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Change security 2017 – an operating model to promote re-employment

Tapiola, Mira

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Change security 2017 – an operating model to promote re-employment

Mira Tapiola
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Mira Tapiola

Change security 2017 – an operating model to promote re-employment

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The main objective of the thesis is to investigate how companies will support laid-off employees, from January 1, 2017 when the reformed change security operating model came into force, and how they intend to support them in the future. Another objective is to study what kind of support businesses or organizations need so that they can fulfill all the change security actions required in the legislation. Finally, the author wants to gather information about what kind of support the HR managers, managers, and directors think individuals need in dismissal situations. The case company HRM Partners Oy needs this information in order to understand better the changing market.

The theoretical section defines the essential content of the previous change security legislation and presents how the reformed change security measures will affect employers and employees. It also describes the functionality and statistics of the change security effects.

The empirical part of this thesis project was carried out between November 14 and November 22, 2016 using a quantitative research method: an online survey. The study targeted all managerial employees in HRM Partners' customer register. A total of 1,195 questionnaires were sent to managerial employees such as HR and other managers. 235 responses were received. To achieve a confidence level of 95% and a 6% margin of error, 219 was the required sample.

The results indicate that outplacement training and services provided by the TE Office are still highly valued. However, other support activities such as job seeking and job matching help on the part of the laid off employee's company as well professional and other types of education are becoming more important. Furthermore, services offered through a combination of face-to-face coaching and the network are valued more than those offered online.

Since the legislation reform is relatively new, the content of the reformed change security legislation is largely unknown and it leaves room for interpretation. The change security training and coaching regulation is completely semidispositive, which means that agreements between parties may defer part of the law. Only time will tell how the reformed legislation will be applied in the future.

Further research is recommended to better understand the impact and effectiveness of the reformed change security measures on the individual and the entire economy. However, some time must pass before such research can be conducted.

Keywords: Change security, Dismissal, Re-employment, Promoting activities

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1 Introduction

1.1 Background

The change security operating model came into force January 1, 2017 reduce the number of dismissals. Change security aims to increase employees' safety from dismissal and layoffs, help employees search for jobs, and ease re-employment. Due to the economic recession in Finland, the Finnish government has altered the change security law. The updated law has been fundamental to accomplishing a 72% employment rate.

This thesis project began at end of 2016, when the author carried out her internship at HRM Partners Oy, which is the case company for this thesis. The updated change security will affect the market in which the case company operates and increase the existing competitiveness. Foreseeing coming changes and growth possibilities, the case company indicated their need to better understand the customers' needs and wants concerning the reformed change security operating model. Thus, the author decided to conduct a security change survey for the purposes of this thesis.

The theoretical chapter focuses on the Finnish change security operating model from the perspective of employer and employee. The empirical part is explained in detail and the underlying factors contributing to the results are analysed. Lastly, reflections and recommendations are presented.

1.2 Research questions and purpose

The main objective of the thesis is to investigate how companies will support laid-off employees, from January 1, 2017 when the reformed change security operating model came into force, and how they intend to support them in the future. The author studies, whether three criterias; the businesses' turnover, the personnel size, respondents' personnel group have differences regarding how businesses will support employees dismissed for financial and production-related reasons. Another objective is to study what kind of support the businesses need to fulfill the actions obligated in change security legislation. Finally, the author wants to gather information about what kind of support the managerial employees think individuals need in dismissal situations.

This thesis seeks to answer to questions;

1. What kind of support will businesses offer employees dismissed for financial and production-related reasons?

2. What kind of support do businesses need to fulfill the actions legislated in the change security?

1.3 The case company in brief

HRM Partners Oy is a coaching business that helps people at every career stage and coaches businesses in outplacement and dismissal situations, implementing changes, and management team development. In Finland, HRM Partners Oy is a leading operator and the company founders are pioneers of outplacement business. They value looking after their clients, partners, staff, and society in the best way possible. (HRM Partners 2016)

The company was established in 1993 and it now employs a team of 30 professional experts in two offices in Helsinki and Tampere. The company's annual turnover is 3.5 million euros (2015). HRM Partners Oy is a 100% Finnish company and their working languages are Finnish, Swedish, and English. (HRM Partners 2016)

1.4 Structure of the thesis

This thesis consists of seven main chapters titled as follows: Introduction, Change security, Updated Change Security, Methodology, Findings, Analysis, and Conclusion and recommendations. The main body of the thesis is followed by sections titled References, Figures, Tables and Appendices.

The theoretical section defines the essential content of the previous change security legislation and presents how the reformed change security measures will affect employers and employees. It also describes the functionality and statistics of the change security effects.

2 Change security

Change security is an unemployment benefit that is part of a larger labor market package in Finland. The purpose of unemployment security is to support financially unemployed jobseekers while they search for jobs. The Finnish Constitution guarantees everyone the right to protection in the case of unemployment. (Romo & Siitonen 2006)

On December 16, 2004, the Finnish labor market organizations accepted an income policy agreement for the years 2005-2007. The change security operating model is part of this agreement. The income policy agreement aims to respond to the growing number of corporate layoff situations by helping to bring employers and employees closer in situations where personnel are dismissed for financial or production-related reasons. Another purpose of the agreement is to create better conditions for dismissed employees or employees that are in a danger of being dismissed for financial and production-related reasons; the agreement aims

to improve their financial status and provide them with possibilities for seeking a new job while unemployed. It also obliges employers to inform laid-off employees of various employment promotion activities, to make an action plan with personnel that supports employment, and to design an employment schedule along with the local Employment and Economic Office (TE Office). (Romo & Siitonen 2006, 9)

The change security target group was expanded in 2009 to include not only those laid off from permanent positions, but also those laid off from temporary contract positions (TEM 2013).

2.1 Requirements

The change security is available to all employees who have been dismissed for financial and production-related reasons and who have a work history of at least three years. Also, workers who have had the same employer for a fixed-term employment contract for at least three years or a separate fixed-term employment for at least 36 months during the last 42 months are entitled to the change security. (Ekonomit 2005) The change security protection is not granted to a person whose termination has taken place due to personal reasons or if the employment relationship is terminated for any other reason (Romo & Siitonen 2007, 19).

To receive the right to the change security, the redundant must register with TE Office as quickly as possible, but no later than 30 days from the date of employment termination. The change security is optional; if one does not want to take advantage of the opportunities offered by the change security, then one's entitlement to unemployment benefits will not be affected. (Romo & Siitonen 2007, 55)

2.2 Employers' obligations

The change security controls different employers in different ways. Some employer's obligations are agreed by labor and collective agreements. However, the subject matter in every agreement are very similar. (Romo & Siitonen 2007, 63)

2.2.1 Obligation to notify and inform

The employer must offer the services offered by the TE Office to employees dismissed for financial and production-related reasons. The employer must ensure that the employee receives enough correct information regarding the change security. In addition, the employer and staff must agree on how the employer will support workers seeking re-employment during the notice period. (Romo & Siitonen 2007, 10)

Before the start of the co-determination negotiations, the employer must provide the staff group representative with a negotiation proposal, an estimate of the scale of redundancies,

and a schedule. This information must also be provided to the TE Office. The employer must also provide the TE Office with information regarding the laid offs' professions and work duties, which helps quicken the planning of employment promoting activities and the execution of the employment plan. The TE Office assists the employer with compiling the employment plan. (Romo & Siitonen 2007, 10)

2.2.2 Action plan for promoting employment

According to the change security operating model, the employer has an enhanced obligation to negotiate when reducing labor force. The employer's obligation to support dismissed employees in their job search is legislated in the Act on Co-operation within Undertakings. According to this regulation, the employer should provide the representatives of the personnel group with a plan of action on how to promote employment if the number of notices of termination is at least 10. (TE-palvelut 2017)

The plan must contain the negotiation schedule, procedures, a plan for how to use TE Office services, and an explanation of how the employer will promote the employees' job search and training or coaching. The final action plan is prepared in conjunction with the entire staff as part of the co-operation negotiations. In a situation where fewer than 10 employees are being dismissed, the employer has to provide principles of how they will help employees to find new jobs, training, or public employment services. The aim of the plan is to determine whether the dismissals and possible restructuring of operations will affect the tasks and education needs of the remaining staff. (TE-palvelut 2017)

2.3 Employees' rights

The change security operating model increases security for workers in dismissal situations and in situations of long-term layoffs and help dismissed employees find employment as quickly as possible. The change security operating model creates more opportunities for laid off employees to participate in employment promoting activities and improves and maintains job seekers' professional expertise. (TE-palvelut 2017)

2.3.1 Employment plan

An employment plan improves employees' likelihood of being employed, for example, through training or coaching. An employment plan maps the situation and plans of the jobseeker. It also includes a plan for the jobseeker to search for jobs independently. The applicant may be paid an unemployment allowance or receive increased income by participating in the employment promoting activities. The employment plan is executed in co-operation with TE Office experts. (TE-palvelut 2017)

2.3.2 Paid leave

Every employee who is terminated for financial or production-related reasons has the right to paid leave during the notice period. The length of the paid leave is 5-20 working days and depends on the length of the notice period and the duration of employment. The employee may also use the paid leave period to compose an employment plan or participate in activities such as training or coaching. A dismissed person is entitled to paid leave even when he or she is seeking employment on his or her own or with the assistance of the TE Office. The leave must not cause significant harm to the employer and the employee must notify the employer as early as possible. Paid leave does not apply to laid-off and fixed-term employment relationships because those employment relationships are terminated without notice. An employee is also not entitled to employment leave if the employment relationship is terminated because of the employer's bankruptcy or death. (TE-palvelut 2017)

2.4 Functionality and statistics

According to a research commissioned by the Ministry of Economic and Employment (2013), the change security has received wide-spread support from both employers and employees. The change security operating model is fundamentally efficient and has promoted efficient job transitioning. (TEM 2013)

According to the study of the Ministry of Economic and Employment (2013), the change security has been an effective approach to binding people to training or other activities that support re-employment. The employment prospects of participants in re-employment promotion activities have been better compared with other jobseekers. The decision to extend change security to fixed-term employment has proven effective. The study has revealed that the change security model helps 35% of people in dismissal and layoff situations find a new job in the three-month period, and nearly 56% of people are employed in a 1.5 year period. (TEM 2013)

A comparative review of the security change before and after the 2009 expansion reveals that employment rates have clearly been better since the expansion. The re-employment is about 10% better than it was before (TEM 2013).

3 Reformed change security

In recent years, the Finnish economy has suffered from an exceptionally long-term recession. Unemployment has risen alarmingly, the general government debt has not been settled, and Finland has performed poorly in the export markets compared with other countries. One of the main reasons behind Finland's poor economic development is the loss of international

competitiveness as a result of global economic uncertainties as well as negative structural changes over a long period. (SAK 2016)

The Center Party won the elections in April 2015. Prime minister Juha Sipilä proposed four million euros worth of cuts and a labor market agreement. This agreement attempts to achieve a 5% increase in Finland's competitiveness by lowering unit labor cost. The central labor market formed a Competitiveness Pact on February 29, 2016. The Pact's objective is to improve the competitiveness of Finnish labor and business, boost economic growth, and create new jobs. It also supports fiscal adjustment and promotes local collective bargaining via national collective agreements. (SAK 2016)

The condition of the Pact is that it will replace the measures prepared by the government for the modification of Ascension Day and Twelfth Night to unpaid public holidays, cutting sick and holiday pay, as well as shortening long annual holidays. Similarly, it cancels the additional package of 1.5 billion euros in expenditure cuts and tax increases mentioned in the government program and implements income tax cuts referred to in the government program. (SAK 2016)

The Competitiveness Pact also affects employees. Annual working time was extended by an average of 24 hours in full-time work with no impact on earnings at the start of 2017. Implementation of the working time extension is agreed upon by the trade unions and employer federations in each industry. (SAK 2016)

The Competitiveness Pact includes legislation regarding the change security, cooperation between the employer and employees, and occupational health care. The laws were confirmed on December 30, 2016 and came into force on January 1, 2017. The change includes 12 laws related to all forms of employment. (SAK 2016)

3.1 Essential changes

The change security operating model concerns only employers who regularly employ at least 30 people. Employers should provide dismissed employees with the opportunity to participate in employment promoting activities such as coaching or training. This right was expanded to apply only to those employees whose employment relationship have lasted for at least five years. (Eduskunta 2016)

3.1.1 Employment promoting activities

The amount of money provided to the employee by the company for employment promoting activities have to correspond to the value of deferred employees' monthly salary or the average monthly salary of the personnel working in the same office, whichever is greater. The employer and the employee may agree that the employer could fulfill its obligations by financing in whole or in part training or coaching acquired by the employee. The promoting activities must be arranged at least two months after the end of the notice period. In a situation where the employer neglects the law, the employer is obligated to pay the employee the whole sum as compensation. (Eduskunta 2016)

According to the change security operating model, employers have to prepare a training plan. The training plan should include current information regarding how the employer intends to assist employees with employment promoting activities in a possible employment termination situation. These stipulations are recorded for future reference even if the employer does not have any personnel reduction plans. This obligation applies to those employers that regularly employ at least 30 employees. (Eduskunta 2016)

Since the content, procedures, or value of the training or coaching is not precisely legislated, these issues can be resolved through collective agreement. Similarly, the employer and staff can make arrangements that diverge from the law unless the collective agreement provides otherwise. A wide contract law is necessary that sectoral and workplace conditions can be taken into account when acquiring training or coaching. (Eduskunta 2016)

According to the Co-operation Act, the obligation to provide training or coaching does not apply if the employer submitted a negotiation proposal before January 1, 2017. Therefore, training or coaching is not obligatory for workers whose employment was terminated as of January 1, 2017 or later if the termination of pre-co-operation negotiations was issued before the end of the year. (Yrittäjät 2016)

3.1.2 Occupational health care extension

According to the change security operating model, the employer has to arrange occupational health care for dismissed employees for six months after the end of the working obligation. Again, this obligation only applies to employers who employ at least 30 employees regularly and for employees whose employment has lasted for at least five years. The extension of employer health care responsibility would reduce the increasing pressure on primary health care if a large number of employees are terminated within a short period of time. (Työ ja elinkeinoministeriö 2017)

If a redundant person becomes employed, the occupational health care organization obligation ends. The requirement applies to situations where a new employment relationship is valid indefinitely or for at least six months. Dismissed employees are obligated to notify the employer of new employment. The employer is entitled to receive a reimbursement under the Health Insurance Act. (Työ ja elinkeinoministeriö 2017)

The obligation to organize extended occupational health care only applies to dismissals that took place on January 1, 2017 or after. If the employment relationship was terminated before the law came into force, but the period of notice expired after January 1, 2017, the employer does not have to provide extended occupational health services. (Yrittäjät 2016)

3.2 Effect on employment

The changes will affect the dynamics of the labor market. Employees' employment skills and improvements in health status is expected to shorten the period of unemployment and to encourage employers to hire new workers. This can be expected to increase the demand for labor and to shorten the period of unemployment. The proposed changes affects only to workers whose employment relationship has lasted at least five years. Layoffs of temporary employees are rare, which is why this reformed operating model is expected to mainly impact open-ended employment relationships. The amendment to the law is thus estimated to affect approximately 810,000 employees. (Eduskunta 2016)

The impact of the change security on unemployment as a whole is difficult to assess in advance. However, in light of previous analyses and reports by the Ministry of Economic Affairs and Employment (MEAE), vocational labor force training seems to have a positive impact on employment of jobless people (Eduskunta 2016).

However, the extended occupational health care coverage creates new termination costs for the employer. The cost is the employee's salary for one month and the average amount of approximately 116 euros for occupational health care (Eduskunta 2016).

3.3 Financial effects

The Ministry of Employment and Economic Development's customer information system data indicates that about 30,000 people have been terminated each year for financial and production-related reasons for the last several years. This figure includes employees from companies of all sizes as well as the public sector. (Eduskunta 2016)

Assuming staff redundancies are distributed evenly, this figure includes approximately 9,000 private sector employees that receive the change security. According to Statistics Finland,

the average monthly salary of full-time private sector employees was 3,574 euros per month in 2015, which means that the expansion of change security for employers would increase by around 30 million euros per year. (Eduskunta 2016)

4 Methodology

In this chapter, the author describes the method of research and data sources. The author also explains the difference between qualitative and quantitative methods and discusses why certain methods is chosen for this thesis.

4.1 Research approaches

There are two broad approaches to research: qualitative and quantitative methods. The main differences between these two methods is the way data are collected and analyzed and their outcome.

According to Saunders, Lewis and Tornhill (2016) a typical qualitative research method includes unstructured or semi-structured techniques. Some common methods are interviews, focus groups, and observations. Qualitative research is suitable for obtaining rich data that provide an in-depth understanding of opinions, motivations, and underlying factors for a phenomenon. The sample size is in most cases small and the respondents are carefully selected. (Saunders et al. 2016)

The most common sources of quantitative data are various forms of surveys, structured interviews where the same topic is discussed with a large number of respondents, and documents containing numeric information. Quantitative methods are suitable for situations where a theory is being tested. The chosen method tests a hypothesis that is developed based on a theory. The data gathered using quantitative methods are analyzed using statistical tests and the results are generalized to an entire population. (Saunders et al. 2016)

The table below illustrates the difference between the qualitative and quantitative research.

	Qualitative research	Quantitative research
Goal/objectives	Depth: in-depth understanding of underlying reasons and motivations. Provides insights into the setting of a problem.	Width: essential for providing a broad base of insight on phenomenon. Gathers numerical data which can be put into categories, or in rank order, or measured in units of

		measurement. Used to construct graphs and tables of raw data.
Type of research	Exploratory, investigative	Causal, descriptive
Methodological	Flexible: individual depth interviews, group discussions, open-ended questionnaires. Allows unlimited expression from respondents.	Systematic: highly structured, rigid techniques such as questionnaires, on-street or telephone interviews. Relies responses to pre-formulated questions.
Representativeness	Small sample, sampled individuals	Large sample, with proper sampling can represent population.
Type of analysis	Accurate description of participant responses, for example, sorting responses to open questions and interviews into broad themes.	Statistical analysis. Specific variables will be analyzed. These include descriptive statistics like the mean, median, and standard deviation, but also include inferential statistics.
Generalizability	Limited generalization, often not conclusive.	Generally good, can infer facts and relationships.
Advantages	Understanding: answers exploratory "why" questions. Finds out, in depth, the ways in which people think or feel.	Explanation: answers questions such as "how much?" or "how many?" Statistically strong.
Disadvantages	Relatively small numbers. Descriptive data and as such is harder to analyze	Limited ability to probe answers. Potential bias may occur in the study. Experiments can be costly.

Table 1: Qualitative research versus Quantitative research

This thesis takes a quantitative research approach. This approach was chosen because of the need for numbers and statistics. The author conducted a self-completed questionnaire with a large sample size to gain an understanding of what the common operational model in the market is. Since this thesis is based on empirical results, the quantitative method is more appropriate.

4.2 Data collection

The primary data used in this thesis is collected via survey. As stated by Saunders et al. (2016), the survey technique is one of the most used methods of research. The advantage of a survey is that it can gather data from a large number of the population. This makes it faster and more efficient compared with other methods. A survey is well suited for a wide range of

research topics and phenomena. One of the basic requirements for using a survey is prior knowledge of the phenomenon under investigation. (Saunders et al. 2016)

The survey can be conducted by mail, by phone, online, or face-to-face. The chosen technique affects what kind of questions should be asked. Ojasalo et al. (2014) state that nowadays, it is more common to conduct a survey online than via post. Online surveys' specific strengths are speed and affordability. Data collection is rapid and happens in real-time, allowing for continuous monitoring and utilization. (Saunders et al. 2016)

Surveys also have shortcomings. According to Ojasalo et al. (2014), the response rate of online surveys has declined over the years because of the extreme increase in the number of online surveys. Online questionnaires have become more popular because they are easy and fast to conduct. The main challenge of using online surveys is achieving reliable and valid data; the investigator is not able to identify respondents' errors. Additionally, the method does not allow the research to ask clarifying questions. In an interview, there is always opportunity to ask for clarification. Moreover, surveys should not include open-ended or investigative questions because many respondents will not answer these types of questions. (Ojasalo et al. 2014)

4.3 Planning and execution

The main aim of the study is to investigate how companies will support laid-off employees from January 1, 2017 when the reformed change security operating model has come into force, and how they intend to support them in the future. The author also wants to understand what kind of support the businesses or organizations need so that they can fulfill all the change security actions required in the legislation. Finally, the author wants to gather information about what kind of support the managerial employees think individuals need in dismissal situations.

The research of this thesis is carried out as an online survey and it is a quantitative research. In the data collection phase the author has been collecting information on change security. On the basis of that information an online survey is drawn up, which is sent by e-mail to all participants. Quantitative research method is chosen because it considers to serve best the purpose of the thesis.

The respondents are promised anonymity because contract terminations are always intra-company and personal processes. The survey is thus conducted anonymously, and the results are presented so that the respondents' identity cannot be inferred. The respondents have been participating voluntarily in the survey.

A questionnaire cover letter (see Appendix 2) is sent by e-mail with the survey. The cover letter presents the subject and the purpose of the research. The cover letter also emphasizes the importance of the research as well as the necessity for a certain number of responses to ensure the success of the thesis. This information is provided so that the respondents would want to participate and answer questions honestly. In addition, the cover letter contains the author's contact information so that respondents can reach out with possible questionnaire case-related issues. Figure 1 beneath illustrates the research phases.

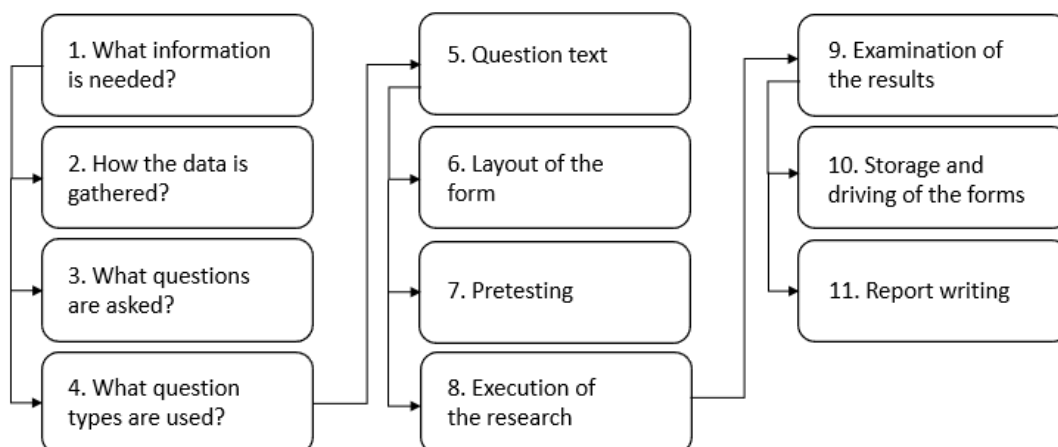


Figure 1: The research phases

4.3.1 Sample size and type

The survey is sent by e-mail to 1,195 managerial employees such as HR managers, managers and director in Finland. All the e-mail addresses are obtained from HRM Partner's customer registry. The questionnaire has been available for nine days, from November 14 to November 22, 2016. The respondents have sent one notification letter on November 21, 2016. In total, 235 out of the 1,195 possible respondents have participated. The response rate is 19.6%. With a confidence level of 95% and a 6% margin of error, 219 is the recommended minimum sample size. Thus, the results can be generalized to the whole population. Five respondents have rewarded with a book prize to enhance the response rate. The book is "Kun joudut irti-sanomaan" by Staffan Kurtén and Anu Waaralinna.

4.3.2 Questionnaire questions

According to Kananen (2008, 25), quantitative data can be collected using open-ended or structured questions. The functionality of the questions depends on three matters:

1. The respondent understands the questions properly;
2. The respondent has all of the required information on the topic;
3. The respondent wants to provide the information.

The survey consists mostly of structured questions with a few open-ended questions. The survey is designed to be as simple and short as possible. The questions are written in non-technical language. Questions and response options are created to be simple and understandable. The survey is written in Finnish because the majority of the participants are native Finnish speakers.

The survey consists of 12 questions, of which the last five are variable and concerned the respondents' background information. The background part of the survey asks for information regarding age, the company industry, turnover, personnel size, and personnel group. The purpose of these variables is to clarify the phenomenon as well as the relationships between concepts.

The questionnaire is divided into two sections. Question 1 divides the respondents into two groups: those who are in positions that determine what kind of support is offered to dismissed individuals and those who are not. Those in the former group are asked to answer all of the questions. The participants who are in the latter group only answered questions 6 to 12.

The first seven questions are meant for respondents who are in positions that determine what kind of support will be offered to laidoff employees. Firstly, the respondents are asked to estimate how familiar they are with the content of the change security measures. Secondly, they are asked to describe how they currently support dismissed employees and how they aim to support them in the future. The respondents are also asked to define services that the business will need to fulfill the actions legislated in the change security.

Question 6 measures respondents' opinions regarding what would benefit them if they are dismissed themselves in the future. Question 7 also measures respondents' opinions. The questionnaire contains a few open-ended questions where respondents are able to provide their opinion without limitations. The purpose of the open-ended questions are to obtain additional information that may not have been received through the structured questions. All of the questions can be found in Appendix 1.

5 Findings

In this chapter, the results of the study are presented in the order that they appear in the questionnaire. All closed questions are analyzed and illustrated in the text, and the findings based on the open-ended questions are discussed as well.

5.1 Authority

The majority of the respondents (134 out of 235) were authorized to make decisions concerning the change security activities. The rest (43%) of the respondents were not in an authorized position in their organization.

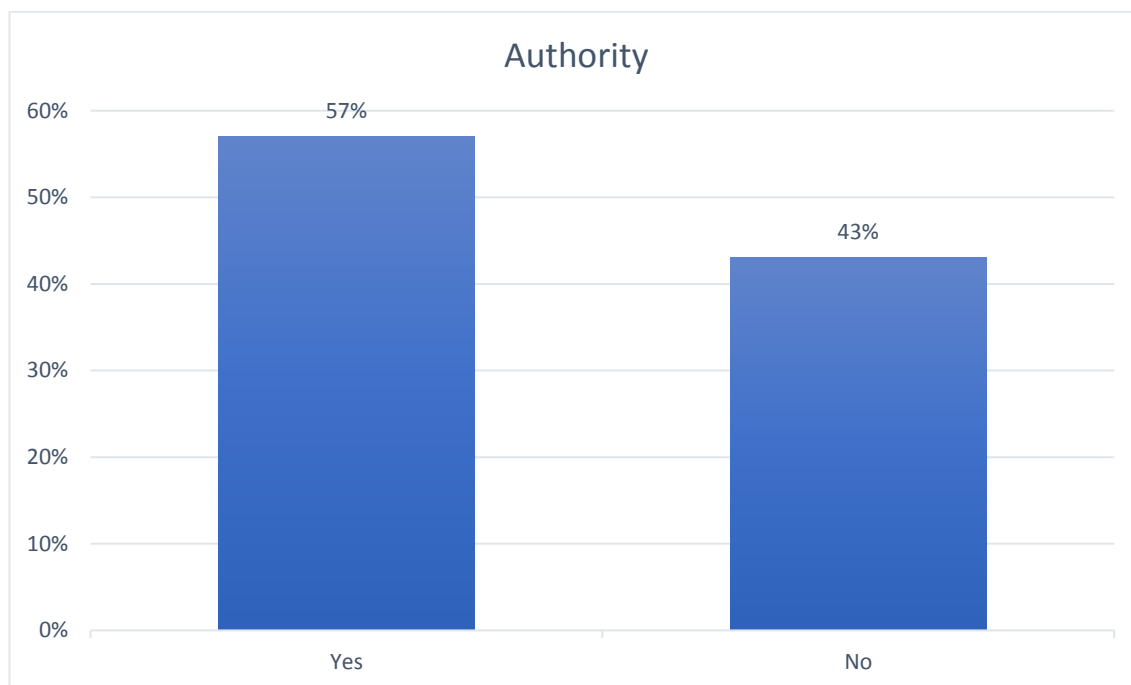


Figure 2: Authority concerning the change security support activities

5.2 Knowledge of the legislation

The respondents in authorized positions were asked to estimate their existing knowledge of the reformed change security operating model. The categories for them to choose from were very well, well, somewhat, not that well and not at all. Almost half of the respondents (48.5%) selected somewhat with regards to how knowledgeable they are. One third (34.3%) selected well and only 3.7% selected very well. The rest selected either not that well or not at all.

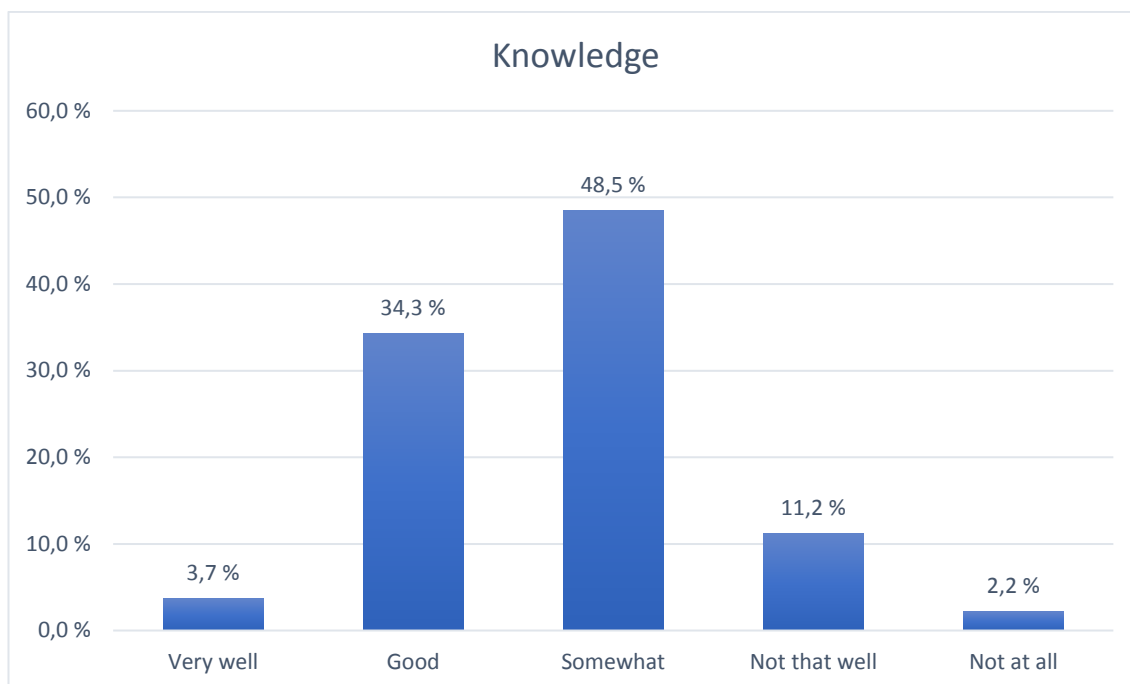


Figure 3: Estimated knowledge of the change security

5.3 Support activities

The figure below illustrates the difference between the support activities offered before the reform and the support activities offered from January 1, 2017. The following trends can be observed in the graph. Outplacement training and services offered by the TE Office are still of high value (32.9%). However, other support activities such as job seeking, job matching, professional education, and other education will play a more important role than before. According to Nina Smidtslund (2017), a career coach at HRM Partners Oy, this trend can be explained through the change in how people are seeking jobs and the variable market. Smidtslund explains that individuals are more aware of their shortcomings and want to update and add their professional knowledge.

Smidtslund (2017) explains that outplacement and career coaching is an effective way to upgrade job search skills, and the main objective of it is for the jobseeker to find a good solution in a reasonable amount of time. Outplacement and career coaching offers solutions to find a new job, interaction with people in the same situation, help compiling a functional CV and application, and crucial information and tools for dealing with the job search using social media. However, the most important part of the training is self-analysis. Through self-analysis, individuals gain an overview of their personal strengths and wants and come to know themselves better. (Smidtslund 2017)

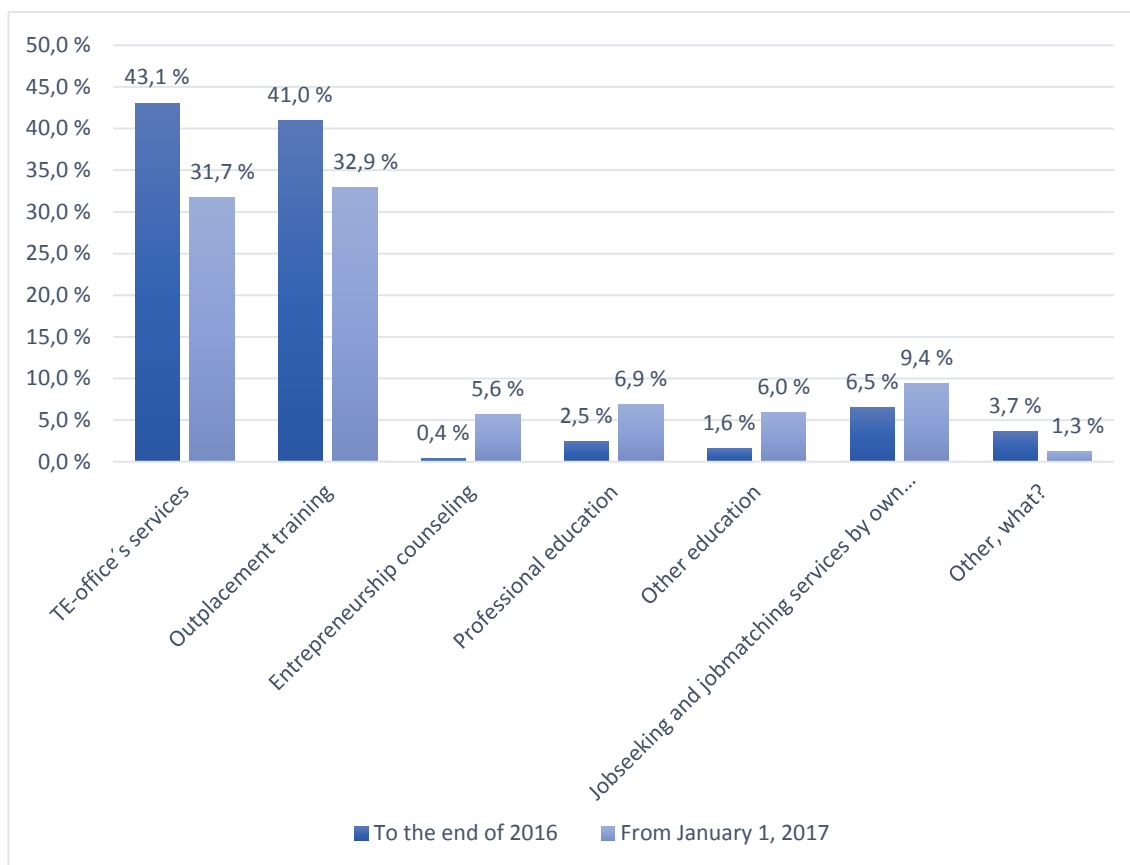


Figure 4: Support activities up to the end of 2016 and from January 1, 2017

Companies want to act in a socially responsible way in change situations where it is necessary to reinvest in personnel. The employer's reputation remains positive in the eyes of the remaining staff and the dismissed employees if the dismissed employees are assisted in applying for new jobs. Gestures of genuine care also influence how future employees, customers, and partners will see the company. Outplacement training can be a decisive factor when the employer and employee are negotiating a withdrawal agreement. (Leadership Finland 2016)

5.4 Services

Figure 5 indicates that almost half (46.1%) of the respondents required the services of outplacement/job search companies in order to fulfill all of the actions mentioned in the change security operating model. One-fifth (18%) required other coaching/training company services, and 17.5% looked for consulting and change management services through a third party. Over 10% of the respondents indicated that they did not know what services their business will need, and the rest said that they did not need any external or other services.

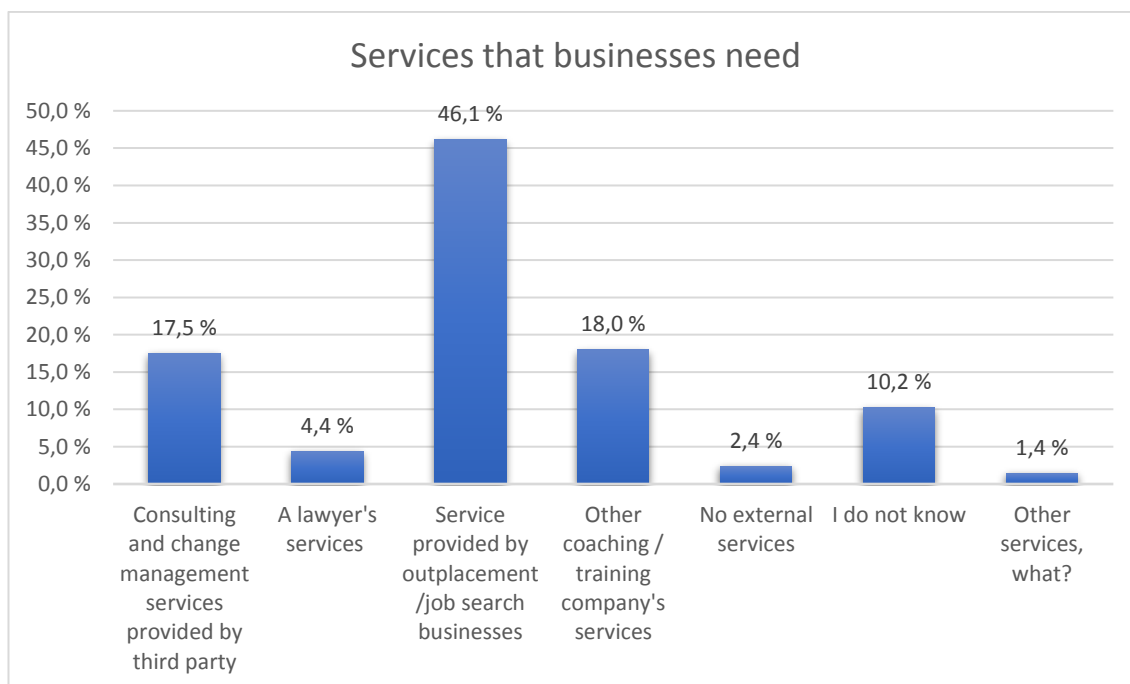


Figure 5: Services that businesses need

5.5 Opinions

The respondents were asked to identify services that they would consider beneficial for themselves if they were dismissed in the future. Half (52.4%) of the respondents desired outplacement training. One in ten (13.7%) felt that entrepreneurship counseling would be useful, and 11.7% said that services offered by the TE Office would be beneficial.

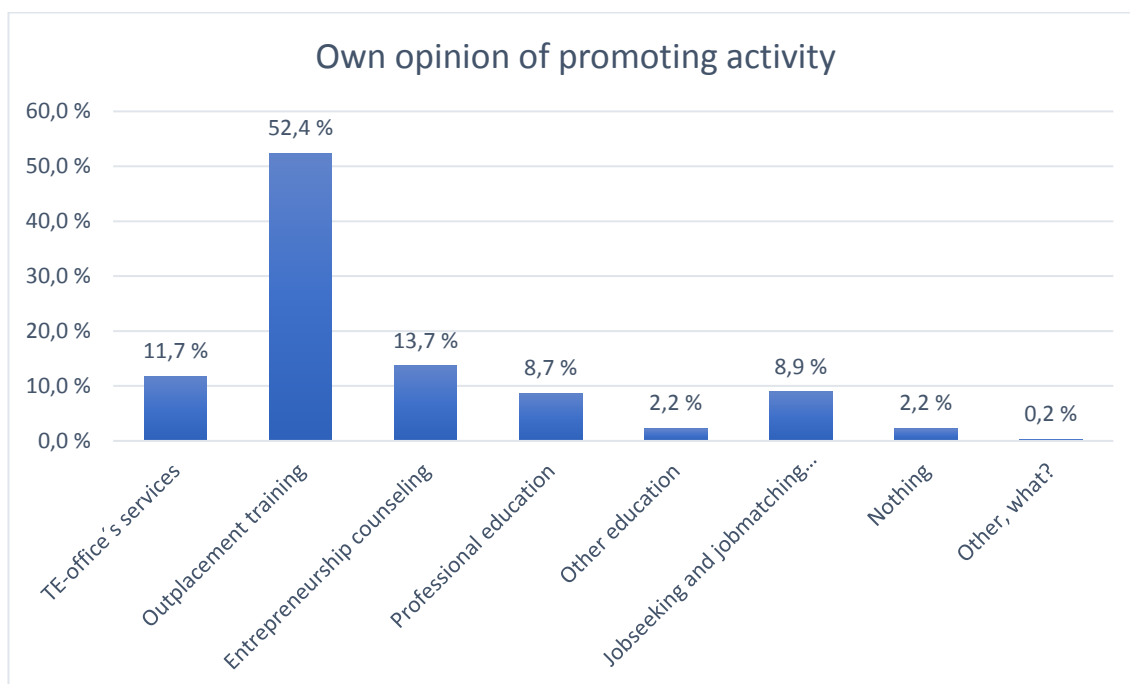


Figure 6: Respondents' opinion of promoting activity

5.6 Channel

The distribution channels of the service were divided into five categories. Nearly half (45.2%) of the respondents wanted their services provided through a combination of face-to-face and online interaction. Just under one percent (0.8%) wanted their service provided only online and one-fifth (16.8%) wanted only face-to-face interaction. One-third (27.6%) of the respondents wanted to choose the training themselves and 9.7% did not want training or coaching at all and instead wanted compensation in cash.

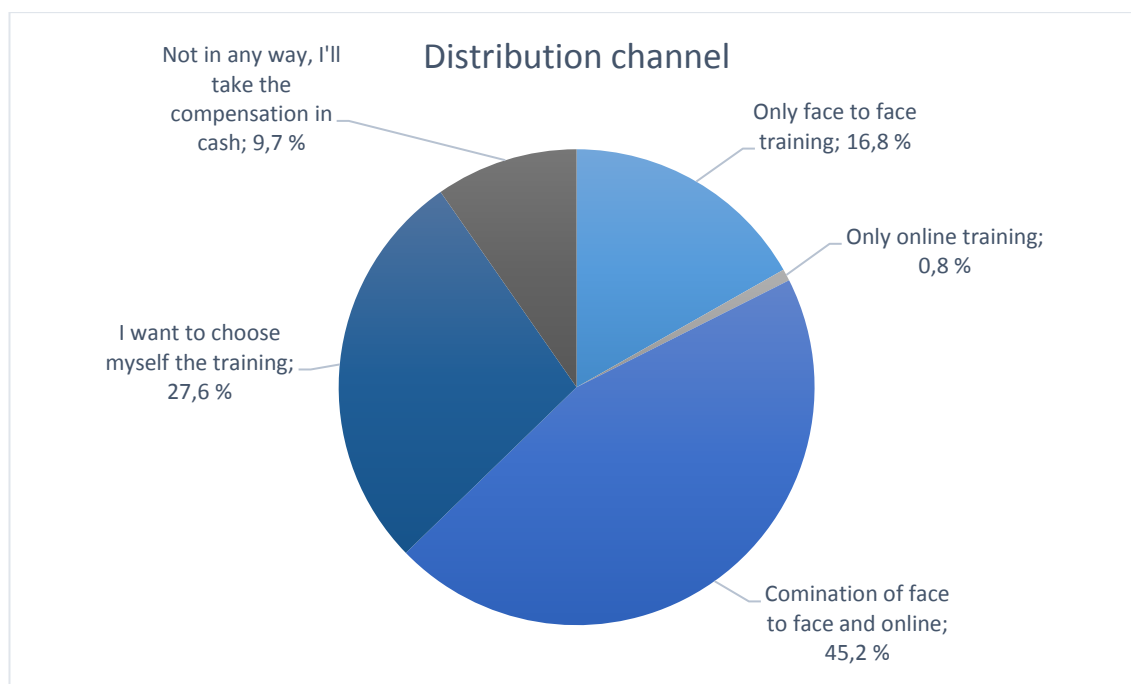


Figure 7: Service distribution channels

5.7 Age

The respondents were grouped into four age categories: under 25, 25-40, 41-55, and over 55. No respondents were under 25. The 41-55 age group were the majority (54%) of the 235 total respondents. 24.7% of the respondents were 25-40, which is the second largest group. The remaining 21.3% were over 55 years old.

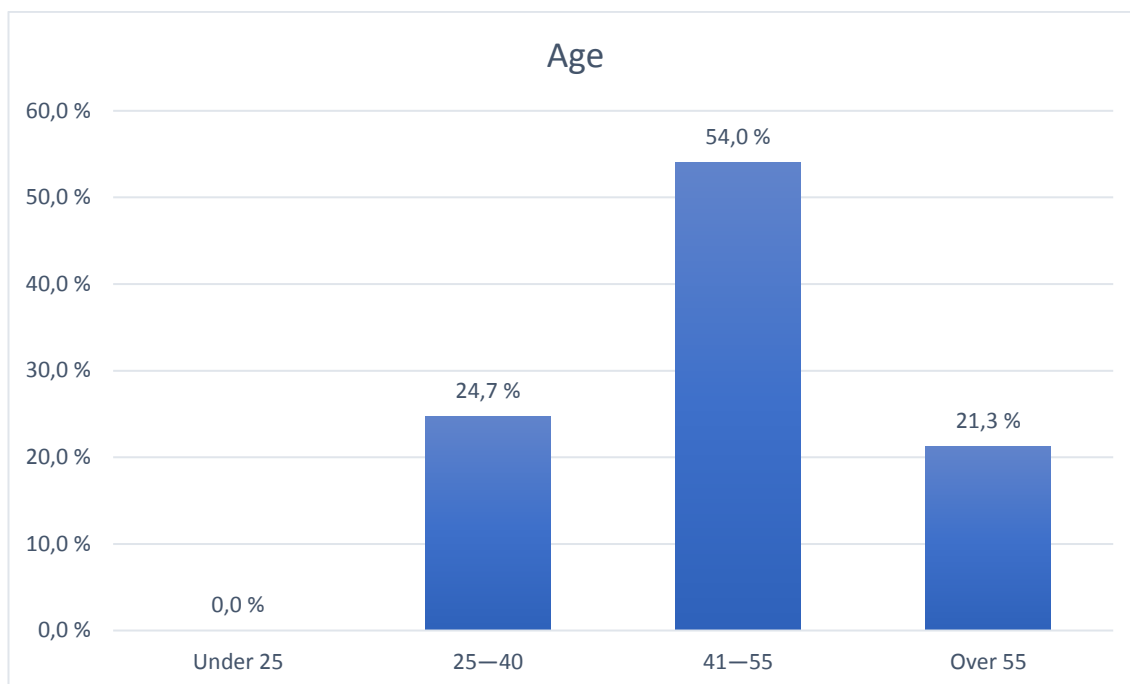


Figure 8: Participants by age

5.8 Industry

The company industries were grouped into two categories: service provider and production company. Over half (57.6%) of the respondents worked in a service provider company and the rest (42.4%) worked in a production company.

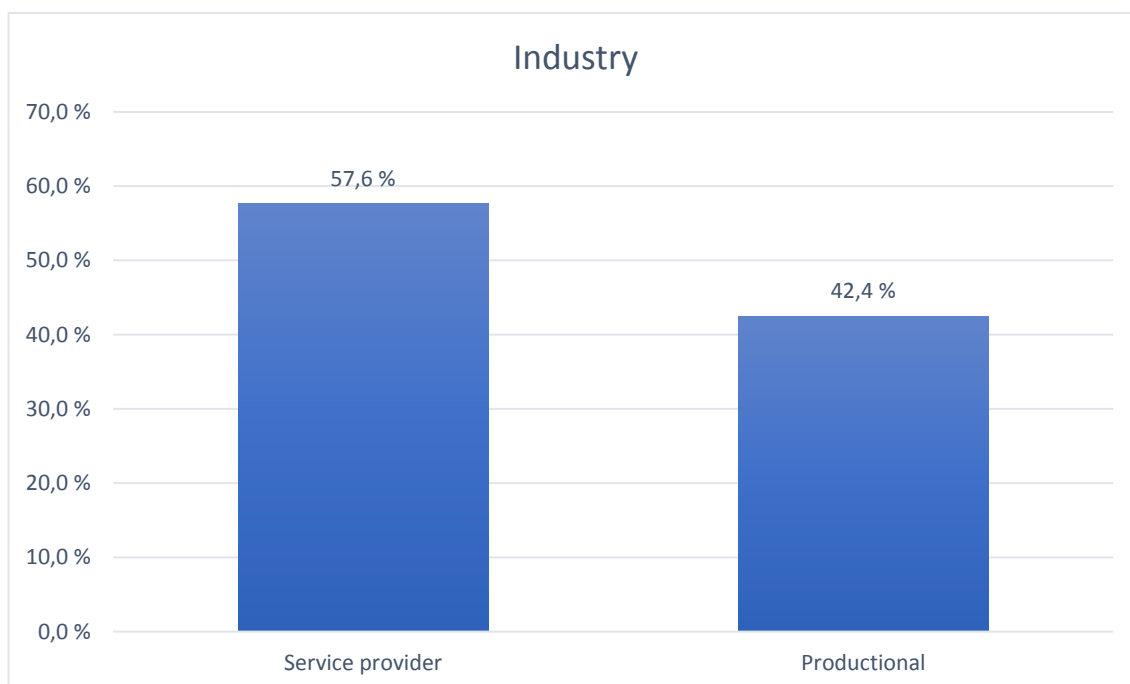


Figure 9: Industry in percentages

The respondents were asked to specify their company's industry more specifically according to the following categories: accommodation or nutrition; agriculture, forestry or fishery; art or entertainment; bank, finance, or insurance; education; entrepreneurship; health care or physical education; health or social services; industry; marketing or advertising; media, information, or communications; mining; public government or organization; real estate; structure, installation, or maintenance; tourism; transport, freight, or warehousing; wholesale or retail; and other. Industry was the majority and was selected by 31.6% of the respondents. The categories wholesale or retail and bank, finance, or insurance were both selected by one-tenth (11.1%) of the respondents. 12.4% selected other and they specified their industry as information and technology, consulting, or energy.

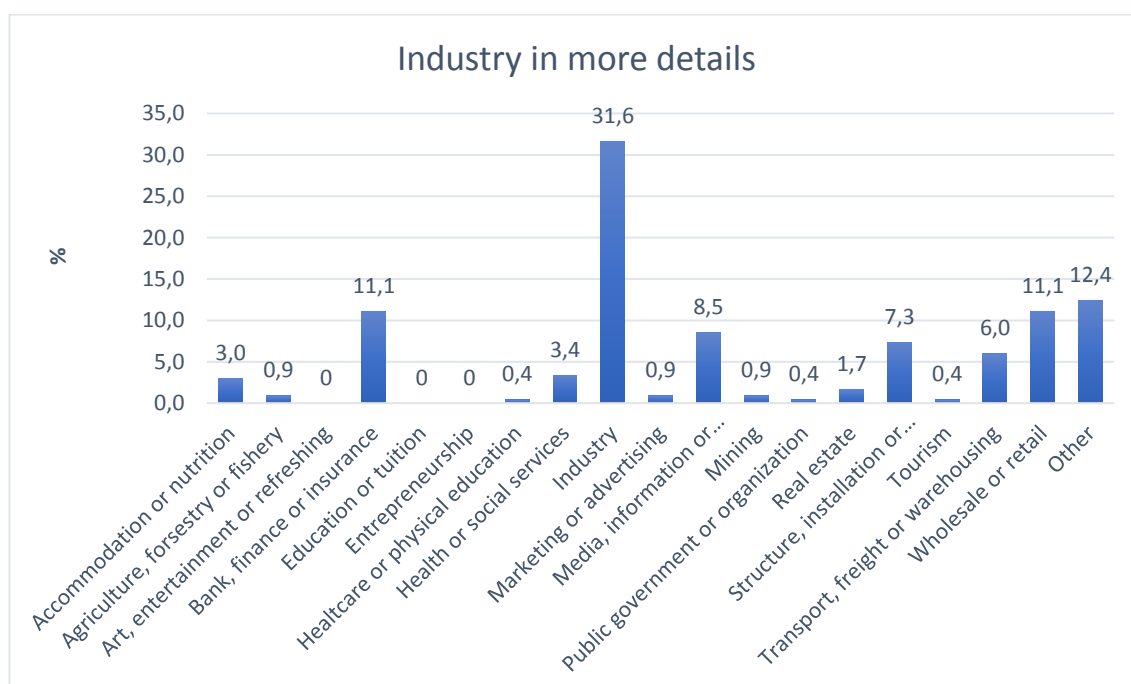


Figure 10: Specific industries

5.9 Personnel size and turnover

Figure 11 demonstrates that over 71% of the respondents worked in large companies that employ over 500 workers. One-quarter (25.1%) worked in large companies with 101 to 500 employees. Only 2.6% of the respondents worked in a middle-size company and less than 0.5% work in a company of under 30 employees. The scale groups companies with under 30 employees together into one group because the reformed change security only affects companies with more than 30 employees.

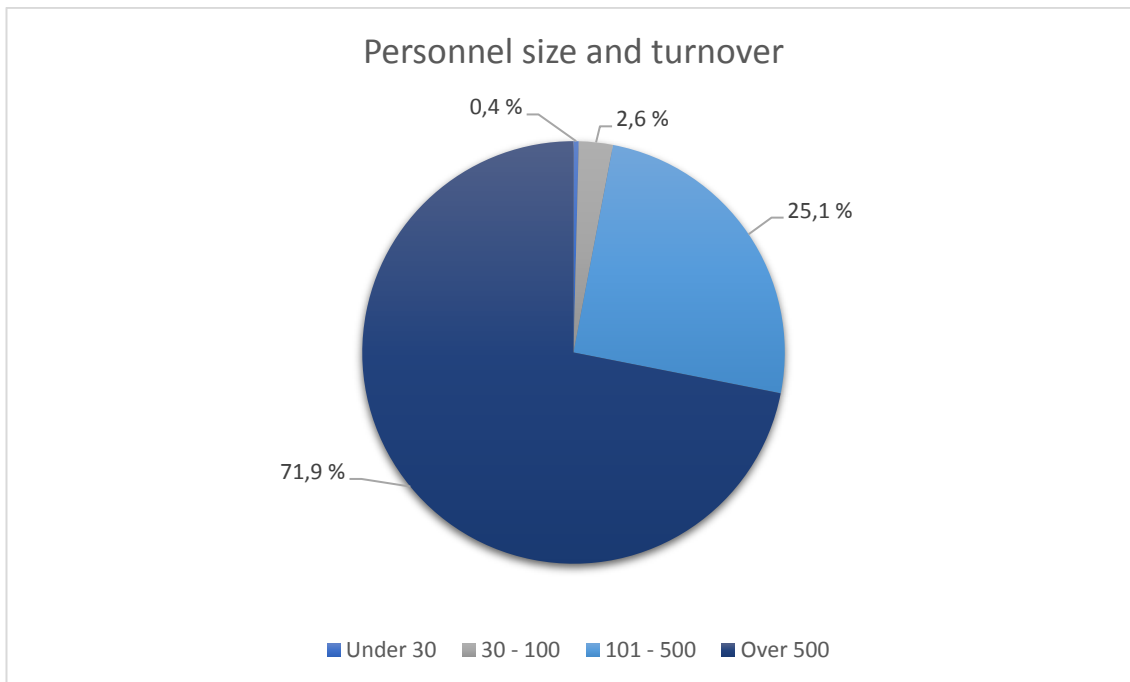


Figure 11: Personnel size

Figure 12 illustrates the turnover of the respondents' companies. The majority (93.4%) worked in a large company with turnover of over 15 million euros. Only slightly over 3% of the total respondents worked in companies with turnover of 1.5 to under five million euros and five to 15 million euros.

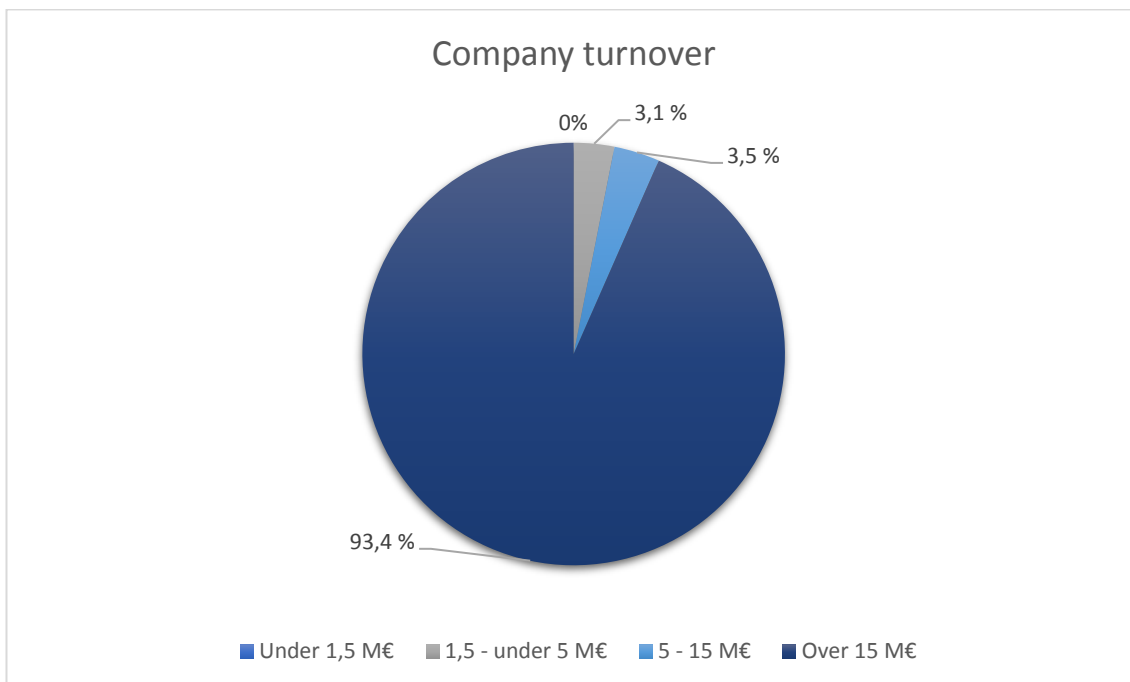


Figure 12: Company turnover

5.10 Personnel group

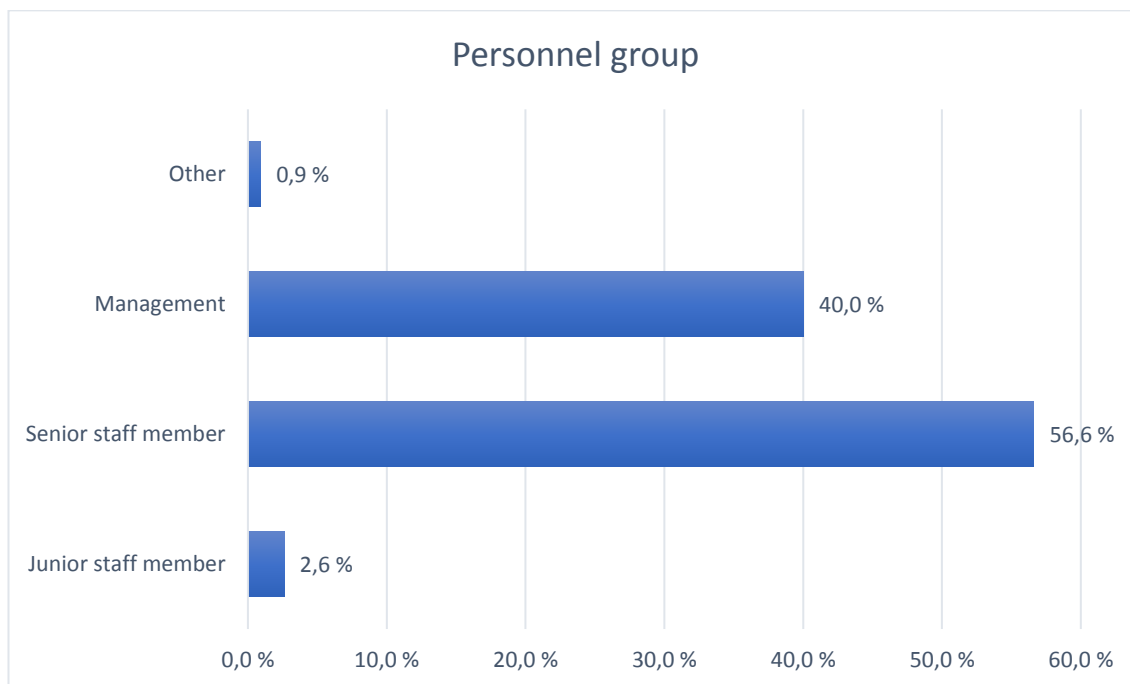


Figure 13: Personnel group

The figure above illustrates the distribution of the respondents' personnel groups. More than half (56.6%) of the respondents were senior staff members. The second largest pool of the respondents (40%) belonged to management. 2.6% of the respondents were junior staff members. The remaining 0.9% of the respondents categorized themselves as "other".

6 Analysis

A more detailed analysis of the main results is presented in this chapter using inferential statistics. Inferential statistics can be divided into two types: parametric and non-parametric. Inferential statistics makes generalizations about the populations from the sample data (Gordon 2007, 70). This thesis uses the non-parametric chi-squared test (χ^2 test).

The chi-squared test is a statistical test that compares expected data with collected data. It indicates whether there is large difference between expected and collected numbers with a p-value (probability). The p-value is used to determine whether the null hypothesis should be accepted or rejected. The chi-squared test analyzes the independence of two variables. Commonly, 0.05 (or 5%) of the level of risk is used in scientific research. This means that the result is 95% valid for the entire population, but at the same time, the probability of error is five percent. (Heikkilä 2005, 212-232)

In the statistical test, the null hypothesis is assumed to be true until proven otherwise. Null hypothesis means that there is no interaction between the variables (Valli 2001, 72). Below is the chi-squared formula. Where O is the frequencies observed and E is the frequencies expected. Σ stands for summation.

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

6.1 Inferential statistics

Descriptive statistics is used to study the data from the case study. The author asks the following questions during the analysis:

1. Do the future change security services differ among various industries?
2. Does age affect the distribution channel of the services?
3. Does the company's size affect the services provided?
4. Does the provided service differ based on the personnel group?

6.1.1 Future change security on various industries

A chi-squared test gives a p-value, it tells if the test results are significant or not. In this case, the chi-squared test is used to analyze if there is association between the service provided and the industry (H_0) Results indicate that the p-value is 0.00000012 ($\chi^2=50.39$), which means that the result is statistically extremely significant, and therefore the null hypothesis is rejected. This means that, based on the data, there is a significant difference between the services provided and the industry.

As the figure illustrates, both industries value services provided by TE Office and outplacement training. The service provider industry values entrepreneurship counseling more than the production industry. Production industry companies are more likely to offer educational alternatives and job seeking services in dismissal situations.

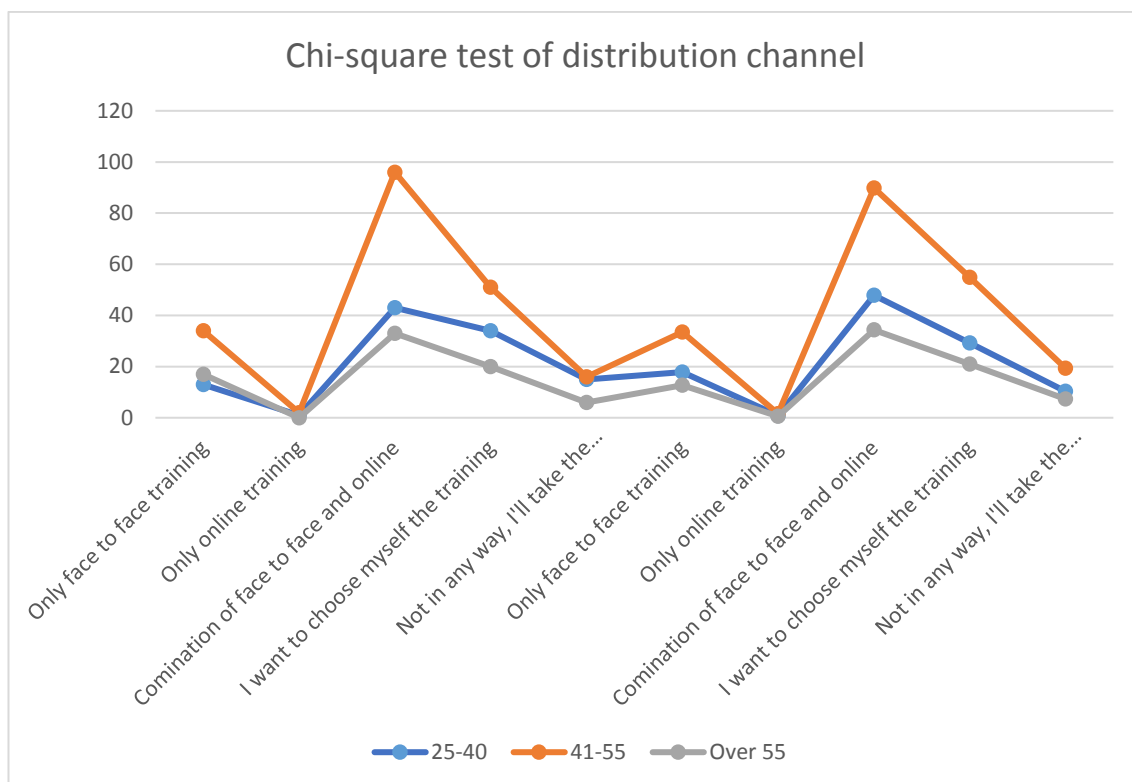


Figure 15: Chi-square test of distribution channel

6.1.3 Services provided according to company turnover

In this case, the chi-squared test is used to analyze if there is an association between the service provided and the company turnover. The p-value is 0.844, which is over the critical point of 0.05 ($\chi^2=3.41$). Thus, the null hypothesis cannot be rejected. In other words, company size and the service provided are not related.

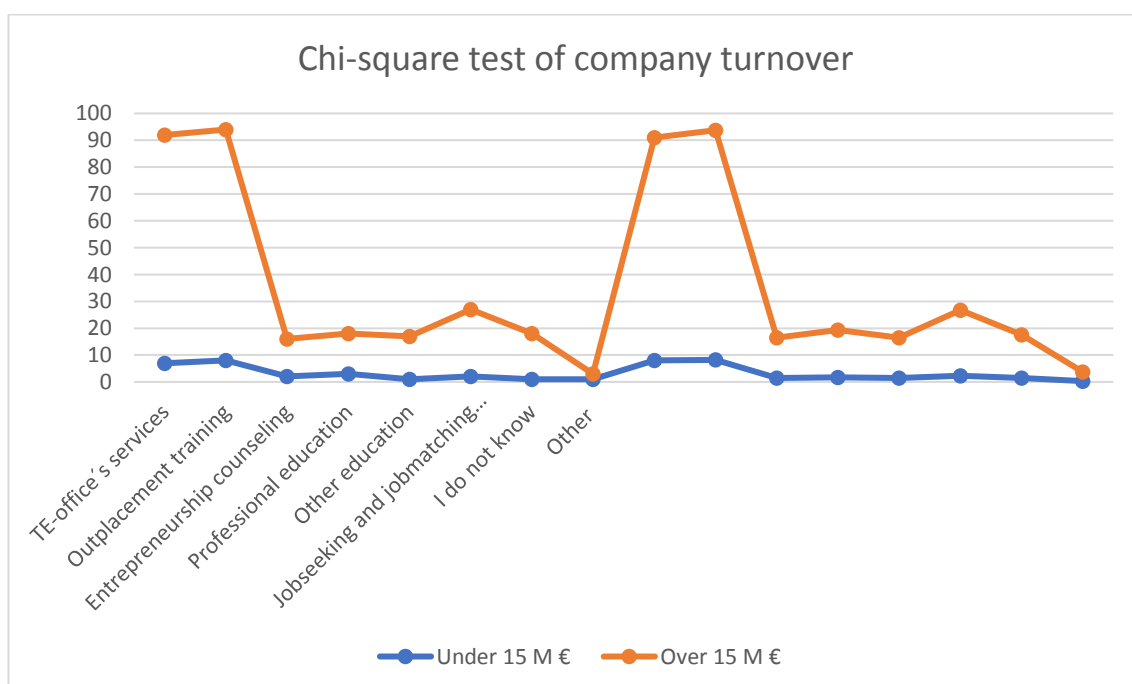


Figure 16: Chi-square test of company turnover

6.1.4 Services provided according to personnel size

In this case, the chi-squared test is used to analyze if there is an association between the service provided and the personnel size. The p-value is 0.504 ($X^2=6.31$). Here, the p-value also indicates weak evidence against the null hypothesis; thus, the null hypothesis cannot be rejected.

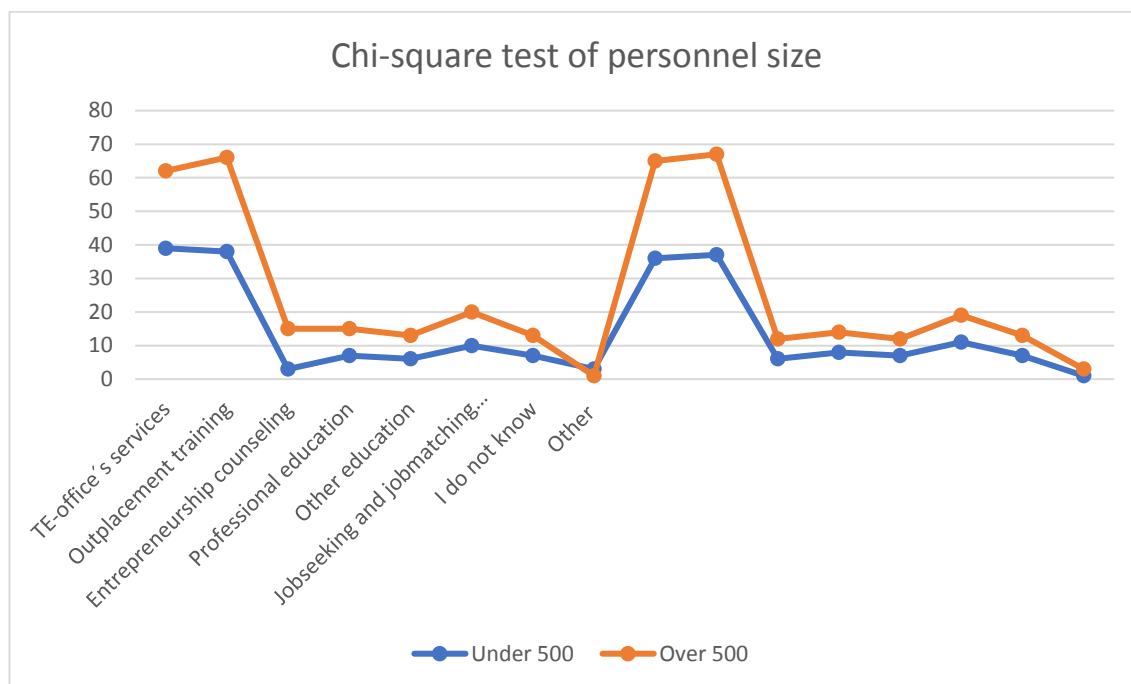


Figure 17: Chi-square test of personnel size

6.1.5 Services provided and personnel group

The p-value is 0.878 ($X^2=3,08$); thus, the null hypothesis cannot be rejected. In this case, one cannot conclude that there is a significant difference between service provided and personnel group.

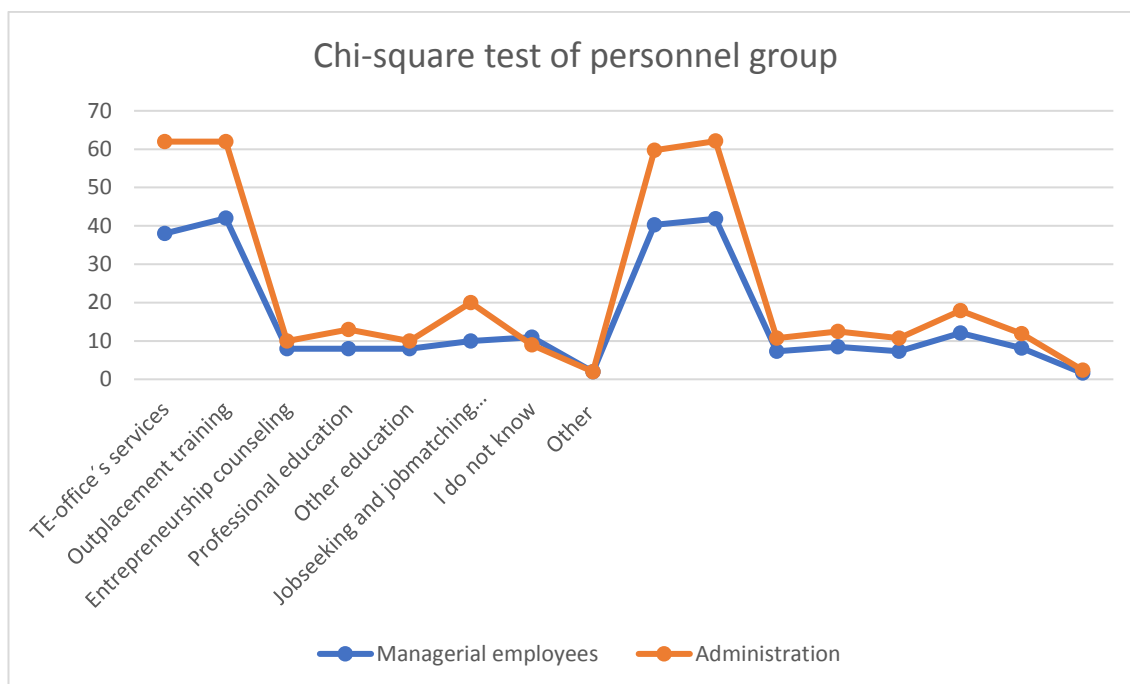


Figure 18: Chi-square test of personnel group

6.2 Personal coaching is valued

Services offered through a combination of personal coaching and the network turn out to be the most popular option. While digitalization enables several different training channels and robotics altered the coaching market, robots and artificial intelligence have not yet replaced personal coaching, according to Smidtslund (2017). The dismissal process is very personal and full of emotions, and machines will not be able to interpret or support the emotional states that people go through. According to Smidtslund (2017), coaching is much more than just creating an effective CV. Among other things, it helps people to identify their own strengths, plan, and conduct their own operations. The importance of personnel training is emphasized in particular sectors where digitalization has not yet been established (Smidtslund 2017).

6.3 The change security law is unknown

The questionnaire surveys employees' views on the change security as well as business analyses of the impact of the operating model on future training and coaching needs. Respondents are surprisingly unaware about the content of the reformed change security. Only 38% of the participants know the content of the operating model very well or well. More than 10% of respondents felt that they have a weak understanding of the model or none at all. Smidtslund (2017) states, that there have been many changes to the labor law in recent times, and issues related to change security may not have been evident in companies that will not need co-determination negotiations any time soon.

6.4 Services to fulfill the legislation

Almost half (46.1%) of the respondents required the services offered by outplacement/job search companies in order to fulfill all the actions mentioned in the change security. One-fifth (17.5%) looked for consulting and change management services through a third party. The complex content and directives of the change security oblige businesses to seek external partners to fulfill demands of the reformed change security. Smidtslund (2017) states that it is time and cost effective for a business to acquire all the change security services, such as training or coaching, from one comprehensive party. Smidtslund (2017) comments that since the co-determination process is sustained and intense proceeding for all parties, therefore businesses may need external support to complete the process according to the legislation.

7 Trustworthiness, Conclusions and Recommendations

7.1 Trustworthiness

The aim of any study is to obtain the most reliable and truthful data. The concepts of validity and reliability are used in the assessment of the trustworthiness of the study.

7.1.1 Validity

Validity, or research competence and integrity, traditionally refers to the ability of a research method to uncover what the researcher intends to uncover. In general, assessments of validity focus on the question of how well the research approach and chosen methods correspond to the examined phenomenon. In order to be valid, the applied research approach has to do justice to the essence of the phenomenon and question. Validity can be ensured by using the right research method, the correct indicator and measuring the right matter. On the other hand, if the indicator is unreliable, then the indicator will not be valid. Reliability can be improved by taking into account validity and reliability questions. (Kananen 2008, 79-85)

Total absence of validity makes a study worthless. An invalid study is one where what has been investigated is completely different from what was intended to be investigated. Therefore, lack of validity means that the empirical findings and the research more or less disregard the aim of the study. If the research is valid, then reliability generally does not need to be addressed, since validity guarantees reliability. When the indicator is valid, the study is also reliable. There are two types of validity: internal and external. (Kananen 2008, 79-85)

The survey method is chosen because the aim is to collect data quickly and efficiently from a large number of people located around Helsinki metropolia area and also to be able to describe the characteristics of a large population. An online survey was a natural choice in

this research, since time pressures due to approaching Christmas holidays. The study had to take place before end of the year 2016, so that the data was obtained before the case company's Change security conference on January 10, 2017.

In an ideal situation, the entire population would be studied to reach the best conclusion, but it is almost impossible and costly to survey an entire population. Therefore, a sample was used to analyze, draw conclusions, and generalize to the population. It is essential to have the correct size sample to draw a reliable conclusion and obtain statistically significant results. In this study, the entire population is 1,195 managerial employees and the sample size is 235. With a confidence level of 95% and a 6% margin of error, 219 is the recommended minimum sample size to be confident with the results. In this case, the results could be generalized to the whole population.

	Sample	Population
N	235	1195
	%	%
Turnover		
Under 1,5 M€	0	0
1,5-5 M€	3,1	5
5-15 M€	3,5	17
Over 15 M€	93,4	78
Personnel group		
Junior staff member	2,6	6
Senior staff member	56,6	62
Management	40	31
Other	0,9	1
Personnel size		
Under 30	0,4	4
30-100	2,6	6
101-500	25,1	16
Over 500	71,9	79

Table 2: Sample versus population

The above table summarizes the results for the socio-demographic representativeness. They are obtained by comparing the sample to the population. The sample is representative thumbnail of the entire population. The aim is to get the same the results as when examining the total population, as shown in the table, the sample represents the population. This is called external validity.

Questionnaire's face validity: whether the questionnaire make sense, can be tested with pilot testing (Saunders et al. 2016). The author pilot tested the questionnaire multiple times over the research process to ensure that respondents understand instructions and questions. In this

thesis, the survey is generated in conjunction with the case companies' change security representative and approved by the CEO and other managers.

All questions are carefully selected and entire survey have been tested multiple times before release. Most of the survey questions are closed-ended and that's why they are suitable for an email survey. Saunders et al. (2016) mentions that clear wording of question improves the internal validity of the questionnaire. All the questions have been checked within the context which they were written to ensure that they are not misread or do not encourage a particular answer.

7.1.2 Reliability

Reliability refers to the stability of the research results. In other words, if the research were repeated, then the outcome would be the same. By repeating the study, it can be concluded that the obtained results are not due to chance. In a quantitative study, verification of reliability is simple and requires that the phases of the study be documented in detail so that they may be repeated. It does not make sense for the author to repeat the study to ensure the stability of the results in this thesis. Instead, it is sufficient to demonstrate that the different steps have been documented and the solutions have been stated. (Kananen 2008, 79)

Throughout this thesis, all of the different steps is reported in detail and are transparent. The steps are described as accurately as possible and illustrated so that the reader can obtain a clear understanding of the choices made by the author. The survey topics and data collection method are described in the methods chapter. Further analysis is presented in the analysis chapter using inferential statistic, specifically the chi-squared test.

All of the sources used in this thesis are no older than 15 years; thus, they are reliable. Books, official forms, and legislations are the primary sources used in this thesis. Furthermore, the online sources used in this thesis are carefully chosen from reliable websites.

The participants' anonymity has been maintained; this has assured that all of the participants answered the questions freely and honestly. Valli (2001, 31) describes, that in case where all the questions are presented to each respondents in the same form, it improves the reliability of the survey. In this case the researcher has no direct interaction with the respondents, hence researcher's presence does not affect the answers. The respondents have freely chosen an appropriate moment to answer, ponder and revise their answers without pressure.

7.2 Conclusions

The main objective of this research is to determine what kind of support businesses will offer dismissed employees and what kind of support businesses need to fulfill all the actions outlined in the reformed change security operating model. The thesis process is carried out successfully and the resulting output corresponds very well to the objectives.

The survey results reveal that almost one-third of businesses have continued to offer out-placement trainings and services provided by the TE Office to employees dismissed for financial and production-related reasons. However, other supporting activities such as job seeking and job matching, professional training, and other education now play a more important role than before the reformed operating model came into effect.

The survey also aims to ascertain the distribution channel of the services. According to 235 managerial employees, services offered through a combination of face-to-face interaction and the network are the most popular options in the era of digitalization. According to Smidtslund (2017) machines and artificial intelligence do not understand the emotions involved in the dismissal process.

Finally, the case company has already taken steps to fulfill customers' needs and wants concerning the change security. According to the survey, many people are still unaware about the content of the reformed change security. Only 38% of the participants know the content of the operating model very well or well. HRM Partners Oy is providing change security counselling to businesses and organizations to better understand the complex content and directives of the change security. The case company also wants to be a comprehensive partner for customers in the future.

Because of the rapid release and inadequacy of the change security legislations, it leaves room for interpretation. The change security training and coaching regulation is completely semidispositive, which means that agreements between parties may defer part of the law. Only time will tell how the operating model will be applied, and future applications will dictate what services will be provided and how they will be provided.

7.3 Limitations of the Study

The survey was executed among highly educated and busy managerial employees, which certainly contributed to the response rate. Further, many did not consider the matter of change security relevant or they did not have experience with determining related processes yet.

The possibility of choosing more than one response option in the self-completed questionnaire created its own challenges with respect to the interpretation of the responses. Limiting the number of alternative responses would have created more accurate data and eased the analysis.

Data that have been collected at the highest level of precision possible, can be regrouped and used to wider range of statistics. This means that numerical data are more precise than categorical data, which was used in this research. This data simply count the numbers of occurrences of each variable. If the data would had been entered as a matrix to each variable, the data could have formed additional variables with less detailed categories.

7.4 Recommendations

The reformed change security operating model came into force only very recently, on January 1, 2017. Thus, further research must be conducted later to better understand the impact and effectiveness of the reformed change security measures on both the individual and the entire economy.

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Appendix 1: Survey
Muutosturvakysely

Työmarkkinoiden keskusjärjestöt sopivat 29.2.2016 kilpailukyky sopimuksesta, jonka tavoitteena on parantaa suomalaisen työn ja yritysten kilpailukykyä, lisätä talouskasvua, luoda uusia työpaikkoja, tukea julkisen talouden sopeuttamista ja edistää paikallista sopimista työ- ja virkaehtosopimusten kautta.

Tämä pohjalta eduskunta käsittelee lakiesitystä, jonka tavoitteena on parantaa irtisanottavien henkilöiden mahdollisuuksia työllistyä uudelleen. Lait on tarkoitettu tulemaan voimaan 1.1.2017.

1. Oletko päättävässä asemassa koskien Muutosturvalainsäädännön velvoittamia tukipalveluita?
 - Kyllä (jatka kysymykseen 2)
 - En (jatka kysymykseen 6)

2. Kuinka hyvin tunnet Muutosturvalainsäädännön sisällön?
 - Todella hyvin
 - Hyvin
 - Jossain määrin
 - En kovin hyvin
 - En ollenkaan

3. Kuinka työpaikallanne tällä hetkellä irtisanomistilanteissa tuetaan irtisanottuja töihin pääsyn tueksi? Tarjoamalla (Valitse 2 tärkeintä)
 - TE-toimiston palveluita
 - Työnhakuvalmennusta
 - Yrittäjyyteen liittyvää neuvontaa ja tukea
 - Ammatillista koulutusta
 - Muuta koulutusta, mitä?

 - Työnhakupalveluita ja työnvälitystä oman yrityksen toimesta
 - Ei mitenkään
 - Muuta, mitä?

4. Miten työpaikallanne tullaan tukemaan irtisanottuja uuden Muutosturvalainsäädännön voimaan tultua? Tarjoamalla (Valitse 2 tärkeintä)
 - TE-toimiston palveluita
 - Työnhakuvalmennusta
 - Yrittäjyyteen liittyvää neuvontaa ja tukea

- Ammatillista koulutusta
- Muuta koulutusta, mitä?

-
- Työnhakupalveluita ja työnvälitystä oman yrityksen toimesta
 - Muuta, mitä?
-

5. Mitä palveluita työpaikallanne tullaan todennäköisesti käyttämään, jotta muutosturvainsäädännön edellyttämät toimenpiteet tulevat täytettyä? (Valitse 2 tärkeintä)

- Ulkopuolisen tahon tarjoamia konsultointi- ja muutosjohtamispalveluita
 - Juristin tarjoamia palveluita
 - Työnhakuvalmennusyritysten palveluita
 - Muun valmennus-/koulutusyrityksen palveluita
 - Muita palveluita, mitä?
-
- Ei mitään ulkopuolisia palveluita

6. Mikäli itse tulet irtisanotuksi, millaista palvelua toivot yrityksessäsi järjestettävän työn haun tueksi? (Valitse 2 tärkeintä)

- TE-toimiston palveluita
 - Työnhakuvalmennusta
 - Yrittäjyyteen liittyvää neuvontaa ja tukea
 - Ammatillista koulutusta
 - Muuta koulutusta, mitä?
-
- Työnhakupalveluita ja työnvälitystä oman yrityksen toimesta
 - Ei mitenkään
 - Muuta, mitä?
-

7. Miten haluaisit yllämainittuja palveluita tarjottavan?

- Henkilökohtainen koulutus/valmennus
- Verkon kautta tapahtuva koulutus/valmennus
- Henkilökohtaisen ja verkon kautta tapahtuvan palvelun yhdistelmä
- Haluan itse vapaasti valita koulutuksen/valmennuksen
- En mitenkään, otan korvauksen mieluiten rahana

Taustatiedot

8. Ikä

- alle 25
- 25-40
- 41-55
- yli 55

9. Yrityksen toimiala

- Palveluyritys
- Tuotannollinen yritys

- Hyvinvointi- ja liikunta-ala
 - Julkinen hallinto ja järjestöt
 - Kaivostoiminta ja louhinta
 - Koulutus- ja opetusala
 - Kiinteistöala
 - Liikenne-, kuljetus- tai varastointiala
 - Maa-, metsä- tai kalatalous
 - Majoitus- tai ravitsemusala
 - Markkinointi tai mainonta
 - Matkailuala
 - Media, informaatio tai viestintä
 - Pankki-, rahoitus- tai vakuutusala
 - Taiteet, viihde tai virkistys
 - Teollisuusala
 - Terveys- tai sosiaaliala
 - Tukku- tai vähittäiskauppa
 - Rakennus, asennus tai huolto
 - Yrittäjyys
 - Muu, mikä?
-

10. Yrityksen liikevaihto

- Alle 1,5 M€
- 1,5-alle 5 M€
- 5-15 M€
- Yli 15 M€

11. Henkilöstön koko

- alle 30 henkeä
- 30-100 henkeä
- 101-500 henkeä
- yli 500 henkeä

12. Henkilöstöryhmä

- Alempi toimihenkilö

- Ylempi toimihenkilö
- Johto
- Joku muu, mikä?

Appendix 2: Cover letter

Aihe: Muutosturvaa koskeva kysely

Opiskelen Laurea Ammattikorkeakoulussa liiketaloutta ja teen 1.1.2017 voimaan tulevaan Muutosturvalakiin liittyvää opinnäytetyötä, johon tämä kyselytutkimus liittyy. Toivon, että ehdit vastata nopeaan kyselyyn.

Kaikkien yhteystietojensa jättäneiden vastaajien kesken arvotaan 5kpl Staffan Kurténin ja Anu Waaralinnan kirjaa ”Kun joudut irtisanomaan.” (Talentum Pro, 2015)

Kyselyyn vastaaminen on täysin luottamuksellista. Vastaamaan pääset alla olevan linkin kautta. Vastaamiseen menee aikaa noin 3-5 minuuttia ja sinulla on aikaa vastata **tiistaihin 22.11.2016** asti. Kyselytutkimustani sponsoroi HRM Partners Oy. Osoitelähde HRM Partners Oy:n asiakasrekisteri.

linkki

Vastaan mielelläni opinnäytetyötäni koskeviin kysymyksiin.

Ystävällisin terveisin

Mira Tapiola

mira.tapiola@student.laurea.fi

Laurea Ammattikorkeakoulu

Appendix 3: Reminder

Aihe: Muutosturvaa koskeva kysely

Mikäli et ole vielä ehtinyt vastata Muutosturvakyselyyn on sinulla vielä vastausaikaa tiistai-iltaan **22.11.2016** asti. Kyselyyn vastaaminen vie noin 3-5 minuuttia. Jokaisen vastaus on tärkeä!

Lämmin kiitos tässä vaiheessa kaikille kyselyyn jo vastanneille.

Opiskelen Laurea Ammattikorkeakoulussa liiketaloutta ja teen 1.1.2017 voimaan tulevaan Muutosturvalakiin liittyvää opinnäytetyötä, johon tämä kyselytutkimus liittyy.

Kaikkien yhteystietojensa jättäneiden vastaajien kesken arvotaan 5kpl Staffan Kurténin ja Anu Waaralinnan kirjaa ”Kun joudut irtisanomaan.” (Talentum Pro, 2015)

Kyselyyn vastaaminen on täysin luottamuksellista. Vastaamaan pääset alla olevan linkin kautta. Kyselytutkimustani sponsoroi HRM Partners Oy. Osoitelähde HRM Partners Oy:n asiakasrekisteri.

linkki

Vastaan mielelläni opinnäytetyötäni koskeviin kysymyksiin.

Ystävällisin terveisin

Mira Tapiola

mira.tapiola@student.laurea.fi

Laurea Ammattikorkeakoulu