PLANNING AND IMPLEMENTING AN ORIENTATION GUIDE FOR NEW EMPLOYEES

Translatum Oy

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ABSTRACT

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ABSTRACT

This thesis was commissioned by Translatum Oy, a Finnish translation agency. The purpose of this thesis was to plan and implement an orientation guide for the new employees of Translatum Oy. The need for the orientation guide was discovered during the writer's work placement period in the commissioning organization, together with discussions with the quality manager of Translatum Oy.

The theory of orientation was studied in order to learn and understand the basic requirements for an orientation guide. The theory behind orientation is widely established, yet every company and organization has a customized orientation program and orientation guide. The main objective of orientation is to familiarize the new employee with the policies, procedures and background information of his/her new work environment, thus increase the new hire's job performance and work satisfaction.

In addition to studying the theory, information concerning the content of the guide was gathered via interviews with the managers and personnel of Translatum Oy. The writer was also able to utilize her own experiences of orientation in general and especially of the orientation and working in Translatum Oy.

Based on the gathered information, an orientation guide for new employees was planned and implemented. Also an orientation checklist was generated to support and to provide a framework for the orientation process in the commissioning organization. The orientation guide and the orientation checklist are handed over to the commissioning organization, along with a recommendation to use this material in the future new employee orientation.

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TIIVISTELMÄ

Tämän työn toimeksiantaja oli suomalainen käännöstoimisto Translatum Oy. Työn tarkoitus oli laatia uuden työntekijän perehdytysopas Translatum Oy:lle. Tarve perehdytysoppaalle ilmeni opinnäytetyön kirjoittajan työharjoittelujakson aikaisten kokemusten kautta, yhdessä Translatum Oy:n laatupäällikön kanssa käytyjen keskustelujen kanssa.

Työtä varten on opiskeltu perehdytyksen teoriaa. Teoriaa on sovellettu toimeksiantajan toiveiden ja tavoitteiden mukaiseksi. Eri organisaatioiden perehdytyksissä saattaa olla suuriakin eroavaisuuksia, mutta tavoite on aina sama: perehdytys pyrkii esittelemään yrityksen ja sen toimintatavat mahdollisimman kattavasti sekä toivottamaan uuden työntekijän tervetulleeksi ja siten parantamaan tämän työhyvinvointia ja suorituskykyä.

Perehdytysoppaan laatimista varten sovellettiin teorian lisäksi myös muita tietolähteitä. Translatum Oy:n johtajia ja työntekijöitä haastattelemalla kerättiin tärkeää tietoa perehdytysoppaan sisällöstä ja tavoitteista. Kirjoittaja käytti myös omaa työkokemustaan sekä toimeksiantajayrityksessä, että muissa yrityksissä, apuna perehdytysoppaan laatimiseen.

Tutkimuksen tuloksena laadittiin uuden työntekijän perehdytysopas ja perehdyttämisen tarkistuslista Translatum Oy:lle. Perehdyttämisen tarkistuslistan tarkoitus on antaa runko perehdyttämisprosessille. Opinnäytetyön tuloksena syntynyt uuden työntekijän perehdytysopas ja perehdyttämisen tarkistuslista luovutetaan valmistuttuaan toimeksiantajan käyttöön.

Avainsanat perehdytys, perehdytysopas, käännösala

Sivut 37 s. + liitteet 15 s.

CONTENTS

1 INTRODUCTION

1.1 Background information

The need for this thesis was discovered by the author during her work placement in the commissioning organization, together with discussions with the quality manager of Translatum Oy. The need was discovered because of the lack of logical structure and inconsistency of the commissioning organization' existing orientation.

Orientation is an important part of every company's operations. At some point, every organization is facing the situation of hiring a new employee. This situation can be handled in many different ways and with many different results. When the organization wants to act efficiently, welcome its new employees properly and to increase productivity of the new employee, it should pay attention to developing its orientation program. In the case of Translatum Oy, this was decided to be done in the form of an orientation guide for new employees. Orientation guide provides the same information for all new employees and offers a basis for more specific work-task-related orientation. When a new employee has good basic knowledge about the industry, main operation methods and policies of the workplace, learning and internalizing the work procedures and methods becomes easier.

Even when the orientation is well planned in theory, the situation may sometimes be very different in practice. Small- and medium size companies do not necessarily have the resources to detach one employee from his/her regular work tasks to orientate the new employee. Some industries are from time to time very hectic and other times the workload may be rather light. This is the situation also in the commissioning organization. Therefore an orientation guide is a good solution; it will ease the learning process of the new work procedures and tasks because the basic knowledge already exists. It offers the possibility to learn things also independently, which is especially useful in situations when the workload in the company is heavy and there is insufficient time for personal orientation. It also allows the new employee to rely on written material when he/she needs to go back to some issue, instead of repeatedly asking the same questions orally.

The content of the orientation guide was determined after thorough theory of orientation -studies, discussions with the quality manager of the commissioning organization, consideration of the author's personal experiences about orientation; both in the commissioning organization as well as in other organizations and analysis of the interviews conducted with the management, and especially with the personnel of the commissioning organization. Commissioning organization's existing orientation was also benchmarked against the orientation in another organization. The author has personal experience from both orientations, which enabled the comparison of the two different orientations.

1.2 Occupational Safety and Health Act

Besides orientation being beneficial and important for both the organization as well as for the new employee, it is also governed by the law. The Occupational Safety and Health Act states the objectives of orientation and the reasons for its importance. Orientation is an important factor in accident prevention and in improving the safety and health conditions of employees. Bearing in mind the skills and capabilities of an employee, the employer should provide adequate orientation whenever an employee is starting a new job or facing new work tasks or environments. The following are direct citations from the Finnish Occupational Safety and Health Act.

The objectives of this Act are to improve the working environment and working conditions in order to ensure and maintain the working capacity of employees as well as to prevent occupational accidents and diseases and eliminate other hazards from work and the working environment to the physical and mental health, hereinafter referred to as health, of employees. (TTurvL 738/2002 1:1§.)

Employers shall give their employees necessary information on the hazards and risk factors of the workplace and ensure, taking the employees' occupational skills and work experience into consideration, 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) 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 jeopardizing safety and health;
(3) employees are given instruction and guidance for adjustment, cleaning, maintenance and repair work as well as for disturbances and exceptional situations; and
(4) the instructions and guidance given to the employees is complemented, when necessary.

Further provisions governing the instruction and guidance as well as written working instructions provided for employees and the occupations and tasks requiring special competence and the ways to prove such competence, may be given by Government decree. An acceptable proof of competence is also a qualification, certificate or other document on education issued abroad in accordance with the provisions of the Act on the Implementation of the General System for the Recognition of Professional Qualifications of European Community Citizens or the provisions of international agreements binding on Finland." (TTurvL 738/2002 14:1-4 §.)

1.3 Commissioning organization; Translatum Oy

Translatum Oy is a Finnish translation agency. It is one of the biggest operators in the translation industry in Finland. The company started its business as a sole proprietor in 1996 and at the beginning of the 21th century, after a few years of increasing business and market share, the company was transformed into a limited liability company. In addition to its headquarters in Tampere, Translatum has an office in Tallinn, Estonia. Translatum is also part of the Technopolis Preferred Partner Program and has offices in Technopolis Tampere and Technopolis Helsinki.(www.translatum.fi.)

Translatum employs approximately 25 translation industry professionals, including administrative staff, linguistics and translators, IT-specialists, sales and marketing personnel and project managers and coordinators. Translatum has a wide supplier network from around the world, which allows them to provide quality services in almost any existing language pair. In the year 2011, Translatum delivered 6,981 translations in 152 language pairs. (www.translatum.fi)

Translatum operates in the business-to-business field, offering its services for corporate clients only. The clientele varies from large documentation organizations to small marketing agencies to other translation agencies. Some clients order translations or other translation-related services once in every three months, some order translations three times a day. The cooperation between Translatum and the active customers is fluent and effective, due to the established working methods and manners. (www.translatum.fi)

1.3.1 Services

In addition to mere translation service, Translatum offers other value adding services to its customers. The services are provided both jointly and separately. Often the clients want to have as comprehensive service as possible, and they purchase a combination of the below described services.

- Translation services – translation service includes a translation of the text and proofreading of the translated text by a target language native. The quality of the service is equal, no matter whether the client is a first-timer or an established partner.

- Language-checking and proofreading services – if the customer has a finalized a text but has doubts about the grammar, fluentness or vocabulary, it is possible to have the text checked or

proofread. The customer can define the depth in which the text should be inspected, e.g. grammar check, fluentness or consistency of the text.

- Desktop Publishing services – after the text is translated, it is possible to have the document delivered to the customer as a finished DTP version.(www.translatum.fi)

In addition to the above mentioned main services, Translatum Oy provides some supplementary services (Ilmonen, interview 29.2.2012).

- The most important of the supplementary services is Kielitohtori; a free of charge service which offers answers and solutions to all Finnish language related questions and problems, whether it is a question about vocabulary, grammar or the correct use of terms and phrases. Kielitohtori is a service available for everyone, not only for the established customers of Translatum Oy. The service is available online at: http://www.kielitohtori.fi/ or https://www.facebook.com/kielitohtori. (www.translatum.fi)

- The terminology work and glossaries –service includes planning and producing a term bank and glossary specifically for the needs of the customer's field and operations of business. The terms are used in the translations and the term bank is updated after every translation, which guarantees a consistent terminology. (www.translatum.fi)

- Training –service includes the possibility for customers to participate in training related to translation and language-checking. The training service is aimed especially at the contract clients of Translatum Oy, aiming at developing the translation process to be as fluent and cost effective as possible. Being a contract client of Translatum Oy means that the customer will get an appointed project coordinator to work with, which helps in making the translation process and cooperation more fluent and effective. Contract clients have also special contract client prices. (www.translatum.fi)

- The market analysis –service can include e.g. an analysis of a specific market to find out whether a term or a brand name is suitable or appropriate for that specific market. (www.translatum.fi)

1.3.2 Translatum Oy today

The translation industry is rather sensitive to changes in the economic situation. The financial crisis, which started in 2007, had a major impact on the previously flourishing translation industry. Export businesses were facing huge problems which had a straight impact on the translation industry. Companies had to cut back the number of exports, limit their product range and reduce marketing expenses. The decrease in export activities

had a strong, straightforward impact in the volume of orders; along with the decreased exports also the need for translation services decreased.

When the volume of orders was reduced, Translatum had to respond to the changing business environment. With short temporary lay-offs and changes in the organizational structure the company was able to manage through the recession. During the recession, Translatum also outsourced the majority of its translation services. The former in-house translators work now as freelancers from whom Translatum purchases translation- and proofreading services.

1.4 Translation industry

According to an article about translation and translatability (Imamovic 2011), "Translation is a process of converting messages, thoughts, feelings, orders or any other verbal utterances expressed in one language into messages of the same meaning and value in another language."

Organizations operate across country- and language borders, which generate the need for translations. Translations exist everywhere; on TV as subtitles and dubbing, in the side of a tissue package, in facebook, in the user manual of a blender, in advertisements. Translations exist to make our everyday life easier and more fluent. In addition to increasing our knowledge and worldwide possibilities, translations also increase safety in industry as well as in our daily operations. Machinery used in factories can cause serious injuries if operated incorrectly or if the needed safety precautions are not taken. It is crucial that the employees are familiar with the user manuals of the machines. In most cases this is enabled with a translation.

Translations can be divided into two categories; translations and interpretations. Both are based on excellent knowledge of one's native language as well as on the knowledge of a certain foreign language. The difference between the two categories is that translation means translating a written document, whereas the term interpretation applies for spoken language. In addition to the language knowledge, translators and interpreters have to be familiar with cultural factors and differences, their general knowledge has to be up-to-date and wide and they have to be critical but yet neutral in their work. Especially translators have to have good technical skills, because different translation tools are needed daily in their work. In addition to the traditional titles translator and interpreter, the technological development has brought new titles to the industry, e.g. technical writer, documentation expert, localization expert, project coordinator, proofreader and terminologist. (Translation Industry Professionals KAJ)

Usually translators have their own areas of expertise, which enables them to focus more on certain areas, thus have more knowledge on that particular matter. Translators can expertise themselves on document translations, audiovisual translations or literature translations. Translating of documents is a very wide topic; hence document translators are usually specialized e.g. on contract texts, commercial text or technical documents. Some texts,

e.g. certificates or documents addressed to public administration need authorization. A professional translator can deliver authorized translations after completing a particular course. (Translation Industry Professionals KAJ)

Translators can work in the public sector, private sector or as entrepreneurs. There are no standard prices for translations; they are defined independently by every translation agency or freelancer. Competition regulates the fees of translations and low-price countries have a significant competitive advantage in the industry. Translations are typically charged based on the amount of source text. Depending on the translator or the translation agency, the price might be based on word rate, row rate or page rate. Also the subject and nature of the text typically have an effect on the price; medical text is usually more challenging to translate, hence the price might be a bit higher. (Translation Industry Professionals KAJ)

Because of the globalization, translation industry has become an increasingly important part of today's business. Since that, the translation industry has developed into a real field of business and is a part of today's international companies' daily operations.

1.4.1 Computer aided translation

Along the information technology's development, also the translation business today relies strongly on computer software. Computer aided translation (CAT) tools such as Trados and Wordfast base their functions to translation memories. A translation memory is a database which stores sentences or sentence-like units, known as segments, which have been translated. Translation memory stores the source text and its corresponding target text. If the same, or similar, source segment exists later in the text, or in another document which is opened using the same translation memory, the translation memory will suggest the earlier translation to the translator. The translator can then choose whether the existing translation is correct, or whether it needs some adjustments. (Monteiro, 2009.)

Using a translation memory is very likely to decrease the translation work load significantly, because the translator does not need to translate same terms multiple times. Translation memories can also reduce human errors. In addition to translation memories, CAT tools have also other modules, such as terminology tools. Using these tools help to keep the terms consistent. This is especially important in technical translations (Monteiro, 2009).

1.5 Research question and research methods

1.5.1 Research question

The research question for this thesis is "How to plan and implement an orientation guide for new employees". The research takes place in the

commissioning organization, in Translatum Oy. As a result of this thesis and its research question, will be an orientation guide for the new employees of Translatum Oy.

1.5.2 Objectives

The main objective of this thesis is to design and implement a comprehensive and useful orientation guide for the commissioning organization. During this process the writer should become familiar with the theory of orientation; and more specifically of the orientation guide or orientation handbook. Based on the theory, the employees and managers of the commissioning organization are interviewed. The information received from the interviews is analyzed and based on analysis; the relevant data for the guide is chosen and gathered. The final objective of this thesis is to implement the orientation guide for the commissioning organization to be used in its new employee orientation process. It is important that the orientation guide meets the needs of the commissioning organization when it comes to the content, structure, layout and overall comprehensiveness of the guide. All possible adjustments are made to the guide to make it as satisfying and useful for the commissioning organization as possible. The orientation guide is the result of the analysis of the collected data, thus equals to the research result of this thesis.

1.5.3 Research methods

The main research method used in this thesis is studying the theory behind orientation. The topic of the thesis is rather theoretical and the theory of orientation and orientation guides is the main tool in planning the content of the guide. Theory is studied carefully, but also critically, bearing in mind the particular needs of the commissioning organization. The body of the guide is determined based on the theory studies. The actual customized content of the guide is determined based on interviews with the employees and managers of the commissioning organization as well as on writer's personal experience about working in the commissioning organization. As the author has done her work placement in the commissioning organization, she can use her own experiences as a new employee in the company when planning and implementing the orientation guide. The existing orientation of the commissioning organization is also benchmarked against the orientation of a large food industry organization, of which the author also has personal experience. Benchmarking helps to broaden the vision of the commissioning organization's orientation. It also enables evaluation of the commissioning organization's orientation's pros and cons in comparison to an effective and well planned and structured orientation. When the weaknesses of the orientation are first identified, special attention can be paid on these issues when planning and implementing the orientation guide. This helps to make the orientation guide as useful and effective as possible.

In the interviews, the key focus is on the responds of the project management personnel; project managers and project coordinators. The purpose

of the orientation guide is to help both the new employees as well as the existing employees conducting the orientation to make the orientation program as efficient and beneficial as possible. Management is also interviewed, but because the project coordinators are the ones having the first-hand information and the ones who are actually orienting the new employees, their responds are the more valuable ones from the orientation guide's point of view. In addition to the interviews, the personnel are being consulted as often as required to ensure that all the information in the orientation guide is correct and up-to-date. When implemented, the orientation guide is sent to the commissioning organization for approval. The desired changes or adjustments are then conducted to the guide to make it as useful and precise as possible and to have the final version of the guide as satisfying as possible for the commissioning organization's point of view.

2 ORIENTATION THEORY

The term "orientation" refers to the process of familiarizing a new employee with his or her new work organization, environment, colleagues, tasks and common procedures of the new work place. There are as many orientation programs existing as there exist organizations; some of them more comprehensive and effective than others. What works for one organization, does not necessarily work for another.

Motivating and welcoming new employees to work in an organization is a valuable asset in organizations of today. When new employee gets familiar with the organization, colleagues, work tasks and the dos and don'ts of the new work environment at the early stage, it is likely to lead to good job performance faster. The first impression of the new work environment is extremely important. (Cadwell and Crisp, 1989, 17.) A poorly planned and implemented orientation can lead to an image of an unstructured and unsystematically managed and organized company. The company itself is responsible of the expectations it creates for the new employees in job advertisement and job interviews; by proper, well-planned orientation the company can make the employee feel that his/her new job is exactly what he/she expected it to be. And this is bound to make the new employee feel satisfied with his career decision.

2.1 Objectives of orientation

According to Arthur (2006, 290) the most important goal of an orientation program is to ensure the new employee of making the right decision on joining the company. The aim is to make the newcomer feel like a valued and essential part of the company and of the work community, instead of feeling to be an outsider. Some companies approach the new employees before they are to start their new work; this way the company tries to make the employee feel as if he/she already works for the company and hence increase the commitment towards the company. Especially large companies or companies which operate in seasonal business field can really benefit from orientation programs (Cadwell and Crisp. 1989, 12). When employee turnover is high, it is wise to have a systemized orientation instead of orienting each new employee in a different manner. In these cases, an orientation guide comes in practical; it provides the same information for everyone hence it is ensured that every new hire gets the same information and guidance.

A carefully planned orientation program can also lead to financial advantages. A research conducted by Manchester Inc. shows that an improved orientation program has led to better employee retention rates in up to 60 % of respondents' companies. (Arthur. 2006, 290.) An important part of orientation is also providing sufficient information about company rules and regulations, policies and the rights and responsibilities of an employee. When an employee is familiar with the common policies of the company, misunderstandings are more likely to be avoided. Employees should also be somewhat familiar with their rights and responsibilities; how are the salaries and vacations determined? Who is the work safety

delegate in the company/department? How overtime-work is compensated? When the legislation and policies related issues are covered in the orientation, the possibility of later disputes diminishes.

2.2 Planning of the orientation

Before starting the planning and implementation of the orientation program, the company should determine its goals for the process. The company should take e.g. following issues into consideration; for whom is the orientation aimed at? What are the available resources for the orientation? How frequent is the need for orienting new employees?

It is recommended that when planning orientation, different kinds of checklists will become useful. When planning an orientation program, or further developing an existing one, one can really benefit from their own personal experiences. For example, one can list claims of his own orientation experiences; Introduction to co-workers, First job assignment, Tour of workplace and overall company introduction. Then these claims can be rated based on how well each one was implemented. The claims rated low need special attention and consideration on how to improve those issues. Managers can also think through and define their own expectations towards the new employees. Without having clear and achievable goals and objectives set, it is very difficult to achieve any good results. (Cadwell and Crisp, 1989)

2.3 Pre-orientation

The actual orientation of a new employee is best to start as early as possible. Cadwell (1989, 33) suggests in his book that orientation is started already in the job interview of a new hire. When a candidate is being interviewed for a job, certain information about the work and about the company should be shared. Issues to be covered in the interview are e.g. the background information of the company, working hours, vacations, probation period and incentives. Based on this information, the candidate is not as likely to make a hasty decision about the job, than when having insufficient information available. Employee might also turn down the possible new job based on the information given in the interview if he/she feels the job does not offer what he/she wants from it. This is better than if the employee would accept the job with insufficient information and then quit the job shortly after orientation because it did not stand up to his expectations.

2.3.1 Welcoming new employees to the organization

As well as in everyday life, also in work life making a good first impression is vital for both parties. New employees are extremely enthusiastic and observant towards their new environment. Cadwell and Crisp (1989, 30) wrap this up into one sentence: "An effective orientation should take advantage of a new employee's enthusiasm and keep it alive". When a new employee feels welcomed when joining a company, he/she is more

likely to adapt better to the work environment. In their book New Employee Orientation: A Practical Guide for Supervisors (1989. 14, 26), Cadwell and Crisp suggest some concrete ways to welcome a new employee. They suggest organizing a "welcome meeting", where new employee has the opportunity to meet his new colleagues. Getting to know new colleagues in a relaxed atmosphere lowers the threshold to ask questions and to work unprompted. Publicizing the decision of a new hire with basic information such as educational background, previous work experience and personal skills of the new employee is also recommended.

2.3.2 Orientation for permanent vs. for part-time workers

Making a good first impression of the new work environment is especially important for part-time workers. Part-time workers usually have short-term work contracts and their contracts allow them to terminate their employment with relatively short notice, if the work itself or the work environment does not live up to their expectations. (Cadwell and Crisp. 1989, 62.)

Part-time or short-period workers are typically expected to be efficient and productive after a relatively short period of time, which creates challenges for the orientation. Short-period workers should be entitled to as comprehensive orientation as permanent workers, but in a much shorter period of time. Therefore it is important that the orientation is compact and thoughtfully considered. (Cadwell and Crisp. 1989, 62.) If a company is hiring multiple new employees at the same time or approximately at the same time, it is wise to organize a joint orientation event. Often large companies, which hire many short-period workers to cover e.g. the summer holidays, organize an orientation day, during which they offer all the needed information before the actual work even begins.

Orientation of permanent workers allows more opportunities for discussion, customized orientation and interaction between the new employee and the hiring organization. This type of customized orientation usually begins already in the interview, during which the interviewer can make query about the things the new employee wishes to learn about. Some people are more talented with computer programs, some need more guidance. One person might be familiar with the specific industry; another has no previous experience about it. With time and interaction, both the new employee as well as the hiring organization can make the most of the orientation period.

In today's business, leased workers are becoming a large part of the entire workforce. Employers should keep in mind that the same rules and regulations apply for a leased worker than for other workers also (TTurvL 738/2002 3§). A leased worker might work in an organization only for a day, as a temporary help, or for a year, during e.g. a maternity leave of a permanent employee. Regardless of the work contract's duration, the employee is always entitled to an orientation. The content of the orientation varies depending on both the lessee and the leaser organizations. Sometimes the leaser company may conduct the company introductions and the

company which hires the leased worker conducts the actual work-tasks related orientation. The content of the orientation should be adapted to the duration or the work term using common sense. If a worker works for an organization only for a day, the job description cannot require having a lot of information. In situations like these, only the very basic work-task-related orientation might be sufficient; there is no need to introduce the entire organization premises and its history to the worker. (Lahden ammattikorkeakoulu, Hyvä Perehdytys –opas. 2007, 14-15.)

2.4 Challenges of orientation

Sometimes the orientation program can be very well planned and implemented, but still there are problems in the efficiency of the orientation. It is rather common that an employee, who is responsible for the orientation, is not acting according to the plan. This is not so common in the basic orientation (company introduction, introducing of colleagues, introducing the premises etc.) but in the orientation of the new work tasks. Sometimes the person doing the orientation might be reluctant to do it; he would rather concentrate on his own work duties. It might also be that the person is very cautious and hence does not let the new employee do the actual work, in case something might go wrong. In cases like this, the new employee ends up staring at the work done by the orienteer and has no chance to do anything by him-/herself. As the time comes when the orientation period has ended and the new employee should start to work independently, he/she is insecure and in worst-case-scenario, unable to do his/her job properly.

2.4.1 Where some orientation programs go wrong?

Sometimes orientation programs fail to be efficient and comprehensive. In some cases, the perspective might be wrong or too narrow. Ensuring the comprehensiveness of orientation, the company should have the program or guide accepted in all departments of the company. This way every department can be responsible of their own remits.

Another typical mistake in orientation is a sudden information flood. The amount of new information a person can take in is limited, therefore there is no sense in making the new employee sit and listen an eight hour presentation about the board, the products and the history of the organization during his/her first day. The key to a successful orientation is to have a combination of theory and practice-based information. In cases like this, the role of an orientation guide accentuates. An orientation guide enables the new employee to learn the things in a way and at a pace which is suitable for his/her own personal needs. (Geiger, 2007.)

2.5 Orientation guides

Orientation guides are compact information packages about an organization, its field of business, operations, procedures and practicalities. The guide may include information which is not needed in day-to-day opera-

tions, e.g. what to do in case of sickness, how the work safety delegation works etc. Often the main purpose of an orientation guide is to provide general information about the organization and about its industry and tools, providing basis for the work task -specific orientation. Orientation guide is can also be known as orientation handbook or orientation kit.

Orientation guide should be implemented in a way which enables the usage of the guide for a period longer than just one year. The content should concentrate on established data and it should be presented in a way which allows easy updates. (Fernelius 2005.)

An organization can also have different guides for different purposes; not all information needs to be packed together in one guide. A translation agency can have separate guides for the purposes of general orientation and for project management procedures. A food factory can have separate guides for company history and introduction and for hygiene and recycling instructions. When the guide is compact and subject-specific, it is easier to keep track of the relevance of the data and to adjust possible updates. When the guide does not include all the possible information available in a company, it is also easier to point a person who is responsible for the updating and authenticity of the guide. The human resource manager can be in charge of orientation guide whereas the work safety delegate can be responsible for the safety and recycling instructions guide.

2.5.1 The role of an orientation guide

In some cases an orientation guide can comprehend a large portion of the entire orientation process. For example an orientation guide for a university can comprehend almost the entire orientation, except for an introduction to the university facilities. All of the needed information can be found in the guide; available courses and their content, introduction of academic staff, information about electronic learning environments and common procedures concerning tests and exams, absences, graduation, cafeteria etc.

On the other hand, an orientation guide can also be relatively narrow and theoretical. For example an orientation guide for a factory usually includes information about safety, materials and recycling. More specific orientation is issued to co-workers of the new employee and is usually handled orally. In most cases, the depth of the orientation guide depends on the roles of the employees in a particular organization. When the work tasks of all employees are the same, or similar, the guide can be very comprehensive and reading of the guide is an important part of the orientation process. This is the case in e.g. universities. Whereas in factories, most of the employees have very different work tasks and theoretical information is not such a necessity. In factories the most efficient and productive way of orienting is a work-task specific orientation by the co-workers.

2.6   Orientation checklist

Many organizations have supplemented their orientation programs with an orientation checklist. Orientation checklists are especially useful in large organizations and during orientation peak times, when an organization might have several new employees to orientate simultaneously; for example before the beginning of the summer holidays. The content and outlook on an orientation checklist can vary from organization to organization but the basic idea behind it is the same; to provide a hand script for the orientation process and to help to ensure that all required information is shared with the new employee. The orientation checklist can be a simple list of words to help the person responsible of the orientation to remember all the things and hence make the orientation an effective and useful process, or a many-sided list which is so comprehensive that it can be a combination of the orientation checklist and of the orientation guide. (The thriving small business –blog)

2.6.1   Objectives of a orientation checklist

Orientation checklists are used to plan and structure the orientation process. A comprehensive orientation checklist covers all issues which a new employee needs to know. Some of the things might sound so simple and self-explanatory that neither the orienteer nor the new employee realizes to go through or ask questions about. (Borysowich, 2008).

The main function and objective of a checklist is to provide a hand script for the orientation process. The checklist might be organized according to subjects like e.g. in the orientation checklist "Work orientation checklist for the supervisor and the new employee" (Työturvallisuuskeskus) or by timing (Borysowich, 2008). Subject-based checklist lists the issues according to the responsible department or category. Timing-based checklist is based on the schedule of orientation. Timing-based checklist might be based on things to cover one week before the orientation, things to cover on the first day of orientation and things to cover one week after the new employee's beginning of employment. (Borysowich, 2008.) By organizing the orientation by timing, the orientation process can be made more effective. When there is a "things to do before the new employee's employment begins" category, it is easier to ensure that the first working day can be utilized to the highest possible extent. If the checklist lists that the setting up a work station and creating an e-mail address for the new employee should be done before the new employee's first day of work, it is both more comfortable and welcoming for the new employee as well as a way for the employer to fasten the process of the orientation, hence to shorten the time in which the new employee will be productive for the organization. A good planning and implementation is an important part of the entire orientation process. When the checklist is thoroughly planned and implemented, it offers a way to guarantee that all relevant information is shared with the new employee.

2.7   Benchmarking

"Benchmarking is nothing more than copying what works" (Patterson 1996, 3). Benchmark is a standard against which the procedures and practices of others can be measured. The basic idea behind benchmarking is to improve one's own work practices by comparing them to the well-tried or desired practices of others. By doing this properly, an organization can significantly improve its position in the competition, increase its profitability and make the business processes more fluent and productive in general. (Patterson 1996, 4, 20.)

The idea of benchmarking is not created by business professionals or consultants. The first benchmarking could have been done by the second person lighting a fire, after watching and copying the acts of the very first person doing so. The concept of benchmarking in business was first introduced by the document management organization Xerox in 1979. Shortly after Xerox had first used and utilized benchmarking in their operations, the quality management tool became very popular. Nowadays benchmarking is an important tool for strategic management, allowing the managers to observe the practices of the market leaders and other successful organizations and imitate them in each suitable way. (Patterson 1996, 7.)

2.7.1   The process of benchmarking

The first step in benchmarking is to evaluate one's own practices to discover the objectives of the benchmarking process. When the weaknesses or areas which need improvement are discovered, the benchmarking process can concentrate on these particular issues and be utilized in the best possible way. A good way to define the objectives is to first think of the areas which would benefit from the improvements. Is there a need for improvement in schedules, logistics, warehousing, purchasing lead time, orientation, customer service, electronic working environments or in accounting? When the area is defined, it is easier to move on to the next stage of benchmarking; searching for organizations or practices to use as a standard in the benchmarking process. (Patterson 1996, 9-10.)

There are different types of benchmarking. Benchmarking is not always implemented in the same way, but customized to meet the needs of each individual purpose. Sometimes it might be sufficient to use internal benchmarking; processes and practices are benchmarked against the processes and practices of different departments or functions within the same organization. Benchmarking against competitors is a common type of benchmarking, but not always the best one or even possible to implement. Some organizations might be reluctant to share information with their competitors which can lead to inadequate or even false information. When the nature or amount of the information available is poor, it should be carefully considered whether the information is adequate to conduct the benchmarking process at all.

Sometimes organizations might work in co-operation and share information for their mutual benefit. When benchmarking against external organi-

zations and searching for the organizations to benchmark against, it is important to think outside the box. Organizations from different kinds of industries should be considered, not only the market leader from one's own industry. The investigation for the standard organization should be carefully implemented in order to make the most of the benchmarking process. When the suitable organizations are chosen, different methods can be used for the closer investigation of their practices, such as observation, questionnaire or interview. When the information is gathered, it is time to compare the gathered information against the standard information. If the same practice of two different organizations is compared with each other, and the other one is found out to be significantly better and more effective than the other, this better practice should be used as an example for the other organization's practice. This other organization should analyze its practice and identify the weaknesses of it, and then try to develop it to the way of the better practice. (Patterson 1996, 5,13,31-36, 44-45.)

3   GATHERING DATA FOR THE ORIENTATION GUIDE

The content of the orientation guide was determined based on the theory of orientation and especially on orientation guides, the author's personal experience during the orientation of her work placement at the commissioning organization and based on interviews with the personnel of the commissioning organization. Interviews were conducted both orally and by email. The existing orientation of the commissioning organization was also benchmarked against the structure and comprehensiveness of the orientation of a large Finnish food industry organization of which the author has personal experience of.

Interviews were an important part in determining the final content of the guide; hence the objective of the guide was to make the orientation process easier and more beneficial for both the new employee as well as for the commissioning organization's existing personnel responsible for the orientation. The interviewed personnel have experience in orienting, which allows them to have knowledge of the issues which are important for a new employee to know in the early phase of the employment. They are also familiar with the issues which may be problematic for the new employee to understand or remember.

3.1   Objectives of the orientation guide

The main objective of the orientation guide is to help the commissioning organization's new employee in the process of learning the new work methods and practicalities. The presumption is that the new employee does not have any prior knowledge or experience of the translation industry or of the commissioning organization. If the case is that the new employee does have prior experience, the guide should be beneficial in that case also. The new employee can then study only the issues which he/she is not so familiar with. In other words, the orientation guide should enable customized orientation process. Customized orientation is important because of the different backgrounds and needs of the new employees.

After the job interview, the orientation guide is the second channel through which the new employee will get information related to his/her new workplace and environment. Because of this, the orientation guide should be as welcoming, inspiring and interesting as possible. This will be tried to be achieved in the orientation guide by simplified language and by not going too deep into the topics. The aim of this is to offer information, but at the same time leave room for the eagerness to learn more about the organization and about the industry.

3.2   Objectives of the orientation checklist

The orientation checklist is aimed at the needs of the new employee as well as for the needs of the managers and the employees of the commissioning organization. The main objective of the checklist is to provide a hand script for the orientation process and to ensure that all important is-

sues are covered. In other words, the orientation checklist aims at reducing the mistakes that can typically take place in the orientation process, such as not having clear responsibility areas in the orientation process or not having issued the persons responsible for each particular issue clearly enough. A good and thorough plan is the key to success and the orientation checklist is practically a written plan of the orientation process.

3.3   Theory

When studying the theory behind a proper orientation program, the emphasis was clearly on a well-planned, customized orientation which takes place over a long period of time, starting already from the interview for the job. When planning the orientation, it is important to consider the target. Because the comprehensiveness and content of the orientation should vary depending on the length and nature of the new employee's employment and his/her personal knowledge and experience, it was decided to make the orientation guide rather compact. (Cadwell and Crisp. 1989, 62.) The orientation guide and the orientation checklist cover all the essential issues, leaving room also for the oral, personal orientation. The idea was that the orientation guide includes all the essential common information. The work task –related and more specific information in general can then be explained personally to the new employee. This way the orientation guide can be fully utilized.

Orientation should include information about the orienting organization, the rules, regulations and common policies of the organization and work environment, introduction of colleagues, orientation to the new employee's work tasks and depending on the nature of the organization and its field of business, also information concerning work safety and confidentiality issues.

3.4   Personal experience

During her work placement at the commissioning organization the author discovered that the existing orientation had some shortcomings. Because of the lack of an orientation guide and with no prior personal experience of the industry, the beginning of the orientation was not as effective as it could have been for the author.

It was discovered that having some basic information about the industry would have helped during the orientation process, and especially during the work task –specific orientation. For a new employee at the commissioning organization, having some knowledge about the translation processes in general, common procedures of the work place, about the tools and software and terms and expressions used in the work would improve the new employee's ability to better internalize the incoming information during the orientation.

According to these observations it was determined that in addition to the issues discussed with the quality manager before the beginning of the the-

sis process, the guide should include a glossary of the industry-specific terms. Also the idea of an orientation checklist arose during the process of evaluating and benchmarking the commissioning organization's orientation. The purpose of the checklist is to ensure that all relevant issues are covered during the orientation. According to the author's personal experience, orientation at the commissioning organization is not very systematically planned or implemented. Orientation checklist not only helps to organize the orientation process but also provides a framework for the entire process. Having an orientation checklist in hand would be helpful for both the orienteer as well as for the new employee. The orienteer has a clear structure for the orientation process and the new employee has a better picture of the new work organization and environment and about the things the orientation will include. The checklist, together with the orientation guide, also creates the opportunity for better interaction during the orientation. When the new employee has a clear picture of the issues which are to be covered during the orientation, he or she can be more prepared to asked questions and to discuss about things.

3.5 Interviews

The content of the orientation guide was first discussed with the quality manager of the commissioning organization. It was agreed that the basis for the guide is that it is planned for the needs of a person who has no prior experience of the translation industry. The new employees of the commissioning organization are most often interns and the time of the internship is most often during the summer. Because of the presumption that the new employee is not only new at the commissioning organization, but in the industry in general, the guide should contain very basic information about the industry; the common procedures, the process of a translation project and the standards defining and controlling the industry. In addition, the guide should introduce more specific and practical information about the work tasks and common procedures used in the organization. (Viljanmaa, interview 30.11.2011.)

3.5.1 Interviews with the employees of the commissioning organization

E-mail query was sent to personnel of project management, sales and marketing as well as to the supervisors of the commissioning organization. In the query the personnel was asked about issues which they would want to have included in the orientation guide. The questions differed somewhat between employees who have worked in the organization for a relatively long period of time to those employees who have less than one year's working experience in the organization. This was because of the presumption that the more recent employees have a different perspective towards the orientation in the commissioning organization, due to the fact that it has not been that long since they participated in the orientation as new employees themselves. On the other hand, many of the employees who have worked in the organization longer have experience of both being the new employees receiving orientation, as well as orienting another employee.

Having personal experience about the work and the orientation at the commissioning organization, the author was able to form the questions rather specifically to find and point out the problematic issues in the orientation. Based on her personal experience as a new employee of the commissioning organization, the author could use her own experience and knowledge as a basis for the process of determining the framework of the orientation guide. The interviews could be implemented very effectively when both the interviewer and interviewees were familiar with the issues.

The interviews with the personnel showed that the personnel, the management as well as the author herself had relatively similar ideas about the content of the guide. Some of the suggestions of the personnel were not possible to fulfil within the knowledge and expertise of the author because of their too technical nature (Prussak, e-mail. 25.1.2012). These issues are shared with the management of the commissioning organization in order to organize introduction of these issues by a specific professional during the orientation period.

Members of the personnel wished the orientation guide would include information about the following topics: procedures concerning absences, working hours and remote work, areas of responsibilities within the organization, introduction of the management and the personnel, common tools used in work, pricing, occupational health care, introduction of office premises and introduction of the translation process, including introduction of translation memories, matches, pricing etc. (Ilmonen, e-mail. 1.2.2012.)

Based on the results of the e-mail questionnaire, some follow-up questions were also discussed with the personnel. Because of the shortcomings in the knowledge of the author in some issues, the personnel were asked to share information about the somewhat changed work procedures and personnel structure with the author. The follow-up interviews were conducted by e-mail in order to help the author provide as up-to-date and beneficial information as possible in the guide.

During the interviews, the personnel of the commissioning organization requested the guide to be delivered in electronic form. This will make updating of the guide easier, and it also provides easier access to the guide for everyone. After the orientation guide and the orientation checklist were sent to the commissioning organization for comments, the confidentiality issues were also confirmed with the production manager of the commissioning organization. The production manager, who took over the quality manager as a contact person for this thesis process, requested some parts of the orientation guide not to be published. According to this request, parts of the chapter 2, 4 and 5 are not published as an appendix of this thesis, but only handed over to the commissioning organization. (Ala-Korpi, e-mail. 23.03.2012.)

3.6   Orientation checklist

When studying the theory behind orientation, the term orientation check-list came across repeatedly. The author has also personal prior experience about the usage of orientation checklists as a part of the orientation process and this experience has been very positive. For these reasons and with the permission and positive encouragement by the commissioning organization, it was determined that in addition to the orientation guide, the author would also prepare an orientation checklist to support the new employee orientation process at the commissioning organization. The checklist was prepared after the content of the orientation guide was determined; this way the checklist can fully support the orientation guide. An example orientation checklist by Työturvallisuuskeskus was also used as a reference when preparing the checklist for the commissioning organization.

The orientation checklist was decided to be structured based on timing and subject of each issue-to-be-covered. Timing refers to the time in the orientation process when each issue should be handled; should it be covered before the new employee starts his/her employment, during the first day of the employment or during the first week of the employment. With this division, the aim is to create a good and well organized structure for the orientation of the commissioning organization. The orientation checklist also aims at ensuring that all relevant issues are covered during the orientation.

3.7   Benchmarking the existing orientation of the commissioning organization

The author benchmarked the existing orientation in the commissioning organization against the orientation of a large Finnish food industry organization, especially the orientation of a food factory. The author has personal experience from both orientation programs and the benchmarking is implemented based on the knowledge the author has gained through her personal working history and experience. The food industry organization was chosen for benchmarking because of the efficiency, good structure and comprehensive content of its orientation; in other words because of all the qualities which the commissioning organization's orientation is lacking and hence trying to achieve.

3.7.1   Analysis of the existing orientation in the commissioning organization

According to the author's personal experience, the orientation in the commissioning organization consists mainly of the work task –specific orientation. The orientation is poorly structured and due to the lack of resources the implementation is rather challenging from the new employee – point of view. The commissioning organization does have written information available concerning the common procedures of the company and a very comprehensive project management guide. The shortages of the orientation are in providing background information which could support the new employee in the learning process. Because of the rather small size of the organization, hence poor resources, it is not always possible to detach one employee to the orientation process but the employee has to ori-

entate the new employee simultaneously while doing his/her regular work tasks, which can lead to inconsistency in the orientation process. One significant shortage in the orientation is the poor industry introduction. In the beginning of her work placement in the commissioning organization, the author felt that a proper introduction of the translation industry and its common procedures and processes would have helped the orientation process significantly. With a basic knowledge of the industry and its processes, the learning of the actual work tasks could have been more fluent and faster than it was with no prior knowledge.

During the interviews with the employees of the commissioning organization, the employees were asked questions not only about the issues which they would want to have included in the orientation guide, but also the employees' opinions about the existing orientation in the organization were inquired. This question was aimed especially for the newest employees of the organization. The answers showed that especially learning to use the software and the tools used in the organization was a challenge for the new employees. The employees felt that the poor knowledge of the computer software was the biggest challenge in their work and that better training of this software would help them significantly in their work. (Prussak, e-mail. 25.01.2012, Sipilä, e-mail. 25.01.2012.)

3.7.2   Introduction of the orientation of the standard organization

In the food industry organization, the orientation is a very structured and efficient process. The content and the implementation of the orientation follow the same established practice, regardless of the employee's background, time of arrival or job description. For the organization, it is typical that the new employees arrive in groups; either in the beginning of the summer to cover for the summer holidays of the permanent workers, or in the beginning of autumn as the autumn and the time before Christmas is the peak season of the organization's business. The most common case is that the new employee arrives in the beginning of the summer as a temporary worker, and then continues the employment up until Christmas.

When the author first started her work at the food industry organization as a summer employee, the organization's business was flourishing and the number of summer workers was significant. Before the summer, the organization organized an orientation day for all the new employees to attend to. During the day many things were covered; the history and present situation of the organization, product presentation, hygiene issues and overall description of the factory premises. The organization also organized a hygiene proficiency test for the new employees, as passing the test is required from everyone when working in the food industry. The purpose of the orientation day was to share all "common" information with the new employees before the beginning of their work, thus to save time and resources during the orientation process. During the employee's first day at work, the orientation could then be focused on the introduction of the factory premises and rather quickly on the work task –specific orientation. Later, the need of summer employees in the organization has decreased significantly which has also had an effect on the orientation. When the

number of the summer employees is rather low, the number of completely new employees has also decreased. It is very typical that the same summer employees work in the organization for many summers in a row, which lowers the need for the comprehensive orientation the organization used to have.

Despite of the decrease in the number of the new employees, orientation is still needed. Even when the arriving employee is not completely new to the organization, orientation is still systematically organized. Every time when a new, or returning, employee arrives, there is a pointed person in charge of the orientation. This person will show the correct work station for the new arrival and also go through the orientation checklist.

Orientation checklist in this specific food industry organization is the core of the entire orientation process. As the organization has hundreds of employees, it would be very difficult to monitor the orientation without written documentation. As the work environment is a factory, it is also crucially important that each employee is familiar with the necessary safety precautions, first-aid and procedures concerning emergencies. Often the same orienteer might also have more than one new employee to orientate simultaneously. When the orientation process is built around a personal orientation checklist it can be ensured that all the needed information is covered in a systematic order with every new employee.

3.7.3 Differences and similarities between the orientations

There are more differences than similarities between the orientations of the two organizations. In the author's opinion, this is mainly due to the very different starting points of the two organizations. One is a medium sized organization with very low power distance and not very well structured organizational structure, the other one is a market leader in its industry with hundreds of employees and a clear organizational structure where everyone has their own areas of responsibilities. A large organization can more easily detach one employee to orientate a new employee, whereas in smaller organizations the new employee is often orientated while doing one's normal work tasks simultaneously. The food industry organization has structured its orientation according to an orientation checklist. The checklist is designed especially for that particular organization, which makes it fit to the organization's needs perfectly. All important issues are listed in the checklist and gone through personally based on the list. When an issue is covered it is marked in the list. In the end of the orientation, usually during the first week of the employment, the orientation checklist is handed over to the supervisor who will check that each point in the list is marked as oriented. The commissioning organization does not have an orientation checklist or any other tool to keep track of the content of the orientation.

3.7.4 Conclusions of benchmarking

The most important conclusion of the benchmarking process was to create the orientation checklist for the commissioning organization. Orientation checklist was also recommended in many books and articles about the theory of orientation. In the food industry organization, which was used as a standard in the benchmarking, the orientation checklist has been a very effective and practical tool in structurizing the orientation process. The orientation checklist also emphasizes the importance of clearly defined areas of responsibility among the staff.

Another conclusion made based on the benchmarking was the importance of well implemented orientation. It is very important that the new employee feels welcomed to the new organization. The feeling of feeling welcomed can be created with simple things, e.g. meeting the new employee at the lobby on his/her first day of work, offering he/she a cup of coffee, offering a tour around the office premises, having an orientation guide or handbook to give he/she and having an appointed person to orientate the new employee. It is important that the new employee feels valued instead of a burden in the work environment. When the person conducting the orientation does not have other duties, but can fully concentrate on the new employee; the feeling of being valued is likely to increase.

3.8 Measuring the extent to which the orientation guide meets the needs and objectives of the commissioning organization

The orientation guide which is implemented as a result of this thesis is designed for the needs of all new and existing employees of the commissioning organization, but especially for the new employees with no prior experience of the translation industry. Therefore it is important that the orientation guide gives its reader a good and clear overall image of the industry in general, of the commissioning organization and of the common procedures and practicalities of the commissioning organization. Work task – specific orientation is left outside the orientation guide, because a more specific orientation should remain at a personal level. The orientation guide's purpose is to provide a basis for the orientation of the work tasks; to ease and fasten this process.

The orientation guide is planned and implemented in close cooperation with the commissioning organization. In practice this means open and active discussion throughout the entire planning and writing process of the guide. The aim is to draw an orientation guide which meets the needs of the commissioning organization as effectively as possible; therefore the opinions and comments of the representatives of the organization are highly valued and taken into consideration throughout the process. The employees' and managers' ideas and opinions are inquired in the beginning of the process to make the content of the guide as satisfying and relevant as possible, in the middle of the process to ensure that the content as well as the layout is what the organization wants from it and in the end of the process to find out the overall satisfaction for the result, both content- and layout-wise.

The author has worked in the translation industry, as have the employees of the commissioning organization who are the ones to accept and approve the orientation guide. Because of the inability of the author and the employees of the commissioning organization to read and criticize the content of the orientation guide from the perspective of a person who has no experience or knowledge of the industry, it was decided together with the employees of the commissioning organization to hand the orientation guide over to a person who does not operate nor have experience from the translation industry as such. (Korjus, interview 09.03.2012.) The person to read and comment the orientation guide was chosen from within the acquaintances of the author, mainly due to the fact that the orientation guide includes some confidential material, hence the person who would read and comment on the orientation guide should be trustworthy. The person should also have sufficient skills in English and have some interest in the topic and towards the industry. In other words, the person reading and evaluating the orientation guide should be a person who has what is required to work in a translation agency. The person who was chosen to read the guide was a 28-year old Finnish sign language interpreter from Tampere. Her English language skills are good and due to her occupation she has a natural interest towards the translation industry, yet does not have any knowledge about it. The translation industry, as it is seen in the commissioning organization, does not have any similarities to the sign language interpretation industry.

The orientation guide was handed over for evaluation with the following instructions: the aim of this process is to find out whether this orientation guide is understandable for a person with no prior knowledge of the matter. Special attention should be paid on the chapters concerning the translation industry and the glossary with industry related terms. After reading this orientation guide, the reader should understand the basic principles of the translation industry and of the translation processes as well as of the most common value adding services. The reader familiarizes herself with the principles of computer-aided-translation (CAT) tools and understands what a translation memory is. The reader also has an overall image of the pricing principles used in the industry and knows the basic terminology. In addition, the reader will understand the basic procedures and practicalities of Translatum Oy and has an image about the products and services the organization provides.

The orientation guide was read bearing in mind the above mentioned instructions. According to Anni Kervinen (interview 24.03.2012) the orientation guide was able to meet the objectives set to it. Kervinen says that after reading the orientation guide she now understands the translation industry better. She understands the different phases a translation process consists of and knows the basic idea of the software and tools which she would be required to know and use, would she work in a translation agency. She felt that especially the information about the translation tools and the translation memories was really interesting and broadened her vision towards the translation industry. She understands also the basic terminology and feels that if she was to work in a translation agency, she

would have a good basis to learn the work tasks after reading the orientation guide. She felt that the issues which were covered in the guide were covered to a suitable depth; she did not feel that some issue was covered too narrowly or deeply. By benchmarking the orientation guide against the orientation guide of the organization Kervinen works for, it was evaluated that the structure of the orientation guide is good and clear, and the content is sufficient. Some minor changes were also made to the orientation guide according to Kervinen's suggestions. These changes concerned mainly the layout and some minor content-related issues.

4 IMPLEMENTATION OF THE ORIENTATION PACKAGE FOR THE NEW EMPLOYEES OF TRANSLATUM OY

Translatum Oy did not have an existing orientation guide for their new employees. The organization does have a short guide about its collective working terms and procedures and a comprehensive project management guide. Because of the existence of these guides, the orientation guide implemented as a result of this thesis does not cover the above mentioned topics very deeply. The orientation guide's emphasis is on providing general and background information which provides support for the work task –specific orientation. The orientation guide can be utilized in all offices of Translatum Oy due to the language of the guide being English. Translatum Oy is an international organization and all its employees are required to speak English. The orientation guide is designed especially for the needs of the new employee. Because the main purpose of the guide is to ease the orientation process, it will also be helpful for the orienteer.

Based on the research, the required data was collected and prepared. The result comprehends the orientation guide for the new employees of Translatum Oy (appendix 1) and the orientation checklist (appendix 2). This chapter explains the issues which should be covered in the orientation process of a new employee in Translatum Oy, and introduces the content of the orientation checklist.

4.1 Translatum Oy and its services

The first chapter of the orientation guide introduces the organization; its history and the present situation. Also the services which the organization provides are shortly introduced. In addition to the mere translation service, the organization offers also other value adding services, such as proofreading, DTP, terminology work and marketing analysis.

4.2 Organization and personnel

This chapter introduces all the managers and employees of Translatum Oy. The employee introductions are divided according to the different departments of the company. The functions and responsibilities of the departments are also introduced, as well as the responsibilities of individual managers and employees. The cooperation between the different departments in the form of meetings and monthly reports is also shortly introduced.

4.3 Translation industry

In today's global business environment, translations exist everywhere. Translations are done and needed to make our everyday life easier and more fluent.

4.3.1 EN 15038: European Quality Standard for Translation Services

EN 15038 is a quality standard which is designed and developed especially for translation service providers. The aim of the standard is to ensure consistent good quality of translations and of the translation process as a service.

EN 15038 offers a description and definition of the translation service for both the service provider as well as for the client. The standard defines the procedures of a quality translation process. The standard states that, in addition to the actual translation, a translation process should always include a revision of the translated text by a person other than the translator. The professional competences and requirements of the translators, reviewers, revisers and proofreaders are also specified and required by the standard.

The standard also defines the terminology used in the industry, such as source text and target text, reviser, proofreading and added value service. This enhances the fluency of the translation processes. Misunderstandings are more likely to be avoided when the terms are established. (EN 15038: European Quality Standard.)

4.3.2 The translation process

A translation process always includes a translation, proofreading and a revision of the text. Translation is done by a professional translator, who has experience on the subject which the text is about. If possible, the same translator should translate the texts of a specific client in order to guarantee consistent good quality of the translations. The translated text is being proofread by a target language native, who will check the translation for spelling/grammar mistakes and possible inconsistencies concerning terms or style of the translation. When the proof reader has checked the translations and marked possible comments or corrections to it, the original translator will once again revise the translation and according to his/her own judgement, will make adjustments to the text based on the proofreaders comments. Before the translated document is delivered to the client, the project coordinator will check that everything is translated and that all graphs and pictures are in their correct places. The coordinator will also clean the translated file using a translation memory tool, and hence save the translated segments to the translation memory.

4.3.3 Translation memory software

Using translation memory software is not a synonym to machine translation. Translation memory is a tool which helps a translator in the manual translation work by remembering the segments which have been translated previously. (Monteiro, 2009.) Translation memories are always language pair-, and client-specific. Translation memories are best utilized in long, technical documents, which include a lot of repetition and special technical terms; using a translation memory helps to keep the terms consistent throughout the text. (Raya, 2007.)

When using translation memories, the program breaks the source text into segments and searches matches between the source text segments and the segments which have been saved to the translation memory previously. If the program finds a 100 % (exact) match, it means that there is a completely corresponding segment of the source text in the translation memory. Because the translation memory stores both source and target text, the translation for this segment already exists in the TM. In addition to 100 % matches, there can also be "fuzzy matches". Fuzzy match means that the segment is not completely the same, but it has some similarities. (Raya, 2007.)

Repetition refers to the amount of repeated text in one document. When a segment is once translated and later repeated in the text, the program will suggest the prior translation.

When talking about translations and translation memories, it is important to know the difference between total and weighted word count of a text. Total word count of a text refers to the total amount of words in a text, whereas weighted word count takes into consideration the amount of matches and repetition. The difference between total and weighted word count might be significant and it typically has a great effect on the delivery time and cost of a translation.

4.4 Pricing of services

Translations are charged based on source text. Depending on the translator or the translation agency, the price might be based on word rate, row rate or page rate. Also the subject and nature of the text might have an effect on the price, e.g. the word price for medical text is usually a bit higher than the "normal" word price. Translatum uses the word rate pricing for its translation services.

The word rate is set based on the language pair, the nature of the text and on the customer. The most active customers might have a lower word rate in comparison to those who purchase translations only seldom. In addition to word rate pricing, some types of translation and additional services are charged on an hourly basis, such as string translations and DTP services. The hourly charge is set individually for every client. There is also a minimum price set for every client (usually the same as the price for one hour). Minimum price is charged when the price of a service would be lower than the minimum price. If a client orders a small translation for more than one language, the minimum price is charged for each of the languages.

4.5 General information about working in Translatum

In this chapter, the common procedures and practicalities of Translatum are introduced. The regulations concerning working hours, remote work, salaries and salaries during sick leave, annual holidays and holiday com-

pensation are covered in the guide. The procedures concerning absences and sickness are also explained, as is also the information about the occupational health care system. This chapter explains also the practical information concerning usage of keys, alarms in the office premises and introduction of the common office facilities. (Translatumin yleiset työehdot ja yleiset käytänteet, 11/2010.)

4.6   Tools

Translatum uses a project management tool "Navitep". In addition to a project management tool, Navitep serves also as a customer and supplier database and a tool to record employees' working hours.

4.6.1   SDL Trados

Trados is a CAT (computer-aided-translation)-tool used in Translatum. Trados is composed of many different modules, such as Workbench, TagEditor, Multiterm and Filters. (Galibert, 2002.)

- Workbench is the tool which handles the translation memory. Functions such as analyzing and cleaning of a document are done in Workbench.
- TagEditor is a text editor which is used to work with tagged documents, such as xml and html.
- Multiterm can be compared to a dictionary. With this module, it is possible to save a term and its translation and definitions.
- Filters are used to process and convert various file formats such as FrameMaker and Interleaf, so that they can be translated in Word using Workbench. When the text is translated, the files can be restored to their original format. (Galibert, 2002.)

4.7   Glossary

Because of the special vocabulary used in managing the translation projects and software, a glossary of words and terms used in the industry is attached in the orientation guide. The following terms are explained in the guide: source, target, translation memory, unclean file, cleaning, clean file, match, convert, segment, string translation, authorized translator and purchase order (PO). The aim of the glossary is to help the new employee get more out of the orientation guide, because the terms are also widely used in the orientation guide. By being familiar with these terms, the new employee can take the most out of the orientation guide and also be as prepared as possible for the work task –specific orientation.

4.8   The orientation checklist

The orientation checklist implemented as a result of this thesis aims at providing a hand script for the orientation process of Translatum Oy. The orientation checklist is customized for the specific needs of the organiza-

tion; this way it is ensured that each issue in the checklist is an important part of the orientation process from both the new employee as well as from Translatum Oy's point of view. The checklist is divided to three different main categories: Things to do before the beginning of the employee's employment, Things to cover during the first day of work and Things to cover during the first week of employment. These categories then have sub-categories based on the topic of the issue or on the responsible department. The checklist also has a space for marking when, and by whom each issue is covered.

The issues which should be covered before the beginning of the employment are:

- Informing the personnel of the arrival of the new employee (starting date, title...)
- setting up a work station for the new employee
- creating an email address for the new employee
- issuing a person responsible for the orientation
- handing the orientation guide to the new employee
- handing the project management guide to the new employee (if the new employee will work in project management).

Things to cover during the first day of work:

Organization and personnel
- Introduction of the organization
- Introduction of the services
- Introduction of different departments and their functions
- Introductions with personnel (at least closest colleagues)
- Signing work contracts

Office facilities
- Introduction of the office premises
- Introduction of the employee's work station
- Keys & alarms
- Kitchen shift
- Introduction of fire and other emergency procedures (location of fire protection equipment & first aid kit, introduction of fire evacuation plan)
- Car parking

Working terms & common procedures
- Term of employment (temporary, permanent, internship)
- Trial period
- Procedures concerning sickness and other absences
- Salary (when it is paid, tax deduction card...)
- Confidentiality
- Vacations
- Working hours (work time, breaks...)

- Dress code
- Occupational health care
- Work safety delegation

Work task –specific orientation
- Overall description of the employee's work tasks
- Overall description of the tools used in the work

Things to cover during the first week of employment:

Tools
- Navitep
- Trados

Communication
- Email (basic functions, storing of emails...)
- Telephone switch.

5 CONCLUSION

As a result of this thesis, an orientation guide and an orientation checklist were created for Translatum Oy. These orientation tools are planned and implemented in cooperation with the commissioning organization, aiming at giving structure, content and consistency to the orientation process of Translatum Oy.

The need for the orientation guide was discovered due to the current status of the orientation in the commissioning organization. The orientation was lacking consistency and a logical structure. It was discovered that a logical, well planned and organized orientation would greatly benefit the commissioning organization as well as the new employee entering the organization. As the theory studies show, orientation has great significance on an employment. As the first impression is extremely important, the influence of an orientation guide cannot be emphasized too much. After the job interview, an orientation guide is usually the next opportunity for the new employee to get information about his/her new work organization, environment and the practicalities and procedures of the organization. When the orientation guide is made well and thoughtfully, it can have great significance on the new employee's work motivation, hence loyalty, productiveness and adaption to the new work environment. Motivated and satisfied employees on the other hand are the key to success. Well prepared orientation material can offer a good starting point for the personal orientation and provide support throughout the process.

New employees with different backgrounds often benefit from customized orientation; an orientation guide comes in handy in these situations. The new employee can read and study the parts which he/she is not already familiar with, and leave those parts which he/she already has expertise or knowledge of out. Based on the material included in the orientation guide, the interaction during the entire orientation process can be enhanced; a new employee can study the matters independently and then he/she can ask questions about the issues which remain unclear or which are not as well explained in the orientation guide as the needs of the new employee would require.

The orientation checklist was created to support the orientation guide and the orientation process in general. The idea for creating the checklist came from the benchmarking process, together with the theory studies. Many sources suggested orientation checklist as part of an effective and well organized orientation process. The author has also personal experience about the usage of an orientation checklist as a basis for the entire orientation process, and these experiences have been very positive.

As a result of this thesis, an orientation guide and an orientation checklist were created. The commissioning organization was involved in the planning and implementation of the orientation tools throughout the project, which quarantines the desired outcome from both parties point of view. The commissioning organization was involved in the planning and implementation of the content and layout of both the orientation guide as well as

of the orientation checklist. Information was gathered and shared via interviews. The representatives of the commissioning organization had the opportunity to look and comment both documents before they were finalized. The final documents have been adjusted to meet the objectives of the commissioning organization to the best possible extent. With these adjustments, the orientation guide and the orientation checklist are fully able to meet the needs and wants of the commissioning organization.

The results of this thesis, the orientation guide and the orientation checklist for the new employees of Translatum Oy, will benefit the commissioning organization greatly in the future. The result of this thesis is a concrete development tool for the organization. The orientation guide is a documented combination of the written and the silent information and knowledge concerning the commissioning organization, its organizational structure and personnel, its industry and its common practicalities. However, no matter how comprehensive an orientation guide is, it cannot replace the process of person-to-person orientation, taking place at a person's new work place. The guide, together with the checklist will offer the foundation and the framework for the orientation; the content and the final implementation is up to the organization itself.

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Appendix 1

Translatum Oy – Orientation guide for new employees

Content

1 TRANSLATUM OY

Translatum is a privately owned Finnish translation agency that focuses on providing technical and commercial translation and localization services for domestic and foreign corporate clients.

Translatum is one of the largest operators in the translation industry in Finland and continues its growth as a strategic partner for its key clients. We proceed from a sincere desire to find out what the client needs and build a suitable translation service concept around the basic translation work.

Translatum was founded in 1996, when Risto Kuosmanen started the company as a private entrepreneur. At the beginning of 2001, Translatum became a limited-liability company, and the first years of the new millennium saw its strong growth. Our operations were extended from Tampere to our capital city, Helsinki, and also across the Gulf of Finland to Tallinn, Estonia. Today, we employ approximately 25 translation-industry professionals, and our extensive network of co-operation partners is composed of more than 400 professionals. This allows us to deliver translations involving practically all possible languages.

1.1 Services

1.1.1 Main services

In addition to mere translation service, Translatum offers other value adding services to our customers.

- Translation services – translation service includes a translation and proofreading of the translated text. Proofreading is done by a target language native speaker.

- Language-checking and proofreading services – if the customer has a finalized text but has doubts about the grammar, fluentness or vocabulary, it is possible to have the text checked or proofread. The customer can define the depth in which the text should be inspected, e.g. grammar check, fluentness or consistency of the text.

- Desktop Publishing services – after the text is translated, it is possible to have the document delivered to the customer as a finished DTP version. DTP services are conducted primarily by the IT-specialists.

1.1.2 Supplementary services

- The market analysis –service can include e.g. an analysis of a specific market to find out whether a term or a brand name is suitable or appropriate for that specific market

- The terminology work and glossaries –service includes planning and producing a term bank and glossary specifically for the needs of the customer's field and operations of business. The terms are used in the translations and the term bank is updated after every translation, which guarantees a consistent terminology.

- Training –service includes the possibility for customers to participate in training related to translation and language-checking. The training service is aimed especially for the contract clients of Translatum Oy, aiming at developing the translation process to be as fluent and cost effective as possible. Being a contract client of Translatum Oy means that the customer will get an appointed project coordinator to work with, which helps in making the translation process and cooperation more fluent and effective. Contract clients have also special contract client prices.

1.1.3 Kielitohtori

Kielitohtori is a free of charge service produced by Translatum. Kielitohtori answers to all Finnish language related questions, concerning e.g. grammar, terms and expressions. The service is available for everyone, not only for the customers of Translatum. However, for our contract clients we guarantee a 24 hour response. The service is available online at: http://www.kielitohtori.fi/ or https://www.facebook.com/kielitohtori

2   ORGANIZATION AND PERSONNEL

This chapter introduces the different departments, managers and personnel of Translatum Oy. Also the areas of responsibilities are introduced in this chapter. This information is not published due to the request of the commissioning organization.

3 TRANSLATION INDUSTRY

3.1 EN 15038: European Quality Standard for Translation Services

EN 15038 is a quality standard which is designed and developed especially for translation service providers. The aim of the standard is to ensure consistent good quality of translations and of the translation process as a service. The quality standard was written in 2006 by European Committee for Standardization, after many European translators and translation agencies felt that none of the existing standards (e.g. ISO 9001) were able to meet the specific needs of the translation industry.

EN 15038 offers a description and definition of the translation service for both the service provider as well as for the client. The standard defines the procedures of a quality translation process. The standard states that, in addition to the actual translation, a translation process should always include a proofreading of the translated text by a person other than the translator. The professional competences and requirements of the translators, reviewers, revisers and proofreaders are also specified and required by the standard.

The standard also defines the terminology used in the industry, such as source text and target text, reviser, proofreading and added value service. This enhances the fluency of the translation processes. Misunderstandings are more likely to be avoided when the terms are established. (EN 15038: European Quality Standard.)

3.2 The translation process

In a nutshell, a translation process always includes a translation, proofreading and a revision.

Translation is done by a professional translator. If possible, the same translator should translate the texts of a specific customer. When a translator has translated texts for the same customer earlier, he or she is familiar with the customer's preferences concerning style, phrasing and especially terms of the translation. Each translator also has their own areas of expertise which should be taken into consideration when choosing a translator for a specific text.

After the text has been translated, it will be proofread by a target language native. The proofreader will check the text for any possible spelling/grammar mistakes, inconsistencies and lack of fluentness of the text. After the proofreader has checked the text, and marked possible corrections or comments to it, the translator will once again revise the translation and according to his/her own judgement, will make adjustments to the text based on the proofreaders comments.

When the translator has delivered the translated, proofread and revised document to the project coordinator, the coordinator will once again check the document. The target document is compared to the original source document in order to ensure that the layout is approximately the same and all graphs and pictures are in their correct places. Project coordinator will also clean the bilingual target file. Cleaning stores the translated segments to the translation memory and produces a file with only the target language. This target file is then delivered to the client.

3.2.1   Project coordination at Translatum

Translatum has a project management guide, which provides a comprehensive description and instructions of the project management process.

3.3   Translation memory software

Translation memory (TM) software is designed to help translators in their work. Translating with a translation memory is sometimes confused with (the term) machine translation. While machine translation means that the text is translated mechanically with software, translation memory is a tool which helps translator in his/her manual work.

Translation memory is a database, in which it is possible to save source text and its corresponding translation into target language. One translation memory is always specific for one customer and one language pair. Sometimes a customer can also have more than one TM for the same language pair, if it is wanted or needed to have different memories for different topics or end-customers. Translation memories are always client-specific, and it is not allowed to use one client's TM to translate another client's text.

Translation memories are best utilized in long, technical documents, which include a lot of repetition and special

technical terms; with the help of a translation memory it is easier to keep the terms consistent throughout the text.

When client sends a document for translation, one of the first things to do is to analyze the source document. Analysis is done with Trados Workbench tool and its purpose is to give the word count as well as the amount of repetition and possible matches the text contains. If the client has ordered a translation with the same language pair previously, there is an existing TM and the new document should be analyzed using this TM. If the document is e.g. an update to a document which has been translated previously, it is very likely that there are only some minor changes in the source text. The analysis log shows the total word count of the document, and also the number of repetition and matches.

3.3.1 Matches and repetition

When using translation memories, the program breaks the source text into segments and searches matches between the source text segments and the segments which have been saved to the translation memory previously. If the program finds a 100 % match, it means that there is a completely corresponding segment of the source text in the translation memory. Because the translation memory stores both source and target text, the translation for this segment already exists in the TM. In addition to 100 % matches, there can also be "fuzzy matches". Fuzzy match means that the segment is not completely the same, but it has some similarities.

Repetition refers to the amount of repeated text in one document. When a segment is once translated and later repeated in the text, the program will suggest the prior translation.

3.3.2 Total vs. weighted word count

Total word count of a text refers to the total amount of words in a text, whereas weighted word count takes into consideration the amount of matches and repetition. The difference between total and weighted word count might be significant and it typically has a great effect on the delivery time and cost of a translation.

3.4   Pricing

Translations are charged based on source text. Depending on the translator or the translation agency, the price might be based on word rate, row rate or page rate. Also the subject and nature of the text might have an effect on the price, e.g. the word price for medical text is usually a bit higher than the "normal" word price. Translatum uses the word rate pricing for its translation services.

3.4.1   Word rate

The word rate is set based on the language pair, the nature of the text and on the customer. The most active customers might have a lower word rate in comparison to those who purchase translations only seldom.

3.4.2   Hourly charge

In addition to word rate pricing, some types of translation and additional services are charged on an hourly basis, such as string translations and DTP services. The hourly charge is set individually for every client.

3.4.3   Minimum charge

There is a minimum price set for every client (usually the same as the price for one hour). Minimum price is charged when the price of a service would be lower than the minimum price. If a client orders a small translation for more than one language, the minimum price is charged for each of the languages.

4 GENERAL INFORMATION ABOUT WORKING IN TRANSLATUM

This chapter introduces the common procedures and practicalities about working in Translatum Oy. This chapter is not published due to the request of the commissioning organization.

5 TOOLS

This chapter introduces the project management tool and the ERP-system used in Translatum Oy. Due to the request of the commissioning organization, the introduction of the project management tool is not published.

5.1 SDL Trados

Trados is a translation memory tool used in Translatum. Trados is composed of different modules such as Workbench, TagEditor, Multiterm and Filters.

- Workbench is the tool which handles the translation memory. Functions such as analyzing and cleaning of a document are done in Workbench.
- TagEditor is a text editor which is used to work with tagged documents, such as xml and html.
- Multiterm can be compared to a dictionary. With this module, it is possible to save a term and its translation and definitions.
- Filters are used to process and convert various file formats such as FrameMaker and Interleaf, so that they can be translated in Word using Workbench. When the text is translated, the files can be restored to their original format.

6   GLOSSARY

- Authorized translator = authorized translator is a translator who has the right to certify translations legally. Typical documents requiring certification are diplomas and graduation certificates, medical certificates, marriage certificates and any documents addressed to the public administration (e.g. work or residence permits)

- Cleaning (kliinaus) = the unclean file is cleaned (kliinaus) in Trados Workbench. Cleaning means that the text is saved to the translation memory. In the cleaning process, Workbench also produces a clean file and a cleaning log.

- Clean file = clean file is the translated file which is delivered to the client. Clean file consists only of the target language.

- Convert = Trados does not support all file types. If the customer uses framework (.mif), interleaf (.ildoc) or any other tagged format, the files have to be converted into .rtf.ttx form for translation. After the text is translated, the files are restored back to their original format.

- Match = matches are either exact (100%) or fuzzy, meaning that there is a degree of similarity between the source text segment and a previously translated source text segment.

- PO = purchase order. PO is a document issued by a buyer to a seller which shows the type, quantity and price of a product or a service which the seller provides for the buyer.

- Segment = a segment is a text unit which a translation memory tool picks up from the text to be translated. A segment is usually a sentence. When using translation memory tools, a text is translated one segment at a time.

- Source (file, language) = source file is the file which is to be translated. It is the original file sent from the client, written in the language which is to be translated to another language.

- String translation = translation of detached words. String translations are often term lists or display texts.

- Target (file, language) = target file is the translated file.

- Translation memory (TM) = TM is a database which stores sentences or sentence-like units (segments) which have been translated. TM stores the source text and its corresponding target text. If the same, or similar, source segment exists later in the text (or in another document which is edited using the same TM), TM will suggest the earlier translation. TMs are language pair- and client-specific.

- Unclean file = an unclean file is a bilingual file translated with a Translation Memory software which contains both source and target text.

Appendix 2

Translatum Oy – Orientation checklist

TRANSLATUM OY –ORIENTATION CHECKLIST

New employee:_____
Person responsible for the orientation:_____

THINGS TO DO BEFORE THE BEGINNING OF THE EMPLOYEE'S EMPLOYMENT

	COMPLETED (date & initials)
Informing the personnel of the arrival of the new employee (starting date, title…)	
Setting up a work station for the new employee	
Email address for the new employee	
Issuing a person responsible for the orientation	
Handing orientation guide to the new employee	
(If the new employee will work in project coordination) Handing the project management guide to the new employee	

THINGS TO COVER DURING THE FIRST DAY OF WORK

ORGANIZATION AND PERSONNEL

	ORIENTATION COMPLETED
Introduction of the organization	
Introduction of the services	
Introduction of different departments and their functions	
Introductions with personnel (at least the closest colleagues)	
Signing work contracts	

OFFICE FACILITIES

	ORIENTATION COMPLETED
Introduction of the office premises	
Introduction of the employee's work station	
Keys & alarms	
Kitchen shift	
Introduction of fire and other emergency procedures (location of fire protection equipment & first aid kit, introduction of fire evacuation plan)	
Car parking	

WORKING TERMS & COMMON PROCEDURES

	ORIENTATION COMPLETED
Term of employment (temporary, permanent, internship)	
Trial period	
Procedures concerning sickness and other absences	
Salary (when it is paid, tax deduction card...)	
Confidentiality	
Vacations	
Working hours (work time,	

breaks...)	
Dress code	
Occupational health care	
Work safety delegation	
WORK TASK –SPECIFIC ORIENTATION	
	ORIENTATION COMPLETED
Overall description of the employee's work tasks	
Overall description of the tools	

THINGS TO COVER DURING THE FIRST WEEK OF EMPLOYMENT

TOOLS	
	ORIENTATION COMPLETED
Navitep	
Trados	
COMMUNICATION	
	ORIENTATION COMPLETED
Email (basic functions, storing of emails..)	
Telephone switch	