

CURRICULUM VITAE

FULL NAME : ALİ ÖZER ERMAN	
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DATE/PLACE OF BIRTH : 1956 / ANKARA	
MARITAL STATUS : MARRIED WITH TWO CHILDREN	

EDUCATIONAL QUALIFICATIONS AND CERTIFICATES

- ÇANKAYA HIGH SCHOOL, ANKARA
- MIDDLE EAST TECHNICAL UNIVERSITY, DEPARTMENT OF BUSINESS MANAGEMENT, DIPLOMA 1981

LANGUAGE(S) : ENGLISH – VERY GOOD
ITALIAN– PRE-INTERMEDIATE (CERTIFICATE OF ITALIAN INTERMEDIATE COURSE IN PERUGIA, ITALY)

PROFESSIONAL EXPERIENCE

MAKYOL CONSTRUCTION – ISTANBUL / MARCH 2013 – PRESENT

Director Human Resources.

STFA CONSTRUCTION GROUP – ISTANBUL / APRIL 2010 – JUNE 2012

Between the years 2010 and 2012, I held the position of Vice President Human Resources, STFA Construction Group, one of leading contractor that is operating mainly in Turkey, Middle East and North Africa (MENA) Region.

Following recent turbulent years, STFA is firmly determined to re-establish itself as a company of choice and leading construction group

with flexibility and ability to adapt to the evolution of the market and customers' requirements.

Accordingly, in line with this target, I played key role in the reorganization of the Company and restructuring existing Human Resources processes. In this respect, the major achievements were as follows:

- Leading and upgrading HR processes in the projects that are in MENA (Middle East and North Africa) Region, cooperating with HR counterparts in JV Companies, setting up a reliable resourcing network in the region.
- Establishing, training and monitoring the functioning of Performance Management System,
- Establishing and implementing Compensation and Benefits system, improving the premium system,
- Upgrading and improving existing resourcing system.
- Restructuring of training and development process,
- Additionally, following recent unrest in Libya, contributed in properly evacuating approximately 1,500 employees from Libya to their respective countries, such as Turkey, Pakistan, Egypt and Vietnam.
- Designing the legal framework and properly executing lay offs for the cost efficiency in the HQ with no lawsuit against the Company.

AKÇANSA A.Ş. – ISTANBUL / MARCH 2000 - 2009

Between the years 2000 and 2009, I held the position of **Assistant General Manager-Human Resources** in Akçansa, Turkey's leading Cement Company, which is a joint venture of Sabancı Holding and Heidelberg Cement, world's third largest cement company, both partners having 50% of shares.

I led a team of 13 employees with two Human Resource Managers, namely, Compensation, Industrial Relations and Personnel Administration ; Organization Development and Resourcing.

Following please find major achievements:

- Represent SA Holding Cement Group in the Collective Agreement process as well as major committees in the Employers' Union (ÇEİS)
- Led all HR related aspects of the newly acquired Ladik Cement Plant.
- Designed and facilitated inhouse Vision and Mission workshop
- As one of the leading figures, contributed (ongoing) in carrying out the strategic change process.

- Took active role as a project member of SA Holding's "Integrated Human Resources Project" primarily focusing on HAY Job Family System.
- Re-structured the HR Function,
- Established and led the Job Evaluation Committee, using CRG System ,(Currently, acquired by William Mercer)
- Established the Salary Structure as well as the Compensation and Benefits System,
- Established the Career Planning System,
- Developed major HR process flows and policies,
- Redesigned and launched the new Performance Management System.

PHILIP MORRIS SA A.Ş. – ISTANBUL / NOVEMBER 1991- SEPTEMBER 1999

I was holding the position of **Manager, Management & Organisation Development and Resourcing**. The main accountabilities and/or related achievements were as follows:

- Training and developmental activities:
 - Competency based Training and Development Plans,
 - Tailoring courses/workshops based on competencies required to be developed, (current as well as future)
 - Provision of consultancy to the line with regards to their training and development requirements.
 - Initiated and participated in setting PM Turkey's Mission Statement and Strategic Objectives; designed, organised and facilitated a workshop on Mission and Strategic Objectives with the participation of the Company Management (60 staff)
 - Made several presentations on the competency methodology in various platforms such as Management Center Turkey HR Conference, PERYÖN Conference, Multinational Companies HR Directors' Meeting, in-house meetings etc.
 - Designed, tailored and launched a system to transfer learning into job performance that is aligned to strategic objectives.
- Human Resources Plan (Career Planning):
 - Owner of the process, in terms of:
 - Maintenance and/or updating the software,
 - Communication to the organisation, training and advising the stakeholders, and data collection,
 - Consolidation, completion of the PM Turkey Human Resource Plan file and participation in the functional as well as regional career planning meetings,
 - Implementation.
 - Certain documents developed have been selected as the Regional best practice.
- Performance Appraisal System(s):

- Led the taskforce and designed an appraisal system for the factory technicians; designed Performance Appraisal System workshop and trained all the appraisers,
- Regionally developed appraisal system for the professional staff had been tailored and translated; course documents and course outline designed and course delivered to about 500 employees both in Turkish and English.
- The HAY Job Evaluation System:
 - Established PM Turkey HAY Job Evaluation Committee, delivered HAY training, led in-company HAY Job Evaluation Committee meetings with the participation of senior management. The accountability was, at a later stage, transferred to Compensation and Benefits Department.
- Orientation/introduction/integration programs:
 - Designed and/or delivered orientation, introduction as well as integration programs locally and abroad.
- Resourcing:
 - Competency profiling for the positions to be filled,
 - Conducting Competency Interviews (Behavioural Event Interviews)
 - Running assessment centers for the technicians as well as Direct Delivery Sales Representatives.

MERSİN HILTON INTERNATIONAL / FEBRUARY 1990 – OCTOBER 1991

Upon successful completion of training program/assignments, I was transferred to Mersin Hilton International as **Personnel and Training Manager**.

During the pre-opening phase of the Hotel, all the policies and procedures developed, about 1000 applicants screened, interviewed and about 250 selected employees trained. I was also accountable for handling all the cash transactions until the controller was assigned.

Short after the opening, due to adverse economical conditions, there has been lay offs which led to the unionisation of hotel employees. Collective agreement negotiations ended up with a strike. As a result of extensive legal efforts, the court decided to **terminate the strike. Such a decision was the first of its kind in Turkey.**

ISTANBUL HILTON INTERNATIONAL / MAY 1989 – FEBRUARY 1990

I was hired to head Personnel and Training Department in Mersin Hilton International which was under construction at the time. Initially, I worked as **Assistant Personnel and Training Manager** and was provided with extensive training in all the departments which also includes designing and conducting several seminars for the hotel staff at all levels.

EMEK SİGORTA A.Ş. – ISTANBUL / APRIL 1988 – MAY 1989

I held the position of **Personnel and Administration Manager** in Emek Sigorta A.Ş., which was, at the time, recently acquired by İktisat Bank.

PULLMAN ETAP ALTINEL HOTEL- ANKARA / APRIL 1987 – APRIL 1988

I held the position of **Income Auditor**.

MILITARY SERVICE – ANKARA / APRIL 1985 – JULY 1986

Military service in the Armed Forces as translator/interpreter in English.

ERMES CONSTRUCTION AND TRADE INC., - SAUDI ARABIA / JUNE 1982 – DECEMBER 1983

I was transferred to the same company's Riyadh, Saudi Arabia Head Office as **Assistant Personnel and Administration Manager**. I was also appointed as Chief Accountant for a period of two months and temporarily relocated to Jeddah.

ERMES İNŞAAT VE TİCARET A.Ş. – ANKARA / SEPTEMBER 1981 – JUNE 1982

It was a company formed as a Consortium which consists of some of Turkey's leading construction companies like MESA, targeting Saudi Arabian Market. The main accountabilities were assisting Accounting Manager and carrying out the relations with the ministries and banks as well as managing the office operations.