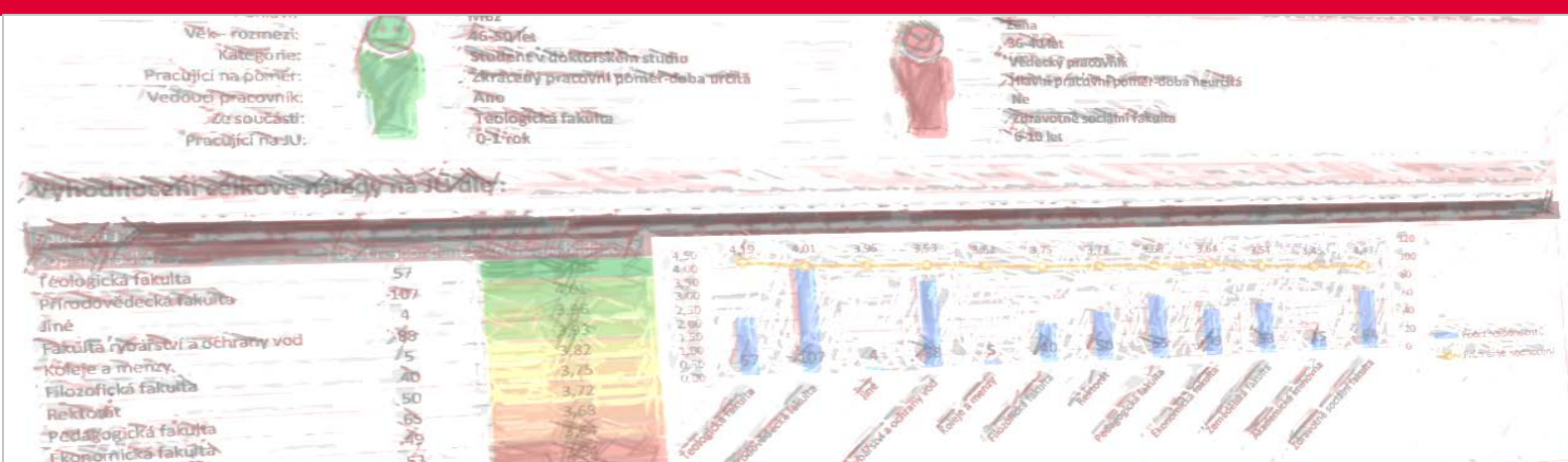


# Analysis of the "HR Award" Survey Qualitative Part



For the purpose of achieving objectives leading to the "HR Award"  
and for internal use of the University in the HR area

University of South Bohemia in České Budějovice  
Branišovská 1645/31a  
370 05 České Budějovice  
IČ: 60076658





### **Analysis of the "HR Award" Survey – Qualitative Part**

For the purpose of achieving objectives leading to the "HR Award" and for internal use of the University in the HR area

© Copyright 2018 University of South Bohemia in České Budějovice



# CONTENT

<b>CONTENT</b> .....	<b>2</b>
<b>IDENTIFICATION DATA</b> .....	<b>3</b>
<b>1 INTRODUCTION</b> .....	<b>4</b>
<b>2 OVERVIEW OF THE OPEN QUESTIONS AND RESPONDENT PROFILE</b> .....	<b>4</b>
<b>3 QUALITATIVE ANALYSIS</b> .....	<b>5</b>
3.1 IF YOU HAD THE CHANCE TO CHANGE SOMETHING AT THE USB WHAT WOULD IT BE? .....	5
3.2 WHAT, IN YOUR OPINION, WOULD IMPROVE THE SITUATION WITH REGARD TO THE POSSIBILITY OF FILING COMPLAINTS AT THE USB? .....	5
3.3 WHAT, IN YOUR OPINION, WOULD IMPROVE THE INFORMATION FLOW AT THE USB? .....	6
3.4 WHAT OTHER BENEFITS WOULD YOU WELCOME FROM THE USB?.....	6
3.5 IF YOU PARTICIPATED IN A SELECTION PROCESS, WHAT WAS THE COMPOSITION OF THE COMMITTEE? (MALES AND FEMALES, FOREIGN EXPERTS, EXPERTS OUTSIDE THE USB, ETC.) .....	6
3.6 WHAT WOULD YOU RECOMMEND TO CHANGE IN THE OFFER OF AVAILABLE POSITIONS AT THE USB?.....	7
3.7 IF YOU HAVE ENCOUNTERED UNWANTED BEHAVIOUR FROM YOUR COLLEAGUES AT WORK, WHAT WAS ITS FORM? (VERBAL HARASSMENT, PHYSICAL HARASSMENT, SEXUAL HARASSMENT, BULLYING, DISCRIMINATION, ETC.) .....	8
3.8 THANK YOU FOR YOUR COOPERATION! PLEASE GIVE US YOUR OPINION ON THIS QUESTIONNAIRE. ....	9



## IDENTIFICATION DATA

<b>Document name:</b>	<b>Analysis of the "HR Award" survey – Qualitative Part</b>  For the purpose of achieving objectives leading to the "HR Award" and for internal use of the University in the HR area
<b>Issued by:</b>	University of South Bohemia in České Budějovice © 2018
<b>Address:</b>	Branišovská 1645/31a, 370 05 České Budějovice IČ: 60076658 <a href="http://www.jcu.cz">www.jcu.cz</a>
<b>Compiled by:</b>	Ing. Lucie Krejčí Ing. Hynek Rossmüller Ing. Václav Lukeš Ing. Tomáš Lysenko-Chvíla Daniel Novotný, PhD
<b>Version:</b>	11/2018
	 EVROPSKÁ UNIE Evropské strukturální a investiční fondy Operační program Výzkum, vývoj a vzdělávání  MŠMT MINISTERSTVO ŠKOLSTVÍ, MLÁDEŽE A TĚLOVÝCHOVY



## 1 INTRODUCTION

The University of South Bohemia (USB) is currently implementing the project **Development of the USB - Capacity for R & D** supported by Operational Programme Research, Development and Education. One of the main goals of the project is to set the strategic management of the University in line with the conditions for obtaining the **HR Award**. The HR Award focuses on key areas ranging from ethical and professional aspects, hiring new staff and working conditions to education and training of staff, etc.

In order for the University to exercise self-evaluation in the above areas, the views / experiences of its employees / students had to be identified. One of the supporting analysis methods used was a questionnaire survey.

The questionnaire survey was divided into three parts:

- 1) Sociological survey
- 2) Closed (quantitative) survey where the respondents could select one of the predefined answers.
- 3) **Open (qualitative) survey where the respondents could express their own opinion or experience.**

This document deals with the analysis and evaluation of part 3.

## 2 OVERVIEW OF THE OPEN QUESTIONS

There were seven open questions in total + opportunity to provide feedback on the questionnaire. The analysis of the answers can be found in the individual chapters below.

1. If you had the chance to change something at the USB, what would it be?
2. What, in your opinion, would improve the situation with regard to the possibility of filing complaints at the USB?
3. What, in your opinion, would improve the awareness at the USB?
4. What other benefits would you welcome from the USB?
5. If you participated in the selection procedure, what was the composition of your commission? (Males and females, foreign experts, experts outside the USB, etc.)
6. What would you recommend to change in the offer of vacancies at the USB?
7. If you have encountered unwanted behaviour of your colleagues at work, what was the form? (Verbal harassment, physical harassment, sexual harassment, bullying, discrimination, etc.)
8. Thank you for your cooperation! Please give us your opinion on this questionnaire.

## 3 QUALITATIVE ANALYSIS

### 3.1 IF YOU HAD THE CHANCE TO CHANGE SOMETHING AT THE USB WHAT WOULD IT BE?

Topic	Number of occurrences
<b>Salaries:</b> increase	76
<b>Relationships among faculties:</b> communication and overall improvement	12
<b>Administration:</b> too much bureaucracy	10
<b>Appraisals:</b> regular appraisals of work with subsequent use of the personal evaluation file (motivation), regular appraisals of the employees by their direct supervisors in the form of an interview on what is going well and how to remedy any deficiencies	6
<b>Working Hours:</b> flexible / gliding working time	5
<b>Website:</b> Uniform style of the USB and Faculties websites and their improvement	5
<b>Employment Contract:</b> the possibility of obtaining a contract for indefinite period	4
<b>USB finances:</b> their effective use and management within the USB (redistribution of funds within the USB Departments, etc.)	3
<b>Prestige:</b> to increase the prestige of the University in the eyes of the public	3
<b>Career growth of support staff:</b> design a career path for the USB support staff, i.e. establish professional and salary growth	1
<b>Management:</b> replacement of certain people	1
<b>Management's responsibility</b> for bad managerial decisions	1

### 3.2 WHAT, IN YOUR OPINION, WOULD IMPROVE THE SITUATION WITH REGARD TO THE POSSIBILITY OF FILING COMPLAINTS AT THE USB?

Topic	Number of occurrences
<b>Ombudsman:</b> a specific person to deal with various issues, including personnel policy	19
<b>Anonymity:</b> to ensure anonymity	10
<b>Anonymity:</b> installation of an anonymous mailbox	10
<b>Rules for handling complaints:</b> to establish clear rules to ensure objectivity of handling complaints	9
<b>Effective solution and resolution of complaints</b>	4
<b>Electronic form for solving complaints</b>	3
<b>Trade unions:</b> communication and cooperation with the trade unions	1
<b>Records:</b> central filing system for complaints at the USB	1



### 3.3 WHAT, IN YOUR OPINION, WOULD IMPROVE THE AWARENESS AT THE USB?

Topic	Number of occurrences
<b>Web:</b> websites with clearer structure, clarity, consistency within the USB and its Faculties	31
<b>Email:</b> Regular use of bulk email (for information, updates on Ordinances, news)	23
<b>Meeting:</b> Better communication (superior x subordinate) + regular meetings	16
<b>Meetings:</b> Joint meetings of the management of the USB and management of Faculties with the employees (e.g. at least once a year)	13
<b>Intranet:</b> clear publication of information	8
<b>Bulletin:</b> regular information bulletin, billboards	4
<b>Cooperation with the city and local associations:</b> greater engagement of the University in cultural events in the city - closer cooperation with established organizations and cultural associations.	1

### 3.4 WHAT OTHER BENEFITS WOULD YOU WELCOME FROM THE USB?

Topic	Number of occurrences
Subsidies to <b>pension saving schemes</b>	83
<b>Sport/cultural life</b> allowance	35
Higher value of <b>meal vouchers</b>	24
<b>Home office</b>	14
Subsidies for <b>language courses</b> or other professional training	14
<b>Holiday</b> allowance	13
Flexible <b>working hours</b>	7
<b>Children's camps allowance</b>	5
Better quality of <b>food in the canteen</b>	5
An extra week of <b>annual leave</b>	3
<b>Clothing</b> allowance	3
<b>Life insurance</b> subsidies	3
Support for <b>teambuilding events</b>	1

### 3.5 IF YOU PARTICIPATED IN THE SELECTION PROCEDURE, WHAT WAS THE COMPOSITION OF YOUR COMMITTEE? (MALES AND FEMALES, FOREIGN EXPERTS, EXPERTS OUTSIDE THE USB, ETC.)

Topic	Number of occurrences
Males and females (balanced)	95
Predominance of women / men (unbalanced)	39



Directly without a committee	34
Only from the USB	34
Various professions and expertise (apart from experts: mainly personnel staff)	11
Experts from outside the USB	21
Managerial staff	12
Foreign experts, experts from outside the USB	11
Only immediate superiors	9
Only experts in the field	7
There were no experts	4
International experts	3
From more than one constituent part	1

### 3.6 WHAT WOULD YOU RECOMMEND TO CHANGE IN THE OFFER OF AVAILABLE POSITIONS AT THE USB?

Topic	Number of occurrences
Offer higher starting salary (comparable to private sphere)	28
Advertising on <b>Facebook</b> and other <b>social networks</b> (LinkedIn)	7
Mandatory placement on the <b>University website</b>	5
<b>Regular email circular</b> with a list of available positions	5
Advertising through specialized websites / applications (jobs.cz, work.cz, job office, etc., portals for scientists, "Work round the corner" portal)	3
Increase of attractiveness of positions (job prospects)	3
<b>Greater offer of part-time positions</b> (mothers)	3
Offer places to graduates	3
Clear job description	3
Advertising on international platforms	2
Clearer structure of the web pages	2
Advertise indefinite contract positions	2
Use billboards for advertising	1
Include benefits in advertising	1
Include team building in advertising	1
Primarily offer jobs to internal employees	1
Effective adaptation period	1
Training of staff in the HR Department	1
Attractive offer of home working positions	1
Search Engine Marketing (paid search marketing)	1
External HR agency for pre-selection	1
Employee "poaching"	1





Improved communication with candidates (negative image of the University)	1
Lower the requirements on candidates	1
Opportunities for career growth	1
Create employment contracts for Doctoral student positions – Teaching Assistants	1
Headhunting	1
Subsidised accommodation for young employees	1
Sufficient time allowance for finding and hiring new staff	1
Advertising on the radio	1

### 3.7 IF YOU HAVE ENCOUNTERED UNWANTED BEHAVIOUR OF YOUR COLLEAGUES AT WORK, WHAT WAS THE FORM? (VERBAL HARASSMENT, PHYSICAL HARASSMENT, SEXUAL HARASSMENT, BULLYING, DISCRIMINATION, ETC.)

Topic	Number of occurrences
<b>Psychological bullying</b> (mocking, gossip, insults, verbal attacks, verbal harassment, verbal aggression, patronising behaviour, psychological blackmail, arrogance, manipulation)	44
<b>Discrimination</b> on the basis of age, gender, religion, nationality, previous studies, etc.)	20
<b>Bossing</b> (intimidation, threats, underestimation, assignment of unrealizable or absurd tasks, constant changes of assignment, distrust, demanding overtime weekend work)	16
<b>Inappropriate communication</b> (excessive familiarity, unpleasant behaviour, contradictory information provided)	9
<b>Lack of competence of the staff</b>	6
<b>Abuse of power over students</b>	6
<b>Principles a decent behaviour</b> (reluctance, absence of greetings, high volume - music, phone conversations)	6
<b>Sexual harassment</b> (inappropriate touches, comments on appearance, disrespect of personal space, sexual innuendo)	4
<b>Passivity of colleagues</b> (laziness, procrastination)	4
<b>Reluctance to share equipment</b>	2
<b>Breaches of the USB Code of Conduct</b>	2
<b>Abuse of financial resources</b>	2
<b>Physical attacks</b>	2
<b>Unhelpfulness</b>	2
<b>Mobbing</b>	1
<b>Academic staff evaluation survey</b> (unclear evaluation)	1
<b>Non-observance of working hours</b>	1
<b>Plagiarism</b>	1
<b>Misuse of Personal Data</b>	1
<b>Insufficient personal hygiene</b>	1



## Cowardice

### Impersonal approach

---

### 3.8 THANK YOU FOR YOUR COOPERATION! PLEASE GIVE US YOUR OPINION ON THIS QUESTIONNAIRE.

Topic	Number of occurrences
Positive approach to the survey	92
Negative approach to the survey	44
Dissatisfaction with making anonymity	12
Request for publication of results	6

Analysis of the "HR Award" Survey – Qualitative Part:

Intended for internal use of the University.

Issued by: Jihočeská univerzita v Českých Budějovicích  
Address: Branišovská 1645/31a, 370 05 České Budějovice  
www: [www.jcu.cz/o-univerzite/rozvoj/hr-award-hrs4r](http://www.jcu.cz/o-univerzite/rozvoj/hr-award-hrs4r)  
Editorial: team of authors  
Photo: archive of the USB  
Published: November 2018