



Summary results of a survey at the J. Heyrovský
Institute of Physical Chemistry

HR Award
(November 2023)



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Summary

The purpose of this survey was to give the Institute's employees an opportunity to comment on a variety of work-related topics. In addition to purely work-related areas (recruitment and selection, working environment and conditions, ethics of scientific work, training, etc.), we also focused on more personal topics such as interpersonal relationships, internal communication and reconciling family life and work.

For most questions, a comment box was available for respondents to share their views on the given topics. The answers obtained will not only serve as feedback to the Institute's management but will also be used as a basis for a revised Action Plan for our institution, which will be developed in the coming months in connection with the defence of the HR Excellence in Research Award (HR Award).

The survey consisted of 48 questions and was carried out via online form [surveymonkey.com](https://www.surveymonkey.com) between 19 September and 9 October 2023. The questionnaire was available in two language versions, Czech and English. A total of 162 people (the majority of all employees) took part in the survey; 26 of them chose the English version of the questionnaire.

We would like to thank everyone who took the time to complete this questionnaire and shared their views to influence the quality of our institution's working environment in the coming years.

Basic overview

Number of respondents:

162

Number of staff (as of 19/9/2023):

309

Gender:

female: 40%

male: 42 %

non-binary: 1%

not specified: 17%

Number of years at HIPC:

Less than 1 year: 9%

1 – 3 years: 20%

3 – 5 years: 12%

5 – 10 years: 18%

more than 10 years: 41%

Job classification:

administrative and technical worker (01-04): 15%

administrative or technical manager (05): 3%

research assistant (V1): 2%

graduate student (PhD student, Early stage researcher, V2): 17%

postdoctoral fellow (V3): 11%

associate scientist (V4): 19%

scientist (V5): 18%

senior scientist (V6): 12%

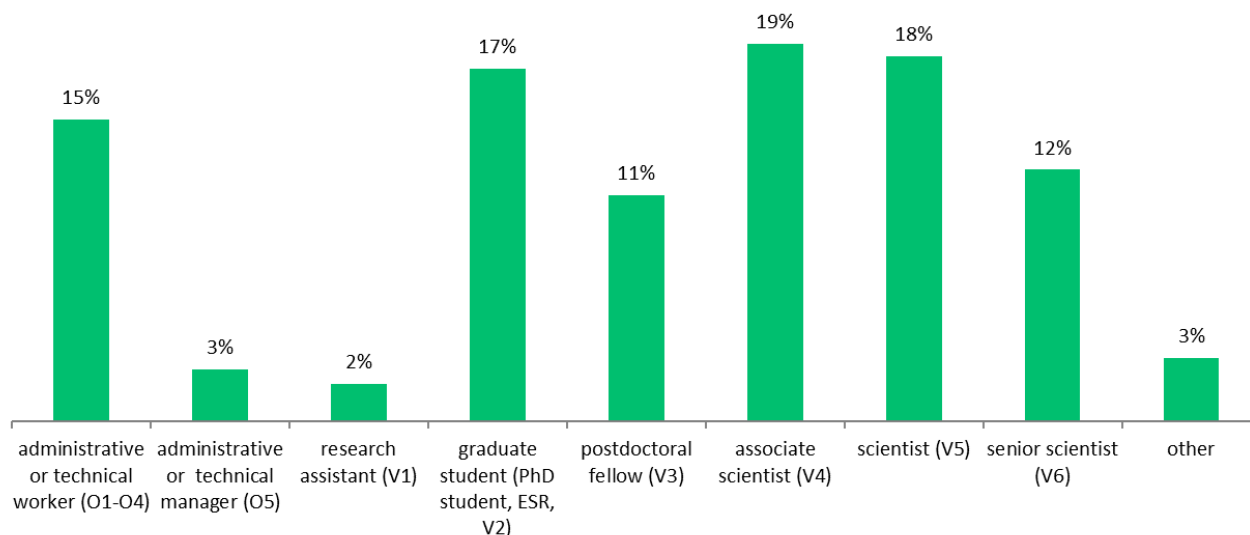
other: 3%

Summary of the survey results

The anonymised responses were evaluated using the SurveyMonkey system and the data obtained are summarised with brief comments in the following paragraphs. Quotations of selected responses are indicated in quotation marks. Options for upcoming measures are highlighted in italics.

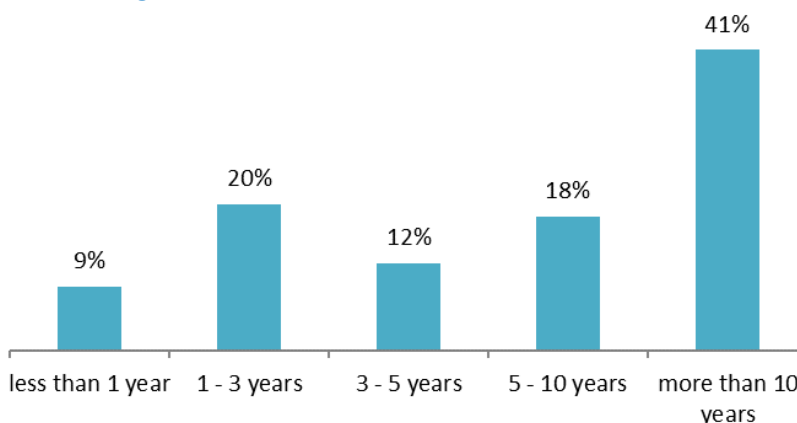
Question 1: Please indicate your job position at the J. Heyrovský Institute of Physical Chemistry (HIPC)

The first question focused on the structure of the respondents according to their job classification. In relation to the number of persons employed in each category, participation in the survey was relatively balanced. Nevertheless, it should be noted that the number of respondents in O5, V1 and other categories does not guarantee statistical significance of their answers.



Question 2: How long have you been working at HIPC?

All groups of employees, graded according to the length of employment at the HIPC, participated in the questionnaire survey. The largest group represented employees working here for more than 10 years (41%).



Question 3: Are you aware that the Institute holds the European Commission’s “HR Excellence in Research” Award (HR Award)?

The HR Award, in its full name, “HR Excellence in Research Award,” awarded to European research organisations, is now considered the international standard for quality rules in the management and development of human resources in science and research. The common European goal is to introduce the concept of strategic human resources management in the scientific environment, to include the use of modern HR practices, and to consistently follow modern principles in the development of human resources in the field of research.

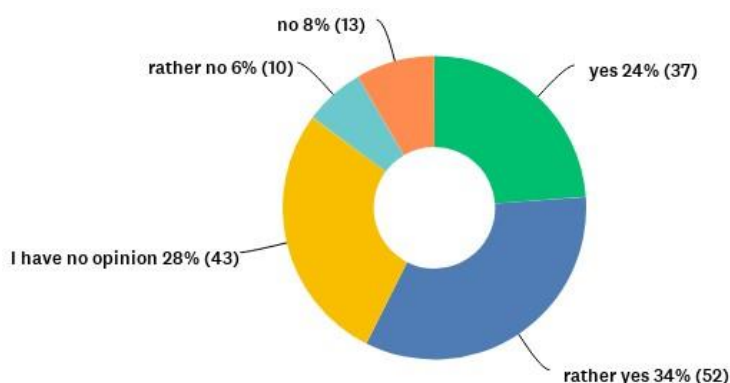
The vast majority (92%) of respondents are aware that the Institute is a holder of an HR Award. Only 13 persons responded that they were not aware of it.



Question 4: Have you noticed a general improvement in our environment after being granted the HR Award in January 2019?

This question concerns an overall evaluation. Individual areas are the subject of further questions. Areas we mainly worked on: improvement of internal and external communication (department and Institute videos, photos of research teams, Institute presentation brochures, department roll-ups, social media management, PR manager position, publishing handbooks and other documents, bilingual communication), recycling, the establishment of the Heyrovský Technology Transfer Centre, the establishment of a Project department, professionalisation of recruitment, education and skills development, digitisation of attestation procedure, personal career development plan for young scientists, complaint resolution system, collection of suggestions for improvement of the working environment.

More than half of respondents have noticed an overall improvement in the working environment since 2019. A third of them had no opinion. Only 14% think there has been no or rather no improvement.



Question 5: Are you aware of the Code of Ethics for researchers of the HIPC and the ethical principles that are the basis of scientific work?

Guidelines for authorship in scientific publications, Scientific Ombudsman, Code of Ethics for the employees of the scientific departments of the HIPC, Rules of Procedure of the Science Ethics Committee, complaints and appeals.

The majority (74%) of the 162 respondents are aware of the introduction of the Code of Ethics for Researchers at the HIPC. 16% of them do not perform scientific work. Only 10% (16 persons) of the respondents answered that they did not know about the introduction of the Code.



Question 6: If you found yourself in an unfavourable situation in one of these areas, who would you turn to for help?

It is clear from the responses received that most respondents know who to contact in case of problems. In almost all the areas mentioned, respondents would mainly turn to their line manager in case of inconveniences, which is a very positive result in terms of the quality of working relationships. Only in the areas of bullying, bossing, sexual and racial harassment, the majority would prefer peer workers. In the case of discrepancies in the employment contract and concerns related to the conditions of the work environment, the majority of respondents, in addition to their line manager, would also contact the Trade Union Chairwoman. In the case of violation of the rules of good scientific practice, the majority would prefer both Scientific Ombudsmen.

The results show that the positions of Scientific Ombudsmen and peer workers, which were introduced as part of the HR Award Action Plan and the Gender Equality Plan, are being implemented.

In the table below, the highest values in each row are highlighted in colour.

Area of interest	Scientific Ombudsman	Scientific Ombudsman	Trade Union Chairwoman	Head of Department	One of the Vice-Directors	Director	peer workers „Stoppers“	Other trusted persons
Problems in the field of professional development and information related to the students' internships abroad	13%	20%	7%	69%	19%	8%	5%	22%
Violation of the rules of good scientific practice	47%	51%	1%	46%	11%	8%	3%	16%
Conflicts arising from poor mentoring of undergraduates, postgraduates and young scientists	26%	31%	5%	44%	24%	7%	11%	22%
Bulling, bossing, sexual or racial harassment	9%	14%	15%	28%	8%	13%	54%	23%
Concerns related to working environmental conditions	6%	8%	40%	54%	15%	13%	10%	17%
Discrepancies in the employment contract	2%	3%	40%	57%	13%	12%	2%	17%
Work-life balance – reconciling family life and work	4%	4%	24%	53%	6%	4%	16%	34%

Question 7: The position of Scientific Ombudsman (an advisory body to the Director) was established in our Institute in 2020 in connection with the implementation of the HR Award. Have you ever faced a situation where you needed advice from the Scientific Ombudsman?

Question 8: If yes, have you contacted The Scientific Ombudsman?

Question 9: Can you explain why you did not contact the Scientific Ombudsman when you faced such a situation?

To all three of these questions, it can be noted that almost none of the respondents (93%) had ever been in such a situation. Only 12 people (7%) answered that they had ever faced such a situation. Two-thirds of them had actually turned to the Science Ombudsman. Those who did not contact the Ombudsman mostly provided reasons unrelated to the credibility of the position (e.g. the position did not exist at that time; it happened at another institute).

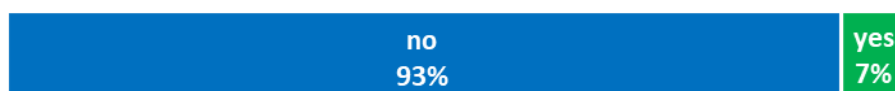


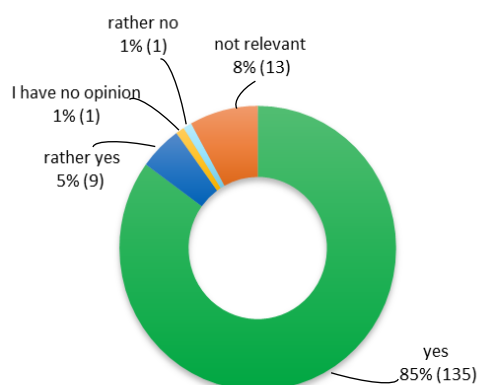
Figure for question 7: The position of Scientific Ombudsman (an advisory body to the Director) was established in our Institute in 2020 in connection with the implementation of the HR Award. Have you ever faced a situation where you needed advice from the Scientific Ombudsman?

Question 10: Can you outline the circumstances of the above situation?

This question was only answered by those respondents who indicated in previous answers that they had faced a situation that required the advice of the Science Ombudsman. Most of the cases described involved conflicts in the field of authorship and co-authorship. Two respondents reported inconveniences related to inappropriate behaviour/management of the Head of the Department, including excessive work demands.

Question 11: Are you aware that the dissemination and use of results (publications, at scientific conferences, popularisation, sharing with other research institutions, protection and commercialisation) is an integral part of scientific work?

Almost all researchers who took part in the questionnaire survey perceive the dissemination and exploitation of their results as part of their scientific work, channelled through publications, participation in scientific conferences, popularisation or sharing with other research institutions and commercialisation.



Question 12: In 2020, the Heyrovský Technology Transfer Centre (HTTC) was established at the Institute. Have you ever used the services of HTTC?

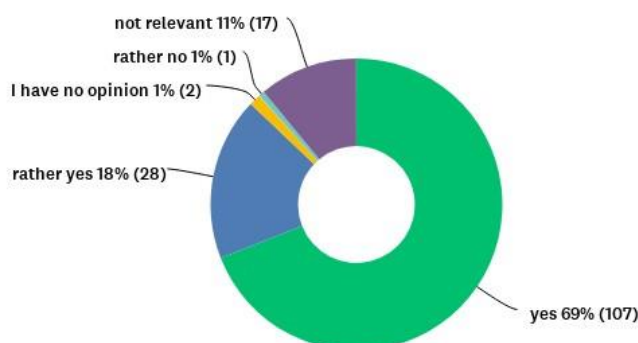
Question 13: Was the cooperation with HTTC beneficial for you?

Since HTTC's establishment in 2020, 10% of respondents have used its services. Almost all of them assess this cooperation as beneficial. Approximately half of respondents have not cooperated with HTTC yet and the remaining 38% had no reason to do so. Given that most of the agenda of the HIPC does not directly relate to the field of technology transfer, the result of this question is positive in terms of the evaluation of the HTTC services' quality.



Figure for question 12: In 2020, the Heyrovský Technology Transfer Centre (HTTC) was established at the Institute. Have you ever used the services of HTTC?

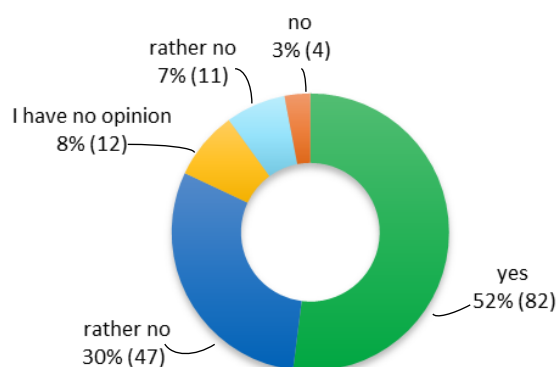
Question 14: Are you aware of how specifically you have to contribute to the work on the science projects?



Almost all scientific workers know what their expected contribution to scientific projects is.

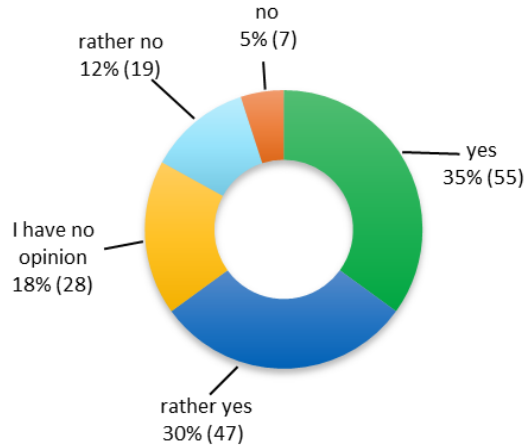
Question 15: Are you part of a team that shares a common goal and works well together?

82% of respondents feel like they are part of a team that shares a common goal and works well together. 10% of respondents do not work in such a team, and 8% had no opinion on this question.



Question 16: Do you get enough recognition for your contribution to the research team or Institute?

65% of respondents receive recognition for their work. 18% had no opinion on this question, and 17% answered that they do not or rather do not receive such a recognition.



Question 17: In your opinion, does the Institute provide attractive professional conditions for its employees? Please select for each area: wage, professional development and opportunity for career growth.

76% of respondents were not satisfied with their wages, 9% had no opinion on this issue, and only 15% answered they were satisfied. Unlike that, in the area of professional development, the majority of respondents (66%) think that the Institute provides necessary facilities for its employees. In the case of opportunity for career growth, the responses were relatively balanced. 60% of the respondents evaluate such opportunities at the HIPC rather positively or do not have an opinion on the topic.

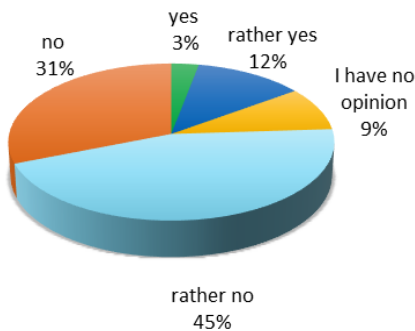


Figure for question 17: In your opinion, does the Institute provide attractive professional conditions for its employees? **WAGE**

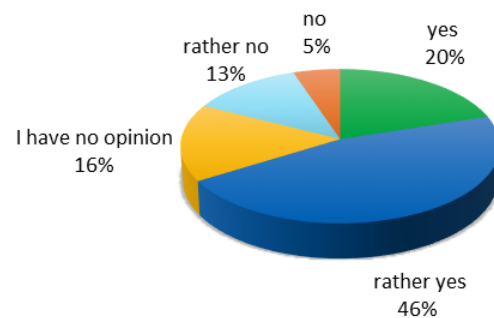


Figure for question 17: In your opinion, does the Institute provide attractive professional conditions for its employees? **PROFESSIONAL DEVELOPMENT**

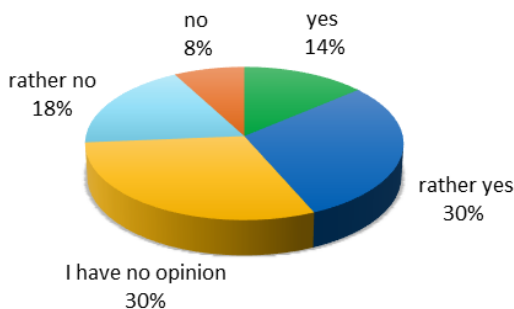


Figure for question 17: In your opinion, does the Institute provide attractive professional conditions for its employees? **OPPORTUNITY FOR CAREER GROWTH**

Question 18: Do you have any recommendations on how to improve these conditions?

Most of the comments received were related to the topic of wages. The most frequently mentioned recommendation was a general request for a wage increase (by at least inflation) without a specific proposal on how to achieve this. Some respondents recommended introducing a project funding system, to which the Institute will move from 1 January 2024. Another recommendation was to 'reduce the number of staff', especially those who are 'inefficient' or in the retirement age. Some respondents pointed out that the wages of HIPC employees are lower than in comparable positions in other institutes of the CAS.

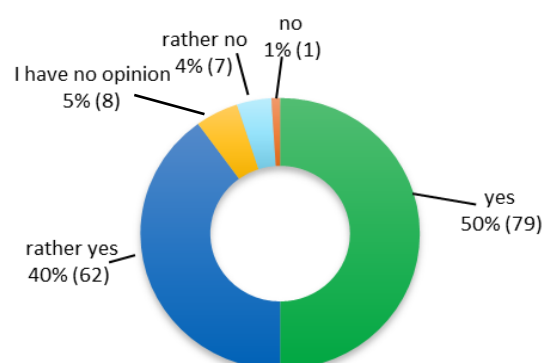
In the areas of professional development and career growth, the most frequently mentioned comment was the uncertainty resulting from the prevailing grant funding of research activities, which determines these areas to a large extent. Some respondents are aware that the institutional resources of our Institute are limited, which is also linked to the frequent conclusion of fixed-term contracts (for the duration of the project), contributing to the overall uncertainty.

Some respondents suggested improving internal communication concerning the institutional labour market, that job vacancies should be advertised first within the HIPC and then to the public.

Question 19: In your opinion, does the Institute provide attractive benefits (flexible working hours, meal vouchers, sick days, personal leave, social fund contributions)?

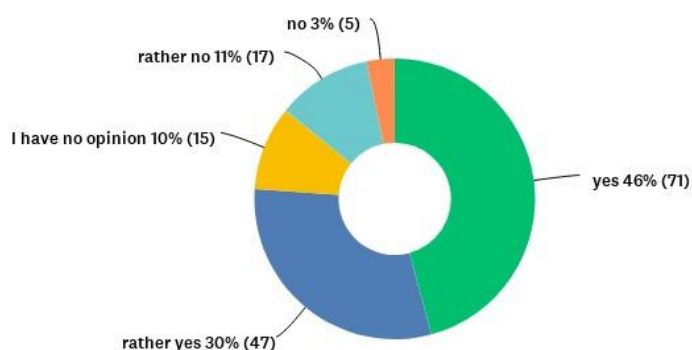
The majority of respondents (90%) assess the benefits provided positively. Flexible working hours are perceived as the best benefit. On the other hand, many employees do not like the current lunch allowance as meal vouchers and recommend replacing this with a practical meal voucher card.

Dr. Kateřina Minhová Macounová, the Chairwoman of the Trade Union, initiated a discussion on the possibility of using meal voucher cards (see the Minutes of the Trade Union representatives meeting of 24 October 2023). In 2024 (after the SODEXO company name change), it will be possible to apply for a meal voucher card. Currently, the conditions for the introduction of the cards are being verified.



Question 20: Do you receive adequate support and feedback from your line manager?

76% of respondents answered that they receive adequate support and feedback from their line manager, 10% had no opinion on this question, and 14% answered that they do not or rather do not receive such support and feedback.



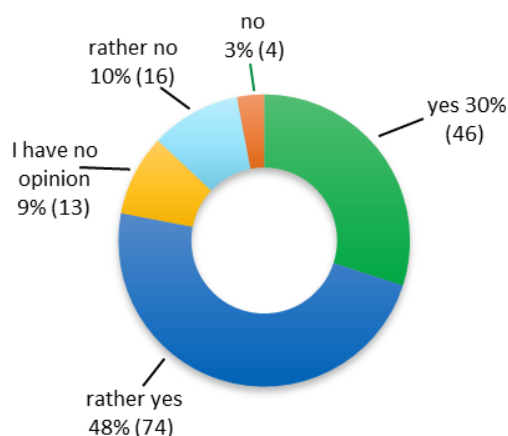
Question 21: Does the Institute provide adequate equipment and facilities for its employees?

The majority of employees think that the Institute provides them with adequate equipment and facilities. 13% think that it does not or rather does not provide it, and 9% had no opinion on this question. Recommendations related to the technical state and equipment of the indoor facilities, which are often outdated and ‘shabby’, were frequently mentioned in the comments. Specific suggestions included renovation of kitchens, toilets, laboratories, common areas, offices, etc.

Room renovation requests can be submitted via the Intranet in consultation with the Head of Department. Its approval depends on the financial capacity of the Institute if it is to be financed from institutional sources. In the case of the purchase of office equipment such as office chairs, departmental funds are used for this purpose.

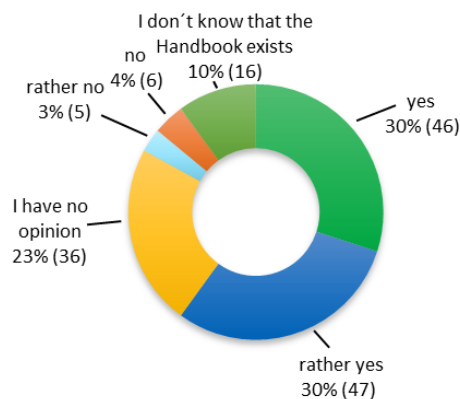
Heads of Departments will be informed of the specific suggestions provided by respondents.

Some respondents pointed to the unbalanced occupancy of offices.

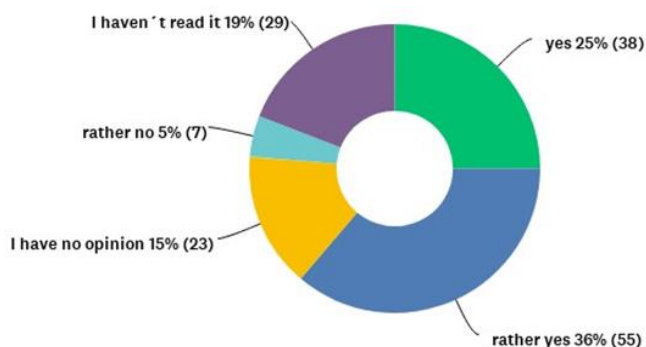


Question 22: Do you find the Employee Handbook (available on the Intranet) helpful?

60% of respondents found the employee handbook useful. 23% had no opinion, 10% did not know it existed and 7% thought it was not or rather not useful.



Question 23: Is all essential information regarding quick orientation and functioning of the Institute available in the Handbook?

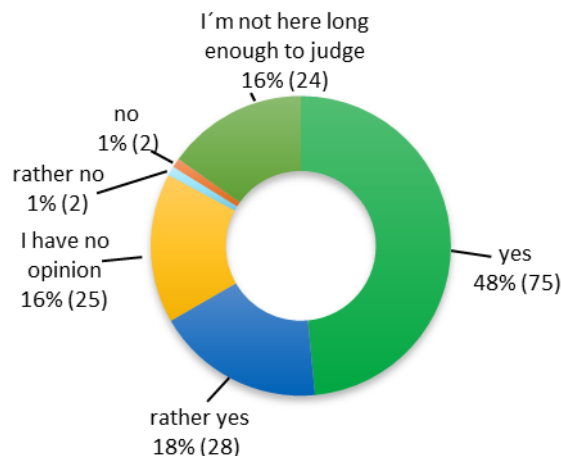


19% of respondents have not read the Handbook yet and 15% have no opinion on it. Although more than 60% of them think that the Handbook contains all the essential information for the quick orientation in the Institute, the opinion that the necessary information is not clearly and easily accessible on the Institute’s Intranet (and therefore it would be desirable to update and

clarify it) appeared several times in the additional comments.

Question 24: The Institute builds a bilingual environment (many documents have already been translated into English and published on the Institute’s Intranet; employees of the supporting departments have been attending English language courses for five years). Do you see an improvement in this area since 2018?

Only 2% (4 people) of respondents did not see any improvement in this area. 16% do not have a clear opinion and 16% have not been at the Institute for a long enough to be able to assess the issue. On the other hand, 2/3 of respondents share the opinion that the Institute is successful in building a bilingual environment. In additional comments, support was repeatedly expressed for efforts to strengthen the international dimension of our Institute. The effort of the administrative staff to communicate in English, which improved significantly, was also evaluated positively.

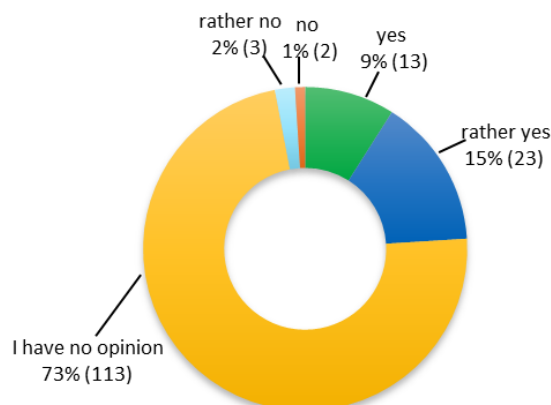


In addition to positive comments, we also received several negative ones describing one problem: the preference for English at the expense of the Czech language. ‘Some colleagues, to simplify their lives, write notices only in English’. Another example mentioned was the Minutes of the Director’s Board, where the text in English was first and the text in Czech was second.

Based on the above, we’ll recommend the employees of the HIPC write all mass communications bilingually and, depending on the topic of the text (whether it is intended primarily for Czech-speaking or non-Czech-speaking persons), determine the order of languages (Czech, English). The Minutes of the Director’s Board will be sent out in two parallel versions (pdf files), Czech and English, it will be up to each of us which version we prefer.

Question 25: In your opinion, is the support for parents during maternity and parental leave and after their return to work sufficient?

The largest proportion of respondents (73%) had no opinion on this question, probably because they are not personally concerned with the responsibilities of parenthood. 24% think that it is or rather is sufficient and 3% think that support for employed people on maternity and parental leave is not or rather is not sufficient. The CAS Children’s Groups were assessed positively, but their capacity is insufficient, so it would therefore be desirable to increase it.



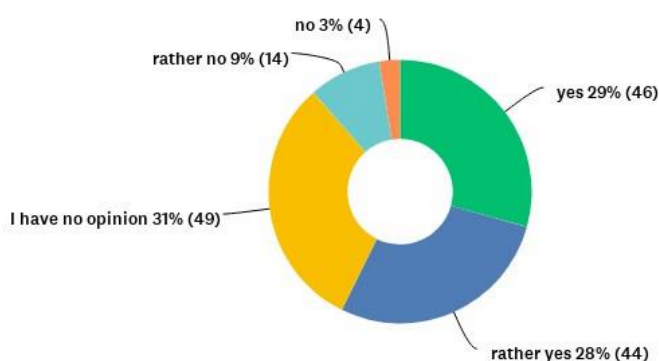
Question 26: The Institute shall ensure a balanced composition when appointing new members (females and males) of various committees. Concerning the gender balance in the decision-making bodies elected from among the staff (e.g. the Institute Board), the situation is more complicated. **Do you have any recommendations that would help increase women’s representation in decision-making bodies?**

Opinions on this issue were, as expected, contradictory. On the one hand, a number of respondents realise that the number of women in decision-making bodies should be increased, e.g. through support for candidacy, mentoring or even quotas (but some do not recommend them); on the other hand, there is a view that the current situation is fine and, therefore, there is no need to change anything. Some respondents think that women are not interested in these positions, and we should not force them to do so. When a scientist is hired, their qualifications should be the deciding factor, not their gender.

Positive recommendations were among responses too, for example, ‘Talk more about what a particular body/commission does, what its functions and objectives are. Make each specific position more attractive and emphasise its importance. In my opinion, women do not aspire to positions just for the sake of prestige. They want to change and improve things and help others.’

Question 27: In your opinion, is the information on the HR Award sufficiently clearly accessible on the Institute’s website?

Approximately half of respondents think that information on the HR Award is sufficiently clearly accessible on the Institute’s website. 31% have no opinion on this, and 12% think that it is not or rather not.



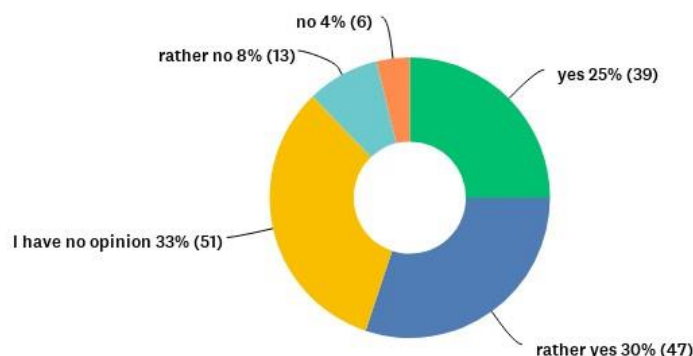
Question 28: Please explain why you think they are not.

The most frequently mentioned reason was the lack of clarity of the HIPC Institute’s website. Although many respondents think that information on the HR Award is available on the website, they are not satisfied with its current arrangement. A lot of people pointed out that the keyword search was not functional and that there was an unnecessarily large space without information directly related to the activities of the HIPC Institute.

Based on the feedback collected, the Institute’s website will be modified.

Question 29: In your opinion, is the information on the HR Award sufficiently clearly accessible on the Institute’s Intranet?

Approximately half of respondents think that information on the HR Award is sufficiently clearly accessible on the Intranet. 33% have no opinion on this and 12% think that it is not or rather not available.



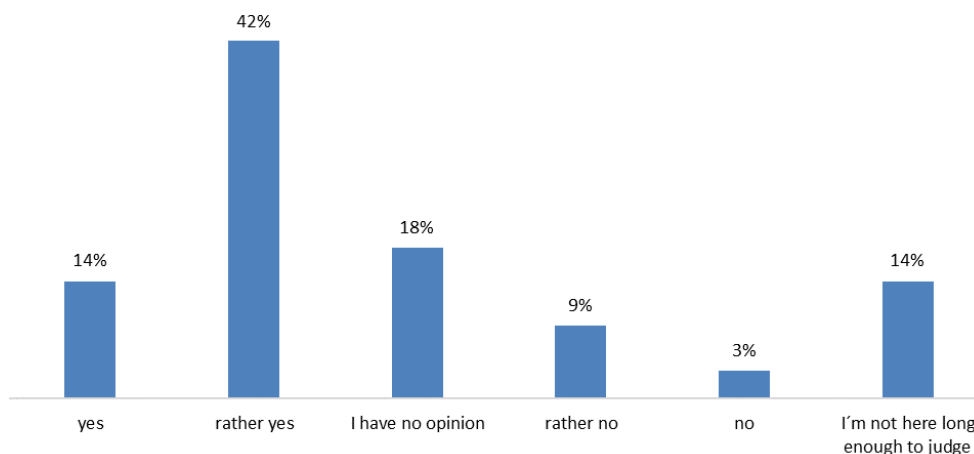
Question 30: Please explain why you think they are not.

As with question 28, the most frequently mentioned reason is the lack of clarity of the current Intranet arrangement. The HR Award information should preferably have a separate icon on the homepage, but it is currently stored under the Internal documents → Official document tabs, which is not user-intuitive. Again, the non-functional keyword search was pointed out.

For example, respondents said, ‘We did not find the icon; even after looting, the documents are at the bottom of all search results.’

Question 31: In your opinion, has internal communication improved in the last three years?

Approximately half of respondents (56%) think that internal communication has improved, 18% have no opinion, 14% have not been at the HIPC long enough to judge, and 12% think that communication has not improved. Communication with the Grants and Budgets Office (in the preparation of project proposals) and with the Personnel and Payroll Office was assessed positively. Among the criticisms, monolingual emails were mentioned.



Question 32: How can the Institute specifically help you balance work and personal life (work-life balance)?

The vast majority of respondents are satisfied with work-life balance. They particularly appreciate flexible working hours, the possibility to work from home, personal days and sick days. ‘Our working hours are quite flexible. We can liaise with colleagues and plan experiments to suit everyone. Everyone has to balance their working and private life so that they are happy themselves in both their professional and personal lives.’ Among the suggestions for improvement, a wage increase and the conclusion of permanent contracts were mentioned.

Question 33: In the last five years, a number of courses (training) in various fields have been organised at the Institute. Did you find any of the courses beneficial for you?

Areas of training: English courses, MS Office courses, personal development, managerial skills, training for members of the selection and evaluation committees, time management and project management, technology transfer and innovation support, intellectual property and its protection, cooperation with the application sphere, general principles of Open Access, intellectual property database, patent protection, fundamentals of scientific work in English, popularisation of R&D etc.

Question 34: What training did you attend?

62% of respondents found attending one of the courses beneficial or rather beneficial, 9% had no opinion, 6% did not find the course beneficial and 23% did not attend any of them. The most frequently mentioned courses attended by the respondents were English and MS Office courses, personal development, time management and project management, first aid and fire safety course, technology transfer, intellectual property and its protection, patent protection, general principles of Open Access, intellectual property records, popularisation of R&D results and others.

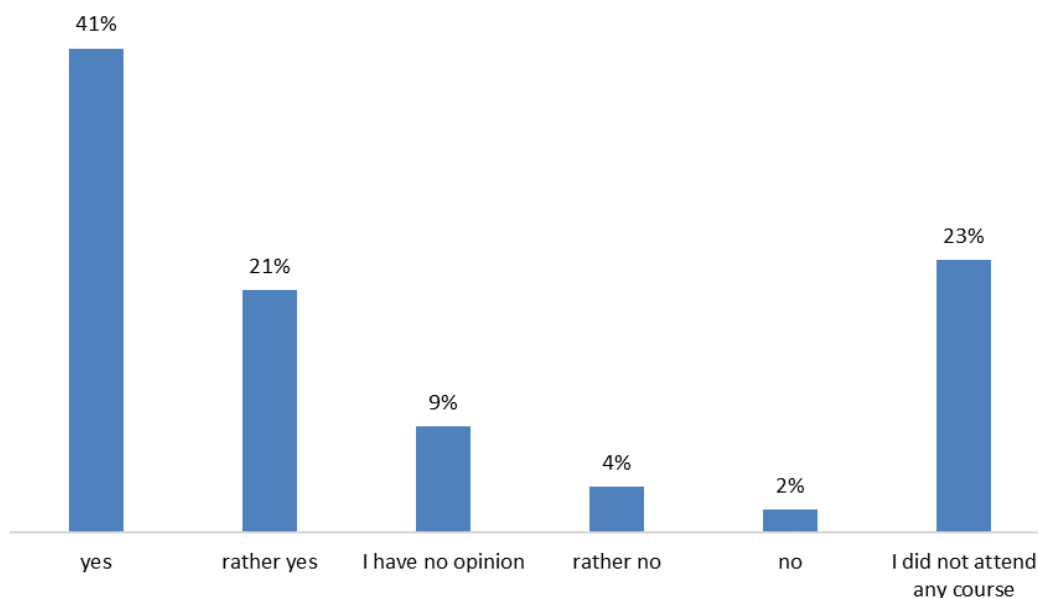


Figure for question 33: In the last five years, a number of courses (training) in various fields have been organised at the Institute. Did you find any of the courses beneficial for you?

Question 35: Would you like to have some of the courses repeated?

Most respondents who commented on this question would like to see the courses held again, as they think they dealt with topics that are still relevant and would benefit from being repeated, for example, in a slightly updated form. In terms of specific areas, respondents' preferences were more or less balanced. MS Office courses, first aid and fire safety courses, personal development and management skills, time management and project management, fundamentals of scientific work in English, and others were mentioned.

Question 36: Is there any area that has not yet been addressed at our Institute that you would be interested in? If yes, please indicate it.

Respondents expressed an interest in the following areas of training: work safety, scientific work ethics, programming and data processing, research data management, artificial intelligence, 3D printing, presentation skills, basic data analysis in Python and NMR training from Bruker - working with SciFinder.

Question 37: Since 2018, the Institute has been striving to simplify the evaluation procedure (clearly defined criteria, online process, etc.) to make the whole process more efficient. In your opinion, is the evaluation procedure now fair, understandable, and faster?

Question 38: Please provide more details.

Half of the respondents have not undergone the improved attestation process yet or are not affected by attestation at all. Of respondents who have gone through attestations since 2018, the majority (86%) think they are fair, easy to understand and faster. Among the shortcomings, the non-functioning automatic updating of publications was mentioned. Some respondents also pointed out here the issue of the conclusion of fixed-term contracts for the duration of the project (leading to stress and social insecurity for the workers concerned).

The automatic update of publications did not work this year due to an unexpected change in the Web of Science interface settings. Our intranet application was operatively adapted so that publications could be updated well in advance of the meeting of the Attestation Committee.

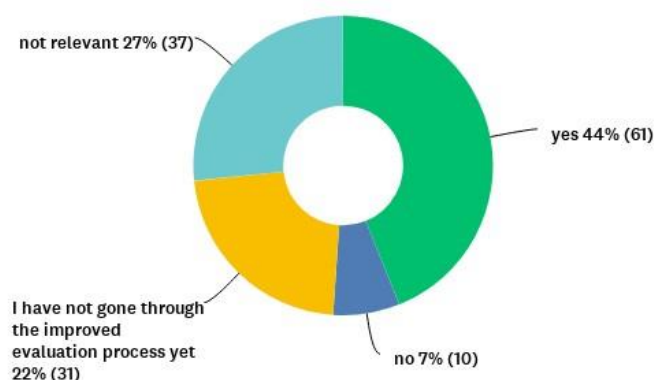


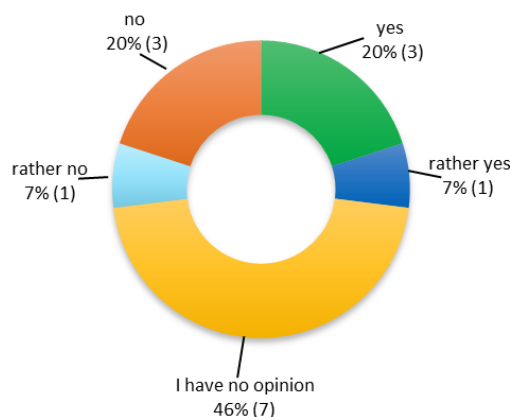
Figure for question 37: Since 2018, the Institute has been striving to simplify the evaluation procedure (clearly defined criteria, online process, etc.) to make the whole process more efficient. In your opinion, is the evaluation procedure now fair, understandable, and faster?

Question 39: If you are a PhD student, have you completed the Personal Career Development Plan at least once?

82% of respondents are not PhD students, so this question did not concern them. Of the 26 PhD students who responded to this question, 11 have completed a Personal Career Development Plan at least once, 15 have not yet.

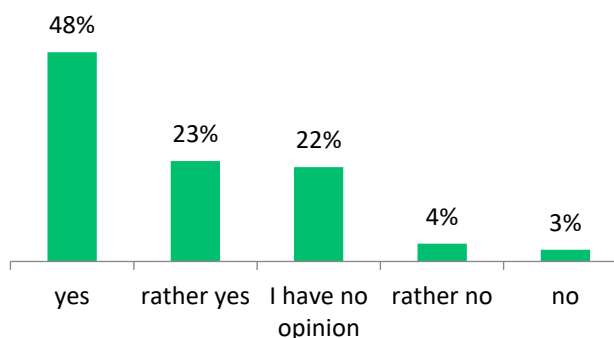
Question 40: Was the line manager’s feedback related to professional growth and development constructive and valuable for you?

Only 27% of respondents found their line manager’s feedback constructive and helpful. For the same number of respondents, it was not, and approximately half of the respondents had no opinion on this question.



Question 41: Does your line manager encourage you to attend courses and support you in professional development provided by the Institute?

2/3 of respondents are supported by their line manager in their professional development and participation in training. Only 7% answered that their line manager does not support them and 22% did not have a strong opinion.



Question 42: Are you aware that the Institute’s recruitment and selection process follows the OTM-R (Open, Transparent, and Merit-based Recruitment) policy?

OTM-R principles were published in the Career section of the website, a Handbook for the members of the Selection Committee was published, and they received training. Training in recruitment and selection (how to write an advertisement to attract suitable candidates and how to select suitable candidates) was held and a form for advertising a scientific position was created.

Responses to this question were contradictory. Approximately half (57%) of respondents are aware that the recruitment and selection of HIPC staff is open, transparent and merit-based, while the other half (43%) have the opposite view. This conflicting data refers to the low awareness of the OTM-R system. Nevertheless, the vast majority of respondents who participated in the selection process agree with the statement that the selection process is open, transparent and merit-based (see question 44).



Question 43: Have you personally taken part in the selection process for a job position at the Institute since 2020, or have you advertised an open position within your department?

34% of respondents have personally participated in a selection process since 2020 or advertised an open position in their department. 66% of respondents have not had this experience yet.



Question 44: In your opinion, is the selection and recruitment of the Institute’s staff open, transparent and merit-based?

Question 45: In what specific ways is recruitment not open, transparent and merit-based? Please specify.

According to the majority (75%) of respondents, the selection and recruitment of the Institute’s staff is open, transparent and merit-based, or rather it is. 21% have no opinion on this question and only 4% (2 persons) think that it is rather not. The selection process for PhD students (ESR) was mentioned as questionable. ‘The selection procedure for appointing the PhD students, ESRs, is problematic; properly should be done before admission to the university. Students should be exempted from the entrance examination in the case of employment in the Institute.’

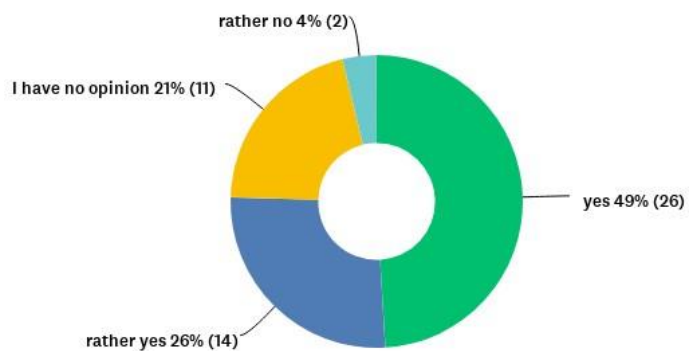
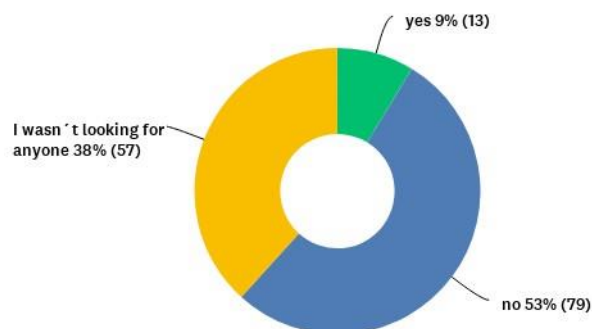


Figure for question 44: In your opinion, is the selection and recruitment of the Institute’s staff open, transparent and merit-based?

Question 46: Have you used the Scientific Position Advertising Form in the past year?

Only 9% of respondents have already used the Scientific Position Advertising Form, more than half have not used it yet and 38% didn’t look for anyone.



Question 47: If you want to comment on something important, please indicate so below.

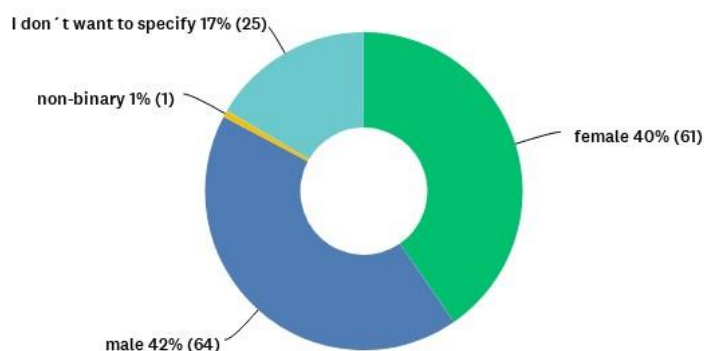
The answers to this question referred again, in particular, to the low wages and the financial uncertainty resulting from fixed-term contracts.

On the contrary, according to some respondents, the communication of the management towards the employees and also between the scientific and non-scientific departments has been improved.

Among the suggestions for improvement were, as mentioned earlier, the reconstruction of indoor spaces (especially toilets), modification of the area in front of the main entrance to the building (e.g. installation of benches), the improvement of the Institute's professional presentation (more interesting texts, closer communication between scientists and the PR manager), purchase of bulk licences of selected software (EndNote, Corel, Maple, Matlab, Mathematica), etc.

Some of the comments provided were quite extensive and contained important personal testimonies about conditions in our workplace. These suggestions will be forwarded to the Director of the Institute.

Question 48: What gender do you identify with?



Conclusion

We would like to thank all respondents for taking the time to complete the questionnaire and for their honest answers and comments. The Institute's management welcomes all responses and contributions, including critical ones, and will consider them. The results of the questionnaire survey will be used as one of the background materials for the development of the next HR Award Action Plan 2024-2027.