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Training for Mobile Employees in the RO-BG Cross Border Area

The focus of this handbook is the mobile worker in the culinary sector in the cross-border region Romania - Bulgaria. The border territories of Romania and Bulgaria have many similarities, but they differ in their specifics, which everyone who wants to work on the other side of the border must know and be prepared to comply with them. How the employees in both countries are prepared for this challenge - to change not only their work place but also the country where they live; to comply with other legislation; to adjust to other culture and people-psychology - depends on the preliminary information and qualification they have. This handbook is entirely practical and is aimed at anyone who wants to start work in the Romania - Bulgaria Cross-Border Region. Developed under Action 9 under the project "Integrated Solutions for Employment in Culinary Arts and the Restaurant Sector for a Qualified and Inclusive Bulgarian-Romanian Cross-Border Region", co-funded by the European Union through the European Regional Development Fund under the Interreg VA Romania- Bulgaria.

The project is implemented by the Dobrudja Agrarian and Business School Association (DABU), Dobrich, Bulgaria in partnership with "Choose Your Occupation" Association - Center for Vocational Training, Constanta - Romania. The handbook provides useful information on the steps that jobseekers should follow when accepting the challenge of changing their place and country and starting their working career on the other side of the border. It draws attention to the useful qualities needed by potential mobile workers in the tourism industry and in particular in the culinary sector, what challenges can be encountered, what skills are needed and what problems shall be overcome. The product is intended not only for Bulgarian and Romanian citizens but also for any jobseeker in the European Union who accepts Bulgaria and Romania as an attractive place to develop and build their future. Labor mobility is a target activity in the initiatives to achieve the EU's main priorities in a strategy for smart, sustainable and inclusive growth "Europe 2020".



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I. Territorial scope and short economic characteristics of the cross-border region

1. Territorial scope

According to official data (Cross-border Cooperation Program between Romania and Bulgaria Interreg VA 1 - <http://interregrobg.eu>), the cross-border region accounts for 19.8% of the area of the two countries (69 285 km²), 57.75% of which belong to Romania, and 43.25% are within the borders of Bulgaria. The regions included are: 7 counties in Romania (Constanta, Dolj, Olt, Teleorman, Giurgiu, Calarasi, Mehedinti) and 8 districts in Bulgaria (Vidin, Vratsa, Montana, Pleven, Veliko Tarnovo, Rousse, Silistra, Dobrich). The border between the two countries is 610km, of which only 140km is a land border, and the remaining part is water - along the Danube.

Romania's territory covers a total of 393.2 thousand hectares, of which 78% are agricultural arable lands, 11% forest and forest plantations, and 4% rivers and lakes. The Bulgarian part of the cross-border region is characterized by a unique river network, consisting of 20 Danube tributaries, which are a valuable resource for the development of agriculture. The cross-border region on the Bulgarian side accounts for 52% of the arable land in the country and 20% of the vineyards, which determines the key importance of agriculture.

The transport link between Bulgaria and Romania is secured by the built ferry complexes connecting the towns of Vidin - Calafat, Oryahovo - Becket, Ruse - Giurgiu and Silistra - Calarasi. In addition, Danube Bridge 1 and Danube Bridge 2 have been erected along the Danube, which provide a direct rail and road connection between the two countries. In 1954, the Bridge of Friendship was opened, or Rousse - Giurgiu Bridge, the first bridge built to create a direct connection between the two cities and the two countries. In 2013, two more cities are connected after the construction of the New Europe Bridge, which connects Vidin with Calafat.

2. Economic characteristics

The labor market and the labor mobility of labor in Bulgaria and Romania is directly related to the economic situation of the two countries.

The economy of the border region is typical for peripheral areas, even if none of the areas are too far from the two capital cities, respectively Bucharest and Sofia.

The Romanian-Bulgarian cross-border area is also characterized by a relatively less developed economy than the rest of the country, a low level of human capital (generated by the aging population, the migration of younger and more skilled workers, low coverage for all types of education), a relatively low level of employment, higher unemployment than other regions of the country.

The Tourism sector, as well as in all other EU countries, is a leading employer, especially for young people and women (with about 23% of the total number of people in Romania who start their careers in tourism) but is characterized with unevenness and seasonality, dependent on a fragile market divided between the Black Sea, known for its resorts for mass summer tourism - Constanta and Dobrich.



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3. Main Challenges in the Tourism Sector

Tourism with its priorities and the potential for future development is at the heart of globalization. The dynamic development of tourism also has many challenges for employers and the hired workforce. As an economy sector, it is of increasing importance for the development of the national economy as a whole. Tourism is an activity that has a huge and key impact on sustainable development. On the one hand, this is due to the fact that tourism accounts for about 15% of GDP and, on the other hand, to the link that tourism - compared to other economic activities - has with the environment and society. The successful tourism product is heavily dependent on the quality of the environment, cultural features and social interaction, security and prosperity. The challenges we have identified are geared towards achieving sustainable tourism development and overcoming economic, social and environmental problems. An essential element of the sustainable development of tourism is human capital.

The seasonal nature of tourism also determines the seasonal employment of those working in the field. The season job offers different opportunities and obstacles.

- Seasonal employment implies greater mobility of the workforce. Employees do not permanently change their place of residence and are more likely to move for a certain amount of time during the tourist season, 3 or 4 months. Such mobile workers are not only from their own country, for example, from the interior to the Black Sea, but also from other neighboring countries. If the tourist season is extended, the likelihood of reducing the interest of mobile workers is very high, as many people are reluctant to live away from their families for more than half a year. In the profile of single individuals, this may not affect their choice;
- Decreased requirements for employees - lack of experience, qualification and quality of work done. Seasonal employment implies a high demand for workers for a short time, and this leads to a shortage of labor. Employers are willing to hire staff with low requirements to have some workforce. In the process, employees acquire skills and habits for the specific position they occupy, but do not acquire any qualifications and systematized knowledge. Seasonal employment is a chance for people without vocational education and training to get into the labor market and acquire some work skills and habits;
- Employers' lack of commitment to employees - this is a result of the short time that employees will reside in the company and the lack of motivation on the part of the employer to invest in the workforce. Employers save money and effort and do not feel involved with employees;
- Poor working conditions - employers do not feel motivated to invest in the working environment and can only exploit it for a few months a year. In addition, the actual working time of one employee is longer than agreed. This leads to poor working conditions for employees and reduces the motivation of employees to work with higher quality;
- The quality of jobs in the tourism sector and the way this industry is perceived as an opportunity for professional growth should be improved by focusing on raising wage levels and securing social security; offering full-time employment throughout the



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year and in the conclusion of long-term contracts; career advancement and career opportunities; If the seasonal nature of tourism services is overcome, quality will be improved by selecting trained and qualified staff, improving working conditions and investing in enhancing staff skills and competencies. But on the other hand, mobile employment will be reduced, but it will rely on staff from settlements close to the workplace and day-to-day mobility to home.

The economies of Bulgaria and Romania are characterized by significant regional and structural imbalances, generating labor mobility both inside and outside the country. At the level of cross-border municipalities and districts, the labor market has already exhausted labor potential in a number of specific cases. The needs of skilled labor are at all levels, from general workers, through engineers, to drivers and managerial staff.

II. Main European legal documents relevant to the labor market

European Employment Strategy (2017)

The European Employment Strategy, at the level of the whole community, was adopted with the introduction, under the "Amsterdam Treaty (1997)", of Chapter VIII, with a direct reference to employment. This strategy focuses mainly on the fight against unemployment at EU level and is intended as a major tool for tracing and coordinating Community priorities in this direction. These priorities are formulated and assumed by each Member State. The economic, social and political characteristics of each Member State define concrete actions but all are based on four pillars, four guidelines, each of which is an area of action whose development contributes to better employment at Community level. These areas are:

- Engagement - represents a new culture of employment and refers to the ability to be hired, helping to combat youth unemployment and combat long-term unemployment;
- Entrepreneurship - Encourages the creation of new jobs by promoting local development;
- Adaptability - aims to modernize work organization and promote flexible employment contracts;
- Ensuring equal opportunities - concerns in particular the adoption of special measures for disadvantaged groups to reconcile work and private life.

The European context sets out a number of common measures taken and implemented by the Member States. The main measures include an extension of the initial training period, based on the premise that it is more economically advantageous to keep an individual in education instead of paying unemployment benefits, diversifying and increasing the degree of accessibility of adult education, especially by associating the offer of formal and informal education and continuing vocational training (specialization and deepening, qualification/retraining, improvement, distance learning).

The free movement of those wishing to work in the European Union is the fundamental principle of the Treaty on the Functioning of the European Union (Article 45), which allows European citizens to:

- looking for work in a European country other than the country of origin;
- to work there without the need for a work permit; to reside there for the purpose of finding a job;



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- to reside there once the employment contract has been terminated, subject to certain conditions for reporting the presence to the authorities and the fact that they are looking for a job or attending training/vocational training courses;
- to have equal access to employment, working conditions and all social and tax rights enjoyed by nationals of the country concerned, same as the residents of the country concerned.

Europeans (except Croatians) also enjoy the option of transferring social and health insurance in the country where they are looking for work, as well as recognizing the professional qualifications acquired in their home country. However, these rights may be limited in some European countries in the case of students, authorized individuals, pensioners or other economically inactive persons.

Also, on a statutory basis, a right of permanent residence may be obtained if you are legally resident in another European country for an uninterrupted period of 5 years, provided you have not been absent for more than 6 months a year (except for military duties where is applicable) or you have been absent for a maximum of 12 consecutive months due to pregnancy/childbirth, severe illness, vocational training, work or posting in another country.

You can also qualify for permanent residence in less than 5 years if, amongst other things, you have started working in another European country as a cross-border employee and have previously worked for 3 years in the host country before applying for residence (period during which you must return to your place of residence at least once a week).

The main European laws on free movement of workers concern the right to seek employment, the right to choose a place of residence, equal treatment, the rights of workers' family members, public sector employment and the following:

- Directive 2014/54/EU of the European Parliament and of the Council of 16 April 2014 on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers
- Directive 2014/50/EU of the European Parliament and of the Council of 16 April 2014 on minimum requirements for enhancing worker mobility between Member States by improving the acquisition and preservation of supplementary pension rights
- Article 45 of the Treaty on the Functioning of the European Union (TFEU)
- Regulation (EU) No 492/2011 of the European Parliament and of the Council of 5 April 2011 on freedom of movement for workers within the Union, which codification Regulation (EEC) No 1612/68 and its following amendments (Regulation (EEC) No 312/76 and No 2434 /92, Article 38 (1) of Directive 2004/38/EC).
- Directive 2004/38/EC of the European Parliament and of the Council of 29 April 2004 on the right of citizens of the Union and their family members to move and reside freely within the territory of the Member States (Official Journal of the European Communities No L 158 from 30.04.2004)
- Directive 98/49/EC of 29 June 1998 on safeguarding the supplementary pension rights of employed and self-employed persons moving within the Community (*Official Journal* No L 209 from 25.07.1998), also annexes on the accession of Bulgaria (Annex VI) and of Romania (Annex VII) of the Accession Treaty (2007).



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III. Career Opportunities in Bulgaria and Romania

Bulgaria

The opening of the Bulgarian economy to a market economy based on free competition and the free movement of labor had a significant effect on the internal labor market. Thus, all efforts to increase labor market flexibility are a major means of mitigating the adverse effects. The more flexible the market, the more adaptable it will be to internal and external influences, and the smaller the negative consequences. The flexibility of the labor market in Bulgaria is achieved through the diversification of the forms of labor relations and the working time arrangements that are specified as a result of the introduction of new regulations in labor relations, such as work from home and remote work or through the creation of a temporary employment agency. However, traditional patterns of employment and stereotypes of employer and employee behavior continue to prevail.

An essential milestone in the development of working relationships is the balance between flexibility and security. So far, the flexibility of the Bulgarian labor market has been developing more actively than security in labor relations, in terms of employment, contracts, wages and working conditions. In this respect, the functioning of the Labor Inspectorates ensures compliance with the legislative part, satisfying both sides of the labor process.

The deindustrialized Bulgarian economy determines the change in the structure of labor demand. On the other hand, leaving the country of "middle class" specialists and the continuing emigration of young people highlights labor-related problems, not only quantitatively but also qualitatively. Bulgaria faces difficulties in providing a quality workforce with well trained workers and specialists capable of working with modern technologies.

Many Bulgarian workers have experience in engineering, medicine, economics and science but there is a shortage of professionals with professional management skills as well as highly qualified workers.

The number of companies struggling to fill their vacancies is growing every year. This is a trend observed in Bulgaria as well as in Romania. Especially in Bulgaria until a few years ago, the list of the most wanted executives was mainly highly qualified IT specialists, but now the deficit is everywhere - from carpenters and welders, through engineers and doctors to managers.

Romania

In Romania, a number of active labor market measures have been implemented to increase employment and reduce unemployment. Their main objective is to make full use of the existing employment potential, avoiding the lack of adequate workforce (targeting higher qualifications). Essentially, this set of measures is intended to facilitate the meeting and exchange of information between employers and jobseekers, while at the same time improving professional skills or opportunities in the labor market.

The term active measures imply a change in the behavior of participants who become proactive in terms of the initial, passive status, respectively the payment of the unemployment benefit.



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As a general context, many settlements in Romania, including the border area, face the phenomenon of temporary or permanent migration of the population for work, which has led to a direct decline in the number of economically active inhabitants but also to a negative increase in demography. Unemployment is still low at the 55-64-year-old population and high among young people, higher in rural than urban, more prevalent among men than among women. These factors represent an opportunity for people looking for work and open to a certain degree of daily or weekly mobility for distances of up to 100 km.

In Romania, the situation is similar to that in Bulgaria. There is also a shortage of labor in certain sectors. One of them is construction. Since many Romanians have emigrated to Western European countries, attracted by better pay and standards of living, there are no masons, welders, plumbers, drivers etc. in Romania. The Romanian Construction Companies Federation believes that the salaries of skilled workers should be increased to attract them back to the country. To this end, builders want a reduction in wage taxes. Another sector of the economy in Romania, where there is a shortage of staff, is agriculture. According to experts from the League of Farmers, there is a shortage of people who can work with agricultural machinery, leading to delays in the production process. This is because of the lack of vocational schools to prepare young workers in this field. The characteristics and essence of the professions in the two countries with the greatest hunger for staff could give much impetus to the economies of Bulgaria and Romania. They can help identify problems more easily and find ways to solve them through cross-border cooperation.

1. Practices in negotiating, appointing and retaining staff in Bulgaria and Romania

After identifying potential candidates on documents, especially if this was done through job advertisements, almost all companies hold a follow-up interview - interviewing applicants and gaining initial insights into the personality and their qualities. It is often coupled directly with negotiating terms and conditions of work under the most important clauses of the employment contract - duration, pay, responsibilities, etc.

A tendency and a more and more frequently used option by the companies in Bulgaria is the conclusion of a labor contract with a probation agreement under Art. 70, para. 1 of the Labor Code. The probation clause concerns the right of the parties to assess until the expiry of a fixed and legally limited period of time (3 or 6 months) the extent to which the agreement reached at this stage meets their predetermined objectives, and according to their judgment to take appropriate action. Also, companies in Bulgaria, employing staff, negotiate in advance and indicate in the individual employment contract the ways and the period for payment of the wage. According to Art. 270, para. 2 of the Labor Code, the salary shall be paid in advance or definitively each month twice, unless expressly agreed otherwise.

In practice, it was necessary to negotiate in the employment contract a specific date (maturity) on which a salary is received. For example, for the fifteenth of the month, the employer must make the payment by that date, including the month in question. The amount of the salary and/or advance may be transferred to the employee in cash (usually after a signature on a payroll) or available to the employee's bank account. Large companies are now almost entirely paying employees' wages by bank transfer. Against the backdrop of lack of appropriate staff, companies are increasingly resorting to offering different bonus schemes for pay and social benefits.



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In Bulgaria, social benefits and rewards programs are recognized as one of the most effective methods to increase employee motivation, improve performance and company performance. According to a survey / National survey, 2016 / access to various social and sports benefits affects the attractiveness of a company as much as the financial benefits offered to the employees in it. The results of a survey conducted in 2016 among 15,793 employees in 58 companies in 12 industries in Bulgaria show that for almost 94% of respondents, social benefits are particularly important for their engagement with the company. Almost all respondents are united by the claim that additional incentives are a key factor in staying in the company they work for, as well as in attracting new employees.

Not only for large or multinational companies, social benefits are an important prerequisite for attracting and retaining quality staff, especially young people. Food vouchers, mobile phones and transport to work are considered normal; some more innovative companies provide a gym and yoga studio in the office, free massages during business hours, a corporate psychologist who also helps in solving personal life problems. Employees are also offered free access to medical services, a variety of teambuilding, inclusion in various social causes and out-of-work initiatives. Very often, the employer also invests in training for its employees in order to increase their qualification, acquire foreign language skills, etc. In this case, a binding clause in the employment contract is usually included in order not to leave the trained employee for a certain period of time.

Funded on-the-job training programs are also available to employees via the employer. Beyond purely social benefits, financial bonuses are also provided, tied to success at work. They can be different depending on the percentage of sales or number of orders made, for example. Still massive companies offer a bonus on Christmas and New Year holidays - the so-called in the recent past an additional salary or a specific amount of money. In recent years, some companies, mostly medium and large, have started to offer special one-time premiums if the employee has attracted a new company entry, a highly qualified IT professional or an accountant with a perfect command of two foreign languages. Unfortunately, the Bulgarian employer still offers social benefits as a form of attracting employees residing in another settlement.

In Romania, in addition to the monthly salary received by the employee, bonuses and additional benefits from employers (most often in the private sector) are becoming more popular. The most common incentives available are vouchers for food and medical service subscriptions or health insurance. Efficiency bonuses are most prevalent in the sales sector and generally in all areas where results can be objectively measured and quantified. Non-financial benefits continue to diversify, companies are constantly trying to find innovative solutions to motivate and increase the loyalty of the employees they most need. There are also incentives related to career development, opportunities for rapid growth in the company, compensation for moving to other countries, or in terms of providing training, as well as family subscriptions to medical services.

More and more businesses in Romania allow their employees to work from home one day a week or give them the possibility of flexible working hours as long as they prove they have worked eight hours a day.



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2. Intercultural competencies, an important component for the realization of the labor market

Not knowing the cultural characteristics of different markets makes it difficult to develop quality tourist offers and packages, staff prepared and appropriate approach. The shortage of skills in tourism is linked to the growing need for intercultural competencies to work with clients, colleagues and employees in a globalizing world. Very important are these skills for mobile employees such as those working in tourism and the culinary sector in particular to expand their knowledge and improve their skills to work with people from different cultures.

The main challenges and problems related to intercultural communication and tourism services are:

- Lack of foreign language skills of staff - although the world is globalizing and foreign language learning has entered the curriculum permanently, there are still people in Bulgaria and Romania who have no communicative knowledge even in one foreign language. Aging workers, on the one hand, do not have foreign language knowledge, as Western language learning was not covered when they were pupils but had basic and poor knowledge of Russian. On the other hand, young people predominantly have English at a technical level, which is not enough for direct communication. The interest in vocational high schools in tourism is mainly by students with low success and poor motivation for development and they are not well prepared in foreign languages. The lack of good command of a foreign language is a major barrier to mobile employment;
- Not knowing the cultural characteristics of different markets, which hinders the development of quality tourism offers and packages and work with foreign clients - ignorance of the cultural characteristics of the clients, their tastes, temperament, religious beliefs specifics can lead to conflicting or awkward situations, and even to a scandal. For mobile employees, it is useful to know the cultural characteristics of the state in which they go to work, and even the specific area, so that they can communicate adequately and without conflict.
- Insufficient staff training - few companies have their own programs and allocate funds for training and development of their human resources, especially in the dynamic tourism industry, where the temporary engagement of the staff does not imply investment for upgrading and improving skills;
- Scarce experience in working with foreign clients - mobile employment provides the opportunity to accumulate experience in working with foreign clients. In order for the enterprise to succeed, it is necessary for the employee to know in advance the national and religious characteristics of the clients;
- Poor mobility and lack of staff exchange practices with foreign partners - many of the employers in the cross-border region do not trust staff from other countries. Only in the past five years, the larger resorts have hired foreign employees because of a labor shortage. There is still no talk of staff exchange, especially in the cross-border region of Romania - Bulgaria, due to the similar characteristics of the labor market, the identical seasonality of tourist services and the general shortage of staff;



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- Migrant workers are potentially a convenient solution for many employers, but cultural differences in the team need to be adequately addressed - employers in Bulgaria and Romania are not prepared to hire migrants because they have not undergone adaptive training and have not gained experience. If the state-level decision is that migrants permanently settle in both countries, it will be necessary to work with the business for hiring and working with migrants;
- The process of recognizing and validating skills has not yet developed enough - The validation of skills between two countries is difficult and not applicable at the moment. Employers themselves decide whether to hire an employee who has acquired experience and skills during previous employment and to recognize them.
- The most important intercultural competencies for the general public can be:
 - Skills for communication - command of at least one foreign language and taking into account the specifics of communication characteristic of the respective culture (tone, expression, position of the body)
 - Intercultural awareness and sensitivity - respect and understanding of the needs, rights, beliefs, customs and traditions of people from other cultures;
 - Working in an intercultural team, skills for adaptation to change and the working environment, empathy
 - Personal qualities: politeness, positive attitude, willingness to help and solve problems, empathy, self-confidence, enthusiasm, perseverance, patience and tact, discretion, innovative thinking, decision-making skills, etc.

These soft skills are universal and, if taught and applied, can be useful in any industry.



Self-assessment test

IV. Self-assessment resources

This questionnaire measures your self-esteem for yourself and your surrounding world.

Purpose: Establishment of self-assessment level - inadequately high; balanced; inadequately low.

Description: The test is for express diagnostics. It contains 10 questions/statements that the investigated person has the opportunity to mark one of the proposed two or three answers. Each answer gives a certain number of points.

1. How often do you feel distressed, that you were not supposed to say or do something you did or say?

- a/ Very often
- b/ Sometimes

2. When you communicate with a brilliant and witty person, then you:

- a/ You try to beat his/her wit
- b/ You would not compete, but give it to him/her, and you will disconnect yourself from the conversation

3. Select one opinions that describes you best:

- a/ What many consider luck, is actually the result of hard work
- b/ Success often depends on the random coincidence of circumstances
- c/ In a complex situation, the main thing is not stubbornness or luck, but the person who can give an approval or comfort

4. You have been shown a cartoon or a parody of yourself and you:

- a/ You will laugh and be glad that there is something original about you
- b/ You will try to find something funny in your partner and laugh at him
- c/ You will be offended, but you will not show it

5. You are always in a hurry; you do not have time or you are doing a job that exceeds a person's abilities:

- a/ yes
- b/ No
- c/ I can't decide

6. You choose a gift perfume for your girlfriend / boyfriend and you will buy:

- a/ Perfume, that you like
- b/ Perfume, that you think he/she will like
- c/ Perfume, that has been recently advertised

7. You like to imagine different situations where you behave differently than your usual self:



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- a/ Yes
- b/ No
- c/ I can't decide

8. Are you affected when your colleagues (especially youngsters) achieve more success than you:

- a/ Yes
- b/ No
- c/ I don't know

9. Does it give you pleasure to oppose someone:

- a/ Yes
- b/ No
- c/ I don't know

10. Close your eyes and imagine one of three colors: light gray, yellow, red. Which do you like most:

- a/ Light gray
- b/ Yellow
- c/ Red

The self-evaluation consists of three components: 1. Cognitive (self-knowledge); 2. Emotional (emotional-value attitude towards yourself); 3. Behavioral (readiness to act). Self-esteem is self-knowledge, emotional attitude to yourself, and regulatory attitude. There are various factors that influence self-esteem, for example:

1. Intelligence - people with low intelligence have a diffuse idea of themselves.
2. Age - at a young age the child has a diffuse self-assessment, it is identified with the closest people surrounding, the assessments are influenced mainly by others.
3. Temperament - Introvert people have more adequate self-assessment than extrovert, introversion often tends to lower self-esteem, whereas in extroverts it is more often elevated.
4. Level of claims - self-centered individuals have a higher self-esteem.
5. Social status of personality. Good self-knowledge. You can find a way out of any conflicting and critical situations.



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A key to determine results:

Question №	Answer „A“	Answer „B“	Answer „C“
1	1 point	3 points	-
2	5 points	1 point	-
3	5 points	1 point	3 points
4	3 points	4 points	1 point
5	1 point	5 points	3 points
6	5 points	3 points	1 point
7	1 point	5 points	3 points
8	1 point	5 points	3 points
9	5 points	1 point	3 points
10	1 point	3 points	5 points

Evaluation of results:

Each answer receives points according to the key. Sum of all replies is collected and a three-scale/self-assessment check is performed:

From 50 to 38 points

A high level of personal satisfaction/self-esteem and confidence in yourself. A pronounced need to dominate others. A highly developed and active "I" who seeks to demonstrate, emphasize and impose opinions and actions. Indifference to environmental assessments and at the same time striving to criticize others. The more points you get; the more personality approaches the definition of "I love myself the most!". Extremely serious attitude to your own merits, which are hyperbolized and exaggerated. Rejection of foreign opinion and intolerance to critical remarks. Ability to protect "Me" by any means, incl. with honest lies. There are deficits in social skills, communication problems and social adaptation disorders. It's hard working in a team.

From 37 to 24 points

Balanced "I", lives in agreement with him/herself, confident in his/her own strengths and abilities. Balanced in assessing yourself and others. Flexible. She has the ability to find an



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outlet in difficult situations, both in dealing with her own thoughts and emotions, as well as in communication. Balanced/normal self-assessment. He or she preserves his/her own "Self", self-asserting, but without negative consequences. Definitely assertive personality type. He/she is able to get the support of others, capable of living and working in a team.

From 23 to 10 points

Discontent with one's own personality (intellect, abilities, achievements, appearance, age, gender, etc.). Uncertain, fearful, passive, avoidable, high level of anxiety, low level of stress resistance, unbalanced emotions, inadequate expectations, naivety, credulity, altruism, strong intuitiveness, perfectionism.

Resources

<https://jobmobility.info/bg/economicmap/>

<https://www.bia-bg.com>

<https://moweup.eu/>

<https://hrindustry.bg>

<https://bgromobility.eu/>

<http://robg-united.eu>

<http://eures.bg/>

<http://ninkn.bg/>

<http://www.nsi.bg/>

<http://www.insse.ro/cms/en>

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