

EURAXESS

Action Plan

Action Plan

Case number

2023TR116672

Name Organisation under review

Ege University

Organisation's contact details

Ege Üniversitesi Kampüsü, EBİLTEM Binası Cami karşısı, 35100, Bornova, İzmir, 35100, Türkiye

Submission date to the European Commission

06/06/2024

1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	6731
Of whom are international (i.e. foreign nationality) *	12
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	522
Of whom are women *	3855
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1300
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	869
Of whom are stage R1 = in most organisations corresponding with doctoral level *	882
Total number of students (if relevant) *	56405
Total number of staff (including management, administrative, teaching and research staff) *	10877
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	299514608,70
Annual organisational direct government funding (designated for research)	1168555,70

RESEARCH FUNDING (figures for most recent fiscal year)

€

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2420750,83
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Annual funding from private, non-government sources, designated for research	1873943,19
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ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Ege University, the fourth university in Turkey, started its educational life on 5 November 1955. In addition to research and development, innovation, information and technology transfer, industry-university cooperation and quality education at national and international levels, theoretical and applied research activities in the scientific, technological and social fields are provided. Ege University has been selected as a research university in 2021, in addition to being a "Pilot University in Internationalisation". Ege University has 41 application and research centres, including 19 faculties, 10 institutes, 1 State Conservatory of Turkish Music, 3 colleges, 11 vocational schools, 6 departments and 1 hospital.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Strengths and Weaknesses (max. 800 words)**Strengths**

- Ege University is awarded the title of “Research University” by the Council of Higher Education (YÖK) of Türkiye.
- Ege University became the first state university to be eligible for “Institutional Full Accreditation” for a period of 5 years under the Institutional Accreditations Programme of the Turkish Higher Education Quality Council (THEQC's membership application to ENQA was approved by the ENQA Board on 28 April 2020.)
- As of the end of 2023, 54 programs have been accredited by authorized bodies by THEQC's, and Ege University has been the second largest university with program accreditation in Türkiye.
- Ege University is selected the title of “Pilot University in Internationalization” by Council of Higher Education (YÖK).
- Ege University is awarded the title of “University that Most Effectively Supports Student Career Development” by the Turkish Higher Education Council.
- The existence of the Ege University Research Coordinator ship unit.
- The presence of the six scientific research and Publication Ethics Boards (Scientific Research and Publication Ethics Committees, Animal Experiments Local Ethics Committee, Cosmetic Clinical Research Ethics Committee, Faculty of Medicine Clinical Research Ethics Committee, Faculty of Medicine Bioavailability / Bioequivalence Research Ethics Committee and Faculty of Medicine Medical Research Ethics Committee)
- The availability of anti-plagiarism software for research papers and compulsory use for graduate thesis to avoid ethical problems
- The presence of mandatory ethics course and scientific research techniques for all undergraduate and graduate students as part of their curriculum.
- Ege University Strategic Plan integrates the supervision, evaluation and action system and software, administrative and educational units.
- The presence of Office of Institutional Development Planning and Monitoring
- Technical Park and TTO investigation of its existence contribution to the ecosystem provision
- National and international standards/ guidelines working in the direction a lot of research-application have a center
- Researchers are informed by EBYS (Electronic Knowledge Coordination System about the budget, targets, and approval processes related to their research.
- Research infrastructure will support, headquarters research and application finding their labs
- The presence of Research-Focused Student Center (AROM)
- The existence of the Institutional Academic Activity Monitoring and Evaluation Directive managed through software.
- Non-discrimination is guaranteed with the policy (Code No.2547)

- The presence of the Gender Equality Plan (GEP) which has been prepared following the recommendations of the Ege University in order to achieve the non-discrimination targets
- Contractual and legal obligations are guaranteed with policies (Code No:2547 and 4735)
- Accountability is guaranteed with the policy (Code No: 6085)
- All academic and administrative units of Ege University were entitled to receive the "TS EN ISO 14001:2015 Environmental Management System and TS EN ISO 9001:2015 Quality Management System" certificate.

Weakness

- Low level of knowledge of the ethical and good professional practice principles among researchers.
- Low awareness of researchers about the ethics committees and regulations at the university and the newly implemented Academic Activity Monitoring and Evaluation Directive.
- Web pages on Ethical Principles and Evaluation are in National language

**Strengths and Weaknesses (max. 800 words)****Strengths**

- Ege University has a set of internal rules for all types of positions, which are available on the website of the Directorate of Human Resources at Ege University. The existing procedure ensures that the needs identified by the departments are met and provides an objective, fair and equal evaluation for the selection of high quality researchers for the benefit of both the departments and the University.
- Ege University implements the "Principle of Equal Treatment" in employment relationships and provides that no discrimination shall be made on the basis of language, race, colour, sex, disability, political opinion, philosophical conviction, religion, sect or similar grounds.
- The application and evaluation process is carried out online via the Academic Personnel Appointment System (APAS). APAS was launched in 2024. This e-tool system for recruitment allows all parties to access information and data more quickly and transparently. The APAS system committee meets regularly and makes proposals to the system managers for necessary adjustments.
- In order to regulate the academic promotion and appointment criteria, Ege University has established an Academic Promotion and Appointment Criteria Commission. This commission meets regularly and makes current changes and necessary adjustments to the recruitment conditions and qualifications determined by the academic promotion and appointment criteria.
- Organizational development activities are carried out by the Human Resources Coordination Office. In order to increase the knowledge and skills of managers in the recruitment process, an online training program is available for the Evaluation Committee, including the rules and principles of the recruitment process for researchers.
- Ege University offers numerous exchange programs to support the career development of its staff and to enhance international cooperation. The exchange programs are managed by the International Relations Coordination Office and include researcher exchanges for all types of researchers (R1-R4).
- All Managers at Ege University has to continue Certified Orientation training Program

Weakness

- At Ege University, the scope and content of advertisements is limited by national regulations, and the advertisements do not cover all the criteria in the HRS4R recruitment principles.
- For R1 level candidates, the recruitment and selection process is centralized according to a national directive, which does not allow for inclusion in Ege University's process. Improving the process of recruiting R1 candidates can only be done by the regulatory bodies.

- In the recruitment process of R2-R4 researchers, selection committees are not organized according to the consideration of having diversity in terms of members from different sectors or different genders. The Higher Education Act No. 2547 applies to the academic selection committees of Ege University.
- The Academic Personnel Appointment System (APAS) is an online recruitment tool. APAS is not used for international researchers. There is a need to improve the use of e-tools for the appointment of international researchers for short term research and teaching visits, graduate and post-doctoral positions through the EURAXESS portal.
- Although the criteria for academic promotion and appointment are categorized according to different sciences/fields, some important aspects are not included in the framework, such as informal qualifications and unit-specific competences and sectoral activities/inter-sectoral mobility, career breaks or variations in the chronological order of CVs.
- In addition, the scope of programs that offer exchange opportunities for faculty members, such as Erasmus and Orhun, do not match the criteria for faculty appointment and promotion



Strengths and Weaknesses (max. 800 words)

Strengths:

- Stability of employment contracts is ensured at Ege University.
- Ege University acts in accordance with current national legislation and national or sectoral collective bargaining agreements.
- Ege University maintains the stability, permanence and professionalism of employment for researchers at the R3-R4 level.R3-R4
- Ege University has well-established Intellectual Property Rights (IPR) regulations and provides intellectual property rights-related services to its researchers.
- Ege University has a very comprehensive research infrastructure and analysis laboratories.
- Ege University is “the University that Supports the Career Development of Students in the Most Effective Way.”
- Ege University runs a Double Degree Program with Universities from different countries.
- Ege University carries out the activities of identifying the inventions and innovative works of researchers and students, conducting the necessary research, applying for patents/utility models and commercializing them.
- Ege University is defined as "Egeders information system", all course materials can be uploaded to the system and courses can be conducted remotely.
- Ege University values the opinions of researchers and organizes large research councils to provide feedback to the university's decision-making bodies.

Weaknesses:

- Ege University needs to carry out profession recognition activities and awareness activities for all researchers.
- The financial support rate needs to be increased in order to develop research budgets and research infrastructure at Ege University.
- As a public university, Ege University has very limited control over the funding, salaries and scholarships of its researchers.
- Although Ege University recognizes the importance of gender balance and has various units in this sense, Ege University still needs to develop gender balance strategies and practices.
- Career counseling units at Ege University need to be expanded to include researchers at all levels.
- It should be expanded to inform all researchers about the activities at Ege University regarding Intellectual Property Rights and creating Intellectual Property awareness.
- It has been evaluated that co-authorship at Ege University partially causes disadvantageous results when evaluating staff performance. Arrangements need to be made to encourage co-authorship among staff.

- An orientation program needs to be developed for all newly recruited personnel in research activities at Ege University



Strengths and Weaknesses (max. 800 words)

Strengths

- As part of the relationship with consultants, access to the Rector as the highest authorized person at the university can be provided through the SSO system, where each employee logs in individually. This shows that the communication channels within Ege University are open. Similarly, it is possible to communicate existing problems and provide solutions through the Turkuaz Desk.
- Ege University, which has strong links with the city's industrial, service and agricultural sectors, collaborates with various fields and actors in its advisory and administrative roles, creating synergy with the research ecosystem and providing advisory services to the sectors. These collaborations help the university to be aware of sectoral developments and problems, and facilitate the employment of its graduates.
- Within the scope of continuous professional development, Ege University's R&D culture makes a significant contribution to the development of the skills of academic staff.
- In addition, trainings to keep the knowledge and skills of administrative staff up to date, carried out in coordination with the Presidential Communication Office, improve the personal development of administrative staff as well as the institutional processes. The University has internalized the continuing professional development process.
- All consultancy processes are clearly defined by regulations. The organizational culture adopted at Ege University facilitates the implementation of these regulations.

Weakness

- Weaknesses include the fact that academic and administrative staff, as well as students, address problems at the university; the failure to adequately promote applications such as the Turquoise Desk , which play an effective role in developing solutions; and the lack of widespread impact of applications to these units, apart from individual responses.
- The lack of technical and assisting staff in most units at Ege University has a negative impact on collaborations. It reduces the time allocated to R&D and vocational training and decreases motivation.
- The fact that information about institutional functioning is not systematically presented on the web pages of academic and administrative units may cause loss of labor and time.

- High bureaucratic workloads limit the time allocated for activities such as counseling and continuous professional development.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

URL: <https://hrs4r.ege.edu.tr/eng-/Homepage.html> (unsafe:URL: <https://hrs4r.ege.edu.tr/eng-/Homepage.html>)

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

Action 1. Identifying further gaps based on gap analysis

GAP Principle(s)

Timing (at least by
year's
quarter/semester)

(+/-) 2. Ethical principles

(-/+) 3. Professional responsibility

(-/+) 4. Professional attitude

(-/+) 7. Good practice in research

(-/+) 8. Dissemination, exploitation of results

(-/+) 9. Public engagement

(-/+) 11. Evaluation/ appraisal systems

T 1: Y1-Q1 T 2: Y1-
Q3 T 3: Y1-Q3

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Rectorate, Vice-Rector responsible for education, Vice Rector responsible for research Research Coordination Office , Directorate of Personnel Affairs, IT Department, Office of Secretary General	Task 1. In depth analysis of initial survey results to identify which groups of researchers (based on faculty, title etc.) perceive the gap. Task 2. Organization of focus group workshops and search conferences for the identified group of researchers to explore the underlying reasons revealed in gap analysis. Task 3. Preparing the interim evaluation report for presentation to the university administration

Proposed ACTIONS

Action 2

Action 2. To develop the knowledge of researchers with regard to the principles of ethics and good professional practice.

GAP Principle(s)

- (+/-) 2. Ethical principles
- (-/+) 3. Professional responsibility
- (-/+) 4. Professional attitude

Timing (at least by year's quarter/semester)

T 1: Y1-Q3 T 2: Y1-Q3 T 3: Y1-Q4 T 4: Y1-Q3

Responsible

Unit

Indicator(s) / Target(s)

Rectorate,
Vice-Rectors
Directorate
of Personnel
Affairs, IT
Department,
Ethics
boards of the
University of
the Ege
Office of
Secretary
General

Task 1. To prepare an English/Turkish website for the Code of Ethics Task and to publish the Regulations and Rules for all researchers
Task 2. Code of Ethics Task and website, seminars and conferences dissemination to all researchers through.
Task 3. Develop online or face-to-face courses on ethical duties for hired R1 researchers.
Task 4. Developing the learning outcomes of the Scientific Research Techniques and Publication Ethics graduate course in line with the Code of Ethics Task

Proposed ACTIONS

Action 3

Action 3. Modification of the official website with a link to the Euroaxess portal according to HRSR4 standards.

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

T 1: Y1-Q1 T 2: Y1-Q3 T 3: Y1-Q1

Responsible

Unit

Indicator(s) / Target(s)

Directorate of Personnel Affairs, Human Resources Coordination Office IT Department Research Coordination Office

Task 1. Publication of recruitment notices, institutional and general academic announcements in English/Turkish, organized according to broad and transparent requirements on institutional web pages. Task 2. Publication of short- and long-term research and teaching activities, sabbatical programs, post-graduate and post-doctoral positions for international researchers in English/Turkish with links to the EURAXESS portal. Task 3. Announcement of the number of open positions for researchers, recruitment procedures and selection criteria in the application process in English/Turkish with link to the corporate page

Proposed ACTIONS

Action 4

Action 4. Revising recruitment and selection procedures according to HRSR4 standards

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(+/-) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 19. Recognition of qualifications (Code)

(+/-) 20. Seniority (Code)

(+/-) 21. Postdoctoral appointments (Code)

T 1: Y1-Q1-Q2 T 2:
Y1-Q2

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Commission for the Establishment of Criteria for the Recruitment of Retired - Contracted Faculty Members and Criteria for Academic Promotion and Appointment Directorate of Personnel Affairs,	Task 1. Revision of Appointment and Promotion Criteria with HRSR4 standards, unofficial qualifications, criteria, unit-specific competencies. Task 2. Developing feedback mechanisms regarding applications made during the recruitment process

Proposed ACTIONS

Action 5

Action 5. Training programs for evaluation committee members and staff

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(+/-) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 18. Recognition of mobility experience (Code)

(+/-) 19. Recognition of qualifications (Code)

(+/-) 20. Seniority (Code)

(+/-) 21. Postdoctoral appointments (Code)

T 1: Y1-Q2 T 2: Y1-Q3

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Commission for the Establishment of Criteria for the Recruitment of Retired - Contracted Faculty Members and Criteria for Academic Promotion and Appointment Directorate of Personnel Affairs, Human Resources Coordination Office EGESEM (Ege University Continuous Education Center)	Task 1. Development of training materials for the OTM_R Policy and HRSR4 processes Task 2. Providing the necessary training for recruitment staff and committee members

Proposed ACTIONS

Action 6

Action 6. Updating of online recruitment systems

GAP Principle(s)

Timing (at least by year's quarter/semester)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(+/-) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

T 1: Y1-Q2 T 2: Y1-Q3

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Commission for the Establishment of Criteria for the Recruitment of Retired - Contracted Faculty Members and Criteria for Academic Promotion and Appointment APAS Commission Directorate of Personnel Affairs IT Department	Task 1. APAS system upgrade; Determination of requirements through interviews with system users and designers. Task 2. Make arrangements to enable the system to be used more quickly and effectively with adding to the system an online training tool and guide for assessors

Proposed ACTIONS

Action 7

Action 7. Implementation of update and information activities for the improvement of vocational education and training

GAP Principle(s)

(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

(+/-) 38. Continuing Professional Development

(+/-) 39. Access to research training and continuous development

(+/-) 40. Supervision

Timing (at least by year's quarter/semester)

T 1: Y1-Q1 T 2: Y1-Q1 T 3: Y1-Q2 T 4: Y1-Q2

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Rectorate, Vice-Rectors responsible for education and research Research Coordination Office Directorate of Personnel Affairs, IT Department, Office of Secretary General Academic and administrative units	Task 1. Spread of Turquoise Desk-like individual application systems to all units Task 2. Identification of the situation with regard to the need for assistants and technical research staff and preparation and implementation of a calendar for the filling of the gaps Task 3. Spreading awareness by providing information on business patterns Task 4. Work to increase the rate of digitalization of bureaucratic processes.

Proposed ACTIONS

Action 8

Action 8. Implementation of a new program for mentoring and career development

GAP Principle(s)

(+/-) 22. Recognition of the profession

(++) 25. Stability and permanence of employment

(+/-) 28. Career development

(++) 30. Access to career advice

(+/-) 32. Co-authorship

Timing (at least by year's quarter/semester)

T 1: Y1-Q1 T 2: Y1-Q4

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Rectorate, Vice-Rectors responsible for education and research Directorate of Personnel Affairs, Office of Secretary General Academic and administrative units EGESEM (Ege University Continuous Education Center)	Task 1. Establishing a mentor-mentee system for researchers and raising awareness among academicians by organizing a workshop. Task 2. Carrying out career training for researchers at different levels

Proposed ACTIONS

Action 9

Action 9. Work on the possibility of improvement of research budgets and results

GAP Principle(s)

(+/-) 23. Research environment

(+/-) 24. Working conditions

(++) 26. Funding and salaries

Timing (at least by year's quarter/semester)

T 1: Y1-Q2 T 2: Y1-Q2

Responsible

Unit

Indicator(s) / Target(s)

Rectorate,
Vice-Rectors
responsible
for education
and research
Directorate
of Personnel
Affairs,
Directorate
of Strategy
Development
Research
Coordination
Office
EBILTEM

Task 1: Strategies will be prepared on improving financing and benefits for YÖK, TÜBİTAK and TÜSEB (national authorities) Task 2: Workshops and visits to increase external financing, practices and awareness raising programs that encourage national and international strategic research and industry-university collaborations will be organized.

Unselected principles:

- (++) 1. Research freedom (++) 5. Contractual and legal obligations (++) 6. Accountability (++) 10. Non discrimination
- (++) 27. Gender balance (++) 29. Value of mobility (++) 31. Intellectual Property Rights (++) 33. Teaching (++) 34. Complain/ appeals
- (++) 35. Participation in decision-making bodies

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

As a public university dedicated to research and teaching, EGE is fully aware of the importance of the selection and recruitment process for researchers. EGE is therefore prepared to take decisive steps to improve the OTM-R procedures. As a public university, EGE is bound by national legislation regarding recruitment and selection.

Higher Education Act, No: 2547 (<https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf>); Higher Education Staff Act, No: 2914 (<http://www.mefzuat.gov.tr/mevzoat-metin/1.5.2914.pdf>).

Recruitment and selection procedures for faculty members (R2, R3, R4) are governed by national laws on promotion and appointment and on secondment. There is a separate policy for R1 researchers. The EGE follows the Higher Education Law 2547, which limits the formation of selection committees by law, but in principle selects evaluation panel members from outside the EGE for objective evaluation. This demonstrates that the researcher applying is being evaluated objectively, whether internal or external. All applications can be submitted digitally through the APAS system. The EGE Criteria for Appointment and Promotion provide a general framework for the qualifications that are required in the recruitment and selection process. As a public university, EGE is inspected internally and externally by public authorities as part of its quality assurance policy, which contributes to the implementation of the OTM-R process.

The HRS4R process has established a Management Committee, an Implementation Committee and four Working Groups prior to the GAP Analysis phase. Research and Ethics Working Group; Action 1: Identifying further gaps based on gap analysis , Action 2: To develop the knowledge of researchers with regard to the principles of ethics and good professional practice and implement them with the responsible university units. Human Resources Working Group will be responsible for the Action 3: Modification of the official website with a link to the Euroaxess portal according to HRSR4 standards, Action 4: Revising recruitment and selection procedures according to HRSR4 standards, Action 5: Training programs for evaluation committee members and staff and Action 6: Updating of online recruitment systems Another working

group, the Working and Research Conditions Working Group, will plan and implement tasks with responsible units on Action 8. Implementation of a new mentoring and career development programs, and Action 9. Work on the possibility of improvement of research budgets and results. The members of the Professional Development Working Group, work on the Action 7. Implementation of update and information activities for the improvement of vocational education and training to implement the tasks.

The Implementation Committee will meet regularly and provide information to the Management Committee, which will be responsible for the action plans to be implemented on a common calendar within a 12-month period.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

https://personel.db.ege.edu.tr/tr-1655/akademik_kadro_ve_tayin_isleri_-_ogretim_uyesi_basvuru_kosullari.html (https://personel.db.ege.edu.tr/tr-1655/akademik_kadro_ve_tayin_isleri_-_ogretim_uyesi_basvuru_kosullari.html)

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Within the scope of the Ege University Action Plan, 9 actions and 24 tasks have been proposed to be implemented within a one-year period to complete the deficiencies identified in the GAP analysis. The main actors, working groups and action plans for the Excellence in HR Award application have been clarified. All actors and responsible people form working groups under the Management Committee, which is the top decision-making authority in the Ege University HR application, and the Implementation Commission, which is the executive body.

The Management Committee, consisting of senior managers, acts in accordance with national legislation and international standards. An Implementation Committee (IC) was composed of academic (R1-R4) and administrative staff, who were familiar with the HRS4R principles and had experience in the operation of recruitment and selection, research environment, training, working conditions and ethics committees. The IC has conducted the gap analysis and OTM-R assessment of the current situation and then proposed under the IC working groups proposed the actions with a wider participation of Ege academic and administrative staff.

After the proposed Action plan is approved by the European Commission, an internal control mechanism will monitor the fulfillment of the tasks to be carried out in line with the calendar. The internal control mechanism will operate as an audit and implementation mechanism consisting of 4 sub-working groups and the Commission chair.

These internal auditors will periodically provide information and reports to the Management Committee through the Implementation commission chairman.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

The Working Groups (WGs) and the Implementation Commission will meet regularly in monthly meetings to discuss practices. At these meetings, progress reports will be presented to the IC members by the WG Chairs. Quarterly reporting presentations on behalf of the Implementation Commission will be prepared by the Commission Chair and the WG Chairs (Internal Monitoring team) and presented by the Commission Chair to the Management Committee. The proposed arrangements and, if necessary, update proposals will be taken from the Committee and modifications will be made to the stages in practice.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*




Detailed description and duly justification (max. 500 words)

The entire HRS4R preparation and application process involves contributions and exchanges from all levels of the EGE research community. During the implementation phase, the Management Committee, the Implementation Commission and the Working Groups will be the main platforms for consultation with the research community. The first research council meeting was held on 13/05/2014 with the participation of almost 700 researchers in order to obtain the opinions of the research community on the future research strategy of the University and the definition of the strategy.

During the meeting, held with the participation of researchers at different levels, small groups of 10 researchers from different units were formed, plans and suggestions were made on the basis of common sense, and all these suggestions were recorded by reporters. In this context, it is planned to form focus groups, taking into account the Research Council report to be prepared.

As mentioned above, the decision and approval mechanism for the implementation phase has already been established by the Management Committee, all the unit heads chaired by the Rector, the Implementation Commission, R1-R4 and the representatives of the administrative units recommended and appointed by the Committee, as well as 4 working groups.

All the actions proposed in this proposal have been drawn up after lengthy consultation with the research community. 9 actions are planned with departments, faculties, institutes, research/application centers and other relevant units. During the implementation phase, various communication methods such as training, meetings, workshops, surveys and faculty visits will be used. Throughout the process, both researchers and administrative staff will be kept informed through regular e-mails and announcements.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the * organisation's research strategy, as the overarching HR policy. 

Detailed description and duly justification (max. 500 words)

Ege University is a university that has received "Institutional Full Accreditation" from the Higher Education Quality Council in 2020, has received the title of "Research University" from the Higher Education Council in 2021 and has educational accreditation in 54 programs. In 2024, the Coordination Office for Planning and Monitoring of Ege University, which was active until 2024, was divided into two parts as the Directorate for Research Coordination and the Directorate for Quality Coordination. The personnel policy is the infrastructure and strategy of the Research Coordination Directorate, which has been established in accordance with the goals of the University's Strategic Plan 2024-2028. There is also a research policy document in line with the mission and vision of Ege University.

The Human Resources Policy Management Committee consists of University Steering Committee members (Rector, Vice-rectors, Deans and administrative managers). The decision-making body for the necessary policy adjustments and developments is a common structure in HRS4R and the university administration.

How will you ensure that the proposed actions are implemented?*

Detailed description and duly justification (max. 500 words)

In the implementation phase, both IC and MC will play a role in the implementation of the practices. The units identified as responsible and the WGs will implement the applications together. HRS4R secretariat will prepare the necessary correspondence and the responsible Vice Rector will ensure that the tasks are carried out by signing the instructions.

IC and WG chairs will monitor the execution of day-to-day implementations in accordance with the calendar and will monitor the WG members to fulfil the tasks within the actions with the responsible units. In 3-month periods, the MC will be informed and the initial Action Plan will be realized.

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

As mentioned before the Working Groups (WGs) and the Implementation Commission will meet regularly in monthly meetings to discuss practices. At these meetings, progress reports will be presented to the IC members by the WG Chairs. Quarterly reporting presentations on behalf of the Implementation Commission will be prepared by the Commission Chair and the WG Chairs (Internal Monitoring team) and presented by the Commission Chair to the Management Committee. The proposed arrangements and, if necessary, update proposals will be taken from the Committee and modifications will be made to the stages in practice.

Quarters	Q1			Q2			Q3			Q4		
Months	1m	2m	3m	4m	5m	6m	7m	8m	9m	10m	11m	12m
Action 1		<i>Task 1</i>	<i>Task 1</i>				<i>Task 2</i>	<i>Task 2</i>	<i>Task 3</i>			
Action 2							<i>Task 1,2</i>	<i>Task 4</i>		<i>Task 3</i>	<i>Task 3</i>	<i>Task 3</i>
Action 3	<i>Task 1</i>		<i>Task 3</i>				<i>Task 2</i>					
Action 4	<i>Task 1</i>	<i>Task 1</i>	<i>Task 1</i>	<i>Task 1,2</i>	<i>Task 1,2</i>	<i>Task 1,2</i>						
Action 5				<i>Task 1</i>	<i>Task 1</i>	<i>Task 1</i>	<i>Task 2</i>	<i>Task 2</i>	<i>Task 2</i>			
Action 6				<i>Task 1</i>	<i>Task 1</i>	<i>Task 1</i>	<i>Task 2</i>	<i>Task 2</i>	<i>Task 2</i>			
Action 7	<i>Task 1,2</i>	<i>Task 1,2</i>	<i>Task 1,2</i>	<i>Task 3,4</i>	<i>Task 3,4</i>	<i>Task 3,4</i>						
Action 8	<i>Task 1</i>	<i>Task 1</i>	<i>Task 1,</i>							<i>Task 2</i>	<i>Task 2</i>	<i>Task 2</i>
Action 9				<i>Task 1,2</i>	<i>Task 1,2</i>	<i>Task 1,2</i>						

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

During the implementation of the one-year action plan, 4 monitoring and evaluation reports will be prepared for submission to the Management Committee and for evaluation of the actions. All targets/indicators will be defined for each action item. Evaluation will be carried out according to these indicators. By identifying the risks, it is planned to take measures to harmonize the targets/indicators of the implementation period with those proposed in the Action Plan, so that most of the actions proposed in the mid-term evaluation period can be achieved. Following the mid-term review and

The HRS4R process will continue with the implementation phase of the revised three-year action plan. This will be followed by the award renewal phase can be initiated.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

Information and details of planned activities, as well as WG, IC and WGS minutes, can be found on the HSR4R website: www.hrs4r.ege.edu.tr.