

## **COMPARING RESULTS OF THE QUESTIONNAIRE SURVEY GAWI TO PROCESSES OVERVIEW ACCORDING TO THE EFIN METHODOLOGY**

Analysis of the staff's values, views and attitudes towards the HR processes at the CRI, p. r. i.

For the HR Award project performed the GAWI company a questionnaire survey in the CRI, p. r. i. The questionnaire was filled in anonymously, in order to guarantee safe conditions for employees. In the questionnaire study participated over 60 per cent of the institution staff, so it can be concluded, that it provides strong informational value concerning opinions of the employees. From the HR Award project strategy point of view the questionnaire affords important and comprehensive information on how the management is by the staff regarded, including various processes that involve the staff or their work.

Further analysis is based on the EFIN (= effective institution) Methodology. According to the rules of the methodology have been basic human resources processes identified. Subsequently, there were relevant answers from the questionnaire assigned to these processes for the science and research employees (the "V" group) and for the administrative and technical employees (the "O" group), respectively.

Specific numeric data for single processes are to be found in the attachment. Tabled sums are not always equal to 100 per cent, due to rounding and multiple choice questions; choices "I do not know" and "I cannot answer" are excluded from the statistics.

### **Advertising and recruitment:**

Advertisement of open positions is mostly considered by the staff to be comprehensible; they are able to judge on advertised positions adequately according to demands listed. Open positions are made known publicly in usual ways (for the "V" group it means 50 per cent by announcement on work portal JOBs.cz or in the press; surprisingly, there is a disproportion between "V" and "O" in finding a position on official web site of the institution - for "V" 12.5 per cent only and for "O" 38 per cent).

### **Selection process:**

As decisive demands for candidates were by the "V" group listed education (71.5 per cent) and professional experience (43 per cent) first; for the "O" group professional experience (95 per cent) prevailed, education and experience were considered as almost equal criteria for the selection process (40 per cent and 35 per cent, respectively). This topic involved multiple choice questions.

### **Adaptation of a new employee:**

There has been an area for an improvement identified here. The majority of the staff stated they lack any official mentor to facilitate the adaptation process; nevertheless, they were able to find such a guide among colleagues by themselves. Some employees mentioned imperfections in basic administration (e.g. introduction into the new workplace, the OSH training etc.).

### **Education:**

Education structure corresponds with the nature of the research institution, i.e. great majority of the staff are college educated (in the "V" group, 29 per cent obtained a master's degree and 67.5 per cent a doctoral degree; in the "O" group, 47 per cent have a master's degree and 8 per cent a doctoral degree).

The analysis indicated, too, that employees do not perceive themselves from the CRI part as limited in any further education. The majority of them consider options for education as sufficient and are interested in further education (in all the three parameters abovementioned it concerns two thirds in both groups); on the other hand, the employees stated that they are not motivated by the CRI to advance their education. Four per cent only of the administrative and technical employees and 8 per cent only of the science and research staff own any personal plan of education. From previous can be deduced, that the employees would welcome further education, but lack clearly formulated targets or are possibly unsure how to plan further education.

### **Remuneration and benefits:**

Two thirds of the employees (in both groups equally) think that their salary compared to salary of similarly positioned staff in the Czech Republic is lower; on the other side, it is interesting that the question if they are satisfied with their salary was answered "agree" or "somewhat agree" by quite high percentage of respondents ("V" 42 per cent, "O" 49 per cent); the portion of people satisfied and somewhat satisfied with the salary is higher then, than one would expect.

Concerning benefits afforded, the questionnaire aimed at flexible forms of working time in the full-time employment relationship – part-time employment relationship involves approximately one fifth of the staff from both the groups equally. Ninety per cent almost of the staff follow flexible time schedule.

### **Employee evaluation:**

More than half of employees believe they obtain a feedback for performed work ("V" 62 per cent, "O" 55 per cent). The same percentage approximately is interested in getting an evaluation on regular basis ("V" 64 per cent, "O" 62.5 per cent).

### **Equal opportunities and discrimination:**

The majority of respondents believe that they are treated by the employer equally as their colleagues. Answers were mostly "agree" ("V" 37 per cent, "O" 35 per cent) or "somewhat agree" ("V" 43 per cent, "O" 36.5 per cent). Discrimination met in the CRI 9 per cent of "V" and 11.5 per cent of "O", somewhat met 2 per cent of "V" and 5 per cent of "O".

### **SUMMARY**

Advertising, recruitment and selection process are by the staff perceived mostly positively; there are still possibilities for improvement in the process of new employee adaptation, improvement in this area should lead to increasing satisfaction of newcomers, to their better and more effective

adaptation and even to enhance their working performance. Also it can be presumed, that by the measures taken in this field can the institution prevent fluctuations, especially by decreasing outflow of qualified and perspective employees.

Next, the analysis of further education of the staff reveals that they tend to advance their further education, are interested in, but their targets are not clearly stated and a support system is needed for the education planning and a list of options would be appreciated. There are even possibilities for improving and connecting the education process to the evaluation process, for employees would be better guided to suitable areas of further education.

Not negligible part of the staff declares that their salary is lower than average salary in the Czech Republic for corresponding work positions, nonetheless, even those employees that regard themselves as financially undervalued are with their salary more or less satisfied. Probably other factors have to be taken into account, for example benefits provided, prestige of the profession, good reputation of the institution etc.

Most of the employees are interested in the feedback and regular evaluation; especially, for the administrative and technical staff (the "O" group) is there a disproportion between feedback provided and demanded. This is the field to be focused at - the employees that are informed what is well done and where there is a room for possible improvement are more satisfied with their work usually and can boost the performance. Next, there would be useful to establish a link not only between evaluation and remuneration, but between evaluation and education, too.

Only few members of the CRI staff have encountered discrimination, but due to the seriousness of this phenomenon it should be not neglected.

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