EURAXESS

Action Plan

Case number

2021TR618962

Name Organisation under review

Yasar University

Organisation's contact details

Universite Cad., No 37-39, Izmir, İzmir, 35100, Turkey

Submission date to the European Commission

04/09/2023

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 *	794
Of whom are international (i.e. foreign nationality) *	28
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	16
Of whom are women *	345
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	136
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	173
Of whom are stage R1 = in most organisations corresponding with doctoral level *	103
Total number of students (if relevant) *	6888
Total number of staff (including management, administrative, teaching and research staff) *	794

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	23297465
Annual organisational direct government funding (designated for research)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	500448

RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Annual funding from private, non-government sources, designated for research	152293

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

Yasar University is one of the leading HEIs of Türkiye, ranking 26 in the top 50 Entrepreneur And Innovative University Index of the Scientific and Technological Research Council. With its 10 faculties (Law, Economics & Administrative Sciences, Engineering, Communication, Arts and Design, Science & Letters, Architecture, Business, Human & Social Sciences, Agricultural Sciences & Technologies), 4 schools (School of Applied Sciences, Vocational School, School of Justice, and School of Foreign Languages), Graduate School and its research centers, YU enriches its high-caliber teaching with strong collaboration with national and international stakeholders and aims to create sustainable value through education and research.

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:

- Research Freedom: Yasar University emphasizes research freedom through critical thinking, creativity, and ethical values. No limitations on research topics, encouraging interdisciplinary and innovative studies.
- Ethical Values: Institutional research activities prioritize ethical values, supported by internal control and ethics committees. Academic Integrity Policy guides all research and is applicable to YU researchers.
- Professional Responsibility and Attitude: Researchers and the institution uphold professional responsibility and attitude. Mechanisms ensure fair academic practices, strategic goal awareness, and proper approval processes.
- Management Structure: Research and development processes are well-organized, led by the Vice-rector for research and innovation. Administrative units like Project Support Office, Knowledge and Technology Transfer Office, and European Union Research Center provide support.
- Accountability: YU commits to research accountability with regular internal, external, and funding body audits. Adherence to contract terms and legal obligations is ensured.
- Safe Working Practices and Data Protection: Researchers are trained in safe practices and data protection as per national and institutional laws. ISO/IEC 27001:2013 certification for information security management further strengthens data protection.
- Good Practices in Research: YU practices contribute to good research practices, including occupational safety, data protection, and information security.
- Dissemination and Exploitation: Various mechanisms for researchers to disseminate and exploit research results. Support units like Media Center aid in transforming research into news items. Open access/open science principles are promoted.
- Non-Discrimination: YU promotes inclusivity, prohibiting discrimination or harassment based on diverse attributes.
- Evaluation and Appraisal: Transparent evaluation and appraisal systems assess researchers' professional performance effectively.
- Institutionalized Structure: YU's management of research is highly structured, involving multiple layers and support units to ensure effective oversight and compliance.

Weaknesses:

Although the researchers have various different opportunities and mechanisms for dissemination and exploitation of research results, there is a gap in ensuring that research activities are made known to larger society through science communication. According to the results of the researchers' situation analysis conducted for the HRS4R case, the researchers believe there is room for enhancing

incentives for interdisciplinary research and improving communication about research data dissemination. Participants expressed a desire for greater alignment between their research efforts and institutional strategies while acknowledging the support for research processes.

Recruitment and selection* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

- Within the framework of the rules defined by the Higher Education Law No. 2547, Yaşar University's recruitment policy is carried out in an open, efficient, transparent, merit-based, and in a manner that is comparable at the international level.
  - The appointment/promotion criteria defined by the Higher Education Law No. 2547 and related regulations are observed in the recruitment process. Additionally, our University makes appointments and recruitment in accordance with the criteria contained in the "Directive on Appointments and Promotions to Academic Staff", "Procedures and Principles on Appointments to Academic Staff" and "Directive on Employment and Evaluation of Academic Staff".
  - In the selection of scientific juries assigned to academic appointments/promotion, the University takes into account the candidate's field of science/specialty regardless of the gender distribution.
  - Announcements containing Faculty, Department, Staff Title, Number of Staff and Required Conditions are published in the Official Gazette for all academic staff during the recruitment process. The results of the evaluation and pre-evaluation after the written exam of the candidates applying for Research Assistant and Teaching Assistant positions are announced on the official page of the institution. The related processes, appointment/promotion criteria, related directives, procedures and principles are shared with the candidates during transfer or open appointments to Teaching Staff.
  - In addition to academic publication qualification, the University considers the competency of the candidates in scientific expertise, research, development and innovation, civic/social responsibility, project collaborations and sectoral experience, etc. Candidates are invited to the institution by the Faculty management to give seminars and present projects. Their work is evaluated in many aspects at meetings with Faculty members; the employment decision is determined by this evaluation.

Weaknesses:

The minimum period required for academic staff who have completed their doctorate to be promoted have not been defined. New employment, appointments and promotions are planned according to the needs of the Faculty/School, approved budget and norm staff.

Working conditions*   ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

- In staff recruitment, the required level of education and exam result documents, work experiences, and publication qualifications are clearly defined according to each academic staff application. The recruitment process follows the appointment/promotion criteria defined by the Higher Education Law No. 2547 and related regulations in all academic positions (professor, associate professor, postdoctoral researcher, lecturer, etc.) The University follows the criteria and standards contained in the "Directive on Appointments and Promotion to Academic Staff", "Procedures and Principles on Appointments to Academic Staff" and "Directive on Employment and Evaluation of Academic Staff" in recruitment and appointments.
- Working conditions and leave rights defined in accordance with the Labor Law No. 4857 are observed. The female staff are encouraged to utilize their rights to prenatal/postnatal report, unpaid leave, maternity leave etc. Disabled staff and staff with chronic conditions can work remotely online when necessary.
- Defined contract provisions are applied for other full-time academic staff except for the need for periodic/temporary labor, and unless there is any force majeure for the parties, employment will be provided and maintained in accordance with the contract period.
- In accordance with the relevant Law, wage increases in state higher education institutions are reflected in the salaries of academic staff twice a year, as well as a general wage rise once a year. Academic staff who are eligible for retirement are permitted to continue their duties as retired employees if they request. In addition to their salaries, academic staff are paid incentives for publications/projects they make during the year.
- Representation of the female gender is in sufficient proportions and even higher than male managers at the academic/administrative levels of management.
- The criteria for the appointment/promotion of personnel for academic career development are defined by the Higher Education Law No. 2547 and related regulations. Some examples to these qualifications are the required scientific work and publications, dissertation management, etc. The University follows the criteria and standards contained in the "Directive on Appointments and Promotions to Academic Staff", "Procedures and Principles on Appointments to Academic Staffs" and "Directive on Employment and Evaluation of Academic Staff" during academic career development.
- The managers of the academic unit mentor their affiliated personnel and the contracted researchers in career guidance.
- When determining the weekly course loads that academic staff will undertake during the academic period, the task sharing is balanced in order to allow academicians to devote sufficient time to their research activities, project collaborations, thesis preparation, articles/publications for academic promotion, etc.

- Academic unit managers listen to complaints/objections of their affiliated staff and invite the Faculty Board to a meeting if necessary to create possibility and opportunities for mutual discussion and resolution of related issues.
- Yaşar University encourages academic staff to share their opinions and participate in decision-making processes. Faculty/college boards, boards of directors, and related commissions serve this purpose.

Weaknesses:

- Career development (appointment/employment) supporting criteria for Visiting Researchers, Postdoctoral Researchers, Researchers with a Fixed-Term Contract etc. have not been identified.
- Yaşar University considers mobility experience to be important, but the defined written criteria for this have not yet been established. However, the previous work experience in employment announcements include criteria for teaching experience in higher education, professional work/research in public/private/industry sector expertise, abroad academic work experience etc.

Training and development* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths:

- Training and Development Alignment: Yasar University's training and development practices closely align with 5 key principles, with minor gaps in supporting measures and innovative actions.
- Institutionalized Supervisor Relations: Well-structured and regulated supervisor relations between R1, R3, and R4 researchers. Managed by Graduate Programmes Procedures and Principles and Academic Supervision Directive.
- Comprehensive Academic Guidance: Academic supervisors play a pivotal role in guiding research from initiation to approval. They contribute significantly to early-stage researchers' academic and scientific growth through feedback and seminars.
- Supervision in Research Projects: Supervisors are assigned to scientific research projects, overseeing academic outputs. Early researchers gain knowledge on research commercialization and exploitation through project participation and supervision by experienced researchers.
- Continuing Professional Development (CPD): YU emphasizes CPD for researchers at all career stages. PhD programs are tuition-free for R1 researchers, and advantageous tuition reductions apply to Master's degree programs.
- Diverse Learning Opportunities: Open and Distance Learning Center offers free and open courses on ethics, project management, entrepreneurship, and more. Yaşar University Continuing Education Centre provides lifelong learning, in-service training, and personal training.
- Professional Development Units: Innovative Teaching and Learning Unit conducts workshops, interviews, teaching practices, and research across the university. European Union Research Center and Knowledge and Technology Transfer Office offer project development, entrepreneurship, and commercialization training.
- Supervisor Tasks and Responsibilities: Supervision responsibilities outlined in internal documents, ensuring expertise and commitment to R1 researchers. An expert database facilitates identification of suitable supervisors based on academic and research expertise.
- Expert Database for Supervision: The institution provides an expert database where researchers can be identified by their academic and research expertise, ensuring accurate supervision and references. Database link: https://findanexpert.yasar.edu.tr/en (https://findanexpert.yasar.edu.tr/en).

Weaknesses:

There are two areas related to training and development which could benefit from further practices and improvement. Many leading and experienced researchers at Yasar University have multi-faceted *(37) supervision and managerial duties* to early researchers, managers and project coordinators. Graduate students and PhD candidates take part in research activities and projects of more

experienced researchers through internal, national and EU funded programmes. Yet, their roles as mentors and career advisors are mainly ad-hoc and are not regulated or placed under formal mentorship programmes. There is a need for institutional and continuous mentorship programme for early stage researchers. In addition, although there are various units working on continuous professional development of researchers, there is a lack of systematic data collection on professional development needs of researchers which can restrict **(39) access to research training and continuous development.**

Researchers' situation analysis study points out the need for more comprehensive training and development opportunities that encompass emerging research methods, ethics education, and project management. There was a call for better integration of academic development with research pursuits.

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://ik.yasar.edu.tr/en/hrs4r/ (https://ik.yasar.edu.tr/en/hrs4r/)

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	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**
HRS4R Management Process	(+/-) 1. Research freedom	
	(+/-) 2. Ethical principles	
	(+/-) 3. Professional responsibility	
	(+/-) 4. Professional attitude	
	(+/-) 5. Contractual and legal obligations	
	(+/-) 6. Accountability	
	(++) 7. Good practice in research	
	(++) 10. Non discrimination	Q1-Q8
	(++) 11. Evaluation/ appraisal systems	
	(++) 15. Transparency (Code)	
	(-/+) 23. Research environment	
	(+/-) 24. Working conditions	
	(++) 34. Complains/ appeals	
	(++) 35. Participation in decision-making bodies	

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	Steering Committee and Working Group	• Number of steering committee and working group meetings • Annual evaluation and assessment of the process through monitoring activities • Number of milestones reached and deliverables prepared for the action plan

Action 2

Promotion of Ethical Research Freedom

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 1. Research freedom (+/-) 2. Ethical principles	Q6

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for academic affairs Human Resources	• Number of workshops, seminars, and discussions conducted annually under the program. • Percentage of researchers participating in sessions, indicating engagement and interest. • Rate of reported strategies implemented by researchers to navigate conflicts between research freedom and operational constraints/ethical standards.

Proposed ACTIONS

Action 3

Ethical Framework Integration Strategy

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	Q4

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for academic affairs Human Resources	• Completion rate of researchers undergoing the comprehensive ethics training module before initiating any project. • Number of case studies integrated into the training module to illustrate ethical dilemmas and best practices. • Feedback rating from researchers regarding the usefulness and clarity of the ethics training module.

Proposed ACTIONS

Action 4

Fostering Research Impact on Society Program

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 3. Professional responsibility	
(+/-) 8. Dissemination, exploitation of results	Q6

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for Research and Innovation Human Resources	• Number of ongoing and completed research efforts listed in the platform/database. • Percentage of researchers consulting the platform before starting new projects, indicating its adoption. • Assessment of the platform's impact on resource allocation efficiency and reduction in redundant research efforts.

Proposed ACTIONS

Action 5

Contractual Compliance Training

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 5. Contractual and legal obligations	Q2

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for Research and Innovation Human Resources	• Frequency of workshops and training sessions held. • Percentage of researchers attending the training sessions, showing engagement. • Assessment of researchers' knowledge and understanding of legal and contractual obligations pre- and post-training.

Proposed ACTIONS

Action 6

Accountability and Transparency Audit

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 4. Professional attitude	
(+/-) 6. Accountability	Q3

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for Research and Innovation Human Resources	• Number of research projects audited. • Percentage of audited projects found to be compliant with ethical practices and financial transparency. • Number of documented instances of improved record-keeping by researchers following audit awareness.

Proposed ACTIONS

Action 7

YU in research programs

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 8. Dissemination, exploitation of results	Q3

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for Research and Innovation Human Resources	• Number of workshops, info-days organized to promote funding opportunities • Number of researchers applying for funding for the first time • Institutional dissemination and exploitation strategy for departments who are supporting research funding

Proposed ACTIONS

Action 8

Community Collaboration and Impact Initiatives

GAP Principle(s)

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

(+/-) 9. Public engagement

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

Q1-Q8

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for Research and Innovation Human Resources	• Number of collaborative projects established with local community organizations each year. • Percentage of these projects that involve both researchers and community partners actively contributing to project goals. • Feedback from community partners on the usefulness and impact of the collaborative projects. • Number of research results translated into practical applications benefiting the local community. • Number of workshops, seminars, and public talks organized annually to engage with the public • Attendance rate at these events, demonstrating interest and engagement of non-specialist audiences. • Surveys or feedback forms from attendees gauging their understanding of the research presented and their level of engagement.

Proposed ACTIONS

Action 9		Timing (at least by year's quarter/semester)
Preparation of Workflow Diagrams of HR Processes	**GAP Principle(s)**	

GAP Principle(s)	Timing
(+/-) 12. Recruitment	
(+/-) 13. Recruitment (Code)	
(+/-) 14. Selection (Code)	
(-/+) 21. Postdoctoral appointments (Code)	Q1
(+/-) 24. Working conditions	
(+/-) 28. Career development	
(++) 29. Value of mobility	

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Defined workflow processes to be added to the official access page

Proposed ACTIONS

Action 10			Timing (at least by year's quarter/semester)
Providing Detailed Feedback To Job Candidates		**GAP Principle(s)**	
		(+/-) 12. Recruitment	
		(+/-) 13. Recruitment (Code)	Q1-Q8
		(+/-) 14. Selection (Code)	

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Number of feedback provided to the job candidates • Review and Update of The HRS4R Web Page

Proposed ACTIONS

Action 11		**Timing (at least by year's quarter/semester)**
National/International Mobility Incentive Revision	**GAP Principle(s)**	
	(+/-) 12. Recruitment	
	(+/-) 13. Recruitment (Code)	
	(+/-) 14. Selection (Code)	Q4
	(++) 15. Transparency (Code)	

Responsible Unit	**Indicator(s) / Target(s)**
Human resources	• Structural improvement to supports to Conference participation (national and international) • The percentage increase in the number of national and international conferences attended compared to previous years. • The amount of collaborations, funding or grants secured as a direct consequence of connections made and initiatives presented at conferences

Proposed ACTIONS

Action 12

Strengthening the Researcher Orientation Program

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 5. Contractual and legal obligations	Q2
(-/+) 23. Research environment	

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Number of meetings with relevant units and departments to create a comprehensive orientation program which offers information on working conditions, research environment and funding opportunities • Revised orientation program content • Preparation of a welcome package containing institutional materials for new recruits • Feedback from new researchers on the content of the orientation program and welcome package

Proposed ACTIONS

Action 13

Active use of EURAXESS portal to attract researchers to the institution

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 13. Recruitment (Code)	Q1

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Informing the relevant academic departments about the EURAXESS portal • Number of job listings on the portal

Action 14

Post-doctoral appointment regulations

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 21. Postdoctoral appointments (Code)	Q4

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Analysis results for time-to-advancement to measure the average advancement time • Decision taken by the top management to define the minimum period for post-doctoral appointments • Approval by top management and published criteria

Proposed ACTIONS

Action 15

Defined employment criteria for non-permanent researcher positions

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 28. Career development	Q4

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Analysis results for existing employment policies for non-permanent researchers • Development of detailed job descriptions for each non-permanent researcher role, specifying responsibilities and expectations. • Development of a standardized recruitment and selection process, including application, interview, and evaluation criteria. • Approval by top management and published criteria

Proposed ACTIONS

Action 16

Reviewing the balance of course load (education-research) for researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 33. Teaching	Q2

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Analysis results for existing course load among researchers • Development of a road map for improving the balance between teaching and research • Approval by top management and continuous monitoring

Proposed ACTIONS

Action 17

Revitalizing on-campus social life to attract researchers to the institution

GAP Principle(s)

(-/+) 23. Research environment

(+/-) 24. Working conditions

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

Q1

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Number of on-campus social events for researchers • Satisfaction survey reports

Action 18

Review of equipment and services allocated to researchers (shared office use, laboratory square meters, etc.)

GAP Principle(s)

(-/+) 23. Research environment

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

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Inventory and needs assessment for equioment and services to researchers • Improvements documented

Proposed ACTIONS

Action 19

Enhanced support to more interdisciplinary and intra-institutional communication among researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 23. Research environment	Q2
(+/-) 24. Working conditions	

Responsible Unit	Indicator(s) / Target(s)
Human resources	• Number of meetings, trainings, formal and informal gatherings to increase interdisciplinary and intra-institutional communication • Satisfaction survey results on communication • Repeating the employee satisfaction survey every year and taking actions to increase satisfaction in the issues determined as a result of the reports, thus contributing to improvements with feedback mechanisms

Proposed ACTIONS

Action 20

Supervisor Excellence Program

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 36. Relation with supervisors	Q4
(+/-) 37. Supervision and managerial duties	

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for academic affairs Human Resources	• Frequency of supervisor-student meetings and documented progress reports, measured per academic term • Average number of seminars and feedback sessions per academic term for each early-stage researcher, assessed annually. • Percentage of early-stage researchers reporting satisfaction with academic guidance and support, surveyed annually. • Number of early researchers participating in research projects with supervised academic outputs, tracked annually.

Proposed ACTIONS

Action 21

YU Mentorship Program

GAP Principle(s)

(+/-) 27. Gender balance

(+/-) 37. Supervision and managerial duties

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

Q3

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for academic affairs Human Resources	• Number of early-stage researchers participating in program • Satisfaction rate of participants • Longevity of mentorship relationships, measured by the average duration of mentor-mentee collaborations.

Proposed ACTIONS

Action 22

Continues and Inclusive Professional Development Initiative

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 38. Continuing Professional Development	
(+/-) 39. Access to research training and continuous development	Q6

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for academic affairs Vice rectorate for Research and Innovation Human Resources	• Percentage of researchers participating in at least one professional development activity (training, workshop, conference, e-learning) • Assessment of the accessibility of professional development opportunities to researchers of varying career stages, considering factors such as availability, timing, and relevance.

Proposed ACTIONS

Action 23

Career development through training

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 39. Access to research training and continuous development	Q4

Responsible Unit	Indicator(s) / Target(s)
Vice rectorate for academic affairs Vice rectorate for Research and Innovation Human Resources	• Number of surveys to determine training needs • Number of different trainings offered as a result of the survey study • Percentage of researchers participating in at least one professional development activity (training, workshop, conference, e-learning)

Unselected principles:

(++) 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)   (++) 22. Recognition of the profession

(++) 25. Stability and permanence of employment   (++) 26. Funding and salaries   (+/-) 30. Access to career advice

(++) 31. Intellectual Property Rights   (++) 32. Co-authorship   (++) 40. Supervision

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) *

The recruitment process follows the appointment-promotion criteria defined by Higher Education law No. 2547 and related regulations. Additionally, recruitment is carried out according to the issues contained in the "Directive on Appointments and Promotion to Academic Staff", "Procedures and Principles on Appointments to Academic Staff" and "Academic Staff Employment and Evaluation Directive" of our University.

Full-time academic staff announcements are published in the Official Gazette of the Republic of Turkey. These announcements include information about the Faculty, Department, Staff title, Number of Staff, and the required conditions. Preliminary evaluation and written post-exam evaluation tables and results of candidates applying for Research Assistant and Teaching Assistant positions are announced on the Human Resources Directorate website. The relevant process for Faculty staff is carried out in communication with the candidates. All academic applications are made with a YÖK (Council of Higher Education) format resume. In addition to these resumes, applications contain approved graduation documents and the result documents of relevant exams.

The recruitment process for Full-time Faculty staff is summarized below;

Staff Request and Approval Process:

1. Faculty Deaneries/School Directorates send staff requests to the Rectorate.
2. The personnel who are evaluated positively for appointment and promotion and approved in accordance with the publication criteria specified in the relevant procedures and principles, are notified to the Human Resources Directorate for an announcement in accordance with the legislation.

Announcement and Appointment Process:

1. The staff announcements by the Human Resources Directorate are published in the Official Gazette through the Directorate of Presidential Administrative Affairs.
2. Human Resources Directorate receives applications during the 15-day application period of the announcement.
3. A scientific jury is appointed by the decision of the University's Board of Directors to write an evaluation report on the candidate who has applied to the professorial staff. The scientific jury of the Associate Professor position applicant is determined by the Rector. The scientific jury for the Doctor Lecturer applicant is determined by the Faculty Deanery/School Directorate.
4. Following the completion of the jury reports, the appointment decision is finalized by the University Administrative Board for Professor and Associate Professor positions; and the relevant Faculty/School Administrative Board for Dr. Lecturer positions.
5. The relevant documents of the faculty member or candidate who is to be appointed by the relevant Boards are first submitted to the Academic Evaluation Commission, then the Academic Affairs Subcommittee, and lastly to the Board of Trustees for final appointment approval.
6. Following the approval of the Board of Trustees, the Human Resources Directorate prepares the appointment letter of the lecturer or the candidate and submits it to the Rector's Office to be signed. The appointment letter is sent to the relevant applicant and the management of the academic unit to which they are appointed.

7. SAP HR database and the YÖKSIS database make the required identifications.
8. For in-house appointments and promotions, a service contract is signed which states the faculty member's appointed staff title and new salary.
9. For appointments from outside the institution, the related staff signs a service contract and starts working after the insured employment entry procedures are completed.

The recruitment process for Full-Time Teaching Staff is summarized below;

Staff Request and Approval Process:

1. Staff requests from Faculty Deaneries/School Directorates are sent to the Rectorate.
2. The staff whose evaluation and approval are finalized are notified to the Directorate of Human Resources to be announced in accordance with the legislation.

Announcement and Appointment Process:

1. The staff announcements by the Human Resources Directorate are published in the Official Gazette through the Directorate of Presidential Administrative Affairs.
2. Human Resources Directorate receives applications during the 15-day application period of the announcement.
3. Candidates are pre-evaluated by the relevant Faculty/School in accordance with the relevant regulation. The preliminary evaluation result is announced on the website by the Human Resources Directorate.
4. Successful candidates take a written exam by the examination jury determined by the relevant Faculty/School.
5. The successful candidate is evaluated at the Faculty/School Executive Board meeting. The result is announced on the website by the Human Resources Directorate.
6. Human Resources Directorate informs the candidate and starts the SSI job entry procedures. The candidate signs the service contract and the appointment letter before starting to work.

Part-time academic staff applications are received through the application form. The applications are submitted for the evaluation of the relevant department head and then the relevant Faculty Dean/School Director. After the grading of the applications, they are submitted to the relevant Vice-Rector for further evaluation. Faculties/Schools submit the appointment request letter which contains a resume, language exam score, appointment forms, and information about the related course to the Rector's Office at the beginning of each semester for eligible lecturers. Following the approval of the Rector's Office, the Part-Time Lecturer signs the service contract and starts working after their statement of insured employment is entered into the system.

The Foreign Lecturer recruitment process is different from the full-time faculty announcement process. Prior permission from the Council of Higher Education is required for the employment of international academic staff. The steps are summarized below;

1. The recruitment request for a lecturer is submitted in writing to the Rectorate with the decision of the Faculty/School Executive Board.

2. Following the approval of the Rector's Office, the foreign lecturer is contacted, and the relevant application documents are requested for the Higher Education Council as well as documents for a work permit.
3. A written application is made to the Higher Education Council for pre-approval of the work permit.
4. After the pre-approval is obtained, the documents are uploaded to the electronic permit system of the Ministry of Labor and Social Security Labor Branch Directorate.
5. The amount of the leave fee and the valuable paper fee for the personnel approved from the electronic leave system of the Ministry of Labor and Social Security the Labor Branch Directorate is paid.
6. Human Resources Directorate informs the foreign lecturer whose residence and work permit are approved and enters the SSI employment information. After this step, the lecturer can start working.

Within the framework of the rules defined by the Higher Education Law No. 2547, Yaşar University recruitment policy is carried out in an open, efficient, transparent, merit-based and in a manner that is comparable at the international level. Additionally, the University sends a self-assessment report to the Council of Higher Education on all procedures that will contribute to the application of OTM-R principles at the end of each academic year and goes through an assessment by the Council.

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://www.yasar.edu.tr/en/university/regulations-and-directives/ https://kalite.yasar.edu.tr/en/insan-kaynaklari-politikasi/ https://ik.yasar.edu.tr/en/careeropportunities/ https://dspg.yasar.edu.tr/academicapplication.php https://ik.yasar.edu.tr/is-akis-surecleri/ (https://www.yasar.edu.tr/en/university/regulations-and-directives/ https://kalite.yasar.edu.tr/en/insan-kaynaklari-politikasi/ https://ik.yasar.edu.tr/en/careeropportunities/ https://dspg.yasar.edu.tr/academicapplication.php https://ik.yasar.edu.tr/is-akis-surecleri/)

4. Implementation

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

HRS4R Steering Committee and **HRS4R Working Group** will be responsible for ensuring the timely and proper management of the implementation of the YU Action Plan. Steering Committee is made up of Rector, Vice-Rector for Research and Innovation, EU Research Center Director, Human Resources Director and one HR specialist. The Steering Committee will oversee the work carried out by the Working

Group and the responsible unit for each action item. All members with the exception of the Rector, are members of the Working Group. The Committee is led by the Rector and meets bi-annually to report the recent developments in the process. Decisions are taken by the majority. The Working Group includes academic and administrative staff members who carried out the Gap Analysis and the Action Plan and will coordinate the implementation process under the supervision of the Steering Committee. The WG members were chosen according to their academic and/or administrative roles and responsibilities and the positions are highly relevant for detecting gaps in policies and carrying out the action plan items. The members include the Vice-Rector, responsible for research and innovation; strategic planning unit director, quality coordinator, human resources director, academic planning and central planning directors and specialists. The two-fold management structure enables necessary internal control and monitoring for the implementation process.

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Implementation process will start with the HR Award Granting. For each action item, related responsible unit in addition to the WG will be invited to Action Plan Task Assignment Meetings. There will be a schedule plan for each action item with milestones, deadlines and targets explained in detail. Responsible unit will be working on their assigned tasks for each action item. Work progress will be reported in the monthly WG meetings. Human Resources Directorate will carry out the secretariat of the implementation process. Completed tasks, news and activities within the action plan will be disseminated and shared on the institutional HRS4R webpage: https://ik.yasar.edu.tr/en/ (https://ik.yasar.edu.tr/en/).

The management of the implementation process will rely on:

•Carefully planning of activities

•Task distribution among responsible units

•Coordination meetings

•Regular e-mail exchanges. updates and information flow

•Regular monitoring and reporting

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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)

A quality assurance, monitoring, and evaluation officer will be appointed by the WG members. They will be the main contact point for the monitoring and evaluation and report to the WG on a monthly basis about monitoring and evaluation activities. Each action item includes qualitative and quantitative targets and indicators for monitoring and evaluation of activities. 4 monitoring and evaluation reports will be prepared during the implementation period. Four monitoring and evaluation themed Steering Committee meetings will be organized to discuss the actions implemented, their impact and risks. Any deviation from the pre-set indicators will result in taking necessary measures to reach desired quality level. Possible risks and necessary mitigation actions will be determined and presented to the WG. In this way, risk management will be an ongoing process through identification, assessment, response, monitoring and reporting.

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

Detailed description and duly justification (max. 500 words)

We will involve the research community, our main stakeholders in the local, regional, national and international research-innovation eco-system through communication, awareness-raising and dissemination activities highlighted in the action plan. At the beginning of the implementation process, HRS4R Award and its contents will be disseminated through the institutional HRS4R webpage, via local, regional and national printed and online media as well as various social media channels of the university. Yaşar University has an active media center and media relations directorate which work to create press releases and news items for local, regional and national printed and online media outlets. Editors work closely with researchers to develop research results into news items. Steering Committee and Working Group will work on a press release about the HR award granting and will promote the action plan during the implementation process. Yasar University is a member of Izmir University Platform, a first of its kind in Turkey, which aims to ensure solidarity and cooperation between local higher education institutions in academic, social, cultural, and sports fields. HRS4R process will be promoted to the representatives of other HEIs in the locality in the platform meetings. In the business sector, information on the HRS4R process and the YU action plan activities will be disseminated to the various companies of Yasar Group which is the founding organization of Yasar University. Internally, engagement of the research community to implementation process early on will be carried out through internal dissemination and visibility activities. An online stakeholder engagement and information meeting will be held with invited participants from academia, business partners, research organizations (such as Turkish Scientific and Technological Research Organization) and public bodies. Experienced practitioners of HRS4R from Turkish HEIs such as Koç University, METU, IZTECH will be invited to share good practices and experienced.

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 Steering Committee and the Working Group responsible for the implementation of the action plan includes top management (Acting Rector and vice Secretary General) and heads of strategic departments such as Human Resources, Quality, Central Planning, Academic Planning, Career and Alumni Center, and Jean Monnet Centre of Excellence for Diversity and Inclusion. Since the team directly responsible for the approval and implementation of the action plan is also responsible for the research, planning, quality, strategy and HR policies of the institution, the alignment of organizational policies with the HRS4R will be made possible. The SC and WG members will be invited to reflect on the implementation process and new ways to incorporate HRS4R in the research and HR strategy and practices. The top management is eager to include the HRS4R in its institutional policies. The application process has already been included as a quality and success indicator for the internal evaluation report of the university for 2022.

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

Detailed description and duly justification (max. 500 words)

Action plan of the university is fully aligned with the strategic objectives and core values of the institution. The Steering Committee will oversee that the proposed actions are implemented with quality and in accordance with the proposed time-frame. Each responsible unit will receive a formal internal memo once the HR award is granted with the time-table, actions to be implemented and the indicators. Quality assurance and monitoring responsible will report on the progress of each action (resistances and success stories) to the WG and SC. As a result, ownership and active engagement will be ensured.

How will you monitor progress (timeline)?*

Detailed description and duly justification (max. 500 words)

SC, WG, and the specialist for monitoring and quality assurance will monitor the progress of the action plan. 4 monitoring and evaluation reports will be prepared during the implementation period. Four monitoring and evaluation themed Steering Committee meetings will be organized to discuss the actions implemented, their impact and risks. The meeting records will be kept with proper reporting of minutes and decisions. Each action item has detailed targets/indicators and the actions are divided into subtasks with milestones determined. This enables the WG to report on the quality assurance and monitoring of the activities.

Monitoring Meetings

1st meeting: Q2

2nd meeting: Q4

3rd meeting: Q6

4th meeting: Q8

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

Detailed description and duly justification (max. 500 words)

The implementation process will involve 4 monitoring and evaluation reports. The quality assurance and monitoring works will involve a risk management aspect. All targets/indicators for each action item will be assessed according to these indicators. Risk mitigation measures will be in place to align the targets/indicators of the implementation period to those that are proposed in action plan so that the majority of the proposed indicators can be achieved at the interim assessment period. Following the interim assessment and the implementation of the revised action plan will be done for the last year of the HRS4R process. Following that award renewal phase will be initiated.

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

All internal regulations mentioned in the GAP Analysis and Action Plan, researchers situation survey analysis report, minutes for the SC and WG can be found on our HRS4R website in English: https://ik.yasar.edu.tr/en/hrs4r/