



In-depth interviews and online survey

Methodology

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1. Introduction

This summary aims to describe used methodology of in-depth interviews with employees of National Institute of Mental Health (NIMH) responsible for processes regarding principles defined by the European Charter for Researchers (Charter) and a Code of Conduct for the Recruitment of Researchers (Code). Furthermore, the summary describes the approach applied for anonymous online survey sent out to the research employees of NIMH that followed the phase of in-depth interviews. Both activities were conducted over the course of Analysis of Human resources in NIMH carried out by EY.

2. In-Depth interviews

Semi-structured, individual interviews or In-Depth-Interviews represent a tool for expert interviews with specific, inflexible and hard-to-reach target groups. In-depth interviews are used as a qualitative method for obtaining detailed and comprehensive information on the phenomena studied and for a deeper understanding of the respondents' attitudes and opinions. Interviewers can give full attention to respondents and tailor interviews to their needs and preferences.

The method of so-called in-depth interviews follow several phases:

- ▶ **Topic Guides** are prepared for individual interviews. Respondents may or may not have topics available in advance (depending on the target group and questions).
- ▶ Implementation of the **pilot interview** serves as a follow-up to the prepared topic guide if it proves to be necessary (for example, excessive length of interview or inappropriate ordering of questions).
- ▶ **Record sheets** with a unified structure are used to record the outputs of individual interviews. The letters will be ready before the interviews to allow easier processing and analysis of the outputs, as well as greater transparency of the evaluation.

Purpose of the in-depth interviews in this specific case was to get thorough knowledge on processes and activities, relevant to the Charter and Code, carried out by the responsible NIMH employees. Individual interviews were chosen as an optimal method because they offer more flexibility, respondents can expand their answers into more detail. Also, in this way, the interviews were conducted in more private environment and respondents may feel more comfortable, and thus openly talk about the topic.

The interviews at NIMH were conducted with eleven respondents.

- ▶ prof. MUDr. Jiří Horáček, Ph.D., FCMA, Deputy Director for Science and Research;
- ▶ Alexandr Borovička, DiS., Head of Business Administration, Deputy Director for Economy
- ▶ Mgr. Květa Tröberová, HR Manager;
- ▶ Martina Pikalová, HR Department;
- ▶ Ing. Zdeňka Křištofíková, Ph.D., Head of Research Programme (VP1);
- ▶ MUDr. Filip Španiel, Ph.D., Head of Research Programme (VP3);
- ▶ PhDr. Ladislav Csémy, Head of Research Programme (VP4);

- ▶ PhDr. Jana Kopřivová, Ph.D., Head of Research Programme (VP5);
- ▶ MUDr. Martin Brunovský, Ph.D., Head of Research Programme (VP6);
- ▶ prof. MUDr. Pavel Mohr, Ph.D., Head of Clinical Division, Deputy Director for Clinical Research;
- ▶ Lenka Chadimová, salary accountant.

For each interview there were six predefined areas gathered according to the principles of Charter and Code showing common features:

- ▶ Recruitment
- ▶ Adaptation
- ▶ Education
- ▶ Working conditions
- ▶ Research
- ▶ Dissemination and exploitation of research results

Furthermore, the questions were altered to fit each individual respondent, so that only relevant information is gathered. Both structure and content of the interviews were consulted with the management of the contracting authority.

Topic	Question
Recruitment	<p>How the recruitment process in NIMH looks like? Could you please name the standard stakeholders of recruitment process (and relevant phase)? Are the phases of recruitment process standardized (identification of need, vacancy, places where the vacancy is published, etc.)? Are the selection criteria for the applicants standardized? Who defines those criteria? Do you consider different applicants' groups? (men/women, private sector/public sector?) What knowledge / skills are considered in the selection process? How do you consider mobility experience?</p>
Adaptation	<p>How is adaptation of the new joiners carried out? Are they getting familiar with the NIMH environment and the organization's strategic goals?</p>
Education	<p>What type of training can NIMH researchers attend? Are researchers motivated to attend courses / seminars? Is the education centralized? Are there strategies for training researchers in NIMH? Are there educational plans for researchers in NIMH?</p>
Working conditions	<p>Have NIMH employees a possibility of flexible working hours, part-time work or sabbatical leave? Are there clear rules / conditions for using these institutes? How do you reflect renewal of fixed-term contracts by specific projects? What indicators are used to determine the salary or other rewards?</p>

	<p>Who decides to involve researchers in teaching? How is it balanced with scientific activities in NIMH?</p> <p>Do all employees have access to professional job advisory?</p> <p>Are researchers being evaluated?</p> <p>Is there a subject that employees can contact in case of any complaints?</p>
Research	<p>Is there a subject that employees can turn to at the beginning of their careers on issues related to their work duties?</p> <p>What role do supervisors play in NIMH?</p> <p>Are the relationships between researchers and the supervisor standardized?</p> <p>Is the role of senior researchers as knowledge and leadership accentuated?</p>
Dissemination and exploitation of results	<p>How is the dissemination and exploitation of research results ensured, incl. among the public?</p> <p>Is there a regulation governing researchers' rights to be recognized and cited and / or cited in relation to their actual contribution, as co-author of the document, patent, etc.?</p>

Furthermore, the structure and content of the interviews were presented to four employees chosen by the contracting authority who were also trained to perform in-depth interviews by themselves for future reference. In addition, they were present during the interviews in question.

The training was divided in the following phases:

- ▶ Introduction to the content and structure of In-depth interviews - covering 40 principles of the Charter and Code;
- ▶ Questioning Techniques: The respondent was first asked about his perception and understanding of the principles. If the answers are not complete, only then he or she was asked supplement questions.
- ▶ Participation at the interviews: In the beginning of every interview, the goal, context and time frame was presented to the respondent, to communicate in open and transparent environment. Trainees were participating at the interviews and encouraged to ask supplement questions (especially after the first interview).
- ▶ Evaluation of the interview: After the interview, content and structure were discussed with the trainees. Suggestion for future interviews were proposed.

3. Online questionnaire

To confirm the results of in-depth interviews, it was found very useful to use CAWI (Computer Assisted Web Interviewing). This approach saved time of NIMH giving them the possibility to share the forms among the employees concerned and serve as a flexible way of providing information. In the specific case approach, we used eSurvey.

EY has developed an application that carries out e-Surveys that can be sent to users in a simple way using a web link or creating an email list and sending the survey to the respondents via the system. This tool makes the questionnaires very efficient and it is very user-friendly, as proved by the relatively high response rates of surveys previously executed with this tool.

A web based form was sent to the 98 researchers (R1-R4) with a request to obtain their opinion for the following questions:

Topic	Question
Recruitment / Adaptation	Did you start working in NIMH in the past 6 months?
	How did you learn about the vacancy?
	Which of the following criteria do you think were considered the most during the recruitment process?
	Which of the following activities did you do during the adaptation process at your new workplace?
Working conditions	Do you consider your remuneration to be on a standard level in your field (in Czech Republic)?
	Do you work with flexible schedule?
	Have you used the opportunity to take sabbatical leave?
	Do you get regular feedback?
	Have you been assigned a personal development supervisor?
	Do you have any point of contact which you can address regarding your work duties?
	Do you have any point of contact which you can address in case of any proposals, ideas or complaints?
	Can you make an anonymous complaint?
	Do you consider the key decisions of the organization (e.g. vision or strategy) to be presented regularly and thoroughly enough?
	Do you find the regulations regarding intellectual property rights in research to be clear enough?
	Do you feel treated in the same way as your peers (attitude of your supervisor, remuneration etc.)?
	Have you experienced discrimination based on gender, age, ethnicity, nationality, religion, sexual orientation, language differences, political opinions, disability, social or economic background?
Education	Do you feel you have enough access to further education and training?
	Are you motivated to attend professional workshops and seminars?
	Are your possibilities in further education limited by something?
	Do you have a personal development plan containing all the educational activities that you are obliged to do?