



**DIRECTORATE FOR FINANCIAL, FISCAL AND ENTERPRISE AFFAIRS  
COMMITTEE ON COMPETITION LAW AND POLICY**

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**TRAINING PROGRAMMES:  
EXCHANGE OF EXPERIENCES**

**- Note by Turkey --**

*This note is submitted by the Turkish Delegation to the Committee on Competition Law and Policy FOR DISCUSSION at its forthcoming meeting to be held on 31 May-1 June 2001.*

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1. The Training Plan and Program of the Competition Authority are determined as follows and along the lines of purposes mentioned, and are implemented as annual programs.

2. From the fact that training is a dynamic process, the Competition Authority targets that professional staff being in the lead, staff from every level is furnished with knowledge and skills to fulfil his/her task in the best manner and can render such qualities continuous, by means of employing all current and developing facilities of training. Along the lines of this target and within the framework of requirements, it supports and encourages training activities by also observing the rules of equality and fairness.

3. In accordance with article 27 of Staff Regulations of the Competition Authority, for purposes of in-service training for the Authority staff from every level, the Authority schedules and implements training hold in other institutions at home and abroad, which is provided along the lines of requirements to be determined for enhancing practical and theoretical professional knowledge of staff and giving them professional skills, and training aimed at ensuring economy, efficiency and efficacy in services.

4. We may gather such training under three headings:

#### **I. Professional Training Programs**

5. Professional training consists of practical and theoretical knowledge-enhancing training, professional postgraduate training, various courses, meetings, conferences and exercising. These programs are being applied for all assistant experts on competition for four terms, and shall be further developed and applied for assistant experts to be employed in the future.

6. Professional Training Programs for Assistant Experts on Competition take place as follows, their details being provided in the enclosures (Enclosure 1).

##### ***A) Basic Education (a total of two months)***

- a) Basic Civil Servant Training provided by TODAİE
- b) Introductions of institutions and organizations related with our Authority (EU General Secretariat, Privatization Administration, Undersecretariat of Foreign Trade, Accreditation Authority, SPK, IMKB, BDDK, Undersecretariat of Treasury, Central Bank, Ministry of Industry, Turkish Patent Institute, Ministry of Energy, State Planning Organisation e.t.c. )
- c) EU Integration Training
- d) Program on Law (Introduction to Law, Civil Law, Law of Obligations, Commercial Law, Company Law, Securities, Administrative Law, Criminal Law, Accounting)
- e) Turkish Economy and Macro-Economic Developments (Macro-economic developments in reel, public, foreign and finance sectors, inflation-lowering program applied in Turkey and crisis discussion).

##### ***B) Program on Competition Economics and Competition Law (a total of 2 months)***

*Four-week courses in College of Europe (Enclosure 2)*

7. Assistant experts benefit respectively from the four-week training program where EU Competition Law and Practices are described in the College of Europe established in Bruges-Belgium, and

which takes place via courses delivered by prominent academicians and practitioners from the Commission (DG IV) and comprises, during the last few days, meetings with the officials of EU Commission and Parliament and Permanent Representation of Turkey in Brussels.

*Short-Term Courses, Symposiums and Conferences*

8. Professional staff and lawyers being in the lead, three-five day educational programs are held for ensuring that relevant staff from every level gains knowledge about the competition law and practices. In these trainings, courses mostly composed of case studies are delivered by experts who directly practice. Furthermore each week a topic is handled under the title of "Thursday Conferences", and experts of the topic visit our Authority and deliver public conferences.

**II. Individual Development Training**

9. These are dynamic trainings for staff of the Authority from every level, aimed at ensuring economy, efficiency and efficacy in services, and trainings aimed at institutional and personal developments of individuals. Individual Development Training Program 2001 planned for our Authority is provided in Enclosure 3.

**III.** Within the framework of a protocol between our Authority and TICA (Turkish International Cooperation Agency), training is provided for Competition Authority managers and experts and senior economy bureaucrats of 12 countries (Enclosure 4).

**(Enclosure 1)**

**PRESIDENCY OF COMPETITION AUTHORITY  
Training Program for Assistant Experts  
(November 27-December 8 2000)**

**Subject of the Course**

- Rules of Turkish Grammar
- Subordinate-Superior Relations
- Free Time
- Registration and Discipline Procedures of Public Staff
- Principles of Atatürk and History of Revolution
- Free Time
- T.R. Constitution
- Organizational Culture
- Files and Archives System
- Information on National Security
- Personal Mission-Vision Formation
- Formal Correspondence Method
- Human Relations within the Organization
- Communication and Communication Techniques
- Efficiency in Management
- Free Time
- Public Relations in Public Management
- Management Structure of Turkey
- Duties, Powers and Responsibilities of Civil Servants

**"EU INTEGRATION" TRAINING PROGRAM FOR THE FOURTH-TERM OF ASSISTANT  
EXPERTS ON COMPETITION  
(January 29-February 2)**

- Establishment and History of EU
- Institutional Structure of EU
- European Integration
- EC Order of Law
- EU Policies
- Economic and Monetary Union
- Joint Security and Foreign Policy of EU
- Cooperation in Justice and Internal Affairs
- Turkey-EU Relations: History and Overview
- Current Developments and Perspectives

**TRAINING PROGRAM FOR ASSISTANT EXPERTS  
COMPETITION LAW AND POLICIES**

- Introduction to Competition Law
- Introduction to EU Competition Law
- Agreement, Decision, Concerted Practice
- Turkish Competition Law
- Dominant Position
- Merger/Acquisition
- Procedural Law
- Forms
- Regulation
- State Monopolies and Undertakings Granted Exclusive Rights
- State Aids
- Dumping-Antidumping
- Industrial Property Law and Competition
- Workshop
- Technique for Writing Reports

**(Encloure 3)**

**DRAFT OF INDIVIDUAL DEVELOPMENT TRAINING PROGRAM 2001  
(DOMESTIC)**

We may gather under 4 main groups the training programs planned for the staff of our Authority.

**1- Foreign Language Training:** Along the lines of the proposal of our Training Commission, if deemed appropriate by the Board, ensuring that staff who wishes, attends foreign language courses with a staff contribution of 20%.

**2- Computer Training:**

a- Those deemed necessary by the Head Office of Data Processing Department for the staff of our Authority:

- Introduction to computer (for the last term of staff)
- MS Office (Word, Excel, PowerPoint)
- MS Outlook
- Using Internet

b- Those considered for the staff of the Head Office of Data Processing Department:

- Software Engineering
- Information Systems Analysis and Design
- SQL
- Unix Operating System
- Database Administration
- Backup and Recovery
- Forms and Reports
- CheckPoint Firewall
- CCSA
- CCSE
- Unicenter TNG
- Introduction to Unicenter TNG
- Unicenter TNG Basics
- Implementing Enterprise Monitoring
- Working with Unicenter TNG Agent Technologies
- Unicenter TNG Asset Management
- Administering TNG Software Delivery Option
- Implementing Unicenter TNG Software Delivery Option
- Web Design and Java
- Flash and ASP applications

**3- Group Training:**

a- To the staff of the Head Office of Human Resources Department:

- Modern Human Resources Management
- Determining the Needs of Employees
- Staff Education
- Educational Planning
- Developing Training Programs
- Research for Weak Spots
- Notification of Participants About Performance Review
- Career Planning
- Training in Issues such as Performance Development

b- Secretary Training:

- Executive Secretary
- Human Relations and Communication in Secretarial Work
- Training in Issues such as Effective and Efficient Secretary

c- Training planned to be for 2 full days at the weekend for the Housekeeping staff on:

- general conduct
- service rules
- hygiene

d- First Aid: Training covering issues of first aid, which is deemed necessary for everyone and extended to staff who wishes.

**4- Weekly Seminars:** It is planned that Individual Development Seminars are rendered efficient by means of presenting them once a week, under the title of Tuesday meetings for example without boring the participants, and in an appealing manner via chats, discussions, practices and tests and in an attractive way via seminar names.

- Leadership Intelligence and Employee Motivation Skill of a Manager
- Time Management for Happiness and Success
- Are You Open to Learning?  
(Seminar for learning to learn)
- OK Let's Change! But How?  
(Seminar for Change Management)
- What is Your Difference?  
(Seminar for Organizational Culture)
- Are You Obstinate?  
(Seminar for New Management)
- Do You Like and Trust?  
(Leadership Seminar)
- Do You Enjoy?  
(Motivation Seminar)
- Can You Talk?  
(Communication Seminar)



- Monday, My Favourite Day
- Why Can't We Get On? Is Lack of Communication the Answer?
- No One Understands Me Or Do I Behave Wrong?
- Brain Storming
- Methods for Coping with Stress
- Do You Know Yourself?
- Eloquence
- Personal Quality and Interaction
- Eliminate the Differences and Create a Team Spirit
- Body Language

After determining the firm to provide these trainings, seminar headings outlined above shall be diversified and grouped by considering the results of meetings to be held with training experts of the firm, Authority-wide surveys and trainings in the past years.

(Enclosure 4)

**SEMINAR ON "FREE MARKET ECONOMY AND RULES OF COMPETITION"  
TO BE HELD UNDER THE TRAINING AND TECHNICAL COOPERATION PROTOCOL  
BETWEEN  
THE TURKISH COMPETITION AUTHORITY AND TICA  
(NOVEMBER 11-17, 2000, ISTANBUL)  
VENUE: ISTANBUL KALYON HOTEL**

**NOVEMBER 11, 2000 SATURDAY**

Arrival in Istanbul of the guests from Central Asia, Caucasia, Balkan Countries, Moldavia, Mongolia and Turkish Republic of Northern Cyprus.

**NOVEMBER 12, 2000 SUNDAY**

Daytime: Istanbul sightseeing tour; Evening: Reception by the President of the Turkish Competition Authority, Prof. Dr. Tamer MÜFTÜOĞLU.

**NOVEMBER 13, 2000 MONDAY**

10:00-10:10 Inauguration and Presentation of the Program

10:10-10:30 "Market Economy and Competition Policies"

President of the Turkish Competition Authority,  
Prof. Dr. Tamer MÜFTÜOĞLU

10:30-10:40 Break

10:40-12:30 "Historical Development and Fundamental Principles of Competition Law"

Assoc. Prof. Dr. Nurkut İNAN

12:30-14:00 Lunch

14:00-15:00 "Development and Competition Policy"

Prof. Dr. Erol KATIRCIOĞLU

15:00-15:10 Break

15:10-16:30 "Competition Policy for Economies in Transition"

Assoc. Prof. Dr. İzak ATİYAS

**NOVEMBER 14, 2000 TUESDAY**

10:00-11:00 "Main Concepts of Competition Law"

(Undertaking, Association of Undertakings, Cartel, Concerted Practice etc.)

Prof. Dr. Ergun ÖZSUNAY

11:00-11:10 Break

11:10-12:30 "Cartel Agreements and Exemption, Negative Clearance Regime"

Prof. Dr. Yılmaz ASLAN

12:30-14:00 Lunch

14:00-15:20 "Case Study" ("Hindering competition in the cement market via cartel agreement"

Mr. İsmail Atalay YOLCU, Assistant Expert on Competition)

15:20-15:30 Break

15:30-16:30 "Case Study" ("The claim that the decisions of Private Schools Association for determining school fees violate the Act on Competition"

Mr. Baris EKDI, Assistant Expert on Competition)

**NOVEMBER 15, 2000 WEDNESDAY**

10:00-12:00 "Abuse of Dominant Position"

Prof. Dr. Ünal TEKİNALP

12:00-12:30 "Case Study" ("Abuse of Dominant Position in the newspaper distribution market"

Mr. Baris EKDI, Assistant Expert on Competition)

12:30-14:00 Lunch

14:00-16:00 "Control of Mergers and Acquisitions"

Asst. Prof. Dr. Gamze ÖZ

16:00-16:10 Break

16:10-16:30 "Case Study" ("Granting authorization for the joint venture to be set up by Metro and Migros"

Mr. Cenk GÜLERGÜN, Assistant Expert on Competition)

**NOVEMBER 16, 2000 THURSDAY**

10:00-12:00 "State Interventions and Competition Policies"

(Monopolistic Rights, State Aids, Privatization, Public Procurement, Regulatory Bodies etc.)

Assoc. Prof. Dr. Güven SAK

12:00-12:30 "Case Study" ("Transfer of operational rights on electricity distribution plants of TEDAŞ",

Miss. Yesim AKÇOLLU, Assistant Expert on Competition)

12:30-14:00 Lunch

14:00-15:00 "Implementation of Competition Rules"

1. EU Practice

Prof. Dr. Arif ESİN

15:00-15:10 Break

15:10-16:20 2. Turkish Practice

Ismail Hakkı KARAKELLE

(Vice-President of the Turkish Competition Authority)

Mehmet Akif ERSİN

(Head of Department of the Turkish Competition Authority)

16:20-16:30 Break

16:30-17:30 GENERAL ASSESSMENT

17:30 Closure of the Training Programme

Certificate Ceremony and Dinner

**NOVEMBER 17, 2000 FRIDAY**

Return of the participants to their countries.

Programme Prepared by: Dr. Ugur ÖZGÖKER- DIRECTOR OF TRAINING, TURKISH

COMPETITION AUTHORITY.