

**Important message to institutions:**

**Site Visits:** All HRS4R in-house audits planned for 2021 and the foreseeable future in 2022 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

**Action Plan**

**Case number:** 2021TR618962

**Name Organisation under review:** Yasar University

**Organisation's contact details:** Universite Cad., No 37-39, Izmir, İzmir, 35100

**Submission date:** 06/05/2022

**1. Organisational Information**

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

**STAFF & STUDENTS****FTE**

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<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	710
Of whom are international (i.e. foreign nationality) *	42
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	18
Of whom are women *	346
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	83
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	230
Of whom are stage R1 = in most organisations corresponding with doctoral level *	30
Total number of students (if relevant) *	6888
Total number of staff (including management, administrative, teaching and research staff) *	880
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
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
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 Turkey 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. It serves more than 10.000 students with 434 academic staff. YU enriches its high-caliber teaching by strong collaboration with civil society, industry, and commerce both in national and international contexts 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:**

Yasar University's policies, regulations, and practices are mostly in line with the 11 principles under ethical and professional aspects. Yasar University safeguards **(1) research freedom** in teaching and research through critical thinking, creativity, solidarity, and adherence to ethical values for the highest contribution to the research community at a universal level. There are no limitations to research topics and researchers are encouraged to conduct interdisciplinary and innovative studies. **(2) Ethical values** are at the core of institutional research activities with special committees on internal control and ethics. Academic Integrity Policy forms the framework of works on ethics and is applicable to all research conducted by YU researchers. In this regard, professional responsibility and attitude are related values that are supported and adopted by the researchers and the institution. There are several mechanisms to ensure that **(3) professional responsibility** and **(4) professional attitude** prevails at the individual and institutional levels. Practices are designed to promote and ensure fair academic practices and that researchers are informed and supported about the strategic goals, funding mechanisms, and approval process for research activities. Supporting administrative and technical units and departments provide valuable expertise and guidance for research processes. In this way, the management and organizational structure of research and development processes are highly institutionalized. This multilayered structure is led by the Vice-rector for research and innovation and supported in administrative and technical aspects by the Project Support Office (<https://pdo.yasar.edu.tr/>), Knowledge and Technology Transfer Office (<https://btto.yasar.edu.tr/>) and European Union Research Center (<https://euc.yasar.edu.tr/>). Researchers adhere to regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of **(5) the contract and other legal obligations**. There are internal and external checks and audits performed regularly by the institution, public bodies, and where applicable by the funding bodies of research activities. To this end, the institution is committed to **(6) accountability** of its research activities. Researchers at YU are trained on safe working practices in line with national (Occupational Health and Safety Law) and institutional legislation. Occupational Health and Safety training are compulsory for all academic and administrative staff members over Sakai, LMS. Furthermore, researchers are regularly informed and trained on data protection and protection of personal data in accordance with national and institutional legislation. YU has completed its information security management system processes and has been awarded the ISO/IEC 27001:2013 Information Security Management System certificate which is an international standard designed to protect information assets and provide adequate security controls. These practices provide researchers with necessary opportunities to familiarize themselves with safe working practices and data protection; all of which contribute to the **(7) good practices in research** principle. Researchers have various different opportunities and mechanisms for **(8) dissemination and exploitation of research results**. Supporting units and departments such Media Center and Media Relations Directorate assist researchers in transforming their research results into news items. The university has strong social media management and outreach with more than 150000 followers on social media platforms. Furthermore, the University is committed to open access/open science for making research accessible to the widest possible public. The University empowers all members and candidates, regardless of color, national origin, religion, gender, physical or

mental disability, health status, marital status, age or citizenship, and **(10) does not allow discrimination or harassment**. The institution has in place the necessary evaluation and appraisal systems for assessing the professional performance of researchers in a transparent manner.

**Weaknesses:**

Although researchers have various different opportunities and mechanisms for the dissemination and exploitation of research results, there is a gap in ensuring that research activities are made known to the larger society through science communication. This issue has been detected during the planning and implementation of the Horizon 2020 European Researchers' Night project coordinated by the university. A special session on science communication was organized and the event has attracted great attention and feedback. Since making non-specialists interested in research results will enhance the public understanding of the research activities, focusing on increasing the science communication activities of the researchers becomes fundamental and beneficial for both the researchers and the public thus ensuring **public engagement**.

## 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 Labor Law No. 4857 are observed. Female staff members 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 women in managerial positions (both academic and administrative) is substantial and it is aimed to be increased through the application of institutional GEP.
- 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 of 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 possibilities 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 includes 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:**

In terms of training and development, Yasar University's practices and policies are mainly in line with the 5 principles with minor gaps in supporting measures and innovative actions. **(36) Relations with supervisors** are institutionalized at Yasar University. The nature and structure of the supervisor relations between R1 and R3 and R4 researchers are regulated by Graduate Programmes Procedures and Principles and Academic Supervision Directive. Academic supervisors provide guidance for the research from the initiation to the submission and approval of the research/thesis. In this capacity, the supervisors are instrumental in the academic and scientific development of early-stage researchers. They monitor the graduate students' work and provide feedback through seminar lectures and hands-on involvement in the thesis itself. In terms of research projects, scientific research projects funded by the institution and some of the EU-funded projects such as Horizon 2020 Marie Curie Individual Fellowships have supervisors who are responsible for the academic outputs of the research projects. By participating in research projects through the supervision of experienced and leading researchers, early researchers gain valuable academic and technical knowledge on research commercialization and exploitation. The university places great importance on **(38) continuing professional development** for researchers at all career stages. For R1 researchers, Ph.D. programs at Yasar University are free of charge while there are advantageous reductions in tuition fees for Master's degree programs. Yasar University Open and Distance Learning Center offers a wide range of free and open courses on ethics, project management, entrepreneurship, research culture etc. on <https://odl.yasar.edu.tr/en/>. Yaşar University Continuing Education Centre (YUCEC) provides lifelong learning, in-service training, and personal training through its programs, courses, seminars, and conferences for the staff members of the university. The innovative teaching and learning unit offers professional development opportunities (workshops and interviews) and carries out teaching practices and research throughout the university. European Union Research Center provides project development and implementation courses and training to researchers while the Knowledge and Technology Transfer Office provides education and training opportunities on entrepreneurship and the process of commercialization of research results. Tasks and responsibilities of **(40) supervision** are outlined in the aforementioned internal documents and supervisors are tasked with providing expertise and commitment to the R1 researchers. In addition, the institution has an expert database in which other researchers can search with keywords, and thus it is ensured that researchers 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>.

**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 Ph.D. candidates take part in research activities and projects of more experienced researchers through internal, national, and EU-funded programs. Yet, their roles as mentors and career advisors are mainly ad-hoc and are

not regulated or placed under formal mentorship programs. There is a need for an institutional and continuous mentorship program for early stage researchers. In addition, Although there are various units working on the continuous professional development of researchers, there is a lack of systematic data collection on the professional development needs of researchers which can restrict **(39) access to research training and continuous development.**

### 3. Actions

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

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

<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**

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## Proposed ACTIONS

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### Action 1

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ENSURING THE USE OF EURAXESS PORTAL FOR POSITIONS IN GRANT PROGRAMS (EU, TUBITAK, ETC.)

#### GAP Principle(s)

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(+/-) 13. Recruitment (Code)

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

Q1

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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• Related Academic Units • Research and Application Centers • Project Support Office

• Informing the relevant academic departments about the EURAXESS portal • Number of job listings on the portal

### Action 2

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PREPARATION OF WORKFLOW DIAGRAMS OF HR PROCESSES

#### GAP Principle(s)

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

## Proposed ACTIONS

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GAP Principle(s)		Timing (at least by year's quarter/semester)
(++) 12. Recruitment		Q1-Q2
(+/-) 13. Recruitment (Code)		
(++) 14. Selection (Code)		
(-/+) 21. Postdoctoral appointments (Code)		
(++) 24. Working conditions		
(+/-) 28. Career development		
(+/-) 29. Value of mobility		
Responsible Unit	Indicator(s) / Target(s)	
• Human Resources Department	• Defined workflow processes to be added to the official access page	

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## Proposed ACTIONS

### Action 3

ORGANIZATION OF IN-HOUSE AWARENESS TRAININGS  
ON GENDER SENSITIVITY AND BALANCE

#### GAP Principle(s)

(+/-) 27. Gender balance

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

Q1-Q8

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

• Yaşar  
University  
Research  
Center for  
Women's  
and Family  
Studies •  
Human  
Resources  
Department

• Number of trainings • Number of trained staff members •  
Evaluation of the impact of action

### Action 4

REVIEW AND UPDATE OF THE HRS4R WEB PAGE

#### GAP Principle(s)

(++) 1. Research freedom

(++) 2. Ethical principles

(++) 3. Professional responsibility

(++) 4. Professional attitude

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

Q1-Q8

**Proposed ACTIONS**

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<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>
(++) 5. Contractual and legal obligations	
(++) 6. Accountability	
(++) 7. Good practice in research	
(++) 8. Dissemination, exploitation of results	
( +/-) 9. Public engagement	
(++) 10. Non discrimination	
(++) 11. Evaluation/ appraisal systems	
(++) 12. Recruitment	
( +/-) 13. Recruitment (Code)	
(++) 14. Selection (Code)	
(++) 15. Transparency (Code)	
(++) 16. Judging merit (Code)	
(++) 17. Variations in the chronological order of CVs (Code)	
(++) 18. Recognition of mobility experience (Code)	
(++) 19. Recognition of qualifications (Code)	
(++) 20. Seniority (Code)	

## Proposed ACTIONS

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GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 21. Postdoctoral appointments (Code)	
(++) 22. Recognition of the profession	
(++) 23. Research environment	
(++) 24. Working conditions	
(++) 25. Stability and permanence of employment	
(++) 26. Funding and salaries	
( +/-) 27. Gender balance	
( +/-) 28. Career development	
( +/-) 29. Value of mobility	
(++) 30. Access to career advice	
(++) 31. Intellectual Property Rights	
(++) 32. Co-authorship	
(++) 33. Teaching	
(++) 34. Complains/ appeals	
(++) 35. Participation in decision-making bodies	
(++) 36. Relation with supervisors	
( +/-) 37. Supervision and managerial duties	

**Proposed ACTIONS**

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

**GAP Principle(s)**

(++) 38. Continuing Professional Development

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

(++) 40. Supervision

**Responsible****Unit****Indicator(s) / Target(s)**

• European  
Union  
Research  
Center •  
Human  
Resources  
Department

• HRS4R Webpage



## Proposed ACTIONS

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### Action 5

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PROVIDING DETAILED FEEDBACK TO JOB CANDIDATES

#### GAP Principle(s)

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(++) 12. Recruitment

(+/-) 13. Recruitment (Code)

(++) 14. Selection (Code)

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

Q1-Q8

#### Responsible

#### Unit

#### Indicator(s) / Target(s)

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- Faculty/School administrators
- Human Resources Department

- Number of feedback provided to the job candidates

## Proposed ACTIONS

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### Action 6

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INCREASED PUBLIC ENGAGEMENT THROUGH SCIENCE COMMUNICATION

#### GAP Principle(s)

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(+/-) 9. Public engagement

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

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Q1-Q8

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

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- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Steering Committee • Working Group • Innovative Teaching and Learning Unit</li> </ul> | <ul style="list-style-type: none"> <li>• Training Materials Developed (Q1-Q2) • Pilot seminar is offered (Q3) • Evaluation of science communication piloting (Q3) • Recurring seminars (Q4-Q6) • Evaluation of the impact of action (Q7-Q8) Participation of 90 researchers in the action (around 25% of the researchers at the university) • Establishment of a science communication unit at the end of the process</li> </ul> |
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## Proposed ACTIONS

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### Action 7

DEVELOPMENT OF A MENTORSHIP PROGRAMME FOR RESEARCHERS

#### GAP Principle(s)

(+/-) 37. Supervision and managerial duties

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

Q2-Q8

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Steering Committee • Working Group • Deans of all faculties</li> </ul> | <ul style="list-style-type: none"> <li>• Organizational Structure Established (Q2) • Mentorship Programme Contents and Processes Designed (Q3-Q4) • Pilot Implementation Period (Q5) in place for R1 researchers (PhD students, research assistants) with the participation of 30 mentors and mentees • Revisions and Continuous Implementation (Q6-Q8)</li> </ul> |
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## Proposed ACTIONS

### Action 8

INCREASED ACCESS TO RESEARCH TRAINING AND DEVELOPMENT

#### GAP Principle(s)

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

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

Q1-Q7

#### Responsible

##### Unit

##### Indicator(s) / Target(s)

• Steering Committee • Working Group • Human Resources Department

• Professional development needs survey for researchers prepared (Q1) • Survey implemented to researchers at all levels and analysis of results (Q2) • Selection of most relevant training and development needs and training preparation period (Q3) • Organization of trainings (Q4-Q6) Evaluation and monitoring (Q7)

Unselected principles:

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://ik.yasar.edu.tr/yonetmelikler/> <https://ik.yasar.edu.tr/akademik-personel-basvuru-kosullari/> <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.

**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. EU Center 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/>.

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

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 ecosystem through communication, awareness-raising and dissemination activities. 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 or METU 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 (Rector and vice-rector for research and innovation) and heads of strategic departments such as Strategic Planning, Human Resources, Quality, Central Planning, Academic Planning, European Union Research Center. 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 2021.

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)

N/A