



TAMPERE POLYTECHNIC

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FINAL THESIS REPORT

**Training,
Taking Care of Personnel and Business**

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Summary

This thesis will go through the concepts of the training and situations when it would be needed. The abilities of good trainer would need and different ways of training are also been covered.

Huge changes have happened in Proffice and Fast Henkilöstöpalvelut. The goal of the thesis is to improve the personnel skills in certain area of expertise. Guide for personnel managers is been made to share knowledge of the company and help personnel through the phase where software program has been changed. It is meant also for the personnel that is just beginning their career in the company. Guide is only one part of the training, but it will also be the part that remains by personnel side after the process of the training has been completed.

There have been introduced concepts of training and in what kind of situation training is needed. New personnel are normally trained from the first moment they arrive to the company, but old employees may also need training for example during organizational changes. Forms of training are explained carefully with more weight put into orientation. Orientation is the key element in training, because after years of working, teaching new things get more difficult. Consequences that follow if company doesn't train its personnel will be gone through both parties point of views. What are the benefits for the company, employer and employee of the given training and what should trainer and the receiving party takes into a consideration before stepping the training process. These topics will be covered in the theory part and the results will also be able to see in the end of the thesis.

The thesis processes lead me into making a training guide to Proffice's and Fast Henkilöstöpalvelut's recruit assistants. Changes in the company inspired me to help them around and the result is the guide where is basic information of the company, introduction of the area of business and specific instructions to the new software program they have received. There has been a positive feedback of the guide and it will serve the personnel updated for many times more.

Keywords:

Training

Orientation

Guide

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1 Introduction

Competition is getting harder all the time. Companies struggle with new product developments and new marketing strategies. Sometimes one thing may be forgotten, personnel.

Personnel has been claimed to be a heart of the company but easily developing it can be in the last place in the employers list. Training personnel is the key element in the successful business. By investing money to personnel's well being and the beginning of the career may at the time be a big amount. But in the long term relationship it will cost the amount back many times.

Changes in organization or in work are situations when personnel should be noticed and some value added to their work. Training in these kinds of situations is extremely important and to be remembered, old employees need as much training as the new ones. Training will benefit eventually both, the employee and the employer.

2 Concept of training

Training means teaching new things or deepening already existing knowledge to of for example personnel. Training can take different forms depending on the situation why the training takes place. Employer usually arranges the training and it normally takes place during working hours. Forms of training may be internal and external depending on who is providing it. Internal training takes place in company premises and the company is providing it. There training is usually meant for the company's personnel or some of the company's customers, retailers or suppliers. The agenda has been tailored for participant's needs. External training is been planned, marketed and provided by the teacher company. (Ranki, Anneli 1999)

Internal training may be used for example in situations where new applications are going to be used in work. There can be new computer programs, new product launches or change in work processes. More common processes can be trained using external training such as sales talk training, teaching personnel to keep presentations or marketing.

Both internal and external training have their benefits. In internal training personnel of the company will interact with each other more, especially if the company is big and the participants come from different departments and different areas of business. Communication between departments is important when solving problems. Problems are going to be viewed from different perspectives that may broaden the view. There can come up new points, which may help the personnel with the problem. If internal training participants come from same department the result may be that the problems remain and they are not been identified at all. External training draws its benefits from the training company.

Trainer who comes outside the company can take objective view of the company, its problems and other things. Possibility to learn from other companies personnel happens especially in external training when it's been organized for larger amount of people. There may even be a possibility to develop long term relationships with other companies' personnel in same positions. This can be useful in future when some consultation and support may be needed. (Ranki, 1999)

2.1 When training is needed

Training is needed all the time in work places to reject possible mistakes. As well as new just recruited employees need orientation and training, also old employees may come to the point when they may need guidance for their work. Keskinen, Soili (2002) points out couple occasions where the initiation or guidance would be considered.

Change

When the work is changing or the environment is going to change. Change should always be managed and this managing means training to personnel especially when the change is happening rapidly. Any kind of changes in the working environment may be harmful if it's not been prepared. In many occasions the change can be not always exiting but intimidating to the employees. Not depending on the size of the change or where in company it's happening it may be effecting to all employees. For example if the change is happening in the management level the effect will be noticed also in personnel level. New management may have different management styles, which influence to personnel's working habits. Same thing is if the change happens in any part of the organization, the influences are noticed all around. Many

questions will rise and management level should be ready to answer them.

Personnel that have been working in certain way for a long time and especially those who had been implemented the techniques to the work place may have difficulties to adjust new systems. Personnel may feel insecure after changes and to make them feel more comfortable the training should be started in early stages, also the change should be introduced well before actions. (Mabey, Salaman, 1995)

Knowledge

If the knowledge that the personnel should have is growing or it is changing. The technology is changing and with that also the equipment that personnel may need in the work are changing. For example when computers were new and they came to every office, computer consultant companies had a lot of work to do. Other example is when new disease is been found doctors for sure are going to need help learning the knowledge they need to be able to cure the disease.

New work

The third occasion is when the job is new. This would seem to be obvious but as seen before in many cases it's not. No one can know how to do something if they have no previous experience or knowledge about the work. Thorough training should be given in the beginning of careers so the work would be able to be done.

2.2 What kind of things can be trained?

There are various things why training is been arranged. Hätönen (2000) lists some of the reasons, which were the top ones based on the interviews with company managers. Managers listed main things what the training may be about.

First there are ability to work and developing teamwork. Of course the ability to work is the first training how the work is to be done. But there should also be constant training during the career so the know-how wouldn't be lost. Developing teamwork is to make personnel in different departments to realize that they are working to achieve common goals.

Many occasions personnel in same companies are competing with each other and during the competition the meaning of the work may be forgotten.

Second there is thinking financially. Some companies' personnel are thinking sales and that's also financial thinking but they might not think that they could be saving company's money in simple things, for example, wasting raw material. Paper and pencils may be used and wasted without even thought that they are going to cost to the company. Managers wish that personnel would realize that everything costs. Financial thinking is also thinking sales. Company need to make profit so there needs to be activity in sales area. To improve selling and profit making may even be more critical reason for managers to choose the financial thinking to their list.

Third there are developing customer service and developing international behavior. Customer service is very important in every area of business. Every company has customers. They doesn't have to be visible, end users who buy straight from the company

but somewhere the results that the company makes are going. If customers are going to be unsatisfied they will go to the next company to find what they need. So customer service is not only happy service behind the cashier but also making good after sales, being polite in the phone and understanding that customer is always right. Because businesses are going to be more global these days needs the personnel of the company be global also. Training personnel's language skills improve company's possibilities when they are making business abroad. To be able to know even few words of a country's language the company is working with will show respect towards them. Learning different cultures and especially business cultures are also important when aiming good business performance abroad. Learning new things from different styles of making business will also create self esteem in domestic business.

Fourth thing is developing quality. Quality is important in every business and it should be shown in every area of the business. Sometimes there can be too much thought given to the quantity and the quality can be forgotten. This doesn't mean that production is too big or the company is thinking too much of its sales. Quality should be seen in every aspect. Especially in customer service, marketing and new customer acquisition. Making work better will increase the quality of the whole company performance.

In fifth thing there are the development of conversations and developing multilevel behavior. Conversations inside the company are important because other vice possible problems may not be noticed. As well as internal conversations the conversations kept with clients and people outside the organizations has to be controlled. Multilevel behavior helps company in business, because if personnel are able to put them selves into customers or clients position it's easier for them to understand customer needs. To be

able to identify customer's needs personnel has to be able to see through their eyes.

Marketing and IT skills are in the sixth spot. These are talents that personnel need in their everyday life. Technology is developing so there has to be constant training concerning it. Methods and trends of marketing are changing so the company's personnel need to be ready to change their tactics in these areas. To be able to compete with other companies marketing like advertisements has to be top level as well as technology so those ads can be produced.

In the seventh spot there is health, exercise and ergonomics Employers are thinking their personnel. To be able to perform work properly the health has to be in good condition. If personnel exercise they feel better and also the working feel more comfortable. In Aamulehti (2004) there is an article of company that provide exercise hour to its employees so they can jog or go to gym during the work day. The results are that personnel feel more energy after doing athletics in the middle of their work day. The reason why these kind of trainings are been organized seems clear. Managers think that working results will be better if personnel have these kinds of opportunities.

All the reasons listed are important and companies should think the most valuable for their needs. A combination of these all would probably provide the best resolutions.

2.3 Why training?

Training takes place usually when something happens, but it should be an everyday thing in companies. Hätönen (2000) describes why training is taking place in companies' life. She has

been interviewing company managers and they listed things why do they train their personnel.

Managers want to make sure that they have professional personnel as well now as in future. So when technology is changing the level of knowledge and expertise would remain. If company wants to be competitive and successful personnel needs to be trained

There is also a belief that personnel are been motivated with the training. To be able to disengage from the daily routines for a change and during that time also learning will for definitely keep personnel mind fresh.

Managers wish that personnel would learn to see jobs as a part of larger thing and not just a single task. They also want the personnel to learn more skills. To be able to do someone else's job while they are for example in a vacation will save company's money and also time, because in these kinds of situations substitutes wouldn't have to be trained.

This is relating also to that managers don't want to be dependant to certain individuals in their personnel, so equally all employees are been trained.

3 Different forms of training

According to Paunonen-Ilmonen (2001) there are different methods how to teach employees at work. By briefly introducing them it's easier to understand the broadness of the whole learning concept in the work. Mainly the focus is in the orientation and familiarization processes.

3.1 Work guidance

Work guidance means that there have been done certain changes in persons working habits and practices. Examples may be work rotation or change of personnel's duties. The goal of work guidance is to improve the professional and personal abilities in work life. This kind of work guidance is been agreed before hands and it will take months or even years to complete. Both parties are been equal and may be given advices in both directions. Also both parties as following each other are learning so the learning is also going both directions. Work guidance is based on method that person guided is a volunteer because this kind of practice needs motivation from the person to be completed. Example of work guidance could be that a company is slowly changing their products and at the same time the process of making the product is changing. It used to be so that the whole product was done by personnel but now part of the job would be done by machines. The work guidance would be to teach the person who used to make the product to use the machine in this particular part of the making process.

3.2 Teaching to work

This means as it says learning new work or new work practices. This method is temporary and guided by a specialist. It's been used when there are changes happening in the working environment, there may be new machinery or person is changing ones work. The goal obviously is to learn the new work or practices used in the work. This kind of learning is not compulsory but often needed, so the work could be done. Teaching to work goes a longer than the work guidance. Example would be that the whole process of making the product, that used to be done by personnel, is going to be changed done by machines. Personnel needs to be taught to use the machines that are doing the whole work for them.

3.3 Consultation

The goal is to find a solution for a problem that may be appearing in someone's work or in common practices in the organization. Consultation is not necessarily agreed before, because the problem may appear in a short while and usually it's short term because organizations are mainly paying from these kinds of services. Because of there is money involved the consult is a specialist in the area the guiding is been given. The person or the organization has an obligation to learn trained things, or otherwise they will loose money and time. Example of consultation would be that the person who used to make the product is unable to learn the use of the machine by one self. So there has to be a person, for example from the machine company to come and tell the person how the machine works. The consultant can be with the person as long as it takes to learn the use of the machine.

3.4 Orientation

Orientation means learning new work and new practices through ready program or written booklet. So basically person who has been oriented is either a new person in a company or changes somehow their new job. Orientation is usually short term depending on the difficulty of the job, but mainly takes as long as person feels that the work is clear for them. The goal is to familiarize new things in new job and this could be called mandatory, because without it the person wouldn't be able to work and to be commitment worker. The best teacher comes within the organization but there are also possibilities that the trainer could be someone outside of the organization.

Orientation of a new employee is a part of the whole process of teaching employees to work. Goals of orientation are for example to give to the new employee positive image towards the working environment, personnel and the job itself. This will help the personnel to be motivated also in the future. Orientation is important because if it's done properly it will increase the commitment to the company and decrease the amount of absences. When a personnel takes less time away from the workplace it will increase productivity of the company. The commitment to the company may be a result from the fact that the person has been orientated to the job that well that one starts to use taught methods in practice. (Lepistö, 2004)

Orientation period is the thing that new employee is going to get from the company. This period is going to leave a mark to the person and there is a possibility to influence to the result. New employee is going through a stress caused by the feeling that one doesn't yet belong to the work community but still is part of the organization. During this phase the new employee is most able to

receive information than ever during the rest of the career. This is the moment when right information should be provided to the employee. (Cascio, 1995)

The proper material and ways used in training according to Cascio (1995) could be for example written information of the company, maybe some history, company goals, habits and some common knowledge. This way new person wouldn't have to ask every time something came to the mind but there would be a possibility to learn by one self.

There could be some instruction and guidance from the higher employees of the company. Learning by watching and following when a professional does the work can be inspiring. To be able to know that the work can be done easily after it's been learnt well. At the same time when learning and watching the higher employee should be giving instructions to the new employee so stages of the work would be easier to memorize.

Help and guidance from the work mates who are in the same position as the new employee are important in the process learning the work correctly. Personnel in higher position have a lot of knowledge, but learning from the person who is currently doing the job is most valuable. So the right tricks and ways to do things are been learnt.

A good thing to know is the consequences of the work well done and of course those that follow the poor results of the work. What are the punishments and how to interpret the behavior of the employer. What are the things that new personnel will face when they make their first suggestions. How the employer will feel about these things.

New employee needs to be treated gently, but also there needs to be avoided some approaches such as too shallow description of their work, and then straight behind the desk. That may seem too careless activity to the new employee and one may feel external. The other end is then if employer signs new employee to some inferior task. That will make new employee believe that employer doesn't trust one though the reason may be that anyone has time to train properly. Providing too much information at one time is also a mistake in the beginning of one's career. Too much new things will confuse new employee's head and one may feel "suffocated" (Cascio, 1995).

There are five stages of the orientation referring to the Poutiatinen and Vahala (1999) and Lepistö (2004). First phase is that already in the recruiting stage the new work duties are been brought up. In a second phase the new employee is been taken to the part of the company and the orientation is been started. In this phase the employee is been familiarized to the work culture, work community, the work facilities and the work mates. The second phase may take from few days to week. In the second phase to the employee is also presented the orientation plan and goals of the orientation. Third phase is where to the employee is been taught all the work duties one may have and they all are taught properly. This phase may take for a long time and may also continue for an even longer time, because always one learns something new in the job. The fourth stage is a phase where the orientation is been continued and going through the plan it's going on. In the fifth phase the feedback and evaluation is been given. This phase includes also a lot of conversations, questionnaires, communication and collaboration as well in strategically and in practical level.

4 Lack of training

In a production Human resources and Personnel management written by W.B. Werther jr. and K. Davis (1996) they emphasize that even if the hiring new personnel is expensive thinking all the orientation, payroll recording, safety equipments etc, the orientation is a huge asset when thinking the future turnover.

Investing money in the beginning of the new personnel career may be ten times worth in the next few years. The results can be also other than money. Facts that personnel feel more secure after they know what they are doing support the other fact that if employee doesn't feel secure they may leave the job. The training helps new employee feel more comfortable but the lack of it can be more devastating. The unsecured feeling may not appear in the beginning but later on when new employee is expected to does the work independently if the orientation and familiarization has been lacking even the simplest tasks may feel difficult and the feeling develops fast, which may lead to the feeling when everything feels hard.

If the employer isn't ready to invest on the training of the new employee may the cost be even that big that the new employee is going to resign. If the employee leaves the job because of bad orientation period the employer hasn't gained anything but just loss. Loss becomes reality when employer has to rethink the hiring process and find new employee.

Not being perfectly trained or familiarized to the job is not benefiting the employee either financially. Not knowing how the work should be done will cause harm to the company as well as its causing harm to the employee. Company is not getting full use from the

employee and there is a possibility that some of the businesses may even go wrong because of poor training of the employee.

Training and familiarization will also create motivation because knowing what to do and what the consequences of the job are the best motivators. According to Soili Keskinen (2002) motivation can be created or it can come from inside of the person. Created motivation is external motivation that happens when there is offered some kind of reward of the work done. That means that employer has to be able to offer to the employee something from also the orientation period. There could be smaller tasks during the orientation period and the motivations could be created by the reward of bigger assignment after the new employee would have been completed the orientation tasks.

If the employee doesn't have a motivation to take part to the orientation it shows that they maybe are not willing to learn the job either. The orientation should be very much alike the real job so there wouldn't be any kind of disappointments or surprises after real work has begun. Salary is a must motivator but also a safe work environment and acknowledgements are good motivators.

Internal motivation means that, the work itself gives the reward and the satisfaction is coming from inside. Job is always more enjoyable if there is no need to stop thinking basic things. If the employee doesn't know the work one is not able to get anything out from it and also unable to receive internal motivation. After a good orientation period the person has chances to receive also internal motivation as well as created motivation.

Lack of the training almost all cases leads to the situation when personnel feel not motivated also. For example in article of Helsingin Sanomat (1999) personnel of health care stations are feeling unmotivated and insecure because lack of training. There

are more duties and responsibility given to nurses but the training for the new job is lacking or being inadequate. This will lead the situation in health care stations that patients are not getting the kind of treatment they deserve. Nurses feel incompetent and patients are been hurt because lack of training.

5 Personal roles in training situation

Training can be very personal situation. No matter what is the method used in the training process, the personnel involved may develop very intensive during the training. It's important, as in any case of learning, to develop certain trust between the persons involved, and that road is a two way street. All the parties, the receiving as well as the trainer need to take the process seriously and give something from themselves. It almost has to think that there should even be training, how to train and be trained, before the real training process. (Keskinen, 2002)

5.1 Abilities that a good trainer will need

Training can be hard for the trainee and the best results can be received if the person trained is in the process completely and if the person giving the training is a professional.

Keskinen (2002) points out some characteristics and abilities that a good trainer should possess. The first thing is to have an ability to listen other person and to be able to project oneself into others feelings. The changes in life can be intimidating and as having a person who is able to help, listen and understand is important when creating a contact and introducing a new work to a person. The other thing that involve into this is that the initiator should identify oneself feelings. There is not a real use in helping others if the teacher is not coping with oneself. Teacher should be a professional so there wouldn't be problems appearing because of disabilities considering the work from the teacher.

In the training process the teacher should have an ability to understand different lifestyles. The person entering the work place

may not have same kind of background and yet one is going to work in the company. The training process should be organized in the way that everyone may participate without feeling to be left outside. This means also that different people learn with different speeds. Teacher shouldn't be rushing or get angry if the new employee wouldn't be able to understand everything, but to be calm and ready to explain same things over and over again until the taught things are completely clear to the trainee.

The trainer has to control the training process completely. There has to be a certain idea what kind of results the company wants to get. Right questions have to be asked. Sometimes the employee doesn't know all the right questions that should be asked and the trainer has to be ready to take charge. Still though the trainer should be a safe person the employee to talk to there needs to be an ability to leave certain gap between oneself and the one being guided. The objectives of the training process needs to be clear and the main idea has to be accomplishing them.

5.2 What abilities should the person who is getting the training have?

In the training process there is always more than one person involved. The teacher role is now clear but as mentioned before also the trainee should come across with certain things.

Continuing the orientation process the person who has been guided should clarify oneself few things. Keskinen (2002) advises the employee to concentrate in following topics, in means of succeeding in the orientation completely.

First, the receiving party should think that what the goals of the work are, considering oneself and the whole team. These are important matters to realize before the orientation can reach its objectives. It's certain that teacher has to help the receiving party in ones aim but the goals needs to be identified by also the receiving party. This may be difficult because usually the organization goals are influencing also the employees' goals, but by getting to know into the company beforehand the job will be easier. These goals don't necessarily have to be company related. They may be things such as the trainee would be willing to learn as much as possible from the given training.

The employee that is receiving the orientation has to understand the work process. The work cannot be done without understanding also the all possible working tools and methods and different tasks of employees and in which kind of position one is comparing to others. In these facts the teacher has to teach and use ones knowledge and know-how to make these things clear to the receiving party.

New employee cannot do any work if one doesn't understand it. The meaning of the work help one to clear one selves out also the values of the work, which by itself is one of the things that employee has to identify to oneself before can give full contribution.

6 Benefits of orientation and training

What does the company personnel and the employer benefit from taking part to the orientation process? It certainly is going to take money out of the company budget and also time from the customers and employees sitting behind their desks and working. There got to be good reasons why employers would want this to be done.

Lepistö (2004) has collected the definite benefits for each one, organization, employer and employee. She has divided the benefits into three groups under each category but broadly thinking all the listed things benefit all categories.

6.1 Employees benefits

The insecurity and tension caused by the work may leave and the adjusting in to the work community will be easier. Because of given orientation the work is easier after it's been done right from the beginning. Abilities and talents of the employee are more easily noticed and also the interest and responsibility toward the work increases. This means that already in the beginning the employer sees the talents and gaps in the person's performance so the trained employee will also work more freely. Developing the expertise and learning by doing fastens along with the familiarization. Qualitative goals will be achieved faster that benefits the employee as well as the employer. The standard income level will be reached sooner, which also gives more stability to the employee.

6.2 Employers benefits

Knowing the new employee will be easier and faster after employer has spent some time doing orientation assignments and just talking with the employee. Solving problems at work will be easier and also the problems will be easier to notice. There may also be some personal problems or other things that may effect to the working behavior, the employee should be aware of these so there wouldn't be too big surprises. Communication and collaboration is built to stabile ground, which is important especially thinking longer working relationship where employer and employee really need to trust each other. Orientation will save employers time and in that way also money in future.

6.3 Organizations benefits

The quality and result of the work will increase and attitude towards the organization and work will be better. If the employee knows the goals of the company and is willing to work towards them the financial and production results will be more visible.

If the personnel really knows their job well the amount of accidents and mistakes decreases as well as amount of deficits. Many times accidents happen only because of bad training or lack of it. In an article in Helsingin Sanomat (2000) this has been noticed in especially in short time jobs for example summer jobs where personnel stays only a short while. Training provided for young summer jobbers is being very shallow or it's lacking as whole. Article claims that with training and job familiarization the amount of these mistakes and accidents would be possible to reduce. The only problem isn't the lack of the training but in some cases there has been given wrong information during the orientation period. In

the article teaching wrong working methods may be more harmful than not giving the training at all, because wrong working habits are going to be difficult to change later.

Organization will benefit also from that there will be fewer absences. Sometimes when facing hard times at work there may come a feeling that it would be easier to just stay at home rather than go to work. Maintaining equipment easier which lead to cuts in expenses. Raw material and tools are used reasonably. When personnel know how to use tools and equipment and why they are being used that way there may become respect towards them. Well planned and completed orientation improve organization image. If nothing has been told about the company there may be rumors and other false information flowing to the new employee. If company from the beginning informs the personnel correctly it is more certain that right information is been told about the company.

7 Problem statement

When a company goes through changes there needs to be thought several things. One and not the least are the employees. Training personnel constantly is helping the organization to go through the changing process. Sometimes training may be lacking and it will cause problems. If personnel is not been prepared to the change the whole organization can suffer. Level of expertise and knowledge can be decreasing and that is going to show in all areas of organization.

7.1 Identifying problem in the Proffice and Fast

A company has been going through major changes in a couple of years. There is going to be a fusion with a larger organization and that has led to enlargement of the current subsidiary.

There used to be less than 10 persons working in the office and in a one and half years the amount of workers has doubled. Though the company has more than one office in Finland the changes has been rough for each of the employees.

Changes have been happening also in the working habits. Because of the increasing amount of the employees there have been problems for the old employees to adjust to the new situation and to the new work images. Especially in one part of the organization work load has been increasing and in that same part the amount of employees has increased. The work is very hectic and phones and computers are the main tools in the job. Of course the work involves much more, but in these two the changes has been the largest ones.

Change in the computer side is new software. The main tool of the work is been changed. The new software is more complicated than the old one and does not exactly answer to the needs of the company. It is been developed the whole time but because the hectic rhythm of the work it's been launched for use as it is. Problems have occurred because the new software requires more than the old one and the personnel has came up with some old fashioned solutions for the lacks that the old software had. Now that the new software would work and cover almost every aspect that employees would need for to work they have a hard time to drop out the old habits. Also the knowledge they have with computers usually has gaps.

Other change that comes to the equipment that personnel use at work is the phones. The change of the numbers doesn't seem that big change but the fact that they do not work in the way that they should is the problem. Changes in the daily routines effect to the whole office when they have to learn new things e.g. how to put on night call etc.

New arrivals to the office have also been an issue. Because of the organizational changes the work descriptions has also changed inside the office and as a consequence there has been a need to hire more people. As a new person arriving in a middle of the unfinished project there may be some difficulties in adapting the office habits and the work routines. The orientation can not be that good if even the old personnel don't know what is going on.

8 Why a written guide?

The learning process is hard and it may take along time to adjust to the new working environment. By using written booklet, things to be learnt are always available to the employers or anyone who is willing to learn more. As Paunonen-Immonen (2001) says the teaching can be done in various ways so in this particular situation it's been done.

Introducing first new methods slowly and carefully with written booklet about all the things among the way will be more comfortable for the employee and to the employer.

Not going and asking every time is also pleasant to the teacher. It's more encouraging to the teacher to see that the personnel who has been trained are interested enough of the taught material so they are willing to look the booklet to find answers.

8.1 Written guide for Proffice and Fast

The idea of a written booklet came from the company manager. Because of the situation that new software program has come and new personnel have been recruited gave ground for the whole training guide.

With the guide old employees as well as new employees are able to get to know to the company history and the current situation. Main weight in the guide is still on the Intelliplan part, which is the new software program.

Learning by doing and writing down the things learnt was the method when I did this thesis. The guide has been with the personnel's use from the first moments on. This way the improvements and changes of the guide has been done based on the needs of the personnel. The results are more beneficial to the personnel when they have the possibility to influence on the agenda of the guide. Also the learning has started already from the stage that the program has been introduced, because having parts of the guide at the time in use it's easier to see the whole concept of the program in the end.

According to the interviews with the personnel of the company the booklet will ensure that if there are some things that have been forgotten. Now things doesn't have to done in the old way, asking someone who knows, but there is a possibility to see answers them selves from the guide.

It seems that personnel learn faster things that they have been doing by them selves following the booklet. First time, for example when learning the new software I was with the trained person and followed the actions person did. If there were some things to ask first I requested person to try by them selves and follow the instructions from the booklet and then if the problem still appeared I advised person. This system rewarded both parties because person been trained learned to read the booklet and to do things by one self and I as a combiner of the booklet learnt which parts were not clear enough for the personnel without knowledge of the software.

As the booklet is in the Intranet of the company it's easy to everyone browse if needed. Sometimes there may be situations when there is no one around who would be able to help and some self actions are needed. Or there also may be situations when someone doesn't feel comfortable enough to ask some thing. They

are able to search the answer without feeling embarrassed or uncomfortable.

Intranet is also a convenient way to update the booklet. Without always making changes to paper versions it's easy to everyone just type new and maybe better instructions and correlations. Virtual version is also cost effective thinking all the printing and paper costs there would be other vice.

8.2 Evaluation of the guide

By following the characteristic of successful training period the whole process has been evaluated. Hätönen (2000) points out some of the characteristics that also I took into consideration when thinking my work.

First Hätönen emphasizes that the training should be professional and the teacher should have abilities to teach in a way that personnel getting the training would be taking part and be interested. To get personnel involved the training should consist of different assignments and examples. The fact that I am not an expert of the software was a first lack. But other vice the training went well. There even might have been some benefits from the fact that I didn't know the program that well. I was able to put my self into personnel's position because the difference between us weren't that big.

Second the training should give ideas and instructions and also advices how to apply the learnt practices in the own company and working environment. In my case there weren't a consultant from a different company but as spending time with personnel and finding out the secrets of the program there has come some new ideas

also how to develop processes in the company. So I think that this part was totally success.

The training situation should be immediate and it should create togetherness in the company. It should encourage participants to believe in their selves and to trust the job they are doing. Training should not be only one time experience but there should be maybe several short training periods. Periods should be close with each other but there should also be some time in between to experience learnt things. That way there would be more questions raised. As mentioned before learning has taken a long period of time and that has been good for the personnel, but not as beneficial for the company. I still believe that this training experience will and has brought personnel more together and it will eventually benefit also the employer.

Learning happens slowly. When the facts have been learnt the process of applying them to reality begins. There needs to be remembered that the process is going to take time so the teacher and personnel trained should be patient. It would also be good to have followed up and evaluation should have been done during the whole process.

9 Conclusions

Trained personnel trust their selves and do their work better. Company benefits from the training though it in the beginning takes time and money. The positive results may be able to notice after some time, but rarely training has done any bad for a company.

The guide for a Proffice and Fast Henkilöstöpalvelut's personnel is a good example of the situation where the benefits are more noticeable later on. Company is at the moment in middle of big change so there is not time to pay enough attention to new employees and the training and orientation period will not be covering all necessary. With the guide personnel is able during the change search solutions for problems by themselves and after situation calms down they don't necessary need that much of training.

Guide is compiled using current information. As the company moves forward needs the guide to be updated and there needs to be added accurate information. In the future it's going to be important keep the guide up to date so there would not be too much to do every time when new personnel is been recruited. Updating is important also for the old employees. When this kind of guide has been made and personnel have started to use and count on it, there could be done harm by not keeping the information in it accurate.

A written guide and face to face training will hopefully help company through changes that are now ongoing, and maybe they will make the weight lighter in the future as well. As long as training is not forgotten the company can count on proficient and hardworking personnel.

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11 Appendix

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henkilöstöneuvottelijoille

PEREHDYTY SOPAS PROFFICEN JA FAST
HENKILÖSTÖPALVELUN
HENKILÖSTÖNEUVOTTELIJOILLE

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1 JOHDANTO

Työskennellessäsi Fast Henkilöstöpalveluissa sinulle tulee paljon uusia asioita eteesi. Tämä opas auttaa sinut vaikeimman yli, sillä tärkeimmät tehtävät ja ohjeet on sisällytetty tähän oppaaseen. Myös kaikkein yksinkertaisimmatkin tehtävät, kuten puhelimeen vastaaminen voi tuntua mukavammalta, kun voi aloittaa varmalta pohjalta, ja ohjeiden kanssa.

Lukiessasi henkilöstöneuvottelijan tehtävistä voit myös tutustua eri toimihenkilöiden tehtäviin ja toimenkuviin. Kaikilla Fastissa on tärkeä rooli, ja kanssa työskentelevien on hyvä tietää, mitä kunkin työ sisältää. Saat myös vähän yritystietoa Proffecesta ja Fastista, jotta työpaikka voisi tuntua tutulta jo heti ensi metreistä alkaen.

2 HENKILÖSTÖVUOKRAUS

Suomessa toimii kymmeniä henkilöstövuokrausyrityksiä. Osa niistä on keskittynyt vain tietyille työaloille, mutta suurin osa välittää työntekijöitä monenlaisiin työtehtäviin eri toimialoille.

Henkilöstövuokrausyritys etsii työntekijöitä, josta tekijät löytyvät eri asiakasyritysten työtehtäviin. Ideana on saada mahdollisimman paljon työntekijöitä, jotta toimeksiannot asiakasyrityksiltä olisi mahdollisuus täyttää. Henkilöstövuokrauksessa pyritään myös ammattitaitoiseen hakijarekisteriin, jotta laatu ja osaaminen tulisivat varmistettua eri yritysten tarpeissa.

Henkilöstövuokrausyritys toimii työntekijän työnantajana sekä palkanmaksajana ja työ tehdään asiakasyrityksessä. Asiakasyrityksissä vuokrattu työntekijä on samassa asemassa, kuin muutkin työntekijät, hän toimii normaalien sääntöjen ja normien mukaisesti. Mahdollista on myös rekrytointi asiakasyrityksen kirjoille, mikä yleensä tulee kysymykseen etenkin pidempiaikaisten työsuhteiden ollessa kyseessä.

Keskimääräinen vuokrausajan pituus on noin 7 kuukautta, mutta on mahdollista, että työn kesto rajoittuu muutamaan päivään tai jopa vain yhteen työvuoroon. Työsuhteen kestosta sovitaan etukäteen, mikäli se on tiedossa. Aina se ei ole mahdollista, jolloin käytetään toistaiseksi voimassa olevaa työsopimusta. Monissa tapauksissa, kuten projekteissa tai tuotannon töissä on työn kesto kuitenkin vaikea määrittää jolloin käytetään ilmaisua asiakkaan tarpeen mukaan ja työntekijälle voidaan antaa jonkinlaista viittausta työn kestosta.

Syyt miksi henkilöstönvuokrausta käytetään, ovat yksilöllisiä yrityksestä riippuen. Yritykset haluavat helpomman ratkaisun uuden työntekijän löytämiseksi ja palkkaavat henkilöstönvuokrausyrityksen etsimään sopivat ehdokkaat ja karsimaan niistä parhaat. Se, että henkilöstönvuokrausyrityksillä on rekisterissä monenlaisia työnhakijoita, takaa useimmiten sen, että vaikka työvoiman tilaus voi tulla viime hetkellä, löytyy tekijä sittenkin.

Sairasloman ja kesä- tai vuosiloman sijaiset sekä kiireapulaiset sesonkiaikoihin on helpompi vuokrata, kuin valita satojen hakijoiden joukosta. Henkilöstövuokrausyritykset pyrkivät tarjoamaan aina laadukkaita ehdokkaita asiakkailleen, jotta pitempiaikainen yhteistyö säilyisi.

3 PROFFICE / Fast Henkilöstöpalvelut

Proffice Finland on yksi pohjoismaiden suurimpia henkilöstövuokrausyrityksiä. Se on perustettu alun perin vuonna 1988 nimellä Oy Henkilöstöpalvelu Office Team Ab. Suomessa Proffice toimii Helsingissä yhdessä ja Tampereella kahdessa toimipisteessä.

Proffice konserniin kuuluvat Proffice Sverige AB, Proffice Care AB, Proffice Danmark A/S, Proffice Norge ja Proffice Finland Oy. Vuonna 1999 Proffice listattiin Tukholman pörssiin. Liikevaihto oli vuonna 2004 noin 314 miljoonaa euroa. Tällä hetkellä Proffice konserni työllistää pohjoismaissa 69 paikkakunnalla yli 10 000 henkilöä, ja kokonaisuudessaan Profficella on ollut yli 34 000 pitkäaikaista työtehtävää.

Fast Henkilöstöpalvelut perustettiin vuonna 1993 ja kuuluu Proffice konserniin. Se on toiminut Pirkanmaan alueella yli kymmenen vuotta ja on tänä aikana kehittynyt alueen johtavaksi henkilöstövuokrasalan yritykseksi. Kuukausittain Fast Henkilöstöpalvelut työllistää yli 700 henkilöä eri aloille ja asiakasyrityksiin.

3.1 Asiakasyritykset/ toimialat

Proffice Finland toimii monella työn alalla. Tällä hetkellä kokonaisuudessaan konsernilla on noin 9 000 asiakasta.

Proffice tarjoaa Suomessa asiakkailleen laadukkaita palveluja kuten; vuokraus ja rekrytointipalvelut

3.1.1 Suurimmat toimialat, prosentit: liikevaihdon jakauma 2003,(2002)

- Sihteer-, assistentti- ja toimistotehtävät, assistentit
- Henkilöstöhallinto
- Myynti ja markkinointi
- Palvelualat/ asiakaspalvelu, hotelli ja ravintola-ala
- Kaupanalat
- Hoivapalvelut
- Opettajat
- Logistiikka ja kuljetus
- Teollisuus ja tuotanto
- Rakentaminen ja varasto
- IT-ala ja insinöörit
- Taloushallinto, rahoitus ja talous

4 TOIMIHENKILÖIDEN TEHTÄVÄT

4.1 henkilöstöneuvottelijan tehtävät

Henkilöstöneuvottelijan tehtäviin kuuluvat:

Puhelimeen vastaaminen,

- Omaan ja keskuksen numeroon, sekä tarvittaessa poiminta muista puhelimista. Vastattaessa sanotaan Fast Henkilöstöpalvelut tai Proffice Henkilöstöpalvelut sekä oma nimi.
- Yleinen puhelimessa palveleminen ja neuvonta. Puhelimeen vastatessa tulisi aina olla valmiina kynä sekä paperia, johon kirjoitetaan soittaja sekä asia.
- Mikäli pyydetty henkilö ei ole paikalla, jätetään hänelle soittopyyntö. Tarvittavat tiedot ovat: soittajan nimi, puhelinnumero, yritys ja asia

Työntekijöiden sekä asiakkaiden vastaanotto,

- Heidän opastus sekä hakijoiden haastattelut. Haastattelun yhteydessä, todistuksien kopiointi sekä hakijan valokuvaus.

Toimeksiantojen ja tilausten täytöt, sekä henkilöhaut.

- Henkilöiden kontaktointi tilausten täyttämiseksi.
- Hakijan esittely asiakasyritykselle
- Valintaprosessi
- Jälkiseuranta sekä työntekijöiden opastaminen/ perehdyttäminen

Työsopimusten kirjoitus,

- Taloushallintoon ilmoittaminen tarvittavista työtodistuksista ja palkkatodistuksista

Resurssipankin päivitys,

- Hakijoiden tietojen päivitystä tietokantaan (Intelliplan).
- Arkistointi ja mapitus

Postitus ja postin avaaminen, sekä lajittelu,

- Näsilinnankadulla tulee taloushallintoon ilmoittaa postin saapumisesta ja jos niin sovitaan posti laitetaan seuraavan päivän postissa taloushallintoon.

Toimiston yleisilmeestä ja siisteydestä huolehtiminen,

- kukkien kastelu, keittiönurkkauksen yleinen kunto, sekä tarjottavien ostaminen.
- Toimistotarvikkeista ja kopiokoneesta huolehtiminen.

Toisten toimihenkilöiden menemisistä/tulemisista tietäminen

- Mikäli Kamit tai muut toimihenkilöt poistuvat toimistosta, henkilöstöneuvottelijan on otettava ylös ketä mennään tapaamaan ja milloin palataan

Ilmoittaminen eri tahoille,

- MOL, Jobline, Rekry, paikalliset lehdet sekä omat Internetsivut

Yrityksen järjestämiin asiakastilaisuuksiin osallistuminen ja järjestely,

- Sidosyritystilaisuuksiin osallistuminen tarvittaessa.

Tulostavoitteisiin sitoutuminen,

- Liikevaihto, asiakasmäärä, työntekijämäärä, myyntikate, käyttökate.

Laatutavoitteisiin sitoutuminen,

- Kokonaisvaltaisen asiakastytyväisyyden edistäminen

Muut työnantajan jälkepäin määrittelemät tehtävät

4.2 Muut toimihenkilöt

4.2.1 Key Account Manager, KAM

Vastaa asiakkaista,

- Olevien asiakassuhteiden hoito, asiakaskäynnit ja muut yhteydenpidot
- Uusasiakashankinta, puhelinkontaktointi, käynnit, esitteiden postittaminen ja tarjousten tekeminen
- Asiakastilaisuuksien järjestäminen
- Yhteistyösopimukset ja tilausvahvistukset

Yhteydenpidot työntekijöihin

- Palkankorotusasiat sekä pitkäkestoissa työsuhteissa tapaamiset ja palaverit
- Uudet työsopimukset
- Työntekijätyytyväisyyskartoitukset sekä järjestelmällinen työntekijän huomiointi

Controller ja Laskenta-assistentti

- Laskee Profficen ja Fastin työntekijöiden kiinteät palkat sekä laskuttaa asiakkaita yhdessä laskenta-assistentin kanssa.
- Kokoaa ja lähettää asiakkaille kuukausiraportit.
- Controller vastaa myös koko taloushallinnon toimivuudesta sekä konserniraportoinnista.

Palkanlaskija

- Laskee työntekijöiden palkat ja laskee tuntilistat

- Kirjoittaa ja postittaa palkka- ja työtodistukset
- Antaa palkkaneuvontaa työntekijöille

5 INTELLIPLAN KÄYTTÖOPAS

5.1 Personnel Register, henkilörekisteri:

- Avaa henkilötiedot näytön yläreunasta näkyvästä ikonista 'PERSONNEL'

5.1.1 HAKU:

- Alkusivulta voit etsiä henkilöä nimeltä kirjoittamalla henkilön nimen (etu, suku, tai jonkun osan nimestä) ja klikkaamalla '**search**'.
 - Rastittamalla 'show all in selection' saat näkyviin kaikki henkilöt, jotka **ovat/ovat olleet töissä** Fastin kautta.
 - Jos haluat **kaikki rekisterissä olevat avaa** 'employees' ja valitse 'all'
- samasta paikasta voit valita henkilöitä eri kriteerein.

5.1.2 TIETOJEN SYÖTTÄMINEN:

- **Personnel** – new (paperin kuva yläreunassa)
- **Nimi:** etunimet ensimmäiseen ja sukunimi toiseen
- **Nat. Ins:** syntymäaika pp.kk.vv
- **Osoite:** ensimmäinen rivi tyhjäksi (paitsi jos on c/o osoite), sitten katuosoite, postinumero, paikka
- Sähköpostiosoitteesta on suora linkki sähköpostiin
- **Puhelinno:** Tel.1: kännykkänumero
 - Tel.2:** kotinumero
 - Tel.3:** työnumero
 - Tel.4:** muu

- **Org.unit:** Fast
- **Branch:** standardi paitsi kylpylälle kylpylä
- **HR manager:** täyttäjän nimi
- Muista aina painaa '**UPDATE**' jotta tiedot tallentuu
- Kuvan vieressä olevasta painikkeesta voi kirjoittaa ajan, jolloin tekijä on tai ei ole käytettävissä.
- Paina '**change**' painiketta ja taas 'change' painiketta (ilmestyvässä ikkunassa)
- Kirjoita aika, jolloin tekijä on käytettävissä
- Seuraavaan sarakkeeseen (**employment/active**) - onko työssä vai ei

Tähän sarakkeeseen merkitään employed **aina** sen jälkeen kun henkilö on ollut töissä.

- Seuraavaan sarakkeeseen jos ei ole työssä valitaan **New**
- Palkkaus **hourly/monthly**, (yleensä aluksi hourly eli tuntipalkka)
- **Hourly rate:** jos on palkka tiedossa (yleensä ei, joten voi jättää huomiotta)
- **Collective agreement:** Fast
- Jos haluat uuden aikajakson, jolloin tekijä on vapaa, paina '**New Terms**' ja syötä tiedot samalla tavalla
- Klikkaa seuraavaa '**information**' palkkia
- Ruudulle ilmestyy tyhjä sivu, jotta voit lisätä tietoja paina '**ADD**'
- Käy läpi kaikki palkit ja lisää tekijän tiedot
 - paina pientä **+** merkkiä ja klikkaa haluamiasi tietoja ja paina '**save**'
 - kieliin ja tekstinkäsittelyyn voit valita tason painamalla '**inget valt**' (harmaa teksti laatikossa)

- Jos hakija on lähettänyt **cv:n sähköpostissa**, tallenna se ensin yhteiseen cv tiedostoon.
- Luodaksesi polun cv:lle, paina cv painiketta (alimmaisena tiedoissa) – paina 'sökväg' – koppla dokument (ilmestyy ruudulle)
- Etsi tiedosto ja avaa, valitse haluamasi cv ja liitä. muista aina tallentaa, eli 'save'

- Klikkaa seuraava ”**work category**” palkkia
- Valitse työt, joita hakija hakee ja paina '**add**'
 - Voit valita useita töitä pitämällä ctrl-nappulaa pohjassa ja sitten painaa vasta 'add'

- Klikkaa seuraava 'region' palkkia
- Rastita 'standard'
- Muista aina '**UPDATE**'

- muita palkkeja ei tarvitse täyttää niistä voit seurata henkilön historiaa, kalenteria ja ehdokkuuksia eri työnantoihin.

5.2 CLIENT REGISTER / ASIAKASREKISTERI:

- Avaa ruudun yläreunasta ikoni (talo) '**CLIENTS**'

5.2.1 HAKU:

- Voit hakea **yrittäjän nimellä tai kontaktihenkilöllä**, vaihda vain kursori 'Company'-kohdasta (yrittäjien) 'Contactiin' (henkilöetsintä)

5.2.2 UUDEN ASIAKKAAN TIETOJEN

SYÖTTÄMINEN:

- Paina New - ja valitse **client company**, asiakasyritys
- Täytä;

client name: yrityksen nimi

client group: standard

www: suora linkki nettisivuille

note (mitä tietoja haluat, ei näy asiakkaalle)

status: missä asemassa asiakas on (A,B,C ja prospect ovat käytössä)

org. unit: Fast

client manager: kenen asiakas, **kami**

- Kun haluat jatkaa muista aina **'UPDATE'** muuten tiedot ei päivity
- Jotta pääset eteenpäin paina aina **'new'** ruudun ylälaidasta
- New – **new branch** – yrityksen yhteystiedot
- Täytä;

designation: minkälainen osoite, esim; laskutusosoite (tämä osoite näkyy kirjekuoren ikkunassa)

address: osoite: eka rivi (missä on symboli, ellei ole c/o osoitetta)

tyhjäksi **telephone:** puhelinnumero yritykseen

telex: faksinumero

region: standard, (muuten et pääse etetenpäin)
- Muista **'UPDATE'**
- Jos haluat **useampia** osoitteita tai kontaktihenkilöitä voit aina ottaa uuden (new) ja täyttää tiedot (muista painaa 'update' välissä)
- New – **client contact**, kontaktihenkilö
- Täytä;

first/last: etu ja sukunimi

email: sähköpostiosoitteesta suora linkki kontaktin postiin

client branch: osoite, josta kontaktin tavoittaa

contact manager: kenen asiakas

contact status: kontaktin status

notes: mitä vaan, ei näy asiakkaalle

position, eli kontaktin työnimike

puhelin; Tel.1: matkapuhelin

Tel.2: työpuhelin

5.3 ASSIGNMENTS / TOIMEKSIANNOT:

Avaa ruudun ylälaidasta sininen vihko **'assignments'**

5.3.1 HAKU:

- Jos haluat hakea toimeksiantoja, voit hakea:
 - **Numerolla**; kirjoita toimeksiannon numero tyhjään tilaan ja paina 'search'
 - **Statuksella**; mikä on asiakkaan status (uusi, 1.valinta yms)
 - **Kamilla**; eli kenen asiakkaasta on kysymys

5.3.2 UUDEN ASSIGNMENTIN LISÄÄMINEN eli UUDEN TOIMEKSIANNON LISÄÄMINEN:

- Jos haluat lisätä uuden toimeksiannon on ensin mentävä **'assignments'** sivulle
- Paina **'new'** (ruudun ylälaidasta)
- Täytä;

client- valitse listalta asiakas, jonka toimeksianto on (voit etsiä 'search', kirjoittaa yrityksen nimen tai kontaktihenkilön nimen (vaihda pallukan paikkaa), myös muilla kriteereillä valitsemalla haluamasi kriteerit alavetopalkista.

orderer: kuka tilasi, valitse yhteyshenkilöistä

work category: minkälaisesta työstä on kysymys

coll.agreement: tilauksessa noudatettavaa työehtosopimusta(collective labor agreement=työehtosopimus)

assignment description: työn kuvaus

address: valitse katuosoite

invoice address: laskutusosoite

order date: tilauspäivä

recipient: kuka vastaa tilauksesta/ kami

org. unit: Fast

price: kirjoita ensimmäiseen sarakkeeseen hinta ja toiseen työntekijälle maksettava palkka

lisää näytön alareunaan työntekijä painamalla 'add' ja valitsemalla henkilö

skills requirement:

add – lisää millä tiedoilla haluat tekijöitä haettavan (tällä hetkellä ei voi hakea mies/nainen kriteerillä)

days/fees:

add – klikkaa kalenterista päivää, jolloin työ alkaa, ja päivä, jolloin

työ

loppuu, muuta samalla myös työajat ja ruokatauon pituus

–paina 'fill interval' – okkun kaikki tiedot on täytetty paina **register** (alalaidassa)

- Kun olet valmis, kaikki tarvittavat tiedot täytetty paina 'Staffing' palkkia ja kone hakee sopivat ehdokkaat

Kun etsintä on valmis:

- Ensimmäisenä näkyvät parhaiten soveltuvat
- Hakijat on aakkosjärjestyksessä, nimen perässä näkyy soveltuvuus tehtävään :
- **(P)**=priority number, kuinka helposti henkilö on tavoitettavissa
1=helposti 5=vaikeasti
- **(L)**=palkkaus T=tuntipalkka
- **(C)**=haku kriteerien täyttymys prosentteina
- **(B)**=onko hakija/tekijä käytettävissä kaikkina päivinä

- **(P)**=palkka
- Valitse henkilö (voit lukea lisätietoja hakijasta painamalla pään kuvaa)
- Voit painaa '**boka direkt**' ja kone varaa valitsemasi henkilön.
- Jos tiedät kenet haluat laittaa töihin
 - valitse päivät (ctrl ja klikkaa päiviä)
 - paina hiiren oikeaa ja valitse 'staff' (päivien lukumäärä) ja 'pick'
 - voit etsiä henkilön nimellä tai nimen osalla
 - valitse henkilö ja paina ok
- Jos haluat **kopioida** tilauksen sellaisenaan tehdessäsi uutta tilausta siirry tilauksen '**information**' -sivulle. Oikeassa yläkulmassa on painike 'copy'. Paina ja valitse, haluatko kopioida myös päivät ja ajat ja '**Copy**'. Kone valitsee automaattisesti seuraavan vapaan tilausnumeron ja kopioi. Tilausta voi muokata normaalisti.

5.4 SEARCH – HAKU (kiikarihaku)

- Avaa suurennuslasin kuva ylälaidasta
- Voit etsiä hakijoita eri kriteerein, (general search)
- Valitse ensin mistä haluat tekijää etsiä, (eri palkeista aukeaa eri kriteereitä)
 - työntekijöistä** (rastita employees)
 - hakijoista** (ota rastii pois)
 - työkategorian mukaan** (valitse kategoria)

- Kun haluat lisätä hakukriteereitä paina 'add'(skills required) – lisää halutut tiedot ja paina aina add
- Jos haluat poistaa jotain valitse kohta, jonka haluat pois ja paina 'delete'
- Hakutuloksen saat **search result** palkista (suurennuslasi)
- Jos haluat hakea tietyn sanan (joka esiintyy tekstiosioissa) perusteella ihmisiä mene search-kohtaan
- Valitse hakukriteereistä (add) tekstiosio, jossa luulet sanan olevan ja lisää se kriteereihin
- Kriteerissä on kohta, 'tekstsökning', jossa normaalisti lukee 'nej', klikkaa 'nej:tä' ja kirjoita sana, jolla haluat haettavan
- Sanan ympärille kannattaa laittaa %-merkit (%sana%) jotta ohjelma hakee kaikki joissa sana näkyy huolimatta jos sana on liitetty muihin sanoihin

5.5 TEKSTIVIESTI & SÄHKÖPOSTIVIESTI

- Jos haluat lähettää tekstiviestin hakijalle paina hiiren oikeaa näppäintä hakijan nimen kohdalla
- Valitse 'mailing/document'
- Valitse sieltä sms jos haluat tekstiviestin tai e-mail jos haluat lähettää sähköpostia.
- Voit lähettää sähköpostiviestin tai tekstarin usealle valitulle henkilölle kerrallaan (maalaa kaikki nimet, joille haluat viestin lähettää)
- Valitse viestin tyyppi palkista 'type of' (muuten et voi lähettää viestiä)
- Muista aina liittää numero/muut yhteystiedot viestiin, jotta vastaanottaja voi vastata.

5.6 SAIRASLOMA

- Jos tekijä ilmoittaa sairauslomasta avaa 'personnel'
- Avaa valintapalkeista 'time report'
- Valitse 'new absence'
- Valitse sairausloman palkka
- Tarkista päivät ja paina 'calculate days' – tarkista tiedot paina 'register'
- Jos haluat muuttaa/ poistaa tietoja, paina 'cancel' tai rivin edessä olevaa "tikkua" ja muokkaa
- Jos olet tehnyt virheen ja haluat poistaa tietoja valitse alue, jonka haluat poistaa ja 'delete'

5.7 CV:N TALLENTAMINEN SÄHKÖPOSTSTA TIEDOSTOON

- Jos cv on erillisenä liitteenä, tupla klikkaa klemmariä sähköpostin edessä (liitteet aukeaa)
- Valitse cv ja klikkaa hiiren oikealla – valitse 'tallenna nimellä'
- Etsi tiedosto alasvetovalikosta, johon haluat tallentaa cv:n – avaa ja tallenna

5.8 TOIMEKSIANTOJEN LAAJENTAMINEN

- Valmista toimeksiantoa voi laajentaa lisäämällä päiviä samalla tavalla kuin aiemmin (add-valitse kalenterista päivät-fyll interval-register)
- Jos haluat saman tekijän, kuin aiemmassa toimeksiannossa mustaa alue, paina hiiren oikeaa nappia ja valitse 'staffing'

- Voit valita saman henkilön tekijäksi näppäämällä nimeä, tai valita uuden

5.9 RAPORTIT

- Valitse ruudun ylälaudasta 'System administration' – 'reports'
- Listasta voi valita minkä raportin haluaa
- valitse raportti, ponnahdusikkunasta voit valita kriteerit, joilla raportti esitetään ja paina 'visa'
- Raportti ilmestyy ruudulle, josta voit tulostaa sen tai tarkastella sellaisenaan

6 PUHELIMEN KÄYTTÖOPAS

6.1 NÄSILINNANKADUN TOIMISTO

Puhelun poiminta: *poiminta* ja 3-numeroinen loppuosa tai *henkilön nimi* ja nosta luuri

Puhelun kääntö: *siirto* 3-numeroa tai ulkopuolinen numero ja *siirto*

siirrettyä puhelua ei voi poimia takaisin

Puhelun pito: *pito/hold* , puhelu on linjalla, mutta soittaja ei kuule mitään

Puhelimen kääntö: 1. viikonloppuisin/ maanantaisin tai muissa tilanteissa, joissa kyseisen puhelimen omistaja ei voi vastata puhelimeen

2. kirjaudu internetiin osoitteeseen <http://xxxxxxxxxx>

salasana: xxx

käyttäjätunnus:xxx

3. valitse ylhäältä

- hallinta raportointi

4. valitse vasemmalta

- toimipaikan hallinnoija

- toimipaikat

- Tampere

- valitse keskuksen numero

5. 'muuta' kohtaan perusohjaus

- 1. vastauspaikka

- perjantaisin päivystäjän gsm-numero

- maanantaisin oletusohjaus

6. muista tallentaa muutos,
-sivun ala laidassa 'tallenna' painike

7 TYÖAJAT JA TYÖSUOJELU

7.1 Työaika

Työntekijä sitoutuu työsopimuksen allekirjoitettuaan noudattamaan työpaikan sääntöjä ja tapoja. Fast Henkilöstöpalveluilla toimihenkilöiden työajaksi on määritelty 7,5 tuntia ja ruokatauko. Työpaikalle saavutaan joko kahdeksalta tai puoli yhdeksältä ja työpäivä päättyy kello 16.00 tai 16.30.

Henkilöstövuokrausyritys ei voi koskaan ennustaa tulevien päivien työmäärää, joten joustoa työajoissa on. Asiakkaat tulevat ensisijalla työelämässä, ja niin Fastillakin toimeksiannot täytetään miettimättä tarkkaa työpäivän pituutta.

Jos työntekijä sairastuu on hänen ilmoitettava työpaikalleen mahdollisimman pian ja varattava lääkäriaika mielellään samalle päivälle. Lääkärintodistus on toimitettava taloushallintoon mahdollisimman pian. Jos sairauden voi todeta myös sairaan/terveyden hoitaja, ei lääkäriin tarvitse varata aikaa, vaan myös terveydenhoitajan todistus riittää.

7.2 Työsuoja

Työntekijät allekirjoittavat salassapitosopimuksen koskien kaikkea yritystä koskevaa tietoa. Tämä tarkoittaa, ettei mitään asiakkaita tai työntekijöitä koskevia tietoja ole lupa välittää edelleen, tai käyttää muuten hyväksi, ilman ko. henkilön tai yrityksen lupaa. Salassapitovelvollisuus koskee niin Proffice, ja Fast

Henkilöstöpalveluiden asioita, kuin asiakasyritystenkin kaikkia tietoja.

Oheisessa sähköpostiosoitteessa on lisätietoja työehtosopimuksesta
<http://www.erto.fi/edunvalvonta/tyoehtosopimukset/>