



## TURKISH AIRLINES INC. WORKING AREAS JOB DEFINITIONS



**TURKISH AIRLINES**

A STAR ALLIANCE MEMBER



**HUMAN RESOURCES  
DIRECTORATE**

## HUMAN RESOURCES DIRECTORATE

- Manages the determination process of employee needs and the recruitment processes in line with the human resources policy and legislation of the Company.
- Conducts assessment and evaluation processes such as exams, interviews, etc. related to recruitment and career management.
- Performs competency analysis studies to determine the basic, functional and managerial competencies required by the positions.
- Develops projects for the improvement of human resources activities.
- Manages the wages, social rights, personal, administrative, health, travel and time management affairs of the employees of the Company, as well as individual and collective labor law affairs, by establishing the necessary coordination, within the scope of national and international legislation and the rules and regulations of the Company.
- Manages processes for ensuring employee satisfaction.
- Makes necessary business analyzes in all units of the Company, establishes organizational structure and job descriptions, and conducts reorganization activities.
- Performs the recruitment procedures of the employees whose employment is approved.
- Responsible for the establishment, implementation and maintenance of the Occupational Health and Safety Management System of the Company and evaluation of its performance.

**TRAINING DIRECTORATE**

## TRAINING DIRECTORATE

---

- Ensures management of the training process in accordance with Company goals, mission, vision, policy and strategies, relevant national/international regulations, Civil Aviation Authority requirements and Company regulations.
- Organizes online and in-class trainings on commercial, technical, administrative, ground handling and language issues.
- Ensures that technical and legislative innovations are included in training programs.

**SOCIAL AND ADMINISTRATIVE AFFAIRS  
DIRECTORATE**

## SOCIAL AND ADMINISTRATIVE AFFAIRS DIRECTORATE

- Carries out the processes of finalization with final account and acceptance procedures by ensuring the realization of the work together with estimates, surveys and projects required for the performance of all construction, renovation, repair and decoration services related to the Company.
- Manages the process of conducting preliminary surveys on real estates owned, rented or leased by the Company, issuance of lease agreements, accrual, payment or collection of rent, provision of payments, and fulfillment of obligations related to taxes and other expenses related to real estates.

**QUALITY ASSURANCE  
DIRECTORATE**



## QUALITY ASSURANCE DIRECTORATE

- Supervises the execution of the activities and services provided by the Company, in compliance with the national and international legislation, standards, rules, contracts, procedures and requirements, and in accordance with the Company rules and regulations, procedures, requirements and strategies.
- Manages the establishment, operation, monitoring, continuous improvement, reporting and dissemination of the corporate management system(s) that will ensure continuous compliance.
- Manage the unscheduled audit and quality inspection processes of all departments of the Company.

# **TECHNICAL DIRECTORATE**

## TECHNICAL DIRECTORATE

- Carries out maintenance, repair, modification, testing and revision of aircraft and engines, components and equipment on aircraft, with the instructions of the Directorate General of Civil Aviation (Turkish DGCA) and the authorities given by the Company, international rules and methods.
- Provides the necessary support in domestic and international service areas, and the economical use and protection of all vehicles and auxiliary equipment used in the fulfillment of these services in order to put the aircraft in the fleet of the Company into service as "airworthy" and to keep them in service in this way.
- It is responsible for ensuring that the operational activities conducted and/or procured by the Company are carried out safely and in accordance with the national and international rules and the Company standards.

**FINANCE DIRECTORATE**

## FINANCE DIRECTORATE

- Provides the fleet and other financing needs of the Company according to the most suitable maturity, interest and exchange rate composition.
- Manages the Company's treasury transactions and cash portfolio.
- Ensures that the purchased aircraft are financed from international financial markets at the most affordable cost.
- Manages fuel procurement transactions and financial risk that may arise due to sudden changes in the fuel market.
- Ensures the execution of insurance transactions in order to ensure that all assets within the Company are protected against possible risks.

**ACCOUNTING AND FINANCIAL  
CONTROL DIRECTORATE**

## ACCOUNTING AND FINANCIAL CONTROL DIRECTORATE

- Ensures conduct, examination and inspection of accounting transactions of the records made in all accounting directorates affiliated to the Accounting and Financial Control Directorate in accordance with the general accounting principles, Uniform Chart of Accounts, Capital Markets Board and International Financial Reporting Standards, and submission of them as a report by preparing periodic financial statements.
- Provides reporting of all income and expenses related to the field of activity of the Company.

**GENERAL PURCHASING  
DIRECTORATE**



## GENERAL PURCHASING DIRECTORATE

- Carries out the transactions related to the domestic and international purchases of goods and services, inspection, storage and delivery to the requesting units within the framework of the legislation related to the Company regulations.
- Provides support in issues such as determining the estimated price, preparing technical specifications, and conducting market research in line with the demands of the Company units.

**FLIGHT TRAINING  
DIRECTORATE**

## FLIGHT TRAINING DIRECTORATE

- Plans, implements and controls the training of cockpit and cabin crews in accordance with national and international legislation and the rules and standards of the Company.
- Ensures the operation of the training systems and tools (simulator, mock-up, classroom, etc.) within it.
- Provides the coordination between the operations and flight training center for the flight planning and implementation of the fleets, the research and development projects related to the performance characteristics and the preservation of the information obtained from them.
- Works for the development of training and flight rules and cooperates with relevant organizations.

**INTEGRATED OPERATIONS  
CONTROL DIRECTORATE**

## INTEGRATED OPERATIONS CONTROL DIRECTORATE

- Manages the process to ensure flight operation proceeds as planned in the operational time frame.
- Operates in areas such as operation planning and support, fuel management, crisis management, control management, flight operation management, and maintenance management, and makes planning and provides coordination.
- Ensures that necessary precautions are taken to sustain flight operations safely and securely and continue the operation; and coordination is established with flight crew, management representatives, officials and institutions outside the Company.

**SECURITY DIRECTORATE**

## SECURITY DIRECTORATE

- Ensures the protection of Company personnel, passengers, visitors, buildings, facilities, aircraft and the cargo it is responsible against all kinds of sabotages, attacks, hostage-taking and similar events that threaten security.
- Conducts training, planning, documentation, implementation, coordination and control activities on aviation security and physical security.

**CORPORATE SAFETY  
DIRECTORATE**



## CORPORATE SAFETY DIRECTORATE

- In issues directly involving operations and safety, s/he contacts Civil Aviation Authorities, manufacturing companies, providers of all internal-external services and inputs, and the other necessary agencies and institutions, attends coordination meetings.
- Identifies risky areas, ensures that measures are taken against threats and danger elements, and aims to reduce accident incidents to zero.
- Provides an effective and continuous accident prevention and flight safety service.

**GROUND OPERATIONS  
DIRECTORATE**

## GROUND OPERATIONS DIRECTORATE

- Manage the processes of setting the rules of the ground operations, performing the services uninterruptedly within the scheduled times and periods, taking actions, and supervising such actions, within the scope of the national and international legislation and the Company's rules and regulations.
- Manage the processes of establishing the necessary communication with the national and international authorities, the other domestic and foreign airline companies operating, and the ground handling agents on the subjects related to its area of activity.
- Responsible for ensuring that the operational activities conducted and/or procured in the ground operations process are carried out safely and in accordance with the national and international rules and the Company standards.
- Manage the processes of setting all rules related to ground operations as well as documenting, issuing and implementing such rules.

**FLIGHT OPERATIONS  
DIRECTORATE**

## FLIGHT OPERATIONS DIRECTORATE

- Ensures that the flight operations are carried out safely, economically, effectively and at a high standard.
- Ensures that the planned flight operation is carried out in accordance with international standards, Company regulations and national / international rules.
- Concludes business protocols with units within the scope of national and international rules in order to ensure operations with "airworthy aircraft", and ensures its continuity by establishing coordination principles.
- Cooperates with other departments on issues that aim at the highest level of flight safety, efficiency in the schedule, passenger comfort and economy.

# **CABIN CREW DIRECTORATE**

## CABIN CREW DIRECTORATE

- Manages the processes of managing, monitoring the cabin operation activities within the scope of safety and security as well as improving their results.
- Manages the processes of identifying the relevant risks, conducting risk analyzes, and following safety targets within the scope of the Safety Management System for cabin operation.
- Ensures that the cabin operation activities are carried out uninterruptedly at the determined standards.
- Manages the processes of setting, applying and maintaining the necessary standards in coordination with the relevant units for the purpose of achieving the service quality, passenger satisfaction in line with the Company's goals and policies.
- Manages the processes of establishing the communication with the cabin personnel effectively as well as improving that communication.

**CREW PLANNING DIRECTORATE**



## CREW PLANNING DIRECTORATE

- Manages the processes of designing and preparing crew planning systems and processes, and determining the long, medium- and short-term crew needs for all flights carried out or planned to be carried out by the Company.
- Prepares the crew planning systems and processes for all flights carried out or planned to be carried out by the Company.
- Coordinates the process of following the crews in terms of flight, overtime and rest periods until the flights are completed.
- Ensures transfer of performed flight information, to serve as basis for the flight crew's remuneration, travel allowance and deduction calculations to the unit and system to perform relevant calculation.

**REVENUE MANAGEMENT  
DIRECTORATE**

## REVENUE MANAGEMENT DIRECTORATE

- Examines the existing lines of the Company in detail and performs efficiency analyzes.
- Manages the processes of examining the schedule, passenger status, market potential, passenger fare groups and revenues of the Company lines, performing efficiency analyzes and generating strategies to increase the revenues of the lines.
- Manages the processes of researching and evaluating the current market conditions and the actions and strategies of rival companies regarding pricing and revenue management.
- Manages the process of estimating the number of passengers and unit revenue for each line based on the revenue budget of the Company.
- Manages practices for media planning and payments regarding corporate and online customer segments.

**CATERING AND IN-FLIGHT  
PRODUCTS DIRECTORATE**

## CATERING AND IN-FLIGHT PRODUCTS DIRECTORATE

- Carries out the procurement process of the catering service and passenger comfort products and services to be offered to the passengers on the Company aircraft.
- Fulfills the duties of preparing the projects for products and services under market conditions, creating and monitoring the necessary systems and ensuring coordination with the relevant units when necessary.
- Ensures that the developments related to in-flight catering products and services in world civil aviation are followed and adapted to the Company.
- Ensures that the relations of the Directorate with domestic and foreign catering companies and other organizations are carried out.

**PRODUCTION PLANNING  
DIRECTORATE**

## PRODUCTION PLANNING DIRECTORATE

- Ensures the development of the Company network structure according to commercial and technical criteria, the evaluation of fleet opportunities with scheduled, additional or charter flights within the framework of market conditions, and the evaluation of new point and frequency increases in accordance with the fleet planning.
- Ensures that the Company tariff structure is arranged according to network management techniques, that the sectoral developments in the world are monitored and that studies and reporting of line opening or closing in line with commercial and operational criteria are carried out.
- While evaluating the tariff and charter flights jointly for the preparation of high and optimum aircraft production and profitability-oriented tariffs within the framework of the fleet, crew, technical and operational possibilities, it ensures that the same policies and targets are followed in type upgrade and additional flight planning.
- Carries out evaluation studies such as opening new points and frequency increases within the framework of fleet possibilities.
- Ensures that the necessary slot and flight permits are obtained for all domestic and international destinations that are within the scope of slot coordination and scheduled passenger flights of the main brand.

**COMMUNICATION  
DIRECTORATE**



## COMMUNICATION DIRECTORATE

- Manages the Company's marketing communications strategies considering market dynamics and if necessary ensures their revision.
- Provides promotional materials for marketing, and manages and controls all these activities by coordinating corporate publications and selling advertising rental areas of the Company.
- Manages market research activities performed locally and abroad to evaluate Company brand perception and recognition as well as the efficiency of promotional activities by establishing required coordination.
- Manages the process of editing, checking, approving and publishing all printed materials of Company and its sub brands to match the corporate identity.
- Manages processes of preparing, realizing and implementing the public relations main communications action plan in light of Company corporate communications strategies also by receiving support from Public Relations agencies outside the Company if required.

**MARKETING DIRECTORATE**

## MARKETING DIRECTORATE

- Manages via coordination the processes of planning, developing marketing activities and controlling the implementations in order to contribute to the Company's income according to domestic and international market conditions, developments in the civil aviation conditions, strategic plans, market targets and market conditions.
- Manages all of the activities regarding the central customer database that will be a reference to the Company's marketing activities.
- Manages processes of separating the data in the customer database, keeping the customer in hand, re-gaining the customer and designing the campaign activities.
- Manages via necessary coordination the process of developing marketing projects that will provide added value to the Company.

**SALES DIRECTORATE**

## SALES DIRECTORATE

- Manages the processes of transmitting to the customer the service provided within the strategic plans, commercial targets and market conditions of the Company in an effective way together with the designed and implemented sales policies and work steps and realizing the customer satisfaction regarding sales.
- Designs and executes sales-enhancing tactics and practices (incentive system, special discounted fee authorization, promotional tours, ticketing service fees, etc.) by using direct and indirect sales channels.
- Manages via necessary coordination the process of determining the ticket fees by evaluating requests and feedbacks coming from the market.
- Manages the processes of notifying requests and views regarding determining lines that form the Company flight network, flight intensities and aircraft types used in flights.
- Manages sales organization activities for the performance of service sales by providing corporate and online sales and marketing activities planned in accordance with Company's basic marketing and sales policy to customers and appropriating services directly related to passengers in accordance with current conditions.
- Manages activities of monitoring of corporate and online markets in light of competitors and performance and tracking developments by establishing coordination with relevant units.
- Manages the performance of corporate and online marketing activities in sales channels and allocation of marketing tools required for this purpose.

**CARGO OPERATIONS  
DIRECTORATE**

## CARGO OPERATIONS DIRECTORATE

- Carries out the operational processes regarding the cargo activities of the Company within the framework of the rules in national and international legislation; provides the necessary equipment and operation support, ensures coordination, implements productivity-enhancing projects and ensures the realization of the necessary investments.
- Coordinates the supply, maintenance and repair of equipment and materials required for cargo operation.
- Concludes service procurement agreements with competent organizations at the flight points and inspects the performance of the companies from which service is received in this context.

**CARGO MARKETING  
DIRECTORATE**



## CARGO MARKETING DIRECTORATE

- Manages the processes of producing studies to increase cargo income and capacity within the framework of medium and long-term forecasts created by researching the impact of economic, commercial and political developments affecting the cargo activities of the Company on transportation and by constantly monitoring the current development.
- Responsible for making the necessary planning for the maximum financial contribution of cargo flight schedule, cargo special charter flights and capacity changes, realizing the sale of cargo special charter flights when necessary, and managing all these activities.
- Manages the processes related to marketing targets, plans, programs and activities that will ensure the sustainability of cargo revenue growth and profitability.
- Manages the processes of determining cargo product and business development methods, objectives and elements, and developing and implementing/having implemented appropriate strategies in this regard.

**CARGO SALES DIRECTORATE**

## CARGO SALES DIRECTORATE

- S/he manages the processes of creating the cargo sales strategies in line with the Company's strategic plan, commercial goals, and the market conditions, implementation of such strategies, and carrying out the sales activities so as to ensure maximum gain.
- Manages the processes of customer services, key customer relations, coordination of sales channels and execution and development of sales support functions, and control of implementations in order to ensure customer satisfaction and loyalty and contribute to income increase in this context.
- S/he manages the processes of designing and executing tactics and implementations (incentive system, special discount fee authority, promotion tours, etc.) that increase the cargo service sales by using direct and indirect sales channels, and completing them by establishing the necessary coordination.

**CARGO BUSINESS  
DEVELOPMENT AND  
ORGANIZATION DIRECTORATE**

## CARGO BUSINESS DEVELOPMENT AND ORGANIZATION DIRECTORATE

- Coordinates commercial and operational development processes by jointly managing projects at strategic level.
- Manages changes/transformations related to organizational/corporate development, projects at strategic level and large-scale process changes.
- Researches and implements business development, corporate cooperation and investment opportunities at the global level.
- Coordinates the development of the Company's cargo organizational structure and the human resource procurement and development processes for this.
- Determines and implements strategies related to technology and infrastructure developments.

**CARGO PRODUCT AND  
CUSTOMER EXPERIENCE  
DIRECTORATE**

## CARGO PRODUCT AND CUSTOMER EXPERIENCE DIRECTORATE

- Manages the processes of detecting the market needs in relation to cargo/mail activities, performing feasibility studies, and market launch/removal of such products.
- Manages the processes of following global developments, identifying customer needs and developing appropriate strategies to meet these needs, and determining and reporting targets and elements.
- Manages the processes of visiting agents and customers to ensure increase of the product potential relating to cargo and mail activities of the Company.

**CORPORATE INNOVATION AND  
PROJECTS DIRECTORATE**



## CORPORATE INNOVATION AND PROJECTS DIRECTORATE

- Plans and executes the projects developed by the Company units and included in the agenda of the senior management in the "project portfolio management" program in order to direct the medium and long-term strategic targets of the Company and its positioning in the market.
- Ensures that innovative projects are produced and implemented by using various internal and external resources and through competitions, thus ensuring corporate development and change according to the conditions of the market.

**INTERNATIONAL RELATIONS &  
ALLIANCES DIRECTORATE**

## INTERNATIONAL RELATIONS & ALLIANCES DIRECTORATE

- In the process of Company policy and developing competition, it increases commercial cooperation with foreign airlines, and protects and develops the rights and interests of the Company in the commercial agreements and civil aviation institutions in the best way.
- It is responsible for the conclusion of agreements with Star Alliance member airlines and airlines not within the scope of Star Alliance, and monitors and coordinates the amendment, extension and/or termination of such agreements when necessary.

**INVESTMENT MANAGEMENT  
DIRECTORATE**

## INVESTMENT MANAGEMENT DIRECTORATE

- Coordinates the planning, project, investment, research, performance monitoring and statistical preparation and reporting processes in line with the Company goals and strategies. Follows the implementation and provides coordination of external relations by revising it when necessary.
- Ensures long-term fleet planning by determining the need for aircraft, and in this context, the most suitable aircraft types, engines, products and features related to aircraft are determined and supplied and added to the fleet of the Company.



**TURKISH AIRLINES**

A STAR ALLIANCE MEMBER 