

**NATIONAL OCCUPATION STANDARD**

**MANAGEMENT CONSULTANT**

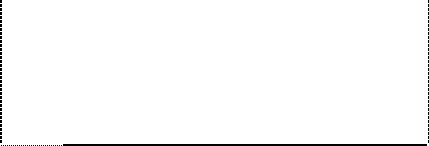
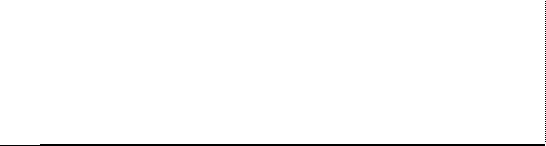
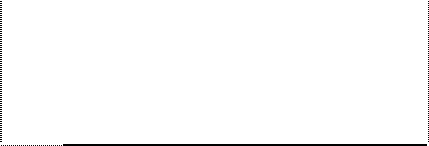
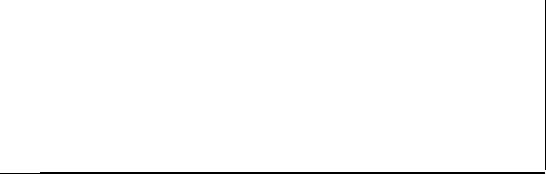
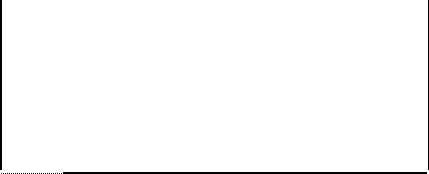
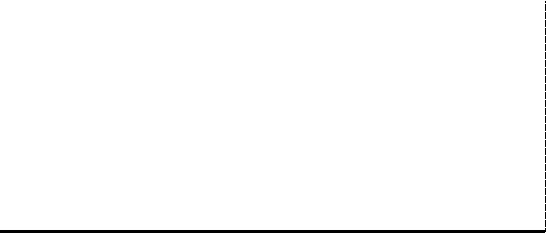
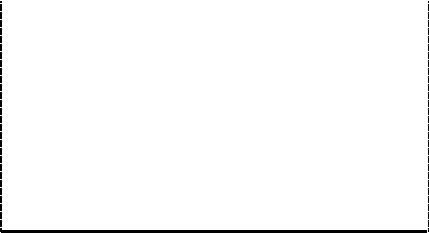
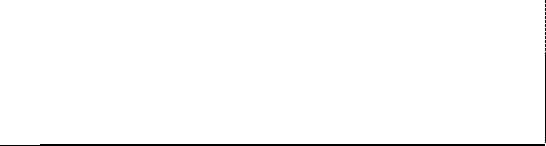
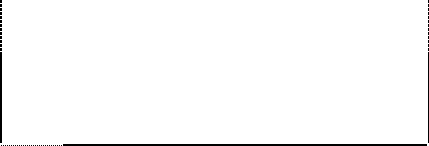
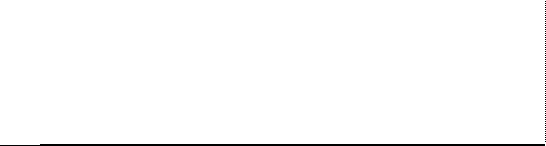
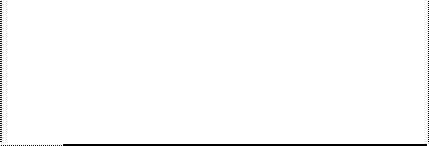
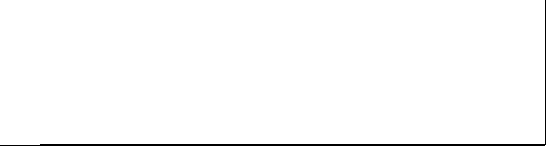
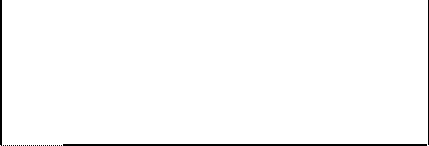
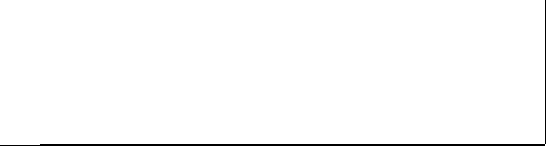
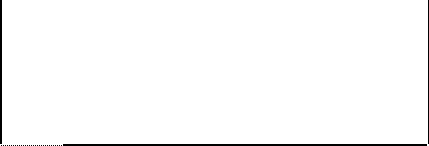
**LEVEL 6**

**REFERENCE CODE** / **13UMS0330-6**

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

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| **Occupation:** | **MANAGEMENT CONSULTANT** |
| **Level:** | **6I** |
| **Reference Code:** | **13UMS0330-6** |
| **Standard Development Institution(s):** | **Management Consultancy Association (YDD)** |
| **Sector Committee to Verify Standard:** | **VQA Sector Committee for Business and Management** |
| **Approval Date and Number of VQA's Board of Directors:** | **Decision dated 24.07.2013 and numbered 2013/59** |
| **Official Journal Date/Number:** | **03/10/2013-28784 (Repeated)** |
| **Revision No:** | **00** |

I Qualification level of occupation is set as level (6) in octal (8) level matrix.



# TERMS, SYMBOLS AND ABBREVIATIONS

**DATA COLLECTION METHODS:** refers to all of the methods used to gather data required for a management consulting / project to be conducted on a particular issue (surveys, data sheets, interviews / interview forms, statistical data collection methods, focus groups, brainstorming sessions, workshops, search meetings etc.).

**BUDGET PLANNING:** refers to planning work based on financial data of detailed activities/projects prepared in order for the Institution / Organization to achieve the measurable and observable goals and objectives.

**CLIENT SATISFACTION SURVEY:** refers to survey study, usually conducted at the end of management consulting service/project; aiming at determining the rate of satisfaction of client expectations regarding the service/project work, consultant/consultants and service/project outcomes.

**CLIENT:** refers to all private and public sector institutions / organizations applying to management consultant (small and medium-sized businesses, large enterprises, public administrations and enterprises, non-profit businesses, non-governmental organizations) and the partners, managers, professionals and all employees representing them, working / interacting together within the scope of the service/project,

**ASSESSMENT CRITERIA:** refers to the criterion which helps understanding of the appropriateness or adequacy of a person, unit, activity, process, function, output or outcome.

**CHANGE AND DEVELOPMENT AREAS:** refers to issues (organization, management, area of activity, target audience/market strategies, etc..) determined on the basis of the findings obtained as a result of the analysis and identification work in the process of management consulting service/project; recommended for the consulting institution/organization to change and develop.

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

**OHS:** Occupational Health and Safety.

**BUSINESS PLAN:** refers to the document in which a client establishing a new business or looking to make an investment determines how and when he/she will do things for what aims in the process of starting a business, investing, improving existing business and ensuring sustainability.

**ROOT CAUSE:** refers to the main (basic) reason associated with many different complaints and symptoms, identified using root problem analysis method (eg fish bone diagram).

**CRITICAL PERFORMANCE INDICATOR (PI):** refers to the criteria, measurements or indicators expressed in quantity, time, quality or cost to ensure measurability which helps to monitor, understand, predict and improve possible main outputs of Institutions / Organizations.

**BASELINE ANALYSIS REPORT:** refers to product / service capabilities, market positioning and continuity of demand, production environment and use of technology competence, sales and competitive conditions of Institutions / organizations in the process of realization of vision, mission and strategic objectives;

presentation of the results of acquisition and the evaluation work of institutions / organizations inside and outside environmental information and data by data collection and interaction analysis (SWOT / SWOT, Pestle etc.) techniques to ensure the detection and diagnosis of opportunity to address the weaknesses and to ensure the sustainability of the strengths, within the scope of provision of the resources and conditions of business opportunities, organizational structure and business Tasks, business-related corporate culture, knowledge and experience, stakeholder relationships and satisfaction with the level of competence and adequacy of management and labor, together with relevant institutions/organizations internal strengths and weaknesses and threats that could adversely affect the strategic activities in this process,

**NEGOTIATION TECHNIQUES:** refers to the process of complex relationships with certain systematic, principles and tools for people to achieve their own goals and objectives; involving use of professional methods to understand objections and obstacles correctly and to convince the other party

**STAKEHOLDER:** refers to all the elements (eg, shareholders, customers, employees, suppliers, co-operative organizations, community), affected by the presence of Institutions / Organizations.

**PERFORMANCE:** refers to fulfilment of the work by the relevant source, technology, personal knowledge, experience and skills so to achieve a specific purpose and goal;

**PESTLE ANALYSIS:** refers to strategic analysis methods used in analyzing external factors (political, economic, social, technological, legal, environmental, ethical, demographic, etc.) that may affect an institution / organization, sector, project.

**PROJECT PLAN:** refers to the document describing how to do the project, and the duration of the project steps, resources to be used, and performance objectives, responsibilities of those who will take part in the work and risks and threats that may be encountered.

**PROJECT:** refers to all of results-oriented activities with certain start and end dates, defined persons who are responsible and resources, and activities to reach the set targets.

**RISK ASSESSMENT:** refers to work necessary for the purpose of identification of hazards existing in the workplace or potential hazards thay may come from outside, analyzing and grading factors which leads to the conversion of these hazards to risks and risks arising from the hazards and determining control measures.

**RISK MANAGEMENT:** refers to the process of predicting and identifying risks that may arise in organizations for the purpose of achieving the goals; taking measures to eliminate these risks and planning and management in advance of things to do to minimize the damage/loss risk in case of realization of risk.

**RISK:** refers to potential of occurrence of losses, injury or any other harmful consequences that may arise from danger.

**PROCESS:** refers to interrelated set of actions starting with an input to achieve a strategic goal (strategic goal, demand, information or raw materials from internal or external customers), generating a specific output by adding added value to the input, resulting in realization of the strategic goal.

**SWOT ANALYSIS:** refers to the strategic analysis method used in analyzing strengths, weaknesses, threats that may be faced by and opportunities of an institution/organization, department, product, industry, plan, project or individual.

**DANGER:** refers to a potential of risk, peril or injury that is present at workplace or thay may come from outside, which may affect employees or workplace.

**OPPORTUNITIES FOR INNOVATION AND CREATIVITY:** refer to the whole of new and different, creative methods, practices, strategies and policies, products, markets which the consulting institution/organization can use to grow/thrive and the opportunities the application of them may bring.

**MANAGEMENT CONSULTANCY SERVICE CONTRACT (CONTRACT):**

refers to the legal document prepared by the management consultant and mutually committed and signed by client and management consultant, which defines the scope of service to be provided to the client, time, resources, resource usage patterns, time schedule, cost, payment terms, dispute cases, the sanctions and which describes how to resolve disputes.

**MANAGEMENT CONSULTANCY SERVICE OFFER (OFFER):** refers to the document containing subject matter and scope of the management consulting service to be provided to the client, output and benefits, time, resources, mutual responsibilities, time schedule, fees and payment terms, other special conditions and the definitions and references of the management consulting firm/consultant.

**MANAGEMENT CONSULTANCY SERVICES/PROJECT MANAGEMENT PLAN**: refers to the plan in which teams to take place in management consulting services/projects are configured; the duties and responsibilities of the teams are defined; form of service/project management is described; purpose, scope and objectives of the work to be carried out by the team members for the service/project are defined; project outputs and reports are defined; service/project management-related risks and threats are identified and the measures to be taken against risks are described.

**MANAGEMENT CONSULTANCY ROLES:** refers to roles of expert consultant, trainer, facilitator of change and development, leader, and so on undertaken by the management consultant within the scope of management consultancy service/project.

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# INTRODUCTION

Management Consultant (Level 6) 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.

# OCCUPATIONAL IDENTIFICATION

# Job Description

Management Consultant (Level 6) is someone who has knowledge, skills and competence in advertising and marketing by determining the area he/she will provide consulting services in the fields of business strategy, organizational structure and methods of doing business; building and developing relationship with the client; preparing service proposal; preparing management consulting projects offering solutions to problems relating to management and business Tasks in order to support client to realize goals and objectives; carrying out necessary planning and work for the projects he/she prepared to be implemented by the client and evaluating feedback received from the client.

Management Consultant (Level 6) carries out this work in accordance with the rules of occupational health and safety and conduct and carries out activities related to professional development.

# Occupational Reference in the International Classification System

ISCO: 2421 (Management and organization analysts)

# Regulations on Health, Safety and Environment

Environmental Law No. 2872

Social Security and General Health Insurance Law No. 5510, Occupational Health and Safety Law No. 6331

First Aid Regulation

In addition, it is essential to comply with Occupational Health and Safety Laws, statutes and regulations on environment and other legislation in force.

# Other Legislation Related to Occupation

Law No. 4077 on the Protection of the Consumer Law No. 4447 on Unemployment Insurance

Law No. 4857 on Labor

Law No. 6102 on Turkish Commercial Code Law No. 6198 on Code of Obligations

Law No. 6356 on Trade Unions and Collective Bargaining Agreement

**Work Environment and Conditions**

In addition, it is essential to comply with Laws, statutes and regulations on occupation in force and other legislation.

# Work Environment and Conditions

Management Consultant (Level 6) 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 needs to travel as part of his/her job.

Management Consultant (Level 6) 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.

# Other Occupation Related Requirements

There are no other requirements related to the occupation.

# OCCUPATIONAL PROFILE

# Duties, Tasks and Performance Criteria

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| **Duties** | | **Tasks** | | **Performance Criteria** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **A** | Follows rules of OHS | **A.1** | Follows safe operating procedures and personal safety methods | **A.1.1** | Uses proper work clothes and personal protective equipment when enter into the business area at which he/she serves. |
| **A.1.2** | Takes into consideration workplace OHS rules when configuring or in creating solutions to improve the organization. |
| **A.1.3** | Takes measures in accordance with OHS legislation and relevant standards for his/her work environment. |
| **A.1.4** | Ensures taking basic first aid measures in such emergency cases as accidents, injuries that occur in the workplace. |
| **A.2** | Assesses risks | **A.2.1** | Informs the client about managerial risks that may be encountered in case of failure of/incomplete regulations and practices in accordance with OHS legislation. |
| **A.2.2** | Identifies possible OHS risks within the scope of description/improvement of business Tasks. |
| **A.2.3** | Applies to OHS risk management principles if necessary, to avoid OHS risks within the scope of his/her work. |
| **A.2.4** | Contributes to the works to reduce the risk and danger factors, if necessary. |
| **A.3** | Implements emergency plans | **A.3.1** | Acts according to exit or escape plans in case of emergency |
| **A.3.2** | Contributes to periodic trainings related to emergency exits or escape, works and exercises. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **B** | Manages the management consulting service marketing process (continued) | **B.1** | Determines the scope of services and areas of expertise | **B.1.1** | Determines the scope of management consulting services and areas of expertise in accordance with the knowledge and experience |
| **B.1.2** | Defines specific consulting experience issues highlighted in the scope of management consultancy services and areas of expertise. |
| **B.1.3** | Prepares business references as determined by the scope of services and expertise. |
| **B.1.4** | Determines organization/individuals he/she can collaborate in the process of services and the target audience. |
| **B.1.5** | Determines information resources (statistical reports, industry-related benchmarking data, analysis reports, market research, etc.) in the field of management consulting services. |
| **B.1.6** | Evaluates political, economic, social, legal, environmental conditions of the market in which he/she carries activities in terms of service opportunities. |
| **B.1.7** | Determines the service delivery policies and conditions by preparing a service budget. |
| **B.2** | Investigates potential clients. | **B.2.1** | Determines the target geographic area and the market he/she wants to provide service according to service area he/she defines. |
| **B.2.2** | Determines the target sectors according to the geographical area and market for which he/she wants to provide service. |
| **B.2.3** | Determines information resources (statistical reports, industry-related benchmarking data, analysis reports, market research, etc.) relating to the target sector and areas of activity. |
| **B.2.4** | Prepares a list of potential clients in accordance with the priorities, as per the target sectors, sub-sectors and areas of expertise. |
| **B.2.5** | Collects general information (partnership or corporate structure, products, market opportunities, competitors, etc.) about potential clients. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **B** | Manages the management consulting service marketing process | **B.3** | Carries out promotional activities | **B.3.1** | Prepares target market-specific services promotional plan. |
| **B.3.2** | Prepares appropriate promotional tools and supplies for the promotion of services. |
| **B.3.3** | Organizes promotional and presentation material is according to the profile of the related client. |
| **B.3.4** | Introduces his/her service through presentations, papers, professional notices and similar means and methods taking part in media, social activities and professional activities. |
| **B.4** | Prepares marketing budget | **B.4.1** | Makes the necessary budget planning for the realization of the marketing plan he/she has prepared. |
| **B.4.2** | Follows marketing budget in accordance with the plan. |
| **B.4.3** | Makes the necessary updates on the periodic budget, following the budget realization. |
| **B.4.4** | At the end of the budget period, evaluates the budget management performance and takes necessary improvement measures. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **C** | Contacts with the client | **C.1** | Establishes the first relationship with the client | **C.1.1** | Communicates with the potential client and conveys the request for a meeting. |
| **C.1.2** | Determines the form and environment of meeting according to the client's position. |
| **C.1.3** | Collects information about the external environment and the position of the client. |
| **C.1.4** | Relates areas of expertise, competencies, resources and references to the client's area of activity. |
| **C.1.5** | Transfers information obtained to the promotion/presentation material in order to form strategies and goals relating to the client. |
| **C.2** | Obtains information from the client | **C.2.1** | Transfers the presentation he/she has prepared to the client. |
| **C.2.2** | Receives information regarding needs and expectations, atmosphere, corporate structure, environment, competitors and so on from the client, using consultancy information gathering techniques. |
| **C.2.3** | In accordance with the information received Describes the context in which the service can provide and areas of expertise. |
| **C.2.4** | Tells that he/she and the consulting organization are competent to provide management consulting services and to access to other relevant sources if necessary. |
| **C.2.5** | Describes the client the benefits of using management consulting services and possible contribution to corporate performance. |
| **C.2.6** | Offers descriptive information about configuring management consulting services (detailed information about the services to be provided and the project phases, samples, etc.). |

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| **Duties** | | **Tasks** | | **Performance Criteria** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **D** | Carries out the proposal and contract process of management consulting services  (continued) | **D.1** | Determines the need of the client | **D.1.1** | Analyzes the client's interaction with its environment, if necessary, within the framework of the information obtained from the client. |
| **D.1.2** | Determines the aspects that require additional expert support according to the needs of the client. |
| **D.1.3** | Analyzes factors that will affect the provision of service (other infrastructural requirements for the fulfilment of needs and expectations, etc.). |
| **D.2** | Prepares service proposal | **D.2.1** | Defines purpose, scope and objectives of the job According to client needs and demands. |
| **D.2.2** | Describes in detail the methods to be applied and phases to be realized in the work. |
| **D.2.3** | Defines service outcomes, performance criteria and measurement methods. |
| **D.2.4** | Identifies appropriate resources for the work and prepares the work plan. |
| **D.2.5** | Defines the working environment and mutual responsibilities. |
| **D.2.6** | Prepares budget for labor, equipment, time, materials, fees, and similar resource use, compatible with the service objectives |
| **D.2.7** | Describes special circumstances, if any, which will affect services to be provided. |
| **D.2.8** | Determines the price and payment terms regarding the whole proposal. |
| **D.2.9** | Decides on the form and method of submitting the proposal. |

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| **Duties** | | **Tasks** | | **Performance Criteria** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **D.** | Carries out the proposal and contract process of management consulting services | **D.3** | Negotiates the proposal | **D.3.1** | Submits the proposal to the relevant authority with the proper tools meeting the expectations of the client. |
| **D.3.2** | Highlights the benefits which the proposal submitted will bring to the client. |
| **D.3.3** | Conveys the technical aspects of the service to the client. |
| **D.3.4** | Explains the factors that will affect the performance of services and performance elements, performance criteria. |
| **D.3.5** | Describes the business plan and financial aspects of the proposal clearly. |
| **D.3.6** | Effectively responds any questions regarding the proposed service and opinion. |
| **D.3.7** | Makes the changes as he/she deems appropriate in the event change request is made as a result of negotiations. |
| **D.3.8** | Ensures all the relevant details to be duly recorded during negotiations of the proposal. |
| **D.4** | Makes contract | **D.4.1** | Reaches agreement by reviewing the final version of the contract with the client. |
| **D.4.2** | Ensures the contract be mutually signed by the authorized persons. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **E** | Leads the management consulting service/project  (continued) | **E.1** | Prepares management consultancy service/project work plan. | **E.1.1** | Gives the final form to resource use planning to perform the method of operation under contract. |
| **E.1.2** | Defines the roles and responsibilities of management consultant/experts and the project team of the client. |
| **E.1.3** | Identifies the critical performance indicators regarding service/ project management depending on the objectives business .plan |
| **E.1.4** | Prepares service/project timelines containing activity steps, time and responsible persons. . |
| **E.1.5** | Reaches agreement on the prepared service/project work-plan with the client. |
| **E.2** | Determines data/information research method | **E.2.1** | Prepares organization-specific data/information collection tools (surveys, questionnaires, observation, information, forms, etc.) in accordance with the scope of service/project and the client's existing institutional and administrative structure. |
| **E.2.2** | Defines data/information gathering resources (internal and external stakeholders and information resources, institutions statistics, management information system reports and the like). |
| **E.2.3** | Determines the data/information provision method (review of documents/records, interviews, observation). |
| **E.3** | Makes service/project inaugural meeting  (continued) | **E.3.1** | Prepares service/project presentation that includes service goals, objectives, working methods, stages and duration to be used at the inaugural meeting. |
| **E.3.2** | Ensures a sufficient number of replicates of all documents to be distributed to participants at the meeting. |
| **E.3.3** | Prepares list of participants with the client. |
| **E.3.4** | Ensures the environment appropriate for the meeting. |
| **E.3.5** | Starts the meeting on the designated day and time. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **E** | Manages the management consulting service/project  (continued) | **E.3** | Makes service/project inaugural meeting | **E.3.6** | Introduces management consulting services team and areas of expertise and roles within the team. |
| **E.3.7** | Makes the management consulting services presentation effectively answering all questions and opinions. |
| **E.3.8** | Ensures consensus over selected systems, Tasks, methods and evaluation criteria by using the method of persuasion. |
| **E.3.9** | Distributes information gathering documents to the participants to be completed and returned. |
| **E.4** | Performs baseline analysis for the client | **E.4.1** | Gathers data/information with questionnaires and surveys for internal/external stakeholders in accordance with service/project scope. |
| **E.4.2** | Makes one-to-one meetings with the key internal/external stakeholders in accordance with service/project scope. |
| **E.4.3** | Uses assessment techniques appropriate for client environment and the complexity of the issues discussed. |
| **E.4.4** | Compares client data/information to data/information of similar industry without undermining privacy,  . |
| **E.4.5** | Evaluates whether the identified problems are root causes. |
| **E.4.6** | Evaluates if there are other areas to be examined in the analysis process. |
| **E.4.7** | Defines areas outside his/her area of expertise that is beneficial for the client and service / project to examine/evaluate and recommends appropriate procurement method. |
| **E.4.8** | Evaluates necessity, adequacy, accuracy, reliability of obtained data/information for service/project  (Examining records, obtaining the opinion of the experts). |
| **E.4.9** | Prepares Baseline Analysis Report in which areas of change and development are defined. |
| **E.4.10** | Reaches an agreement with the client on the Baseline Analysis Report. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **E** | Manages the management consulting service/project  (continued) | **E.5** | Reaches an agreement with the client by assessment of the situation on the areas of change and development | **E.5.1** | Defines alternative solutions / improvements to meet the needs of the client in terms of the areas of development and change. |
| **E.5.2** | Makes improvement design compatible with the client's resources (human resources, finance, time, etc.) and cultural constraints (shared values, beliefs, expectations, norms and symbols, management preferences, etc..). |
| **E.5.3** | Evaluates opportunities and threats offered to the client by each alternative. |
| **E.5.4** | Evaluates and prioritize alternatives in terms of appropriateness and effectiveness for corporate structure. |
| **E.5.5** | Informs the client on needs and grounds for the realization of solutions/suggestions for improvement. |
| **E.5.6** | Comes to agreement with the client on mission, vision, policies, most appropriate solution / improvement alternative practices for objectives and strategies and the strategic implementation goals in terms of the areas of development and change, |
| **E.5.7** | Reaches an agreement on the road map to implement development and change. |
| **E.6** | Prepares management consulting/project implementation plan | **E.6.1** | Defines service/project scope and method of application in agreement with the client. |
| **E.6.2** | Brings opportunities for innovation and creativity forward in the process of services/projects. |
| **E.6.3** | Prepares service/project timelines containing activity steps, time and responsible persons. . |
| **E.6.4** | Defines critical performance indicators for service/project together with the risks and threats. |
| **E.6.5** | If necessary, determines the terms of additional management consulting fees and payment related to the project. |
| **E.7** | Comes to an agreement on management consulting service/project implementation plan. | **E.7.1** | Takes initiative on the boundaries of changes to the service/project in accordance with the demands of the client, |
| **E.7.2** | Records details of service/project-related changes in conjunction with the relevant item. |
| **E.7.3** | Records the topics and conditions agreed upon with the client with meeting notes. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **E** | Manages the management consulting service/project | **E.8** | Implements the service/project | **E.8.1** | Configures the relationship between the project team and the client, taking into account the client's expectations to work with. |
| **E.8.2** | Ensures use of resources in accordance with the project plan. |
| **E.8.3** | Evaluates realized work with the client according to service/project plan. |
| **E.8.4** | Specifies work to be done in case of deviation from the service/project plan. |
| **E.8.5** | Takes into account new developments that will affect the service/project and the work in service/project implementation process. |
| **E.8.6** | Ensures recording oral and written data and information relating to the implementation of service/project. |
| **E.9** | Deals with complaints | **E.9.1** | Provides solutions for complaints in a way not to adversely affect the service/project work . |
| **E.9.2** | Requests assistance from the right sources (client's administrator, subject matter expert, other expert consultants etc.) in case he/she cannot provide solutions to complaints. |
| **E.9.3** | Takes action (record/keep minutes, etc. inform the concerned.) against complaints that may have legal consequences. |
| **E.10** | Closes service/project | **E.10.1** | Records agreement with the client on performance of service in accordance with the scope and objectives of the service specified in the contract. |
| **E.10.2** | Evaluates service/project according to defined performance criteria. |
| **E.10.3** | Applies client satisfaction survey to the client and the project team for assessment of service/project and services of the consultant. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **F** | Reports results of management consultancy service/project work. | **F.1** | Drafts reports defined in service/project scope | **F.1.1** | Makes assessments on the basis of verified data. |
| **F.1.2** | In the absence of data for analysis, performs analysis using comparable assumptions and parameters agreed upon with the client. |
| **F.1.3** | Evaluates verbal data and observations in the process of service/project, in the framework of consistent, objective, professional ethics and standards. |
| **F.1.4** | Prepares the report in logical framework and by a sequential flow. |
| **F.1.5** | Prepares reports in line with the findings and in accordance with the scope of the service/project phase. |
| **F.2** | Present reports defined in service/project scope | **F.2.1** | Answers questions of the client and management about reports in an effective way. |
| **F.2.2** | Records and evaluates feedback in the process of presentation of reports. |
| **F.2.3** | Plans the next step together with the client after report presentation. |

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| **Duties** | | **Tasks** | | **Performance Criteria:** | |
| **Code** | **Name** | **Code** | **Name** | **Code** | **Description** |
| **G** | Carries out activities of professional development | **G.1** | Assesses professional performance | **G.1.1** | Assesses impact of his/her own behavior on the persons from client satisfaction survey. |
| **G.1.2** | Assesses his/her performance regarding his/her personal competence in line with the feedback received from the client. |
| **G.1.3** | Identifies issues / areas he/she has to develop/improve himself/herself depending on personal performance evaluation. |
| **G.1.4** | Revises aims and objectives following the evaluation of individual performance. |
| **G.2** | Plans professional development | **G.2.1** | Defines measurable personal professional development goals with criteria for priority. |
| **G.2.2** | Determines appropriate resources about tools, information and methods for performing activities of personal development. |
| **G.2.3** | Plans activities and resources to suit the needs of his/her personal development. |
| **G.2.4** | Makes the necessary changes in personal development plan to meet the needs of the new personal development triggered by the need of new information and changes. |
| **G.2.5** | Makes evaluation by comparing the results of operations with performance objectives. |
| **G.2.6** | Identifies the factors that prevent personal growth and takes precautions. |
| **G.2.7** | Develops new options to meet the needs of development when development activities have proved ineffective and inappropriate. |
| **G.2.8** | Evaluates personal development outcomes to ensure continuity of professional development. |

# 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, tele-conferencing systems, fax, wireless internet, modem, etc.).
4. Source and application documents (general forms, procedures, work instructions, collective/individual contracts, etc.).
5. Stationery (paper, pencils, punches, 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.).

# Knowledge and Skills

1. Analytical thinking skills
2. Knowledge and skills of using analytical techniques
3. Ability to bring solutions to the dispute
4. Budget planning skills
5. Ability to adapt to change
6. Monitoring and evaluation skills
7. Detailed research skills
8. Training skills
9. Empathy skills
10. Ability to see and evaluate opportunities
11. Interview techniques knowledge and skills
12. Ability to do needs analysis
13. Persuasion skills
14. Communication skills
15. Ability to take initiative
16. Knowledge of Occupational Health and Safety
17. Follow up skills
18. Knowledge of Quality management system
19. Decision making
20. Self-expression skills
21. Underwriting knowledge of professional ethics
22. Knowledge of occupational standards
23. Knowledge of professional terminology
24. Motivational skills
25. Knowledge of negotiation techniques
26. Skills to use office software in business Tasks
27. Planning and organizing knowledge and skills
28. Planned learning skills
29. Knowledge of project management
30. Knowledge of reporting
31. System identification skills
32. Systematic study skills
33. Problem-solving skills
34. Oral and written communication skills
35. Strategic thinking skills
36. Ability to work in a stressful environment
37. Presentation skills
38. Ability to work in teams
39. Representation skills
40. Meeting management skills
41. Ability to develop creative ideas
42. Management skills

# Attitudes and Behaviors

1. To be fair
2. To be an active listener
3. To be inquiring
4. Being independent
5. To be well-maintained and meticulous about clothing
6. To value to the opinions of others
7. To accept jobs in the scope of knowledge and experience
8. To be able to share knowledge and experiences
9. To be sensitive to environmental protection
10. To avoid conflict of interest
11. To be solution oriented
12. To inform the client about new developments
13. To protect the client's interests
14. To be open to change
15. To be disciplined
16. To be able to control emotions
17. To be open to criticism
18. To comply with privacy
19. To create an environment of trust and reconciliation
20. To be trusted
21. To be target and result oriented
22. To be accountable
23. To be tolerant
24. Not to be discriminative in relationships
25. To ensure continuity of relationships
26. Not to take advantage of relations for business
27. To be quality oriented
28. To be decisive
29. To support the development and recognition of the profession
30. To represent profession in a respectful way
31. To continue professional and personal development
32. Not to use his/her influence
33. To show a positive approach
34. To have foresight
35. Not to be biased
36. To be high self-esteem
37. To be planned
38. To maintain professional approach
39. To be able to take risks
40. To maintain calm
41. To be result oriented
42. To be responsible
43. To listen to complaints
44. To be neutral
45. To charge on the basis of service
46. To obey the laws
47. To use 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.

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

Note: This part shall be available on VQA web site, but shall not be included in the Official Journal.

# Annex: Those Participated in Developing Occupational Standard

1. **Occupational Standars Team of the Organization Developing Occupational Standard:**

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

Aysun GÜRPINAR, BAS-TEK IT Consulting, Manager- Certified Management Consultant – MCA Member

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

Dr. Meral Arık TOPRAK, Faculty Member at Kültür University, Certified Management Consultant

– MCA Mmber of Board of Profession

Fahrettin OTLUOĞLU, Model Yönetim 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, KARİHA 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

# Individuals, Institutions and Organizations for Which Opinions Asked (alphabetical order)

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 Economics and Administrative Sciences

Gazi University, Institute of Social Sciences Gaziantep European Union Centre for Business Development

Hacettepe University Faculty of Economics and Administrative Sciences

İstanbul Development Agency

İstanbul Chamber of Industry

İstanbul Chamber of Commerce

İstanbul University Faculty of Business Administration

İzmir European Union Centers for Business Development

İzmir Development Agency

Association of Career Consultancy and Developing Human Resources

KOÇ University Faculty of Economics and Administrative Sciences

Small and Medium Enterprises Development Organization

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

Independent Industrialists and Businessmen's Association

Central Anatolia Development Agency

Middle East Technical University Faculty of Economics and Administrative Sciences Osmangazi University Faculty of Economics and Administrative Sciences Association of Professional Consultants

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

T.R. Ministry of National Education, General Directorate of Innovation and Training Technologies

Turkish Accreditation Authority

Turkish Standards Institution

Confederation of Turkish Tradesmen and Craftsmen

Turkish Exporters Assembly Turkish Statistical Institution

Turkish Employment Agency, Directory of Business and Management Consultancy Department

Turkish Confederation of Businessmen and Industrialists

Turkish Quality Association

Turkish Association of Corporate Governance

Turkish Union of Chambers and Exchange Commodities

Turkish Industry Management and Administration Institute

Turkish Industry and Business Association

Management Consultants Association (MCA) Members

Council of Higher Education

# VQA Sectoral 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 Exchange Commodities)

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)

# 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)