



NATIONAL OCCUPATIONAL STANDARD

**SERVICE MANAGER
LEVEL 5**

REFERENCE CODE / 10UMS0050-5

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Occupation	: SERVICE MANAGER
Level	: 5¹
Reference Code	: 10UMS0050-5
Standard Developed by :	Republic of Turkey Ministry of Culture and Tourism, Union of Mediterranean Touristic Hotel Owners and Investors (AKTOB), Touristic Hotels & Investors Association (TUROB)
Standard Verified by:	VQA's Tourism Accommodation, Food and Beverage Services Sector Committee
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¹ Qualification level of occupation is set as level (8) in octal (5) level matrix.

TERMS, SYMBOLS AND ABBREVIATIONS

BANQUET: Feast.

INFORMATION BOARD: A board which is used by the personnel for internal communication.

COST CONTROL: Measures taken to realise any kind of operation with minimum cost according to quality and time determined previously.

COST CONTROLLER: A person who is responsible for cost control.

DEMO: Promotional demonstrations.

INVENTORY: A list displaying number of materials.

GIFT REGISTER: A form which is issued for the gifts given to personnel by guests.

OUTAGE: Loss, waste.

FOOD&BEVERAGE (F&B) SERVICE: Food and beverage service.

FORECAST: Anticipation.

GUERIDON: A kind of serving cart.

HYGIENE: Practices and cleaning measures to be protected from environment that can be harmful to health.

ISCO: International Standard Classification of Occupations.

OHS: Occupational Health and Safety.

PROCEDURE: Path.

PERSONAL PROTECTIVE EQUIPMENT (PPE): Any kind of tools, materials and devices that are designed to protect employees from risks which arise from their job and threat their health and security and, that are worn or carried by employees.

COORDINATION: To comply with and organize.

MENAGE: Food products (such as salt, spices, sauce, oil, etc.) included in order to flavour dish.

MENU: Food and beverage list.

BORROWED ITEM BOOK: A book for the borrowed fixtures of operation which are given to the another needed operations

PERIODIC: Occuring at intervals.

PORTER: A person who carries microorganism that may cause a disease without generating it in himself/herself (by becoming immune to it).

REAL: Reality.

SANITATION: Establishment and sustainability of hygiene and health conditions.

SERVANT (SERVICE STATION) : A covered closet containing equipments and materials necessary for service.

ORIENTATION: Training provided to familiarise employees with work and workplace.

VERY IMPORTANT PERSON (VIP): Very Important Person.

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1. INTRODUCTION

Service Attendant (Level 5) National Occupational Standard has been prepared by Republic of Turkey Ministry of Culture and Tourism, Union of Mediterranean Touristic Hotel Owners and Investors (AKTOB), Touristic Hotels & Investors Association (TUROB) commissioned by Vocational Qualifications Authority (VQA) pursuant to the "Regulation on Preparation of National Occupation Standards" and "the Regulation on Establishment, Duties, Working Principles and Procedures of Vocational Qualifications Authority Sector Committees" issued in accordance with the Law No. 5544 on Vocational Qualifications Authority.

Service Attendant (Level 5) national occupational standard has been evaluated taking the opinions of relevant institutions and organizations in the industry and approved by the VQA's Board of Directors after reviewed by VQA's Tourism Accommodation, Food and Beverage Services Sector Committee.

2. INTRODRUCTION TO THE OCCUPATION

2.1. Description of the Job

Service Manager (Level 5) is someone who has management knowledge and skills in planning and coordinating the services in the service area; ensuring the services are performed in accordance with the standards of the operation by inspecting and guiding his/her subordinates in line with the tasks and responsibilities that he/she gives; increasing guests' satisfaction and the department's profitability to the highest level by drawing up a budget pursuant to the general budget of the operation.

2.2. Occupational Reference in the International Classification System

ISCO 08: 1412 (Restaurant Managers)

2.3. Regulations on Health, Safety and Environment

Social Insurance Law No. 506

Public Health Law No. 1593

Trade Union Law No. 2821

Collective Bargaining Agreement, Strike and Lockout Law No. 2822

Environmental Law No. 2872

Labor Law No. 4857

Law On The Production, Consumption And Inspection Of Food No. 5179

Social Security and General Health Insurance Law No. 5510

Communique on Hazard Classes for Occupational Health and Safety No. 27417

Regulation on Occupational Health and Safety Boards

Regulation on the Inspection and Control of Food Safety and Quality

Noise Regulation

PPE Regulation

* In addition, it is essential to comply with laws, statutes and regulations on occupational health and safety and environment in force and to conduct risk analysis regarding this issue.

2.4. Other Legislation Related to Occupation

Vocational Training Law No. 3308

Regulation on Overtime and Extra Hours Pursuant To Labor Law

Regulation on Vocational and Technical Training

* In addition, it is essential to comply with laws, statutes and regulations on occupation in force.

2.5. Work Environment and Conditions

Service Manager (Level 5) has a secondary responsibility of the whole food & beverage units in the private and public accommodations and food & beverage operations. He/she needs to work in communication and cooperation with the managers of Technical Service, Laundry, Front Desk, Garden (landscape), Accounting, Human Resources, Security, Food & Beverage Service, Kitchen and Purchasing departments. He/she needs to work standing up for long hours. He/she may work, work shift and overtime during official holiday.

2.6. Other Occupation Related Requirements

Those who work at this occupation should not be porter.

3. OCCUPATIONAL PROFILE

3.1. Duties, Tasks and Performance Criteria

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
A	To carry out occupational health and safety (OHS) activities	A.1	To attend trainings and drills	A.1.1	Attends trainings of the operation and the other institutions in the field of OHS. Receives information about OHS law and informs his/her subordinates.
				A.1.2	Applies what he/she learns from trainings to work and checks whether his/her subordinates also apply them or not.
				A.1.3	Updates his/her knowledge and skills about OHS and conveys developments to his/her subordinates.
				A.1.4	Carries out activities in order to determine and reduce risk factors.
				A.1.5	Takes charge in natural disasters such as fire, flood, earthquake etc. in accordance with the procedure of operation.
		A.2	To follow legal and operational rules	A.2.1	Checks whether OHS protection and responder vehicles are available and functional or not.
				A.2.2	Checks whether his/her subordinates wear appropriate work clothes and PPE for the conducted activity.
				A.2.3	Checks whether his/her subordinates use warning signs in line with the instructions or not.
				A.2.4	Checks whether inflammable, caustic materials and sharp objects are preserved safely or not.
				A.2.5	Takes necessary measures in order to deal with the dangerous situations that he/she determines or his/her subordinates determine and ensures that these measures are taken and follows up them.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
B	To work in accordance with the environmental protection legislation	B.1	To learn environmental protection methods	B.1.1	Attends trainings of the operation and the other institutions in the field of OHS.
				B.1.2	Applies what he/she learns from the trainings to work and teaches his/her subordinates.
				B.1.3	Updates his/her knowledge and skills and, conveys developments to his/her subordinates.
		B.2	To conduct environmental risk reduction activities	B.2.1	Participates in activities on determination and reduction of risk factors.
				B.2.2	Checks whether his/her subordinates use natural resources efficiently and economically or not.
				B.2.3	Checks whether his/her subordinates separate dangerous and hazardous wastes under their responsibility area in accordance with the operation's standards or not.
				B.2.4	Observes his/her subordinates practices' environmental effects and participates in the prevention of hazardous results activities.
				B.2.5	Ensures that recycable materials under his/her responsibility areas are carried to the right place.
				B.2.6	Helps to introduce environmental management system of the operation to the guests. Informs his/her chief about guests demanding help on this issue.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
C	To implement quality management system	C.1	To carry out activities related to quality management system	C.1.1	Prepares Food & Beverage Service regulations in accordance with the operation's service quality standards, revises these regulations when needed.
				C.1.2	Participates in the operation's quality management and production requirements trainings.
				C.1.3	Transfers what he/she learns from trainings to his/her subordinates and inspects whether they apply them or not.
				C.1.4	Updates his/her knowledge and skills through trainings and transfers developments to his/her subordinates.
				C.1.5	Attends communication meetings and ensures that his/her subordinates attend these meetings.
		C.2	To control quality of conducted works	C.2.1	Checks whether tools and equipment are in accordance with standards; learns and teaches how to use them.
				C.2.2	Has quality requirements fulfilled in accordance with the instructions and plans in procedure forms and, checks them.
				C.2.3	Controls quality of works on the basis of operation.
				C.2.4	Fills in quality reports related to work.
				C.2.5	Informs relevant persons about breakdowns and malfunctions determined during activities and ensures that these breakdowns and malfunctions are resolved in cooperation with relevant departments.
		C.3	To build and operate feedback (from personnel&guests) system	C.3.1	Listens to his/her subordinates' and chiefs' complaints and suggestions, evaluates and resolves them.
				C.3.2	Takes necessary measures, carries out trainings and inspections in order to resolve suggestions and complaints determined in the guest survey forms submitted from his/her subordinates and relevant departments and in order to provide maximum guest satisfaction.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
D	To carry out work organization (Continues)	D.1	To make personal preparation	D.1.1	Follows personal care and hygiene rules.
				D.1.2	Pays attention to his/her appearance in order to be a model to his/her subordinates.
				D.1.3	Wears a Title tag and operation logo, if available, on his/her uniform.
		D.2	To take care of his/her subordinates	D.2.1	Informing his/her subordinates about their places of duty and distributing their duties by stating their priorities.
				D.2.2	Checks his/her subordinates' work clothes and appearances.
				D.2.3	Checks whether his/her subordinates fulfill their duties properly and in due time and guides them.
				D.2.4	Ensures that his/her subordinates follow operation's rules.
				D.2.5	Submits his/her subordinates' demands to his/her chiefs and informs them.
				D.2.6	Resolves his/her personnel's problems.
		D.3	To make preparations for his/her work	D.3.1	Holds meetings with his/her subordinates in the morning and at night, attends meetings held by his/her chief with his/her personnel.
				D.3.2	Receives necessary information from his/her chief about daily activities and conveys them to his/her subordinates.
				D.3.3	Checks the duties that he/she will distribute and the hall; determines the needs and works to be done.
				D.3.4	Receives information from his/her chief about daily routine; looks over information boards and distributes the duties of the personnel.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
D	To carry out work organization	D.4	To check whether service instruments are prepared in accordance with the operation's standards	D.4.1	Checks whether service instruments are prepared in accordance with the determined standards or not.
				D.4.2	Helps to prepare recipe for the all served food and beverages and to plan and update the list of dishes.
		D.5	To ensure that operating materials are always ready to be served and they are sufficient	D.5.1	Coordinates with dish washing area manager and laundry manager.
				D.5.2	Takes measures in order to keep wastages arising from material usage at minimum.
				D.5.3	Builds a damage report systematic for the broken materials during service and ensures that this systematic runs without a hitch.
				D.5.4	Ensures that periodic inventory is regularly taken for the department.
		D.6	To keep borrowed item book records	D.6.1	Keeps records according to types and amount of items that his/her subordinates borrow from or lend to the other operations within his/her knowledge.
				D.6.2	Checks whether lent items are complete and steady with his/her subordinates while receiving the items.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
E	To contribute to the functioning of the operation (Continues)	E.1	To inspect the operation	E.1.1	Organizes the daily activities of food & beverage units and informs his/her chief and personnel.
				E.1.2	Ensures that the whole food & beverage units related to the operation are opened and run in accordance with the determined standards.
				E.1.3	Checks banquet activities and the service of protocol dinner.
				E.1.4	Takes care of very important guests in line with the procedures of the operation and checks whether his/her subordinates also take care of them in line with the instructions.
				E.1.5	Ensures that the whole food & beverage units within the operation are arranged and left ready to the next service at the end of the service and checks them.
		E.2	To fulfill the administrative responsibilities (Continues)	E.2.1	Comes up with proposals and suggestions related to his/her department and submits them as a report to his/her chief.
				E.2.2	Conducts competitor analysis and offers proposals to his/her chief.
				E.2.3	Helps his/her chief to take measures in order to increase customer satisfaction and guides his/her subordinates on this issue.
				E.2.4	Cooperates with his/her chief for the recognition, adoption and acceptance of the institutional principles, policies and strategies in the department.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
E	To contribute to the functioning of the operation (Continues)	E.2	To fulfill the administrative responsibilities	E.2.5	Conducts performance evaluation for the personnel working at his/her department and arranges the score, promotion and day-off of the personnel.
				E.2.6	Performs reporting and filing.
				E.2.7	Helps his/her chief to prepare job descriptions.
				E.2.8	Helps his/her chief to make necessary changes and arrangements in the food & beverage service in accordance with the guest survey forms' results.
				E.2.9	Participates in the meetings with the operation managers and prepares reports related to service department.
		E.3	To have service types to be implemented in the service departments implemented	E.3.1	Ensures that food and beverages are served in accordance with the determined standards.
				E.3.2	Ensures that determined service types are implemented and checks them.
				E.3.3	Notifies his/her chief of malfunctions that he/she determines in written and takes necessary measures.
		E.4	To deal with guests' demands and complaints (Continues)	E.4.1	Listens to guests' demands and complaints without interrupting them.
				E.4.2	Fulfills guests' demands by offering suggestions in accordance with the procedures of the operation.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
E	To contribute to the functioning of the operation	E.4	To deal with guests' demands and complaints	E.4.3	Tries to deal with guests' complaints within the shortest time.
				E.4.4	Submits guests' complaints to his/her chief clearly within the shortest time.
				E.4.5	Gives service priority to guests having complaints by asking them whether they have special request or not.
				E.4.6	Provides guest satisfaction by looking after the quality of the service under his/her responsibility areas.
		E.5	To deal with the malfunctions in the work flow	E.5.1	Informs relevant persons (securities) about suspicious packages, items and suspects.
				E.5.2	Intervenes in emergency (fire, drunkenness, fight, noise) within his/her own initiative, informs his/her chief and relevant departments (security) if he/she cannot solve.
				E.5.3	Informs his/her chief and relevant departments about injuries and deaths.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
F	To perform procedures after operation (Continues)	F.1	To analyze food & beverage income and expenses	F.1.1	Helps his/her chief to compare monthly real income and expenses with the budget and assumptions.
				F.1.2	Examines auditor's monthly reports and submits them as a report to his/her chief.
				F.1.3	Analyzes cost increase and decreases and submits them as a report to his/her chief.
				F.1.4	Examines daily sale reports of the whole sale units of the department.
				F.1.5	Informs his/her chief about sale performances and personnel productivity.
		F.2	To implement procedures of the operation related to lost and found items	F.2.1	Prepares "Found Item Form" for the items that his/her subordinates find or he/she finds.
				F.2.2	Prepares "Lost Item Form" for the lost items that guest notifies in person.
				F.2.3	Ensures that lost and found items are recorded and stored according to their types, colors, places, dates and numbers in accordance with the procedures of the operation.
		F.3	To have service areas cleaned (Continues)	F.3.1	Clears the air in the restaurant by opening windows and air conditioners after service at night or before service in the morning
				F.3.2	Has dirty instruments from the tables, service tables and service stations collected and taken to dish washing area.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
F	To perform procedures after operation	F.3	To have service areas cleaned	F.3.3	Ensures that dirty fabric materials are taken to dish washing area or the place where dirty fabrics are gathered in accordance with the procedure of operation.
				F.3.4	Ensures that clean plates and service instruments are carried to their places.
				F.3.5	Checks whether chairs are aligned or not.
				F.3.6	Checks whether lights and plugs are turned off or not while leaving the hall.
		F.4	To have tools and equipment cleaned	F.4.1	Has necessary cleaning agents for the cleaning of tools and equipment provided.
				F.4.2	Determines the place where tools and equipment are cleaned and shows his/her subordinates this place.
				F.4.3	Ensures that tools and equipment are cleaned with proper cleaning agents.
				F.4.4	Ensures that salt and pepper shakers are cleaned and polished in accordance with hygiene and sanitation rules.
				F.4.5	Ensures that tools and equipment are placed to background or closets.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
G	To perform periodic procedures (Continues)	G.1	To coordinate inventories	G.1.1	Cooperates with the accounting department.
				G.1.2	Collects material lists that he/she receives from his/her subordinates and prepares inventory list.
				G.1.3	Evaluates inventory results; analyzes deviations and submits a report to his/her chief by preparing solution proposals.
				G.1.4	Submits the inventory list to his/her chief and helps his/her chief to draw up a budget.
				G.1.5	Be present at the all inventories related to his/her department.
		G.2	To coordinate to draw up a budget	G.2.1	Compares the inventory list with the previous inventory lists. Draws up annual budget according to this comparison.
				G.2.2	Checks the numbers in accordance with the monthly profitability reports of his/her department (profit – loss) (planned – realized); provides necessary explanations to his/her chief within cause and effect relationship and guides his/her team.
				G.2.3	Draws up an annual repair and maintenance budget for the areas under his/her responsibility and submits this budget to technical service and his/her chief.
				G.2.4	Prepares needs list by determining the type, quality and number of the materials and submits this list to the senior management.
				G.2.5	Performs purchasing procedure of the materials that he/she determines and submits it to Purchasing department in line with the needs in coordination with the Purchasing department.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
G	To perform periodic procedures	G.3	To have machines and tools of the department maintained	G.3.1	Ensures that all of the machines and tools used in the department are maintained, repaired and installed and, checks them.
				G.3.2	Submits a report related to malfunctions and reparations to his/her chief.
		G.4	To inspect service storages	G.4.1	Ensures that transfer of goods are carried out regularly.
				G.4.2	Checks whether the materials are placed in the storage in accordance with their types and OHS rules or not.
				G.4.3	Ensures that materials in the storage are steady, functional and complete.
				G.4.4	Checks whether the air in the storages is cleared and storages are periodically cleaned or not.
		G.5	To help Housekeeping department during general cleaning* *(At accommodations)	G.5.1	Helps Housekeeping department in periodic cleaning and maintenance of service departments.
				G.5.2	Helps Housekeeping department in maintenance and reparation activities of the whole operation.
		G.6	To have operations for determination and prevention of insects carried out	G.6.1	Ensures that insects are responded in accordance with the procedures of operation.
				G.6.2	Informs his/her chiefs and relevant departments about insects.
				G.6.3	Ensures that areas under his/her responsibility are applied pesticides in accordance with the OHS rules by accompanying the company worker.
				G.6.4	Checks whether the areas applied pesticides are cleaned, their air is cleared and deodorized.

Duties		Tasks		Performance Criteria	
Code	Title	Code	Title	Code	Description
H	To perform activities related to professional development	H.1	To follow publications related to his/her occupation	H.1.1	Follows any kind of publication, innovation and technological development related to his/her occupation.
				H.1.2	Follows publications within the operation.
				H.1.3	Applies what he/she learns to his/her work.
		H.2	To participate in courses and seminars	H.2.1	Participates in the in-service-trainings.
				H.2.2	Watches demos related to his/her work.
				H.2.3	Participates in courses and seminars that the operation requires and recommends. Ensures that his/her subordinates also participate in the seminars and courses.
				H.2.4	Participates in the activities (meetings, visits, observations, fairs) that enhance his/her personal development.
				H.2.5	Applies what he/she learns to his/her work; informs his/her subordinates about these issues and trains them.
		H.3	To carry out training for the personnel	H.3.1	Carries out compliance training for the new personnel.
				H.3.2	Develops training programs, methods and procedures in order to increase personnel performance and/or helps his/her chief to develop them.
H.3.3	Determines training needs and carries out on-the-job trainings for the personnel or ensures that these trainings are carried out.				

3.2. Tools, Materials and Equipment Used

1. Day planner
2. Computer
3. Electric machines
4. Calculator
5. Communication book
6. Printed forms (survey form, Malfunction Forms, overtime form, day-off form, damage assessment form, breakfast, lunch and dinner inspection form, casual leave form, performance evaluation form, reservation cards, purchase request form, intern evaluation form, request form, Doctor Visit Forms, fire order, annual leave form, banquet form)
7. Office supplies
8. Telephone
9. Walky talky and pager
10. Warning signs
11. VIP materials
12. Title tag

3.3. Knowledge and Skills

1. Tools and equipment knowledge
2. Analytical thinking skills
3. Decoration knowledge
4. Handcraft
5. Knowledge of different cultures
6. Gastronomy knowledge
7. Knowledge of grams and portions
8. Visual skills
9. Strong sense of smell and taste
10. Communication tools knowledge
11. Hygiene and sanitation knowledge
12. Communication skills
13. OHS knowledge
14. Knowledge of procedures of operation
15. Recording knowledge
16. Knowledge of legal regulations related to occupation
17. Professional terminology knowledge
18. Organization knowledge
19. Learning and teaching skills
20. Problem solving skills
21. Protocol knowledge
22. Foreign language knowledge (Upper-intermediate)
23. Management skills
24. Time management knowledge

3.4. Attitudes and Behaviors

1. To think analytically
2. To be sensitive to environmental protection
3. To be elaborative
4. To be fair and square
5. To be able to work in a team
6. To be energetic
7. To be cheerful
8. To take initiative
9. To give importance to human relations
10. To have work discipline
11. To follow OHS rules
12. To give importance to quality
13. To be determined
14. To pay attention personal hygiene
15. To be able to be a leader
16. To have eagerness to learn and teach
17. To be patient
18. To keep secrets
19. To be calm
20. To be responsible

4. TESTING, ASSESSMENT AND CERTIFICATION

Assessment to be made for certification according to national qualifications based on occupational standards for Service Attendant (Level 5) shall be carried out written and/or oral both theoretical and practical at measurement and assessment centers which provide the necessary conditions.

Method of measurement and assessment and principles of implementation shall be detailed in the national qualifications to be developed in accordance with this occupational standard. Procedures relating to measurement and assessment and certification shall be performed in the framework of Vocational Qualification, Testing and Certification Regulation.

Annex: Institutions that Participated in Developing Occupational Standard

1. Occupational Standards Team of the Organization Developing Occupational Standard

Nursin NAMLI ,	Head of Non-formal Education Department, Ministry of Culture and Tourism
Figen KUNT ,	Instructor, Ministry of Culture and Tourism
İsa YAYLA ,	Assistant Expert, Ministry of Culture and Tourism
Sibel AKÇAĞLAYAN ,	Trainer, Ministry of Culture and Tourism
Elif Özkan YERCİ ,	Trainer, Ministry of Culture and Tourism
Murat ÖZEN ,	Trainer, Ministry of Culture and Tourism
Abdullah DURMUŞ ,	Training Coordinator, Union of Mediterranean Touristic Hotel Owners and Investors
İsmail TAŞDEMİR ,	Office Manager, Touristic Hotels & Investors Association

2. Technical Work Team Members

Selim ÇİL ,	Bar Manager, Sheraton Hotel- ANKARA
Murat KOÇAK ,	Service Attendant, Metropolitan Hotel- ANKARA
Hasan SABUNCU ,	Food & Beverage Operation Manager, Hilton Hotel- İSTANBUL
Necdet AYÇİÇEK ,	Service Manager, Belek Kaya Select Hotel-ANTALYA
Bülent KOZANOĞLU ,	Food & Beverage Operation Manager, Belek Kaya Select Hotel ANTALYA

3. Individuals, Institutions and Organizations for Which Opinions Asked

INSTITUTIONS/ORGANIZATIONS

1. Confederation of Progressive Trade Unions
2. Confederation of Turkish Real Trade Unions
3. Small and Medium Enterprises Development Organization
4. Republic of Turkey Ministry of Labor and Social Security
5. Republic of Turkey Ministry of Culture and Tourism

6. Republic of Turkey Ministry of National Education (General Directorate of Apprenticeship and Non-Formal Education)
7. Republic of Turkey Ministry of National Education (Department of Projects Coordination Group)
8. Republic of Turkey Ministry of National Education (General Directorate of Trade and Tourism Education)
9. Republic of Turkey the Council of Higher Education
10. Turkish Statistical Institute
11. Confederation of Turkish Tradesmen and Craftsmen
12. Turkish Employment Agency
13. Confederation of Turkish Trade Unions
14. Turkish Confederation of Employer Associations
15. The Union of Chambers and Commodity Exchanges of Turkey
16. Association of Turkish Travel Agencies

OTHER (TRADE UNION/NGO/ASSOCIATION)

1. Professional Hotel Managers Association
2. Turkish Industry and Business Association
3. Turkish Cooks and Waiters Platform
4. Turkish Bartenders Association
5. Turkish Gastronomy Managers Association
6. Turkey Hotel Owners Federation
7. Turkey's Hotel Restaurant and Entertainment Workers Trade Union
8. Turkey's Hotel Restaurant and Entertainment Workers Trade Union
9. Turkish Tourism Investors Association

UNIVERSITIES AND SCHOOLS:

1. Ankara Çankaya İMKB Hotel Management and Tourism Vocational High School
2. Ankara Yenimahalle Hotel Management and Tourism Vocational High School
3. Akdeniz University Vocational School of Tourism and Hotel Management
4. Balıkesir University Vocational School of Tourism and Hotel Management
5. Başkent University Faculty of Economic and Administrative Sciences Tourism Management Department
6. Bilkent University Vocational School of Tourism and Hotel Management
7. Boğaziçi University Tourism Management Department
8. Bursa Hotel Management and Tourism Vocational High School
9. Ege University Çeşme Vocational School of Tourism and Hotel Management
10. Erciyes University Vocational School of Tourism and Hotel Management
11. Eskişehir Anadolu University Vocational School of Tourism and Hotel Management
12. Gazi University Faculty of Trade and Tourism Education
13. Marmara University Vocational School of Social Sciences
14. Mersin University Vocational School of Tourism and Hotel Management
15. Muğla University Vocational School of Tourism and Hotel Management
16. Namık Kemal University Vocational School of Marmara Ereğlisi

HOTELS

1. Ankara Dedeman Hotel
2. Ankara Hilton Hotel
3. Ankara Sheraton Hotel
4. Ankara Swiss Hotel
5. Ankara Metropolitan Hotel
6. Ankara Hotel 2000
7. Ankara İçkale Hotel
8. Ankara Kent Hotel
9. Kapadokya Peri Tower
10. Kapadokya Lykia Lodge
11. İzmir Swiss Hotel
12. İzmir Balçova Termal Hotel
13. İzmir Pırıl Hotel (Çeşme)
14. Altinyunus Hotel (Çeşme)
15. İzmir Sheraton Hotel
16. Çeşme Sheraton Hotel
17. İzmir Tusan beach (Kuşadası)
18. Korumar Hotel (Kuşadası)
19. Aqua Hotel (Marmaris)
20. Antalya Best Western Hotel
21. Antalya Dedeman Hotel
22. Antalya Şampiyon Tatil Köyü
23. Antalya Xanadu Hotel (Belek)
24. Antalya Calista Hotel (Belek)
25. Antalya Letonia Hotel (Belek)
26. Çanakkale Akol Hotel
27. Çanakkale Colin Hotel
28. Bolu Abant Hotel
29. Diyarbakır Klas Hotel
30. Erzurum Polat Renaissance Hotel
31. Urfa Dedeman Hotel
32. Urfa Cevahir Konukevi
33. Gaziantep Grand Hotel
34. Tuğcan Hotel
35. Trabzon Zorlu Grand Hotel
36. Rize Dedeman Hotel
37. Ordu Belde Hotel
38. Fatsa Yalçın Hotel
39. İstanbul Çırağan Hotel
40. İstanbul Laresse Park Hotel
41. Sapanca Richmand Spa Hotel
42. Sapanca Güral Hotel

43. İstanbul Akgün Hotel
44. Barcelo Premium Eresin Topkapı
45. By Otell
46. Ceylan Intercontinental
47. Crowne Plaza İstanbul Old City
48. Conrad International
49. Çırağan Palace Kempinski
50. Çınar Hotel
51. Eser Premium Hotel & Spa Büyükçekmece
52. Dedeman Hotel İstanbul
53. Divan Hotel
54. Four Seasons At The Bosphorus
55. Grand Cevahir Hotel
56. Grand Yükseliş Hotel
57. Holiday Inn İstanbul Airport Hotel
58. Holiday Inn İstanbul City
59. Hyatt Regency
60. İstanbul Marriott Asia Hotel
61. İstanbul Sürmeli Hotel
62. İstanbul Hilton Hotel
63. Sheraton İstanbul Maslak
64. Kaya Ramada Plaza Hotel
65. Klassis Resort Hotel
66. Kumburgaz Princess Hotel
67. Legacy Ottoman Hotel
68. Mövenpick Hotel İstanbul
69. Ortaköy Princess Hotel
70. Papillon Ayscha Hotel (Belek)
71. Polat Renaissance Hotel
72. Polat Renaissance Erzurum Hotel
73. Radisson Sas Confeence & Airport Hotel
74. Radisson Sas Bosphorus Hotel
75. Ramada Plaza İstanbul Hotel
76. Richmond Wellness Sapanca
77. Sarıkamış Toprak Hotel
78. Swissotel Ankara
79. Swissotel-The Bosphorus
80. Sunset Beach Hotel
81. Taksim International Abant
82. Taksim International Mersin
83. The Green Park Bostancı
84. The Green Park Merter
85. The Marmara İstanbul
86. The Ritz Carlton Hotel

87. The Plaza Hotel

4. VQA's Sector Committee Members and Experts

Şahap YILMAZ ,	President (Ministry of National Education)
Agâh TURAL ,	Vice President (Turkish Confederation of Employer Associations)
Dr. Bülent ŞİMŞEK ,	Member (Ministry of Labor and Social Security)
Ferda ÇAKMAKLIOĞLU ,	Member (Ministry of Culture and Tourism)
Prof. Dr. Doğan TUNCER ,	Member (The Council of Higher Education)
Seçim AYDIN ,	Member (The Union of Chambers and Commodity Exchanges of Turkey)
Murat ÇAKIR ,	Member (Confederation of Turkish Tradesmen and Craftsmen)
Ali RENDAN ,	Member (Association of Turkish Travel Agencies)
Tevfik GÜNEŞ ,	Member (Confederation of Progressive Trade Unions)
Mustafa PAÇAL ,	Member (Confederation of Turkish Real Trade Unions)
Firuzan SİLAHŞÖR ,	Member (Vocational Qualifications Agency)
H.Merve İLKKUTLU AYHAN ,	Sector Manager (Vocational Qualifications Agency)
Sinan GERGİN ,	Representative of Sector Committee (Department of Administration of the Disabled)

5. VQA's Board Members

Bayram AKBAŞ ,	President (Representative of Ministry of Labor and Social Security)
Prof. Dr. Oğuz BORAT ,	Vice President (Representative of Ministry of National Education)
Yrd. Doç. Dr. Ömer AÇIKGÖZ ,	Member (Representative of the Council of Higher Education)
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