



Czech University
of Life Sciences Prague

Employee research Czech University of Life Sciences

**Research Report for the European Commission
(Academic and Scientific Research Workers)**

empirica

RESEARCH & CONSULTING

September 2020



RESEARCH BACKGROUND

The Czech University of Life Sciences in Prague has decided to conduct a research study with the objective of ascertaining attitudes and work experiences of its workers. All University employees were addressed as part of the research, from pedagogues to scientific and technical-administrative workers.

The results of this research are to serve multiple purposes:

- as supporting material for development of a quality employee policy and improvement of conditions of all University employees,
- as part of a project to acquire a HR Award – HR Excellence in Research for CZU, which is nowadays regarded as an international standard for quality principles in management and development of human resources in research and development,
- as one of the materials for strategic planning and defining of priorities and objectives of the University in the future.

RESEARCH AREAS

The research focused on the following areas associated with CZU activities:

- Working conditions at CZU
- Work activities of pedagogues and scientific research workers
- Conditions for scientific research activities
- Personal development
- Communication
- Relations with superiors, work evaluation
- Relations at workplace
- Relation and loyalty to CZU
- Work at CZU and elsewhere

BASIC INFORMATION ABOUT RESEARCH

Data collection method

- CAWI (on-line) using an external survey platform
- Questionnaire in two language versions (CZ and EN)

Target population

- All CZU employees

Sample size (number of completed interviews)

- A total of 1,055 employees, including **649 academic and scientific research workers (ASR), who are the subject of this report**

Data collection

- 25 November – 6 December 2019
- Median length of questionnaire: 25 minutes

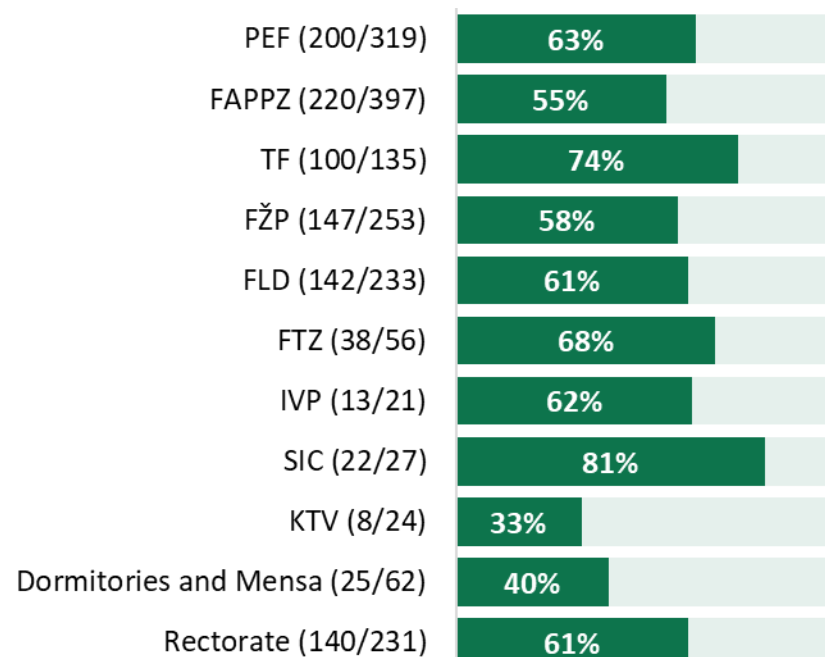
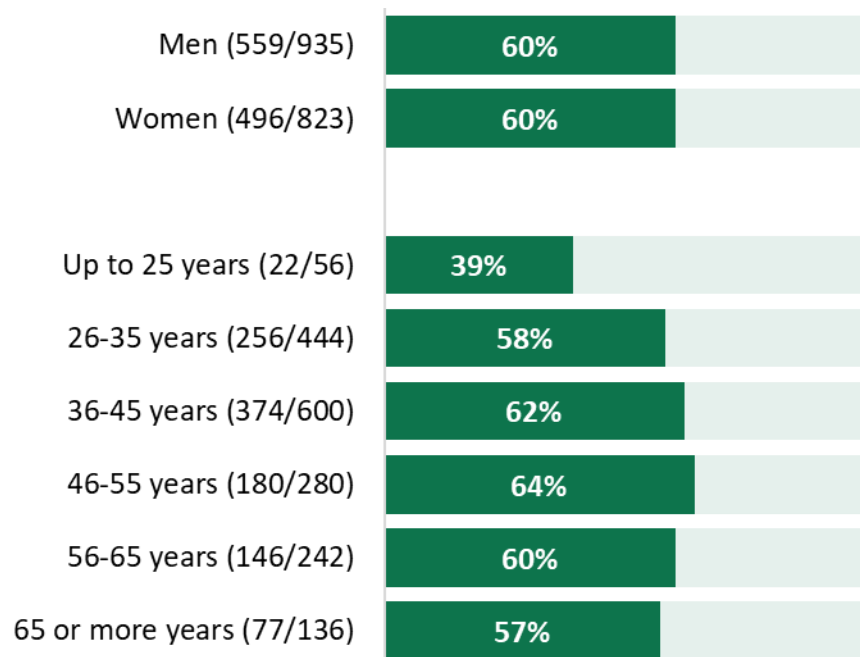
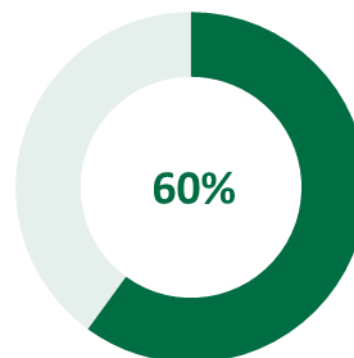
Representativeness of data file

After weighting, the data file is representative of the population of CZU employees according to gender, age (6 categories) and permanent parts of the University (11 categories).

RESPONSE RATE



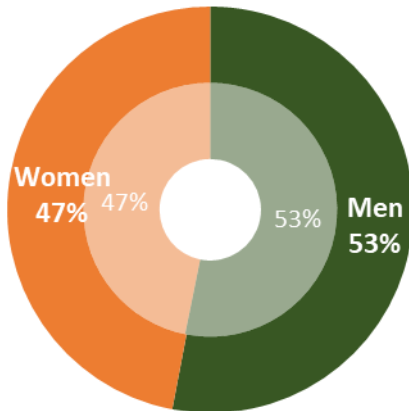
1,758 employees addressed
1,055 completed questionnaires



DATA STRUCTURE

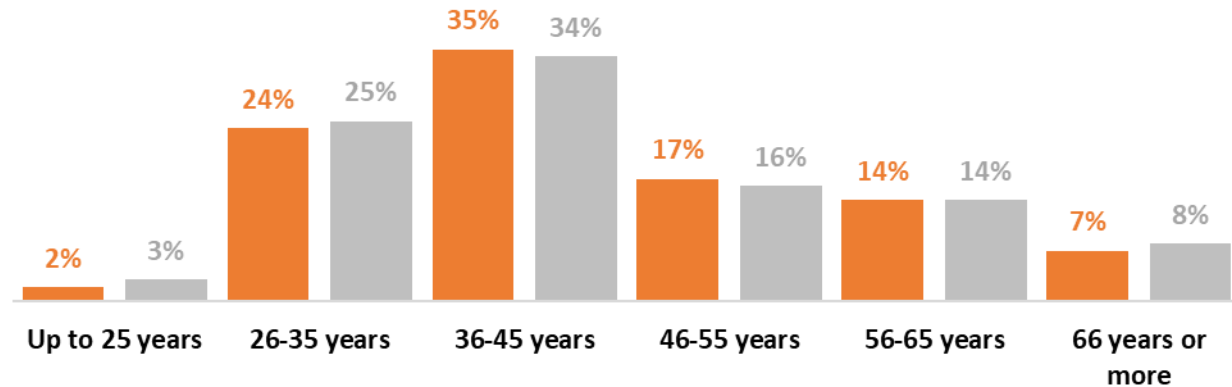
Gender

(inner = CZU, outer = sample)



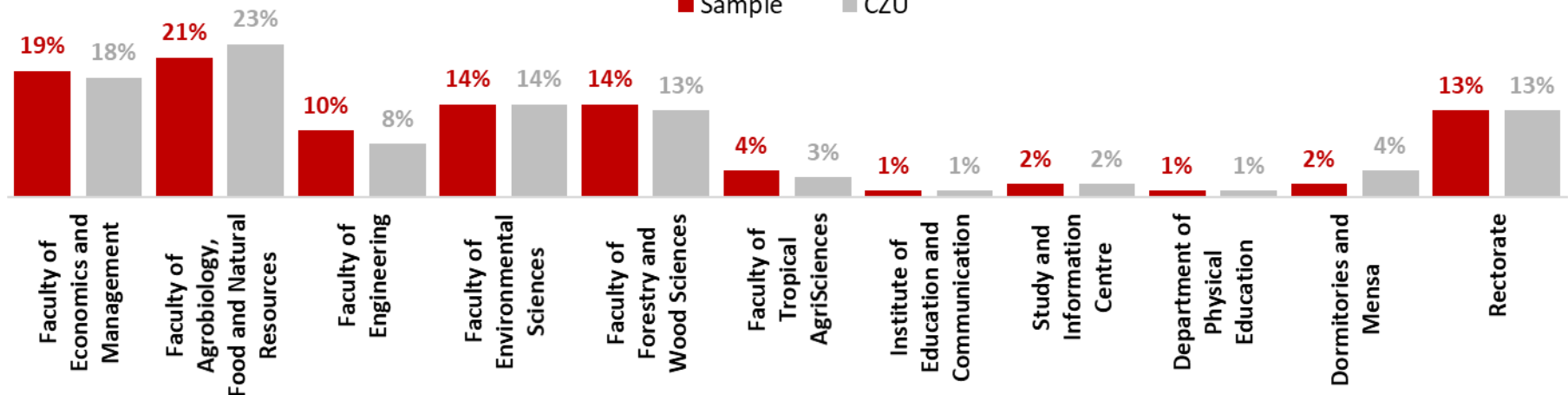
Age

Sample CZU



Part of CZU

Sample CZU



Q: Are you...?

Which of the following age categories do you belong to?

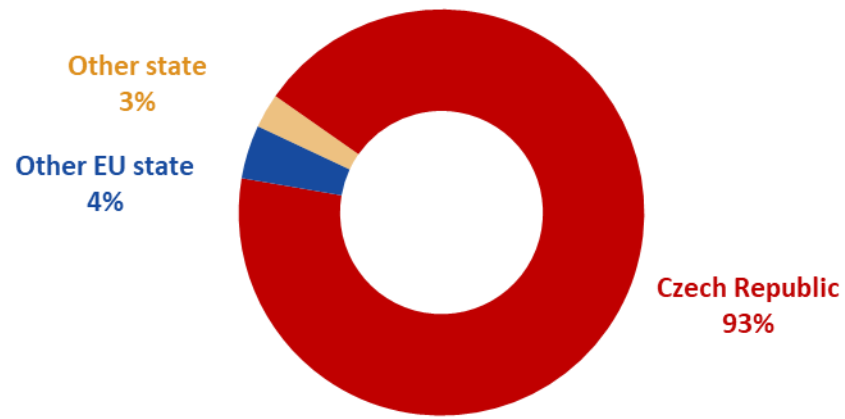
Which parts of CZU do you mainly work at, which would you identify as your "essential"?

n=649

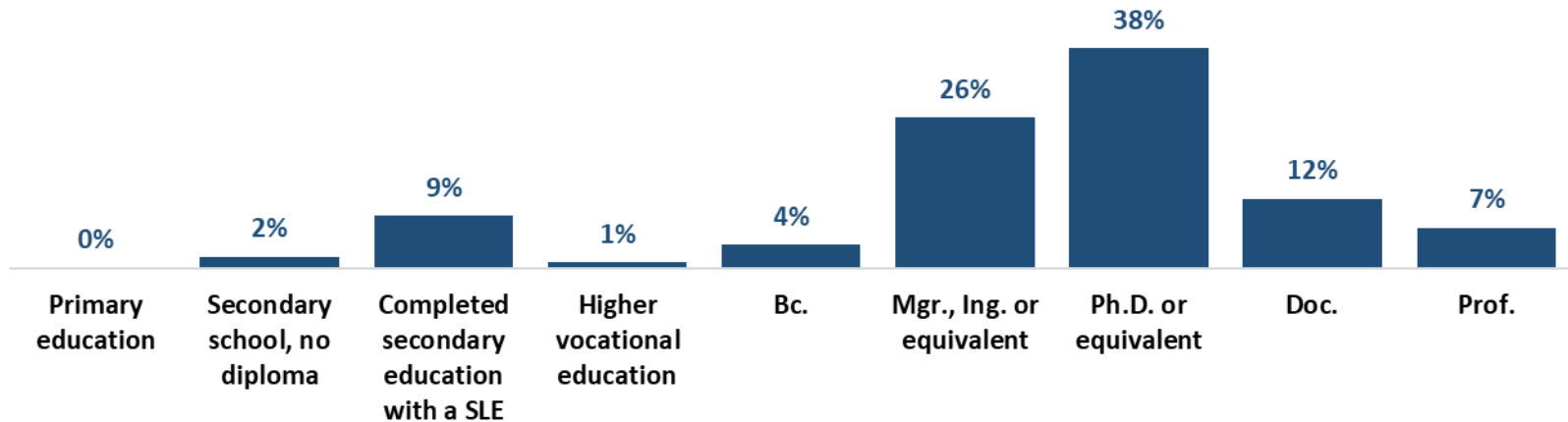
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DATA STRUCTURE

Nationality



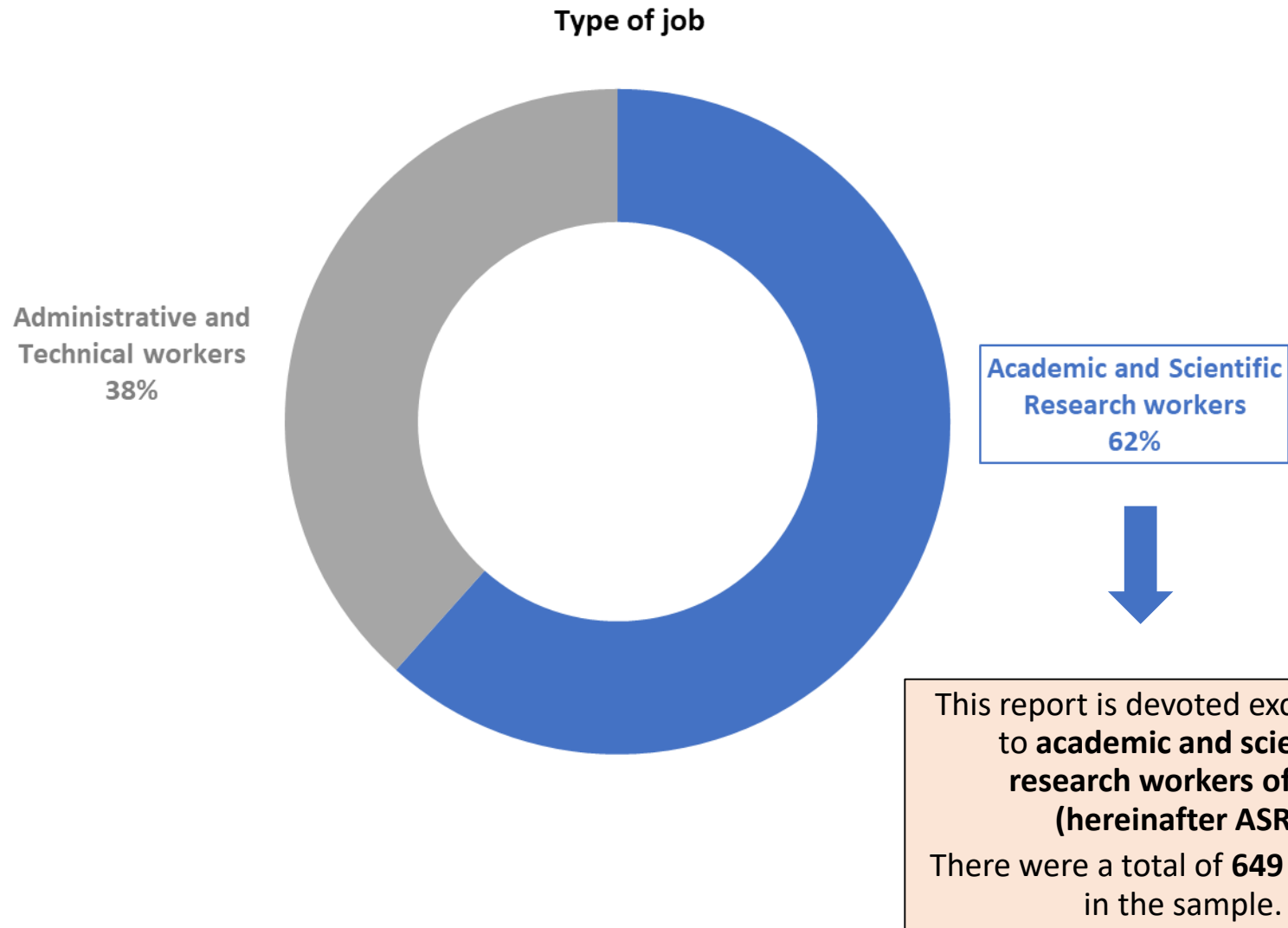
Education



Q: What is your nationality?

What is your highest degree or level of education?

DATA STRUCTURE



Q: Which of the following categories does your job with the Czech University of Life Sciences fit best?

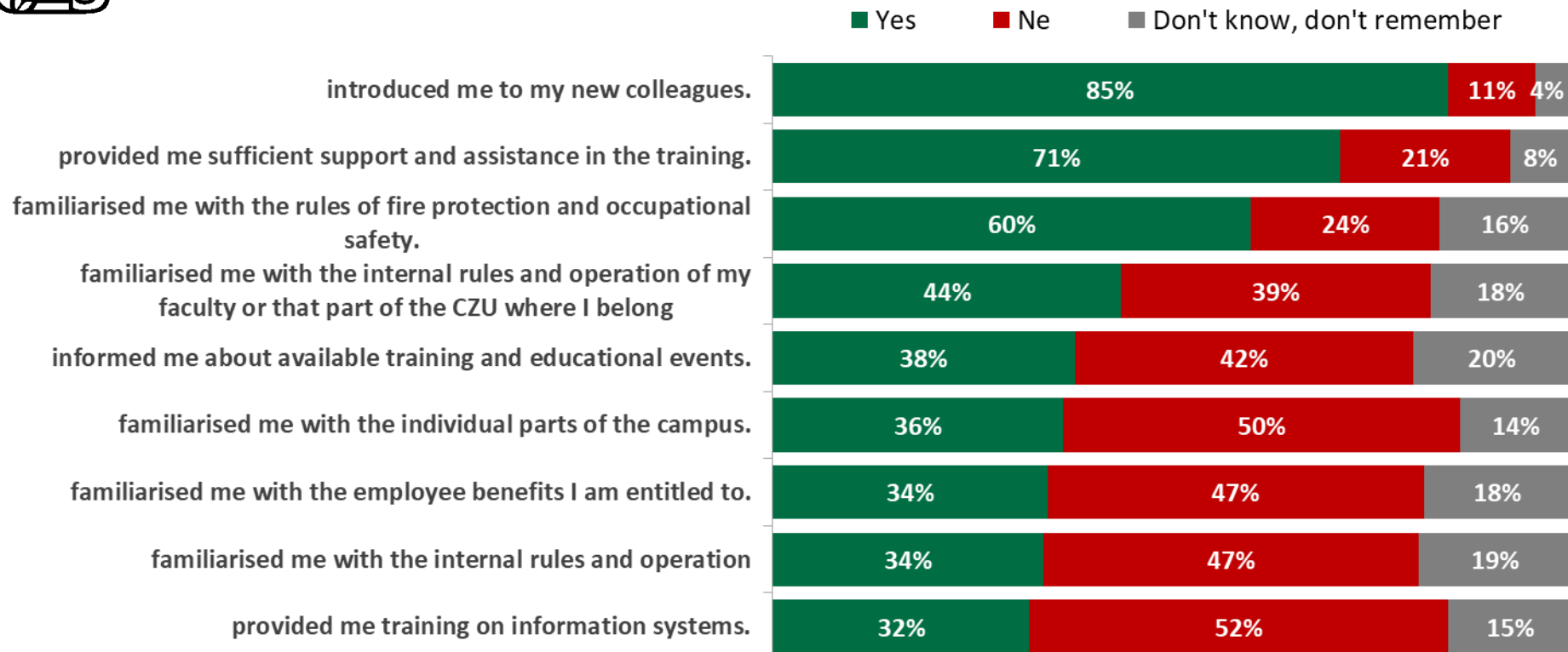
1. **WORKING CONDITIONS AT CZU**
2. WORK ACTIVITIES OF PEDAGOGUES AND SR WORKERS
3. CONDITIONS FOR SCIENTIFIC RESEARCH ACTIVITIES
4. PERSONAL DEVELOPMENT
5. COMMUNICATION
6. RELATIONS WITH SUPERIORS, WORK EVALUATION
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FIRST EXPERIENCES WITH CZU

- An overwhelming majority of employees of the Czech University of Life Sciences were, upon starting their work at the University, introduced by their superior or authorised person to new colleagues (85%). Almost three quarters of them were provided with help and support when starting work (71%), two thirds were made familiar with fire safety rules and work safety (60%).
- On the other hand, only a third of the employees (in both cases 34%) were acquainted with the rules of operation of the University and the available benefits. Only 32% of new ASR employees completed training in information systems immediately after joining.



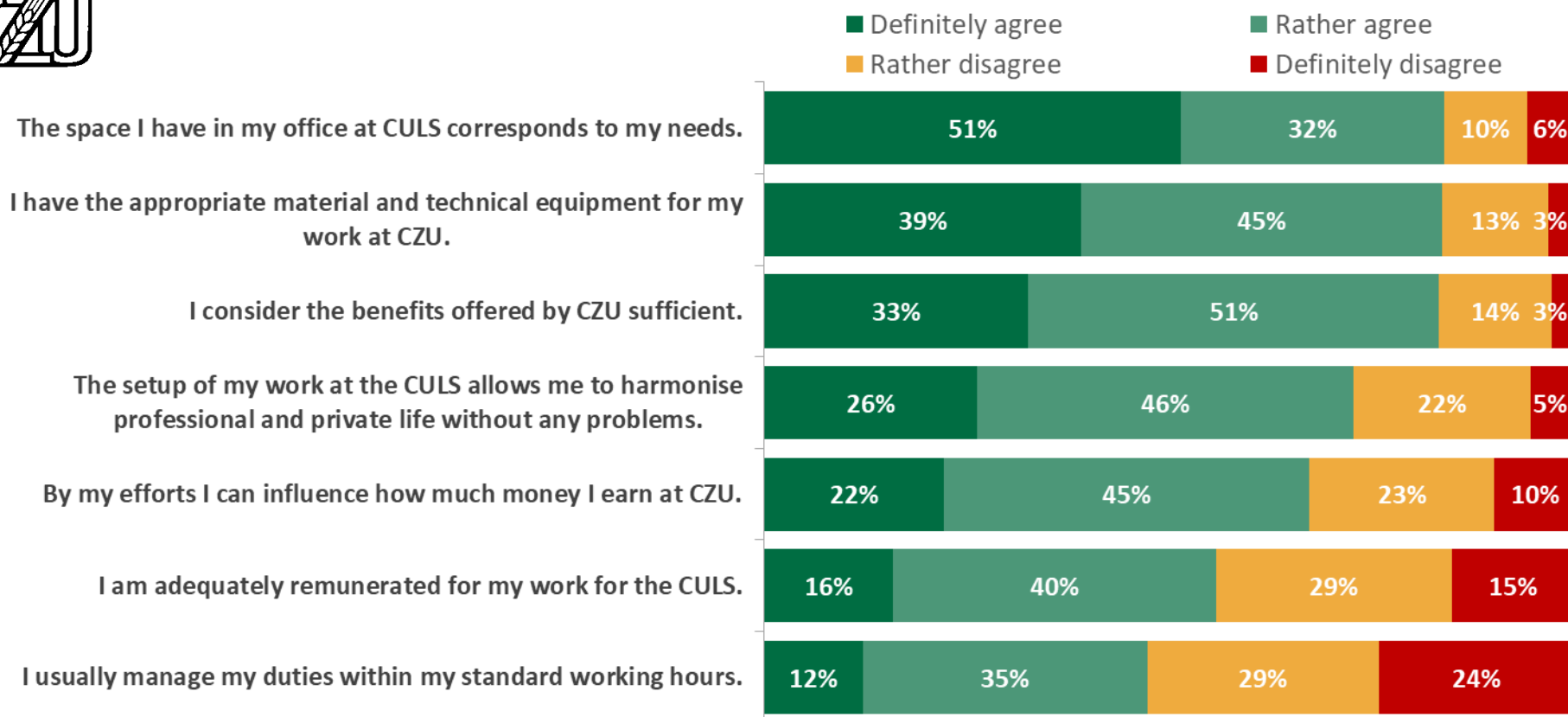
When I joined CZU, my superior or another authorised person...



Q: If you think back to the time you started working at CZU, what was your first experience? Please tick one answer for each statement. When I joined CZU, my superior or another responsible person...

SATISFACTION WITH WORKING CONDITIONS – STATEMENTS

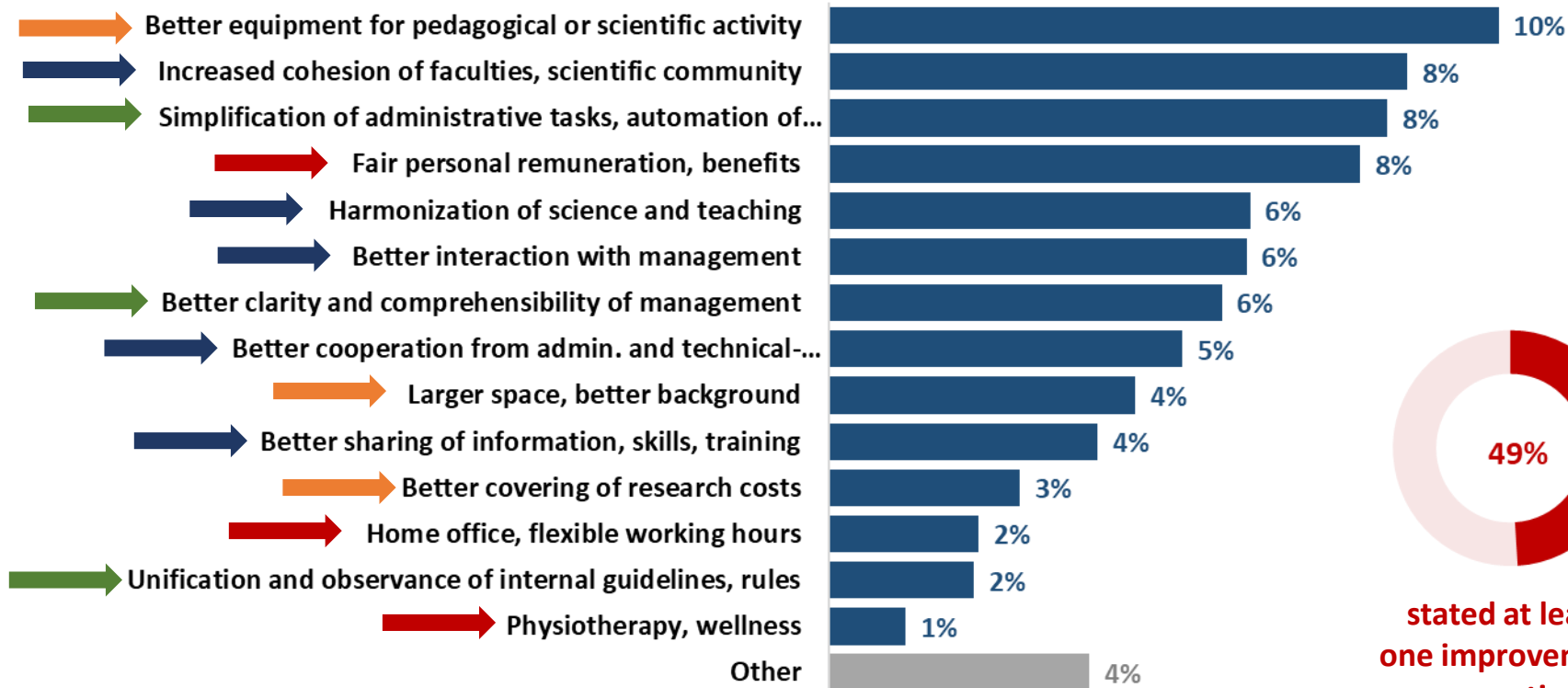
- ASR employees of CZU are overall satisfied with material and technical equipment, office space and offered benefits (the ratio of affirmative answers in all cases is more than four fifths). An overwhelming majority also state that work at CZU may be combined with family life without any major difficulties.
- Reserves are evident mainly in satisfaction with the financial evaluation and in the management of obligations during standard working hours (for the latter item, the share of negative answers even prevails slightly).



Q: Regarding your working conditions at CZU and remuneration for work, to what extent do you agree with the following statements? For each item, provide one of the "strongly agree", "rather agree", "rather disagree" or "strongly disagree" answer options.

SUGGESTIONS FOR IMPROVEMENT OF CONDITIONS

- Respondents could freely express what they find lacking at CZU and what would help them in their work. 46% of respondents submitted at least one improvement suggestion.
- In general, it may be said that a major part of particular suggestions concerns linking, cooperation and communication of individual parts of CZU (blue arrows). These are followed by complaints about the background and equipment (orange arrows) and mentions concerning personal remuneration or benefits (red arrows). The last group consists of suggestions associated with administrative and formal aspects of CZU activities (green arrows).



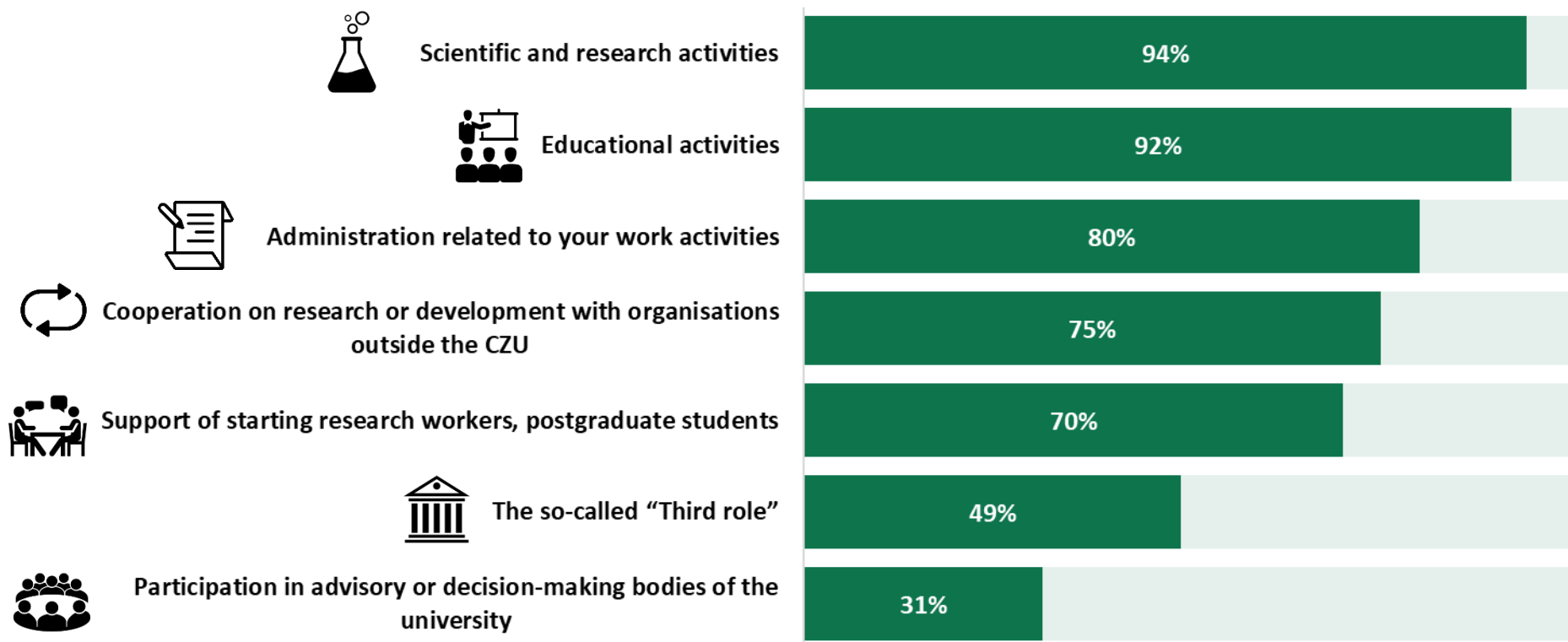
Open-ended question, Multiple answers possible

Q: Is there anything you find lacking in your work at CZU? What would help you in your work? If so, please write it briefly in your own words.

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WORK ACTIVITIES IN GENERAL

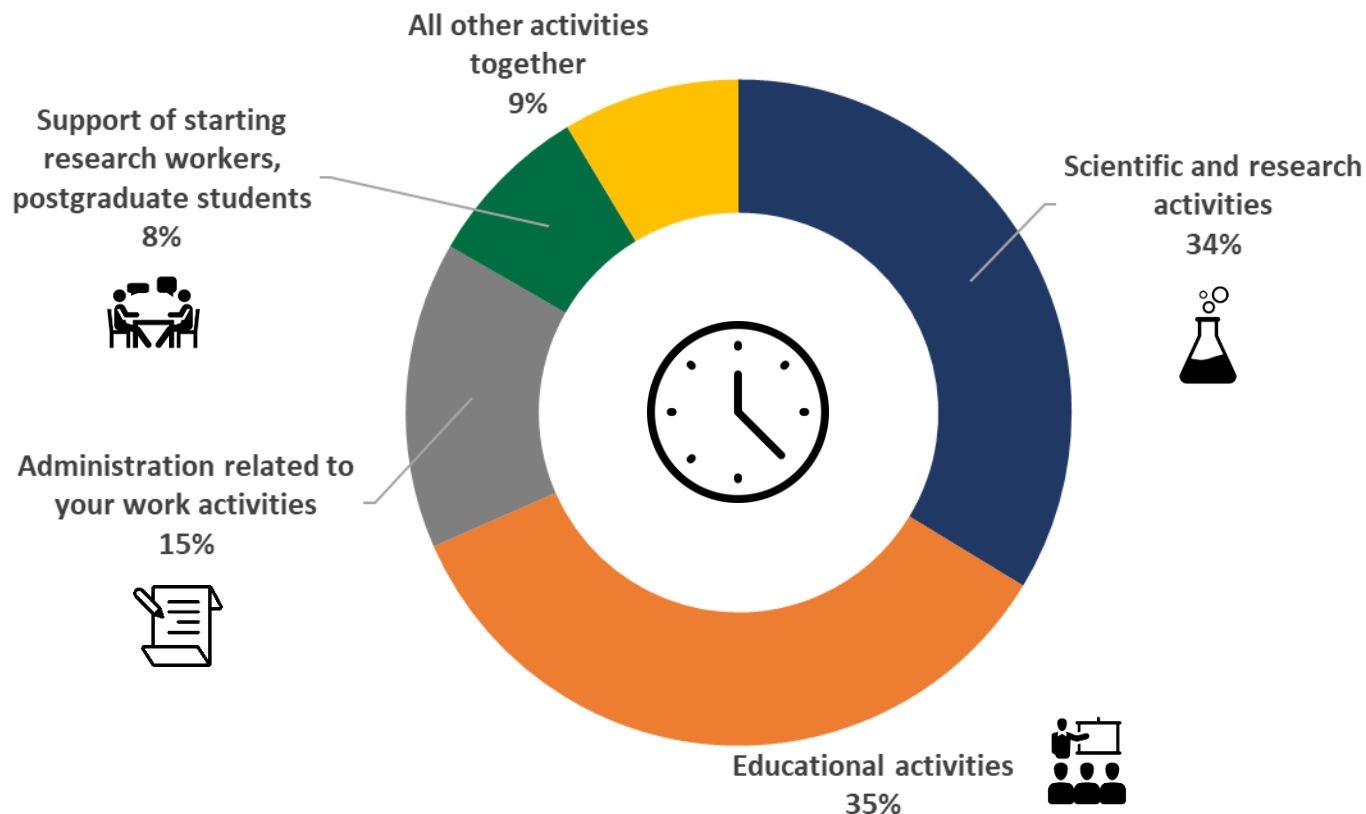
- Most academic employees are employed at CZU as pedagogues and scientific researchers (SR). However, it is peculiar that three quarters of employees with purely pedagogical responsibilities state that they also participate in research activities. And this also applies to a great extent in the opposite direction: More than one half of purely pedagogical employees state that they participate in pedagogical activities. In all, more than nine tenths of all non-academic employees have both types of responsibilities.
- A number of them also have other roles within the University, as is shown in the diagram on this page. Exactly 112 people (i.e. 17% of all academic workers) even stated that within their work at CZU they perform all 7 stated roles.



Q: Regardless of the specifics of your job, do you at least sometimes deal with the following activities within your work at CZU?

WORKING HOURS STRUCTURE

- In terms of overall division of working hours of pedagogical and SR workers, teaching and scientific research activities obviously dominate. They both form approximately one third of the overall number of hours at work.
- The remaining one third is dedicated primarily to administrative, further to work with PhD students and newly hired scientists and other activities.



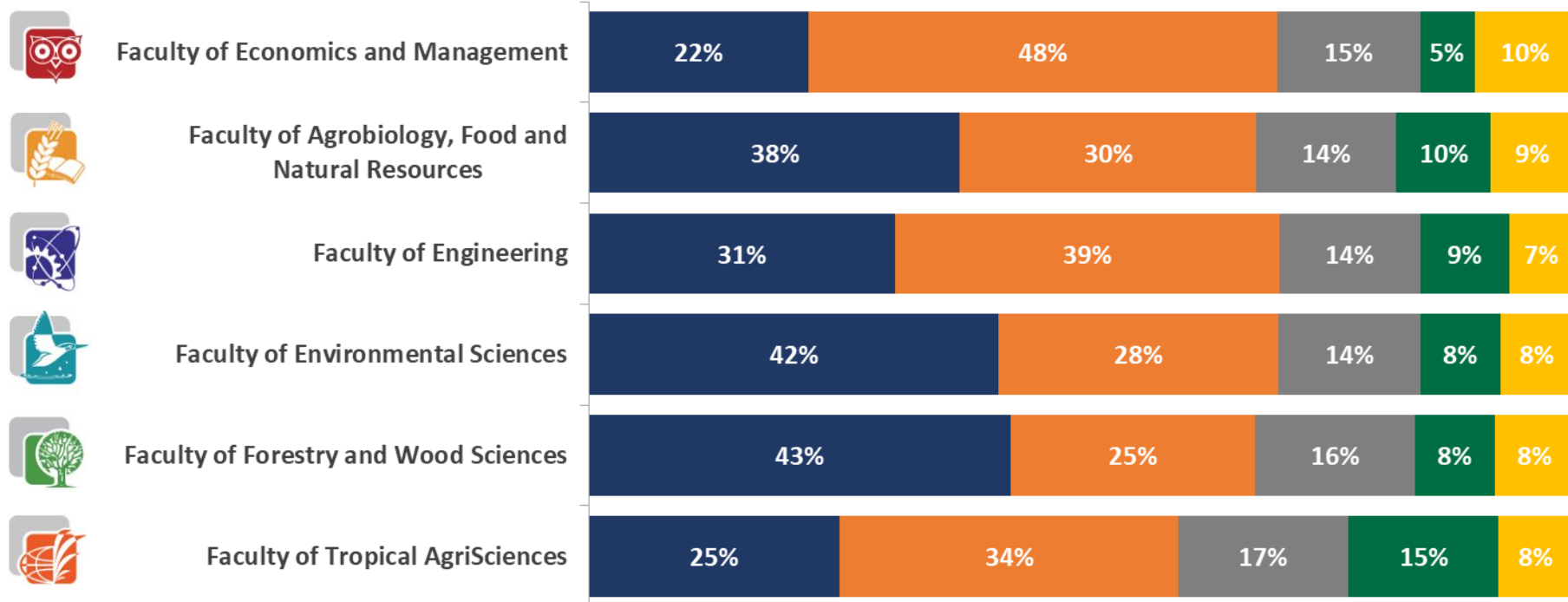
Q: For each of the following work activities, please try to indicate at least approximately as a percentage of the total time you spend working for CZU. In the last line (all other activities), please indicate the share that may remain up to 100%.

WORKING HOURS STRUCTURE

- We register the lowest share of SR activities and at the same time the highest share of pedagogical activities (22/48%) at the Faculty of Economics and Management (hereinafter FEM). We see an opposite ratio at the Faculty of Forestry and Wood Sciences, where SR activities play a leading role (43/25%).
- At the Faculty of Tropical AgriSciences (hereinafter FTA), we observe a significantly higher share of consultations in the total working time (15%).



- Scientific and research activities
- Educational activities
- Administration related to your work activities
- Support of starting research workers, postgraduate students
- All other activities together



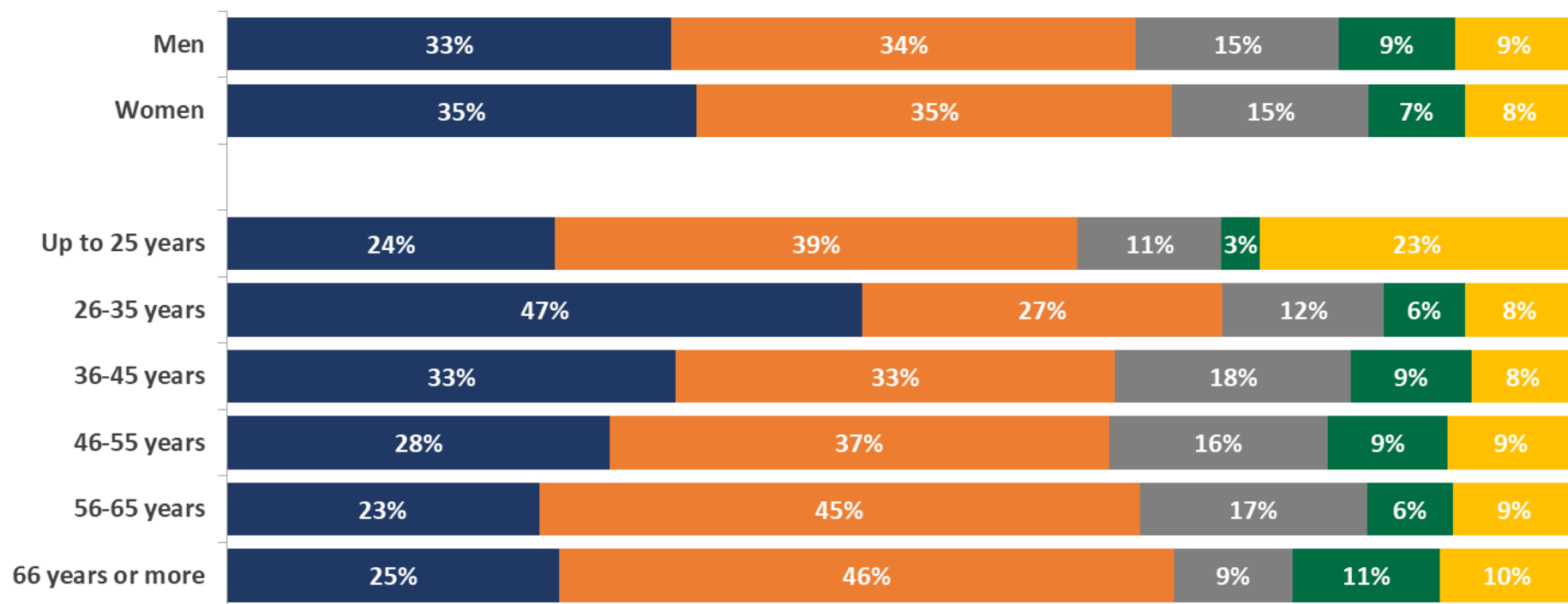
Q: For each of the following work activities, please try to indicate at least approximately as a percentage of the total time you spend working for CZU. In the last line (all other activities), please indicate the share that may remain up to 100%.

WORKING HOURS STRUCTURE

- No significant differences are recorded in working hours division between both genders. However, the fluctuation between age groups is interesting: while younger employees below 25 years record prevailing pedagogical activities, the workers between 26 and 35 years show significant change in favor of research work. With increasing age, the ratio of SR work diminishes again (to the level of the youngest employees) and the time spent teaching grows linearly.



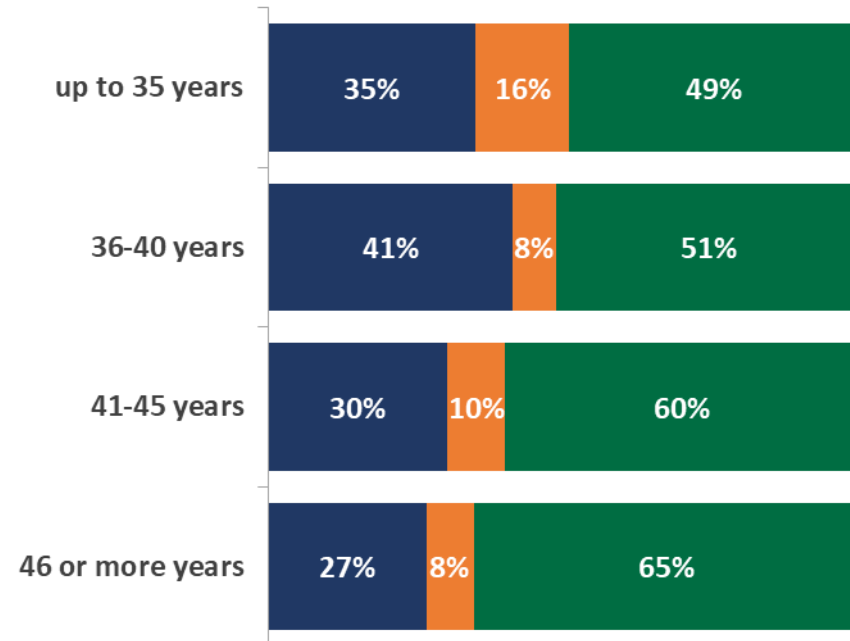
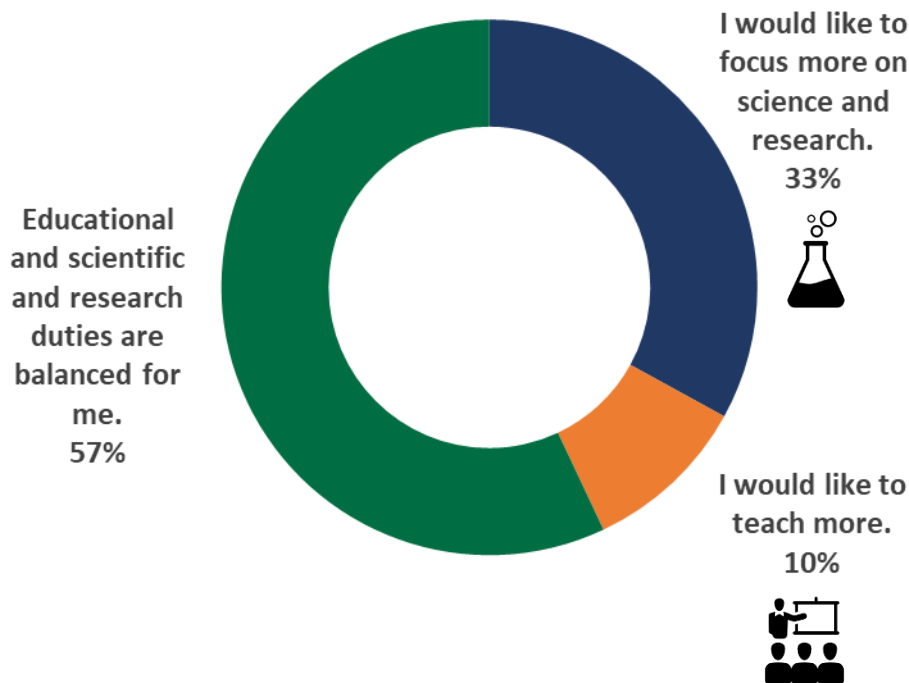
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Q: For each of the following work activities, please try to indicate at least approximately as a percentage of the total time you spend working for CZU. In the last line (all other activities), please indicate the share that may remain up to 100%.

BALANCE OF COMBINED RESPONSIBILITIES

- Most employees with combined responsibilities declare that their pedagogical and SR responsibilities are balanced. One third would like to dedicate more time to research, but cannot do so due to pedagogical obligations. On the other hand, one tenth would like to teach more, but their SR obligations do not allow them to do so.
- The share of employees who rate pedagogical and SR responsibilities as balanced increases with age (46% in the under-35 group and 65% in the over-46 group).

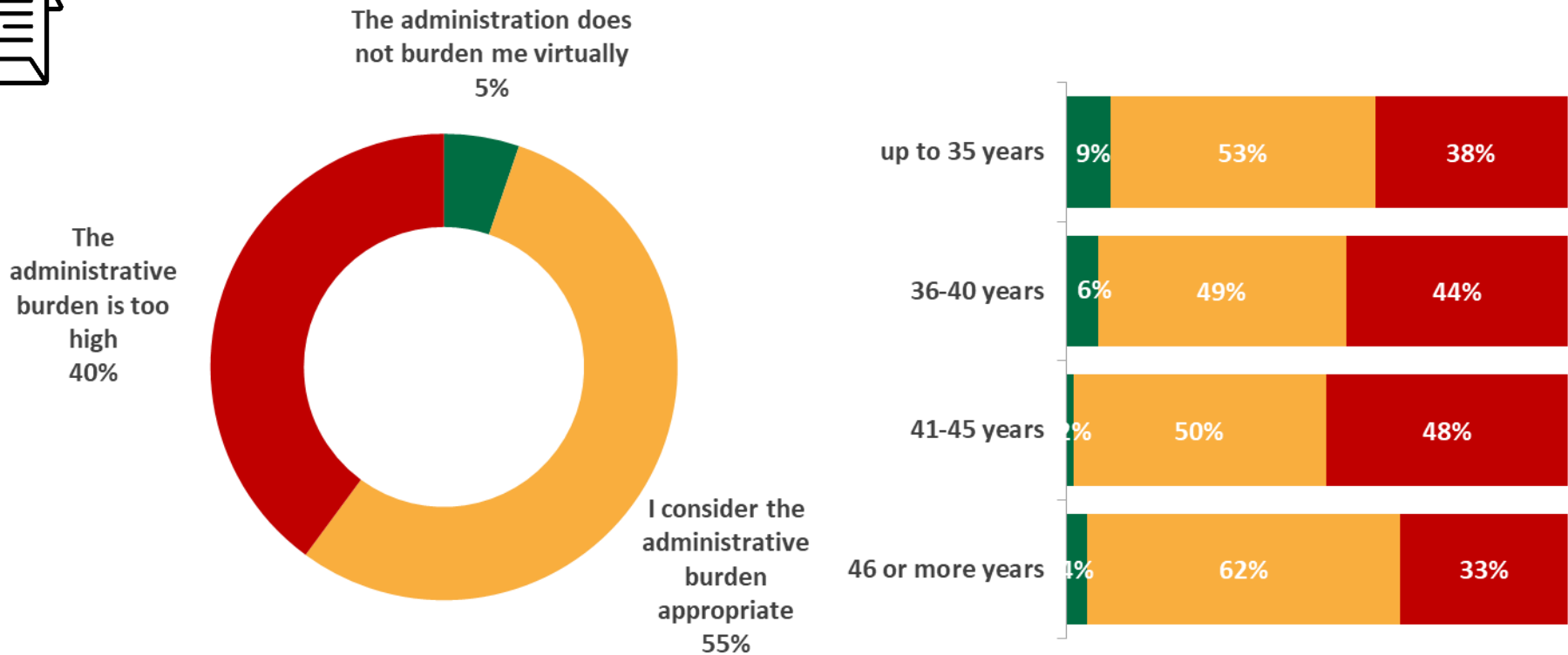


Filter: ASR employees with combined pedagogical and SR work

Q: Please select one of the following three statements that fit your situation best.

ADMINISTRATIVE LOAD

- Four out of ten primarily non-administrative CZU employees, who must take care of administrative tasks within their responsibilities, view paperwork associated with their activities as too burdensome.
- Employees aged 41-45 (48%) complain the most about the administrative burden, followed by those over 45 (33%).

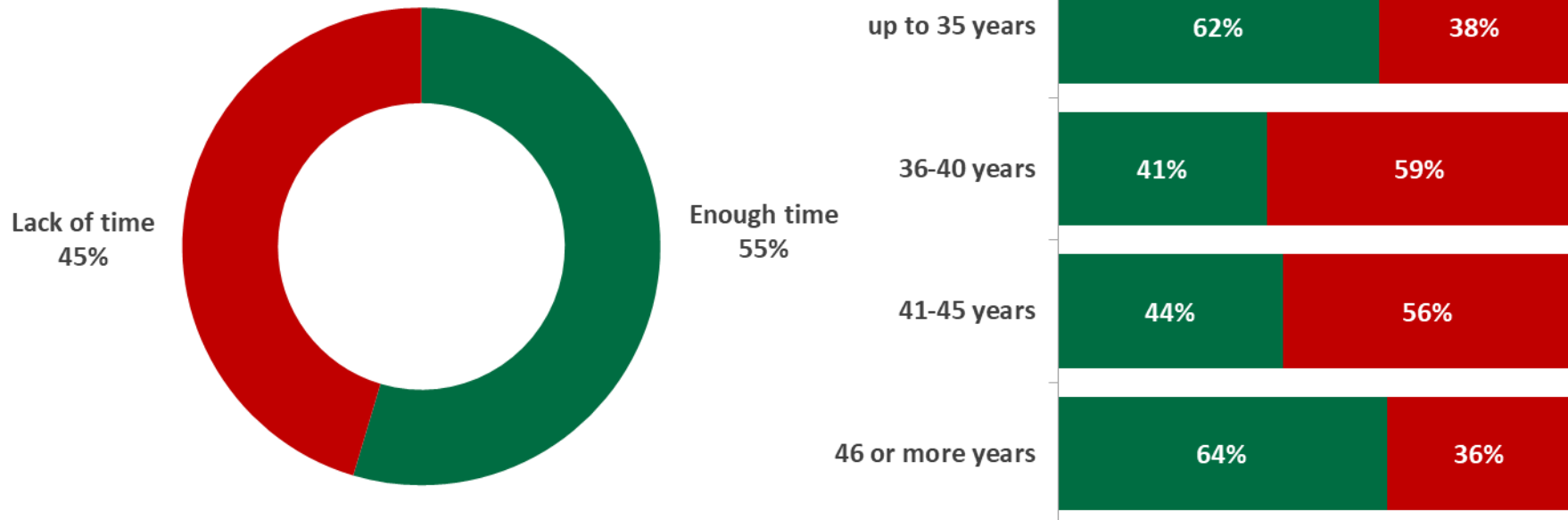


Filter: ASR workers who perform administrative tasks within their working hours

Q: When it comes to the administration responsibilities associated with your work, how much of a burden does this place on you personally? Please select from the following statements that fits your situation best.

TIME FOR PHD STUDENTS AND YOUNG SCIENTIFIC WORKERS

- A slight majority of all employees looking after PhD students or young scientists declare that they have sufficient time for them within their work activities (55%).
- There are significant differences between the age categories in this question: Employees under the age of 35 and over 45 mostly declare that they have enough time for younger colleagues, while those aged 36-45 mostly feel its lack (which, however, may be due to a higher frequency of work with doctoral students in middle-aged groups).

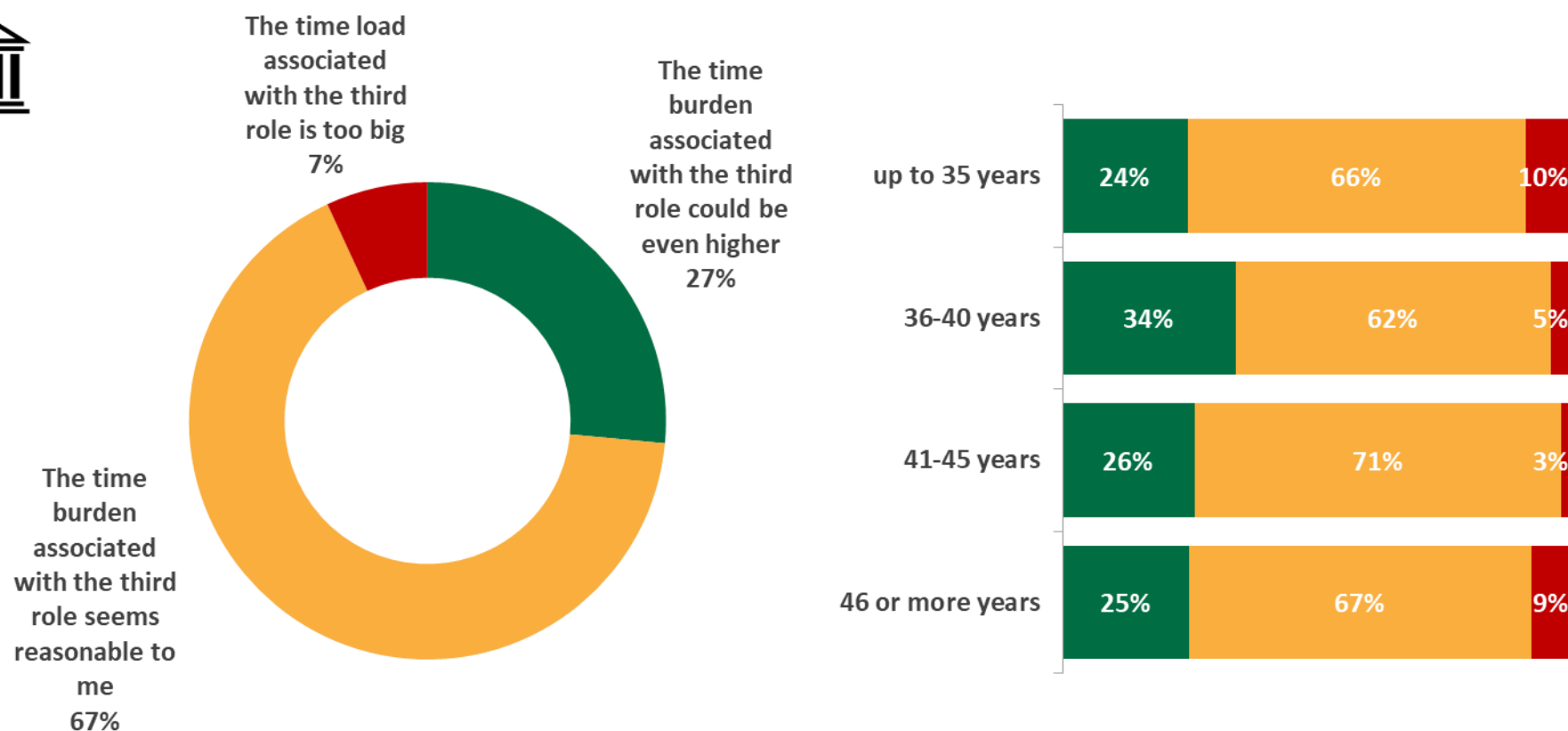


Filter: ASR Employees who look after postgraduate students and novice scientific workers

Q: When it comes to support for starting research workers or postgraduate students, do you have enough time for them within your job at CZU?

TIME BURDEN ASSOCIATED WITH “THIRD ROLE”

- Almost a half of academic employees stated that they at least occasionally perform a so-called “third role”, i.e. primarily representation of the University, promotion of science and suchlike.
- An overwhelming majority of employees view the load associated with these activities as minor or reasonable; only 7% view it as excessive.



Filter: ASR employees who perform a so-called “third-role”

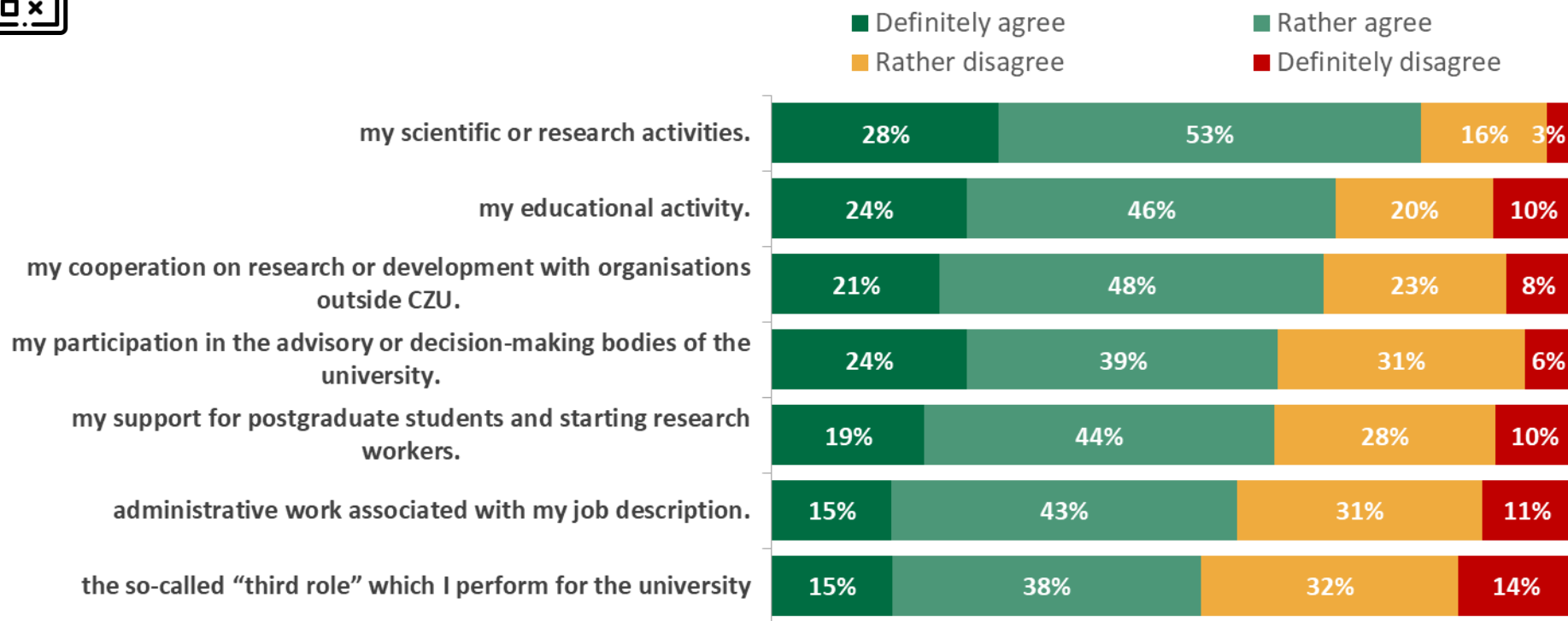
Q: Concerning the time expenditure of the so-called "third role" (promotion of science and research under the auspices of CZU, media presence, volunteering within the University, etc.), which of the following statements suits your situation best?

OVERALL APPRECIATION OF WORK

- The survey included a question regarding the degree of appreciation the employees feel for the roles they perform within CZU. While according to most SR workers appreciation sufficiently reflects their scientific activities, for pedagogical activities almost one third are not satisfied (30% in all). The least satisfaction was recorded regarding administrative work and the third role (in the latter case the ratio of dissatisfied approaches almost one half).
- Only employees who participate in the given activities at the University responded to individual items.



Appreciation of my work sufficiently reflects...



Filter: ASR workers, who perform individual work activities

Q: To what extent do you agree with the following statements regarding the appreciation of your work? The appreciation of my work sufficiently reflects...

n=607/599/485/202/454/522/317

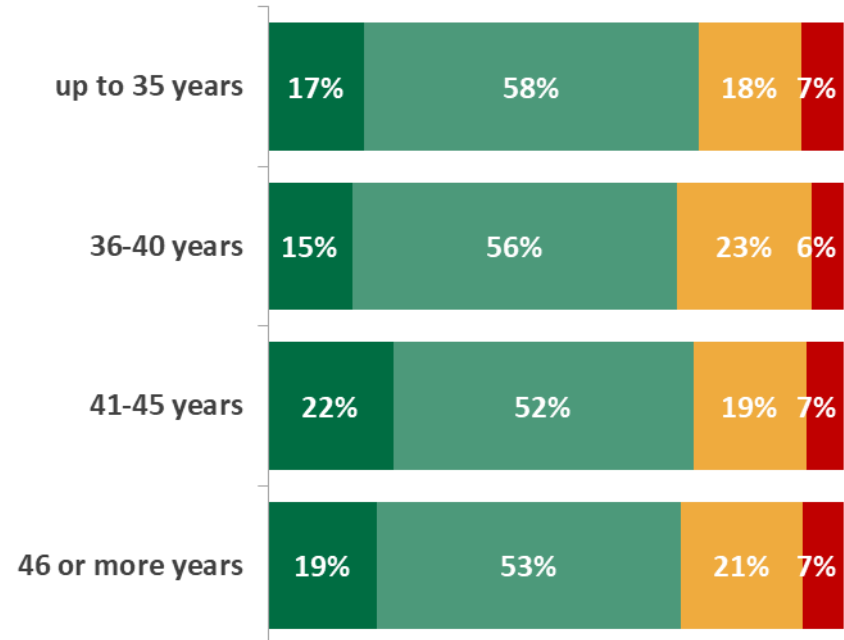
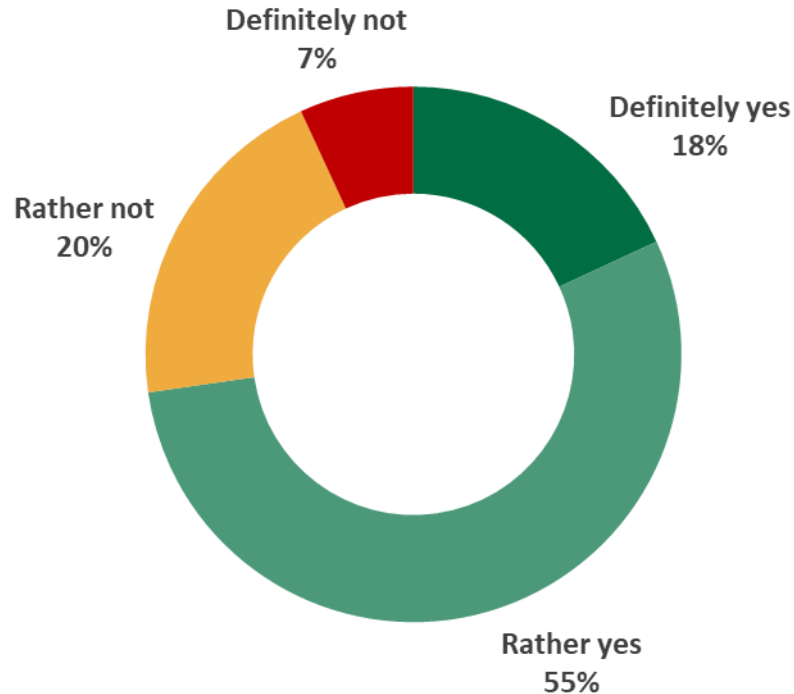
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REMUNERATION FOR SR ACTIVITIES

- 18% of those engaged in scientific research work at CZU are satisfied with their remuneration for it. A further 55% state that they are rather satisfied; approximately one quarter regards remuneration as insufficient.
- There are no significant differences between age groups in the share of employees satisfied and dissatisfied with the remuneration of SR activity (the share of dissatisfied oscillates between 25% and 29%).



Is the remuneration of scientific research work sufficient?



Filter: Employees who engage in research activities

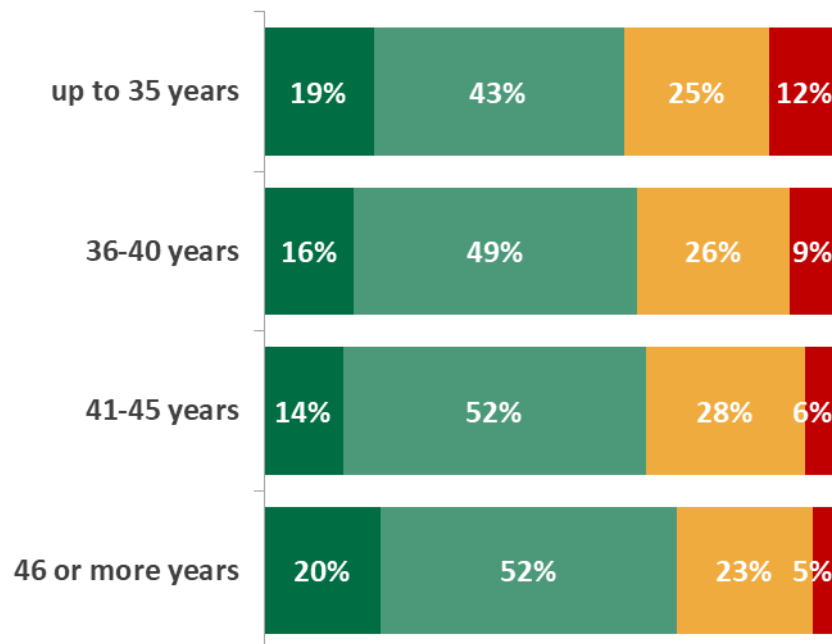
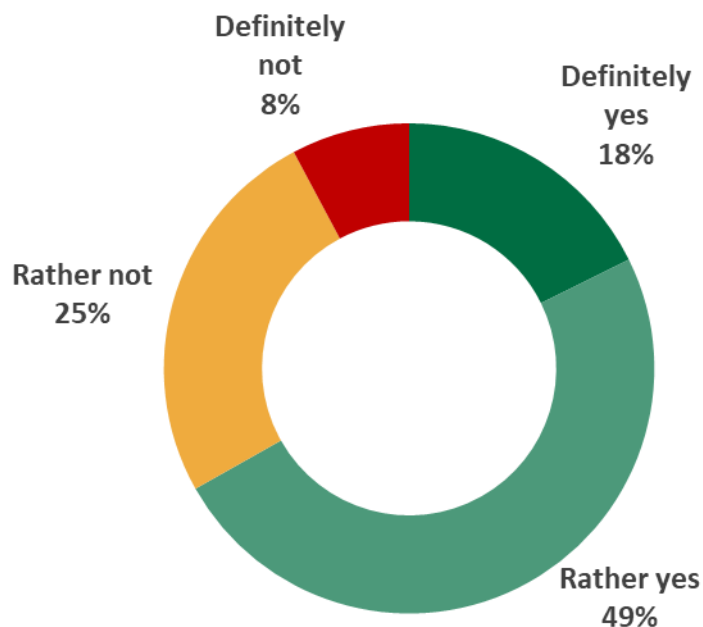
Q: Do you think that you are adequately remunerated for the results of your scientific and research work? We mean, for example, the remuneration for publication outputs, patent shares and the like.

RULES FOR EVALUATION OF ACTIVITIES

- Exactly one third of SR workers believes that rules for their work are not clearly established within CZU.
- With the increase in employees age, the share of those who consider the rules of SR work to be clearly established increases slightly (62% in the group under 35 vs. 72% in the group over 46).



Are the rules for scientific research work at CZU clearly established?



Filter: Employees who engage in research activities

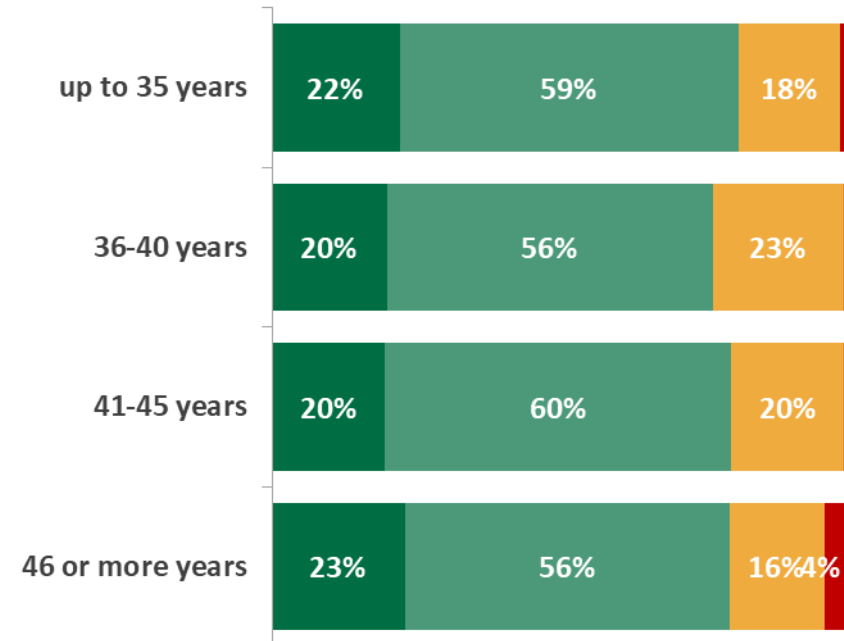
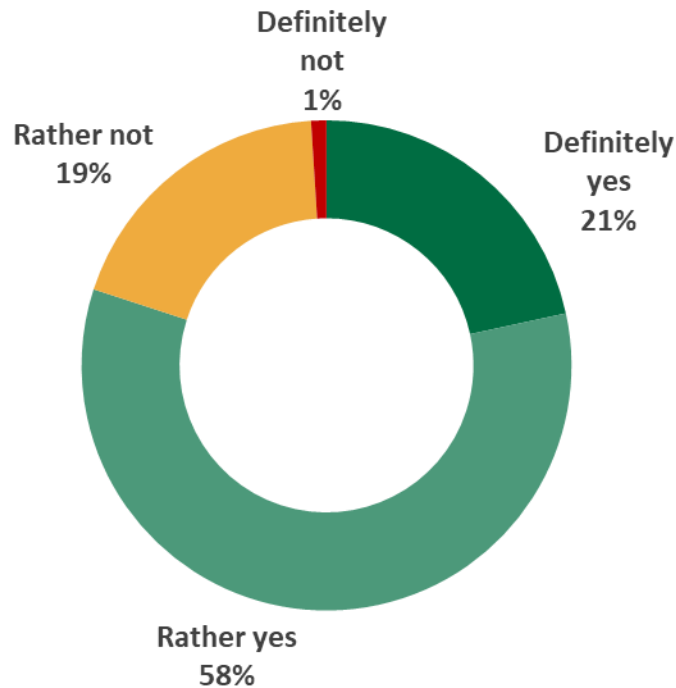
Q: Would you say that the rewards for scientific and research activities have clearly set rules at CZU?

SUPPORT IN RESEARCH WORK

- Four fifths of workers with research responsibilities feel sufficient support from CZU in their research activities.
- We did not notice any significant differences in the attitudes of individual age groups on this issue.



Does CZU provide sufficient support for research work?



Filter: Employees with research responsibilities at CZU

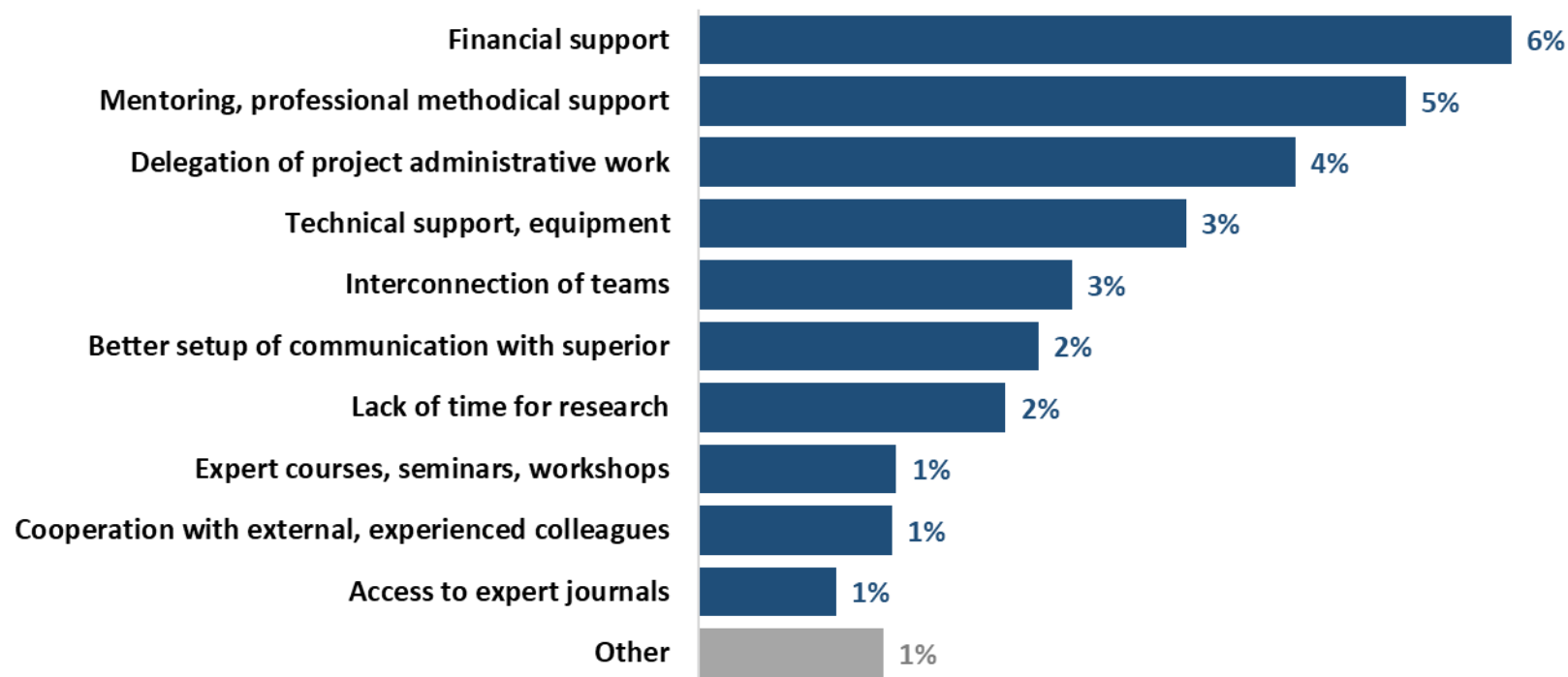
Q: Would you say that CZU supports you sufficiently in your research work?

DEFICIENCIES IN SUPPORT FOR RESEARCH WORK

- The one fifth of workers that is not satisfied most frequently quotes insufficient financial support of research work (6% of all research workers), insufficient expert support or absence of mentoring during research (5%) and administrative tasks associated with projects or the wish to delegate administrative tasks to somebody else (4%).



Deficiencies in support for research work



Open-ended question, Multiple answers possible

Filter: Employees with research responsibilities at CZU

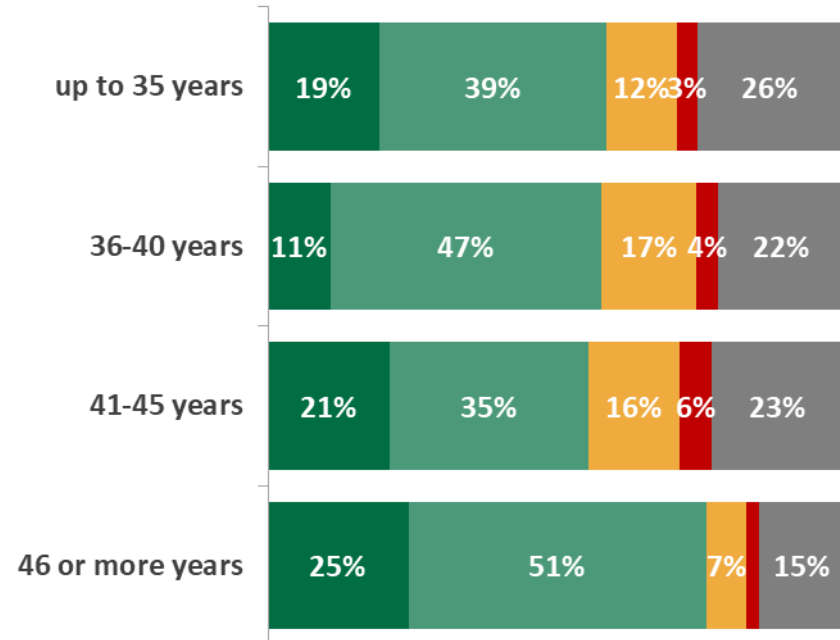
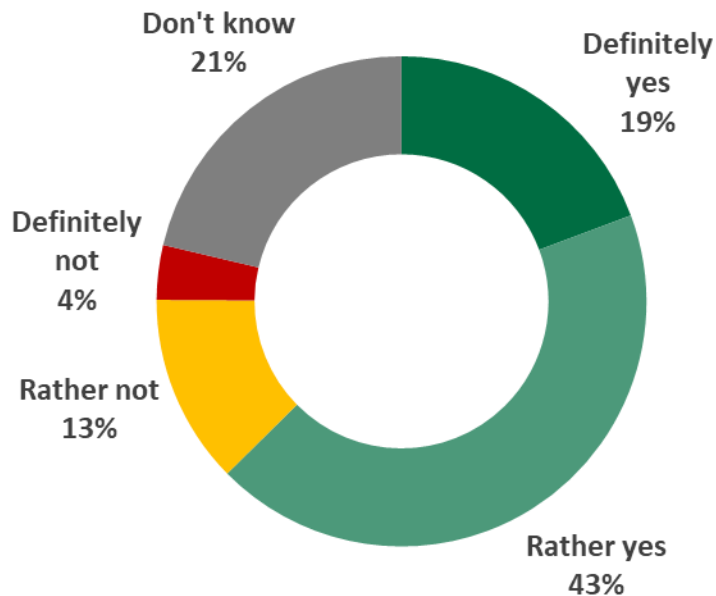
Q: In what specific ways could CZU support your research activities better?

ETHICAL RULES OF RESEARCH WORK

- Similarly, about one fifth of scientists believe that ethical rules for scientific research work at CZU are not sufficiently established. Interestingly, however, another fifth fail to answer the question, signalling that they do not know much about the ethical rules.
- The age category of 46 and over significantly deviates from the average, in which the opinion that the ethical rules of SR work are sufficiently established prevails. On the other hand, employees in the middle age categories, i.e. those between 36 and 45 years of age, express the most doubts.



Are ethical rules for scientific research work sufficiently established?



Filter: Employees with research responsibilities at CZU

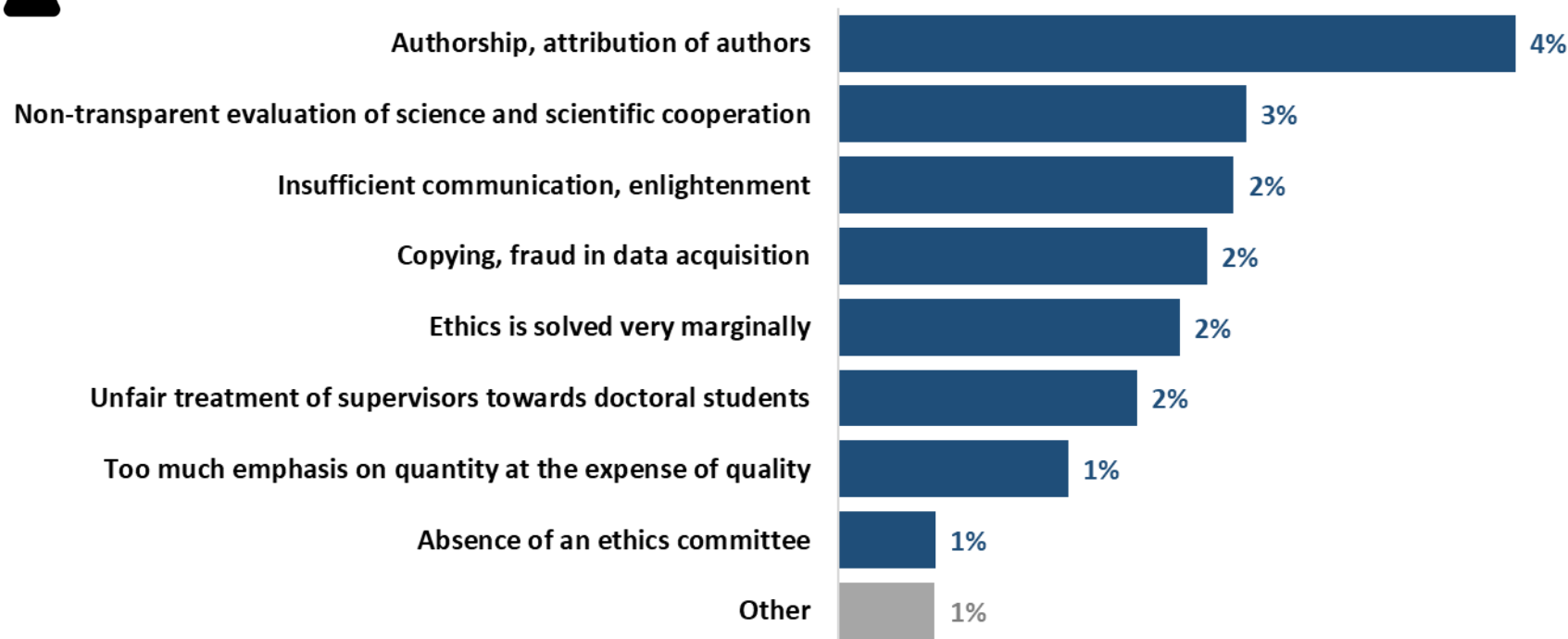
Q: Do you believe that CZU rules are sufficiently established to ensure compliance with ethics in scientific and research work?

DEFICIENCIES IN THE ESTABLISHMENT OF ETHICAL RULES

- The most frequent problems are disputes over authorship or co-authorship and attributing one's own authorship to the results of the work of other colleagues (4% of all employees with SR work).



Deficiencies in the establishment of ethical rules



Open-ended question, Multiple answers possible

Filter: Employees with research responsibilities at CZU

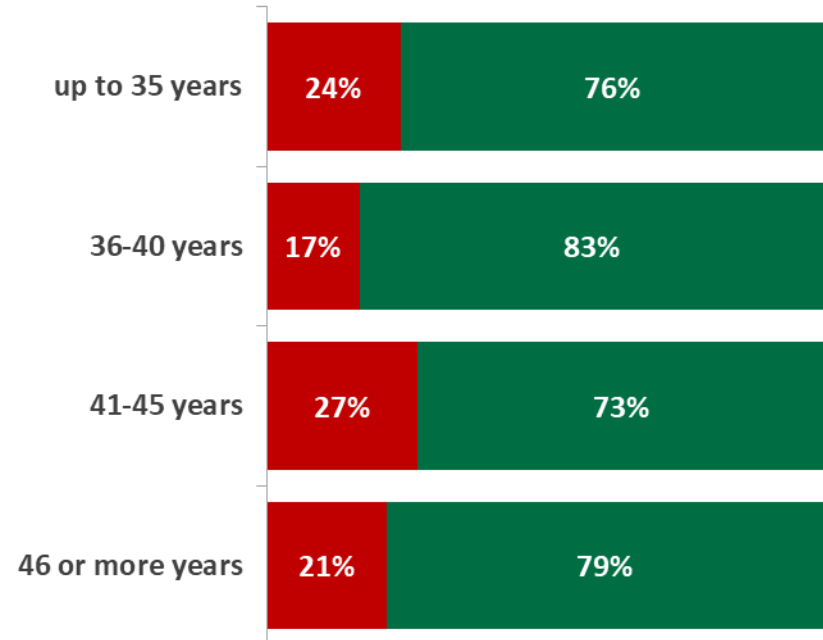
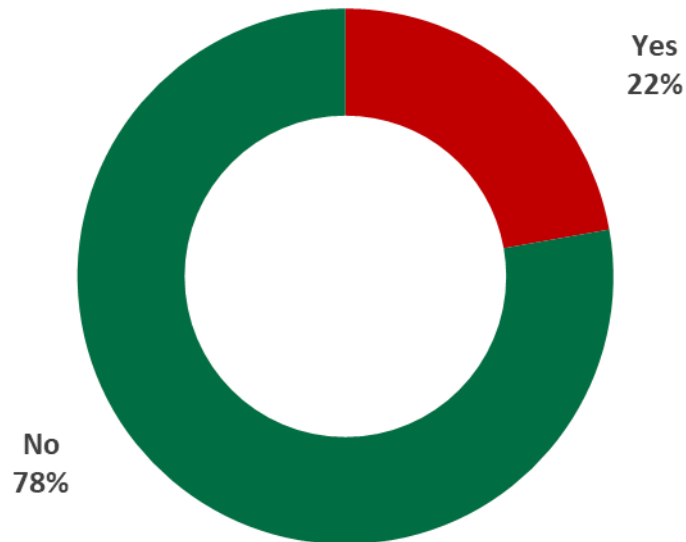
Q: What specific gaps in compliance with ethical rules do you perceive?

COPYRIGHT

- More than one fifth of scientific workers have come across some form of copyright infringement at CZU in the past.
- Somewhat surprisingly, experience with copyright infringement does not accumulate with the age of employees, since the highest rate is in the 41-45 age group.



Has the SR worker come across copyright infringement at CZU?



Filter: Employees with research responsibilities at CZU

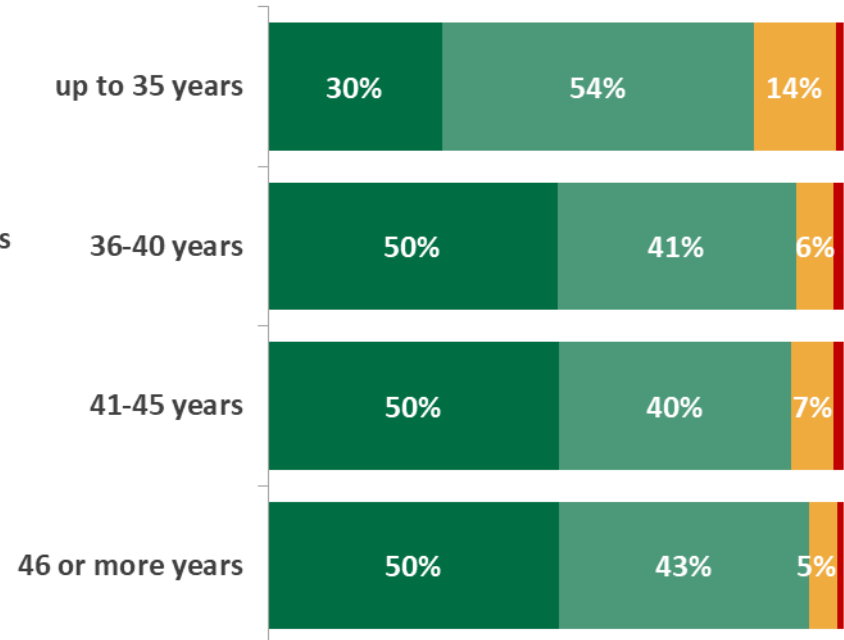
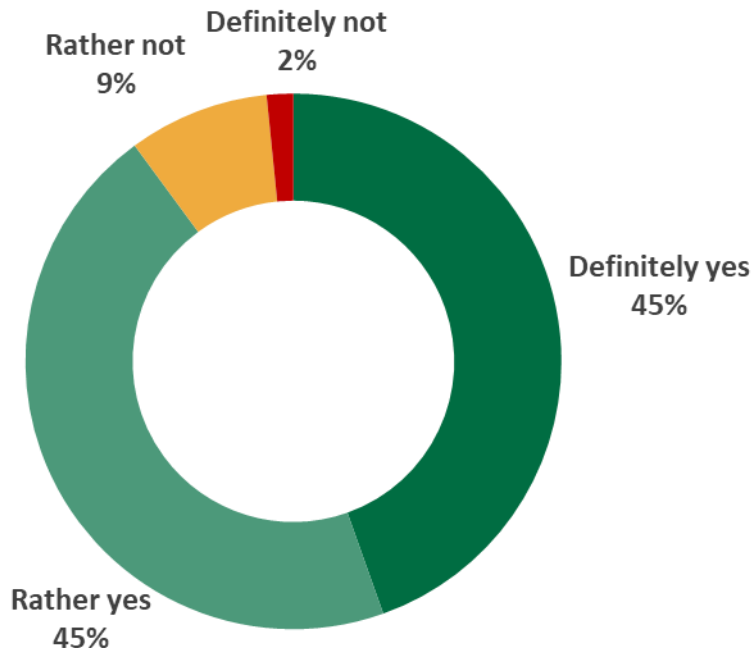
Q: Have you encountered any form of copyright infringement by other University employees (e.g. plagiarism, falsification of research results, etc.) during your previous work at CZU?

RESEARCH FREEDOM

- Nine out of ten SR workers employed at CZU declare that they may freely engage in research without anyone dictating which way they are to direct the research. Only 2% of respondents have a substantially negative opinion.
- This time, the youngest age group of employees deviates slightly from the average, among whom the experience with restrictions in research activities is significantly higher (16% in total). Overall, however, it can be stated that from the point of view of the scientists themselves, the freedom of research at the Czech University of Life Sciences is not significantly restricted.



Is there freedom in research activities?



Filter: Employees with research responsibilities at CZU

Q: Would you say that you have a free hand in your research activities, that you can freely decide in which direction you will lead the research?

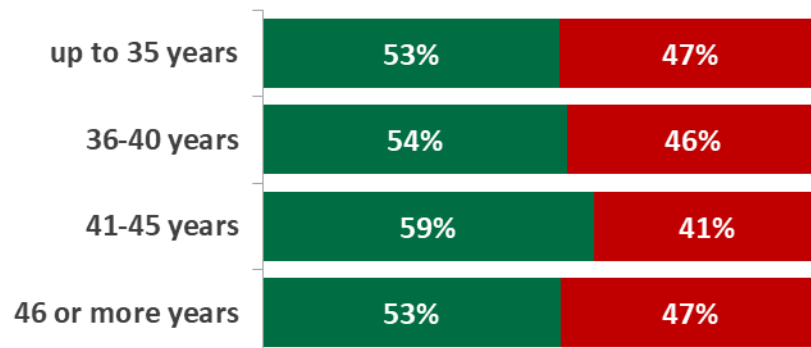
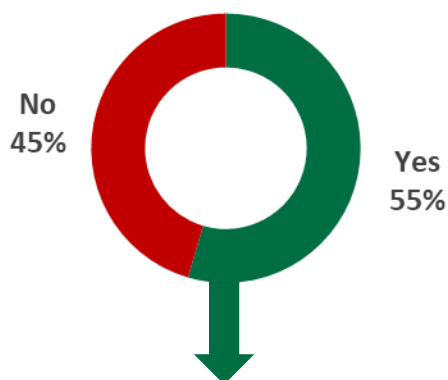
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TRAINING ATTENDANCE

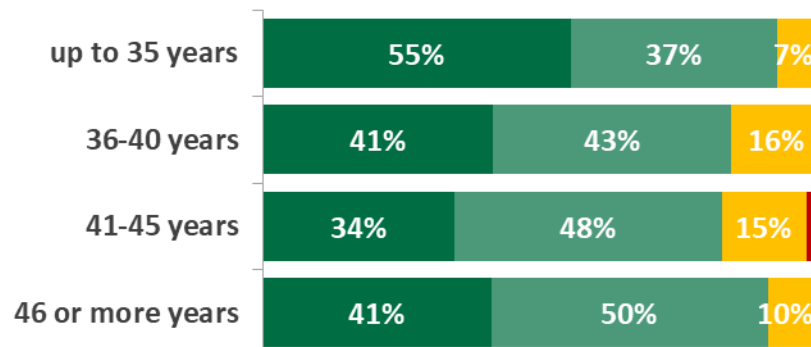
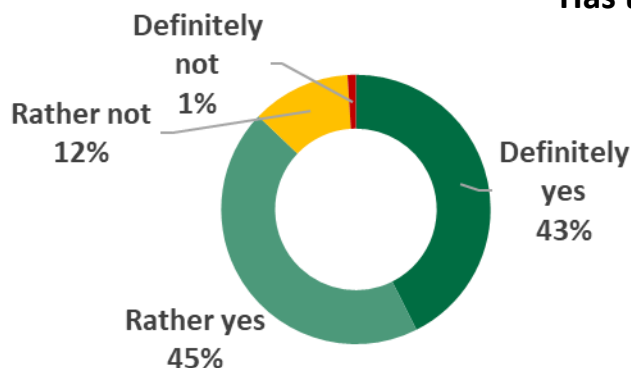
- In the past year, more than one half (55%) of CZU employees attended some training session, seminar or workshop. A slightly higher participation in training is declared by employees between 41 and 45 years (59%).
- The vast majority of employees perceive their participation in training, seminars and workshops as beneficial, only about one-eighth of them do not agree. ASR workers under the age of 35 evaluate the effect of training more positively.



Has the employee attended training in the past year?



Has the training been useful?



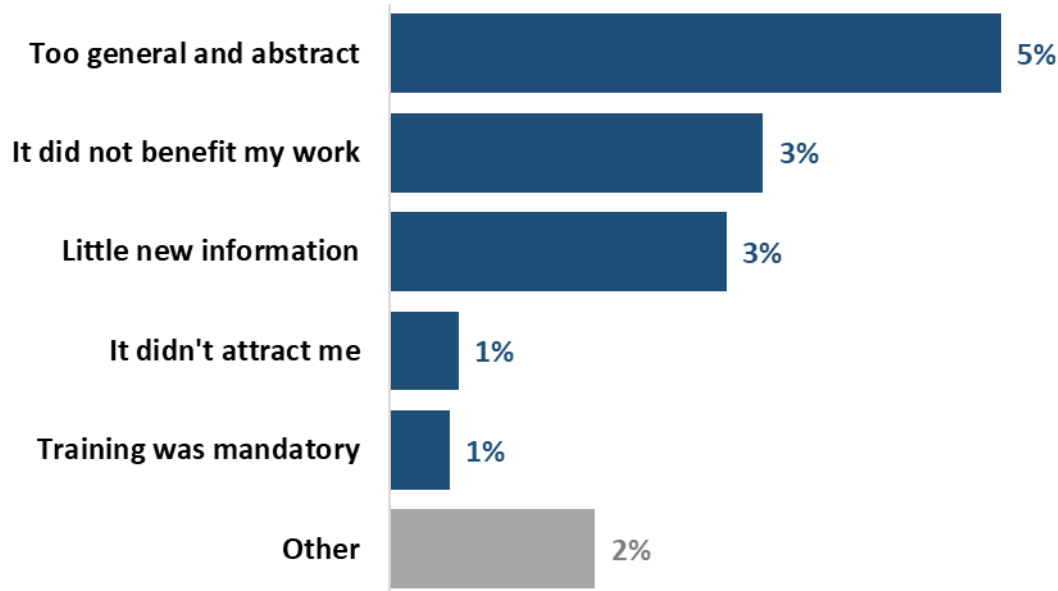
Q: Did you attend any training, workshop or seminar within CZU aimed at your further professional development during last year?
/ Would you say that attending these events was important for your personal professional development, that it brought you some important new insights?

TRAINING NEGATIVES

- The most frequent problem of training sessions is their too general character (5% of all employees who attended any training programmes). It repeatedly occurs that training has no practical benefit for the trainee, or brings little new information, or knowledge is conveyed which the employee already has prior to training (3% in both cases).



Reasons for not being satisfied with training



Most frequently quoted training sessions, which generated least satisfaction

Increasing pedagogical skills

MS Excel

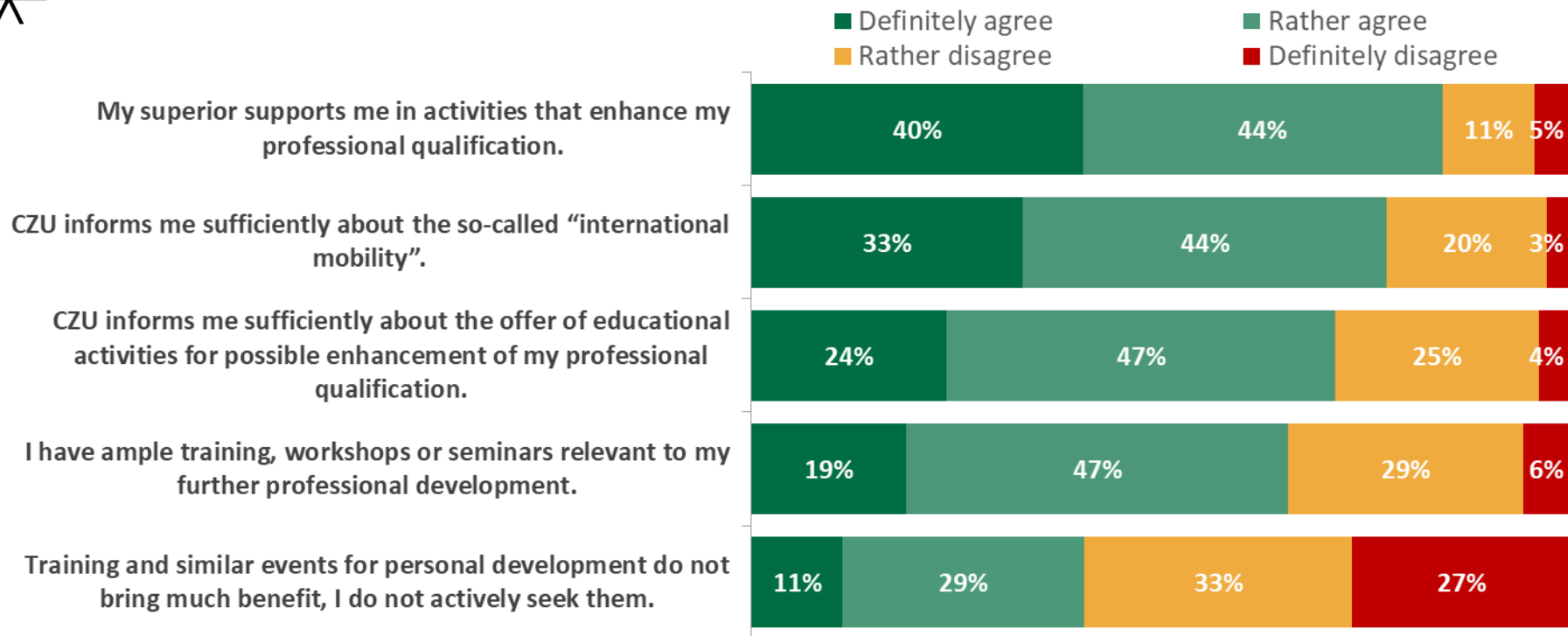
Moodle application

Open-ended question, Multiple answers possible

Q: Please try to write briefly in your own words why training, workshops or seminars were not beneficial to you, ideally including their name and whether they were external or internal. Please be specific.

POSSIBILITY OF PERSONAL DEVELOPMENT – STATEMENTS

- An overwhelming majority of superiors support their employees in increasing their professional qualification (84% in all).
- There are reserves in informing about international mobilities and the offer of educational activities; 23%, respectively 29% of employees assess these as insufficient. At the same time, more than a third of respondents state that the offer of training and similar activities for professional development is not sufficient.
- Two-fifths of employees agree with the statement that personal development activities do not bring much benefit.



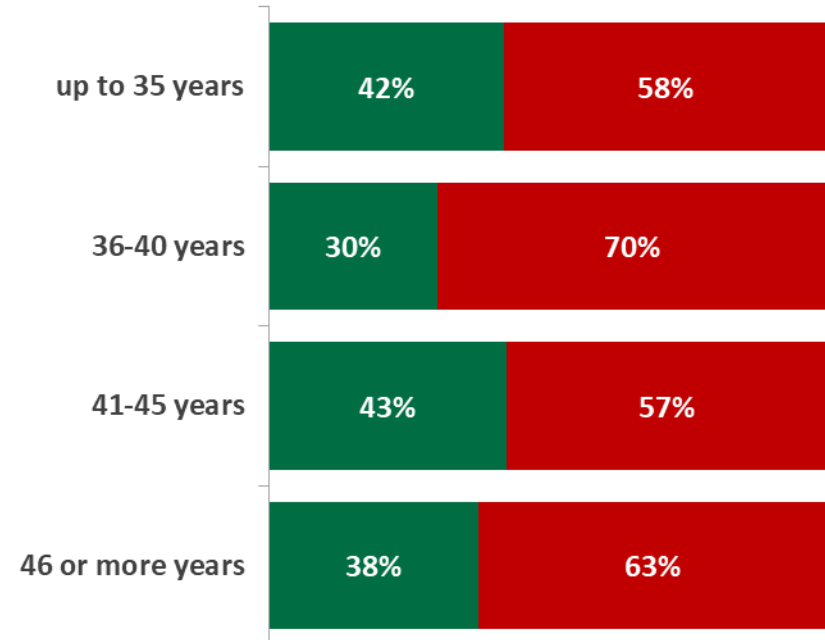
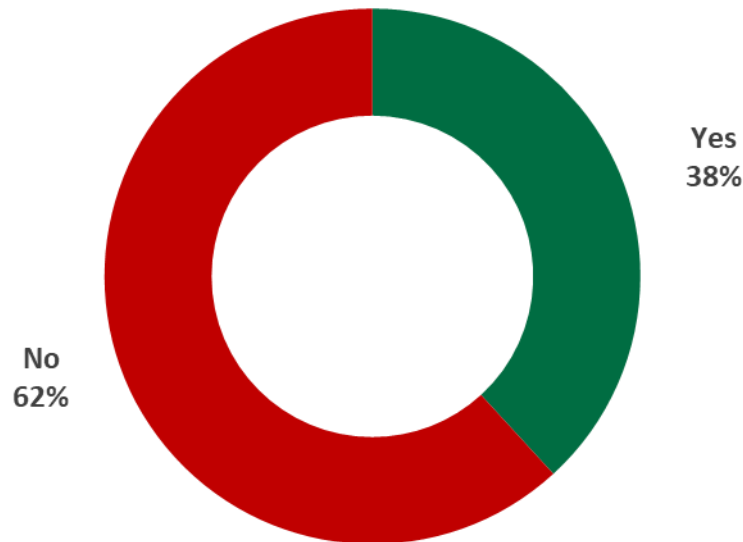
Q: Please express agreement or disagreement with the following personal development statements.

CAREER DEVELOPMENT STRATEGY

- 38% of ASR employees surveyed, i.e. less than two-fifths, have developed a strategy for further career development with their superiors.
- The absence of strategy is most noticeable in the age category of 36-40 years (only 30% have developed it).



Does the employee have a career development strategy?



Filter: Employees who have a superior

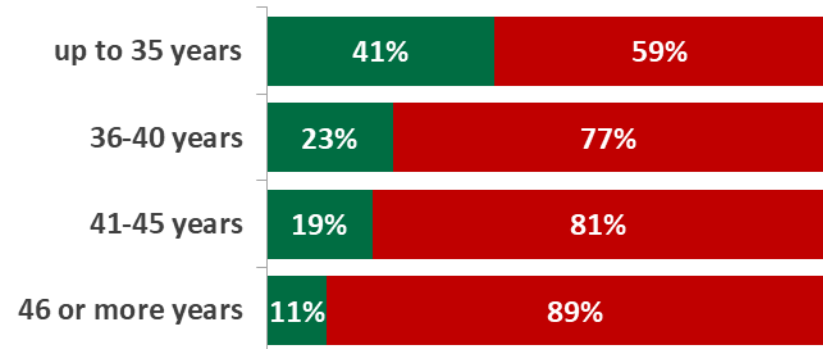
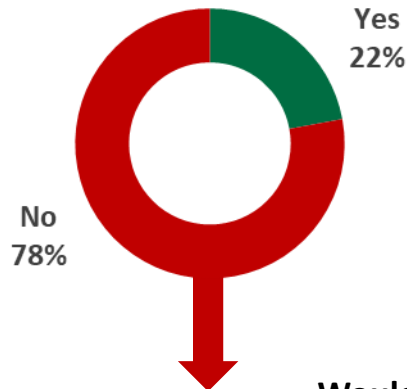
Q: Do you have a strategy for your future career development with your superior? By this strategy we mean, for example, the horizon of further graduation, completion of further training courses completed with certifications increasing your qualifications, etc.

CONSULTANCY IN THE AREA OF PERSONAL DEVELOPMENT

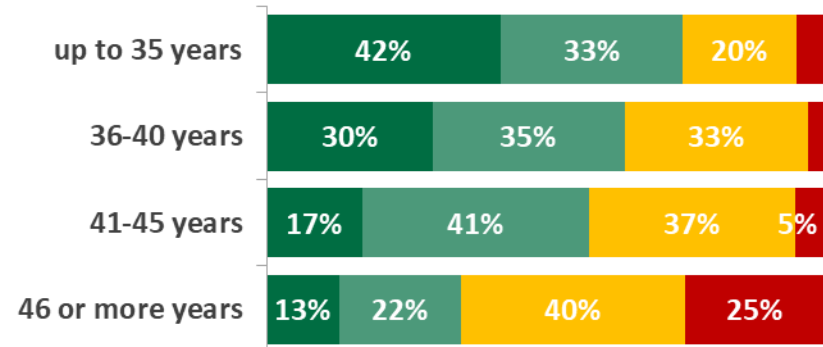
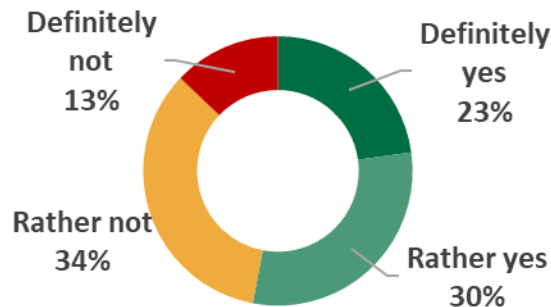
- 22% of ASR employees at CZU has a mentor, trainer or personal advisor. Logically, these are significantly more often younger employees. With age the share of those who are led by someone in their work decreases (from 41% in the category up to 35 years to 11% in the category 46+).
- Approximately one half of those who do not have such a mentor would appreciate having one. In this regard, CZU has much to improve. Interest in mentoring also significantly correlated with age.



Does the employee have a mentor, advisor or trainer for personal development?



Would they appreciate such opportunity?



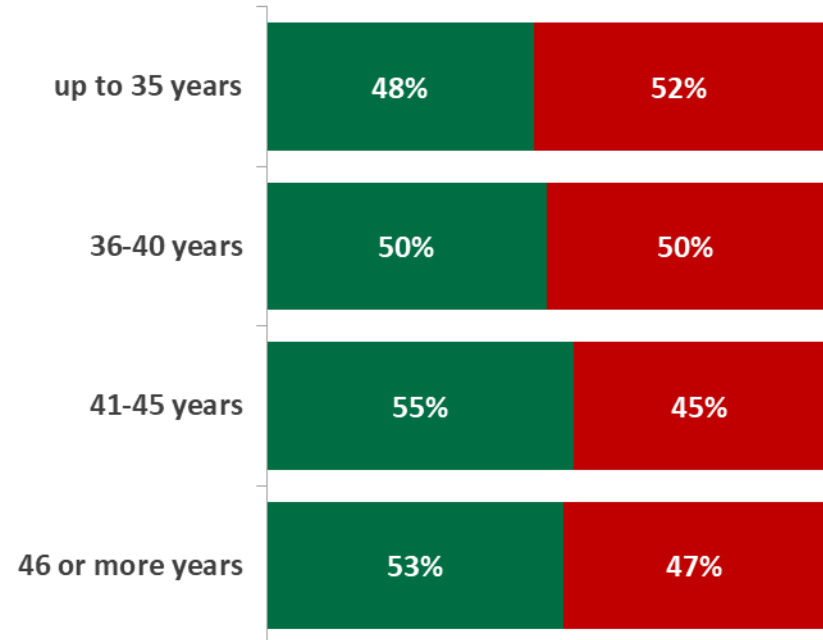
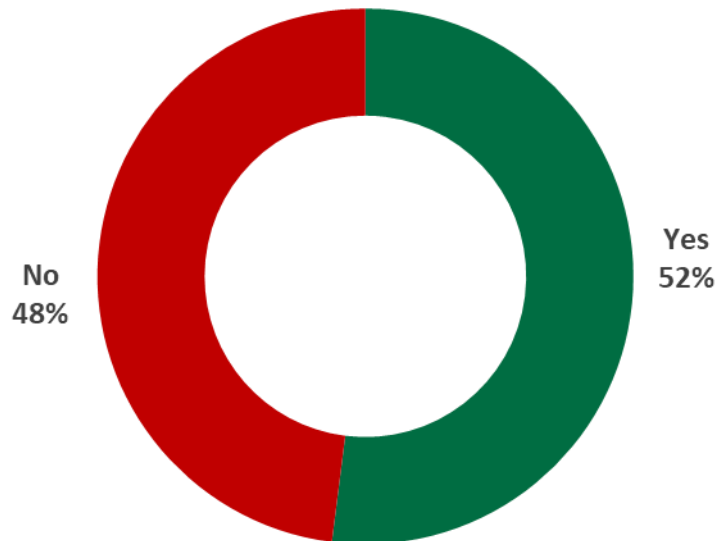
Q: Do you have a consultant, mentor or supervisor at CZU who can advise you on the development of your next career?
Do you think it would be useful for you to have such a consultant, mentor or supervisor?

INTERNATIONAL MOBILITY

- 52% of current ASR employees of CZU have participated in at least one international mobility. In other words, half of the University's academic and scientific research workers have never been on an internship or study programme abroad.
- We would expect the overall experience with international mobility to grow linearly with age among ASR workers, however, it turns out that in the highest age category 46+ years it is slightly lower than in the category 41-45 years.



Did the employee make use of international mobilities?



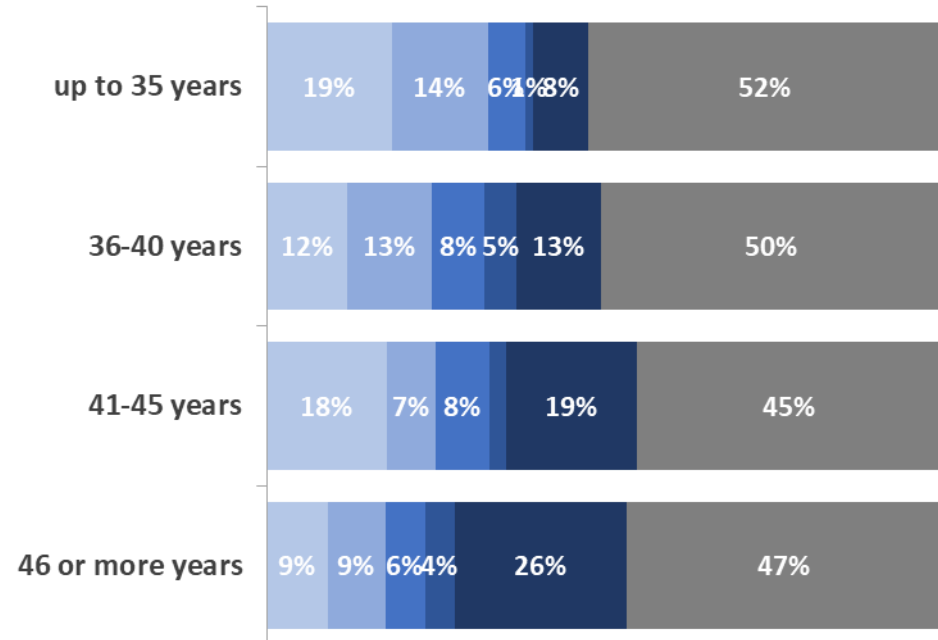
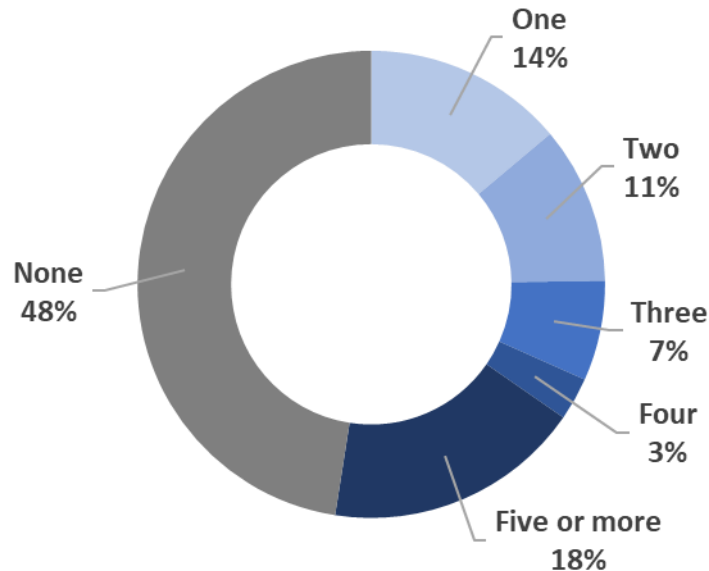
Q: During your time at CZU, did you take advantage of the offer of international mobility, i.e. any foreign educational or training stays?

INTERNATIONAL MOBILITY

- If we exclude workers who have never completed international mobility, then most often - in 18% of cases - employees have had more than 5 individual international experiences, but at the same time, 14% have completed only one stay abroad in the past. Overall, the numbers indicate a relatively unequal distribution of international mobility among employees, which, however, may have its logical justification.
- With the age of ASR employees, the number of completed stays and internships abroad increases in proportion.



Number of international mobilities the employee has been to



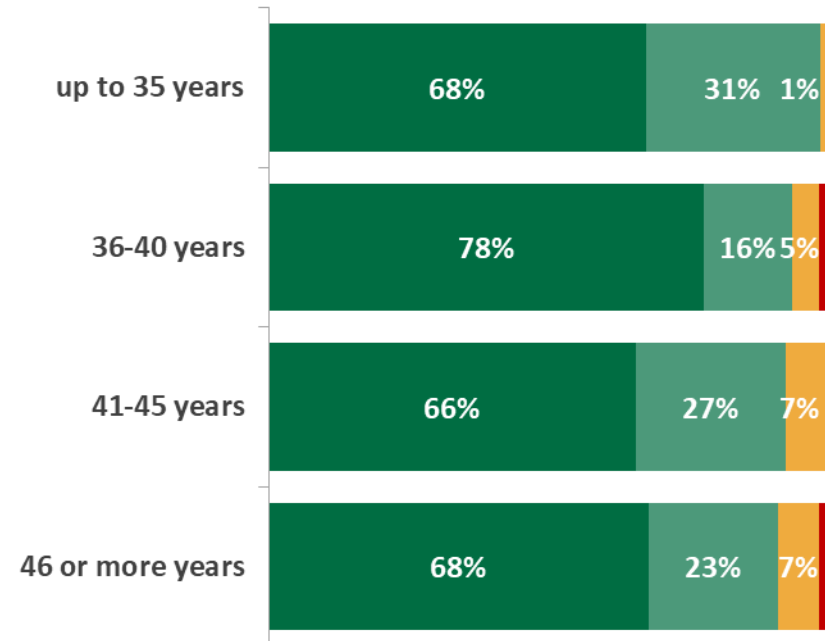
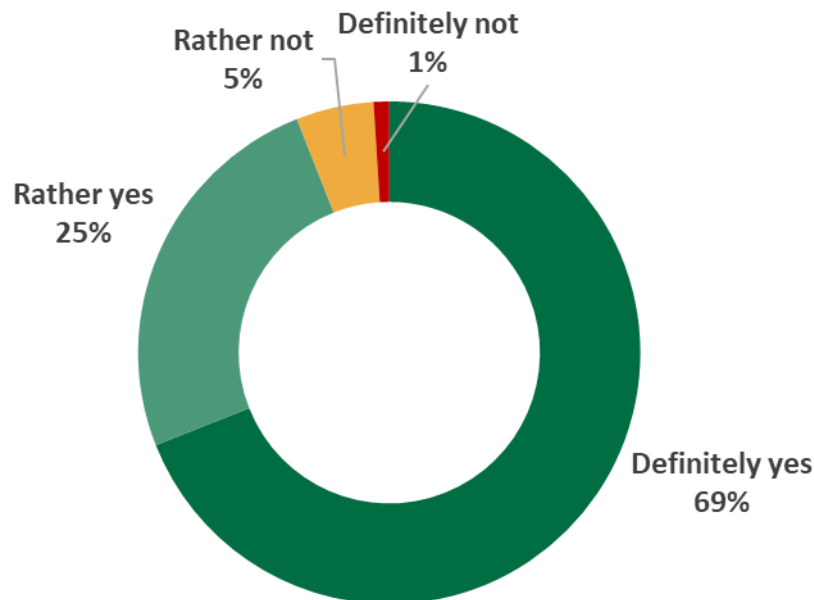
Q: How many times has it been?

INTERNATIONAL MOBILITY

- 69% of respondents view international mobilities they took part in as very beneficial for personal development; another quarter views these as rather beneficial. Negative experiences are not very frequent; in all, they form about 6% of the whole.
- The benefit of international mobility is significantly appreciated in all age categories of ASR workers, it is evaluated very positively by those aged 36-40 years.



Were the mobilities important for your personal development?



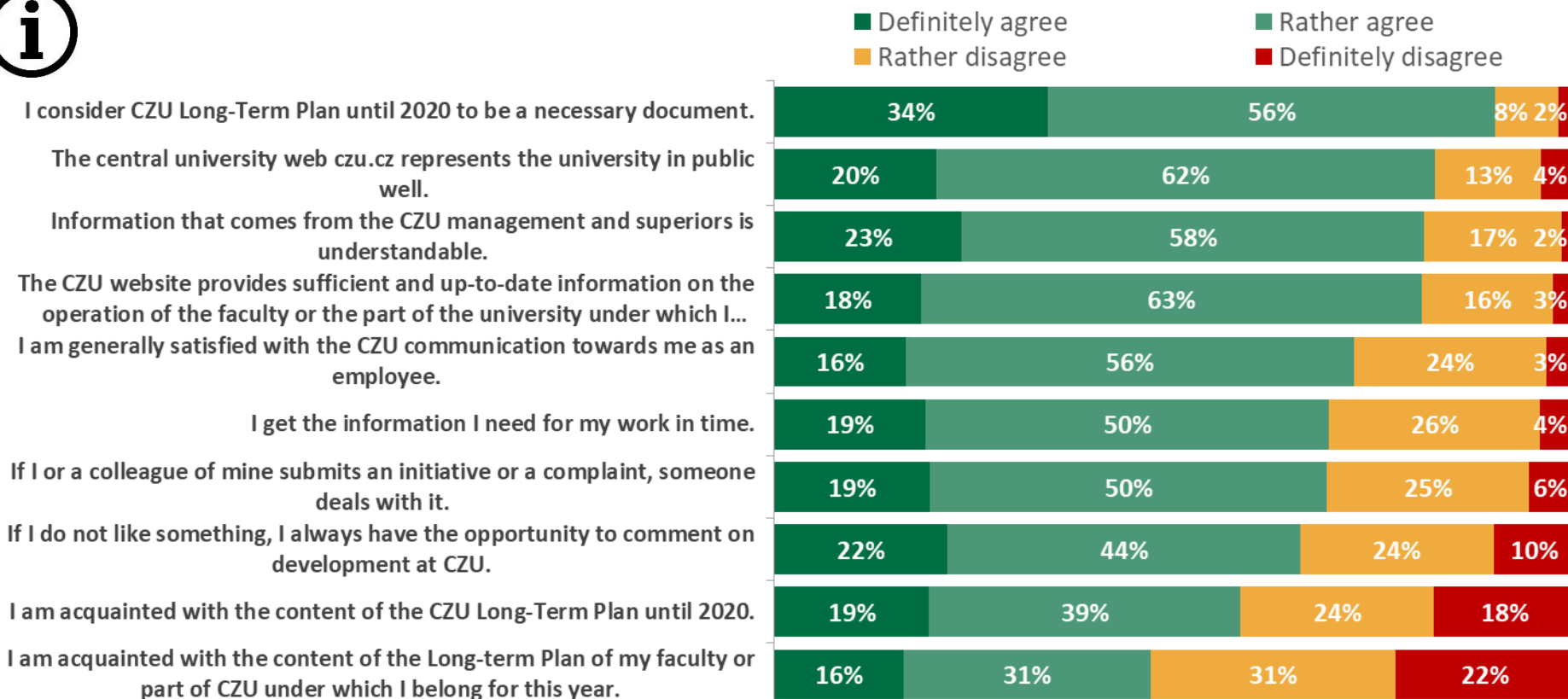
Filter: Employees who made use of international mobility

Q: Would you say that participation in foreign mobility was important for your personal professional development, that you have made progress in your career?

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COMMUNICATION AT CZU – STATEMENTS

- The situation around the CZU Long-Term Plan up to 2020 is very paradoxical. Although 90% of employees regard the Plan as necessary at a declaratory level (we recorded the highest degree of consent among all statements), the majority of employees are not aware of its content (58%). The overall familiarity with the intention of the part of the University where the respondent works is even worse, only less than half of the respondents (47%) responded positively.
- It is also worth mentioning that 30% of employees do not receive the information needed to work in time (for typical answers, see the next page) and 34% state that they do not have the opportunity to comment on what is happening at CZU when they are not satisfied with something.



Q: To what extent do you agree with the following statements concerning CZU communication?

MISSING INFORMATION



I participate in the evaluation of the quality of study programmes ... we received the documents in a dismal form, late, some not at all or in an unusable form.

Deadline for publishing teaching schedules
- one week before the beginning of the semester, the final version of the schedule is not yet available, which is unacceptable for planning.

The announcement of the admission procedure for 2020/21 was not prepared before Open Day.

Information about grant calls comes much too late, if a person does not have it readily at hand, many go unused.

Information on the Long-Term Plan is not sufficiently presented.

The accreditation procedure and activities from the position of guarantors are sent at the last minute.

Information about the scope of teaching that I have to provide - that is, completely contradictory information from various employees.

Dates for various events on the premises.

Changes and modifications in Magion, e.g. orders, property.

Individual tasks from superiors are not clearly defined, clearly assigned to a specific person and are not recorded anywhere. So then we (subordinates) do not know that we were supposed to fulfil them and an unpleasant conflict situation arises.

In general, deadlines are published with inadequate time in advance, which negatively affects work planning. If I have to submit something within a week, I have to postpone other work. And so the last few years have just been me postponing everything...

Breakdown of activities and responsibilities of individual administrative staff. Sometimes it's not easy to find out who to turn to with requests.

I had to find out about the loss of accreditations of our fields from my contacts outside CZU, they keep it a secret from us.

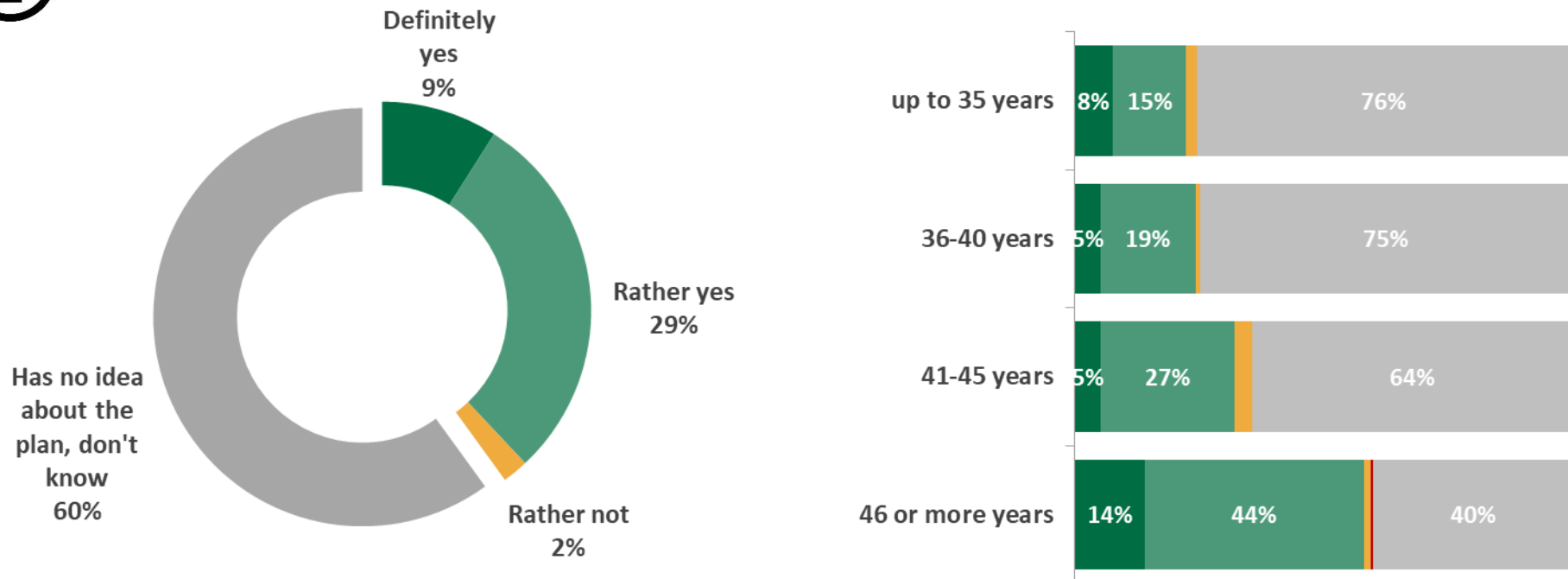
Documents via DMS are scanned with a delay of several days.

PERCEPTION OF CZU LONG-TERM PLAN UP TO 2020

- An overwhelming majority of those who know the Long-Term Strategic Plan of CZU up to 2020 agree with it. However, there are still two thirds of those who either do not know its content or are unable to formulate an opinion regarding this matter. It is possible that for a significant number of employees, the document as such is incomprehensible or remote and they do not know what to think of it, how to grasp it.
- Familiarity with the Long-Term Plan increases linearly with age (in the youngest category up to 35 years it is only 24%, among ASR employees aged 46 and over it is 60%).



Does the employee identify themselves with the Long-Term Plan of CZU?



Q: Do you personally identify with CZU Long-Term Plan for 2020?

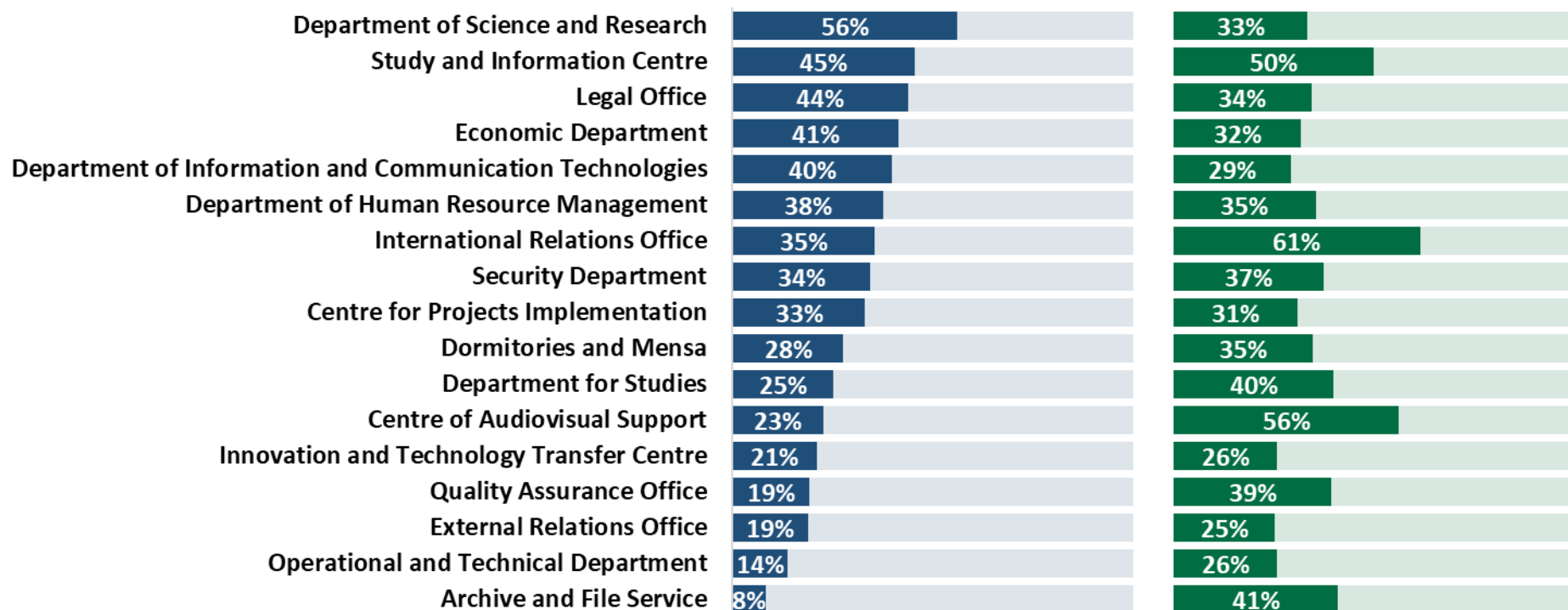
COMMUNICATION WITH RECTORATE DEPARTMENTS

- As for individual parts of the Rectorate, ASR employees most often communicate with the Science and Research Department (56%), the library (45%) and the Legal Department (44%). More than a third of employees then communicate with the Economic Department, the ICT Department, the Human Resources Department, the International Relations Office, the Security Department and Centre for Projects Implementation. On the other hand, significantly the least ASR employees come into contact with the Archive and File Service (8%).
- In terms of communication, employees are most satisfied with the International Relations Department, the Audiovisual Support Centre and the Library.



Share of persons communicating with the given department

Share of those very satisfied with the given department



Q: Do you come into contact with the following departments and sections of the CZU Rectorate in your work?

How satisfied are you with the attitude and communication of the staff of these departments when dealing with them?

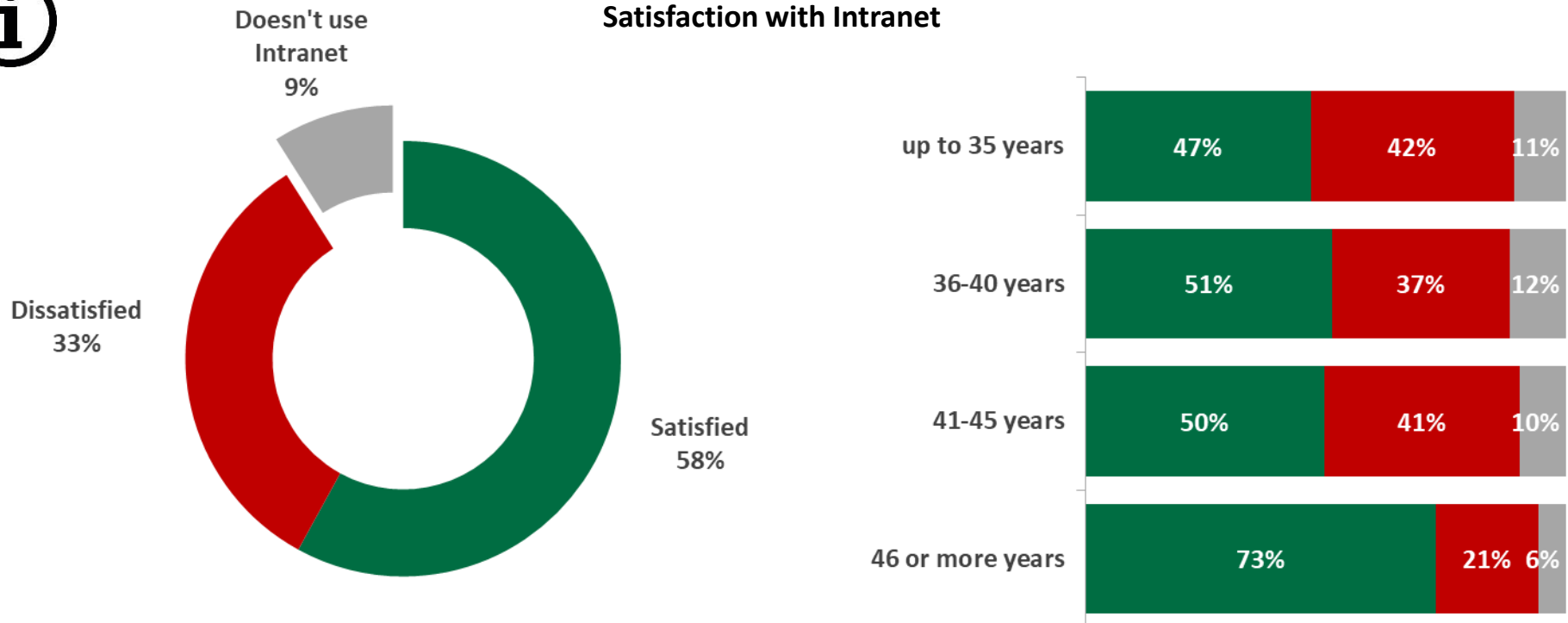
n=649

INTRANET

- Slightly more than half of employees (58%) are satisfied with the current state of the Intranet. However, more than one third (33%) are unsatisfied and approximately every tenth employee does not come in contact with the Intranet at all.
- Employees aged 46 and over are significantly more satisfied with the Intranet (73%).



Satisfaction with Intranet



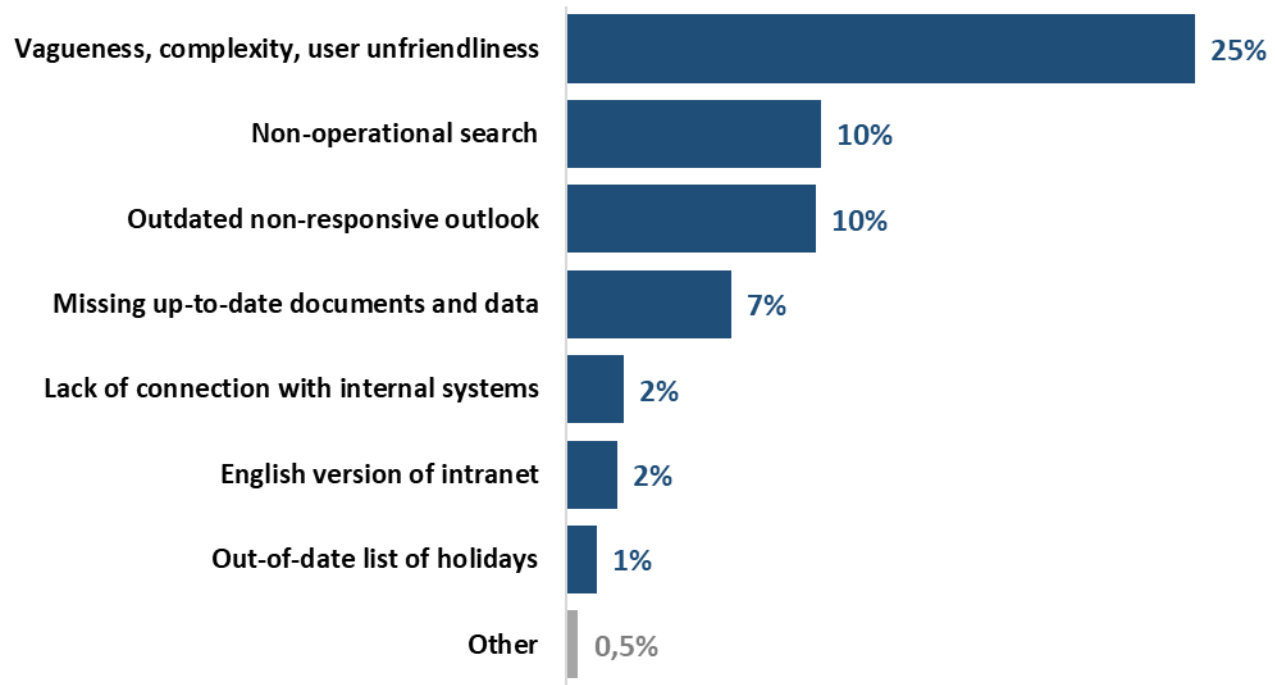
Q: Do you use CZU Intranet for your work?
And are you satisfied with the current design of the Intranet?

INTRANET

- By far the most frequently quoted reason for dissatisfaction with the Intranet is lack of clarity and user friendliness (25% of all employees). Other repeatedly occurring drawbacks include outdated appearance, non-operational search and lack of up-to-date information and documents.



Reasons for not being satisfied with Intranet



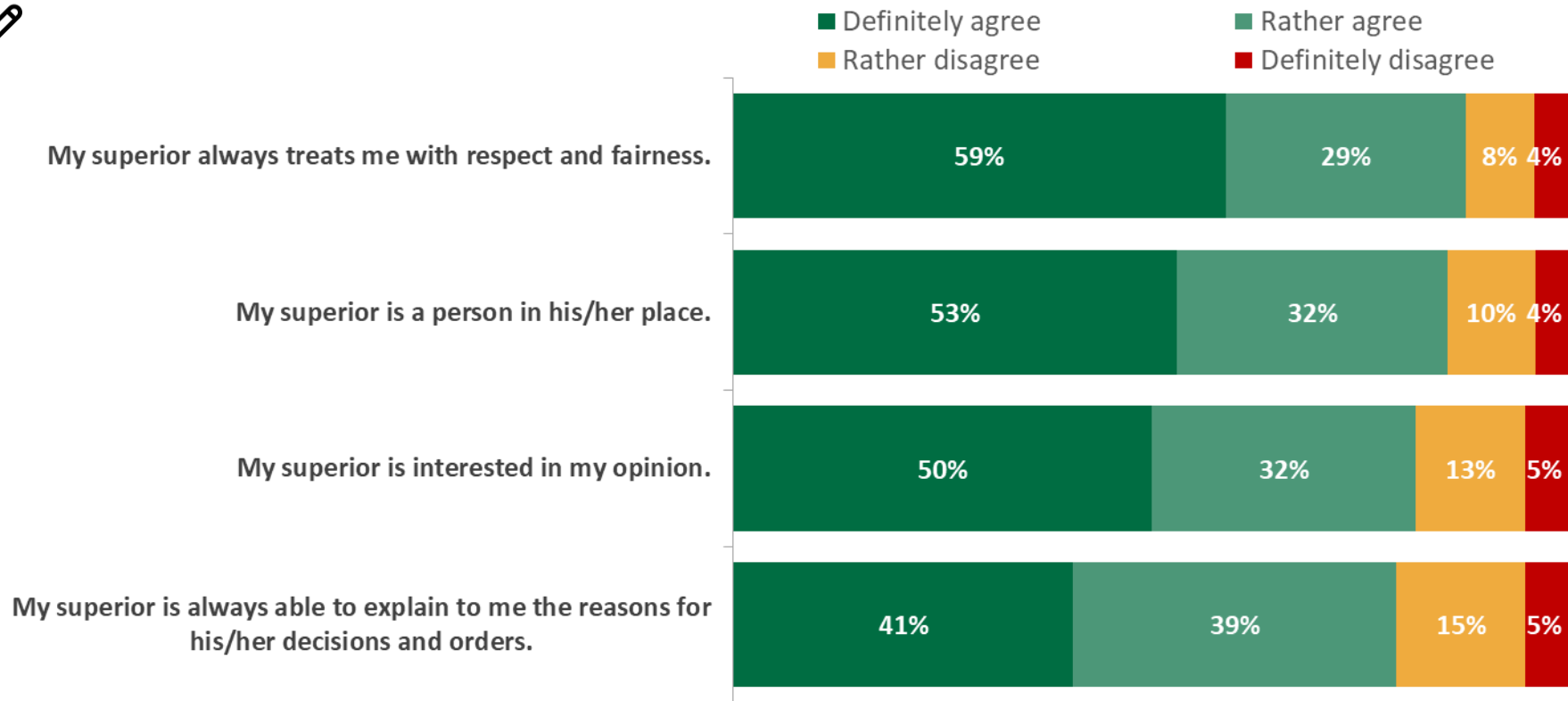
Open-ended question, Multiple answers possible

Q: What specifically do you not like about CZU Intranet or what information are you missing?

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PERCEPTION OF SUPERIORS – STATEMENTS

- An overwhelming majority of employees perceive their superior in a positive light. 88% of all employees appreciate that their superior treats them fairly and with respect. A similar share of respondents views their superior as a person suitable for the given post.
- As for the remaining statements, 82% of employees agree that their superior is interested in their opinions and 80% agree that the superior is able to explain the reasons for their decisions and commands.



Filter: Employees who have a superior

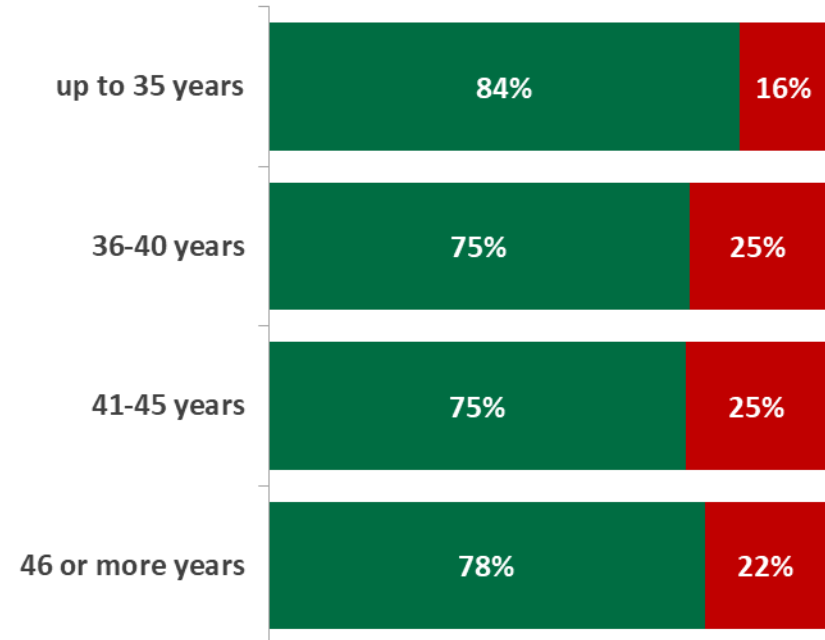
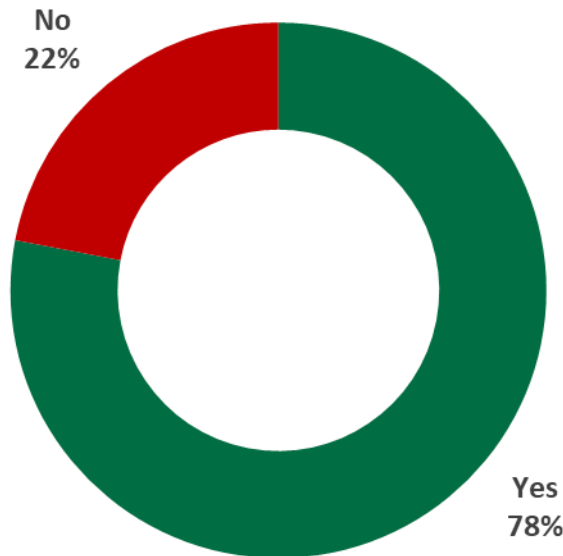
Q: To what extent do you agree with the following statements about your superior?

EVALUATION OF WORK BY SUPERIORS

- One fifth of CZU employees do not get feedback regarding their work performance from their direct superior. Employees in the middle age categories, i.e. between 36 and 45 years (25%), do not receive feedback most often.



Does the superior give feedback to the employee?

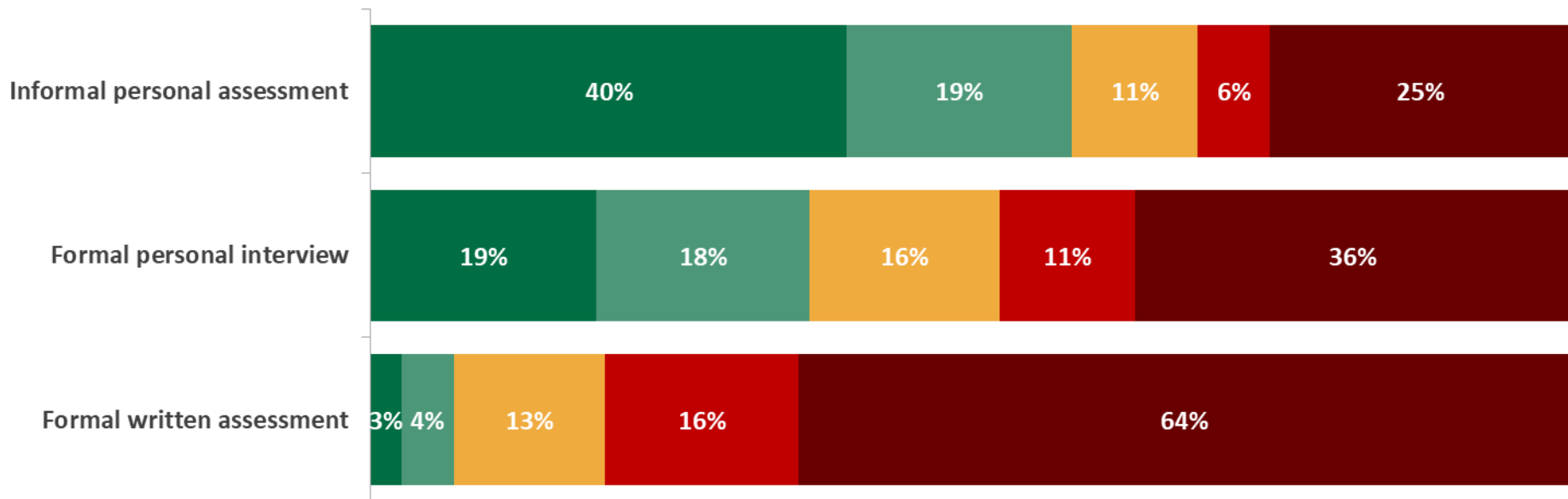
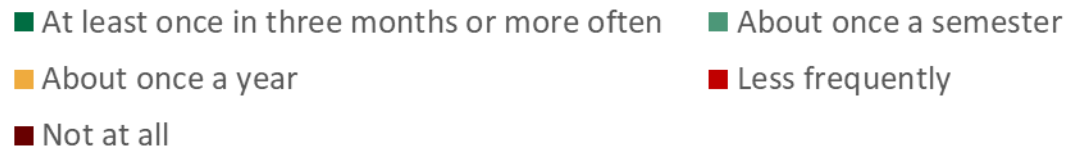


Filter: Employees who have a superior

Q: Does your superior discuss your work with you, evaluate your activities, provide you with feedback?

EVALUATION FREQUENCY

- The most frequent form of feedback is informal personal evaluation; 59% of ASR employees at CZU receive it at least once a semester.
- A formal personal interview is a strikingly less frequent alternative. 37% of respondents have regular (semestral) experience with such interview; however, as many as 36% of employees have never experienced it.
- Finally, regular formal written evaluation of employees is rather exceptional at the University; in all, 64% of employees have never experienced it from their current superior.



Filter: Employees who have a superior

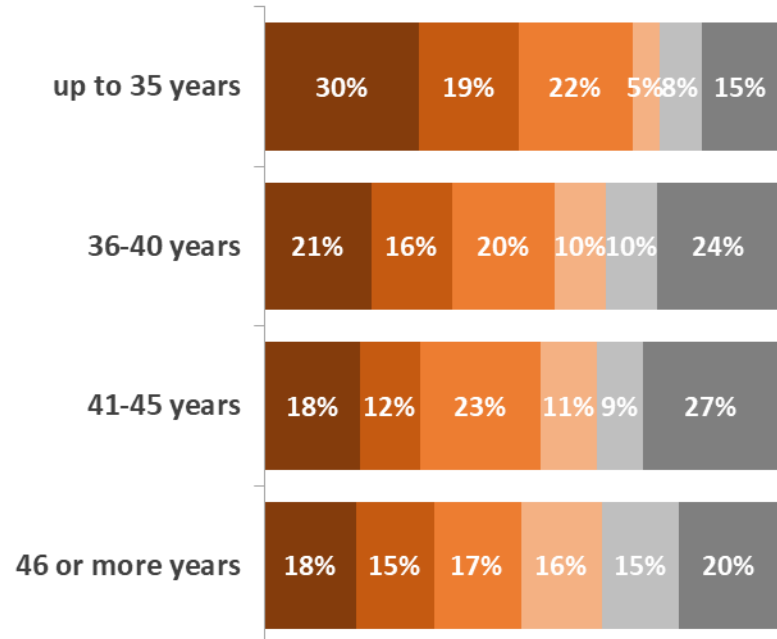
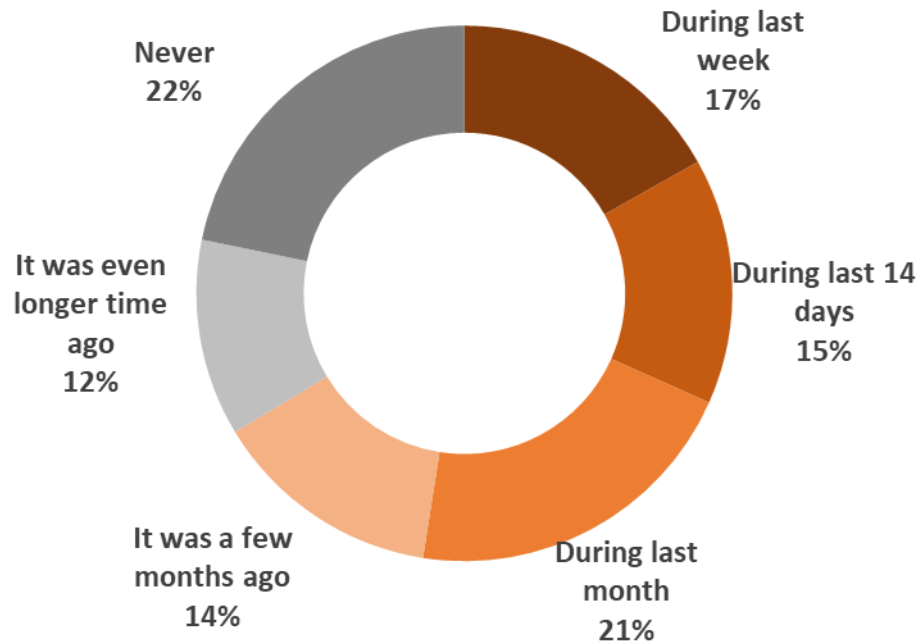
Q: How often do you receive the following forms of assessment from your superior?

PRAISE FROM SUPERIOR

- 17% of employees had received praise from their superior in the week preceding the survey. An extra 15% had received praise in the past two weeks and 21% in the past month. However, almost one third of workers are not able to recollect when they last received praise, or their superior gives them no feedback at all (32% in all).
- The good news is that younger employees are praised significantly more often, for whom this is an important part of positive motivation.



When was the employee last praised for anything?



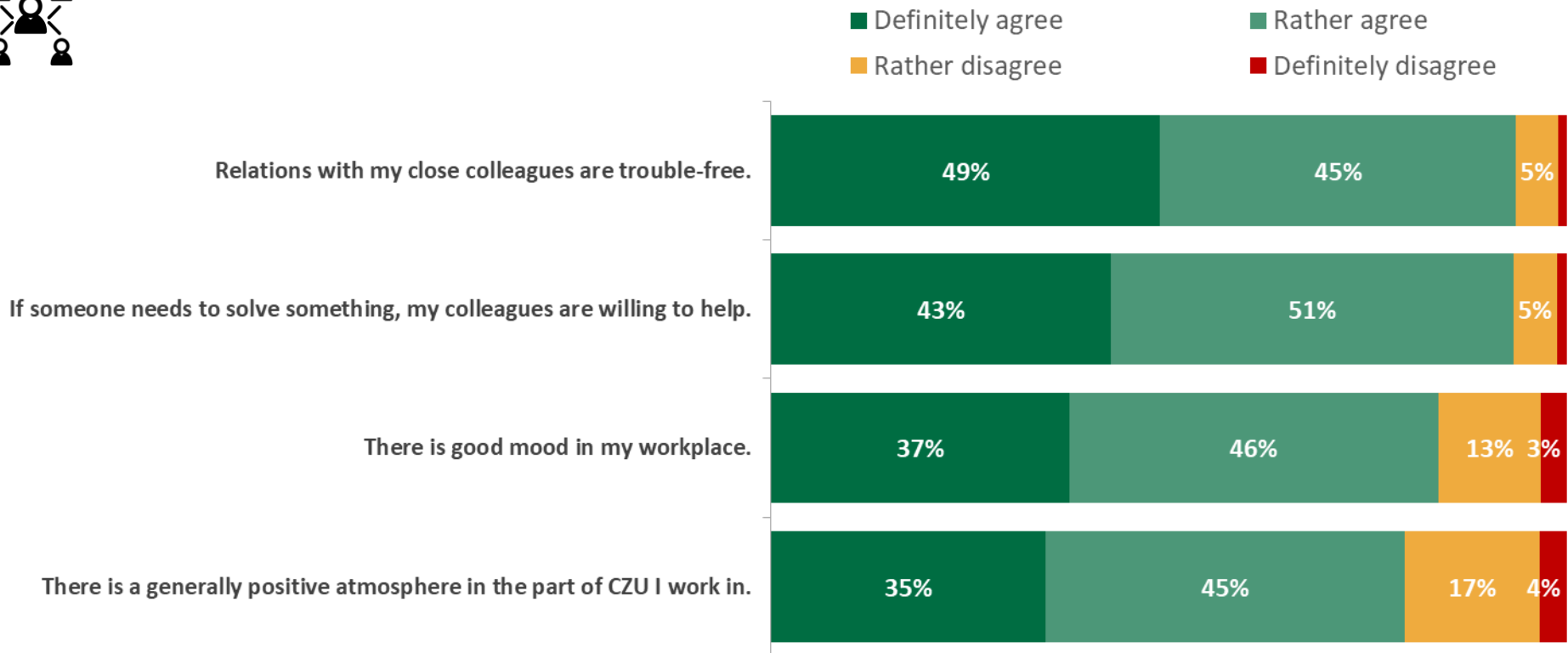
Filter: Employees who have a superior

Q: When did your superior last praise you for something?

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RELATIONS AT WORKPLACE – STATEMENTS

- Apparently, there are good relations among most colleagues at CZU. 94% of ASR employees definitely or rather agree with the opinion that relations with their close colleagues are trouble-free. A similar situation is in the willingness to accommodate each other when a problem needs to be solved.
- As for the overall atmosphere at the workplace or in this part of CZU where respondents work, we also see overwhelmingly positive answers here.



Filter: Employees who have a superior

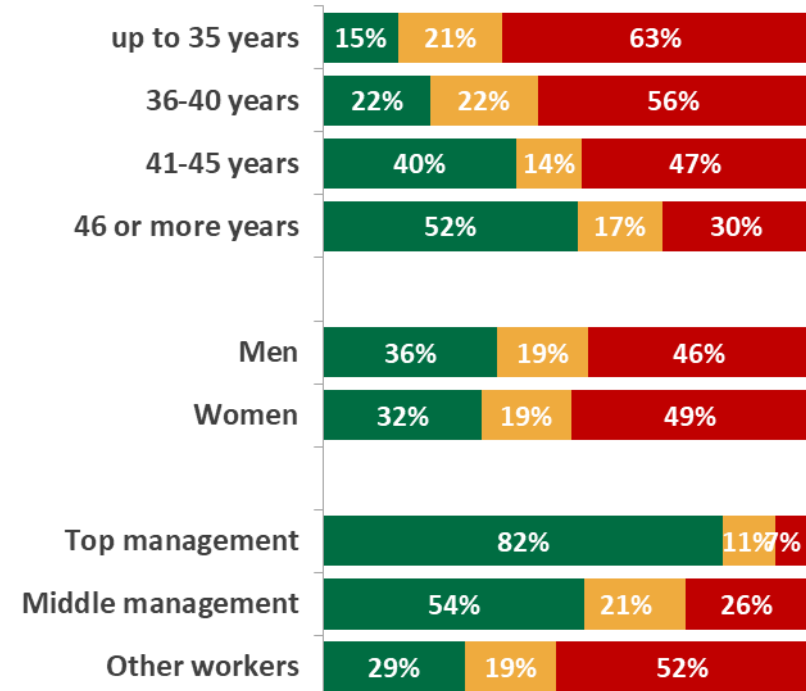
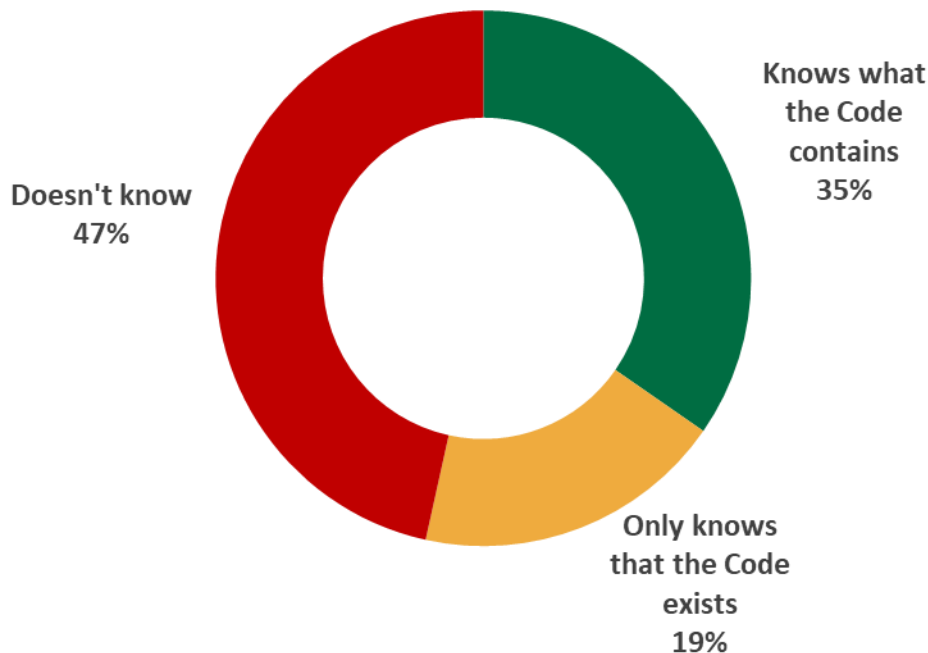
Q: To what extent do you agree with the following statements about relationships in your workplace?

CODE OF CONDUCT

- More than one half of employees (47%) have no idea that anything called the Code of Conduct exists within CZU. Only one third have at least a notion of what the Code of Conduct contains (35%).
- It is perhaps not too surprising that members of the University's top management (82%) are best acquainted with the Code. Knowledge of the Code of Conduct increases linearly with seniority, i.e. with the age of employees. The difference between men and women is not significant.



Awareness of CZU Code of Conduct



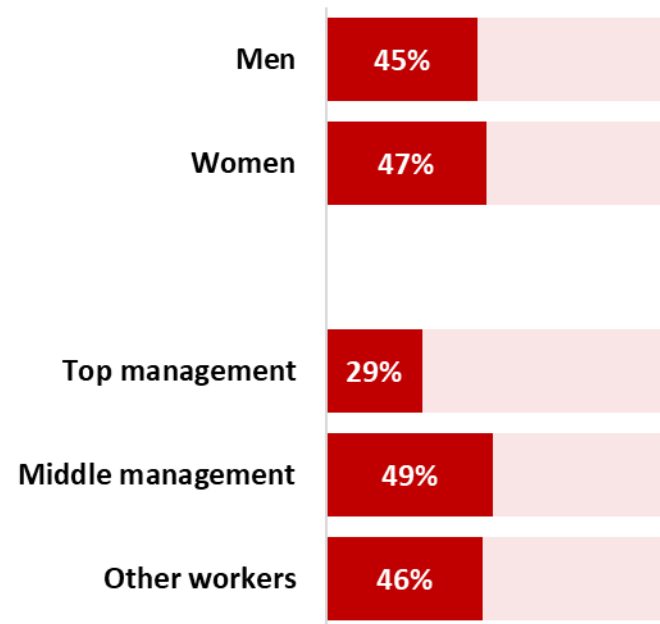
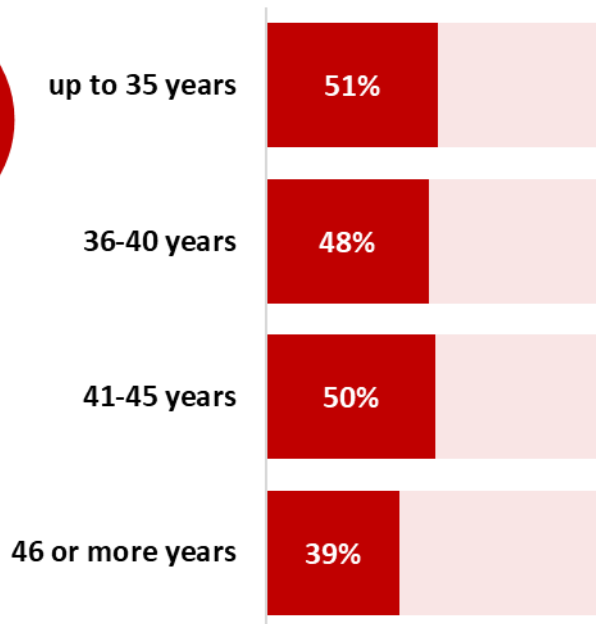
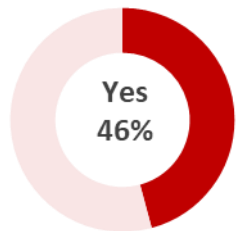
Q: Did you know that CZU has its own Code of Conduct?
And do you know what the CZU Code of Ethics contains?

INAPPROPRIATE BEHAVIOUR

- Almost one half of respondents have faced, in the past two years, behaviour from students or their colleagues which they found personally unpleasant (46%).
- In terms of age, such behaviour is less often mentioned by ASR employees aged 46 and over (39%). Men and women encountered inappropriate behaviour approximately equally often (45% vs. 47%).
- Compared to employees at the lower rungs of the University hierarchy, top managers (29%) encountered inappropriate behaviour by someone else significantly less often.



Has the employee faced inappropriate behaviour in the past 2 years?

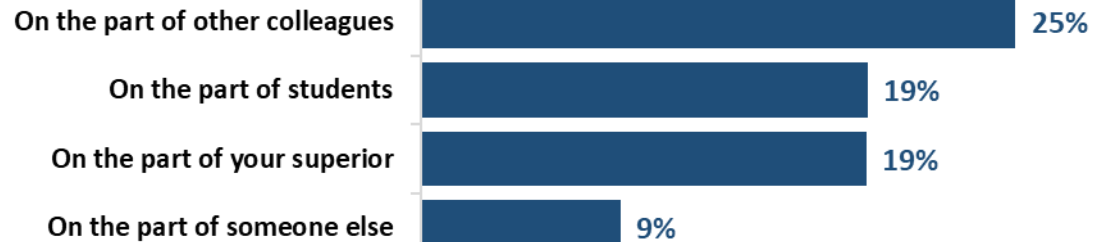


Q: Have you encountered such behaviour towards you within CZU during the last 2 years that you were uncomfortable with, whether it was from other employees, students or someone else?

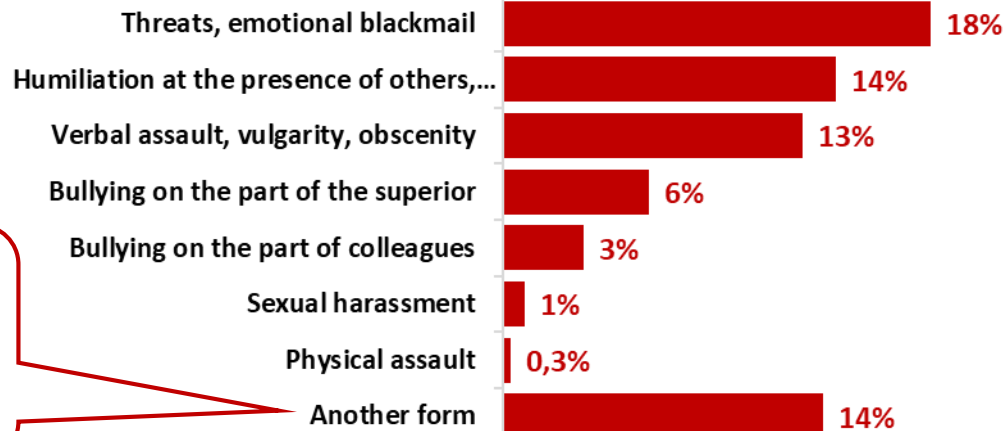
INAPPROPRIATE BEHAVIOUR

- A quarter of all ASR University employees have encountered inappropriate behaviour by other colleagues in the last two years. One-fifth experienced behaviours that were personally unpleasant to them on the part of the students, as well as one-fifth from a superior. 9% of respondents were harassed by someone else.
- Regarding specific manifestations of inappropriate behaviour, the most frequently represented theme is threats and emotional blackmail (experience by 17% of employees). This is followed by humiliation in front of others (14%) and verbal assault and vulgarity (13%). Bullying by superiors (experienced by 6% of employees) or colleagues (3%) was not a complete exception to the rule either. Based on their own accounts, approximately every hundredth employees has experienced sexual harassment. Physical assault was mentioned in our research by two CZU ASR workers.

Source of inappropriate behaviour



Form of inappropriate behaviour



Ignorance, lack of understanding, indifference
Psychological pressure
Arrogance, insolence
Bossing, mobbing, discrimination
Gossiping, lies, manipulation

Q: From whom did you encounter such inappropriate behaviour?

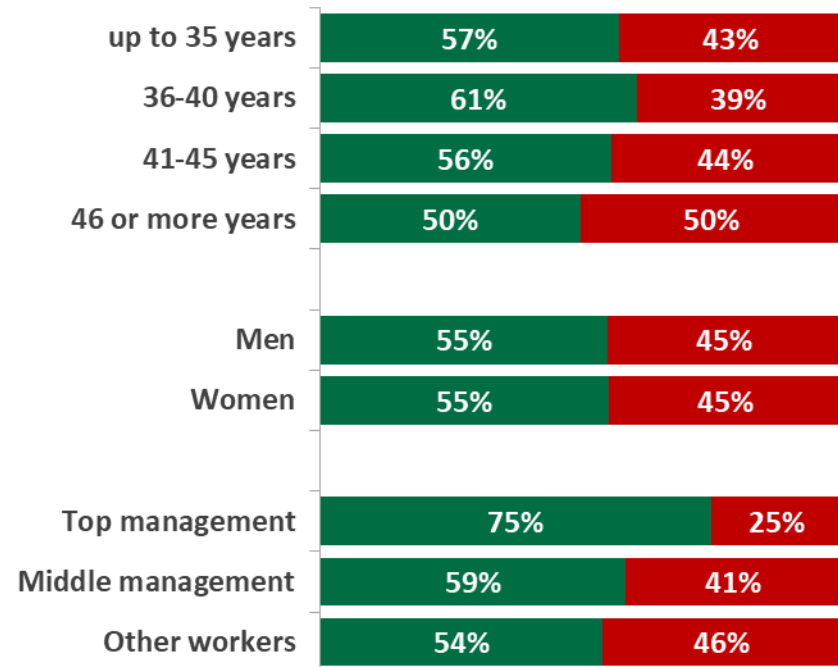
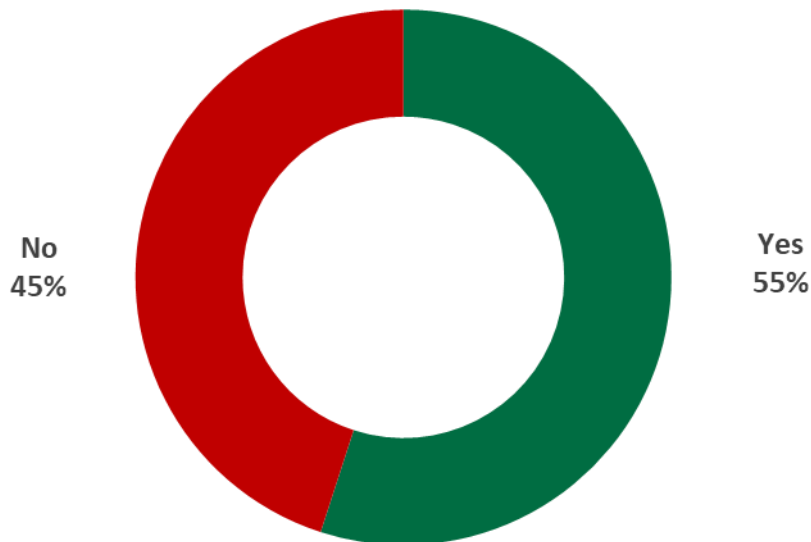
What particular form did this inappropriate behaviour take? You may also include any other forms of inappropriate behaviour in the free field.

INAPPROPRIATE BEHAVIOUR

- The majority of afflicted employees state that they can turn to someone who could help them solve the problem of inappropriate behaviour (45%).
- More often, this problem affects employees aged 46 and over.



Does the employee have anyone to turn to with the problem of inappropriate behaviour?



Filter: Employees who have faced inappropriate behaviour in the past 2 years

Q: Do you have the opportunity within CZU to turn to someone specific who is able to help you with the problem of inappropriate behaviour?

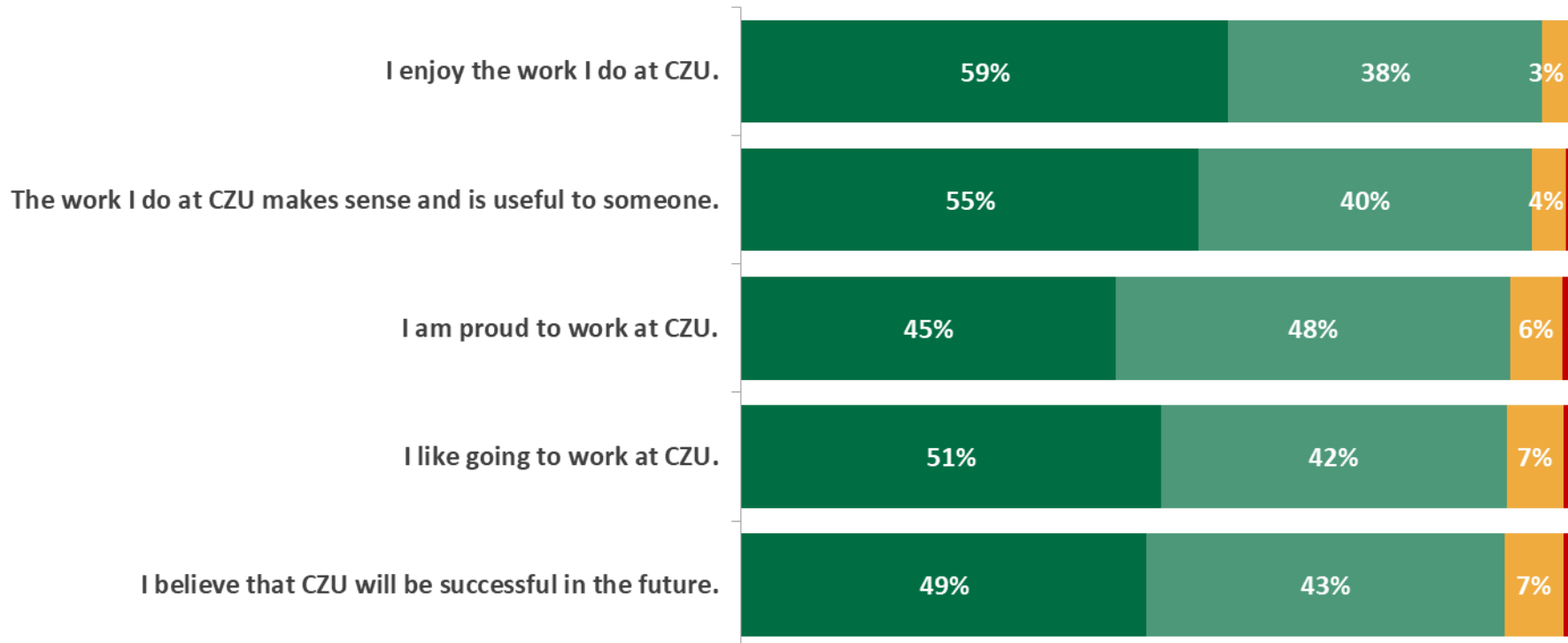
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EMPLOYEE RELATION TO CZU – STATEMENTS

- We recorded a high degree of approval of all statements regarding the relation of employees to the Czech University of Life Sciences. An overwhelming majority (97% in all) enjoy working at the University, their work is meaningful and useful to others (95%). They are proud to be able to work here (93%), they like to go to work (93%) and they believe that the University has a successful future ahead of it (92%).
- These facts show that the image of the University in the minds of its employees is markedly positive.



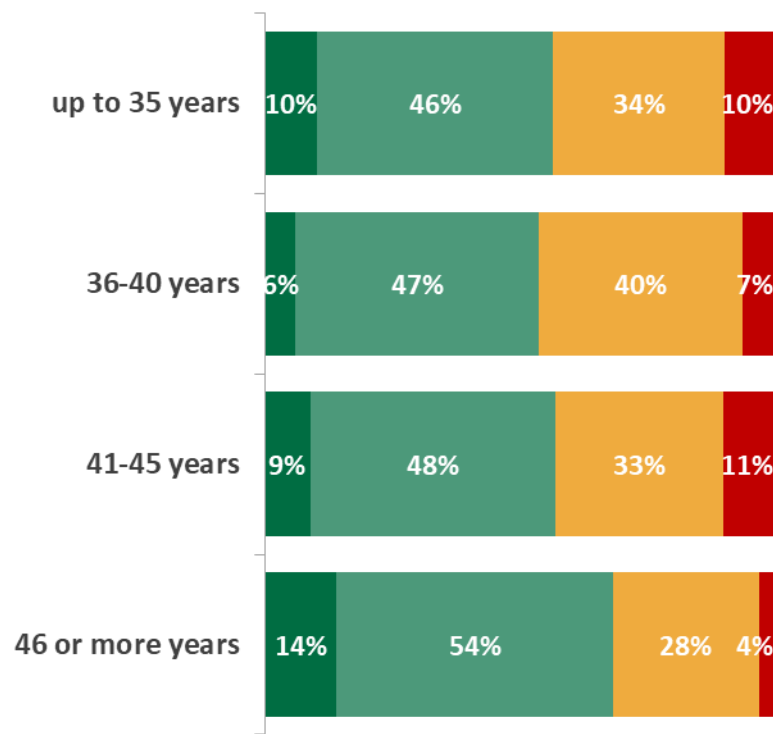
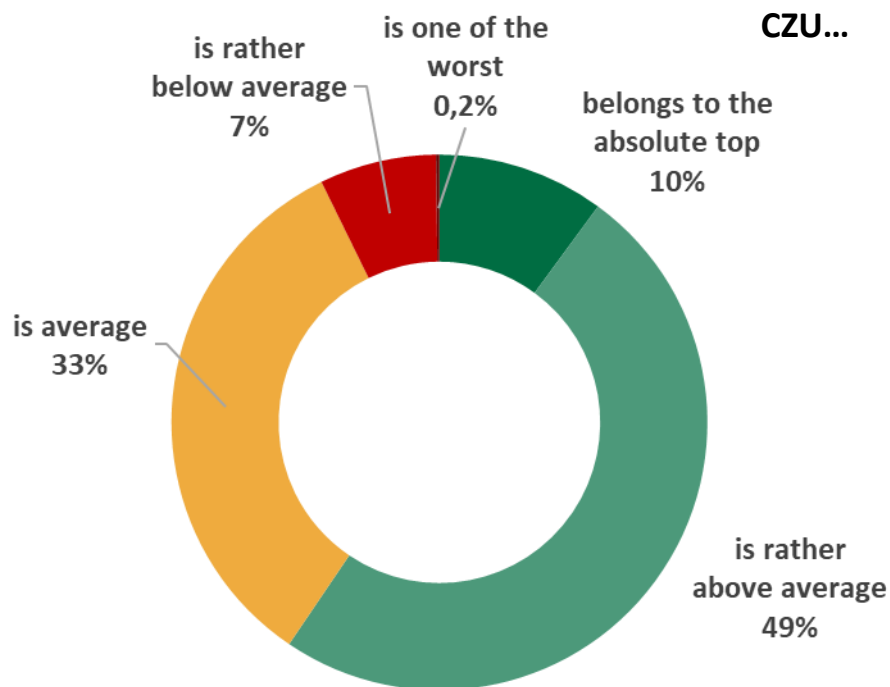
■ Definitely agree
■ Rather agree
■ Rather disagree
■ Definitely disagree



Q: To what extent do you agree with the following statements concerning your relationship with CZU?

COMPARISON TO OTHER CZECH UNIVERSITIES

- 10% of employees believe that CZU ranks among the absolute top Czech universities, a further 49% rank it above average. One third views it as average (33%) and only 7% as below average.
- Compared to other Czech universities, CZU is rated slightly better by employees aged 46 and over.



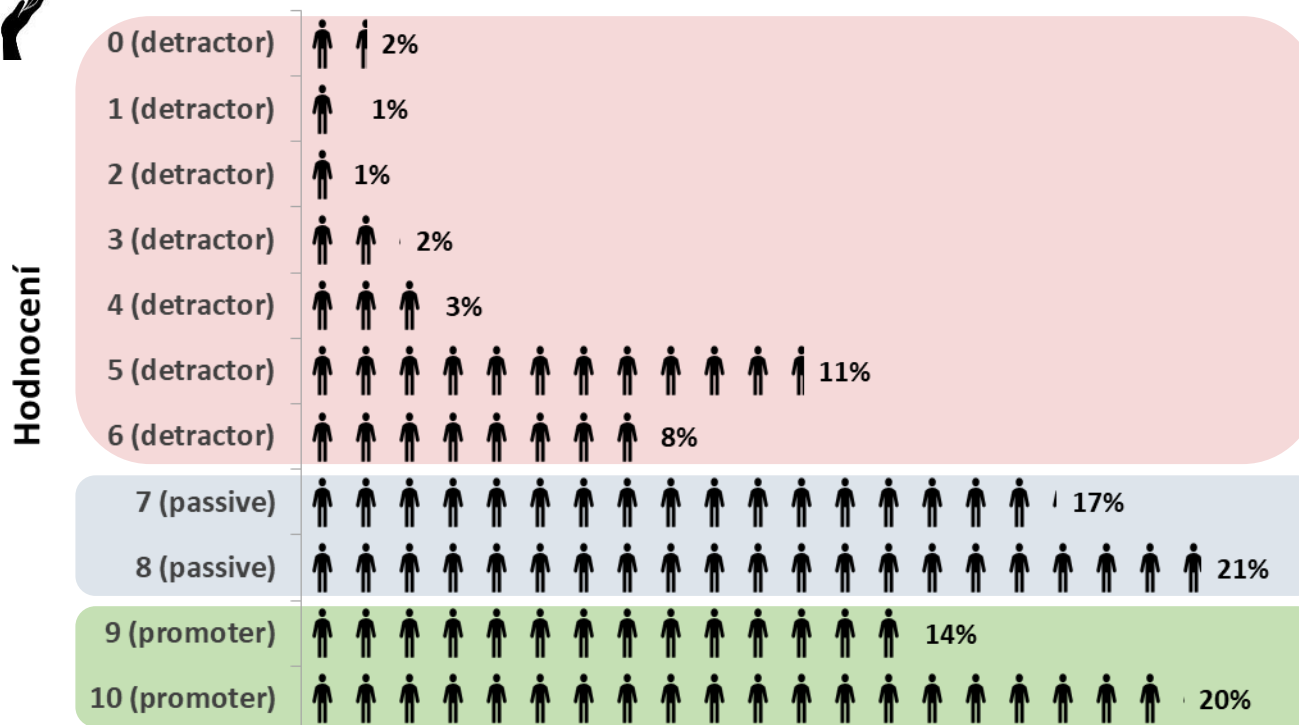
Q: Would you say that the Czech University of Life Sciences in comparison with other Czech universities...

LOYALTY

- Loyalty is measured using only one question dividing the given population into three groups: **detractors** (replies 0-6), **passives** (replies 7-8) and **promoters** (replies 9-10). By deducting detractors from promoters we acquire the score which may range from -100 to +100.
- In the case of CZU, the share of promoters is 34%, the share of detractors is 28%. The CZU loyalty score thus is +6 and is generally neutral or very slightly positive. In general, results within 0-50 are regarded as “good”, results within 51-70 are regarded as “excellent” and the values above 70 are regarded as “quite extraordinary”.



DIVISION BASED ON LOYALTY



Detractors: 28%

Passives: 38%

Promoters: 34%

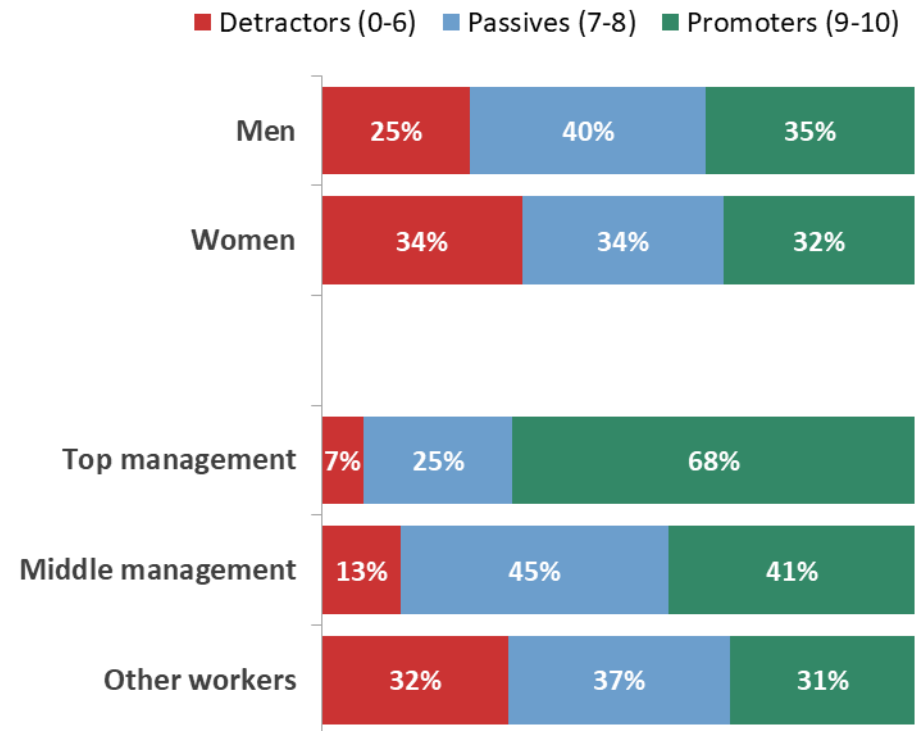
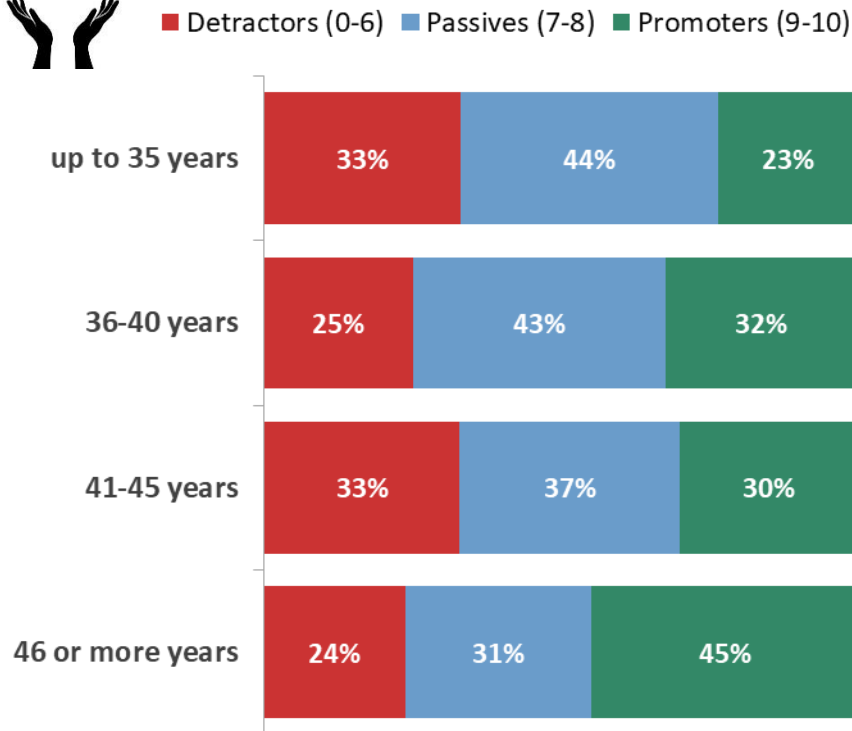
SCORE: +6

Evaluation using 0-10 scale (0 = “I definitely would not recommend work”; 10 = “I definitely would recommend work”)

Q: Based on your experience, how likely are you to recommend work at the Czech University of Life Sciences to your friends or acquaintances who might be interested in this type of work? Please answer on a scale of 0-10, where 0 means that you would definitely not recommend working at CZU, 10 means that you definitely would recommend working at CZU.

LOYALTY

- The use of one score is interesting mainly because it allows a very easy comparison, in our case of different socio-demographic groups, individual parts and hierarchical levels of CZU.
- Significantly the highest proportion of promoters can be found in the top management of the University, the highest proportion of critics among women.

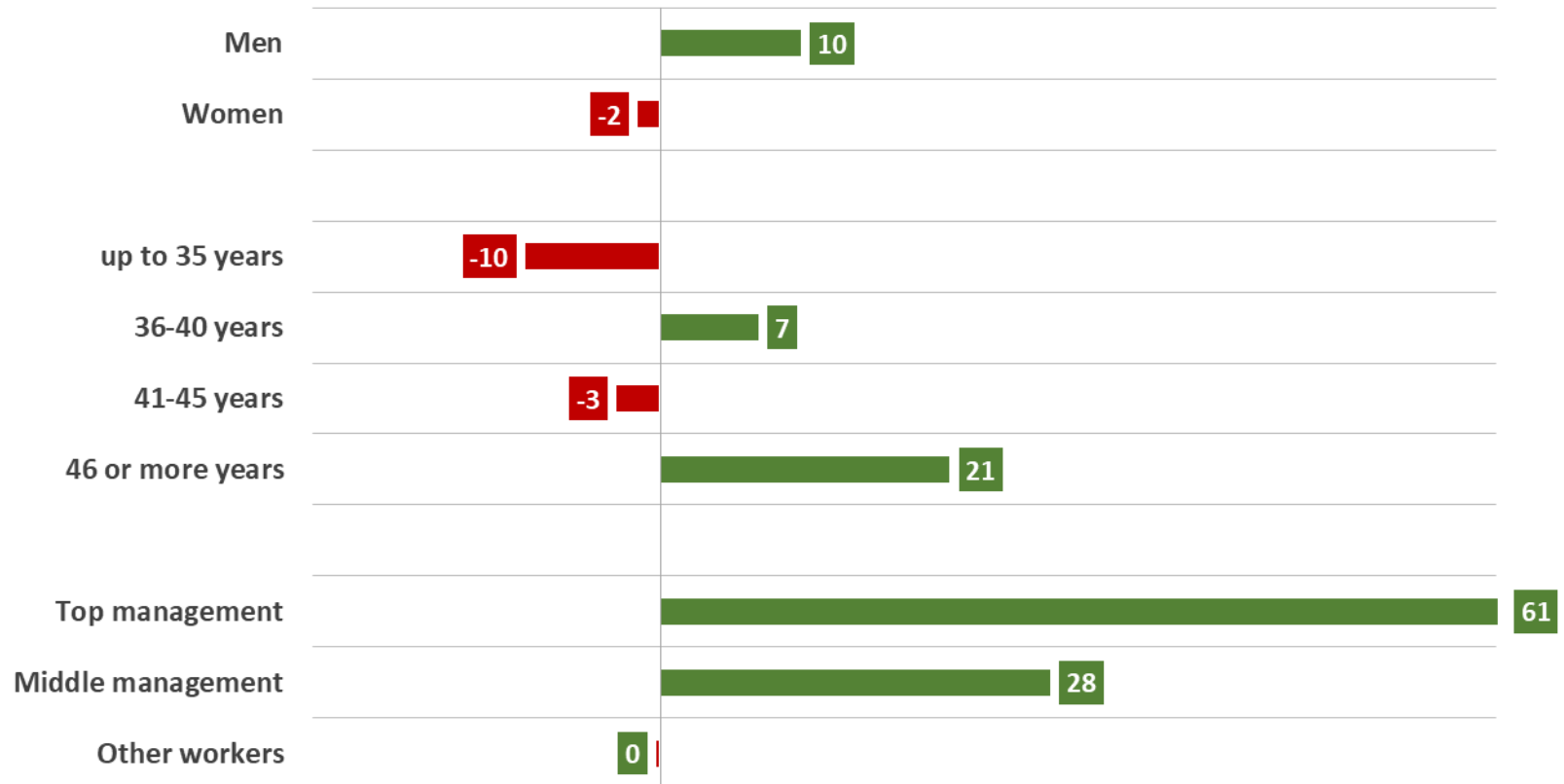


Evaluation using 0-10 scale (0 = "I definitely would not recommend work"; 10 = "I definitely would recommend work")

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LOYALTY

- Women, employees under the age of 35 and those aged 41-45 show an overall negative loyalty score. Of the age groups, we can observe the highest level of loyalty to CZU among employees over the age of 46.
- As already mentioned, the members of the University's top management are by far the most loyal, but the employees at the middle level of the hierarchy are also generally positive.

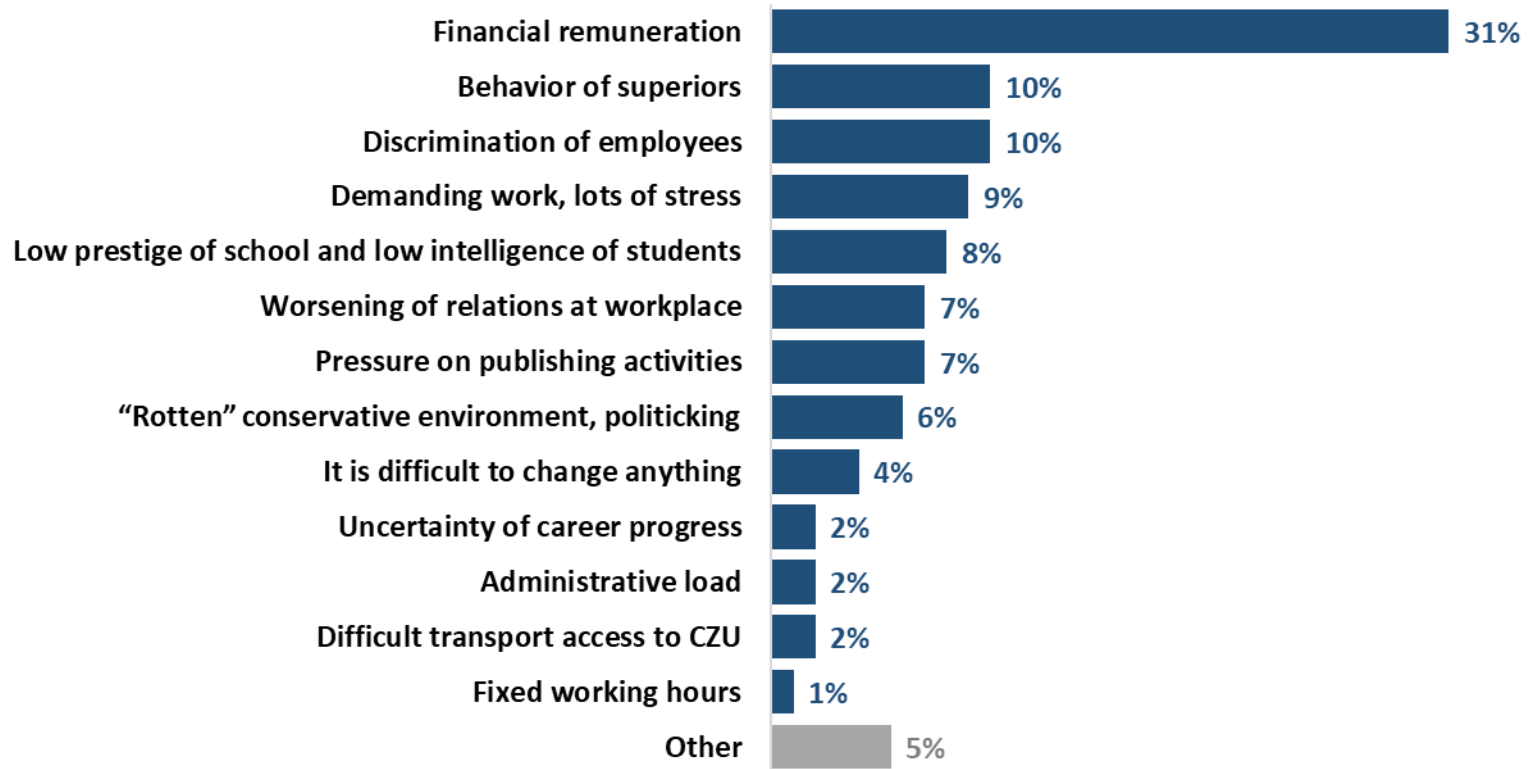


Loyalty score = (% promoters - % critics) * 100; the score ranges between -100 and +100

Q: Based on your experience, how likely are you to recommend work at the Czech University of Life Sciences to your friends or acquaintances who might be interested in this type of work? Please answer on a scale of 0-10, where 0 means that you would definitely not recommend working at CZU, 10 means that you definitely would recommend working at CZU.

REASONS FOR NOT RECOMMENDING WORK AT CZU

- We asked the employees who did reply to the last question within the 0-6 range (detractors) an additional open-ended question which concerned particular reasons for not recommending CZU. By far the most frequent reason is poor remuneration (quoted by 31% of those that were asked this open-ended question).
- With a very significant gap the behaviour of superiors and discrimination against employees follow (in both cases 10%), the next ranking is evident from the graph.



Open-ended question, Multiple answers possible

Filter: Employees who evaluated within the range 0-6

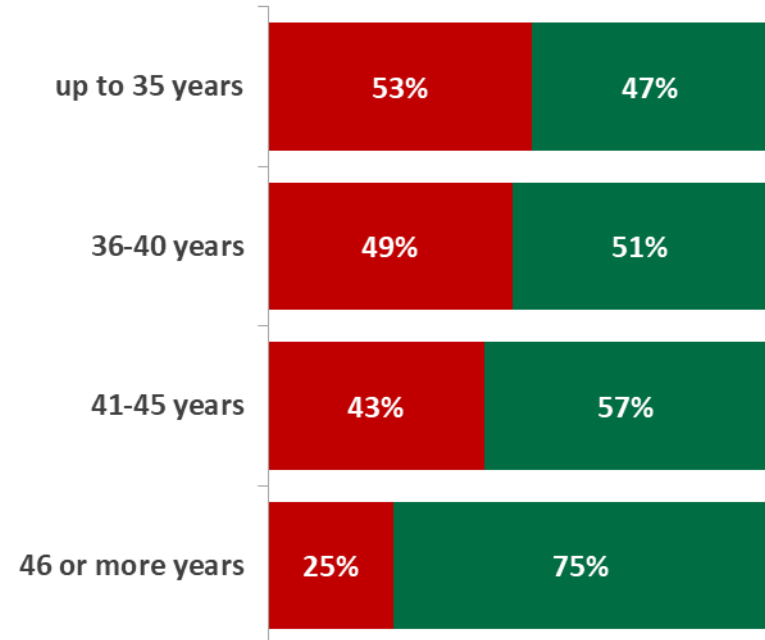
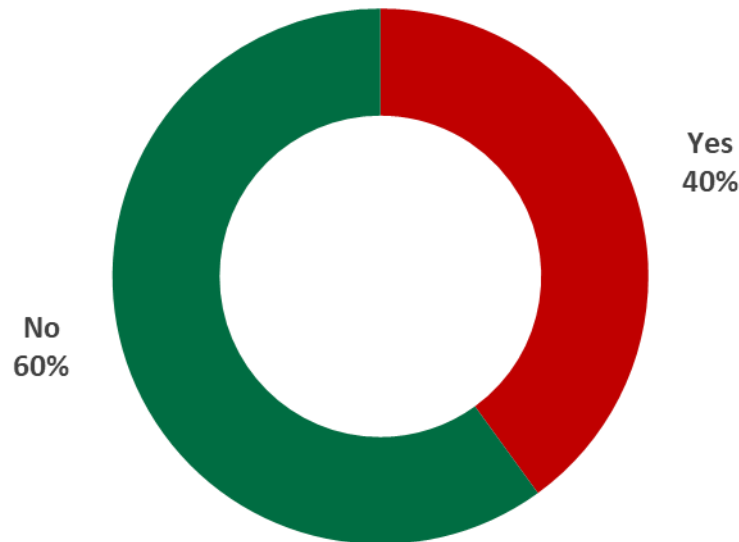
Q: Are there any specific reasons why you would not recommend your friends or acquaintances to work at CZU? If so, please list them briefly.

CONSIDERATIONS OF LEAVING CZU

- With regard to the overall positive image the University has among employees, it may be rather surprising that 40% of them to some extent considered leaving CZU in the past 12 months.
- This most often included younger employees: In the age category up to 35 years, more than half of the respondents thought about leaving, in the highest category "only" a quarter.



Considerations of leaving CZU in the past 12 months



Q: Have you ever considered leaving CZU in the last 12 months?

REASONS WHY EMPLOYEES CONSIDERED LEAVING CZU

- Considerations to leave the University are not usually caused by interpersonal relations, which is also supported by the above-detailed positive evaluation of superiors and colleagues. In our opinion, in the case of CZU there are two main reasons:

- mentally-demanding work** (particularly stress and long-term increase in pressure on employee performance),
- insufficient appreciation** (both financial and as lack of appreciation of work carried out by employee),
augmented by **better job offers from elsewhere**.



→ Stress (I carry work home in my head)

→ Inadequate remuneration

→ Long-term increasing pressure on performance

→ Ungratitude, I do not feel appreciated for what I do

→ Better offer somewhere else

→ Lots of overtime

→ Concern about possible job loss, uncertain future

Commuting

Family or health reasons

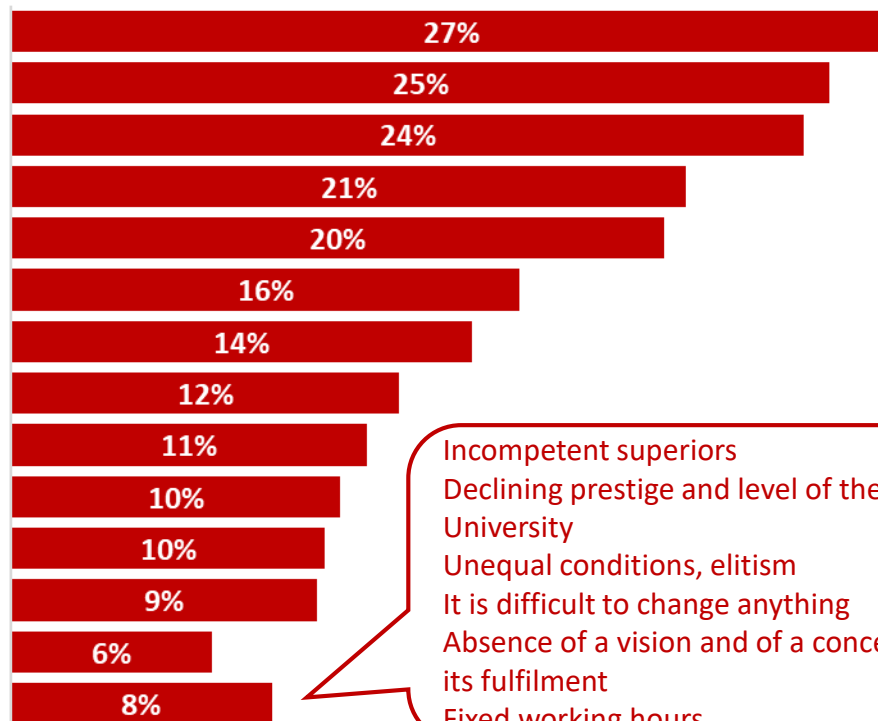
Impossibility of further career growth

Dissatisfaction with the job content

Bad relations with your superior

Bad relations with colleagues in the workplace

Other



Incompetent superiors
Declining prestige and level of the University
Unequal conditions, elitism
It is difficult to change anything
Absence of a vision and of a concept of its fulfilment
Fixed working hours

Q: Which of the following reasons have led you or lead you to thinking about leaving CZU? You may give more reasons or add more if they are not in the list.

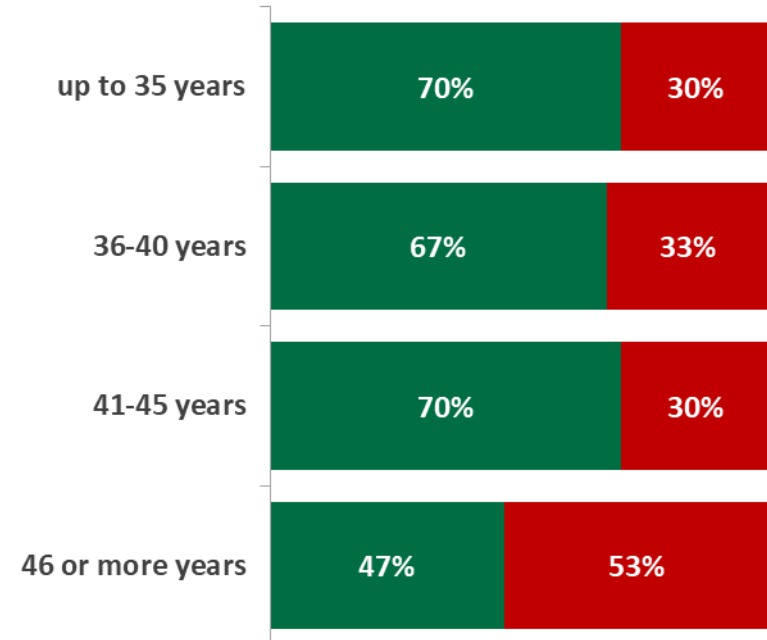
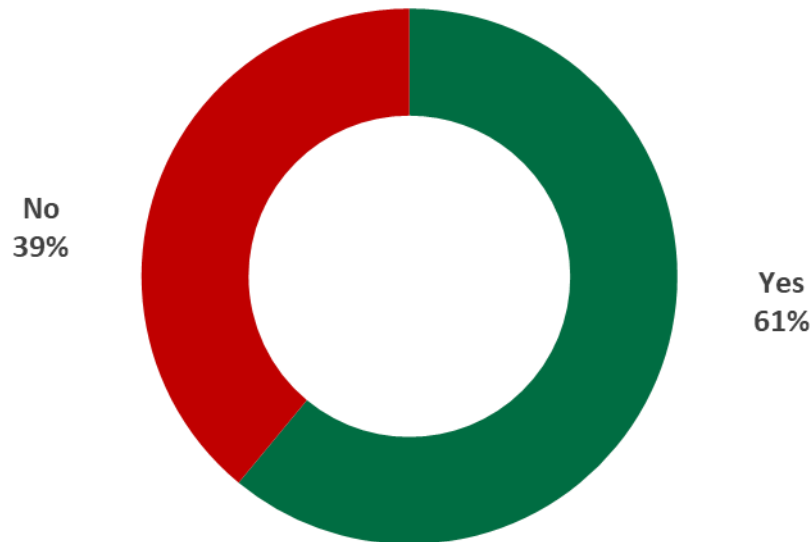
1. WORKING CONDITIONS AT CZU
2. WORK ACTIVITIES OF PEDAGOGUES AND SR WORKERS
3. CONDITIONS FOR SCIENTIFIC RESEARCH ACTIVITIES
4. PERSONAL DEVELOPMENT
5. COMMUNICATION
6. RELATIONS WITH SUPERIORS, WORK EVALUATION
7. RELATIONS AT WORKPLACE
8. LOYALTY TO CZU
- 9. WORK AT CZU AND ELSEWHERE**

STUDYING AT CZU

- 61% of current CZU employees who took part in the survey graduated from CZU in the past.
- Among employees in the age categories up to 45 years, the share of graduates is more or less constant (from 67% to 70%), but among those over 46 years of age it is significantly lower, only 47%.
- On the one hand, the high share of graduates among employees contributes to the continuity of the University and its individual fields, on the other hand, it can in some cases hamper the introduction of innovations and changes if these are needed.



Did the employee study at CZU?



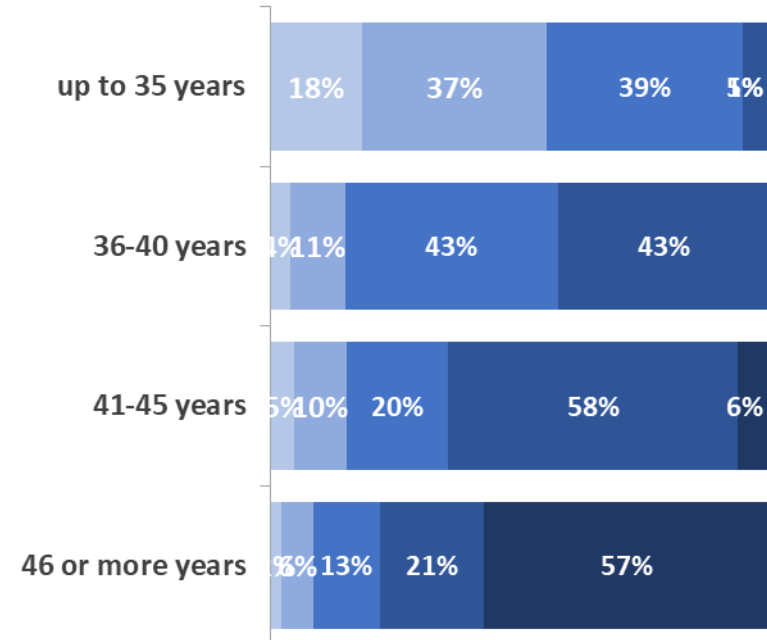
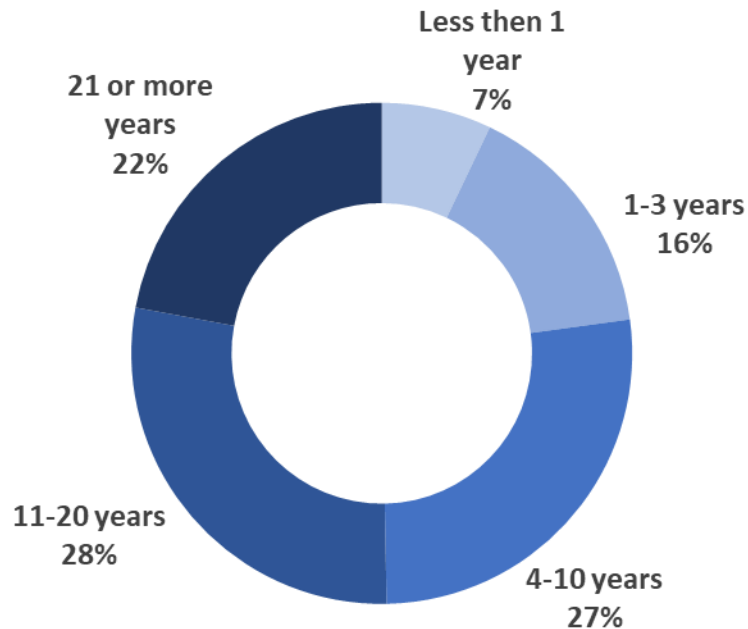
Q: Did you graduate from CZU?

DURATION OF CZU EMPLOYMENT

- Almost one half of employees have worked at CZU for more than 10 years; one fifth for more than 20 years.
- It is more than understandable that the most senior employees are found among the workers belonging to the highest age category.



I have worked at CZU ...



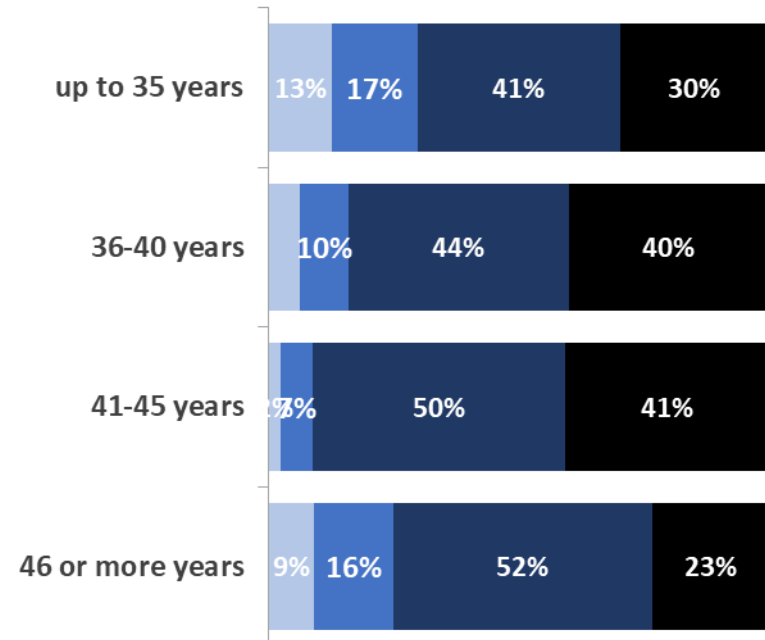
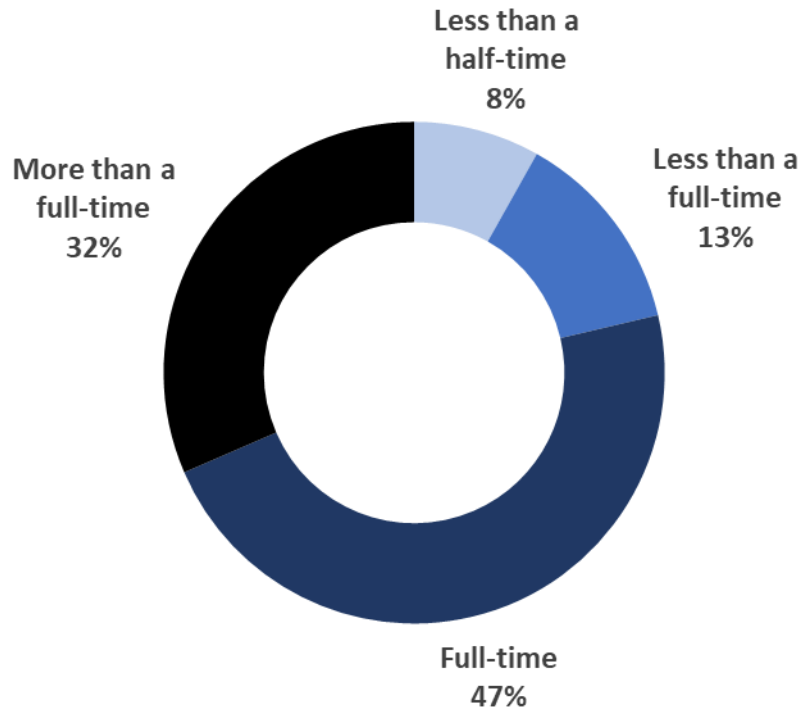
Q: How many years have you been working at CZU?

WORKING HOURS

- 47% of ASR research participants were employed full-time, a third had even more than one full-time contract with CZU. A fifth had a part-time, of which 8% even less than a half-time.
- Overall, employees in the age category 41-45 have the highest share of full-time or even higher hours (91%).



Full-time vs. Part-time



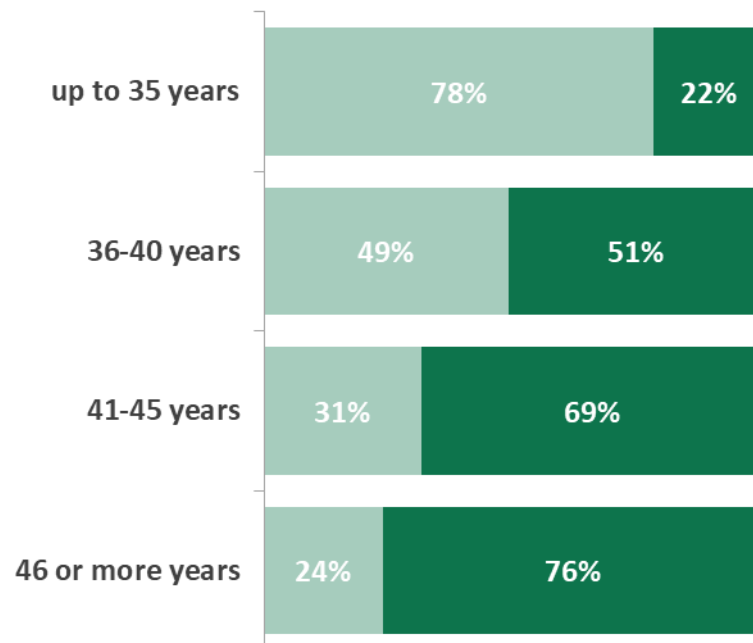
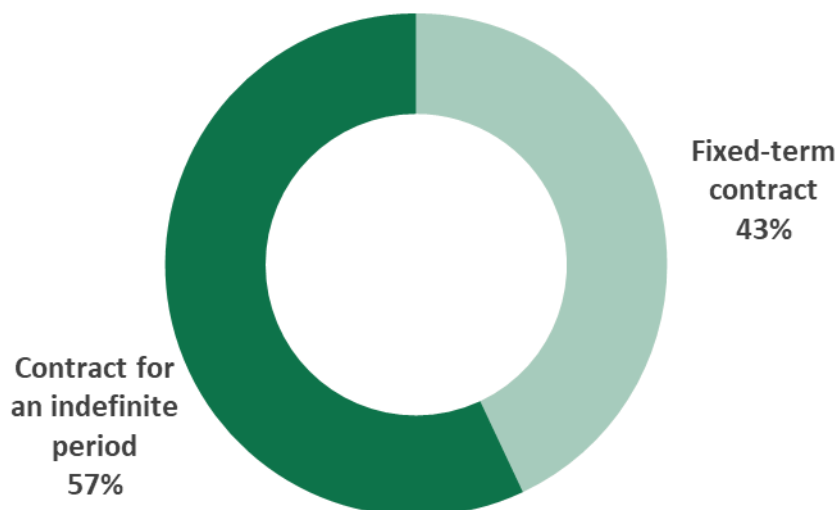
Q: What is the total full-time equivalent (FTE) of your job at CZU (including all projects, Agreements on Work Activities (DPČ), Agreements on the Performance of Work (DPP), etc.?)

EMPLOYMENT AGREEMENT

- 57% of respondents had at least one contract for an indefinite period among contracts with CZU, 43% had only a fixed-term contract for a definite period of time.
- The share of ASR employees with an indefinite contract grows significantly with age: In the category up to 35 years only 22% of employees had a permanent contract, in the category 46+ it was 76%.



Type of employment contract



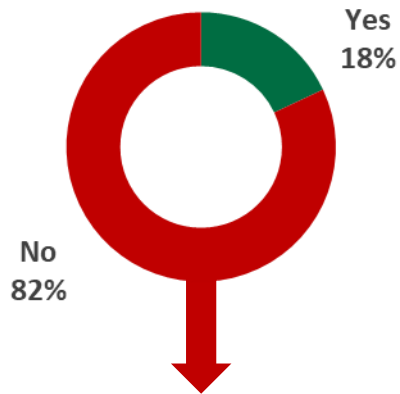
Q: What type of employment contract do you have? If you have several contracts, but at least one is for an indefinite period of time, please provide the answer "for an indefinite period of time".

EMPLOYMENT OUTSIDE CZU

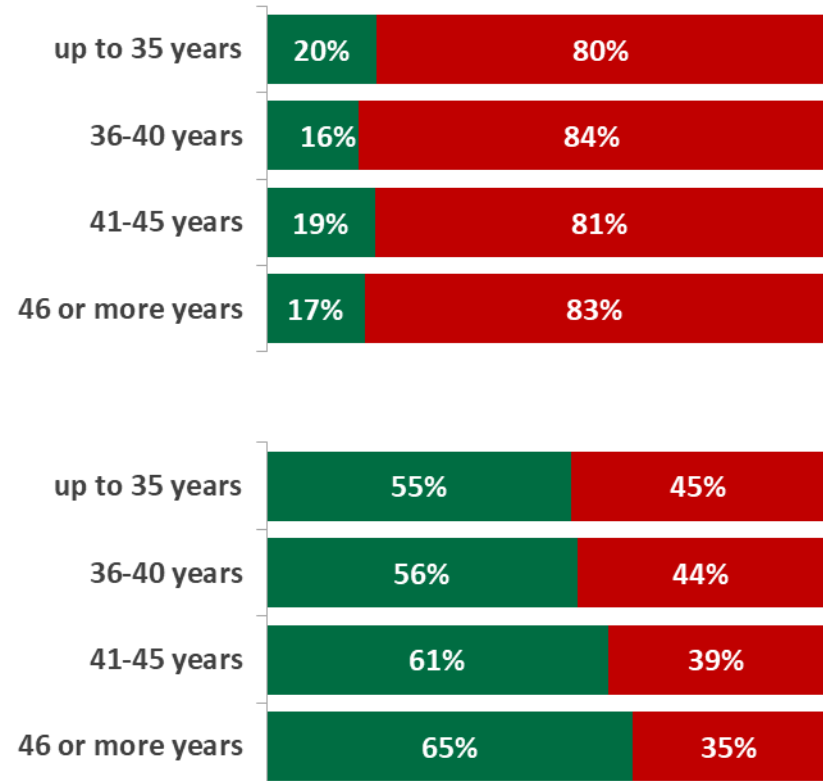
- Approximately every fifth ASR CZU employee also has some work outside the University (18%). There were no interpretable differences between the age categories in this case.
- Of those who now have no other job than at CZU, however, 60% state that they used to work elsewhere (65%).
- However, this means that a third of current academic and scientific researchers have never experienced a job other than at CZU. And this definitely does not concern only employees from the younger age categories.



Is he/she permanently employed elsewhere as well?



Has he/she been previously employed elsewhere?



Q: Are you also permanently employed by an employer other than CZU?

And have you ever been employed elsewhere than at CZU (for at least one year continuously with one constant employer)?

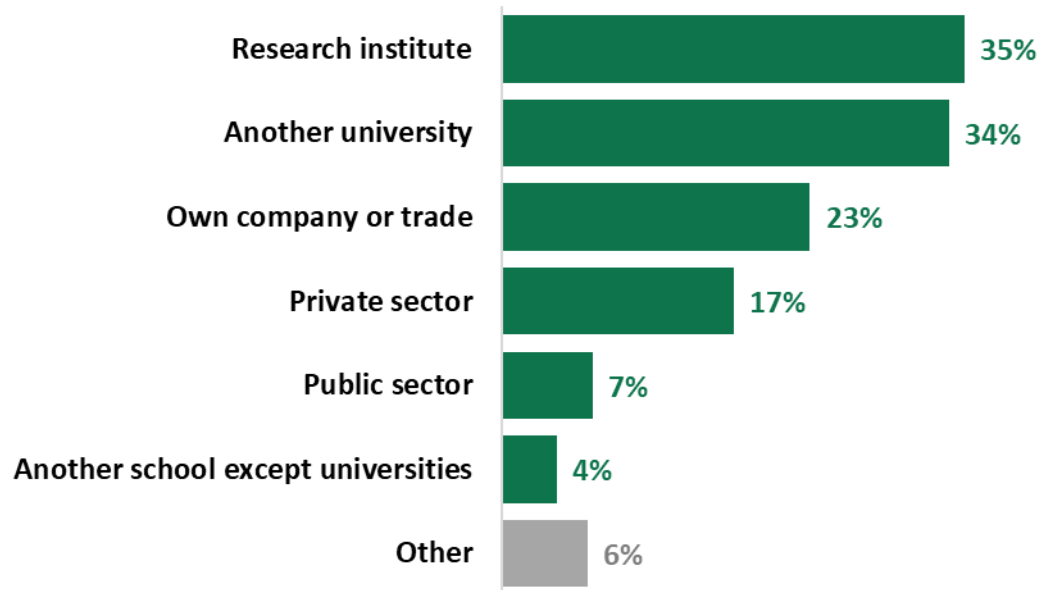
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EMPLOYMENT OUTSIDE CZU

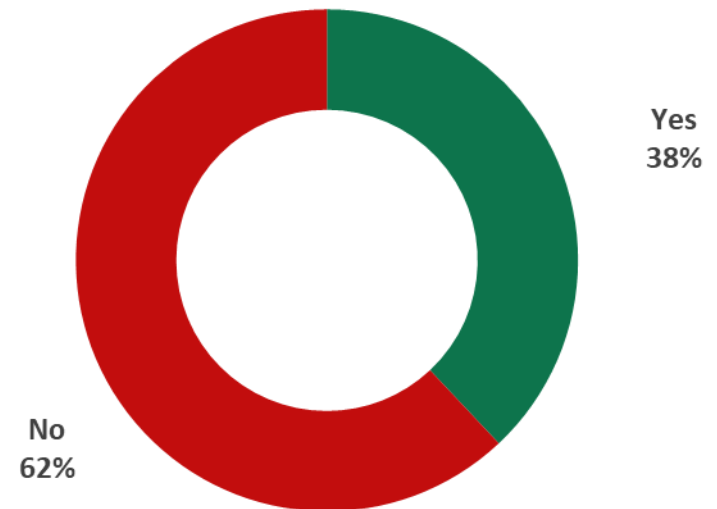
- In terms of parallel employment, the most common type is working at a research institute (35% of those who work outside CZU) or at another university (34%). In addition to working at the University, less than a quarter run their own company or trade, 17% are employed in the private sector.
- Regarding the comparison of the scope of working hours, 38% perform a larger scope of work elsewhere, the remaining 62% have more working hours at CZU.



Places of other employment



Is the workload elsewhere greater than the one at CZU?



Filter: Workers employed permanently at both CZU and elsewhere

Q: What type of institution or institutions are you employed with apart from CZU?

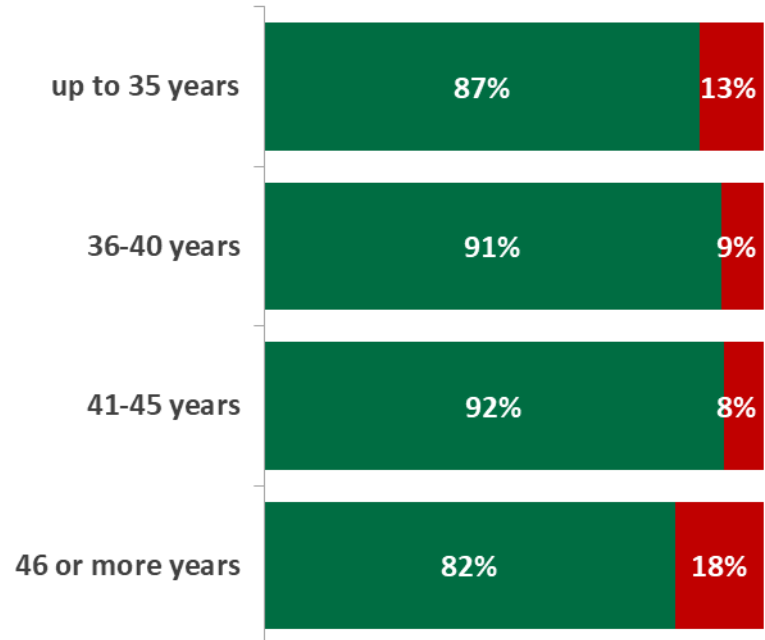
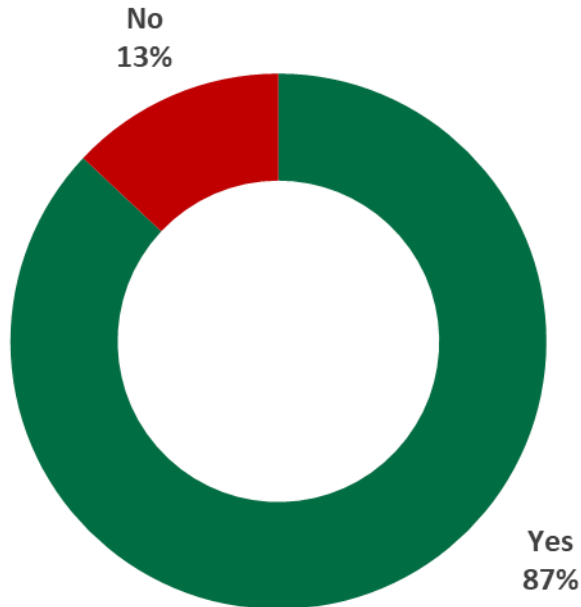
Is the total amount of working hours you have elsewhere higher than your total working hours at CZU?

MAIN SOURCE OF INCOME

- For 87% of ASR employees, working at CZU is the main source of their income.
- Employees aged 36-45 are the most dependent on University earnings.



Is working at CZU the main source of income?



Q: Is your work at CZU currently your main source of income?

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