



# Guide on Roma Inclusion Post-Employment

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# 1. GENERAL DATA ON ROMA MINORITY PROFESSIONAL INTEGRATION<sup>1</sup>

## 1.1. ROMA POPULATION AT NATIONAL LEVEL

Roma population experienced a significant growth in the last 40 years in Romania. Since the census of 1977 when 232,341 Roma people were recorded, the official report of 2011 mentioned 621,573 Roma people. However, Romani experts' data indicate a number of 1,215,846 Roma people in Romania in 2011, a six times growth since 1977 (Figure 1).

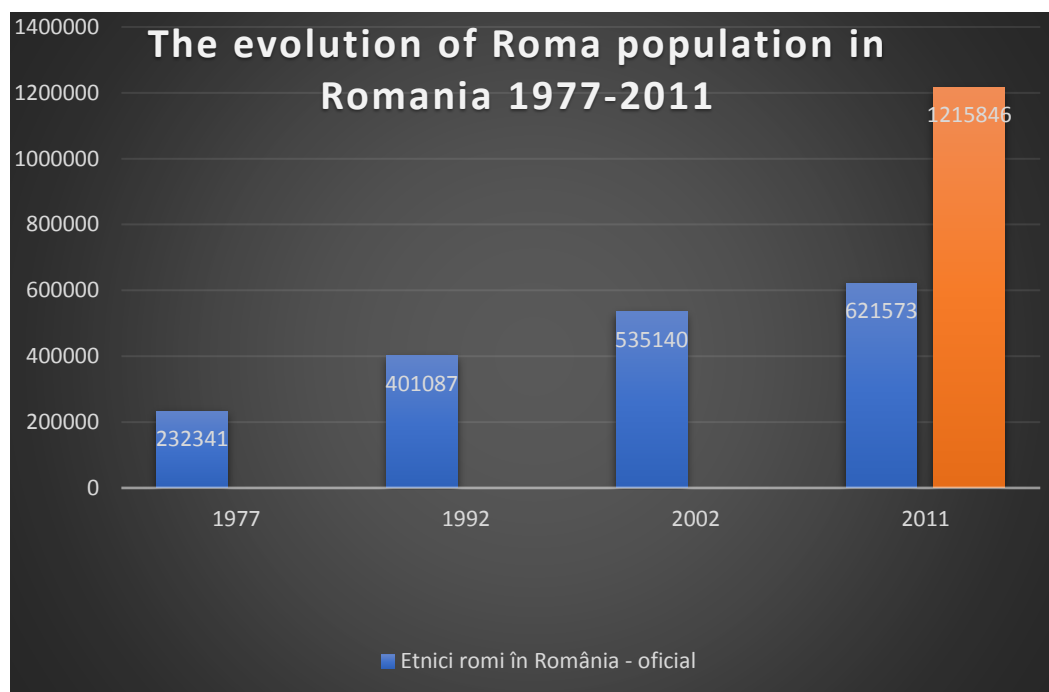


Figure 1 – Roma people in Romania

## 1.2. ROMA POPULATION AT COUNTY LEVEL

The last official data mention that in Bihor County were officially recorded 34,640 Roma people in 2011, but the Roma experts indicate there are actually 45,332 persons. In Cluj, the official data provides 22,531 Roma citizens for 2011 and the Roma experts indicate 24,064 persons. Bihor County has 140 Roma communities and in Cluj are 70 communities. (Figure 2)

<sup>1</sup> Data interpretation from Horvath, I. (2017). *Raport de cercetare Socioromap. O cartografiere a comunităților de romi din România*. Cluj-Napoca: Institute for National Minorities Problems Studying.

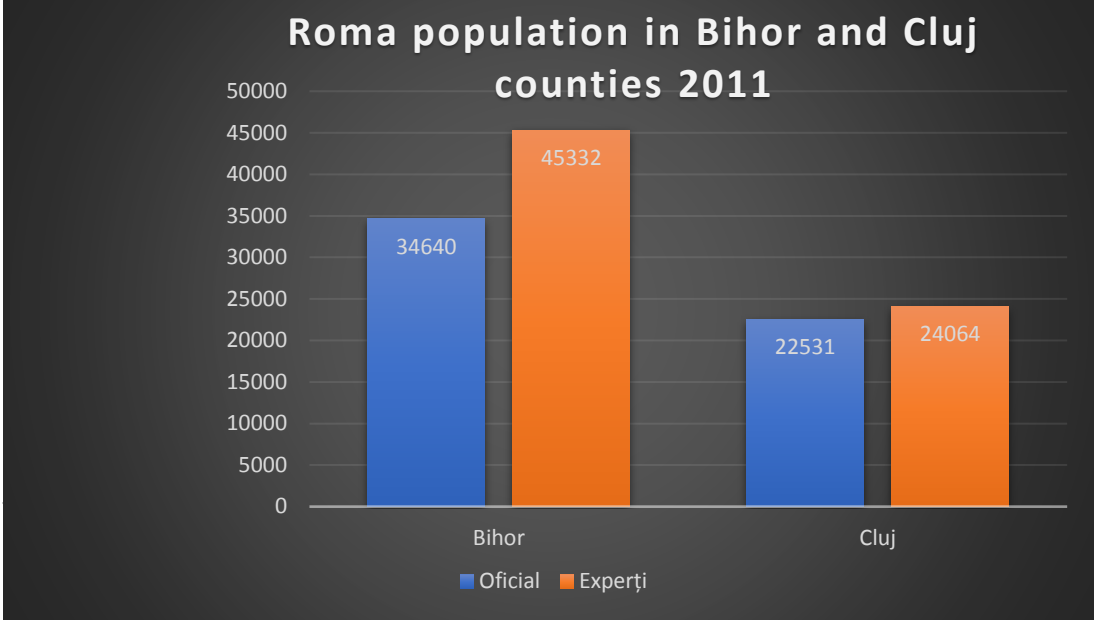


Figure 2 – Roma people in Bihor and Cluj Counties

As related to the minimum guaranteed wage (MGW), in Bihor County 45.4% of the Roma people benefits from this support and in Cluj County 33.1%. The amount of MGW complies with Law 416/2001, namely 142 Lei for 1 person, 255 Lei for 2 persons, 527 Lei for 5 persons and 786 Lei is the maximum amount for 12 persons (Figure 3/Figure 4).

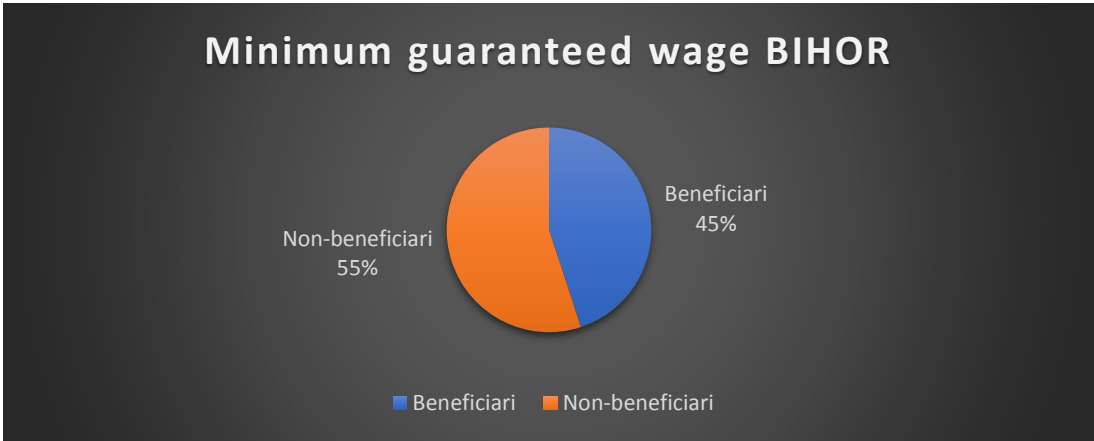


Figure 3 – Minimum Guaranteed Wage in Bihor

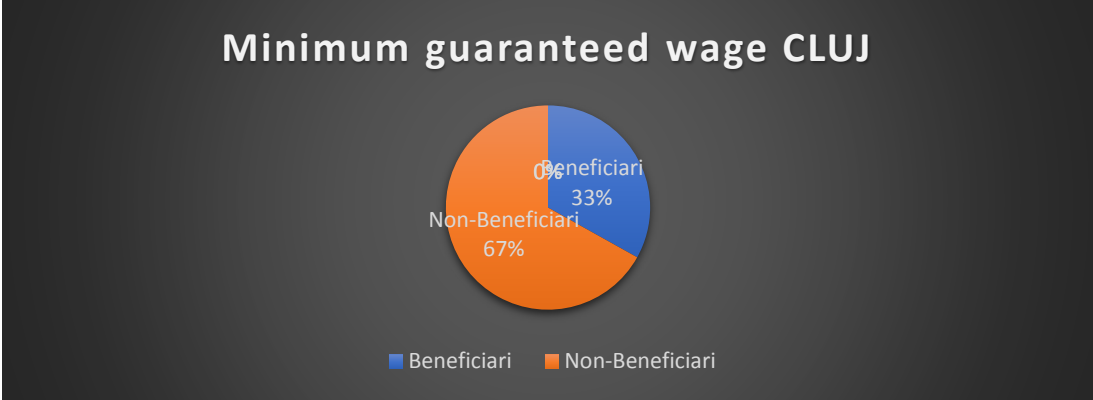


Figure 4 – Minimum Guaranteed Wage in Cluj

The languages spoken by Roma people in Bihor County are Romani 46%, Hungarian 30%, Romanian 24%. In Cluj County the prevailing language is Romanian 59%, Romani 40% and Hungarian 1%.

1.3. SOCIAL CONDITIONS OF ROMA POPULATION

Crowding and overcrowding characterises their living conditions (Figure 5).

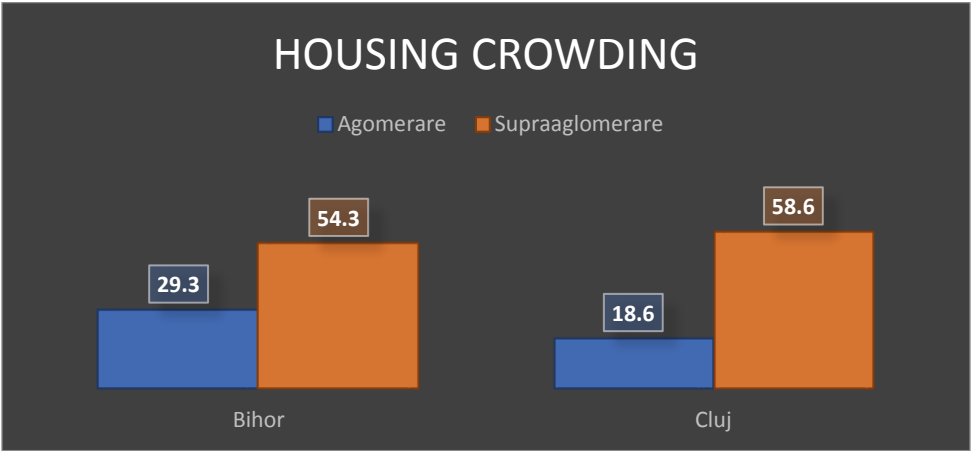


Figure 5 – Roma people living conditions

The quality of living conditions is under the normal standards for approximately 70% of the Roma people in the two counties (Figure 6). In Bihor County approximately 17.8% have no electricity and in Cluj County 25% are in the same situation. In Bihor County 77.5% of them have no running water and 91.8% are not connected to the sewage and in Cluj County the percentage is of 74.6% of those who have no running water and 73.7% of those without sewage. Among 2 and 6 % of the households of the two counties are connected to central heating. Only 10-15% of the households have bathroom.

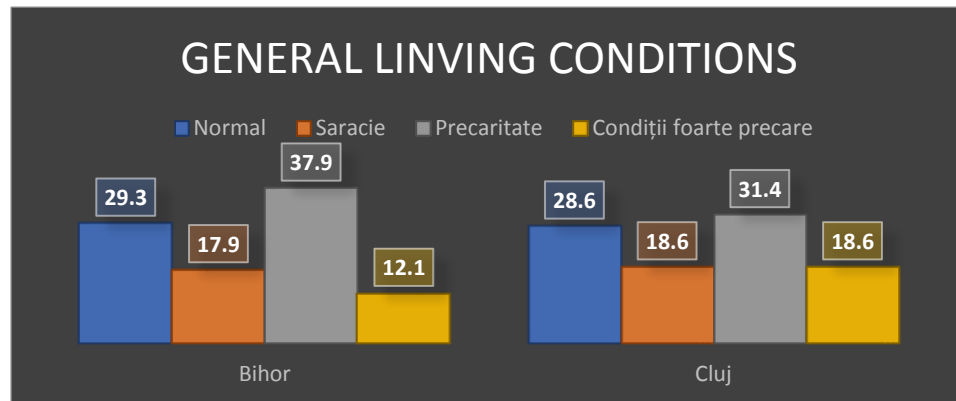


Figure 6 – living conditions of Roma people in Cluj and Bihor Counties

#### 1.4. PROFESSIONAL CONDITIONS OF ROMA POPULATION

##### 1.4.1. ROMA POPULATION'S PROFESSIONAL OCCUPATION

Regarding employment, Bihor County has 10.8% of Roma people working legally and 29.2% have occasional, informal jobs. In Cluj County 15.3% of Romani people are working legally and 29.2% have occasional, informal jobs (Figure 7).

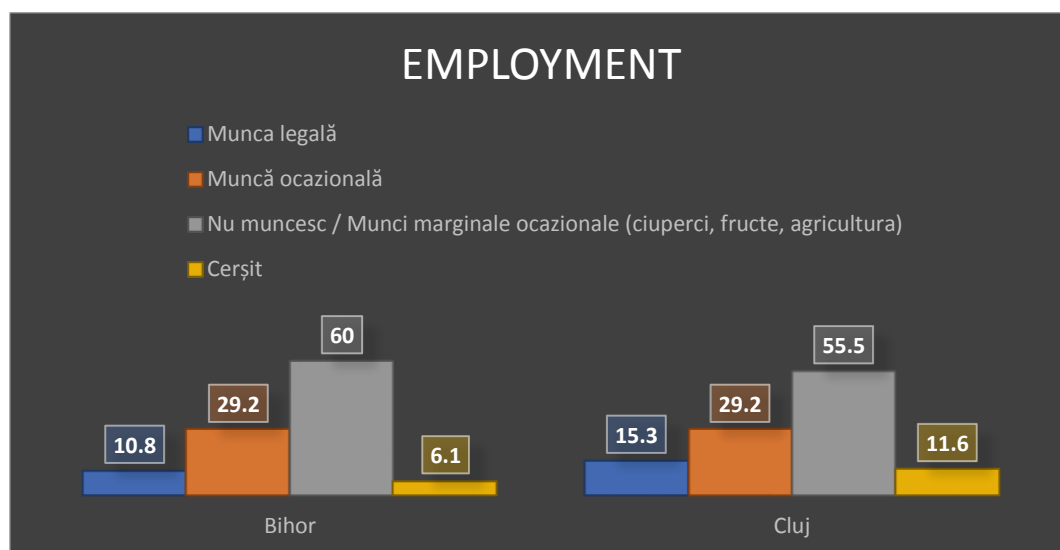


Figure 7 – Employment of Roma people

Begging is practiced by approximately 6% of Roma in Bihor County and by 11.6% of Roma in Cluj County.

## 2. SPECIFIC DATA ON ROMA POPULATION'S PROFESSIONAL INCLUSION (DATA GATHERED WITH THE QUESTIONNAIRES WITHIN "HOPE" PROJECT)

The data of this guide was gathered from 216 workers from Bihor and Cluj Counties. Out of the questioned workers, 57.3% were men and 42.7% women. 56% of them are Roma, 24% Hungarian and 20% Romanian. 49.8% are officially married, 23.6% are unofficially married, 20.7% are not married, 3% divorced and 3% widowers.

79.6% are employed as unskilled workers and 20.4% are skilled workers.

11.6% have no education, 16.9% have finished primary school, 18.8% have finished the first eight grades of the secondary school, 12.6% ten grades of the secondary school, 18.4% graduated a vocational school, 12.1% graduated high school, 5.3% have obtained the high school graduation diploma and 4.4% have higher education.

Seniority at the current workplace is on the average of 4 years and seniority in working is on the average of 14 years.

83.8% perform simple physical work, 4.6% operate machines and 11.6% perform other types of work.

### 2.1. SATISFACTION AT THE WORKPLACE

The employees are generally satisfied by the working conditions, the workplace, the relations with colleagues and management but less pleased with wages and promotion opportunities (which may be understood as financial conditions improvement).

Satisfaction at the workplace (in relation with the aforementioned aspects) is not influenced by ethnicity or the field of activity.

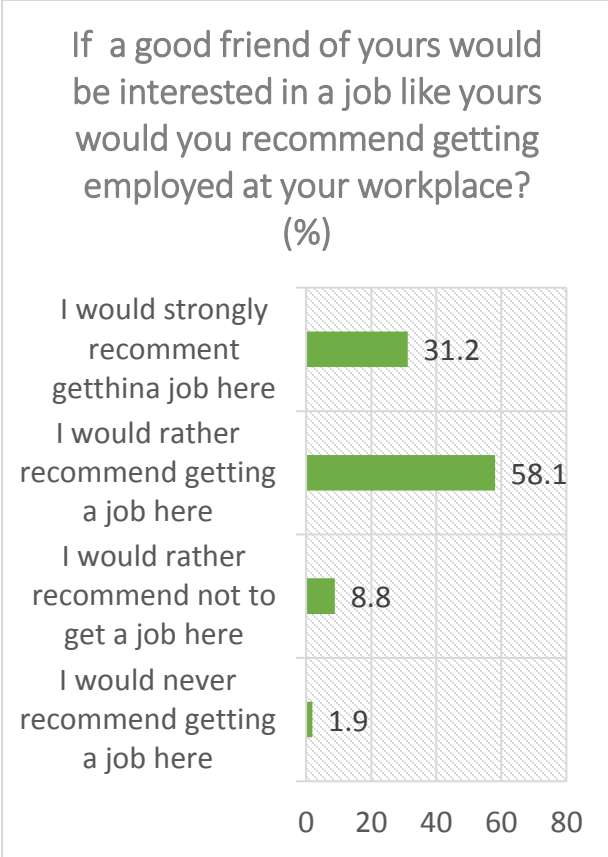


Figure 8 – Recommending the workplace

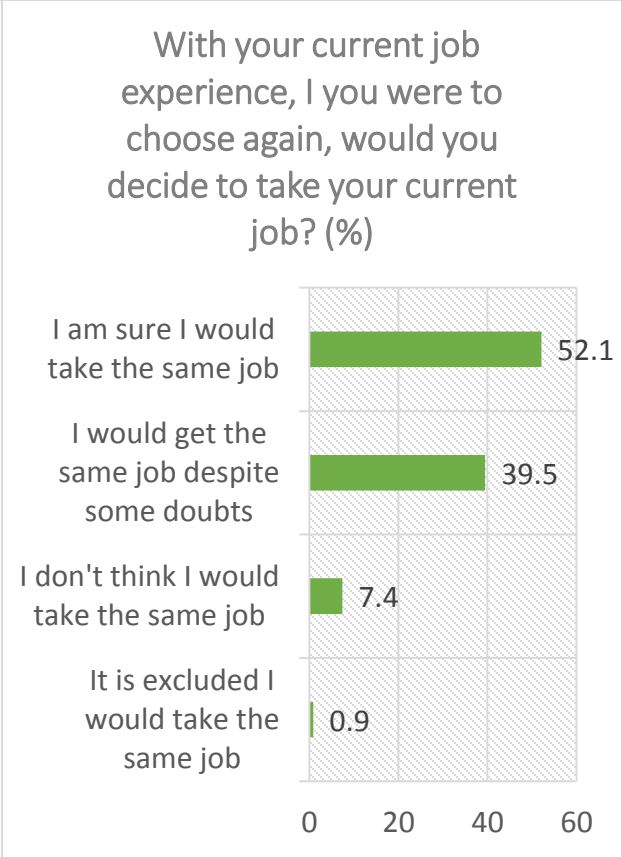


Figure 9 – Satisfaction at the workplace

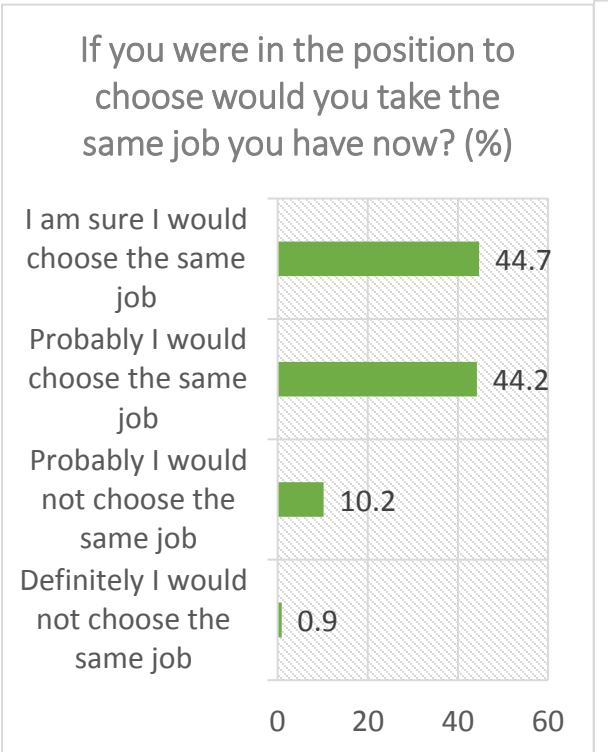


Figure 10 – choosing the workplace

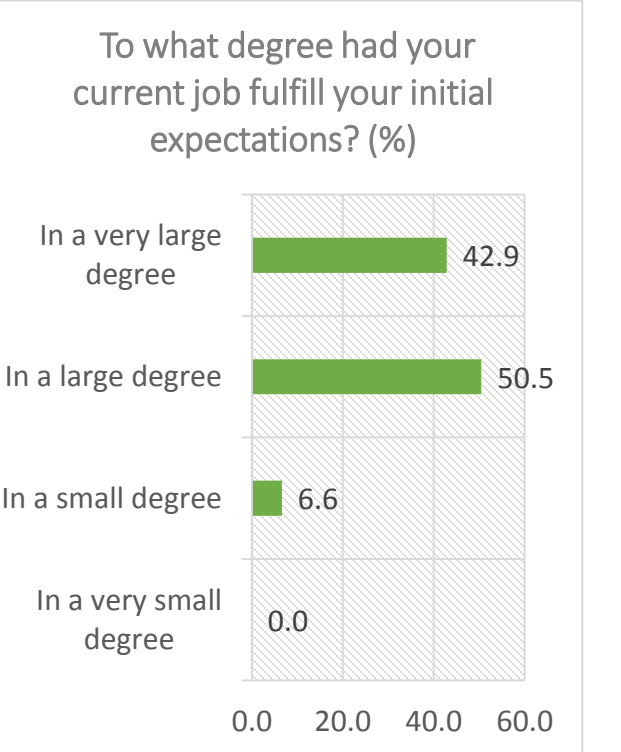


Figure 11 – satisfaction with the workplace



## 2.2. ORGANISATIONAL COMMITMENT

It was measured by means of 3 dimensions:

1. Affective commitment – the employees want to stay at the workplace due to some strong emotional connections. It leads to performance and employees' retention.

The level of emotional commitment is high, the mean of the scores is 24 out of 30 (Figure 12).

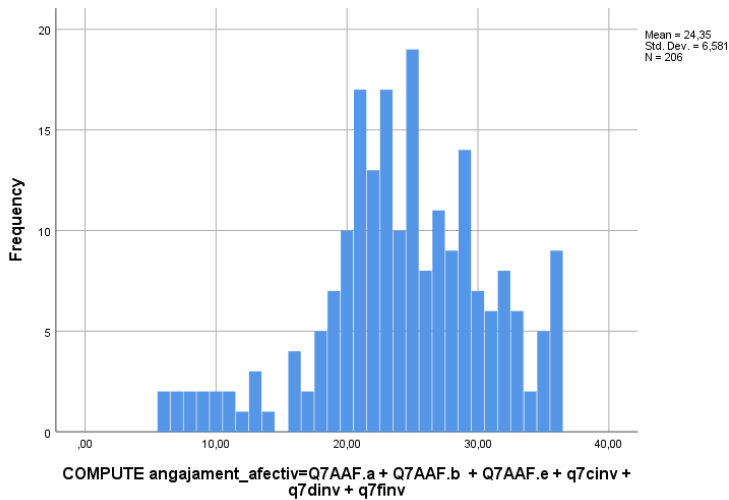


Figure 12 – emotional commitment

2. Constant commitment – the employees balance the advantages which may be obtained at another workplace and choose to stay or leave.

The constant commitment is also high, the score being 28.8 out of 40 (Figure 13).

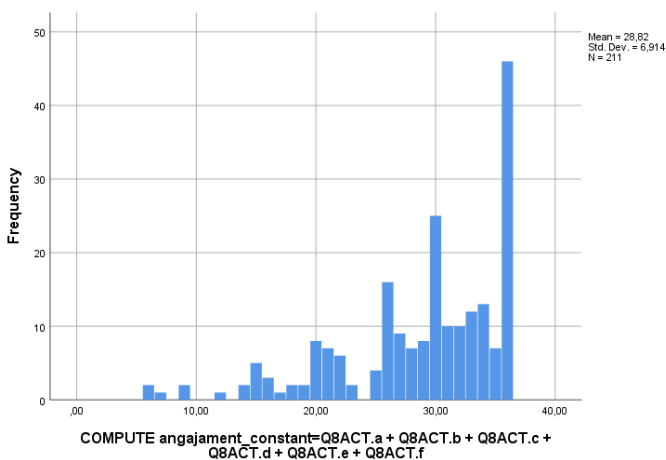


Figure 13 – continuance commitment

3. Normative commitment –refers to the employees who do not consider it is fair to often change the company and remain in a company especially due to this attitude.

The score of the normative commitment is of 20.6 points out of 30 (Figure 14).

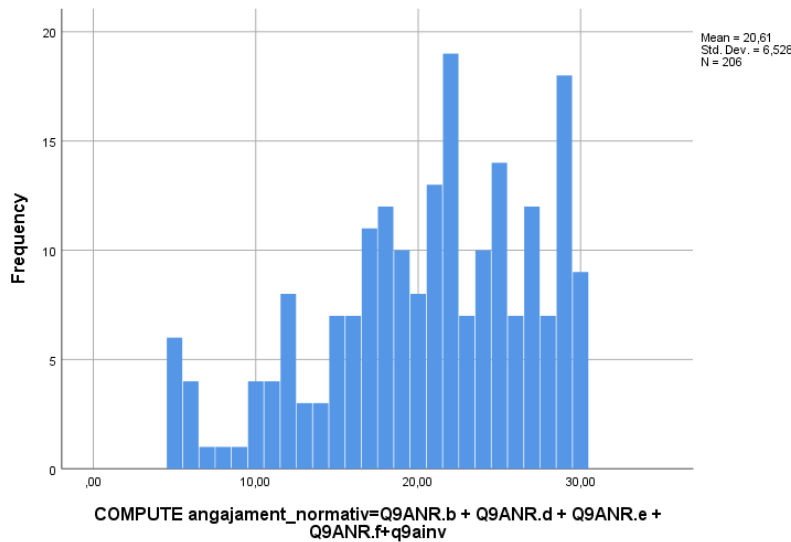


Figure 14 – normative commitment

Roma people have a significantly lower affective commitment with the company than Romanians – meaning that they are not bound to the workplace and consequently their performance, at least theoretically, is not sustained. Roma people have instead a better constant commitment than Romanians or Hungarians and Romanians’ normative commitment is similar with Roma’s, as it is significantly higher than in Hungarians. Roma’s constant commitment may be explained as they have very low employment options on the labour market, as such, they are not willing to leave their current workplace.

### 2.3. STRESS AT THE WORKPLACE

The level of stress was measured by elements like the lack of safety, pressure, lack of resources, discrimination or physical insecurity.

The score obtained with the stress scale is of 18.04 out of 30. No significant changes of the stress score is registered depending on ethnicity and the field of activity (Figure 15).

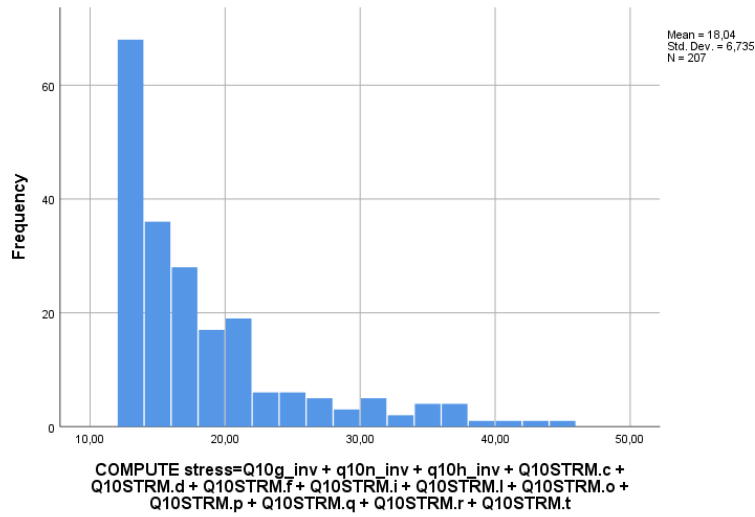


Figure 15 – stress at the workplace

## 2.4. LABOUR ETHICS

The factors the employees consider important at the workplace were analysed.

It is important that on the first place is the possibility to take some time off to solve family problems, then the need to be respected within the company and only on the 6<sup>th</sup> place is the wage (Figure 16).

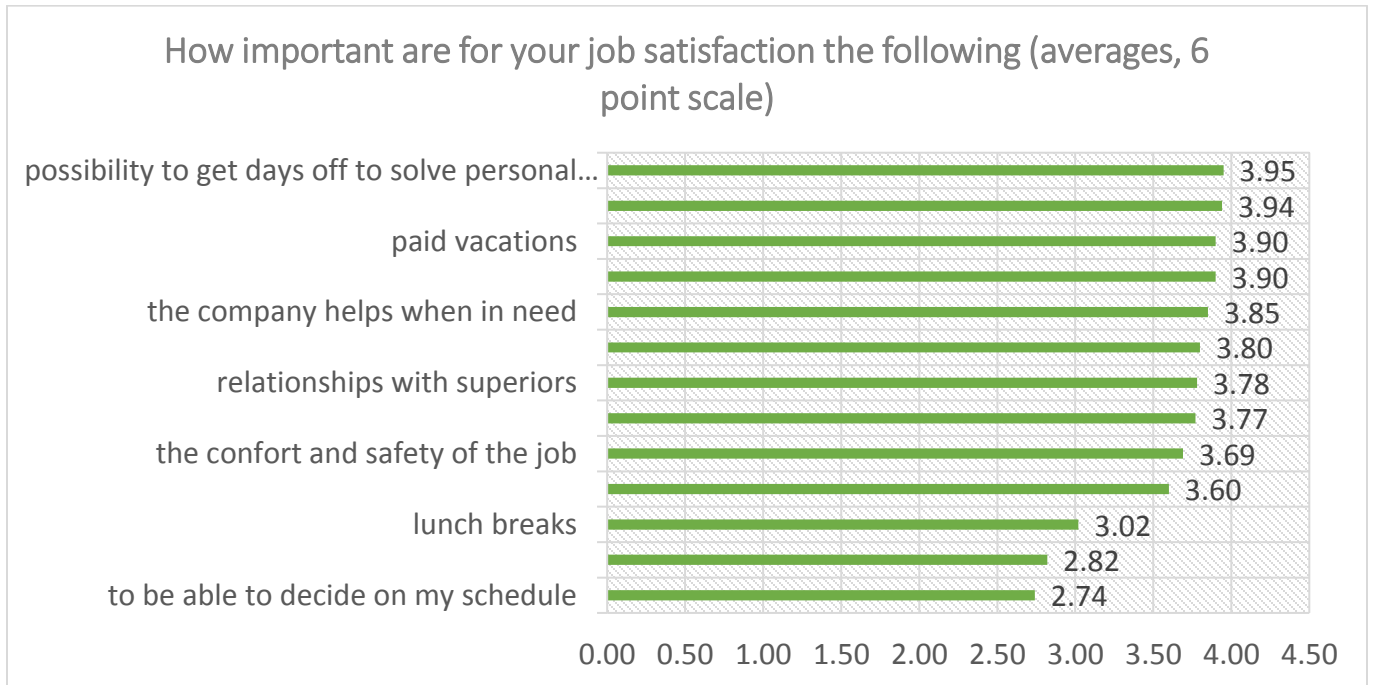


Figure 16 – important factors at the workplace

Regarding independence, it is assessed at a level slightly above average. A low level of independence is usually correlated with neutral attitudes regarding entrepreneurship and more likely the preference for being employed (Figure 17).

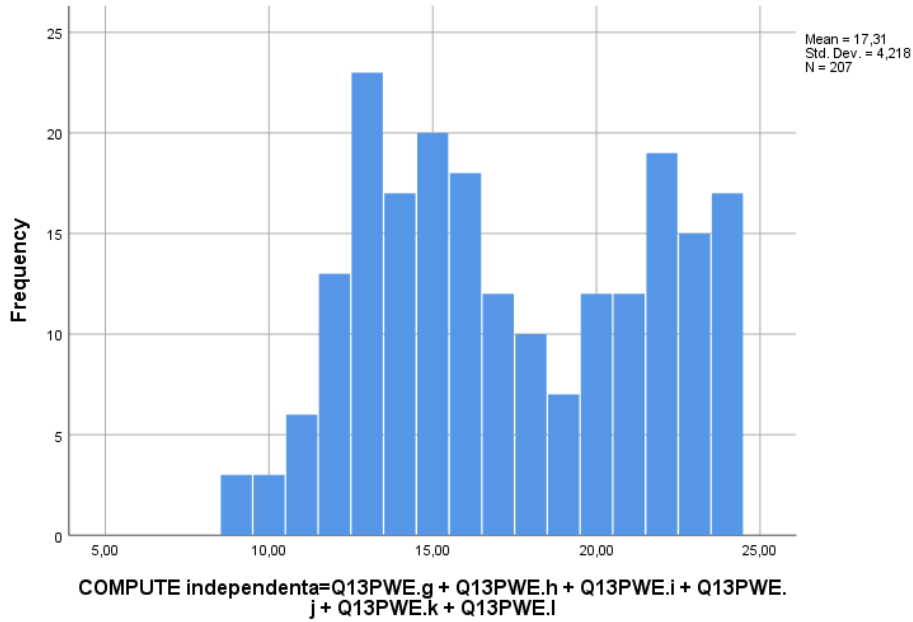


Figure 17 – independence at the workplace

Regarding the time off, the score is the same, little above average, meaning that even if the employees tend to having more time off, they are willing to invest more time in labour in order to obtain material benefits. The mean scores for time off assessment do no vary significantly by ethnicity and field of activity. (Figure 18)

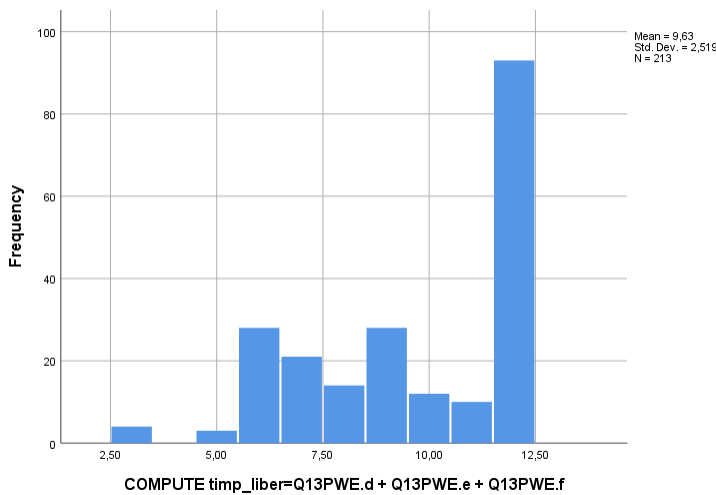


Figure 18 – time off assessment

Employees appreciate to a great extent hard work and it is considered as a wellbeing factor. According to the data of the study, Romanian employees appreciate to a much lower extent hard work than Roma or Hungarian people do.

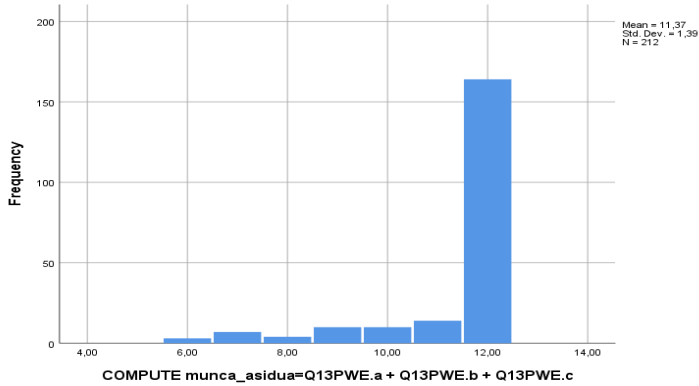


Figure 19 – hard work

## 2.5. AUTONOMY AT THE WORKPLACE

As for labour autonomy, the score obtained – 15 out of 30, indicates the fact that its level is rather low – moderate. The differences of autonomy score are very high between units/companies reflecting differences between sectors.

The Romanian employees perceive a greater autonomy at the workplace than the Roma and Hungarian minorities.

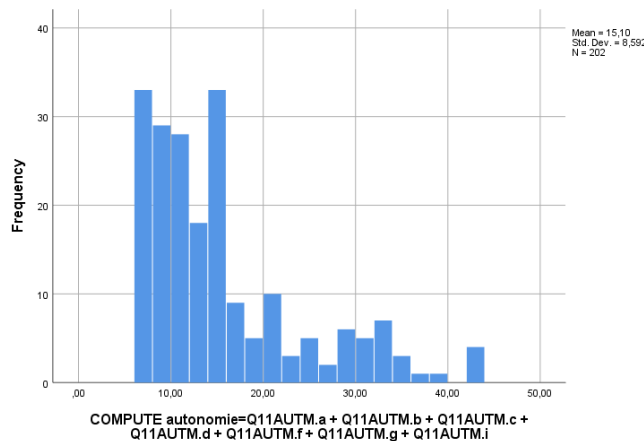


Figure 20 – autonomy at the workplace

## 2.6. INDUCTION, LABOUR ETHICS, ABSENTEEISM AND SEARCHING FOR ANOTHER JOB

Almost 7% of the interviewed employees get acquainted by themselves with the requirements of the job. The others, who benefited from help, were assisted both by colleagues and by their direct their supervisor.

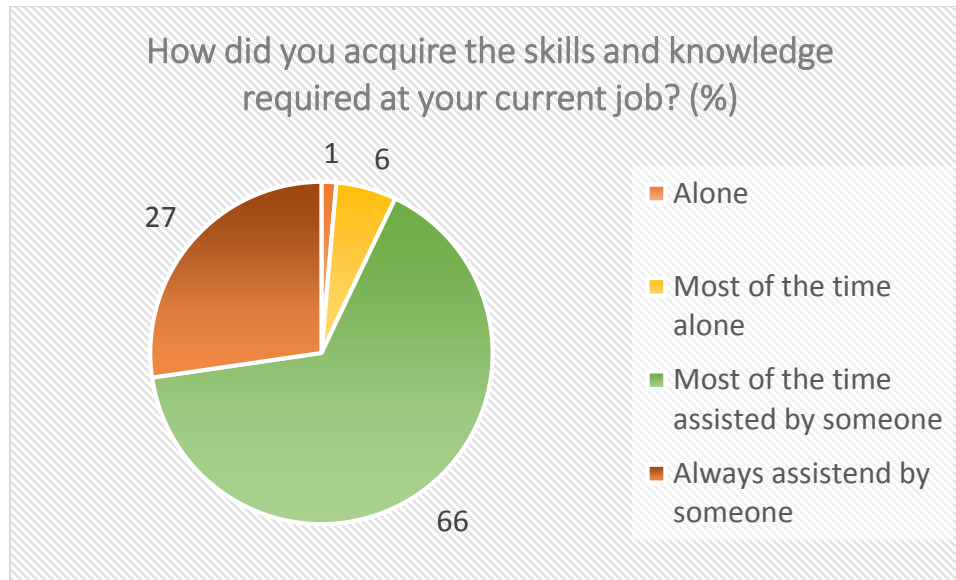


Figure 21 – coaching at the workplace

The absenteeism is relatively low and it does not correlate with the intention of leaving the job but with solving some personal problems or with medical leave (Figure 22).



Figure 22 – absenteeism

Active searching for a job correlates percentage-wise (in part) with those who are not satisfied with the current one. 70% have not considered to leave the current job, around 25% are undecided and approximately 5% are decided to search something else.

The data suggest that between 7-10% of the subjects want to leave the current job and took steps in this respect. Page | 15

5% of the subjects have considered to change the workplace and 7% declare that is possible or it is sure they leave the current job. In the same period, a double percentage (10%) asked acquaintances about another job.

The score of a new job searching varies significantly among the companies but not also among ethnicity and sectors.

The affective commitment has a stronger impact upon professional stability, each additional point on the affective commitment scale leading to the decrease with 19% of the risk relating to a new job searching. In exchange, each additional point on the stress scale leads to the increase of the probability of searching for a job.

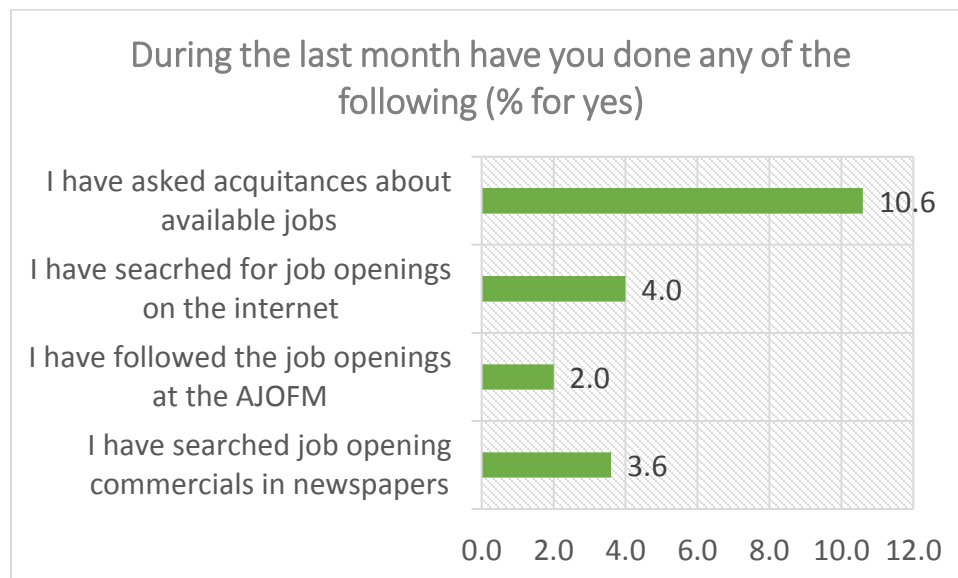


Figure 23 – searching for another job

### 3. PERSPECTIVES OF HUMAN RESOURCES AND MIDDLE MANAGEMENT REPRESENTATIVES ON COMPANY PERSONNEL SITUATION

The interview was conducted with 74 responders employed in 10 companies, 91% of them from the middle management and 9% from human resources departments – from Cluj and Bihor County (Figure 24).

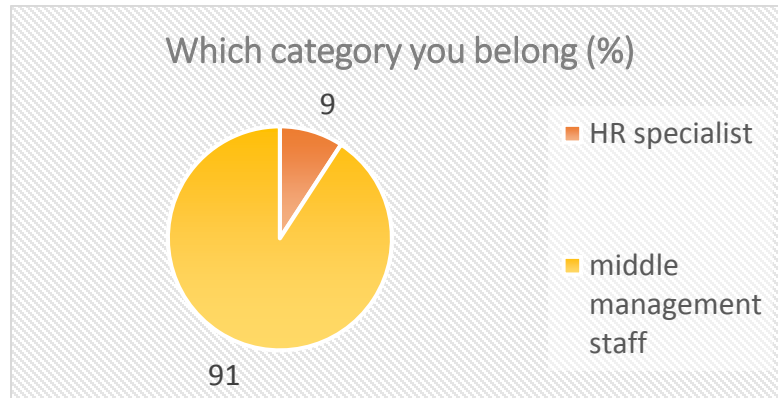


Figure 24 - HR and middle management participants to the study

#### 3.1. OPERATING PERSONNEL'S FLUCTUATION AND RECRUITMENT SITUATION

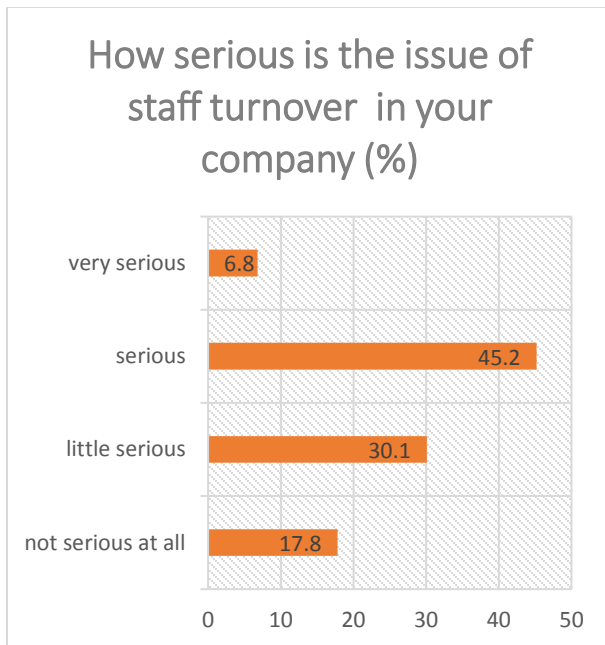


Figure 25 – fluctuation of the personnel

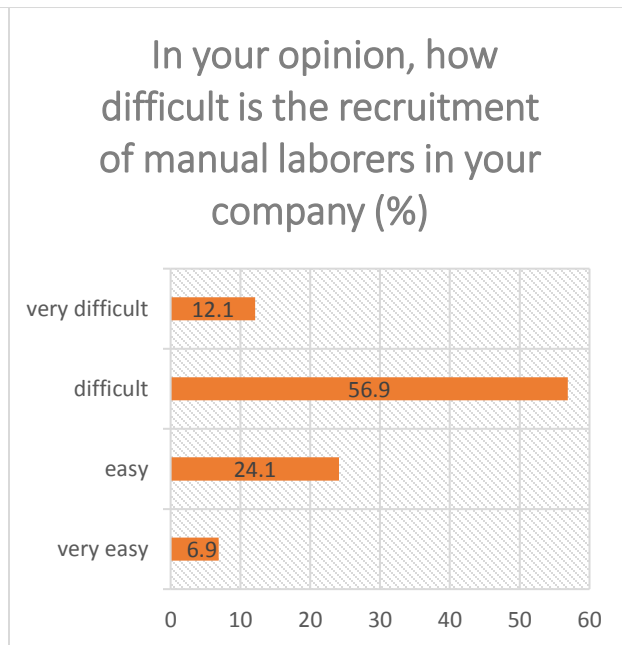


Figure 26 – difficulty in recruitment

The fluctuation issue is considered as less serious by 47.9% of the respondents, 52.1% of them considering it as at least serious (Figure 25).



Personnel recruitment is considered as difficult by 69% of the respondents, 31% considering it at least easy (Figure 26).

In managers' opinion regarding the reasons for which the employees decide to leave the company, we may notice that they believe the employees are unsatisfied with the wages/benefits and find other better paid jobs (Figure 27). Page | 17

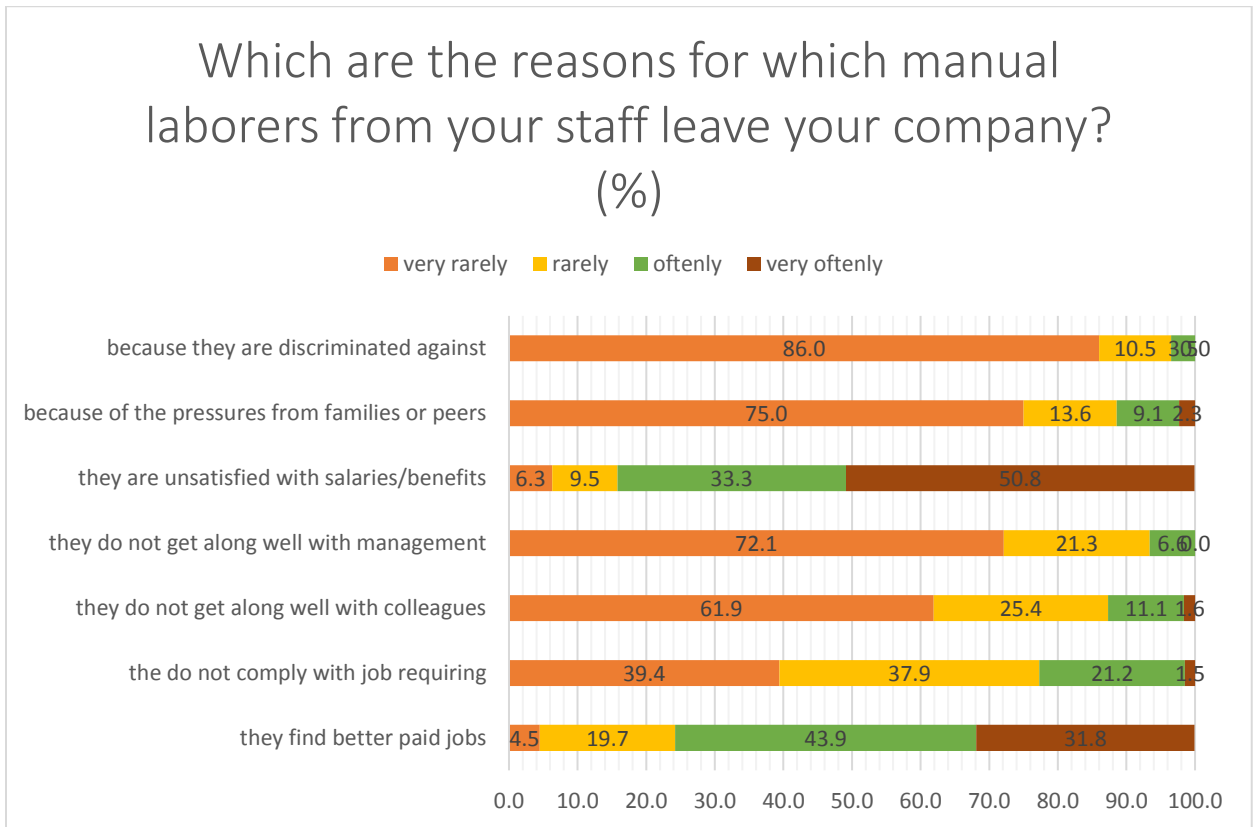


Figure 27 – reasons the personnel leave their jobs

### 3.2. REPRESENTATION ON EMPLOYEES AND THE ISSUES OCCURRING AT THE WORKPLACE

Most managers consider that the main issues are represented by motivation and lack of discipline at the workplace.

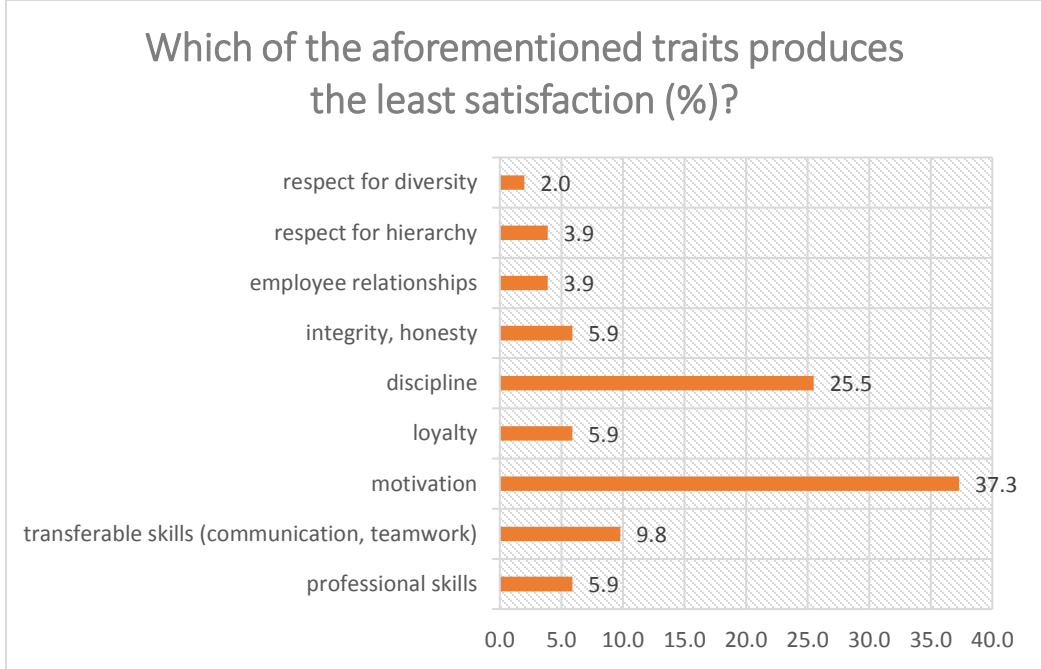


Figure 28 – managers’ dissatisfaction with employees

Most managers consider discrimination issues are very low within the companies.

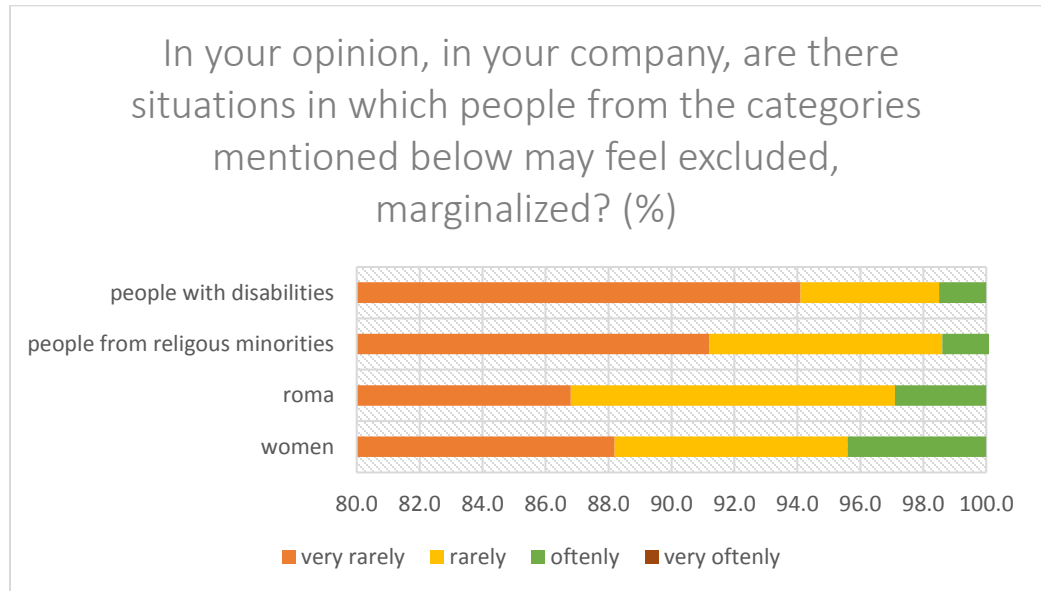


Figure 29 – issues seriousness in HR and middle management’s opinion

### 3.3. PREVENTING COMPANY LEAVING

The managers assess employees' intention of leaving the company by analysing involvement, absenteeism or the fact that they are directly noticed by the employees and by conversations with them or with their co-workers.

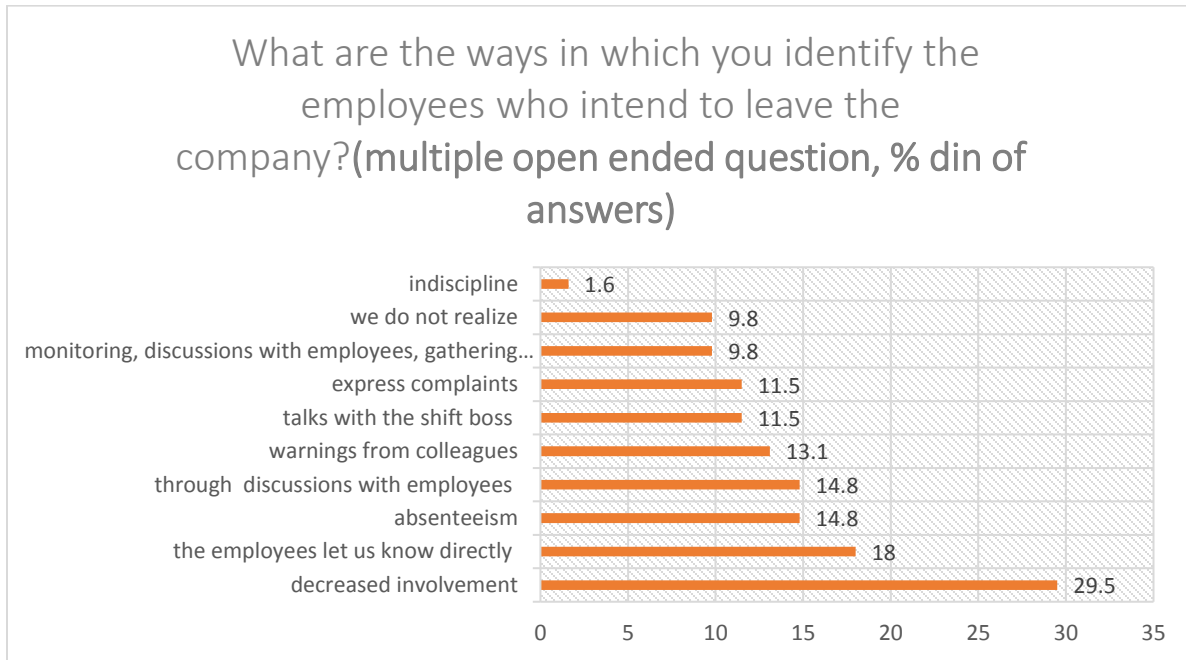


Figure 30 – methods of preventing employees leaving the company

Conversations, clarifying the reasons and wage increase are especially considered in convincing them to not leave the company (Figure 31).

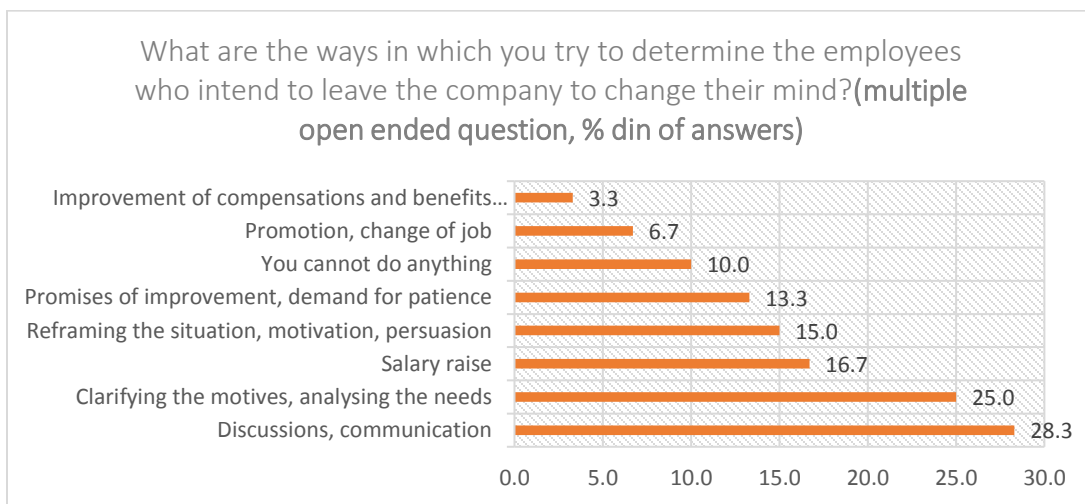


Figure 31 – methods of fighting the tendency of company leaving

Regarding the methods the managers consider efficient, it is interesting that 51.4% did not answer, fact that indicates a lack of solutions for critical issues. 20.3% consider that a wage increase would be enough (Figure 32). This is to a certain extent different of the way the employees consider the working conditions may improve, signifying a gap between representations and perspectives of the two categories - workers and managers.

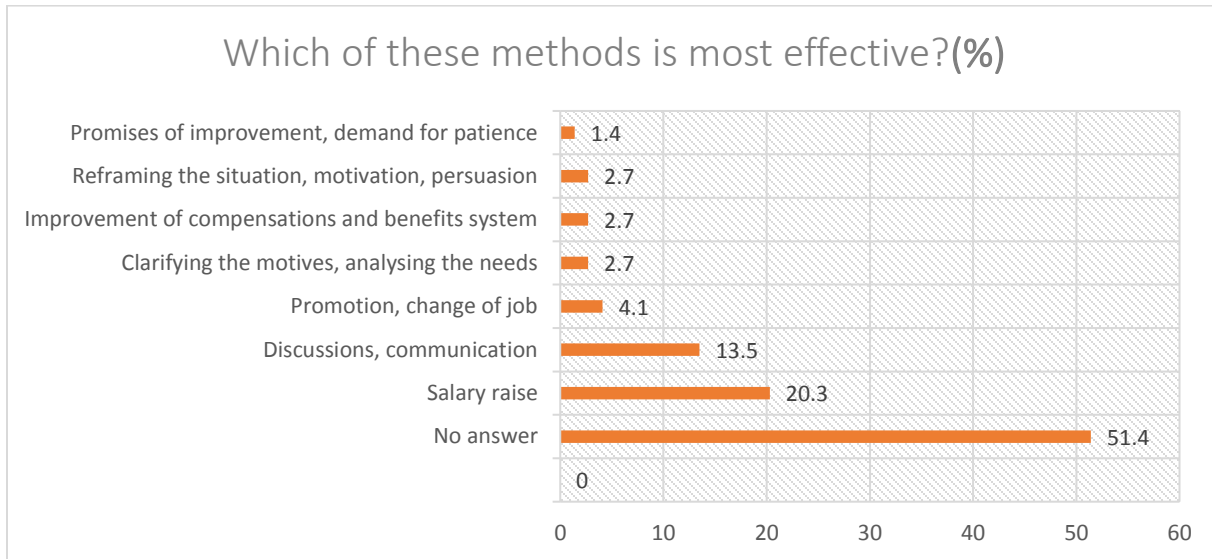


Figure 32 – the efficiency of the methods of fighting company leaving

It is relevant that 63.6% consider that higher wages and other benefits are the solution for personnel fluctuation issue (Figure 33).

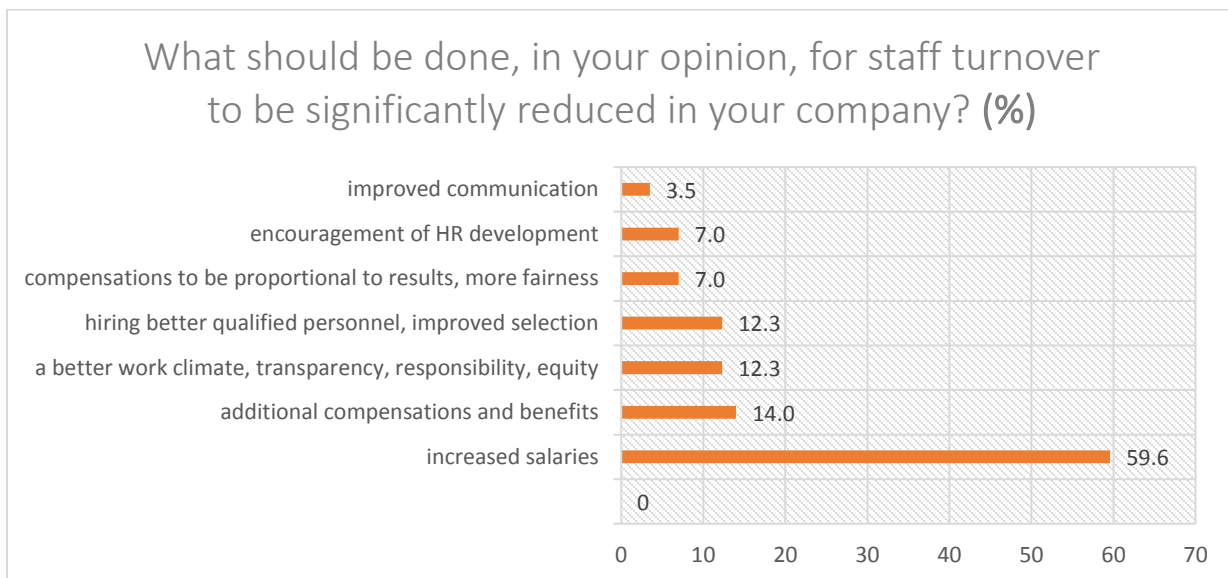


Figure 33 – steps the managers consider adequate as to lower personnel fluctuation

### 3.4. MANAGEMENT – EMPLOYEES RELATION

Most managers consider that the relations with employees are good.

As considering employees motivation, money would be the most important from managers' perspective and after that the warm relations at the workplace.

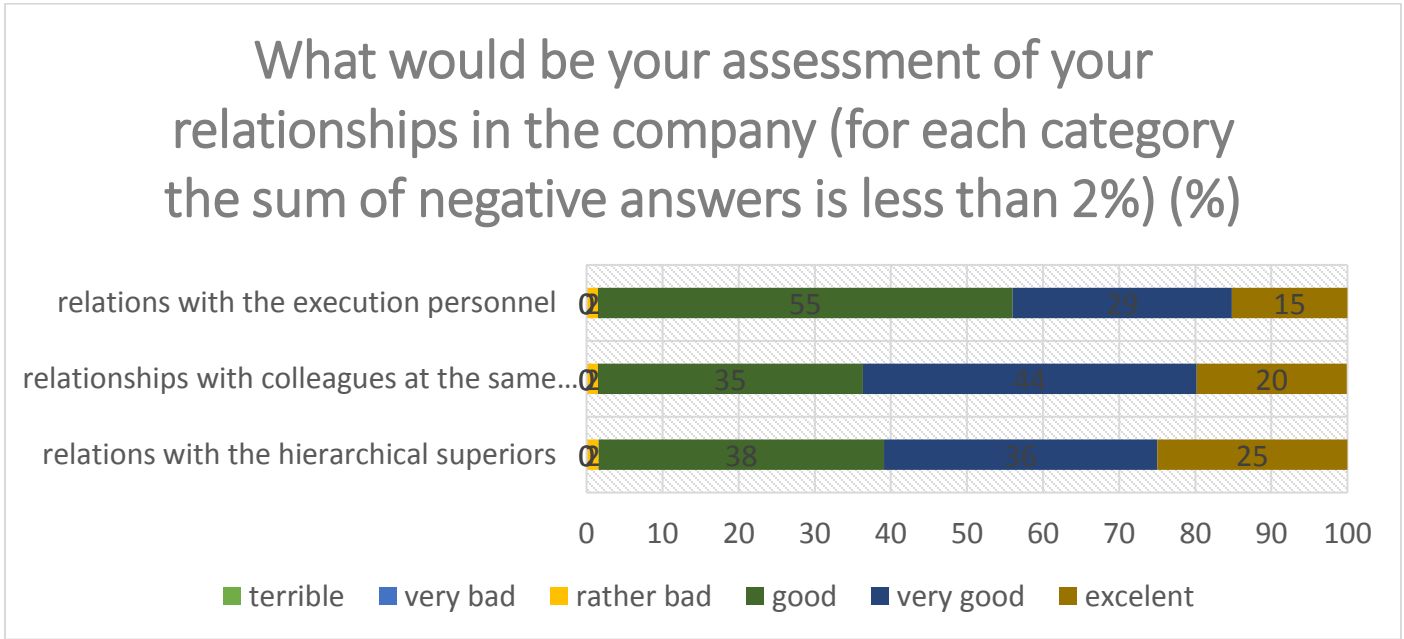


Figure 34 – management – employees' relation

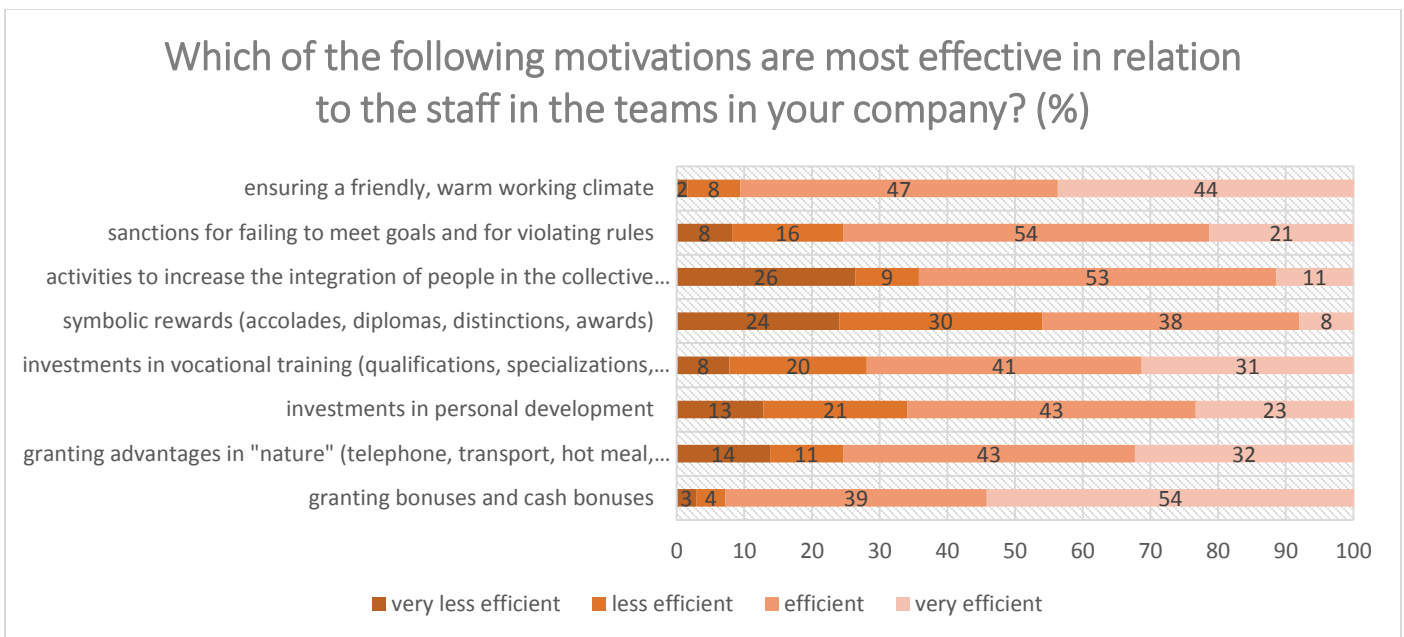


Figure 35 – motivation factors considered important by the management

### 3.5. NEW EMPLOYEES' INTEGRATION AND SUPPORT FOR DEVELOPMENT

Mentoring, adapting period and initiation courses are considered as being essential for employees' professional integration. These are also applied in more than 90% of cases within the companies.

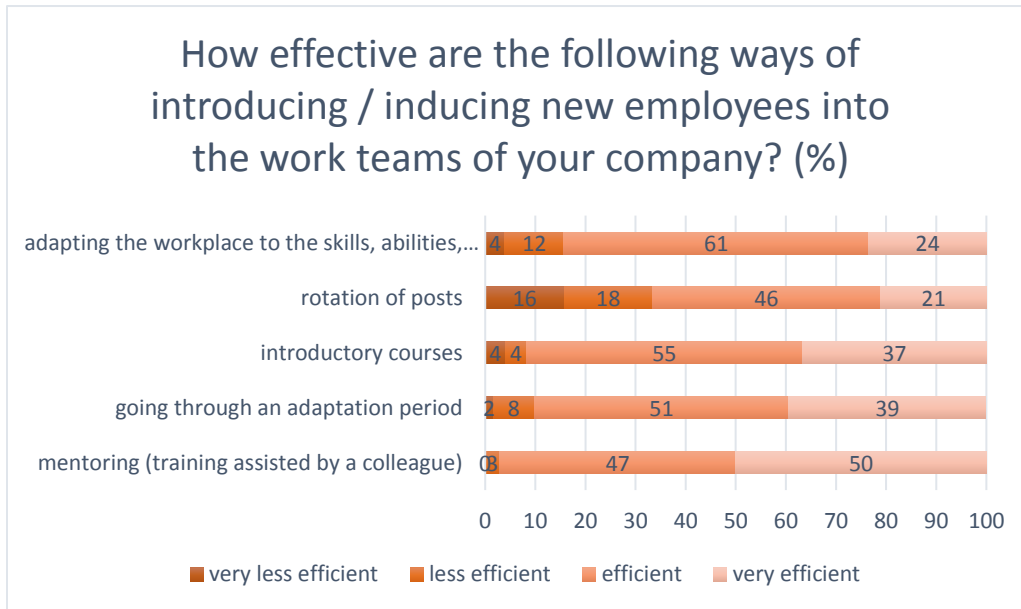


Figure 36 – the efficiency of induction methods

The managers consider that the most efficient human resources policies are a full-time employment agreement on undefined period and motivation by incentives (Figure 37).

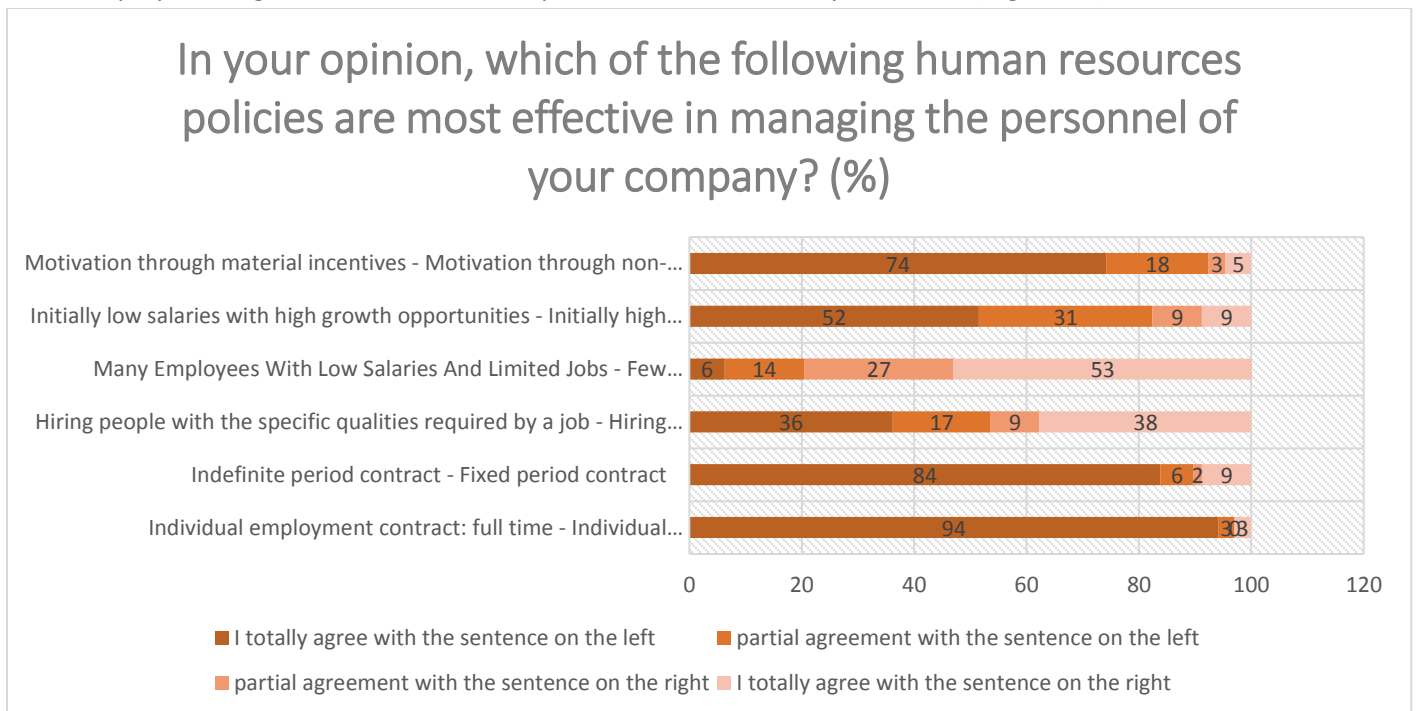


Figure 37 – human resources policies considered efficient by the management

The support for training is provided although few workers go through such stage.

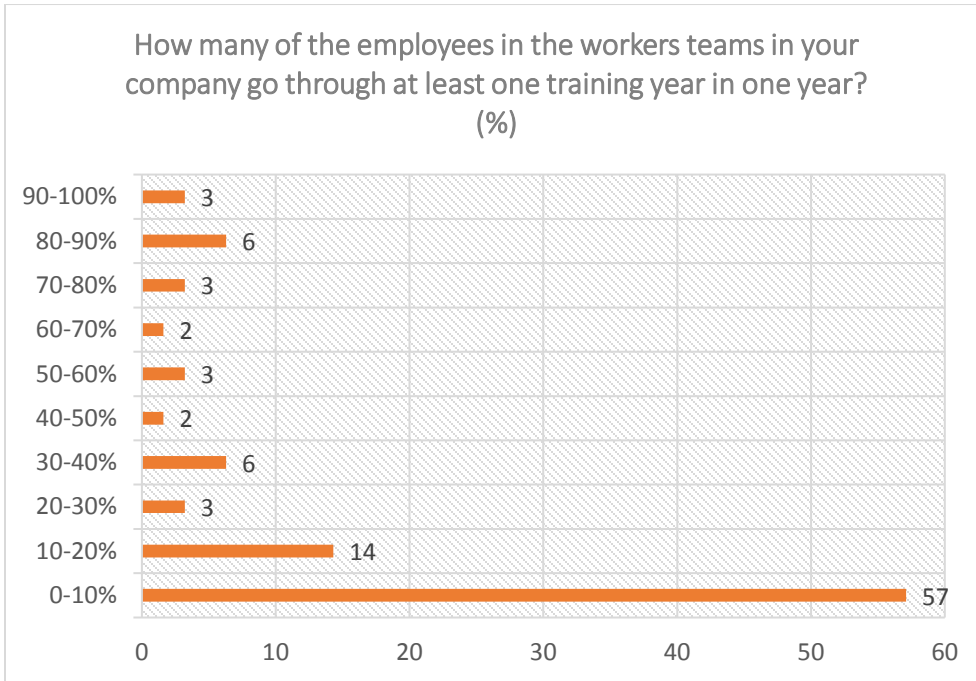


Figure 38 – Employees' training at the workplace

### 3.6. DEALING WITH THE INTENTION OF LEAVING THE COMPANY

When the employees want to leave the company, 59% of the managers hold an exit interview where they question the reasons of leaving, professional satisfaction or dissatisfaction.

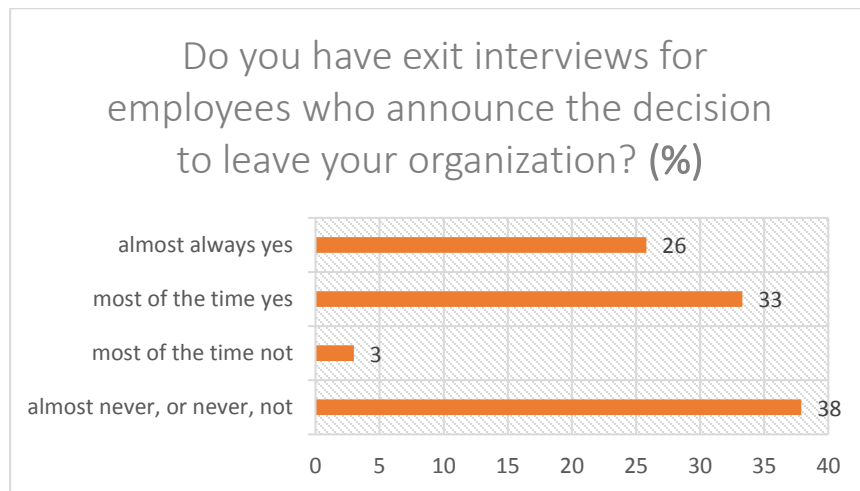


Figure 39 – exit interview

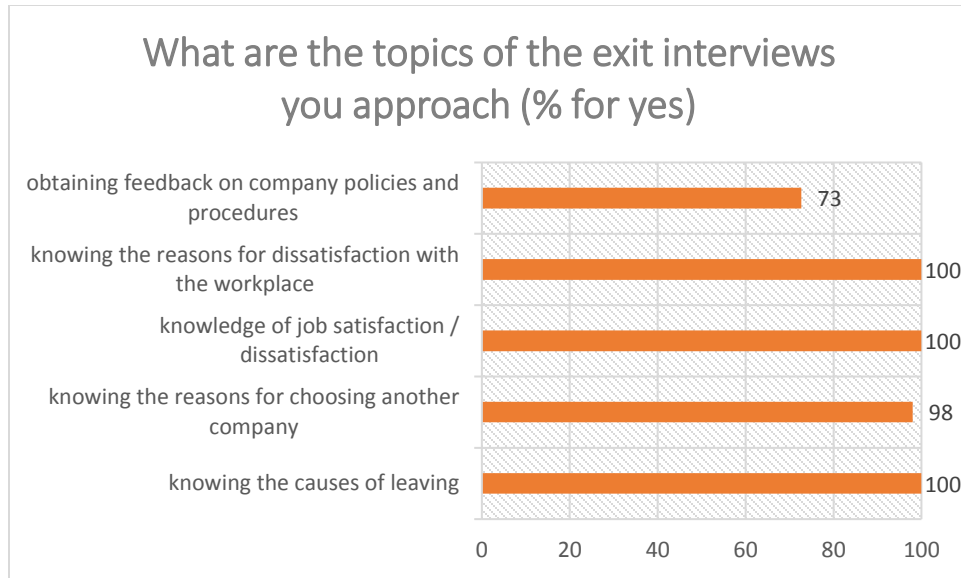


Figure 40 – topics of the exit interview

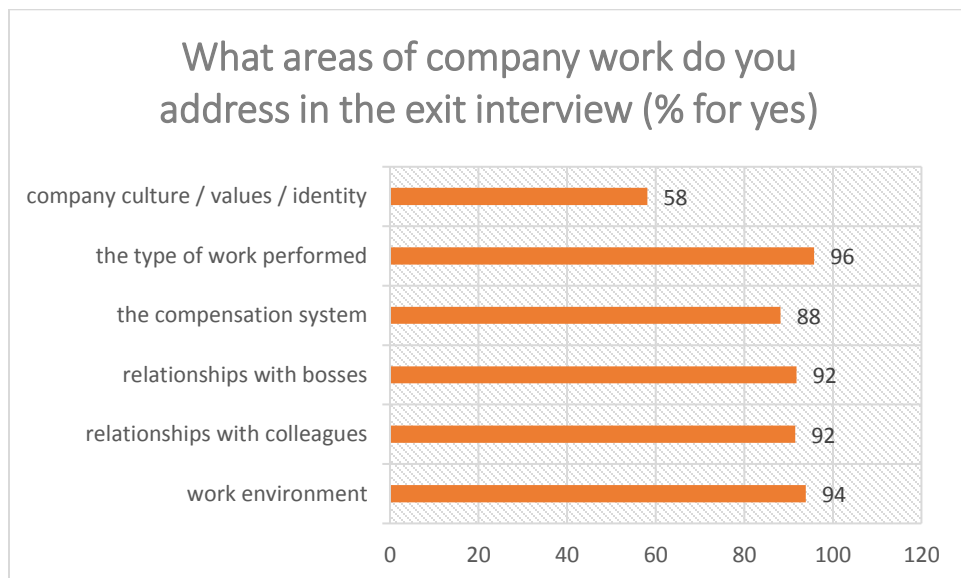


Figure 41 – aspects approached at the exit interview

In 60% of the cases the interview is organized by the direct manager and in 33% of the cases by the HR and it realised almost every time face to face. In 55% of the cases the interview takes place within the notice period and in 44% of the cases in the last week of work (Figure 42).



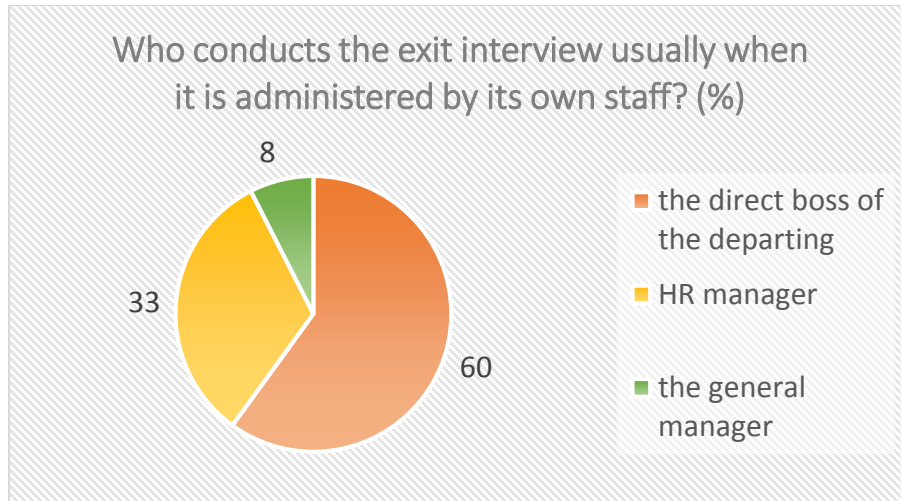


Figure 42 – exit interview organisation

Following the exit interviews, the managers consider that the pay system is the absolute reason of company leaving (82%). This varies significantly of the way the employees perceive the reasons for leaving the company.

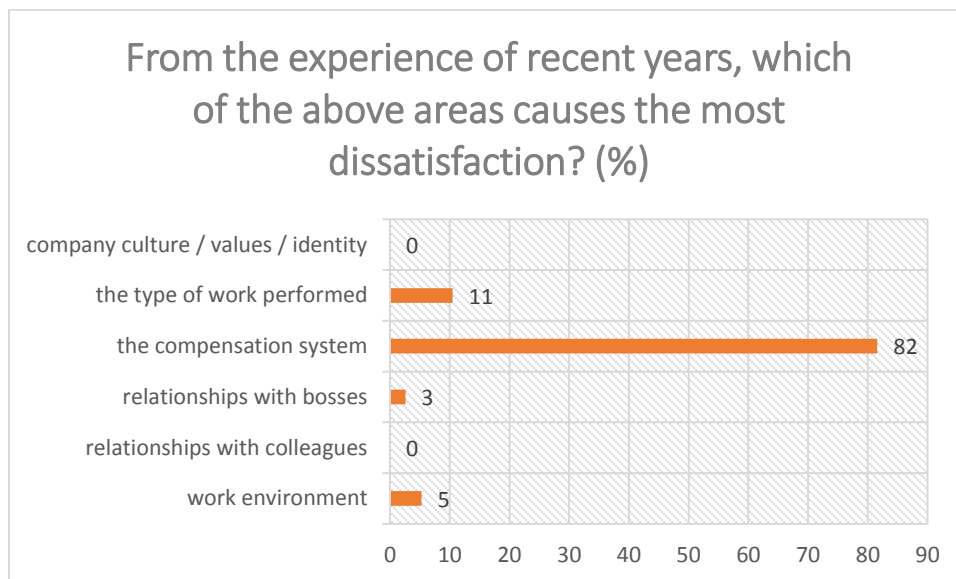


Figure 43 – perceived dissatisfaction of employees leaving the company

## 4. STRATEGIES FOR RAISING THE LEVEL OF RETENTION OF ROMA/NON-ROMA EMPLOYEES

Each company's human resources strategy is based on the business type, focusing on personnel skills, on the medium and long term retention methods of the personnel with good performance and added value.

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**We consider human resource to be the competitive advantage of companies.**

Employees' retention is a key process in any company because depending on the positions they hold, their replacement cost is higher than the recruitment cost.

Employees' retention process, at all levels, means the implementation of the following measures:

- Financial and non-financial motivation,
- Compensations and benefits packages,
- Career plans,
- Social protection plans,
- Identification of the organisational commitment, normative commitment, all with the purpose of convincing the employees to stay as long as possible within the companies.

The organisational efforts for raising the retention rate, in order to ensure the employees do not intend to leave the company, require first of all a very good collaboration between the human resources department and managers of all levels, to identify the reasons why the employees want to leave company. After their identification, the reasons may be included in human resources policies with immediate application at company level.

The impact of personnel retention is answering the question: is more beneficial for the company to employ new people or to develop the existing ones who have promotion or new competences development potential (either vertically but especially horizontally)?

As such, in order to avoid extended recruitment processes, increased costs for the company and unskilled personnel employment, the focus shall be on employees' retention. The companies may, in exchange, listen to employees needs and implement strategies making them feel appreciated and involved in order to retain them. These retention methods may have a significant and positive impact upon personnel fluctuation rate.

According to the study realised within the project, the main reason people leave the company is not remuneration level, as wrongly considered some of the managers,

The reasons the employees leave the workplace (according to Leigh Branham, Strategic Planning Consultant, 2016, Careers Magazine) are:

1. The employees feel that what they do fails to meet their expectations.
2. The person does not match with that job.
3. There is much less coaching and feedback.
4. There are less promotion and development opportunities.
5. The employees feel a lack of appreciation.
6. The employees feel stressed with the overworking and do not have a balance between personal and professional life.
7. There is a lack of confidence in senior leaders.

As related to the study conducted within *HOPE* project, the direct managers find out about personnel intention of leaving rather late, although there are *signs (delays, lack of involvement, usual tasks failure to perform, etc.)*. The majority considers that the reasons the employees (Roma and Non-Roma) leave are the income/wage. However, when talking to the employees the wage is on 6<sup>th</sup> place (Figure 31).

It is true the wages increases are immediate compensations and may increase employees' involvement, but all is on short term. This is the reason why a range of organisational measures are further presented, with the motivational aim of raising the personnel retention rate mainly in the companies participating the study, and applicable in any entity having employees from vulnerable groups.

The presented methods shall take into account the actions the human resources department and each coordinator / team leader may apply for vulnerable employees (Roma, women, etc.) with whom they work.

#### 4.1. INDUCTION AND ORGANISATIONAL CLIMATE

As to bring and keep good employees in any company, on any position, is important to:

- ✓ Understand which are their expectations regarding the job and the company;
- ✓ Respond as close to these expectations.

The Human Resources Department with middle management support should provide:

- ✓ Clear and transparent description of all job requirements (job description, procedures, rules) to be applied from day 1 by all employees;
- ✓ The benefits should be communicated and the employers should comply with them.

All these are to celebrate more than an employment agreement by and between the employee and employer, namely a moral, psychological contract which has a greater impact on retention. On the contrary, without these details, the length of collaboration between employer and employee may be on short term. Page | 28

Within the induction period which may coincide with the probation period, each new employee should be *referred to* an experienced, motivated employee who may monitor and assess him/her at the end of the probation period.

An induction plan may be as follows:

RESPONSIBLE	ACTIONS
<b>Human Resources representative or the Manager</b>	<ul style="list-style-type: none"> <li>– Welcomes within organisation;</li> <li>– Presents the organisation (background, strategic objectives, structure, functions, organisational chart, general rules, dress code, etc.);</li> <li>– Presents the workplace and the future team;</li> <li>– Presents and explains the specific rules and procedures;</li> <li>– Presents and explains the job description;</li> <li>– Presents the equipment the new employee shall operate with;</li> <li>– Presents the telephone numbers and e-mail addresses for the entire organization;</li> <li>– Settles the tasks and objectives for the new employee during the probation time.</li> </ul>
Human Resources Departments	<ul style="list-style-type: none"> <li>– Draws up the periodical assessment of the new employee integration;</li> <li>– Presents the Internal Rules;</li> <li>– Offers the new employee information about the facilities he/she may benefit from;</li> <li>– Presents the new employee information about the working hours, lunch breaks, transportation, leave, unpaid leave etc.;</li> <li>– Presents the promotion possibilities (which may be only horizontal for the operating positions occupied by vulnerable persons or who have minimum education)</li> <li>– Communicate to the new employee the method of wage payment.</li> </ul>

<p><i>Administrative Department</i></p>	<ul style="list-style-type: none"> <li>- Prepares the working equipment;</li> <li>- Hands over the equipment of his/her use.</li> </ul>
<p><i>SSM (Work Health and Safety) and PSI (Fire prevention and extinction) responsible</i></p>	<ul style="list-style-type: none"> <li>- Presents organisation particularly a from work security and health point of view;</li> <li>- Instructs specifically and checks if understood by filling in the particular documents.</li> </ul>

All the above may be comprised in an **employee handbook** which each employee and middle management shall have.

The study reveals that, from the conversations with the employees, they consider much the starting time of the activity, as they keep in mind for long and appreciate any help they received at the beginning, from whom, who coaches them, who supports, shows them and considers that person as a **MENTOR**. For example, this affection is very important for Roma people because they are loyal to their direct supervisors rather than to a great name of a company, which emerges after collaboration.

#### 4.2. EMPLOYEES MOTIVATION

Motivation is defined in DEX as: *All the reasons, considerations or mobiles (conscious or not) which makes someone to do some action or to tend to certain aims.*

As to bring and retain employees, especially persons coming from vulnerable backgrounds, it is important the implementation at the company level of:

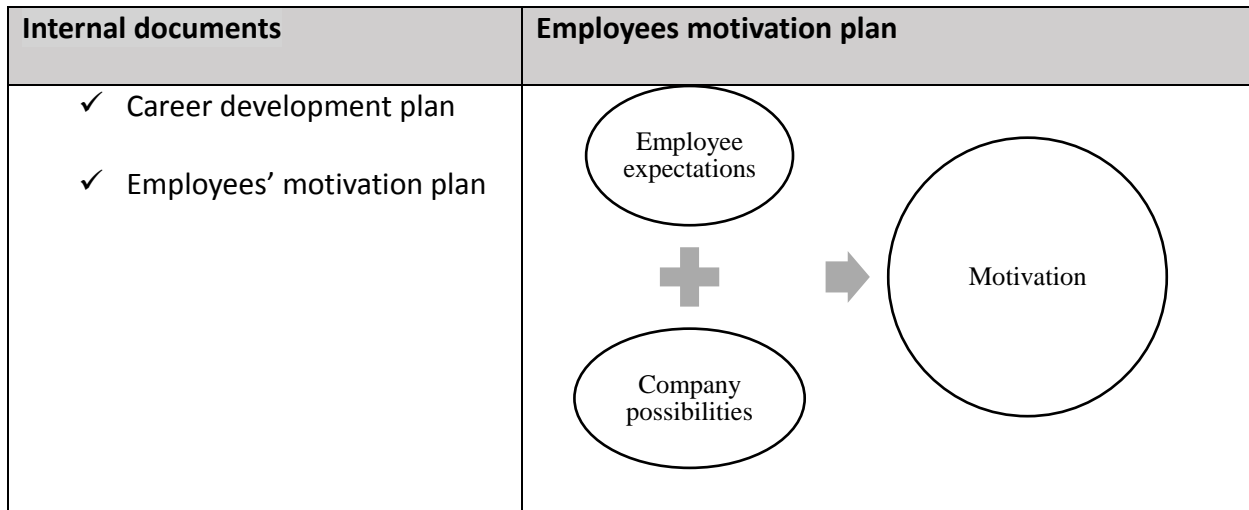


Figure 43. Employees motivation plan

#### 4.2.1. FINANCIAL MOTIVATION

- ✓ It is an important factor that may be used on short term, and which shall cover the employees' needs (at least at appurtenance need level).
- ✓ As it climbs up the flow chart it will increase.
- ✓ In case of vulnerable groups, the appurtenance need is very important.
- ✓ in the study conducted within the project, the managers have noticed a motivation increase when this was financial.
- ✓ Nevertheless, the motivation was not on long term. This is the reason why our recommendation is combining financial motivation with the non-financial one (stronger on medium and long term).
- ✓ It may be between 5-10% higher than in competitors for the operating positions occupied by persons from vulnerable groups, as to prevent leaving to competitors due to wage reasons

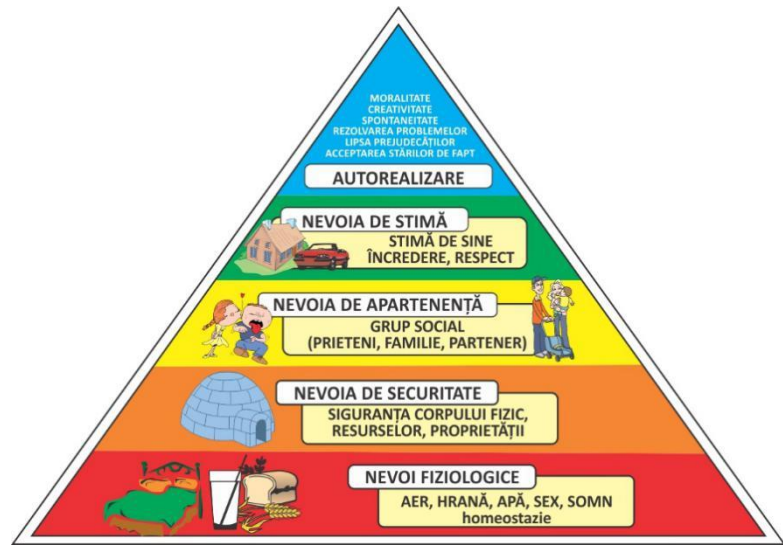


Fig. 44 Motivation according to Maslow's theory

#### 4.2.2. NON-FINANCIAL MOTIVATION

The non-financial methods of motivation (non-wage compensations) are limited by tax code provisions and by company type but are very much appreciated by the employees as they consider themselves important for the company.

Among the most often non-financial motivation methods we met at the studied companies are:

- ✓ Meal tickets or the daily meal
- ✓ Transportation to and from the workplace
- ✓ Labour vouchers (Easter and Christmas)

The employees have also mentioned the following strong motivational aspects:

- ✓ Day off in case of health issues with the child or other social issue
- ✓ Good working conditions (equipment, facilities, medical assistance, canteen)
- ✓ Meeting the contractual commitments (pay up to date, tickets, bonuses)
- ✓ Nice organizational environment
- ✓ I learn and earn (dual coaching)
- ✓ I was admitted back – gratitude. We recommend a limited employee readmission procedure.
- ✓ Working with other family members – internal recruitment.
- ✓ I was hired even if I am 45 years old – seniors' employment.

We want to present non-financial motivation from both perspectives - employee and employer – with the advantages and disadvantages for the positions occupied by persons from our target group, aiming to a practical and applicable guide. Here is what could also be applied as non-financial motivation having great impact upon employees from vulnerable environments, Roma and Non-Roma:

1. Small, same value, different presents, offered depending on performances.
2. Places a golden star or a post it note with a thank you message on the employee's working table.
3. A picnic with all colleagues of the team is more than welcomed – company day.
4. Company newsletter displaying the employee of the month.
5. Ice-cream / coffee, etc., offered by the manager in person.

6. One-on-one recognition: manager and employee to be awarded compensation meeting, when assessing the professional performances.
7. T-shirt with company logo.
8. Free hours/days off for employee's personal needs, that may be recovered.
9. A handshake and a greeting card from you / the general manager.
10. Cinema and theatre tickets.
11. Knowing their family members, having information about his/her family.
12. Small prizes publicly awarded for the best idea, best suggestion, client orientation etc.
13. Yearly prizes bearing the name of some employees who had done something remarkable.
14. A simple "Thank you!" and "Well done!" has a magical effect.
15. Flowers or candies accompanied by a greeting card sent from the manager.
16. Greeting for birthdays.
17. Flexibility to choose the leave period for an employee who had the best results or exceeded the target.
18. A quarterly prize for the best attendance / the most punctual employee (the prize may be a few free hours).
19. An annual prize for the most punctual employee (as for example a customised ballpoint pen, a diploma).
20. Bring something from the holidays for your employees.
21. Make always time to congratulate and encourage your team.
22. Give a daily feedback about employees' performance.
23. Recognising publicly the merits of an employee.
24. Announce publicly customers' positive feedbacks.
25. Calendar with all Company employees.

**The employees want to know how much you care about them, not your knowledge!**



### 4.3. EXIT INTERVIEW

It is difficult when an employee leaves (especially from a key position, a senior employee) for both parties and raises lots of questions, both for the employers and for the other members of the team, customers, etc.

The exit interview is a required tool in the process of raising the personnel's retention rate, especially for the personnel from vulnerable backgrounds. It is important to organise it (even if in most companies it is not organised and not due to employer fault) as this is a tool providing information about:

- The way the employees work and feel in the provided teams,
- Problems they face,
- Give him the possibility to make things right.

*When the employee decided to leave the organisation, the most unknown information about the company emerges, what can be done to improve it on the future, and the leaving employee says all because he/she has nothing to lose.* The information the employer receives from the resigning employee are the most honest as he/she may speak openly without fearing repercussions upon him/her.

After an exit interview, the employer may raise the retention rate by improving the conditions leading to dissatisfaction of the remaining employees.

The data including the reasons for leaving may be:

- Choosing another professional path,
- Conflicts with the other colleagues, the supervisor,
- The wage and unsatisfying benefits package,
- Overloaded working hours.

*The exit interview questionnaire may have this structure:*

Position: .....

Department: .....

Direct supervisor: .....

Labour seniority in this company: .....

Date: .....

1. Which are the main reasons you leave the company for?
2. What was you liked most at this workplace?
3. What was the most frustrating regarding this workplace?
4. Please assess the following aspects of your labour according to the scale below. Explain.

1–very bad 2–bad 3–acceptable 4–good 5–very good

- ..... Labour organisation
- ..... Working conditions
- ..... Relation with the colleagues
- ..... Relation with the direct supervisor / company management
- ..... Wage system
- ..... Communication system
- ..... Consideration for the achievements reached
- ..... Company policies

5. Do you have other improvement observations or suggestions for company management?
6. Would you recommend the company as a good workplace for others?  YES  NO  
Why?

To prevent the almost irreversible situation of a resignation and to raise the personnel retention rate, we recommend applying the stay interview procedure.

#### 4.4. STAY INTERVIEW

The stay interview procedure may be a formal or informal talk identifying the reasons the employees stay with the company. It may be applied directly by each manager and by Human Resources Department.

If you hold the formal stay interview it may be applied at professional performance assessment, in feedback official moments, in one to one talks.

If you hold the informal interview, it may be applied in any conversation with the employees by the direct supervisors as to identify the motivational aspects.

Examples of stay interview questions:

- ✓ What motivates you working in this company?

- ✓ What is you like and do not like at this job?
- ✓ What would you like to happen or change in order to improve your activity?
- ✓ Would you like to change something here?
- ✓ Which is the ideal job for you?

The commitment within the organisation increases, an important aspect, detailed at the beginning of this guide.

Implementing a strategy for employees' retention is beneficial for any company as it has better performances, employment costs decrease, the employees are satisfied and motivated.

Identifying the reasons of staying with the company may lead to identifying an employee profile so that, depending of certain variables, candidates who have a higher probability of staying in the company may be recruited.

## 5. CONCLUSIONS AND RECOMMENDATIONS

1. Develop strong relations with the employees from their employment as to build trust and commitment. The studies show that 75% of the resigning employees do not leave the organisation but the leaders.
2. Demonstrate that the senior management is competent, working for a successful organisation.
3. Prepare the middle management from a people-oriented perspective, not only from technical abilities or seniority in the company perspectives.
4. Ensure the leaders have a high leadership level.
5. The requirements for an efficient manager and supervisor include nowadays coaching skills, offering the possibility to apply at teams' level the principles of:
  - Conformity to affirmations,
  - Trust,
  - Supporting employees in their development,
  - Unconditionally sharing of professional information without toleration of gossip, â
  - Managing tensed situations,
  - Constant constructive feedback,
  - Outlining team importance on contrary to individualities promotion,

- Positive and controlled emotions displaying (even in difficult situations),
- Knowing team dynamics,
- Ethical behaviour in the company and the team.