

# Turkcell Global Bilgi’s Techno Camp Development and Employment Program

Turkcell Global Bilgi

Best Advance in Talent Acquisition Process Technology

January 2023



## Company Background



Company-at-a-Glance	
Headquarters	Istanbul
Year Founded	1999
Revenue	204 mio \$
Employees	17.000
Global Scale (Regions that you operate in or provide services to)	Turkey and Ukraine
Customers/Output, etc. (Key customers and services offered)	Turkish Airlines, Turkcell, Trendyol, Coca-Cola, SunExpress, Adidas, Samsung, Migros Digital Services, Customer Care, Customer Experience Design, Sales, Collection
Industry	Business Process Outsource / Customer Experience Center / Contact Center / Telecom / Technology
Website	<a href="http://www.globalbilgi.com.tr">http://www.globalbilgi.com.tr</a>

## Budget and Timeframe

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Overall budget	800.000 TRY
Number of (HR, Learning, Talent) employees involved with the implementation?	20 HR employees from recruitment, learning, personal affairs, business partner and internal communication departments.
Number of Operations or Subject Matter Expert employees involved with the implementation?	5 employees from administrative affairs and device management departments and 3 project contacts (managers) from IT departments.
Number of contractors involved with implementation	In-house
Timeframe to implement	3 months for project preparation and 3 months for development program. Total 6 months.
Start date of the program	March 2021

## Business Conditions and Business Needs

### What kind of a company is Turkcell Global Bilgi?

Founded as one of Turkcell Group companies in 1999, Turkcell Global Bilgi (GB) renders service to 90 customers with its 17 thousand employees in Turkey and Ukraine. Turkcell Global Bilgi creates value in fields of customer services, customer acquisition, telemarketing, technical support, retaining customer and engagement, collection, development of customer value, customer information management and analysis by way of customer experience-focused sectoral solutions.

The largest employee staff of GB having an important place within Call Center industry both in Turkey and Europe are the customer representatives. GB offers holistic services to its customers as “a customer experience solutions center” beyond being a call center consisting of customer representatives, expert staff and leaders. Acting with this vision, TGB attaches importance to strengthening the corporate culture on every platform. In the organization in which service is provided through Human Resources to a great extent, creation of a strong corporate climate and leadership stance will bring the employee engagement and happiness along with corporate success as well.

### Visions & Values and Human Resources Initiatives

The vision of Turkcell Global Bilgi is “to procure its colleagues and customers to have an unmatched digital experience.” In parallel with this vision, the Company attaches importance to technological investments, technology-oriented human resource employment and R&D

activities. Our Company develops our colleagues on their digital transformation, supports internal source software and application development processes. It also bolsters up the development of the sector by means of new generation technological solutions it produces.

GB Human Resources take active part in company’s strategies and initiatives in line with this vision.

GB has been organized in such a way that it shall accommodate the competences to be able to design and implement digital solutions in relation to Human Resources practices. Human Resources policies and practices have very critical and strategic importance for the company. To develop solutions and applications adding value to the business, customers and employees, triggering the sustainable financial success and making difference is their fundamental responsibilities. With this responsibility, we, as Turkcell Global Human Resources team, have defined our strategy as “to procure our colleagues to have an unmatched and digital employee experience with a happy and agile organization culture”.

The following 4 initiative projects we have developed under the roof of Human Resources in line with our strategy are supported and pursued by the senior management.

## Turkcell Global Bilgi Strategic Initiatives



By means of our initiative “Innovative Employment”, we design various working and employment models by accommodating ourselves to the changing world and the needs of our sector.

We think that our initiative “Digital and Agile Culture” is one of the important initiatives of ours to carry us on the path to our company vision with respect to cultural transformation.

We know that our initiative “Career” is one of the primary subjects needed most by all our colleagues to be guided to them and design different career journeys based on every function and title.

While we support the digital experience leg of the two important projects of our initiative “Life on Global Bilgi” with our digital platform globalism, we focus on holistic wellbeing of our colleagues with our Program “GB loves YOU” by means of the awareness that happy employee experience is the most important element to carry us to success.



As a result of the digital and global transformation, the impact of global crises on business life has increased the speed of talent transitions. Especially with the effect of digital transformation and in parallel with the need to use existing and new technologies, there is a greater need for employees of information technology departments that produce, develop and maintain these technologies. The high demand on a global scale has increased the need for talented personnel working in this field, and this has also increased the transition of existing employees between companies.

With the Techno Camp Program, which we have designed based on our innovative Employment and Career initiatives, we have aimed to offer both development and employment opportunities to young talents who want to pursue a career in the field of Information Technologies. It is a unique journey where talented young people are taken to a technology camp to be trained in the field of technology, and their development is supported by competence, professional and personal development programs in this process, and employment is guaranteed to those who successfully complete the program. In line with our value 'We Think Digitally', the effects of the digital transformation experienced on a global scale turn into employment and production with the development programs implemented within the company. In line with the situation mentioned here, 80% of new employees hired by Turkcell Global Bilgi are employed for positions in the field of Information Technologies. 60% of the demand in these positions are met by newly graduated candidates. In accordance with the human resources strategy mentioned here, the Techno Camp Program has been implemented to ensure that new graduate talents get involved in organizations and to support their development and career.

Techno Camp is a recruitment and talent development program. Making investments in the development of its employees in addition to creating employment opportunities, supporting

their career journeys within the company, and offering opportunities in this direction, Turkcell Global Bilgi launched the program in 2021 to support this mission. Thus, career opportunities that arise in the field of Information Technologies within the company are offered to senior students in the relevant faculties of universities and young talents who have just graduated from these faculties within the framework of a program.

The Purpose of the Techno Camp Program:

- To provide education and development opportunities to students and new graduates who want to improve themselves in the field of Information Technologies,
- To support the adaptation and preparation of young talents to corporate business life with on-the-job training modules and projects within the scope of the program,
- To contribute to employment in this field by hiring the interns who graduated at the end of the program for the open vacancies in the company,
- To ensure that the agility of the teams in this sense is increased by the rapid transition to dynamic and young staff in Information Technologies organizations,
- To ensure sustainable development with programs that will support employee loyalty and happiness.

### **Overview**

We have already mentioned that, as a consequence of digital and global transformation, the impact of global crises on business life has increased the speed of talent transitions. Due to the fact that experienced talents in organizations work remotely, global borders are opened up and there is a greater need for human resources with digital competencies, a strategic decision has been made in this direction. To enable valuable human resources to meet the company, to ensure that they understand the work to be done and the diversity of work, and say, 'There is a career here', while they are still in the learning process, the need to design a talent acquisition program has arisen.

Turkcell Global Bilgi is a company that produces new technologies for its corporate customers in its own field of activity, ensures the sustainability of technologies, and also carries out innovation and R&D studies. The works in this context are done through Information Technologies functions. The most important career vacancies are related to software development, application testing, and system networking within the scope of this function. The high demand for these positions brings about the rapid employment of professionals working in this field since their graduation. Therefore, well-structured career development programs are needed to attract candidates, employ them in suitable positions and make their career development sustainable.

Aiming to develop young talents by taking them to a technology camp and to include them in the organization by guaranteeing employment to all successful candidates, thus creating value-added employment, the Techno Camp Program started in 2021 with 57 participants.

**Program Goals:**

- To attract senior students and new graduates from engineering faculties of universities to the company,
- To include competent and promising talents in the program with the selection and placement tools designed during the process,
- To comprehensively support employees with the courses on technology, business and process management, agility and digitalization in the designed Techno Camp development program,
- To evaluate the participants who successfully complete the program (training, coaching, projects, on-the-job training) in career opportunities and place them in relevant positions,
- To create the perception that there is "career and development" in Global Bilgi from the perspective of the candidates.

A 3-month development program has been designed to support participants' development in the field of software, programming languages and networking.

Within the scope of the program, the development journeys of the participants have been supported with personal development trainings as well as technical trainings. These trainings include personal trainings such as written communication skills, Microsoft Office trainings, basic diction, learning to learn and fluent speaking rules.

All these trainings have also been supported by external training platforms such as Udemy, Geleceği Yazarlar, LMS System and Vidobu and contributed to their professional and personal development.

Technology conversations have been held with valuable lecturers from leading universities on trend topics regarding today's technology such as Artificial Intelligence, Blockchain, Cryptocurrency, Data Science, R&D, Lean Management and Lean Culture, Machine Learning.

At the end of the 3-month technology camp filled with training and development, 35 participants who have graduated from both the program and their universities have had the opportunity to be appointed to open vacancies in the field of Information Technologies in the company. Although 9 participants successfully graduated from the program, they continued to work as long-term interns because they could not graduate from their universities in the relevant period. Thus, at the end of the program, 44 critical vacancies have been filled by the employment of program participants. This corresponds to 77% of the total number of open vacancies and the continuation target of 75% and above has been realized. On the other hand, the rate of satisfaction of young talents participating in the program, which is also one of the targets, during the training period has been measured as 4.7/5 according to the evaluations in the check-in survey and insight interviews. According to the satisfaction survey conducted at the end of the program, the overall grade of the program has been found to be 4.85/5. At

the end of the program, the rate of continuing to work in our company within a year by our employees who are assigned to the relevant positions has been 90%.

## **Design and Delivery**

Techno Camp is a comprehensive development and employment program that designed specifically for engineering students and recent graduates of universities who want to pursue a career in information technologies. Candidates who graduate at the end of the 3-month development program are employed within our open career opportunities in the fields of software development, system & network, testing and application management.

Techno Camp Program is a program implemented under the "Innovative Employment" and "Career" initiatives, which are among the Human Resources recruitment initiatives. In this respect, the aim of the program is to support the development of young talents within our company, to employ them by adapting them to the corporate culture, and to add value to the business continuity of our operations. Recruitment, selection, evaluation and placement processes of the Techno Camp Program, designed for this purpose, have been designed and implemented, based on the 4 main steps listed below.

### **1- Launch and Application Process**

This step consists of the launch, ad management and application processes.

#### **A- Digital Career Summit**

Taking a pioneering role in the field of digitalization, Turkcell Global Bilgi's Digital Career Summit has been prepared by Turkcell Global Bilgi to guide our young people who are preparing to take the first step in their careers, to convey the opportunities in the field of technology, and to support their personal development journeys.

With this event, the target audience of which is university students and new graduates, every participant can

- decide how to start their career in technology,
- learn RPA and artificial intelligence technologies closely,
- be inspired by the success stories of experienced managers,
- observe how a successful interview process should be.
- get tips that will strengthen their communication network effectively.

In the online event that took place in May and lasted for a total of 3 hours, speeches and presentations were made about career opportunities in the field of Information Technologies, the world of RPA & artificial intelligence and networking, with the participation of senior managers of Turkcell Global Bilgi Human Resources and Information Technologies teams. Within the framework of the online event, the Techno Camp Program, which will start in June, was launched, and the purpose and content of the program was conveyed to all participants, and applications to the program were started with this launch.

As a result of the communication and collaborations established with Turkey's leading 18 universities, a total of 3500 individual users participated in the online event for which applications were collected for approximately 1 month, and the score obtained from the satisfaction survey delivered to the participants at the end of the event was measured as 4.8 out of 5.

### **B- Ad Management and Application Process**

During the application process that initiated during the Digital Career Summit, approximately 5000 applications were received from all over Turkey with our advertisements published on career portals and supported by social media. The applications received were evaluated within the framework of the Techno Camp Program candidate criteria, and senior students studying at faculties of Computer Engineering, Industrial Engineering, Electrical and Electronics Engineering etc. and recent graduates were included in the next stage, i.e., the telephone interview.

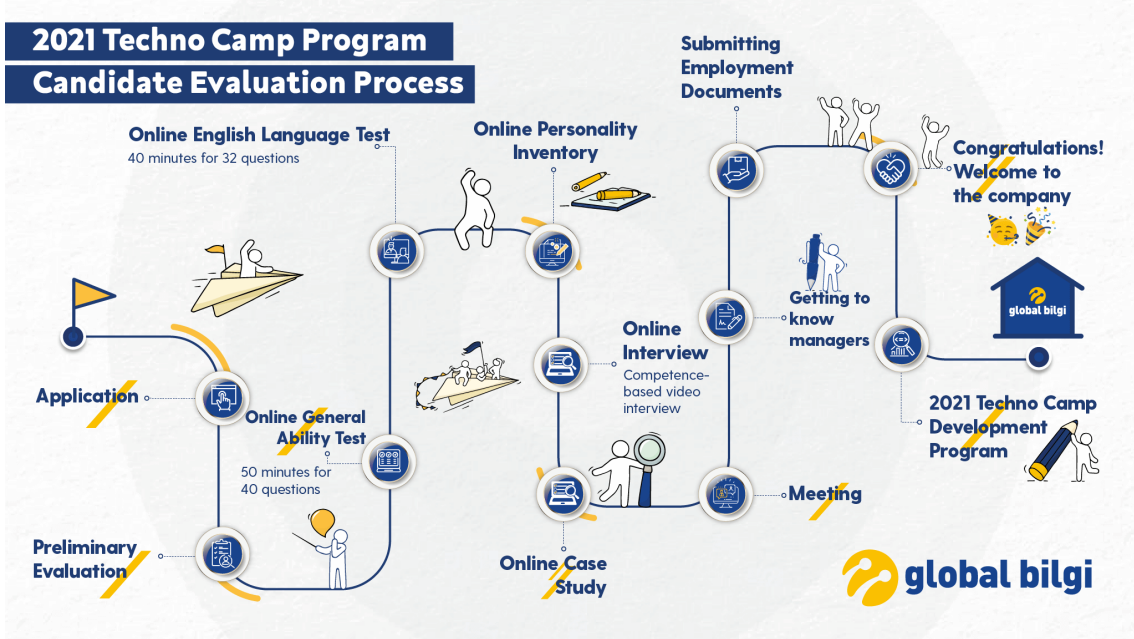
#### **2- Evaluation Process**

Candidates who received a positive evaluation as a result of telephone interview were subjected to an online English test at the next stage, to test the level of foreign language knowledge in English, which is one of the requirements of the program. Candidates who meet the English level requirement were included in the next stage, i.e., the competency-based interview process conducted online, and the interview process was supported by the personality inventories sent to them before this stage.

After the competency-based interview, the candidates' level of know-how and knowledge were measured with the online technical case process in which the candidates were included, and the results were evaluated and matched together with the competency-based interview results, which also included the career expectations of the candidates, and the final candidates to participate in the program were determined.

All recruitment, selection and evaluation processes were carried out end-to-end on digital platforms and online. Since the program is online and persons to be employed at the end of the program will work remotely, all candidates included in the selection and placement process were evaluated regardless of location. At the end of the selection and evaluation process, a total of 57 interns started the Techno Camp Program.





**3- Development Program Process**

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In our program, which includes training content suitable for the field of Information Technologies for new graduates, technical trainings were organized by making use of the knowledge and experience of our certified internal trainers. The content of the program has been enriched with application development programs designed by using our internal resource training portals and collaborating with outsourcing companies.

It was aimed to provide a different perspective to the participants about the developing technology world by organizing talks on technology with experts in their fields.

Our participants were given the opportunity to generate ideas about the subject they want to work on, by forming teams with the Techno Hackathon, and to bring successful ideas to life by providing them with the opportunity paving the way for innovations.

The content of the program has been designed on the basis of our 3 corporate values:



## A- We Are Good Together

With the content designed in this context, an introductory meeting where the participants met with the company's senior management team was held at the opening of the event. In this context, the company's strategy and values were shared, and the first part was completed with the details of the development program, sessions in which opinions about the entire journey were conveyed, a field visit to the Information Technologies R&D Department and team activities.

## B- We exist for our customer

In another part prepared in line with one of our corporate values, "we exist for our customers", sessions in which the processes carried out for our corporate customers' call centre operations, customer experience and quality management, and information security are detailed, and the meetings at Turkcell Global Bilgi, where information about the employees' journey, the actions taken regarding the customer experience journey, and processes are provided, are designed within the scope of the first part of the program, i.e. the orientation.

On the second day of the program, sessions are held for 3 months, during which the expectations and progress of the participants are shared within the scope of the processes, projects and the program conducted by the leaders of the Information Technologies teams specific to departments and units.

## C- We Think Digitally

In the Techno Camp program, which is designed to increase knowledge and experience in the field of Information Technologies in parallel with the value of "We Think Digitally", a development plan is made and trainings are given in the main topics such as software, network, security and programming. In this context, the general titles of the trainings are given below.

TechnoCamp Programı			
FIRST WEEK	JULY	AUGUST	SEPTEMBER
<p><b>First Step to Turkcell Global Bilgi</b></p> <ul style="list-style-type: none"> <li>The World of Turkcell Global Bilgi</li> <li>Employee Journey at Global Bilgi</li> <li>World of Technological Operations</li> </ul>	<p><b>NETWORK</b></p> <ul style="list-style-type: none"> <li>Basic Network Training 1st Step</li> <li>Basic Network Training 2nd Step</li> </ul>	<p><b>SOFTWARE</b></p> <ul style="list-style-type: none"> <li>Linux A-Z™   Linux Tutorial from Scratch with Apps</li> <li>Kali Linux Tutorial For Beginners</li> <li>Java Programming Masterclass For Software Developers</li> </ul>	<p><b>PROGRAMMING</b></p> <ul style="list-style-type: none"> <li>Python</li> <li>Python 3: Programming Profession from Scratch</li> </ul>
	<p><b>We Exist for Our Customers</b></p> <ul style="list-style-type: none"> <li>Customer Experience</li> <li>World of Turkcell Operations</li> <li>World of Business Development and Customer Management</li> </ul>	<p>Cisco - TCP/IP &amp; OSI Network Architecture Models</p>	<p>Windows Server 2019 Training For Beginners</p>
<p><b>R&amp;D &amp; Call Centre World</b></p> <ul style="list-style-type: none"> <li>R&amp;D Centre Studies</li> <li>Call Centre Technologies</li> <li>Digital Assistant</li> <li>Artificial Intelligence and Voice Cloning</li> <li>RPA</li> <li>Agile Project Management</li> <li>Training Tools</li> </ul>	<p><b>SECURITY</b></p> <ul style="list-style-type: none"> <li>Secure Code Application Development Training</li> <li>Information Security Checklist Training</li> <li>Network Security Training from A to Z</li> </ul>	<p><b>PROGRAMMING</b></p> <ul style="list-style-type: none"> <li>Basic SQL Training</li> </ul>	<p><b>PROJECT STUDIES</b></p> <ul style="list-style-type: none"> <li>Project Studies</li> <li>Techno Hackathon</li> <li>Teknoloji Sohbetleri</li> </ul>

### Software Trainings:

- DevOps Deployment Automation with Terraform, AWS and Docker
- Linux A-Z™ | Linux Tutorial with Apps from Scratch
- Kali Linux Tutorial for Beginners
- Java Programming Masterclass Covering Java 11 & Java 17

### Network Trainings:

- Basic Network Training
- Cisco - TCP/IP & OSI Network Architecture Models
- R&D Centre Training (Governance and R&D Patent)

### Security Trainings:

#### Secure Code Application & Development Training

- Information Security Checklist Training

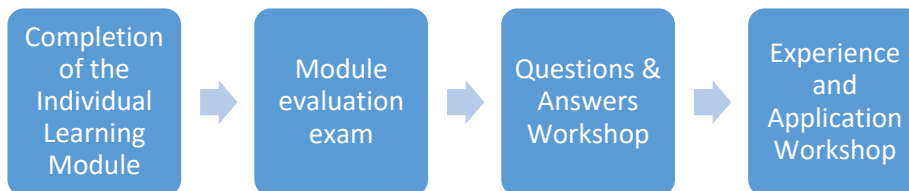
### Programming Trainings:

- Basic SQL Training
- PowerShell - Essential Course with Labs
- Web Server IIS Mastery Course
- Windows Server 2019 Training for Beginners
- Windows Server 2019: Active Directory, GPO, R. Server Access

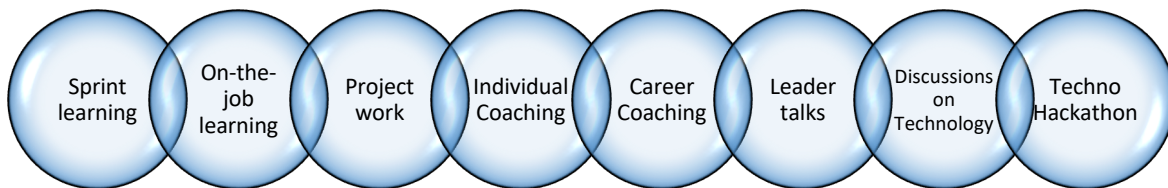
### Trend Technology Trainings:

- Network Technologies | Topology | Telecommunication Technologies
- RPA Anatomy
- RPA - IPA Journey
- NLP with Digital Assistant and Mainspring
- Artificial Intelligence and Voice Cloning
- Mobile and Outbound Solutions
- Call Centre Technologies
- The Story of a Call
- Business Analysis Training

These trainings are designed as a development journey. The following flow is conducted as part of the learning process of each training.



Sprint learning application for the effectiveness of the learning process and agile learning, on-the-job learning and operational project work, executive coaching, HR career coaching applications play an important role in supporting the personal development plan. At the same time, employees can follow both the company agenda and the agenda of the technology business world through conversations and discussions on technology conducted by leaders.



**Sprint Learning:** The program uses agile learning methodology with weekly progress and check-in sessions designed as sprint learning. During the development journey, weekly check-

in, Team and Manager Meetings, check out: Team and Training Advisor Meetings are held every week. Last week, experiences were shared on program progress and learning, and the new week's work plan on progress was discussed.

**On-the-job learning and operational project work:** From the first week of the program, employees start working as a team member in the relevant business units parallel to the training program. While they are experiencing the work done, the learning process continues through learning checklists. Every month, employees are expected to complete 2 business projects or, as the case may be, 1 business project depending on the size and fragmented structure of the work. Projects are determined and given by the leaders for each employee and are evaluated on a 5-point scale at the end of the month, based on the success criteria. Project evaluation grades are monitored in the development evaluation reports of the employees and scored in line with the determined weights.

**Individual Coaching:** In order to support the development during the program, one-on-one coaching sessions are held by the participants' managers at the end of each month, and the progress and evaluation of the project in which each participant is involved, as well as the personal development plan are made.

**HR Career Coaching:** Employees can receive career coaching support from HR career coaches during the process and are supported on career plans, development action plans and personal issues.

**Leader Talks:** Leader Talks are held with the participation of senior managers of the Human Resources and Information Technologies departments to experience different perspectives and to have a better command of the company strategy.

**Discussions on Technology:** With the discussions on technology where the participants experience corporate life, the employees' development on trendy topics such as Blockchain and Crypto World and the Importance of Data Science and Optimization, artificial intelligence is supported.

**Techno Hackathon:** At the end of the program, the Techno Hackathon is held, where the participants bring their innovative ideas to life. Employees work as a team on a technological business idea for 24 hours, and in the presentation session, they present their ideas in a session in the presence of senior management and an expert consultant. For the work done in teams consisting of 4 persons, the design of the work is done through canvases in the design-oriented thinking methodology. The best business idea is rewarded with a cash prize. In addition, the employees working on top 3 projects share their presentations before all leaders at the management meetings, and organizational learning is supported.

Each step of the training program is monitored through a report card. In the report card, the participation in trainings, success in training courses, participation in check-in meetings, coaching meetings, project works, and overall evaluation of managers and training experts are included. This report card, prepared by the training coordinator is the basis for the final

evaluation and plays a decisive role in the recruitment of relevant persons at the end of the program.

All young talents who complete the Techno Camp Program are entitled to receive a certificate of participation at the end of the program. Thus, they crown their success with this development journey that lasts for 3 months and is unique in the sector.



#### 4- Employment Process

In addition to the training and development opportunities offered by the Techno Camp Program, it also provides its graduates with the opportunity to fill open vacancies within the company. In this sense, 35 out of 57 interns who started and successfully completed the program were employed as expert for open vacancies in our Information Technologies teams and started their new duties. Before the appointments made, the following criteria were taken into consideration while evaluating the candidates to be employed as an expert.

- Whether the interns participating in the program as senior students have graduated from the universities,
- Whether they have successfully completed the Techno Camp Program with a valid report grade,

- Manager's comments and feedback on the project card prepared by the operations manager to whom the intern was affiliated as a result of the projects undertaken during the program,
- The result of the one-to-one online recruitment interview conducted by the Recruitment department, in which the candidates explain their achievements in the program with a presentation,

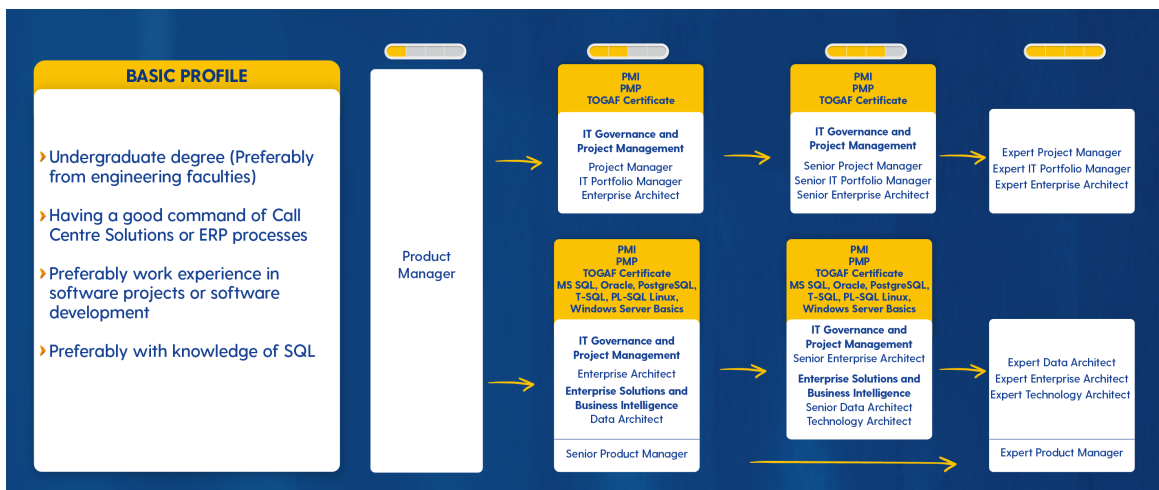
Candidates who meet the relevant criteria and successfully pass all the processes have started to work as an expert. However, 9 Techno Camp Interns who graduated from the program with a passing grade, received a positive opinion from their manager, and were found to be successful in the recruitment interview, but could not graduate from their university, continued to work as a long-term intern in Information Technology teams until they graduated from their universities.

## Integration

In brief, the Techno Camp Program, which aims to provide education and development opportunities to students and new graduates who want to improve themselves in the field of Information Technologies, and to contribute to employment in this field by hiring the graduates at the end of the program in the career opportunities open in the company, has been designed in a way that operates in integration with the career management processes applied in the company in the future.

At the end of the program, young talents who are employed for open vacancies in the company are included in the Career Map application to enable them to shape their careers in the Information Technologies departments they have started to work in. This application is an illustration that shows the opportunities that the employees of the company will encounter throughout their career journey and that shows under which circumstances they can reach the relevant career goals.

Below, the journey of the Product Manager position working in the Information Technologies departments is illustrated within the career map.



In this way, each employee can see in which departments and roles they can enrich their careers, horizontally, vertically and diagonally, in the next step, and can plan their career accordingly. In addition, internal recruitment processes and procedures are conducted according to this map. Thus, everyone who is entitled to work as an expert in the company at the end of the Techno Camp Program can see from the beginning in which roles they can plan their career in this company in the future and can start to make their own career plan in this direction.

Another process which the Techno Camp Program is integrated with is the High Potential (YUPO) program, the talent management program of Turkcell Global Bilgi. Young talents who are entitled to work as an expert in the company as a result of successful completion of the Techno Camp Program can be included in the YUPO process when the training period has started and can take their development journeys one step further.

YUPOs consist of employees who have distinctive skills within the company, who transform these skills into high performance, who perform their performance in harmony with the company's culture and values, and who shape the future of Turkcell Global Bilgi. In this process organized once every 2 years, experts whose performance falls within the first 30% in their own function and whose behaviour score is average in function and above can be a YUPO candidate. At the next stage, the candidates are evaluated by the evaluation committee with the participation of the function managers and HR Business Partners of the relevant function, and YUPOs at the ratio of 10% of each function are selected as the result of the evaluation made by the committee. Employees selected as YUPO benefit from development, networking and experience opportunities throughout the year. Within the scope of the YUPO Development and Certification Program, they are entitled to participate in the following processes:

- A total of 3 months of Development Journey with Case Practices
- Priority for YUPO employees to attend national conferences attended by their functions throughout the year in which they have become a YUPO.
- Networking Opportunity: the opportunity to experience Voice of YUPO; Participation in decision meetings with directors

In parallel with the YUPO process, candidates who meet the criteria determined in the YUPO Pro process, which includes our employees working as an expert, are determined according to the suggestions and preliminary evaluations made by committees and then by the function committees as a result of the evaluation centre application, to back up our Manager and Unit Manager positions, and, as a result thereof, are included in the backup and development planning. Employees selected as YUPO Pro are supported throughout the year with the Mini MBA Program as well as either One-to-One Coaching or English support.

In addition, our expert employees can participate in Open-Door Career Talks where Recruitment, Training Development and HR Business Partner managers come together, and



they can ask questions that come to their mind while planning their careers and get information about the processes they want to learn. In addition, they can direct their career life with the coaching and feedback setups they receive from their managers throughout the year, and they can participate in training & development programs to support their development.

### **Measurable Benefits**

The training content prepared within the scope of the Techno Camp Program is determined depending on the harmony between the departments the participants studied at the university / their career expectations and the fields of expertise in the field of Information Technologies in our company. In this regard, intermediate project implementation and end-of-program project applications are instructed throughout the program and they are provided with the opportunity to work with managers and experts in company positions that shows parallelism with their competencies. Feedbacks obtained from managers, project evaluation results, and the individual's wishes and goals are evaluated in the appropriate position.

A measurement is made for the project in which the participant is involved throughout the program. In this measurement, the harmony between the expectation of the manager to whom the participant is affiliated from this project and the actual results is examined. The actuals of the key performance indicators determined specific to the project subject and the scores of these actuals in the range of 1-5 scales are recorded on the project evaluation card. In addition, it is recorded on the evaluation card on a step-by-step basis on which issues the participant has taken action throughout the project and from which resources the participant has benefited while taking these actions.

In this journey, it is important for the participants to get a passing grade from the percentage of their participation in the trainings, the result of the exam held at the end of the program, the evaluation of the project they are involved in, and the overall assessment of the manager to whom they are affiliated so that they can transition to the stage of employment, which is the next step.

In addition to this measurement, the feedback of the manager to whom the participants are affiliated regarding participants' competencies about problem-solving and analysis, communication and relationship management, success orientation as well as innovation and continuous learning, all of which are observed throughout the program, is also taken as a basis. Thus, the participants' strongest competencies and aspects are revealed, information is obtained about their most successful work in the process, and the most important areas of development are identified and feedback is provided to the participants.

Participants who have successfully completed their development journey as a result of these measurements are taken into the process to be evaluated in the open vacancies that arise in the Information Technologies departments of the company for employment. When we look at the 2021 year-end performance grades of our employees we have employed at the end of

this process, it is seen that 61% of them closed the year with Outstanding Success and the rest with the Expected performance grade.

Development Program Measurement:

- Education-Trainer Evaluation Surveys: 4,7/5 (Kirkpatrick's model 1st level)
- Education Exam Grade Evaluation: 93/100 (Kirkpatrick's model 2nd level)
- On-the-job learning adaptation and project grade: 4,5/5 (Kirkpatrick's model 3rd and 4th level)
- A total of 11,400 hours of training was provided for young talents participating in the program.
- 44 critical vacancies in the company have been filled by young talents who are employed through this program.
- In addition, interim evaluation processes are carried out with the employees at the monthly check-in and check-out meetings. Instant evaluation is made via Mentimeter. Insights and feedbacks are received in terms of progress of the process, learning experience, gaining operational business knowledge, teamwork, and communication. According to the evaluation matrix made according to the feedback analytics, the satisfaction level evaluation is 96%.



Turkcell Global Bilgi has crowned its vision of providing a unique digital experience to its employees and customers by being awarded with first prize in 2022 in the "Best Employers of Turkey" and "Best Workplace for Millennials" categories, one of the most prestigious awards in the world, which is held by the Great Place to Work Institute. These awards, which are entitled to receive as a result of the points and feedback given by the company employees, also show how much the Techno Camp Program is appreciated by young talents. The Techno Camp Program, which is at the centre of every young talent who wants to develop themselves and make a career in the field of technology, continues to be preferred with its unique setup.

The real-time work that employees perform in the on-the-job learning process and through projects is very valuable in terms of both the individual's learning journey and the company's achievements. Examples of value-added works and important projects provided by the employees in this process are presented below.

- Repetitive tasks in Digital Channel Development processes were automated with RPA (Robotic Process Automation).
- Customer dialogs were analysed on the IVR system, training of the voice-to-text language model was completed with STT data analysis (STT analysis contributed positively to the IVR comprehension rate of 7.5%, thus preventing duplicate calls.)
- Digital Assistant application tests were completed, a contribution to customer satisfaction survey quality analysis, IVR error control and alarm generation processes were provided.
- An efficiency of 75% was achieved with the quick solution of the problems encountered by our Cloud Central customers during their daily use and the actions taken to prevent the same problems from recurring.
  - In the back end works of Self Service AI project is 100% solid.
  - Face Detection was made available within Global Bilgi applications. (Global, RPA, etc.)
  - License plate and object recognition within Global Bilgi applications.
  - In the face of faceless situation.

In the Business Intelligence team, a modelling study was carried out on the Customer Journey project in parallel with the existing model, compared to the current model, some tags have achieved a verification increase of close to 50%, while some tags have achieved the same level of success. It also achieved lower validations with minor differences on some tags.

The project, in which the social media data collected for our Call Centre Operations were modelled with 6 pcs of CJ tags (irrelevant, participation, evaluation, awareness, loyalty, and use), was completed. (The work was carried out with 33k data in total, a separate model was created for the usage tag, a separate model was created for the other tags).

A quality test process was created from scratch for Turkcell's Paycell product,

For the chatbot work that was planned to be outsourced, an internal solution was found by the company. Thus, new demands can be met. The data analysis contributed to the development of artificial intelligence and assistant.

Idle configurations in Mobile NT Service Operations have been deleted and edited. Thus, a process study that relaxes the system and reduces complexity has been completed. With this study, 15% efficiency was achieved in the Router devices used, and with the capacity opened in this way, room was made for new corporate customers.

In the Hospital Information Management System, the risks of system interruptions and slowdowns were determined in advance and the problems to be experienced in the fields were prevented in terms of directing the action ownership to the relevant units. Thus, the total number of updates to 12 different server environments; While it was 879, the contribution of a Techno Camp graduate employee was 101. The success rate was 11,4903%.

Contributions were made in reporting activities and coding in the project launched to develop as Turkcell Global Bilgi our own sound recording product.

With the Improvements were made regarding the Hospital Information Management System processes in the Harmonic and third-party squads, an employee who graduated from the Techno Camp program contributed to the process with an effort of 15% of the total production put forth by the whole team.

A Techno Camp graduate provides 400 hours of effort per month with the scenarios he developed specifically for Robotic Process Automation. So far, 1150 hours of effort savings have been achieved. As a result of the scenario development made by the employee to the external customer at the POC stage, the sale was realized. The first foreign customer was brought to the company. In this way, a monthly invoice of approximately 2 K TL is issued.

In brief, while employees' learning and development is ensured in this process, it is also ensured that comprehensive actions are taken for the main business of the company. The development of employees continues in the step of implementing these actions. The experience that an average employee will gain in 1 year is gained in an agile manner within a 3-month period. This also makes a positive impact on both employee satisfaction and work efficiency.

## Overall

In this journey we embarked on to provide young, dynamic and well-trained human resources to our Information Technologies operations, our aim was to recruit young talents who adapted to the company culture and organization at the end of this program and to support the human resource needs of our relevant operations with an end-to-end structured development program. Throughout this project, a communication was conducted with many universities in the country, a digital career summit was held in this sense, and the corporate brand image was strongly highlighted in the sector with a comprehensive and highly demanding selection and evaluation setup. In this journey that we have started together, we have experienced that the program is not just for once and that it will be an indispensable part of our recruitment processes in the future. While creating the most appropriate action and development plans for the welfare of our colleagues and our company, we will continue this development journey that we have created by closely following the digitalization and trends in the world and we will take it one step further.

When we look at what we have done within the scope of the Techno Camp Program, we have briefly seen the following:

- After this program, which has been held for the first time in the sector, we have seen that rival companies have started to take actions in similar setups, and we have realized that we have given a momentum to the sector in this sense and that our employment guarantee mission constitutes an example for wider circles.
- Thanks to the technologies used by us, we have experienced that such a long-term training and development program can be managed remotely and that effective outputs can be obtained as a result.
- With the comprehensive training and orientation programs provided before starting the job, we have enabled the participants to make a more motivated and worry-free start to the roles they are assigned at the end of the program.
- With a comprehensive program, we have increased the motivation of young talents who are aware of the fact that the company makes investments in their future, and their loyalty to the company.

We aim to make the objectives in the Techno Camp Program a part of our recruitment culture and to make them sustainable in innovative employment. For this reason, we provide our young talents with a unique and digital development and recruitment experience, increasing their loyalty to the company as well as their happiness and motivation with our program designed by us and supported by trend technologies. Techno Camp will continue to develop for all Turkcell Global Bilgi stakeholders.

## About Brandon Hall Group

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