

**Important message to institutions:****Onsite visits are resumed starting 1 September 2022**

The broad lifting of the COVID-19 related travel limitations, allow us to cautiously resume the onsite visits. All site visits scheduled to take place after 1 September, will be organized under the normal onsite configuration.

Please note that after 1 September the virtual formula for “remote” site visits, will not be in place anymore.

**Action Plan**

**Case number:** 2021TR600778

**Name Organisation under review:** IZMIR YUKSEK TEKNOLOJI ENSTITUSU

**Organisation’s contact details:** Gulbahce Campus, Izmir, 35430

**Submission date:** 28/04/2022

**1. Organisational Information**

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

<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 *	718
Of whom are international (i.e. foreign nationality) *	13
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	61
Of whom are women *	381
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	162
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	74

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Of whom are stage R1 = in most organisations corresponding with doctoral level *	482
Total number of students (if relevant) *	6769
Total number of staff (including management, administrative, teaching and research staff) *	1137
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	13331880.73
Annual organisational direct government funding (designated for research)	9905358.19
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2664999.92
Annual funding from private, non-government sources, designated for research	198196.41

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

Izmir Institute of Technology (IZTECH) is a distinguished research university in Turkey, ranking first in terms of the number of peer-reviewed articles per faculty member. IZTECH has Engineering, Science, and Architecture faculties with 19 departments, 18 undergraduate, 29 master's (9 interdisciplinary) and 15 doctorate (4 interdisciplinary) programs. There are currently 6769 enrolled students including 1471 graduate students (International student ratio: 2.3% of the total number of students). The Female:Male (F:M) ratio of students is 47:53. The total number of faculty members is 226 (F:M ratio= 38:62).

## **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:

- IZTECH is very strong in ethical and professional aspects in general.
- IZTECH has the necessary internal regulations, units and culture that feed into the implementation of research freedom, ethical principles, professional responsibility, professional attitude, contractual and legal obligations, accountability, good practice in research, dissemination and exploitation of results, and non-discrimination.

#### Weaknesses:

- Web pages on Ethical Principles and Evaluation are in Turkish only and they are difficult to access.
- IZTECH needs to increase awareness on the strategic goals leading the Institution's research environment.
- IZTECH needs to communicate research activities to society at large more actively.
- Researchers at IZTECH need to address public's priorities for science and technology.

## Recruitment and selection\*



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

#### Strengths:

- Recruitment process at IZTECH is open, transparent, non-discriminatory, supportive and inclusive.
- Qualifications sought during the recruitment process at IZTECH are determined in accordance with the requirements of the position.
- Recruitment process provides enough time between the advertisement of the vacancy/the call for applications and the deadline for reply.
- Candidates are allowed to submit their CVs that fully reflect their achievements and qualifications suitable for the job.
- Candidates are informed on the recruitment process, selection criteria and the number of available positions.
- Selection committees include members of diverse expertise and adequate competences.

#### Weaknesses:

- IZTECH needs to announce its position on gender balance, career disadvantages and disruptions caused by issues such as parenthood or career change.
- International comparability of recruitment procedures needs to be improved.
- English translation of relevant webpages needs to be done.
- Information on personal rights and benefits, expected career developments and working conditions should be given sufficiently to candidates during the recruitment process.
- Gender balance needs to be considered in selection committees.
- Candidates need to be sufficiently informed on their application's strong and weak aspects following the selection process.
- There are no specific guidelines requesting the reviewer not to judge the candidates with unusual CVs (i.e., experienced career interruptions) unfairly.
- Recruitment and selection procedures take applicant's creativity and level of independence into account insufficiently.
- IZTECH Appointment and Promotion Criteria needs to be revised because it does not recognize mobility, teaching, administrative duties, public engagement and co-authorship sufficiently.
- The Institution does not have a specific policy to encourage sabbatical leaves.
- Non-formal qualifications and international and professional mobility experiences of the candidates do not have the necessary recognition.
- There is a lack in the recognition of post-doctoral researcher position.

## Working conditions\*



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

#### Strengths

- Stability of employment contracts is ensured.
- IZTECH acts in line with the existing national legislation and national or sectoral collective-bargaining agreements.
- IZTECH sustains stability, permanence and professionalism of employment for the R3-R4 level researchers.
- IZTECH has well-established Intellectual Property Rights (IPR) regulations and provides IPR related services to its researchers.

#### Weaknesses:

- IZTECH needs to improve its approach to career development and advice for all researchers.
- Although IZTECH has complaints and appeals mechanisms in place, implementations of these mechanisms should be further improved.
- Teaching responsibilities are excessive and prevent researchers from carrying out their research activities.
- Teaching duties are not adequately remunerated and taken into account in the evaluation/appraisal systems.
- The time devoted by senior members of staff to the training of early stage researchers are not counted as part of their teaching commitment.
- Suitable training is not provided for teaching and coaching activities as part of the professional development of researchers.
- IZTECH needs to encourage researchers to share their opinions in the decision-making bodies.
- Being a state university, IZTECH has very limited control over the funding and salaries of its researchers.
- IZTECH needs to improve its recognition of the profession for all levels of researchers.
- Although IZTECH acknowledges the importance of gender balance and has a rather balanced ratio for the R2 to R4 researchers, IZTECH still needs to further its gender balance strategies and practices.
- Co-authorship is regarded poorly by IZTECH when evaluating staff.
- Mobility is not sufficiently recognized in career development strategies. There appears to be a lack of awareness on mobility opportunities.
- IZTECH does not secure the continuity of employment for R1 level researchers in transition to R2 level.

## Training and development\*



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

#### Strengths:

- There are well established national and institutional regulations on supervisory relations and each stakeholder in IZTECH are aware of these regulations.
- Senior researchers at IZTECH are generally aware of the importance of their role as mentors, career advisors, and leaders.
- IZTECH ensures that all researchers are given the opportunity for professional development, regardless of their contractual status.
- Researchers at IZTECH continuously improve themselves by regularly updating and increasing their skills and competencies.

#### Weaknesses:

- There is no institution-wide practice for R1 researchers to meet with faculty or departmental representatives, as part of their training phase.
- There is no institutional policy/implementation on providing feedback and recording of data and information generated as a result of research activities.
- Researchers (R3-R4) need support for supervision and mentoring of early-stage researchers, science communication, career advisorship and leadership.
- Guidance and support for accessing research training and continuous development require further improvements in terms of addressing the needs of each level researchers separately.

## 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://research.iyte.edu.tr/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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### Action 1

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Action 1: Management of HRS4R process Task 1:

Establishment of working groups (WGs) and managing committees: Steering Committee, Implementation Committee, Human Resources WG, Career Development WG, Research Environment WG, Supervising WG. Task 2: Organization of institution-wide HRS4R kick-off meeting and workshop with WGs. Task 3: Translation of webpages of Research Directorate, Directorate of Personnel Affairs, Ethics Committees and Directives. Task 4: Regular assessments of the OTM-R process.

### GAP Principle(s)

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(++) 2. Ethical principles

(++) 3. Professional responsibility

(++) 7. Good practice in research

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(-/+ ) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(-/+ ) 23. Research environment

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

T1: Y1-Q1 T2: Y1-Q1  
T3: Y1-Q4 T4: Y1-  
Q3/Y2-Q3

## Proposed ACTIONS

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Responsible Unit	Indicator(s) / Target(s)
Rectorate, Research Directorate, Vice-Rectors responsible for education, research and strategic planning, Ethics Committees, Directorate of Personnel Affairs, IT Department, Office of Secretary General	The proposed WGs of 5-7 members from all researcher levels from diverse faculties and relevant administrative offices with a specific consideration of gender balance; Biweekly meetings of WGs and documentation of progress; Translation of webpages in English; An institution-wide kick-off meeting with participation of at least 80 people; A workshop with participation of all WGs, SC and IC; Annual OTM-R assessment reports.

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## Proposed ACTIONS

### Action 2

Action 2: Implementation of a new programme for promoting

mentorship and leadership Task 1: Incentives for mentorship and leadership will be developed. Task 2: All researchers will be informed by an institution-wide workshop. Task 3: Mentorship volunteers (internal and external) will be determined. Task 4: R2 level researchers will be assigned to R3 and R4 level mentors from the same department. Task 5: Training and educational workshops targeting R2 to R4 researchers for mentoring, career advising, and leadership will be implemented.

### GAP Principle(s)

(+/-) 11. Evaluation/ appraisal systems

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

(-- ) 30. Access to career advice

(+/-) 37. Supervision and managerial duties

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

T1: Y1-Q2 T2: Y1-Q4  
T3: Y1-Q4 T4: Y2-Q1  
T5: Y2-Q2

### Responsible

**Unit**

**Indicator(s) / Target(s)**

Research  
Directorate,  
Vice-Rector  
responsible  
for

Education,  
Career  
Development  
Application  
and  
Research  
Centre,  
Career  
Office,  
Alumni Office

At least two incentive mechanisms for mentorship and leadership will be initiated; At least 80 participants to mentorship workshop; At least 10 participants (R1-R4 level) in mentorship program; At least 5 R2-level mentees assigned to trained mentors (R3-R4); Revised promotion regulations taking into account mentorship, career advisorship and leadership; 3 workshops on mentoring, career advising and leadership.

## Proposed ACTIONS

### Action 3

Action 3: New Career Development Program for R1 - R4 level

researchers Task 1: IZTECH's Career Office and Career Development Application and Research Centre will be restructured to address the needs of all level researchers. Task 2: Update and restructure webpages of units responsible for career development accordingly. Task 3: Institution-wide surveys and workshops will be organized to address the needs of researchers at each level concerning career advice and training, professional and soft skills. Task 4: Individualized career plans for each willing academic staff will be developed. Task 5: Providing support to researchers to facilitate public engagement

### GAP Principle(s)

(++) 4. Professional attitude

(+/-) 9. Public engagement

(+/-) 11. Evaluation/ appraisal systems

(-/+) 23. Research environment

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

(--) 28. Career development

(--) 30. Access to career advice

(++) 38. Continuing Professional Development

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

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

T1: Y1-Q3 T2: Y1-Q4  
T3: Y2-Q1 T4: Y2-Q4  
T5: Y1-Q2

## Proposed ACTIONS

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Responsible Unit	Indicator(s) / Target(s)
Rectorate, Career Development Application and Research Centre, Career Office, Continuing Education Centre, Education Commission, Technology Transfer Office, Graduate School, Office of Public Relations	Extended career development activities; New web pages; 1 career development workshop and 2 career days; At least 4 posts and e-mails regarding career development opportunities; At least 20 career counseling interviews; At least 10 individualized career plans; At least 2 surveys to identify the needs of researchers at each level; At least 5 science communications.

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## Proposed ACTIONS

### Action 4

Action 4: Code of Good Practice in Research Task 1: A Draft

for Code of Good Practice in Research (addressing all relevant GAP principles) will be prepared in line with all institutional, national and international regulations. Task 2: A workshop will be organized with relevant representatives to finalize the draft for Code of Good Practice in Research. Task 3: The final version of the Code of Good Practice in Research will be published in the improved webpage of Research Directorate. Task 4: Institution-wide workshops on Code of Good Practice in Research will be organized. Task 5: Incorporate the institutional and national regulations related to research and publication ethics into the content of graduate level mandatory Ethics classes.

### GAP Principle(s)

(++) 1. Research freedom

(++) 2. Ethical principles

(++) 3. Professional responsibility

(++) 4. Professional attitude

(++) 6. Accountability

(++) 7. Good practice in research

(+/-) 9. Public engagement

(+/-) 31. Intellectual Property Rights

(-/+) 32. Co-authorship

(--) 34. Complains/ appeals

(+/-) 36. Relation with supervisors

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

T1: Y1-Q3 T2: Y1-Q4  
T3: Y2-Q1 T4: Y2-Q2  
T5: Y2-Q1

## Proposed ACTIONS

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Responsible Unit	Indicator(s) / Target(s)
Research Directorate, Ethics Committees, Education Commission, Senate, Graduate School, Technology Transfer Office	Published Code of Good Practice in Research; 2 workshops in related subjects; 4 revised ethics courses.

## Proposed ACTIONS

### Action 5

Action 5: Increasing recognition of the profession Task 1:

Seminars and workshops will be organized to change the current perception about researchers at all levels including pre- and post-doctoral researchers. Task 2: Recommendations will be made to the Council of Higher Education (CoHE) to recognize pre- and post-doctoral researchers in addition to providing them with some benefits at IZTECH. Task 3: Ensure the participation of R1 researchers in all commissions.

### GAP Principle(s)

- (+/-) 21. Postdoctoral appointments (Code)
- (-/+ ) 22. Recognition of the profession
- (-/+ ) 35. Participation in decision-making bodies

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

T1: Y1-Q2/Y2-Q2 T2:  
Y1-Q1 T3: Y2-Q

## Proposed ACTIONS

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Responsible Unit	Indicator(s) / Target(s)
Research Directorate, Career Development Application and Research Centre, Career Office, Relevant Commissions and Committees of the University	2 seminars and workshops; Recommendations officially submitted to CoHE; At least one R1 researcher in relevant commissions and committees.

## Proposed ACTIONS

### Action 6

Action 6: Preparation of the Code of Good Practice in

Supervising Task 1: A Draft for Code of Good Practice in Supervising will be prepared in line with institutional, national and international regulations. Task 2: Two separate workshops will be organized with relevant representatives to finalize the draft for Code of Good Practice in Supervising. Task 3: A final version of the Code of Good Practice in Supervising will be published. Task 4: An institution-wide workshop on Code of Good Practice in Supervising.

### GAP Principle(s)

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

(-/+) 32. Co-authorship

(--) 34. Complaints/ appeals

(+/-) 36. Relation with supervisors

T1: Y1-Q4 T2: Y2-Q1  
T3: Y2-Q2 T4: Y2-Q3

(+/-) 37. Supervision and managerial duties

(+/-) 40. Supervision

### Responsible

#### Unit

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

Research  
Directorate,  
Graduate  
School, Vice  
Rector for  
Education

3 workshops on Code of Good Practice in  
Supervising; Published Code of Good Practice in  
Supervising



## Proposed ACTIONS

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

### **GAP Principle(s)**

#### **Action 7**

Action 7: Improvements in supervisory arrangements for R1 and R2 level researchers Task 1: Anonymous graduate student and employee surveys about supervisory arrangements will be implemented regularly. Survey results will be reviewed by Department Chairs, Faculty Deans, and Integrated Research Centres Directorate. When necessary, supervisors will be asked to balance their work commitments to be able to offer adequate supervising. Task 2: Meetings will be arranged between Head of Departments/Faculty Deans and R1 level researchers once a year as a part of researchers' training phase. Task 3: A training program will be implemented for supervisors to make sure that supervision is performed to the highest professional standards.

(--) 34. Complains/ appeals

(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

(+/-) 40. Supervision

T1: Y1-Q2; T2: Y2-Q2;  
T3: Y2-Q1

### **Responsible**

#### **Unit**

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

Department  
Chairs,  
Faculty  
Deans,  
Directorate  
of Integrated  
Research  
Centres,  
Directorate  
of Student  
Affairs

2 surveys on supervisory arrangements; Meeting notes of  
Faculty Deans/Department Heads with supervisors and  
R1s; One training program for supervisors

## Proposed ACTIONS

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)
<p>Action 8: Improving mobility opportunities and mechanisms</p> <p>Task 1: Workshops to advertise mobility opportunities, available resources and funding will be prepared. Task 2: Seminars regarding services of EURAXESS will be organized. Task 3: IZTECH Appointment and Promotion Criteria will be revised in order to recognize mobility. Task 4: Offer support services for all kinds of mobility options via Career Office, International Office (IO), and EURAXESS Center. Task 5: A sabbatical evaluation committee will be formed and an evaluation guideline considering open, transparent, merit-based principles will be established.</p>	<p>(+/-) 11. Evaluation/ appraisal systems</p> <p>(+/-) 18. Recognition of mobility experience (Code)</p> <p>(-/+ ) 23. Research environment</p> <p>(+/-) 24. Working conditions</p> <p>(+/-) 25. Stability and permanence of employment</p> <p>(-/+ ) 29. Value of mobility</p>	<p>T1: Y1-Q1, T2: Y1-Q2/Y2-Q2 T3: Y1-Q3, T4: Y1-Q3/Y2-Q3 T5: Y2-Q3</p>
	<p><b>Responsible</b></p> <p><b>Unit                      Indicator(s) / Target(s)</b></p>	

## Proposed ACTIONS

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Responsible Unit	Indicator(s) / Target(s)
The Senate, Career Development Application and Research Centre, Career Office, International Office, and EURAXESS Center	Mobility awareness and support workshops (2) and seminars (2); Revised IZTECH Appointment and Promotion Criteria; Support services provided to at least 5 researchers; Established sabbatical committee and evaluation guidelines.

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## Proposed ACTIONS

### Action 9

Action 9: Ensuring the balance between teaching and research

activities Task 1: A revised annual performance evaluation reports format will be prepared to document the balance between teaching and research load of all researchers. Task 2: The number of staff for some departments will be increased. Task 3: Contribution of teaching activities in academic advancement/promotion criteria will be increased. Task 4: Orientation programme for all newly joined staff will be organized.

#### GAP Principle(s)

(+/-) 11. Evaluation/ appraisal systems

(--) 33. Teaching

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

T1: Y1-Q2, T2: Y2-Q4,  
T3: Y1-Q4 T4: Y1-Q2

#### Responsible

##### Unit

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

Senate,  
Faculties,  
Departments,  
Directorate of  
Personnel  
Affairs

Balanced teaching and research activities; Revised annual performance evaluation report format; 5 new hirings as staff; Revised IZTECH Appointment and Promotion Criteria.

## Proposed ACTIONS

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### Action 10

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Action 10: Improving Complaints/Appeals Mechanisms Task 1:

Complaint and appeal procedures and mechanisms will be included in (i) the Code of Ethics and (ii) recruitment and selection processes, and they will be properly communicated. Task 2: Annual meetings will be organized between University administration and authorized labor unions. Task 3: Complaints/appeals mechanisms will be introduced by university-wide workshop.

#### GAP Principle(s)

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(+/-) 15. Transparency (Code)

(--) 34. Complains/ appeals

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

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T1: Y1-Q3 T2: Y2-Q1

T3: Y2-Q3

#### Responsible

##### Unit

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

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Rectorate,  
Senate,  
Ethics  
Committees,  
IZTECH  
Office of the  
Legal  
Counsellor,  
Directorate  
of Personnel  
Affairs, Office  
of Secretary  
General

Updated Code of Ethics; One university-wide workshop;  
Annual meeting notes.

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## Proposed ACTIONS

### Action 11

Action 11: Improving Selection, Appointment and Promotion

Processes Task 1: IZTECH Appointment and Promotion Criteria will be revised (1) to include administrative duties, public engagement and awareness, co-authorship and (2) to address gender balance and seniority at external review. Task 2: Human Resources Portal on all position vacancies (R1-R4 level) will be prepared. Position-specific requirements, IZTECH Appointment and Promotion Criteria, as well as recognition of career break in the CV, and all necessary documentation will be included. The announcements will emphasize all OTM-R principles. Task 3: Staff will be assigned for the operation of IZTECH Human Resources Portal. Task 4: Workshops, trainings and guidelines on Recruitment and Selection Procedures in line with HRS4R principles will be prepared. Task 5: Feedback mechanisms on the strength and weakness of applications will be developed. Feedback will be provided upon completion of the selection process. Task 6: Increasing the use of IZTECH EURAXESS Center by making it more visible on the Institute's website and informing potential users. Task 7: The Directorate of Personnel Affairs will appoint staff to resolve administrative problems regarding post-doctoral appointments.

### GAP Principle(s)

- (+/-) 9. Public engagement
- (+/-) 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)
- (+/-) 19. Recognition of qualifications (Code)
- (+/-) 20. Seniority (Code)
- (+/-) 21. Postdoctoral appointments (Code)
- (-/+ ) 27. Gender balance
- (-/+ ) 32. Co-authorship

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

T1: Y2-Q2/Q3 T2: Y1-Q3 T3: Y1-Q4 T4: Y1-Q4/Y2-Q3 T5: Y1-Q2 T6: Y1-Q3 T7: Y1-Q4

## Proposed ACTIONS

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Responsible Unit	Indicator(s) / Target(s)
IZTECH Senate, IT Department, Directorate of Personnel Affairs, Faculty Deans, Department Heads, EURAXESS Center	Revised Appointment and Promotion Criteria; Operational (at least 10 visits/month) IZTECH Human Resources Portal; Participation of at least 25 administrative/academic staff that take part in recruitment and selection process to workshops; Guidelines for selection committees; Feedbacks to applicants; 5 job advertisements on EURAXESS portal; One staff appointed for postdoctoral researchers

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## Proposed ACTIONS

### Action 12

Action 12: Improving Gender Balance Task 1: Regular

institution-wide gender balance trainings and awareness raising activities will be organized. Task 2: Recommendation to CoHE (national authorities) on gender balance in academia will be done. Task 3: IZTECH Appointment and Promotion Criteria will be revised to address gender balance at selection committees. Task 4: While prioritizing merit, gender balance will be ensured at all committees.

#### GAP Principle(s)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(-/+ ) 14. Selection (Code)

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

(-/+ ) 27. Gender balance

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

T1: Y1-Q3/Y2-Q3 T2: Y1-Q1 T3: Y1-Q2 T4: Y2-Q2

#### Responsible

##### Unit

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

Rectorate,  
Senate, Vice  
Rector for  
Education,  
Administrative  
Board,  
Directorate of  
Personnel  
Affairs,  
Directorate of  
Strategy  
Development

At least 80 participants to gender balance related trainings and activities; Formal recommendation letter to CoHE; Revised Appointment and Promotion Criteria.



## Proposed ACTIONS

### Action 13

Action 13: Improvement of research funding and benefits Task 1: Recommendation to CoHE and TUBITAK (national authorities) on improvement of funding and benefits will be done. Task 2: Workshops to increase external funding applications and awareness on national and international strategic areas of research and promote industry-university cooperations will be organized.

#### GAP Principle(s)

- (++) 4. Professional attitude
- (-/+) 23. Research environment
- (-/+) 26. Funding and salaries

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

T1: Y1-Q1 T2: Y1-Q4/Y2-Q3

#### Responsible

##### Unit

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

Rectorate,  
Research  
Directorate,  
Senate,  
Technology  
Transfer  
Office

Formal recommendation letter to national authorities;  
2 organised workshops.

Unselected principles:

(++) 5. Contractual and legal obligations    (++) 8. Dissemination, exploitation of results    (++) 10. Non discrimination

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

As a public university dedicated to research and teaching, IZTECH is fully aware of the importance of selection and recruitment processes for researchers and thus is committed to improve its OTM-R procedures. Being a public university, IZTECH is bound by the national legislations concerning recruitment and selection.

Higher Education Law, No: 2547 (<https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf>); Personnel Law of Higher Education, No: 2914 (<https://www.mevzuat.gov.tr/mevzuatmetin/1.5.2914.pdf>).

Recruitment and selection procedures to faculty positions (R2, R3, R4) are regulated by the national legislation regarding appointment and promotion to faculty positions. There is also another directive for R1 researchers. IZTECH is bound by the Higher Education Law No. 2547, which restricts the composition of selection committees. IZTECH's selection committees are organized under existing procedures. IZTECH Appointment and Promotion Criteria provides a general framework for necessary qualifications during recruitment and selection process. Being a public university, IZTECH is audited internally as a part of its Quality Assurance Policy and externally by public authorities, which contributes to OTM-R process implementation.

During HRS4R process IZTECH will form several working groups including Implementation Committee (IC) and Human Resources Working Group (HR WG), which will use the Open, Transparent and Merit-Based Recruitment Toolkit to improve recruitment and selection procedures. HR WG will first structure the OTM-R improvement plan in line with the gaps identified in the Gap Analysis and the tasks specified in the Action Plan. Action 1: Management of HRS4R process, which is composed of 4 tasks, is completely serving the purpose of improving OTM-R procedures. Within this action, translation of relevant web pages to English and regular assessments of OTM-R process are proposed. Complaint and appeal procedures and mechanisms in recruitment and selection processes are intended to be improved by Action 10: Increasing Visibility of Complaints/Appeals Mechanism, Task 1. Action 11: Improving Selection, Appointment and Promotion Processes completely aims at aligning IZTECH's recruitment and selection processes with the OTM-R principles. Action 12: Improving Gender Balance includes tasks on improving gender balance on recruitment and selection committees.

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

URL:

<https://personel.iyte.edu.tr/en/home-page/>

#### 4. Implementation

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

IZTECH has proposed 13 actions and 54 tasks for the implementation of the Action Plan. In the one-year period leading to application to HR Award, main actors that are considered to take part in preparation of documents, implementation, monitoring and assessment of the proposed actions were identified. A Steering Committee (SC) was constituted from the top administrative staff at IZTECH, since they are the main decision-makers based on national legislation and international standards. An Implementation Committee (IC) was composed of academic (R1-R4) and administrative staff, who were familiar with the HRS4R principles and had experience in the operation of recruitment and selection, research environment, training, working conditions and ethics committees. The IC has conducted the gap analysis and OTM-R assessment of the current situation and then proposed actions with a wider participation of IZTECH academic and administrative staff. Once the proposed action plan is approved by the European Commission, the IC will oversee the timely implementation of the proposed actions and conduct progress assessments for the next two years. IZTECH has an internal audit expert, who will be reviewing the implementation of the action plan and the progress of tasks independently from the IC and working groups. Internal audit expert will report to the SC and IC. The following working groups (WG) are planned: Human Resources WG, Career Development WG, Research Environment WG and Supervising WG. Each working group is constituted based on the topics addressed in the action plan, which was designed in accord with the priority areas determined in the gap analysis. In near future, IZTECH will be preparing its 2024-2028 Strategic Plan, in which the principles of HRS4R will be also included. By doing so, IZTECH will be adopting HRS4R principles as an overarching HR policy as part of its commitment to research excellence.

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)

Working Groups (WGs) and the Implementing Committee (IC) will meet regularly (once a quarter) to discuss the progress. Also, WGs will present progress reports to the IC regularly (once a quarter). The IC will meet with the Steering Committee (SC) every 6 months to present the progress, receive feedback/approval, ensure implementation and take the necessary measures. An internal audit expert will be reviewing the implementation of the action plan as a part of IZTECH's internal quality assurance policy.

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



Detailed description and duly justification (max. 500 words)

The whole HRS4R preparation and application process involves contributions from each level of research community at IZTECH.

During the implementation phase, the SC, the IC and the WGs will be the major platforms of consultation with the research community. Groups and committees will be formed by considering the different levels of researchers. While the SC will be the main decision-making body for the process, its composition will represent each faculty through the faculty deans, vice rectors as well as rector's advisory board. The IC will include R1-R4 level researchers and relevant administrative staff so that the needs of all levels are considered in the whole process. Finally, the WGs will include academic and administrative representatives from every relevant unit such as faculties, graduate school, relevant directorates, research centres and university commissions.

All actions proposed in this application are created after long consultations with the research community. There are 13 actions, which are planned to ensure that the Departments, Faculties, Graduate School, Research and Application Centres and other related units are included in the process. Various communication methods such as trainings, meetings, workshops, surveys and faculty visits will be utilized during the implementation phase. During the whole process, both researchers and administrative staff of the Institute will be regularly informed with e-mails and announcements.

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

\*



Detailed description and duly justification (max. 500 words)

As the SC, the IC and the WGs have representatives from the university administration such as Vice-Rectors, Advisors to Rector and Faculty Deans, HRS4R process and its principles have already become a part of IZTECH's recent administration strategy and policies.

The whole HRS4R process at IZTECH has already been discussed with all relevant university units and researcher representatives. Also, all actions proposed in this application, proposed tasks and targets have already been approved by the university top level administration including the Rector's office and administration board.

Accordingly, the upcoming strategic plan of IZTECH for 2024-2028 period will cover all HRS4R principles, results of the interim progress report and necessary revisions. Moreover, the Institute's all relevant policy papers, guidelines, codes will be revised, and/or new documents will be created.

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



Detailed description and duly justification (max. 500 words)

The SC, together with the help of the IC, will ensure the timely and successful implementation of the initial Action Plan. The SC will guarantee the strong institutional support and take the necessary measures required for the implementation at the university scale.

The IC will oversee the implementation of the initial Action Plan, coordinate the day-to-day operation of the implementation along with the WGs, follow-up the actions and related performance indicators. The IC will inform the SC about the progress of the initial Action Plan.

How will you monitor progress (timeline)?\*



Detailed description and duly justification (max. 500 words)

The SC, the IC and the WGs will be able to monitor progress according to the Gantt Chart. By receiving interim reports at the end of each quarter from each WG, the IC will be kept up-to-date on the progress of the actions. The IC, which includes representatives from the WGs, will review the progress and discuss any needed change in the initial Action Plan.

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



Detailed description and duly justification (max. 500 words)

Proposed actions are divided into tasks, and all tasks have their own activities which will be able to be measured through the mentioned indicators. Each WG will collect the data relevant for those indicators, if possible, on a cloud system. After the end of each quarter, when the WGs must submit their reports to the IC, the indicators will be monitored and collected so that the overall progress in each quarter will be measured. The IC will then give feedback to the WGs whether the targets are met. The SC's regular meetings will be the place where the overall progress will be discussed and any necessary adjustment to be made will be decided. The IC will regularly evaluate progress at its meetings by comparing the indicators set with the initial Action Plan and the Gantt Chart.

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