

**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.

GAP Analysis (Charter and Code Checklist)

**Case number:** 2021TR600778

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

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

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

**Date endorsement charter and code:** 03/02/2021

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

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**Status****1. Research freedom**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>No gap. Scored well in the survey. Turkish Constitution adopts freedom of speech in Article 26 and, research freedom in Article 27. (<a href="https://www.anayasa.gov.tr/en/legislation/turkish-constitution/">https://www.anayasa.gov.tr/en/legislation/turkish-constitution/</a>) Higher Education Institutions Ethical Conduct Principles set by the Turkish Council of Higher Education adopts research freedom as one of basic values and principles. (<a href="https://iyte.edu.tr/wp-content/uploads/2019/03/Yu%CC%88kseko%CC%88g%CC%86retim-Kurumlar%C4%B1-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri.pdf">https://iyte.edu.tr/wp-content/uploads/2019/03/Yu%CC%88kseko%CC%88g%CC%86retim-Kurumlar%C4%B1-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri.pdf</a>) IZTECH Directive on Ethical Conduct Principles and Ethics Committee Art. 5 states that the Institute embraces academic freedom and institutional autonomy. Art. 6 in the same Directive defines academic autonomy and academic freedom, the coexistence of different thoughts and opinions as ethical values and principles. (<a href="https://iyte.edu.tr/wp-content/uploads/2019/08/1%CC%87YTE-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri-ve-Etik-Kurulu-Yo%CC%88nergisi.pdf">https://iyte.edu.tr/wp-content/uploads/2019/08/1%CC%87YTE-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri-ve-Etik-Kurulu-Yo%CC%88nergisi.pdf</a>) IZTECH considers research freedom as one of its basic values also addressed in its 2019-2023 Strategic Plan and IZTECH Intellectual and Industrial Property Policy and Intellectual Assets Management Directive. (<a href="https://strateji.iyte.edu.tr/wp-content/uploads/sites/108/2019/10/%C4%B0YTE-Stratejik-Plan-2019-2023.pdf">https://strateji.iyte.edu.tr/wp-content/uploads/sites/108/2019/10/%C4%B0YTE-Stratejik-Plan-2019-2023.pdf</a>) (<a href="https://research.iyte.edu.tr/wp-content/uploads/sites/278/2022/01/IYTE-FSMH-Yonergesi-Revize.pdf">https://research.iyte.edu.tr/wp-content/uploads/sites/278/2022/01/IYTE-FSMH-Yonergesi-Revize.pdf</a>) There are also several national regulations and codes for research on animals and stem cells, which IZTECH strictly follows. Regulation on Working Procedures and Principles of Animal Experiments Ethics Committees (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=19404&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=19404&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Regulation on the Welfare and Protection of Animals Used for Experimental and Other Scientific Purposes (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=15568&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=15568&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Regulation on Clinical Trials of Traditional and Complementary Medicine Practices (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=31312&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=31312&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Regulation on the Quality and Safety of Human Tissues and Cells and Related Centers (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=14389&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=14389&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) In line with national regulations, IZTECH has animal experiments local ethics committee directive (<a href="https://dhu.iyte.edu.tr/iyte-hadyek-yonergesi/">https://dhu.iyte.edu.tr/iyte-hadyek-yonergesi/</a>).</p>	<p>IZTECH Research Directorate was established with Senate Resolution No. 4 dated 25.02.2014 for the optimization of research strategies and targets. The main field of activity of the Research Directorate is the determination and updating of the research and development policies and targets of the Institute and the regular monitoring and operation of the research activities. Proposal: It is suggested that IZTECH Research Directorate emphasizes research freedom in a clearer manner on its website.</p>

**2. Ethical principles**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>No gap. Scored well in the survey. There are several national regulations and codes for ethical aspects of research on animals and stem cells, which IZTECH strictly follows. Regulation on Working Procedures and Principles of Animal Experiments Ethics Committees (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=19404&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=19404&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Regulation on the Welfare and Protection of Animals Used for Experimental and Other Scientific Purposes (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=15568&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=15568&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Regulation on Clinical Trials of Traditional and Complementary Medicine Practices (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=31312&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=31312&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Regulation on the Quality and Safety of Human Tissues and Cells and Related Centers (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=14389&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=14389&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) In line with national regulations, IZTECH has Animal Experiments Local Ethics Committee Directive (<a href="https://dhu.iyte.edu.tr/iyte-hadyek-yonergesi/">https://dhu.iyte.edu.tr/iyte-hadyek-yonergesi/</a>).</p>	<p>IZTECH adopts Higher Education Institutions Ethical Conduct Principles set by the Turkish Council of Higher Education and has its own Directive on Ethical Conduct Principles (<a href="https://iyte.edu.tr/wp-content/uploads/2019/03/Yu%CC%88kseko%CC%88g%CC%86retim-Kurumlar%C4%B1-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri.pdf">https://iyte.edu.tr/wp-content/uploads/2019/03/Yu%CC%88kseko%CC%88g%CC%86retim-Kurumlar%C4%B1-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri.pdf</a>). IZTECH has an Ethics Committee, and two Scientific Research and Publication Committees serving Engineering and Sciences, and Social Science and Humanities, separately, and clear directives on Scientific Research and Publication Ethics published on its webpage (<a href="https://iyte.edu.tr/hakkinda/iyte-etik-ilkeleri/">https://iyte.edu.tr/hakkinda/iyte-etik-ilkeleri/</a>). These Committees deal with university-wide inquiries on ethics-related issues and propose training and educational activities on ethical principles. It is mandatory that all theses of graduate students pass the plagiarism check through Turnitin software before the defense exam. All undergraduate and graduate students take a mandatory ethics course as part of their curriculum. All research activities on animals, tissues and cells are performed in line with national and institutional regulations. IZTECH website on IZTECH Ethical Principles and Evaluation is currently in Turkish and difficult to access from the main page. Proposal: It is suggested that all information and directives are translated into English and published on IZTECH webpage.</p>

**3. Professional responsibility**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>No gap. Scored well in the survey.</p>	<p>IZTECH implements Higher Education Institutions Ethical Conduct Principles set by the Turkish Council of Higher Education and has its own Directive on Ethical Conduct Principles and Ethics Committees, and a Directive on Scientific Research and Publication Ethics (<a href="https://iyte.edu.tr/wp-content/uploads/2019/03/Yu%CC%88kseko%CC%88g%CC%86retim-Kurumlar%C4%B1-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri.pdf">https://iyte.edu.tr/wp-content/uploads/2019/03/Yu%CC%88kseko%CC%88g%CC%86retim-Kurumlar%C4%B1-Etik-Davran%C4%B1s%CC%A7-1%CC%87Ikeleri.pdf</a>). As a result of the mentioned legal framework and practices, researchers at IZTECH ensure that their research does not duplicate research previously carried out elsewhere, avoid plagiarism of any kind. Plagiarism is clearly defined at IZTECH Graduate School website (<a href="https://lee.iyte.edu.tr/en/ethics/">https://lee.iyte.edu.tr/en/ethics/</a>). It is mandatory that all theses of graduate students pass the plagiarism check. All students take a mandatory ethics course as part of their curriculum. IZTECH has a Quality Assurance Directive to organize the principles regarding duties, authorities and responsibilities with the purpose of carrying out internal and external quality assurance and evaluation studies of the Institute and to determine the working procedures and principles of IZTECH Quality Commission (<a href="https://iyte.edu.tr/wp-content/uploads/2021/03/1%CC%87YTE-Kalite-Gu%CC%88vencesi-Yo%CC%88nergisi.pdf">https://iyte.edu.tr/wp-content/uploads/2021/03/1%CC%87YTE-Kalite-Gu%CC%88vencesi-Yo%CC%88nergisi.pdf</a>). IZTECH has a Technology Transfer Office that serves as an interface between academia and industry for commercialization of intellectual capital and recent technologies, including IPR.</p>

**4. Professional attitude**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>No gap. Scored well in the survey. There are several national legislations regulating higher education institutions scientific research projects funded internally and externally: Regulation on Higher Education Institutions Scientific Research Projects (CoHE) (<a href="https://www.yok.gov.tr/Documents/Kurumsal/strateji_dairesi/mevzuat/Y%C3%BCKsek%C3%B6%C4%9Fretim_Kurumlar%C4%B1Bilimsel_Ara%C5%9F%C4%B1rma_Projeleri_Hakk%C4%B1nda_Y%C3%B6netmelik.pdf">https://www.yok.gov.tr/Documents/Kurumsal/strateji_dairesi/mevzuat/Y%C3%BCKsek%C3%B6%C4%9Fretim_Kurumlar%C4%B1Bilimsel_Ara%C5%9F%C4%B1rma_Projeleri_Hakk%C4%B1nda_Y%C3%B6netmelik.pdf</a>) <a href="https://www.tubitak.gov.tr/tr/kurumsal/hakkimizda/icerik-mevzuat">https://www.tubitak.gov.tr/tr/kurumsal/hakkimizda/icerik-mevzuat</a> (The Scientific and Technological Research Council of Turkey, TUBITAK)</p>	<p>IZTECH has Directive on Principles of Selection, Acceptance and Monitoring of Scientific Research Projects, which is in line with national regulations (<a href="https://iyte.edu.tr/wp-content/uploads/2018/09/BAP_secimkabu_Yonerge.pdf">https://iyte.edu.tr/wp-content/uploads/2018/09/BAP_secimkabu_Yonerge.pdf</a>). As for the procedures related to research phase of graduate education such as Master's or PhD thesis, IZTECH Graduate School has a Graduate Education Directive which includes the provisions on time restrictions as to appointing an advisor, to complete coursework and thesis work. Proposal: IZTECH Research Directorate can organize university-wide workshops to increase awareness on the strategic goals leading the institution's research environment as well as the existing funding mechanisms.</p>

**Status****5. Contractual and legal obligations**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	No gap. Scored well in the survey. Since IZTECH is a public university, all the contractual and legal obligations are defined nation-wide by the legal authorities. The relating legal framework is based on the following legislative regulations: Turkish Constitution Article 130 ( <a href="https://www.anayasa.gov.tr/en/legislation/turkish-constitution/">https://www.anayasa.gov.tr/en/legislation/turkish-constitution/</a> ) Civil Servants' Act (No. 657) ( <a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=657&amp;MevzuatTur=1&amp;MevzuatTerip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=657&amp;MevzuatTur=1&amp;MevzuatTerip=5</a> ) The Law on Higher Education (No. 2547) ( <a href="https://www.mevzuat.gov.tr/mevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/mevzuatMetin/1.5.2547.pdf</a> ) The Higher Education Personnel Law (No. 2914) ( <a href="https://www.mevzuat.gov.tr/mevzuatMetin/1.5.2914.pdf">https://www.mevzuat.gov.tr/mevzuatMetin/1.5.2914.pdf</a> ) Occupational Health and Safety Law (No. 6331) ( <a href="https://www.mevzuat.gov.tr/mevzuatmetin/1.5.5018.pdf">https://www.mevzuat.gov.tr/mevzuatmetin/1.5.5018.pdf</a> )	Contractual responsibilities and obligations of academic staff are clearly stated on the website of Directorate of Personnel Affairs of IZTECH. Similarly, contractual and legal issues of all IZTECH personnel are regularly monitored through specific branches operating under the Directorate of Personnel Affairs and necessary support is provided to academic personnel in case any need arises.

**6. Accountability**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	No gap. Scored well in the survey. As a public research institution, monitoring personnel and institutional accountability is one of the major duties of the IZTECH administration. Those duties are almost completely defined by the legal authorities: Public Finance Management and Control Law (No. 5018) ( <a href="https://www.mevzuat.gov.tr/mevzuatmetin/1.5.5018.pdf">https://www.mevzuat.gov.tr/mevzuatmetin/1.5.5018.pdf</a> ) Law on the Court of Accounts (No. 6085) ( <a href="https://www.mevzuat.gov.tr/mevzuatMetin/1.5.6085.pdf">https://www.mevzuat.gov.tr/mevzuatMetin/1.5.6085.pdf</a> ) For the project and research activities, funded by different institutions and organizations, the following legal and financial regulations are also applied: Regulation on the Spending and Accounting of Grant Amounts Transferred to Public Administrations from the Resources of the European Union and International Organizations ( <a href="https://www.resmigazete.gov.tr/eskiler/2007/11/20071127-2.htm">https://www.resmigazete.gov.tr/eskiler/2007/11/20071127-2.htm</a> ) Principles and Procedures Regarding the Spending of the Amounts to be Transferred from the Resources of TUBITAK to the Public Administrations within the Scope of the General Budget and Administrations with Special Budgets, and the Expenditure of the Externally Supported Projects Carried out by TUBITAK ( <a href="https://www.tubitak.gov.tr/tubitak_content_files/mevzuat/ESASLAR_X_1_Y_ESASLAR_I_3.pdf">https://www.tubitak.gov.tr/tubitak_content_files/mevzuat/ESASLAR_X_1_Y_ESASLAR_I_3.pdf</a> ) Izmir Institute of Technology, Directive on Principles to be Considered in the Selection, Acceptance and Monitoring of Scientific Research Projects ( <a href="https://iyte.edu.tr/wp-content/uploads/2018/09/BAP_secimkabal_Yonerge.pdf">https://iyte.edu.tr/wp-content/uploads/2018/09/BAP_secimkabal_Yonerge.pdf</a> )	As the financial planning and implementation unit at IZTECH, the Directorate of Strategy Development is responsible for; i) preparing the university budget, ii) performing budget transactions and keeping records, iii) carrying out the preliminary financial control task, iv) taking measures to ensure effectiveness, efficiency and accountability. In this context, the Directorate of Strategy Development prepares and publishes necessary regulations and documents regarding the accountability of the staff in line with the national and international legislations. For the projects directly funded by IZTECH, Scientific Research Projects Commission monitors all the projects in terms of academic, legal and financial perspectives.

**7. Good practice in research**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	No gap. Scored well in the survey. IZTECH Research Directorate, which is the main body at the institution, has a directive document that broadly regulates research practices ( <a href="https://iyte.edu.tr/wp-content/uploads/2018/09/arastirmalar-direktorlugu-yonerge.pdf">https://iyte.edu.tr/wp-content/uploads/2018/09/arastirmalar-direktorlugu-yonerge.pdf</a> ). Although it is well-scored in the survey, the directive content needs improvements in order to be aligned with HRS4R principles.	IZTECH Research Directorate was established with Senate Resolution No. 4 dated 25.02.2014 for the optimization of research strategies and targets. The main responsibilities of the Research Directorate include (i) the determination and updating of the research and development policies and targets, and (ii) the regular monitoring and operation of research activities. As defined in Article 10 of Research Directorate Directive, IZTECH Research Directorate Executive Committee is responsible for ensuring the good practice in research including innovation activities, technological theme definition, technology development and management, design and management of projects, project-fund matching, technology and products association and product design and development, optimization of product features, protection in terms of intellectual and industrial property rights, transformation of ideas into enterprises and commercialization; strategic dimension development, reviewing norms, designing, general business description, defining indicators, monitoring, evaluating, modeling Technology Transfer Office integration into the organization and suggesting other collaborations. Proposal: "Good Practice in Research" document covering project and research application processes, project management, financial and legal issues, ethics, complaints/appeals procedures etc. can be prepared. Likewise, by organizing various workshops, research practices can be improved.

**8. Dissemination, exploitation of results**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	No gap. Scored well in the survey. IZTECH's dissemination and exploitation strategies are based on open science and open access applications. These strategies are fully compatible with the open science policies of the European Union. ( <a href="https://ec.europa.eu/info/sites/default/files/research_and_innovation/knowledge_publications_tools_and_data/documents/ec_rtd_factsheet-open-science_2019.pdf">https://ec.europa.eu/info/sites/default/files/research_and_innovation/knowledge_publications_tools_and_data/documents/ec_rtd_factsheet-open-science_2019.pdf</a> ) IZTECH's policies and regulations regarding the open access and open science issues serve as a model for other institutions in the country. ( <a href="https://openaccess.iyte.edu.tr/bitstream/11147/4273/5/A%c3%a7%c4%b1k%20Eri%cc5%9fim%20Y%cc3%bbnergesi.pdf">https://openaccess.iyte.edu.tr/bitstream/11147/4273/5/A%c3%a7%c4%b1k%20Eri%cc5%9fim%20Y%cc3%bbnergesi.pdf</a> ) IZTECH Strategy Plan Document for 2019-2023 period sets encouraging and providing technical/financial support for patent-trademark-utility model applications as one of the major aims. In that way, it is aimed to expand the usage areas by commercializing the results of the research conducted at IZTECH. ( <a href="https://iyte.edu.tr/wp-content/uploads/2019/02/I%CC%87YTE-Stratejik-Plan-2019-2023.pdf">https://iyte.edu.tr/wp-content/uploads/2019/02/I%CC%87YTE-Stratejik-Plan-2019-2023.pdf</a> )	IZTECH is the leading university in Open Science and Open Access practices not only in Turkey but also in Europe. As Turkey's first university to enact mandatory Open Access and Open Science policies in its Senate, IZTECH's policies serve as a model for other institutions in the country. ( <a href="https://openaccess.iyte.edu.tr/bitstream/11147/4273/5/A%c3%a7%c4%b1k%20Eri%cc5%9fim%20Y%cc3%bbnergesi.pdf">https://openaccess.iyte.edu.tr/bitstream/11147/4273/5/A%c3%a7%c4%b1k%20Eri%cc5%9fim%20Y%cc3%bbnergesi.pdf</a> ) IZTECH is the only partner in Turkey of the European Union's (EU) OpenAIRE Plus, OpenAIRE2020 and OpenAIRE-Advance projects ( <a href="https://www.openaire.eu/">https://www.openaire.eu/</a> ) which ensure a permanent presence and structure for a European-wide national policy and open scholarly communication infrastructure by supporting EU scientific technical infrastructure, and helping researchers, research managers, and project coordinators comply with the EU Open Science and Open Access policies ( <a href="https://ec.europa.eu/info/sites/default/files/research_and_innovation/knowledge_publications_tools_and_data/documents/ec_rtd_factsheet-open-science_2019.pdf">https://ec.europa.eu/info/sites/default/files/research_and_innovation/knowledge_publications_tools_and_data/documents/ec_rtd_factsheet-open-science_2019.pdf</a> ). IZTECH is a founding board member of the OpenAIRE partnership, which has 47 members from 38 different countries, and it is the only OpenAIRE's National Open Access Desk (NOAD) in Turkey ( <a href="https://www.openaire.eu/os-turkey">https://www.openaire.eu/os-turkey</a> ). Currently, approximately 70% of the scientific studies conducted at IZTECH are shared with the world through GCRIS ( <a href="https://gcris.iyte.edu.tr/">https://gcris.iyte.edu.tr/</a> ), a global research and performance evaluation information system that enables searching and discovering all research outputs within the IZTECH research ecosystem such as articles, projects, patents and equipment, associating these outputs with researchers, providing advanced reporting with different metrics, and supporting corporate strategic decisions. Besides, it is an institutional repository at international standards that allows sharing of all kinds of scientific outputs related to research activities with the whole world by providing long-term preservation.

**Status****9. Public engagement**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	IZTECH Strategic Plan Document for 2019-2023 period sets improving public engagement as one of its main targets. Activities addressing regional development, public and youth education and dissemination of science are proposed in this document. ( <a href="https://iyte.edu.tr/wp-content/uploads/2019/02/1%CC%87YTE-Stratejik-Plan-2019-2023.pdf">https://iyte.edu.tr/wp-content/uploads/2019/02/1%CC%87YTE-Stratejik-Plan-2019-2023.pdf</a> ) IZTECH can make some progress in ensuring that research activities are communicated to society at large by improving ways of science communication to ensure science understanding by non-scientists. Researchers at IZTECH can make some progress in understanding public's priorities for science and technology through direct contact with the public.	As a partner, IZTECH carried out activities within the program of European Researchers' Night (NIGHT) that aimed to bring researchers closer to the general public ( <a href="https://greennight.yasar.edu.tr/english/">https://greennight.yasar.edu.tr/english/</a> ). As a part of youth outreach, scientific projects are regularly carried out with high school students. A Civic Engagement Project Coordination Unit has been established to carry out correspondence, communication and agreements to cooperate with stakeholder institutions and organizations for the development of projects. ( <a href="https://toplumsal.iyte.edu.tr/en/mission/">https://toplumsal.iyte.edu.tr/en/mission/</a> ) Proposal: It is suggested that IZTECH Office of Public Relations will collaborate with Research Directorate and Departments in order to communicate science to society at large. IZTECH Appointment and Promotion Regulations can be revised to recognize public engagement activities of researchers. Importance of public engagement can be emphasized in Good Practice in Research document.

**10. Non discrimination**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	Scored top in the survey. Since assessments at IZTECH are merit-based, the general perception reflected in the surveys is strongly positive in terms of non-discrimination. However, gender balance shall be improved in accordance with HRS4R Charter and Code.	IZTECH commits itself to gender balance and non-discrimination on the basis of gender. IZTECH Senate accepted in 19.10.2021 Principles And Strategies Regarding Gender Equality which strictly highlights "IZTECH, with all its staff and students, opposes any discrimination regarding language, religion, race, culture, gender and species by respecting social differences on the basis of universal values such as freedom, equality, inclusiveness, respect for human dignity, social responsibility and justice, which it accepts as fundamental values at the institutional level". ( <a href="https://iyte.edu.tr/wp-content/uploads/sites/4/2021/12/IZTECH-PRINCIPLES-AND-STRATEGIES-REGARDING-GENDER-EQUALITY-.pdf">https://iyte.edu.tr/wp-content/uploads/sites/4/2021/12/IZTECH-PRINCIPLES-AND-STRATEGIES-REGARDING-GENDER-EQUALITY-.pdf</a> ) The Directorate of Strategy Development (i) carries out tasks and procedures for collecting and processing relevant institutional data regarding gender balance principles and strategies, (ii) shares them with the Rectorate and Dean's Offices each year. The provisions of this document are executed by the Rectorate. IZTECH's research positions announced in international platforms such as EURAXESS website indicate that a non-discrimination policy is applied. ( <a href="https://cdn1.euraxess.org/worldwide/south-korea/open-call-phd-candidates-early-stage-researchers-esrs-yenimahalleankara">https://cdn1.euraxess.org/worldwide/south-korea/open-call-phd-candidates-early-stage-researchers-esrs-yenimahalleankara</a> ) ( <a href="https://a2m2tech.org.tr/Html/files/basic-html/page6.html">https://a2m2tech.org.tr/Html/files/basic-html/page6.html</a> )  Proposal: Institution-wide gender balance trainings and awareness raising activities will be organized. IZTECH Appointment and Promotion Criteria will be revised to address gender balance at selection committees. A recommendation letter will be sent to Council of Higher Education on gender balance in academia. Gender balance will be ensured at all committees.

**11. Evaluation/ appraisal systems**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	There is a gap for the evaluation of researchers' performance. IZTECH is bound to follow The Law on Higher Education, the Regulation on Appointment and Promotion to Faculty Positions, National Academic Appraisal Regulation and IZTECH's Appointment and Promotion Criteria. ( <a href="https://www.yok.gov.tr/Documents/Yayinlar/Yayinlarimiz/the-law-on-higher-education.pdf">https://www.yok.gov.tr/Documents/Yayinlar/Yayinlarimiz/the-law-on-higher-education.pdf</a> ) ( <a href="https://www.mevzuat.gov.tr/anasayfa/MevzuatFihristDetayIframe?MevzuatTur=21&amp;MevzuatNo=201811834&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/anasayfa/MevzuatFihristDetayIframe?MevzuatTur=21&amp;MevzuatNo=201811834&amp;MevzuatTertip=5</a> ) ( <a href="https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/">https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/</a> ).	Professional performance of researchers is evaluated on a regular basis and in a transparent manner by following national academic appraisal regulations. However, participation to this appraisal system is voluntary and evaluation committees have to be composed internally in accordance with the regulations. While IZTECH Directive on Appointment and Promotion Criteria allows to evaluate researchers' overall research creativity and research results by appraising publications, patents, management of research, teaching, supervision within the context of career progression, it does not recognize mentoring, national or international collaboration, administrative duties, public awareness activities and mobility. Proposal: IZTECH can introduce new incentives and tools to recognize its researchers' contribution to mentoring, teaching, administrative duties, public awareness activities and mobility as valuable elements of their career progression.

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 checklist on Open, Transparent 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	Survey results showed a gap in the recruitment criteria and also indicated that although the recruitment process does not discriminate against applicants on any level, the university does not announce its position on gender equality or career disadvantages or disruptions caused by issues such as parenthood or career change. IZTECH is bound with national legislation regarding researchers' appointments. ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> ) (articles 23, 24, 25, 26 on faculty appointments)	Although the appointment process is coordinated and concluded by the Directorate of Personnel Affairs, the institute's vacancy announcements are rarely prepared in English and only so when specific foreign faculty positions are concerned. Additionally, due to the national legislation, the university does not announce its position on gender equality or career disadvantages or disruptions caused by issues such as parenthood or career change. Proposal: An easily accessible webpage announcing recruitment at all academic levels can be developed by the IT Department. All announcements can be made in Turkish and English. All job announcements can include the important points emphasized in HRS4R's recruitment principles (gender equality, discrimination policy, gaps in chronological order in career, etc.) to encourage application from all eligible researchers.

**13. Recruitment (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
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Status

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+/- almost but not fully implemented

Survey results indicated that international comparability needs to be improved. Additionally, only the positions published for foreign faculty are published in English on the institute's website. Survey results point to weakness in the information given to candidates on their personal rights and benefits, expected career developments and working conditions during the recruitment process. IZTECH's recruitment policies are bound to follow national legislation regarding academic appointments and refined by the institute within defined limits.  
(<https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf>) (<https://personel.iyte.edu.tr/en/academic-staff-and-appointment-branch-office/>)

Research positions are announced on the departments' websites and via national press. The institute recently started to place ads on EURAXESS and Researchgate to increase its international visibility and the internationalization of its faculty. Proposal: The institute can be more specific on how to prepare the announcements. A central recruitment procedure can be established for all levels within the limits of national legislation and can be made accessible and visible at the IZTECH Directorate of Personnel Affairs webpage. Administrative workshops can be organized to align the procedures of the Directorate of Personnel Affairs with HRS4R recruitment principles. Informing the candidates about the personal rights and benefits can be done by the Directorate of Personnel Affairs .

**Status****14. Selection (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- partially implemented	Survey results showed that gender balance was poorly considered in selection committees. Another important outcome was that selection committees did not include members from different sectors and/or international individuals. IZTECH is bound by the Higher Education Law No. 2547 which restricts the composition of selection committees. ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> ) IZTECH's selection committees are organized under existing procedures. ( <a href="https://personel.iyte.edu.tr/en/application-procedures-for-faculty-members/">https://personel.iyte.edu.tr/en/application-procedures-for-faculty-members/</a> ).	At the pre-evaluation stage, IZTECH Academic Appointment and Promotion Criteria states "The scientific works, studies and all other academic activities documented by the candidates in their applications are subject to preliminary evaluation by a commission consisting of the relevant department head/unit manager and faculty deans...", therefore gender balance at this stage is restricted. However, there is no restriction for ensuring gender balance at the evaluation stage, since candidates are evaluated externally by established researchers. Proposal: Applicants can be evaluated from a variety of perspectives including foreign participation. The institute can consider the inclusion of external non-academic refereeing in the selection of R1 level researchers. IZTECH will revisit its Appointment and Promotion Criteria in order to include gender balance as a principle in the selection of external evaluation committees.

**15. Transparency (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Survey results showed that applicants are not sufficiently informed on their application's strong and weak aspects following the selection process. Recruitment and selection procedures to faculty positions (R2, R3, R4) are regulated by the national legislation regarding appointment and promotion to faculty positions. ( <a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=24672&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=24672&amp;MevzuatTur=7&amp;MevzuatTertip=5</a> ). There is also another directive for R1 researchers. ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf</a> )	In line with national directives, researchers are given information on the number of open positions, recruitment procedures and selection criteria during the application process. R1 researchers can access evaluation results, which are announced on the IZTECH's website. Feedback on written exams is provided upon request. Although necessary information is included in the directives, questionnaire responses point to a lack of knowledge. Proposal: Directives and procedures shall be made easy-to-read and easy-to-understand. R2-R4 level of researchers can be given adequate feedback regarding the strengths and weaknesses of their applications upon request. Evaluation results can be accessible through announcements, which will include the guidelines for feedback and appeal processes.

**16. Judging merit (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	According to survey results, R1 level researchers think that the recruitment and selection procedures take applicant's creativity and level of independence into account insufficiently. Also, R2-R4 level researchers think that recruitment and selection procedures do not evaluate the applicant's whole range of experience. However, currently for R1 level applicants, the recruitment and selection processes are centralized and clearly defined through a national directive. ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf</a> ) The recruitment and selection procedures to faculty positions (R2, R3, R4) are regulated by the national legislation of Appointment and Promotion to Faculty Positions Directive. ( <a href="https://personel.iyte.edu.tr/en/application-procedures-for-faculty-members/">https://personel.iyte.edu.tr/en/application-procedures-for-faculty-members/</a> )	Currently, for R1 level applicants, the recruitment and selection process is centralized in accordance with a national directive, which does not permit institution to include other aspects. In evaluating applicants for R2-R4 positions, the institute runs a merit-based procedure regarding the strengths of each applicant on teaching, research, innovation, and supervision of graduate students. Proposal: IZTECH can revise its Appointment and Promotion Criteria for R2-R4 level researchers in order to be aligned with the HRS4R principles. The calls can indicate the diversity of professional and academic experience that the institute values in applicants.

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

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	The survey results show that during the job selection process, candidates are allowed to submit their CVs that fully reflect their achievements and qualifications suitable for the job. However, there are no specific guidelines requesting the evaluation committees not to judge the candidates with unusual CVs (i.e., experienced career interruptions) unfairly. Indeed, survey results suggest that an interruption in career needs to be approached neutrally during recruitment at IZTECH.	IZTECH Appointment and Promotion Criteria considers qualifications and research experience, including all kinds of merits. Proposal: IZTECH selection policy and procedures including Appointment and Promotion Criteria should be reviewed and updated with the inclusion of better guidelines to include this principle.

**18. Recognition of mobility experience (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Although internationalization is one of the main priorities of the institutions as defined in Internationalization Policy Document, IZTECH Appointment and Promotion Criteria does not recognize mobility including inter-sectoral mobility as part of the assessment during the selection process. ( <a href="https://uio.iyte.edu.tr/en/internationalization-policy-document/">https://uio.iyte.edu.tr/en/internationalization-policy-document/</a> ) Also, the institution does not have specific policy to encourage international sabbatical leaves. The Regulation on the Principles to be Followed in Domestic and Abroad Assignments of CoHE sets the criteria for sabbatical leaves. However, researchers in IZTECH need approval from departments, faculties and the Senate. ( <a href="https://www.mevzuat.gov.tr/File/GeneratePdf?mevzuatNo=10155&amp;mevzuatTur=KurumVeKurulusYonetmeligi&amp;mevzuatTertip=5">https://www.mevzuat.gov.tr/File/GeneratePdf?mevzuatNo=10155&amp;mevzuatTur=KurumVeKurulusYonetmeligi&amp;mevzuatTertip=5</a> )	As seen in Internationalization Policy Document, internationalization is one of the main priorities of IZTECH. Increasing the number of international academics and supporting international mobility are fundamental elements of the internationalization strategy at IZTECH. ( <a href="https://uio.iyte.edu.tr/en/internationalization-policy-document/">https://uio.iyte.edu.tr/en/internationalization-policy-document/</a> ) Research funding schemes such as the Marie Skłodowska Curie and other actions that promote mobility are encouraged by the IZTECH Research Directorate. Staff and teaching mobility via Erasmus program are supported by the IZTECH International Office. Proposal: IZTECH Appointment and Promotion Criteria can be updated to increase recognition of both international and inter-sectoral mobility including sabbatical leaves. Sabbatical leaves can be structured in line with open, transparent and merit-based principles and a sabbatical evaluation committee can be designed.

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

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>The survey results showed that the recruitment process at IZTECH appropriately measured and evaluated all academic and professional qualifications of candidate researchers. However, non-formal qualifications along with international and professional mobility experiences of the candidates do not have the necessary recognition. Recruitment and selection procedures to faculty positions (R2, R3, R4) are regulated by the national legislation regarding appointment and promotion to faculty positions (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=24672&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=24672&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>). Another directive of CoHe defines the criteria and process for the recruitment of R1 researchers completely and it does not permit institution to include other aspects. (<a href="https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf</a>)</p>	<p>IZTECH Appointment and Promotion Criteria provides a general framework for necessary qualifications during recruitment and selection process. Currently, for R1 level applicants, the recruitment and selection process is centralized in accordance with a national directive, which does not permit IZTECH to include other aspects. In evaluating applicants for R2 to R4 level positions, the institute runs a merit-based procedure regarding the strengths of each applicant on teaching, research, innovation, and supervision of graduate students. Proposal: IZTECH Appointment and Promotion Criteria can be updated to include non-formal qualifications in the assessment process.</p>

**20. Seniority (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>According to Survey results the qualifications sought during the recruitment process at IZTECH are determined in accordance with the requirements of the position. Recruitment and selection procedures to faculty positions (R2, R3, R4) are regulated by the national legislation regarding appointment and promotion to faculty positions. (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=24672&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=24672&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>). Another directive of CoHe defines the criteria and process for the recruitment of R1 researchers completely and it does not permit institution to include other aspects. (<a href="https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/yonetmelik/7.5.28947.pdf</a>) However, there can be some improvements in assessment of the candidate's (R2-R3-R4) lifelong professional development. During the selection process at IZTECH, the qualifications of the candidate are evaluated only by focusing on their personal achievements, not by looking at the reputation of the institution where these qualifications are acquired or the special conditions of the person.</p>	<p>IZTECH Appointment and Promotion Criteria provides a general framework for necessary qualifications during recruitment and selection process. Currently, for R1 level applicants, the recruitment and selection process is centralized in accordance with a national directive, which does not permit institution to include other aspects. In evaluating applicants for R2-R4 positions, the institute runs a merit-based procedure regarding the strengths of each applicant on teaching, research, innovation, and supervision of graduate students. Proposal: IZTECH Appointment and Promotion Criteria can be revised to address recognition of life-long professional development in line with national legislations.</p>

**21. Postdoctoral appointments (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>There is a lack in the recognition of post-doctoral researcher position. As a public university, IZTECH is bound by the CoHE and its Law on Higher Education No. 2547, where postdoctoral researcher position is not recognized as in the case of appointments for R2-R4 level researchers. (<a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a>) Since September 2020, IZTECH has Directive on Visiting Researchers Admission and Application that classifies postdoctoral researchers as visiting researchers. (<a href="https://personel.iyte.edu.tr/wp-content/uploads/sites/106/2021/09/Misafir-Ara%C5%9Ft%C4%B1mac%C4%B1-Kabul-ve-Uygulama-Y%C3%B6nergesi.pdf">https://personel.iyte.edu.tr/wp-content/uploads/sites/106/2021/09/Misafir-Ara%C5%9Ft%C4%B1mac%C4%B1-Kabul-ve-Uygulama-Y%C3%B6nergesi.pdf</a>)</p>	<p>IZTECH offers non-permanent postdoctoral researcher positions funded by national and international funding organizations such as The Scientific and Technological Research Council of Turkey (TUBITAK) and Horizon Europe programmes. Proposal: Calls for post-doctoral positions can be announced on IZTECH's website and EURAXESS platform. The Directorate of Personnel Affairs can appoint staff to resolve administrative problems regarding post-doctoral appointments.</p>

**Working Conditions and Social Security****22. Recognition of the profession**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The survey indicated that R1 level researchers were not always seen as professionals. As a public university, IZTECH is bound by the CoHe and its Law on Higher Education No. 2547. (<a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a>)</p>	<p>IZTECH aims to prevent in-breeding by stating its position in its Appointment and Promotion Criteria. Professional perception of R2-R4 level researchers are thus mainly provided. Again due to in-breeding policy of IZTECH, graduate students are not eligible to be hired permanently following graduation. This leads to unrecognition of R1 level researchers as professionals. Proposal: Seminars and workshops can be organized to change the current perception about researchers at all levels including pre-doctoral researchers.</p>

**23. Research environment**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>According to the survey, respondents think that the research environment at IZTECH partially offers appropriate resources, equipment, facilities and opportunities. Also, IZTECH can improve its participation in research networks. Being a public university, IZTECH needs to search for additional sources of external and internal funding. IZTECH is a public university and its main funding mechanism is through national funding agencies resulting in a lack of financial support for research infrastructure and equipment.</p>	<p>IZTECH is equipped with state-of-the art research facilities. Many departments harbor highly equipped research labs which have numerous national and international collaborations. Additionally, the assembly of all research centers under a single roof called Integrated Research Centers (IRC) facilitates effective coordination of research activities. IZTECH, through IRC, established a credit system in order to provide analysis support, the credits allocation is mainly merit-based. (<a href="https://tam.iyte.edu.tr/">https://tam.iyte.edu.tr/</a>) An Occupational Health and Security Office has been established to train researchers about the national rules and regulations. Research Directorate aims to facilitate national and international collaborations; additionally, researchers are encouraged to participate in European networks, such as COST and Horizon Europe programmes. Proposal: Workshops can be organised to increase awareness on all available funding opportunities.</p>

**Status****24. Working conditions**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	R1 level researchers think that IZTECH does not fully support flexible working conditions. IZTECH is bound by the state rules regarding the working conditions (all modes including distant, flexible, etc.) and collective agreement rights of researchers. ( <a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=657&amp;MevzuatTur=1&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=657&amp;MevzuatTur=1&amp;MevzuatTertip=5</a> ) IZTECH allows maternity, paternity and nursing leaves. Additionally, survey results showed that sabbatical leaves are insufficiently encouraged since the necessary additional funds and administrative mechanisms are not clearly defined.	An on-campus kindergarten was opened. Also IZTECH Foundation has an elementary school. IZTECH has initiated efforts to open a high school on campus. Proposal: Sabbatical leaves can be structured in line with open, transparent and merit-based principles and a sabbatical evaluation committee can be designed. Annual meetings can be organized between University administration and authorized labor unions regarding working conditions.

**25. Stability and permanence of employment**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	IZTECH implements stability and permanence of employment almost fully. Survey results showed that IZTECH did not fully support stability and permanence of employment according to R1-R2 level researchers. IZTECH ensures stability and permanence of employment for all level of researchers as long as the researcher meets the requirements and milestones set by the national and institutional legislations. (CoHE Law No. 2547: <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> ) ( <a href="https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/">https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/</a> )	IZTECH aims to prevent in-breeding by stating its position in its Appointment and Promotion Criteria. Due to in-breeding policy of IZTECH, graduate students are not eligible to be hired permanently following graduation. Proposal: Department Heads and R2 level researchers need to communicate effectively in order to convey career expectations effectively (mentorship mechanism). Mentorship mechanisms can be established for R2-R4 level researchers.

**26. Funding and salaries**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The survey results showed that IZTECH implements this principle partially. With respect to funding and salaries, IZTECH is bound to follow the national rules and regulations stated below: The Law on Higher Education, No: 2547 ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> ) Civil Servants' Act, No: 657 ( <a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=657&amp;MevzuatTur=1&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=657&amp;MevzuatTur=1&amp;MevzuatTertip=5</a> ) The Higher Education Personnel Law, No: 2914 ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2914.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2914.pdf</a> ) At state universities in Turkey, the salaries are paid by the state and universities basically have no influence on the income of the researchers. Additional payments or benefits, such as honoraries from projects or other activities, are also determined by the national legislations. Graduate students and post-doctoral researchers are being paid through various national and international funding agencies. The social security benefits for young researchers, depending on the source of the fellowships, may be insufficient.	The assembly of all research centers under a single roof called Integrated Research Centers (IRC, <a href="https://am.iyte.edu.tr/">https://am.iyte.edu.tr/</a> ) facilitated effective coordination of research activities at IZTECH. IRC provides analysis support to researchers through a credit allocation system, which is merit-based. Proposal: IZTECH can make recommendations to the relevant government authorities for improvement of researcher funding and benefits. IZTECH can organize workshops to increase awareness on national and international funding opportunities and promote industry-university cooperations.

**27. Gender balance**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	The survey showed that this principle is implemented partially at IZTECH. The current higher education rules and regulations do not impose or recommend any gender balance and IZTECH is bound to follow these rules. (The Law on Higher Education, No: 2547; ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> ) The existing national legislation does not permit to take the gender balance into account on the selection of committees, such as those that are responsible for selection, assessment and promotion of researchers. Although IZTECH pays attention to gender balance in practice, it is still bound by the existing national legislations. The merits and qualifications of the researchers are prioritized during the employment procedure regardless of gender, however implementation of gender balance at IZTECH is not adequate in selection committees.	A gender balance policy document called "Principles And Strategies Regarding Gender Equality" has recently been approved by the IZTECH Senate to acknowledge the gap in this matter, emphasizing the significance of gender balance ( <a href="https://en.iyte.edu.tr/about/principles-and-strategies-regarding-gender-equality/">https://en.iyte.edu.tr/about/principles-and-strategies-regarding-gender-equality/</a> ). Proposal: Implementation of gender balance can be considered in the composition of selection and evaluation committees unless strictly restricted by the national regulations. Recommendations can be made to The Council of Higher Education (CoHE) to implement rules to secure gender balance.

**28. Career development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently implemented	The survey showed that career development is implemented insufficiently at IZTECH. It is very clear that there is a lack of career development guidance for researchers at all levels. Although the graduate students do have an academic supervisor for their works and thesis, especially young researchers and academics do not have any guidance that would help them with their individual or career development. There are no seminars or educational opportunities for researchers to learn about potential career development strategies. The lack of incentives for such guidance, as determined by national rules and regulations, makes it difficult to implement career development. (The Law on Higher Education, No: 2547; <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> )	The Career Development, Research and Application Center has recently been established to guide graduate students and post-doctoral researchers. Proposal: IZTECH's Career Office and Career Development Application and Research Centre can be restructured to address the needs of researchers at all levels. Individualized career plans for each willing academic staff can be developed. Incentives for mentorship program can be developed and then it can be established to encourage the mentoring of younger faculty by experienced ones.



**Status****29. Value of mobility**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>The survey results showed that mobility was not sufficiently recognized in career development strategies. IZTECH supports mobility based on the following institutional and national legislations: Regulation on the principles to be followed in domestic and abroad assignments (Official Gazette, No: 18214) (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=10155&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=10155&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Assignments at Public Institutions and Foundations (The Law on Higher Education, No: 2547, Art. 38-39). (<a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a>) Regulation on Mevlana Exchange Program (Official Gazette, No: 28034) (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=15219&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=15219&amp;MevzuatTur=7&amp;MevzuatTertip=5</a>) Researchers can be employed in Technopark companies one day per week according to national and institutional regulations. Technology Development Zones Law, No: 4691 (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=4691&amp;MevzuatTur=1&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=4691&amp;MevzuatTur=1&amp;MevzuatTertip=5</a>) The Law on Higher Education, No: 2547, Art. 39 (<a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a>) Official Gazette, No: 25806 (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=8109&amp;MevzuatTur=8&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=8109&amp;MevzuatTur=8&amp;MevzuatTertip=5</a>) Our International Office has many partnership agreements (Erasmus, Mevlana exchange program, Memorandum of Understanding etc.) (<a href="https://uio.iyte.edu.tr/en/home-page/#partnerships">https://uio.iyte.edu.tr/en/home-page/#partnerships</a>) Although there are numerous mobility opportunities for researchers at IZTECH, there appears to be a lack of awareness among researchers.</p>	<p>IZTECH offers many opportunities for the mobility of researchers. All researchers will be informed about these opportunities through regular seminars and workshops. Proposal: Awareness on various mobility schemes and opportunities, including EURAXESS services, can be enhanced via workshops and seminars. Value of the mobility can be further recognized by inclusion in the IZTECH Appointment and Promotion Criteria. Support services for all kinds of mobility options can be offered by relevant units at IZTECH.</p>

**30. Access to career advice**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently implemented	<p>The survey showed that access to career advice and job placement assistance were not sufficiently offered to researchers at IZTECH. IZTECH has established a Career Office (CO)(<a href="https://kariyer.iyte.edu.tr/en/home-page">https://kariyer.iyte.edu.tr/en/home-page</a>) in accordance with the national regulation to support the career planning and personal development activities of researchers (<a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=3908&amp;MevzuatTur=8&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=3908&amp;MevzuatTur=8&amp;MevzuatTertip=5</a>). However, the activities of CO are limited to undergraduate and Master's level students.</p>	<p>Career Development, Application and Research Centre (CDARC) has recently been established to guide especially graduate students and post-doctoral researchers. Proposal: Career Office (CO) and Career Development Application and Research Centre (CDARC) will be restructured to provide support and career advice which will be extended and enhanced to include all levels of researchers. A mentorship program can be established. Surveys and workshops can be organized to determine the needs of researchers regarding career advice and training. Individualized career plans for academic staff can be developed.</p>

**31. Intellectual Property Rights**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	<p>Survey results showed that there was a lack of awareness on Intellectual Property Rights despite a number of mechanisms promoting intellectual property rights at IZTECH.</p>	<p>IZTECH has a Technology Transfer Office (TTO) to provide consultancy services related to Intellectual and Industrial Property Rights (patent, model, brand, license etc.), to take part in execution of the contracts of academicians, to provide training, to support the process of confidentiality in partner projects of academicians and industry, to manage patents and licenses. (<a href="http://www.atmosferito.com/en/atmosfer-to-our-services">http://www.atmosferito.com/en/atmosfer-to-our-services</a>). Additionally, TürkPatent Information and Documentation Unit at IZTECH started its activities on 25 May 2005, within the framework of the cooperation protocol signed between the Turkish Patent and Trademark Office (Türkpatent) and IZTECH. Proposal: All researchers can be informed about the activities of the TTO and the Türkpatent Information and Documentation Unit regarding Intellectual Property Rights within the Code of Good Practice in Research document that can be prepared.</p>

**32. Co-authorship**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Survey results showed that co-authorship was viewed poorly by IZTECH when evaluating staff performance. There was also a lack of strategies, practices and procedures for young researchers' recognition as co-authors of papers, patents, etc. and for publishing their own research results independently from their supervisor(s). IZTECH is bound to follow the Law on Higher Education, the Regulation on Appointment and Promotion to Faculty Positions, National Academic Appraisal Regulation and IZTECH's Appointment and Promotion Criteria. (<a href="https://www.yok.gov.tr/Documents/Yayinlar/Yayinlarimiz/the-law-on-higher-education.pdf">https://www.yok.gov.tr/Documents/Yayinlar/Yayinlarimiz/the-law-on-higher-education.pdf</a>) (<a href="https://www.mevzuat.gov.tr/anasayfa/MevzuatFihristDetayIframe?MevzuatTur=21&amp;MevzuatNo=201811834&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/anasayfa/MevzuatFihristDetayIframe?MevzuatTur=21&amp;MevzuatNo=201811834&amp;MevzuatTertip=5</a>) (<a href="https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/">https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/</a>) Moreover, Code of Ethics of IZTECH and CoHE's directive define co-authorship criteria. (<a href="http://YTE-Bilimsel-Arastirma-ve-Yayin-Etigi-Yonergesi.pdf">http://YTE-Bilimsel-Arastirma-ve-Yayin-Etigi-Yonergesi.pdf</a>) (<a href="https://www.yok.gov.tr/Documents/Mevzuat/yuksekogretim_kurumlari_bilimsel_arastirma_ve_yayin_etigi_yonergesi.pdf">https://www.yok.gov.tr/Documents/Mevzuat/yuksekogretim_kurumlari_bilimsel_arastirma_ve_yayin_etigi_yonergesi.pdf</a>)</p>	<p>Co-authorship is recognized and rather poorly appraised by the national legislations and IZTECH's Appointment and Promotion Criteria, by reducing the score that can be collected from a publication as the number of authors increases. Proposal: IZTECH can revise its Appointment and Promotion Criteria to encourage co-authorship. IZTECH can promote independent research for R1 and R2 level researchers in the Code of Good Supervising document which can be prepared.</p>

**33. Teaching**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently implemented	<p>Survey results indicated that teaching responsibilities were included weakly in evaluation/appraisal systems and there was a need for a mentorship program. Minimum teaching responsibilities of a faculty member is defined by national legislation. (<a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a>) Teaching is recognized in the academic advancement/promotion regulations of both IZTECH and CoHE. (<a href="https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/">https://personel.iyte.edu.tr/en/minimum-academic-promotion-and-appointment-criteria/</a>) (<a href="https://www.uak.gov.tr/Sayfalar/docentlik/basvuru-sartlari/2021/2021-ocak-donemi-docentlik-basvuru-sartlari.aspx">https://www.uak.gov.tr/Sayfalar/docentlik/basvuru-sartlari/2021/2021-ocak-donemi-docentlik-basvuru-sartlari.aspx</a>)</p>	<p>Minimum teaching responsibility of a faculty is 10 h/week according to the regulation of CoHE. If the course load of a faculty exceeds ten hours per week, there is a payment for extra teaching hours up to twenty hours per week. Also, supervision of graduate theses is considered as one of the teaching activities and corresponds to a graduate course with 4 credits and 1 extra credit per graduate student. Proposal: IZTECH can initiate a mentorship program. IZTECH can revise its Appointment and Promotion Criteria to include mentorship and to emphasize teaching activities. IZTECH can increase the number of faculty to mitigate excessive teaching responsibilities. An orientation programme can be developed for all newly joined staff.</p>

**Status****34. Complains/ appeals**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently implemented	Survey results showed that IZTECH lacks appropriate procedures to deal with complaints/appeals of researchers. Also, even though IZTECH provides confidential and/or informal assistance in resolving work-related conflicts, survey results revealed that this type of assistance was not widely known amongst respondents. For academic and other types of offenses, Higher Education Law 2547 Art. 53-54 describes the framework and operation of disciplinary investigations. ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> ) Also IZTECH Ethical Behavior and Ethics Committee Directive aims to ensure the highest standards in regulating the research, teaching and working environment. ( <a href="https://iyte.edu.tr/wp-content/uploads/2019/08/IYTE-Etik-Davranis-Ilkeleri-ve-Etik-Kurulu-Yönergesi.pdf">https://iyte.edu.tr/wp-content/uploads/2019/08/IYTE-Etik-Davranis-Ilkeleri-ve-Etik-Kurulu-Yönergesi.pdf</a> )	IZTECH has directives on ethical behavior and ethics committees, which define and describe the fundamental principles such as academic freedom, honesty, accountability, responsibility, etc. In the directive, apart from describing the principles of ethical behavior, a detailed guideline for the complaint/appeals process is also given. Proposal: A Code of Good Practice in Supervising document that includes a detailed guideline for conflict resolution can be prepared. A Code of Good Practice in Research document that addresses the IZTECH Ethical Behavior and Ethics Committees Directives can be prepared and disseminated. Workshops on Code of Good Practice in Research and on Code of Good Practice in Supervising can be organized.

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

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
~/+ partially implemented	Survey results showed that researchers (R1-R4) think that they are represented insufficiently in the relevant consultation and decision-making bodies. IZTECH is bound to follow Higher Education Law 2547 Art. 13-19 in composition of its administrative boards. ( <a href="https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf">https://www.mevzuat.gov.tr/MevzuatMetin/1.5.2547.pdf</a> )	The Senate of IZTECH must be composed of researchers at R3 and R4 levels as dictated by national legislation. Faculty boards are composed of faculty representatives at R2-R4 career stages. In accordance with the ongoing quality assurance efforts at IZTECH, all commissions need to include R1 level researchers. At IZTECH, both undergraduate and graduate students are represented in the Student Council to protect their rights and to enable students to make decisions about education and training. ( <a href="https://lee.iyte.edu.tr/wp-content/uploads/sites/110/2014/01/ogrenci_konseyi-31.pdf">https://lee.iyte.edu.tr/wp-content/uploads/sites/110/2014/01/ogrenci_konseyi-31.pdf</a> ) Proposal: R1 level researchers can be encouraged to participate in commissions hence taking parts in decision-making bodies.

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

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/+ almost but not fully implemented	Survey results showed a gap for R1 level researchers in meeting with faculty/department representatives, keeping records of progress and research outputs, getting feedback from their supervisors and faculty/department representatives, and implementing feedback on mutually agreed deadlines and milestones. For R1 level researchers, supervisory arrangements, meetings with supervisors, monitoring work progress, feedback mechanisms are regulated in accordance with National and IZTECH Graduate Education Regulations. ( <a href="https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=21510&amp;MevzuatTur=7&amp;MevzuatTertip=5">https://www.mevzuat.gov.tr/mevzuat?MevzuatNo=21510&amp;MevzuatTur=7&amp;MevzuatTertip=5</a> and <a href="https://lee.iyte.edu.tr/en/regulations">https://lee.iyte.edu.tr/en/regulations</a> ) There is currently no mandatory or optional arrangement for R1 researchers to meet with faculty or departmental representative(s), as part of their training phase. There is no institutional format or regulation for recording data and information generated during research activities.	R1 level researchers select at least one supervisor from faculty members based on their research interest in accordance with IZTECH Graduate Education Regulations. These regulations require researchers to meet regularly with their supervisors, at least 1 h/week. Additionally, a thesis committee meets regularly with R1 researcher to monitor progress. Written or oral feedback is given. It is usually the supervisor's responsibility to adhere to the regular weekly meetings with R1 level researchers, and disruptions can often occur due to the supervisor's other work commitments. Additionally, all research staff has regular meetings with their supervisors. Work in progress is monitored and reports are prepared on a regular basis. Proposal: Codes of good practices in research and supervising can be prepared. It is suggested that R1 researchers regularly meet with faculty/department representatives as part of their training phase. Supervisors and R1 level researchers can be informed through workshops on the codes of good practices in research and supervision.

**37. Supervision and managerial duties**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/+ almost but not fully implemented	The survey showed a gap in senior researchers' roles as mentors, career advisors and leaders and their relations with early career researchers. IZTECH's Recruitment and Promotion Regulation sets supervision and project coordinator roles among key criteria for appointments and promotions. ( <a href="https://personel.iyte.edu.tr/en/application-procedures-for-faculty-members/">https://personel.iyte.edu.tr/en/application-procedures-for-faculty-members/</a> ) However, there is no other institutional regulation or incentive for promoting mentorship, career advisorship or leadership among senior researchers at IZTECH.	Senior researchers at IZTECH are usually aware of the importance of their role as mentors, career advisors, and leaders, and try to fulfill such roles as long as their work schedules allow. On the other hand, they often do not want to make any formal commitment to mentorship and other managerial duties due to their time limitations. Senior researchers usually act on their own as mentors and career advisors to early-stage researchers. There is no institutional training programme or HR support for supervision and mentoring of early-stage researchers, science communication, career advisorship and leadership. In 2021, IZTECH attempted to implement a formal mentorship programme for the newly-joined young faculty. However, this attempt was not successful since no senior researchers volunteered to participate in the programme as mentors. Proposal: Codes of good practice in research and supervision can be prepared. A training program can also be implemented for supervisors to make sure that supervision is performed to the highest professional standards. A new programme along with incentives for promoting mentorship, career advisorship and leadership can be implemented.

**38. Continuing Professional Development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	No gap. Scored well in the survey. IZTECH Strategic Plan 2019-2023 and IZTECH policies such as Quality Assurance System Policy fully support IZTECH's commitment to continuing professional development. ( <a href="https://strateji.iyte.edu.tr/wp-content/uploads/sites/108/2019/10/%C4%B0YTE-Stratejik-Plan-2019-2023.pdf">https://strateji.iyte.edu.tr/wp-content/uploads/sites/108/2019/10/%C4%B0YTE-Stratejik-Plan-2019-2023.pdf</a> ) ( <a href="https://iyte.edu.tr/hakkinda/kalite-guvenesi-sistemi/">https://iyte.edu.tr/hakkinda/kalite-guvenesi-sistemi/</a> )	IZTECH commits to continuing professional development as a part of its quality assurance system and accordingly provides professional development opportunities for all level researchers regardless of their contractual situation. R1 level researchers are given professional development opportunities through graduate programs, and through lectures and workshops provided by different units of IZTECH such as Career Development Application and Research Centre, Technology Transfer Office, Library and Academic Writing Centre. IZTECH encourages all level researchers to participate conferences and workshops. Additionally, Education Commission of IZTECH regularly organizes e-lectures and workshops for training of all level researchers on educational topics. IZTECH International Office and Research Directorate also organize scientific workshops with international universities. Training and support are also provided on a regular basis to all level researchers on academic writing, grant writing, patents and intellectual property protection, entrepreneurship etc. Proposal: It is suggested that training, professional and soft skill needs of particular level of researchers can be identified and new development programs can be designed to address the needs of each level separately.

**Status****39. Access to research training and continuous development**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	Gaps have been identified in accessing tools that improve researchers' skills and competencies, and in evaluating such tools in terms of accessibility, popularity and effectiveness. R2-R4 level researchers expressed a gap in professional development opportunities presented to researchers. IZTECH Strategic Plan aims to provide guidance and support for access to research training and continuous development. ( <a href="https://strateji.iyte.edu.tr/wp-content/uploads/sites/108/2019/10/%C4%B0YTE-Stratejik-Plan-2019-2023.pdf">https://strateji.iyte.edu.tr/wp-content/uploads/sites/108/2019/10/%C4%B0YTE-Stratejik-Plan-2019-2023.pdf</a> )	IZTECH aims to provide guidance and support for access to research training and continuous development. Every IZTECH personnel is encouraged and supported to access internal and external training. At the same time, regular training and development activities are carried out within the institution. Under the teaching and learning strategy of the IZTECH Strategic Plan, Training of Trainers (ToT) concept plays a crucial role to provide continuous development for the academic staff. A Vice-Rector at IZTECH is permanently responsible for developing teaching and learning strategies. Under the ToT program of IZTECH, the Institute's Education Council organizes training events. Selected titles from these events are as follows: Understanding Generation Z, Course Design Workshop, Testing & Assessment, Online Education from Students' Perspective, Effective Pedagogical Approaches in Online Education, Hybrid Model at IZTECH, ( <a href="https://uzem.iyte.edu.tr/en/webinar/">https://uzem.iyte.edu.tr/en/webinar/</a> ). Proposal: Career Development Research and Application Centre can develop individualized training plans for each willing academic staff. Researcher's competencies and skills could be better addressed and unique research career paths could be created. As a part of this plan, tools and opportunities for improving researchers' skills can be provided.

**40. Supervision**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully implemented	According to survey results, there is a gap in the perception of R2-R4 level researchers on the assignment of a competent advisor providing sufficient support, time, knowledge, experience and expertise to supervise early-stage researchers. IZTECH's Graduate Education Regulations published on Graduate School's website outlines supervising criteria and supervisors' duties and responsibilities. ( <a href="https://lee.iyte.edu.tr/wp-content/uploads/sites/110/2021/06/Lisans%C3%BCst%C3%BCE-%C4%9Fitim-%C3%96%C4%9Fretim-%C3%B6netim%C4%9FI.pdf">https://lee.iyte.edu.tr/wp-content/uploads/sites/110/2021/06/Lisans%C3%BCst%C3%BCE-%C4%9Fitim-%C3%96%C4%9Fretim-%C3%B6netim%C4%9FI.pdf</a> )	A supervisor is identified by each graduate student at the second semester of their graduate education in line with IZTECH's graduate education regulations. Thus, R1 level researchers have a supervisor to whom they can refer for the performance of their professional and research duties. Feedback mechanisms are also in place in order to check that appropriate supervision takes place at the end of each semester. Proposal: A Code of Good Practice in Supervising can be prepared. A training program can also be implemented for research supervisors to make sure that supervision is performed to the highest professional standards.