

**QUESTIONNAIRE SURVEY FOR THE
IMPLEMENTATION OF HRS4R - HR
AWARD**

Faculty of Science MU 2020

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I. Questionnaire Survey for Employees

1. Introduction

In December 2018, the MU Faculty of Science, as the second Czech institution to do so, received the HR Excellence in Research - HR Award issued by the European Commission. Since January 2019, the Faculty has been implementing a new employee care strategy.

From 23 to 30/10/2020, an online survey was conducted at the Faculty, the aim of which was to find out how employees perceive changes taking place at the Faculty in the field of employee care and to contribute to the identification of future priority areas of the HR Award project - HRS4R Faculty of Science MU.

2. Methodology

The questionnaire survey was based on quantitative research. All employees of the Faculty of Science, Masaryk University in Brno were invited to participate in the survey via e-mail with a link to an anonymous questionnaire in Microsoft Forms.

The questionnaire was published in two versions, the Czech version containing 20 questions, while the English version for foreign employees contained 21 questions. The questions were closed, semi-closed, open or constructed in the form of a Likert scale.

In their content, the questions can be divided into four sections:

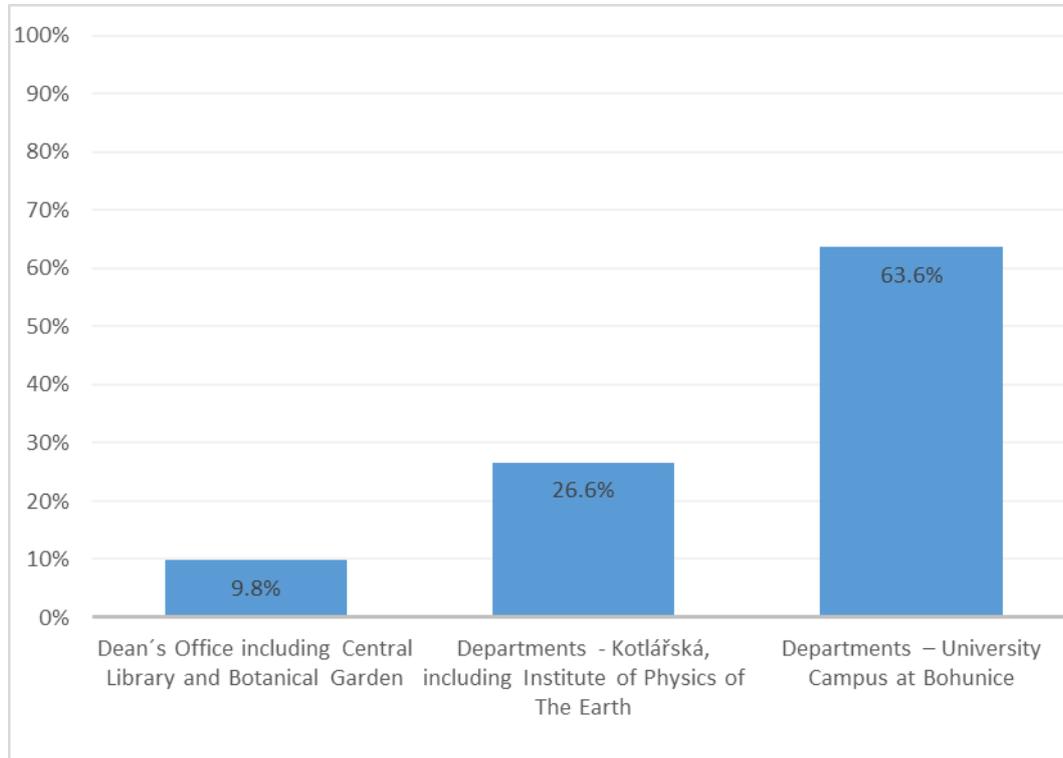
- evaluation of changes made
- encounters with unethical behaviour in the workplace
- the new career webpages of the Faculty
- additional incentives for employee care

The total number of employees was 1167 as of 23/10/2020. Some 327 respondents took part in the survey and completed the sent questionnaire. This represented a return rate of 28%. The structure of the respondents is described in more detail in the next chapter. The average time taken to complete the questionnaire was less than 18 minutes.

3. Characteristics of Respondents

3.1 Workplace

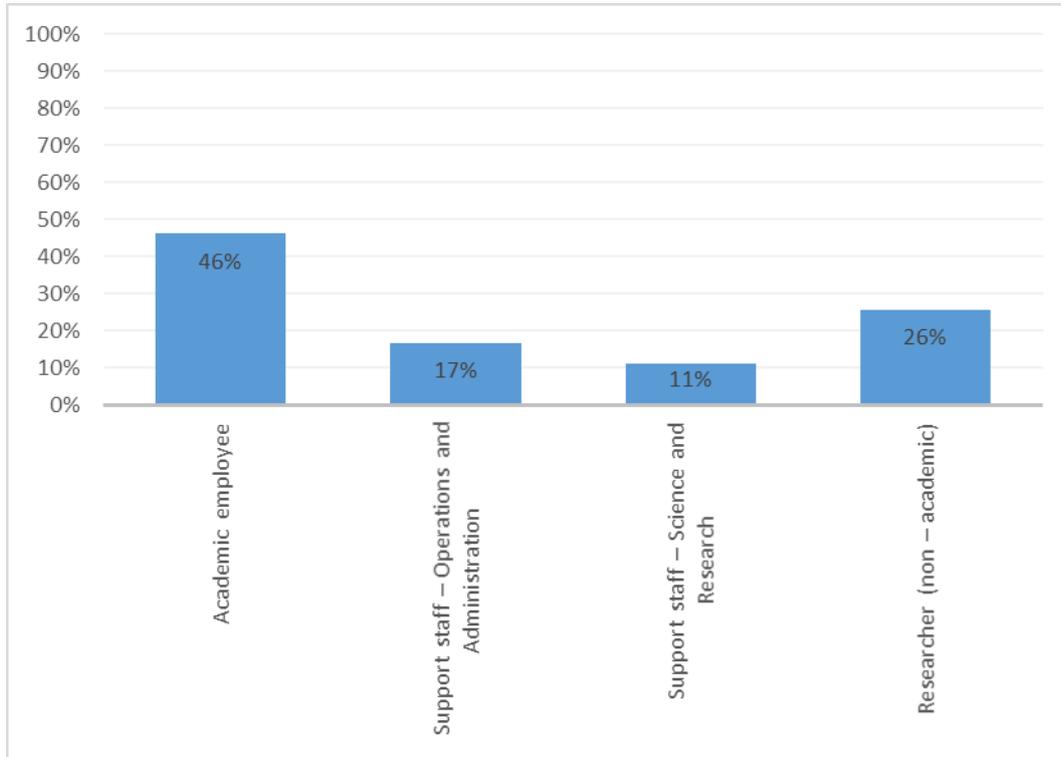
Graph 1A: Structure of respondents according to workplace



The most completed questionnaires were returned from institutes within the Bohunice University Campus, at a rate of 63.6%, while the smallest share was from the dean's office (including the Central Library and the Botanical Gardens), at 9.8%.

3.2 Job Category

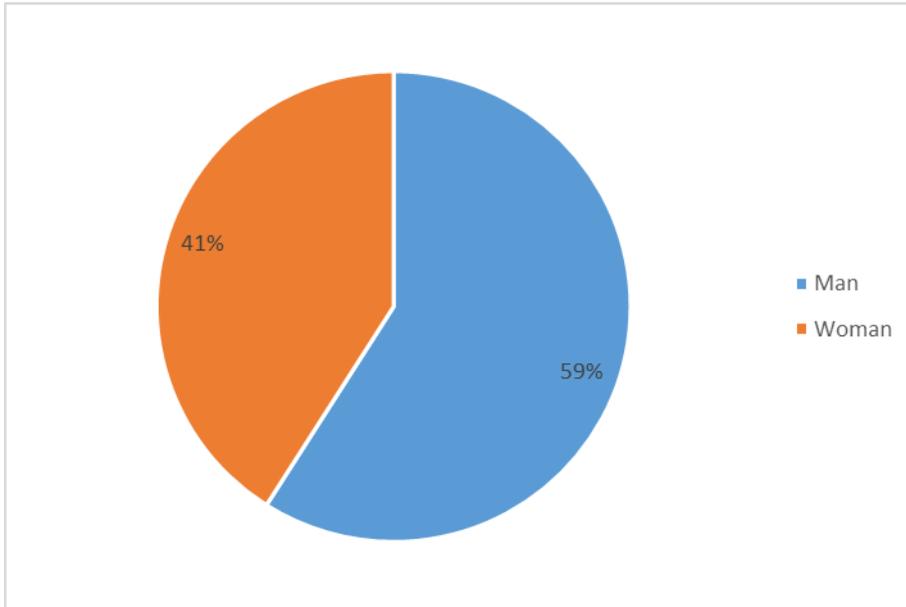
Graph 1B: Structure of respondents according to position



In terms of job category, the largest group of respondents were Academic Employees (46%), with a total of 151 employees, while 26% of respondents were Researchers (non-academic positions), namely 84 people. 17% of the research sample consisted of Support Staff in the field of operations/administration, namely 55 persons, the smallest representation in the sample were Support Staff in the field of science and research (11%), namely 37 persons.

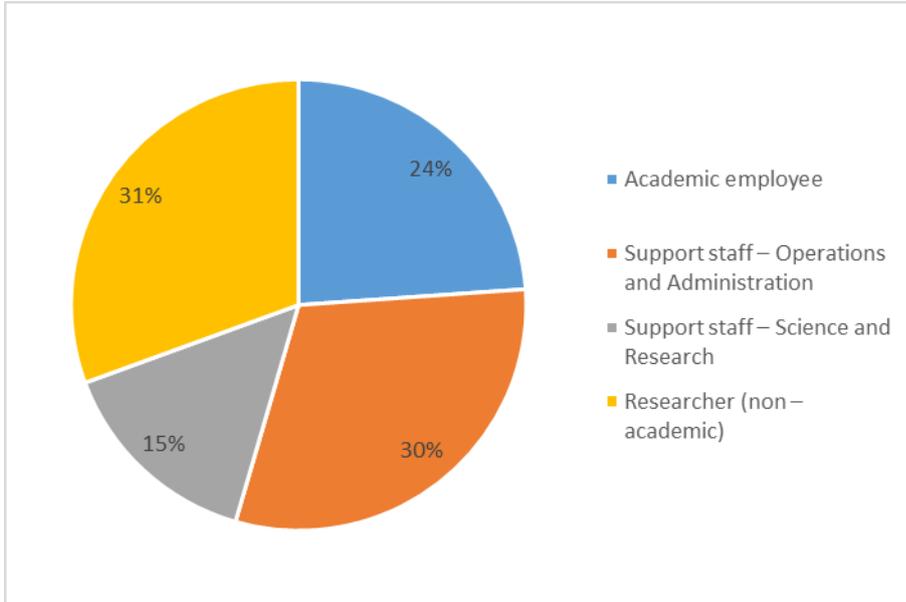
3.3 Gender

Graph 1C: Structure of respondents according to gender



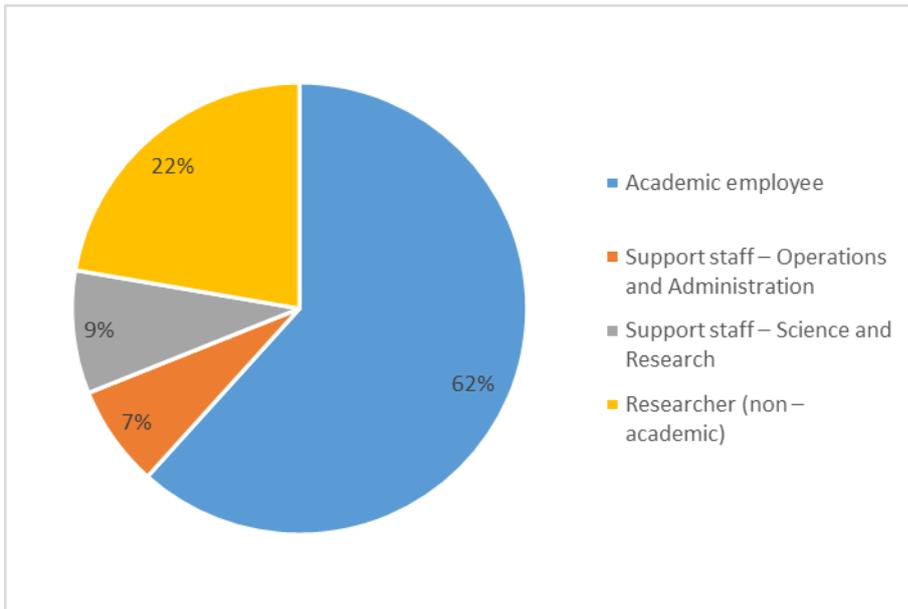
The respondents were mostly men (59%), with 41% women. In terms of numbers, this meant 193 men and 134 women.

Graph 1D: Position of women



The largest representation of women appears in the job positions of Support Staff - Operations/Administration (30%) and Researcher (non-academic position) (31%).

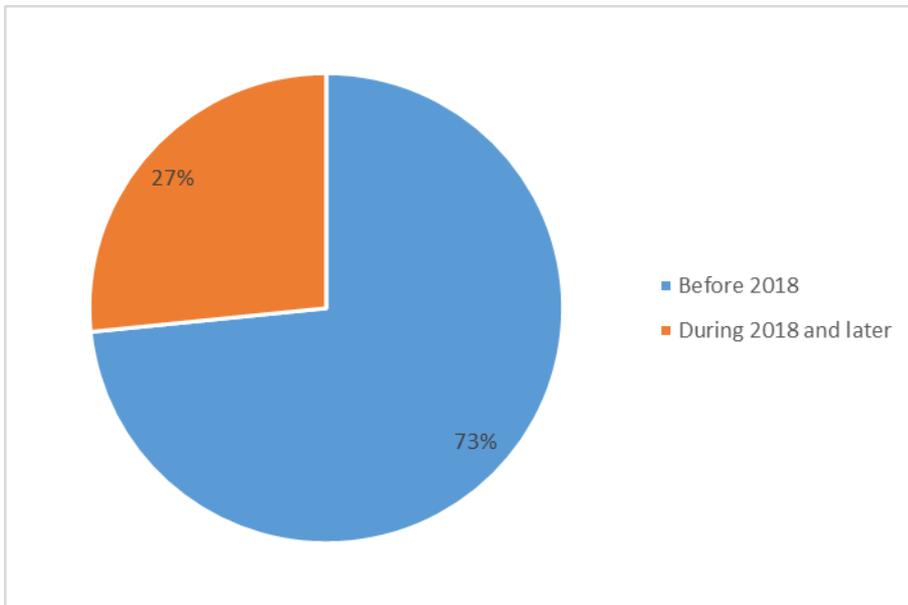
Graph 1E: Positions of Men



Men significantly predominate in the group of Academic Employees (62%).

3.4 Onboarding

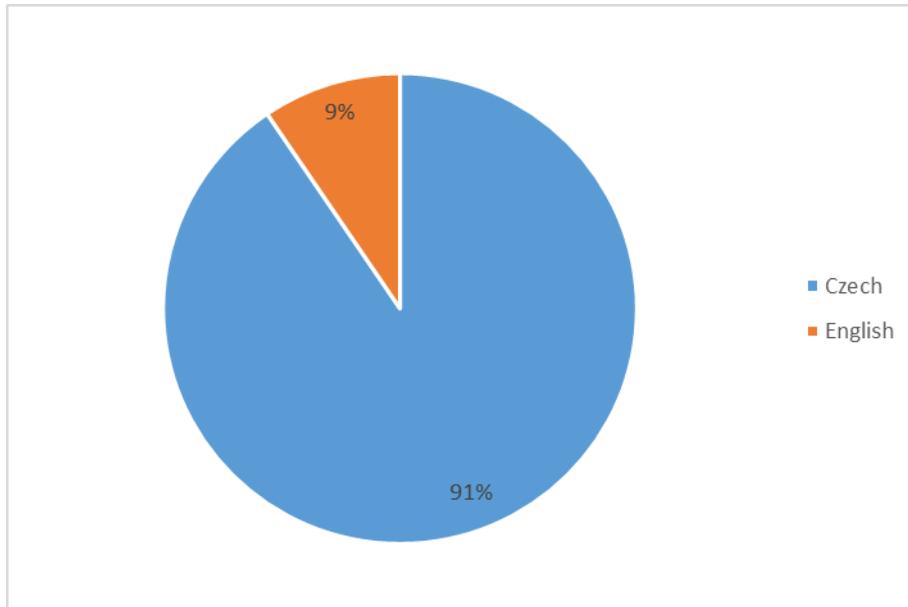
Graph 1F: Structure of respondents according to the start of work



73% of employees who completed the questionnaire started working at the Faculty of Science, Masaryk University before 2018, while 27% of respondents started in 2018 and later.

3.5 Foreign Employees

Graph 1G: Structure of respondents according to the use of the Czech/English version of the questionnaire

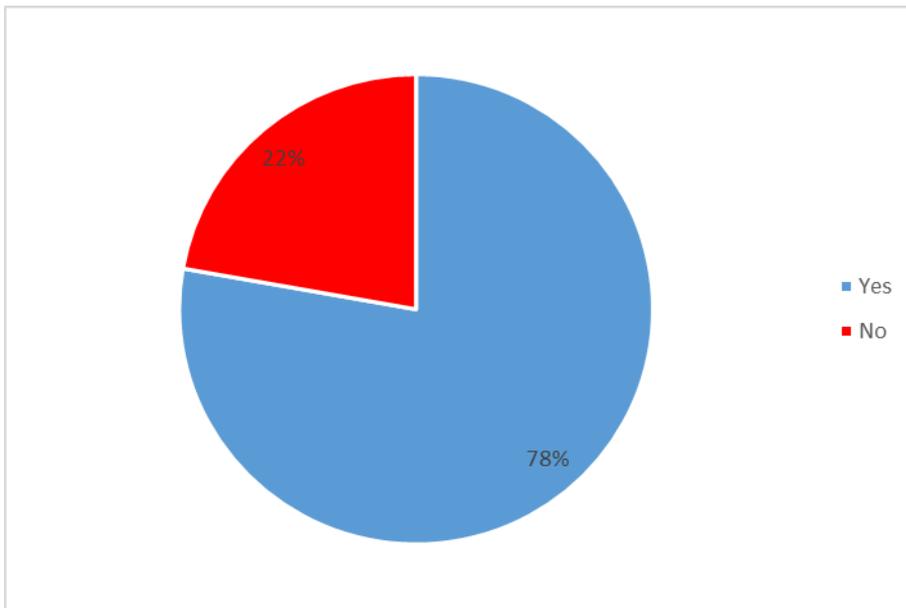


The survey was completed by 31 foreign employees who used the English version of the questionnaire.

4. Results

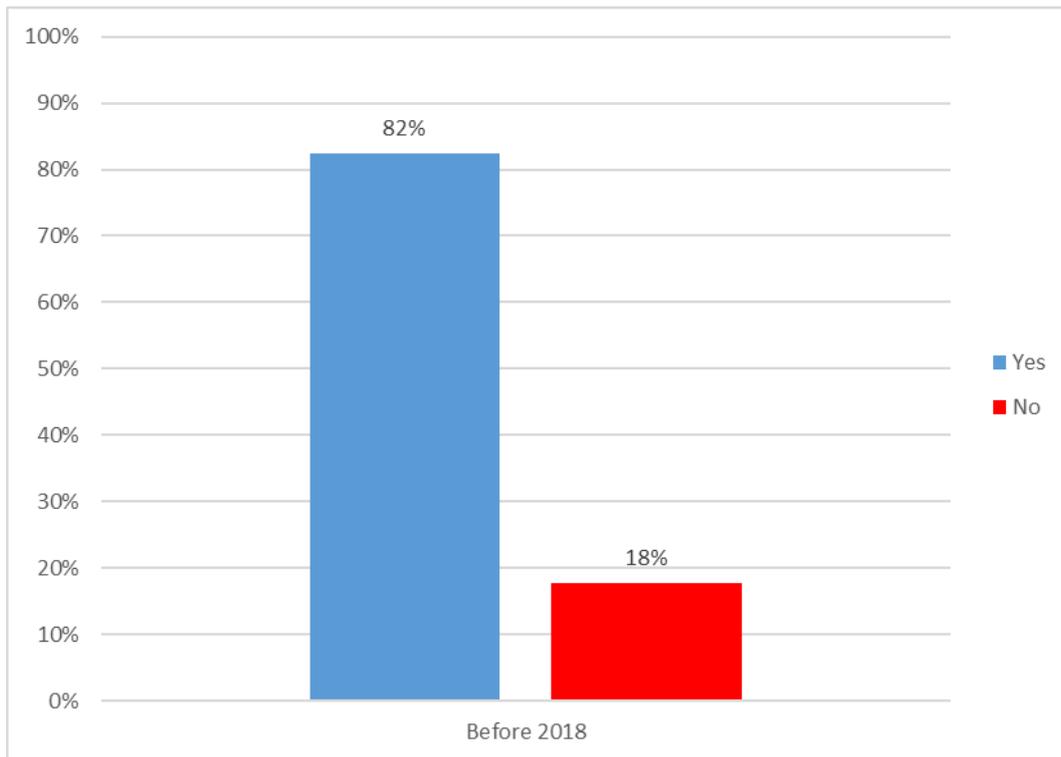
4.1 Evaluation of the Changes Made

Graph 2A: Do you know that the Faculty of Science MU is holder of The HR Excellence in Research Award by The European Commission and since 2018 creates and implements new people strategy (HR Strategy for Researchers, HRS4R)?



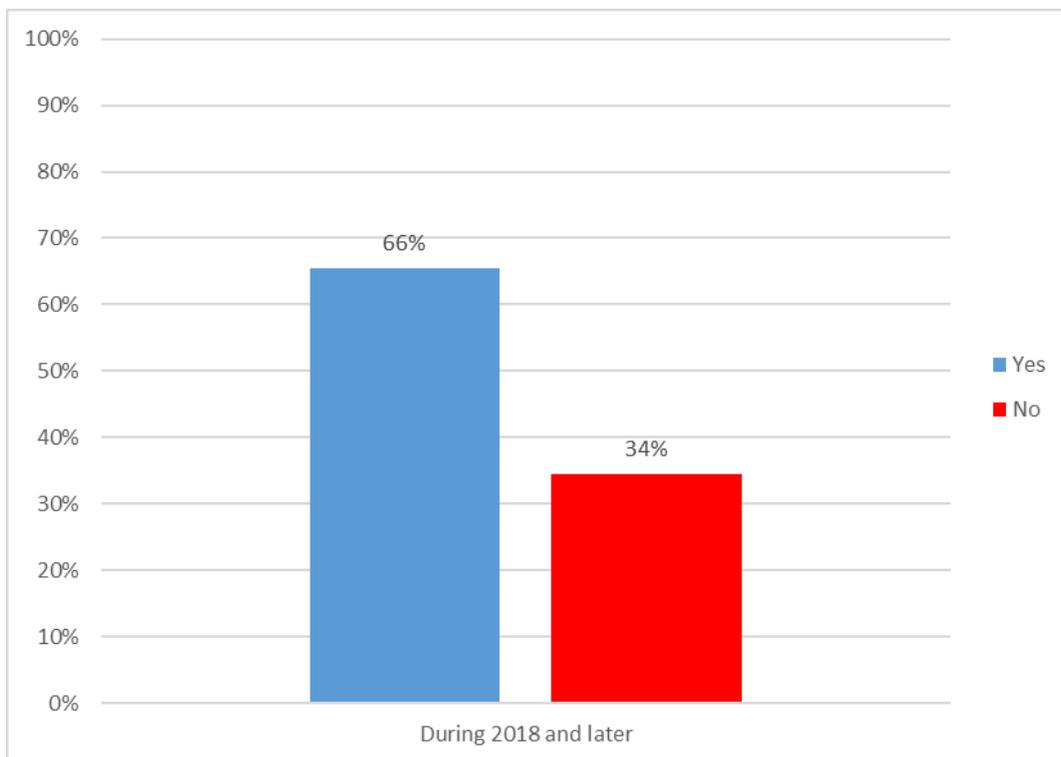
A positive answer was given by 78% of employees, while 22% of respondents answered in the negative. It is interesting to compare the answers to this question with regard to the start date of the employee at the Faculty of Science, MU, as the following graph shows.

Graph 2B: Answers of respondents who joined the Faculty of Science before 2018



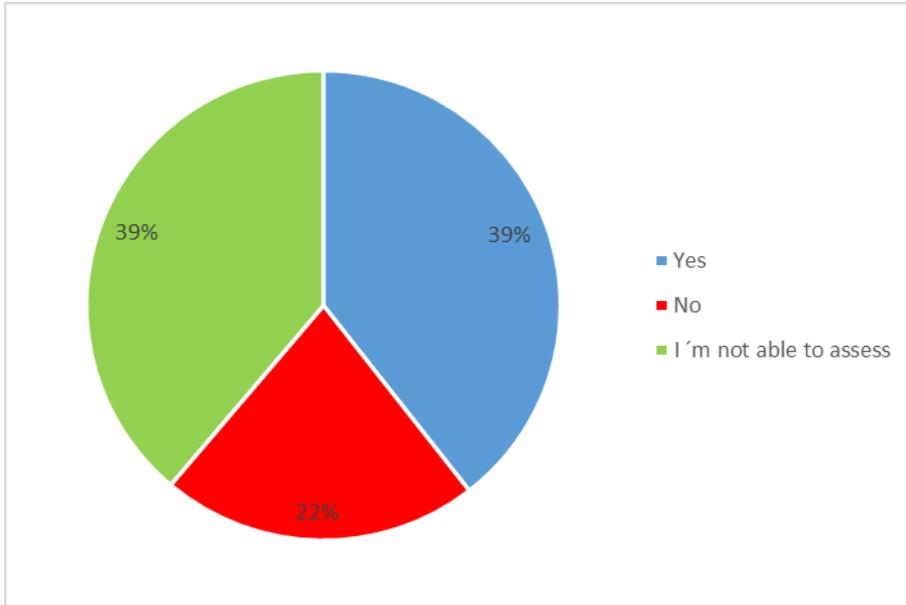
82% of respondents who joined the Faculty of Science before 2018 answered in the affirmative.

Graph 2C: Answers of respondents who joined the Faculty of Science during 2018 and later



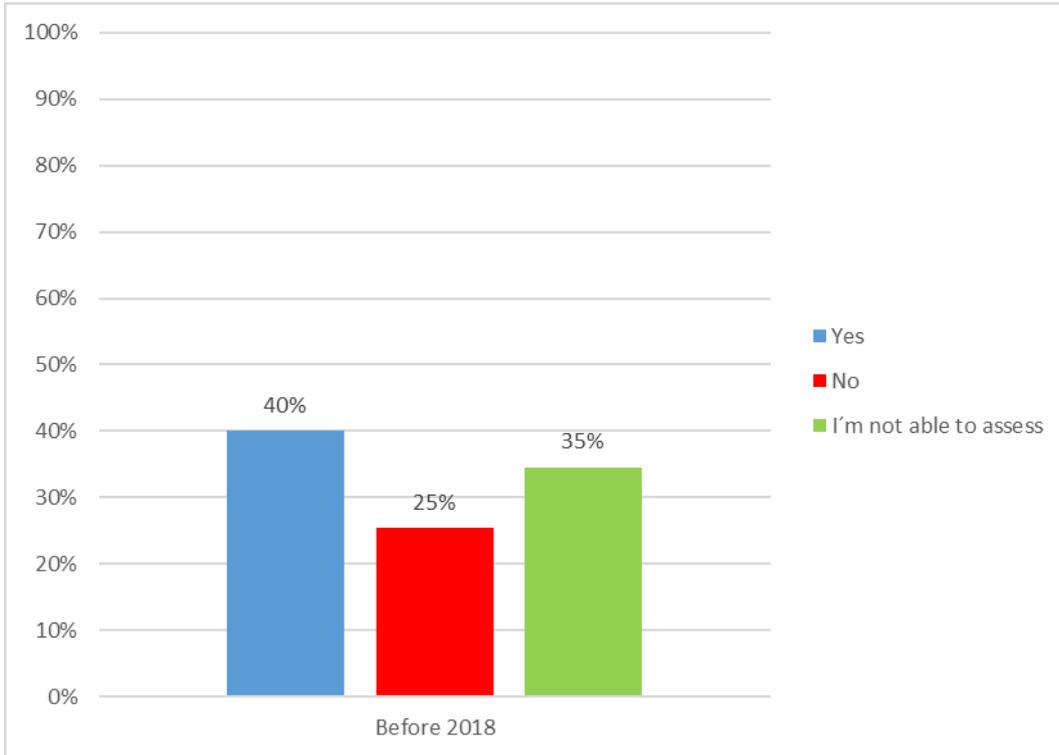
Within the sample of respondents who started in 2018 and later, we recorded a positive response in 66%.

Graph 3A: In your opinion, is it apparent in the normal functioning of the Faculty of Science that the Faculty has been trying to improve processes and services for employees in the last 2 years?

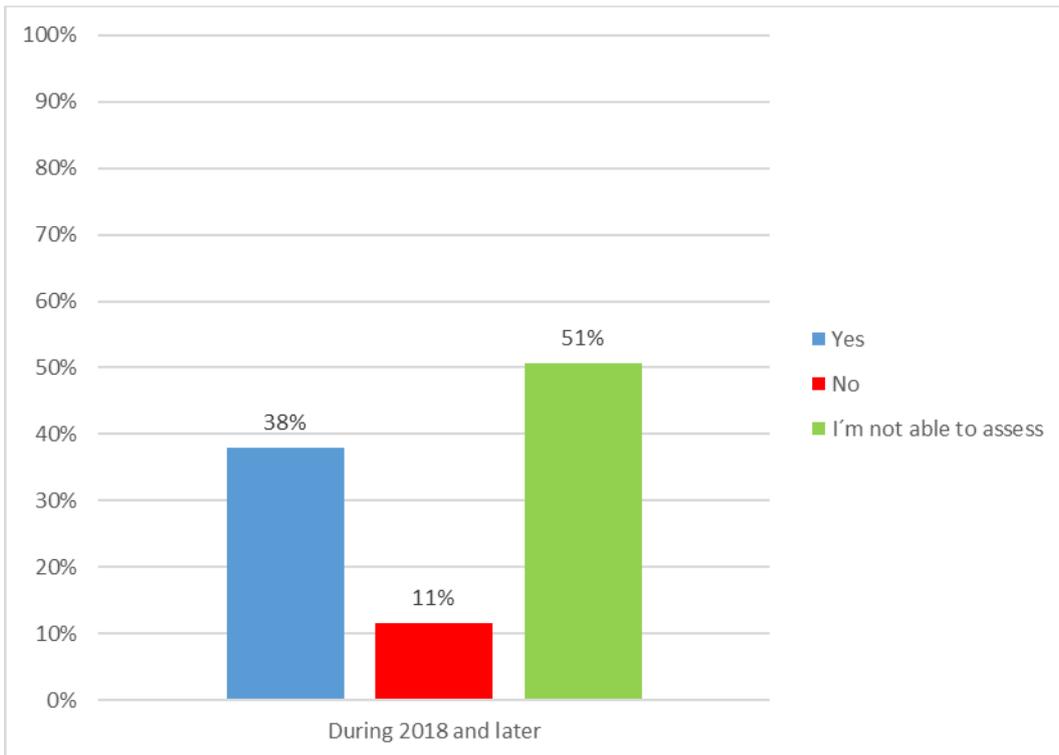


39% of respondents answered in the affirmative, while the same number of respondents stated that they could not assess the situation. In the graphs below we can evaluate the answers with respect to when the respondents entered the Faculty.

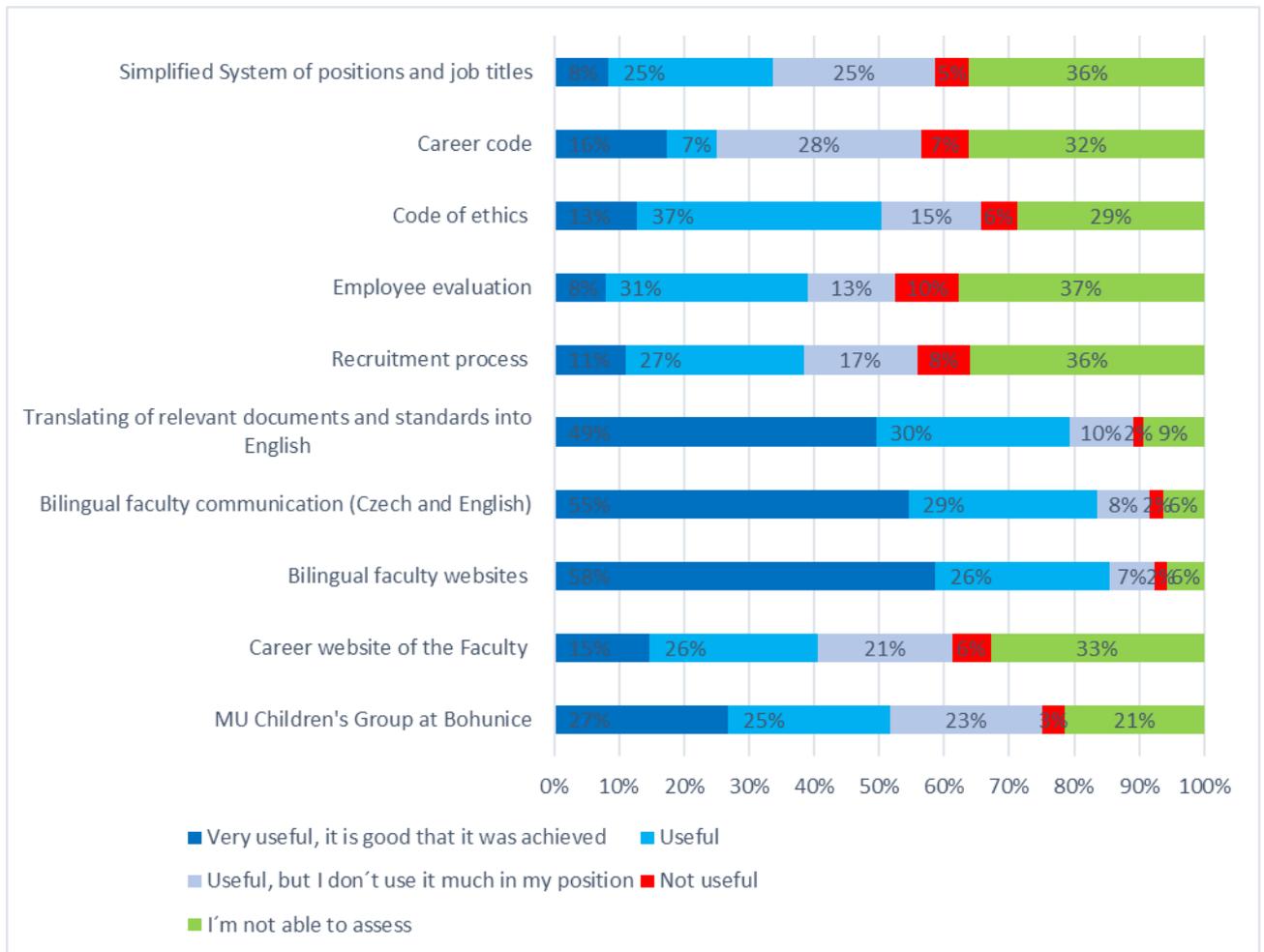
Graph 3B: Answers of respondents who joined the Faculty of Science before 2018



Graph 3C: Answers of respondents who joined the Faculty of Science during 2018 and later

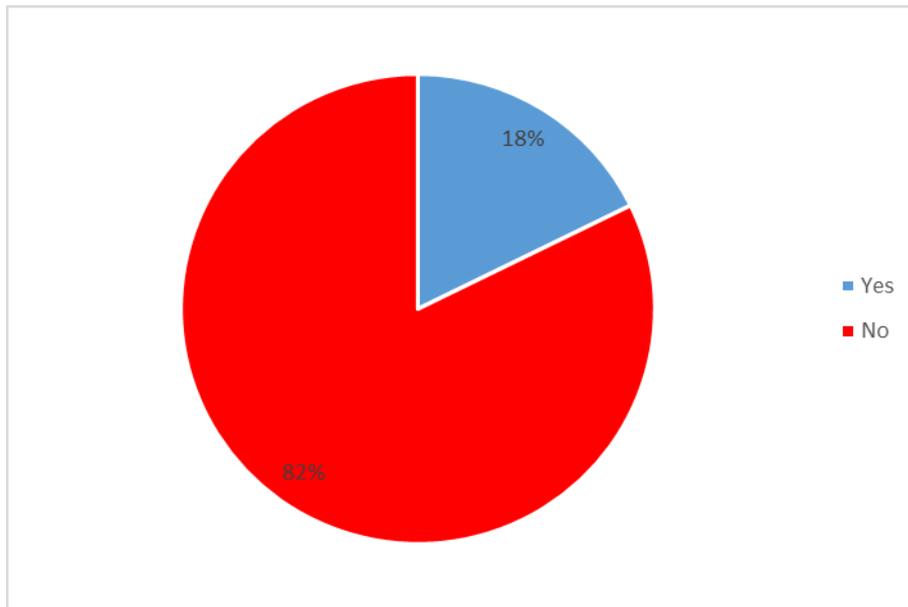


Graph 4A: Please, specify, how do you perceive the usefulness of already implemented steps of the new people strategy.



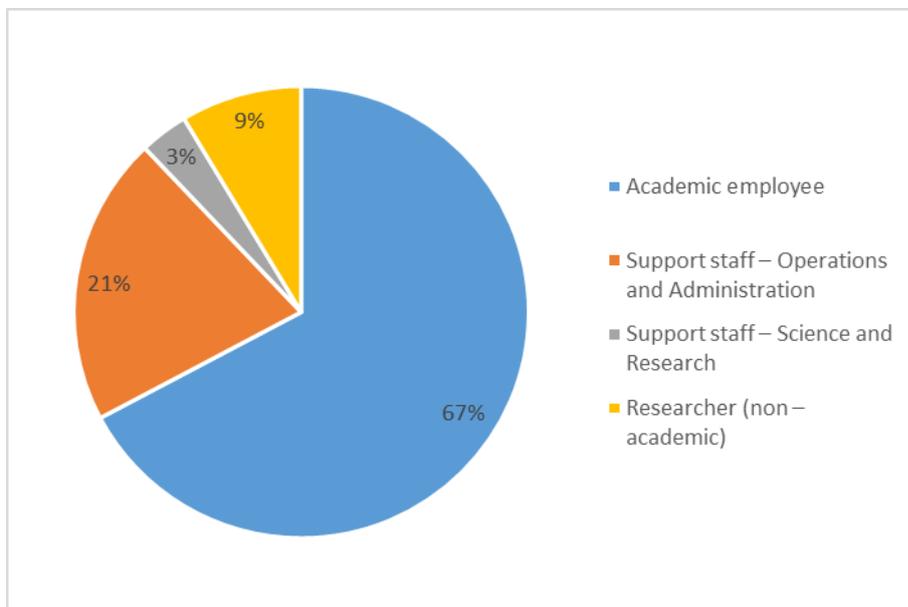
It is clear from the graph that the respondents perceive the benefit of the individual steps of the new HR strategy very positively, we see a predominance of positive reactions in all assessed areas. Respondents reported significant benefits in areas related to the introduction of bilingual communication at the Faculty - ensuring the translation of important Faculty materials and standards in English (89% positive answers), introduction of bilingual Faculty communication (92% positive responses) and the creation of new bilingual Faculty sites (91%). Respondents gave the most negative answers to the employee appraisal process (10%).

Graph 5A: Do you hold the position of the head of the workplace (regardless of the level of management)?



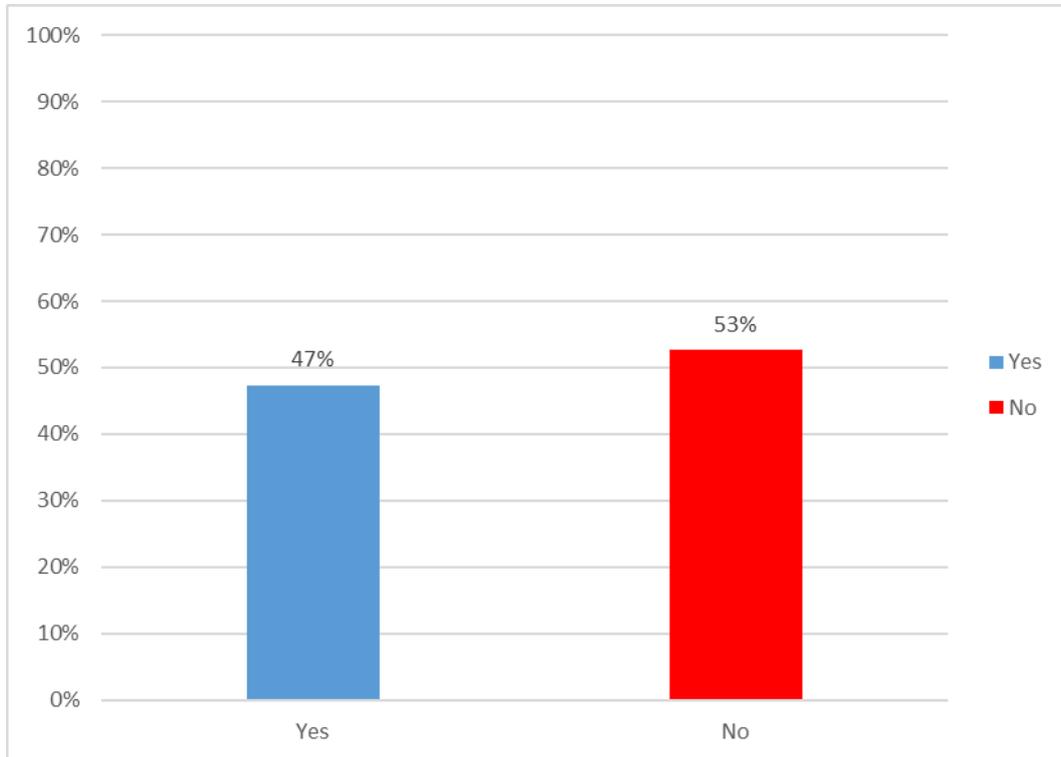
A total of 58 managers took part in the survey, representing 18% of the research sample. The following questions focus on managers and their experience with the selection process and cooperation with the HR department.

Graph 5B: Position of respondents - heads of workplaces



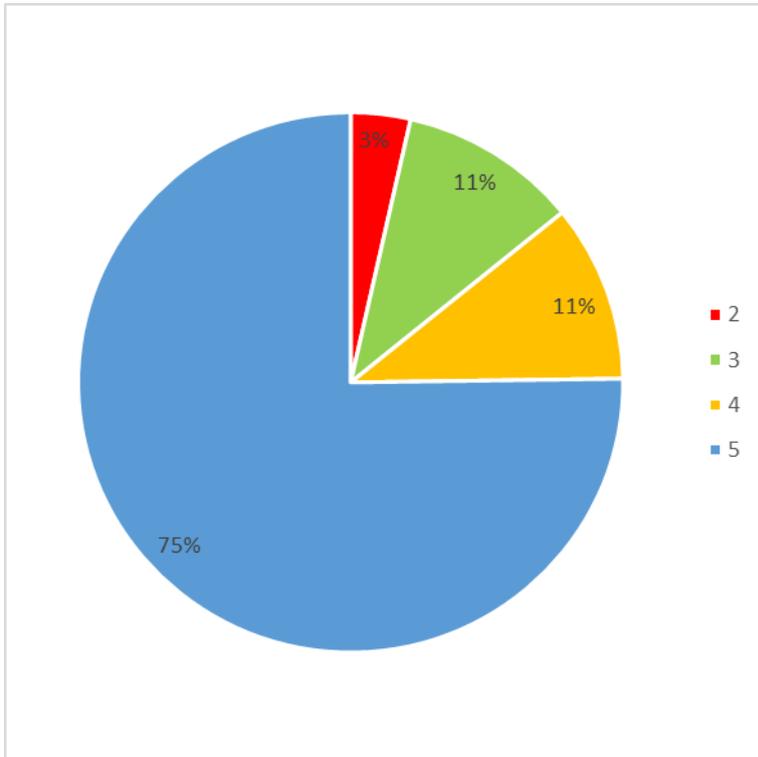
In the research sample, the most senior managers within the job classification were Academic Employees, namely 67%.

Graph 6A: As the head of the workplace, have you recruited a new employee to your team during the last six months in cooperation with the personnel department of the Dean's Office of the Faculty of Science MU?



In the past six months, 47% of managers had experience with the implementation of a selection procedure in cooperation with the HR department of the Dean's Office of the Faculty of Science.

Graph 7A: As the head of the workplace, how satisfied were you with the application of the new recruitment process of the Faculty of Science MU by the HR generalist assigned to your workplace?



Respondents were to express their level of satisfaction by awarding stars ranging from a minimum of 1 to a maximum of 5. It is clear from the graph that 3/4 of managers were fully satisfied with the application of the new process by the HR specialist within the selection procedure.

Question: As the head of the workplace, if you were not satisfied with the personnel support of your recruitment process, what do you think was wrong or you missed?

In the answers to this open question, where respondents could specify what they were not satisfied with when cooperating with the HR department, they mentioned, for example, the inexperience of the HR department with new procedures or insufficient support from the HR department. There was also a complaint about the significant administrative burden in the implementation of the selection procedure. However, it must be taken into account that only 8 out of a total of 27 research participants who conducted a selection procedure in the past six months used the space for comment on this open question.

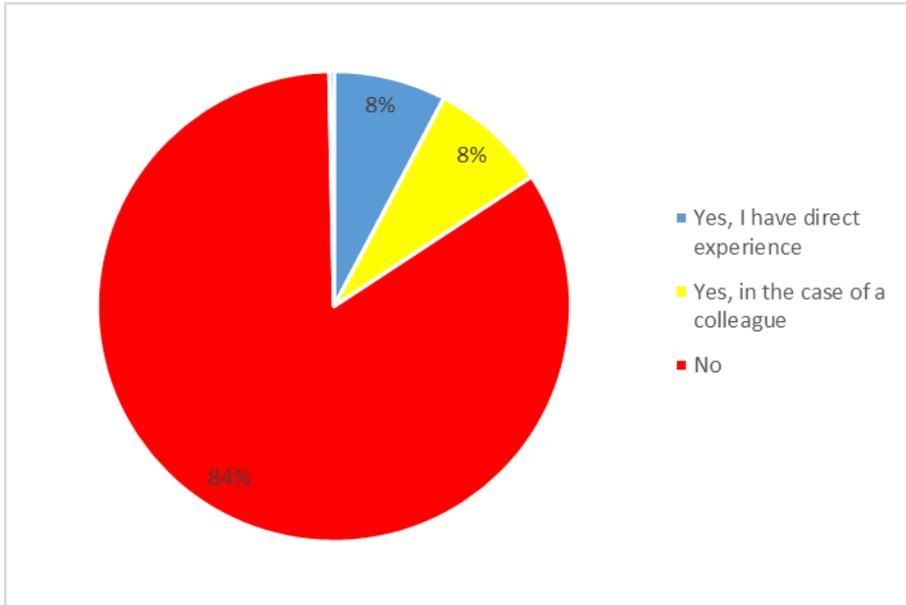
4.2 Encounters with Unethical Behaviour in the Workplace

Question: As a Faculty, we are currently preparing to introduce the role of the so-called Ombudsman (an independent institute for resolving complaints and suggestions in the field of ethics, discrimination, dispute resolution). Please indicate what work or ethical dilemmas you have encountered and in which area you would most appreciate help or advice.

In answering this open-ended question, respondents mentioned the following ethical dilemmas they had encountered in the workplace and areas where they would appreciate the support of an independent person:

- problems in communication between students and their tutors, abuse of the position of tutor,
- competitive practices among employees of the given workplace, dissemination of false information,
- bossing - abusing the position of a manager to one's own benefit, suppressing research and careers of subordinates to managers,
- prioritisation of own interest groups – e.g. management interventions in the running of research projects reducing the quality of research activities, abuse of power and function,
- publishing ethics and authorship, non-respect of intellectual property,
- gender discrimination,
- disadvantaging of foreigners - unavailability of some documents in English,
- insufficient information about career development opportunities and insufficient career development opportunities in practice at the workplace,
- unjustified repetition of fixed-term contracts,
- insufficient work performance and willingness to help support staff,
- non-transparent selection of employees in practice at the workplace,
- excessive workload.

Graph 8A: As part of your work at the Faculty of Science, MU, have you ever encountered discrimination? If so, in which area?



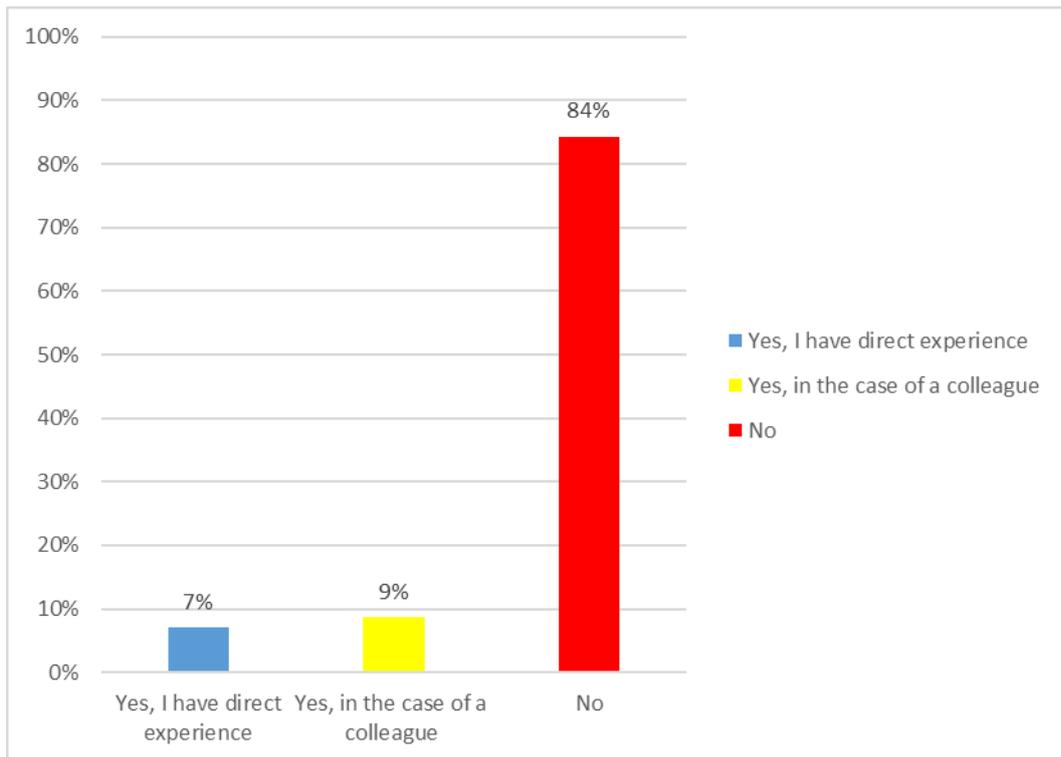
84% of respondents stated that they had not encountered discrimination as part of their work at the Faculty of Science, however, 16% of the research sample stated that they had encountered discrimination in person or in the case of a colleague.

Question: If so, in which area?

In response to this supplementary open-ended question, respondents identified the following areas in which they had encountered discrimination in the workplace:

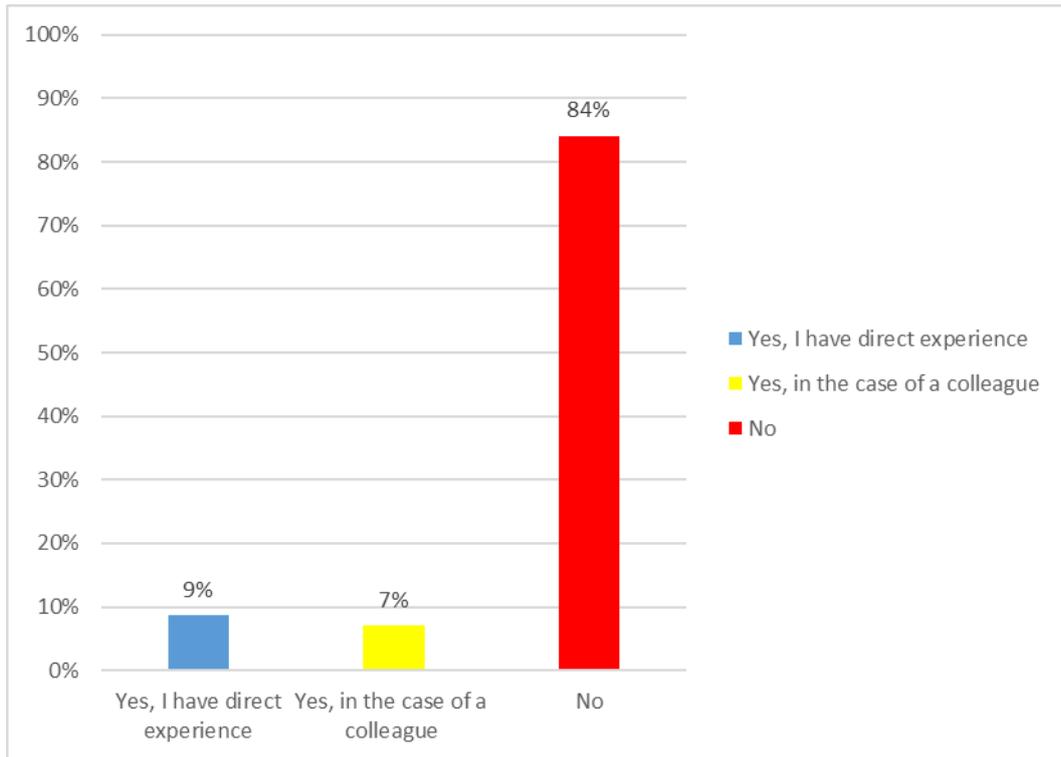
- gender discrimination - disadvantage of women in the selection procedure, pressure to return from parental leave as soon as possible, entrusting irrelevant work to them,
- bossing,
- disadvantage of foreigners - unavailability of teaching in English, some information unavailable in English,
- nepotism - prioritising certain workers on the basis of family ties,
- preference for foreign employees and students at the expense of Czechs, regardless of expertise.

Graph 8B: Encountering discrimination - men



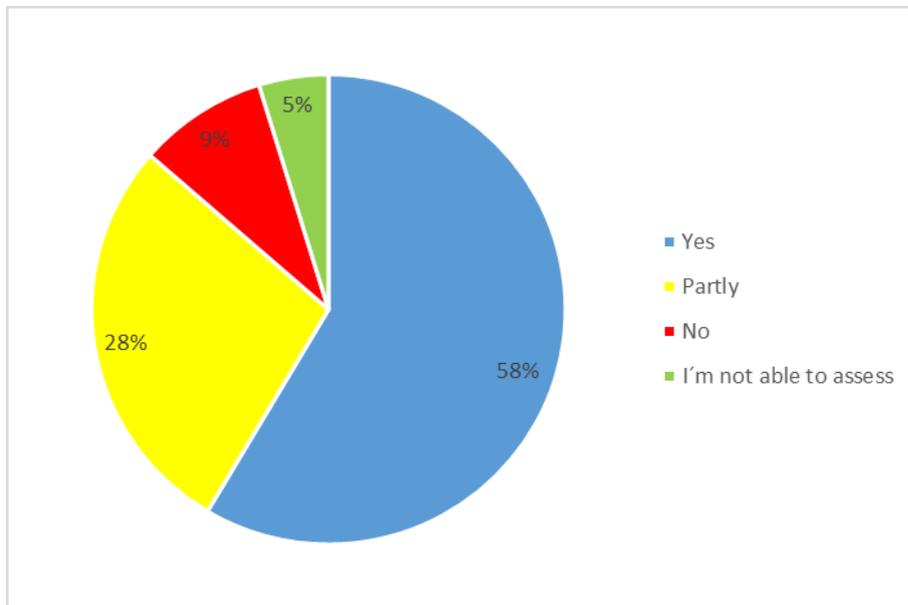
84% of men have not encountered discrimination in the workplace, while 16% reported this experience themselves or in their surroundings.

Graph 8C: Encountering discrimination - women



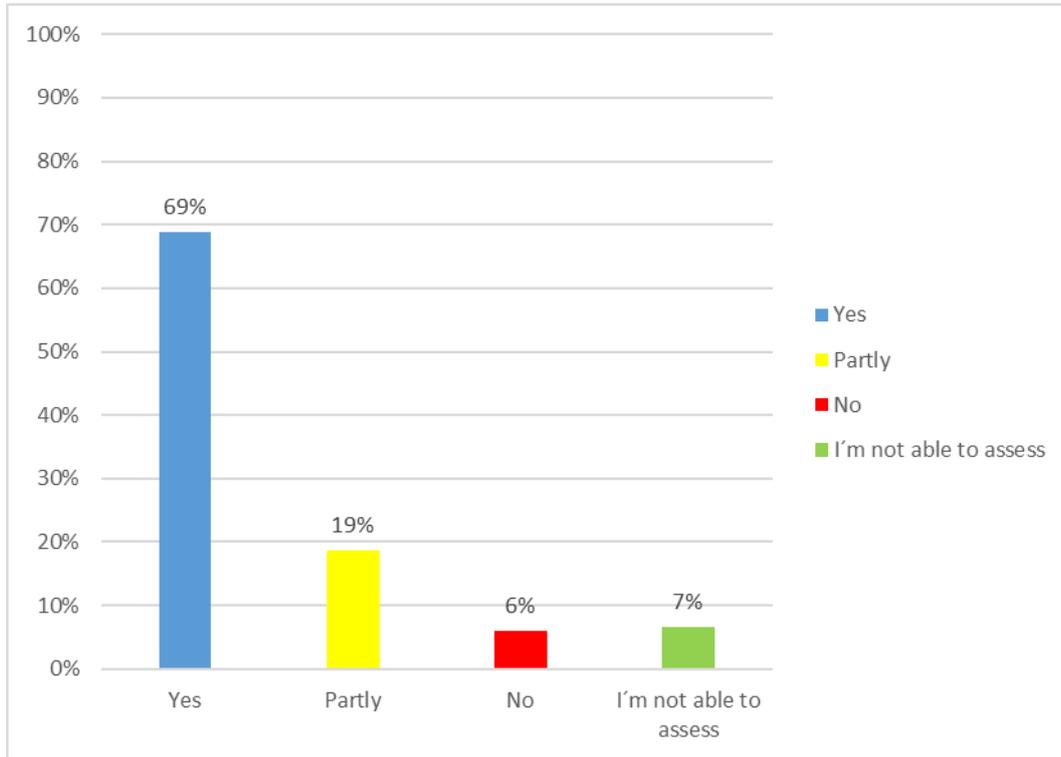
The same percentage distribution of responses is seen in women.

Graph 9A: Do you think that the Faculty does enough to ensure that women have the same conditions for professional career development as men?

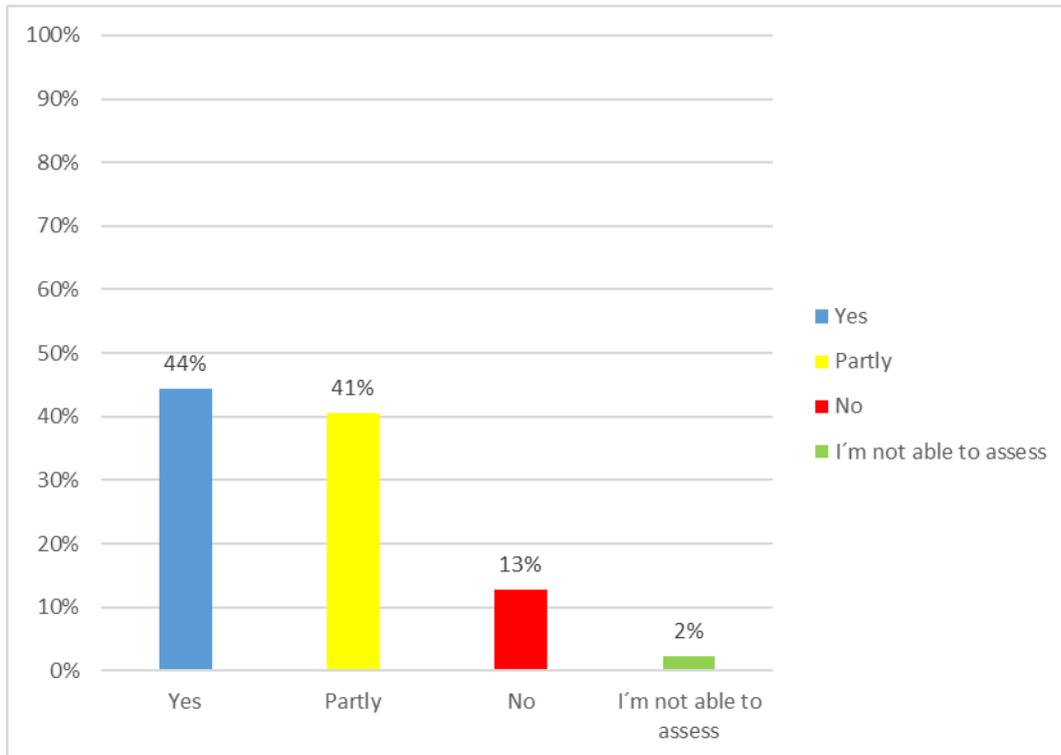


More than half of the respondents stated that the Faculty pays sufficient care to equal conditions for women's professional development, while 37% of respondents see room for improvement in this area.

Graph 9B: Ensuring the same conditions for professional career development - opinion of men



Graph 9C: Ensuring the same conditions for professional career development - opinion of women



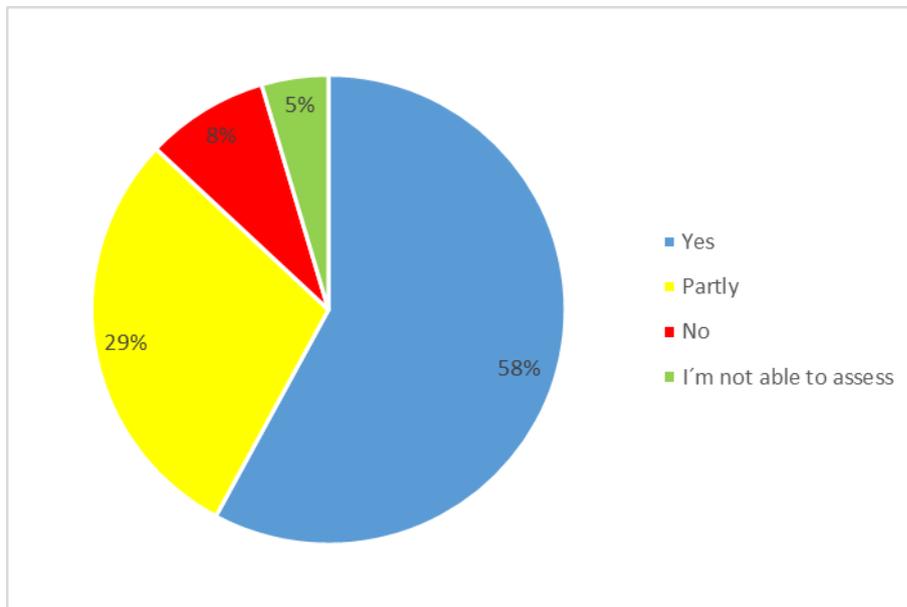
Within the answers of women there are greater doubts and an increase in negative answers

to this question (13%).

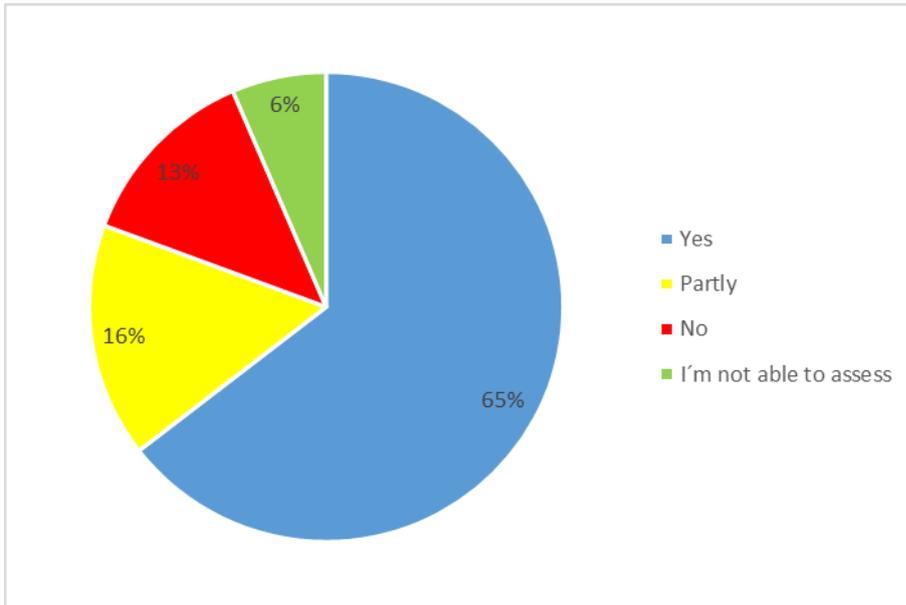
Respondents had the opportunity to provide a supplementary answer to this question. The following topics repeatedly appeared in the comments:

- women at the Faculty experience difficulties in combining professional careers with childcare,
- respondents at the Faculty have long lacked a kindergarten or children's group. Authors' note: In October 2020, a kindergarten for employees' children on the Bohunice Campus started operating, and we are preparing to introduce a similar children's group in the city centre,
- in order to make conditions more favourable for women, it would be appropriate to offer more part-time work for example, and to create more stable positions for women which do not strictly require long-term foreign experience, but at the same time allow their further development,
- in the area of support for families with children, there is still something to improve at the Faculty, even though, in the opinion of the respondents, the situation is better than before.

Graph 9D: Ensuring the same conditions for professional career development - opinion of Czech-speaking respondents

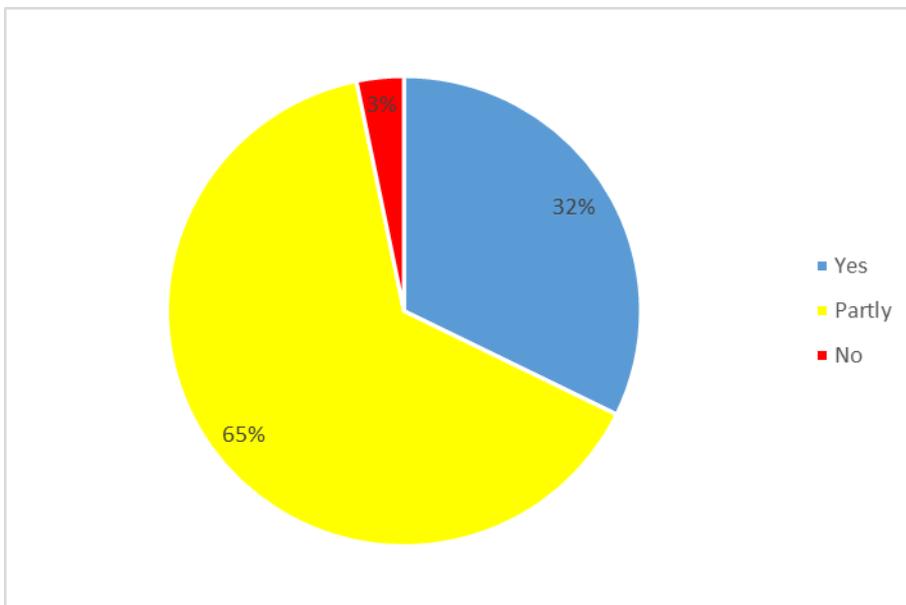


Graph 9E: Ensuring the same conditions for professional career development - opinion of English-speaking respondents



Graph 10A: Do you think that the Faculty does enough to ensure that foreigners (non-Czech speaking employees) receive equal information to Czech-speaking employees?

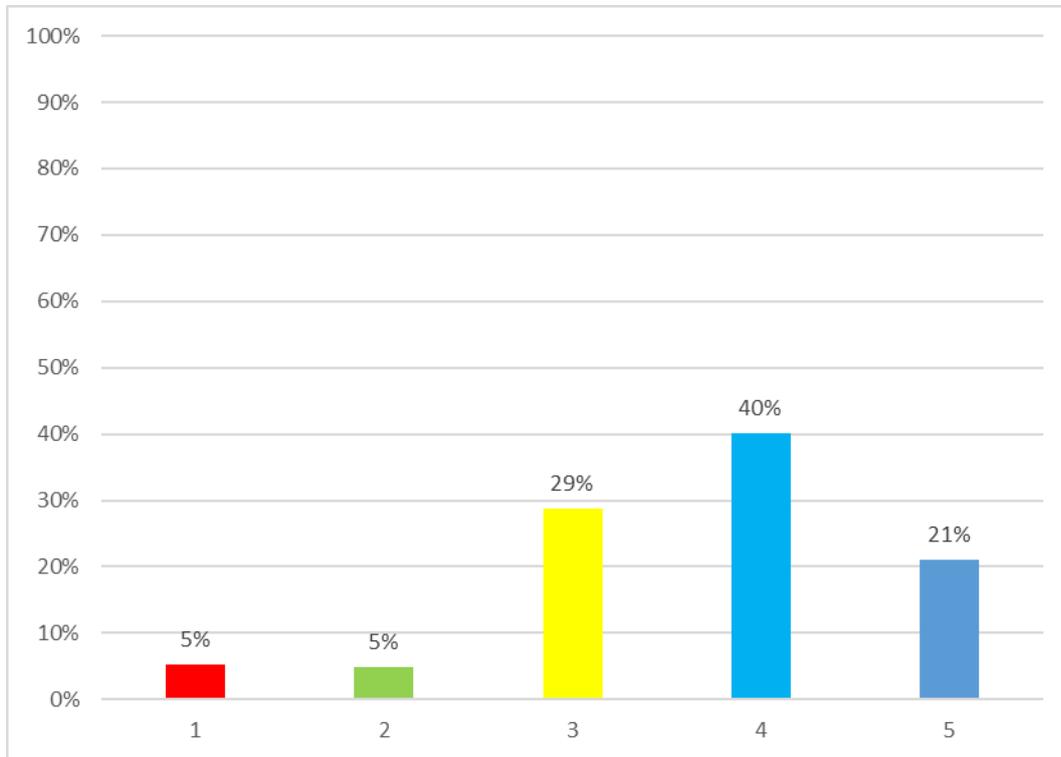
Only foreign respondents answered this question.



The graph shows that respondents see room for improvement in this area. 32% of foreign respondents are satisfied with the level of information provided by the Faculty, but 65% of foreign respondents are only partially satisfied. The situation is also illustrated by the respondents' supplementary answers. Although the respondents stated that the situation in the area of communication with foreign employees at the Faculty has significantly improved, they still do not feel sufficiently informed compared to Czech-speaking employees.

4.3 New Careers Pages of the Faculty

Graph 11A: Please rate how you like the new Careers Pages of the Faculty of Science MU? link: <https://www.sci.muni.cz/kariera-na-prf-mu>

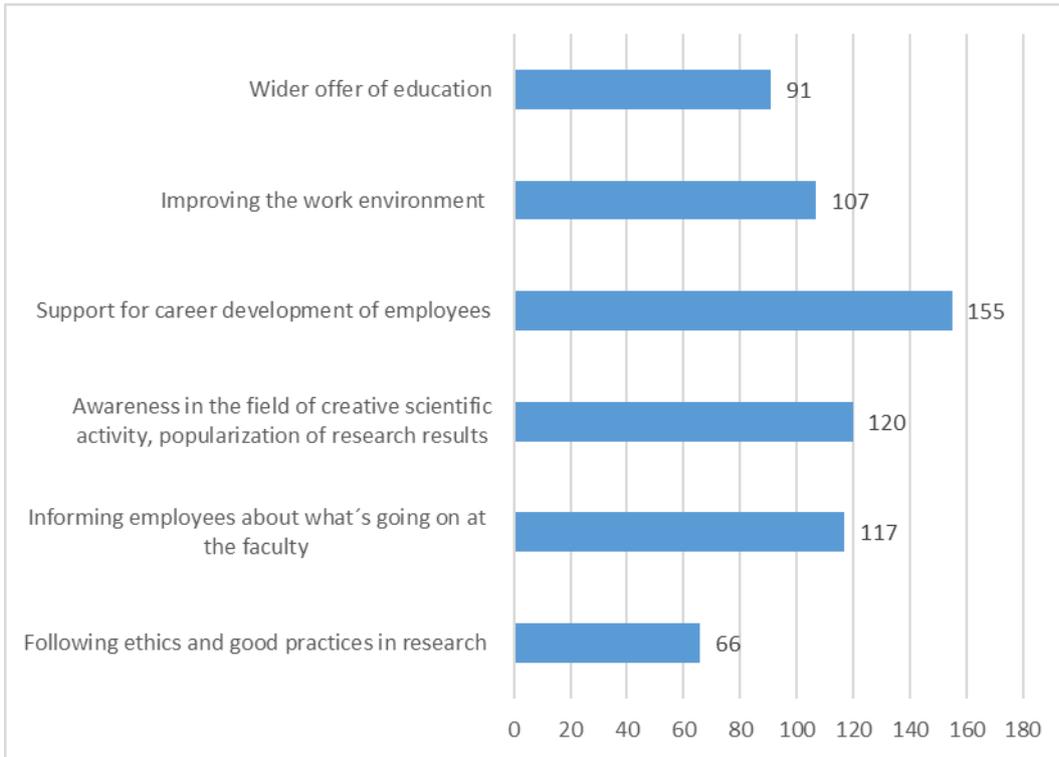


Question: Is there anything you would suggest to add to or change on the Faculty Careers website?

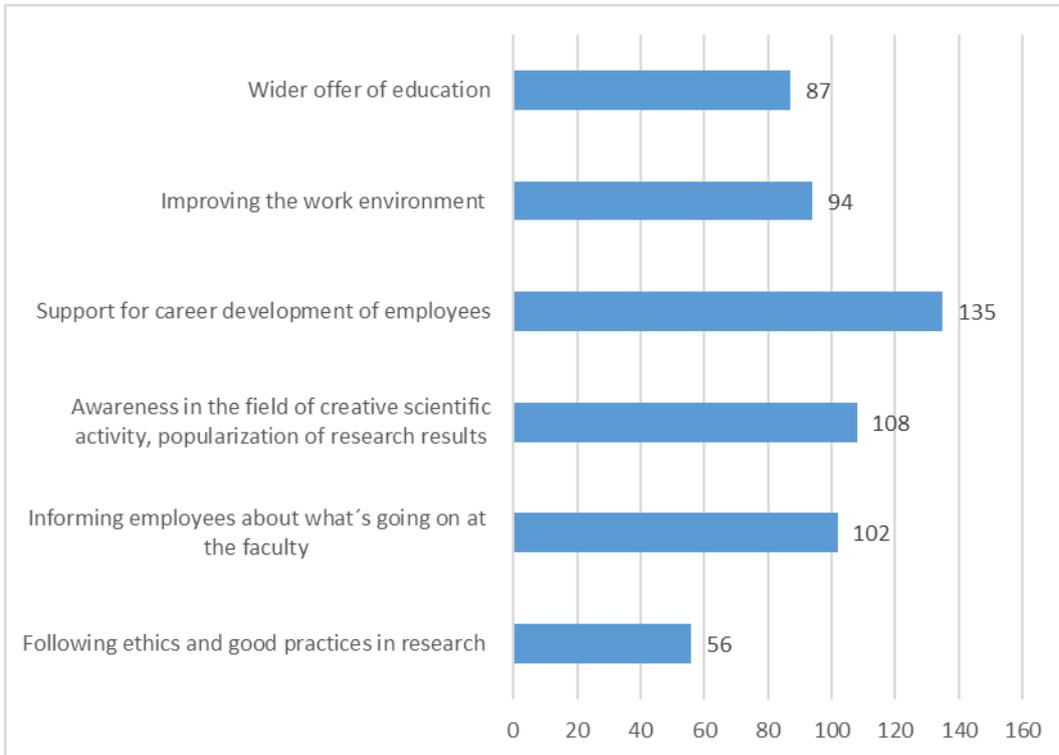
Employees who used the free space for answers generally appreciated the creation of new careers webpages, and the following comments were given as suggestions for their improvement:

- it would be appropriate to change the appearance to be clearer and more informative, there is a lack of content,
 - improve the overall design and graphics of the site - a more modern look for the site, more appropriate photos and colour combinations, unify the style of images,
 - employees perceive the new Careers Pages as targeted at external visitors and lack internal information from the area of employee care (e.g. details of benefits).
- Authors' note: The careers website is actually intended for the external target group of potential job seekers, etc., while detailed information in this area for employees will be provided by the Faculty part of the Employee Portal, which has not yet been completed.

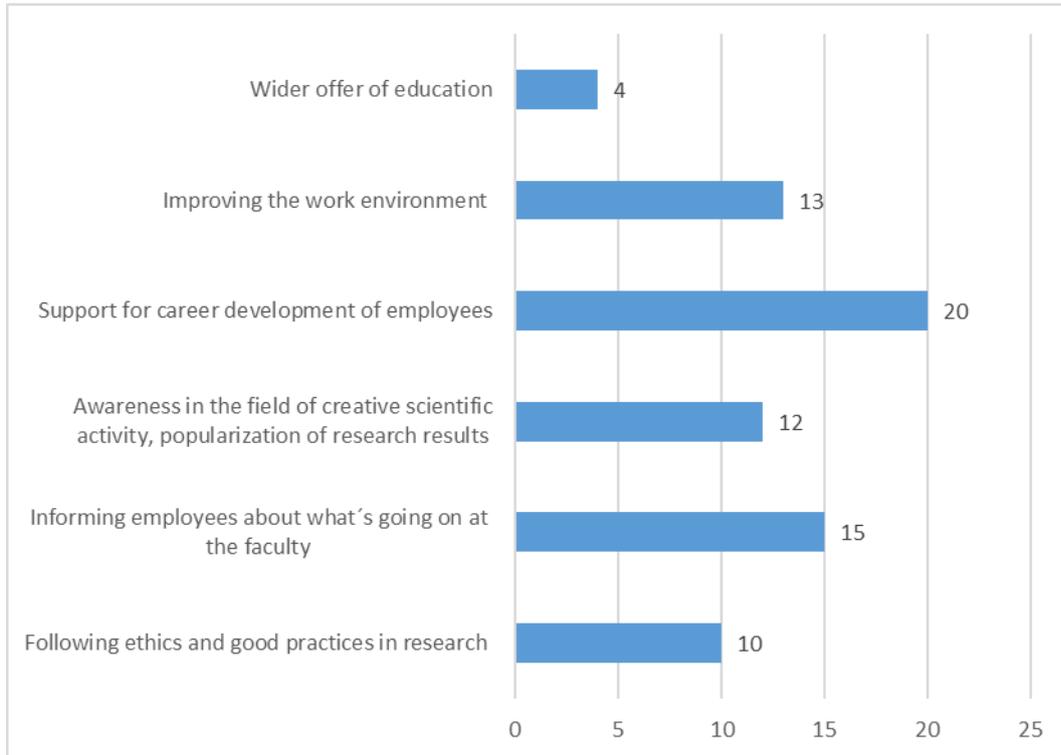
Graph 12A: Please specify areas for improvement that the Faculty should focus on in connection with employee care?



Graph 12B: Areas for improvement that the Faculty should focus on in connection with employee care - opinion of Czech-speaking respondents



Graph 12C: Areas for improvement that the Faculty should focus on in connection with employee care - opinion of English-speaking respondents

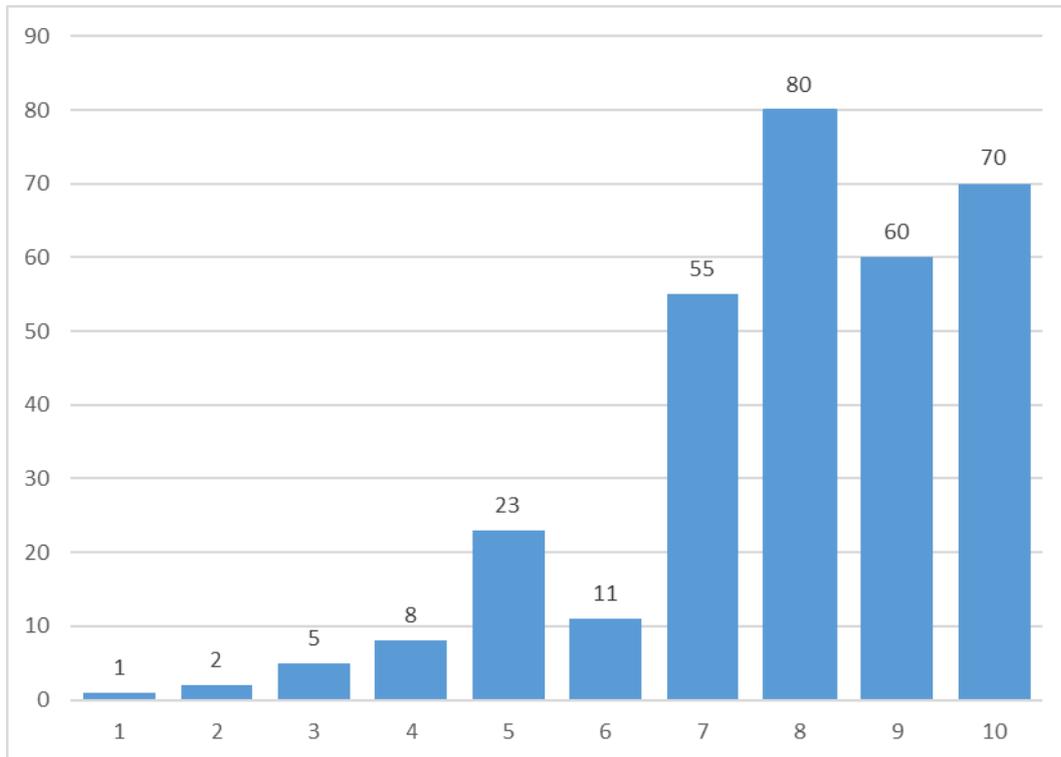


Within this question, the respondents had to choose two of the most important areas from their perspective or state their own in the additional open field. The results show that respondents from the Faculty would especially appreciate greater support for the careers development of employees, better internal communication and awareness of employees in the field of events at the Faculty, but also awareness in the field of creative scientific activities.

Supplementary suggestions from individual comments included respondents appreciating a wider range of benefits, support for families with young children (specifically part-time and university kindergarten), support for sport (Multisport card) and support for employees' mental health.

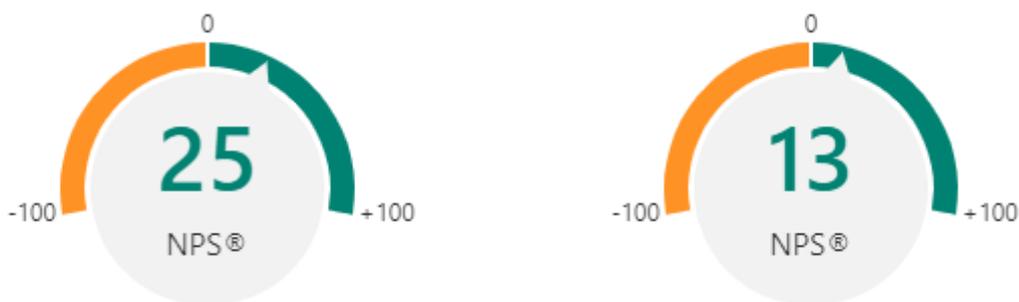
4.4 Other suggestions for employee care

Graph 13A: Based on your experience, would you recommend a job at the Faculty of Science MU to your friends and acquaintances?



Respondents were asked to answer on a scale of 0 (by no means) to 10 (very likely). Based on the graph, a high frequency in responses in the range 7 to 10 is evident, which can be interpreted as showing a high loyalty of employees to the employer.

Graph 13B: Net Promoter Score – Czech-speaking respondents on the left, English-speaking respondents on the right



This rating scale is known as the Net Promoter Score. The NPS takes values between -100 and 100 inclusive, with a higher value meaning a higher loyalty of the examined persons. NPS values below zero are usually interpreted as a sign of loyalty problems, the result is considered good in the range of 0-50, excellent in the range of 50-70, and a result above 70 is considered exceptional.

Question: We welcome your further suggestions or comments related to employee care and personnel processes.

Respondents in the answers to this open question positively assessed the Faculty's overall approach to employees, communication and the possibility of professional growth, as well as great flexibility in the area of part-time work and the possibility of working from home.

Respondents would welcome improvements in the following areas:

- internal communication - more consistent informing of employees by the Faculty (e.g. benefits and how to obtain them),
- more support for the "unified spirit" of the Faculty and belonging to the Faculty not only by students but also by employees,
- to support the prospects for career growth of employees, more training opportunities,
- the possibility of obtaining an employment contract for an indefinite period,
- working conditions - specifically to improve the level of catering in the canteen and air-conditioning in offices,
- introduction of benefits within sports activities of employees (multisport card),
- regular wage increases in connection with inflation to be comparable with the commercial sphere,
- better health and safety support from the Faculty, to clarify the rules of occupational health care and risks.

II. Questionnaire Survey for PhD Students

1. Introduction and Methodology

The survey among PhD students was focused on evaluating the benefits of the Faculty PhD Day 2020 and also on evaluating the experience of students with doctoral studies at the Faculty of Science, Masaryk University.

The questionnaire was sent to all doctoral students in October 2020, as part of a "follow-up" e-mail for PhD Day 2020.

Data collection took place through the online MS Forms questionnaire.

In the first part of the questionnaire, the respondents, if they participated in the Faculty PhD Day 2020, evaluated the course and benefits of the meeting.

In the next part, the respondents evaluated the previous experience with doctoral studies at the MU Faculty of Science.

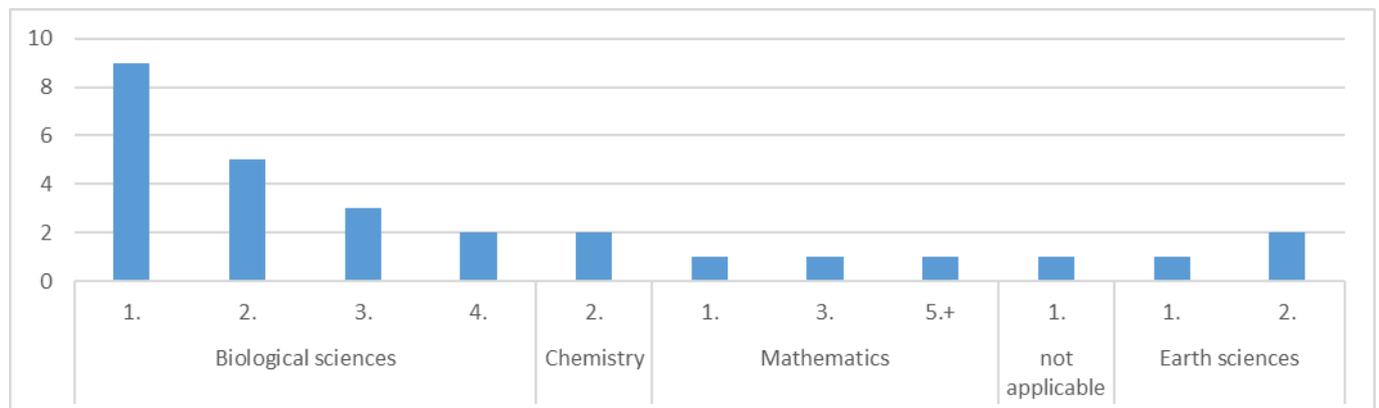
A total of 28 respondents answered: 13 of them participated in PhD Day 2020, while 15 did not (senior students).

Return rate (calculated from the number of all doctoral students as of 10/2020): 3.3%

Return rate for participants of the Faculty PhD Day 2020: 30%

2. Characteristics of Respondents

Graph 2A: Number of Respondents - Field and Year of Their Studies



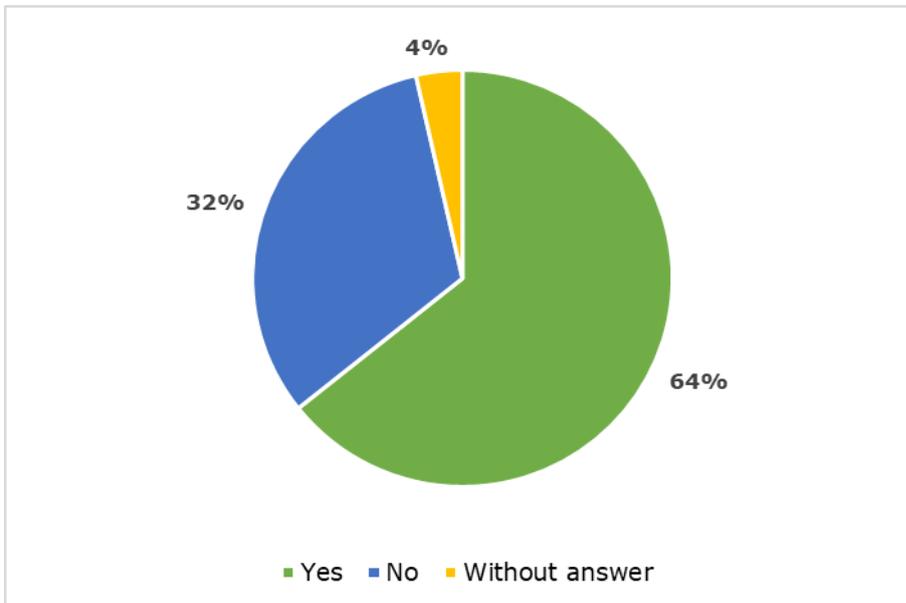
3. Evaluation of the Faculty PhD Day 2020

The course of PhD Day 2020 was again **positively evaluated** and met the expectations of students (the participants were mainly first-year students, on whom this meeting is focused). As in previous years, students evaluated the **lectures** on the following topics as the **most useful and beneficial**: *Mobility, scholarships, funding opportunities; Introduction of PhD Study at the Faculty of Science and also the part for Frequently Asked Questions.*

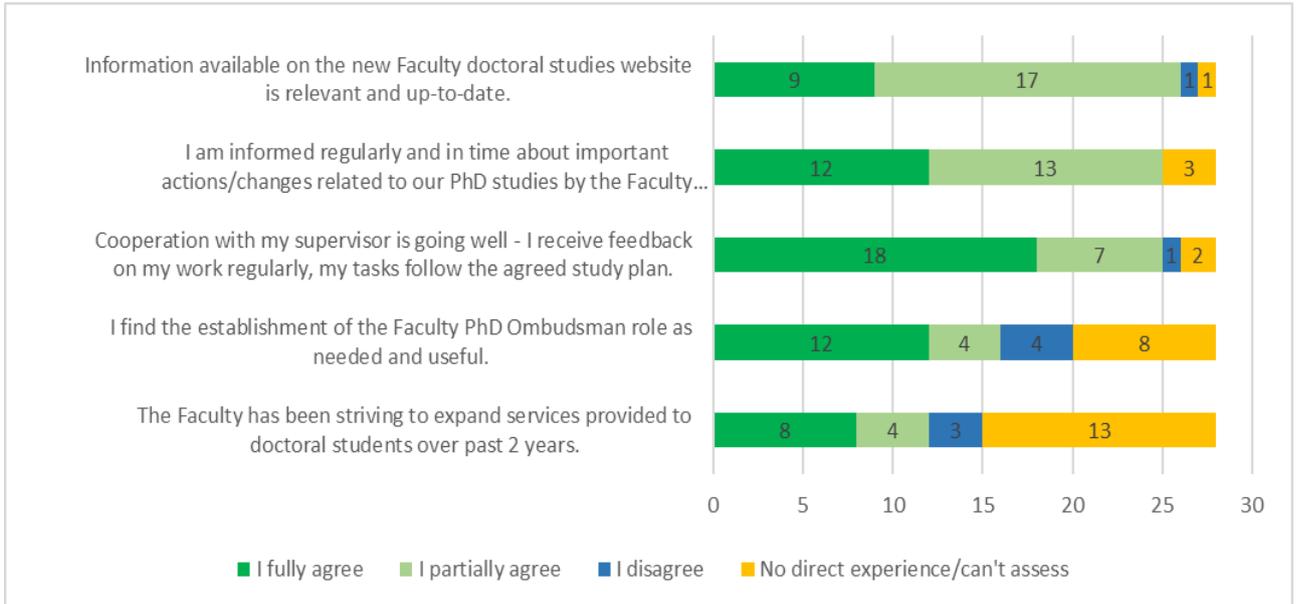
Recommendation of topics for the next year: *interdisciplinarity - possibilities of cooperation between laboratories; administrative processes of doctoral studies; student/mentor/supervisor/subject council interactions, possibilities of networking between students, how to recognise which are compulsory subjects, etc.*

4. Evaluation of Experience with Doctoral Studies

Graph 4A: Are you aware that the Faculty of Science MU is implementing a new people strategy (HR Strategy for Researchers, HRS4R/HR Award)?

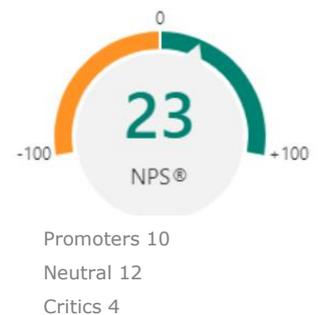
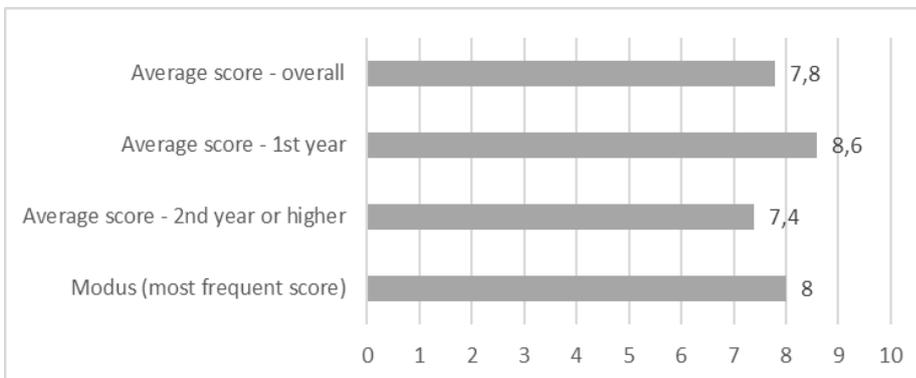


Graph 4B: Based on your experience, please could you assess the quality of services provided by the Faculty of Science towards the PhD students?



Graph 4C: How likely would you be to recommend doctoral studies at the Faculty of Science MU to a friend?

(Net Promoter Score as a measure of "customer" satisfaction, rating scale 0 - 10: 0 = not at all; 10 = very likely)



Explanatory notes:

Promoters - users who have chosen a score of 9 and 10

Neutral - users who have chosen a score of 7 or 8

Critics - Users who chose a score of 0-6

Explanatory notes: The NPS result is a value from -100 to 100, the result is considered good (range 0-50), great (range 50-70), first class (above 70).

Question: On what aspects of doctoral studies should the Faculty of Science focus in the upcoming period? What do you consider to be the weakness/es?

Recurring suggestions (grouped into the main thematic areas, including the specific statements of the respondents):

- training and mentoring

("Courses focused on physical/mental health, mentoring programmes, subject courses, seminars supporting meetings of students from various fields")

- financial support for research activities/student income
("Availability of funds and scholarships, lack of resources to carry out analyses, ensuring a stable and adequate income for students")
- quality of study and research
("Development of interdisciplinarity and international cooperation, education of students in the field of their rights and possibilities of conflict resolution at various levels of the Faculty")
- issues of implementation of compulsory placement abroad
("The difficulty of reconciling family life and financial obligations, the obligation of a placement for students who have already started doctoral studies, promotion of opportunities to travel to the internship")

Individual suggestions (specific statements of respondents):

- *"Few documents available online, elimination of paper agenda"*
- *"Administrative support provided to international students"*

5. Recommendations

The following recommendations are formulated based on the survey results and suggestions discussed during the Faculty PhD Day 2020:

- Regular **information education of** students in the field of organisation of doctoral studies
- Regular **information education of** students in the field of their **rights and procedures in resolving possible disputes (promotion of the role of the PhD Ombudsman)**
- Offer and implementation of **educational activities and mentoring** programmes
- **Development of financial support programmes** and motivation of doctoral students