EURAXESS

Action Plan

Case number

2022TR738831

Name Organisation under review

Dokuz Eylul Universitesi

Organisation's contact details

Cumhuriyet Bulvari no:144 Alsancak, Izmir, IZMIR, 35210, Turkey

Submission date to the European Commission

28/07/2023

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 *	6272
Of whom are international (i.e. foreign nationality) *	197
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	663
Of whom are women *	3519
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1462
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	980
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1664
Total number of students (if relevant) *	69644
Total number of staff (including management, administrative, teaching and research staff) *	6946

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	113831282,65
Annual organisational direct government funding (designated for research)	4010,037

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)	1299304,14
Annual funding from private, non-government sources, designated for research	927,002

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Dokuz Eylül University (DEU) has a long history of being a centre of research and education since its foundation in 1982. DEU has 18 faculties, 7 graduate schools,3 institutes, 1 state conservatory, 2 schools, 6 vocational schools, and 49 research and application centres.Dokuz Eylul University (DEU) has an extensive capacity of management of its academics as it hosts 3.306 personnel by 2023. DEU was awarded the Research University certificate by the Council of Higher Education of Turkey in 2021 and received Institutional Accreditation from the Turkish Higher Education Quality Council in 2022.

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.

Ethical and professional aspects* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

- **DEU is awarded the title of "Research University" by the Turkish Higher Education Council. This title is given to universities that demonstrate their capabilities in international academic rankings.**

- **DEU holds the Institutional Accreditation Certificate from THEQC for Quality Assurance in research, education, management, internationalization, and public services.**

- **Researchers generally have a positive approach towards research freedom, and most of the current regulations and practices are linked with the C&C.**

- **The existence of the Research & Development (R&D) Committee**

- **The presence of the Scientific Research Ethics Committee and Institutional Ethical Conduct Principles along with the Ethical Commission Directive for research activities.**

- **The existence of a Directive on the Working Principles of the Publication Commission under the National Higher Education Publication Regulation related to the ethical issues for course handbooks, translated books, laboratory, and course handouts.**
- **The availability of anti-plagiarism software for research papers and compulsory use (i.e., similarity report declaration) for graduate thesis to avoid ethical problems in the behaviour of research personnel.**

- **Compulsory graduate courses on scientific research techniques and publication ethics.**

- **Directives and requirements are in place to declare non-ethical violence in research project proposals that receive financial support from DEU (DEU-BAP).**

- **A well-established DEU Strategic Plan monitoring, evaluation and action system and software, integrating administrative and education units.**

- **Embedded performance indicators on "Professional Developments of the Researchers" in the Strategic Plan.**

- **The existence of the Institutional Academic Activity Monitoring and Evaluation Directive managed through software.**

- **A high level of commitment to the protection and development of the public benefit.**

- **Declared professional job descriptions.**

- **Non-discrimination is guaranteed with the policy (Code No.2547)**

- **Contractual and legal obligations are guaranteed with policies (Code No:2547 and 4735)**

- **Accountability is guaranteed with the policy (Code No: 6085)**

Weaknesses:

- **Low level of knowledge of the ethical and good professional practice C&C principles among R1 researchers.**

- **Low level of knowledge among the researchers about the ethical committee and regulations at the University.**

- **Low level of awareness among the academic staff regarding the recently implemented Academic Activity Monitoring and Evaluation Directive.**

- **The existing Institutional Academic Rewarding Directive is only for SCI publications. It needs to be revised to include projects, patents and other activities that promote the Research University mission of DEU.**

Recruitment and selection* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

- **DEU is a public university and as such, it provides permanent positions for R2, R3 and R4 researchers.**

- **All job announcements for available positions clearly include the entry requirements, and they are protected by No.2547 which is Higher Education Law, No.2914 which is Personnel Law of Higher Education and the University Recruitment Policy.**

- **The existence of well-defined Academic Staff Promotion-Appointment Principles which are periodically updated to advance the appointment criteria.**

- **Mobility experience is considered in Academic Staff Promotion-Appointment Principles.**

- **The existence of the new post-doctoral (BAP-DOSAP) program.**

- **Institutional membership to Crowdhelix and Hydrogen Europe.**

- **The university top management shows agile decision-making and implementation behaviour for internationalization and foreign researcher appointments, in accordance with the opportunities regulated by Turkish Higher Education Council and DEU's 2021-2025 Strategic plan-target number H. 2.1.1**

- **The academic divisions and departments are free to set their research priorities and required academic positions.**

- **The existence of an annual promotion and seniority plan prepared by the Personnel Affair Directory.**

- **The existence of an external evaluation system for the selection of candidates.**

Weaknesses:

- **The number of posted positions is subject to the approval of the Turkish Higher Education Council.**

- **There is a limited number of international researchers, mostly due to budget limitations in employing short-term visiting foreign or international senior researchers.**

- **There is a high level of competition for approved open permanent academic positions.**

- **EURAEXESS Service Centre platform is not fully utilized, limiting the appointments of post-doctoral researchers.**

- **Low level of knowledge about the benefits of OTM-R policies and practices.**

- **High level of indecisiveness and satisfaction, especially among the R1 researchers, regarding transparency, judging merit, recognition of mobility experience, and seniority for recruitment.**

Working conditions* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

- **The university has applicable regulations and services for IPR processes.**

- **The existence of over 40 research and application centres covering different social and science research areas.**

- **The existence of a variety of research laboratories equipped with advanced instruments.**

- **A traditional positive approach to gender balance, which is also guaranteed with the policy Law number 2547.**

- **DEU stimulates and encourages co-authorship in publications.**

- **Presence of a well-established and systematic annual academic staff satisfaction survey covering research, teaching, services, promotion and working conditions, etc.**

Weaknesses:

- **No actively and systematically implemented rewarding system.**

- **High number of students and related workloads, including teaching, evaluation of exams, homework, and laboratory reports, in addition to research and administrative activities.**

- **Limited number of research assistants who can participate in teaching and research activities.**

- **Limited number of available academic positions, leading to high competition for the available ones.**

- **Although DEU has a career development coordination unit and provides advanced level career opportunities for students, not enough services are given to the academic staff.**

- **Although the university encourages and provides mobility opportunities, when and how to use them are not well known.**

- **DEU has a well-established positive and negative feedback (complaint) system (OGEP). However researchers either are not aware of this platform or hesitate to use it.**

Training and development* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

- **The university maintains that high quality supervision is provided for all types of researchers, from R1 to R4.**

- **There is an active academic learning centre (Academy-De) to enhance the life-long learning of academic staff.**

- **The existence of approved and declared job definitions at all levels of supervision and managerial duties.**

- **The presence of Distance Learning Implementation and Research Centre (DEUZEM), which provides online training programmes for research and teaching methods.**

Weaknesses:

- **No systematic academic development training program for the R1 researchers.**

- **The provided professional development strategies and access to them should be reviewed in accordance with the EU Charter and Code for Researchers.**

- **High level of indecisiveness among researchers at all levels about their relationship with supervisors.**

- **The low coverage and efficiency of academic personnel-related processes within the integrated management system.**

- **Although DEU continuously updates the teaching infrastructures, researchers demand better accessibility and advanced teaching equipment.**

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):

https://kalite.deu.edu.tr/?page_id=1878 (https://kalite.deu.edu.tr/?page_id=1878)

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 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

GAP Principle(s)

(+/-) 3. Professional responsibility

(+/-) 4. Professional attitude

(+/-) 11. Evaluation/ appraisal systems

(+/-) 12. Recruitment

(+/-) 15. Transparency (Code)

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

(+/-) 20. Seniority (Code)

(+/-) 22. Recognition of the profession

(+/-) 23. Research environment

(+/-) 24. Working conditions

(+/-) 25. Stability and permanence of employment

(+/-) 33. Teaching

(+/-) 34. Complains/ appeals

(+/-) 35. Participation in decision-making bodies

(+/-) 36. Relation with supervisors

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

Task 1: 1st semester of first year Task 2: 2nd semester of first year Task 3: 2nd semester of first year

Proposed ACTIONS

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

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	HRS4R Steering Committee Quality Coordination Unit DEU Statistics and Risk Analysis Application and Research Centre (IRAMER) DEU Directorate of Information Technologies Vice Rectorates Responsible for Research and Information Technologies	Measuring the awareness and knowledge level of the research groups about the existing implementations. Determining the reasons for the high level of indecisiveness in the surveys, which might indicate gaps. Identifying faculties and research groups that are not fully satisfied with the existing implementations to determine the focus group that requires urgent action. Determining the needs for further implementations for R1 to R4 groups to improve the current state of the identified gaps.

Proposed ACTIONS

Action 2

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
Action 2: Improving the knowledge about the ethical and good professional practice C&C principles (Code of Ethics task) among researchers Task 1. Preparing a website for Code of Ethics Task and publishing Charter and Code for Researchers Task 2. Updating the existing directives regarding Code of Ethics Task and disseminating them through website, seminars and conferences to all researchers. Task 3. Developing online or face to face courses about ethical tasks for recruited R1 researchers. Task 4. Adapting the Scientific Research Techniques and Publication Ethics graduate course learning outcomes to align with the Code of Ethics Task. Task 5. Establishing orientation and training programs for new researchers focusing on academic development Task 6. Conducting a survey on ethical and good professional practice, Code of Ethics Task	(++) 1. Research freedom (++) 2. Ethical principles (+/-) 3. Professional responsibility (+/-) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability (++) 7. Good practice in research (++) 8. Dissemination, exploitation of results (++) 10. Non discrimination (+/-) 30. Access to career advice (+/-) 32. Co-authorship (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	Task 1: 1st semester of first year Task 2: 1st semester of first year Task 3: 2nd semester of first year Task 4. 1st and 2nd semester of first year Task 5. 2nd semester of first year Task 6. 1st semester of 2nd year

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
HRS4R Steering Committee Quality Coordination Unit ACADEMY-DE DEU Distance Learning Application and Research Centre (DEUZEM) DEU Directorate of Information Technologies Career Development Coordination Unit DEU Ethics Committee Graduate Schools Vice Rectorates	Increasing knowledge and awareness about ethical and good professional practice, Code of Ethics Task, and C&C principles. Publishing updated directives, graduate course contents, new researcher training program contents and disseminating them through the website. Providing information on Code of Ethics Task seminars/conferences, training programs/courses timetable, participant number and evaluation results to assess the effectiveness of the actions. Survey questions and results on ethical and good professional practice, C&C principles

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	Responsible for Research, Personnel Affairs and Information Technologies Directorate of Personnel Affairs	

Proposed ACTIONS

Action 3

Action 3: Enhancing career development and internationalization for research Task 1. Increasing knowledge, awareness and utilization of the EURAXESS platform for career development and internationalization. Task 2. Encouraging researchers to register on the EURAXESS portal and to receive announcements about appointment and recruitment opportunities. Task 3. Publishing research positions including external funding for both researchers and students on EURAXESS jobs portal. Task 4. Revising the DEU Research web-page to provide quick access to current project calls (Marie Sklodowska Curie Actions (MSCA) fellowships, European Research Council (ERC) funding, and Erasmus + programmes), along with research facilities and opportunities. Task 5. Keeping the information for international researchers up-to-date and accessible in different languages on related DEU websites

GAP Principle(s)

(+/-) 15. Transparency (Code)

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

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

(++) 21. Postdoctoral appointments (Code)

(+/-) 22. Recognition of the profession

(+/-) 28. Career development

(+/-) 29. Value of mobility

(+/-) 30. Access to career advice

(+/-) 38. Continuing Professional Development

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

Task 1: 1st semester of first year Task 2: 1st semester of first year Task 3: 1st semester of first year to 4th semester of second year Task 4. 1st semester of first year Task 5. 2nd semester of first year to 4th semester of second year

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
HRS4R Steering Committee Quality Coordination Unit ACADEMY-DE DEU Distance Learning Application and Research Centre DEU Directorate of Information Technologies Career Development Coordination Unit International Relations Coordination Unit DEU Technology Transfer Office	Maximizing awareness, knowledge, and use of EURAXESS. Increasing the international visibility of DEU's research capacity. Increasing in the number of incoming international researchers. The number of activities promoting the mobility and career development of DEU researchers. Number of job advertisement on EURAXESS portal

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	(DETTO) DEU Research & Development (R&D) Committee Graduate Schools Vice Rectorates Responsible for Research and Personnel Affairs	

Proposed ACTIONS

Action 4

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

Action 4: Adapting Code of Conduct for the Recruitment of Researchers and OTM-R Principles Task 1. Organizing a training program for researchers at all levels (R1-R4) and managers to increase the knowledge and awareness of the Code of Conduct for the Recruitment of Researchers and OTM-R principles. Task 2. Preparing and publishing an information package about OTM-R principles on the official DEU website. Task 3. Adapting the existing institutional recruitment documents to OTM-R principles within the limits of national law and regulations Task 4. Preparing an institutional OTM-R checklist Task 5: Conducting a survey to gauge the improvement in awareness and knowledge among researchers regarding the adapted OTM-R principles, focusing on aspects like transparency, judging merit, recognition of mobility experience and seniority.

GAP Principle(s)

(+/-) 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)

Task 1: 1st semester of first year to 2nd semester of first year Task 2: 1st semester of first year Task 3: 2nd semester of first year Task 4. 2nd semester of first year Task 5: 4th semester of second year

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	HRS4R Steering Committee Quality Coordination Unit ACADEMY-DE DEU Distance Learning Application and Research Centre DEU Directorate of Information Technologies Career Development Coordination Unit International Relations Coordination Unit DEU Research & Development (R&D)	Implementation of the Code of Conduct for the Recruitment of Researchers and OTM-R principles into the recruitment documents and directives Increasing awareness, knowledge, and satisfaction regarding the general principles of recruitment. The number of online or face-to-face training activities and participants. The number of meetings conducted by responsible units for the adaptation of OTM-R principles. The number of recruited international researchers. Publishing OTM-R checklist on the institutional web page. Survey evaluation about the level of awareness and knowledge related with OTM-R principles.

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	Committee Institution Legal Consultancy Unit Vice Rectorates Responsible for Research and Personnel Affairs	

Proposed ACTIONS

Action 5

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
Action 5: Improving the unsatisfactory working conditions resulting from gap analysis Task 1: Preparing and implementing an academic rewarding system. Task 2. Promoting the visibility of the negative and positive feedback system (complaints) and disseminating the statistics of actions taken in response to complaints on the web page. Task 3. Extending the career development coordination unit activities to include the R1-R2 group. Task 4. Organising training programs about existing opportunities and application procedures for mobility. Task 5. Preparing and implementing a road map to take actions for improving participation in decision-making, teaching and workload based on the results from Action 1. Task 6. Preparing and implementing a road map to take action for improving infrastructure related to optimal accessibility or outdated equipment based on the results from Action 1.	(+/-) 11. Evaluation/ appraisal systems (+/-) 23. Research environment (+/-) 24. Working conditions (+/-) 28. Career development (+/-) 29. Value of mobility (+/-) 30. Access to career advice (+/-) 33. Teaching (+/-) 34. Complains/ appeals (+/-) 35. Participation in decision-making bodies	Task 1. 1st semester of first year to 2nd semester of first year Task 2: 1st semester of first year. Task 3: 1st to 2nd semester of the first year Task 4: 1st semester of first year to 2nd semester of the first year Task 5: 1st semester of first year Task 6: 1st semester of first year to 4th semester of 2nd year

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	HRS4R Steering Committee Quality Coordination Unit DEU Directorate of Information Technologies Career Development Coordination Unit International Relations Coordination Unit Vice Rectorates Responsible for Research and Personnel Affairs	Declaration of the rewarding directive and implementation. Publishing the statistics of OGEB on the web page. Declaration of the revised Career Development Directive, including the extension of activities for R1-R2 researchers. The number of workshops and training programs about mobility for researchers at all levels. Preparing and implementing a road map to take actions based on the results from Action 1. Declaration of the prepared road map to senior managers. Declaration of the prepared road map and implementations for teaching infrastructure

Proposed ACTIONS

Action 6	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**
Action 6: Enhancing the academic development and communication/ management skills of supervisors Task 1. Preparing and implementing an academic development training program for R1-R2 researchers. Task 2. Preparing and implementing a training program for supervisors focused on leadership, management and effective communication with researchers. Task 3. Preparing and implementing a professional development program in accordance with the EU Charter and Code for Researchers. Task 4: Disseminating good practices regarding advisors' professional expertise and ethical role modelling via workshops on "how to conduct counselling?"	(+/-) 36. Relation with supervisors (+/-) 37. Supervision and managerial duties (+/-) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development (++) 40. Supervision	Task 1. 1st semester of first year to 2nd semester of first year Task 2: 1st semester of first year to 2nd semester of first year Task 3: 1st semester of first year to 2nd semester of first year Task 4: 1st semester of first year to 2nd semester of first year

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	HRS4R Steering Committee Quality Coordination Unit ACADEMY-DE DEU Distance Learning Application and Research Centre Career Development Coordination Unit International Relations Coordination Unit Vice Rectorates Responsible for Research and Personnel Affairs	The course contents of training programs. The number of workshops and training programs about academic development for R1-R2 researchers. The number of workshops and training programs for supervisors and R3-R4 researchers. The number of workshops and training programs for professional development in accordance with the EU Charter Code for Researchers.

Proposed ACTIONS

Action 7

Action 7: Implementation, Monitoring and Evaluation of Action Plans Task 1: Ensure that the Action Plan is implemented timely and appropriately during the 2-year implementation phase. Task 2. Preparing time tables, sub-actions, indicator/target lists and checklists for each action. Task 3: Disseminating information about the progress of the action plan to researchers and senior managers.

GAP Principle(s)

(+/-) 4. Professional attitude

(++) 6. Accountability

(++) 7. Good practice in research

(++) 8. Dissemination, exploitation of results

(++) 9. Public engagement

(+/-) 15. Transparency (Code)

(+/-) 35. Participation in decision-making bodies

(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

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

Task 1. 2 years implementation period Task 2: 1st semester of first year Task 3. 1st to 4th semesters of 2 years implementation period.

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	HRS4R Steering Committee Quality Coordination Unit DEU Research & Development (R&D) Committee Vice Rectorates Responsible for Research and Personnel Affairs	Preparation of monitoring and evaluation documents specific to actions. Organization of quarterly meetings with the responsible units to evaluate the progress of action plans. Preparation of two monitoring reports at the end of the 1st and 2nd year before the Interim Assessment. Publishing the progress reports on the web page. Presentation of progress reports to senior managers.

Unselected principles:

(++) 26. Funding and salaries   (++) 27. Gender balance   (++) 31. Intellectual Property Rights

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) *

DEU is a state university, and the recruitment procedure is coordinated under the regulatory framework of the Turkish Higher Education Council (YÖK), which guarantees open, transparent, and merit-based recruitment. Therefore, the OTM-R principles can be implemented within the limits of the related national laws (Public Officials Law, No. 657; Labour Law, No. 4857; Higher Education Law, No.2547; Personnel Law of Higher Education No. 2914).

The initial recruitment procedure follows bottom-to-top principle for R2-R4 researchers. The departments create an annual recruitment plan considering teaching and research needs and required qualifications, following the merit-based approach. The plan is approved by the department academic board. The directory of personnel affairs receives all the offers from the departments, conducts checks for transparency and merit-based recruitments. The approved recruitment list, approved by the top managers of DEU, is then transferred to the YÖK for further checks and approval concerning Open, Transparent and Merit-Based Recruitment principles. The ones approved by YÖK are published on YÖK's web page, Official Gazette of the Turkish Republic, the University Official webpage and in public newspapers.

The procedure for the recruitment of approved positions has two stages. The candidates applying for the positions provide the required documents, which are first reviewed by three juries from the related department. If the candidate satisfies the required qualifications announced by YÖK and the criteria set by DEU, given in the "Promotion-Appointment and Application Principles" (https://personel.deu.edu.tr/wp-content/uploads/2020/07/kriterler.pdf (https://personel.deu.edu.tr/wp-content/uploads/2020/07/kriterler.pdf)) which transparently explains the minimum criteria for the appointment and recruitment of R2 to R4 researchers, the application is accepted. Then, the qualitative evaluation of candidates is conducted by the academic juries composed of one member from the related department and two from respectable professional academics from other universities. The jury reports are openly shared with the University Board of Directors. The candidate with the highest qualifications, as suggested by the jury, is appointed to the position in accordance with the merit-based principle. The candidates, who do not get the position, can request jury reports in accordance with the transparency principle.

As DEU has a Research University mission and THEQC Quality Accreditation certificate, academic positions are highly competitive. Therefore, DEU has to embrace open, transparent, merit-based selection and recruitment principles. The existing procedure ensures satisfaction of needs determined by the departments and provides an objective, fair and equal evaluation to select the high-quality researchers for the research achievement benefits of both the departments and the University.

The YÖK approved permanent positions are open only for Turkish citizens and they cannot be announced on international academic recruitment tools like the EURAXESS portal. Permission is required from the Higher Education Council of Turkey to employ international academic staff on a contract basis. On the other hand, short-term research and teaching visits, graduate and postdoctoral positions are other tools for appointing international researchers through financially supported projects (EU, TUBİTAK, etc.) for which the EURAXESS portal is the most suitable medium.

Considering the gap analysis, strengths and weaknesses related to recruitment and selection, actions like "Action 3: Enhancing the career development and internationalization for research" and "Action 4: Adapting Code of Conduct for the Recruitment of Researchers and OTM-R principles" with 5 tasks were taken to enhance human resources for research through the EURAXESS portal, based on the OTM-R toolkit. Timetables for each task, the responsible units and the indicators for each action were defined and will be implemented.

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.deu.edu.tr/wp-content/uploads/2020/07/kriterler.pdf (https://personel.deu.edu.tr/wp-content/uploads/2020/07/kriterler.pdf)

4. Implementation

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

The action plans were determined based on weaknesses derived from the outcomes of the gap analysis. Tasks were prepared to achieve the action plans, with a selected timing of two semesters per year (fall and spring). At least two actions were planned for the gap findings of "almost but not fully implemented" to fill the gap and at least one action for most of the "fully implemented" ones to provide further improvement and satisfaction.

There are seven main actions identified for the two-year period. The first action is designed as the in-depth analysis of the survey conducted for the gap analysis. Understanding the perspectives of the researchers, especially regarding high indecisiveness and dissatisfaction on specific subjects, is necessary to define a correct road map to fill the gap. The survey results will be first evaluated based on the academic level and education unit, and then focus groups will be organized ensuring that all research groups and units are represented. The results of the focus group study will be evaluated to determine if they align with the action plans. The outputs of the Action-1 will be the input of some other actions. Additional actions will be defined if necessary.

Actions 2-6 were determined based on weaknesses derived from the outcomes of the gap analysis. The responsible groups will work together to elaborate on the necessary sub-tasks, timing, indicators, checklists or control documents necessary to monitor the achievements of the actions. The final action is dedicated to overall monitoring of the planned actions, timing, achievements, and to define further actions if necessary. The implementation of the action plan will start immediately in the first semester of the first year upon acceptance of the AP by the European Commission.

The APs will be managed and implemented by the HRS4R Steering Committee, which is the Quality Assurance Commission of the University. They will be mainly responsible for AP 7: Implementation, Monitoring and Evaluation of Action Plans. Therefore, commission members will play a role in other APs 1 to 7 to ensure that all tasks will be fully and timely achieved.

The Quality Coordination unit will be mainly responsible for documentation and communication between the responsible groups, as well as reporting the progress of APs and seeking approval for further actions from senior managers of the University when necessary. Responsible groups of the APs can be extended, and new groups can be dedicated to the actions if required.

The HRS4R implementation plan will ensure active involvement of all levels of researchers, different departments, responsible groups, steering committee, and senior managers. For this purpose, 4 workshops will be organized by the steering committee at the end of each semester during the two-year implementation period to monitor the progress, assess the implementation, and decide on the need for further actions. The reports will be prepared, disseminated through web pages, and presented to senior managers of the University.

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 Quality Assurance Commission of the University will serve as the Steering Committee, which will be the main body for the implementation of the APs. The committee members will select the action plans in which they can actively participate based on their professional area and experiences. The dedicated AP committee members, who are well-informed about the action plans, will introduce the actions/tasks/ timing, and indicators to the other responsible groups. The group will prepare documents defining sub-tasks, indicators and timing for the full implementation of APs. The steering committee will meet every 3 months to monitor the progress of implementations and take immediate actions necessary for the achievement of APs. Four workshops will be held among the responsible groups and steering committee to evaluate the progress of implementation. The results of the workshops will be presented to senior managers and disseminated through the web pages.

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

Detailed description and duly justification (max. 500 words)

All levels of researchers and departments will actively participate in the implementation process through surveys, workshops, training programs, seminars, and e-mail announcements. Progress reports and survey results will be shared on the HRS4R web page. The results of Action 1 will be crucial in determining which education units (faculty/ vocational schools or graduate schools, etc.) and researcher groups need (R1-R4) intensive study to fill the gap. A balance will be established to involve all stakeholders in the implementation process. Additionally, the Steering Committee was formed with representatives from different education units, and the responsible groups were selected based on their activities, which creates a large network for the inclusion of different stakeholders. The diversity in the Steering Committee and responsible groups will ensure the involvement of all researchers and stakeholder in the implementation process.

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)

The organisation policy is already in alignment with the HRS4R. The achievement of the current DEU Strategic Plan targets (2021-2025) and performance indicators related to internationalization and increasing international research capacity, etc. can be enhanced through the HRS4R policy. Moreover, having a Research University mission and THEQC certificate are additional aspects of DEU that are in alignment with the HRS4R policy.

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

Detailed description and duly justification (max. 500 words)

The top managers of the University are very strict in monitoring and achieving the performance indicators presented in the current Strategic Plan. That is one of the strengths of the University, ensuring the implication of actions. The Vice-Rectors are highly dedicated to taking actions to promote research capacity, internationalization, and obtain quality assurance certificates. The Steering Committee and responsible groups have a high level of awareness and knowledge about the benefits of HRS4R. The Quality Coordination Unit has a well-established experience in coordinating working groups in these types of processes. Finally, the main philosophy of the University in managing all processes is based on Plan-Do-Check-Act. Agile actions will be taken for the tasks that could pose risks during implementation. In addition, the results of surveys planned in the actions will help in understanding the level of implementations.

How will you monitor progress (timeline)?* ⌄

Detailed description and duly justification (max. 500 words)

Timeline documents will be prepared for each task. Detailed checklist indicating the activities and timeline will be prepared to ensure that each task is completed successfully and timely. Quarterly meetings for each action will be organized, and the corresponding Steering Committee member will lead these meetings. Four workshops will be held at the end of each semester to monitor the progress and determine further actions if necessary.

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

Detailed description and duly justification (max. 500 words)

The indicators clearly defined in the action plan will be used to measure the progress. The responsible groups can define further measurable sub-indicators in alignment with the ones given in the action plan to ensure that tasks are successfully progressing. The quarterly meetings and four workshops will serve as venues to evaluate whether the actions are being carried out according to the timeline provided in the Action Plan. The Steering Committee members leading the action will be in charge of taking initiative and proposing adjustments for delays and obstacles.

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

Dokuz Eylül University (DEU) has a long and proud history of being a hub of research and education in Turkey, particularly in the Aegean Region since its foundation in 1982. It is one of the largest universities in Turkey with around 69.661 students from all over the country, and 4542 foreign students from 104 countries studying during the 2022-2023 academic year. Despite its distinguished position in Turkish Higher Education, Dokuz Eylül University intends to foster its global presence in education and research and become a key player in the global knowledge network.

Dokuz Eylül University was selected as one of the 20 pilot universities by the Turkish Higher Education Council (YÖK) in 2018 for implementing the internationalisation strategy, thus making it one of the pioneer universities in Turkey that plays a leading role in the process of internationalisation in Turkish Higher Education. The internationalisation strategy of Dokuz Eylül University aligns with that of the Higher Education Council.

The internationalisation strategy of Dokuz Eylül University not only involves cross-border mobility of students and researchers but also internationalisation of funding opportunities for research and the development of strategic international alliances to improve education and research quality at the university. Therefore, the internationalisation strategy of the university is a multi-faceted and long-term strategy embedded in all areas of university life.

The internationalisation strategy of Dokuz Eylul University comprises two broad strategic objectives and related sub-objectives. The broad strategic objectives are (I) making DEU an attractive hub in higher education and (II) increasing the institutional capacity of DEU for internationalisation. The quality of research and educational experiences is of utmost importance in each of these

dimensions. One of the most important strategies is "Research and knowledge transfer to increase the employment of international researchers and lecturers and improve their university experience".

International collaborations for research and education not only enable the transfer of knowledge but also increase the visibility of DEU on a global scale. Besides, to improve the visibility of the brand of Dokuz Eylül University, DEU takes part in prestigious global fairs and meetings, and communicates its internationalisation priorities through effective public relations. As a member of various academic networks, DEU gives priority to the goal of establishing connections with overseas universities as part of its internationalisation strategy. The most important target groups of DEU's mobility activities are researchers living abroad, and incoming/outgoing students (short cycle, first cycle, second cycle and third cycle), along with teaching and research staff. DEU aims to become an attraction point for international researchers, reverse the brain drain and enhance its international profile by developing joint degree and double degree programs.

In the light of these strategies and commitment to internationalization, human resources should be enhanced, and DEU should strive to become an attractive and leading research centre with the involvement of international researchers. HRS4R policy, OTMR-Toolkit and EURAXESS platforms are the most effective tools that will contribute to the achievement of research and internationalization strategies.