



**NATIONAL OCCUPATIONAL STANDARD**

**MANAGEMENT CONSULTANT  
LEVEL 7**

**REFERENCE CODE/13UMS0330-7**

**OFFICIAL JOURNAL DATE-NUMBER/ 03.10.2013-28784 (Repeated)**

<b>Occupation :</b>	<b>MANAGEMENT CONSULTANT LEVEL 7</b>
<b>Level :</b>	<b>7<sup>1</sup></b>
<b>REFERENCE CODE</b>	<b>13UMS0330-7</b>
<b>Standard Development Institution(s):</b>	<b>Management Consultants Association</b>
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<sup>1</sup> Qualification level of occupation is set as level (6) in (8) level matrix.

## TERMS, SYMBOLS AND ABBREVIATIONS

**BUDGET PLANNING:** means planning of detailed activities/projects based on financial and fiscal data, prepared for enabling the Institution/Agency to achieve its measurable and traceable goals and objectives.

**MULTIPLE AND COMPLICATED MANAGEMENT CONSULTING SERVICES/PROJECT:** means management consulting service/project in which more than one management consultant/technical consultants that have information and experience in different disciplines/expertise and work with different scope and expertise of activity toward same goal or different goals within the integrity of the system function together by teams.

**COUNSELEE SATISFACTION QUESTIONNAIRE** generally means the questionnaire activities conducted at the end of management consulting service/project, which aims at determining the satisfaction degree of the client with regard to the service/project activities, consultants and service/project outputs.

**CLIENT:** means private and public institutions (small and middle-sized enterprises, major enterprises, public administrations, non-profit organizations, non-governmental organizations) and stakeholders, managers, experts and employees representing the foregoing, who are worked/interacted with under the service/project,

**ASSESSMENT CRITERIA** The criteria by which the compliance and qualification of a person, unit, activity, process, function, output or result are measured,

**MODIFICATION AND IMPROVEMENT AREAS** The matters (organization, management, activity, target audience/market, strategies, etc.) which are proposed to be modified or improved with regard to the client institution and identified based on the findings obtained as a result of analysis and identification activities conducted in the process of management consulting service/project,

**RESISTANCE POINT** The case of any objection or resistance from persons, units or departments, which are encountered during any activities and require modification within the agency/institution,

**ISCO:** International Standard for Classification of Vocations

**OHS:** Occupational Health and Safety

**BUSINESS PLAN:** The document in which the client that wants to establish a new business or investment indicates what and when to do the things required for which goals during the process of establishment of the business and investment and improving the business and ensuring the sustainability thereof,

**WORK FORCE SUBSTITUTION PLAN:** means the planning made, in particular, to remove the risk of unexpected vacancy of critical positions due to various reasons.

**ROOT CAUSE:** The main (fundamental) reason which occurs with various complaints and symptoms and identified by using root cause analysis method (for example, fishbone analysis),

**CRITICAL PERFORMANCE INDICATOR:** Criteria, measurement or indicators which enable monitoring, understanding, predicting and improving principal outputs of the agency/institution and are expressed in quantity, time, quality or cost to be able to be measured,

**CURRENT STATUS ANALYSIS REPORT:** In the process of materialization by the agencies/institutions of their missions, visions and strategic goals, presentation of findings of collection and assessment of information and data regarding the inside and outside surroundings of the agency/institution for the purpose of identification and determination of opportunities which will remove the weak points and ensure sustainability of strong sides of the relevant agency/institution along with the risks that may have adverse effect on strategic activities in the process under product/service specifications, market positioning and demand consistency, possibilities and conditions of provision of operation resources, structure of organization and business processes, corporate culture regarding the business, information and skills accumulation, stakeholder relations and satisfaction level as well as capability and sufficiency of the management and work force,

**STAKEHOLDER:** All participants effected by the existence of the agency/institution (such as shareholders, customers, employees, suppliers, cooperating institutions, society )

**PERFORMANCE:** Performance of the work with a view to achieving a specific goal or objective with relevant resources, technology, personal information, experience and skills,

**PESTLE ANALYSIS:** A strategic analysis method used in analyzing external factors (political, economic, social, technological, legal, environmental, ethical, demographic, etc.) which may affect an agency/institution, sector or project,

**PROJECT PLAN:** The document which sets forth the definition of the procedure for the accomplishment of the project, project steps and periods, resources to be used, performance goals, responsibilities to be assumed in the activity as well as risks and threats that may encountered,

**PROJECT:** All activities whose start and end dates, responsibilities and resources are defined and which are aimed at predetermined goals with result-focused activities,

**RISK ASSESSMENT:** The activities requires to be carried out in order to identify current or potential external risks that may affect the workplace, to rank such risks by analyzing the factors that may change such threats to risks and analyzing the risk originating from threats and to determine control measures,

**RISK MANAGEMENT:** The process of prediction and identification of risks that may emerge during the accomplishment of the objectives for the purpose of achieving the goal at institutions, taking measures for eliminating such risks, prior planning and management of measures aimed at minimizing the damage/loss in the case of and following the risk,

**RISK:** The potential of occurrence of any loss, injury or any other damage that may be caused by the threat,

**PROCESS:** A connected series of actions which, with a view to accomplishing a strategic goal, starts with an input (strategic goal, a demand coming from an internal or external customer, information or raw material) and

produced an output contributing to the input with a value and result in accomplishment of the strategic goal,

**SWOT/GZTF ANALYSIS:** The strategic analysis method used in analyzing threats and opportunities that an agency/institution, department, product, sector, plan, project or individuals may encounter and strong and weak points that the foregoing may have,

**DANGER:** A source or an instance of risk, peril or injury at work arising from internal or external factors.

**INNOVATIVE AND CREATIVE OPPORTUNITIES:** Creative methods, practices, strategies and policies, products, markets that may be employed by the client institution in order to grow/improve and entirety of opportunities that may be obtained by implementing the foregoing,

**MANAGEMENT CONSULTING SERVICE AGREEMENT (AGREEMENT):** Legal document which is prepared by the management consultant and defines the scope, period, resources, resource employment methods, time schedule, cost of the service as well as payment conditions, disputes, sanctions regarding the service and indicates how to resolve disputes and is mutually undertaken and executed by the client and management consultant.

**MANAGEMENT CONSULTING SERVICE PROPOSAL (PROPOSAL) :** The document containing the subject matter and scope, output and benefits, period, resources of the management consulting service to be provided to the client as well as mutual responsibilities, time schedule, fee and payment conditions and other special terms and definition and references of management consulting institution/consultant.

**MANAGEMENT CONSULTING SERVICE/PROJECT MANAGEMENT PLAN:** The plan which indicates the organization of the teams to take part in the management consulting service/project, defines duties and responsibilities, describes service/project management form, defines the goal, scope and objectives of the activities to be carried out by the team members to take part in the service/project, defines reports and project outputs as well as relevant risk and threats and explains measures required to be taken against risks,

**MANAGEMENT CONSULTING ROLES:** The roles assumed by the management consultant under the management consultant service/project such as expert, trainer, facilitator of modification and improvement, director, etc.

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## CONTENTS

<b>1. INTRODUCTION.....</b>	<b>7</b>
<b>2. INTRODUCTION OF OCCUPATION.....</b>	<b>8</b>
<b>2.1. Definition of Occupation .....</b>	<b>8</b>
<b>2.2. Occupational Reference in the International Classification System.....</b>	<b>8</b>
<b>2.3. Regulations on Health, Safety and Environment .....</b>	<b>8</b>
<b>2.4. Other Legislation Related to Occupation .....</b>	<b>8</b>
<b>2.5. Work Environment and Conditions .....</b>	<b>9</b>
<b>2.6. Other Occupation Related Requirements .....</b>	<b>9</b>
<b>3. OCCUPATIONAL PROFILE .....</b>	<b>10</b>
<b>3.1. Duties, Tasks and Performance Criteria.....</b>	<b>10</b>
<b>3.2. Tools, Materials and Equipment Used .....</b>	<b>22</b>
<b>3.3. Knowledge and Skills .....</b>	<b>22</b>
<b>3.4. Attitudes and Behaviors.....</b>	<b>31</b>
<b>4. ASSESSMENT AND CERTIFICATION.....</b>	<b>34</b>

## **1. INTRODUCTION**

Management Consultant (Level 7) National Occupational Standard has been prepared by Management Consultants Association (MCA) commissioned by Vocational Qualifications Authority (VQA) pursuant to the "Regulation on Preparation of National Occupation Standards" and "the Regulation on Establishment, Duties, Working Principles and Procedures of Vocational Qualifications Authority Sector Committees" issued in accordance with the Law No. 5544 on Vocational Qualifications Authority.

Management Consultant (Level 6) national occupational standard has been evaluated taking the opinions of relevant institutions and organizations in the industry and approved by the VQA's Board of Directors after reviewed by VQA's Business and Management Sector Committee.

## **2. INTRODUCTION OF OCCUPATION**

### **2.1. Definition of the Vocation**

The management consultant (level 7) is the person who has the knowledge, skills and proficiency for improving original service methods and models in the areas falling within the scope of the service, carrying out activities toward spreading and branding of the services he/she offers, obtaining competitive ability by developing strategies, managing proposal and contract processes in the area of business development, conducting organization and coordination of multiple and complicated management consultancy services/projects, establishing effective consulting teams and managing the individual and occupational developments of the consultancy teams he/she has established.

Management Consultant (Level 7) carries out this work in accordance with the rules of occupational health and safety and conduct and carries out activities related to professional development.

### **2.2. The Position of the Vocation In the International Classification**

**Systems ISCO :1213**(Policy and planning managers)

### **2.3. It is essential to comply with Regulations regarding Health, Safety and Environment,**

Environmental Law N.2872

Social Insurance and General Health Insurance Act N.5510

Occupational Health and Safety Law N.6331

First Aid Regulation

In addition, it is essential to comply with the Occupational Health and Safety Laws, regulations and by-laws on environment in force.

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

Law No. 4077 on the Protection of the Consumer

Law No. 4447 on Unemployment Insurance

Labor Act No.4857

Turkish Commercial Code

No.6102, Turkish Obligations

Law N.6198

Trade Unions and Collective Labor Agreements Act  
N.6356

further, laws, statutes, regulations and other legislation in force regarding the vocation.

### **2.5. Work Environment and Conditions**

Management Consultant (Level 7) works in a quiet office environment, usually away from the noise, although making the field work, when necessary. While performing his/her duties he/she is in communication with the individuals he/she provides service, managers and other personnel in



the organization he/she works and colleagues. He/she conducts group/class meetings, training courses and workshops in the meeting rooms. Working environment should be free of distracting furniture, and the room must be air-conditioned. He/she may need to travel as part of his/her job.

Management Consultant (Level 7) may be faced with the risk of occupational diseases as he/she usually works in an office environment and with display equipment. In addition, he/she may be faced with the risks of transport and the environment in which he/she works when he/she needs to work in the client's environment, in different departments and units of his/her organization and when travelling.

## **2.6. Other Occupation Related Requirements**

No further requirements regarding the occupation.

### 3. OCCUPATIONAL PROFILE

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

Duties		Tasks		Performance Criteria:	
Code	Name	Code	Name	Code	Description
<b>Compliance with rules regarding</b>	Follows the rules about OHS	<b>A.1</b>	Observes safe working and personal safety methods	<b>A.1.1</b>	Uses appropriate work outfits and personal protector hardware while entering the workplace where it provides service.
				<b>A.1.2</b>	Takes into consideration workplace OHS rules when configuring or in creating solutions to improve the organization.
				<b>A.1.3</b>	Takes appropriate measures complying with OHS legislation and relevant standards for his/her own workplace.
				<b>A.1.4</b>	Ensures taking basic first aid measures in such emergency cases as accidents, injuries that occur in the workplace.
		<b>A.2</b>	Assesses the risks.	<b>A.2.1</b>	Informs the client about managerial risks that may be encountered in case of failure of/incomplete regulations and practices in accordance with OHS legislation.
				<b>A.2.2</b>	Identifies possible OHS risks within the scope of description/improvement of business processes.
				<b>A.2.3</b>	Applies OHS risk management principles when required in order to prevent OHS risks during his/her activities.
				<b>A.2.4</b>	Contributes to the works to reduce the risk and danger factors, if necessary.
		<b>A.3</b>	Implements emergency plans.	<b>A.3.1</b>	Acts according to exit or escape plans in case of emergency
				<b>A.3.2</b>	Contributes to periodical, trainings, activities and exercises relating to emergency exits and escapes.

Duties		Tasks		Performance Criteria:	
Code	Name	Code	Name	Code	Description
<b>B</b>	Leads the management consulting service marketing process (continued)	<b>B.1</b>	Develops exclusive service method and model.	<b>B.1.1</b>	Defines policies and processes required to be observed in order for multiple and complicated management consulting service be presented in a corporate structure.
				<b>B.1.2</b>	Determines strategies for approaching target audience.
				<b>B.1.3</b>	Determines service provision policies.
				<b>B.1.4</b>	Prepares service budget and identifies service policies and terms.
				<b>B.1.5</b>	Takes success stories and references into account in creating service method and model.
				<b>B.1.6</b>	Prepares the plan for adaptation of the service method and model to the target audience.
		<b>B.2</b>	Creates database for multiple and complicated management consulting projects.	<b>B.2.1</b>	Creates project manager and expert consultants pool consisting of different expertise and sectoral experiences.
				<b>B.2.2</b>	Determines persons/entities he/she may cooperate in the service process.
				<b>B.2.3</b>	Creates a database from different sectoral information and management consulting success stories to ensure efficacy and reliability in communication.
				<b>B.2.4</b>	Updates regularly information resources relating to the management consulting service areas

Duties		Tasks		Performance Criteria:	
Code	Name	Code	Name	Code	Description
<b>B</b>	Leads the management consulting service marketing process.	<b>B.3</b>	Carries out promotion activities.	<b>B.3.1</b>	Defines values and policies relating to the service provision for target market.
				<b>B.3.2</b>	Creates appropriate promotion documents and instruments taking into account his/her or his/her company's brand awareness.
				<b>B.3.3</b>	Organizes promotional and presentation material is according to the profile of the related client.
				<b>B.3.4</b>	Increases his/her recognition and awareness by participating in media events, social and vocational activities as speaker, panelist or participant and by exchanging information through articles, vocational reports and similar instruments and methods.
		<b>B.4</b>	Makes the marketing budget.	<b>B.4.1</b>	Carries out the budget planning activities required for accomplishment of the marketing plan he/she has prepared.
				<b>B.4.2</b>	Follows the marketing budget in line with the plan.
				<b>B.4.3</b>	Makes necessary updates in the periodical budget by monitoring budget realizations.
				<b>B.4.4</b>	Takes improvement measures as necessary after assessing the budget management performance at the end of the period.
		<b>B.5</b>	Carries out market development activities in the service area.	<b>B.5.1</b>	Evaluates political, economic, social, legal and environmental conditions of the market he/she operates in with respect to the management consulting service opportunities.
				<b>B.5.2</b>	Evaluates existing management service resources (management consultant, information database, technology and new service methods)
				<b>B.5.3</b>	Develops service promotion model and approach specific to target audience.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
C	Contacts the client	C.1	Collects information on the client	C.1.1	Collects information on external position of the client.
				C.1.2	Obtains preliminary information and references, if any, relating to the client and its agency.
				C.1.3	Incorporates the information he/she has collected to create his/her strategy or objectives regarding the client in the promotion/presentation material.
		C.2	Contacts the client.	C.2.1	Determines appropriate meeting form that will ensure a meeting environment appropriate to the client's position.
				C.2.2	be determinant in establishing and maintaining contact with the client.
		C.3	Reaches agreement with the client regarding the issues and opportunities.	C.3.1	Receives information on issues, expectations and requirements of the client.
				C.3.2	Shares information on opporutinites and threats that the client may face.
				C.3.3	Transmits his/her knowledge and experience relating to the issues he/she predicts, which the client can not identify or does not express.
				C.3.4	Exhibits in the meeting his/her or the management consulting team's knowledge and experience in different fields and sectors by concrete evidence.
				C.3.5	In the case of a need for multiple and complicated management consulting service, explains the synergy and added value that will be created by satisfying the client's needs from one point and/or under single management consultant's service/project management.
		C.3.6	Ensures reaching a consensus on consultant's issues and potential opportunities.		

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
D.	Carries out management consulting proposal process.	D.1	Identifying the client's need.	D.1.1	Obtains comprehensive information on the client through in-depth surveys as he/she may deem necessary and through information obtained from the relation network.
				D.1.2	Analyzes the situation of the client by blending the existing information with best practice examples and his/her own information.
				D.1.3	Defines solution resources as a requirement by determining the areas requiring additional expertise support for the client.
				D.1.4	Uses the information and vision he/she has obtained in the global and sectoral modification and improvement areas in identifying the needs of the client.
				D.1.5	Identifies measures required for the factors that will effect the provision of the service (other infrastructural requirements for the fulfillment of needs and expectations, etc.)
				D.1.6	Determines the working method appropriate for the expectation and needs of the client as well as the structure and dynamics of the consulting institution.
		D.2	Configures the proposal (continued)	D.2.1	Determines the goal, scope and objectives of the service proposal.
				D.2.2	Identifies different expertise areas and stages of the service.
				D.2.3	Ensures definition of outputs, success criteria and measurement methods for the service.
				D.2.4	Identifies the general need for resources at every stage based on the expertise areas and stages.
				D.2.5	Identifies the policies regarding relationships and authority levels with the client.
				D.2.6	Determines methods and relevant implementation policies to be uses in the management consulting service.
				D.2.7	Appoints expert management consultant and/or team leaders appropriate for different expertise areas and stages.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
<b>D</b>	Carries out management consulting proposal process.	<b>D.2</b>	Configures the proposal	<b>D.2.8</b>	Has resource use plan and budgets dependent on the plans made, if use of external resource is necessary in the service process.
				<b>D.2.9</b>	Assesses external resource use plan and budgets regarding expertise areas and stages.
				<b>D.2.10</b>	Accepts resource use plans and budgets.
				<b>D.2.11</b>	Determines pricing policy.
				<b>D.2.12</b>	Ensures rendering the proposal ready for presentation.
				<b>D.2.13</b>	Decides on the manner and method of the presentation of the proposal.
		<b>D.3</b>	Reaches a common understanding for the proposal.	<b>D.3.1</b>	Presents the proposal through instruments appropriate to the relevant authority and
				<b>D.3.2</b>	Informs the client of the impacts of the service on the mission, values and performance of the client institution.
				<b>D.3.3</b>	Informs the client of the technical aspects of the service and the value to be created by the
				<b>D.3.4</b>	Explains the factors which will affect the performance of the service as well as success
				<b>D.3.5</b>	Provides comprehensive information to the client on the stages of the work and the manner of carrying out of the work, in the case that the multiple and complicated
				<b>D.3.6</b>	Informs the client of the resistance against the potential change that the service may bring and measures that may be taken against such resistance.
				<b>D.3.7</b>	Explains the work plan and financial aspect of the proposal in a clear manner.
				<b>D.3.8</b>	Effectively responds to each question and opinion relating to the proposal and proposed
<b>D.3.9</b>	Makes the changes he/she deems appropriate in the case a request for change is brought up following the meeting.				
<b>D.3.10</b>	Ensure registering all details during the proposal discussion at the appropriate place and in an appropriate manner.				



Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
E	Carries out management consulting contract process.	E.1	Drafts the contract	E.1.1	Incorporates in a contract the subject, content and conditions on which an agreement is reached with regard to the service.
				E.1.2	Receives consulting services on legal, financial and similar issues relating the contract as necessary.
		E.2	Has the contract approved.	E.2.1	Ensures an agreement with the client on the terms of the agreement.
				E.2.2	Ensures that the contract is executed by the authorized people under the terms of the agreement.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Accomplishes management consulting service/project coordination (continued)	F.1	Prepares management consulting service working plan	F.1.1	Meets with expert teams that will operate in different areas to prepare/cause to be prepared service working plan requiring external resources as necessary, in one or more than one expertise areas under the scope of the service agreement.
				F.1.2	Coordinates leaders of expert teams in their work planning toward relevant services regarding their field.
				F.1.3	Coordinates identification of the risks at the convergence points and development of proper solutions by bringing together the management consultants teams on converging or concerning matters.
				F.1.4	Ensures identification of relevant critical performance indicators regarding service/project based on the objectives and service working plans.
				F.1.5	Ensures preparation of detailed activity plan aiming at accomplishing the objectives under the service agreement.
				F.1.6	Identifies potential problems and takes necessary measures in relation to the detailed activity plan prepared.
				F.1.7	Makes comprehensive resource assessment of the detailed activity plan prepared.
				F.1.8	Ensures that data/information collection instruments (questionnaire, question form, observations, information forms, etc.) conforming to the scope of the service and current status of the client are prepared specifically to the client institution.
				F.1.9	Ensures that the information/data collection methods (document/record review, interview, observation, outsourcing, etc.) in which the data/information instruments prepared will be used are customized to the client institution.
				F.1.10	Determines the roles and responsibilities to be assumed by the client in order to become able to provide the assistance required in service stages.
				F.1.11	Evaluates appropriateness of detailed activity plans and multiple and complicated service working plans.
				F.1.12	Ensures that the detailed project work plan is approved by the client.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Accomplishes management consulting service/project coordination (continued)	F.2	Makes preparations or has the preparation done for the opening of management consulting services.	F.2.1	Meets with the team leaders for the preparation of the project representation to be used at the opening meeting, containing the goals, objectives, working method, stages and periods of the consulting services to be provided.
				F.2.2	Evaluates the presentation prepared for the opening with the service agreement and the
				F.2.3	Ensures that all documents are circulated to the participants in the meeting in sufficient number.
				F.2.4	Makes recommendation to the client in preparation of list of participants' names and selection of stakeholders appropriate for the goal of the consulting service.
				F.2.5	Ensures that the meeting environment is appropriate for the goal and participation.
				F.2.6	Opens the meeting, explains the goal and features of the consulting service and introduces the teams that will take place in the management consulting service.
				F.2.7	Removes the concerns of the participants relating to the system selected regarding the management consulting service method, process and methods and evaluation criteria by presenting appropriate success stories.
				F.2.8	Ensures circulation of information collection documents to the participants to be filled out and returned.
		F.3	Makes or having it made the current status analysis regarding the client (continued)	F.3.1	Evaluates the information/data collected through question forms and questionnaires directed to the internal/external stakeholders taking into account the system integrity and interaction.
				F.3.2	Meets in person with each critically significant/key senior managers and stakeholders to understand the system integrity and interaction.
				F.3.3	Ensures that assessment techniques that are appropriate for the client's environment and the matters addressed.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Accomplishes management consulting service/project coordination (continued)	F.3	Makes or having it made the current status analysis regarding the client	F.3.4	Provides access to comparison data/information by the support of resource information and relation network in order to compare the information/data of the client with similar sector/institution data/information without prejudice to the confidentiality.
				F.3.5	Determines whether the problems identified are root causes or not.
				F.3.6	Decides on additional analysis and methods by determining evaluation gaps according to the established method.
				F.3.7	Offers appropriate method of provision by identifying expertise areas required to be reviewed/assessed in favor of the client and management consulting service that falls outside the area of expertise.
				F.3.8	Decides, through his/her knowledge and experience, on necessity, sufficiency, accuracy and reliability of the data/information obtained for the project.
				F.3.9	Evaluates all assessments and interpretations made by the management consulting service project teams within system integrity and interaction.
				F.3.10	Evaluates presentation of the Current Status Analysis Report which also defines corporate transformation areas.
				F.3.11	Comes to an agreement with the client on Current Status Analysis Report.
		F.4	Reach to an agreement with the client on the assessment of the status and improvement and modification areas. continued	F.4.1	Ensures defining solution/improvement alternatives that will satisfy requirements of the client with respect to the improvement and modification areas.
				F.4.2	Ensures that the improvement design following the current status analysis is designed in conformity with the resources (work force, finance, time, etc.) and cultural restrictions (shared values, beliefs, expectations, norms and symbols, preferences of the management,
				F.4.3	Evaluates each opportunity and threats that is offered by each alternative to the client.
F.4.4	Ensures that the alternatives are prioritized by assessing the same based on corporate structure and effectiveness.				

Duties		Actions		Performance Criteria:	
Code	Name	Code	Name	Code	Explanation
F	Accomplishes management consulting service/project coordination (continued)	F.4	Reach to an agreement with the client on the assessment of the status and improvement and modification areas.	F.4.5	Informs the client following reaching a common opinion with the team leaders on requirements and reasons thereof in order to undertake solution/improvement
				F.4.6	Reaches to an agreement with the client on the solution/improvement alternatives and strategic implementation objectives that are most appropriate to the mission, vision, policies, objectives and strategies with respect to the improvement and modification
				F.4.7	Secures an agreement on the road map for accomplishment of the improvement and
		F.5	Use/cause to be used the method that is appropriate for achieving the objectives of the management consulting service/project.	F.5.1	Evaluates appropriate methods for achieving objectives and offers new methods as necessary.
				F.5.2	Determines who will take part at what part of the application and the objectives of the participants in order to form the teams of management consultant and experts.
				F.5.3	Make proposals on instruments and methods to be used in order to obtain successful results in group activities in which the client and management consultant participate.
				F.5.4	Evaluates success indicators and monitoring methods of the service performed by the project teams depending on the objectives and work plans.
				F.5.5	Draws the service/project team's attention to potential concordance and interaction points between different areas and methods of the application by gathering questionings to be undertaken during the service/project and different points of views.
		F.6	Prepares/cause to be prepared service/project implementation plan	F.6.1	Determines implementation scope and implementation method toward each improvement/development area agreed upon by reaching an agreement with the service/project team leader and client.
				F.6.2	Encourages that innovation and creating opportunities are highlighted during the service/project.
				F.6.3	Causes service/project schedule to be ready which contains activity stages regarding each modification and development area agreed upon and periods thereof as well as responsible
				F.6.5	Identifies critical performance indicators, risk and threats for entire service/project together with team leaders.
		F.6.6	Determines, as necessary, additional management service/project scope fee and payment conditions regarding the service/project.		

Duties		Actions		Performance Criteria:	
Code	Name	Code	Name	Code	Explanation
F	Accomplishes management consulting service/project coordination (continued)	F.7	Ensures the agreement on implementation plan modifications.	F.7.1	Conduct preliminary work with service/project team leaders on limits of the modifications that may be demanded by the client with regard to the service/project.
				F.7.2	Take initiative with regard to the limits of the modifications to the service/project scope that are appropriate to the client's demands.
				F.7.3	Ensures that the details of modifications to the project are registered in connection with the relevant articles.
				F.7.4	Ensures that matters and terms which are conclusively agreed upon are registered with meeting notes.
		F.8	Ensures integrity of management consulting service/project.	F.8.1	Configures relation and communication methods of service/project teams with team leaders taking into account the expectation of the client to work with more than one service/project team.
				F.8.2	Ensures that the resources are used in line with the service/project plan.
				F.8.3	Evaluates accomplished works with team leaders with reference to the master project plan.
				F.8.4	Determines together with team leaders the works to be performed in the case of diversion from master/secondary service/project plan.
				F.8.5	Takes into account new developments that will affect the project and activities in the process of implementation of multiple and complicated service/project.
				F.8.6	Ensures that oral and written data and information relating to the multiple and complicated service/project implementation are registered.
		F.9	Monitoring utilization of resources.	F.9.1	Ensures that resource requirements and substitution plan prepared is kept updated.
				F.9.2	Monitors provision of required resources in due time with the plan.
				F.9.3	Monitors service/project teams' resource utilization and performance.

Duties		Actions		Performance Criteria:	
Code	Name	Code	Name	Code	Explanation
F	Accomplishes management consulting service/project coordination (continued)	F.10	Has the service/project prepared.	F.10.1	Ensures that service/project report of each improvement and development area is prepared in compliance with predetermined standards.
				F.10.2	Ensures that logical framework of the reports regarding the results is prepared.
				F.10.3	Ensures cooperation of service/project teams with regard to consistency and conformity of comments and recommendations contained in the report.
		F.11	Evaluates service/project report.	F.11.1	Ensures compliance of service/project report of each improvement and development area with predetermined standards.
				F.11.2	Evaluates integrity of logical framework of the report regarding the results.
				F.11.3	Contributes to the comments and recommendations regarding report conclusions in terms of scope and depth.
		F.12	Presents service/project report.	F.12.1	Determines time, place and presentation method for the presentation of the report to the client.
				F.12.2	Presents/causes to be presented the final report of the project.
				F.12.3	Answers all questions of the client regarding final report of the project and its
		F.13	Addresses complaints.	F.13.1	Resolves complaints without causing adverse effect on service/project activities.
				F.13.2	Requests assistance from appropriate source (client's manager, expert of the issue, other expert consultants, etc.) in the case of failure to resolve the complaints.
				F.13.3	Takes measures against complaints that may produce legal consequences (recording/taking minutes, informing involved persons)
				F.13.4	Ensures that the complaints and assessment of complaints are recorded.
		F.14	Closes service/project (continued)	F.14.1	Agrees with the client on that the service/project has reached its goals with sustainable results.
F.14.2	Proposes potential improvements based on the results of the assessment regarding the implementation.				

Duties		Tasks		Performance Criteria:	
Code	Name	Code	Name	Code	Description
F	Accomplishes management consulting service/project coordination (continued)	F.14	Closes service/project	F.14.3	Makes proposals to the client which will ensure consistency of the cooperation.
				F.14.4	Plans the next step with the client following the presentation of the report.
				F.14.5	Records and evaluates feedbacks received in the process of presentation of the report.
		F.15	Evaluates his/her and team consultants' service.	F.15.1	Causes him/her and his/her team to be evaluated by the client through client satisfaction questionnaires.
				F.15.2	Evaluates his/her and his/her team's service performance in accordance with the performance criteria determined in the service/project plan.
				F.15.3	Identifies requirements for improving himself/herself and his/her team.
		F.16	Monitors the effectiveness of the project.	F.16.1	Ensures reaching a consensus with participation of the team leaders and client teams on the selected system, process and methods as well as assessment criteria.
				F.16.2	Checks whether the assessments are made with verified data.
				F.16.3	Seeks the consent of the client in presumptions and parameters used in the case of data gap.
				F.16.4	Evaluates oral data and observations during the project.
				F.16.5	Takes measures in the project management evaluating customer satisfaction through continuous relations and feedbacks.
				F.16.6	Investigates contingencies if any and evaluates other potential developments through his/her information and experience.



Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
F	Accomplishes management consulting service/project coordination (continued)	F.17	Evaluates service/project performance	F.17.1	Compares performance of the teams and individuals with predetermined performance indicators and objectives.
				F.17.2	Leads the teams and individuals by providing feedback on their performance.
				F.17.3	Takes into account new and potential developments for improving service/project results.
				F.17.4	Determines potential errors and implementation gaps before completion of the work by assessing the accomplished work with reference to the plan.
				F.17.5	Evaluates with the client before the closure of the project that the knowledge and skills are transmitted in an applicable way in conformity with the goal of the project and that the results are sustainable.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
G	Carries out management consulting service relations and vocational relationships. (continued)	G.1	Determining mutual roles with the client.	G.1.1	Analyzes the client's (manager's and project members') proficiencies, knowledge, approaches, roles and tasks in the organization in order to appropriately assign the roles and responsibilities in the service process and project.
				G.1.2	Determines the roles to be assumed by the client and himself/herself and implementation
				G.1.3	Adapts the definition of changing mutual roles to the changing conditions in the process of planning and accomplishing service/project.
		G.2	Improves relationships with the client.	G.2.1	Establishes joint working order with the client.
				G.2.2	Helps client to assume the leadership of the change.
				G.2.3	Makes records on the relationship of client/consultant.
				G.2.4	Uses the feedbacks in the relationship as an instrument for improving the relations.
				G.2.5	Maintains the relationships also after the closure of the management consulting
		G.3	Enables the client and teams to act independently	G.3.1	Assists the client in evaluating the client's proficiency with respect to starting and maintaining improvement and change.
				G.3.2	Assists the client in making improvement plan based on the proficiency analysis results regarding starting and maintaining the improvement and change.
				G.3.3	Informs the client of other comments and assistance sources that may be benefited from.
		G.4	Improves relationships with the stakeholders.	G.4.1	Determines the stakeholders in the management consulting service/project and the impact the stakeholders will create on the activities.
				G.4.2	Establishes sustainable relationships with the stakeholders.
				G.4.3	Creates a communication environment with the stakeholders based on mutual trust and

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
<b>G</b>	Carries out management consulting service relations and vocational relationships.	<b>G.5</b>	Carries out the relationships with other consultants/colleagues.	<b>G.5.1</b>	Establishes permanent and sustainable relationships with other consultants/colleagues using vocational communication network he/she has.
				<b>G.5.2</b>	Shares information with other consultants/colleagues on vocational practices.
				<b>G.5.3</b>	Complies with oral/written agreements made with other consultants/colleagues.
				<b>G.5.4</b>	Identifies and takes measures against potential interest conflicts that may occur between him/her and other consultants/colleagues.
				<b>G.5.5</b>	Monitors the relationship he/she maintains with other consultants/colleagues and takes measures against potential adverse developments in the relations.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
<b>H</b>	Assists development of individuals and teams (continued)	<b>H.1</b>	Plans improvement requirements of individuals and teams.	<b>H.1.1</b>	Evaluates current objectives and future requirements of the individuals including himself/herself and the teams.
				<b>H.1.2</b>	Enables the team members to determine their own requirements for improvement.
				<b>H.1.3</b>	Determines requirements of team work and individual improvement by evaluating the performance of the team and individuals.
				<b>H.1.4</b>	Prepares improvement plans based on realistic and measurable objectives with regard to training and personal improvement issues of the personnel under his/her responsibility.
				<b>H.1.5</b>	Determines needs for methods and resources to be used in personal improvement plans.
				<b>H.1.6</b>	Uses/causes to be used the feedbacks in order to increase future performance of the teams and individuals including himself/herself.
		<b>H.2</b>	Supports the planned team and individual improvement activities.	<b>H.2.1</b>	Organizes the activities such as training, orientation, mentorship that will make best use of existing resources and supports objectives of teams, individuals and organization.
				<b>H.2.2</b>	Supports improvement activities of the teams and individuals in line with the requirements, objectives, preferences of learning methods, work restrictions and team
				<b>H.2.3</b>	Ensures equality of opportunity for all teams and individuals in having access to the
		<b>H.3</b>	Assesses the developments of individuals and teams (continued)	<b>H.3.1</b>	Evaluates and monitors the accomplishments at regular intervals based on meetings and agreements with the teams and individuals on the improvement.
				<b>H.3.2</b>	Evaluates the contributions of the improvement activities accomplished to the team and
				<b>H.3.3</b>	Makes the assessment objectively based on sufficient, valid and reliable information in line with clear and agreed upon criteria.
				<b>H.3.4</b>	Gives the team members the opportunity of evaluating their individual performances and team performance.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Explanation
<b>H</b>	Assisting development of individuals and teams	<b>H.3</b>	Assesses the developments of individuals and teams	<b>H.3.5</b>	Receives and responds to feedbacks of teams and individuals on the quality of the assistance he/she has provided.
				<b>H.3.6</b>	Ensures compliance of predetermined improvement requirement and monitors records
				<b>H.3.7</b>	Records evaluation results in appropriate time and manner and shares the same with the officers.
		<b>H.4</b>	Improves the development of individuals and teams	<b>H.4.1</b>	Takes into account comments and recommendations of teams and individuals in improvement of development activities.
				<b>H.4.2</b>	Evaluates usefulness and feasibility of development activities with sufficient, valid and relevant information.
				<b>H.4.3</b>	Develops new options that will satisfy development requirements in line with the agreement with the team and individuals where it is found that the development activities accomplished are not effective and appropriate.
				<b>H.4.4th</b>	Presents improvement recommendations regarding development activities to relevant persons in appropriate time and manner.

Duties		Tasks		Performance Criteria	
Code	Name	Code	Name	Code	Description
I	Carries out activities which improves vocational development.	I.1	Supports vocational development.	I.1.1	Supports implementation, improvement and recognition of vocational standards by participating in various vocational activities and presenting articles/reports.
				I.1.2	Provides assistance for implementation, improvement and recognition of rules of ethical conduct by participating in relevant panels, conferences, congress and similar activities and discussions.
				I.1.3	Participates in and contributes to the activities of vocational institutions of which he/she is a member.
				I.1.4	Gives due regard to taking part in and contribute to vocational institutions of which he/she is a member.
		I.2	Supports promotion of vocational activities.	I.2.1	Plays an active role in the activities aimed at increasing recognition of the vocation.
				I.2.2	Represents the vocation in the activities aimed for business circles.
				I.2.3	Plays active role in activities regarding his/her vocation such as conferences, fairs, seminars and symposiums.

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

1. Computers and peripherals / support equipment (printers, scanners, external memory, etc.).
2. Training room equipment (whiteboard, flip-chart, projector, smart board, filing cabinet containing the access devices, etc.).
3. Means of communication (telephone, teleconferencing systems, fax, wireless internet, modem, etc.).
4. Source and application documents (general forms, procedures, work instructions, collective/individual contracts, etc.).
5. Stationery (paper, pen, puncher, etc.)
6. Office equipment (copier, shredder machine, calculator, lock system, etc..)
7. Office software
8. Audio and video recording, viewing and playback devices (camera, video camera, voice recorder, etc.).

### **3.3. Knowledge and Skills**

1. Analytical thinking skills
2. Knowledge and skills of using analytical techniques
3. Skill of resolving disputes by providing a consensus
4. Knowledge and skill of making research
5. Ability to influence and convince others
6. Ability to seek and provide knowledge
7. Budget planning skill
8. Ability to make conclusions and interpretation with a multi-faceted/multi-disciplinary approach
9. Skill of managing the change
10. Skill of oversight and evaluation
11. Knowledge and skill of effective meeting techniques
12. Skill of influencing with effective oral and written communication
13. Skill of using effective presentation skills.
14. Skill of managing effective meeting and workshops
15. Skill of motivating different groups toward common denominators.
16. Skill of making analysis for requirements under interaction of different systems
17. Skill for identifying and evaluating opportunities
18. Skill for directing communication
19. Skill of taking initiative
20. Knowledge of occupational health and safety

21. Skill of following up and concluding a work.
22. Skill of improving awareness for quality
23. Skill of managing decisions
24. Skill of planning and managing complicated activities.
25. Skill of expressing oneself
26. Knowledge of personality types and behaviors
27. Knowledge of vocational ethical undertakings
28. Knowledge of vocational standards
29. Knowledge of technical terms specific to the vocation and subject matter
30. Skill of applying discussion techniques
31. Ability to effectively use office software and other computer application regarding his/her subject
32. Skill of providing common understanding
33. Skill of planned learning and teaching
34. Knowledge of project management
35. Knowledge and skill of effectively using reporting techniques
36. Skill of system design
37. Ability to work in a systematic and organized manner
38. Ability to predict problems with entirety of the system and develop measures
39. Skill of developing strategic scenarios
40. Skill of managing stressful environments
41. Skill of forming and managing teams
42. Skill of identification and creation of concepts
43. Skill of representation
44. Skill of creating and managing environments for developing creative ideas
45. Skill of developing competence
46. Management and leadership skills

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

1. Being fair
2. Being an active listener
3. Independence
4. Being presentable in looks and outfits
5. Giving regard to others' opinions
6. Accept work within his/her knowledge and experience



7. Being sensitive to protection of environment
8. Avoid interest conflicts
9. Being solution-oriented
10. Informing the client of developments
11. Protecting client's interests
12. Being open to innovations
13. Being disciplined
14. Ability to control emotions
15. Being open to criticism
16. Observing confidentiality
17. Being observer
18. Creating an environment of trust and consensus
19. Being reliable
20. Being tolerant
21. Avoiding discrimination in relationships
22. Ensuring continuity of the relationship
23. Refraining from pursuing interests for provision of a work
24. Being quality-focused
25. Being determined
26. Supporting development and recognition of the vocation
27. Representing the vocation in a respected manner
28. Complying with vocational ethic
29. Taking part in vocational institutions as active member
30. Maintain vocational and personal development
31. Avoiding influence peddling
32. Exhibiting positive approach
33. Being prudent
34. Avoiding prejudices
35. Having a high self-confidence
36. Being tactful
37. Maintaining professional attitude
38. Maintaining calmness
39. Being result-oriented
40. Being responsible
41. Being impartial

- 42.** Basing his/her fee on the service
- 43.** Complying with laws
- 44.** Using the time effectively

#### **4. ASSESSMENT AND CERTIFICATION**

Assessment to be made for certification according to national qualifications based on occupational standards for Management Consultant (Level 6) shall be carried out written and/or oral both theoretical and practical at measurement and assessment centers which provide the necessary conditions.

Assessment method and implementation principles shall be detailed in national qualifications to be prepared in accordance with this vocational standard. Proceedings relating to the assessment and certification shall be carried out under the Regulation On Vocational Qualifications, Testing and Certification.

**Note: This section will not be published in the Official Journal and will only be put on VQA's website.**

## **Annex: Participants engaged in the process of preparation of occupational standard.**

### **1. Occupational Standard Team of the Institution Preparing Occupational Standard**

Ahmet MÜDERRİSOĞLU, ANKON, General Director, Consultant- MCA Member of Board of Directors

Aysun GÜRPINAR, BAS-TEK Bilgi Teknolojisi Danışmanlık, Manager- Certified Management Consultant – MCA Member

Celal SEÇKİN, Seçkin Danışmanlık, Founding Partner, Consultant, MCA Member

Dr. Meral Arık TOPRAK, Faculty Member at Kültür University, Certified Management Consultant  
– MCA Member of Board of Profession

Fahrettin OTLUOĞLU, Model Management Consulting, General Manager-Certified Management Consultant – MCA Chairman of Board of Profession

Hakan ZOBU, Zobu Consulting, Certified Management Consultant – MCA Member of Board of Profession

Haşmet Fevzi ÇAKMAK, Quality System Consulting, General Manager- Certified Management Consultant – MCA Member

İsa ATEŞ, AYYILDIZ Consulting, Managing Partner, Consultant– MCA Member

Sevim ÇAVDARLI, Kaynak System Consulting, General Manager, Consultant, MCA Member

Sıdıka AKBULUT, KARIHA Consulting, Founding Partner, Certified Management Consultant-MCA Member of Board of Profession

Şengül KÜLAHLI, KA Group, Founding Partner, Certified Management Consultant – MCA Member of board of directors

Tülin SEÇEN, ICC Consulting, General Manager- Certified Management Consultant  
– MCA Chairman of board of directors

Zeynep TURA, TANGRAM Consulting, General Manager-Certified Management Consultant – MCA Member of board of directors

### **2. People, Institutions and Organizations Consulted for Opinion**

Ankara Development Agency

Ankara Chamber of Industry

Ankara Chamber of Commerce

Boğaziçi University Faculty of Economics and

Administrative Sciences Aegean Chamber of Industry

Gazi University – Faculty of Finance and Administrative Sciences

Gazi University, Institute of Social Sciences

Gaziantep European Union Business Development Centers (ABİGEM)

İstanbul Development Agency

İstanbul Chamber of Commerce

İstanbul Chamber of Industry

İstanbul University Faculty of Business Administration

İzmir European Union Business Development Centers (ABİGEM)

İzmir Development Agency

Association of Career Consultancy and Developing Human

Resources KOÇ University Faculty of Economics and

Administrative Sciences

Agency for Small and Medium Sized Enterprises (KOSGEB)

Kültür University – Faculty of Economics and Administrative Sciences

Marmara University Faculty of Economics and Administrative

Sciences Foundation for Supporting Occupational Education and

Small Industry Mevlana Development Agency

Association of Industrialist Businessmen (MÜSİAD)

Central Anatolia Development Agency

METU – Faculty of Economics and Administrative Sciences

Osmangazi University, Faculty of Economics and Administrative Sciences

Association of Professional Consultants (PRODER)

Project Management Association

Sabancı University Faculty of Administrative Sciences

Industry, Commerce, Natural Resources and Information Technologies Committee

T.R. Ministry of Family and Social Policies General Directorate of Services for the Handicapped and the Elderly

T.R. Prime Ministry, Directorate of Administration Development

T.R. Ministry of Science, Industry and Technology, General Directorate of Industry

T.R. Ministry of Science, Industry and Technology, General Directorate of Productivity

T.R. Ministry of Economics, Directorate of Strategy Development

T.R. Ministry of Customs and Commerce, Directorate of Personnel Department

T.R. Ministry of Development General Directorate of Economic Sectors and Coordination

T.R. Ministry of Development, Directorate of Strategy Development

T.R. Ministry of National Education Head Council of Education and Training

T.R. Ministry of National Education, General Directorate of Life Long Learning

T.R. Ministry of National Education General Directorate of Technical Vocational Education and Training

### **3. VQA Sector Committee Members and Experts**

Fehmi YERLİKAYA, Head of Department (Ministry of National Education)

İbrahim BİLDİK, Deputy Head of Department (Confederation of Turkish

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 (Council of Higher Education) Zahit

GÖNENCAN, Member (Hak Confederation of Trade Unions

Can Özgür YARDIMCI, Member (Turkish Confederation of Employer

Associations) Ahmet ŞAĞAR, Member (Turkish Union of Chambers and Ex. Com.)

Ersin ARTANTAŞ, Member (Confederation of Turkish Tradesmen and

Craftsmen) Özgün Millioğulları KAYA Member (Confederation of Progressive Trade

Unions of Turkey) Süleyman ARIKBOĞA, Member (Vocational Qualifications Authority)

Firuzan SİLAHŞÖR, Deputy Vice President (VOCATIONAL

QUALIFICATIONS AUTHORITY) Fatma GÖKMEN, Sector committee Representative

(Ministry of Family and Social Policy - General Directorate of Services for Disabled People and the Elderly)

#### **4. VQA Board of Directors**

Bayram AKBAŞ	Head (Ministry of Labor and Social Security Representative)
Ass. Dr. Ömer AÇIKGÖZ,	Deputy Head of Department (Ministry of National Education Representative)
Prof. Dr. Mahmut ÖZER,	Member (Council of Higher Education Representative)
Bendevi PALANDÖKEN,	Member (Representative of Professional Organizations)
Dr. Osman YILDIZ,	Member (Confederations of Trade Unions Representative)
Mustafa DEMİR,	Member (Employers' Confederation Representative)