

EURAXESS

GAP Analysis (Charter and Code Checklist)

Case number

2021TR618962

Name Organisation under review

Yasar University

Organisation's contact details

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

Date endorsement charter and code

13/04/2021

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04/09/2023

GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation (++, +/-, -/+, --)** :
 - ++ fully implemented
 - +/- almost but not fully implemented
 - -/+ partially implemented
 - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual “gap”** between the principle and the current practice in your organisation.
- **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
- **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

Status

Ethical and Professional Aspects

1. Research freedom

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Existing rules and regulations outline general principles in terms of research freedom; the proposed program will bridge the gap by providing practical guidance to researchers in times of conflict between research freedom and limitations that may arise.	Article 27 of the Constitution of the Republic of Turkey recognizes scientific and artistic freedom in the form of freely disseminating science and arts. Article 130 also establishes higher education institutions as having scientific autonomy. Academic Integrity Policy Document safeguards research freedom in relation to critical thinking, creativity, solidarity and values for the highest contribution to the research community at a universal level. Research freedom can only be of value which is also regulated and monitored by the Ethics Committee and its related internal regulation. Furthermore, Yasa excellence in research through its internal fund (Scientific Research Projects Fund) which is operating under an open and funding mechanism. There are no limitations to research topics and researchers are encouraged to conduct interdisciplinary studies. To further emphasize and promote research freedom at the institutional level, awareness raising activities should be conducted among researchers at all levels. The action plan includes Promotion of Ethical Research Freedom with a series of workshops: discussions focused on promoting and safeguarding research freedom. These sessions would delve into the historical context of research freedom, ethical considerations when exercising it, and practical scenarios where limitations might arise. Encourage researchers to share their thoughts and concerns while also providing them with strategies to navigate situations where their research is limited by operational constraints or ethical standards.

Status**2. Ethical principles**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	There is a need for comprehensive integration of discipline-specific ethical guidelines within the broader ethical framework. While existing ethical principles provide a foundational basis, the action seeks to bridge the gap by creating a consolidated training module that brings together specific ethical considerations from various research disciplines.	In the national context, Directive on the Higher Education Institutions Scientific Research and Publication Eth principles and rules to be followed in scientific research, study, publication, and the duties, authorities and re research and publication ethics committees to be formed by higher education institutions, as well as working In accordance with this directive, Yasar University has an ethics commission which evaluates and decides or scientific research, projects, surveys, interviews, etc., of internal and external academic personnel and stude Commission and the members include eight professors selected from the humanities, natural and engineerin University Legal Counsel. The Commission ensures that a culture of ethics prevails in the institution and its a internal procedures and principles document. Through Ethical Framework Integration Strategy in the action p training module that brings together the ethical principles specific to various research disciplines will be deve be required to undergo this training before initiating any project. This module should highlight case studies th dilemmas and showcase examples of best practices. By merging discipline-specific ethics with broader ethic: will have a well-rounded understanding of how to align their work with recognized ethical norms.

3. Professional responsibility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	According to the results of situation analysis study, the researchers are not entirely aware of past research, research projects and different research clusters. The proposed action will enable them to go through previous research projects, contact related researchers and make sure that their research is relevant to society. According to the results of situation analysis study, the researchers are not entirely aware of past research, research projects and different research clusters. The proposed action will enable them to go through previous research projects, contact related researchers and make sure that their research is relevant to society.	Yaşar University has undertaken the mission of creating sustainable value through quality education a contributing to the society by raising innovative individuals who shape the future. To achieve this missi core values: (1) academic approach, (2) people first, (3) social responsibility, (4) internationalization ar institution aims to produce knowledge for the benefit of society, in compliance with universal standards addition to the core values of the institution, the Academic Integrity Policy calls for professional respon out in all areas of academic life, defends originality in research and academic studies, takes measures emphasizes proper sourcing. In order to ensure academic integrity, university administration, academic plan and implement the necessary studies. The Academic Integrity policy (available in English at https is regularly reviewed and updated, and the responsibilities of individuals and related units are shared c academic integrity policy is designed to promote and ensure fair academic practice, rather than focusir punishing fault. The implementation mechanisms include the internal control commission and ethics cc regulated by principles and procedures. Fostering Research Impact on Society Program of the action p or database that researchers can access before starting a project. This platform would list ongoing anc efforts, preventing duplication of research. Researchers will be encouraged to assess how their propos existing knowledge and addresses real-world challenges. This initiative promotes efficient resource all researchers to contribute to meaningful advancements rather than redundant efforts.

Status**4. Professional attitude**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	There is a need to go beyond theoretical guidelines related to research monitoring process. The continuous monitoring will ensure the ethical adherence of research projects, financial transparency and accountability.	<p>Researchers are well informed about the strategic goals, funding mechanisms and approval processes for their research. Strategic external funding mechanisms and opportunities and the necessary processes to be followed for application are communicated regularly. At the beginning of each academic year, Innovative Teaching and Learning Unit hosts orientation day for new faculty programme, all necessary information about the research ecosystem is shared with researchers and representatives of related meet and present their work. Researchers are informed via internal reports and informative sessions on the strategic plan and Many researchers are part of the strategic planning working groups which focus on research and innovation, education and tra social responsibility and sustainability. Through their involvement in WGs, researchers become well aware of the strategic obje aim to contribute to these objectives in their research. In addition, institutional R&D policy provides a framework for the resear funding mechanism. KPIs have been set in the areas of number of indexed publications, number of citations, budget and numb number and budget of EU-sourced projects, number of national and international patents, number and size of university-industr Research staff is designed to achieve these goals in terms of quality and quantity. Improvements are foreseen in line with the t budget year. There is a special commission on project evaluation which ensures the quality management and the follow-up of s funded by the University; such as execution of contracts, archiving, recording and reporting. Project support unit is the secretar of the funding mechanism. Researchers apply for funding through the commission, and all research related processes are app this project evaluation commission. Internal legislation can be found in English at https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/en/24704292207495474.pdf. On national and international level, researchers inform and seek approval of the project e their research proposals to national, international and EU funded programmes. Knowledge and Technology Transfer Office is re funding schemes while European Union Research Center carries out application, implementation and reporting of international programmes. Accountability and Transparency Audit will implement a periodic audit process where a designated team reviews adherence to ethical practices, financial transparency, and overall accountability. Researchers would be informed about these e maintain meticulous records of their research methods, data collection, and financial expenditures. This process fosters a sens demonstrates the university's commitment to research integrity.</p>

Status**5. Contractual and legal obligations**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Researchers acknowledged that researchers – especially new recruits need the necessary training and education for compliance with internal regulations.	The human resources processes are led by the human resources department at Yasar University which has one director, unit c HR officers. The national and institutional regulations governing working conditions are openly posted on the institution's web s informed about their contractual and legal obligations. Furthermore, Management and organizational structure of research and are clearly defined and communicated to the researchers. Researchers at all levels are informed about the regulations, require funders and their adherence is ensured by the research and development structure. This multilayered structure is led by the Vi innovation and supported in administrative and technical aspects by the Project Support Office (https://pdo.yasar.edu.tr/) , Kno Transfer Office (https://bto.yasar.edu.tr/) and European Union Research Center (https://euc.yasar.edu.tr/). The Intellectual Proj thesis, publications, patents, reports and new products are safeguarded by the Intellectual and Industrial Property Board of the responsible for the effective protection of the intellectual products produced in the University or transferred to the University, de regarding these products, making notifications to the University, planning the application process and beyond, commercializing proceedings, sharing in a fair way, registration, monitoring and continuity of intellectual and industrial property rights owned by be found in the related directive in English) https://www.yasar.edu.tr/you-netmelik-yonerge/en/63400718384568143.pdf C Training for researchers will help them understand the legal and contractual obligations associated with their work. Covering to property rights, data protection regulations, and confidentiality requirements, the program will ensure researchers are equipped regulations, protecting both their work and the interests of the university and its stakeholders.

6. Accountability

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	To increase the reliability and transparency of research activities, a concrete internal auditing system is needed to cross-check the compliance of funded research with regulations and internal rules.	Yasar University is committed to accountability of its research activities. There are internal and external checks and audit the institution, public bodies and where applicable by the funding bodies of research activities. The internal control comm commission perform duties related to the academic integrity, professional conduct and ethical processes. Financial audits carried out internally and externally. Internal, national and international funds are checked and controlled by the responsit technical departments including Project Support Unit, Technology Transfer Office and EU Research Center. Their reports by the Directorate of Financial Affairs. The fund management is regulated by related unit's procedure and principle docum Education Council of Turkey performs annual audits for the finances use of public funds and provides reports on the perf For internationally funded research, the university is accountable to the conditions set out in Grant Agreements. The fund National Agency for Erasmus+ Programme and European Commission for Horizon 2020 and Horizon Europe Programme Transparency Audit of the action plan will implement a periodic audit process where a designated team reviews select res adherence to ethical practices, financial transparency, and overall accountability. Researchers would be informed about t them to maintain meticulous records of their research methods, data collection, and financial expenditures. This process responsibility and demonstrates the university's commitment to research integrity.

Status**7. Good practice in research**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>Researchers at YU are trained on safe working practices in line with national (Occupational Health and Safety Law https://www.mevzuat.gov.tr/mevzuatmetin/1.5.6331.pdf) and institutional legislation (https://www.yasar.edu.tr/uygulama_esaslari/tr/ISG%20Uslu%20ve%20Esaslar%C4%B1.pdf.) Occupational Health and Safety Board is responsible for the institutional procedures and principles. The board is chaired by the vice-rector, occupational safety specialist, occupational physician, administrative affairs director, technical affairs director and, academic and administrative representatives. Occupational Health and Safety for all academic and administrative staff members over Sakai, LMS. Furthermore, researchers are regularly informed and trained on data of personal data in accordance with national legislation (https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=6698&MevzuatTur=1&MevzuatKategori=1) and institutional legislation. (https://www.yasar.edu.tr/uygulama_esaslari/tr/Ki%C5%9Fisel%20Verilerin%20Korunmas%C4%B1%20Kanunu%20Kurumsal%20Uygulama%20Uslu%20ve%20Esaslar%C4%B1.pdf.) Information Technologies Department of Yasar University has completed its information security management system processes and has obtained ISO/IEC 27001:2013 Information Security Management System certificate which is an international standard designed to protect information and ensure adequate security controls. This certification includes organizational structure, security policies, risk assessment and risk action plans. Online and distance education opportunities for staff members on information security and data protection. Information security management system can be found at https://bilgiguvenligi.yasar.edu.tr.</p>

8. Dissemination, exploitation of results

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>While the majority of participants of the situation analysis acknowledged the support for research processes, 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. They also stressed the need for better communication of funding opportunities to researchers.</p>	<p>There are several mechanisms through which researchers at Yaşar University can disseminate and exploit research results. During university application period, potential students can follow example courses from each department at the conferences and activities are open to public participation and they are advertised on the institutional social media. Yaşar University has an active media center and media relations directorate which work to create press releases and disseminate information through regional and national printed and online media outlets. Editors work closely with researchers to develop research projects. Institutional research projects are disseminated in the form of "Success Stories" on the project support office website (https://pdo.yasar.edu.tr/#eluida2aba80c). International and EU funded research project results are regularly published on the Research Center webpage under project publications. (https://euc.yasar.edu.tr/working-papers/project-publications) Social media channels are also instrumental in the dissemination and exploitation of research results. (https://www.instagram.com/YasarUniv/ (25000 followers), https://www.facebook.com/YasarUniv/ (110000 followers), https://twitter.com/YasarUniv (15000 followers)). A research specialist runs the accounts and regularly publishes research results. Yaşar University also has an institutional repository containing a growing collection of Yasar University's research that includes peer-reviewed articles, technical reports, working papers, etc. (https://dspace.yasar.edu.tr/xmlui/?locale-attribute=en) YU in research programs events will see the collaborative local, national, European and international funding programmes by increased announcements, technical and administrative support provided to researchers, info-days and webinars as well as match-making.</p>

Status**9. Public engagement**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The institution highlights the importance of public engagement and has recently established a unit on social impact. The researchers taking part in the situation analysis study also state their eagerness to engage with public more in a structured way. The proposed action through the coordination of social impact unit will provide that platform to ensure that research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science.	Aligned with its mission to provide quality education, research, and contribute to societal needs, established a robust Open Access/Open Science Policy and Practices. (available in English at https://ik.yasar.edu.tr/en/hrs4r/). This policy governs the procedures and principles for collating a works generated at the university, adhering to the highest standards outlined in the Yaşar University Open Access System. The primary objective is to ensure accessibility to a broad audience without hind Collaboration and Impact Initiatives in the action plan will organize public events to bring together community members and organizations to enhance the dissemination and exploitation of research facilitate public engagement through workshops, seminars, and public talks that translate complex understandable language, contributing to improved public understanding of science and address Incorporating these actions into the university's research culture will help create an environment practices, accountability, and transparency are not just principles on paper, but intrinsic elements endeavor.

10. Non discrimination

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		According to the results of researchers' situation analysis study, 67% of researchers think that gender balance and equal opportunity recruitment, career development and advancement at the university. "The principle of equal treatment" (article 5) of the Turkish Labor "no discrimination based on language, race, color, gender, disability, political thought, philosophical belief, religion and sect and similar the labor relationship....Unless the biological reasons or characteristics of the work require, the employer cannot make any direct or indirect worker in the conditions of the employment contract, its implementation and termination due to gender or pregnancy. For a work of the lower wages cannot be agreed due to gender. The application of special protective provisions due to the gender of the worker does not of a lower wage." https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/64083/77276/%20F75317864/TUR64083%20English.pdf At the recruitment and hiring are done based on the principles set out in the directive for recruiting researchers. (https://www.yasar.edu.tr/yuyonerge/en/Directive_On_The_Appointment_And_Promotions_For_%20Academic_Positions.pdf). During the recruitment process, candidates are considered. Yasar University's policy on non-discrimination, gender equality and inclusion policy (which can be found https://kalite.yasar.edu.tr/en/toplumsal-cinsiyet-esitligi-politikasi/) shows the commitment to creating a working environment free from discrimination, violence, sexual harassment and assault. The policy is reinforced by the institution's gender equality plan (https://yugei-content/uploads/2021/11/YU-GEP-ENG.pdf) which presents measures, responsible institutional body and time-frame under seven main institutional governance, research, teaching, institutional communication, sexual harassment and collaborative actions. Gender equality and advanced by the GEP. In addition, the Academic Integrity Policy of the institution states that "The University empowers all members regardless of color, national origin, religion, gender, physical or mental disability, health status, marital status, age or citizenship, and no discrimination or harassment".

Status**11. Evaluation/ appraisal systems**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>The institution has in place necessary evaluation and appraisal systems for assessing professional performance in a transparent manner. The Commission evaluates publications, journal articles and projects of academic staff as well as community service works within the framework of the Performance Measurement and Evaluation Principles Directive. Performance appraisal is also carried out via course work load, surveys, publications. The implementation provisions, which regulate the working conditions, rights, duties and responsibilities of the teaching staff on a basis at our university, as well as the applicable personnel policies and principles, including reassignment, promotion, scientific and academic and termination of the working relationship are given in the "Yaşar University Academic Personnel Employment and Evaluation Directive" (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/en/The_Directive_On_The_Employment_And_Evaluation_Of_Academic_Personnel.pdf). Journal articles in consideration for research performances. In order to make the principles subject to academic appointments and promotions increase institutional productivity, the "Procedures and Principles for Appointments to Academic Positions" studies were completed in 2018 and 2019 were determined. The Directive on Appointment and Promotions of Academic Staff (https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/en/Directive_On_The_Appointment_And_Promotions_For_%20Academic_Positions.pdf) lists the research competencies and expected from academic staff. In addition, incentive mechanisms have been activated to achieve the expected research performance in national university rankings. (Directive for Participation in Academic Activities https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/en/Directive_for_Participation_in_Academic_Activities.pdf) In addition to these, within the scope of the "Science Unity Achievement" awards given every year on the foundation anniversary of the university, those who are performing above institutional indicators and conducting international research are rewarded. Research awards (Citation index, publications, TUBITAK and EU Projects and Scientific Research Projects) are given to all academic staff who exceed the targets determined by objective criteria. These objectives define the levels of research the university expects. https://www.yasar.edu.tr/yu-files/yonetmelik-yonerge/en/Regulations_On_Anniversary_Of_Establishment_Ceremony_And%20Science_Unity_Success_Awards.pdf</p>

Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the check and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.

12. Recruitment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>According to the researchers' situation analysis study, process related improvements are needed for recruitment and selection at the institution with more clear roles, transparent and equitable processes.</p>	<p>In the recruitment process, the appointment-promotion criteria defined by Higher Education Law and its regulations are considered. In addition, recruitment is carried out according to the issues contained in the "Procedures and Principles on Appointments and Promotions to Academic Staff", "Procedures and Principles on Appointments and Promotions to Academic Staff" of our University. Proposed action on work feedback mechanisms will foster greater accountability and equality for HR processes.</p>

Status**13. Recruitment (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	The institutional EURAXESS account will be made operational.	In accordance with the procedures and principles on appointments to academic staff and academic staff employment and eval University is committed to open, efficient, and transparent recruitment procedures. Job announcements are posted on the insti academic announcement webpages and they provide broad and clear requirements tailored to the type of position advertised. resources department takes necessary measures to ensure that potential candidates have enough time to assess and apply for proposed action to make EUROAXESS more operational, recruitment will be made more open, efficient, transparent, supportiv comparable, as well as tailored to the type of positions advertised.

14. Selection (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	According to the researchers' situation analysis study, process related improvements are needed for recruitment and selection at the institution with more clear roles, transparent and equitable processes.	In the selection of scientific juries assigned to academic appointments/promotion, the University cor of science/specialty. At the moment, there are no gender-related criteria in the selection of the relev commission members of the institution. However, Yasar University has recently designed and appro Plan which has extensive objectives and activities on gender-sensitive recruitment processes. In ad employment and evaluation directive regulates the external evaluation process.

15. Transparency (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		During the recruitment process, announcements containing Faculty, Department, Staff Title, Number of Staff and Required Condi Official Gazette for all academic staff. Evaluation and pre-evaluation tables of candidates applying for Research Assistant and Te after the written exam are announced on the official access page of the institution. The processes, assignment/upgrade criteria, p transferred to Faculty staff and followed in open assignments are shared with the candidates with the relevant directive.

Status**16. Judging merit (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		In addition to academic publication qualification, candidates of teaching staff are also evaluated on whether they are competent in research and development and innovation, social/social responsibility, project collaborations, sectoral experience, etc. Candidate management to the institution to give seminars/project presentations and their work is evaluated in many aspects at meetings with present; The employment decision is made according to this evaluation which considers qualitatively and quantitatively.

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

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		All academic applications are made with a national higher education council format resume. In addition to these resumes, applicants submit graduation documents and the result documents of the relevant exams. Researchers are not judged by career breaks or variation of CVs as many academic personnel has different background in other sectors than HE. Their expertise in business and industry is incorporated in the curriculum through visits, internships etc. Furthermore, academics have protected rights for maternity/paternity leaves.

18. Recognition of mobility experience (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University pays attention to mobility activities as a valuable contribution to researchers' careers. Section 3 of the strategic plan for "Internationalization" has specific objectives to increase international academic mobility activities. These include promotion work for attracting researchers for recruitment, updating Erasmus+ staff exchange agreements to accommodate more opportunities for mobility, and promoting participation of researchers in global exchange programmes. The strategic plan can be reached on: https://kalite.yasar.edu.tr/en/wp-content/uploads/2023/01/Strategic_plan_at_Glance.pdf Furthermore, the procedures for short time and long time appointments of academic staff in a country or abroad are defined in the academic staff assignment procedures and principles which enables academic personnel to apply (https://yasar.edu.tr/yafiles/yonetmelik-yonerge/en/Directive_On_Travel_And-Allowance_Expenses_Of_Academic_And_Administrative_Personnel_For_Their_Domestic_An

Status**19. Recognition of qualifications (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University pays attention to assessing and evaluating academic and professional qualifications in terms of mobility experience. Announcements include criteria for the previous work experiences in teaching, experience in the higher education sector, public expertise in the field of professional work/research experience abroad academic work experience etc. of the candidates.

20. Seniority (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The level of education that candidates should have, the required exam result documents, work experiences, and publication defined according to each academic staff applied in personnel employment. The institution recognizes the lifelong professor researchers.

21. Postdoctoral appointments (Code)

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	For appointments/promotions to academic staff, defined and written minimum periods to be followed in practice (except for Professor staff) needs to be determined.	The minimum periods required for academic staff who have completed their doctorate appointments and promotion: the staff needs of the Faculty/College, approved budget and norm staffing. Proposed appointments will ensure that

Working Conditions and Social Security

Status**22. Recognition of the profession**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		The level of education that candidates should have, the required exam result documents, work experiences, and publication qualif according to each academic staff applied in personnel employment. For all academic positions in recruitment (professor, associate researcher, lecturer, etc.) The assignment/upgrade criteria defined by the Higher Education Law No. 2547 and related regulations and appointments are made according to the criteria and criteria contained in the "Directive on Appointments and Upgrades to Aca and Principles on Appointments to Academic Staff" and "Directive on Employment and Evaluation of Academic Staff" of our univer

23. Research environment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	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.	Yasar University ensures that a high-caliber research environment is provided to its researchers. TI policy of the institution is highly comprehensive in defining various channels (institutional research and training opportunities), mechanisms (technical support staff for research, cooperation Support Unit, Knowledge and Technology Transfer Unit and European Union Research Center) and research and consultancy, participation in research activities, incentives for publications. In terms o has state-of-the-art laboratories, a design center, and studios for open and distance education. The decided to form research teams for interested researchers to conduct interdisciplinary and internati research eco-system stakeholders. These teams will have the opportunity to form a collaboration w networks. The research environment at YU aims to foster a culture of science while contributing to at local and global levels. Proposed actions to increase awareness for funding, improved physical c full implementation of this principle.

Status**24. Working conditions**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Although the situation analysis study shows a good level of satisfaction with the overall working conditions at the institution, the focus group revealed that there are gaps in terms of sense of belonging and communication. Therefore, to increase working conditions and relations, the action plan will try to improve and influence interdisciplinary and intra-institutional communication and community building.</p>	<p>The institution is committed to a high level of satisfaction among its staff members in terms of university aims to improve the work-life balance and reconciliation of work and family life. Work is regulated by Labor Law No: 4857 and the internal procedures in terms of annual leaves, over leave, maternity/paternity leave, permits to take care of family members, benefits (additional for staff members, child benefits, food and travel aid). Under the labor law, staff members are entitled to leave and they also can obtain permits to take care of a family member with health problems. For example, employees can take up to 6 months of unpaid leave following end of the paid leave. A permit can be used for family member care or unpaid leave can be obtained. In addition, disabled staff and staff can work remotely online when necessary.</p>

25. Stability and permanence of employment

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>Regulations on fixed-term and indefinite-term employment contracts are clearly defined in the Turkish Labor Law which has been defined in line with the EU regulations within the framework of adoption of the Acquis Communautaire. Labor Law No. 4857 is compatible with the EU Directive No. 99/70 on fixed-term work. Defined contract provisions are applied for full-time academic staff except for the need for periodic/tenure. If there is any force majeure for the parties, employment will be provided and maintained in accordance with the contract period. A contract can be renewed for an indefinite period unless the employment relationship is not made for a period of time. A fixed-term employment contract must have a specific purpose, such as the need for the completion of a certain work or the occurrence of a certain phenomenon. A fixed-term employment contract cannot be renewed (chained) unless there is a fundamental reason. Otherwise, the employment contract is considered indefinite from the beginning.</p>

Status**26. Funding and salaries**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		<p>In accordance with the relevant Law, wage increases in state higher education institutions are reflected in the salaries of academic staff. A general wage increase once a year. Academic staff who are eligible for retirement are permitted to continue their duties as retired. In addition to their salaries, academic staff are paid incentives for publications/projects they make during the year. In national projects Scientific and Technological Research Council of Turkey (TÜBİTAK) are followed while in EU and international projects the grant agreement applied for staff costs. Moreover, researchers can receive additional payments through their consultancy work, participation in academic events for publications. Conditions are regulated in the following documents. Academic Events Participation, Incentive And Publication Award Projects Directive (https://www.yasar.edu.tr/you-files/yonetmelik-yonerge/tr/43958152243566493332.pdf), Research, Development, Implementation, Se</p>

27. Gender balance

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The institutional GEP is in implementation process which will be an essential indicator for increasing gender equality at the institution.</p>	<p>Yasar University aims for gender balance at all levels of staff including managerial levels and top management. Looking at the vice deans are women. 25 of the 47 department heads are women. To ensure that the institution has a gender balance, it has approved its Gender Equality Plan as a part of a Horizon 2020 project entitled "Linking Research and Innovation for Gender Equality". Institutional GEP was prepared following an internal and external situation analysis which involved surveys of the staff members, researchers, managers and decision-makers and external stakeholders in the research ecosystem. Institutional strategic change drafted to support the action plan. The plan presents measures to be implemented as well as a responsible institutional body in seven main areas: human resources, institutional governance, research, teaching, institutional communication, sexual harassment actions. There is a working group on gender equality, a research center for gender which conducts academic research on gender equality both institutionally and to our stakeholders. Furthermore, there is a new directive on Directive on Prevention of Discrimination, Violence And Sexual Harassment. Institutional documents on gender equality can be reached at https://yuge</p>

Status**28. Career development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Criteria should be defined for Visiting Researchers, Postdoctoral Researchers, Researchers with a Fixed-Term Contract, etc.	The criteria for the appointment/promotion of personnel for academic career development are defined by the Higher and related regulations. Some examples of these qualifications are the scientific work and publication that they must management, etc. The criteria and criteria contained in the "Directive on Appointments and Promotions to Academic Principles on Appointments to Academic Staff" and "Directive on Employment and Evaluation of Academic Staff" of c in academic career development. Through the proposed action on defining employment criteria for fixed term staff n development will be ensured.

29. Value of mobility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University pays attention to mobility experience, but the defined written criteria for this have not yet been established. How include criteria for the previous work experiences in teaching experience in the higher education sector, public/private /industry se field of professional work/research experience abroad academic work experience etc. of the candidates. Furthermore, the procedt promotions of academic staff, include an equivalency chart for sectoral, national, European and international cooperation/research publications/supervision thus encouraging mobility and cooperation of researchers.

30. Access to career advice

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	According to the results of the researchers situation analysis, there is a need for institutional mentorship program for early career researchers to gain more structured career advice.	The managers of the academic unit mentor their affiliated persc researchers in career guidance. This will be broadened to be ar programme.

Status**31. Intellectual Property Rights**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Service contracts signed with academic staff and researchers state that the right to transmit intellectual property rights of other rights belong to the Employer.

32. Co-authorship

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		“Directive on Appointments and Promotion to Academic Staff” defines degrees of authorship and its weight in appointment and promotion. Therefore, the institution views co-authorship positively as evidence of a constructive approach to research. This regulation provides the necessary framework for authorship and its effect on appointments and promotion. Although single authorship is ranked highest, co-authorship receives the necessary recognition for researchers to enjoy their right to be listed and quoted.

33. Teaching

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	Participants pointed out concerns about workload disparities in the GAP analysis process.	When determining the weekly course loads that academic staff will undertake during the academic period, the task loads are balanced in order to allow academicians to devote sufficient time to their research activities, project collaborations, teaching, articles/publications for appointment to the senior academic staff, etc. Since majority of researchers stress the importance of teaching, the proposed action on work loads will improve time spent on both tasks.

34. Complains/ appeals

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Academic unit managers listen to complaints/objections of their affiliated staff and invite the Faculty Board to a meeting if necessary to discuss the possibility and opportunities for mutual discussion and resolution of related issues.

Status**35. Participation in decision-making bodies**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Yaşar University encourages academic staff to share their opinions and participate in decision-making processes. Faculty directors, and related commissions are present for this purpose.

Training and Development**36. Relation with supervisors**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Although, relations with supervisors is institutionalized at Yasar University, there is a need to provide guidance and training to supervisors for strengthening the supervisor relations for both senior and junior researchers.	The nature and structure of the supervisor relations between R1 and R3 and R4 researchers are regulated by Academic Regulation (https://yasar.edu.tr/ya-files/yonetmelik-yonerge/en/Directive_On_Academic_Advising.pdf) The regulation is based on national Turkish Higher Education Council. Each first stage researcher is appointed an academic supervisor who provides guidance and initiation to the submission and approval of the research/thesis. In this capacity, the supervisors are instrumental in the academic development of the early stage researchers. They monitor the graduate students' work and provide feedback through their involvement in the thesis itself. In terms of research projects, scientific research projects funded by the institution and social projects such as Horizon 2020 Marie Curie Individual Fellowships have supervisors who are responsible for the academic and technical knowledge on research commercialization and exploitation. Supervisor Excellence Program in the senior researchers in effective supervision, mentoring, and leadership. It will provide resources and workshops to help senior researchers in their roles, ensuring they are equipped to guide early-stage researchers, transfer knowledge, and contribute to their career development.

37. Supervision and managerial duties

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	Many leading and experienced researchers at Yasar University have multi-faceted roles as supervisors to early stage 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. 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.	A mentorship program will be established for young researchers and senior researchers to take on mentorship roles. The initiative will involve early stage researchers, facilitated through academic and administrative units.

Status**38. Continuing Professional Development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	According to the results of the researchers' situation analysis study, although training and development opportunities were acknowledged, participants desired more comprehensive offerings that encompassed emerging research methods, ethics education, and project management. There was a call for better integration of academic development with research pursuits.	The university places great importance on continuing professional development for researchers at all career stag PhD programmes at Yasar University are free of charge while there are advantageous reductions in tuition fees M programmes. Yasar University Open and Distance Learning Center offers a wide range of free and open courses management, entrepreneurship, research culture etc. on https://odl.yasar.edu.tr/en/ . Yaşar University Continuing (YUCEC) provides lifelong learning, in-service training and personal training through its programs, courses, semi the staff members of the university. Innovative Teaching and Learning Unit offers professional development oppo interviews) and carries out teaching practices and research throughout the university. European Union Research development and implementation courses and trainings to researches while Knowledge and Technology Transfer and training opportunities on entrepreneurship and the process of commercialization of research results. Continu Professional Development Initiative will establish a comprehensive professional development program that empc all career stages to continually enhance their skills and competencies. This program, will guarantee access to div including formal training, workshops, conferences, and e-learning opportunities. The initiative ensures equitable : regardless of contractual situations, and is subject to regular assessment for accessibility, utilization rates, and el competencies, skills, and employability. This joint effort fosters a culture of continuous growth and proficiency am

39. Access to research training and continuous development

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	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. Continues and Inclusive Professional Development Initiative will include continues survey and research for researchers needs.	<ul style="list-style-type: none"> • Development of a survey to determine the needs of rese: • professional development by HR • Organization of training: professional development needs • Continuous update of tr new training modules and content based on the needs

Status**40. Supervision**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented		Research supervisors are appointed according to Academic Supervision Directive. (https://yasar.edu.tr/you-files/yonetmelik-yonerge/en/Directive_On_Academic_Advising.pdf) The thesis supervisors are selected from among the faculty members with the approval of the Senate. If there is no faculty member with the qualifications, a faculty member from another HEI can be appointed as supervisor. The selection of supervisors are outlined in the aforementioned internal documents and supervisors are tasked with providing expertise and consulting researchers. In addition, the institution has an expert database in which other researchers can search with keywords and thus it is easy to find experts. Experts are clearly identified according to their academic and research expertise for supervision and reference. The database is available at https://findanexpert.yasar.edu.tr/en