



NATIONAL OCCUPATIONAL STANDARD

SME CONSULTANT

LEVEL 6

REFERENCE CODE / 13UMS0338-6

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Occupation: SME CONSULTANT

Level: 6I

Reference Code: 13UMS0338-6

Prepared by: Small and Medium Industry Development and
Supporting Administration (KOSGEB)

Verified by: VQA Business and Management Sector
Committee

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¹Vocational Qualification Level is determined as Level 5 in the octal (8) level matrix.

TERMS, SYMBOLS AND ABBREVIATIONS

EXTERNAL ENVIRONMENTAL ANALYZIS: Process of analyzing any external environmental factor surrounding SMALL and MEDIUM-SIZED ENTERPRISES (SME) and affecting their success,

ACTIVITY PLAN: Determination of details (start time and completion time, implementation process, line, time, priority, etc.) necessary for composing scope of service and achieving the targets intended for reaching by the service,

SERVICE CONTRACT: Document in which the parties explain their will in a way that it shall cause right and legal obligation between themselves regarding scope of service (target, result, date, time schedule, business volume, etc.) outcome of service, resources, fee, expenses, responsibility, expiration, revision and discrepancies,

SERVICE OFFER : Document containing the offers concerning service target to be provided with SME, technical aspects (subject matter, scope, etc.) responsibilities of the parties, and submitted to SME for approval and decision,

HR: Human Resources,

ISCO: International Standard Classification of Occupations,

ISG (WHS): Occupational Health & Safety,

BUSINESS BREAKDOWN STRUCTURE: In this structure the SME Consultant hierarchically decomposes the works conducted for accomplishing the objectives determined by service and obtaining the expected results, regulation and definition of total scope of service in short,

MONITORING AND EVALUATION SYSTEM: The system established for monitoring, reviewing and regulating progress and performance related to process for the purpose of providing sustainability of the service for SME, and for determining the areas to be made amendment and initiating relevant modifications,

COMPARISON: Comparison made for determining best applications, producing ideas for optimization and providing a ground for measuring the performance with the likes of them,

CHECK POINT: Thresholds agreed previously and appropriate corrective actions shall be done when necessary for monitoring the performance of planned service and evaluating the realizations,

SMALL AND MEDIUM SIZED ENTERPRISE (SME): The enterprises taking place within the scope of “Regulation about Definition, Characteristics and Classification of SMALL and MEDIUM SIZED ENTERPRISES” issued in Official Gazette no 25997 and become effective in 18 November 2005,

CUSTOMER PORTFOLIO: The SMALL and MEDIUM SIZED ENTERPRISES that are users of the service provided by SME Consultant,

SELF EVALUATION: Reviewing its own performance and development independently, realistically, comprehensively, systematically and regularly,

AGREEMENT –IN- PRINCIPLE: Documentation process of initial requirements for meeting expectations and needs of the parties,

PROJECT SCOPE MANAGEMENT : For the purpose of successfully completing the project, the processes for providing the project with including all necessary works (requirement collection, definition of the scope, forming business breakdown structure, verification and control of the scope),

RISK: Possibility of loss, injury or other unfavorable consequences that may occur due to dangers,

RISK ANALYZIS: Detailed analysis carried out by evaluating and realization possibilities and potential impacts of the services to be offered to SME and combining them with the precautions that shall minimize or completely terminate those risks,

RISK ASSESSMENT: Activities carried out for detection of hazards present in or to be imported to the workplace, analyzing and grading factors causing such hazards to become risks and risks arising from the hazards and deciding on the control measures,

DANGER: Potential of damage or injury likely to affect the worker or work place and likely to exist in the workplace or to be caused externally,

PROBLEM AREAS: The areas meaning the points put forward within reason-result relationship within the framework of analyzing current situation of SME, and that are undesired and necessary to be concluded by resolving.

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1. INTRODUCTION

National occupational standard of SME Consultant (Level 6) was prepared by (KOSGEB) assigned by MYK according to provisions of Vocational Qualification Authority Law (MYK) no. 5544 and “Regulation on Preparation of National Occupational Standards” and “ Regulation on Establishment, Duty, Working, Procedures and Principles of Sector Committees of Vocational Qualification Authority” issued in accordance with mentioned Law.

National occupational standard of SME Consultant (Level 6), was evaluated by taking relevant institutions and organizations opinions in the sector, after having examined by MYK Work and Sector Management Committee and approved by MYK Board of Management.

2. INTRODUCTION OF THE OCCUPATION

2.1. Definition of the Occupation

SME Consultant (Level 6) is the qualified person executing preparation process of consultancy service offers to SME's, determining problem areas by analyzing current situation of SME's, offering solutions, developing and executing application processes necessary for change and/or optimization areas, orienting and giving advices, providing sustainability of the service offered, continuing customer relations, maintaining his/her activities within the framework of occupational health and safety, environmental protection measures and being engaged in activities related to his/her professional development. The SME Consultant carries out all these activities within the framework of relevant legislation, quality norms and service procedures.

2.2. Place of the Occupation in International Classification System

ISCO 08: 2421 (Management and Organization Analysts)

2.3. Regulations on Health, Safety and Environment

Environmental Law No. 2872

Social Security and General Health Insurance Law No.5510

Law No. 6331 on Occupational Health and Security

By Law on the First Aid

Furthermore, it is essential to obey other legislation regarding the occupation as well as OHS- and environmental-related regulations, laws, and other legislation.

2.4. Other Legislation Related to the Occupation

Law No. 4077 on Protection of Consumers

Customs Law No. 4458

Labor Law No. 4857

5084 sayılı Yatırımları ve İstihdamı Teşvik Kanunu

Energy Efficiency Law Nr. 5627

Turkish Commercial Code Nr. 6102

Turkish Code of Obligations Nr. 6198

Law numbered 6356 on Trade Unions and Collective Bargaining Agreements

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

2.5. Working Environment and Conditions

SME Consultant (Level 6) works in his/her own workplace or working environment of SME, which shall be appropriate to service process. In service process the SME owner/manager, his/her employees in any level contact to persons/institutions with which SME is connected. In terms of places where the occupation is carried out generally works in office environment and with devices having a screen, he/she may face the risk occupational diseases, and when it is

necessary to work in different department and units of the establishment or when taking a trip, may face the risks of the place where works. Due to work requirements and customer demands it can be necessary to take a trip.

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	Complying with OHS and environmental protection rules	A.1	To comply with personal security and safe work methods.	A.1.1	Uses the tools, supplies and equipment in accordance with the instructions, workplace procedures and safety practices.
				A.1.2	Complies with basic emergency procedures in case of adverse conditions such as accident, injury and etc. occurred in the workplace.
				A.1.3	Contributes to keeping away the workplace from any danger.
				A.1.4	Provides necessary precautions to be taken according to the relevant legislation and standards for the cases arising from workplace activities and the cases that may endanger occupational health and safety.
		A.2	To assess the risks	A.2.1	Follows the workplace procedures to assess the risks.
				A.2.2	Determines and reports the risk factors he/she faces or risks he/she may face.
		A.3	To implement emergency procedures	A.3.1	Acts properly according to the exit or escape procedures in case of emergency.
				A.3.2	Contributes to the periodical trainings, practices and implementations about emergency exit or escape.
		A.4	To follow-up environmental protection legislation	A.4.1	Provides the environmental wastes and recyclable materials occurred in the workplace to be transferred to the right place.
				A.4.2	Contributes to the trainings or activities performed for the protection and improvement of environmental quality.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
B	Making work organization (to be continued)	B0.1	Making work program	B0.10.1	Determines the work program by taking into consideration time, resource and process related to service to be offered to SMEs.
				B0.10.2	Determines his/her own work program according to work programs prepared for SMEs.
		B0.2	Regulating work environment	B0.20.1	Forms his/her own work environment according to requirements of the service to be rendered and makes the necessary materials available.
				B0.20.2	Regulates the work environment in SME according to feature of service to be rendered and conditions of SME.
		B0.3	Preparing service offer	B0.30.1	Determines administrative, financial, legal, etc. conditions regarding service to be rendered.
				B0.30.2	Prepares the offer text in accordance with determined conditions and submits it to SME.
		B0.4	Recording service processes	B0.40.1	Regarding processes of services rendered to SMEs; composes the record system in a way that shall contains the subjects such as offer, report, survey, complain, contract.
				B0.40.2	Records the information and documents regarding processes of services rendered to SMEs in accordance with record system.
				B0.40.3	Archives kept records according to formed system.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
B	Doing work organization	B0.5	Executing financial procedures	B0.50.1	Constitutes expenditure items in respect of costing of service to be applied in SME.
				B0.50.2	Makes cost planning for the service applied in SME by suitable techniques.
				B0.50.3	Determines the cost of the service according to market conditions, expertise and quality of service.
				B0.5.4	Determines payment conditions regarding cost of service to be rendered.
				B0.50.5	Executes/ensures to be executed financial transactions regarding rendered service (invoicing, taxing, etc.) in accordance with its regulation.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
C	Developing service quality	C0.1	Monitoring rendered services	C0.10.1	Evaluates his/her recorded services according to criteria such as service type, feedback from SME, etc.
				C0.10.2	Makes necessary improvements in service processes.
		C0.2	Carrying out self evaluation	C.20.1	After every service evaluates his/her own performance according to scope and targets of the service.
				C.20.2	Evaluates own performance according to improvement in SME after service.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
D	Executing customer relations	D.1	Creating customer portfolio	D.1.1	Collects information for determining problem and requirement areas of SMEs in his/her target market by survey, negotiation, trade publications, internet, etc.
				D.1.2	Determines SME's to be added to customer portfolio by using research results.
				D.1.3	Evaluates customer demands coming from inside or outside of target market by linking them with the services to be rendered.
				D.1.4	Decides the strategy and methods for reaching determined SMEs.
				D.1.5	By using determined methods follows the SMEs in terms of business continuity.
				D.1.6	Keeps information and data obtained in relation to SMEs updated.
		D.2	Presenting rendered services	D.2.1	Makes his/her profession, himself/herself and his/her services visible in digital and printed media; according to product range and area of activity.
				D.2.2	Within the scope of area of expertise and experiences ; forms relationship network through meeting, fair, congress, etc. organizations.
				D.2.3	Prepares introduction documents according to target market, product range and areas of activity.
				D.2.4	Presents services rendered/planned to be rendered by talking face to face with potential SMEs.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
E	Making preparation before service	E.1	Planning talking process with SME	E.1.1	Determines negotiation schedule with SME.
				E.1.2	Prepares suitable environment for discussion or helps to be prepared.
				E.1.3	Before discussion; collects information about SME, environment and sector being engaged in.
				E.1.4	Records pre-information that he/she obtained by organizing them systematically.
				E.1.5	Keeps information, data and materials to be needed in negotiation available.
		E.2	Carrying out talking with SME	E.2.1	Determines expectations of SME from consultancy service during negotiation process by using control lists.
				E.2.2	Puts determined expectations of SME in writing by prioritizing them.
				E.2.3	Reconciliates about next meeting and its content.
		E.3	Make agreement-in-principle with SME	E.3.1	Determines purpose and scope of the service to be implemented for SME.
				E.3.2	Determines know-how to be transferred within the scope of service implemented in SME in the way that shall meet the requirements of SME.
				E.3.3	Determines the formats of the reports to be submitted concerning the service to be applied to SME in a way that shall contain possible contents.
				E.3.4	Determines working schedule of the service to be implemented in SME by carrying out labor, hour, cost analyses (like GANTT schema).
				E.4.5	Determines completion conditions and date of service to be implemented for SME.
				E.4.6	Makes agreement-in-principle by reaching a mutual understanding related to service to be submitted to SME.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Evaluating current situation of SME (To be continued)	F0.1	Analyzing nature of activity of SME	F0.10.1	Handling developmental stages of SME as a whole, evaluates it according to economy and sector conditions.
				F0.10.2	Examines and analyses general nature of activity of SME.
				F0.10.3	Carries out analyzing of goods and services offered by SME ; by taking into consideration the points such as nature of competition, nature of salespeople, nature of customers, etc.
				F0.1.4	Analyses technologies used by SME.
				F0.10.5	Determines the benefits expected from services to be submitted to SME by feasibility analyzing methods (economical, technical, financial dimension) and reports them.
		F0.2	Analyzing financial structure of SME	F0.20.1	Determines liquidity position, financial and activity leverage level, asset utilization efficiency and profitability level of SME by using financial analyzing techniques.
				F0.20.2	Interprets comparison of SME with the sector, by comparing financial ratio of the company by comparing to standard rates of sector.
				F0.20.3	Makes financial and operational comparison of SME with its closest competitors (in case of being accessible data).
				F0.2.4	Evaluates investment decisions of SME by financially project evaluation techniques (net present value, internal rate of return and payback period method, etc.).

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Evaluating current situation of SME (To be continued)	F0.3	(To be continued) Analyzing HR structure of SME	F0.30.1	Analyses recruitment policy of SME by personnel selection criteria.
				F0.30.2	Analyses the processes of employee orientation of SME by HR orientation management techniques.
				F0.30.3	Analyses the employee training processes of the Small and Medium Size Enterprises by using training need analysis methods.
				F0.30.4	Analyses the employee motivation processes of the SME by using motivation measurement tools.
				F0.30.5	Analyses the employee performance evaluation processes of the SME by using performance measurement criterion.
				F0.30.6	Analyses the employee promotion processes of the Small and Medium Size Enterprises in accordance with the promotion policies.
				F0.30.7	Analyses the employee turnover rates.
		F0.4	Analyzing the marketing activities of the SMEs	F0.40.1	Determines the demands for the goods and the service of the Small and Medium Size Enterprises with market research methods.
				F0.40.2	Analyses the market competition situation of the Small and Medium Size Enterprises with the competition and competitors analyses methods.
				F0.40.3	Determines market share where the Small and Medium Size Enterprises are active with the sector analysis method.
				F0.40.4	Determines the expectations of the Small and Medium Size Enterprises' customers with marketing research techniques.
				F0.40.5	Determines the satisfaction of the customers of SMEs with marketing research techniques.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Evaluating current situation of SME (To be continued)	F0.5	Analyzing the production (goods/service) activities of the SMEs	F0.50.1	Determines the capacity use rate of the Small and Medium Size Enterprises with production management techniques.
				F0.50.2	Determines the waste /waste ratio of the Small and Medium Size Enterprises with the production management leakage losses measurement methods.
				F0.50.3	Determines the inventory turnover rates of the Small and Medium Size Enterprises with financial analysis techniques.
				F0.5.4	Analyses the innovation skill of Small and Medium Size Enterprises with new product development and implementation determining method.
		F0.6	Analyzing external environment analysis of the Small and Medium Size Enterprises (To be continued)	F0.60.1	Determines the SME customers' demographic and economic structure and behavioral characteristics by using the statistical methods in data obtained by the questionnaire or from the customer's records in the database .
				F0.60.2	Determines the customer efficiency (in terms of cost effectiveness and profitability) from the SME's accounting records in terms of operation types and volumes with the statistical analysis methods.
				F0.60.3	Analyses the structure of the market where SME is active with economical techniques.
				F0.6.4	Determines the demand pattern where SME is active with statistical methods.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Evaluating the present situation of SME	F0.6	Analyzing external environment analysis of the Small and Medium Size Enterprises	F0.60.6	Determines the market place/places where SME is active with market research methods.
				F0.60.7	Determines the internal and external change dynamics of the markets where SME is active with market research techniques.
				F0.60.8	Determines the price and non-price competition structure in the market where SME is active by using market research methods.
				F0.60.9	Determines the competition structure according to the long term agreement of the market where SME is active by using financial analysis methods.
				F0.60.10	Determines the merger /acquisition trends of the markets where SME is active with appropriate methods.
				F0.60.11	Determines the legal constraints of the production and sales/presentation and product or service in the market where SME is active in accordance with the related legislation.
		F.7	Evaluating the analysis results	F0.70.1	Reveals the analysis results as a whole.
				F0.70.2	Detects the problem areas of SME according to the analysis results.
				F0.70.3	Reveals the problem areas detected related to the SME by prioritizing them.
				F0.7.4	Reports the holistic analysis results revealed to present to SME.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
G	To work on positioning SME and service	G0.1	Negotiating the problem areas and resolution suggestions	G0.10.1	Evaluates the holistic analysis results and problem areas with SME.
				G0.10.2	Prioritize the SME's problem areas.
				G0.10.3	Leads the field expert/experts for the problem which highly requires area experts and suggest common work.
				G.1.4.	Presents the processes about the implementation of the offered solution suggestions to SME's confirmation to compromise.
		G0.2	Determining the capacity of the service	G0.20.1	Determines the concept and the timing of the service to be presented to SME in accordance with the project concept management criterion and presents to the SME's confirmation.
				G0.20.2	Determines the ultimate targets of the services to be presented to SME in compliance with the feasibility analysis and presents to SME.
				G0.20.3	Determines the work breakdown structure about the services to be presented to SME properly.
				G0.2.4	Determines the control and monitoring processes about the services to be presented to SME.
		G0.3	Making agreement with SME	G0.30.1	Prepares the content of the agreement related to the services to be presented to SME in accordance with the related legislation.
				G0.30.2	Determines the decision makers at SME especially the persons who will confirm the changes and costs about the service to be implemented.
				G0.30.3	Makes an reconciliation with SME about the content of the prepared agreement and signs it.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
H	Running the implementation process related to the service (To be continued)	H.1	Forming /developing the items of the service to be presented	H.1.1	Determines the human source, equipment, foundation place etc. needs of the service.
				H.1.2	Determines the processes of the service such as efficiency, efficacy and design.
				H.1.3	Determines the service's outcomes like efficiency, quality and number.
				H.1.4	Determines the performance indications of the service.
		H.2	Making activity plans about the service	H.2.1	Develops vision and mission sentences that will prompt the SME's activities efficiently.
				H.2.2	Determines the SME's long term targets in the concept of vision and mission.
				H.2.3	Develops the probable strategies that SME will implement in reaching its targets.
				H.2.4	Develops organizational structure and processes that are special to the SME's activity structure with appropriate methods.
				H.2.5	Plans the internal communication of SME holistically.
				H.2.6	Forms the time table about the SME consultancy activity with appropriate methods (GANNT etc.) .

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
H	Running the implementation process related to the service (To be continued)	H.3	Making risk analysis	H.3.1	Determines the risks to happen in the implementation process of the service according to their level and importance degrees.
				H.3.2	In the event of a risk occurring in the service to be implemented in SME , they determine the alternative solutions with appropriate methods.
				H.3.3	Monitors and controls the risks to happen in the implementation process of the service in SME.
		H.4	Making source planning	H.4.1	Makes managerial and functional source planning about the service according to the business time plan.
				H.4.2	Determines the SME's present sources that will provide the needs of the service.
				H.4.3	Determines the sources (government incentives and support, bank credits, national and international funds etc.) .
				H.4.4	Determines the source risk areas and appropriate management processes related to the service.
		H.5	Forming control points	H.5.1	Determines the control points in the implementation process of the service.
				H.5.2	Determines the materials/scales/methods that it will use about the evaluations to be done in the control points.
				H.5.3	Prepares the assessment results that were made in the control points ,and the plans/processes of reflecting them to the implementations.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
H	Running the implementation process related to the service	H.6	Monitoring and evaluating the implementation process of the service	H.6.1	Monitors if the works in the concept of the service are run according to the plans or not.
				H.6.2	Determines the service targets' realization levels/ deviations from the plan with respect to the performance indicators.
				H.6.3	Monitors the sources allocated to the service to be used properly by predicating the resource allocation table/budget upon.
				H.6.4	Monitors if the deviations in the activity, cost, resource plans are dealt with on time and correctly.
		H.7	Reporting the services	H.7.1	Prepares a detailed report of the service.
				H.7.2	Prepares a manager summary including the costs done on the running service, the problems faced and the process of the work.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
I	Concluding the consultancy service by providing the sustainability of the service for the SME	I.1	Documenting the service processes	I.1.1	Makes documentations including the service process and monitoring stages.
				I.1.2	Archives the documents systematically.
				I.1.3	Determines the methods of updating of the documents.
		I.2	Introducing the monitoring and evaluating system	I.2.1	Determines the necessary standards related to the monitoring and evaluating system.
				I.2.2	Determines the person/persons that will take place in the monitoring and evaluating system together with SME.
				I.2.3	Introduces the service to the determined responsible person/persons.
		I.3	Concluding the consultancy service	I.3.1	Delivers the outcomes foreseen in the consultancy agreement.
				I.3.2	Delivers all the materials and tools allocated to them properly and concludes the consultancy service.

Tasks		Actions		Performance Criteria	
Code	Name	Code	Name	Code	Description
J	Running ctivities related to the vocational development	J.1	Providing individual vocational development	J.1.1	Follows and participates in the educational (document, certificate, diploma) programs held by expert foundations according to the individual training needs.
				J.1.2	Follows the vocational and industrial developments from the related sources and reflects them in their works.
				J.1.3	Follows the legislation and norm changes related to their duties and reflects these into their works.
				J.1.4	According to their personal career they plan and implement their short and long term vocational development.
				J.1.5	Takes the feedbacks on the services they gave to the SMEs into consideration in their career development plan.
		J.2	Contributing to the development of the colleagues and vocation of SME Consultancy	J.2.1	Shares information with their colleagues about working methods and experiences.
				J.2.2	In case of demand gives information about the vocational subjects.

3.2. Tools, Appliances and Equipment Used

1. Computer and hardware, basic office software (printer, scanner, external memory, etc.)
2. Training hall appliances (blackboard, projection device, etc.)
3. Communication devices (phone, tele-conference systems, fax, cable / wireless internet, etc.)
4. Recording and displaying devices (camera, voice recorder, video camera, etc.)
5. Resources and practice documents (general forms, procedures, operational instructions, collective or personal labor contracts etc.)
6. Office tools and stationery equipment (copier, paper shredder, calculator, lock system etc.)

3.3. Knowledge & Skills

1. Ability of analytical thinking
2. To be informed on how to use analytical methods
3. Ability of analyzing
4. Knowledge of survey
5. Knowledge and ability of conducting research
6. Ability of collecting information
7. Knowledge and ability of using computer and information technology devices
8. Knowledge of budget planning
9. Ability of managing conflicts
10. Knowledge and ability of solving and making suggestion
11. Ability of seeing and evaluating opportunities
12. Ability of making observation
13. Persuasive skill
14. Ability of creating and using communication network
15. Ability and knowledge of establishing and maintaining communication
16. Knowledge of and ability of applying operational functions
17. Knowledge of quality management
18. Decision making skills
19. Knowledge and ability of using resources
20. Ability of explaining himself / herself
21. Knowledge of SME policies and supports
22. Ability of evaluating and applying knowledge on SME's
23. Coordination skills
24. Legal legislation information regarding occupation
25. Motivation skills

26. Ability of judgment
27. Ability of applying interview techniques
28. Ability of managing customer portfolio
29. Knowledge and ability of negotiation techniques
30. Knowledge and ability of organizing
31. Ability of working in a team
32. Skill of learning and being able to share what s/he learned
33. Ability of planned and systematical working
34. Problem solving skills
35. Knowledge and ability of project management
36. Knowledge and ability of reporting
37. Ability of detecting and prioritizing the problems
38. Ability of creating and developing strategy
39. Ability of making presentation
40. Ability of establishing and managing the work team
41. Ability of introducing
42. Meeting management skills
43. Data validation and evaluation skills
44. Steering skills
45. Knowledge and ability of time management

3.4. Attitudes and Behaviors

1. To be an active learner
2. To be open to changes and novelties
3. To be able to transfer her / his experiences
4. To be open to criticism
5. To act in accordance with ethical principles
6. To have ability of good and efficient speaking
7. To be open to development
8. To comply with confidentiality
9. To be reliable
10. To be target- and result-oriented
11. To be accountable
12. To maintain sustainability in relations
13. To be sensitive to OHS and environmental protection
14. To be quality focused

15. To understand and respect SME's culture and values
16. To be able to lead
17. To represent the occupation in reputable manner
18. To be planned
19. To be able to take risk
20. To attend in organizations such as seminar, congress, conference, etc.
21. To take responsibility
22. To develop her/his representation skills
23. To be tidy and organized
24. To be harmonious
25. To use time and other resources efficiently

4. TESTING, ASSESSMENT AND CERTIFICATION

Testing and assessment for certification with respect to national qualifications based on SME Consultant (Level 6) Vocational 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.

Note: This part shall not be published in the Official Gazette. It will be published in VQA website only.

ANNEX: Institutions participated in the Occupational Standard Preparation Process

1. Professional Standards Team of Institution Preparing Professional Standard

Prof. Dr. İzzet GÜMÜŞ, Gazi University, Academician

Prof. Dr. Nurettin PARILTI, Gazi University, Academician

Prof. Dr. Mehmet ARSLAN, Gazi University, Academician

Hasan GÜNER, KOSGEB, Training and Consultancy Manager

Hatice KESKİN, KOSGEB SME Specialist, Directorate of Training and Consultancy

Melek ÖKSÜZ, KOSGEB SME Specialist, Directorate of Training and Consultancy

Selcen Çevik AVCI, DACUM moderator

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

Ankara Chamber of Industry

Ankara Chamber of Commerce

Ankara University, School of Political Sciences

Baskent University, School of Economics and Business Administration

Bilkent University, School of Business Administration

State Personnel Administration

Turkish Confederation of Revolutionary Trade Unions

Eastern Marmara, ABIGEM

Dokuz Eylül University, School of Social Sciences

Aegean Region Chamber of Industry (EBSO)

Gazi University, School of Economics and Business Administration

Gazi University, Institute of Social Sciences

Hacettepe University, School of Economics and Business Administration

Hak-İş Trade Union Confederation

Istanbul Chamber of Industry

İstanbul Chamber of Commerce

Istanbul University, Institute of Business Economics

Career Consultancy and Human Resources Development Association

Kariyer.net

SME Entrepreneurship Capital Investment Partnership, Inc.

SME Entrepreneurship Business World Association

Kocaeli Chamber of Industry

Koç University, School of Economics and Business Administration

Credit Guarantee Fund Operation and Research Inc.

Association of Small and Middle Size Enterprises

Marmara University

Professional Education and Small Industry Supporting Foundation

Independent Industrialists and Business People's Association

Middle East Technical University, Institute of Social Sciences

Middle East Technical University, School of Economics and Business Administration

Superior Body of Organized Industrial Zones

Associations of Professional Consultants

Sabancı University, School of Management Sciences

Ministry of Family and Social Policies,

Ministry of Science Industry and Technology

Ministry of Labor & Social Security, Center For Labor & Social Security Training and Research, ÇASGEM

Ministry of Labor & Social Security, General Directorate of Occupational Health and Safety

Ministry of Economics

Ministry of Energy and Natural Resources

Ministry of Customs and Trade

Ministry of Development

Ministry of Education, Presidency of Education and Morality Board

Ministry of National Education, General Directorate of Technical Education for Boys

Ministry of National Education, General Directorate of Apprenticeship and Non-Formal Education

Ministry of National Education, General Directorate of Innovations and Education Technologies

TOBB Economics and Technology University, School of Economics and Business Administration

Turkish Accreditation Institute

Turkish Patent Institution

Association of Turkish Industrialists and Business People

Turkish Standards Institution

Confederation of Turkish Tradesmen and Craftsmen - TESK

Turkish Tradesmen and Craftsmen Credit and Guarantee Cooperatives Central Union

Confederation of Turkish Young Business People

Confederation of Entrepreneurship and Business World of Turkey

Turkish Exporters Assembly

Turkish Statistics Institution

Confederation of Turkish Industrialists and Business People

Turkish labor Authority (Department of Work and Profession Consultancy)

Turkish Confederation of Trade Unions

Turkish Confederation of Employer Associations

Turkish Quality Association

Foundation of Small and Middle Size Enterprises, Self-Employed People and Managers of Turkey

Turkish Union of Chambers and Exchange Commodities -TOBB

Turkish Industry Steering and Administration Institute

Association of Management Consultants

Board of Higher Education (YOK)

3. Sector Committee Members and Experts

Fehmi YERLİKAYA,	President, Ministry of National Education
İbrahim BİLDİK,	Vice President, Turkish Confederation of Trade Unions
Fatma Nur BAŞAYAR,	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 Trade Unions 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, Confederation of Revolutionary Trade Unions
Süleyman ARIKBOĞA,	Member, Occupational Qualification Authority
Firuzan SİLAHŞÖR,	Acting Vice President, Vocational Qualifications Authority
Fatma GÖKMEN,	Sector Committee Representative, Ministry of Family &
	Social Policies, Dir.Gen. of Disabled & Elderly Services

4. Executive Board

Bayram AKBAŞ,	President (Repr. Of Ministry of Labor and social Security)
Doç. Dr. Ömer AÇIKGÖZ,	Vice President (Ministry of Education)
Prof. Dr. Mahmut ÖZER,	Member (Board of Higher Education)
Bendevi PALANDÖKEN,	Member (Professional Associations)
Dr. Osman YILDIZ,	Member (Trade Unions Confederations)
Mustafa DEMİR,	Member (Employer Unions Confederations)