



BROCHURE FOR ORGANISATIONS INTERESTED IN INTERNATIONAL RECRUITMENT

#FINLANDWORKS





TO THE READER

Welcome to the world of international recruitment. This brochure contains essential information to consider in international recruitment processes, meaning the recruitment of foreign nationals or employees who have previously lived abroad. In addition to this brochure, support for international recruitment processes is available in the [International Recruitment Guide](#), which covers the topic in more detail, as well as from numerous public and private services. Additional information sources and contact details are listed at the end of this brochure.

The availability of skilled workforce has become an increasingly common problem in Finland in almost all sectors and geographic areas, and particularly in the growth centres. At present, Finland's labour needs cannot be met with the country's own population alone. When employers consider the option of international recruitment, they significantly increase their chances of finding the best em-

ployee candidates. In the recruitment of new employees, equal consideration must be given to people currently living in Finland, foreign nationals who are ready to move to Finland, returnees, and other similar groups. In Finland, there are public services available to help employers increase their capacity to recruit people who are not Finnish citizens or who do not speak Finnish or Swedish fluently.

Not only do organisations ensure the availability of skilled workforce by internationalising the recruitment process – international recruitment also promotes the development of business and growth. Studies show that diverse work communities are more innovative and productive than work communities that consist of like-minded people with similar backgrounds. Moreover, the diversity of the work community will also attract a more varied customer base to use the services and products of the organisation.

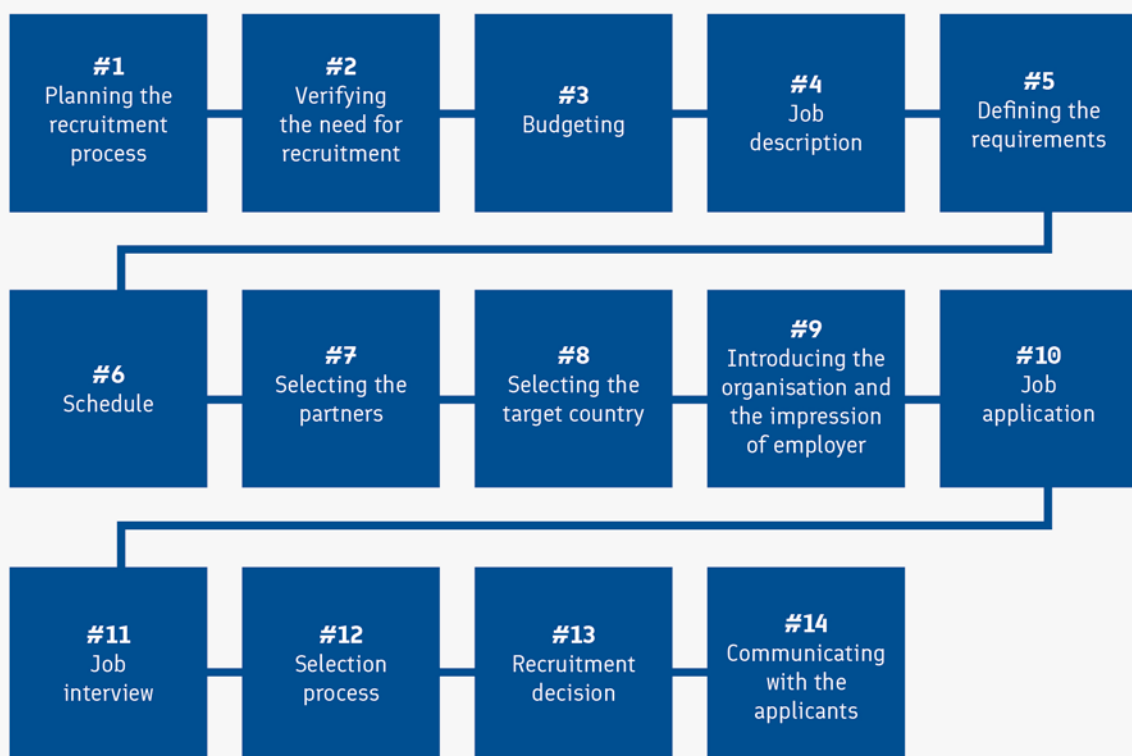
RECRUITMENT PROCESS

It is important to start planning the international recruitment process well in advance before publishing the actual recruitment advertisement. It is possible that a jobseeker moving from abroad has no preconception or experience of the Finnish working life, and, therefore, they may have a lot of questions already at the recruitment stage. The employer should be prepared to answer these questions at different stages of the recruitment process. Being well prepared has a direct impact on the applicant experience and, consequently, also on the employer image.

The employer image is of particular importance in fields where there is a shortage of skilled workers. In the increasingly international labour market, highly skilled experts can choose the jobs they want. As a result, the

attractiveness of the employer and the work community, along with a meaningful job description and benefits, are of paramount importance. In addition, more and more jobseekers pay attention to the employer organisation's operating culture and values, the possibility of influencing their own work and the flexibility of the work arrangements.

In international recruitment processes, the employer should carefully consider the details related to, for example, the job description, pay and benefits, applicant communication, and the overall recruitment schedule. Moreover, careful budgeting ensures that the recruitment process does not cost more than expected. The employer can offer benefit packages to support employees with



their arrival in Finland and thus contribute to ensuring that the employees' experience of the relocation process – and of the employer – is a positive one. In international recruitments, employees can be compensated for costs arising from the move, costs of language and cultural training, or child day-care fees, for example. It is important for employers to inform applicants about the relocation support already at the recruitment phase.

To ensure the best possible recruitment results, many employers use additional services to meet their recruitment needs. Common additional services are provided by, for example, recruitment companies, temporary employment agencies, and companies carrying out psychological and aptitude tests. Recruitment companies provide services for the different stages of the recruitment process from preparing the job advertisement to finding suitable applicants and conducting interviews.

In fact, client organisations can leave the entire recruitment process to the experts. The services provided by private companies are primarily subject to a fee.

There are several public operators and joint service points that provide organisations with support in international recruitment processes and matters related to

internationalisation. It is advisable to map out the local operators and their range of services already in the planning phase of the recruitment process. The public services are usually partly or completely free of charge. When recruiting foreign employees, important services include those provided by the TE Services, EURES Services, the Finnish Tax Administration and the Finnish Immigration Service. The TE Services can help clients find an employee abroad, organise country of origin training, and provide training to support international work communities. The European EURES network and its experts can, for example, help clients familiarise themselves with the labour market in different countries and find partners, as well as provide foreign employees arriving in Finland with advice and guidance. EURES experts can even manage parts of the recruitment process on behalf of the employer. For more information on the TE and EURES services, visit the TE Services website.

Detailed information on the recruitment process can be found in a separate international recruitment guide. The guide was published in spring 2021 on the [website](#) of Business Finland.

Riku Isohella / Velhot Photography Oy / Finland Promotion Board





HIRING A FOREIGN EMPLOYEE

While employers usually have experience of the Finnish labour legislation and the social security and taxation systems, foreign employees may not be familiar with Finnish practices, laws and regulations. Practices that in Finland are based on law or are otherwise typical, such as the type of employment contract, trial period, pay period, deductions made from the pay and grounds for termination of the contract, should be discussed with new foreign employees already when agreeing on the employment relationship. In many countries, labour legislation differs from Finnish laws in terms of, for example, the rights and obligations generated by the employment relationship. In Finland, for example, labour legislation guarantees employees paid holidays and sick leave, as well as occupational health care. Similarly, the foreign employees' right to work and the grounds for that right should be addressed. Knowing these basic matters makes it easier for the employees to plan their own lives and work.

In international recruitment situations, the employment contract must be made in a language that both parties can understand. In practice, this usually means drawing up the agreement in English. Moreover, the key terms and conditions of the employment relationship must be stated in the employment contract or some other report. A detailed list can be found in chapter 2, section 4 of the Employment Contracts Act. The employment contract can be signed immediately after the recruitment decision is made. The employment contract is particularly important in international recruitment situations as the employee may need a certificate of employment in order to apply for immigration documents, arrive in Finland or use official services.

The employment relationship may commence when the employee has the right to work, meaning a residence permit entitling them to carry out the work in question, EU registration, or a visa or visa exemption that permits short-term work. Throughout the duration of the employment relationship, the employer must be able to verify that the foreign employee has a valid right to work. The right to work is verified by asking the foreign employee to show an official identity card and an original residence permit card or EU registration certificate. Keeping a photograph or a copy of the residence permit card or EU registration certificate proving the employee's right to work in the employer's database is a good way to ensure that the employer's obligation is fulfilled. More detailed information on the different rights to work and on residence permits can be found in the [International Recruitment Guide](#) and on the Finnish Immigration Service website.

FOR THE EMPLOYER TO CONSIDER:

- How are special issues and employer obligations related to international recruitment handled in the organisation?
- Do the staff members responsible for the recruitment process have the necessary knowledge and skills to carry out smooth international recruitments?



PAY SUBSIDIES

Several cities and municipalities in Finland offer financial support and advice in recruitment situations. Financial support can be received, for example, for costs related to guidance, orientation, tools, work clothing and workspace incurred in the recruitment process, for the performance of one-time work or a project, or for pay costs. The financial support for pay costs may mean a summer job voucher, apprenticeship supplement or municipal supplement.

The European job network EURES, run by the TE Services, also provides financial support and advice for recruiting employees from abroad and employing foreign nationals. In addition, employers can apply for a pay subsidy with the TE Services to cover an employee's pay costs. Employers should contact the TE Services and EURES advisors already when they are planning the recruitment process.

Business Finland also offers support for internationalisation projects and pay costs. Further information on suitable support forms can be obtained from the financing experts of Business Finland.

ORIENTATION OF THE EMPLOYEE AND THE WORK COMMUNITY

After the recruitment decision is made, it is advisable to start planning the employment contract and also orientation. In the case of an international employee, the importance of orientation is particularly highlighted, as the person may not have prior knowledge or experience of working in a Finnish organisation or work community. Even if the organisation's operations are international by nature, many operating methods may still be based on Finnish legislation and practices, the operating language in many everyday situations may be Finnish or Swedish, and the organisation's partners and customers may be primarily Finnish. The language and culture affect the everyday work and activities in many ways, which is why it is important to familiarise new employees even with practical matters that may seem obvious and self-evident. Orientation is best carried out while working. All practical tools and equipment should be checked and made ready

before the new employee arrives. Moreover, it is advisable to prepare some kind of a welcome package for the employee and appoint support persons who help the new employee to learn the job and answer any general questions that may arise. In addition to the supervisor, it is recommended that also other members of the work community participate in the orientation by, for example, telling the new employee about their own work and how it is linked to the new employee's tasks. It is advisable to already agree with the team on the implementation of orientation before the new employee begins work. By inviting the new colleague to joint lunches, events and meetings, everyone in the work community gets an opportunity to get to know each other and learn from the work of others.

In a work community, orientation and other activities can also be addressed by, for example, establishing common operating methods and internal procedures with regard to the working language, means of communication, break practices and so on. The so-called working language may be the same as the official language of the organisation or some other language. For example, an organisation may have Finnish and English as the working languages and, in addition, Swedish as the official language. It is worth remembering that not all internal communication materials need to be immediately fully translated into a language that the international employee understands. The key is that everyone can do their work well, get information on matters concerning them, and participate in the work community's activities in a language they can understand and produce.

The internationalisation of everyday work and the so-called internationalisation at home generate a wide range of opportunities for developing the skills needed in the work community, communication activities and social situations. Members of a work community can improve their language skills, learn more about different cultures and prepare to understand and take possession of a new market area, for example. The language and cultural training of an international employee should be supported. Cultural knowledge and a good command of the country's official language play an essential part in successful integration and promote a good life across the board.

Employers can support internationalisation at home by offering training and various forms of operational support, such as presenting multiculturalism through work or everyday affairs, introducing information and tools that

increase cultural knowledge, and organising visits and different joint activities with other international communities. To support a diverse and multicultural community, various types of training programmes are available online and through different service providers. The TE Services provide employers with financial support to cover the costs of orientation, and the Centres for Economic Development, Transport and the Environment (ELY Centres) help to organise organisation-specific language training in Finnish and Swedish and International work community training. Several educational institutions, such as open universities and adult education centres, offer different-level language courses all over Finland. Training and courses in intercultural communication and international work community, along with other topics, are also available through training companies that offer cultural training. In addition, the selection of online courses is also constantly increasing. You can find more information on the available courses online and from the local TE Services, ELY Centre and educational institutions.

FOR THE EMPLOYER TO CONSIDER:

- What kind of things enable a new employee to succeed in their work?
- What kind of things best support the new employee's adjustment to the new work community?
- Does the organisation have an orientation programme? If not, could one be developed?
- Who offers support as a new employee begins work, both in terms of the actual work tasks and operating in the work community in general?
- What is the organisation's main language in everyday work and in internal and external communication?
- What are the main features of the activities, and how would you describe the work community's way of working, cooperating, leading teams and managing customer relationships?
- How can you ensure that the work community welcomes the new employee into the community?

RELOCATION

After being recruited, the new employee has many things to take care of when moving to Finland. Every foreign national moving to Finland must attend to issues such as official services, finding a residence, opening a bank account and other essential everyday matters in the first months of living in Finland. It is advisable to sort out these matters as soon as possible, either before or immediately after the start of the employment relationship.

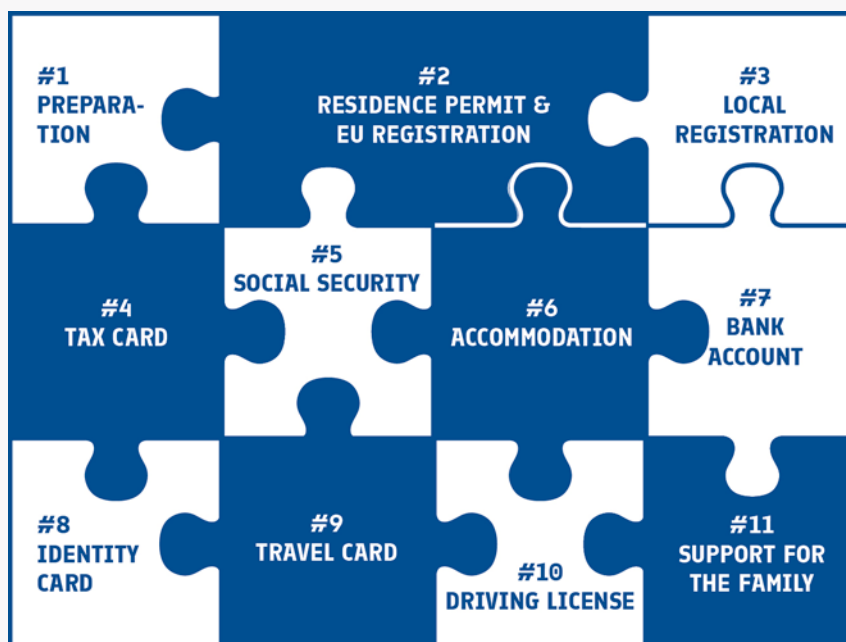
The matters to attend to in the early stages of relocation include the following:

- applying for residence permits and verifying the right to work
- local registration at the Digital and Population Data Services Agency
- applying for a tax card
- filling in applications for benefits offered by Kela, the

Social Insurance Institution of Finland

- applying for a foreigner's identity card
- opening a bank account
- finding temporary and permanent housing
- finding places in day-care centres and schools
- questions related to the spouse's employment and familiarisation with the available services
- mapping out hobby opportunities

In many cases, however, the HR specialist or supervisor involved in the recruitment process is unable to support the arriving employee as intensively as necessary. Especially employees with families may already have a lot of questions before moving to Finland with regard to their children's day-care and school opportunities or their spouse's employment. In such cases, adequate support can be ensured by utilising services that support relocation.





There are many companies that offer relocation services in Finland, and it is well worth the effort for the employer to map out the service providers in their area. For example, other companies can give good tips on suitable service providers. If the employer is unable to provide the employee with relocation services directly, it is also possible to reimburse some of the costs as benefits, or at least provide information on the availability of the relocation services in the event that the employee would like to purchase the services privately.

FOR THE EMPLOYER TO CONSIDER:

- Can someone in your organisation help the new employees with all relocation issues?
- Would it be cost-effective to purchase the services from an external specialist?

International employees may move to Finland together with their spouse and family. To an increasing extent, the spouse is also a trained or experienced professional and wants to create their own networks and find employment in Finland. It is great if the employer can support the spouse by, for example, creating contacts with potential employers in their own network, providing language and/or cultural training, and involving the spouse and family

in the social events of the work community. Just like the employee, the spouse may not have any pre-existing social networks in Finland.

Supporting the spouse and family is not only decent, but also essential to ensure a successful recruitment. Studies have shown that a significant portion of planned or implemented relocations abroad are interrupted for reasons related to family members. Furthermore, the spouses wish to be taken into consideration already during the recruitment process. Recruiting is expensive, it requires a lot of resources from money to time, and every short-lived employment relationship is costly for the employer. It is, therefore, extremely sensible for business to invest in the orientation of international employees and also to help the spouse and family enjoy their stay and get settled in Finland. It is advisable to take the spouse and family into consideration already during the recruitment process by providing them with support and answers to possible questions, and also during their move and relocation to Finland.

For more detailed information on relocation, see the [International Recruitment Guide](#).



AFTERWORD

The purpose of this brochure is to provide a summarised information package on important issues to consider when thinking about recruiting an international employee. Hopefully, the brochure has provided you with answers and new, useful information. Apart from this brochure, there is a great deal of information and support available for employers and persons moving to Finland, foreigners already living in Finland, and for other international experts alike. In addition to the parties mentioned in this brochure, the Talent Boost programme coordinated by the Ministry of Economic Affairs and Employment and several regional projects promote and support the internationalisation of organisations and the recruitment and integration of international experts. On the next page, you will find a list of different parties and websites that provide more information on the topic. Good luck with your international recruitments!



USEFUL LINKS

[Business Finland – For Customers in Finland](#)

[ELY Centre – Labour mobility in Europe](#)

[EURES – European Job Days](#)

[InfoFinland – Working in Finland](#)

[Kela – The right to social security of persons moving to Finland](#)

[Kokka kohti Suomea / Course towards Finland – International Recruitment Guide](#)

[Finnish Immigration Service – For employers](#)

[TE Services – Recruit from abroad](#)

[Ministry of Economic Affairs and Employment – Talent Boost](#)

[Employment Contracts Act](#)

[Finnish Institute of Occupational Health – Multicultural working life](#)

[The Centre for Occupational Safety – Basics of occupational safety](#)

[Suomi.fi – Employee from abroad](#)

[Finnish Tax Administration – Taxation of an employee arriving in Finland from overseas](#)

[Family Federation of Finland – Recognising international talent](#)

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