HASAN DONUKLAR



Municipal Executive | Human Resources & Performance Management | Public-Sector Digital Transformation

Developing Specialisation in AI Governance

Municipal executive with extensive local-government experience, progressing from operational and supervisory roles to senior municipal management. Holds a Master's degree in Human Resources and has practical expertise in workforce planning, performance appraisal, personnel development, organisational coordination and municipal service management. Currently developing HD-BYS, an evidence-based municipal management and performance framework connecting services, processes, actual performance roles, tasks, KPIs, workload, evidence, citizen experience and management decision support. Current professional development focus: human-centred AI governance and digital transformation in local government.

CORE EXPERTISE

- Local Government Management
- Organisational Development
- Process Improvement
- Public-Sector Digital Transformation
- Human Resources Management
- Workforce Planning
- Evidence-Based Management
- AI Governance (developing specialisation)
- Performance Management
- Municipal Service Management
- Performance-Based Budgeting
- Citizen-Oriented Service Design

PROFESSIONAL EXPERIENCE

Balçova Municipality - İzmir, Türkiye

Director of Culture, Arts and Social Affairs | *Current*

- Plans, coordinates and manages municipal cultural, artistic and social-service activities with a citizen-oriented service-delivery focus.
- Coordinates personnel, programmes, facilities and organisational resources across service areas.
- Monitors participation, service capacity and operational results and develops data-oriented approaches to municipal service management.

Balçova Belediyesi Termal Spor

Vice President Responsible for Youth Development | *Current*

- Supports structured youth-development and sports programmes, including training-group coordination and participation monitoring.
- Contributes to organisational planning for youth and athlete development.

Balçova Municipality - İzmir, Türkiye

Director of Human Resources and Training | *Previous senior role*

- Managed municipal human resources, personnel administration, workforce planning, training and organisational coordination.
- Supported institutional performance, employee development and HR-related administrative processes.

Additional Acting / Cross-Departmental Management Responsibilities

Balçova Municipality

Extended acting managerial responsibilities included Press, Publication and Public Relations; Support Services; Culture-related services; and Municipal Police Services.

Torbalı Municipality - İzmir, Türkiye

Municipal Adviser / Temporary Assignment - Human Resources Performance Evaluation | *May-Jul 2026*

- Conducted applied work on municipal personnel performance evaluation and role-sensitive performance management.
- Examined relationships among employee duties, organisational responsibilities, measurable indicators and municipal service performance.
- Used practical findings from the assignment as an input to the later development of a broader evidence-based municipal management framework.

Karabağlar Municipality - İzmir, Türkiye

Senior Municipal Management and Human Resources Roles | *Earlier municipal career*

- Served as Director of Human Resources and Training, with responsibility for HR management, personnel administration, workforce planning, training and organisational processes.
- Undertook deputy and acting managerial responsibilities in Municipal Enterprises and Subsidiaries during the later period of service.
- Progressed through municipal officer, data preparation and control operator, supervisor and managerial responsibilities, providing practical experience across operational and administrative levels.

SELECTED PUBLIC-SECTOR TRANSFORMATION WORK

HD-BYS - Evidence-Based Municipal Management and Performance Framework

Project Developer | *Ongoing*

- Developing an applied municipal framework connecting organisational structure, public services, processes, performance roles, tasks, KPIs, workload, evidence and management decision-making.
- Separates formal job titles from actual performance roles and avoids applying identical performance criteria to fundamentally different municipal occupations.
- Stress-tested role-specific performance logic across field services, financial operations, legal services, social services, healthcare, security, sports and management.
- Prioritises existing institutional data and low-burden verification mechanisms, including potential GPS, QR/NFC and digital transaction records, rather than extensive manual employee reporting.
- Defines separate scorecard engines for employees, department directors and departments, recognising distinct accountability levels.
- Currently examining the framework's evolution toward human-centred AI-supported municipal decision-making under human oversight.

EDUCATION

M.A. in Human Resources (Non-Thesis) - Dokuz Eylül University

Graduate School of Social Sciences | *Graduated: March 2021 | GPA: 3.53 / 4.00*

B.A. in Business Administration - Anadolu University

Faculty of Business Administration | *Graduated: July 2013 | GPA: 2.36 / 4.00*

Associate Degree in Public Relations and Promotion - Anadolu University

Open Education Faculty | *Graduated: May 2010*

SELECTED ACADEMIC COMPETENCIES

Human Resources & Performance: Performance Appraisal; Workforce Planning and Personnel Selection; Personnel Development; Career Management; Motivation and Productivity.

Governance & Management: Strategic Management; Management Information Systems; Auditing; Human Resource Management; Business Social Responsibility and Ethics.

Research & Institutional Development: Scientific Research Techniques and Publication Ethics; Work Ethics and Social Responsibility; Applied Worker-Employer Relations.

SELECTED PROFESSIONAL TRAINING

Union of Municipalities of Türkiye: Public Procurement Legislation; Performance-Based Budgeting; Official Correspondence Procedures and Principles.

LANGUAGES & DIGITAL / PROFESSIONAL CAPABILITIES

Language: Turkish - Native. English - developing working proficiency for public-sector AI governance and digital transformation studies.

Digital / Professional: Municipal information systems; process and service mapping; performance indicator development; evidence-based performance design; digital documentation; data-oriented management analysis; AI-assisted research and management applications.