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Developing the New Employee Orientation Process Case Study: Coor

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Developing the New Employee Orientation Process
Case Study: Coor

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Case Study: Coor**

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This thesis aims to develop Coor's current orientation process as well as its documentation procedures. Coor is one of the Nordic region's leading companies providing facility services and employs approximately 1000 employees in Finland. This research was implemented at Coor Finland HR department's request in order to find out the current state of the company's orientation and its documentation processes. Furthermore, the research concentrates on finding out whether Coor managers are aware of their responsibilities regarding orientation, what are the biggest challenges and how the existing orientation processes could be developed.

Orientation is considered to generate several benefits for both the employer and its employees. A well implemented and an adequate orientation may increase job satisfaction, improve performance and reduce employee turnover. In addition, according to The Finnish Occupational Safety and Health Act, an adequate orientation is required to be arranged by all organizations.

A quantitative research was implemented in a form of a questionnaire which was sent to the entire Coor personnel in Finland. Altogether almost 15% of all Coor employees responded to the questionnaire, 26 managers and 123 subordinates. The results came out as expected - room and need for development exist.

After going through and analyzing the data gathered from the questionnaire, it was evident that there are some deficiencies in the orientation process and in the competence of persons giving the orientation. The results demonstrate that both managers and subordinates require clear and well organized and planned orientation process. Based on the results some development ideas are suggested. These suggestions focus on clarifying the managers' roles and responsibilities in the orientation process. In addition it is suggested to provide separate orientation check-lists for each sector, arrange organizational orientation webinars and include internet security in the orientation program.

Keywords: orientation, management, human resources

Pohjolainen, Tiina

**Developing the New Employee Orientation Process
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Tämän opinnäytetyön tavoite on kehittää Coorin perehdytysprosessia sekä sen dokumentointia. Coor on yksi Pohjoismaiden johtavista toimitilapalveluiden tuottajista. Coorilla on Suomessa noin 1000 työntekijää. Tämä tutkimus toteutettiin Coorin HR-osaston pyynnöstä yrityksen tämänhetkisen perehdytysprosessin sekä sen dokumentoinnin tilan selvittämiseksi. Lisäksi tutkimus pyrkii selvittämään ovatko Coorin esimiehet tietoisia vastuustaan perehdytykseen liittyen, mitkä ovat suurimpia haasteita ja kuinka olemassa olevaa perehdytysprosessia voisi kehittää.

Perehdytys hyödyntää työnantajaa sekä työntekijää monella tavalla. Hyvin toteutettu ja riittävä perehdytys vaikuttaa työtyytyväisyyteen, parantaa työntekijän suorituskkyä sekä vähentää henkilöstön vaihtuvuutta. Lisäksi Suomen työturvallisuuslaki edellyttää, että työnantajat järjestävät riittävän perehdytyksen työntekijöilleen.

Määrällinen tutkimus toteutettiin kyselynä, joka lähetettiin Coorin koko Suomen henkilöstölle. Melkein 15% kaikista Coorin työntekijöistä vastasi kyselyyn, heistä 26 oli esimiehiä ja 123 muissa tehtävissä toimivia. Tutkimuksen mukaan kehitykselle on kysyntää ja tarvetta.

Tutkimuksen tulosten perusteella kävi selväksi, että perehdytysprosessissa ja perehdyttäjän pätevydessä esiintyy puutteita. Tutkimuksen tulokset osoittavat, että niin esimiehet kuin työntekijätkin toivovat selkeämpää ja paremmin järjestettyä sekä suunniteltua perehdytysprosessia. Tutkimustulosten perusteella ehdotetaan muutamia kehitysideoita. Nämä ehdotukset keskittyvät esimiesten roolien sekä vastualueiden selventämiseen. Lisäksi ehdotetaan erillisten perehdytyskorttien käyttöönottoa eri toimialoilla, yritykseen perehdytyksen järjestämistä sekä internet-turvallisuuden huomioon ottamista perehdytysohjelmassa.

Avainsanat: perehdytys, johtaminen, henkilöstöhallinto

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1 Introduction

Providing a new employee an adequate orientation regarding both the organization and the actual work tasks benefit the new employee as well as the organization itself greatly. This is an issue all organizations recognize to some extent. The amount of time and effort that is put to the new employee's orientation yet varies largely between different organizations, and even between different business units inside an organization. Besides generating benefits such as employee satisfaction, motivation and loyalty, an adequate orientation is required to be arranged by all organizations, according to The Finnish Occupational Safety and Health Act.

Orientation as a term means all those practices which will help new employees succeed at their new work. Including among other things, getting to know their new workplace and the organization along with its practices and people. Also getting to know the actual work tasks and what is expected from them as an employee is included in the orientation process. (CoorNet 2016.)

Coor is one of the Nordic's leading facility service providers employing about one thousand employees in Finland (CoorNet 2016). Coor Finland's Human Resources (HR) department has recognized the deficiency of an adequate orientation in Finland and aims to find new ways of developing its current orientation process as well as its documentation.

The objective of this thesis is to develop Coor's current orientation process and its documentation procedures. To achieve this objective a quantitative research was conducted in an attempt to define the current state of the orientation process and its documentation in Finland. Furthermore, the research aims to find out whether Coor managers are aware of their responsibilities regarding the orientation and whether Coor employees feel the orientation they were given has been adequate.

2 Case Study, Research Objectives and Questions

Coor's HR department in Finland has expressed their concern about the current state of the company's orientation process and its documentation. In spite of the multitude of existing materials regarding the new employee's orientation, an adequate orientation and its documentation are currently insufficient. This case study focuses on, by means of defining the current state of the company's orientation and its documentation, to provide ideas for improvement.

One of Coor's aims is to be employees' first choice of an employer (Coor 2016). Orientation is playing a big role in the employee's work satisfaction. Successful orientation helps new employees approach work with confidence, perform better and feel appreciated, and therefore commit to the organization more deeply (Berryman-Fink and Fink 1996).

The Finnish Occupational Safety and Health Act also obliges companies to provide the employees an adequate orientation to their work (Finlex 2016). Therefore, Coor's HR department in Finland finds it important not only to provide its new employees orientation, but also to document it accordingly.

The objective of this research is to develop Coor's current orientation process and its documentation. The research aims to study the following issues: 1) the current state of Coor's orientation process in Finland. 2) The handling of the orientation documentation procedures. Below is a list of the research questions:

- How is the orientation and its documentation currently handled
- How well aware the managers are of their responsibilities in the new employee's orientation process and its documentation procedures
- What are the biggest challenges and how the existing processes could be developed

3 Orientation

This chapter will concentrate on the theoretical framework regarding orientation. The orientation process and its objectives and benefits are described. Managers' roles in the orientation process are also discussed. In addition the part of the Finnish Occupational Safety and Health Act concerning orientation is introduced.

Orientation means introducing the organization, the work community and the work itself to the new employee. During orientation the new employee is usually given information about the following: organization and its practices and goals, the company's products and/or services, the work tasks' goals, working methods, equipment and materials, occupational safety, the work community, and so on. (Viitala & Jylhä 2008, 236.) Orientation gives the new employee a chance to perform satisfactorily and as expected (Dessler 2005, 268).

According to Landgraf (2012) orientation may go wrong in several different ways. For instance the orientation process may be badly organized and the organization may not support the process. It could also be that the new employees are not properly informed about the organization and their roles in it, hence the new employees do not know what is expected from them. In some cases orientation can simply be implemented in a boring or otherwise

improper way. Brown (2007) adds that the problems regarding orientation often occur when the new employee is left completely or almost alone without any guidance. According to Hacker (2004) failing at orientation costs the organization time and money, increases risks and drives employees to seek new jobs.

3.1 Orientation Processes

According to Mestre, Stainer A. and Stainer L. (1997) orientation is a process which helps organizations provide the new employees necessary knowledge and skills in order to succeed in their new work tasks. According to Davis and Kleiner (2001) orientation begins with hiring the right, qualified person and should continue until the new employee feels comfortable.

Cirilo and Kleiner (2003) divide the orientation process into three phases. These phases are named: 1) pre-orientation 2) organizational orientation 3) job orientation. The following paragraphs describe these three phases more thoroughly.

Pre-orientation phase is the time between a successful recruitment and the new employee's first day at the new job. The length of this period of time can vary significantly, yet there are always many possible things the organization can do during this time. Pre-orientation phase gives the organization an excellent chance to demonstrate its commitment and interest towards the new employee. Pre-orientation phase also gives managers time to prepare for the upcoming orientation process. (Cirilo and Kleiner 2003, 17.)

Pre-orientation can be taken care of in various different ways: The organization can send the new employee information regarding its services, products, people and activities. Managers can contact the new employees and provide information about what is expected from them. Other important information, for example manuals and instructions of the actual workplace, can also be provided. In addition invitations to meetings or workshops can be sent to help the new employees in getting to know their new physical working environment even before the actual work begins. (Cirilo and Kleiner 2003, 17.)

Successful pre-orientation can benefit both the new employees and the organization. Sending the new employee materials to review before the actual work begins is both time and cost efficient. Furthermore, rather than spending the organization's time, the new employees utilize their own time. Pre-orientation also helps the new employees in adapting to a new work culture when they have thought about it beforehand. Furthermore, this phase can also help to start building relationships between the new employees and their future managers, and can build a positive and motivating image of an organization that gives attention to its employees. (Cirilo and Kleiner 2003, 17-18.)

Organizational orientation focuses on making the new employee familiar with the new organization and its values, strategies, structure, mission, vision and goals. Also the new employee's responsibilities and the organization's responsibilities towards the new employee must be clearly described. A successful and effective organizational orientation requires much more than statements of facts. It needs to be arranged in a way which attracts the employees' attention and interest. (Cirilo and Kleiner 2003, 18-20.)

According to Cirilo and Kleiner (2003) typical components included in organizational orientation are company history, nature of the business, organizational philosophy, employment benefits, organizational policies and procedures, and tour at the facilities and staff introductions. This is considered to be just an outline of an adequate organizational orientation and each organization has its own ways of arranging it. Factors that companies have to pay attention to when providing organizational orientation are the presentation, supporting materials and staff involvement. (Cirilo and Kleiner 2003, 18-20.)

Perhaps still the most critical part in the new employees' orientation is the orientation to the actual and concrete work tasks. In order to perform at the new job as required and expected, the employee needs to be provided with adequate resources. A well planned and executed orientation to the job may in many cases be the most needed resource.

Considering the orientation to the actual job, Cirilo and Kleiner (2003) emphasize that merely providing a description of the job alone is not enough. Orientation must go deeper than that. Usually this part of the orientation takes place at the new workplace and is conducted by a member of the new employee's team or department.

Berryman-Fink and Fink (1996) have listed the components typically included in the orientation phase concentrating on the actual work tasks. These components are: The department mission and its relationship to the organization, department structure, work supplies, job description, work schedule, and departmental policies. In other words, the new employees should be informed about and understand the role of their own department in a larger scale along with the hierarchy and responsibilities in their department, as well as more practical matters such as the access and usage of necessary supplies and equipment required for the job. In terms of expectations, the performance measures, working hours, breaks, sick days and vacations, and work rules (including for example dress codes and restrictions) need to be brought to the new employee's attention.

A successfully conducted combination of these three orientation phases described above (pre-orientation, organizational orientation and on the job orientation), will benefit both the organization and its employees, also in the long run.

3.2 Objectives of Orientation

Orientation's main objective is to ensure that the new employee becomes a productive member of the work community as fast as possible (Hokkanen, Mäkelä & Taatila 2008, 62). A successfully implemented orientation aims to ensure that the new employees adapt to their work tasks and community, feel committed to the company, make the minimum possible mistakes, become aware of the safety hazards and succeed at their work (Kupias & Peltola 2009, 17). According to Arthur (2005) and Wallace (2009) one of the main objectives of orientation is also to affirm the employee's decision to join the company. A sufficient orientation is also considered to have a positive effect in employee retention, which is an objective all companies wish to achieve (Arthur 2005, 290 & Wallace 2009, 170).

According to Kupias and Peltola (2009) orientation combines two elements: 1) ensuring the organization achieves its business objectives and 2) a good human resources management. Whether the orientation has been successful or not can most clearly be seen when the organization's customers are evaluating the services. A successful orientation affects the reputation of the employee as well as the employer. (Kupias & Peltola 2009, 16.) Kupias and Peltola (2009, 17) list issues which are considered to drive organizations to provide orientation to their new employees:

- Employee Commitment
- Effectiveness and profitability
- Employee wellbeing
- Organizational renewal
- Making use of the full capacity of an employee
- Change and development
- Retention and renewal
- Less errors/mistakes
- Safety
- Success
- Learning work tasks
- Sharing knowledge

Wallace (2009) emphasizes that communication regarding what is expected from the new employee is one of the main objectives of orientation. In order to perform effectively and

quickly the new employee must know “...the desired result” (Wallace 2009, 170). According to Wallace (2009, 170) written work instructions alone may not be enough, but it would be beneficial to discuss them through “...to ensure both parties share a common understanding”. Newell Brown (2011) also emphasizes the importance of knowing what the company expects from the new employee. Knowing the expectations, one feels happier and more satisfied with their decision to join the company. Therefore the new employee becomes more engaged.

Orientation process should also include communication of the organization’s policies and employee legislation. Including such issues in the orientation process may save the organization from litigations and disciplinary actions, and therefore also costs. (Arthur 2005, 290-291.)

Orientation process should be in line with the contents of the new employee’s job interview. It is important to encourage the new employee to feel like a member of the team and a valued employee from the very first day. Wallace (2009, 170) lists the final goal of an orientation as: “Encouraging the new employee to start thinking in “us” terms as soon as possible. The more quickly the new hire feels comfortable in the workplace and aligned with the [company’s] mission, the deeper that person’s commitment and contributions are likely to be.”

3.3 Benefits of an Adequate Orientation

A well conducted effective orientation generates benefits for both the employer and the new employee. Orientation can be considered as the factor that sets the tone for the employer-employee relationship (Arthur 2005, 291). According to Bauer (2010) effective and well implemented orientation 1) increases job satisfaction, 2) improves performance and 3) reduces employee turnover. Orientation also benefits the employer by “meeting a number of legal obligations such as health and safety expectations” (Boella & Goss-Turner 2013, 86). According to Wallace (2009) a successful orientation has many benefits also in the long run.

1) According to Bauer (2010) job satisfaction is created by the new employees’ adjustment created by relationships established at their new workplace. When the managers express their expectations and communicate with the new employee during the orientation, a positive relationship can be established (Wallace 2009, 169). Arthur (2005) sees orientation as a channel for organizations to express their commitment to the well-being and development of their employees. In return the new employees will feel motivated and committed to contribute maximally.

Arthur (2005) emphasizes that the most important factor for the new employee is to feel welcome. Feeling welcome, comfortable, and secure are factors which drive new employees to work to achieve departmental- as well as company goals. The new employees must be provided answers to their questions, get to know their colleagues and managers, know how their work will be evaluated, know who to turn to regarding questions; concerns or suggestions, the company policies and procedures, what is expected from them, and the existing rewards and recognitions the company has. Only after ensuring the new employees feel secure, can they turn their attention to issues such as company goals and competitors. (Arthur 2005, 294.) By feeling welcome the new employee will also feel like a valued member of the new work community (Wallace 2009, 169).

2) The performance improves by clarifying the organization's expectations to the new employee (Bauer 2010, 2). Introducing the organization's expectations in an effective manner, the employer succeeds in creating "a cornerstone for productivity". A successfully implemented orientation also helps to "shorten a new employee's learning curve". (Arthur 2005, 292.)

According to Boella and Goss-Turner (2013, 86) orientation benefits the employer by "improving staff efficiency, work standards, revenue and profits". Most importantly, when orientation succeeds in shortening the new employee's learning curve and improving their performance, the new employee's mistakes will be decreased (Wallace 2009, 169).

3) Effectively implemented orientation saves the company costs by reducing employee turnover (Wallace 2009, 169). In order to reduce the employee turnover, support along the orientation process must be provided to the new employee (Bauer 2010, 2). By providing its new employees an adequate orientation, the company endorses the employees' commitment to the company.

3.4 Managers' Role in Orientation

According to Kupias and Peltola (2009) it is managers' responsibility to take care of their subordinates' know-how and sufficient orienting. Continuous development and know-how regarding the whole working community are important parts of the manager's work. Managers need to be able to see the importance of guiding every single one of their subordinates' development, whilst keeping the organization's goals in mind. Incomplete or badly implemented and organized orientation is sometimes a result of a lack of time and resources, yet still a conscious choice.

Managers' responsibilities in the orientation process varies a lot between different organizations and their requirements. One of the main tasks of a manager is considered to be taking responsibility of the orientation by, first of all, making it possible, and second, by monitoring the process. A new employee orientation must proceed as planned and in an organized way. At the same time the manager must ensure that the new employee is faced and guided in a correct way. Usually these belong to the manager's responsibilities, depending on the size of the organization, number of other employees, the way the orientation is organized, and even the manager's own creativity. (Kupias & Peltola 2009, 54-55.)

There are certain laws in Finland (Chapter 3.5) regarding the employee orientation, which oblige managers. Kupias and Peltola (2009) also mention that beside the laws, there are also moral obligations directing managers. After all, it is a manager's job to ensure that his/her subordinates' skills and know-how are adequate in order to perform at their addressed work tasks.

Managers can also delegate the orientation to their subordinates. Many organizations have in fact named specific employees responsible for the new employees' orientation. Orienting and guiding someone new also helps the existing employees to develop their own skills. It is crucial that the person responsible for others' orienting is someone enthusiastic and competent, and has ability and skills to guide others. It is the manager's responsibility to support, monitor and guide the person responsible for orienting. In many cases the manager's role in orienting might be superseded. Yet, in order to be truly the one responsible for the employee orientation, the manager must be actively involved in the process. (Kupias & Peltola 2009, 56-57.)

It is important that the manager welcomes the new employees on their first work day. If it is impossible to arrange, another date and time for the first meeting should be set. Having a warm welcoming sets a positive start for the new manager-subordinate relationship. Good managers are able to face their new subordinates and see them as individuals. A competent manager is also a good listener. The manager should also communicate clearly what the company expects from the new employee and hear out what the new employee expects from the company and his/her new work. Beside the expectations, the manager needs to express what the new employee's responsibilities are, how the success is measured, how the development must be seen, and what the goals are. This sets fair rules for open communication and feedback. (Kupias & Peltola 2009, 58-59.)

A committed employee is interested in his/her employer, accepts the work goals and works his/her hardest to achieve them. A committed employee also establishes relationships within

the working community. To ensure employee commitment, the manager can encourage the employee by listening, having conversations regarding the workplace values and goals, and by ensuring the whole working community reacts positively to the new employee. (Kupias & Peltola 2009, 59.) It is the manager's job to ensure that the team welcomes and bonds with the new employee. To help the process, the manager could for example arrange team lunch or drinks, or simply time and place to get to know one another. (Newell Brown 2011, 232-233.)

One challenge the managers today face is diversity management. Diversity management means that different genders, employees of different ages, and employees from different cultural backgrounds are all treated equally. Open and honest communication is usually the key to understanding each other and to ensure successful co-operation. Another challenge is created by part-time and temporary employees. It is important that also temporary employees take the organization to the right direction even if their employment remains short. (Kupias & Peltola 2009, 60-62.)

According to Kupias and Peltola (2009) it is important in all situations and to all organizations that the manager takes care of the following responsibility areas:

- Ensure appropriate orientation
- Be present on the new employee's first day or as soon as possible at agreed time
- Ensure the employee knows and understands his/her main work tasks
- Agree on goals regarding performance, learning, and development
- Monitoring and giving feedback
- Arrange probation conversation
- Ensure other employees are involved
- Take care of the new employee's safety and well-being
- Support all those taking part in orienting the new employee

The manager may not always be the one actually orienting the new employees, but he/she is the one who makes it possible.

3.5 Finnish Laws and Regulations

There are several laws protecting employees' rights in Finland. Orientation is included in the Occupational Safety and Health Act. It obliges the employer to provide its employees adequate information regarding the safety hazards at the workplace. It also requires employers to make sure, taking into account the employees' occupational skills and work experience, that:

“(1) the employees receive an adequate orientation to the work, working conditions at the workplace, working and production methods, work equipment used in the work and the correct method of using it, as well as to safe working practices, especially before the beginning of a new job or task or a change in the work tasks, and before the introduction of new work equipment and new working or production methods;

(2) the employees are given instruction and guidance in order to eliminate the hazards and risks of the work and to avoid any hazard or risk from the work jeopardising safety and health;

(3) the employees are given instruction and guidance for adjustment, cleaning, maintenance and repair work as well as for disturbances and exceptional situations; and

(4) the instruction and guidance given to the employees is complemented, when necessary”
(Occupational Safety and Health Act, Chapter 2, Section 14.)

In conclusion, not only does adequate orientation practices benefit the employer and ensure employee satisfaction and retention, but is also stated by the law in Finland. Being a company providing facility services, including also cleaning- and maintenance services, Coor is obliged by the law to arrange an adequate orientation to its employees in order to ensure their safety.

4 Existing Orientation Practices at Coor

Coor is one of the Nordic region’s leading facility service providers operating currently in Finland, Sweden, Norway, Denmark, Belgium, Estonia, Hungary and Poland. Coor provides its customers workplace services, property services and/or strategic advisory services. The company offers unique and flexible customised service solutions to create business benefit to its customers: This is called Intelligent Service - Service with IQ. In Finland Coor offers dozens of different kind of services, including reception-, cleaning-, mailing-, property- and technical services. (Coor 2016.)

Coor’s vision is to be Nordic’s leading provider of facility services by being customers’ first choice of a supplier, employees’ first choice of an employer, and investors’ first choice when choosing a service to invest in. The company was founded in 1998 and has been listed in Stockholm’s NASDAQ stock since 2015. Coor currently employs about 6850 people and has a turnover of 800 million euros. In Finland Coor has about 1000 employees. (Coor 2016; CoorNet 2016.)

The HR department of Coor Finland has expressed its interest to develop the current orientation process and its documentation. Next the existing orientation practices and materials are introduced. To start with, Coor has an intranet called CoorNet to which everyone working at Coor has access. In the CoorNet there is a handbook for the managers that includes a section for the orientation. According to this handbook, orientation means all those practices which will help new employees to get to know their new workplace, its practices, people, and what is expected from them. Also getting to know the actual work tasks is included in the orientation process. Safety and safety hazards have to be emphasized, and information about ergonomic working methods and postures provided during the orientation. The workplace ground rules have to be presented to avoid any interferences and violence. (CoorNet 2016.)

The Manager's handbook also brings forth the Finnish Occupational Safety and Health Act, according to which an adequate orientation is obliged. The handbook states that the general material for orientation is available at the HR department but each location is responsible for its own orientation materials. The page includes a link to a video: "Tutkimusmatka Cooriin" (Exploration to Coor), as well as documents "Toimenpiteet uusi työntekijä" (Actions - New Employee) and "Perehdytyskortti" (Orientation check-list). (CoorNet 2016.)

"Toimenpiteet uusi työntekijä" (Actions new employee) is a check-list for the managers stating general actions to be taken before and during the orientation process, and which manager is responsible of which tasks. This check-list includes issues such as signing the contract, forwarding the contract, ordering work clothes and phones, and so on.

"Perehdytyskortti" is an orientation check-list in which the actual dates when specific things have been gone through or accomplished with the new employee are marked. Also names of those people giving the orientation and the manager's name need to be marked in the list. This list should be signed by the new employee and the manager after the orientation is completed and forwarded to the HR department during a probation time of four months. (CoorNet 2016.)

The HR department in Coor Finland has also prepared a welcoming package to the new employees, "Tervetuloa Cooriin!" (Welcome to Coor!). This welcoming package includes general and important information about the company and its practices. Areas such as Coor's business idea, vision, strategies, values, the organizational structure and the company history are covered in this package. Mainly the package focuses on giving the information the new employee needs regarding working clothes, safety, employment contract, salary payment, working hours, holidays, occupational health care, insurances, and so on. (Tervetuloa Cooriin! 2016.)

5 Research Method

According to Brewton and Millward (2001) the research method chosen must be in line with one's research objective, conduct appropriate data answering to one's research questions, and test the research hypotheses. The method also needs to be agreed and approved by the organization the research is being carried out for. When choosing the research method one should also consider its feasibility regarding the time, available resources and the organization's requirements and restraints. (Brewton & Millward 2001, 68.)

Questionnaire as a research tool is relatively low cost and require very little resources. Conducting a survey has the ability to generate large sample-captures. These abilities are reflected in the fact that questionnaires can be considered being one of the most broadly used research tools. (Brewton & Millward 2001, 99; Rea & Parker 2014, 4.)

Survey research can be conducted in several different ways. According to Rea and Parker (2014, 8) the implementation methods are: "...mail-out, web-based, telephone, in-person interviews, and intercept." All these methods have their own advantages and disadvantages. Web-based surveys are implemented by sending a link of a website where to find the survey via e-mail. The Web-based method was chosen to conduct this thesis' research because of its many advantages.

These advantages included its low cost, rapidity, convenience, confidentiality, and easy follow-up. When listing the disadvantages of web-based surveys, Rea and Parker (2014) mention among other issues that the respondent might misunderstand something in the questionnaire. Since the interviewer is not present the interviewer cannot explain or specify what is unclear to the respondent.

Sending a questionnaire to the entire Coor personnel in Finland was considered being the fastest and the most suitable way of collecting as much answers as possible in order to get an overall picture of the current state of Coor's orientation process.

5.1 Questionnaire

The questionnaire (Appendix 3 & 4) was sent to all Coor employees in Finland, to approximately 1000 e-mail addresses including some shared accounts such as different locations' receptions. Each Coor employee has a Coor e-mail address yet how actively one is checking and using it varies widely. A link to the questionnaire was sent from Coor HR's account accompanied by a short message (Appendix 2) from the HR & Communication

Director, Ms Anne-May Asplund, along with an introduction to the actual topic and questionnaire.

The e-mail was sent on October 26th and the deadline for the answers was a week later on November 2nd. A reminder was sent two days before the deadline in order to get to the target of 100+ answers. Altogether 149 Coor employees answered the questionnaire.

The questionnaire had separate questions for the managers (Appendix 3) and the subordinates (Appendix 4) in order to find out whether the managers know their responsibilities in the orientation process, and whether their answers were congruent with the subordinates' answers. The questionnaire for the managers also focused on finding out how one experiences the support from the organization and how well aware one is of the supporting materials available regarding the orientation. The questions to the subordinates on the other hand focused on finding out whether they were given an orientation, whether it was adequate, things included, who gave the orientation, whether they received the welcoming package and signed an orientation check-list, and their development wishes and ideas, and so on.

5.2 Validity

According to Hirsijärvi, Remes and Sajavaara (2009) research validity means the credibility of the research. Moreover, it means how well the research method in use measures the features of the research's object. In other words, does the research measure what it was supposed to. Therefore the validity of this research is determined by the amount of data collected and its quality.

Coor employs approximately 1000 employees in Finland. This number includes about 70 managers and 928 subordinates. The questionnaire was sent to them all. The questionnaire reached its goal, 100+ responses, and exceeded it by achieving a total of 149 responses. So almost 15% of all Coor (Finland) employees responded to the questionnaire. 26 managers responded to the questionnaire, which means about 37% of the entire group of Coor managers in Finland. Whereas approximately 13 % of all the subordinates responded.

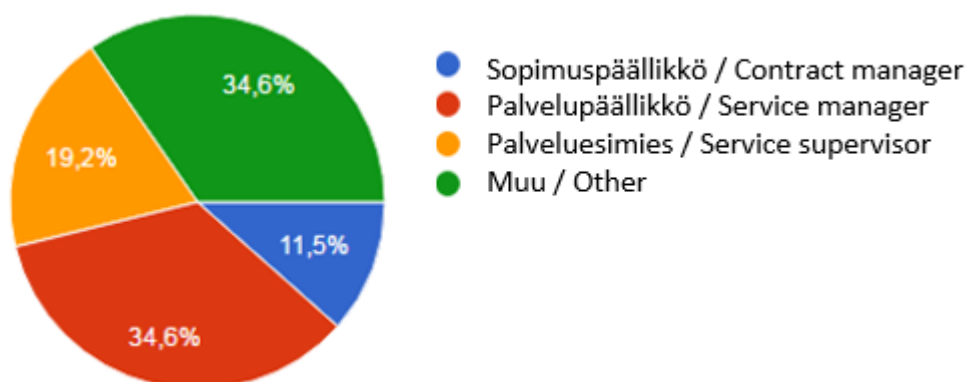


Figure 1: Division of managerial positions that responded to the questionnaire

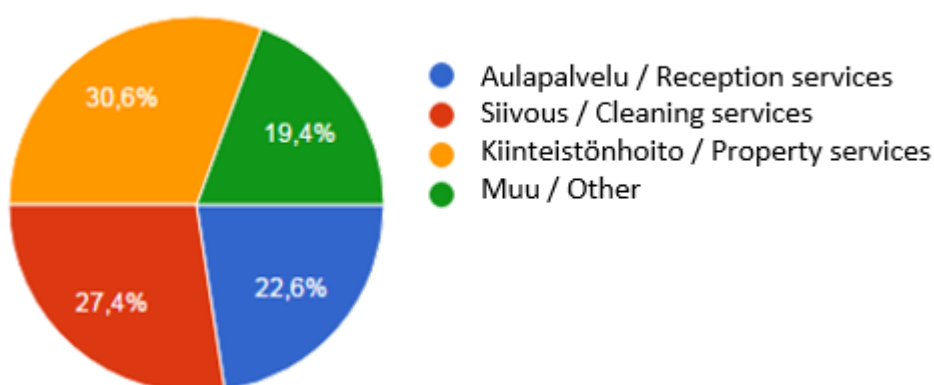


Figure 2: Division of the subordinates' positions (or fields) who responded to the questionnaire

Another factor worth mentioning when considering the validity of this research, is the diversity of the respondents' positions and/or fields (Figure 1, 2). From both of the focus groups, the managers and subordinates, the questionnaire reached employees in multiple different positions.

The questions of the questionnaire aim to be all simple to understand and fast to respond to. Two representatives from the Coor HR department went through all the questions for the questionnaire, suggested some edits, and accepted the questions before sending the questionnaire to the whole personnel.

6 Research Results

A questionnaire regarding Coor's orientation practices in Finland was sent to approximately 70 Coor managers and 928 Coor subordinates. Altogether 149 Coor employees responded to the questionnaire: 26 managers and 123 subordinates. In the following two chapters the

managers' and subordinates' responses are gone through separately, and lastly tied together and summarized.

6.1 Coor Managers

As mentioned earlier 26 managers employed by Coor in Finland answered to the questionnaire (Appendix 3) that was sent to approximately 70 managers. The term “manager” used alone refers to all the managerial positions in Finland (supervisor, director or manager) listed in table 1.

Titles	No	Titles	No
Henkilöstö- ja viestintäjohtaja (HR and Communications Director)	1	Palvelupäällikkö (Service Manager)	28
ICT-päällikkö (ICT Manager)	1	Sopimus-päällikkö (Contract Manager)	6
Kehitys- ja hankintajohtaja (Operations Development and Procurement Vice President)	1	Talousjohtaja (CFO)	1
Liiketoimintajohtaja (Business Director)	1	Taluspäällikkö (Financial Manager)	1
Liiketoimintayksikön johtaja (Business Unit President)	2	Toimitusjohtaja (President)	1
Myyntijohtaja (Sales Director)	1	Tuotantopäällikkö (Production Manager)	1
Palveluesimies (Service Supervisor)	20	Turvallisuuspäällikkö (Safety Manager)	1
Palveluesimies sähkö (Service Supervisor, Electricity)	1	Ylläpitöpäällikkö (Maintenance Manager)	3
Total			70

Table 1: Coor Finland Managers (unofficial translations in English)

Nine service managers, five service supervisors, three contract managers, and nine other managers such as Chief Financial Officer, sales manager, business unit presidents, and operations development and procurement vice president, responded to the questionnaire. The questionnaire was designed to study the managers' awareness of their responsibilities regarding the orientation process and its documentation, how the managers experience the support from the organization, and the managers' development ideas regarding the current orientation process and practices.

The managers were first asked few basic questions: To name their position and location and how long they have worked in the company. These questions were asked for research purposes only in order to be able to compare the managers' views with their subordinates. Next the managers were asked who gives the orientation to a new employee and about the contents of the orientation and the average length of the orientation period. The managers were also asked to list the available supporting materials and whether they feel that they are supported by the organization in the orientation process. Lastly the questions regarded pre-orientation phase and the documentation practices of the orientation, ending with a free word regarding development needs and ideas. (Appendix 3.)

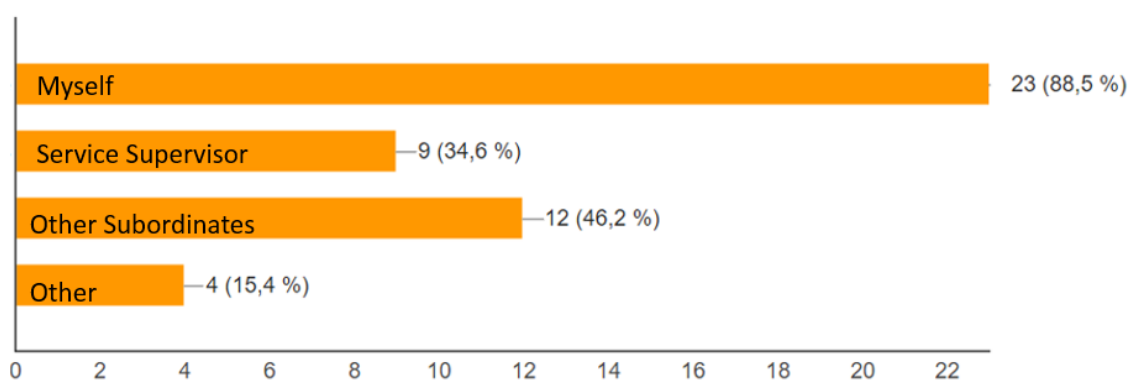


Figure 3: Managers' responses to the question: Who gives the orientation to your subordinates?

Most of the managers, 88.5%, gives the orientation or at least attends in giving the orientation to their subordinates themselves. Also 46.2% of the respondents replied that other subordinates are taking part in the new employee's orientation. (Figure 3.)

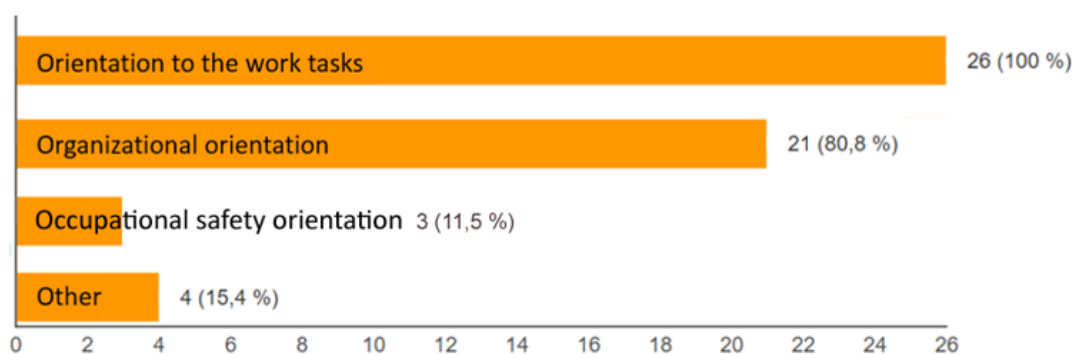


Figure 4: Managers' responses to the question: What does the orientation include?

The next questions were aiming to find out the contents of the new employee's orientation. Only two answer options in this multiple-choice question were given, together with space for discussing other topics in their own words. The readily defined topics were "orientation to the work tasks" and "organizational orientation". This question was aimed to help recognizing

whether the managers knew their responsibilities, for example regarding safety orientation. All 26 managers stated that the orientation to the work tasks is a part of the orientation process, while 21 stated that organizational orientation is also included. Only three managers, none of whom was a service supervisor whose responsibilities safety orientation generally belongs to, mentioned safety orientation. (Figure 4.)

Length of the orientation period

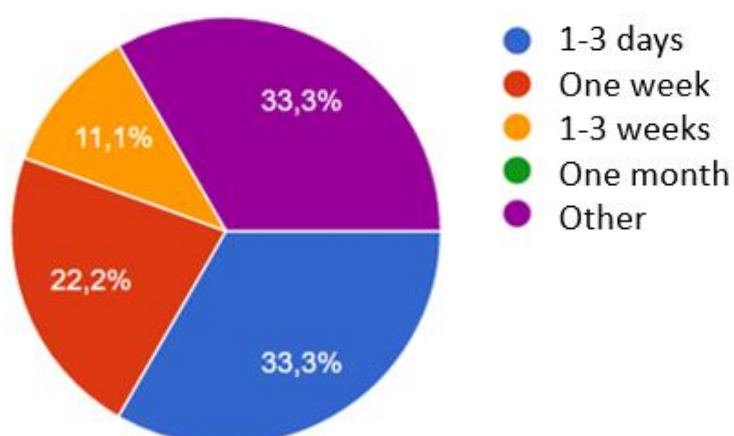


Figure 5: Managers' responses: Orientation length

When asking about the length of the orientation period the managers agreed for the most part that it lasts 1-3 days or one week. Eight managers responded that the orientation lasts as long as necessary. The service supervisors all agreed that the orientation lasts one week at maximum. (Figure 5.)

Do you feel the support for the orientation process that you receive from your organization is adequate?

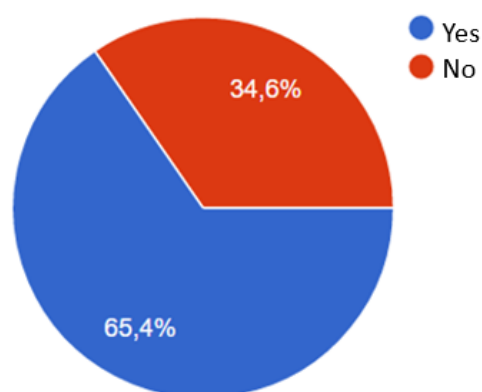


Figure 6: Managers' responses to the question: Do you feel the support you get from your organization for the orientation process is adequate?

Most of the managers were able to name the company's supporting materials available regarding orientation. However, seven managers seemed to be unaware of these supporting materials available in Coor's intranet. This could be reflected in Figure 6 showing that 34.6% of the managers feel that the support from the organization is insufficient when considering the new employee orientation. The managers not satisfied with the organization's support in the orientation process were asked to list the things they were missing from the organization. Time, clearer and updated planning, program, and process, as well as clearer supporting material, were the issues mentioned the most.

To find out how often pre-orientation phase is taken into account in the orientation process, the managers were asked whether they contact their new subordinates before the first day at work. Almost all, 22 out of 26, managers said that they do so. The managers were also asked in which matters they contact the new employees. The answers included issues such as: practicalities, work clothing, the first day and the contract.

Is the orientation process documented every time?

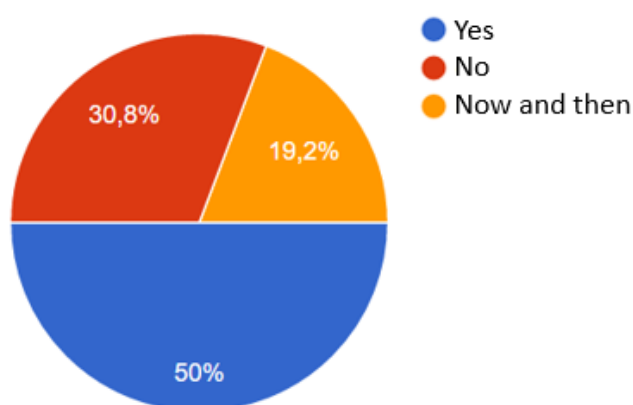


Figure 7: Managers' responses to the question: Is the orientation process documented every time?

One of the main concerns the HR department had when addressing this thesis topic was the documentation of the orientation process. When asking the managers about the documentation, 50% answered that the documentation is done every single time. Another half of the managers answered that the process is not documented or that it is documented every now and then. (Figure 7.)

Lastly the managers were asked what they would like to develop in the current, existing, orientation process. Few issues were raised in the answers. The managers request more organized and planned process with supporting material handed to all employees.

6.2 Coor Subordinates

The questionnaire was sent to approximately 928 Coor subordinates in Finland, 123 of whom responded (Appendix 4). Table 2 lists the different titles of Coor personnel, not including the managerial positions, which are listed previously in Table 1.

Title	No	Title	No	Title	No	Title	No
Asiakaspalveluassistentti (Customer Service Assistant)	1	Kehityspäällikkö (Development Manager)	1	Osastopäällikkö palokunta ja tur (Department Manager, firefighters and security)	1	Rautarakennusasentaja (Iron Structure Fitter)	6
Asiakaspalveluhenkilö (Customer Service Person)	15	Keittäjä/siivoaja (Cook/Cleaner)	3	Osastopäällikkö rakentaminen (Department Manager, Construction)	1	sammutusmies (Fireman)	4
Aulapalveluhenkilö (Receptionist)	117	Kiinteistöhoitaja / kausiapulainen (Property Service Worker / Seasonal Help)	2	Palkanlaskija (Payroll Clerk)	1	Sekatyöntekijä (Odd-jobber)	2
Aulatyöntekijä (Receptionist)	1	Kiinteistöhuollon Palveluohjaaja (Property Service Instructor)	2	Palkka-asiantuntija (Payroll Specialist)	1	Siivoaja (Cleaner)	486
Automaatioasentaja (Automation Fitter)	2	Kiinteistöhoitaja (Property Service Worker)	71	Paloesimies (Fire Supervisor)	1	Siivoaja / kohdevastaava (Cleaner / Site supervisor)	2
Automaatiomestari (Automation Specialist)	1	Kiinteistöhoitaja / palveluohjaaja (Property Service Worker / Property Service Instructor)	1	Palomiesvartija (Firefighter, Security Guard)	3	Siivoustyönohjaaja (Cleaning Instructor)	1
Autonkuljettaja (Driver)	1	Kiinteistöhoitaja / sähköasentaja (Property Service Worker / Electrician)	1	Palveluasiantuntija (Services Specialist)	2	Suunnittelupäällikkö (Planning Manager)	1
Business Development Manager	2	Kiinteistöhoitaja / ulkoaluetyöntekijä (Property Service Worker / Groundskeeper)	7	Palveluassistentti (Service Assistant)	4	Sähköasentaja (Electrician)	8
Business Control	1	Kirjanpitäjä (Accountant)	1	Palveluohjaaja (Services Instructor)	25	Sähkösuunnittelija (Electricity Planner)	3
Business Unit Controller	2	Kirvesmies (Carpenter)	8	Palvelupäällikkö harjoittelija (Service Manager Trainee)	1	Taloussassistentti (Finance Assistant)	3
Controller	2	Korjausmies (Handyman)	1	Palvelusuunnittelija (Service Planner)	1	Taloushallinnon assistentti (Finance Assistant)	1
Energia-asiantuntija (Energy Specialist)	1	Kunnossapitoasentaja (Maintenance Mechanic)	2	Palveluvastaava (Head of Services)	3	Team Leader	1
Harjoittelija (Trainee)	2	Laitossiivoaja (Cleaner)	1	Process and Application Specialist	1	Tehdassiivoaja (Factory Cleaner)	1
HR Controller	1	LVI-asentaja (HVAC Fitter)	5	Projektipäällikkö (Project Manager)	2	Tekninen kiinteistöhoitaja (Property Maintenance Technician)	3
HR koordinaattori (HR Coordinator)	2	LVI-suunnittelija (HVAC Planner)	3	Puhelinvaihteenhoitaja (Switchboard Operator)	1	Tekninen manageri (Technical Manager)	1
Huoltomies (Maintenance man)	6	LVI-työnjohtaja (HVAC Supervisor)	1	Puhelinvälittäjä (Switchboard worker)	1	Teollisuuspalomies (Industrial Firefighter)	6
Huoltoteknikko LVI (Maintenance Technician, HVAC)	1	Maalari (Painter)	1	Putkiasentaja (Plumber)	1	Teollisuussiivoaja (Industrial Cleaner)	3
Johtava hoitaja (Nurse)	1	Markkinointiasistentti (Marketing Assistant)	1	Puuseppä (Carpenter)	1	Toimitilahoitaja (Property Caretaker)	2
Järjestelmäasiantuntija (System Specialist)	1	Mittakirvesmies (Carpenter, specialist in measuring)	1	Puutarhatyöntekijä (Groundskeeper)	1	Toimitilahuoltaja (Cleaner)	16
Kalusteasentaja (Furniture Assembler)	5	Monipalvelutyöntekijä (Multiple Services Worker)	4	Rakennuspäällikkö (Construction Manager)	1	Viestintäpäällikkö (Communications Manager)	1
Kausiapulainen (Seasonal Help)	1	Myyntipäällikkö (Sales Manager)	6	Rakennussuunnittelija (Construction Planner)	2	Total	928

Table 2: Coor Finland Subordinates (unofficial translations in English)

The three main service sectors where Coor operates in Finland are reception services, cleaning services and property services. This can be clearly seen in the table above with more than 117 receptionists (aulapalveluhenkilö), 486 cleaners (siivooja) and 71 men or women in property services (kiinteistöhoito).

Over 30% of the respondents work in property services. From the cleaning services 33 employees (26.8%) and from the reception services 28 (22.8%) responded. The remaining responses (19.5%) came from sales, supporting services, finance, mailing services, HR, occupational health services, accounting, and so on.

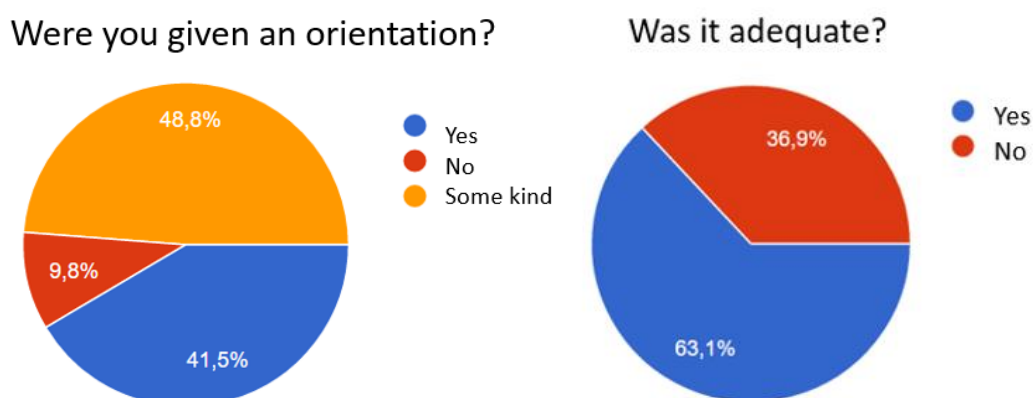


Figure 8: Subordinates' responses to the question: Were you given an orientation? And Subordinates' responses to the question: Was the orientation adequate?

After the background information questions, the subordinates were asked whether they were given an orientation and if so, was it adequate (Figure 8). Only 12 people had not been given an orientation at all (9.8%). Most of the respondents (48.8%) felt they were given some kind of orientation and 41.5% that they were given orientation. When it comes to the adequacy of the orientation, most of the respondents (63.1%) felt the orientation had been adequate, yet 36.9% felt something was missing.

Next the subordinates were asked who gave them the orientation regarding their work tasks. Most of the respondents (64.9%) identified their colleagues being the ones orienting them to their work tasks. Also the closest manager was selected in many cases (42.3%). Similarly cleaning- or property instructor was often selected among the employees working in cleaning- or property services.

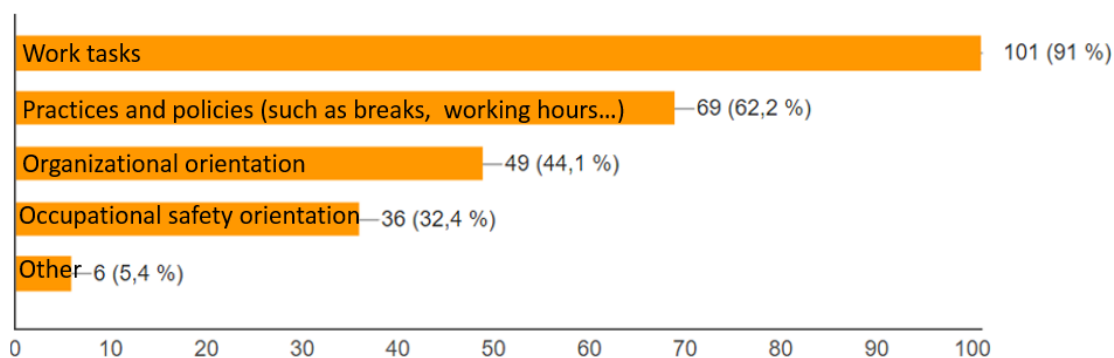


Figure 9: Subordinates responses to the question: What did your orientation include?

The subordinates were also asked what their orientation included (Figure 9): 91% of the respondents said orientation to the work tasks was included. 62.2% of the respondents said also the policies and practices, such as break times, clothing and working hours were included in their orientation. Less than a half of the respondents (44.1%) were given an organizational orientation and only 32.4% of the respondents were given orientation to occupational safety. Six respondents mentioned something else beside the readily given options, most commonly orientation regarding an IT-program. The most alarming result is the clear lack of the orientation regarding the occupational safety with only 17 out of 71 people (7%) working in the cleaning- or property services replied they had been given an orientation regarding safety issues.

When asked about the length of the orientation period, the subordinates mostly agreed that it lasts one to three days (46.8%). About 15% of the respondents said the orientation lasts one week and 13.5% said it to last from one up to three weeks. Many (22.5%) mentioned some other time period for the orientation, most saying it lasted some hours and some saying the orientation is still continuing or will never end.

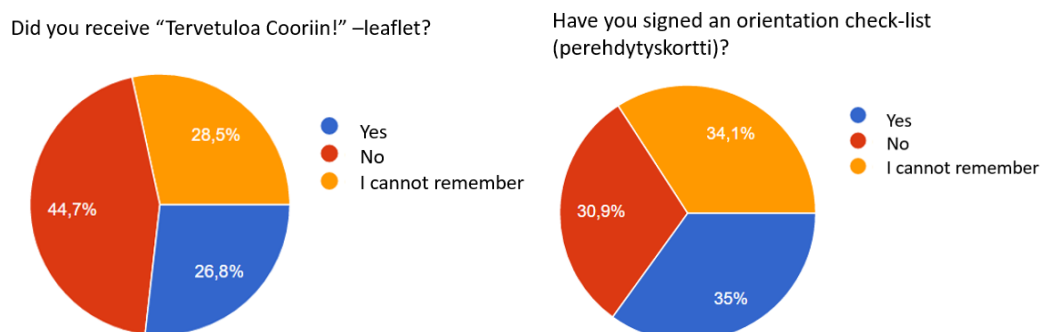


Figure 10: Subordinates' responses to the question: Did you receive "Tervetuloa Cooriin!" - leaflet? And Subordinates' responses to the question: Have you signed an orientation check-list?

The subordinates were also asked whether they were given the “Tervetuloa Cooriin!” -leaflet and whether they have signed an orientation check-list (perehdytyskortti). Most of the respondents had not received the welcoming package (44.7%) or did not remember whether they had received one (28.5%). The rest, 26.8% of the subordinates responding had received the leaflet. When considering the orientation check-list, 35% of the respondents had signed one, 30.9% had not, and 34.1% could not remember whether they had signed. (Figure 10.)

Most of the subordinates (close to 69%) were contacted before their first day at work by their managers. The answers to the questions about who contacted them, how, and regarding which matters, were all similar. Most of the respondents were contacted by the service supervisor or service manager by phone or e-mail regarding issues such as the first work day (time and place), work clothes and the contract.

Lastly the subordinates were asked what they would like to develop in Coor’s current orientation process and whether they had taken part in orienting some other employee. About 69% of them had taken part in someone else’s orientation practices and the rest 31% had not. In table 3 the development ideas from the respondents are generalised and listed.

Category	Development needs	Mentioned (Times)
Time	More time for orientation	13
Manager's role	Someone responsible, Manager part of the orientation, Manager aware of the work tasks him/herself, Manager contacting the new employee before first day	7
Instructions	Written instructions which are up to date, Clear service descriptions, Orientation folders and instructions, Orientation check-lists	9
Organized orientation	Clear orientation program, Clear division of responsibility areas, Better organized and planned process	10
Organizational orientation	Orientation to the organization and its practices	7
Customer	Introduction to the the customer(s), Orientation regarding the customer	5
Tools	Orientation regarding all the machines and chemicals, Orientation regarding IT-programs	4
Person(s) giving the orientation	Compensation, Competence	6

Table 3: Coor Subordinates’ development ideas

6.3 Summary of the results

The objective of this research was to help Coor develop its current orientation process and documentation of this process. The research questions were chosen with few goals in mind: Finding out the current state of Coor's orientation process in Finland and how well its documentation is handled. The three research questions are: How is the orientation and its documentation currently handled? How well aware the managers are of their roles in the new employee's orientation process and its documentation procedures? What are the biggest challenges and how to develop the existing processes?

Starting with the first research question (How is the orientation and its documentation currently handled?) it seems that both the managers and their subordinates feel that there is room and need for improvement in the orientation practices. The subordinates' responses to whether they were given an orientation and whether it was adequate, speak for themselves. Less than half of the respondents (41.5%) answered yes, they were given an orientation. Twelve respondents (9.8%) had not been given any orientation and the rest and most (48.8%) said they were given some kind of orientation. Choosing "Some kind" as an answer already shows some level of dissatisfaction towards the orientation given. Yet 63.1% of the respondents felt their orientation was adequate, which leaves, relatively many, 41 (36.9%) respondents feeling that it was not adequate.

Also responses from both the managers and the subordinates to the question of what the orientation included, reflect the current state of the orientation process in Finland. All the managers, and most of the subordinates (91%) said that the orientation to the work tasks is part of the orientation. About 80% of the managers, yet only 44% of the subordinates, included organizational orientation in their answers. Most alarming was the current state of orientation to the occupational safety. Only three managers and 36 (32.4%) of the subordinates mentioned safety being part of the orientation process. 71 employees working in either cleaning- or property services responded to the questionnaire and only 17 of them were given an orientation regarding safety.

Both focus groups were also asked about the length of the orientation period. The managers were asked how long the orientation period usually is, and the subordinates were asked how long did their own orientation last. Most of the responses in both focus groups stated the length to be 1-3 days. Many of the subordinates also responded that the orientation lasted only few hours, whereas many of the managers said the orientation lasts as long as needed. In both, the managers' and subordinates' development ideas, time is one of the most commonly mentioned issue.

Considering the orientation process' documentation, the managers were asked whether the process is documented every time. 50% of the managers answered yes, the process is documented every time. The rest of the managers either answered no (30.8%) or every now and then (19.2%). The subordinates were asked whether they had signed an orientation check-list (perehdytyskortti) and 35% replied they had. Relatively many of the respondents did not remember whether they had signed the check-list (34.1%) and the remaining 30.9% replied they had not signed it.

Moving on to the next research question about the awareness of the managers' regarding their role in the new employees' orientation. As already mentioned, only three managers mentioned occupational safety as part of the orientation process. It is obvious that the occupational safety as part of the orientation process is not relevant in all sectors, for example not necessary relevant for the Chief Financial Officer. Yet none of the nine service supervisors responding to the questionnaire mentioned safety either. Service supervisors work closely with the cleaners, property service men, and/or the receptionists/security guards. Safety is definitely an important part of these subordinates' orientation and service supervisors' responsibility.

Another issue which reflects the responsibility unawareness of some managers is the fact that 36.9% of the subordinates did not feel the orientation they were given had been adequate, and almost 10% had not been given an orientation at all; and another 48.8% were only given "some kind" of orientation. The same applies with the documentation of the orientation process. The process should be documented every single time - and it is the managers' responsibility to take care of this documentation.

When considering the pre-orientation phase almost all of the managers (about 85%) said they contact the new employees before their first day at work. Almost 66% of the subordinates responded they were contacted by their manager beforehand.

When going through the development areas the subordinates have listed, the manager's role often comes out. The subordinates wish that the manager would take part in the orientation and knows about the tasks in practice him/herself also. Also they feel that there should be someone clearly responsible for the orientation and this person should be the manager.

Almost 35% of the managers did not feel satisfied with the support they are getting from the organization. Many of the managers were unaware of the materials Coor has in the CoorNet regarding the orientation process. When listing the development wishes, also the managers listed time, clearer and better planned orientation process and program, as well as supporting materials.

The last research question concentrates on the challenges and how to develop the existing processes. The biggest challenges appearing in the answers were the following:

- Ensuring the orientation includes what it should
- Ensuring there is enough time and resources to give an adequate orientation
- Ensuring the person giving the orientation is competent
- Ensuring the managers document the orientation process
- Ensuring the managers take responsibility of the orientation process
- Ensuring all the materials are available and up to date

The development ideas are presented in the following chapter of this thesis.

7 Recommendations

In order to define the current state of Coor's orientation and its documentation processes, and the areas in need of development, a quantitative research was conducted. A questionnaire regarding the orientation practices was sent to the entire Coor personnel in Finland. The results came out as expected - room and need for improvements exist.

The objective of this thesis was to provide Coor suggestions which could help the company in developing its existing orientation practices. In table 4 these concrete suggestions, which are based on the research implemented, are presented:

Development idea	Implementation
Reminder to the managers	HR sends an e-mail reminder regarding new recruits and manager's responsibilities to the manager
The manager's responsibilities clarified	Checklist of steps for the managers
More relevant orientation check-lists (perehdytyskortti)	Separate orientation check-lists (perehdytyskortti) for each sector: cleaning-, property- and reception services, and office environment
Organizational orientation	Webinar
Internet security	Including in the orientation

Table 4: Development ideas

First of all, Coor employees require a clear and well organized orientation process and program. In order to provide that, the managers must be aware of how the orientation needs to be handled, what it should include and above all be determined to make it happen. The HR department could send the closest manager, to whose responsibility the new employee's orientation is, an e-mail reminder stating who has been recruited and when he/she will be starting. The e-mail should emphasize the importance of orientation and include links to the available orientation materials in the intranet. Providing the managers a step by step checklist (Figure 11) covering all their responsibilities through the whole orientation process, would be a good start towards a more organized and planned orientation process.

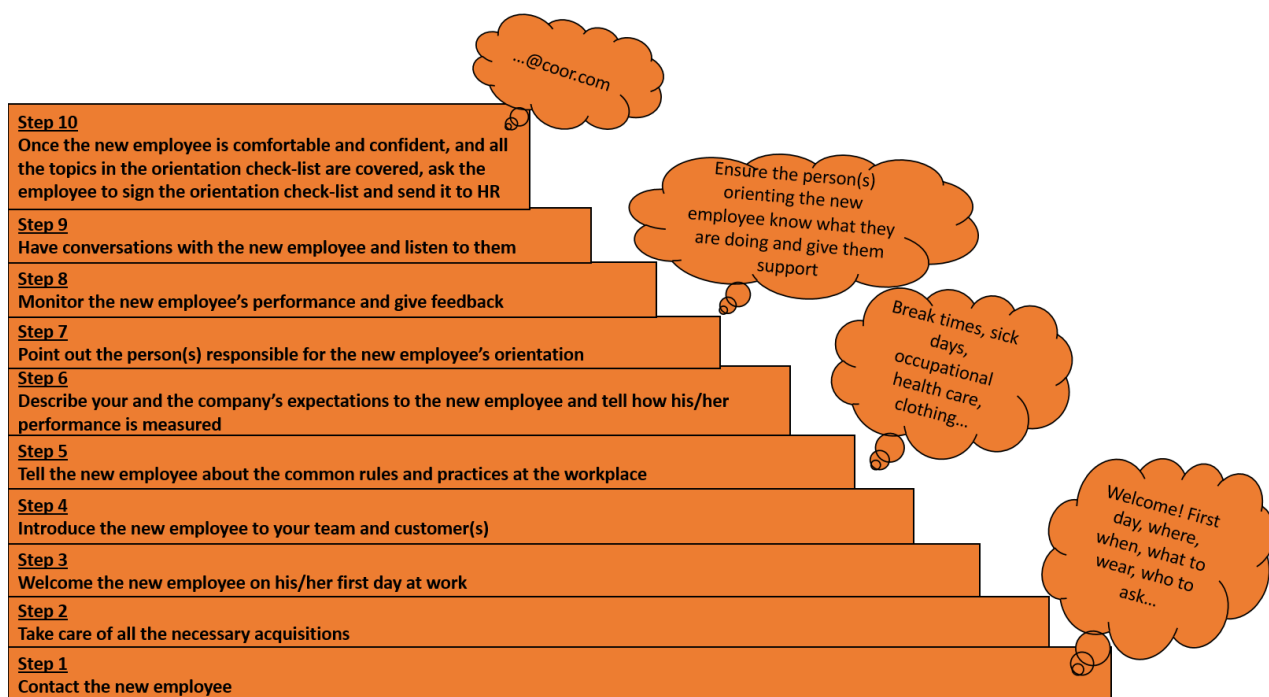


Figure 11: Manager's steps towards a successful orientation

To start with the manager could send an e-mail to the new subordinate starting in his/her team to ensure the new employee feels welcomed and valued. It is significantly easier and more pleasant to arrive on the first day to the new workplace when one already knows exactly where to go at what time, what to wear, who to meet, and so on. Another issue worth considering regarding this pre-orientation phase is whether to send out the welcoming materials already at this point. As mentioned earlier, Coor has created a "Tervetuloa Cooriin!" (Welcome to Coor!) -leaflet which among other things contains important information about the company and its practices. In order to get to know the company a little bit better as well as many other practical issues, one could spend a little time reading this material through even before starting at the new work.

The manager should also take care of all the acquisitions before the new employee's first day. Ordering the necessary equipment, working clothes, mobile phone, laptop, or whatever it is that the new employee needs in order to perform at their new work, should be already taken care of beforehand. Most importantly the new manager needs to spend a moment to plan the upcoming orientation program.

First impression matters. It makes a big difference in the new employees' eyes whether there is a manager meeting and welcoming them on their first day at work, or if they are completely being neglected. Therefore it would be recommended that the managers welcome

the new members of their team and helps them to get started. The manager should ensure the new employee gets the welcoming material on their first day the latest. It could be useful to include something personal and relevant to that specific location in the welcoming package. For example a list of the most frequently asked question. The manager could also emphasize the most important points of the material to the new employee to ensure common understanding.

It is the manager's job to ensure that the whole team welcomes the new employee in a friendly and supportive manner. The manager should not only introduce the new employees to their new colleagues, but also to the customer(s) if possible. If face to face introduction is impossible to carry out, at least in the customers' eyes the manager can give a good impression by sending them an e-mail telling about the new member of their team.

The new employee should be introduced to the common rules and practices regarding the new workplace. For example issues such as working hours, break times, sick days and occupational healthcare system, work clothing, and web browsing policies should be covered. It is crucial to describe what is expected from the new employees and how their performance will be measured. Similarly the new employees must be given a chance to express their feelings and expectations.

It is rarely the case that the manager him/herself covers the whole orientation process of the new employee. It is even recommended to delegate some of it to the other employees and subordinates. This gives a chance for the existing employees to learn themselves. However, the manager should ensure that those giving the orientation to the new employee are actually competent in giving it. The other employee(s) responsible for the new employee's orientation must be supported by the manager. It should be clear to both the person(s), the one orienting and the one being oriented, who is responsible for what. The manager needs to remain connected to the new employees and their orientation. In the end, it is always the manager's responsibility to ensure the new employee receives an adequate orientation and will be able to perform in his/her new work tasks.

As mentioned earlier, the managers must stay involved in the orientation process and connected to the new employee. It is important that the manager monitors the new employee's performance and progress and gives feedback accordingly. In order to retain a healthy manager - subordinate relationship, the manager needs to take time to communicate with the new employees and especially listen to them.

One of the main concerns of both the Coor managers and the subordinates who responded to the questionnaire was the lack of time used for the orientation process. It is the manager's

responsibility to ensure that the new employees are not left alone until they feel confident and comfortable. Once the new employee feels comfortable and confident, and all the areas on the orientation check-list are covered, the manager must ask the new employee to sign the orientation check-list that has been filled along the process, and forward it to the HR.

In order to cover all the necessary areas in the new employee orientation, it would be recommended to have separate orientation check-lists (perehdytyskortti) in use for the cleaning-, reception-, and property services, as well as for the positions in the office environment. It goes without saying that the orientation for example cleaners require is quite different from the orientation an HR assistant needs. The occupational safety issues should be emphasized especially in the orientation in the cleaning- and property services. The machinery instructions, chemical instructions, working methods and protective gear are all examples of relevant topics to cover in the new employee orientation in the cleaning- and property services. Whereas in the office type of environment the orientation should focus on very different type of areas. Besides the separate orientation check-lists for different fields, managers could ease their own work by creating their own orientation check-lists regarding orientation to that specific location.

Every employee wants to be able to tell about the company they work for and answer questions asked about its operations and services. All the employees should also know about the company's vision, mission, achievements, goals, and so on, in order to be part of the team developing and taking the company towards those goals. Organizational orientation should be provided to share this knowledge. It is good that the new employees are handed the "Tervetuloa Cooriin!" -leaflet which gives a brief introduction to the company. Yet, it would be recommended to provide something in addition to the existing materials. Arranging few times a year a presentation, for example in a form of a webinar including an questions and answers section, about the organization to all new Coor employees would be one possible way of doing it.

Moreover, internet security is an issue all companies today should take into consideration and include in their orientation programs. Many of the Coor employees work with computer on daily basis. Providing these employees information about the company policies regarding web browsing and basic information about the safety hazards one can face online, may save the company from a great deal of hassle and costs.

8 Conclusion

This thesis was written at Coor Finland HR department's request in order to define the current state of the company's orientation- as well as documentation processes, and to come up with some development ideas. The aim was to find out the current state of the orientation, whether the managers know their responsibilities, where the orientation goes wrong and how to develop the company's existing orientation practices.

A quantitative research was implemented by sending a questionnaire to the entire Coor personnel in Finland. The questionnaire achieved its goal to gather 100+ responses with 149 Coor employees' responses. After going through and analyzing the data gathered from the questionnaire, it was evident that there is some deficiency of a well planned and organized orientation given by someone competent. Moreover the manager's responsibility and role in the new employee's orientation needs to be clarified.

The development ideas focused mainly on clarifying the manager's role and responsibilities in order to move towards more adequate orientation process. It was suggested that the HR provided the managers a list of steps to be taken in each new employee's orientation. Starting from the pre-orientation and ending with signing the orientation check-list and sending it forward. It is the manager's responsibility to ensure their subordinates are given an adequate orientation by someone competent, and that the process is documented. Another development idea presented was to create separate orientation check-lists (perehdytyskortti) for the cleaning-, property-, and reception services, and for those working in the office. Therefore each check-list would contain more relevant and even crucial information regarding each specific field. For instance occupational safety issues are not to be ignored in the orientation process especially in orienting employees in the cleaning- and property services. Moreover arranging a webinar regarding the organizational orientation was suggested to be arranged on yearly basis, as well as ensuring the internet security would be covered in the orientation of those it is relevant.

Providing their employees an adequate orientation is an issue that all companies must take care of. Orienting new employees is proven to benefit both the employer and its employees in several different ways. An adequate orientation helps to increase job satisfaction and the employees' performance. At the same time the orientation can help companies to save costs by decreasing mistakes made or accidents happening at work, and the employee turnover. A well planned and organized orientation covering all the topics necessary and lasting as long as needed, are the key to successful orientation process and program.

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Appendix 1: Key Terminology

Orientation. All those practices which will help new employees to get to know their new workplace, organization, its practices, people, and what is expected from them. Also getting to know the actual work tasks is included in the orientation process. (CoorNet 2016.)

HR. Human Resources department is responsible, for instance, of personnel recruiting, well-being, development, and benefits.

Finnish Occupational Safety and Health Act (Työturvallisuuslaki). Provides regulations that must be followed at the workplace. The working conditions cannot cause any harm or danger to the employees or their health.

Perehdytyskortti. Orientation check-list. A list of actions to be taken and topics to be covered in the new employee's orientation. Signed by the new employee and their manager.

Subordinate. An employee working under one's authority.

Appendix 2: A Message to Coor Employees

Hei,

Perehdyttäminen on tärkeä osa Coorin liiketoimintaa. Työntekijämme Tiina Pohjolainen, Laurean opiskelija, tekee opinnäytetyötä Coorin perehdyttämiskäytäntöihin liittyen. Tiinan kysely lähetetään kaikille Coorilaisille, jotta saisimme mahdollisimman kattavan tiedon siitä miten perehdytys tänä päivänä Coorissa hoidetaan. Autathan meitä ja Tiinaa kehittämään perehdytysprosessiamme vastaamalla hänen kyselynsä 2.11.2016 mennessä. Kysely vie vain 5 minuuttia ja vastaamaan pääset [tästä linkistä](#). Alla vielä Tiinan viesti Coorilaisille.

Tiinan puolesta
Anne-May Asplund

"Hei Coorilainen,

Olen työskennellyt kolmisen vuotta Coorilla Alberga Business Parkin aulapalvelussa Facility Management -opintojeni ohella Laurea Ammattikorkeakoulussa. Opintoni ovat nyt ihan loppusuoralla, opinnäytetyötä vaille valmiit, ja tätä varten tarvitsisin nyt sinun apua.

Pyytäisin sinua sekä tiimiläisiäsi käyttämään viisi minuuttia aikaa vastaamaan kyselyyni perehdytykseen liittyen seuraamalla [tätä linkkiä](#). Kyselyyn vastataan anonymisti ja ainestoä käsitellään luottamuksellisesti yleisellä tasolla. Tutkimusteknisistä syistä kyselyssä pyydetään mainitsemaan yksikkö sekä tehtäväsi. Vastausaikaa on 2.11.2016 asti.

Kiitos ja mukavaa syksyn jatkoa kaikille.

*Ystävällisin terveisin
Tiina Pohjolainen"*

"Dear Coor Staff,

I have been working for Coor at Alberga Business Park for three years beside my Facility Management studies at Laurea University of Applied Sciences. I am currently working on my bachelor thesis and would need your help with it.

I would appreciate it if you would spend five minutes of your time and answer my questionnaire regarding orientation using [this link](#). The questionnaire is anonymous and the material will be handled confidentially and at general level only. You are asked to mention your workplace and position for research purposes only. Please answers by 2nd November 2016.

Thank you.

*Best Regards,
Tiina Pohjolainen*

Appendix 3: A Questionnaire to Coor Managers

Coor - Kysely perehdytyksestä / Questionnaire regarding the orientation

*Pakollinen

Asema

*

- sopimuspäällikkö
- palvelupäällikkö
- palveluesimies
- Muu:

Kohde / Kohteet

*

Oma vastauksesi

Työsuhteen kesto

*

- 0-1 vuotta
- 1-3 vuotta
- 3-5 vuotta
- yli 5 vuotta

**Kuka perehdyttää uudet henkilöt kohteessasi / kohteissasi?
(Voit valita useampia vaihtoehtoja)**

*

- minä itse
- palveluesimies
- kohteen muut työntekijät
- Muu:

Mitä perehdytys pitää sisällään? (Voit valita useampia vaihtoehtoja)

*

- työtehtäviin perehdytyksen
- yritykseen perehdytyksen
- Muu:

Kuinka pitkä perehdytysajanjakso yleensä on?

*

- 1-3 päivää
- viikon
- 1-3 viikkoa
- kuukauden
- Muu:

TAKAISIN

SEURAAVA

Mitkä ovat vastualueitasi perehdytykseen liittyen? (Vastaa niihin, mitkä koet kuuluvan vastuualueeseesi)

perehdytyksen delegointi, kenelle / keille?

Oma vastauksesi

työtehtäviin perehdyttäminen, keiden?

Oma vastauksesi

yrittäjien perehdyttäminen, keiden?

Oma vastauksesi

työturvallisuuden perehdyttäminen, keiden?

Oma vastauksesi

jotain muuta, mitä?

Oma vastauksesi

TAKAISIN

SEURAAVA

Mitä materiaaleja on tukenasi perehdytystä varten?

*

Oma vastauksesi

Saatko organisaatioltasi tarvittavan tuen perehdytyksen toteuttamiseen?

*

kyllä

en

TAKAISIN

SEURAAVA

Mitä kaipaat?

Oma vastauksesi

TAKAISIN

SEURAAVA

Oletko yhteydessä aloittaviin henkilöihin ennen heidän ensimmäistä työpäiväänsä?

*

kyllä

en

TAKAISIN

SEURAAVA

Miten ja mistä asioista?

*

Oma vastauksesi

TAKAISIN

SEURAAVA

Dokumentoidaanko perehdytysprosessi joka kerta?

*

- kyllä
- ei
- silloin tällöin

Mitä haluaisit parantaa nykyisessä perehdytysprosessissa?

Oma vastauksesi

TAKAISIN

LATAA

Appendix 4: A Questionnaire to Coor Subordinates

Coor - Kysely perehdytyksestä / Questionnaire regarding the orientation

*Pakollinen

Työnkuva

*

- aulapalvelu
- siivous
- kiinteistönhoito
- Muu:

Missä työskentelet? Kohde / Kohteet

*

Oma vastauksesi

Työsuhteen kesto

*

- 0-½ vuotta
 - ½-1 vuotta
 - 1-3 vuotta
 - 3-5 vuotta
 - yli 5 vuotta
-

Saitko perehdytyksen?

*

- kyllä
- en
- jonkinnäköisen

TAKAISIN

SEURAAVA

Koitko saavasi riittävän perehdytyksen työtehtäviisi?

*

- kyllä
- en

Kuka perehdytti sinut työtehtäviisi? (Voit valita useampia vaihtoehtoja)

*

- kohteen esimies
- kohteen vastuhenkilö
- palveluohjaaja
- kohteen muu(t) työntekijä(t)
- Muu:

Mitä perehdytys piti sisällään? (Voit valita useampia vaihtoehtoja)

*

- työtehtävät
- kohteen käytännöt (tautos, työaika, yms.)
- yritykseen liittyvät asiat
- työturvallisuus
- Muu:

Kuinka pitkään perehdytyksesi kesti?

*

- 1-3 päivää
- viikon
- 1-3 viikkoa
- kuukauden
- Muu:

TAKAISIN

SEURAAVA

Satiko alottaessasi 'Tervetuloa Coorille' -lehtisen?

*

- kyllä
- en
- en muista

Ottiko joku esimies yhteyttä sinuun ennen ensimmäistä työpäivääsi?

*

- kyllä
- ei

TAKAISIN

SEURAAVA

Kuka? Miten? Mistä asioista?

*

Oma vastauksesi

TAKAISIN

SEURAAVA

..

Oletko allekirjoittanut perehdytyskortin?

*

- kyllä
- en
- en muista

Mitä haluaisit parantaa nykyisessä perehdytysprosessissa?

Oma vastauksesi

Oletko ottanut osaa jonkun toisen henkilön perehdytykseen?

*

- kyllä
- en

TAKAISIN

LATAA