

# Employee Survey Results on Research Culture

**Eliška Handlířová**, Head of director's office  
**Ester Jarour**, Communications lead

# What is culture?

1. customary beliefs, social forms, and material traits of a racial, religious, or social group
2. set of shared attitudes, values, goals, and practices that characterizes an institution or organization
3. set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic

Source: Marriam Webster Dictionary



# Why do we care about research culture at CEITEC?

- Thousands of researchers have taken part in the largest ever survey into experiences of research culture.
- The report is based on a survey of more than 4,000 researchers in the UK and globally and nearly 100 in-depth interviews.
- **The results show it's time for change** – everyone in the research community can help to reimagine research.
- We wanted to know how is CEITEC doing compared to the UK and the rest of the world.
- We want to work together and create a better environment for all of us.



What  
Researchers  
Think About the  
Culture They  
Work In



2020

SHIFT  
LEARNING

# Key Findings of Wellcome Survey

- **Researchers are passionate and proud about their work, but have concerns about job security**
  - 84% of researchers are proud to work in the research community, but only 29% feel secure pursuing a research career.
- **Poor research culture is leading to unhealthy competition, bullying and harassment, and mental health issues**
  - 78% of researchers think that high levels of competition have created unkind and aggressive conditions.
  - Nearly two-thirds of researchers (61%) have witnessed bullying or harassment, and 43% have experienced it themselves. Just one in three (37%) feel comfortable speaking up, with many doubting appropriate action will be taken.
  - Over half of researchers (53%) have sought, or have wanted to seek, professional help for depression or anxiety.



## What Researchers Think About the Culture They Work In



2020

SHIFT  
LEARNING

# Key Findings of Wellcome Survey

- **There's a disconnect between researchers' perception of their management skills and their abilities in practice**
  - 80% of researchers who manage people say they have the knowledge and skills to manage a diverse team, but only 48% have received training.
  - Those being managed often miss out on critical aspects of good management – only half have received feedback on their performance (55%) or had a formal appraisal (49%) in the past year.
- **The system favours quantity over quality, and creativity is often stifled**
  - Creativity is one of the most commonly cited features of an ideal research culture, but 75% of researchers believe it's currently being stifled.



## What Researchers Think About the Culture They Work In

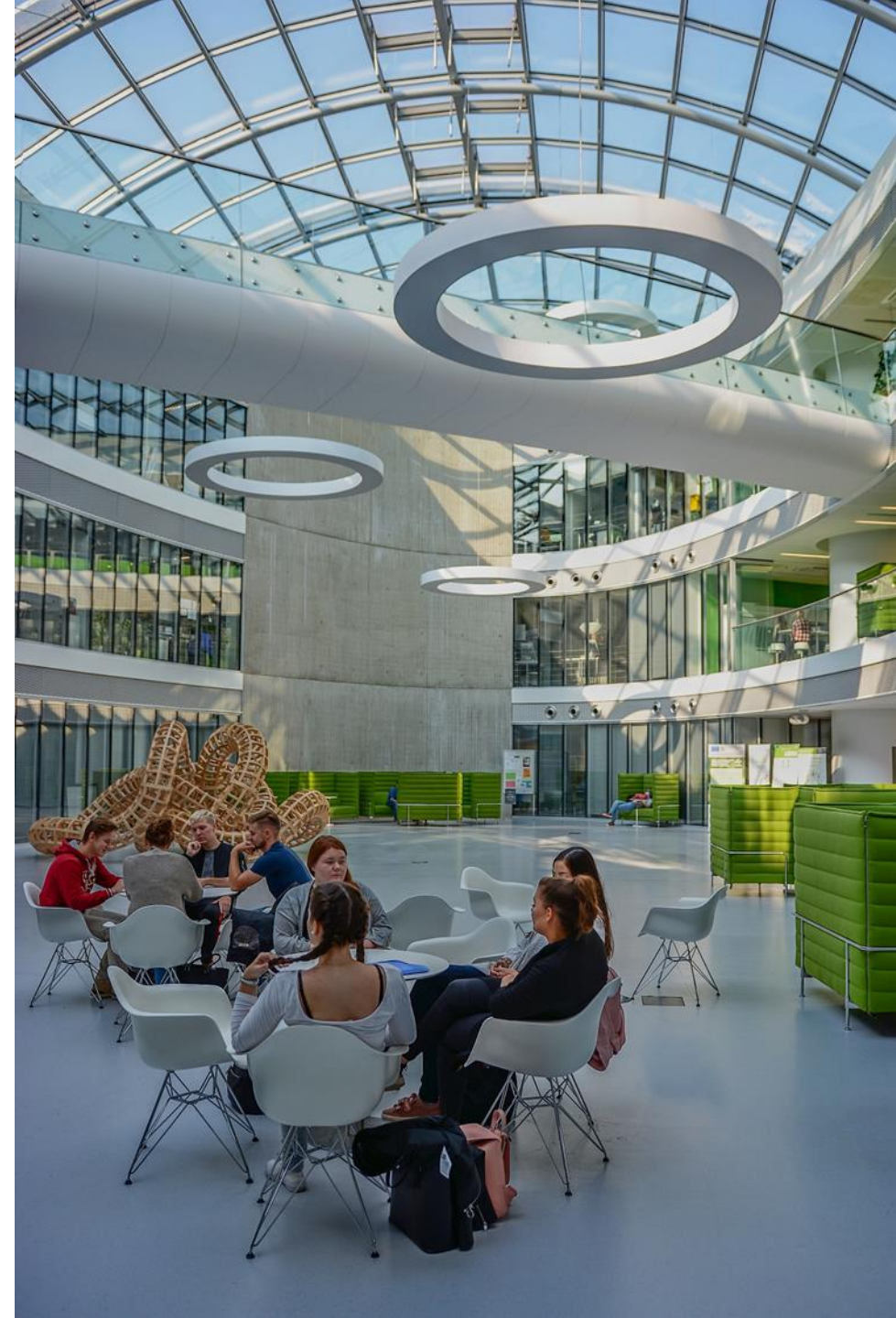


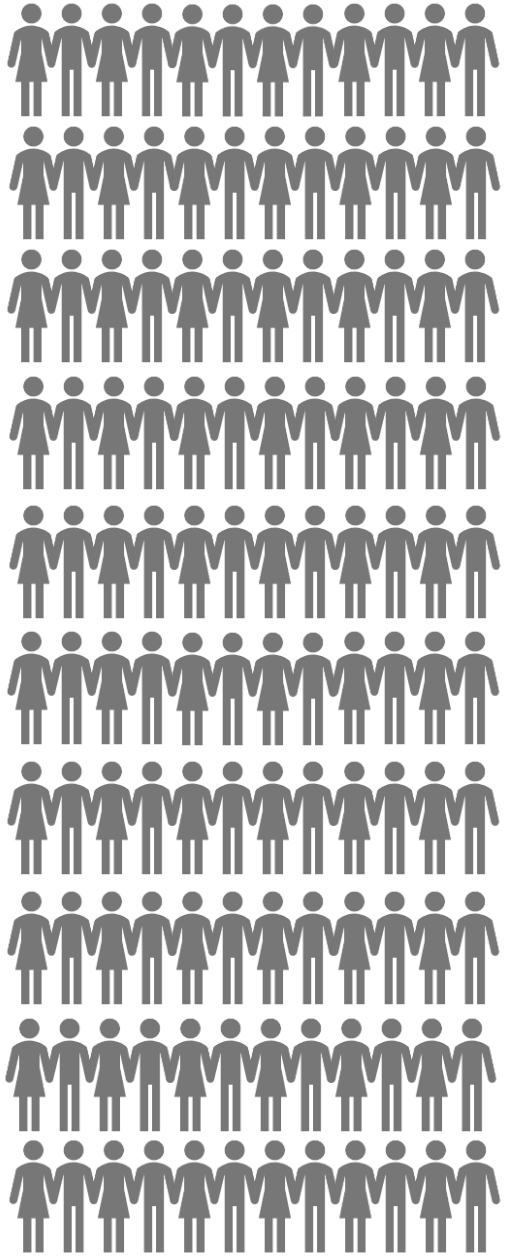
SHIFT  
LEARNING

**And how about CEITEC?**

**How are we doing?**

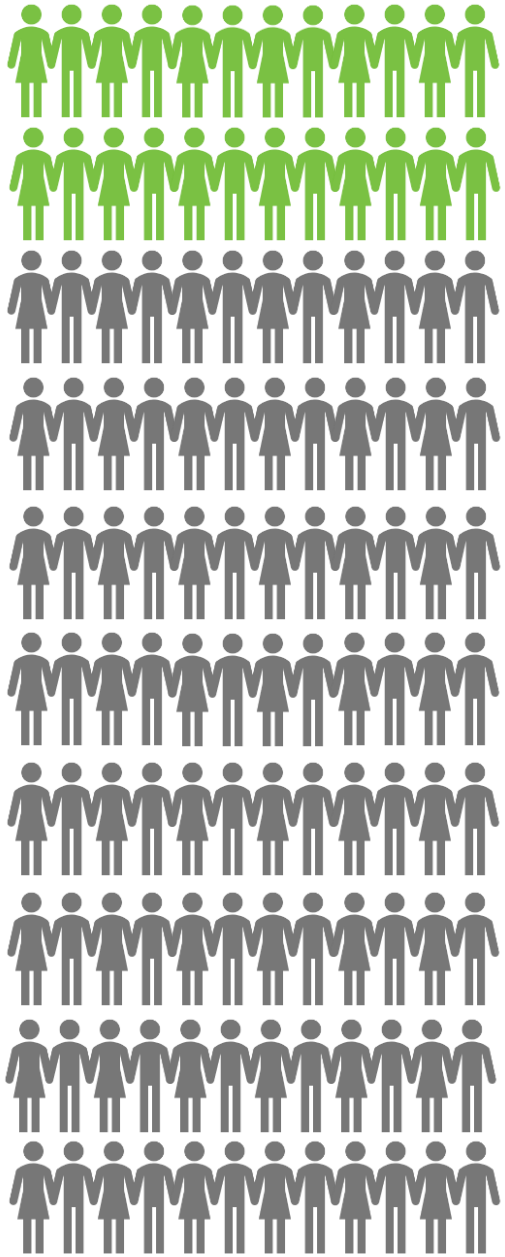
**Why should we care?**





**Our community  
has approximately  
500 members**





**20% of CEITECians  
participated in  
the survey**





# Respondens structured by



- Gender



- Phase of career



- Position/job category



- Managerial role



- Caring responsibilities



- Nationality



- Type of contract



- Full-time / part-time



# Our results at CEITEC

What do CEITECians think about the culture they work in?

# International working environment

- **94%** of respondents switch to English whenever at least one foreigner is present
- **81%** of respondents are aware that the CEITEC website is available in English
- **78%** of respondents are aware that all important documents exist in English
- **73%** of respondents are aware that CEITEC has a Welcome Office



Do you think, that  
**internationalisation**  
happens by itself?

# Our path towards internationalisation



**9,5%**  
of researchers  
were from  
abroad

**44%**  
of researchers  
were from  
abroad



**2011**

**2021**

# Factors influencing internationalisation

1. **English** as the **primary language** of the institution
2. Important **documents** available in English
3. **Meetings** with at least one foreigner are **held in English**
4. Institutional **website** is available in English
5. **Newly hired people** should speak at least some English
6. **Wellcome office** for researchers coming from abroad
7. **Onboarding process** for new employees

# Institutional change is possible!



**...but it requires consistent hard work!**

Over time we have managed to successfully implement all seven factors influencing internationalisation and reached a level comparable with western European research institutes.



# Leadership and supervision

- **65%** of supervisors **discuss work performance** with their subordinates
- **58%** of supervisors **note the achievements** of their subordinates
- **23%** of researchers have a **formal performance evaluation interview** with their boss
- **Wellcome survey**
  - **49 %** of researchers have a formal performance evaluation interview with their boss





# MENTIMETER

Why are performance evaluation interviews important?


CODE: **4520 7074**




# What can the institute do to improve the situation?

NEWS

## Leadership policy as tool to inspire, develop and empower leaders and their team members

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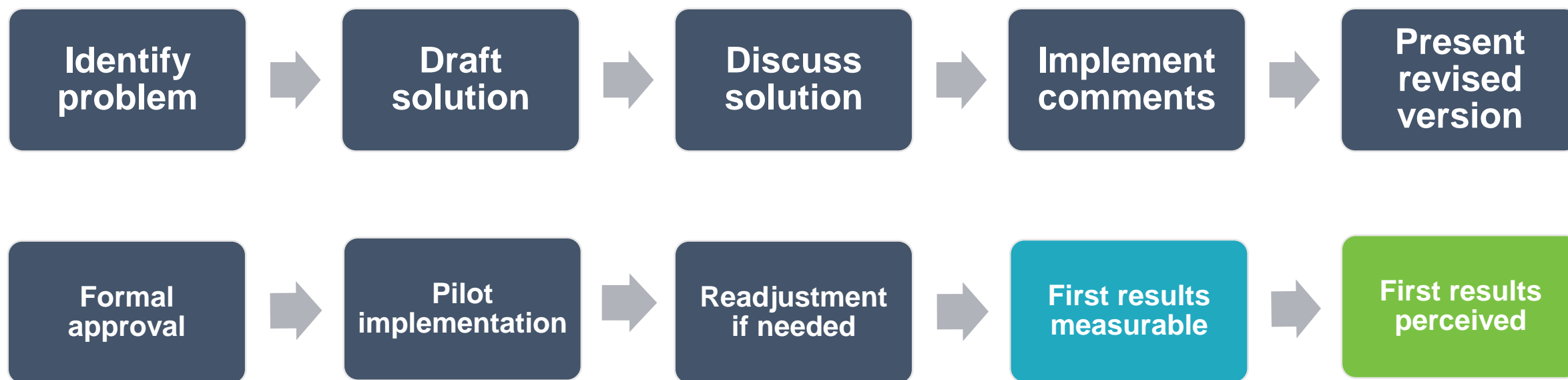
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14. Apr. 2022

Behind great success are often great leaders. But are great leaders born or made? Researchers across the globe have tried answering this question. They tried to discover whether there's a genetic component to leadership or if it's something people learn from a teacher or coach. Researchers concluded that the answer likely involved an element of both – nature and nurture. Most experts agree that exceptional leaders make time to develop their own craft. Good leaders emerge by developing their natural talents, and CEITEC's new Leadership Policy provides several practical tools that help CEITEC's leaders to develop their leadership skills and to inspire, develop and empower their team members.

# Timeline of institutional change

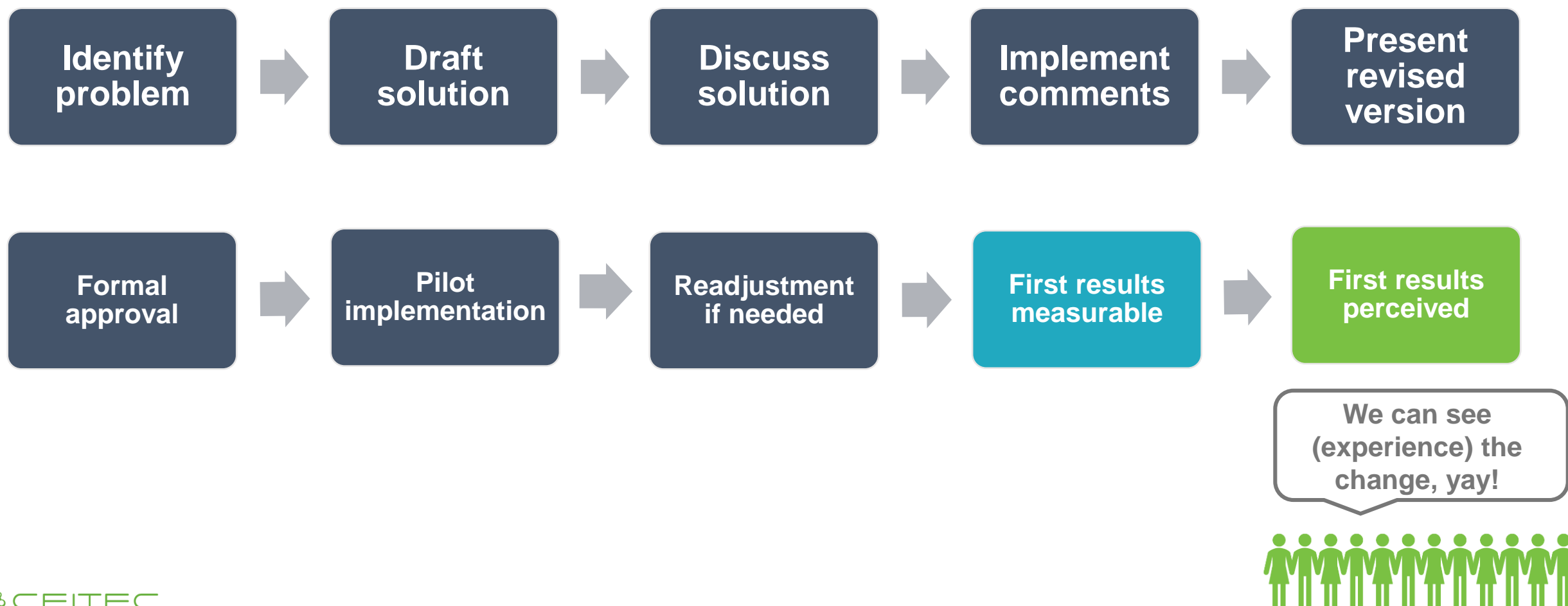


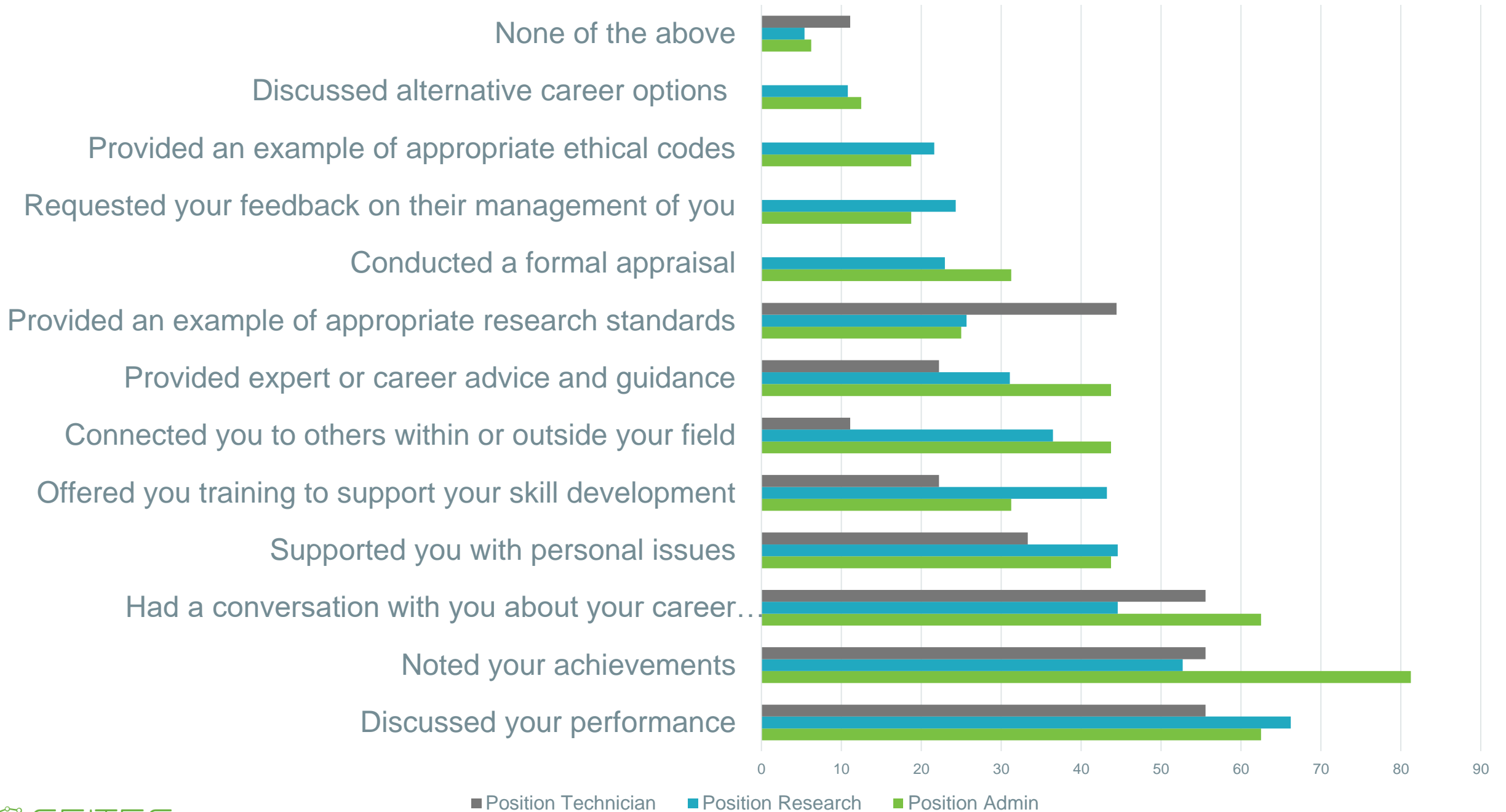
Why everything takes so much time!

There is a problem, but nothing happens!



# Timeline of institutional change





# Perception of unkind and aggressive research conditions by researchers

Wellcome 78%



# Perception of unkind and aggressive research conditions by researchers

Wellcome 78%

CEITEC 43%



# Harassment and bullying

- **Bullying and Harassment** means any unwanted behavior that makes someone feel intimidated, degraded, humiliated or offended.
- **Discrimination** means harassment on the basis of race, color, sex, sexual orientation, religion, ancestry, national origin, or disability.





# Harassment and bullying

- **87%** of respondents **feel safe** in the workplace
- **19%** experienced harassment/bullying
- **33%** witnessed harassment/bullying
- **24%** experienced discrimination
- **32%** witnessed discrimination



# Harassment and bullying

- **87%** of respondents **feel safe** in the workplace
- **19%** experienced harassment/bullying
- **33%** witnessed harassment/bullying
- **24%** experienced discrimination
- **32%** witnessed discrimination
- **Wellcome**
  - **43%** experienced bullying/harassment
  - **61%** witnessed it



# Sexual harassment

Have you encountered inappropriate sexual behavior as a victim or as a witness and you are not sure how to deal with the whole thing? Here are some suggestions on how to proceed and contacts. Masaryk University shall not tolerate any forms of sexual harassment.

Sexual harassment is a very **serious form of inappropriate** behaviour and **is not tolerated** at Masaryk University. In addition to the applicable legislation, sexual harassment is identified as unacceptable also in the following documents that apply at Masaryk University:

Disciplinary Code (binding on students), [as amended for individual faculties](#) and [effective from 1 September 2022 for the entire university](#),

# Wellbeing

- **99%** of respondents point out the importance of wellbeing
- **41%** of respondents perceive that the institution has sufficient support for wellbeing



# MENTIMETER

What type of wellbeing support would you appreciate?

CODE: **4520 7074**





# Research culture

- **70%** of respondents would recommend employment in the **same sector**
- **83%** of respondents would recommend employment in the **same department/lab**
- **85%** of respondents would recommend employment in the **same institution**



# Research culture

- **91%** of respondents at CEITEC say that they have enough freedom at work
- **67%** of respondents at CEITEC say that their work environment fosters collaboration
- **94%** of respondents at CEITEC are proud of their work

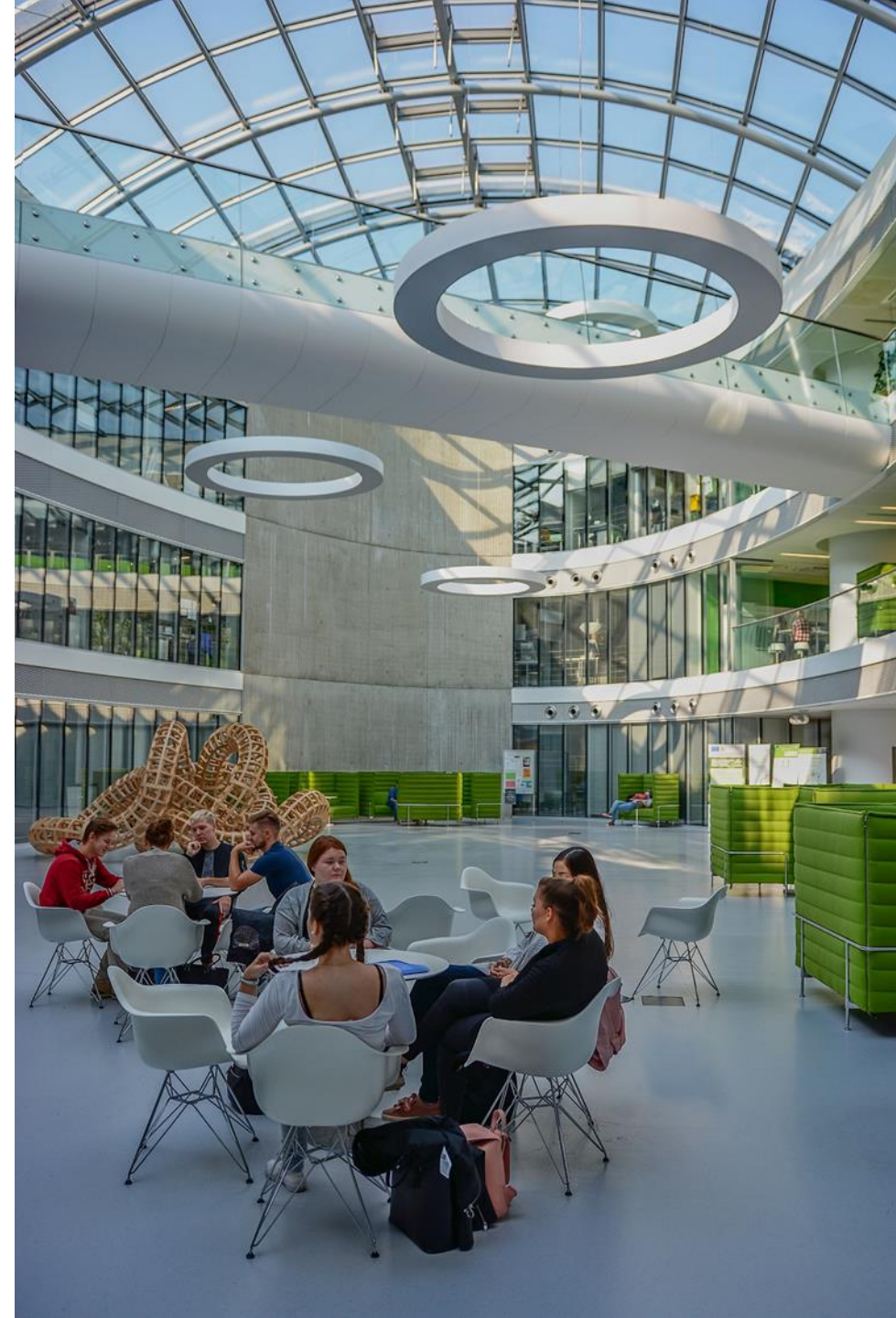




# What's the solution?



HR EXCELLENCE IN RESEARCH



# MENTIMETER

What was the most surprising finding of today?

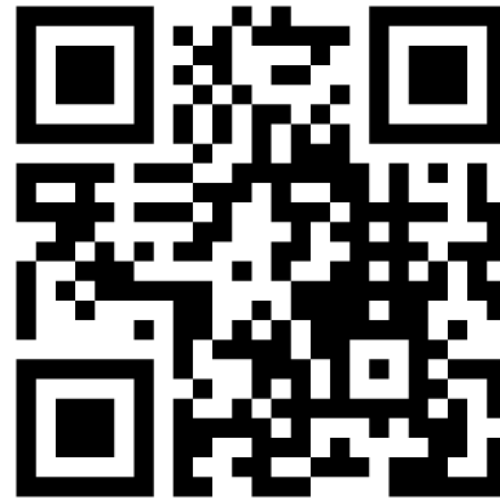
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# MENTIMETER

Any questions?

CODE: **4520 7074**



# CEITEC MU Strategical Plan

How it will shape our institute in  
next years

**Jiří Nantl**  
Director

# New Strategic Plan: New Era for CEITEC MU

## OUR MISSION

### Who we are

CEITEC MU is a research institute of Masaryk University and a member of CEITEC consortium that aims to improve quality of life and human health through scientific innovations.

## OUR VALUES

### What defines us

- Curiosity
- Scientific independence
- Collaboration
- Knowledge sharing
- Integrity
- Inclusiveness

# New Strategic Plan: New Era for CEITEC MU

## OUR VISION

### What we aspire to be

- **Leading European research institute in life sciences, known for its discoveries**
- Centre for using and developing cutting-edge technologies as drivers for interdisciplinary research
- Strong scientific community with open and interactive internal culture and governance that gives recognition to all its people
- Active voice in public awareness and debate on societal consequences of life science discoveries and trends underpinned by them
- Recognized player in knowledge sharing by bridging major European life science alliances (EU-LIFE and Alliance4Life)

# New Strategic Plan: New Era for CEITEC MU

## OUR STRATEGIC PRIORITIES

### What matters to us

- Excellent research
- Societal relevance and recognition
- Governance and human resources
- Research infrastructure
- Supporting future leaders in research

## OUR PROFILE TOPICS

### What we work on

- Harnessing knowledge of plant biology
- for crop improvement
- Infectious diseases
- RNA/nucleic acids in health and disease
- Correlative approaches to connect dynamics
- and structure of living systems
- Cancer biology
- Brain disorders

# Why is having a Strategy important?

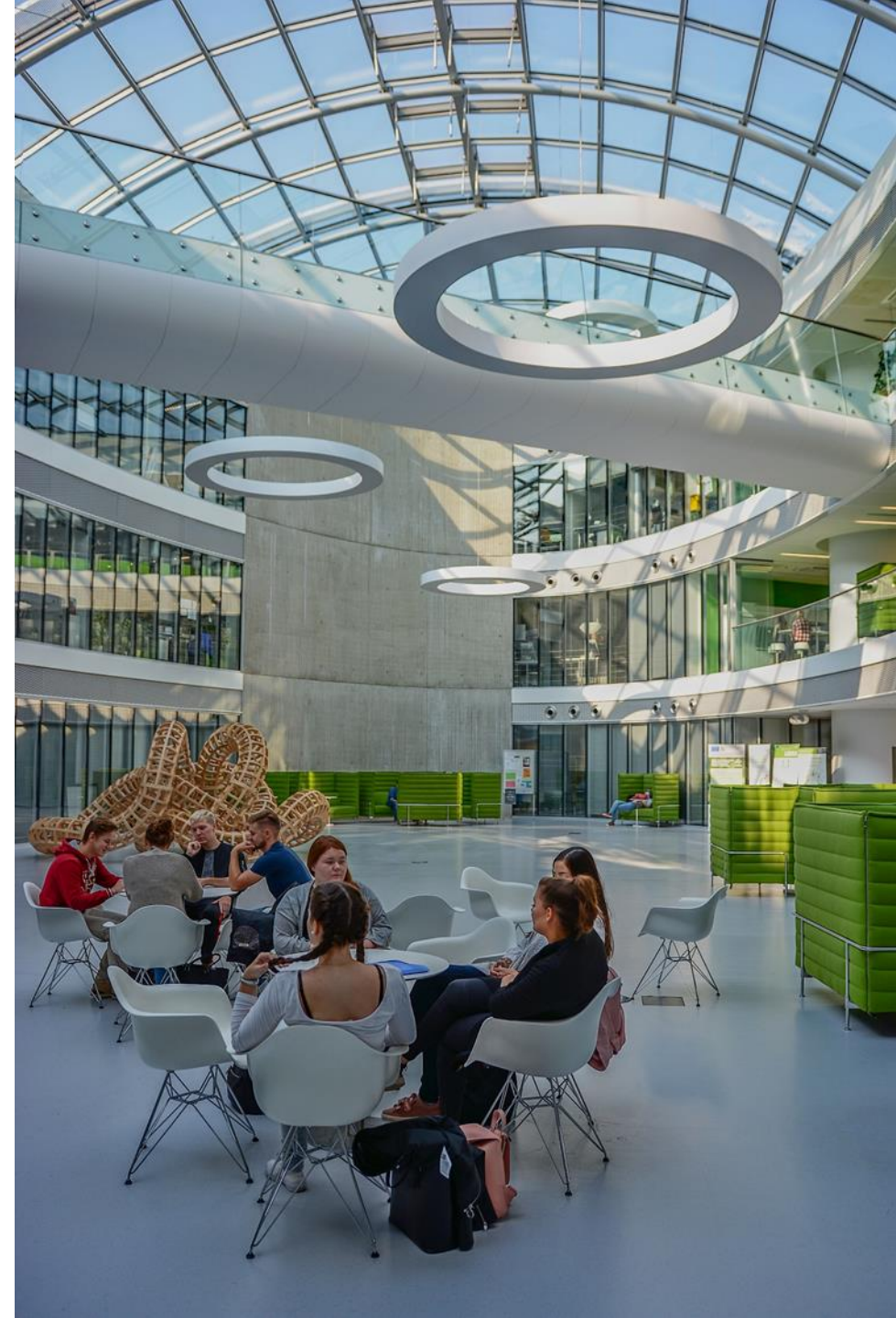
- gives us the mandate to pursue our goals within the university
- brings focus on priorities and main initiatives
- facilitates decision-making on conflicting interests





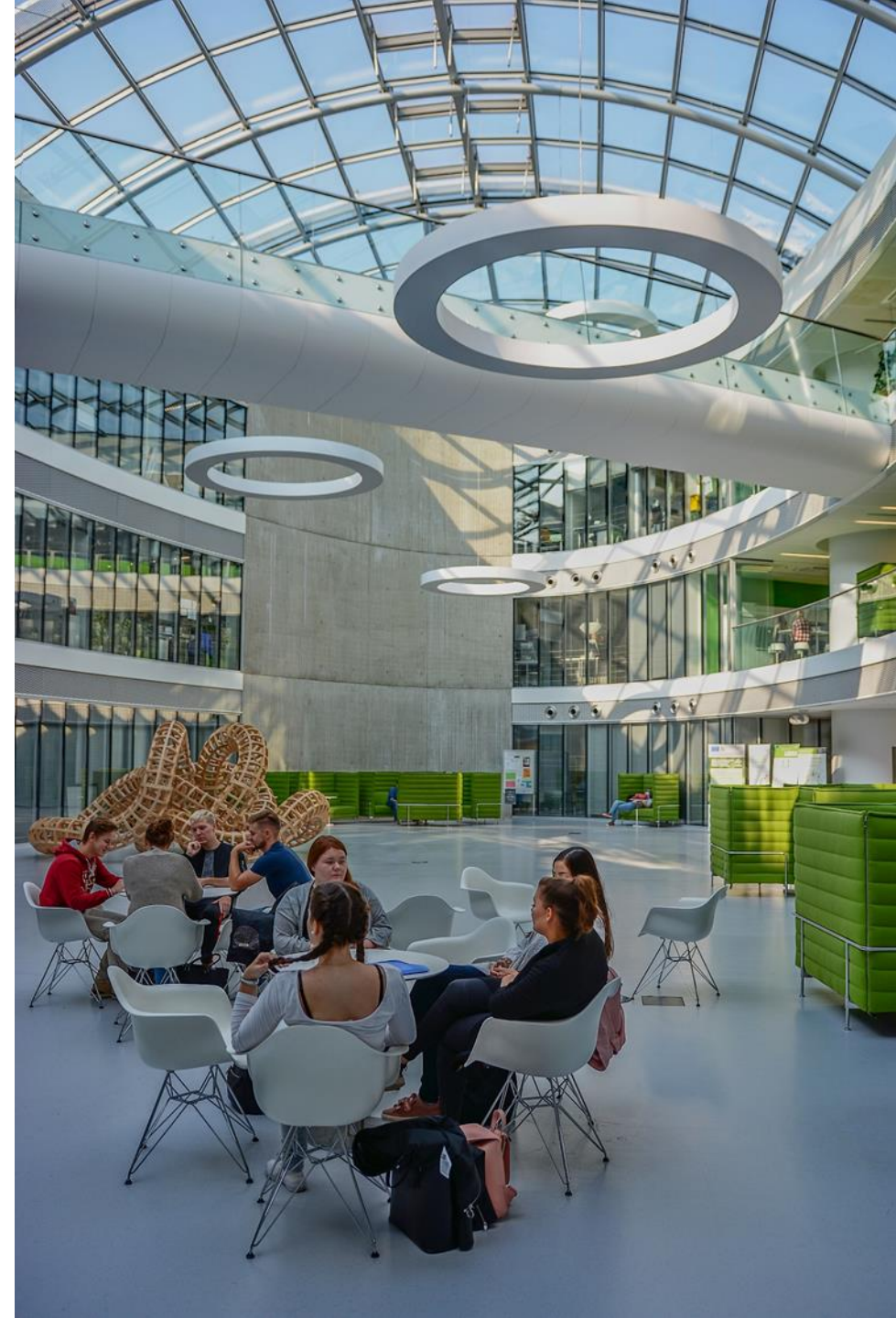
# What we can expect and look forward to in the next few years?

- **Teaming project** (Cellular and Molecular Imaging Initiative) – preparation of the application for the 2<sup>nd</sup> round
- **National recovery plan**
  - National Institute of Infection Diseases
  - the National Cancer Research Institute
  - the National Institute of Metabolic Disorders and Cardiovascular Diseases
- **Dioscuri programme** (related to new research group opening)



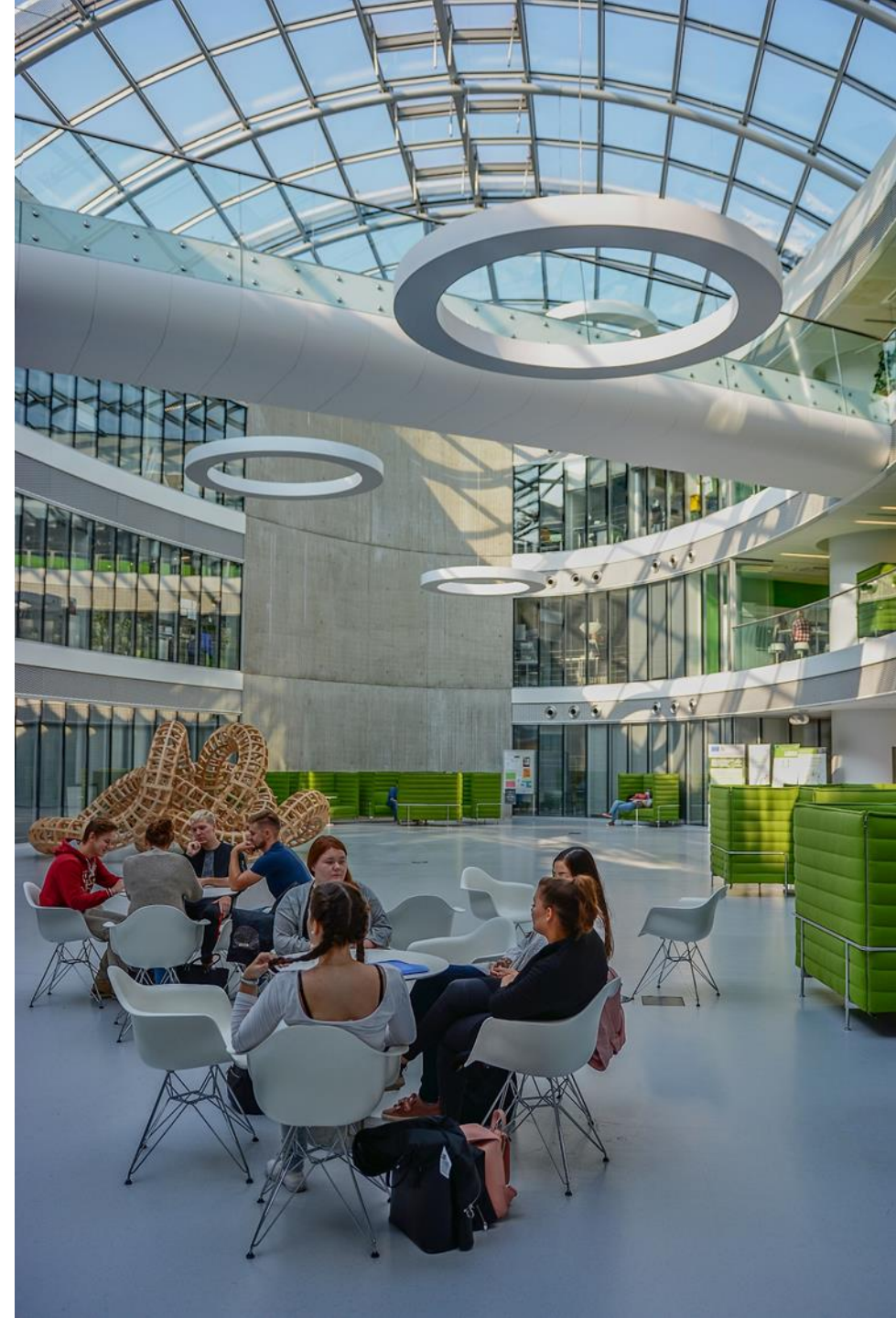
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- Focus on optimisation of using the available space and using new space in BioPharmaHub and Biology Park for consolidation of research groups and facilities with the same research focus and using the same facilities
  - **Molecular medicine teams and facility** => BioPharmaHub
  - Consolidation of the **CF CELLIM** in E35
  - Space for **new research groups** in E35 and Biology Park



# What we can expect and look forward to in the next few years?

- Scientific evaluation 2022
- Pilot operation of „IT Core Facility“
- Reinvestment policy/strategy
- Wage analysis + wage policy
- and more...



**Thank you for joining.  
Let's enjoy a lunch together!**

**Your feedback on the  
meeting is much  
appreciated!**

