



HUMAN RESOURCES (HR) POLICY AND MANAGEMENT

The processes in this document were taken by the Board of Directors of the Sınırlı Sorumlu İnogar Sosyal Kalkınma Yardımlaşma İnovasyon ve Proje Danışmanlığı İşletme Kooperatifi on 01.03.2021. Unless a different decision is taken by the Board of Directors, the processes in the document are valid.

CONTENTS

- 1. INTRODUCTION**
- 2. “INOGAR TEAM” MANAGEMENT**
 - 2.1 Recruitment Process Management**
 - 2.1.1 Staff Planning / Staff Demand Formation
 - 2.1.2 Evaluation and Selection
 - 2.1.3 Recruitment Procedures
 - 2.2 Employee Development & Management**
 - 2.2.1 Operational Process
 - 2.2.2 Overtime Work
 - 2.2.3 Employee Relationship
 - 2.3 Performance & Development and Backup Management**
 - 2.3.1 Performance and Development Management
 - 2.3.2 Individual Development Plan
 - 2.3.3 Backup Plan (Critical Positions)
 - 2.3.4 Training Planning
 - 2.4 Process of Termination of Employment Contract**
 - 2.4.1 Resignation
 - 2.4.2 Termination

1. INTRODUCTION

Purpose

To ensure that employees use their knowledge and skills in the best way, to maximize their contribution to the business and to enjoy their work in a healthy and safe environment by increasing the quality of their business life.

Scope

In line with the cooperative's vision and strategic activities;

- To determine the HR policy and strategy,
- To determine the needs for the necessary HR systems that will focus on the organization's high performance and to ensure the establishment and implementation of the systems,
- To develop practices that will boost employees' loyalty, satisfaction, motivation and productivity to INOGAR,
- To develop managers and employees who will carry out the organization to the future by identifying and implementing practices that will keep them in the organization.

2. "INO GAR TEAM" MANAGEMENT

2.1 Recruitment Process Management

Purpose

- To recruit employees who meet INOGAR's values and competencies and who are qualified in accordance with INOGAR culture,
- To ensure fair and equal treatment of employees in order to define their rights and expectations within the working period.

Scope

- Defining the rules for implementation in case of creating a new task, and filling an existing position (for example, approval for recruitment, job description, selection criteria, employment contract),
- Creating a separate job descriptions for each position,
- Defining recruitment rules for the final selection (for example: selection of appropriate recruitment practice, approval, proposal, trial period),
- Establishing an orientation program for recruitments in line with the local needs and ensuring that INOGAR cooperative policies and defined guidelines are provided.

2.1.1 Staff Planning / Staff Demand Formation

When there is an open position or a new personnel cadre is opened, the personnel demand and qualifications required for the job should be filled in "[Personnel Request Form](#)" and "[Job Description Form](#)" and submitted to the Human Resources Department by the relevant department manager.

2.1.2 Evaluation and Selection

If the requests are approved, the recruitment process is started by the HR Department with internal and external channels. This process includes “in-house announcements” as the first step before providing the appropriate candidate from sources outside the organization. If the need for the staff in the organization is filled with internal promotion and rotation, promotion/rotation is announced within the cooperative.

Evaluation and selection of external candidates are detailed in the Posting Advertisements, Assessments of Eligible Candidates and Job Request parts.

2.1.2.1 Posting Advertisements

When it is decided to publish an advertisement regarding the open position, HR is contacted by the appropriate channels (eg via LinkedIn <https://www.linkedin.com>, <https://www.ab-ilan.com> HR is contacted by AB Announcement). The job announcement with the general qualifications and job description of the position is published and the search for candidates begins.

2.1.2.2 Assessment of Eligible Candidates

First of all, HR determines the eligible candidates after CV and phone interviews. During the pre-evaluation process of the CV, *the opinion of the relevant manager is also taken.*

Initial interviews with appropriate candidates should be conducted by the HR and the relevant manager together. After each interview, the “[Interview Evaluation Form](#)” must be filled in by both the relevant manager and HR. Interviews are evaluated by both the HR and the related manager. When necessary, a second meeting is held by HR together with the related Board Members.

In the search of director and above positions, HR manages the process together with the relevant Board Members.

When necessary, the candidate's reference research must be carried out by HR. Reference research of candidates should not be done without the knowledge of HR. Upon the closing of the position, the applicant and all candidates contacted are thanked for their interest and are informed about the compilation of the process. Also, **INOGAR Candidate Registration File**, in which all contacted candidates information is saved, is updated during each position search.

2.1.2.3 Job Request

The job request to the final selected candidate is made through phone/e-mail by the Human Resources Officer. In case of acceptance of the job request, the day of starting work is determined. The new

recruited employee is informed by HR about the documents required for recruitment by e-mail and is announced within the cooperative to the team at ik@inogar.coop. [Job Request Example](#), [the required documents list](#) and [the email sample](#) are accessible in Drive when necessary.

2.1.3 Recruitment Procedures

The new recruited employee is informed by HR about the documents required for recruitment procedure and the relevant departments are informed for the e-mail address opening, adding his/her to the groups required for internal communication and providing the necessary equipment for him/her.

2.1.3.1 Personnel File

The documents required by the Labor Law are included in the staff's personnel file.

[Document Checklist](#) is at the top of the personal file. [The Employment Contract](#) and [The Law on the Protection of Personal Data](#) signed by both the personal and INOGAR are included in the personnel file.

2.1.3.2 In-cooperative Promotion/Orientation

INOGAR implements the orientation program in order to ensure that the new recruited employee/s adapt quickly and effectively to their new workplace and to increase the productivity of the employee/s for the cooperative. In the content of the program; companies and departments, Human Resources processes and job description etc. information is shared.

The duration and content of the orientation programs, carried out in coordination with the HR Department, vary according to the position needs.

HR makes the announcement of newly recruited employees within the cooperative and introduces them to colleagues. After all these processes, the relevant Department Manager holds a more detailed interview with the new employee.

2.1.3.3 Adaptation of Employee and Evaluation

The trial period shall be applied as 2 months from the date of the employment of the personnel, unless otherwise agreed in the contract. Newly recruited employees are evaluated in terms of whether they can adapt before completing both the 2-month trial period and the 6-month seniority period. Depending on whether the result is positive or negative, necessary action is taken by the relevant managers.

For the newly recruited employee, the "[Trial Period Notification Form](#)" is given to the relevant department manager by HR two weeks before the end of the trial and seniority period. The relevant

manager evaluates the continuation of the contract of the newly recruited employee based on the criteria specified in the form.

Checklists

- **Recruitment Process Checklist**
- **Document Checklist**
- **Orientation Checklist**

Forms and Documents

- **Staff Request Form**
- **Job Description Form**
- **Interview Evaluation Form**
- **Reference Control Form**
- **Internal Announcement Template**
- **Trial Period Notification Form**
- **INOGAR Candidate Registration File (Excel)**
- **Exit Interview Form**
- **Personal Data Protection Candidate Consent Text**
- **Protection of Personal Data Employee Consent Text**
- **Operation Manual Acceptance Commitment**

2.2 Employee Development & Management

Purpose

It aims to determine the methods and standards that must be followed in order to meet the training needs of the employees in line with the cooperative's goals, policies and principles.

Scope

- Defining the process management of salaries and fringe benefits of employees,
- Detailing the work order and leave permission process management,
- Designing relationship management between employees, HR and Management,
- Preparing the Performance & Talent and Backup Steps, and training and development plans,
- Ensuring transparency by announcing the internal title structure within the cooperative.

2.2.1 Operational Process

Salary and Fringe Benefits, Work Order and Leave Permission Process are covered in this procedure.

2.2.1.1 Salary & Fringe Benefits

The main purpose of Salary Management is to manage the employees' total income packages by separating and rewarding performance with fair and competitive salary policies based on job evaluation results, external / internal wage balances.

The Salary System is based on the salary policies determined annually according to the salary market, the current salary structure of the cooperative and the ability to afford the payments. Employee salaries are reviewed annually in January and June.

The agreed amount of salary between the Employee and the Employer is made by the bank transfer to the staff until the 1st day of every month.

Confidentiality is essential in terms of salaries, the employees are obliged not to disclose their amount of payment to other employees and third parties.

2.2.1.2 Work Order and Leave Permission Process Management

[The Work Order and Leave Permission Process Management Procedure](#), which determines the permit usage, procedures and principles of the employees of INOGAR in accordance with the legal regulations determined in the Labor Law No. 4857 and the Annual Paid Leave Regulation, are included in the Drive.

2.2.2 Overtime Work

The employees agree to work overtime in accordance with Article 41 of the Labor Law No. 4857 for reasons such as the general benefits of the country, the nature of the job or the increase of production etc.

In case the worker is working overtime, the provisions of the Labor Law No. 4857, the Regulation on Overtime Work are applied.

The employee is obliged to perform his/her duties within normal working hours and does not work on the weekly working time without the employer's instructions.

The worker is obliged to perform his duties within normal working hours and does not work on the weekly working time without the employer's instructions.

- In order to do overtime work, the employees must receive an email confirmation from their manager/s or have been given a permit signed by their manager/s.
- If the employee does overtime work or does work on holiday without permission, this will not be considered as overtime working or working on vacation and they cannot require any payment in return.

Upon the request of the employee who works overtime, he/she can use leave for every hour of overtime worked instead of overtime pay or salary.

2.2.3 Employee Relationship

Staff can also contact the HR Department after discussing with their manager in all matters that fall under the Human Resources heading (wages and fringe benefits, performance, training, development, etc.) and their individual issues affecting their jobs. The purpose of the relationship management here is to provide **mutual satisfaction and efficiency**.

Once a year, all INOGAR Team meetings, including Board Members, are held. The cooperative and department targets that have been realized until that date and cooperative targets and strategies are shared in the upcoming period.

The Working Life Evaluation Survey aims to measure the levels of satisfaction and loyalty of employees, identify and prioritize areas that need improvement. The results of the research guide the activities to improve working life for the employers.

2.3 Performance & Development and Backup Management

It is a system that is structured with the aim of managing the success and efficiency of the employees, in other words, the performance of the employees due to the performance of the organization.

While personal development is a change that enables the person to reveal his highest potential, the process of keeping up with the age; Organizational Development for a business is the process of systematizing the establishment, monitoring and development of a solid organizational structure and system by analyzing all the methods and processes that should be used to reach its goals.

It is the planning process of determining critical positions and backing them up within the cooperative in the short, medium and long term.

2.3.1 Performance and Development Management

The Performance Evaluation System starts with the determination of the corporate and budget targets of the cooperative at the beginning of each financial year. It continues with the distribution of the goals for the next year on the basis of each department and staff. The employee continues to work in line with the goals agreed with the Manager. Targets are recommended to not exceed 6 months in total; be SMART (specific, measurable, accessible, relevant, timed) as much as possible. It is recommended that at least one of the goals is a personal development goal. Goals should be determined by the end of January. The Goals Form, which includes the individual goals agreed between the manager and the employee, must be signed by both the manager and the employee.

- Target achievements can be monitored in 3, 6 and 12 months periods.
- Performance Evaluation and Performance Interviews are held at least once a year for each personnel.

At the same time, a 360-degree assessment (manager, customer, peer-level colleague, sub-staff, if any), as well as the behaviors and attitudes displayed during these goals are evaluated according to the competencies and behavior indicators determined by the cooperative. The employee is assessed through both the Objectives (business results expected from him/her - WHAT) and the Competencies and Behavior Indicators (behavior and competencies expected to demonstrate while achieving these objectives - HOW). The employee is given a performance score based on above mentioned WHAT and HOW dimensions, and the feedback interview and development plans include both of them.

At the end of the relevant working year, the process starts with the employee's self-evaluation (self-assessment) at the first stage. The employee presents his/her own evaluations both on 360-degree assessments and on his goals.

The manager also conducts his/her own assessment after all evaluations and provides them to the HR department in order to be presented to the Senior Management for calibration meeting.

When the performance evaluation results of all Employees are completed; a meeting with HR, Senior Management and Executive Board is organized for the calibration meeting on performance evaluation results. This meeting aims to calibrate the performance scores given by different managers.

Employees can receive their results of the evaluations after the calibration meeting because the final evaluations are determined after this meeting.

In January / February, the employee discusses with the Manager about the performance evaluation result for the relevant period. It is essential to have constructive and open communication between the manager and employees.

The parties are expected to agree on the results in this meeting, which is recommended not to be less than an hour. Regarding the agreed evaluation results, the signatories of the evaluator and the evaluated employee are obtained. In some cases, the Employee may have more than one manager. In these cases, it is recommended that both managers be available at the meeting if possible.

These evaluation principles are taken into consideration in the increase of salaries, development, transition to new positions of the personnel and the continuation of the employment contract.

2.3.2 Individual Development Plan

Individual Development Planning Process is an important component of the system that runs in parallel with the performance evaluation process.

During the performance evaluation process, a one-year individual development plan of the staff is put forward to be more successful in its current role.

In this process, it includes the determination, follow-up and evaluation of the Individual Development Goals of the employees based on competence or independently.

In the Individual Development process, development actions that can be taken by employees, managers and human resources can be planned to support the development of the employee in line with career goals.

In the individual development process, depending on employee performance, it may be included in Creative Team, which is transferred in section 1.4.1.

Competence management: Competency and behavior indicators based on INOGAR values of employees are determined in the process of individual development planning. Competences are planned to be used in Performance & Development, Talent and Backup Management processes.

2.3.3 Backup Plan (Critical Positions)

It is the planning process of determining critical positions within the cooperative in the short, medium and long terms.

A Backup Plan is prepared for the strategic and operational critical roles determined by the management.

It is a fair and reliable process that is carried out in certain periods in order to ensure that the appointments/promotions of qualified candidates in accordance with the position profile, in line with the objective and transparency principle, are carried out in a manner to support the cooperative's efficient growth strategy.

They are expected to meet the training and seniority criteria required in each position, perform at the expected level, and have no warning. Staff should be successful in exam results and interviews required in some positions.

While making the backup plan the [Cooperative's Title Structure](#) and [minimum requirements](#) set for each title are taken into account.

2.3.4 Training Planning

It aims to organize training activities to ensure that the organization is in coordination with the needs and opportunities of the organization, in a manner to support the individual and performance development of the employees or the relevant team.

[The Training Evaluation Form](#), which will be used for measurement and evaluation after the training.

Forms and Documents

- Objectives Form
- 360 Performance Evaluation Form
- 360 Competency Assessment Form
- Individual Development Plan
- [Work Order and Leave Permission Process Management Procedure](#)
- [Level and Title Structure](#)
- [File with requirements regarding the transitions between titles](#)
- [Training Evaluation Form](#)
- [Permission Request Form](#)
- [Assignment Document Form](#)
- [Sample of Petition](#)

2.4 Process of Termination of Employment Contract

Purpose

It is to define the process of termination of the employee's service contract by one of the parties.

Scope

- Defining of exit processes to be made through resignation or termination,
- Following some important steps before terminating a labor contract like embezzlement, debt-annual leave rights control etc.
- Defining the [Discipline Regulation](#) in cases where discipline occurs.

2.4.1 Resignation

The employee who decides to leave the job must report this decision in writing within the notice periods specified in the Labor Law No. 4857 based on working years.

2.4.2 Termination

It is the process of the employer terminating the employment contract.

- [The termination procedure](#) is followed during this period.

Checklist

- [Dismissal Checklist](#)

Forms and Documents

- [Exit Interview Form](#)
- [Disclaimer](#)
- [Petition for Resignation](#)