesta pääset muokkaamaan työkokemustasi. Punapohjaisesta kieltomerkistä voit poistaa työkokemuksen.

Pakolliset kentät on merkitty tähdellä (*)

Otathan huomioon hakulomaketta täyttäessäsi sen, että työnantaja valitsee rekrytointikohtaisesti hakulomakkeen kysymykset, esimerkiksi onko Kesto-kenttä käytössä vai ei. Jokainen hakulomake voi tästä syystä sisältää erilaisia kysymyksiä, eikä ole samanlainen kuin aiemmin täyttämäsi hakulomake.

Kattavan ohjeistuksen Kuntarekryn käyttöön löydät klikkaamalla tästä: [TYÖNHAKIJAN OPAS](#)

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PORIN KAUPUNKI, TYÖKIERTO

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HAKEMUS TEHTÄVÄÄN

VAPAAMUOTOINEN HAKEMUKSESI TEHTÄVÄÄN

MISSÄ YKSIKÖSSÄ TYÖSKENTELET TÄLLÄ HETKELLÄ?

MIKÄ ON NYKYINEN TEHTÄVÄNIMIKKEESI?

MILLAISISTA TEHTÄVISTÄ OLET KIINNOSTUNUT?

MITÄ ODOTUKSIA JA TOIVEITA SINULLA ON TYÖKIERROSTA?

OHJEET

Otathan huomioon hakulomaketta täyttäessäsi sen, että työnantaja valitsee rekrytointikohtaisesti hakulomakkeen kysymykset. Jokainen hakulomake voi tästä syystä sisältää erilaisia kysymyksiä, eikä ole samanlainen kuin aiemmin täyttämäsi hakulomake.

Pakolliset kentät on merkitty tähdellä (*)

Kattavan ohjeistuksen Kuntarekryn käyttöön löydät klikkaamalla tästä: [TYÖNHAKIJAN OPAS](#)

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TYÖKIERTO

PORIN KAUPUNKI, TYÖKIERTO

HAKEMUSTA EI VIELÄ JÄTETTY

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TEHTÄVÄKOHTAISET LISÄTIEDOT

KUINKA PITKÄN TYÖKIERTOJAKSON HALLUAISIT SUORITTAAT?

MIHIN TOIMIPISTEESEEN TOIVOT TYÖKIERTOON ENSISIJAJAISESTI?

MILLOIN VOIT ALOITTAAT? MIHIN SAAKKA VOIT TYÖSKENNELLÄ?

PP.KK.VVVV PP.KK.VVVV

< EDELLINEN

TALLENNA

TALLENNA JA SEURAAVA >

OHJEET

Otathan huomioon hakulomaketta täyttäessäsi sen, että työnantaja valitsee rekrytointikohtaisesti hakulomakkeen kysymykset. Jokainen hakulomake voi tästä syystä sisältää erilaisia kysymyksiä, eikä ole samanlainen kuin aiemmin täyttämäsi hakulomake.

Pakolliset kentät on merkitty tähdellä (*)

Kattavan ohjeistuksen Kuntarekryn käyttöön löydät klikkaamalla tästä: [TYÖNHAKIJAN OPAS](#)

TYÖKIERTO

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Et ole antanut kaikkia pakollisia tietoja tai kaikkia antamiasi tietoja ei voitu hyväksyä.

PERUSTIEDOT

TUTKINNOT

LISÄ- JA TÄYDENNYSKOULUTUS

TYÖKOKEMUS

HAKEMUS TEHTÄVÄÄN

TEHTÄVÄKOHTAISET LISÄTIEDOT

< EDELLINEN

KOPIOI PROFILIKSI

OHJEET

Tämä on yhteenveto hakemuksestasi. Tarkistathan ennen lähettämistä, että tiedot ovat oikein ja että pakollisiin kysymyksiin on vastattu. Mahdolliset virheelliset tai puuttuvat tiedot näytetään punaisella ja niitä voit muuttaa ja täydentää siinä hakulomakkeen vaiheessa, jossa virheellisiä tai puuttuvia tietoja on.

Lähetä hakemuksesi painamalla "Lähetä hakemus" -painiketta. Lähetä hakemus -painike ei tule näkyviin jos kaikkiin pakollisiin kysymyksiin ei ole vastattu tai hakemuksessa on väärässä muodossa olevaa tietoa (esim. päivämääräkentässä). Tietoja et pääse muokkaamaan tässä yhteenvetonäkymässä, vaan sinun tulee siirtyä kyseiselle välilehdelle ja muokata tietoa sieltä. Kun olet sillä välilehdellä jossa muutoksia voi tehdä, pääset muokkaamaan esimerkiksi työkokemustietoa klikkaamalla kynä-painiketta, mikä löytyy työkokemusrivin oikealta puolelta.

APPENDIX 3. THE INTERVIEW QUESTIONS FOR THE GROUP INTERVIEW IN TEAMS.

1. On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you describe the overall experience in filling the application?
2. Do you have previous experience with the platform?
3. What issues did you have when logging in?
4. What issues did you have when creating an account?
5. Any other issues in the beginning?
6. How long did it take to fill in the application?
7. How long it should take in your opinion?
8. What issues did you have when filling the application?
9. What questions were unclear?
10. What questions would you add?
11. What questions would you leave out?
12. What was the best part of the platform?
13. What would you change in the platform?

APPENDIX 4. THE INTERVIEW QUESTIONS FOR THE MAIN USERS' INTERVIEW IN TEAMS.

1. How much previous experience you have with the platform?
2. What issues did you have when creating the application form?
3. How long did it take to make the application form?
4. How long it should take in your opinion?
5. What questions or options were unclear?
6. What questions or features would you add?
7. What features would you leave out?
8. What is the best part of the platform?
9. What would you change in the platform?

APPENDIX 5. THE SUGGESTED PROCESS FOR JOB ROTATION

