



NATIONAL VOCATIONAL STANDARD

CALL CENTER TEAM LEADER

LEVEL 5

REFERENCE CODE / 13UMS0315-5

OFFICIAL GAZETTE DATE-ISSUE / May 29th, 2013 - 28661

(Repeated)

Occupation:	CALL CENTER TEAM LEADER
Level:	5¹
Reference Code:	13UMS0315-5
Prepared by:	Association of Call Centers
Verified by:	VQA Business and Management Sector Committee
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¹ Mesleğin yeterlilik seviyesi, sekizli (8) seviye matrisinde seviye beş (5) olarak belirlenmiştir.

TERMS, SYMBOLS AND ABBREVIATIONS

ANNOUNCEMENT: A recorded voicemail that callers hear,

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,

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,

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,

FEEDBACK: Assessment concerning calls answered by agent, his/her activities, overall attitude and behaviors, and evaluation of his/her inclination to improve,

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,

HUMAN RESOURCES (HR): A discipline which contains policy determination, planning, organization, redirection, coordination and auditing activities to recruit, manage and improve necessary human resource with the aim of gaining a competitive advantage within organization,

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

ISG (WHS): 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 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).

SCORING: A measurement system which displays total working hours of agents and their continuity by identifying when they start and finish their shifts and which helps calculating their wages,

RISK: Possibility of loss, injury or other unfavorable 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.

Authorized Officer Call: Calls which cannot be concluded by an agent and which are forwarded / escalated to team leader within defined work processes.

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1. INTRODUCTION

Call Center Team Leader (Level 5) 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 Team Leader (Level 5) 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 Team Leader (Level 5) is the qualified professional who makes preparations prior to work, ensures execution of operation, supports application of HR processes during operation, uses call center computer applications, and executes vocational development activities within frame of OHS, environmental protection, quality rules, and methods.

S/he manages the team consisting of Customer Representatives, who execute the communication with existing and potential customers established via call centers.

S/he ensures fulfillment of customers' calls regarding information, transaction, sales, complaint, recommendation, etc. in line with customer satisfaction and quality objectives and work instructions; and checks that customer representatives under her/his supervision work in accordance with specified standards.

2.2. Place of the Occupation in International Classification System

ISCO 08: 3341 (Office supervisors)

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 Team Leader (Level 5) 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 Team Leader (Level 5) 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. Duties, Tasks and Performance Criteria

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	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 required measures in cooperation with labor representative rapidly to remove the cases of emergency s/he or her/his subordinates determined.
				A.2.3	Ensures that her/his subordinates use warning signs and plates in accordance with work instructions.
B	Executing quality and environmental policies of workplace	B.1	To carry out environmental protection procedures	B.1.1	Properly learns and carries out in maximum the measures taken for environmental protection according to the requirements of the work.
				B.1.2	Participates in detection and planning works for less and efficient use of natural resources.
		B.2	To work according to the requirements of quality assurance system	B.2.1	Carries out the corporation's quality assurance rules and procedures according to the instructions included in the transaction forms.
				B.2.2	Works according to the conditions defined in the quality assurance rules and procedures of used office tools and equipment.
				B.2.3	Supervises the conformity of the tasks performed to the standards.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
C	Making preparations before work	C.1	To perform planning studies and controls regarding with her/his work	C.1.1	Controls number of calls / transactions / requests pending when s/he starts working.
				C.1.2	S/he turns on the computer prior to her/his shift and checks notifications regarding with her/his work via e-mail or announcement portals.
				C.1.3	S/he finds solution to or forwards to relevant departments the problems which her/his subordinates in the team experience in their preparations prior to entering call center applications.
				C.1.4	Checks over the system and / or by observing that all of customer representatives in her / his team are ready for beginning the work in time.
				C.1.5	Creates required action plans in line with company's work principles if s/he detects that there are unavailable or excessive customer representatives in her/his team.
		C.2	To prepare tools and equipment required for the work	C.2.1	Logs in the used call center computer applications.
				C.2.2	Checks operability of computers, systems, and software required by the project.
				C.2.3	Informs technical department if s/he has problems with the system or computer.
				C.2.4	Visually inspects the cleanness and ergonomics of the tools and equipment.
				C.2.5	Ensures supply of stationery materials from relevant department.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
D	Ensuring execution of call center activities (to be continued)	D.1	To prepare reports	D.1.1	Obtains data from relevant sources in order to prepare reports determined in line with the nature of operation and set forth in task definition.
				D.1.2	Follows up preparation of or prepares periodical or special reports regularly.
				D.1.3	Checks correctness of reports regularly.
				D.1.4	Shares the reports with relevant people.
				D.1.5	Analyzes the reports and prepares necessary action plans or shares her/his findings and opinions with relevant departments.
		D.2	To ensure continuity of call center activities (To be continued)	D.2.1	Leads her/his team within frame of predefined objectives and quality standards.
				D.2.2	Ensures realization of team targets.
				D.2.3	Follows up digital data of her/his team (SL, incoming call, answered call, missed call, interim break times, sales volume, etc) over the system.
				D.2.4	Creates action plans for improving digital data of her/his team.
				D.2.5	Follows up her / his team's conformity with shift plan and shift enters/ exits in daily, weekly, and monthly basis.
				D.2.6	When required, performs call estimation and makes shift planning, accordingly.
				D.2.7	Informs customer representatives in her/his team about details of the work.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
D	Ensuring execution of call center activities (To be continued)	D.2	To ensure continuity of call center activities	D.2.8	Requests the passwords needed by customer representatives for logging on computer applications from relevant departments.
				D.2.9	Informs customer representatives in her/his team verbally or in writing about the work.
				D.2.10	Makes required directions for customer representatives in her/his team when needed.
				D.2.11	Assists her/his superior and undertakes responsibilities partially in case of need and assignment.
				D.2.12	Assists different projects in line with operational requirements.
		D.3	To contribute to efficiency and work quality of call center	D.3.1	Guides customer representatives in her/his team.
				D.3.2	Creates action plans for ensuring and improving efficiency of her / his team.
				D.3.3	Is available on the platform, beside the customer representatives in her/his team in order to provide immediate support in case of any and all kinds of problem and question in order to increase work quality and efficiency, in line with her/his forecasts.
				D.3.4	Is available at any time when her/his team needs her/him in order to increase and improve work quality and efficiency.
				D.3.5	Approves transactions in situations exceeding authorities of customer representatives.
				D.3.6	Answers authorized calls by the agency of customer representatives, directed when required.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
D	Ensuring execution of call center activities	D.4	To ensure interview quality and information standard	D.4.1	Listens to randomly selected calls of customer representatives over the system in certain periods and in line with quality standards.
				D.4.2	Evaluates the calls of customer representatives which s/he listened to.
				D.4.3	Detects issues and subjects to develop in accordance with results of evaluations of calls of customer representatives and gives feedback to customer representative.
				D.4.4	Meets regularly with her/his team members as specified in quality standards.
				D.4.5	Detects development areas of customer representatives in his team by means of methods such as observation, call listening, report results, instant placement assessments, etc. and provides or requests for training when needed.
				D.4.6	Ensures that customer representatives in her/his team are aware of procedures and instructions regarding with quality policy, vision, mission, and operation of the company.
				D.4.7	Forwards system, product, service, application, and process development recommendations to relevant departments.
		D.5	To assist in business development issues	D.5.1	Assists in different projects when assigned by her/his superior.
				D.5.2	Takes role in improving his work in issues such as system, product, application, process, etc., when needed.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
E	Providing support for HR processes during operation	E.1	To manage performance system	E.1.1	Controls digital performance data over system at intervals determined by the company.
				E.1.2	Gives approvals under her / his responsibility regarding with correctness of performance data.
				E.1.3	Shares performance results with her/his manager.
				E.1.4	Gives performance feedbacks to customer representatives in writing and verbally.
				E.1.5	Answers performance system-related questions of customer representatives.
				E.1.6	Finds solutions to performance system-related questions.
				E.1.7	Reports performance of customer representatives to relevant units.
		E.2	To ensure scoring control	E.2.1	Observes and / or controls over system the changes in shifts, leave requests, and daily shift plan of customer representatives and informs HR department.
				E.2.2	Gives the first approval for leaves of customer representatives.
				E.2.3	Creates and shares with relevant units the annual leave plan.
				E.2.4	Controls and approves all scoring data over the system at intervals specified by the company.
				E.2.5	Informs relevant units in case of any problem in scoring data.
		E.3	To provide support in process of recruiting, career management, and discharging	E.3.1	Attends in recruitment, discharging, and task change interviews of customer representatives.
				E.3.2	Provides her/his comments on results of recruitment, discharging, and task change interviews of customer representatives for HR department.
				E.3.3	Informs HR department if s/he detects behaviors of customer representatives, which are not in compliance with quality and discipline rules of the company.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	To use call center computer applications	F.1	To access to call center computer applications	F.1.1	Logs on required call center computer applications.
				F.1.2	Makes shortcut accesses or interfaces, if any, ready for fast use of call enter computer applications.
		F.2	To keep records of details of transactions regarding customer calls	F.2.1	Determines and quickly uses the right systems to access to the information.
				F.2.2	Accurately records the customer data or transaction details in the call center computer applications for finalizing the customer's problem or transaction.
				F.2.3	Maintains his/her contact with the customer while using the call center computer applications.
		F.3	To inform those concerned the defects he/she observes in the call center computer applications	F.3.1	Informs the defects he/she observes in the call center computer applications to the relevant units.
				F.3.2	Informs the customer and customer representatives in her/his team about detected errors within frame of predefined quality standards.
				F.3.3	Submits proposals to the relevant units according to the procedures.
		G	Conducting professional development activities	G.1	To assist training planning and organization works
G.1.2	Ensures customer representatives in her/his team attend the trainings held in line with her/his opinions / findings.				
G.2	Doing works on individual professional development			G.2.1	Participates in the trainings to contribute to his/her professional and personal development.
				G.2.2	Develops himself/herself and uses the possible career opportunities within company.
G.3	To share professional knowledge with customer representatives in her/his team			G.3.1	Adapts what s/he has learned in the trainings to his/her work.
				G.3.2	shares her / his knowledge and experience with customer representatives in her/his team.

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. Ability of working in a team or an organization
9. Team management skills
10. Effective communication and empathy skills
11. Strong expression skills
12. Strong persuasive skills
13. Communication tools knowledge
14. Ability of target-oriented leadership
15. Knowledge of workplace working principles
16. Knowledge on quality control principles
17. Knowledge on occupational and technological advancements

18. Knowledge of vocational terms
19. Skill of learning and being able to share what s/he learned
20. Proactive behavior skills
21. Positive and patient approach skills
22. Knowledge of reporting
23. Ability of guiding and giving feedback
24. Ability of taking responsibilities and initiative
25. Knowledge of stress management
26. Ability of detecting training needs of team
27. Promotion and sales development knowledge
28. Knowledge on basic labor legislation
29. Knowledge of basic occupational health and safety
30. 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 lead in positive management approach for motivating her/his team
10. To be willingful to improve himself/herself
11. Meslek ahlakına sahip olmak, çalıştığı kurumun etik kurallarına uymak
12. To attach importance to developing professional and personal knowledge, following up up-to-date events
13. Knowing 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 Team Leader (Level 5) 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 Informatics and Communication Services Inc.	Human Resources Training and Development Manager
Aslı Barış Seyis	Avea Communication Services Inc.	Labor Development & Skills Director
Tanık Karaca	Avea Communication Services Inc.	Customer Services Training & Service Quality Manager
Ayşegül Temizyürek	HEM Communication Ltd.	Deputy Human Resources Manager
Arda Üçer	Pusula Marketing Inc.	Human Resources Manager
Demet Koçkal	Association of Call Centers	Operations Manager

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)
İstanbul 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 (TİSK)
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 Customer Services Ltd.

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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)

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	Turkish Confederation of Revolutionary Trade Unions
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		Directorate General of Handicapped and Elderly Services

Executive Board

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

