KARELIA UNIVERSITY OF APPLIED SCIENCES
Degree Programme in Technology Competence Management
Master's Degree

Laura Lappalainen

DEVELOPING ROLE DESCRIPTION SYSTEM INTO A PART OF WORK
ORGANIZATION MANAGEMENT TOOLS

Thesis
April 2019

Author
Laura Lappalainen

Title
Developing Role Description System into a Part of Work Organization Management Tools

Commissioned by
European Forest Institute

Abstract

The aim of this thesis was to develop role description system which works as a tool for work organization as well as a part of organization's performance and talent management operations. Role description system facilitates substitutional arrangements, supports recruiting and induction.

The project consisted of two parallel development tasks. One was to develop human resources officer's role in commissioning organization and draft a role description of her role. Another was, on this basis, to develop a role description system which allows a similar description to be drafted of each role within the organization.

The development project of HR officer's role was implemented by using the methods of competence and role assessment. The role description system was created by utilizing the results and implementation methods of the assessment.

The theoretical background is built on aspects of human resources management including the specialties of international environment. Another angle of approach is in competence and knowledge development and management.

| Language | Pages | 74 |
| --- | --- | --- |
| English | Appendices | 16 |
| | Pages of Appendices | 28 |

# Contents

Appendices

# 1    Introduction

This thesis consists of two development tasks which are approached from two-parallel standpoints. One was to clarify and develop the author's role as a Human Resources Officer in an international expert organization. Another was to develop a role description system into a part of work organization management tools, based on the results of the author's role development process. The theory frame of this thesis was approached from the angle of operative human resources management, especially in international operating environment, considering the aspect and importance of competence and knowledge development.

As Drucker (2008, 145-146) says the role of HR management is important since humans are the ones who define the organization and its performance. Thus, every action or decision related to people, is momentous. Since organization is, what its employees are, its competence and knowhow are built of these same people and for this reason, development of this intellectual capital is vital. The role of HR management in this thesis is divided, it in turn comprises the frame for the whole theme and in turn it comprises the frame for the author's work and working environment.

Forasmuch the aim of both the development tasks were to improve processes as well as performance at work, the idea was approached through improving work organization. To be able to organize work tasks, it was essential to know what they are. Juuti and Vuorela (2015, 74-75) say that successful development process starts from an idea that everyone knows his own work better than the others. Aaltonen, Luoma and Rautiainen (2004, 71-72) complement this by stating that the recent studies show that the responsibility of an individual in implementing some of the personnel management areas such as personal development is vital.

In the implementation process of these development tasks the focus was to review the theme from both the employee's and the HR professional's point of view. As an employee the author recognizes the pressures of working life and the

need to be able to organize one's own tasks. As a representative of HR Unit, I recognize the need for this type of development processes as a part of an employee's personal development as well as from the organization's point of view to collect and store the data tied to the personnel's intellectual capital.

The stages of the implementation of the development tasks can be listed as follows:

1. Acquainting with the subject in literature
   - Literature for theoretical framework
   - Delimitation of the theoretical background
   - Implementation process of the development tasks in theory

2. Listing HR Officer's work tasks and drafting process descriptions
   - External and internal stakeholders
   - Expounding key concepts and terms
   - Process thinking

3. Reviewing and evaluating of the work processes
   - Development proposals
   - Testing development proposals
   - Reporting

4. Reviewing and evaluating the time usage
   - Importance and urgency order between tasks

5. Drafting the role description of HR Officer's role
   - Means of implementation of the role description document
   - Essential content and layout
   - Final version

6. Implementing the development of the role description system
   - Method for drafting role description of other roles
   - Instruction
   - Final form for role description document
   - Archiving and administration

7. Drafting the monthly reports of HR Officer's work alongside these stages
   - Annual cycle's impacts to work tasks
   - Drafting an annual planning cycle of recurring task

8. Writing the thesis

## 2    Introduction to Human Resources Management

The concept of human resources management can be defined in many ways. When considering the concept simply, it can be thought to consist of all the actions by which the organization's human system is maintained. These actions include recruiting, motivating, upkeeping, developing and rewarding of staff. (Kauhanen 2006,16.) According to Viitala (2013, 20-21) when considering the concept of human resources management widely, it consists of the actions related to the staff inside the organization and it can be divided in to three categories:

- Human Resource Management, HRM
- Industrial Relations, IR
- Leadership

The concept of HRM includes every process inside the organization, needed for regulating the amount of human resources, talent management and upkeeping the wellbeing and motivation of staff. Maintenance of industrial relations means taking care of the relationship between employer and employee, from compliance with the bargaining agreements to agreeing of salary and working hours. Leadership in this context consists of several essential actions of human resources management, from employee selection to creating and maintaining strong and motivating organizational culture. (Viitala 2015, 21-23.)

Traditionally, the roles of human resources specialists have been reviewed from the opposite angles, for example from operative to strategic, from administrative to consulting, from qualitative to quantitative et cetera. Today, one of the most important missions of human resources management is to coordinate organization's HR strategy and practices with its business strategy. This means that human resources specialists must be able to perform in both, in operative and in strategic role. (Ulrich 2007, 45-47.)

This perhaps, could have been the most important change in the whole HR field. Some twenty years ago, human resources were comprised in a separate unit with a separate operations and strategy. Nowadays, it has been understood that the HR Unit is a big factor regarding to implementation of organization's strategies. Clear and active HR strategy, successful recruiting and correct staff selection, as well as workable internal communication form a solid base for organization's strategies to be implemented successfully.

According to Ulrich (2007, 47-48) human resources specialists are not only expected to be able to act strategically and operationally but they are also expected to be able to commit to both, long-term as well as short-term objectives. The roles of human resource specialists include the management of processes (human resources management tools and systems) as well as management of people. These dimensions define the four main roles of human resources management. In Chart 1 these four roles are described with their objectives, titles and missions.

Chart 1. Roles of Human Resources Management (paraphrasing: Ulrich 2007, 47).

| Role | Objective | Title | Mission |
|------|-----------|-------|---------|
| Management of the strategic human resources | Implementation of the strategy | Strategic partner | To coordinate human resources strategy with business strategy: organizational analysis |
| Management of the organization's infrastructure | Creating effective infrastructure | Administrative expert | Redesign of organizational processes: divided services |
| Guidance and commitment of the staff | Increasing commitment and know-how of staff | Human resources developer | Listening and responding to staff's needs |
| Management of change and reform | Creating renewed organisation | Promoter of change | Management of change and reform: ensuring resilience |

## 2.1    Impacts of Societal Changes on the Development of HR Management

Viitala (2015, 30-31) says that in human resources management as well as in other operating models of business world, the impacts of societal changes such as impact of valid ways of thinking and acting are clearly visible. In current post-modern society, the following trends, which have had a clear impact on current dominant management culture of organizations can be recognized:

- Change of the human concept
- Changes in the conception of knowledge; from static to dynamic
- Change of learning theory
- Change of the information technology
- Change of operations; from local to global

Of all the above-mentioned trends, change of the human concept as well as the development of information technology might have impacted most on the methods and manners of human resources management. Today's working life requires independent individuals and strong capability to self-management and the information technology available to everyone provides the tools needed.

> Formerly, the nature of human was perceived as lazy and responsibility avoiding, and the only motivating methods were money and whip. Nowadays, the man is thought to motivated by inner rewards and the nature of human is perceived as creative, able to learn as well as performance orientated (Viitala 2015, 30).

In 1943 Psychologist Abraham Maslow proposed a psychological theory called Maslow's hierarchy of needs (Figure 1). This theory has had a strong impact on the idea of man and overall human concept. According to the theory, a human can relieve his full potential if he is capable to fulfill each individual level of need on the pattern. The highest level is the level of self-actualization and the person who accomplishes the fifth and highest level utilizes his skills and talent in full potential. Through the years, this theory has impacted on the definitions of motivation and human behavior. Almost thirty years ago Aho&Ilola (1990, 38-39) stated that the fifth level of the pyramid of hierarchy of needs is typically fulfilled in working life if the person enjoys his work and feels that his work has a purpose.

Figure 1.    Maslow's hierarchy of needs (paraphrasing Maslow).

In 2013, BBC News wrote about Maslow's theory of needs. Even though the theory has had several critics over decades, and the critics still argue about it, the theory still has strong and famous supporters. Maslow's theory has been criticized, for example, for the lack of empirical evidence and that the theory does not suit every situation or different types of persons. However, it is undeniable that the theory has influenced the management education and management practices. (BBC News 2013).

Aho&llola (1990, 38-39) mention that there have been several different psychological theories and theories of needs in the past, among others Alderfer's, McGregor's, Wilenius' and Allardt's theories. All the aforesaid are based on the same basic idea that in addition to physiologically and material needs, a man has intellectual, self-actualization needs. All these theories help us to understand the expectations and hopes focused on working life.

This can be understood so that every individual has specific expectations for his work and for working life and it is thus very important to gain appreciation and perceive own work as meaningful. Working life has changed rapidly during the last decades and in the middle of the present-day demanding working life it is

even more important to have a feeling of fulfillment of one's own talent and potential.

Also, Sydänmaanlakka (2009, 26-27) underlines the impacts of societal changes on organizations' operating environment, organizational culture and that way on methods of leadership. We have already started the movement from the information society of the late last century, towards network society. Networks are created when people, on a constantly larger scale, use information technology as information is in social, technological networks. One of the key competencies of the organization is to be able to utilize this information.

Millennials, people who were born after 1980 are already a significant part of labor force and thus strongly participating in working life. By 2030, millennials account for 75 % of the whole world's total workforce (Yle Uutiset 2018). Millennials, also known as generation Y, have grown up with information technology, internet, digitalization, and in era of social media and globalization. Y-generation's value perception deviates from the previous generation: in working life this generation values especially education and development possibilities and flexibility, as salary tends to have less significance than before (Harward Business Review 2017).

Generation Y challenges old leadership concepts and management models; work should be challenging enough but in turn its frames should be defined clearly. Moreover, expectations and requirements for the definition of existence and societal role of the company as well as its operation, separates millennials from the previous generations. The employer's values and intention must be close to the employee's own value perception. Y-generation values strong organization culture and employer's inner values. The development of Y-generation's leadership and organization culture is strongly focused on a strong involvement, balancing responsibility and freedom as well as independent co-existence. (Yle Uutiset 2018.)

Siltala (2004, 454) also underlines the change of working life. Especially younger people have started to consider work from a different angle. Work must be

satisfactory, challenging and developing and it is wanted to offer a possibility to self-realization. According to Siltala, 70 % of people aged under 35 years appreciate fun and participative working environment more than salary. However, younger people in working life report that work does not represent a collective identity to them. This is something which really challenges organizational culture and values.

Nowadays, values are the one of the most important factors in all; the organization culture and the cornerstone of the company's strategy as well as in human resource management and staff commitment. Kesti (2005, 46-48), states that it is of paramount importance to include organizational values as a part of human resources strategy and take care that the values are opened and understandable and a part of the daily practices. In other words, the daily human resources management should support and respect organizational values. Successful human resources strategy emphasizes the development of cooperation but also individual performance, so that it improves achieving the common objectives and goals of the whole team.

Value based, attractive and well working human resources strategy acts as a tool of commitment and motivating staff. The importance of commitment of qualified personnel should not be underestimated. Qualified and well-educated personnel add value, especially in expert organizations. For example, internationalization, technological development and differences between cultures are forces affecting nowadays human resources management. Thus, personnel as well as managers should be seen more as strategic partners than as separate units. (Santalainen 2006, 235-237.)

## 2.2    International Human Resources Management

International operating environment creates more challenges to human resources management and gives it its own specific characteristics. In research and literature international human resources management has developed into its own specific field. In literature it has been approached from two perspectives.

One tries to describe and specify international human resources practices, another tries to observe the feasibility of different human resorces practices in different countries, taking cultural differences into account. (Viitala 2015, 274.)

Ulrich (2007, 20-25) names internalization as the biggest challenge of all the new challenges of business and HR management. From the view of HR management at least the following aspects should be contemplated: adequacy of the management team, adequacy of the personnel's language skills, understanding of cultural and religion-based differences, fluency of internal communication and especially, utilization of global human resources in its full potential. Adequate knowledge shall be ensured by additional training and education, recruiting new experts and organizing and guiding work tasks.

The recruiting process for employees recruited abroad is significantly more challenging than recruiting employees in domestic environment. As the most important criteria can be considered the content of the tasks, the position of the employee and conditions of the location country. These facts determine what kind of features are expected of the chosen person. In a study which investigated Nordic internationalized companies' foreign assignments and selection criteria, the three most important factors were: technical or other professional qualification 80%, past achievements 46% and motivation 34%. (Kauhanen 2006, 157-158.)

The above mention factors can also be recognized as the most important selection criteria when selecting staff into a more traditional organization. However, when selecting staff for a foreign assignment, the importance of motivation is pronounced: organizations' do not want to select and send people abroad in vain. Strong motivation ensures that the person is prepared to go through radical changes in his working and private life. Organizing private life issues, such as housing arrangements and adaptation to the location country's circumstances as well as to the new position, requires a lot more effort on a foreign assignment than in domestic circumstances.

The practices of an international organization and internal cultural differences affect human resources means and methods as well as HR management. Even

though the human resources operations are similar, including recruiting, induction, talent and performance management, taking care of occupational health care arrangements and safety at work, as well as termination of employment, the content of these processes varies by countries. (Viitala 2015, 275.)

It is noteworthy that international organization's HR functions include a significant number of actions which relate to the employee's private life and are not usually issued in domestic organizations. HR unit supports the employee in several actions including for example housing and children's school arrangements, visa and residence permit arrangements, accreditation process, location country's language training, et cetera. Payroll operations are also more complicated in case the organization pays salaries into several countries. [1]

## 2.3    Operative Human Resources Management

Maintaining the motivation of the staff is one of the most important duties of HR management. In this process, it is essential that the person perceives his work as important and especially expedient. Therefore, every employee should know his role and its meaning inside the organization as well as in its business functions. In addition, every employee should be aware of his main tasks and responsibilities as well as of the expected contribution. Desire for personal development and desire to develop arises from motivation which is obtained through the emotions of expediency and meaningfulness. (Österberg 2014,17.) Human resources management consists of both strategic and operative functions and these functions should merge seamlessly. Where the strategic HR management is mainly focused on taking the organization's strategy and vision into account in its HR management actions, the operative HR management covers every daily function. These functions consist of actions by which the

---

[1] Operative functions and specific characters of international human resources management are described more closely in the chapter 2.4

organization's human resources are maintained, and the organization's objectives, defined by strategic HR management, are implemented in practice.

Operative functions cover all practical personnel processes and strategic HR management gives them the guidelines. Helsilä (2002, 15-17) notes that operative personnel functions can be considered to include all the following actions:

- **Forming the staff,** including recruiting, induction, and guidance
- **Orienting and maintaining the staff,** including employment related matters and payroll, as well as personal assessments and well-being surveys
- **Developing the staff,** which can include e.g. defining training needs, developing of competencies and development discussions

Typically, every HR professional's role includes features of both, operative and strategic HR management. Thus, it is very important that the person working in HR Unit is aware of the strategic guidelines for the HR Unit and for the whole organization.

## 2.4 Special Features of Operative HR Management in International Organization

In human resources management, internationality is visible in every personnel process. Multinational organization operates in several countries and its personnel practices are thus very complex and challenging. Official working language is usually English, and the personnel consists of several nationalities. (Viitala 2015, 278-279).

Personnel practices in international organizations are complicated especially due to the circumstances and their variation in different countries. Variation is caused by both institutional and cultural differences. The institutional differences which affect the most are legislation (taxation, regulation related to employment, et cetera.), education system (degrees and their content and appreciation) and the

location country's social security system and health care. Cultural differences between countries arise from values, norms and religions. (Viitala 2015, 278-279.)

A human resources professional, working in international organization should be aware of the conditions in each operation country and the special requirements these divergent circumstances place, for example, on personnel recruiting, salary scheme, and termination of employment. (Ulrich 2007, 291.) Kauhanen (2006, 157) mentions that there are several special features in international human resources management which separate it from the traditional national human resources management. Among others, these features are:

- Several elements of human resources management
- Wider perspective
- Better knowledge of employee's private life
- Change in a relationship between employee and employer
- Increased risks
- Greater impact of external factors

Operation field of global organization is the whole world and thus its home country is difficult to define. Human resources management is then both global and local. Typically, global organization has several types of employees; locally recruited, posted workers also known as expatriates, as well as employees recruited from the third country, that is, employees who are not recruited from the country of origin or from the location country. Thus, the nationality of personnel is not important and the managers as well as the HR professionals are required to have extensive knowledge of international processes as well as good language skills. (Viitala 2015, 280-281.)

In a global organization, internal organization culture is vital. Even though nowadays technological development brings people closer to each other and gives an impression of disappearance of national cultures, it is known that cultures resist this change. Global or international organization can succeed only if it has a strong internal organization culture which commits the personnel to the

company but also respects national cultural differences and procedures, without trying to make people similar. Figure 2 below describes combining local culture to organizational practices to implement unique organizational culture. (Hofstede, Hofstede & Minkov 2010, 415 ja 477.)
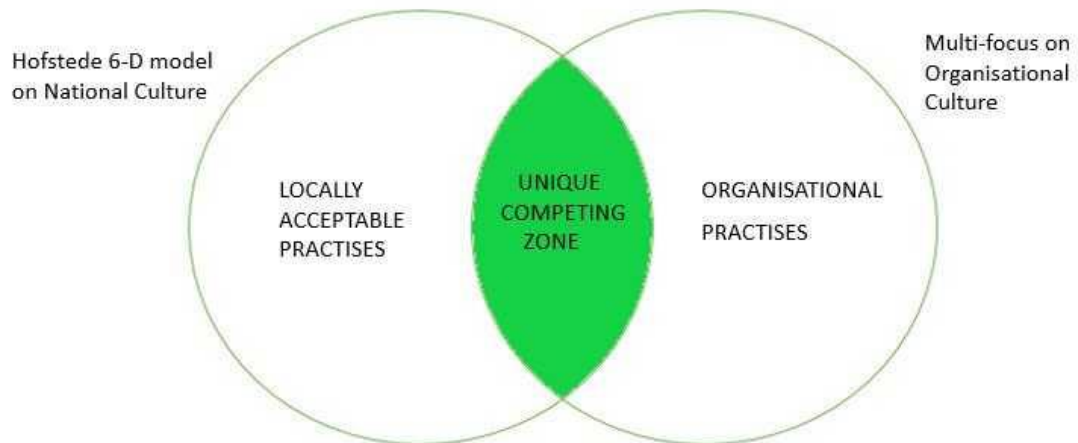


Figure 2. Combining local culture to organizational practices to implement unique organizational culture. (Paraphrasing: Hofstede-insights, 2018).

Developing and maintaining strong organization culture is usually considered to be a part of HR management responsibilities. Value-based leadership plays a key role in networking and uniting people. Sydänmaanlakka (2012, 76-77) highlights the importance of networking, especially in operations and management of internal organizations. Sydänmaanlakka exhorts to approach, review and build networks between individuals, teams and the whole organization. Strong internal networks improve effectiveness but creating them usually requires precise clarification and coordination of internal communication.

The common European case studies have tried to find out why some of the organizations are more competitive. According to the studies, in successful organization the personnel's work tasks are systematically organized and their performance and talent are systematically developed and exploited. The operation as well is internally organized so that the roles related to production or operation processes inside the teams and units are opened and the know-how

related to the role is exploitable in other actions. The roles are usually public, and job rotation is one of the common methods. (Kesti 2014 92-94.)

A survey of 800 organizations across Europe, from 13 different country, shows that the new forms of work organization not only improve and add the quality and the value of the work, but also improve the effectiveness of the whole organization. New organizational methods benefit the organization also by helping it to release the full potential of the personnel and adding job satisfaction and attractiveness of the organization. (European Commission 2002, 6.)

New forms to organize work also benefit the employees. This organizing improves commitment by adding job satisfaction and possibilities to control own work, develop own skills and performance and take responsibility of new and wider range work tasks. Especially work organizing offers employees an opportunity to enhance independence and desire and motivation to develop. (European Commission 2002, 6.)

According to the case study, work organization added value and benefited most the companies in which it was taken as a part of internal operation model, so-called 'system' (Figure 3). This includes all internal operations, covering work organization, work practices and human resources policy. It was also noteworthy that the internal operation model was in line with the organization's strategy. (European Commission 2002, 17.)
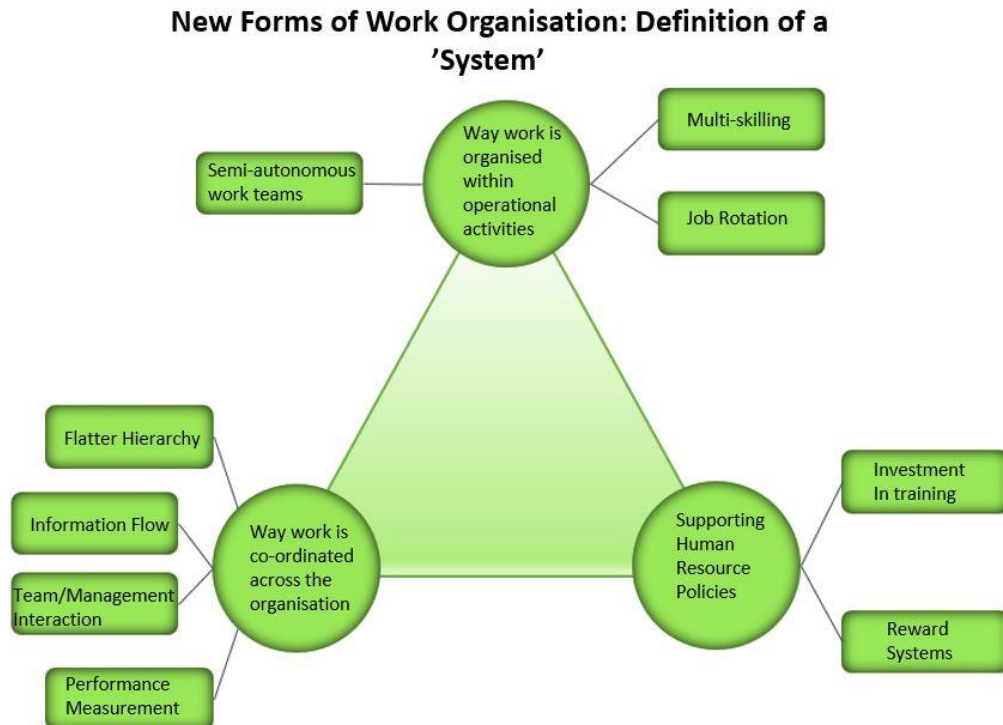
Figure 3. New Forms of Work Organization: Definition of a System (paraphrasing European Commission 2002, 20).

# 3   Principles of Competence and Knowledge Development

An organization's competence is built on its employees. It can be said that competence comes and goes with the employees. Thus, staff selection, employee commitment processes and other HR management actions are strongly engaged with competence development and management. It is vital that a certain level of competence is ensured to remain in the organization, for example in case of a key employee changes. In addition, it is vital that the learning of the organization and its employees is continuous.

According to the developer of the learning organization theory Peter Senge, learning of one member of the organization does not guarantee the learning of the whole organization but the organization itself can only learn through its learning members. Learning does not happen by correcting mistakes, it happens

by contemplating the actions which lead to the mistakes. This means that purposive management and development of the competence needed in the organization is vital. To be successful, competence management should base on the organization's strategy, taking organizational values, mission and needed core competencies into account. (Tuomi&Sumkin 2012, 13-15.)

Sydänmaanlakka (2009, 63-65) underlines the importance of competence management to organizations as well as to a single employee. Learning on organizational level usually means implementing new processes and operation models as well as recognizing the core competence of the organization. On a personal and individual level, learning is usually a person's ability to use his competence and skills so that they benefit the organization in their full potential. Learning and competence also largely base on individual's attitude and motivation.

Helsilä (2002, 82-83) says that the problem of incompetence is largely visible in today's working life: pressure, stress and feeling of inadequacy may arise from the feeling of incompetence. The lack of professionality and ability to organize and prioritize one's work might cause increased work load. In this case usually, the ability to work is impaired. Developing competence is, however, the responsibility of both the employer and the employee. The individual is responsible of the timeliness of his own competence as well as his learning ability. The organization is responsible for providing its employees an opportunity to develop their competence both at work and outside of it.

Usually, competence development is considered as learning new things or working methods, carried out by an external trainer. However, a big part of competence development happens when employees learn from each other. This is not often recognized as a competence development action. The organization can obtain a great benefit from its employees' competence. By creating a system to ensure that internal competence is shared and fully exploited, the organization can ensure that the competence does not vanish with the single employees. This, however, requires a recognition of the organization's core competences.

## 3.1 Recognizing Core Competences

Ensuring the learning of the whole organization remains its own responsibility; it is important to make sure that information flows and it is not only for few individuals. In this process recognizing the core competences is vital. The characteristic features of core competences are, among others, that they are vital for organization's operations, and that they develop via organizational learning; by its knowledge, skills and processes. (Helsilä 2002, 89.)

Core competences exist on every operation level of the organization. Thus, a group of professionals of a certain field or a certain personnel group do not form organization's core competences. Core competences are not tied to employee status either. As Helsilä mentioned above, it is common to core competences that they are vital for the organization's actions. This means that recognizing core competencies starts from identifying operations which are all-important for the organization.

In a key role in recognizing core competencies is a conversational and an individual-valuing organizational culture. Carefully implemented competence and process assessment, serves as a tool of increasing involvement and motivating the employee. An individual is motivated by the possibility of exploiting and developing his competence, skills, as well as working methods. By utilizing individual employees' know-how, it is possible to create a strong competence for the whole organization. (Kesti 2005, 149-150.)

Österberg (2014, 146-152) emphasizes the importance of mutual respect as well as open mind and confidentiality as a condition for a successful competence assessment. A competence developing supportive atmosphere improves also work wellbeing and working environment. Competence assessment should find out besides the level of the employee's current competence, needed competence in future, as well as possible development needs.

## 3.2    Competence and Process Assessments

Process assessment gives a good understanding of the current status of the employee's role and it also involves an individual in development of the processes. The assessment can be started simply by asking each staff member to describe his own tasks, either in writing or orally. Role descriptions will be reviewed together with the supervisor. Providing that there are several participants in the process, everyone should participate also in the development work. In this case, it would be beneficial to agree a role for each participant. (Kesti 2005, 150-151.)

Person related role and task descriptions should include at least the following matters: main task or role inside the organization and own team, other important tasks inside the organization and team, customers (internal and external), important co-operators and stakeholders, personal development needs as well as possible ideas to improve own performance and processes. Either development team, HR department or person himself will be responsible of the further development of processes. (Kesti 2005,151.)

In addition to Kesti, also Viitala (2015, 182-183) underlines the importance of specification and classification of the person's competence when implementing competence assessment. It is important to describe processes on a level of a single employee and a single task, so that the processes can be developed and reorganized. These processes should be taken under re-evaluation regularly, for example yearly or at least when significant changes occur either inside organization or in a person's role.

Armstrong (2008, 55-57) advices to evaluate employee's personal skills and competence and particularly, assess the expectations set for the role owner. He emphasizes the importance of the role profile evaluation; besides professional requirements and expectations, it is important for an employee to understand what his most important responsibilities are, what are the objectives for him, what type of competence he is expected to have and what kind of behavior is expected of the role owner.

Armstrong (2008, 48-49 ja 55-57) says that work organization and role development are excellent tools for increasing engagement, job satisfaction and personal motivation and participation. The stages of work organization include listing employee's work tasks and defining the expectations for him. These should be done together with the employee. Role descriptions should be performed in co-operation with the HR department and as a result of it a concrete document either in electronical or a paper form should be drafted.

When implementing competence or process assessment, it is important to make sure that the results of the assessment are well utilized and archived for future actions. Well organized assessment produces an extensive information of the personnel and of the existing competence and knowledge. It also helps to plan and survey competence and training needs in future.

## 3.3    Importance of Competence and Process Assessments

Information collected concerning a person's competence and performance can be utilized in several different management processes, in organization management as well as in human resources management processes. Role and process descriptions can be utilized in recruiting, rewarding, assessing and developing competences, career planning, personnel planning and in managing changes or developing processes inside the organization. These actions can be called as tools of personnel management and they are presented in Figure 4. (Honkanen & Nyman 2001, 17.)

**TOOLS OF PERSONNEL MANAGEMENT**
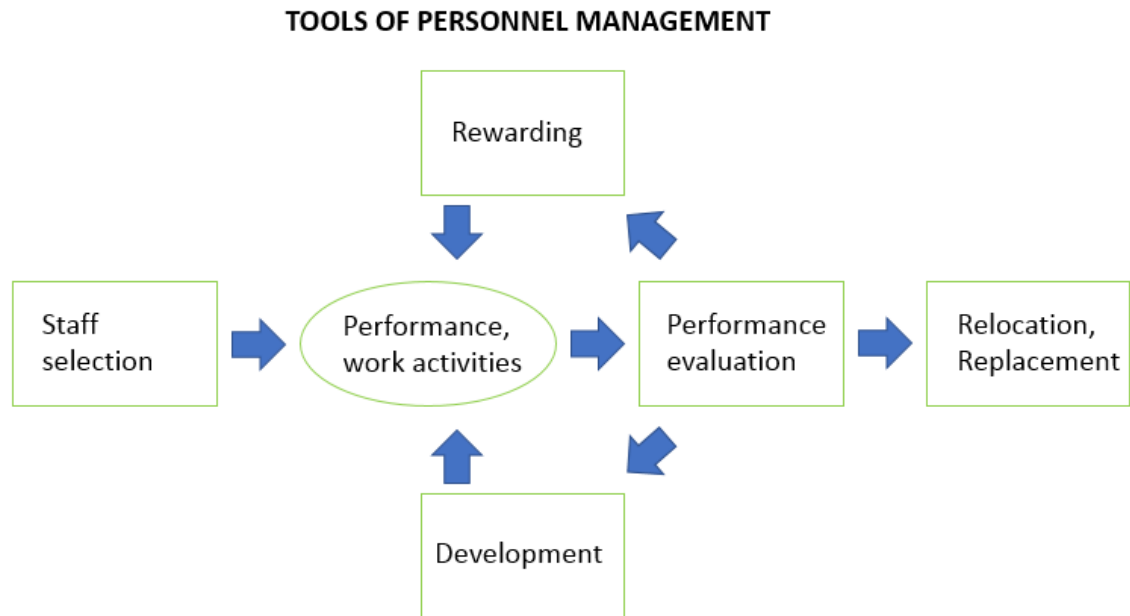


Figure 4. Tools of personnel management (paraphrasing: Honkanen & Nyman 2001, 16).

Assessing a person's talent, personality and competence, is often thought to be a part of recruitment processes. In fact, most of the personnel assessments are made in other situations. Different type of personnel, performance and role assessments have become important tools in performance and talent management. Information obtained through these type of evaluations aims to gain an understanding of how to improve personal performance, how the work processes can be developed and what is the level of competence of the employee or the whole personnel. (Honkanen 2005, 23.)

An employee's knowledge and competence consist of both explicit and implicit information. It is generally thought that a person has a certain reserve of knowledge and it, as well as person's competence potential can be improved. Studies have shown that when the feeling of work organization and management is balanced with the requirements, performance is improved. (Suurnäkki 2002, 67.)

In addition to knowledge and skills, attitude and motivation are usually linked to a person's qualifications. Attitude is linked to a person's values, when motivation provides the guidelines for action and efficiency. Attitude and motivation define how a person utilizes his knowledge in his work. Positive attitude and strong

motivation support effective utilization of knowledge, when insufficient knowledge usually decreases motivation. (Viitala 2015, 181.)

American Psychlogist wrote about Richard Ryan's and Edward Deci's self-determination theory. According to the theory, a person can be productive and engaged or, respectively passive and alienated, depending of the social circumstances in which he acts or into which he is concentrated on. The principle of the theory is that every human being has three inner psychological needs; need to feel himself as a competent, need for autonomy and need to be a part of something. When these needs are fulfilled, a human is motivated and prosperous. Person who feels to be able to influence his circumstances, feels greater satisfaction about his own knowledge and environment. (American Psychologist 2000, 68.)

Through the ages, researchers have proposed and presented different types of theories of motivation and these theories have had a huge influence on the development of management and leadership. Some of them have gained more appreciation than others but all the same, every theory has been criticized. Perhaps it is not even possible to create a theory which suits every individual. However, the important fact is that with these theories, the interest to improve motivation stays in focus. When considering different types of employee related assessments from the point of motivation, most of the researchers agree that participation improves motivation. By implementing competence or process assessment and involving an employee in planning his own work and own performance, usually motivation increases also.

Today's working life requires updating knowledge regularly. Achieving a certain qualification or competence is not enough, it needs to be maintained, updated and expanded, to be able to react to the changes and requirements of operating environment timely. Viitala (2015, 181-182) says that today it is vital to recognize one's knowledge, its strengths as well as weaknesses so that it is possible to exploit and develop it as effectively as possible. Drafting competence development plans is possible only after a current competence and knowledge level is assessed.

# 4 The Introduction of Commissioning Organization and Development Task

European Forest Institute (EFI) is an international research and expert organization, focused on research mainly on the fields of forest, forest nature and environment. EFI provides research, information and expertise also to support forest and environmental related policy making. In February 2019, the convention of EFI has been ratified by 29 different European States. Each of these countries has its own delegate in EFI's Council. Member countries have an essential role in EFI's decision making as well as supporting its work. (European Forest Institute 2019.)

2019 EFI has about 120 member organizations, from 40 countries. There are two types of member organizations, those located in Europe are called Associate Members and those located outside Europe are called Affiliate Members. EFI organizes Annual Conference every year and every member organization can participate. Associate Members have, in addition, a right to vote in this conference and so they can participate in decision making such as approving budgets. Member organizations include forest and environment research and industry-related organizations as well as forest owners and international forest-related organizations. (European Forest Institute 2019.)

In addition to the Headquarters located in Joensuu, Finland, EFI has regional offices in Germany, Spain and France in Europe and project offices in Malaysia and China (European Forest Institute 2019). EFI's working language is English and it has about 125 employees from over 30 different countries. Distances between locations as well as national and cultural differences create challenges for daily functions and communication, as in other international organizations.

## 4.1    Development Task - Context and Background

Employments in EFI are mostly fixed-term and the duration varies on the average from one year up to five years at maximum. Short-term, fixed-term contracts are due to the operation area; personnel are usually committed to research projects which lasts a certain period, usually from two years up to five years. In addition, one of the research and expert organization's special features is that personnel can be reluctant to commit to long-term employment since their career development often differs from conventional; employees might consider better to commit to certain project or projects which are more beneficial for their career and professional development rather than to certain organization.

Due to above mentioned, staff turnover is relatively high when comparing with a more traditional organization. Continuous recruiting processes, as well as starting and ending employments, inductions and repatriations cause stress and burden to HR Unit, Management Team, Unit Heads and supervisors. In international organization job descriptions, including administrational and supportive roles, differ from corresponding in a typical business world. Short-term employments and high staff turnover pose challenges for ensuring to carry out the tasks which are vital for the organization's operation. These types of supporting tasks are focused mainly in HR, Finance, IT and Administration Units.

It is typical to these tasks and roles that they are very independent. Usually, only one person takes care of the tasks related to the role and substitute arrangements are either inadequate or totally missing. Sudden or long-term absence might jeopardize carrying out important and vitals tasks, especially if HR Unit or supervisor are not fully aware what are the key tasks of each person, which must be performed in any case.

## 4.2    The Aim of the Development Task

The aim of this development task was to create a role description system to the commissioning organization's use. In addition, the aim was to clarify Human

Resources Officer's role and tasks and develop role-related work processes. In a role description, all employee's key tasks are specified, and it helps to define role holder's competence and qualification requirements as well as training or educational needs.

Development work started from human resources officer's role. For the role description all tasks related to the role were sorted out and detailed task descriptions were drafted. At the same time, options to develop single tasks or processes were considered and some of them were implemented later. Role related processes were opened at task level and each process were evaluated based on several evaluation criteria.

Temporal distribution of HR Officer's tasks was reviewed by writing monthly reports. Reporting period was one year starting from April 2018 and lasting to March 2019. Monthly work tasks were listed in reports which also gave an image how the year cycle affects work tasks on yearly level. Based on these reports the annual planning cycle of HR Officer's tasks was created. Task reports can be found as appendices of this thesis.

Based on the role description drafted of the HR Officer's role the aim was to create a system whereby similar description of each role is later possible to create. Role description includes also, a number and location information of the instructions for the role-related tasks. This way role description system helps in substitution and replacement arrangements. Instructions are needed only for the tasks which should be performed in a certain way, for example, due to internally used software.

Anttila (2007, 12) states that development tasks and projects are usually related to organizations' and workplaces' talent and performance management processes. Usually the purpose of these development projects is to improve learning in work -and creative working and encourage to new experiments and innovations. The aim is to engage an employee to plan and develop his own work and through this to optimize utilizing of information, knowledge, and new development ideas and teamwork.

Competence management and employee participation are both important aspects of this development task. Role description system created as a result of this development task is an important tool for work organization and talent management and it is a tool to improve organizational learning. Drafting process of role description requires a participation of the employee, supervisor and HR Unit. It also gives for an employee the possibility to improve and develop one's work and work organization. For the organization, it provides an opportunity to learn from operations on all level and thus improve management and administration.

EFI implemented work-wellbeing assessments to its whole personnel in March 2018. Based on the results of the assessment, the three most important development areas were found out. One of these areas was work organization. Only 35% of the respondents thought that the work tasks are well organized. (European Forest Institute 2018). Role description system is an effective way to improve work organization. When the supervisor and the HR Unit are aware of every unit's and every employee's tasks, it is possible to reorganize tasks and comb out unnecessary work phases and duplicated work.

By introducing a role description system, the supervisor, HR Unit and organization's management are all aware of what type of tasks and processes each employee's responsibilities consist of, how the employees use of time is divided between different task groups, what kind of knowledge the organization already has and what is needed in the future. As a supervisor of the development task at workplace is Andrew Male, Head of Human Resources and Administration.

## 4.3    Evaluative Perspective of the Development Task

According to Anttila (2007, 83-84) development process that aims to successful effectiveness and change, always includes an idea of evaluation. This means that the project needs information to be evaluated. If the aim is that the change is continuous, the development process must also be continuous. The principal idea

of the evaluative development task is to create a system which produces information to advance the process.

Evaluation and evaluation study support decision making and development work. At the simplest, evaluation can be seen as a process where the subject of the evaluation is in relation to the evaluation criterion. Traditionally evaluation study has been seen to be a part of social sciences, especially as a tool of conceptualizing its research and evaluation measurement programmes, wherein evaluation acts as a systematic data collection method. (Eräsaari ym. 1999, 36-37.)

Rantanen and Sareskorpi (2005, 18-19) state that different evaluation projects are typically implemented to facilitate salary scheme reforming, personal performance assessments, clarify and develop the content of work tasks, define training needs and improve collaboration. Work evaluation is usually implemented as a work evaluation project. In this case, it is important to evaluate analytically how demanding the work tasks are, what the work requires from the employee and what is the order according to status and importance. Usually, the target of the work evaluation is also to develop, enhance and refine a person's work tasks and this can be done during the on-going project.

This development task was not implemented as an actual evaluation study, but it was, however, implemented by using several evaluative methods and it also contained several evaluating processes. In the phase of reviewing and evaluating the HR Officer's work processes, the evaluation criteria were functionality and fluency as well as urgency and importance of the tasks. The order of importance and urgency of the work processes and tasks in the role description, was defined based on these evaluation criteria. In the implementation process of this development task features of work, process and person evaluation were recognized. Role description system was created as a result of developing evaluation of human resources.

## 4.4    The Main Objectives of EFI's Human Resources Management

Human Resources Officer together with the Head of HR and Administration, form EFI's Human Resources Unit. The HR Unit's main objectives on staff level are to produce high quality services to employees and guarantee equal conditions for each staff member. On organizational level the main objectives are staff selection, enhancing the recognition of the organization and increasing its attractiveness in the eyes of the professionals on its field of operation. It is highly important that the organization hires the best professionals for each of its operations; for research as well as for administrational operations, to provide high quality outcome and thus achieve set goals and targets.

HR Unit accompanies the employee during the whole journey; from the first day until the last day of the employment. It takes care of the employment contracts, salary scheme and monthly salary payments. HR Unit is responsible for occupational health care and pension as well as all insurance arrangements for the employees. It takes care of the employees' educational needs and supports and guides supervisors to contemplate the career development of the employees. HR Unit also provides support to staff in organizing and managing their own work.

Every employee is responsible for completing his duties which are on general level specified in the employment contract and in its attachment, personal Terms of Reference document. This document, however, just lists the main responsibilities without any description of the tasks or processes. It does not either include any clarification how employee's tasks are related to his unit's responsibilities.

To support employees' in organizing their work, HR Unit provides a tool which helps every individual to understand the relevance of his own work and how it supports his own unit's obligations and objectives. By creating a role description of each staff member's role, it is possible to open each role and get benefit of individual's skills and know-how. It improves the cooperation inside the unit and increases the supervisor's understanding concerning the expertise needed inside the unit and defines the personal responsibilities of each employee.

One of the most important objectives of the role description system is to remind the employee about the importance of his own responsibility in his own work organizing process. An employee cannot expect this to be done on behalf of him. The process requires participation of both, employee and supervisor. Above all, it provides a great opportunity for the employee to be heard and to be able to make decisions and improvements concerning his own role.

HR Officer's main responsibilities are payroll, personnel and company insurances, social security contributions and tax withholding, contribution payments to different authorities, personnel reporting, personnel maintaining in each personnel system as well as providing advising and guidance in all HR related issues. These tasks support the main obligations which are set to the role owner; timely salary payments to employees, comprehensive insurance cover for the employees and for the company, valid social security system and timely payments and reporting to tax authorities, counselling in accreditation, residence permit and relocation related issues, maintaining personnel systems and taking care of HR Unit's daily functions.

One of the main objectives of the HR Officer's role, is to develop HR Unit's functions as well as to support the whole organization's operations. Besides that, HR Officer confirms that the objectives for her own work are achieved, she supports other staff members to reach their goals. By creating the role description system, it is possible to ensure that the objectives and obligations for each role can be fulfilled even in case of long-term absence.

HR Officer's tasks can be divided into three process clusters which are: processes related to payroll, processes related to HR management and processes related to finance. Each process cluster consists of several subprojects which in turn consist of several work tasks and stages of work. In the following chapters, these process clusters are reviewed on both task as well as process level. However, it is impossible to specify every single task, since there can always be new situations in which new tasks and actions arise. In addition, tasks of low importance and urgency including for example archiving are excluded from this review.

There is an instruction name and number after the introduction of the task. Instructions are internal documents and they are created and updated by the HR Officer. These documents can be used to assist task performing. The list of the instructions is an appended as Appendix 15.

# 5 Payroll Processes

Payroll processes include all processes, actions and tasks related to payroll and payroll reporting. These processes can be divided into external stake holder processes, including accountant office processes, internal processes and employee processes. The HR Officer is responsible for all these processes. A flow chart describing payroll processes (Figure 6) can be found in chapter 8.1.

## 5.1 External Stakeholder Processes

External stakeholder processes include every action related to requirements for obligatory insurances in Finland as well as mandatory reporting requirements and reporting processes to Finnish social security and insurance companies as well as to Tax Administration. They also include accountant office processes which are considered in the next chapter 5.2.

**Finnish Tax Administration**

The employer is obligated to withhold taxes on the payments of wages or other similar payments to employees in Finland. Taxes must be withheld in advance according the personal tax card the employee has provided. If the employee does not provide a tax card, tax must be withheld at the rate of 60 percent. The withheld taxes as well as the employer's share of the health insurance (0,86 percent of gross salary in 2018) must be paid by the twelfth day of the following month to the Tax Administration. (Verohallinto, 2018.) [2]

---

[2] Instruction number 1. 'Payment to Tax Administration'.

Formerly, each employer had to give the employer payroll report on the wages and similar payments, including the taxes withheld to the Tax Administration. The report had to be submitted by the end of January after the calendar year of payment (Verohallinto, 2018). From January 2019 onwards, the employer must report paid wages and other earned income with a separate earnings payment report to the Incomes Register. The report includes the paid income types as well as identifying information of the employee and employer. The earnings payment report must be submitted to the incomes register within five working days from each payment. (Verohallinto 2019.) [3]

In addition, the employer must submit a separate report to the Incomes Register monthly. This report includes the total amount of health insurance contributions for a past calendar month and it must be submitted by the fifth day of the next calendar month. (Verohallinto 2019.) [4]

**Finnish Trade Unions**

If the employee is a member of any Finnish trade union, he must pay a membership fee. The size of the fee depends on the union and is generally a certain sum of each month, usually between one and two percent of the employee's gross salary. The employee may choose to pay the fee himself or it can be deducted directly from the employee's salary. In this case, the employer makes an agreement with the union and commits to pay the fee monthly to the trade union. If there are several employees that are members of the same trade union, the employer must give a settlement of the membership fees. This is commonly required either on quartiles, or one to two times per year. (SAK, 2018.) [5]

---

(Instruction numbering (1, 2, 3 etc.) after paragraphs refers to internal instructions which are needed to perform the task. A list of the instructions can be found in the "appendix 15".)

[3] Instruction number 2. 'Earnings payment report'

[4] Instruction number 3. 'Employer's separate report'

[5] Instruction number 4. 'Settlement of the membership fees for trade union'

**Pension Insurance**

The employer is obligated to provide a pension insurance for its employees. The employer deducts employee's share of the earnings-related pension contribution straight from the employee's salary and pays it as well as its own share of the contribution to the pension insurance company. Employee's share of the contribution was 6.35 percent of the wage for those under 53 years or over 62 years of age and 7.85 percent if the age is between 53 and 62 years in 2018. (Eläketurvakeskus, 2018.) [6]

Formerly, the employer had to give an earnings notification to the pension insurance company either monthly or yearly. From January 2019 onwards pension companies receive this information from the Incomes Register. Pension contributions are paid according to monthly invoice of the pension insurance company. The invoice is based on the reported salaries of previous month.

**Worker's Compensation Insurance and Employees' Group Life Insurance**

The employer must cover its employees by worker's compensation insurance. In addition to that, the employer usually also pays the employees' group life insurance. The amount of a worker's compensation insurance contribution is based on the paid wages to be insured in Finland and the accident risk in the work. The group life insurance contribution was 0.06 percent of paid wages and is paid by the employer. (Eläketurvakeskus, 2018.)

The insurance company receives the amount of paid wages from the Income Register, so the separate earnings notification is not needed from January 2019 onwards. The worker's compensation insurance and the employees' group life insurance contributions are paid in advance based on previous year's paid wages. The final contribution is determined based on the paid wages in earnings notification. In case of the accident happening during work or leisure time, the employer is responsible to give an accident notification to the insurance company within 10 days of the accident.[7]

---

[6] Instruction number 5. 'employee into pension insurance'

[7] Instruction number 6. 'Accident notification'

**Unemployment Insurance**

The employer is obligated to pay unemployment insurance. The employer withholds the employee's share of the unemployment insurance contribution from the employee's wage upon each payment and pay it as well as its own share of the contribution to the Employment Fund. The employee's and employer's contribution percentages are determined annually by the Employment Fund. (Työllisyysrahasto 2019.)

The contributions are paid to the Employment Fund three times a year based on the amount of paid wages. The employee's share was 1.90 percent in 2018. The final unemployment insurance contribution is determined based on the amount of paid wages which the employment fund receives from the Incomes Register from January 2019 onwards. (Työllisyysrahasto, 2019.)

## 5.2    Accountant Office Processes

To ensure accurate payroll according to the law and social security for locally employed staff in the regional offices (Spain, France, Germany and Malaysia), local accountant offices are used for introducing the payroll material. This material is provided by 25th each month after which the salaries are paid by the HR Officer. The employer informs the accountant office in case a new employment starts, employment ends, monthly salary changes, employee has taken an unpaid leave etc. The accountant office takes care of the communication with the local authorities, makes the needed changes to salaries as well as to social security contributions and taxes.

Each country has its own salary, social security and tax codes in the employer's salary system. After the accountant office has submitted the payroll material, the amount of the employee's social security contributions and taxes to be withheld are entered in to the employer's system. The withheld taxes and employees'

social security contributions as well as the employer's share of social contributions are paid to each country's authorities. [8]

## 5.3    Internal Processes

Internal processes in this context mean the processes which must be accomplished to ensure duly payments to employees as well as the accuracy of the internal accounting and internal reporting. HR Officer is responsible for these tasks and processes.

**Salaries**

The employer is responsible for the monthly salary payments to its employees. The amount of the employee's monthly salary is based on the valid employment contract. There are several different types of salaries in the Personec W salary system; salaries for a staff under Finnish social security system, salaries for a staff under German, Spanish, French or Malaysian social security system (later called foreign salaries) and salaries for expatriate employees. The payroll material for foreign salaries including social security and tax contributions are submitted by accountant offices and the amount of salaries and deductions are entered into the salary system. Each country has its own salary, social security and tax codes in EFI's salary system.

Since the expatriate employees are not part of their location country's national social security system, the employer must provide them a corresponding system. The employer peruses whether the expat employee is eligible to certain allowances which may be rental allowance, child allowance, education allowance and home travel allowance. The employee eligible to any allowance is liable to provide the required documentation. [9]

---

[8] Instruction number 7. 'payroll process by countries'

[9] Instruction number 8. 'payroll process for foreign and expat salaries' and number 9. 'payroll process for Finnish salaries'

**Payment**

The monthly salaries as well as the expatriate allowances are paid on the last banking day of each month. Employer withholds taxes, employee's share of pension insurance and unemployment insurance contributions as well as the trade union fee from employee's salary. Employer pays the withheld contributions to each tax authority. [10]

**Accounting**

Monthly salaries as well as social security contributions and any additional payments to employee must be transferred to bookkeeping after the payment has been made. The compatible file is created in the salary system and it is uploaded into accounting system. [11] The employer shares of foreign social security contributions will be entered into bookkeeping manually after the salaries have been paid. Each accountant office delivers the sums of employer's shares together with monthly payroll material. [12]

**Reporting**

Monthly salaries are reported to the Head of Human Resources and Administration after the payment has been made. In addition to monthly gross salaries the expatriate employee's monthly allowances are included in the report. [13]

## 5.4 Employee Related Processes

Employee related processes include all the needed processes to manage the employees' personal information in the employer's personnel systems, as well as to provide payroll related documentation, such as pay slips and salary certificates to the employees.

---

[10] Instruction number 10. 'how to make a payment'

[11] Instruction number 11. 'how to transfer salaries into bookkeeping'

[12] Instruction number 12. 'Foreign social security contributions into bookkeeping'

[13] Instruction number 13. 'how to give a monthly salary report'

**Employee Information**

A new employee must provide needed personal information for the monthly salary, insurances, pension et cetera. Employee is responsible for notifying the employer in case of any changes in his personal information or personal situation for example address change, child birth and so on. [14]

**Pay Slip**

The employee is eligible to receive a pay slip of each salary payment. The pay slip includes amounts of gross and net salary as well as the amounts of employee's social security contributions, withheld tax, and possible trade union fee. The pay slip is delivered to the employee's online bank if the employee has a Finnish bank account. [15] If the employee does not have a Finnish bank account, the pay slip is delivered by email. It is agreed with each employee whether he needs the pay slip monthly or would it be enough to send it by request. [16]

**Income Statements**

The employer must provide an income statement to the employee by request. For the Finnish employees the income statement can be printed out from the salary system. Since the system EFI currently uses is available only in Finnish language, the employer must use a standard document when creating a statement for the expatriate employee. The expatriate employee's salary information is revised from the salary system and manually added to a document draft. An income statement for an employee under German, French, Spanish or Malaysian social security system is delivered by the accountant office by HR Officer's request. [17]

**Employment Certificates**

When employment ends, the employee is entitled to receive an employment certificate of his service. In addition to the employee's personal information such

---

[14] Instruction number 14. 'new employee information form'

[15] Instruction number 15. 'how to send a pay slip to Finnish online bank'

[16] Instruction number 16. 'pay slips to be sent monthly'

[17] Instruction number 17. 'Income statement from PersonecW' and internal document 'Income statement –draft for expat employees'

as name, birth date and employee number, the employment certificate should include the starting and ending date of the employment, job title and the main responsibilities during the employment. If otherwise asked, the employment certificate should include a statement of the employee's personal performance and behavior.[18]

# 6 Human Resources Management Processes

Human resources (HR) management processes consist of the processes and actions which are needed to manage EFI's personnel systems, social security arrangements, work wellbeing and staff planning. A flow chart (Figure 7) describing these processes can be found in the chapter 8.2.

## 6.1 Personnel Processes

Personnel processes contain the needed actions in EFI's personnel systems to maintain the staff-related information and to provide staff-related reporting. Figure 5 below describes the process for each new employee; employee's location country and nationality determine the needed actions in HR.

---

[18] Internal document 'employment certificate –draft'
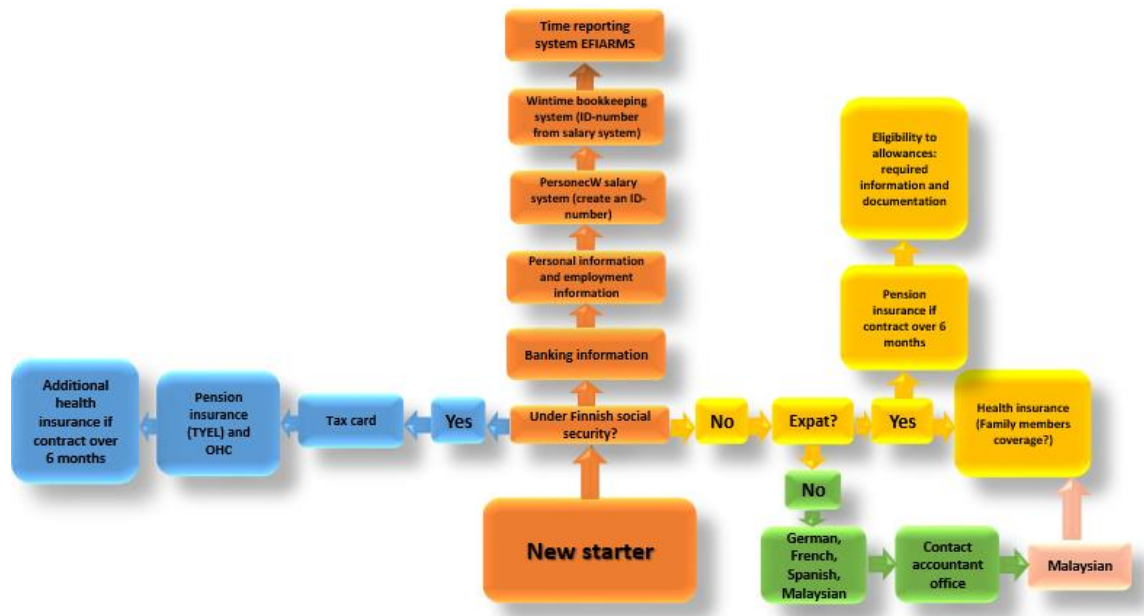
Figure 5. New employee process in HR (Figure: Laura Lappalainen)

**Salary System**

The HR Officer is the main user of the Personec W salary system and Aditro VIRA reporting system. Each salary receiving staff member must be in the salary system. New employee profile is established in the salary system after the employment contract is signed and the employee has delivered completed personal information form with attachments. After the employment has ended, the employee is no longer active in the salary system. HR Officer grants user rights to Personec W system users. [19]

**Time Reporting System**

Each staff member must report his monthly working hours as well as absences in the EFIARMS time reporting system. The HR Officer as a key user of the system is responsible for informing staff about the monthly deadlines for time reporting and for approvals. The HR officer monitors that the hours are reported

---

[19] Instruction number 18. 'New employee into the salary system', instruction number 19. 'How to grant user right to Personec W' and instruction number 20. 'System adjustment in the beginning of the year'

and approved by the deadline. In addition, the HR Officer is responsible for guiding and advising staff in any time reporting related question. [20]

## Accounting System

EFI's accounting system is Aditro Wintime. The HR Officer controls each salary, social security, allowance, occupational health care, and so on, related account. She as well transfers every single salary or emolument payment into the system and takes care that new employee information is added into the system.[21]

## Personnel Reporting

The HR Officer provides personnel related reports through the systems previous mentioned. Personnel related reports are usually used either for HR management and organizational management purposes, for external stakeholder reporting, for accounting, and so on. There are several types of reports which can be taken out from the systems. [22]

## 6.2    Social Security Processes

## National Social Security or Expatriate

Each staff member is covered either by a national social security system or a social security system provided by EFI. Since expatriate employees do not have a national social security, EFI provides them a similar system. The allowances and benefits to which expatriate employees are eligible to, are specified in EFI's benefits and allowances instruction. The employee must provide the required documentation for the allowances. The HR Officer archives the documentation and maintain the allowances in the salary system. [23]

---

[20] Instruction number 21. 'EFIARMS time reporting instruction' and instruction number 22. 'Hour approval in EFIARMS'

[21] Instruction number 23. 'How to add new employee into Wintime'

[22] Instruction number 24. 'Personnel reports'

[23] Instruction number 25. 'Benefits and allowances'

**Accreditation Process**

EFI has expatriate employees in Finland, Spain and Malaysia. Each expatriate must be accredited by the location country's Ministry for Foreign Affairs. The Ministry issues an identity card for the employee, and this card acts as a residence permit. The HR Officer is responsible of the accreditation process of expats and their family members in Finland. She also provides support to other countries accreditation processes and takes care of renewal of accreditations in Finland. She also advices and guides expatriates in all accreditation and residence permit related questions and acts as a contact person between EFI and The Ministry for Foreign Affairs of Finland in accreditation related matters.[24]

**Health Insurance**

Each staff member is eligible to either group or private health insurance, depending on his location and employee status. The level of health insurance coverage must be as equal as possible. Expatriate employees as well as the staff under Malaysian social security system are covered by Cigna CoverN'Go health insurance. The HR Officer manages the policy and either add into or remove employees from the coverage.[25]

Staff under Finnish social security system is covered by OP Laaja Terveysturva health insurance. The HR Officer manages the coverage and adds and removes employees from the coverage. The HR Officer acts as a contact person between the insurance company and employer and advices staff in all health insurance related questions. [26]

Employees under Spanish and French social security system are as well covered by complementary health insurances. In Spain the Office Manager and in France

---

[24] More information about accreditation can be found from Diplomatic privileges and immunities -publication of the Ministry for Foreign Affairs of Finland (June 2018). http://netpaper.lonnberg.fi/um/dpaiif/#p=18 and from instruction 26. 'Accreditation process in Finland'

[25] Instruction 27. 'How to add an employee into Cigna CoverN'GO'

[26] Instruction 28. 'How to add an employee into Laaja Terveysturva'

the Administrative Officer maintain the insurances. In Germany each employee can choose the insurance company (called krankenkasse) and is covered by individual insurance. The HR Officer pays employer's share of the insurance costs to the employee's insurance company.

**Other Insurances**

The HR Officer is responsible of all headquarters insurances including corporate insurance and liability insurance. The HR Officer also acts as a contact person to all insurance companies and monitors and updates the insurance policies via online systems.

**Pension**

EFI's pension insurance company in Finland is Ilmarinen. Employer's obligations related to Finnish pension insurance are considered in chapter 6.1. Expatriate employees have their own pension policy Zurich. Both the Head of HR and Administration and HR Officer are responsible of adding every new employee into the pension plan. This is done through Zurich online system. The employee's share of the pension contribution is 6.67 percent and employer's share is 13.33 percent. HR Officer takes care of the payments to the pension company. [27]

Employees under Spanish, French and German social security system have their own pension companies and pension systems. HR Officer withholds the employee's share of their monthly salary and pays it together with the employer's share to the pension company according to the invoice the accountant office delivers.

**Occupational Health Care**

HR Officer is responsible for arranging occupational health care to headquarters staff. The service provider in Joensuu is Pihlajalinna. The action plan of occupational health care services is drafted for two years at once and is renewed together with OHC Nurse, OHC Doctor and HR Officer. HR Officer follows the

---

[27] Instruction 29. 'How to add person into Zurich'

usage and costs of OHC, takes care of OHC related intranet pages and advises staff in all OHC related questions. [28]

## 6.3    Work Wellbeing Processes

Together with the Head of HR and Administration, the HR Officer takes care of the daily work wellbeing and the equal treatment of every individual. HR Unit implements work wellbeing surveys and different types of wellbeing related events and actions as a part of the work wellbeing plan.

**Benefits**

As a part of work wellbeing processes EFI presents certain benefits to its employees. These benefits vary slightly between the offices due to the national, local and cultural differences. The aim is that the benefits are as equal as possible to all employees. The headquarter's staff is eligible to culture vouchers, dental care and physiotherapy benefits. The HR Officer arranges these benefits to the employees. Culture vouchers are ordered from the service provider and distributed to staff members.

EFI has an agreement with the Otso dental care clinic. The HR Officer takes care of the renewal of the contract and monitors the usage of the benefit. [29] Employees are free to choose the service provider of physiotherapy. However, to be covered by EFI the physiotherapy treatment must be prescribed by OHC Doctor. [30]

**Early Support/Intervention Model**

The aim of the early support is to recognize the impaired work ability at an early stage and enable the employer to take early measures – with the help of occupational health care, if needed. Measures taken according to early support

---

[28] Instruction 30. 'OHC action plan' and Instruction 31. 'OHC costs'

[29] Instruction number 32. 'Dental care benefit -usage'

[30] Instruction number 33. 'Physiotherapy – usage'

model can benefit both the employees and the employer. They also assist employees on long-term leave to return to work in a safe and timely manner.

The HR Officer follows staff absences regularly. If there are long term absences or significant amount of sick-leave days during the measuring period, it would be reasoned with the employee to go through work ability evaluation at occupational health care. [31]

### Sick-Leave Procedure

The HR Officer monitors both certified and uncertified sick-leaves. The employee is obligated to inform his supervisor as well as HR Unit about sickness absence. In certain countries, for example Spain and Germany, employee's sick-leave affects the employer's share of social security contributions. For this reason, the sick-leave certifications must be delivered to the accountant office as soon as possible.

### Guidance and Advising

The HR Officer guides and advices staff in any HR, salary, OHC and insurance related issue and takes care of HR Unit's daily function. The Head of HR and Administration is responsible for staff planning, HR Unit forecasting, employment contracts and salary schemes, induction process planning as well as employee engaging and talent management planning. HR Officer liaises in all these processes.

## 7 Financial Processes (HR)

The HR Unit's financial processes consist of payroll accounting, processes related to social security and of the other financial processes, such as human resources statement, holiday accruals, purchase invoices, and health insurance

---

[31] Instruction number 34. 'Guide to employee well-being'

related reimbursements. A flow chart (Figure 8) describing financial processes can be found in the chapter 8.3.

## 7.1 Payroll Accounting

The HR Officer is responsible for the interim accounts and the final accounts preparations for salary, social security, pension, allowance and benefits related accounts. After each calendar year the HR Officer takes care of the reconciliation of each above-mentioned account. [32]

## 7.2 Social Security Costs for Projects

When budgeting and planning upcoming projects as well as reporting ongoing projects, it is essential that the actual costs of each staff member are known. The HR Officer is responsible of the calculations of the actual personnel costs and providing these costs to Finance Unit, Project Managers and Unit Heads.

**Personal Cost for Projects**

Expatriate employees are covered by social security system provided by EFI. This means that all costs arising of expatriate allowances, employer's share of pension contribution, health insurance costs as well as person's monthly salary must be taken into consideration when calculating personal cost for projects. Each expatriate employee thus has his own personal cost for projects. The personal cost is updated monthly by the HR Officer.[33]

**Social Security Costs by Countries**

For Finnish staff as well as for the staff covered by any national social security system the average social cost percentage for projects is in use. The average percentage is based on previous year's actual social costs, salaries and

[32] Instruction number 35. 'Final accounts preparations for salary related accounts'

[33] Instruction number 36. 'Expat social costs for projects'

complementary insurances. When calculating the person's cost for projects, the salary is multiplied by this percentage. [34]

**Audits and Project Audits**

In case of an audit or a project audit the HR Officer acts as a contact person of the HR Unit and delivers all the needed documentation to the auditors, such as employment contracts, amount of paid salaries, amount of paid social security and insurance contributions.

## 7.3     Other Financial Processes

Other financial processes of which the HR Officer is responsible for consist of HR statement, holiday accrual calculations for the Finance Unit usage, HR Unit's purchase invoice process and KELA and health insurance related reimbursement processes.

**A Statement of Human Resources**

In the beginning of each year, the HR Officer prepares a HR statement of previous year's figures. The HR statement is an annual report on an organization's personnel including for example the amount of the staff, amount of a person-years, personnel per unit and per cost center and the amount of different nationalities of employees. This information is calculated based on the reports which are taken from Personec W. [35]

**Holiday Accruals**

Annual leave intake by person must be followed and calculated by quartiles so that the employer can follow the intake as well as accrual of annual leave. The HR Officer follows holiday intake via EFIARMS time reporting system and drafts

---

[34] Instruction number 37. 'Finnish social costs for projects' and 38. 'ROs' social costs for projects'

[35] Instruction number 39. 'HR statement'

the calculation by each quartile. Finance Unit uses this calculation when preparing interim and final accounts. [36]

**Purchase Invoices**

Every invoice goes through an approval chain in purchase ledger before the payment. Invoices which are booked to HR cost center are checked by the HR Officer and approved by the Head of HR and Administration. In addition, the HR Officer revises some of the Regional Office's invoices such as the accountant office invoices and expatriate pension insurances. Health insurance related invoices are first sent to the HR Officer who goes through the invoice and divides the costs according to person. After this, the invoice goes through the normal approval process. Finance Unit is responsible for advising staff about the approval process.

**KELA and Health Insurance Compensations**

The HR Officer is responsible for applying KELA compensation for the employer in case that the employee is on sick-leave longer than 9 days. In addition, she takes care of the yearly KELA compensation application of OHC costs. Expatriate employee's health insurance compensation is the employee's own responsibility, but the HR Officer will liaise with the application process if needed. The HR Officer advices Finance Unit to book the compensations to correct cost center.[37]

# 8    Evaluation of Processes Based on Urgency and Importance

In addition to reviewing the process chains on a task level it is important to observe the processes based on how well and how fluently the current process is working as well as to evaluate the urgency and importance of each task. To

---

[36] Instruction number 40. 'Holiday intake'

[37] Instruction how to apply KELA compensations can be found from KELA's webpage https://www.kela.fi/hakeminen

improve the process chain, it is important to develop or simplify the work stages whenever it is possible.

In the following flow charts, the traffic light method has been used to describe the urgency and importance of each process or task. Red color indicates the highest level of urgency and green color indicates the least urgent process. However, the urgency is not fully equivalent to the importance of a certain process: most of the tasks are obligatory to be completed though there might be a bit wider time limit within which the task must be performed.

The tasks inside each process cluster are described in previous chapters. Following process charts include also the number of instruction(s) related to the task inside a certain process. Each instruction describes precisely how the task can be performed. Instructions are created, since the way how most of the tasks can be performed is strongly determined due to the limitations of the used system.

## 8.1 Evaluation of Payroll Related Processes and Tasks

Many of the tasks related to payroll processes can be categorized as one of the most important tasks of the HR Officer. Most of the processes and working methods are determined according to either external stakeholders' requirements or according to the systems internally used. Due to these limitations most of the processes cannot be modified or developed. However, the current processes work quite fluently. Payroll processes are described in Figure 6.

The accountant office, Tax Administration, salaries and payment and employee information related processes can be categorized as the red category processes. The most important liabilities of the employer are to ensure the monthly salary payment to its employees as well as to take care of the reporting of the paid wages to income register and pay withheld taxes and employer's share of social insurance contributions to the Tax Administration. Thus, the accountant offices take care of the tax and social security withholding from the foreign salaries and therefore the accountant office processes are highly important. In addition, it is a

necessity that the employee related information is correct and updated in the employee systems.
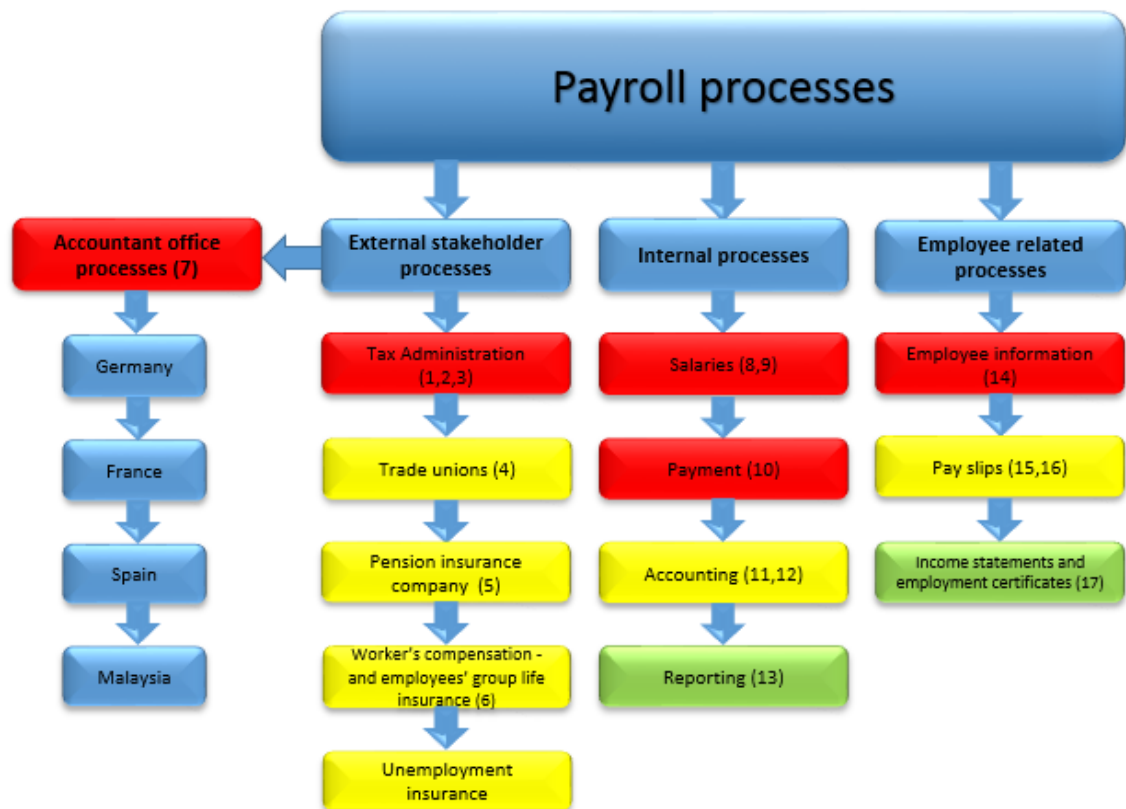


Figure 6. The urgency and importance order of payroll related processes. (Figure: Laura Lappalainen).

Yellow category processes and tasks are the processes related to other stakeholders, for example, insurance and pension companies. These processes are highly important but since the time range for reporting and for other needed actions is wider, the tasks in this category are marked in yellow. There is also a two-week deadline for accounting related tasks even though it is ideal to accomplish them right after the salaries. Employees are entitled to receive a pay slip of each payment. However, the slips can be sent later in case that sending them right after payment is not possible.

Green category processes and tasks consist of salary related reporting as well as the different type of statements related to an employment. In case the HR Officer is prevented from reporting the monthly salaries to management, it is possible to utilize the pay slips as well as the payment list as a source of

information. These documents are created automatically during the payroll process. Albeit the employer is obligated to provide a different type of statements concerning current and previous employments, these types of documents do not have to be delivered immediately but, nonetheless, as soon as possible.

## 8.2    Improvements and Improvement Ideas to Payroll Processes

Although most of the tasks and working methods related to the payroll processes must be performed in a certain way due to the external stakeholders' requirements and the systems internally used, there were some tasks which could be slightly improved. These tasks were 'creating the income statement to expatriate employee' and 'sending the pay slip to expatriate employee'.

In the past the income statements to expatriate employees were provided in a variable format. Since the salary system is in Finnish it is not possible to print out the income statement from the system in English. However, the needed information can be taken from the system manually. To make this process and the provided document unified the standard document form was created. The income related information from the salary system is now manually added to the new document base, printed, signed and delivered to the employee. The form is clear, unified, and simple to use and has been in use since June 2018.

The second improvement is related to expatriate employees' pay slips. Currently the pay slips are sent by email either monthly or by the employee's request. This is very slow and laborious method especially when the requests of pay slips usually arise at the end of the year or at the same time with interim or final accounts which are the busiest seasons in payroll. To improve the process, each expatriate employee should have their own individual HR folder in internal intranet where the pay slip could be added monthly by the HR Officer. This folder would also include other employment related documents, for example, employment contracts, terms of reference, and so on.

This way all important employment related documents could be found from the same place and they would be safely stored as well as always available for both the employee and the employer. However, to switch to use this method would require participation of the IT Unit which should create the folders and grant access to them. This is tentatively discussed with the Head of HR and Administration and IT Unit. Due to the internal reorganization within IT Unit, the needed resources for the new system have not been available so far, but it will be taken in use as soon as it is possible.

## 8.3 Evaluation of HR Management Related Processes and Tasks

Human resources management processes (Figure 7) are conceptually consist of a larger amount of individual processes and tasks than payroll related processes. For example, processes related to salary and time reporting system include several tasks concerning managing and the use of the systems. In addition to the other red category processes in this group are social security, expatriate accreditation and health insurance related processes.
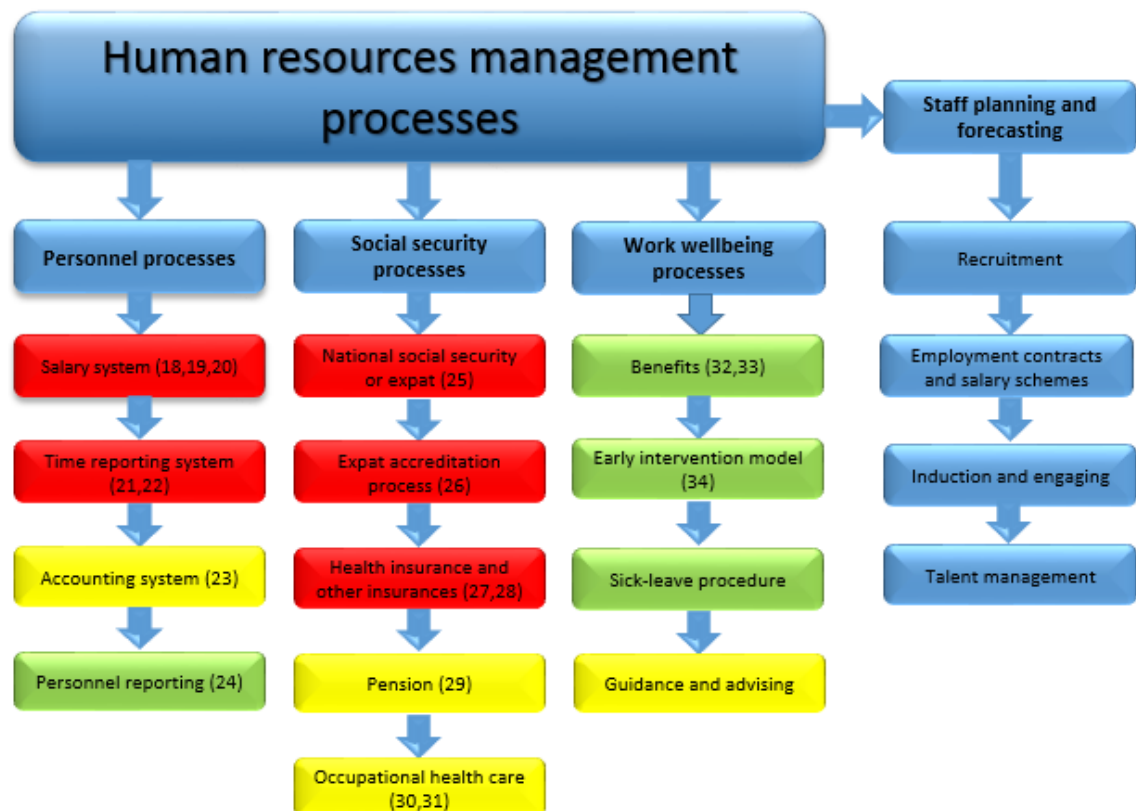
Figure 7. The urgency and importance order of HR management related processes. (Figure: Laura Lappalainen).

As mentioned earlier, salary and time reporting related processes include all needed actions for maintaining personnel information in the systems; adding new employees and users into the systems, changing and updating personal information, updating the systems etc. These actions ensure that the system runs correctly, every employee is active in the system, it is possible to report working hours and all information related to salaries is up to date. Actions concerning social security and health insurance as well as expatriate accreditation process must be taken care of as soon as the employment begins.

Yellow category processes in this process group are bookkeeping, pension, and occupational health care actions as well as guidance and advising of the staff and supervisors. These tasks and actions are important but not as urgent as the red category tasks. The time frame to perform these tasks is wider varying between a week up to a month.

Green category tasks consist of personnel reporting and work-wellbeing processes. Since the work-wellbeing plans and actions are drafted for a several years at once, maintaining them requires mainly systematic monitoring on a monthly level. As mentioned earlier, personnel reporting is not an urgent task and can, in certain cases be replaced by the reports created during monthly payroll.

Urgency and importance order of staff planning and forecasting processes are not evaluated in this context since they are not the HR Officer's primarily tasks. The HR Officer only supports the Head of HR and Administration in these processes.

## 8.4 Improvements and Improvement Ideas to HR Management Processes

As most of the processes inside the organization, HR management processes are strongly related to the systems in use and to the obligations placed by the

external stakeholders and authorities. However, by improving the usability of the systems in use as well as the security of the data related to personal information and payroll, it is possible to save time and ensure that all necessary information is safe in any case.

Currently the payroll system in use is a standalone software. However, the cloud service version is already available. By using cloud service, the service provider is responsible for keeping the software updated as well as ensure the secure data storing. The HR Officer is the main user of the payroll system and thus responsible for the above-mentioned actions. Using cloud service software, the system provider would take care of all these actions.

In addition, another remarkable benefit of using cloud service software is that the payroll data is stored and secured by the service provider and is not on customer's server or hard drive. Shifting to the cloud service software has been discussed with the Head of HR and Administration and the system provider and will be taken in use during the year 2019.

## 8.5    Evaluation of Finance Related Processes

All financial processes are presented in Figure 8. The most important finance related processes in HR Unit consist of final and interim accounts preparations tasks, as well as social security cost computations for projects, and data preparation for audits and project audits. To make sure that all staff costs are correctly booked to the projects, the personnel costs need to be updated and calculated monthly. It is also important to prepare for audits by collecting all the needed material in advance and act as a contact person of HR Unit during the audit.

Yellow category tasks are all related to basic bookkeeping actions. These tasks must be performed with great precision but the time frame for the actions is wider. HR statement, holiday accruals and social security costs by countries are highly

important to be performed in time, but since the deadlines for these computations are known well in advance, there are several weeks to prepare them.
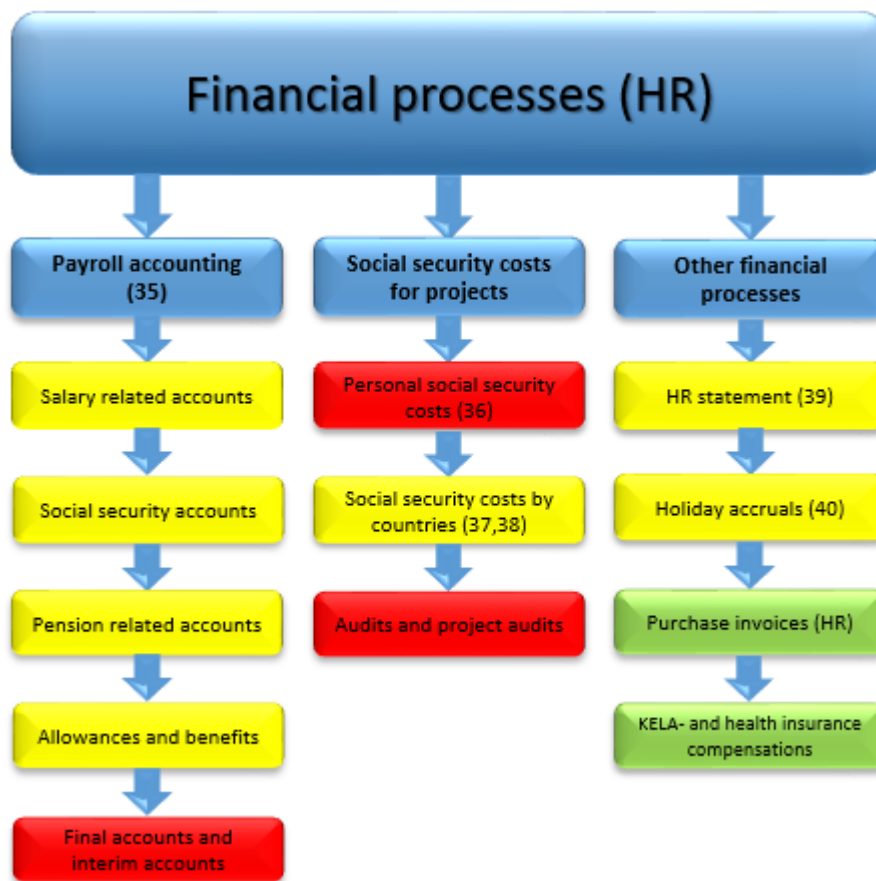


Figure 8. Urgency and importance order of the finance related processes. (Figure: Laura Lappalainen)

HR unit's purchase invoice reviews can be substituted by Finance Unit in case that the HR Officer is prevented to do so. KELA and health insurance reimbursement applications can be drafted during two months from the day the sickness has started. For these reasons, these processes are categorized by green color.

## 8.6    Improvements and Improvement Ideas to Financial Processes

Finance related processes are strongly determined by Finnish accounting act, accounting principles and the system in use. This means that the processes are difficult to change especially without changing the currently used bookkeeping

software. Nonetheless, some improvements can be made by reorganizing tasks between Finance and HR Unit.

HR Officer prepares holiday accruals calculation for the interim accounts quarterly. This calculation is, however, only for Finance Unit's internal use and can be as well made by Finance Team. Since there are significantly more human capacity and resources in Finance Unit than in the HR Unit, this could be a good way to decrease the HR Unit's work load. This has been tentatively discussed inside the HR Unit.

## 8.7    Regularly Recurring Tasks on an Annual Basis

As previously described, each process cluster consists of tasks related either to payroll, HR management or finance. Most of these tasks are not affiliated with time and cannot be done in advance, albeit they are usually known in advance. Though, there are plenty of tasks which are recurring either monthly, quarterly or yearly. These tasks form the frames for HR work and are presented in annual planning cycle in Figure 9.
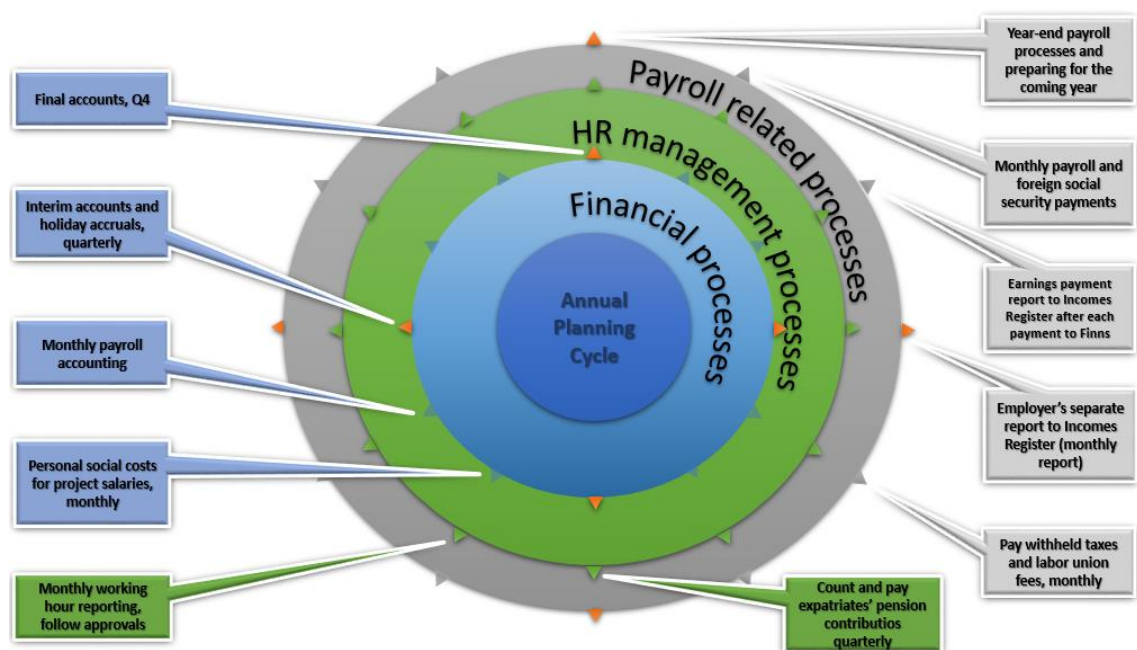


Figure 9. Annual planning cycle of HR tasks. (Figure: Laura Lappalainen).

As can be seen in Figure 9, the recurring tasks are typically related to either payroll or accounting. Nonetheless, the amount of yearly reporting to Finnish authorities has decreased after the national income register was brought into use. Tasks related to HR management processes form the largest task group. These tasks, however, vary according to the different life situations within the staff as well as according to the changes in employments, for example, starting and ending employments, changes in salaries, maternity and paternity leaves, long-term sick-leaves and so on. Thus, these tasks cannot be marked in the calendar in advance.

To get a full picture of the HR Officers tasks on monthly and yearly basis, the tasks have been reported for a one full year, from April 2018 until March 2019. These monthly reports can be found as appendices number 1-12 and they include detailed description of the tasks performed during the reporting period.

# 9    Results

As introduced in a chapter 4.2. this development task consisted of two partially overlapping stages of which the first was clarifying the HR Officer's role and tasks and develop role related work processes. Role description of HR Officer's role was created as a result of that stage. In HR Officer's role description, all tasks and processes, as well as instructions for certain tasks, are described as they are after the developing process. Final version of the role description system was created after the first stage.

## 9.1    Developments to HR Officer Tasks and Processes

The HR Officer's work tasks were first introduced, and internal and external stakeholders were explained. Individual tasks were divided in process chains, which were payroll processes, HR processes and finance related processes. As a result of the development of these processes, there were a few improvement

ideas of which some have already been implemented during this one-year thesis project.

**Payroll Processes – Improvements**

Income statement draft for expatriate employees was created and it has been in use since June 2018. An idea of pay slip archive for each staff member was born during the development process but it has not yet implemented, planning is currently ongoing.

**Human Resources Processes**

Introduction of cloud version of the current payroll system/software was implemented during December 2018. In addition, during this process also new reporting system (cloud version) was taken into use in January 2019. The HR Officer together with the IT Unit was responsible for the implementation process.

**Financial Processes**

There were no actual improvement ideas to financial processes since performing tasks depend of currently used systems. All decisions related to these systems belong to the Finance Unit. However, reorganizing tasks could be one possibility to decrease HR Officer's work load. This has been tentatively discussed with the Head of HR and Administration and the process is ongoing.

**HR Officer's Role**

All role-related processes were also evaluated based on urgency and importance. The results of this evaluation are used in the role description of the HR Officer's role; traffic light method expresses the order between tasks. All task and process related instructions were reviewed and updated. Missing instructions were created. The instructions were numbered, and the numbers were added into the HR Officer's role description. Instructions are archived in HR Unit's electronical archive [38]. List of the instructions can be found as an attachment Appendix 15. An individual example of instruction can be found as an attachment Appendix 16.

---

[38] Intranet/HR confidential/Instructions to HR Officer's tasks

## 9.2    Role Description of HR Officer's Role

The role description system was tested in practice for the first time when the description of the HR Officer's role was created in December 2018. The role description document was created by Excel system and it consists of three stages/tabs. Each tab is named according to a certain phase of the drafting process. The process starts from the instruction tab and in an ideal situation, the supervisor and the employee have a discussion before they fill in their shares of the document and either the supervisor or both together draft the actual role description based on the answers of both parties. This discussion can be included in the employee's yearly development discussion.

The process was fluent and according to the feedback given by Andrew Male, the instructions were easy to follow. The created role description of the HR Officer's role includes a depiction of the current role holder; her previous experience and education background and it also includes the expected skills and features for the role holder.[39] Educational needs are also viewed and listed. After all, the most important content of role description is a description of the main tasks and responsibilities and the information from where the instructions for these tasks can be found.

## 9.3    Role Description Draft and Instruction

The final version of the role description draft can be found as an appendix (Appendix 14). The content is mainly the same than in the above introduced role description of HR Officer's role. Still, one slight change was made to the final version; it includes a section in which the annual, monthly and weekly recurring tasks are defined. In this section, the tasks can be listed by name or by instruction number. Sorting the recurring tasks according their frequency gives to supervisor a better understanding of the time usage of the employee. Furthermore, it helps

---

[39] Role description of HR Officer's role can be found as an appendix (Appendix 13.).

in substitutional arrangements, induction process and work planning. An idea to this arose from the annual planning cycle, drafted based on the monthly reports of the HR Officer's work.

Since it is not possible to carry out as wide development process for each role, as it was done for the HR Officer's role, the content of role description had to be as comprehensive as possible. Thus, the creating process was decided to be three-staged, starting from the employee's section. The employee first fills in his personal information such as name, employee number, previous experience, and education. Employee also gives a short description of his own role from his own perspective and names the software he uses in his daily work.

The employee describes his tasks and evaluates them according to their urgency and importance. He also adds the number of instruction if the task must be performed in a certain way due to, for example, the software in use. This stage forces a person to review one's work analytically and helps to give an order to the tasks. In addition, the employee describes development areas related to the role as well to one's performance shortly.

The supervisor reads through the employee's answers and answers the questions set to him. The supervisor reviews expected previous experience as well expected competence and favorable features. He also names the main tasks and objectives for the employee from his perspective and sets the key objectives for the role holder.

The final stage can be performed either together with the employee or solely by the supervisor. The actual role description will consist of both the employee's and the employer's answers. In ideal situation, answers of both parties are reviewed together and further actions such as training needs, changes in role etc. are discussed at the same time. Finally, the role description will be assigned to the HR Unit and a copy of it as a paper or electronical version, will be handed over to the employee.

## 9.4    Archiving and Maintaining

The role descriptions will be archived in the HR Unit's One Drive cloud archives with other employee related documents such as employment contracts. Only the Head of HR and the HR Officer have access to these archives. Role descriptions can be updated either yearly during the personal development discussion or when needed, but always in case the role holder changes or the personal responsibilities of the current role holder changes. According to GDPR regulations, old files must be destroyed.

# 10  Implementation Process

The idea of developing a role description system was born in autumn 2017. At that time, the author had worked two years at EFI and felt that she had enough experience and vision about how to develop her own work as well as work organization generally within the organization. The idea gained strength after receiving the results of the work wellbeing assessment which was implemented in March 2018. The role description system is assumed to be an answer or aid to one of the main concerns of the staff: poor work organization. The role description system is a tool for both, for the employer as well as for the employee to organize work tasks and improve time management and effectiveness.

Creating role description of the employee's tasks and performance demands cooperation from both parties and it hence improves the supervisor's understanding about the skills and competence required for each position. It, furthermore, improves the employee's understanding about his own time management, effectiveness and moreover, about his own skills and know-how. In addition to previously mentioned, role description process gives the employee an opportunity to participate in the development process of his own work as well as express his opinions.

The idea to develop a role description system was introduced to the Head of Human Resources and Administration, Mr. Andrew Male, in early 2018 and it was decided to be performed as a master's thesis of the HR Officer. During the discussions between the author and Mr. Male, it was decided that it is important that the role description includes not only the most important tasks and responsibilities of the employee but also the instructions of how the tasks can be performed. It was also decided that the important objectives and targets for the role holder would be good to be included.

Each role requires different characters and know-how from the role owner, and it is hence important to view the personal features expected as well as the needed experience and education. When contemplating and setting targets for the personal performance, faculties of the role owner display an equal share with the previous experience and education. It was decided that the description of the expected faculties and character are included in the role description.

The second important object of this thesis was to develop the author's role. It was decided that the role description would be first drafted of her role and for that each task had to be specified and described. During that process, the focus was planned to be on the content and fluency of each task and process, and the processes would be evaluated based on the urgency and importance. All development ideas would be written up and tested in practice if possible.

Before the writing process started, the author discussed with a few people from different units to get support for the idea. She discussed with the Project Controller and Business Controller from EFI's Finance Unit. The Finance Unit was chosen since the tasks inside the unit are in many respects comparable to the HR Unit tasks. Both agreed that this type of approach to role and unit level tasks and responsibilities sounded great and would be very useful when planning implementation of new person as well as when organizing work inside the unit.

The writing process started on this basis. The first layout plan of the thesis and development task was approved by the tutoring teacher Mr. Jyri Roihuvuo in February 2018. After the approval, the author started to write down her tasks on

monthly level. The topic of the thesis and the development task was introduced in the thesis seminar in Karelia University of Applied Sciences on 24<sup>th</sup> May 2018 and it got a lot of positive feedback. Most of the seminar's participants recognized a need for that type of role description in many organizations and companies, especially since it includes description of obligations and tasks and can thus help substitution and implementation arrangements as well as organizing one's work.

The seminar gave several new ideas for this thesis project and it also helped to delimit the theory behind the topic of the thesis. The tutoring teacher Mr. Jyri Roihuvuo proposed that it would be a good idea to create a so-called year clock based on the monthly reports of the author's work. This clock would give an easily understandable picture of the obligations and actions to be performed during the year. It was agreed that the first meeting related to the writing process would be held on June 1<sup>st</sup> at EFI.

After the seminar the author was able the start the actual writing process. She decided to start from the theory base for the topic. As an implementer of this development task, the author felt that it was important first to get familiar with the topic on theory level and learn how to accomplish the development task so, that it would be possible to create a role description of her own work and applicable role description system for the whole organization as a result. In the theory part of this thesis the author decided to consider human resources management and performance management. The reason for this decision will be considered in the conclusion paragraph.

In the first meeting the author introduced the paragraphs so far written. At that phase, she had written some chapters about the theory base and it was good to get a confirmation that the delimitation of the theoretical background was suitable for the topic. Summer and holiday season somewhat slowed down the writing process. On 14<sup>th</sup> August the author had a second meeting with Mr. Roihuvuo who approved the author's theoretical approach of the topic. However, he reminded to add arguments about why the certain theories were chosen to be considered as well as add more text about the author's view of the topic.

This was a good advice. Mr, Roihuvuo also mentioned that it would be good to make the monthly reports about the author's work a bit more personal and open the subscribed situations more. That was the author's original thought as well, but during the writing process it came to realization that since the tasks are strongly related to personnel and individuals, it didn't feel comfortable to write more specific about the daily situations. This however took a big part of the usefulness of the reports.

After finishing the theory base the author started to describe her work, first on task level and later expanding to process level descriptions. Since every task is a part of a larger group of tasks, forming different type of processes, the tasks were grouped under either payroll, human resources management or finance related processes. This phase was the most helpful regarding to organizing author's work.

The evaluation of the processes consisting of the author's tasks, was an educational experience. Everyone should go through his work tasks and give them an urgency or importance order. When having a busy and hectic day it helps a lot when keeping this order in mind. It feels much more comfortable to postpone things when you are perfectly aware of the order in which they should be dealt with. To describe this order, the traffic light method was decided to be used since traffic lights are the same everywhere and are therefore easy to understand and particularly suitable for international organization.

The third meeting was a Skype meeting on 16th October. In this meeting the author was able to introduce the chapters related to process level descriptions and evaluations. The author had presented the process level descriptions to Mr. Male a few days earlier and got his approval for her view of how to open the processes. She got good comments and arguments from Mr. Roihuvuo again. He exhorted to consider also the objectives for the HR work and how the HR Officer's tasks carry out these objectives.

After the third meeting the author concentrated on writing about the objectives as well as about the writing process so far. Writing process had proceeded extremely

slowly in recent months due to the pressure at work. The reason for slow progress was that every company in Finland is obligated to report paid salaries to national incomes register from 1st January 2019 onwards, and it forced EFI to make several changes to the currently used systems. A totally new reporting system Aditro VIRA was taken in use and the currently used salary system was changed to cloud service already during 2018.

Even though the IT Team provided a great support and took care of the main technical issues, this still increased the author's work load significantly. On Wednesday 14th November she participated a training which was meant for international organizations and was held in the Ministry for Foreign Affairs of Finland in Helsinki, to find out the reporting responsibilities concerning the salaries paid to foreign employees. This training was extremely good. In addition, on Wednesday 21st November she participated a training organized by Aditro. The training dealt with combining the salary codes currently used in EFI's salary system with the national incomes register salary codes, so that the information to be reported to the register is in correct and understandable form.

The 4th meeting with Mr. Roihuvuo was held via Skype on 23rd November. In this meeting the author and Mr. Roihuvuo went through the so far written thesis which had not proceeded as fast as the author was hoped and expected, due to the reasons earlier mentioned. In this phase the author managed to define the objectives for the HR work, write about the implementation process so far and finalize and slightly improve the chapters related to process descriptions and instructions. Adding instruction numbers into the process charts made them somewhat clearer and easier to read. The author had also started the actual role description document in Excel, but it was not considered in this meeting.

It was agreed that the next step is that the author concentrate on finalizing the role description document so that the role description of her role can be created. Creating the role description first of the author's role, gives her understanding about the fluency and functionality of the process and if any improvement needs arise, they can be done before the final version.

At the same time, the author was busy at her work. As mentioned earlier, it was decided to take into action the development idea earlier described (chapter 8.2.1) and start to use cloud service version of our current salary software. This change was implemented in two phases: test version of the system was taken into action on 28th November and the final version was taken into action on 5th December. the author tested the system several times during the process, before getting the final version in use. Luckily everything went fluently, and the system worked perfectly. However, this took a lot of her time since there were several meetings with the IT Unit and the system provider.

Despite of the rush the author managed to finalize the role description document using Excel system. As planned before, the system was meant to be tested by creating a role description of her own role. The author filled in the employee's share of the form and asked Mr. Male to complete the supervisor's share of it. Mr. Male also took care of combining the answers and drafted the final role description. The document instructs with comments in every phase of the process and according Mr. Male, filling the form was easy.

After this, the author finalized the role description form. The content of the form remained mainly the same, except one modification. In January, she created an annual planning cycle of the HR Officer's work, based on the monthly reports. Reporting requirements to Finnish authorities changed from January 2019 onwards, and when the author had reported January's salaries and employer's share of social security contribution to the incomes register for the first time, she was able to finalize the annual planning cycle. At this point, the author realized that it would be a good to include this annual planning idea into the role description as well, and for that reason she added the idea slightly modified into the role description form.

The last Skype-meeting with Mr. Roihuvuo was on 23rd January. In this meeting the author and Mr. Roihuvuo went through the thesis so far written as well as the final version of the role description. In this meeting, it was agreed that the author can finalize the thesis. In February she took one week of annual leave to finalize the writing process.

# 11  Conclusions

According to Gawande (2011, 35-36) especially in a complex working environment, people can be inclined to forget things and their attention is usually decreased. Gawande says that this is due to stress and hecticness, as well as people's tendency to skip certain tasks or steps, even though they remember them. This is often due to prioritization, when one is under strain and pressure. One way to protect against failures is to make the steps and work phases explicit. According to Gawande a simple checklist can be extremely beneficiary.

Information within organizations is always either explicit, or tacit (Viitala 2015, 176). One of the basic principles of all work-related development processes, is to transfer the implicit information to explicit, since only visible information can be exploited. The big question is, how this can be done. At the heart of the solution is communication. As we can learn from the human history, development is built on communication and when communication develops, every single element around it develops as well.

The theme of this development task can be considered as writing the invisible information into a visible form. When the contemplating of the implementation of this mission started, one of the main concerns was, how all the tacit information related to author's role can be transferred into a visible form. Another concern was how it would be possible to create a system, which helps in this same transformation process related to the information which is hidden elsewhere within the organization.

Let us revert back to what Gawande states in the first paragraph about making steps and phases explicit. The first issue is to really know the steps oneself. The one can be quite confident that he himself, as well as everyone else are the best experts of one's own work. However, being aware of one's own work tasks, and how they should be performed, might make a person a good employee. Nonetheless, making things mechanically does not make one to understand the

full picture. A person can be a true expert only, when being aware of how to lead himself.

As the literature advices, development projects should begin by listing own work tasks, and this is what was done, but it did not stop there. The listing of work tasks started from an angle why something should be done. It was defined, why some single task must be performed, what is the internal or external stakeholder who requires it to be carried out. In this context, it was also clarified where the task is based on and what defines it, for example, taking a pension insurance to an employee is based on labor legislation, as well as the share of employee's contribution.

As Juuti and Vuorela (2015, 81.) advice, fragmented work can be unified by combining single tasks into the work-packages. From task-specific thinking, the author changed over to process thinking. The principle idea, during the whole development process was to induct the reader of this thesis into her work tasks and work environment. At the same time, she tried to lead herself, as well as to learn from herself.

Drucker (2008, 209) says that effective self-development proceeds on two parallel routes. One is development - it is necessary to improve performance and do better the things, which have been done well already in the past. The other is change – doing something new. Changes must be done when one already succeeds, not when it is too late. Juuti and Vuorela (2015, 81) also continue by saying that there is nothing as rewarding as to be able to self-realization in one's own work and to self-monitor the outcome of one's work.

To give advice to others, one should learn to advise oneself. Then you really know, if your advices are worth of anything. It describes well what was learnt from this process. The author's own work development process formed a logical path to role description development process.

From the employee's point of view, to be able to organize one's work tasks, you must be fully aware of what they are and know perfectly, how the processes work.

From the HR's point of view, to be able to plan and develop organization's knowledge and competence, and to contemplate future recruiting and induction needs, the HR unit must be aware of what type of knowledge the organization already has and what are the future needs. These two perspectives were kept in mind during the process.

The role description system developed as an outcome of this thesis project is aimed to serve both parties. The idea was to utilize the author's role development process and simplify it to a such level that it would fit into the role description process of every employee. Not only a person must name his tasks, he also needs to go through a short evaluation process and review his tasks analytically. Role description can thus be seen as a tool of work organization and work development.

As Rantanen and Sareskorpi (2005, 19) say, work evaluation projects can have several purposes, but development of tasks and processes is usually the main objective. Common to all methods is that they require a participation and open discussion between the employee, supervisor and the HR unit. The employee is not the only beneficiary of the work evaluation process, even though it serves an excellent tool for organizing one's own work. The results of work evaluation or assessment process form a wide data bank of the personnel's competence and knowledge and of the level of the organization's competence.

Working life is hectic not only to employees but to companies and organizations as well. Employees are expected to be self-directed and typically everyone is busy. In a hurry, communication is the one which ceases first. Role description requires communication and it stimulates discussion, not only between the employee and the supervisor but also between the whole team. Role descriptions of each team member's role forms an archive of the tacit information inside the team which would not otherwise be said aloud.

This is where the development project ends. It is certain that the role description system will develop in future according EFI's needs. Need for this type of system strongly exists and through this project it was realized that having this type of

system is more necessary than was expected at the beginning of this project. The proposal for further actions is to create the role descriptions of each role inside Finance, Administration, IT and Communications unit. Information collected via these role descriptions form an archive of intellectual capital tied to administrational roles and give enough experience of the drafting process so that it can be modified to fit researcher type of work and roles.

This one-year development process, including both two development tasks, was challenging and interesting. This was really educational project it has taught more than any singular project so far. The best of all is that the project was enjoyable and growth the author in her own role. As Drucker (2008, 209) says, developing strengths does not mean ignoring weaknesses, vice versa, weaknesses can only be defeated by developing strengths. This is something the author strongly agrees with.

The author wants to thank her tutorial teacher Mr. Jyri Roihuvuo for all his efforts and great advices, her supervisor Mr. Andrew Male for his support during the process and for the opportunity to implement this development project as a part of this thesis and English teacher Ms. Liisa Sandvall for her guidance and great help.

Once more it is time to return to Gawande and his checklist in the first paragraph; the author can finally put a tick into a done box in her own checklist.

# Sources

Aaltonen, T., Luoma, M. & Rautiainen, R. 2004. Vastuullinen johtaminen. Inhimillistä tuloksentekoa. Juva: WS Bookwell Oy.

Aho, S. & Ilola, H. 1990. Henkilökierto tehtävänvaihto – työelämän kehittämiskeinona. Oulu: Pohjois-Suomen Tutkimuslaitos.

American Psychologist. January 2000. Self-determination theory and the facilitation of intrinsic motivation, social development and wellbeing. https://selfdeterminationtheory.org/SDT/documents/2000_RyanDeci_SDT.pdf.Luettu 20.8.2018

Anttila, P. 2007. Realistinen Evaluaatio ja tuloksellinen kehittämistyö. Hamina: Akatiimi Oy.

Armstrong, M. 2008. How to Manage People. Kogan Page Limited: London and Philadelphia.

BBC News. 2013. Abraham Maslow and the pyramid that beguiled business. https://www.bbc.com/news/magazine-23902918 Luettu 13.2.2019

Drucker, P. 2008. Voittoa tavoittelemattoman organisaation johtaminen. Hämeenlinna: Karisto Oy.

Eläketurvakeskus. 2018. https://www.etk.fi/en/pension-services/insurance-while-working-abroad/social-security-contributions-in-finland/ Luettu 20.9.2018.

European Commission. 2002. New Forms of Work Organisation: The Obstacles to Wider Diffusion. http://adapt.it/adapt-indice-a-z/wp-content/uploads/2013/09/Commissione_Work.organisation_2002_en.pdf. Luettu 19.8.2018

European Forest Institute. 2019. Home.EFI.int. https://www.efi.int/ 14.2.2019

European Forest Institute. 2018. Työhyvinvointitutkimus. Eläkeyhtiö Ilmarinen. 20.4.2018

Eräsaari, R., Lindqvist, T., Mäntysaari, M. & Rajavaara, M. 1999. Arviointi ja Asiantuntijuus. Helsinki: Gaudeamus.

Gawande, A. 2011.The checklist manifesto. How to get things right. Croydon: CPI Group (UK) Ltd.

Harward Business Review. 2017. A survey of 19 countries shows how generations X, Y, and Z are – and aren't different. https://hbr.org/2017/08/a-

survey-of-19-countries-shows-how-generations-x-y-and-z-are-and-ar-
ent-different. Luettu 4.8.2018.

Helsilä, M. 2002. Käytännön henkilöstötyö. Tampere: Kustannusosakeyhtiö
Tammi.

Hofstede, G., Hofstede, G.J., & Minkov, M. 2010. Cultures and organisations.
intercultural cooperation and its importance for survival.
http://testrain.info/download/Software%20of%20mind.pdf. Luettu
20.8.2018.

Hofstede-insights. 2018. The key to culture. https://www.hofstede-in-
sights.com/home/the-key-to-culture/. Luettu 20.8.2018

Honkanen, H. 2005. Henkilöarviointi työelämässä. Helsinki: Edita Publishing Oy.

Honkanen, H. & Nyman, K. 2001. Hyvän henkilöarvioinnin käsikirja. Helsinki: Psy-
kologien kustannus Oy

Juuti, P. & Vuorela, A. 2015. Johtaminen ja työyhteisön hyvinvointi. Juva: Book-
well Oy.

Kauhanen, J. 2006. Henkilöstövoimavarojen johtaminen. Helsinki: WSOY Oppi-
materiaalit Oy.

Kesti, M. 2014.Henkilöstövoimavarat tuottaviksi. Turenki: Finanssi- ja vakuutus-
kustannus Oy.

Kesti, M. 2005. Hiljaiset signaalit – Avain organisaation kehittämiseen. Tallinna:
Edita Publishing Oy.

Ministry for Foreign Affairs of Finland. 2019. https://um.fi/diplomatic-privileges-
and-immunities-in-finland Luettu 13.1.2019.

Rantanen, L. & Sareskorpi L. 2005. Arvioinnin aika. Helsinki: Yliopistopaino.

SAK. 2018. Join a Union. https://www.sak.fi/en/trade-unions/join-union Luettu
20.9.2018.

Santalainen, T. 2006. Strateginen ajattelu. Jyväskylä: Talentum Media Oy.

Siltala, J. 2004. Työelämän huonontumisen lyhyt historia. Keuruu: Otavan Kirja-
paino Oy.

Suurnäkki, T. 2002. Henkilöstövoimavarojen analysointi, seuranta, ja kehittämi-
nen. Asiantuntijat kertovat. Helsinki: Työturvallisuuskeskus

Sydänmaanlakka, P. 2009. Jatkuva uudistuminen: luovuuden ja innovatiivisuu-
den johtaminen. Hämeenlinna: Talentum Media Oy

Sydänmaanlakka, P. 2012. Älykäs johtaminen 7.0. Miten kasvaa viisaaksi johtajaksi? Helsinki: Talentum

Tuomi, L. & Sumkin, T. 2012. Osaamisen ja työn johtaminen. Helsinki: Sanoma Pro Oy

Työllisyysrahasto.2019. https://www.tyollisyysrahasto.fi/en/Unemploymentinsurancecontribution/paying-unemployment-insurance-contributions/#paymentpercentages Luettu 12.2.2019.

Työllisyysrahasto.2019. https://www.tyollisyysrahasto.fi/en/Unemploymentinsurancecontribution/ Luettu 12.2.2019.

Ulrich, D. 2007. Henkilöstöjohtamisella huipulle. Talentum Media Oy: Helsinki.

Verohallinto. 2018. Employer's contributions to be reported and paid to the Tax Administration. https://www.vero.fi/en/businesses-and-corporations/about-corporate-taxes/being_an_employer/employers_contributions_to_be_reported_ Luettu 20.9.2018.

Verohallinto. 2019. https://www.vero.fi/en/incomes-register/companies-and-organisations/employers/earnings-payment-data/ Luettu 13.1.2019

Viitala, R. 2015. Henkilöstöjohtaminen. Helsinki: Edita Publishing Oy.

Yle-uutiset. 2018. Inka Meron kolumni: Herätys kaikki pomot – uusi sukupolvi on jo täällä. https://yle.fi/uutiset/3-10254514 Luettu 30.7.2018

Österberg, M. 2014. Henkilöstöasiantuntijan käsikirja. Viro: Helsingin seudun kauppakamari

**Palkkahallintoon liittyvät tehtävät**
- Maaliskuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Maaliskuun kausiverojen maksaminen
- Vuosikorotus 2018; korotukseen oikeutettujen henkilöiden tarkistaminen ja korotuksen syöttäminen palkkaohjelmaan
- Korotusten ilmoittaminen expatriaattien vakuutus- ja eläkeyhtiöille
- Ulkomaisten tilitoimistojen konsultointi huhtikuun palkkoja varten (muutokset työsuhteissa sekä palkankorotukset), sekä oman tulevan loman ilmoittaminen tilitoimistoille
- Kaksi päättyvää työsuhdetta suomalaisessa järjestelmässä. Lopputilien laskeminen (pitämättömien lomien korvaaminen), sekä lopettavien henkilöiden ohjeistaminen
- Sijaisjärjestelyt työaikaraportointiohjelmaan tulevan loman ajaksi. Talousjohtaja sijaistaa.
- Barcelonan toimistolla Espanjan sosiaaliturvaan kuuluva henkilö jää palkattomalle vapaalle. Tarvittavat dokumenttien toimittaminen tilitoimistolle.
- Espanjan sosiaaliturvaan kuuluvalle henkilölle maksettiin kerääntynyt flex-saldo huhtikuun palkassa/korvauksen määrän laskeminen ja tilitoimiston ohjeistaminen
- Malesian expatriaattien tulojen ja eläkevakuutusotteiden lähettäminen paikalliselle veroagentuuritoimistolle
- Huhtikuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen.

**Henkilöstöhallintoon liittyvät tehtävät**
- Maaliskuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden tuntien tarkistaminen, sekä hyväksyttyjen tuntien lukitseminen.
- Bonnin toimistolla aloitti kolme uutta harjoittelijaa. Henkilötietojen ilmoittaminen Saksan tilitoimistolle, jotta henkilöt saatiin lisättyä tilitoimiston järjestelmään, sekä vakuutus- ja sairaskassajärjestelyt saatiin käyntiin.
- Harjoittelijoiden lisääminen EFI:n omiin järjestelmiin; palkka-, työaikaraportointi-, ja kirjanpito-ohjelma.
- Päättyvät työsuhteet suomalaisessa järjestelmässä; Terveysturvavakuutuksen päätös ja ilmoitus eläkevakuutusyhtiölle
- Henkilöstön huhtikuun työaikaraportoinnista muistuttaminen
- Maaliskuussa toteutetun hyvinvointikyselyn tulosten läpikäynti yhdessä Ilmarisen asiantuntijan kanssa
- Joensuun konttorilla tammikuussa aloittaneen expatriaatin akreditointiasiat yhdessä ulkoministeriön kanssa
- Joensuusta Barcelonaan siirtyvän expatriaatin akreditointiasiat Espanjassa yhdessä Barcelonan Office Managerin kanssa
- Esimiesten ohjeistaminen ja neuvonta vuosilomiin, sekä henkilöstöhallintoon liittyvissä kysymyksissä
- Yhteydenotto TE-keskukseen palkkatukeen liittyvässä kysymyksessä
- MDTF projektille Q1 jakson aikana tehtyjen tuntien raportointi projektipäällikölle
- Henkilöstölle toteutettuun Firstbeat hyvinvointimittaukseen liittyviin kysymyksiin vastaaminen, henkilöstön ohjeistaminen ja neuvonta

- Henkilöstön ohjeistaminen ja neuvonta työterveyshuoltoon, ergonomiaan ja työnäkölaseihin liittyvissä kysymyksissä
- Henkilöstörekisterien selvitysten viimeistely GDPR tietosuoja-asetuksen muutosta varten
- Tapaaminen paikallisen, työhyvinvointipalveluja järjestävän yrityksen edustajan kanssa
- Tapaaminen suomalaisen henkilöstön vakuutusyhtiön edustajan kanssa


**Taloushallintoon liittyvät tehtävät**
- Maaliskuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Maaliskuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta
- Lomapalkkavelkojen laskeminen yksiköittäin välitilinpäätöstä varten (kausi 1.1.-31.3.2018)
- Expatriaattien eläkevakuutustilien täsmäyttäminen välitilinpäätökseen
- HR -kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Expatriaattien sairasvakuutuksen Q1 ja Q2 laskujen jakaminen henkilöittäin ja kustannuspaikoittain
- Netriskwork –projektin toisen raportointikauden palkka- ja sosiaalikustannusten ilmoittaminen/suomalaisen- ja saksalaisen sosiaalimaksujärjestelmän toiminnan selvittäminen projektirahoittajalle
- Työkorvauksen verotukseen liittyvä neuvonta projektin työsuunnittelua varten
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Firstbeat -mittauksen laskuttaminen eläkeyhtiöltä
- Työterveyshuollon vuoden 2017 kustannusten laskeminen, sekä KELA korvaushakemuksen valmistelu
- Bordeauxin toimiston Administration Officerin neuvonta projektin henkilöstökuluihin liittyvissä kysymyksissä

Vuosilomalla 30.4 – 8.5.2018.


## Palkkahallintoon liittyvät tehtävät

- Huhtikuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Huhtikuun kausiverojen maksaminen
- Ulkomaisten tilitoimistojen konsultointi toukokuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Expatriaattien palkanmuutosten ilmoittaminen vakuutusyhtiöille
- In-house konsultin palkkion maksaminen sopimuksen mukaisesti
- Huhtikuun palkkaraportti henkilöstöjohtajalle
- Palkkatodistuksen laatiminen kahdelle henkilölle
- Toukokuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen


## Henkilöstöhallintoon liittyvät tehtävät

- Huhtikuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Uuden expatriaatin (Barcelonan toimisto) lisääminen EFI:n omiin järjestelmiin; palkka-, työaikaraportointi-, ja kirjanpito-ohjelma.
- Suomalaiseen sosiaaliturvajärjestelmään kuuluva henkilö aloittaa kesäkuussa; henkilön lisääminen järjestelmiin ja vakuutuksiin
- Toukokuun työaikaraportoinnista muistuttaminen
- Vuosittainen henkilölista Suomessa työskentelevistä henkilöistä ulkoministeriölle
- Esimiesten ohjeistaminen ja neuvonta vuosilomiin sekä henkilöstöhallintoon liittyvissä kysymyksissä
- Yhteydenotto Kelaan sairaspäivärahan maksuperusteisiin liittyvässä tilanteessa ja työntekijän ohjeistaminen
- Henkilöstön ohjeistaminen ja neuvonta työterveyshuoltoon liittyvissä kysymyksissä
- Puhelinpalaveri vakuutusasiamiehen kanssa
- Palaveri työterveyshuollon yhteyshenkilön kanssa ja työterveyshuollon ohjeistaminen vakuutusasioissa
- Vierailu Kuopion Pohjola vakuutusyhtiön Oma Sairaalassa yhdessä vakuutusyhtiön edustajan ja henkilöstöjohtajan kanssa

**Taloushallintoon liittyvät tehtävät**

- Huhtikuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Huhtikuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Saksan sairaskassan hyvityksen kohdistaminen ja kirjaaminen kirjanpidossa
- EFI:n tutkijoiden yliopistolla pitämien luentojen laskuttaminen

Vuosilomalla 11.6 – 17.6.2018

## Palkkahallintoon liittyvät tehtävät

- Toukokuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Toukokuun ennakonpidätyksen maksaminen
- Ulkomaisten tilitoimistojen konsultointi kesäkuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Suomalaisesta järjestelmästä lähtevän henkilön työsuhteen päättäminen ja lopputilin laskeminen
- Suomalaisessa järjestelmässä aloittaneen henkilön työsuhteen perustaminen palkkaohjelmaan
- Expatriaatin työsuhteen järjestelmässä sekä lopputilin laskeminen
- Expatriaattien kesäkuun relocation allowancet –lisätty järjestelmään
- Kesäkuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Kesäkuun palkkaraportti henkilöstöjohtajalle

## Henkilöstöhallintoon liittyvät tehtävät

- Toukokuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen
- Suomalaisesta järjestelmästä lähtevän henkilön eläkesuhteen päättäminen, sekä terveysvakuutuksen ja työterveyshuollon päättäminen
- Suomalaisessa järjestelmässä aloittaneen henkilön perehdyttäminen (HR, työtunnit, työaikaraportointi sekä työterveyshuolto) työeläkesuhteen päivittäminen, sekä terveysturvavakuutuksen sekä työterveyshuollon järjestelmiin lisääminen
- Hyväksymisoikeuksien lisääminen uudelle yksikön päällikölle työaikaraportointiohjelmassa
- Expatriaatin päättynyt työsuhde – työntekijän ohjeistus ja eläkesuhteen - ja terveysvakuutuksen päättäminen
- Useita puheluita Pohjolan vakuutusneuvojan kanssa
- EFI:n internetsivujen päivittäminen (uudet ja lähteneet työntekijät, sekä tittelinmuutokset)
- Sijaisjärjestelyt työaikaraportointiohjelmaan tulevan loman ajaksi. Henkilöstöjohtaja sijaistaa

**Taloushallintoon liittyvät tehtävät**

- Toukokuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Toukokuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän- sekä tilastojen ylläpito
- Perehtyminen projekteille tehtyjen tuntien kirjanpito-ohjelmaan siirtämiseen ns. projektipalkat yhdessä talousyksikön kanssa
- Projektitilintarkastus - tarpeellisten dokumenttien kerääminen ja HR:n yhteyshenkilönä toimiminen

Vuosilomalla 2.7. – 16.7.2018

## Palkkahallintoon liittyvät tehtävät

- Kesäkuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Kesäkuun ennakonpidätyksen maksaminen
- Ulkomaisten tilitoimistojen konsultointi heinäkuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Kahden konsulttipalkkion maksaminen sopimuksen mukaisesti
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Heinäkuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Heinäkuun palkkaraportti henkilöstöjohtajalle
- Ammattiliittojen jäsenmaksuselvitykset kvartaalilta 2.

## Henkilöstöhallintoon liittyvät tehtävät

- Expatriaattien palkkamuutosten ilmoittaminen eläkevakuutusyhtiölle
- Expatriaatin kadonnut akreditointikortti – henkilön ohjeistaminen ja yhteydenotto ulkoministeriöön
- Palkkatodistuksen kirjoittaminen expatriaatille
- Uudentyyppisen palkkatodistuspohjan kehittäminen, testaus ja käyttöönotto
- Kelan sairaspäivärahan hakeminen työnantajalle kahden työntekijän osalta
- Henkilöstöraportointi johtoryhmälle

## Taloushallintoon liittyvät tehtävät

- Kesäkuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Kesäkuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Perehtyminen projekteille tehtyjen tuntien kirjanpitoon siirtämiseen ns. projektipalkat yhdessä talousyksikön kanssa
- Toisen kvartaalin välitilinpäätös: lomapalkkavelkojen laskeminen, expatriaattien eläkevakuutustilin täsmäyttäminen sekä ulkomaisten sosiaalimaksutilien täsmäyttäminen

**Palkkahallintoon liittyvät tehtävät**

- Heinäkuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Heinäkuun ennakonpidätyksen maksaminen
- Ulkomaisten tilitoimistojen konsultointi elokuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Uusi henkilö Ranskan sosiaalijärjestelmään -> henkilö palkka- ja tuntiraportointiohjelmiin
- Kahden konsulttipalkkion maksaminen sopimuksen mukaisesti
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Kahden suomalaiseen järjestelmään kuuluvan työsuhteen päättyminen -> loppupalkan ja lomakorvausten laskenta
- Elokuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Elokuun palkkaraportti henkilöstöjohtajalle
- Palkkaohjelman toimintahäiriöstä raportoiminen ohjelman toimittajalle

**Henkilöstöhallintoon liittyvät tehtävät**

- Heinäkuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Expatriaattien palkkamuutosten ilmoittaminen eläkevakuutusyhtiölle
- Expatriaatin akreditoinnin uusiminen
- Uusi henkilö Ranskan sosiaalijärjestelmään
- Kahden suomalaiseen järjestelmään kuuluvan työsuhteen päättyminen -> työntekijöiden ohjeistaminen ja vakuutusten päättäminen
- Suomalaiseen järjestelmään kuuluva henkilö aloittaa syyskuussa -> henkilön lisääminen järjestelmiin ja vakuutuksiin

- Alustavat sopimusneuvottelut palkka- ja taloushallinon ohjelmien tuottajan kanssa -> mahdollinen pilvipalveluun siirtyminen ja uuden raportointiohjelman käyttöönotto
- Uuden henkilön rekrytointi -> soitto ja haastatteluun kutsu, sekä suomen kielen taidon testaaminen
- Työtodistuspohjan laatiminen -> Bonnin toimiston esimiesten ohjeistus
- New employee information form:it -> lomakepohjien päivittäminen + EFIn uudet värit
- Listaus kaikista HR-yksikön henkilörekistereistä
- Poissaolojen tarkistus - early intervention model
- Hyvinvointikyselyn yhteenvedon läpikäynti yhdessä HR-, Admin-, ja REPSCO-- yksiköiden kanssa

**Taloushallintoon liittyvät tehtävät**

- Heinäkuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Heinäkuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Perehtyminen projekteille tehtyjen tuntien kirjanpito-ohjelmaan siirtämiseen ns. projektipalkat yhdessä talousyksikön kanssa

**Palkkahallintoon liittyvät tehtävät**

- Elokuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Elokuun ennakonpidätyksen maksaminen
- Ulkomaisten tilitoimistojen konsultointi syyskuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Kaksi uutta henkilöä Ranskan, sekä yksi uusi henkilö Saksan sosiaalijärjestelmään -> henkilö palkka- ja tuntiraportointiohjelmiin
- Konsulttipalkkion maksaminen sopimuksen mukaisesti
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Suomalaiseen- sekä saksalaiseen järjestelmään kuuluvan työsuhteen päättyminen -> loppupalkan ja lomakorvausten laskenta
- Syyskuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Syyskuun palkkaraportti henkilöstöjohtajalle
- Palkkaohjelman uuden version päivitys ajankohdasta sopiminen ohjelman toimittajan
- Kansallista tulorekisteriä varten tarvittavan raportointiohjelman sopimusneuvottelut palveluntarjoajan kanssa
-

**Henkilöstöhallintoon liittyvät tehtävät**

- Elokuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Expatriaattien palkkamuutosten ilmoittaminen eläkevakuutusyhtiölle
- Kaksi uutta henkilöä Ranskan – ja yksi Saksan sosiaalijärjestelmään
- Kahden suomalaiseen järjestelmään kuuluvan työsuhteen päättyminen -> työntekijöiden ohjeistaminen ja vakuutusten päättäminen
- Suomalaiseen järjestelmään kuuluva henkilö aloittaa lokakuussa -> henkilön lisääminen järjestelmiin ja vakuutuksiin
- Pääkonttorilla aloittaneen henkilön HR-perehdytys (HR-, ja työterveyshuoltoon liittyvät asiat ja työaikaraportointi)
- Suomalaiseen järjestelmään kuuluvan henkilön työsuhteen päätös -> vakuutusten ja eläkesuhteen päätös
- Sopimusneuvottelut palkka- ja taloushallinon ohjelmien tuottajan kanssa -> mahdollinen pilvipalveluun siirtyminen ja uuden raportointiohjelman käyttöönotto
- Kaksi palaveria IT-osaston kanssa ohjelmien päivityksiin ja pilvipalvelumahdollisuuksiin liittyen
- Suomalaisen työntekijän eläkkeelle siirtymiseen liittyvät tehtävät

**Taloushallintoon liittyvät tehtävät**

- Elokuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Elokuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito

**Palkkahallintoon liittyvät tehtävät**

- Syyskuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Syyskuun ennakonpidätyksen maksaminen
- Ulkomaisten tilitoimistojen konsultointi lokakuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Uusi henkilö Saksan sosiaalijärjestelmään -> henkilö palkka- ja tuntiraportointiohjelmiin
- Konsulttipalkkion maksaminen sopimuksen mukaisesti
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Suomalaiseen- sekä saksalaiseen järjestelmään kuuluvan työsuhteen päättyminen -> loppupalkan ja lomakorvausten laskenta
- Lokakuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Lokakuun ammattiliittojen jäsenmaksujen tilittäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Lokakuun palkkaraportti henkilöstöjohtajalle
- Palaveri palkkajärjestelmän tarjoajan ja IT-osaston kanssa
- Perehtyminen kansalliseen tulorekisteriin ja raportointivaatimuksiin
- Ammattiliiton jäsenmaksuselvitys kaudelta Q3

**Henkilöstöhallintoon liittyvät tehtävät**

- Syyskuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Expatriaattien palkkamuutosten ilmoittaminen eläkevakuutusyhtiölle
- Uusi henkilö Saksan sosiaaliturvaan
- Suomalaiseen järjestelmään kuuluvan työsuhteen päättyminen -> työntekijöiden ohjeistaminen ja vakuutusten päättäminen
- Suomalaiseen järjestelmään kuuluvan henkilön työsuhteen päätös -> vakuutusten ja eläkesuhteen päätös
- Sopimusneuvottelut palkka- ja taloushallinon ohjelmien tuottajan kanssa -> mahdollinen pilvipalveluun siirtyminen ja uuden raportointiohjelman käyttöönotto
- Muutos viiden henkilön työajassa -> muutokset tuntiraportointiohjelmaan
- Todistus expatriaatin verovapaudesta Espanjan verohallinnolle
- Palkkatodistus expatriaatille
- Pääkonttorille marraskuussa tulevan expatriaatin alustava ohjeistaminen akreditointiasioissa
- Expatriaatin neuvonta eläkeasioissa

**Taloushallintoon liittyvät tehtävät**

- Syyskuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Syyskuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Kolmannen kvartaalin välitilinpäätös: lomapalkkavelkojen laskeminen, expatriaattien eläkevakuutustilin täsmäyttäminen sekä ulkomaisten sosiaalimaksutilien täsmäyttäminen
- Expatriaattien neljännen kvartaalin eläkemaksuosuuksien laskeminen ja tilittäminen eläkeyhtiölle

**Palkkahallintoon liittyvät tehtävät**

- Lokakuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Lokakuun ennakonpidätyksen maksaminen
- Ulkomaisten tilitoimistojen konsultointi marraskuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Yksi uusi henkilö Ranskan sosiaalijärjestelmään -> henkilö palkka- ja tuntiraportointiohjelmiin
- Konsulttipalkkion maksaminen sopimuksen mukaisesti
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Expatriaattityösuhteen päättyminen -> loppupalkan ja lomakorvausten laskenta
- Marraskuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Marraskuun ammattiliittojen jäsenmaksujen tilittäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Marraskuun palkkaraportti henkilöstöjohtajalle
- Useita palavereja sekä IT-osaston että Aditron kanssa palkkaohjelman pilvipalveluun siirtämiseen liittyen
- Perehtyminen kansallisen tulorekisterin vaatimiin muutoksiin ja alustuksiin palkkaohjelmassa
- Verottajan tunnuksen noutaminen tulorekisteriraportointia varten ja tallennus järjestelmään
- Tulorekisteriin liittyvä koulutus ulkoministeriössä, Helsingissä
- Osallistuminen Aditron tulorekisteri-Webinaariin
- Uuden raportointiohjelman pääkäyttäjän käyttöönottokoulutus
- Käyttäjäoikeuksien myöntäminen muille käyttäjille

**Henkilöstöhallintoon liittyvät tehtävät**

- Lokakuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Expatriaattien palkka- ja työsuhdemuutosten ilmoittaminen eläkevakuutusyhtiölle
- Yksi uusi henkilö Ranskan sosiaaliturvaan
- Muutos usean henkilön työajassa -> muutokset tuntiraportointiohjelmaan
- Pääkonttorilla aloittaneen expatriaatin akreditointiasiat
- Uuden henkilön perehdyttäminen HR -käytäntöihin

**Taloushallintoon liittyvät tehtävät**

- Lokakuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Lokakuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Projektin tilintarkastus – tarvittavien palkkahallinnon dokumenttien toimittaminen

**Palkkahallintoon liittyvät tehtävät**

- Marraskuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Marraskuun ennakonpidätyksen maksaminen
- Ulkomaisten tilitoimistojen konsultointi joulukuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Uusi expatriaatti -> henkilö palkkajärjestelmään
- Konsulttipalkkion maksaminen sopimuksen mukaisesti
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Joulukuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Joulukuun ammattiliittojen jäsenmaksujen tilittäminen
- Ammattiliittojen jäsenmaksuselvitys viimeiseltä kvartaalilta
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Joulukuun palkkaraportti henkilöstöjohtajalle
- Useita palavereja sekä IT-osaston että Aditron kanssa palkkaohjelman pilvipalveluun siirtämiseen liittyen
- Pilviversion asennus kahdessa osassa – ohjelman testaaminen ja raportointi
- Perehtyminen palkkaohjelman uuteen, päivitettyyn versioon – uudet toiminnallisuudet
- Kansallisen tulorekisterin vaatimat perustustyöt palkkaohjelmassa

**Henkilöstöhallintoon liittyvät tehtävät**

- Marraskuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Expatriaattien palkkamuutosten ilmoittaminen eläkevakuutusyhtiölle
- Uusi expatriaatti -> terveys- ja eläkevakuutukset, henkilö työaikaraportointiohjelmaan
- Vuoden 2018 henkilöstötilinpäätöksen valmistelu
- Vuoden 2018 dokumenttien arkistointi (sähköiset- sekä paperiversiot)
- Henkilökunnan informointi liittyen uusiin verokortteihin sekä muutosverokorttien dead-linet

**Taloushallintoon liittyvät tehtävät**

- Marraskuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Marraskuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Projektin tilintarkastus – tarvittavien palkkahallinnon dokumenttien toimittaminen
- Projekteilla 2019 käytettävien sosiaalikustannusprosenttien laskeminen henkilö- ja yksikkötasolla

**Palkkahallintoon liittyvät tehtävät**

- Joulukuun kausiveroilmoituksen laatiminen palkkaohjelmassa ja ilmoituksen lähettäminen sähköisesti
- Joulukuun ennakonpidätyksen maksaminen
- Verottajan vuosi-ilmoitus
- Vuosi-ilmoitukset eläkeyhtiölle, tapaturmavakuutusyhtiölle ja työllisyysvakuusrahastolle
- Ulkomaisten tilitoimistojen konsultointi tammikuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Konsulttipalkkion maksaminen sopimuksen mukaisesti
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Palkkaohjelman kalenterin päivitys ja uusien maksukausien luominen
- Uudet työntekijän- ja työnantajan sosiaalikustannusprosentit palkkaohjelmaan
- Tammikuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Tammikuun ammattiliittojen jäsenmaksujen tilittäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Tammikuun palkkaraportti henkilöstöjohtajalle

**Henkilöstöhallintoon liittyvät tehtävät**

- Joulukuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Vuoden 2019 henkilöstötilinpäätöksen toteutus
- Verokorttien suorasiirtopyyntö verottajalta, aineiston sisäänluku, korvaavien korttien järjestelmään syöttö

**Taloushallintoon liittyvät tehtävät**

- Joulukuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Joulukuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- Palkkatilien täsmäyttäminen tilinpäätökseen
- Sosiaalikustannustilien täsmäyttäminen tilinpäätökseen
- Tilinpäätöksen vaatimien asiakirjojen kerääminen
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Projekteilla 2019 käytettävien sosiaalikustannusprosenttien laskeminen henkilö- ja yksikkötasolla (aluekonttorit, suomalaiseen järjestelmään kuuluvat, sekä expatriaatit)

Vuosi-lomalla ajalla 11.-17.2.2019

**Palkkahallintoon liittyvät tehtävät**

- Tammikuun palkkatietoilmoitus tulorekisteriin
- Työnantajan erillisilmoitus tulorekisteriin
- Tammikuun ennakonpidätyksen ja sairausvakuutusmaksun maksaminen
- Ulkomaisten tilitoimistojen konsultointi helmikuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
- Konsulttipalkkion maksaminen sopimuksen mukaisesti sekä palkkatietoilmoitus tulorekisteriin
- Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
- Helmikuun palkkojen laskeminen ja palkkanauhojen lähettäminen
- Helmikuun ammattiliittojen jäsenmaksujen tilittäminen
- Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
- Helmikuun palkkaraportti henkilöstöjohtajalle

**Henkilöstöhallintoon liittyvät tehtävät**

- Tammikuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
- Saksan sosiaalijärjestelmään kuuluvan henkilön työsuhteen päätös
- Uusi henkilö suomalaiseen sosiaalijärjestelmään
- Helmikuussa voimaan tulevien ennakonpidätystietojen tarkistaminen ja muutosverokorttien syöttäminen järjestelmään
- Rekrytoinnin tueksi laskelma uuden expatriaatin henkilöstökustannuksista

**Taloushallintoon liittyvät tehtävät**

- Tammikuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
- Tammikuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
- Tilinpäätöksen vaatimien asiakirjojen kerääminen
- HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
- Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
- Työterveyshuollon toimintasuunnitelman uusiminen ja työpaikkakäynnistä sopiminen uuden työterveyslääkärin kanssa

**Palkkahallintoon liittyvät tehtävät**

-   Helmikuun palkkatietoilmoitus tulorekisteriin
-   Työnantajan erillisilmoitus tulorekisteriin
-   Helmikuun ennakonpidätyksen ja sairausvakuutusmaksun maksaminen
-   Ulkomaisten tilitoimistojen konsultointi maaliskuun palkkoja varten (muutokset työsuhteissa sekä sairaslomat)
-   Päättyvä työsuhde suomalaisessa järjestelmässä, sekä kaksi päättyvää expatriaatti työsuhdetta -> loppupalkan laskenta ja työsuhteiden päättäminen
-   Kaksi uutta työsuhdetta saksalaiseen järjestelmään
-   Työsuhde- ja palkkatietojen muutokset palkkaohjelmaan
-   Maaliskuun palkkojen laskeminen ja palkkanauhojen lähettäminen
-   Maaliskuun ammattiliittojen jäsenmaksujen tilittäminen
-   Ulkomaisten ennakonpidätysten ja sosiaaliturvamaksujen maksaminen
-   Maaliskuun palkkaraportti henkilöstöjohtajalle

**Henkilöstöhallintoon liittyvät tehtävät**

-   Helmikuun työaikaraportoinnin seuraaminen ja ongelmatilanteissa ohjaaminen, omien yksiköiden hyväksyminen sekä hyväksyttyjen tuntien lukitseminen.
-   Saksan sosiaalijärjestelmään kuuluvien henkilöiden työsuhteiden aloitus
-   Suomalaisessa järjestelmässä olevan henkilön työsuhteen päätös -> vakuutusten päättäminen
-   Kahden expatriaatin työsuhteen päätös -> vakuutusten päättäminen
-   Matkavakuutusasioiden tarkistaminen kesäkuun EFI Week:ia varten
-   Jäljellä olevien 2018 vuosilomapäivien laskenta ja pitämisestä muistuttaminen

**Taloushallintoon liittyvät tehtävät**

-   Helmikuun sosiaalikustannusprosenttien laskeminen projektiraportointia varten
-   Helmikuun sosiaalikustannusten kirjaaminen kirjanpitoon Ranskan, Saksan, Espanjan ja Malesian konttoreiden osalta.
-   Tilinpäätöksen vaatimien asiakirjojen kerääminen
-   Sosiaalikustannustilien täsmäyttäminen kirjanpidossa vakuutusyhtiöiden loppulaskelmien mukaan
-   HR kustannuspaikan laskujen tarkastaminen osto- ja kululaskujenkäsittelyjärjestelmässä
-   Työterveyshuollon laskujen tarkastus ja sähköisen järjestelmän sekä tilastojen ylläpito
-   Vuoden 2018 tilintarkistus -> tarvittavien asiakirjojen kerääminen ja HR:n ja palkanlaskennan yhteyshenkilönä toimiminen

**ROLE DESCRIPTION**

EFI

| | | | |
|---|---|---|---|
| **Role:** | HR Officer | **Current role holder** | Laura Lappalainen |
| **Unit:** | HR & Administration | **ID-number:** | 1012 |
| **Supervisor:** | Head of HR & Administration | **Name:** | Andrew Male |

| Previous experience | |
|---|---|
| **Expected previous experience:** | 2 - 5 years |
| **Role holder's previous experience:** | 5+ years |

| Education | |
|---|---|
| **Expected education:** | BA |
| **Role holder's education:** | Masters |
| **Educational needs:** | N/A |

| Expertice and competence | |
|---|---|
| **Required IT skils:** | Experience of payroll/ finance systems i.e. Aditro, Microsoft Office |
| **Required language skils:** | English and Finnish |
| **Complementary training needs:** | Additional HR processes i.e. recruitment |

| Personal features and skils | |
|---|---|
| **Favorable personal features:** | Detail orientated, customer focused, organisation skills and proactive |
| **Role holder's personal skils and features:** | Detail orientated, customer focused, organisation skills and proactive |

| Key objectives | |
|---|---|
| **Key objectives for the role:** | Development of Payroll and HR administration processes |
| **Key objectives for the current role holder:** | Development of Payroll and HR administration processes |

| MAIN TASKS AND RESPONSIBILITIES | |
|---|---|
| **Critical tasks (Red category)** | **Instruction** |
| Payroll and accountant office related tasks | 1-3, 7-10 and 14 |
| HR management and social security related tasks | 18-22 and 25-28 |
| Finance related tasks | 35 and 36 |
| | Intranet, HR confidential |
| **Other compulsory tasks (Yellow category)** | **Instruction** |
| Payroll and obligatory insurances | 4-6 and 11-12, and 15-16 |
| HR management, social security and occupational health care | 23, and 29-31 |
| Finance related tasks | 37-40 |
| | Intranet, HR confidential |
| **Supportive tasks (Green category)** | **Instruction** |
| Payroll and payroll related reporting | 13 and 17 |
| HR management | 24, 32-34 |
| Finance related tasks (purchase invoices) | Finance unit provides |
| | Intranet, HR confidential |
| **Role holder's position witin the team** | |
| Independent role reporting to Head of HR & Administration, with cooperation with Finance Unit | |
| **Substitutional arrangements within the team** | |
| **Name of the substitute(s):** | None |
| **Role of the substitute:** | N/A |

## Instruction for creating the role description

It is recommendable for the supervisor to have a discussion with the employee before starting the role description process. This discussion can be included in the employee's development discussion or to be held separate as an action of work organizing of certain employee or within the whole team. It is ideal that the supervisor explains to the employee why it is important to create this role description. By participating to the process the employee can improve the organization of his own work and tasks and the process provides an opportunity to be heard and impress own opinions related to the work.

**The role description process should be performed in a following order:**

1. Employee fills in the '*Employee fills in' tab* of the document. It is highly important that the employee describes carefully his main responsibilities and tasks and sorts out what kind of instructions are already exist and which needs to be created. In addition, to get the full benefit of the process, employee should describe his own skils and possible development areas honestly. Employee can as well express his wishes how he would like to develop his role or responsibilities.

2. Supervisor fills in the '*Supervisor fills in'* tab of the document. Supervisor reads through employee's description of his tasks, skills, development areas etc. Supervisor's responsibility is to define the objectives, obligations and favorable skills and features for the role owner as well as to review and describe employee's position and possible substitutional arrangements within the team.

3. Either supervisor, HR unit or both together draw the final role description based on both, supervisor and employee's documents. A copy of the role description will be submitted to the employee.

4. Role descriptions will be archived in electronical form in HR unit's archives, with other employment related documents. Role description shall be updated yearly, or in case role holder or role content changes. By updating role descriptions regularly, it can be assured that the employer holds all needed information and instructions of the role holder's resposibilities, so that his main responsibilities can be performed in case of sudden absence.

**EMPLOYEE'S SELF EVALUATION**

EFI

| Personal information |
|---|

**Name:**                                    **Job title:**
**Unit:**                                     **ID-number:**

**Previous experience:**
**Education:**

| Description of the role |
|---|
| |

| Software in use |
|---|
| |

| Critical tasks (Red category) | Instruction |
|---|---|
| | |

| Other compulsory tasks (Yellow category) | Instruction |
|---|---|
| | |

| Supportive tasks (Green category) | Instruction |
|---|---|
| | |

| Annual tasks | Monthly tasks | Weekly Tasks |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

| Development areas related to the role |
|---|
| |

| Development areas related to own performance/competency |
|---|
| |

| Substitutional arrangements |
|---|
| |

**EFI**

**SUPERVISOR'S EVALUATION**

**Personal information**

**Name:**

**Unit:**

**Job title:**

**Role to be evaluated:**

**Expected previous experience**

**Expected expertice and IT skils**

**Expected education**

**Favorable personal features and skills**

**Main tasks and obligations**

**Role holder's position within the team**

**Key objectives**

**EFI**

## ROLE DESCRIPTION

| | |
|---|---|
| **Role:** | **Current role holder** |
| **Unit:** | **ID-number:** |
| **Supervisor:** | **Name:** |

| **Previous experience** |
|---|
| **Expected previous experience:** |
| **Role holder's previous experience:** |

| **Education** |
|---|
| **Expected education:** |
| **Role holder's education:** |
| **Educational needs:** |

| **Expertice and competence** |
|---|
| **Required IT skils:** |
| **Required language skils:** |
| **Complementary training needs:** |

| **Personal features and skils** |
|---|
| **Favorable personal features:** |
| **Role holder's personal skils and features:** |

| **Key objectives** |
|---|
| **Key objectives for the role:** |
| **Key objectives for the current role holder:** |

| **MAIN TASKS AND RESPONSIBILITIES** | |
|---|---|
| **Critical tasks (Red category)** | **Instruction** |
| | |
| **Other compulsory tasks (Yellow category)** | **Instruction** |
| | |
| **Supportive tasks (Green category)** | **Instruction** |
| | |

| **Annual tasks** | **Monthly tasks** | **Weekly Tasks** |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

| **Role holder's position within the team** |
|---|
| |

| **Substitutional arrangements within the team** |
|---|
| **Name of the substitute(s):** |
| **Role of the substitute:** |

# Instructions

| INSTRUCTIONS FOR THE TASKS | | |
| --- | --- | --- |
| | | |
| Name of instruction | Number | Location |
| Payment to Tax Administration | 1. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Earnings payment report | 2. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Employer's separate report | 3. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Settlement of the membership fees for trade union | 4. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Employee into pension insurance | 5. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Accident notification' | 6. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Payroll process by countries | 7. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Payroll process for foreign and expat salaries | 8. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Payroll process for Finnish salaries | 9. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to make a payment | 10. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to transfer salaries into bookkeeping | 11. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Foreign soc. sec. contributions into bookkeeping | 12. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to give a monthly salary report | 13. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| New employee information form | 14. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to send a pay slip to Finnish online bank | 15. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Pay slips to be sent monthly | 16. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Income statement from Personec W | 17. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Income statement –draft for expat employees | | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Employment certificate –draft | | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| New employee into the salary system | 18. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to grant user right to Personec W | 19. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Personec W System adjustment in the beginning of the year' | 20. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| EFIARMS time reporting instruction | 21. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Hour approval in EFIARMS | 22. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to add new employee into Wintime accounting system | 23. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Personnel reports from Personec W | 24. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Benefits and allowances | 25. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Accreditation process in Finland | 26. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to add an employee into Cigna CoverN'GO | 27. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to add an employee into Laaja Terveysturva | 28. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| How to add person into Zurich | 29. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| OHC action plan | 30. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| OHC costs | 31. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Dental care benefit -usage | 32. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Physiotherapy – usage | 33. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Guide to employee well-being | 34. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Final accounts preparations for salary related accounts | 35. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Social costs for projects | 36. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Finnish social costs for projects | 37. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| ROs' social costs for projects | 38. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| HR statement | 39. | HR intranet/HR confidential/Instructions for HR Officer's tasks |
| Holiday intake | 40. | HR intranet/HR confidential/Instructions for HR Officer's tasks |

**PROJECT HOUR APPROVAL**

Choose 'Project Portal'
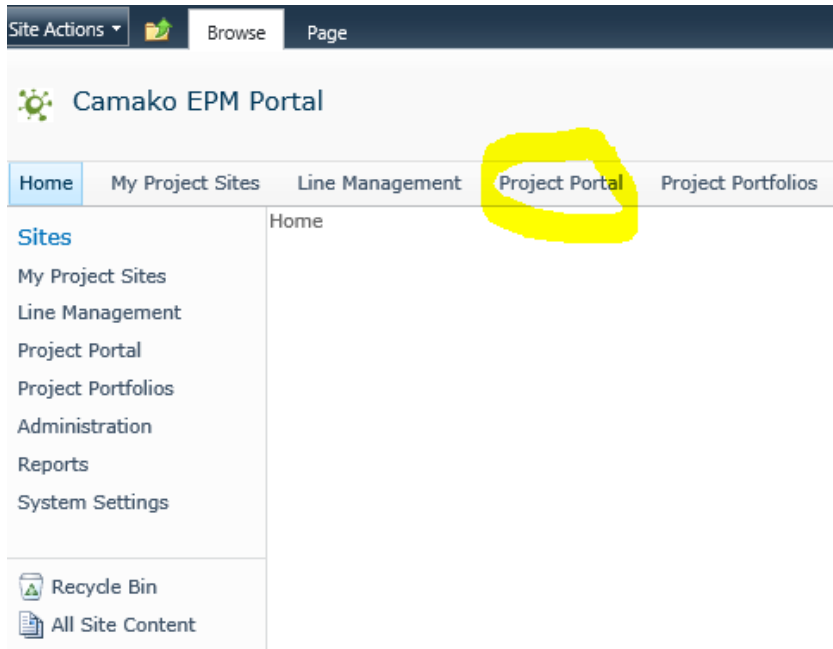


Give a correct project name or number by clicking the 'Name' or 'Number' and enter the name or number in the opening field.

Click the project active and then choose 'Timesheet approval'
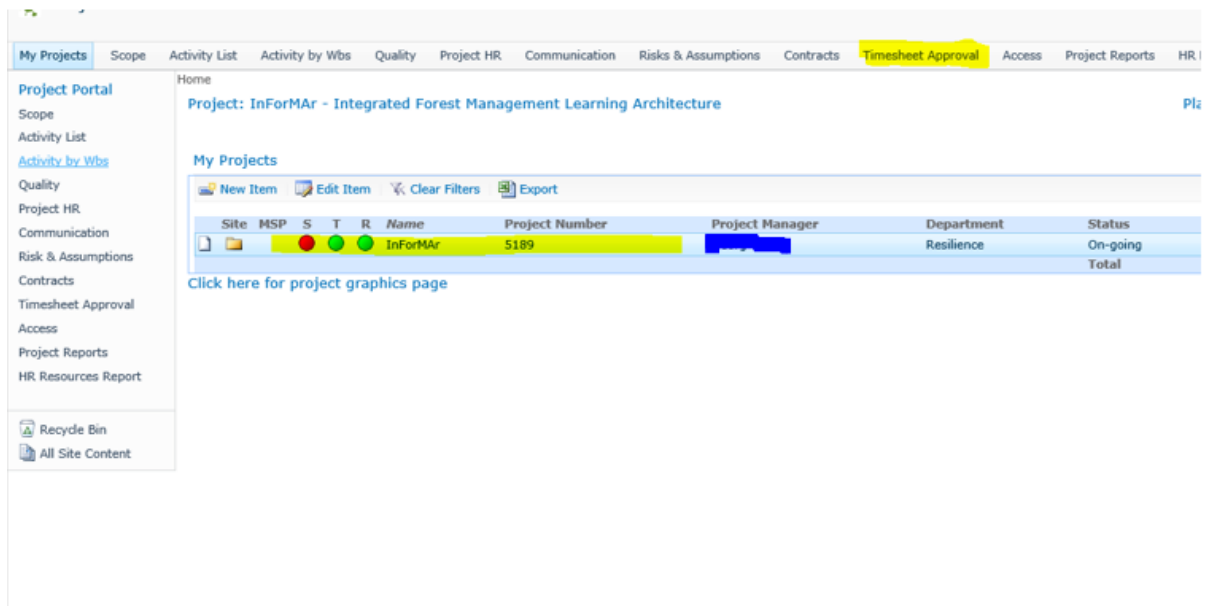


This is the view you should see. **Give correct dates** and approve hours by clicking 'Approve'