



**NATIONAL VOCATIONAL STANDARD**

**CALL CENTER CUSTOMER REPRESENTATIVE**

**LEVEL 4**

**REFERENCE CODE / 13UMS0314-4**

**OFFICIAL GAZETTE DATE-ISSUE / May 29<sup>th</sup>, 2013 - 28661**

**(Repeated)**

<b>Occupation:</b>	<b>CALL CENTER CUSTOMER REPRESENTATIVE</b>
<b>Level:</b>	<b>4<sup>1</sup></b>
<b>Reference Code:</b>	<b>13UMS0314-4</b>
<b>Prepared by:</b>	<b>Association of Call Centers</b>
<b>Verified by:</b>	<b>VQA Business and Management Sector Committee</b>
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<sup>1</sup> Occupational Qualification Level is determined as Level Three (4) in the octal (8) level matrix.

## TERMS, SYMBOLS AND ABBREVIATIONS

**ANNOUNCEMENT:** A recorded voicemail that callers hear,

**BACKOFFICE (BO):** The department where the transactions of calls which are failed to be answered at first contact are carried out and the customer is answered,

**ABANDONED CALL:** A call ended before speaking to any customer representative although caller is in queue for customer representatives,

**ANSWERED CALL:** A call answered by a representative when one refers to a representative group,

**CALL (TRANSACTION OR CUSTOMER CONTACT):** Telephone calls, video calls, web and other types of contact,

**ANSWER RATE (AR):** Rate of calls answered by a customer representative to total number of calls received by the same representative,

**CALL CENTER COMPUTER APPLICATIONS:** The entire systems enabling performance of different scopes of works simultaneously which are inter-integrated or not,

**AGENT:** A person who handles inbound and outbound calls (can be named customer services officer, telemarketing and service representative, representative, employee, personnel, consultant, engineer, operator, technical staff, customer manager, team member, customer services professional, expert, etc.),

**CALL CENTER:** : "Communication managements systems" through which institutions manage their "interactions", which take place via all communication channels, with other people and/or institutions they are in contact with and which integrates "human beings, technology, business processes and strategy" in a coordinated manner,

**AFTER-CALL WORK (ACW):** It signifies rallying or after-call process (actions to be taken due to a type of operation and actions that need to be carried out after this operation). These actions include data entrance, filling up of forms or making outbound calls; in this situation, an agent cannot answer inbound calls,

**MUTE:** A button used by an agent in obligatory cases (such as coughing, sneezing, etc.) in order for customer not to hear him/her (cannot be used to keep customer waiting),

**EXTENSION:** Short number of a telephone dialed by an agent,

**OUTBOUND:** The agent contacting the customer for the particular activities such as sales, complaint, information, satisfaction, questionnaire, information update and etc.,

**AGENT OUT CALL:** An outbound call initiated by an agent,

**OFFERED CALL:** After connection to switchboard and then as a result of dialling, total number of calls offered by system which is used by agent. Or else, it expresses total number of calls answered and unanswered,

**HOLD TIME:** Total time a customer is put on hold after the call is received by an agent,

**ISCO:** International Standard Classification of Occupations,

**FIRST CONTACT RESOLUTION (FCR):** Rate of calls which are resolved in first contact and do not require a follow-up call to total number of calls,

**INTERACTIVE VOICE RESPONSE (IVR):** A system which enables to exchange information and transact through telephone keypad or by audio guidance,

**OHS:** Occupational Health & Safety,

**SCRIPT:** Call texts prepared with the aim of offering service in a certain standard and quality (agents are expected to talk to customers adhering to these texts),

**TALK TIME:** Time elapsed during a call between an agent and a caller (time between “hello” and “good bye”),

**LOGIN ID:** Number used by an agent to enter into call centre system,

**QUEUE:** Putting callers on hold until an agent is available, and also a list of things to be done in a system (for example, e-mail messages),

**AVERAGE SPEED OF ANSWER (ASA):** The speed calculated by dividing total stand by times of all answered calls into total number of answered calls,

**AVERAGE HANDLE TIME (AHT):** A total of average time a telephone rings, average call time and average after-call work in a given time period,

**AUTOMATIC CALL DISTRIBUTOR (ACD):** A special telephone system used in Incoming Call Centers (it is a programmable device which automatically answers calls, puts them in order, distributes them to agents, activates delay announcements, and submits simultaneous and previous reports concerning these activities. It can be an independent system or network, an ACD installed in LAN or PBX).

**STATIC ELECTRICITY:** Possibility of loss, injury or other unfavourable consequences that may occur due to dangers,

**SERVICE LEVEL (SL)** (Telephone Service Factor - TSF): Rate of incoming calls to calls answered in a certain time,

**DANGER:** Potential of damage that may exist within a workplace or outside, and that may affect employees or workplace,

**AGENT STATUS:** Status of agent (answering a call, after-call work, not available, etc.),

**AGENT GROUP/SKILL GROUP:** It is also called segregation, door, queue and skill group; a name given to a group of agents who have common skills, duties and responsibilities,

**AVAILABILITY:** Status of an agent who enters into ACD and waits for calls.

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## **1. INTRODUCTION**

Call Center Customer Representative (Level 4) national vocational standard was issued by Call Centers Association assigned as per the provisions of Vocational Qualifications Authority (VQA) Law No.5544 and “Bylaw on Drawing up National Occupational Standards” and “Regulation on the Establishment, Duties and Operation Procedures and Principles of the Sector Committees of Vocational Qualification Authority” introduced pursuant to the aforementioned Law.

Call Center Customer Representative (Level 4) national vocational standard was assessed upon receiving the opinions of the related institutions and organizations in the sector, and approved by VQA Board of Directors upon examination of VQA Business and Management Sector Committee.

## **2. INTRODUCTION OF THE OCCUPATION**

### **2.1. Definition of the Occupation**

Call Center Customer Representative (Level 4) is the qualified professional who makes preparations prior to work, answers the calls, performs back office operations after the call, makes work organization, uses call center computer applications, and executes vocational development activities.

S/he deals with customer calls relating to information, process, sales, complaint, and suggestion issues within frame of customer satisfaction, quality objectives, and work instructions.

S/he answers the calls from customers and creates solutions and action plans, carries outbound calls which will be made with customers for certain purposes. S/he may be required to work as specialized in a certain service type or service channel exclusively or in a mixed structure which can manage any and all kinds of calls, depending on her/his specialization and experience.

### **2.2. Place of the Occupation in International Classification System**

**ISCO 08:** 4222 (Communication center information desk personnel)

### **2.3. Regulations on Health, Safety and Environment**

Labor Law No. 4857

Social Security and General Health Insurance Law No.5510

Law No. 6331 on Occupational Health and Security

By Law on the Protection of Buildings against Fire

By Law on the Principles and Procedures of Occupational Health and Safety Trainings of Employees

Regulation on Health and Security Measures for Working with Devices with Screens

By Law on the Environmental Noise

By Law on the Safety and Health Markings

By Law on the Health and Safety Conditions when Working with Business Equipment

Furthermore, it is essential to comply with applicable laws, bylaws, and other legislation regarding occupational health, security, and environment and to carry out relevant risk analysis.

### **2.4. Other Legislation Related to the Occupation**

Law No. 1774 on Identification Declaration

Law No. 2429 on National and General Holidays

Law No. 394 on Weekend Holiday

Law no. 5809 on Electronic Communication

Bylaw on Processing Personal Data and Protecting Confidentiality in Electronic Communication Sector

By Law on the Working Times which cannot Be Divided into Weekly Business Days

By Law Amending By Law on the Working Times Regarding Labor Law

By Law on the special Principles and Procedures of Works Executed by Employing Workers in Parts

By Law on Annual Paid Leave

Furthermore, it is essential to obey other legislation regarding the occupation.

## **2.5. Working Environment and Conditions**

Call Center Customer Representative (Level 4) works in office environment in general. Communication between customer and call centers is realized as result of establishment of contact by means of electronic communication tools such as phone, e-mail, instant messaging software, social media, fax, short message, etc.

Call Center Customer Representative (Level 4) works in ergonomic environments which are illuminated, ventilated, and prepared in accordance with the nature of work. S/he can work at home or field, as well, in line with the requirements of work.

## **2.6. Other Requirements Regarding the Occupation**

There is no other requirement regarding occupation.



### 3. OCCUPATIONAL PROFILE

#### 3.1. Tasks, Actions, and Performance Criteria

Tasks		Actions		Performance Criteria	
Code	Title	Code	Title	Code	Description
A	Executing activities relating to occupational health and safety	A.1	To participate in the trainings and drills	A.1.1	Participates in the workplace trainings regarding OHS.
				A.1.2	Adapts what he/she has learned in the trainings to his/her work.
				A.1.3	Updates his/her knowledge and skills regarding OHS.
				A.1.4	Participates in the studies for determination and decreasing of risk factors.
		A.2	To follow and/or ensure that the legal and work place rules are followed	A.2.1	Controls that the OHS protection and response tools are properly and operationally available.
				A.2.2	Takes the required measures in cooperation with his/her agent working rapidly to remove the cases of emergency he/she has determined.
				A.2.3	Follows up the measures taken for the cases of emergency.

Tasks		Actions		Performance Criteria	
Code	Title	Code	Title	Code	Description
<b>B</b>	Executing quality and environmental policies of workplace	<b>B.1</b>	To carry out environmental protection procedures	<b>B.1.1</b>	Properly learns and carries out in maximum the measures taken for environmental protection according to the requirements of the work.
				<b>B.1.2</b>	Takes the required measures for decreasing use of natural resources.
		<b>B.2</b>	To work according to the requirements of quality assurance system	<b>B.2.1</b>	Carries out the corporation's quality assurance rules and procedures according to the instructions included in the transaction forms.
				<b>B.2.2</b>	Works according to the conditions defined in the quality assurance rules and procedures of used office tools and equipment.
				<b>B.2.3</b>	Works according to the standards of the work he/she performs.
		<b>C</b>	Making preparations before work	<b>C.1</b>	To carry out preliminary work related to the work
<b>C.1.2</b>	Starts his/her shift on time.				
<b>C.1.3</b>	Informs the team leader according to the workplace rules and procedures in case of failing to start the shift on time.				
<b>C.2</b>	To prepare tools and equipment required for the work			<b>C.2.1</b>	Logs in the used call center applications.
				<b>C.2.2</b>	Informs the team leader if he/she has problems with the system or computer.
				<b>C.2.3</b>	Visually, manually and aurally inspects that the telephone and headphones are operative.
				<b>C.2.4</b>	Visually inspects the cleanness and ergonomics of the tools and equipment.

Tasks		Actions		Performance Criteria	
Code	Title	Code	Title	Code	Description
D	Answering a call (To be continued)	D.1	To answer the calls by phone	D.1.1	Receives the calls incoming via IVR and within the agent group defined to himself/herself by information announcement within the scope of quality standards.
				D.1.2	Effectively listens to the customer for understanding his/her requirements.
				D.1.3	Addresses to the customer by his/her name within the scope of quality standards.
				D.1.4	Carries out the accurate information transfer and transaction time according to the target time in the corporation.
				D.1.5	Enters the records in the system by data, transaction, sales, complaint, satisfaction and proposal.
				D.1.6	Focuses on the call during the call.
				D.1.7	Directs the status of calls which are failed to be resolved at first contact to the relevant units.
				D.1.8	Ends the call according to the talking quality standards determined by the Employer in accordance with the call's nature.
				D.1.9	Completes the call by ACW according to the defined work processes, if required.

Tasks		Actions		Performance Criteria	
Code	Title	Code	Title	Code	Description
D	Answering a call	D.2	To make an outgoing call by phone	D.2.1	Makes an opening announcement by calling the customer within the scope of quality standards.
				D.2.2	Makes outgoing calls for sales, complaint, information, satisfaction and etc.
				D.2.3	Addresses to the customer by his/her name within the scope of quality standards.
				D.2.4	Carries out the accurate information transfer and transaction time according to the target time in the corporation.
				D.2.5	Enters the records in the system by data, transaction, sales, complaint, satisfaction and proposal.
				D.2.6	Focuses on the call during the call.
				D.2.7	Directs the status of calls which are failed to be resolved at first contact to the relevant units.
				D.2.8	Ends the call according to the talking quality standards determined by the Employer in accordance with the call's nature.
		D.3	To answer the calls incoming from other service channels (fax, sms, e-mail, instant messaging program, social media)	D.3.1	Contacts in written or orally regarding incoming data, transaction, sales, complaint and proposal calls.
				D.3.2	Enters the records in the system by data, transaction, sales, complaint, satisfaction and proposal.
				D.3.3	Directs the status of calls which are failed to be resolved at first contact to the relevant units.
				D.3.4	Completes the call by ACW according to the defined work processes, if required.

Tasks		Actions		Performance Criteria	
Code	Title	Code	Title	Code	Description
E	Carrying out back office transactions after call	E.1	To complete the transactions of calls failed to be finalized at first contact	E.1.1	Meets the incoming data, complaint, proposal and satisfaction claims.
				E.1.2	Informs the team leader regarding the unexpected changes in team work load.
				E.1.3	Returns to the customer by phone, sms, mail, e-mail for resolving and finalizing the claims.
				E.1.4	Directs the unresolved calls to the relevant unit.
		E.2	To carry out paperwork transactions	E.2.1	Carries out the control, archiving and disposal transactions according to the defined procedures.
				E.2.2	Sends the related documents to the relevant persons according to the defined work processes.
		E.3	To prepare a report	E.3.1	Submits the reports related to his/her transactions to the team leaders within given periods.
				E.3.2	Controls the design and accuracy of reports created by the system.

Tasks		Actions		Performance Criteria	
Code	Title	Code	Title	Code	Description
F	Doing work organization	F.1	To follow call center rules	F.1.1	Is temporarily and/or constantly assigned in different skill groups, if required.
				F.1.2	Follows the breaks and resting times determined by the Employer.
				F.1.3	Follows the information confidentiality and safety principles determined by the Employer.
		F.2	To contribute to accomplishing team objectives	F.2.1	Cooperates with the other agents in the team.
				F.2.2	Contributes to accomplishing the team objectives.
G	To use call center computer applications	G.1	To access to call center computer applications	G.1.1	Opens the call center computer applications required for his/her work in accordance with the security policies determined by the Employer.
				G.1.2	Makes shortcut accesses or interfaces, if any, ready for fast use of call enter computer applications.
		G.2	To record transaction details by using call center computer applications	G.2.1	Determines and quickly uses the right systems to access to the information.
				G.2.2	Accurately records the customer data or transaction details in the call center computer applications for finalizing the customer's problem or transaction.
				G.2.3	Maintains his/her contact with the customer while using the call center computer applications.
		G.3	To inform those concerned the defects he/she observes in the call center computer applications	G.3.1	Informs the defects he/she observes in the call center computer applications to the relevant units.
				G.3.2	Informs the customer regarding the defects within the scope of defined quality standards.
				G.3.3	Submits proposals to the relevant units according to the procedures.

Tasks		Actions		Performance Criteria	
Code	Title	Code	Title	Code	Description
H	Carrying out professional development activities	H.1	To carry out activities to contribute to his/her professional development	H.1.1	Participates in the trainings to contribute to his/her professional and personal development.
				H.1.2	Adapts what he/she has learned in the trainings to his/her work.
				H.1.3	Develops himself/herself and uses the possible career opportunities within company.
		H.2	To share his/her professional knowledge with the other employees	H.2.1	Transfers his/her knowledge to his/her colleagues.
				H.2.2	Contributes to the development of his/her colleagues.

### **3.2. Tools, Appliances and Equipment Used**

1. Computer
2. Fax
3. Photocopier
4. Required Telephones Directory
5. Calculator
6. Stationery Supplies
7. Earphone
8. Occupational Programs
9. Pos Machine
10. Scanner
11. Computer Application Supporting Telephone or Telephone Function (IP Soft Phone)
12. Printer

### **3.3. Knowledge & Skills**

1. Analytical thinking and analyzing skills
2. Knowledge on tools, apparatus and equipment
3. Investigative and creative skills
4. Computer knowledge
5. Call center basic technology and operational processes knowledge
6. Adaptability to changing conditions
7. Correct diction and phonetics knowledge
8. Skills of working in a team
9. Effective communication and empathy skills
10. Strong expression skills
11. Strong persuasive skills
12. Communication tools knowledge
13. Knowledge of workplace working principles
14. Knowledge on quality control principles
15. Knowledge on occupational and technological advancements
16. Knowledge of vocational terms
17. Skill of learning and being able to share what s/he learned
18. Proactive behavior skills
19. Positive and patient approach skills
20. Knowledge of reporting
21. Taking responsibilities and initiatives skills
22. Knowledge of stress management
23. Promotion and sales development knowledge
24. Knowledge on basic labor legislation
25. Knowledge of basic occupational health and safety
26. Time management knowledge and ability

### **3.4. Attitudes and Behaviors**



1. To manage the data, transaction, sales, proposal and etc. calls according to the corporate culture by the customer-focused point of view
2. To accomplish the call duration within the target time and use the time efficiently
3. To follow the regulations stated in the environmental, quality and OHS legislation
4. To follow up and apply the innovations related to his assignment
5. To participate in the pre-service, in-service trainings and seminars
6. To act good-humored, polite and tolerant towards the persons he/she contacts with
7. To take care of using the corporate tools, appliances and equipment
8. To be solution- and result-oriented against the problems to be faced or already faced
9. To be willingful to improve himself/herself
10. To have professional ethics and follow the ethical rules of the corporation he/she works at
11. To attach importance to developing professional and personal knowledge, following up up-to-date events
12. To adopt a positive attitude
13. To know his/her responsibilities and fulfilling the same
14. To be cold-blooded and calm in cases of stress
15. To be scheduled and planned in his/her works in accordance with the given objectives
16. To be open to change and to adapt to changing conditions

#### **4. TESTING, ASSESSMENT AND CERTIFICATION**

Testing and assessment for certification with respect to national qualifications based on Call Center Customer Representative (Level 4) Occupational Standard shall be held in written and/or oral forms, theoretically and practically, in testing and assessment centers where required conditions are met.

Testing and assessment method and practice principles shall be detailed with national qualifications to be drawn up pursuant to this occupational standard. Activities regarding testing, assessment and certification shall be conducted within the framework of Vocational Qualification Authority, Testing and Certification Regulation.

## **ANNEX: Institutions participated in the Occupational Standard Preparation Process**

### **1. Vocational Standard Team and Technical Working Group Members of Institution Preparing the Vocational Standard:**

Nil Keskin Keleş	DHL Inc.	Customer Relations Director
Başak Bilgin	Global Knowledge Inc.	Human Resources Training and Development Unit Manager
Rana Demir	Global Knowledge Inc.	Human Resources Unit Manager
Özhan Öner	CMC Communication Inc	Human Resources Director
Azer Erdem	CMC Communication Inc	Training and Development Manager
Nigar Akça	IKS Tourism Inc.	Human Resources Specialist
Suzan Küçük	Win Informatics and Communication Services Inc.	Operation Manager
Ayşegül Kırnapçı Bayram	Callus Informatics and Communication Services Inc.	Human Resources Group Manager
Özlem Uludağ Karahasanoğlu	Callus Bilgi ve İletişim Hizmetleri Inc.	Human Resources Training and Development Manager
Aslı Barış Seyis	Avea İletişim Hiz. Inc.	Labor Development & Skills Director
Tarık Karaca	Avea İletişim Hiz. Inc.	Customer Services Training & Service Quality Manager
Ayşegül Temizyürek	HEM Communication Ltd.	Deputy Human Resources Manager
Arda Üçer	Pusula Paz.Inc.	Human Resources Manager
Demet Koçkal	Call Centers Association	Operations Manager

### **2. People, Institutions, and Organizations Asked for Opinion:**

A&C Özsan Training Consultancy  
Ministry of Family & Social Policies, Dir.Gen. of Disabled & Elderly Services  
Anatolia Call Center and Customer Services Inc.  
Ankara Chamber of Industry (ASO)  
Ankara Chamber of Trade (ATO)  
Arvato Telecommunication Services Inc.  
Assist Guiding and Customer Services Inc.  
Atos Informatics Consultancy and Customer Services Ind. & Trade Inc.

Information and Communication Technologies Authority (BTK - ICTA)  
Boyner Individual Products Sales and Marketing Inc.  
Callpex Call Center and Customer Services Inc.  
CHS Telecommunication and Call Services Inc.  
Competence Call Center Inc.  
Federation of Call Centers  
Ministry of Labor and Social Security  
Defacto İstanbul Communication Services Inc.  
Desmer Information and Communication Services Trade Inc.  
State Personnel Administration  
Confederation of Revolutionary Trade Unions of Turkey (DISK)  
Aegean Region Chamber of Industry (EBSO)  
Eko Call Center Services Trade & Ind. Inc.  
Finansbank Inc.  
HAK-IS Trade Union Confederation  
Ingbank Inc.  
Istanbul Chamber of Commerce (ITO)  
İşbul Profession Academies  
Koçak Corporate management Consultancy and Training Services  
Small and Medium Industry Development and Supporting Administration (KOSGEB)  
MoE Life-Time Learning Directorate General  
MoE Occupational and Technical Education Directorate General  
MoE Innovation and Education Technologies Directorate General  
Ped Performance Training and Consultancy  
Peryön – Turkey Human Resources Management Association  
Pluscom Communication Inc.  
RGN Call center Customer & Communication Services Ltd.

Sinerji Training and Consultancy  
Sistema Training and Consultancy  
Teleperformance/Metis Information systems Ind. & Trade Inc.  
Tempo Call Center and Business Processes Outsourcing Services Trade Inc.  
TNT International Express Transport Trade Ltd.  
Turkish Union of Banks  
Turkish Informatics Industrialists' Association (TUBISAD)  
Turkish Informatics Sector Association (TUBIDER)  
Turkish Informatics Foundation (TBV)  
Confederation of Turkish Tradesmen and Craftsmen (TESK)  
Turkey Halk Bank Inc.  
Turkish Exporters Assembly (TIM)  
Turkey Is Bank Inc.  
Turkish labor Authority (Department of Work and Profession Consultancy)  
Confederation of Turkish Trade Unions (TURK-IS)  
Turkish Confederation of Employer Associations (TISK)  
Turkish Union of Chambers and Exchange Commodities (TOBB)  
Ufuk Koç Strategy and Competency Development and Training Services  
Ministry of Transportation maritime and Communication  
Unamic  
HCN Müşteri Hiz.Ltd.Şti.  
Uniq Training and Consultancy Services  
vegatel Communication Services Inc.  
Vodafone Telecommunication Inc.  
Vodadost Informatics systems Ltd.  
Vodatech Informatics Project Consultancy Industry Foreign Trade Inc.  
Board of Higher Education (YOK)

### 3. Sector Committee Members and Experts:

Fehmi YERLİKAYA,	President	Ministry of National Education
İbrahim BİLDİK,	Acting President	Turkish Confederation of Trade Unions
H.Tülay ALPMAN,	Member	Ministry of Labor and Social Security
İlhan ERTÜRK,	Member	Ministry of Science Industry and Technology
Prof. Dr. Ömer TORLAK,	Member	Board of Higher Education (YOK)
Zahit GÖNENCAN,	Member	Hak-İş Trade Union Confederation
Can Özgür YARDIMCI,	Member	Turkish Confederation of Employer Associations
Ahmet ŞAĞAR,	Member	Turkish Union of Chambers and Exchange Commodities - TOBB
Ersin ARTANTAŞ,	Member	Confederation of Turkish Tradesmen and Craftsmen - TESK
Özgün Millioğulları KAYA,	Member	(Devrimci İşçi Sendikaları Konfederasyonu)
Süleyman ARIKBOĞA,	Member	Vocational Qualification Authority
Firuzan SİLAHŞÖR,	Department Head	Vocational Qualification Authority
Dilek TORUN,	Sector Officer	Vocational Qualification Authority
Fatma GÖKMEN,	Representative of Sector Committee	(Administration For Disabled and Elderly People)

### 4. Executive Board:

Bayram AKBAŞ	Representative of Ministry of Labour and Social Security	President
Doç. Dr. Ömer AÇIKGÖZ	Representative of Ministry of National Education	Acting President
Prof. Dr. Mahmut ÖZER	Representative of Council of Higher Education	Member
Bendevi PALANDÖKEN	Representative of Professional Organizations	Member
Mustafa DEMİR	Representative of Turkish Confederation of Employer Associations	Member
Dr. Osman YILDIZ	Representative of Confederation of Turkish Trade Unions	Member