

## **Transition to a New Online Recruitment Service**

Case: Ministry of the Interior

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<p><b>Supervisor</b> Olli Laintila</p> <p>The purpose of this thesis is to ascertain the challenges involved in the transition from traditional recruiting to a new online recruitment service. Heli online recruitment service has been created by the State Treasury and is intended for use by government agencies. The service was developed to make the administration of routine matters more effective, to modernize the State recruiting culture, and to increase personnel mobility within the state. It is also part of Finnish productivity and regionalization programs.</p> <p>The research method used in this study was qualitative. The empirical data was gathered by interviewing four employees of the Ministry of the Interior, between July and October 2009.</p> <p>The effects of the transition on recruitment efficiency were observed by analyzing them with the help of internal marketing, human resources management and employer image theories. The aim was to discover how this online recruitment service has changed the recruitment process and how this has benefitted the Ministry of the Interior's image.</p> <p>The study results indicated that use of this service has significantly changed the recruitment process in the Ministry of the Interior. This service has modernized the recruitment culture and it has helped to promote governmental agencies as a prominent employer. Efficiency has increased, as many tasks can now be done electronically.</p> <p>The results indicated that there is still room for improvement. In order to develop the Heli service, it is crucial that the State Treasury and various governmental agencies co-operate. It can be stated that once the most critical faults have been corrected and the public is more familiar with the service, its full potential can be reached.</p>	
<p><b>Key words</b> online recruitment, internal marketing, human resource management, company image</p>	

Johdon assistenttityön ja kielten koulutusohjelma

<b>Tiivistelmä</b> Elina Seppälä	<b>Ryhmä</b> LE7B
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<p>Tämän opinnäytetyön tarkoituksena oli saada selville haasteet joita siirtyminen perinteisestä rekryoinnista uuteen online rekryointijärjestelmään tuo mukanaan. Heli rekryointijärjestelmä on Valtiokonttorin luoma ja se on tarkoitettu valtion virastoille. Järjestelmän luomisen tarkoituksena oli vähentää hallinnollisiin rutineihin käytettyä aikaa, modernisoida valtion rekryointikultturia sekä lisätä henkilöstön liikkuvuutta valtiolla. Järjestelmä on myös osa valtion tuottavuus- ja alueellistamisohjelmia.</p> <p>Työssä käytettiin kvalitatiivista tutkimusmenetelmää. Empiirinen aineisto koottiin haastatteleamalla neljää Sisäasiainministeriön työntekijää. Haastattelut tehtiin heinä-lokakuun aikana 2009.</p> <p>Siirtymisen vaikutuksia rekryoinnin tehokkuuteen tarkasteltiin analysoimalla tuloksia sisäisen markkinoinnin, henkilöstöhallinnon sekä työnantajakuva teorioiden avulla. Tarkoituksena oli saada selville kuinka sähköinen rekryointijärjestelmä on muuttanut rekryointiprosessia ja mitä etuja järjestelmällä on Sisäasiainministeriön työnantajakuvaa ajatellen.</p> <p>Tutkimus osoitti, että järjestelmän käyttö on merkittävästi muuttanut Sisäasiainministeriön rekryointiprosessia. Järjestelmä on modernisoinut rekryointikultturia ja auttanut mainostamaan valtion virastoja merkittävänä työnantajana. Tehokkuus on lisääntynyt sillä suurin osa tehtävistä voidaan tehdä sähköisesti.</p> <p>Tulokset osoittivat, että järjestelmään tulee tehdä vielä parannuksia. Jotta Heli järjestelmää voitaisiin kehittää, Valtiokonttorin sekä valtion virastojen tulee tehdä yhteistyötä. Voidaan todeta, että kun kaikkein kriittisimmät viat saadaan korjattua ja kun yleisö tuntee järjestelmän paremmin, järjestelmän koko potentiaali saadaan käyttöön.</p>	
<b>Key words</b> online rekryointi, sisäinen markkinointi, henkilöstöhallinta, työnantajakuva	

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# 1 Introduction

The internet is the most efficient recruiting tool and an excellent channel to find people actively looking for an employment. Many companies and organizations have developed their own online recruitment services and now the State Treasury has created one which is intended for the government agencies. All the open vacancies in the government agencies are announced in the Heli online recruitment service and they can all be found in the same place in the internet, on the internet site [www.valtiolle.fi](http://www.valtiolle.fi).

Heli online recruitment service has significantly changed the recruiting culture in the government agencies and this thesis examines the transition from the traditional recruiting to the online recruiting in the Ministry of the Interior. As the use of online recruitment service is very current in the government offices, this topic has not been studied before either in the Ministry of the Interior or in Haaga-Helia.

## 1.1 Objectives of the thesis

The purpose of this thesis is to ascertain the challenges of the transition from the traditional recruiting to a new online recruitment service. The effects of the transition on the efficiency of the recruitment will be observed by analyzing them with the help of internal marketing, human resources management and employer image theories. The aim is also to discover how this online recruitment service has changed the recruitment process and how this has benefitted the Ministry of the Interior's image. In addition, this study will offer development proposals for the developers of the Heli service from the Ministry of the Interior as well as recommendations.

As the purpose is to find out how the Heli online recruitment service has changed the efficiency of the recruitment in the Ministry of the Interior, it was decided to exclude other agencies of the administrative sectors from the study. The State Treasury, developer of the service, was also excluded from the study as it was decided to examine the subject only from the Ministry of the Interior's point of view.

## **1.2 Structure of the thesis**

This thesis will first introduce briefly the organization, the Ministry of the Interior, and the Heli online recruitment service. The research methods and the presentation of the theories follow the introduction. The theories include internal marketing, human resource management as well as brand and image. After the theory part, the results are presented. The results of the qualitative research are examined in relation to these theories. Furthermore, the reliability and validity of the study is assessed and the conclusions and recommendations are presented.

## **2 Ministry of the Interior**

The Ministry of the Interior is responsible for internal security and migration. In accordance with its mission statement, the Ministry builds a safe, responsible and caring Finland through diversity, equality and immigration.

Within its mandate, the Ministry of the Interior deals with matters related to operational and financial planning, performance guidance, law drafting, administration, information systems, research, development and monitoring. The Ministry also handles international matters and other such matters as are to be viewed as part of the discharge of duties falling within its mandate.

The Ministry considers matters concerning offices, agencies, companies, extra budgetary funds and other bodies within its mandate. It also steers the State Provincial Offices in matters pertaining to its competence.

The Minister of the Interior, Anne Holmlund, and the Minister of Migration and European Affairs, Astrid Thors, are the head the Ministry of the Interior. The highest official at the Ministry is Permanent Secretary Ritva Viljanen.

There are four departments at the Ministry; the Police Department, the Department for Rescue Services, the Migration Department and the Border Guard Department. The units reporting directly to the Permanent Secretary are the Administration Unit, Finance Unit, Legal Affairs Unit, Internal Audit Unit, Press and Communications Services, International Affairs Unit and the Internal Security Secretariat. These units form the Ministry's Advisory Staff.

The Office of the Ombudsman for Minorities and the National Discrimination Board of Finland are also attached to the Ministry. (Sisäasiainministeriö 2009.)

The organization chart of the Ministry of the Interior is presented on the next page.



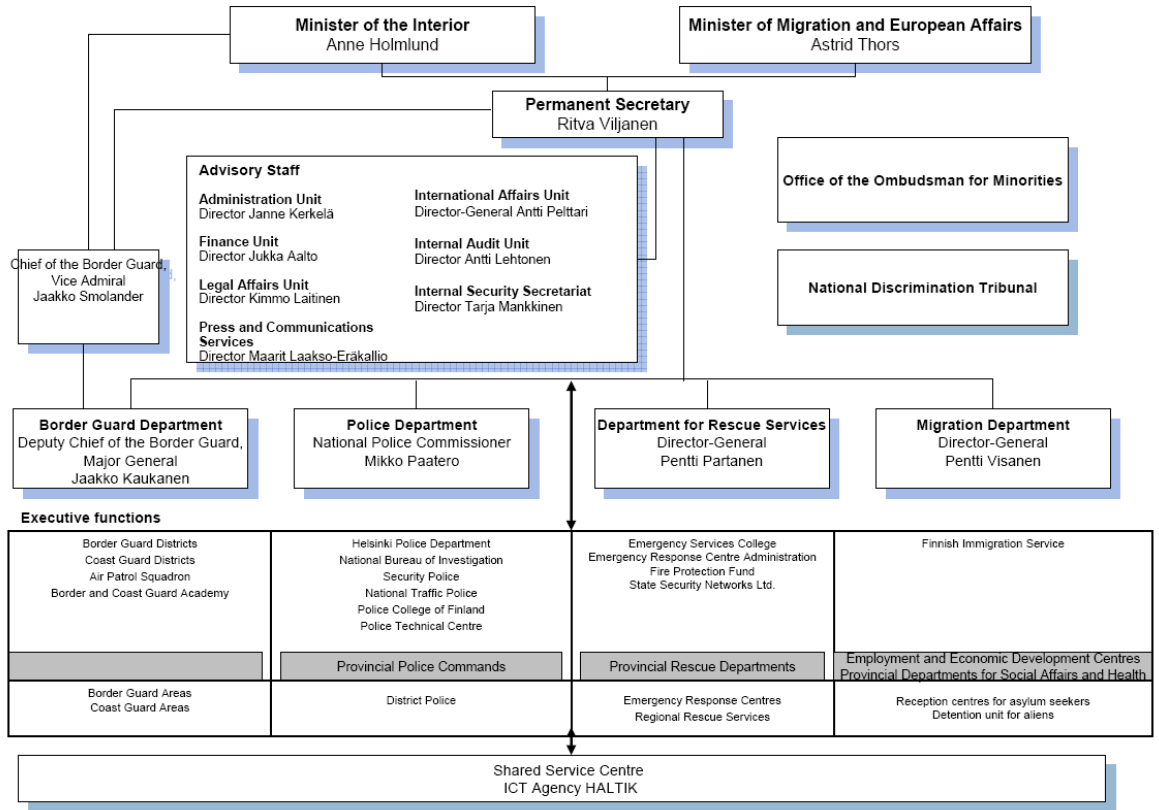


Figure 1. The organization chart of the Ministry of the Interior (Sisäasiainministeriö 2009.)

### 3 Heli online recruitment service

Heli online recruitment service is a part of the Valtiolle.fi employer portal maintained by the Ministry of Finance. The service was created by the State Treasury and it is intended for the government agencies. Heli online recruitment service was developed to make administration of routine matters more effective, to modernize the State recruiting culture, and to increase personnel mobility in the State. It is also part of the Finnish productivity and regionalization programs. (Valtiokonttori 2009.)

Heli service was made obligatory for the government agencies by the decision of the Ministry of Finance in November 2007. The implementation was made mandatory before 30 June 2008. The Ministry of the Interior was one of the agencies which piloted the service in the year 2007. (Salokannel, M-R. 6.7.2009.)

In addition to being an online recruitment service, valtiolle.fi also offers information about the state as an employer. Information can be found in the official languages, namely Finnish and Swedish, and it also offers some information in English. The agencies also have the opportunity to present themselves on the site and with this way promote themselves as a prominent employer. (Valtiokonttori 2009.)

Heli online recruitment service is a browser-based system and the State Treasury acquired it as an ASP (Application Service Provider) application. Logging in to the service can be made with electronic identification cards or by internet bank passwords. In other words, the logging in is secured with strong authentication methods. Heli service is easy to set up, as an internet connection is all that is needed. However, the agencies which are using the service are required to use electronic identification cards and card readers. As the use of online recruitment service will change the recruitment process of the agency, the process must be revised. (Kieku 2009.)

The objective of the State Treasury is that the Heli service will bring up to 50-70 % savings regarding the newspaper advertisements and total working time. The service will reduce the time used in the time-consuming routines and free resources to key tasks. The Heli online recruitment service will bring flexibility to the recruitment as it is possible to leave the application to the service when it best suits the applicant. The first applications are received within the same day the vacancy has been announced open. (Kieku 2009.)

Heli online recruitment service works also as a CV database, which facilitates the search for new employees. The applicants can leave open applications as well and the service provides the opportunity to use search alert. (Kieku 2009.)

According to the State Treasury, 85 % of applications for specific job are now received in electronic format and the rate of vacancy notices is 100 %. (Kieku 2009.)



## 4 Internal marketing

The term internal marketing was first introduced in the 1970's in the service marketing literature. However, it was not a new phenomenon even at that time, as the organizations have always used different morale-boosting activities and campaigns. Human resources departments and personnel management have long been concerned for the employees' attitudes, morals and motivations. (Grönroos 2000, 330-331.)

### 4.1 Definition of internal marketing

Ahmed and Rafiq define internal marketing as follows:

A planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer-orientated employees. (Emerald 2009a, 461.)

Internal marketing is part of the marketing concept, which sees the organization's employees as its internal customers. Recognizing the employees' essential role in the success of the organization's external marketing, motivates and empowers the employees. The overall purpose of the internal marketing is to improve the service quality. (Hill & O'Sullivan 1999, 45.)

According to Hill and O'Sullivan (1999, 45.), internal marketing impacts the organization at three levels:

1. Policy level: mission and values must be communicated to the personnel
2. Strategic level: internal marketing spreads ideas and techniques for how a company does business
3. Tactical level: internal marketing can facilitate day-to-day operations like training, recruitment and relocation

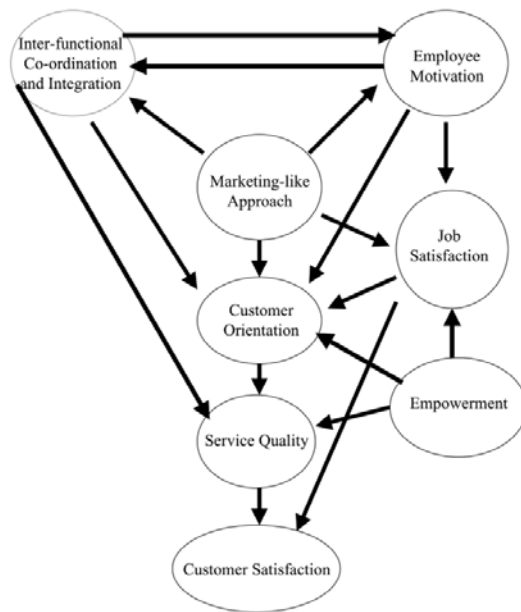


Figure 2. A model of internal marketing for services (Emerald 2009a, 455.)

## 4.2 Phases in the development and evolution of the internal marketing concept

According to Ahmed and Rafiq (Emerald 2009a, 455.) there are three separate yet closely intertwined strands in the development of the concept of internal marketing. This evolution of phases is discussed below.

### 4.2.1 Phase 1: Employee motivation and satisfaction

In the early phase of the development, the majority of the literature concerning internal marketing concentrated on the topic of employee motivation and satisfaction. The main reason for this was that the roots of the concept of internal marketing are in the efforts of improving the quality of the services. The problem of “variability” focused efforts on getting the employees to carry out consistently high quality service. As a consequence, the issue of employee motivation and satisfaction was emphasized. The employee satisfaction was seen as a factor impacting the satisfaction of the customers. (Emerald 2009a, 455.)

The term internal marketing was discussed numerous times during the 1970’s, however it was not until the publication of Berry’s (1981) article in which he defined the term as “viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and

wants of these internal customers while addressing the objectives of the organization” that the term was entered popular discourse.

According to Ahmed and Rafiq, “the focus on employee satisfaction within these new approaches to employee management can largely be attributed to the fact that in the marketing of services much of what customers buy is labor, or human acts of performance.” As a consequence, attracting the right people and motivating them becomes very important. It is especially important in the organizations where the service quality is the only factor differentiating them from the competitors. (Emerald 2009a, 451.)

Ahmed and Rafiq find a number of potential problems with the idea of treating employees as customers.

First, unlike the external marketing situation, the “product” that employees are sold may in fact be unwanted by them or even possess negative utility. Second, unlike the external situation, employees are unlikely to have a choice in the “products” that they can select. Third, because of the contractual nature of employment, employees can, in the final analysis, be “coerced” into accepting “products” they do not want. Fourth, the financial cost of having satisfied employees could be considerable. And lastly, the notion of “employee as customer” also raises the question as to whether the needs of external customers have primacy over those of the employees. (Emerald 2009a, 451.)

#### **4.2.2 Phase 2: Customer orientation**

According to Grönroos, if it is expected that the employees are involved in interactive marketing, they should be selected for their responsiveness to the customers. It is believed that positive buyer-seller interaction influences buying and creates loyal customer relationships. In addition, customer-employee interaction creates valuable marketing opportunities. According to Rafiq, the organizations which would like to benefit from these marketing opportunities must use internal marketing as a tool to develop customer oriented employees. Internal marketing is needed to integrate different functions in the organizations and job performances are crucial in order to achieve great customer relationships of organizations. Grönroos has also stated that the best method to motivate the employees to be more customer-oriented is to use marketing-like activities. George has supported this view by suggesting that employees are best motivated for service-minded attitudes if the marketing activities are used internally. (University of Johannesburg DigiSpace 2009, 124-125.)

### **4.2.3 Phase 3: Strategy implementation and change management**

Internal marketing is a concept that plays an important role in the managing of the organization's human resources. According to Glassmann and McAfee, "internal marketing integrates the role of marketing and human resources to the extent that employees across all the boundaries of the organization become resources of the marketing function". Therefore internal marketing can be used as a tool for successful implementation of organizational strategies, to overcome inter-functional conflict, achieve better internal communication, diminish departmental isolation and overcome resistance to change. (University of Johannesburg DigiSpace 2009, 125.)

### **4.3 Prerequisites for successful internal marketing**

In order to be successful, internal marketing should be considered as an integral part of the strategic management. If internal marketing activities are implemented entirely as a campaign or as separate activities without connections to other management factors, there is a risk that the results are not long-lasting. The organizational structure and the strategy of the organization should support the creating of a service culture. Furthermore, the management and its methods have to be supportive if they want to accomplish their goals in internal marketing. The three prerequisites for successful internal marketing are:

1. internal marketing should be considered an integral part of strategic management
2. the internal marketing process should not be counteracted by the structure of the organization or by the lack of support from the management
3. top management must constantly and actively support the internal marketing process

Successful internal marketing starts with top management. In addition, middle management and supervisors must acknowledge their role in a marketing process. Only then can internal marketing efforts intended for the contact and support employees be successful. Employees' capability to work as service-minded part-time marketers depends on the supervisors' ability to support and encourage them. If customer contact and support employees are expected to be committed to good service, there must be genuine leadership in all levels of the organization. (Grönroos 2000, 339.)

It is necessary that all levels of employees are involved in internal marketing process. The contact employees, as they are directly in contact with customers, form a natural target market for internal marketing. Their ability to perform interactive marketing tasks depends on their service-mindedness and therefore it is crucial to include them in the internal marketing process. (Grönroos 2000, 339.)



Kilde: Zeithaml & Bitner: Services Marketing. McGraw-Hill, 2003.

Figure 3. Internal marketing wheel. (Berg-Marketing 2009.)

#### 4.4 Internal marketing as a management style

According to Davis, internal marketing occurs naturally when the members of the organization try to influence each other. Managers use internal marketing when they present new ideas, try to convince someone in another department do to something or convince a subordinate to take on a difficult task. There are four different approaches to internal influence and marketing which can be identified. (Emerald 2009b, 121.)

1. directive controlling
2. persuasive selling
3. consultative marketing
4. relationship marketing



With these approaches, the managers communicate verbally and non-verbally. Many of the most important messages of the managers' are communicated through their actions. Indirect ways of communication, such as performance planning and evolution, decision making, employee responsibility and relationship development are often more powerful because they imply how people interact. (Emerald 2009b, 121.)

Traditionally, the managers have often relied on "directive controlling" approach to promote corporate priorities and programs. Communication is mainly one-way and the employees get only the information which is relevant in order for them to do their job. Relationships are considered irrelevant and there are no efforts to develop them. Employees are expected to obey their superiors and the hierarchy is important. They are also very dependent on their managers in order for them to be evaluated. This management style offers a highly structured work environment. (Emerald 2009b, 122.)

"A second approach relies on persuasive selling as the preferred means of gaining the support and co-operation of organization members." The managerial approach focuses on persuasion as the programs are stressed and the underlying logic is explained. This managerial style differs from the "directive controlling", except that the managers try to generate enthusiasm for the organizational objectives. The obedience of the employees is not taken for granted. Instead, the managers must persuade the employees and share more information with the employees. (Emerald 2009b, 122-123.)

In the third approach, "consultative marketing", the attempts are made to create two-way communication channels. More information is shared with the employees and they are encouraged to express their ideas and expectations. The employees are also participating in decision making and performance planning as well as in the evaluation of performance. In this approach, the employees and lower level managers are consulted; however, the senior managers make the final decisions. (Emerald 2009b, 122.)

A fourth approach, "relationship marketing" is very customer oriented. Employees and managers are expected to develop a partnership and the main goal is shared understanding. In addition, important objectives are employee involvement, consensus and motivation. The role of the employees and managers is really interactive and long-term relationships between them are considered important. Employees are motivated by giving them the opportunity to participate

and contribute. The employees are also given enough information so that they can evaluate their own work performance. (Emerald 2009b, 123.)

“Each of the four approaches to internal influence is implemented through a different approach to management. Internal marketing is a natural consequence of how performance is structured and how managers and organization members behave and relate to each other.” In many organizations, the approach may not been consciously chosen. Instead, it can be historical precedent or managerial preference. Some of these styles may be overlapping, but too much variation can cause conflict and confusion. (Emerald 2009b, 123.)

## **5 Human Resource Management**

Human resource management can be seen as one of the internal marketing activities. It is crucial to get and keep the right people in the organization and successful internal marketing starts with recruitment and hiring. Job descriptions, recruitment procedures, career planning, salary, bonus systems and other incentives in addition to other human resource management tools should be used in the organizations in order to achieve internal marketing goals. (Grönroos 2000, 342.)

### **5.1 Definition of Human Resource Management**

The term human resource management is often used in different ways; therefore it is not very easy to define. The term is sometimes used simply as a modern name for “personnel management” or it can also be used when discussing a particular approach to the management of people which is noticeably different from “personnel management”. (Hall, Taylor & Torrington 2008, 6.)

Bratton and Gold offer a definition of the term as follows:

That part of the management process that specializes in the management of people in the work organizations. HRM emphasizes that employees are the primary resource for gaining sustainable competitive advantage, that human resources activities need to be integrated with the corporate strategy, and that human resource specialists help organizational controllers to meet both efficiency and equity objectives. (Bratton & Gold 1994, 5.)

### **5.2 Recruitment**

Effective recruitment is one of the most important objectives in human resource management. It is not always easy to find the right people for the vacancies and therefore recruitment may take a lot of time and money. Before an organization starts the recruitment process, it needs to find out whether it really needs to recruit an employer from the outside. There may be other ways to fill in the gap, such as reorganizing or mechanizing the work. (Hall et al. 2008, 147.)

If the organization decides that the recruitment is compulsory, it has to choose a suitable and cost-effective method. (Hall et al. 2008, 150.) Recruiting from the outside of the organization involves a variety of methods, including advertising, employment agencies, registers, introductions by the organization's employees, previous applicants etc. (Sisson & Storey 2000, 170.)

### **5.2.1 Internal recruitment**

When an organization decides to recruit new employees, it has only two sources of labor supply – the internal and the external labor market. Using the internal labor market has significant advantages from the employer's point of view. Internal recruitment is much less expensive, as the organization does not have to use advertising or recruitment agencies. Instead of advertising in the newspapers or in the employment agency, the organization can publish the advert on the intranet or in the message board. Internal candidates are also more familiar with the organization, and therefore they are able to start working with full capacity sooner than the external candidates. In addition, internal candidates usually know more about the job and what it involves. Organizations can also give preference to the existing employees by offering them incentives to work harder, such as promotions. Instead of hiring new employment, the management can this way send an important message for the employees that they are valued and that they have great career opportunities in the organization. (Hall et al. 2008, 149.)

However, there are some disadvantages in the internal recruitment. Internal market can offer only a limited field of applicants and this can mean that some prominent candidates are not even considered. Organizations could benefit from the competition for the posts between the internal and external candidates, as this may create a more diverse workforce. Some outstanding candidates from under-represented groups are not chosen, because they are not aware of the vacancies that the organization can offer. In addition, internal candidates have often high hopes that they will be offered the vacancy and when the organization gives the post for some external candidate, various difficulties may occur, including low work moral and bitterness. (Hall et al. 2008, 149.)

### **5.2.2 E-recruitment**

The use of the internet in recruitment has become more and more popular in recent years and it has changed the recruitment culture dramatically. In the internet recruitment, there are two basic forms. In the first form, organizations advertise their open vacancies in their own web-

site along with other information about its products and services. In the second form, the organizations use cyber-agencies, which combine the roles traditionally played by the newspapers and employment agents. These agencies advertise the jobs and they send a selection of suitable CV's to the employer. (Hall et al. 2008, 155.)

The main reason for the popularity of the internet recruitment has been that the advertising is inexpensive and the potential audience can be counted in millions. Creating a website can cost the same as a single advertisement in the newspaper or even less. There is also no need for printed material, which can be very costly, as the website contains all the information needed concerning the vacancy. Furthermore, the internet recruitment saves a lot of time. People can respond in seconds to job advertisements by sending a CV to the employer. Short listing can be done easily with the use of online applications forms or other soft wares. (Hall et al. 2008, 156.)

E-recruitment has many benefits to offer, but there are still major problems to be considered. As the potential audience can be millions, the number of applications can also be very large. An employer can receive hundreds of applications and it is very difficult to find the right candidates to be interviewed from such a large group. Applying through the internet can also be intimidating for some people as one must submit very personal and confidential information over the web. The internet is full of false agencies, which collect CVs and personal information of the applicants and this problem is not easy to correct. However, the technological development is fast and there are more and more people using the internet, so the effectiveness of the online recruitment will increase in the future. (Hall et al. 2008, 156.)

## 6 Brand and the company image

The concept of brand has long been used in marketing. Most discussions concerning brands are related to physical products, especially consumer goods. However, during the last decade or so, it has been noted that it is also important to create service brands. This notion has not been studied much yet, however it is generally recognized that branding is a crucial issue for service organizations as well. (Grönroos 2000, 286.) According to Gregory, a corporate brand is a product of millions of experiences a company creates with different stakeholders and the emotional feelings they develop as a result. A brand is an important business asset which can bring great results if managed carefully. (Gregory 2004, 3.)

According to American Marketing Association, brand is “a name, term, sign, symbol or any other feature that identifies one seller’s product or service as distinct from those of other sellers.” Grönroos has two objectives to this definition, as it neglects the key characteristics of services as a process and it excludes the customer. According to Grönroos, services are processes and the consumption of services can be described as process consumption. Service processes are naturally different from one another and this creates dissimilarity between the service providers. Service process is what creates the image of the service organization in the eyes of the customers and therefore it must be at the heart of the service brands. (Grönroos 2000, 286.)

Secondly, Grönroos states that this definition of brand excludes the customer as it sees brands as things that firms create. Much brand development has been in practice based on such a perspective. The marketer uses planned marketing communication efforts to develop a brand and the customer is supposed to form an image of the brand, which is similar to the brand intended. This view of branding is used when referred to physical goods where planned marketing communication is the main instrument used as the customer is not involved in the production process. In the physical goods, the brand exists in the goods themselves and the use of marketing communication is crucial in order to develop the brand. However, in services the situation is different as the process is much less standardized and the customer is involved in it. This forms the basis for the brand development. (Grönroos 2000, 286.)

## 6.1 Brand image and identity

According to Grönroos, “a brand is the identity of a good, or a service, which the marketer wants to create, whereas brand image is the image of the good, or service, which is formed in the customers mind. In other words, brand identity is the image of the brand that the marketer wants to create. It is the goal that the marketer wants to achieve. (Grönroos 2000, 287.) Riezebos defines a brand image as follows; “a brand image is a subjective mental picture of a brand shares by a group of consumers”. (Riezebos 2003, 64.) If the concepts of a brand and brand image are kept apart, it might be thought that the brand can be created without the existence of the customers and that the customers form an image of a readily created brand. This idea has developed the concept of brand building. In reality, customers are constantly receiving inputs about the brand that is being created and they relate to these brand messages continuously. Customers also react to these messages unconsciously and consequently they form the brand image in their minds. Therefore the brand is not first built and then perceived by the customers. Instead, the customers are involved in the branding process by receiving and interpreting the brand messages. (Grönroos 2000, 287.)

According to Dibb and Simoes, it is not adequate for the organizations to simply introduce themselves to the customers. They must also take into account the environment which adds complexity to the company’s activity. The environment includes for example the increasing competition and the media and public opinion. (Emerald 2009c, 218.)

When the customers are involved in the branding process, there is no need to separate the concepts of a brand and a brand image. “The brand as a concept is always an image”, and therefore these concepts are synonymous. The concept of branding cannot be used when referring to brand building, as this is incorrect and can lead to the impression that the marketer can create a brand by himself. A brand cannot be built and then offered to the customers as the customers’ role is much more active in the branding process. In fact it is the customers who decide whether the intended brand is created or not. The marketers’ role is to create the frames for the development of the brand in the minds of the customers. If the marketer has succeeded in creating this frame, the intended brand identity has been achieved. (Grönroos 2000, 287.)

## **6.2 Managing company image**

A company image refers to how the company is perceived. Companies usually use public relations and other promotion in order to create the intended image in the peoples' minds. Naturally the company image is designed to be appealing to the public. Image is not important only for the companies but also for different kind of organizations, such as governmental organizations. Employer image must be appealing in order to attract the most suitable employees for the organization. (Grönroos 2000, 293.)

Image exists in different levels. A large organization has a certain image, which can be different from the image of a single unit of the organization (e.g. one store of a big chain of stores). Therefore, the single unit has two different images, the overall and the local image. However, the overall image affects the image of a local unit. Big customers and other stakeholders are more interested in the company image as a whole, whereas the local customers are more influenced by the local image. For a small company, the overall company image and the local image can virtually be the same thing. (Grönroos 2000, 293.)

For a company or an organization, a different local image may be a benefit for a certain limit, however too distinct local images might be harmful for the company's strategy. If the company and local images are too far from each other, it may be difficult to maintain a clear company image. (Grönroos 2000, 293.)

## **6.3 The importance of image**

A distinguished and positive image is essential to companies and organizations in many ways. Image has an impact on how the customers see the company and its operations and communication. According to Grönroos, image has at least four roles:

1. Image communicates expectations
2. Image is a filter influencing perceptions
3. Image is a function of expectations as well as of experiences
4. Image has an international impact on employees as well as an external impact on customers



Image has an impact on expectations which people have towards the organization and a positive image makes it easier for the organization to communicate more effectively. A favorable image makes people more perceptive for positive word of mouth and naturally, negative image has the opposite affects. Image is also a filter which has an effect on the perception of the performances of the organization. If there are some faults in the technical or functional quality, a good image protects the organization. However, this sheltering effect does not last for a long time. If more serious problems occur, the image of the organization will change. This shelter has also some unfavorable features. If the quality of the service is not what the customers expect, they are even more dissatisfied than they would otherwise be. A neutral image does not provide any shelter, but it does not harm the image either. Image is also a function of expectations of customers as well as of their experiences. Customers have always some expectations towards the quality of the service and if these expectations are not met, the resulting perceived service quality changes the image. If the quality is even better than the customers have expected, the image will be reinforced or improved. Furthermore, if the service is not what is expected, the opposite will happen. Image has both internal impact on the employees and external effect on customers. In order to have a positive impact on the employees of the organization, the image should be clear and distinct. If the employees are not satisfied with the image of the organization they are working for, it might have a negative influence on their work performances and this will naturally have an effect on the quality of the service. Clear internal values will strengthen positive attitudes towards the organization among the employees and this will easily attract good employees. (Grönroos 2000, 294-295.)

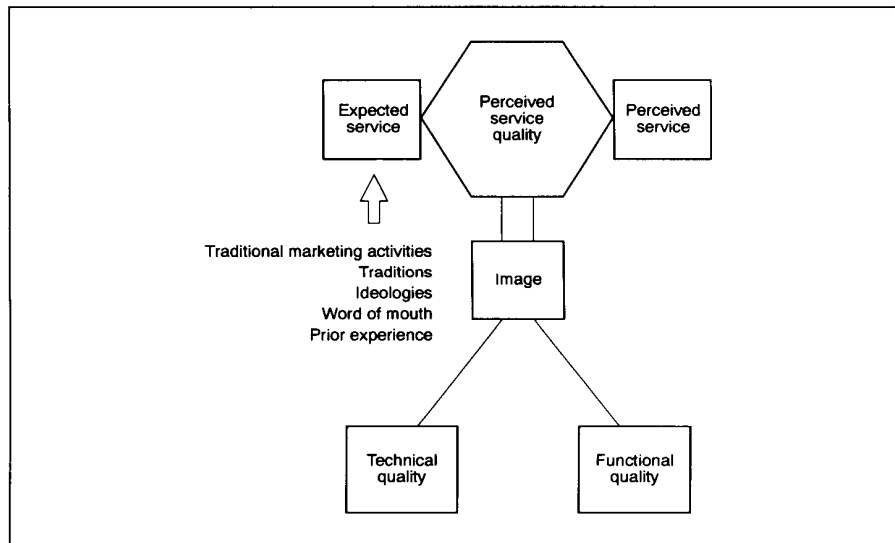


Figure 4. Total perceived service quality.

## 6.4 Developing image

When an organization wants to improve their image, the first thing to do is to analyze what are the reasons behind the unfavorable image. When the management feels that the image of the organization is outdated or unclear, the typical mistake is to make quick decisions and actions without analyzing the problem. For example, cosmetic actions, such as advertising campaigns often do not offer solutions to the actual problem. They may have a short-lived positive effect or in worst cases, even a negative impact. (Grönroos 2000, 295.)

The image of an organization should always be based on the reality. If the organization performs well, although the image is unknown, there is no need for planned marketing communication. However, if the image and the performance of the organization are bad, the organization faces serious problems. First, the organization should analyze the reasons behind the bad image. Basically there are two reasons: the organization is known but has a bad image or it is not known, but has an unclear or old fashioned image which is based on the old customer experiences. If the image is negative and the management decides to change the situation by organizing an advertising campaign where they send an unrealistic message, the results will be disastrous. Marketing the organization as service-oriented, customer-conscious, modern etc., when it is not any of those things mentioned, can lead to even further damage. The advertising campaign should always be based on the reality, because it creates expectations. If these expectations are not fulfilled and the perceived service quality is affected in a negative way, the image of the organization will be damaged. (Grönroos 2000, 296.)

Gregory states that when the brand is working well, the audience has a clear perception of the company. The customers understand what the company does and they want to be involved in it, either as a customer or as an employee. If the brand is not actively managed, “an accidental brand” can be the result. In this case, the success is not based on a long-term strategy, but off quick decisions and luck. However, these brands do not necessarily be here for a long haul. (Gregory 2004, 4.)

“If the image problem is a real problem, only real action will help”. Real problems with the performance of the organization can cause an image problem. This problem can be solved by internal actions to improve the performance of the organization. If the image of the organization is not bad, but unknown, there is a problem in the communication. There are several rea-

sons for why the company has not reached its potential customers or have not yet been fully appreciated by its already existing customers. The image is not in these cases a negative one, but it is not a positive one either. The image will improve when the company reaches its customers. However, there must be improvement in the communication and advertising which usually offers a solution. (Grönroos 2000, 296.)

## **7 Research methods**

The research method chosen for this thesis was qualitative. Qualitative approach was chosen as the aim of the study is to collect empirical data from the employees of the Ministry of the Interior about the usage of Heli online recruitment service. The objective is to acquire in-depth information about the subject, and therefore statistical generalizations, used in the quantitative research, cannot be used in this study. With qualitative research method, it is possible to examine the subject from different points of view and gather important information straight from the experts of the subject which is studied.

### **7.1 Qualitative research method**

According to Louhiala-Salminen, qualitative research method can be used when the purpose of the study is to find out the meaning and the context of the behavior and to understand the phenomenon more profoundly. (Louhiala-Salminen 2004, 3.) The context helps to explain why someone acted as they did and this context can be best understood by talking to people. (Myers 2009, 5.) According to Myers, “qualitative researchers argue that if you want to understand people’s motivations, their reasons, their actions, and the context for their beliefs and actions in an in-depth way, qualitative research is best”. (Myers 2009, 6.)

Qualitative research methods were developed in the social sciences and the objective was to help the researchers to study social and cultural phenomena. Qualitative data sources include various methods, such as observation, interviews and questionnaires, documents and text and also the researcher’s impressions and reactions. (Myers 2009, 8.) Qualitative research is a valuable method when the researcher wants to study a particular topic in depth. In addition, it is a good way to study a subject which has not been studied before when there is not any previously published research on the topic. (Myers 2009, 9.)

### **7.2 Semi-structured interviewing**

Interviews are one of the most important data collecting techniques used by the qualitative researchers in business and management. They are used in almost all sort of qualitative research and this technique is the most common choice for qualitative researchers. (Myers 2009, 121.)

The empirical data used in this study was gathered by conducting four semi-structured interviews with the employees of the Ministry of the Interior. Three of the interviewees were from the Administrative Unit and one of them was from the Police Department. The Administrative Unit of the Ministry is responsible for all the practical matters concerning recruiting, including the usage of Heli online recruiting service. The interviewee from the Police Department was able to give her views of the recruiting from the department perspective.

Semi-structured interviews are often used in qualitative research. The researcher uses an interview guide with the questions, but the guide does not need to be strictly followed. The questions and the sequencing can vary depending on the responses of every individual. Therefore, semi-structured interviews are very flexible and they can give a lot of information not foreseen prior to the interview. (Daymon & Holloway,171.) However, there is some consistency between the interviews as the interviews usually start with the same questions every time. Semi-structured interviews are therefore the type of interviews that try to take the best of the structured and unstructured approaches, while avoiding the risks. Semi-structured approach gives the interviewer some structure, while allowing for a little improvisation. (Myers 2009, 124-125.)

## 8 Interviews

As mentioned previously, four people from the Ministry of the Interior were interviewed for this study. The objective of these interviews was to gather in depth information of the experiences of the employees about Heli online recruitment service. The purpose was to find out how the usage of Heli online recruitment service has changed the recruitment in the Ministry of the Interior and what benefits and detriments has the system brought to the recruitment process.

Three of the interviewees were from the Administration Unit of the Ministry, which is responsible for the usage of the Heli online recruitment service in the Ministry. The interviewees were chosen based on their position in the Ministry. For the study, it was important to interview people from different levels and therefore the interviewees are managers, specialists and main users of the Heli service. The interviewee from the Police Department was chosen based on the recommendations of the people from the Administrative Unit. The interviewee from the Police department was able to give crucial information of the Heli online recruitment service from the departments' point of view and also share her experiences of the internal marketing activities provided by the Administration Unit.

These four semi-structured interviews were conducted between July and October 2009 in the premises of the Ministry of the Interior. As the interviews were semi-structured, the interview questions varied depending on the position of the interviewee in the Ministry of the Interior. The interviews lasted 20 minutes on the average and were recorded in the permission of the interviewee. All the interviews were conducted in Finnish. The atmosphere of the interviews was quite relaxed, although the fact that the interviews were recorded made the interviewing to some extent more formal. All the participants were very well prepared for the interviews and the overall attitude towards the interview was positive. The answers received from the interviews were extremely valuable for this study and the interviewees seem to be really honest and reliable.

The results of this study are presented in the following chapter.

## **9 The results of the study**

### **9.1 The recruitment process in the Ministry of the Interior**

The project to renew the recruiting process in the Ministry of the Interior started in the spring 2007. The objective of the project was to create successful recruitment experiences in the Ministry and in the administrative sector. It was seen that in order to guarantee successful recruitments, the development of recruitment should be a part of the Ministry's every day operation. The aim of the project was also to make certain that the recruitment process is clearly defined and that the recruitment will be carried out efficiently, according to the decrees and with quality. In addition, one objective was to reform and diversify recruitment advertisements in print media and on the internet. (Salokannel, M-R. 6.7.2009.)

A crucial part of the project to renew the recruitment process was to create an electrical tool to facilitate the managing of the applications. Provided that the State Treasury was developing a common service for the all the government agencies, the Ministry of the Interior decided to pilot the service. Previously the reporting and follow-up has been impossible and one of the goals was to create a system where this would be possible. This is important in order to collect information about the number and profiles of the applicants. (Salokannel, M-R. 6.7.2009.) The reporting enables the Ministry to develop their procedures and make predictive personnel planning. With the help of the information received of the applicants it can be seen what kind of people are applying for a job in the Ministry and how many applications are received. This information is also helpful when developing the skills of the already existing personnel. In order for the recruitment to be successful, the recruitment process must be clearly defined. With the help of Heli service, the process is put into the practice and it is seen if there is any need for development. (Kukkonen-Suvivuo, T. 14.7.2009.)

The recruitment process of the Ministry of the Interior is presented in Finnish in the Appendix 3.

### **9.2 Efficiency of the recruitment**

One of the main goals in the renewing process of the recruitment was that the efficiency will be improved. Recruitment has always been very time consuming process for the Ministry of

the Interior and one of the hopes regarding Heli online recruitment service was that it would save time. Before this new service, all the applications were handled manually which was of course very time consuming. Heli has brought many positive changes and made recruiting easier and more standardized. The objective was also to create a unified recruitment process for the Ministry and for the whole administrative sector.

The usage of Heli online recruitment service has strengthened and classified the recruitment process in the Ministry. (Väisänen, M. 14.7.2009.) It has become much easier to read the applications as they are all in the same form and the applicants answer to the same questions. Therefore the service has increased equality and uniformity of the applicants and it is easier to compare them. (Hack, K. 8.10.2009.) On the other hand, this has made the applications more impersonal and monotonous to read.

In addition, there is a possibility to add job-specific questions which have help enormously when it is time to select the applicants who will be invited to the job interview. (Hack, K. 8.10.2009.) Job-specific questions have two purposes. First, they are only published in the [valtiolle.fi](http://valtiolle.fi) portal and they therefore lead people to apply through Heli online recruitment service. The purpose is that there would be no more applications on paper or by e-mail. Secondly, they help to exclude the candidates who are not qualified for the vacancy in question. In addition, they also help to find out specific areas of expertise or experience. (Salokannel, M-R. 6.7.2009.)

Heli online recruitment service makes it possible to print out comparison tables of the applicants. The recruiters can select from the service the applicants who they want to compare and the service provides comparison tables. This has been a great benefit as before the personnel secretaries had to manually do the same work. (Hack, K. 8.10.2009.)

Heli service has also made the creating of the job announcements much easier. The same announcement can be used in different forums, such as [valtiolle.fi](http://valtiolle.fi), [mol.fi](http://mol.fi) (Employment and Economic Development Office), in newspapers (Helsingin Sanomat, Huvustadsbladet) and in the intra net of the Ministry of the Interior and Police. The announcement goes straight from the Heli online recruitment service to [mol.fi](http://mol.fi) and therefore it saves a lot of time as no other procedures must be done. (Salokannel, M-R. 6.7.2009.)



One of the most important strengths of the Heli service is that it is very easy to use. It is logic and clear, both for the users in the governmental agencies and for the applicants. The State Treasury offers help if there are any problems with the service and they also inform in advance if there will be any interruptions in the system. (Salokannel, M-R. 6.7.2009.)

### 9.2.1 The amount of applications

Before the Ministry of the Interior begun to use the Heli online recruitment service, there were no follow-up concerning the number of the job applications received. The data which is now given by the online recruitment service cannot be therefore compared to any previous statistics. However, since the Heli online recruitment service was established, the amount of applications has increased significantly and it continues to increase. During the year 2008, there were 53 vacancies open in the Ministry of the Interior and for these vacancies, there were altogether 3006 applicants. Therefore, the average amount of applications per vacancy was 56, 7 applications. In the beginning of the year 2009 (from January to the end of May) there have been 16 open vacancies and 1029 applications, making the average amount of applications per vacancy 64, 3. Consequently, it can be assumed that the amount of the applications will continue to increase.

Year	2008	2009 (January-May)
Vacancies open	53	16
Applications	3006	1029
Average amount of application per vacancy	56,7	64,3

However, it is impossible to evaluate what effect has the Heli online recruitment service has on the amount of applications received. As the amount of applications per vacancy is increasing, it could be assumed that the usage of the service has had an impact. However, the economic situation and other factors, such as the retirement of the baby boomers, may have also caused the increase in the amount of applications, as the government is known to be a secure employer and the average age of the employees is quite high.

The most popular vacancies among the applicants are those which do not require expertise in any specific area or any deep knowledge of a certain the field. Jobs in the support services or

jobs which are more generalized by their nature are the most popular ones among the candidates. It has also been noted that the Heli service has attracted more young people to apply for a job in the Ministry of the Interior. (Kukkonen-Suivuo, T. 14.7.2009.)

The amount of visits to the valtiolle.fi portal in the beginning of the year 2009 (January-May) is presented in the picture below.

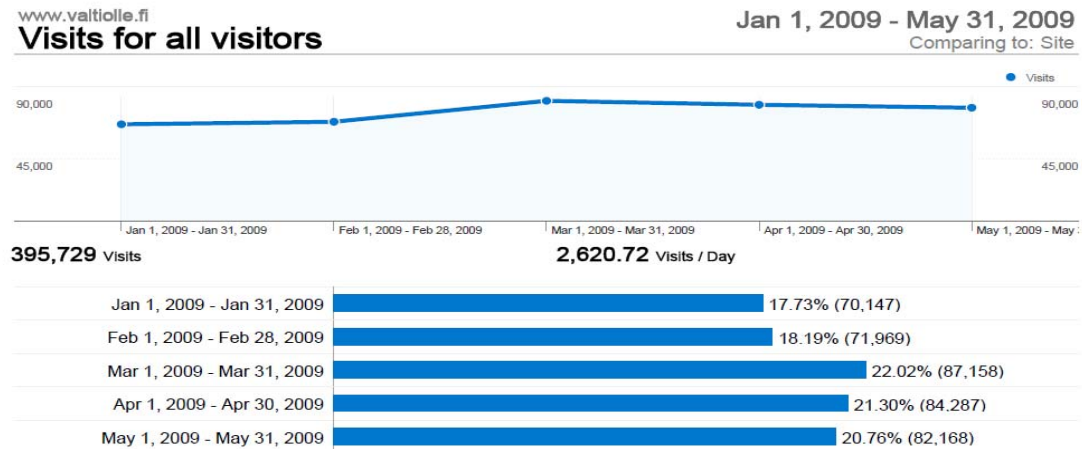


Figure 5. The amount of visits to the Valtiolle.fi portal in 01-05/2009. (Valtionvarainministeriö 2009.)

### 9.2.2 Costs of the Heli online recruitment service

Although it is obligatory for the governmental organizations to use the Heli online recruitment service, the users must pay for the service. The Ministry of Finance supported the implementation of the service in 2007 and after that the agencies have had to pay a charge cost for the usage of the service three times a year. Every agency in the administrative sector pays separately, although the Ministry of the Interior hopes that it would be made possible to pay centrally. As the usage of the service is compulsory, the costs are not negotiable. (Salokannel, M-R. 6.7.2009.)

While the Heli online recruitment service is chargeable, it has brought also savings. The workload has diminished as well as the amount of hours used in the recruitment. This has been the case especially when considering the work of the personnel secretaries as some of their previous tasks have practically disappeared due to the use of the Heli service. Therefore it can be said that the overall costs of the recruitment have become smaller.

### 9.2.3 Challenges of the Heli online recruitment service

When a new service is taken into use, it always faces some challenges in the beginning. For instance, the workload may increase in the beginning as it takes some time for the employees to get familiar with the new service and its features. Transition to the Heli online recruitment service has also been a challenge for the Ministry of the Interior and for the whole administrative sector. First, it had to be decided how centralized and comprehensive would the usage be and the whole recruitment process had to be scrutinized. The Heli service was originally developed to serve the needs of the Service Centers in the administrative sector. The service was first thought to be temporary and it was developed with quite a hectic schedule. Therefore, there have been many difficulties in the beginning of the usage. The Ministry of the Interior decided to pilot the service in order to have an effect on the development work. As the usage of the service is compulsory for the government agencies, the Ministry wanted to be among the first agencies to implement it. (Salokannel, M-R. 6.7.2009.)

Heli online recruitment service has mostly benefited the Ministry of the Interior and improved the efficiency of the recruitment. However, as the service is quite new, there are still some difficulties with some of the features. When the service was taken into use, the Ministry decided to put all the applications to the service in order to receive valuable information about the applicants. Reports and comparison tables are crucial part of the recruitment process and it is important that all the applications are in the service so that the recruiters can benefit from these features. However, not all the applicants use Heli service and therefore the recruiters in the Ministry must add the applications which they have received in paper or by e-mail to the service. This process is very time consuming and a difficult challenge, as the applicants have not always given the information which is required in the online service. In order to guarantee that all the applicants are treated equally, the Ministries cannot force people to apply through the online recruitment service. Therefore the applications which are on paper or in e-mail must be accepted as well. However, the Ministry of the Interior encourages people to apply through the Heli service by including the job-specific questions which can be found from the service and by promoting Heli in job advertisements and on the website. (Salokannel, M-R. 6.7.2009.)

As the main objective of the Heli online recruitment service is to reduce the time used in routine procedures of the recruitment, it is essential that the service works properly. The reports

and comparison tables are one of the most important tools in the service; however they are not yet working as they should be. It requires a lot of manual work to get the reports and tables ready for use. In addition the Heli online recruitment service is not yet compatible with other electric services which the Ministry of the Interior is using. (Salokannel, M-R. 6.7.2009.)

According to the feedback the Ministry of the Interior has received, the applicants are quite pleased with the service. However, there are some matters which have not been satisfactory. For instance, the candidates have complained about the fact that they have to use their internet bank passwords in order to be able to leave the application. Heli online recruitment service demands those passwords for security reasons. In addition, there have been some misunderstandings concerning the instructions. For example, the application must be saved in the service by the end of the applying period in order for it to be on time. All of the applicants have not known about this and therefore their applications have been sent too late. Thus, despite the small challenges in the usability of the service, the service has been working quite well. (Kukkonen-Suvivuo, T., Väisänen, M. 14.7.2009.)

As a whole, the Heli online recruitment service has been a success and considering the amount of applications received, the problems have been minor. The State Treasury develops the service constantly and it has to listen to the development suggestions from all the governmental agencies. Therefore, it has to prioritize the requirements and it may take some time to correct the errors in the Heli service. (Salokannel, M-R. 6.7.2009.)

#### **9.2.4 Development proposals for the Heli online recruitment service from the Ministry of the Interior**

The State Treasury and their Heli Team are responsible for the development of the Heli online recruitment service. They organize customer meetings few times a year where the representatives from different government agencies can give development proposals and other feedback concerning the Heli service. In these meetings, the State Treasury also informs the agencies about the future changes in the service. (Salokannel, M-R. 6.7.2009.)

The Ministry of the Interior has been very active towards the State Treasury and many of the development suggestions concerning the Heli service have arisen from the Ministry. As the service is quite new, it has not always worked as it should have. Many of these errors have

already been corrected; however, the Ministry still has some development ideas for the State Treasury.

In this study, it came up many times that the reporting should be developed. The reports should be as user-friendly as possible. Nevertheless, it still requires a lot of manual work to get the documents to look the way they should be. It is crucial that the reporting works as it should in order for it to fully benefit the recruiters. In addition, it is vital that the service is reliable. The Ministry has received worried phone calls from the applicants as the service has thrown them out of the system in the middle of the making of an application. If the service is not reliable and secure it may have serious effects on the employer image of the government agencies. (Kukkonen-Suvivuo, T. 14.7.2009.)

Since the Ministry of the Interior still receives applications on paper or by e-mail, the main users of the service have to add these applications to the service. Many of these informal applications do not contain all the information which is required in the Heli service. Therefore the Ministry hopes that some sections of the applications do not have to be filled. The main users also wish that the applicants would be required to notify their birthday and sex, as this information is needed for the reports. The language skills part needs also some improvements as well as the part where the applicant fills in his or her work experience. Many candidates feel that it is too inconvenient to write the information to the boxes and therefore they insert the work experience in the end where there is a possibility to add information about him- or herself. This is problematic as it makes it more complicated to create comparison tables of the applicants. (Väisänen, M. 14.7.2009) In addition, it was suggested that there would be a part in the service where the candidate could notify about his or her leave of absences. Therefore it would be easier to find out how much the person has actual work experience. (Hack, K. 8.10.2009.)

The applicants have also wished that the Heli service would send a notification to the applicant's e-mail that the application has been received. Some candidates have been unsure if the application has been sent and therefore a confirmation by e-mail would be appreciated. (Hack, K. 8.10.2009.)

From the employer image point of view, the Ministry of the Interior hopes that their page in the valtiolle.fi portal would have the same graphic look than they have in the printed job advertisements, so that the people would recognize the Ministry of the Interior easily. In practice

this means that in the service, there would be the possibility to add pictures. It would also be important to renew the marketing campaign of the Heli recruitment service, as it is still not familiar to all the people. The previous campaign was a success and it brought many new visitors to the valtiolle.fi portal. (Salokannel, M-R. 6.7.2009.)

The main users of the Heli service in the Ministry of the Interior hope that in the future the usage of the service could be expanded so that the supervisors would take a bigger role in the recruitment process. The main users are currently using the service on behalf of other participants of the recruitment process. Ideally, the supervisors would prepare the announcement and follow the situation through the whole recruitment process. At the moment, the personnel secretaries of the administration unit of the Ministry are responsible for the usage of the service on behalf of the whole Ministry and therefore their workload is substantial. (Salokannel, M-R. 6.7.2009.)

When developing the Heli online recruitment service, the State Treasury has to consider which improvements would best benefit all the government agencies. Therefore all the proposals the Ministry of the Interior has will probably not go through. The Ministry continues to develop the recruitment process and if more improvement needs occur, the development suggestions will be communicated to the State Treasury. (Salokannel, M-R. 6.7.2009.)

### **9.3 Heli online recruitment service and internal marketing in the Ministry of the Interior**

According to Grönroos, internal marketing is prerequisite for successful external and interactive marketing. Training the employees is one of the internal marketing activities and it is most frequently needed as a basic component of an internal marketing program. (Grönroos 2000, 340.)

In the renewal process of the recruitment, the Ministry of the Interior has paid attention to the familiarization of the recruits. The Ministry sees that the recruitment process does not end when the person has been hired, it continues throughout the whole employment period. The Ministry of the Interior developed a new familiarization program which includes all the tasks of the employee and a schedule for the familiarization. The supervisor of the recruit is respon-

sible for the familiarization and he or she regularly makes sure that the schedule has been followed. (Salokannel, M-R. 6.7.2009.)

In addition, the Ministry of the Interior wanted to organize more recruitment education for the employees and this also includes the usage of Heli online recruitment service. The State Treasury is responsible for the training of the main users in the Ministries and other agencies and the main users help other people in the organization to use the service. If it is necessary, the State Treasury or the main users of the Ministry will offer personal user guidance. The objective of the training is that all the people who are responsible for human resource management in the Ministry will use aptitude and character judgment in the recruitment in future. Part of the education is also the electrical manual for recruitment. This manual can be found from the intranet of the Ministry of the Interior and it can be used as an aid when recruiting. The manual offers also help considering Heli service and it works as an internal marketing tool. (Salokannel, M-R. 6.7.2009.)

According to Grönroos, “in order to be successful, internal marketing starts with top management”. Next, the supervisors and the middle management must acknowledge their role in a marketing process. Only then can internal marketing efforts intended for the contact and support employees be successful. The Ministry of the Interior has been successful in the development of the quality process of recruitment, as the top management is committed to the development. (Grönroos 2000, 339.) The Heli online recruitment service has made the renewal process of recruitment very concrete and it makes the managers to really invest in to the development of the recruitment process. The supervisor and middle management have made efforts to activate different departments to use Heli online recruitment service by organizing presentations of the service and offering user guidance when needed. The main goal is that every department would use the service and the recruitment could be decentralized as the administrative unit is at the moment the main user of the service. (Kukkonen-Suvivuo, T. 14.7.2009.)

#### **9.4 Employer image and the Ministry of the Interior**

According to the Ministry of Finance, the image of the government as an employer has improved in almost all the aspects during the last decade. In order to attract competent employees, government has made efforts to modify the salary system, to make the working atmosphere as positive as possible, to increase the personnel’s development possibilities and the

attractivity of the tasks. (Valtiovarainministeriö 2009b.) Transition to using an online recruitment service, Heli, has also had an impact on the image of the government as an employer. For the very first time, all the open vacancies of different government agencies are announced in the same place. It is easier for the applicants to search for the open vacancies and it creates the image of the government as a unified employer. In addition, the State Treasury organized an advertisement campaign in 2008, which brought publicity to all the government agencies. In the campaign, the Heli service was presented and the public was instructed how to use the service. This campaign was very successful and it is important to promote the Heli online recruitment service as much as possible in order to modernize the employer image of the governmental agencies. (Salokannel, M-R. 6.7.2009.)

Heli online recruitment service offers the Ministries also an opportunity to promote themselves and tell about their strengths as an employer. Every government agency has an own introductory page in [valtiolle.fi](http://valtiolle.fi) portal where they can tell for example about their tasks, visions and educational background of their employees. The introductory page includes also a link to the home page of the employer in question and therefore it has been made easy for the applicants to have more information about the agency they are interested in. ([www.valtiolle.fi](http://www.valtiolle.fi))

The Ministry of the Interior has also paid attention to their image and Heli online recruitment service has been a significant part of this. Government is often seen as an old fashioned and bureaucratic employer, especially among young people. Part of the renewal process of recruitment in the Ministry of the Interior is to view interns, students and other young people as their potential work force in the future. Modernizing the recruitment and creating an online recruitment service is the most important way to reach young competitive employees who are using internet as their main communication channel. In order to change the out dated image it is crucial to be active on the internet and advertise through the channels where it is possible to reach as many potential employees as possible. It is also vital to participate in different kind of students fairs and make the Ministry visible in various forums. In addition, the Ministry wants to take good care of their interns so that the generated image will be positive. (Salokannel, M-R. 6.7.2009.)

Heli online recruitment service has also offered the opportunity to be in contact with the applicants during the recruitment process. Through the service, the recruiters can offer information for example about the situation where the process is at the moment and send e-mails to all the applicants after the process is over. Informing and taken care of the applicants



throughout the whole recruitment process is crucial in order to create an excellent employer image. Even if the applicant does not get chosen for the vacancy in question, he or she is more likely to apply for other vacancies in the future if the service is impeccable. (Kukkonen-Suvivuo, T. 14.7.2009.)

The Ministry of the Interior wanted to be part of the piloting group of the Heli online recruitment service. The Ministry had done a questionnaire during the autumn 2007 in the Ministry and its administrative sector. Therefore, they had a lot of information concerning the state and the challenges of the recruitment which could be used in the development of the service. Piloting a new service is also important from the employer image point of view, as it is important to follow the time and be among the first governmental organizations to use an online recruitment service. Piloting offers also the opportunity to influence the final outcome and help in the development of the service. (Salokannel, M-R. 6.7.2009.)

## 10 Validity and Reliability

Cano states that validity is about whether the research in question has explained or measured what the researcher has said that it would explain or measure. Therefore, it deals with whether the method used in the research is appropriate regarding to the research questions. (Queen Margaret University 2009.)

According to Cohen, Manion and Morrison, “validity is an important key to effective research”. In qualitative research, the validity can be analyzed by examining the honesty, depth, richness and scope of the data achieved, the participants approached and the objectivity of the researcher. In qualitative research, there are many factors which together contribute to a degree of bias, such as the subjectivity of respondents, their opinions, attitudes and perspectives. Therefore, validity should be seen as a matter of degree instead of an absolute status. (Cohen, Manion & Morrison 2007, 133.)

As mentioned previously, four employees from the Ministry of the Interior were interviewed for this study. The interviewees were chosen based on their expertise on the subject of Heli online recruitment service. As the usage of the service is concentrated to the administrative unit of the Ministry of the Interior, it was rather simple to find the people who are experts on the subject. According to Cohen, Manion and Morrison, one of the ways to minimize the risk of invalidity is to use an appropriate sample (not too small or too large). In this study, four interviews is appropriate amount, as they included views from the different employee levels of the organization. In the Ministry of the Interior, there are only few people who are experts on the subject as the usage of the Heli online recruitment service is very centralized. Bigger sample would have been unnecessary. As the intention was to examine the transition from the Ministry of the Interior point of view, it was decided that the developers and administrators of the service would not be included in this study.

Choosing an appropriate method for answering the research questions is also important in order to make sure that the validity is not threatened. (Cohen et al. 2007, 144.) As the purpose of this study was to find out what experiences the employees of the Ministry of the Interior have of the Heli service, it was decided that the best method for gathering data would be interviews. Interviews are an excellent way to collect in-depth information about the subject. This kind of study would have been difficult to carry out with any other research method as

the intention was to gather the experiences of the employees who are dealing with the Heli service on daily basis. Interviews provided data which would have been impossible to obtain by using other methods of data collection. All the interviews were recorded in order to achieve accurate and reliable results. In addition, the interviews were conducted in private rooms in order to minimize the risk of any distractions. The interviewees had enough time to consider their answers and they had also the opportunity to make further questions if questions were unclear. The results of the interviews were essentially very similar and therefore the reliability is quite good.

According to Cohen, Manion and Morrison, the reliability as replicability in qualitative research can be addressed in numerous ways:

- stability of observations: whether the same observations and interpretations would have been made if the time and place had been different
- parallel forms: whether the same observations and interpretations would have been made of what had been seen if the researcher had paid attention to other phenomena during the observation
- inter-rater reliability: whether the same observations and interpretations would have been made if the theoretical framework is the same, but the researcher is someone else

It has been suggested that in interviewing, there might be as many different interpretations of the data as there are researchers. In other words, two researchers may come up with different results; however both sets of the findings can be equally reliable. (Cohen et al. 2007, 148.)

As the Heli online recruitment service has been in use for only two years, the research period is not very long. The fact that the service is quite new may have effected on the results. The service is being developed all the time and the service will be more and more known to the applicants. Therefore, the results would probably be some what different if the research is renewed in the future. If the research would have been repeated at the same time, the results would have most likely been the same.

One factor influencing the reliability of the interviews is leading questions. According to Cohen, Manion and Morrison, a leading question is one which makes assumptions about the interviewees and influences the answer. In this study, the questions were carefully considered and leading questions were avoided.

One way of controlling the reliability of the interviews is to have a highly structured interview with the same questions for every respondent. However, open-ended interviews have the benefit of being able to give the respondents the opportunity to demonstrate their unique perspective on the subject. In this study, it was decided to use semi-structures interviews as it was the most suitable method for this kind of study. The questions for the employees of the administrative unit of the Ministry of the Interior were some what different from the questions for the interviewee from the Police department. This is due to the fact that they use the Heli service differently and they have different perspectives on the matter.

## 11 Conclusions and recommendations

This research oriented study was made in order to gather information about the transition to the new Heli online recruitment service in the Ministry of the Interior. The objective was to find out especially how the effectiveness of the recruitment has changed and what the benefits of the service are. The results of the study were examined with the help of internal marketing, human resource management as well as brand and company image theories.

Internet is the most efficient and economical recruitment channel and the best way to reach people actively looking for a job. In order for the government agencies to find the best employees, it is crucial to have an image as a modern employer and online recruitment service is a crucial part of this modernization. The government agencies often have an outdated image and therefore it can be difficult to find especially young applicants. As the results of this study indicated, the amount of young applicants has increased due to the usage of Heli online recruitment service. The service has significantly improved the visibility of the government agencies and therefore many new potential employees have been reached. Even though the amount of applications is on the increase, it is difficult to say reliably whether this is due to the Heli service or due to other reasons such as the current economic situation.

One of the most important objectives of the Heli online recruitment service was to make the administration of the routine matters more efficient. Before the Heli service, the efficiency was very low as the applications were handled manually. Nowadays almost all the phases of the recruitment process can be done electronically and this has increased the efficiency considerably. In addition, the Heli recruitment service provides the opportunity to serve the applicants better, as it is possible to stay in touch with them throughout the whole recruitment process. This is also important when considering the employer image.

Although the Heli online recruitment service has brought many benefits for the Ministry of the Interior, there is still a need for improvement. As the service is quite new it has not still reached its full potential. In order for the government agencies to fully enjoy the benefits of the service, all the potential employees must acknowledge the service. According to the State Treasury, 85 % of the applications for specific jobs are now received in electronic form. Therefore, there are still people who are not familiar with the service. Paper applications are the most important reason for the inefficiency of the recruitment in the Ministry of the Inte-

rior. All the applications are put into the service and this increases the manual work. It is therefore recommended that the State Treasury would renew their marketing campaign in order for the Heli service to get more visibility.

In addition, the State Treasury should pay attention to the functionality of the Heli online recruitment service. The service should be reliable at all times, since the candidates will not use the service if the service does not work properly. Problems in the reliability of the service could have serious effects on the employer image of the government agencies. The development of the service requires co-operation between the State Treasury and different government agencies. The information received from the applicants and from the main users of the service is crucial in order to discover the problems in the service.

As a whole, the Heli online recruitment service has been a success and considering the amount of applications, the problems have been minor. As this study has indicated, there was a vital need for an online recruitment service and the Heli online recruitment service has been well received among the government agencies and applicants. It can be stated that once the most critical errors in the service have been corrected and when the public is more familiar with the service, the full potential of the Heli online recruitment service will be reached.

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## Haastattelukysymykset

### Kysymykset hallintoyksikölle

1. Minkälaisia tavoitteita ja odotuksia Sisäasianministeriöllä oli Heli rekrytointi järjestelmälle ennen sen käyttöönottoa?
2. Minkä takia Sisäasianministeriölle oli tärkeää osallistua järjestelmän pilotointiin?
3. Mitä positiivisia vaikutuksia järjestelmän käytöllä on ollut rekrytointiin Sisäasiainministeriössä?
4. Entä negatiivisia?
5. Miten hakemusten laatu ja määrä muuttunut?
6. Onko järjestelmä ollut helppokäyttöinen?
7. Miten rekrytointijärjestelmää on markkinoitu ministeriön sisällä eri osastoille?
8. Mitä kustannuksia järjestelmän käyttö on tuonut ministeriölle?
9. Mitä kehittämisehdotuksia Sisäasianministeriöllä on järjestelmän ylläpitäjille?

### Kysymykset poliisiosastolle

1. Minkälaisia kokemuksia osastollanne on Heli- rekrytointijärjestelmästä? Miten järjestelmän käyttöönotto on näkynyt käytännön työssä?
2. Kuinka paljon uusi järjestelmä poikkeaa vanhasta käytännöstä?
3. Oletteko kokeneet järjestelmän kustannustehokkaaksi?
4. Koetteko saaneenne tarpeeksi tukea järjestelmän käyttöön SM:n hallintoyksiköltä tai Valtiokonttorilta?
5. Tuleeko uusi Poliisihallitus käyttämään Heli-rekrytointijärjestelmää? Jos ei, miksi?
6. Mitä kehittämisehdotuksia teillä on Heli- järjestelmän ylläpitäjille?

## Interview questions in English

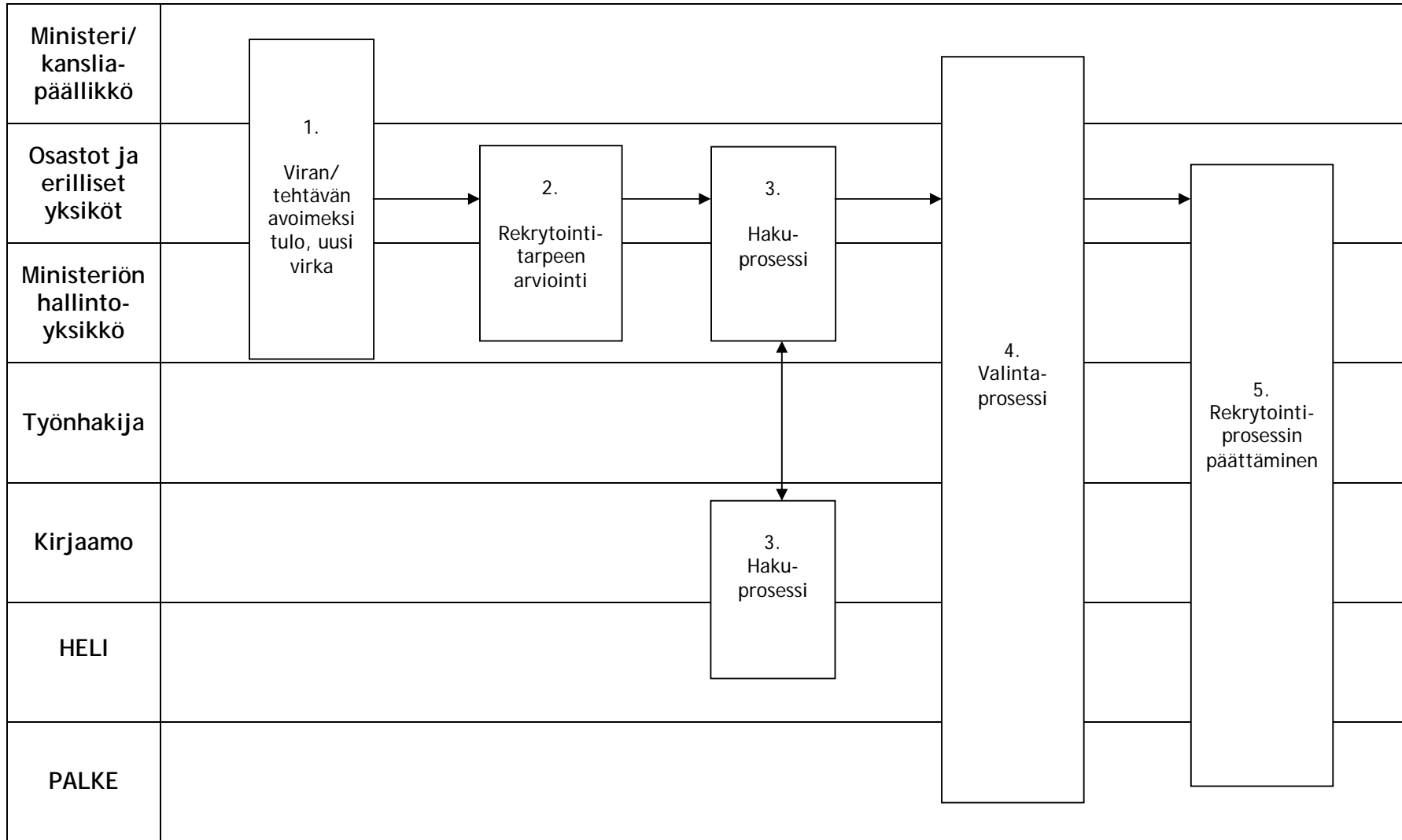
### Questions for the Administrative Unit

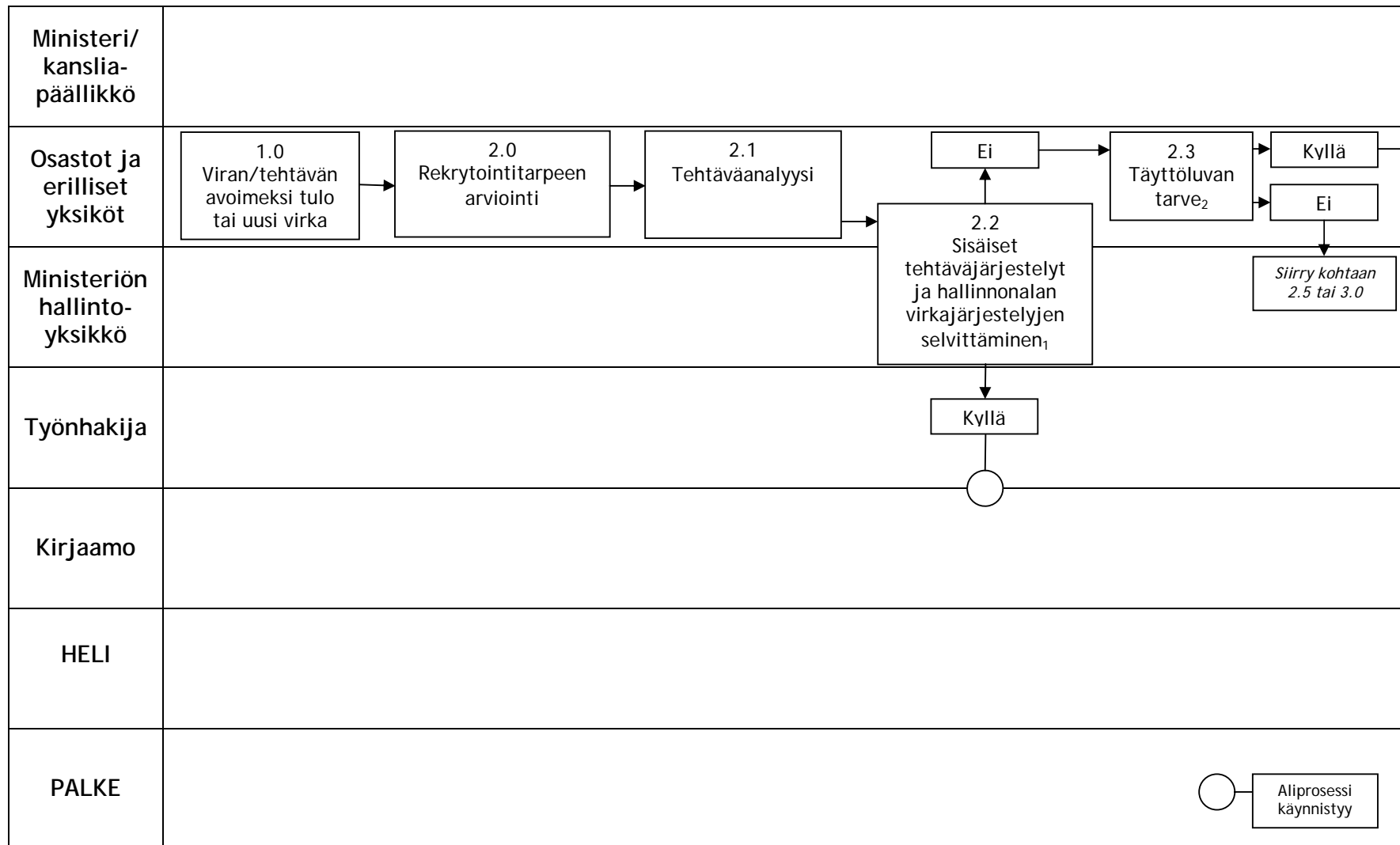
1. What kind of objectives and expectations the Ministry of the Interior had towards the Heli online recruitment service prior to its implementation?
2. Why it was important for the Ministry of the Interior to pilot the service?
3. What positive effects has the service had on the recruitment in the Ministry of the Interior?
4. What about negative ones?
5. How has the quality and amount of the applications changed?
6. Has the service been easy to use?
7. How has the online recruitment service been marketed within the Ministry?
8. What costs has the usage of the service brought to the Ministry of the Interior?
9. What development proposals the Ministry of the Interior has for the developers of the service?

### Questions for the Police Department?

1. What kind of experiences the Police Department has about the Heli online recruitment service? How has the implementation of the service changed the work in practice?
2. How much does the new service differ from the previous practice?
3. Have you find the service cost-effective?
4. Has the Administrative Unit of the Ministry of the Interior or the State Treasury supported the Police Department enough with the usage of the service?
5. Will the new Police Government use the Heli service? If not, why?
6. What development proposals the Police Department has for the developers of the service?

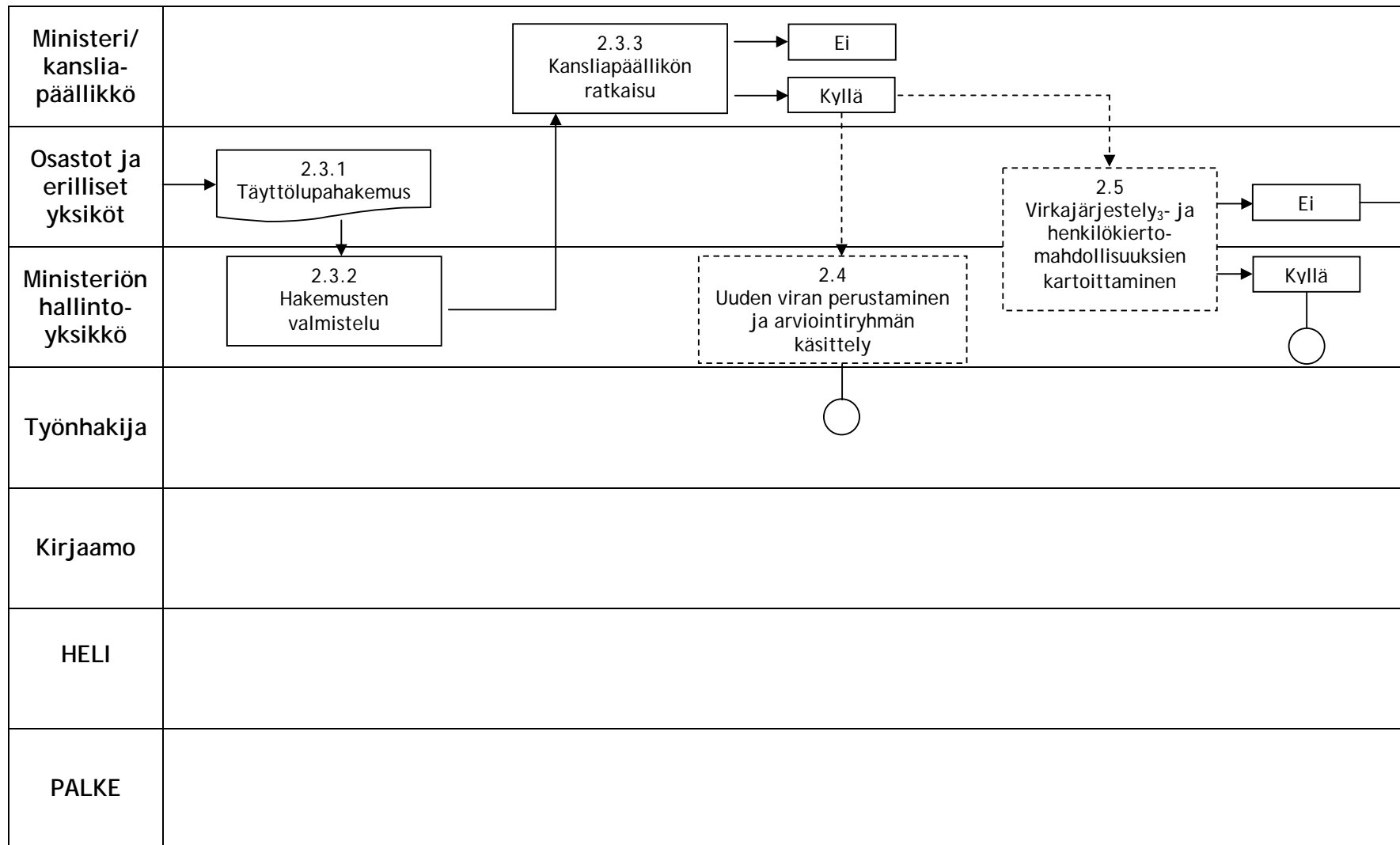
# SISÄASIAINMINISTERIÖN REKRYTOINTIPROSESSI



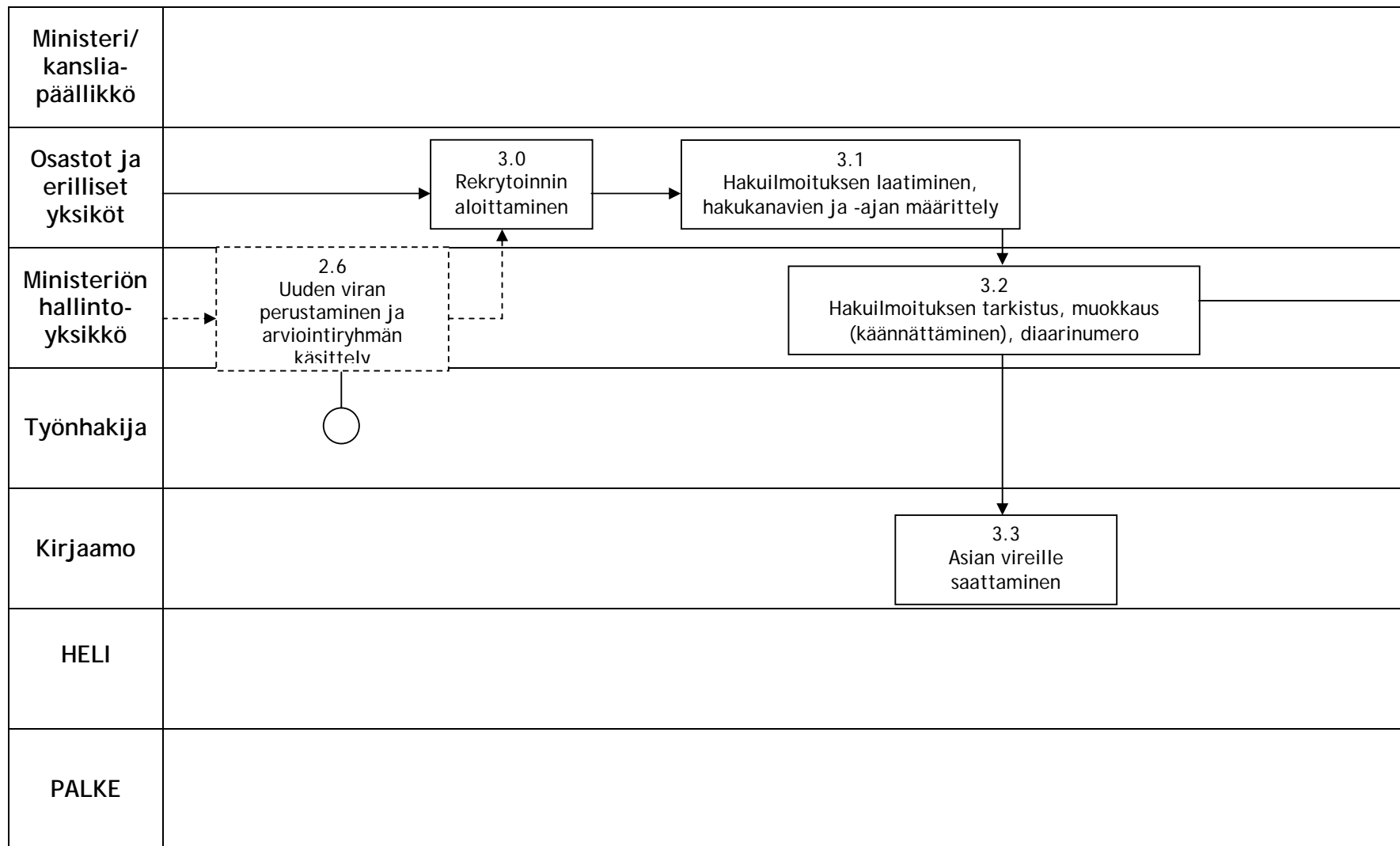


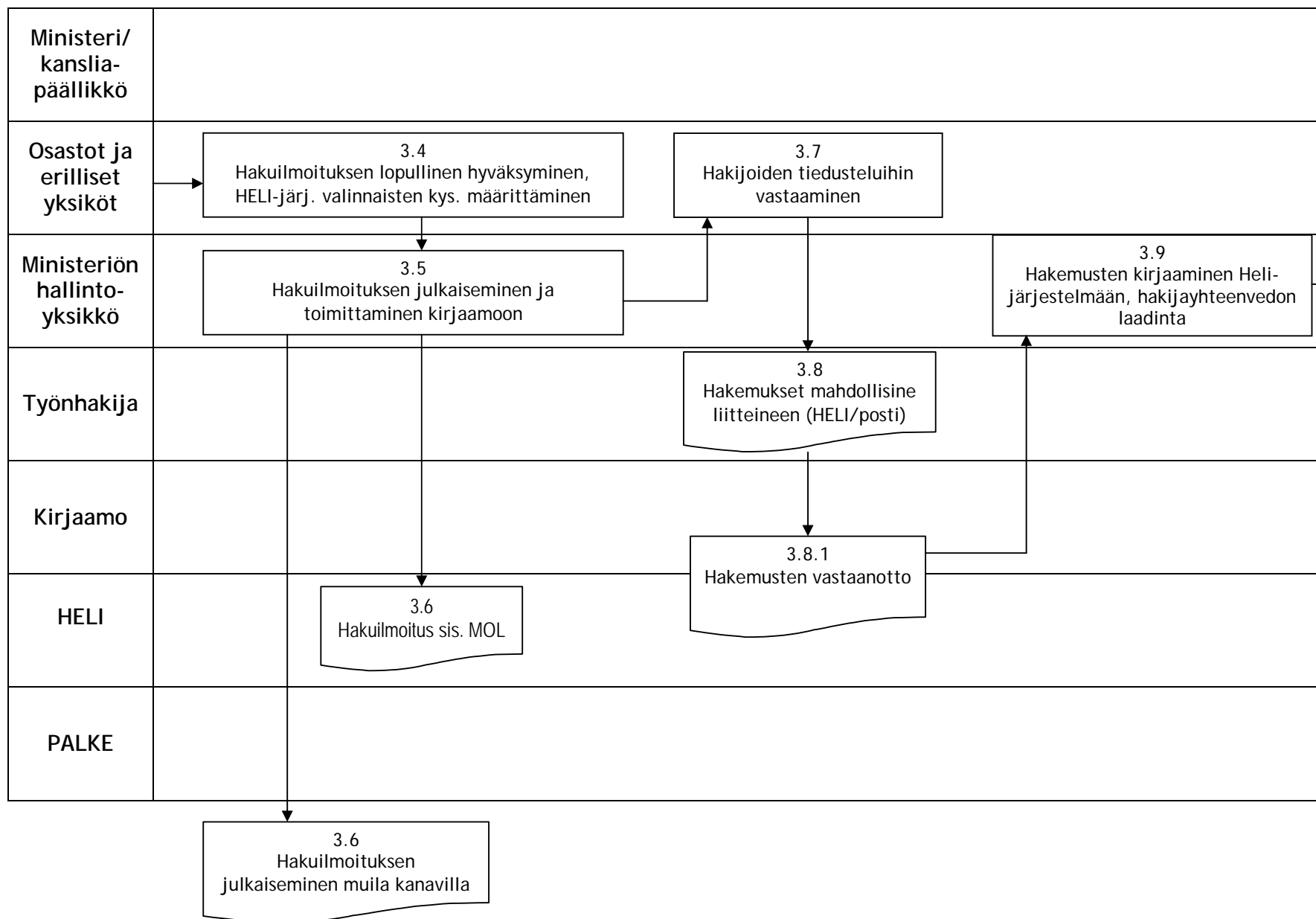
1) Vapautuvien tehtävien täyttäminen sisäasiainministeriön hallinnonalalla (SM-2006-02445/YI-0)

2) SM:n määräys virkojen ja tiettyjen määräaikaisten virkasuhteiden täyttämisen tarpeellisuuden arviointi (SM-2006-1905/ty-22)

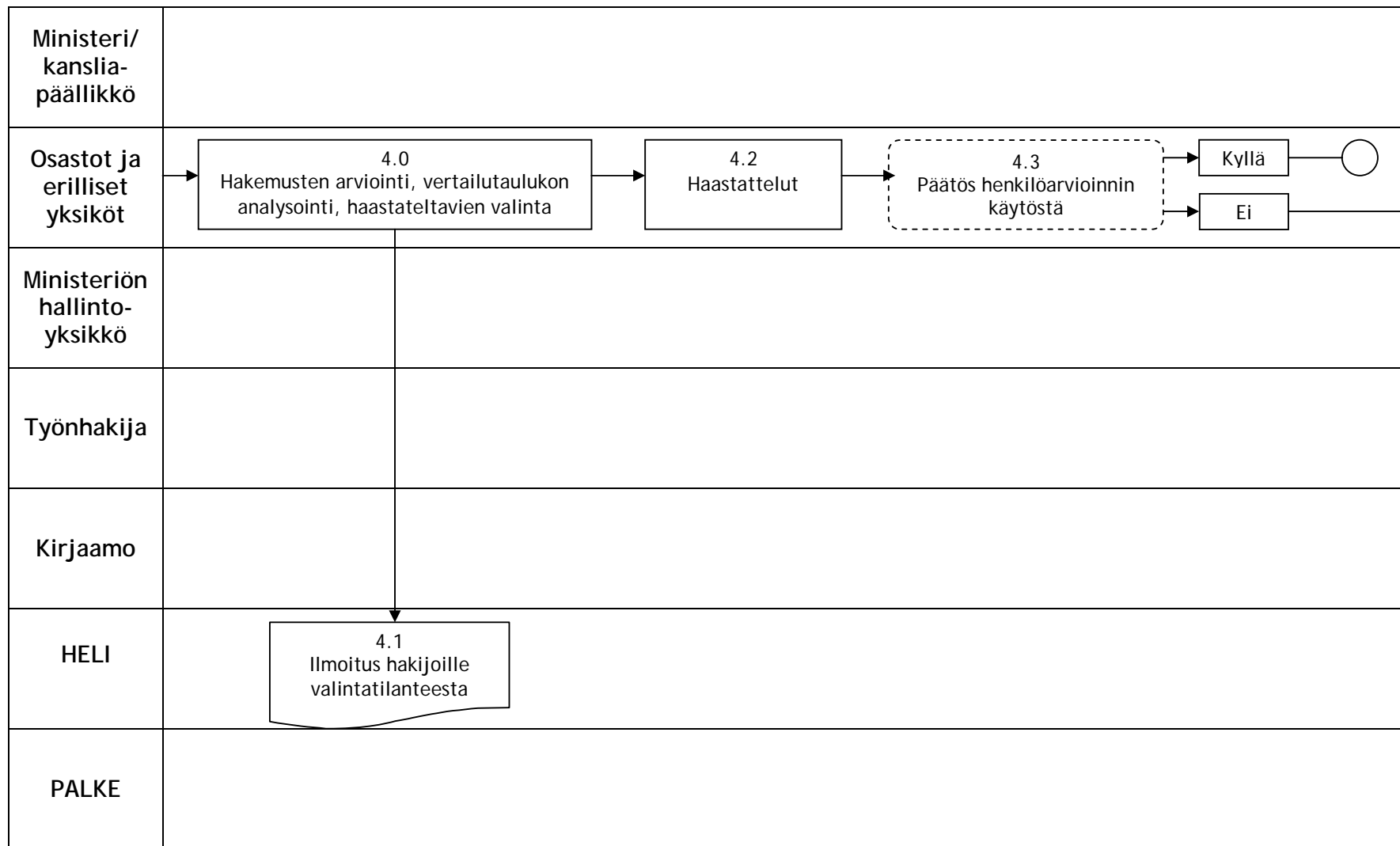


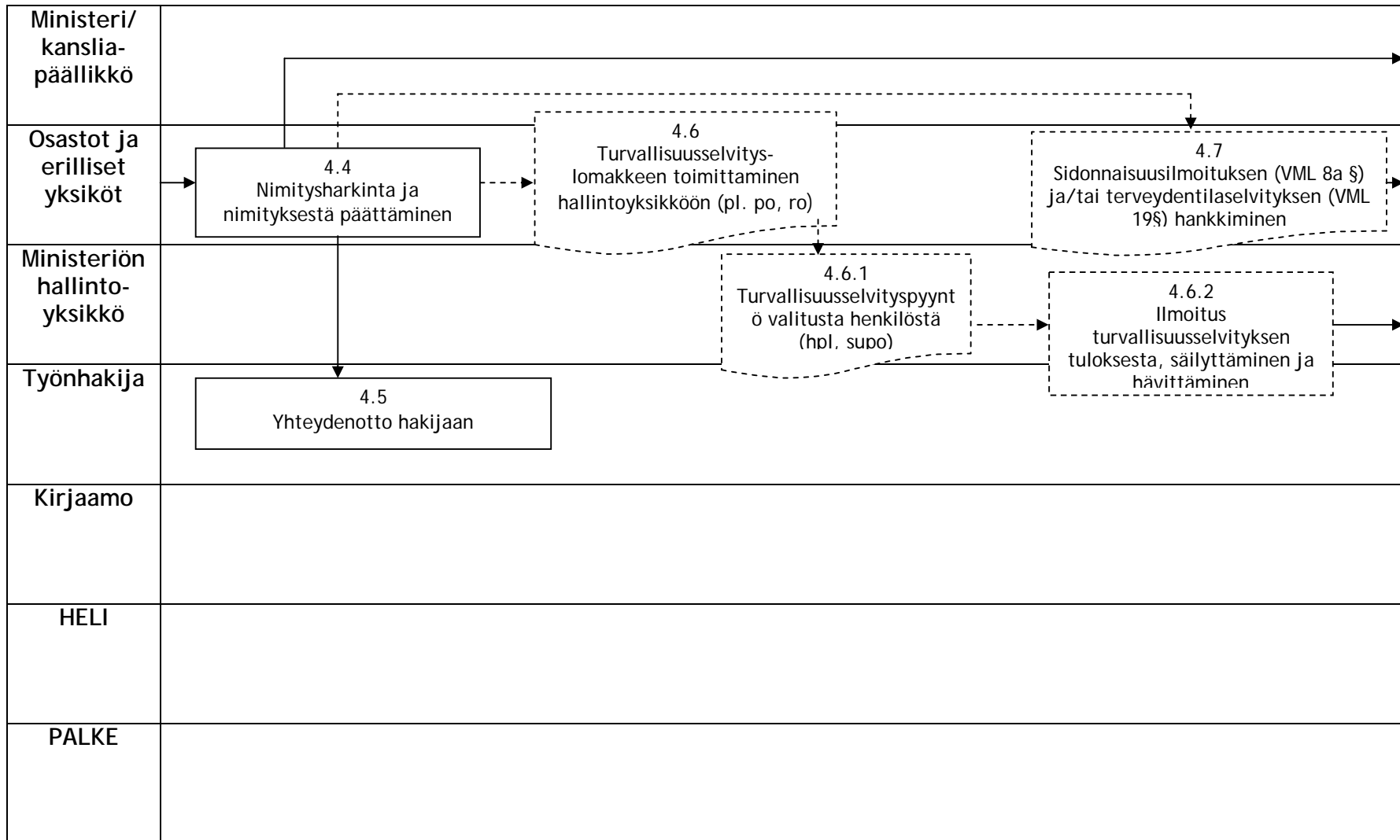
3) VN:n periaatepäätös 23.3.2006 valtion henkilöstön aseman järjestämisestä organisaation muutostilanteessa, vapautuvien tehtävien täyttäminen SM:n hallinnonalalla (SM-2006-02445/YI-0), VM:n määräys (VM 49/01/2008) hallinnonalojen välisestä siirtomenettelystä

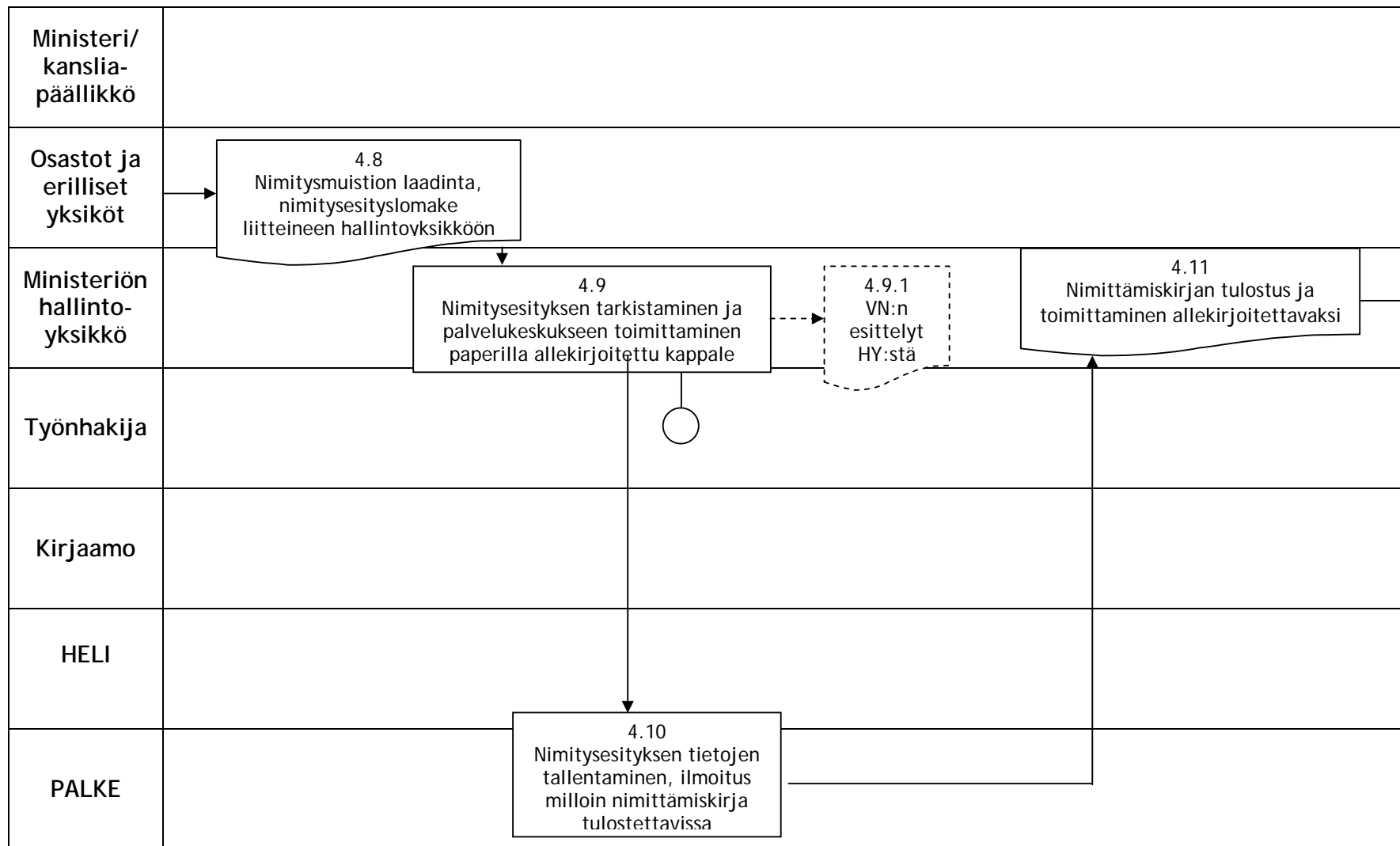


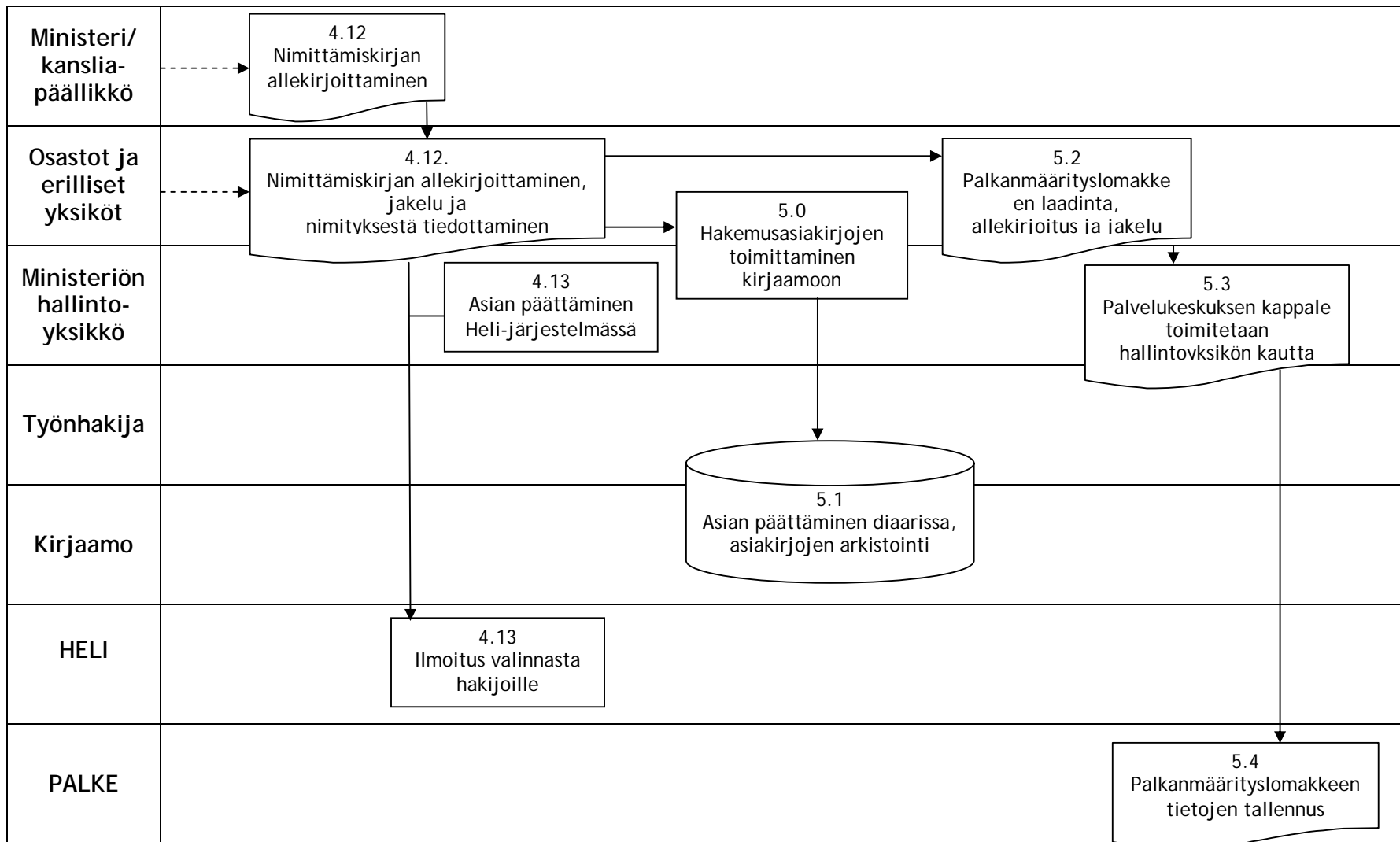












UUSI HENKILÖ/PALVELUSSUHTEEN ALKAMINEN JA  
 PEREHDYTYSPROSESSIN KÄYNNISTYMINEN

## SISÄASIAINMINISTERIÖN REKRYTOINTIPROSESSI

### 1.0 Viran tai tehtävän avoimeksi tulo, uusi virka

Virka tai tehtävä tulee avoimeksi tavallisesti, kun henkilö eroaa palveluksesta tai jää virkavapaalle. Lisää henkilöstöä voidaan tarvita myös täysin uuden tehtävän ja tarvittavan uuden osaamisen vuoksi.

### 2.0 Rekrytointitarpeen arviointi

Rekrytointitarpeen arvioinnissa keskeistä on sen arvioiminen, onko henkilöstötarve mahdollista hoitaa ministeriön sisäisillä tehtäväjärjestelyillä, hallinnonalan sisäisillä tai hallinnonalojen välisillä virkajärjestelyillä vai onko käynnistettävä avoin uusrekrytointi. Lähtökohtana on, että käytettävissä on oikein mitoitettu ja osaava henkilöstö sekä tehtävien edellyttämä paras mahdollinen asiantuntemus.

### 2.1 Tehtäväanalyysi

Tehtäväanalyysin tarkoituksena on selvittää virkaan kuuluvat tehtävät (toimenkuva) sekä niiden pohjalta määritellä tehtävien edellyttämät tiedot ja taidot sekä muut ominaisuudet (osaamistarve), joita viran hoitajalla tulee olla. Alustavasti tulee myös pohtia, käytetäänkö valinnan tukena mahdollisesti henkilöarviointia ja onko virka/tehtävä sellainen, että siihen valittavasta henkilöstä tullaan tekemään turvallisuusselvitys.

Tehtäväanalyysiä tarvitaan ensimmäisen kerran jo siinä vaiheessa, kun lähdetään pohtimaan rekrytointitarvetta ja mahdollisuutta sisäisiin tehtäväjärjestelyihin tai hallinnonalan virkajärjestelyihin.

### 2.2 Sisäiset tehtäväjärjestelyt

Osastolla/erillisyyksikössä määritellään viran tehtäväala ja siihen liittyvä osaamistarve. Osaston/erillisen yksikön ja ministeriön hallintoyksikön yhteistyönä selvitetään mahdollisuus tehtävän täyttämiseen sisäisiin tehtäväjärjestelyihin. Mahdollisuus sisäisiin tehtäväjärjestelyihin on selvitettävä ennen täyttölupahakemusta. Vapautuvien tehtävien täyttämistä sisäasiainministeriön hallinnonalalla on ohjeistettu sisäasiainministeriön ohjeella SM-2006-02445/YI-0.

Todellista rekrytointitarvetta ja mahdollisuuksia osaston/ministeriön sisäisiin tehtävä- ja virkajärjestelyihin arvioitaessa huomiota tulisi kiinnittää

- \* *tehtävän sisällön analysointiin*: Onko vanha tehtäväsisältö edelleen relevantti, tarvitaanko jotakin uutta osaamista, voidaanko tehtävien painoituksia muuttaa
- \* *tehtäväjärjestelyihin*: Miten tarvittava tehtäväkokonaisuus liittyy osaston/ministeriön muihin toimintoihin? Voiko tehtäviä järjestää uudelleen ja henkilöstön työpanosta kohdentaa eri tavalla? Voidaanko avoimeksi tulleen viran tehtävät esimerkiksi kokonaan jakaa eri henkilöille? Onko mahdollisuutta sisäiseen rekrytointiin tai henkilökiertoon?

### 2.3 Täyttöluvan tarve

Jos mahdollisuutta sisäisiin tehtäväjärjestelyihin ei ole, on osastolla/erillisyyksikössä selvitettävä, tarvitaanko viran täyttämiseksi kansliapäällikön täyttölupa.

Täyttölupamenettelyä on ohjeistettu ministeriön sisäisellä määräyksellä sisäasiainministeriön virkojen ja tiettyjen määräaikaisten virkasuhteiden täyttämisen tarpeellisuuden arvioinnista (SM-2006-1905/Ty-22).

Määräyksen mukaan täyttölupa edellytetään:

- \* *kokonaan uusien virkojen perustamiseen*,
- \* *vapautuvien virkojen täyttämiseen ja*

- \* *määräaikaisten virkasuhteiden täyttämiseen tai niiden jatkamiseen.*

Täyttölupaa ei edellytetä:

- \* *vakituiseen viran hoitamiseen sijaisjärjestelyin* (täyttölupaa edellytetään kuitenkin silloin, jos avoimeksi tullutta virkaa on poikkeuksellisesti tarpeen hoitaa väliaikaisesti nimittämällä määräaikaiseen virkasuhteeseen) eikä
- \* *eläköitymisen johdosta vapautuviin virkasuhteisiin* (niiden täyttäminen ratkaistaan kokonaisvaltaisesti vuosittain etukäteen edeltävän vuoden keväällä).

Mikäli täyttölupaa ei edellytetä, siirry kohtaan 2.5 virkajärjestely- ja henkilökiertomahdollisuuksien kartoittaminen. Mikäli virkajärjestelyä ei edellytetä, siirry kohtaan 3.0 rekrytoinnin aloittaminen.

### 2.3.1 Täyttölupahakemus

Tarvittaessa osastolla/erillisyksikössä tehdään täyttölupahakemus, joka toimitetaan ministeriön hallintoyksikölle.

Täyttölupahakemuksen tulee sisältää:

- \* arviointi mahdollisuuksista järjestää tehtävien hoito uusrekrytoinnin sijasta muulla tavoin
- \* näkemys siitä, voitaisiinko tehtävä täyttää ulkoisen rekrytoinnin sijasta ministeriön sisäisin tehtäväjärjestelyin.

### 2.3.2 Hakemusten valmistelu

Ministeriön hallintoyksikkö valmistelee täyttölupahakemusten käsittelyn neljännesvuosittain (helmi-, touko- elo- ja marraskuussa) osastopäällikkökokouksessa.

### 2.3.3 Kansliapäällikön ratkaisu

Kansliapäällikkö ratkaisee virkojen ja määräaikaisten virkasuhteiden täyttämisen tarpeellisuuden tai niiden mahdollisen uudelleenkohdentamisen.

### 2.4 Uuden viran perustaminen

Kansliapäällikön myönnettyä täyttöluvan käynnistetään viran perustamiseen liittyvät toimenpiteet. Huomioitavaa on, jos henkilö rekrytoidaan kokonaan uuteen tehtävään ilman olemassa olevaa virkaa, virkaa ei saa perustaa ennen virkajärjestelymahdollisuuden käyttämistä (SM-2006-02445/YI-0). Katso kohta 2.5.

Perustettaessa uusi virka, osasto/erillisyksikkö tekee esityksen viran perustamisesta ministeriön hallintoyksikölle, joka valmistelee asian käsiteltäväksi henkilöstöpolitiikan ja henkilöstöhallinnon yhteistyöryhmässä (HEPRY). Yt-käsittelyn jälkeen kansliapäällikkö tekee päätöksen viran perustamisesta ministeriön hallintoyksikön esityksestä.

Ennen uuden viran perustamista viran vaatavuustaso on vietävä myös palkkausjärjestelmän arviointiryhmän käsiteltäväksi. Arviointiryhmä määrittelee kantansa tehtävän vaatavuustasoon.

### 2.5 Virkajärjestely- ja henkilökiertomahdollisuuksien kartoittaminen

Jos mahdollisuutta sisäisiin järjestelyihin ei ole ja rekrytointia varten on saatu täyttölupa, tulee ennen viran avoimeksi julistamista vielä tietyissä tapauksissa<sup>1</sup> kartoittaa mahdollisuus virkajärjestelyihin. Virkajärjestelymahdollisuuksien kartoittamisesta huolehtii osasto/erillisyksikkö yhdessä ministeriön hallintoyksikön kanssa.

Virkajärjestelymahdollisuuksia selvitetään valtiokonttorin ylläpitämän Heli-rekrytointijärjestelmän virkajärjestelytoiminnon avulla. Ilmoituksen avoimesta virasta tulee olla virkajärjestelyssä seitsemän työpäivän ajan, ennen kuin se voidaan laittaa julkiseen hakuun. Virkajärjestelyjen huomioonottaminen pohjautuu Valtioneuvoston 23.3.2006 tekemään periaatepäätökseen valtion henkilöstön aseman järjestämisestä organisaation muutostilanteissa. Jos henkilö rekrytoidaan kokonaan uuteen tehtävään ilman olemassa olevaa virkaa, virkaa ei saa perustaa ennen virkajärjestelymahdollisuuden käyttämistä. Virastot eivät kuitenkaan ole sidottuja virkajärjestelyn kautta mahdollisesti tarjottaviin virkajärjestelymahdollisuuksiin, vaan virastot voivat täyttää tehtävän myös julkisen hakumenettelyn kautta.

Vapautuvien tehtävien täyttämistä sisäasiainministeriön hallinnonalalla on ohjeistettu sisäasiainministeriön ohjeella (SM-2006-02445/YI-0). Hallinnonalojen välistä virkasiirtomenettelyä on puolestaan käsitelty valtiovarainministeriön määräyksessä (49/01/2008) henkilöstövoimavarojen siirtämisestä hallinnonalalta toiselle.

## 2.6 Uuden viran perustaminen

Jos henkilö rekrytoidaan kokonaan uuteen tehtävään ilman olemassa olevaa virkaa, virkaa ei saa perustaa ennen virkajärjestelymahdollisuuden käyttämistä. Mikäli virkajärjestelyjen kautta ei sopivaa henkilöä löydy, käynnistetään uuden viran perustamiseen liittyvät toimenpiteet. Vertaa kohta 2.4.

## 3.0 Rekrytoinnin aloittaminen

Virka voidaan laittaa hakuun, kun kansliapäällikkö on myöntänyt täyttöluvan ja vaaditut virkajärjestelyt on suoritettu. Sisäasiainministeriön työjärjestyksen mukaan kansliapäällikkö päättää viran haettavaksi julistamisesta, kun kyse on osaston tai erillisyyksikön päällikön tai vähemmistövaltuutetun tai osastoon sijoittamattoman viran täyttämisestä. Osaston ja erillisen yksikön päällikkö päättää viran julistamisesta haettavaksi täytettäessä osastolle/erillisyyksikköön sijoitettua virkaa. Myös viran täyttämättä jättämisestä tai haettavaksi julistamisen lykkäämisestä päätetään edellä mainitun mukaisesti.

Osaston/erillisyyksikön viran ollessa kyseessä osastolla/erillisyyksikössä vastataan siitä, että rahoitus uuden henkilön palkkaamiseen ja rekrytoinnista aiheutuviin kustannuksiin on olemassa.

## 3.1 Hakuilmoituksen laatiminen, hakukavien ja -ajan määrittely

<sup>1</sup> Virkajärjestelymahdollisuutta ei edellytetä käytettävän seuraavissa tapauksissa:

- \* valtioneuvoston tai Tasavallan Presidentin nimittämistalvaltaan kuuluvat virat
- \* täytettävän tehtävän virkanimike on käytössä vain asianomaisessa virastossa
- \* kun kyseessä ovat niin kutsutut poliisivirat, hätäkeskuspäivystäjät ja rajavartiolaitoksen sotilasvirat. (Puolustusvoimien ja rajavartiolaitoksen henkilöstön siirtymisvelvollisuudesta on voimassa, mitä siitä on erikseen säädetty.)
- \* lyhyehkot, alle vuoden kestävät, määräaikaiset nimitykset (jos tehtävä on tarkoitus laittaa julkiseen hakuun, silloin palvelussuhteesta on ensin ilmoitettava HELI:ssä).
- \* viraston muun kuin pysyväisluonteisen rahoituksen turvin tehtäviä määräaikaisia nimityksiä
- \* kun kyseessä on ilman hakumenettelyä tapahtuva määräaikaiseen virkasuhteeseen nimetyn henkilön jatkomääräys (mutta jos jatko toteutetaan julkisen hakumenettelyn kautta, on tällöin myös virkajärjestelymahdollisuus selvitettävä).

Hakuprosessi lähtee liikkeelle osastolla/erillisyksikössä luonnostellun hakuilmoituksen pohjalta. Hakuilmoituksen laatimisesta vastaa osasto/erillisyksikkö säädösten vaatimusten sekä tehtäväanalyysin pohjalta. Luonnos on esiteltävä rekrytoinnista vastuussa olevalle esimiehelle. Osastolla/erillisyksikössä määritellään myös hakukanavat annettu ohjeistus huomioiden.

Säännöksiä hakuajan pituudesta ei ole annettu. Hakuajan on kuitenkin oltava riittävän pitkä, jotta kaikilla tehtävästä kiinnostuneilla on tosiasiallinen mahdollisuus hakea virkaa. Sisäasiainministeriön rekrytointiohjeessa (SM-2007-292/Y1-0) suositellaankin vähintään kahden viikon hakuaikaa.

### **3.2 Hakuilmoituksen tarkistus, muokkaus, käännättäminen, diaarinumero**

Osasto/erillisyksikkö toimittaa hakuilmoitusluonnoksen ministeriön hallintoyksikköön sähköpostitse, jossa<sup>2</sup> ilmoitus tarkastetaan. Jos ilmoituksen luonnoksessa ilmenee korjaustarpeita, ollaan ministeriön hallintoyksiköstä yhteydessä osaston/erillisyksikön yhteyshenkilöön.

Ministeriön hallintoyksikkö huolehtii tarvittaessa<sup>3</sup> ilmoituksen käännättämisestä eri kielille. Ilmoituksen käännättämisestä tulee sopia ministeriön käännoispalveluiden kanssa. Tarvittaessa käänнос tilataan ulkopuoliselta käännoistoimistolta. Tällöin kustannuksista vastaa osasto/erillisyksikkö. Käännosten yhtenäisyyden ja laadunvalvonnan vuoksi on tärkeää, että ministeriön ulkopuolella käännetyt tekstit lähetetään tiedoksi myös ministeriön kääntäjille<sup>4</sup>. Hallintoyksikkö hankkii asialle myös diaarinumeron.

### **3.3 Asian vireille saattaminen**

Kirjaamo antaa asialle diaarinumeron.

### **3.4 Hakuilmoituksen lopullinen hyväksyminen, Heli-järjestelmän valinnaisten kysymysten määrittäminen**

Ministeriön hallintoyksikkö toimittaa hakuilmoituksen vielä lopullisesti hyväksyttäväksi osastolle/erillisyksikköön lisätietojen antajalle. Osasto/erillisyksikkö määrittelee tarvittaessa hakuilmoituskohtaiset kysymykset Heli-järjestelmään, jotka ministeriön hallintoyksikkö tallentaa järjestelmään. Hakuilmoituskohtaisilla kysymyksillä kannustetaan hakijoita käyttämään sähköistä järjestelmää.

### **3.5-3.6 Hakuilmoituksen julkaiseminen ja toimittaminen kirjaamoon**

Lopullisen hyväksymisen jälkeen hallintoyksikkö huolehtii hakemuksen julkaisemisesta ja hakuilmoituksen toimittamisesta kirjaamoon. Hakuilmoitus julkaistaan aina Heli-järjestelmässä, ja työvoimahallinnon www-sivuilla (mol). Muita hakukanavia ovat mm. Helsingin Sanomat, HBL, Senaattori, SM:n www-sivut, Salli+lines-intranet.

### **3.7 Hakijoiden tiedusteluihin vastaaminen**

Hallintoyksikkö toimittaa aina lisätietojen antajille kopion haluilmoituksesta. Lisätietojen antaja vastaavat hakijoiden mahdollisiin tiedusteluihin.

### **3.8-3.8.1 Hakemukset ja hakemusten vastaanotto**

Hakemukset ohjataan lähetettävän ensisijaisesti Heli-järjestelmän kautta. Heli-rekrytointijärjestelmää käytettäessä hakemukset tulevat sähköisesti suoraan Heli-järjestelmään, joka tallentaa niiden saapumisajankohdan sekä hakemuksiin mahdollisesti tehdyt korjaukset/poistot. Kirjaamo toimittaa postitse saapuneet hakemukset ministeriön hallintoyksikköön, jossa ne tallennetaan Heli-järjestelmään.

### **3.9 Hakemusten kirjaaminen Heli-järjestelmään, hakijayhteenvedon laadinta, hakemusten tallentaminen pdf-tiedostoksi**

<sup>2</sup> osoitteeseen rekrytointi@intermin.fi

<sup>3</sup> hakuilmoitus käännetään aina, kun virkaan on säädetyt kelpoisuusvaatimukset, tarvittaessa muulloinkin

<sup>4</sup> osoitteeseen kaantajat@intermin.fi



Ministeriön hallintoyksikkö tallentaa<sup>5</sup> Heli-järjestelmään postitse saapuneet hakemukset, jotta täydellinen hakijayhteenveto ja raportointitiedot saadaan suoraan Heli-järjestelmästä.

Hakijoiden tarkempi ansioiden ja muiden ominaisuuksien vertailu edellyttää hakijayhteenveton laatimista. Hakijayhteenveton tiedot tulisi koota etukäteen sovittujen kriteerien perusteella. Mikäli hakijoita on runsaasti, vertailu voidaan rajoittaa ns. varteenotettaviin hakijoihin<sup>6</sup>. Vertailun on oltava puolueeton ja hakijoita on vertailtava tasapuolisesti yhdenvertaisuusperiaatetta noudattaen. Kaikkia hakijoita on kohdeltava samalla tavalla yhtä vertailuperustetta arvioitaessa.

Ministeriön hallintoyksikössä tallennetaan kaikki hakemukset pdf-tiedostoksi arkistointia varten.

#### **4.0 Hakemusten arviointi, hakijayhteenveton analysointi ja haastateltavien valinta**

Haastatteluun valitaan riittävä määrä muodollisesti ansioituneimpia hakijoita hakemusasiakirjojen, yhteenveton ja mahdollisten muiden selvitysten perusteella. Perusteet, joiden mukaan haastatteluun valinnat on suoritettu, on hyvä kirjata nimitysmuistioon.

Haastatteluun voidaan valita ne kelpoisuusvaatimukset täyttävät hakijat, joiden hakemukset ovat saapuneet määräajassa. Haastatteluihin on yleensä hyvä kutsua ainakin noin kaksi kertaa enemmän hakijoita, kuin mitä on ajateltu lähettää mahdolliseen soveltuvuusarviointiin. Yleensä noin 5-8 henkeä on sopiva haastateltavien määrä, riippuen kuitenkin hakijoiden kokonaismäärästä.

#### **4.1 Ilmoitus hakijoille valintatilanteesta**

Ministeriön hallintoyksikkö/osasto syöttää Heli-järjestelmään tiedot prosessin etenemisestä. Hakijat pystyvät seuraamaan Heli-järjestelmän kautta, prosessin eri vaiheita.

#### **4.2 Haastattelut**

Osastolla/erillisyyksikössä esikarsitaan hakijat, valitaan haastateltavat ja haastattelijat. Tarvittaessa ministeriön hallintoyksiköstä voi pyytää apua haastatteluihin valmistautumiseen. Myös mahdollisten henkilöarviointien käytöstä tulee päättää, ellei päätöstä ole jo tehty aiemmin.

Osastolla/erillisyyksikössä valmistaudutaan haastatteluihin etukäteen laatimalla haastattelurunko sekä tarvittaessa muut arvioinnin apuvälineet. Osastolta/erillisyyksiköstä kutsutaan valitut hakijat haastatteluun, varataan haastattelupaikka, laaditaan haastatteluaiakataulu ja ilmoitetaan siitä rekrytointitiimin jäsenille. Osaston/erillisyyksikön rekrytointitiimi haastattelee hakijat. Haastatteluvastaukset kirjataan haastattelurunkoon.

Haastattelun yhteydessä tarkastetaan hakemusasiakirjojen oikeellisuus ja tarvittaessa pyydetään hakijalta kirjallinen hyväksyntä turvallisuusselvityksen tekemiselle. Lisäksi pyydetään lupa ottaa yhteyttä mahdollisiin suosittelijoihin ja/tai edellisiin työnantajiin. Ennen lopullista valintapäätöstä kärkihakijat voidaan tarvittaessa haastatella vielä uudelleen ja päättää mahdollisen henkilöarvioinnin käytöstä.

#### **4.3 Henkilöarviointi**

Valtiovarainministeriön hakumenettelysuosituksen (14/2000) mukaan soveltuvuusarviointeja voi olla hyvä käyttää esimerkiksi seuraavanlaisissa tilanteissa:

- ✘ hyvien hakijoiden suuri määrä

<sup>5</sup> hakemukset tallennettava kahden viikon sisällä haun päättymisestä

<sup>6</sup> Valtioneuvoston nimittäessä tehtävä täydellinen yhteenveto hakijoista

- × ansioituneimmat hakijat eivät ole viraston palveluksessa eikä heidän henkilökohtaisia ominaisuuksiaan tunneta
- × haettavaan tehtävään kuuluu johtamis- tai esimiestehtäviä
- × haettava tehtävä on muutoin vaativa ja edellyttää erityisosaamista

Sisäasiainministeriöön rekrytoitavien henkilöiden soveltuvuusarviointipalveluiden hankintaa koskevan kirjeen mukaan soveltuvuusarviointeja on pääsääntöisesti syytä tehdä seuraavissa tapauksissa:

- × haettavaan toimeen sisältyy johtamis- tai esimiestehtäviä
- × haetaan johtavan tason asiantuntijoita
- × haetaan asiantuntijaa vakituisen virkaan
- × sen sijaan toiminnallisiin tehtäviin rekrytoitaessa ei pääsääntöisesti käytetä soveltuvuusarviointia

Osasto/erillisyksikkö voi keskustella yhdessä ministeriön hallintoyksikön kanssa soveltuvuusarvioinnin tarpeellisuudesta. Ministeriössä on kilpailutettu arviointitutkimusten tekijä, yhteistyökumppaniksi on valittu Psycon Oy.

#### 4.4 Nimitysharkinta ja nimityksestä päättäminen

Nimitysharkintaa tehtäessä kelpoisuusvaatimukset arvioidaan jokaisen hakijan osalta erikseen. Kelpoisuutta vailla olevia ei voida ottaa hakijoina huomioon. Kelpoisuuden tulee olla täytettynä hakuajan päättymiseen mennessä. Kielilain (424/2003) 8§:n mukaan virkaa täytettäessä otetaan huomioon myös sellainen hakija, joka on osoittanut vaaditun kielitaidon hakuajan päätyttyä, jos tämä ei viivytä asian käsittelyä.

Nimitysharkinnassa on huomioitava tasa-arvolain vaatimukset sekä syrjimättömyysperiaate. Eri kriteereillä voi kuitenkin olla eri painotuksia sen mukaan, mitkä asiat tehtävässä nähdään erityisen tärkeinä. Tärkeintä on, että nämä eri painotukset voidaan tarpeen vaatiessa asianmukaisesti perustella nimenomaan kyseisen tehtävän sisällön kannalta.

#### 4.5 Yhteydenotto hakijaan

Osastolla/erillisyksikössä varmistetaan, että valittu henkilö ottaa viran vastaan ja samalla sovitaan, mistä lukien nimitys tulee voimaan.

#### 4.6 Turvallisuusselvityslomake

Ennen nimitystä hakijan tausta voidaan tarkastaa turvallisuusselvityksen avulla. Turvallisuusselvityksen tekemisen edellytyksenä on aina sen kohteen antama kirjallinen suostumus. Turvallisuusselvitys voi olla perusmuotoinen, suppea tai laaja. Osastot/erillisyksiköt toimittavat valmiiksi täytetyn ja valitun henkilön allekirjoittaman turvallisuusselvityslomakkeen ministeriön hallintoyksikköön. Muista poiketen poliisiosasto ja rajavartiolaitos hoitavat itse turvallisuusselvitysten tekemisen.

##### 4.6.1 Turvallisuusselvityspyyntö

Hallintoyksikkö pyytää turvallisuusselvitystä, riippuen tapauksesta, joko Helsingin poliisilaitokselta tai suojelupoliisilta. Turvallisuusselvityksen tulos ilmoitetaan ministeriön hallintoyksikköön.

##### 4.6.2 Turvallisuusselvityksen tulos

Ministeriön hallintoyksikkö ilmoittaa turvallisuusselvityksen tuloksen ao. osastolle, huolehtii turvallisuusselvitysten asianmukaisesta säilyttämisestä ja hävittämisestä.

#### 4.7 Sidonnaisuusilmoituksen ja/tai terveydentilaselvityksen hankkiminen

Valtion virkamieslain mukaan virkamieslain 26 §:ssä tarkoitettuun virkaan nimitettäväksi esitettävän henkilön on ennen nimittämistä annettava selvitys elinkeinotoiminnastaan, omistuksistaan yrityksissä ja muusta varallisuudestaan sekä kyseiseen virkaan kuulumattomista tehtävistään, sivutoimistaan ja muista sidonnaisuuksistaan, joilla voi olla merkitystä arvioitaessa hänen edellytyksiään hoitaa täytettävänä olevan viran tehtäviä. Nimitettävän taloudellista asemaa koskevat tiedot ovat salassa pidettäviä.

Terveystietojen hankkiminen hakijoista myös testien ja tutkimusten avulla on henkilötietojen keräämistä. Tiedon on siten oltava virkatehtävien hoitamisen kannalta välittömästi tarpeellista. Valtion virkamieslain mukaan virkaan nimittämisen edellytyksenä on, että virkaa hakenut tai siihen ilmoittautunut henkilö viranomaisen pyynnöstä antaa tehtävän hoidon terveydellisiä edellytyksiä koskevia tietoja sekä osallistuu lisäksi tarvittaessa asian selvittämiseksi suoritettaviin tarkastuksiin ja tutkimuksiin. Virkaa hakeva tai siihen ilmoittautunut voidaan velvoittaa toimittamaan huumausainetestiä koskeva todistus yksityisyyden suojasta työelämässä annetun lain 7 §:ssä tarkoitetuissa tilanteissa virkaan nimittämisen edellytyksenä.

#### 4.8 Nimitysmuistion laadinta, nimitysesityslomake

Esittelijä laatii nimitysmuistion. Valtioneuvoston esittelijän oppaan mukaan nimitysmuistiossa on todettava viran avoimeksi tulo, laissa tai asetuksessa säädetty virkaa koskeva nimitysmenettely sekä viran kelpoisuusvaatimukset. Lisäksi on ilmoitettava hakuaika ja -kanavat. Muistiossa on myös selostettava virkaan kuuluvat tehtävät ja hakumenettely, joka sisältää myös maininnan siitä, miten viran hakuilmoitus on julkaistu tai miten asianmukainen ilmoittaminen on tapahtunut.

Ansioituneimman hakijan osoittamiseksi muistiossa vertaillaan hakijoiden ansiot. Vertailu tehdään yleisten nimitysperusteiden, kelpoisuusvaatimusten ja virkaan kuuluvien tehtävien asettamien muiden vaatimusten perusteella tarkastelemalla hakijoiden koulutusta, työ- ja muuta kokemusta sekä muita ansioita.

Valtiovarainministeriö korostaa, että muistiota laadittaessa tulisi kiinnittää erityistä huomiota hakijoiden ansioiden tasapuoliseen selostamiseen ja niiden objektiiviseen vertailuun. Hakijoiden samantyyppiset ansiot tulisi selostaa samassa laajuudessa, jotta vertailu olisi muistion perusteella mahdollista. Muistiossa tulisi käydä ilmi, millä perusteilla virkaan nimitettäväksi ehdotettu on siihen ansioitunein ja miten perustuslain, valtion virkamieslain ja tasa-arvolain vaatimukset täyttyvät.

Hakijoiden vertailu suoritetaan siten, että muistiosta käy kiistattomasti myös ulkopuolisille selville se, miksi hakija karsiutuu tai miksi joku hakijoista yltää kärkipäähän. Jos hakijoita on runsaasti, voidaan objektiivisesti arvioiden selkeästi vähemmän ansioituneet hakijat karsia loppuarvioinnista melko pääpiirteisillä toteamuksin. Mitä tasavertaisempia hakijat ovat ja mitä harvempi loppuarvioinnissa on mukana, sitä yksityiskohtaisemmin ja tarkemmin vertailu tulee suorittaa ja sen tulee näkyä myös muistiosta.

Muistiossa tulisi myös perustella, miksi nimitettäväksi ehdotetaan hakijaa, johon nähden joku tai jotkut muista hakijoista ovat muodollisilta ansioiltaan ylivoimaisia. Jos esimerkiksi nimitettäväksi ehdotetun tai joidenkin muiden hakijoiden henkilökohtaisia, joko myönteisiä tai kielteisiä, ominaisuuksia halutaan painottaa, olisi tästä kerrottava myös nimitysmuistiossa. Samoin olisi selostettava, mitkä ominaisuudet ovat tarpeen tehtävien hoitamista ajatellen.

Osaston/erillisyksikön yhteyshenkilö toimittaa valmiiksi täytetyn nimitysesityslomakkeen ministeriön hallintoyksikköön liitteineen<sup>7</sup>. Esitys tulee toimittaa ministeriön hallintoyksikköön hyvissä ajoin ennen aloituspäivämäärää. Samalla tulee sopia siitä, päättääkö osasto/erillisyksikkö vai ministeriön hallintoyksikkö asian käsittelyn (hakemusten arkistointi, muille hakijoille ilmoittaminen jne.).

Valtioneuvoston nimittämät virat esitellään ministeriön hallintoyksiköstä.

#### **4.9 Nimitysesityksen tarkistaminen ja palvelukeskukseen toimittaminen**

Ministeriön hallintoyksikön yhteyshenkilö tarkastaa nimitysesityksen ja toimittaa sen palvelukeskukseen (paperilla, allekirjoitettu kappale). Tästä käynnistyy aliprosessina Oiva-prosessi<sup>8</sup>.

#### **4.10 Nimitysesityksen tietojen tallentaminen, nimittämiskirjan laatiminen**

Palvelukeskus tallentaa nimitysesityksen tiedot. Tämän jälkeen palvelukeskus ilmoittaa osaston yhteyshenkilölle tai ministeriön hallintoyksikön yhdyshenkilölle, milloin nimittämiskirja on tulostettavissa.

#### **4.11-4.12 Nimittämiskirjan tulostaminen, allekirjoittaminen ja jakelu**

Ministeriön hallintoyksikössä tulostetaan nimittämiskirja (kun nimittämis-oikeus osastopäälliköllä tai osaston hallintoyksikön päälliköllä) ja se toimitetaan allekirjoitettavaksi osastolle/erillisyksikköön, joka huolehtii asiakirjan jakelusta allekirjoituksen jälkeen.

#### **4.13 Ilmoitus valinnasta hakijoille ja asian päättäminen Heli-järjestelmässä**

Virkaan valitulle ilmoittamisesta vastaa osasto/erillisyksikkö. Samalla hänelle tulee lähettää nimittämiskirja sekä henkilötietolomake palkanlaskentaa ja valtioneuvoston puhelinvaihdetta varten. Osasto/erillisyksikkö huolehtii myös siitä, että nimityksestä ilmoitetaan muille hakijoille kirjeitse tai Heli-järjestelmän avulla sähköpostitse sekä ministeriön henkilöstölle lineksessä.

Ennen asian päättämistä ministeriön hallintoyksikkö tekee virkaan valitun henkilön hakemusasiakirjasta pdf-kopion, joka toimitetaan kirjaamoon. Mikäli virkaan valitun henkilön hakemus on tullut paperilla, ministeriön hallintoyksikkö ilmoittaa tiedon kirjaamoon, joka pyytää hakemusasiakirjat ko. rekrytoinnista vastaavalta osastolta. Tämän jälkeen ministeriön hallintoyksikkö päättää asian Heli-järjestelmässä.

#### **5.0-5.1 Hakemusasiakirjojen toimittaminen kirjaamoon ja asian päättäminen**

Sovitun mukaisesti osasto/erillisyksikkö tai ministeriön hallintoyksikkö huolehtii kirjaamoon kopion nimittämiskirjasta, valitun henkilön hakemuksen<sup>9</sup> liitteineen, muiden hakijoiden hakemukset ilman liitteitä, ansioyhteenvedon sekä perustelumuistion. Hakuilmoitus on toimitettu kirjaamoon jo virkaa auki laitettaessa.

#### **5.2-5.4 Palkanmäärityslomake**

Palkanmäärityslomakkeet laaditaan ja allekirjoitetaan osastolla, samoin huolehditaan niiden jakelusta (henkilö, osasto/yksikkö). Palvelukeskukselle menevä kappale toimitetaan ministeriön hallintoyksikön kautta (ministeriön hallintoyksikkö henkilöstösihteeri, alkuperäinen kappale). Hallintoyksikkö toimittaa palkanmäärityslomakkeen edelleen palvelukeskukselle, jossa palkanmäärityslomakkeen tiedot tallennetaan järjestelmään.

<sup>7</sup> Liitteet: nimitysmuistio, hakijayhteenveto, hakemukset, palkanmäärityslomake, mahdollisesti turvallisuusselvityslomake

<sup>8</sup> Uuden henkilön perustiedot syötetään Oiva-järjestelmään p-tunnuksen hankkimiseksi. Henkilön tiedot menevät Oivan kautta esimiehelle tiedoksi, tiedot hyväksytään Oivassa (tietohallinto).