



KAPITAŁ LUDZKI
NARODOWA STRATEGIA SPÓJNOŚCI



UNIA EUROPEJSKA
EUROPEJSKI
FUNDUSZ SPOŁECZNY



Krakow, 28 July 2011

Request for Proposal

On behalf of Aon Hewitt it is my pleasure to invite you to take part in a vendor-selection tender regarding organizing training targeted at improving business processes of Aon Hewitt

colleagues within the project „Rozwoj efektywnosci zarzadzania organizacja i kwalifikacji pracownikow” UDA-POKL.08.01.01-12-417/10-00.

Scope of Training:

Lean Processing Centre

- 1) Lean Overview for Colleagues
- 2) Lean for Team Leaders
- 3) Lean for Specialists and Drivers of Change - 2 groups

Timeframe

October 2011- October 2012

Background: Aon Hewitt is a global leader in human capital consulting and outsourcing solutions to High and Middle-Market clients in 120 countries worldwide. Our Krakow location is one of our strategic locations in Europe, operating Benefits Administration and HR Business Processes Outsourcing backed by a wide range of supporting services. The priority for our Benefits Administration business is to continue their journey towards a Lean processing centre providing excellent customer service to our clients in the most efficient and cost effective way possible. Our team in Krakow consists of approximately 200 colleagues who are divided into a number of different client facing and non-client facing teams each headed by a Team Leader. To support the business objectives for this year we would like to deliver lean training to all our colleagues. The training would be specific for a number of different audiences:

Lean for Colleagues

Our Benefits Administration colleagues perform administration for our clients on their pensions and benefits. This administration consists of a number of different tasks in relation to client records including data entry, transition and on-boarding of new client work and data cleaning. This work is completed in a number of different systems based on client needs from Microsoft Excel to specific client applications. Colleagues follow standard operating procedures for each process and client and strive to meet service level agreements on the work that they complete for both accuracy and speed of completion.

We would like our colleagues to understand the concepts of lean working in particularly how they can implement lean in their daily tasks (ability to identify issue, record issues in a proper way, propose solutions). Time should be spent on this transition of learning to the working environment including the elimination of waste and the creation of the lean mindset in the department.

Lean for Team Leaders

Team Leaders head up each team whether they are client facing or non-client facing.

They organize and prioritize work for the team ensuring that goals are met on time and to the agreed standard. The development solution for Team Leaders should include the concepts of Lean but also focus on facilitating a lean environment for the colleagues that report to them. Team Leaders usually have up between 8 and 14 colleagues reporting to them, depending on the client team, and they should facilitate the continued drive for lean working in their everyday role and that of their colleagues. As Team Leaders are process owners we would like them to have understanding of how to report problems (define problem in proper way, present expectations regarding particular solution, estimate costs of the issues).

Lean for Specialists and Drivers of Change- 1 group

We have two teams that lead the identification and implementation of changes in the business. The changes that are made by this team often effect the whole colleague population including the standard operating procedures. This combined group of 10 colleagues, need in-depth Lean training with specific emphasis on the following areas:

- Process standardization
- Value stream mapping
- Calculation and communication of the benefits of change – including the engagement of others.
- Measurement of benefits
- Control during the project (how to control risk, costs, quality during the project, creation of progress reports,) with using Lean techniques

Lean for Specialists and Drivers of Change- 2 group

- Lean manufacturing introduction

Brief history of Lean

5 principles of Lean

Lean vs. Six Sigma

Lean enterprise implementation

Kaizen

- Work environment

7 waste

5S

Employees participation in changes

- Process Standardization

Standard operation

Total Product Cycle Time

- Value Stream Mapping

Control management

Visual management

Risk analysis

Balanced Scorcard

Ideally our steps for delivery of this training would be to start with the Lean for Specialists to ensure that they are able to drive changes and support the implementation of lean for

the rest of the population, followed by Team Leaders and all other colleagues. It is very crucial that the course on lean methodology and examples come from service and not production environment.

We are therefore looking for a strategic partner who will help us successfully run this project. This partner will:

1. Help us design the content of the training and be partially responsible for the logistics and monitoring of progress (attendance, results, commitment etc)
2. Demonstrate excellence in their area of expertise through their business model, service delivery, client focus, continuous development of both the trainers and the company and quality management systems
3. Have experience in running large-scale projects for corporate clients, including specialized skills courses.

If you meet these criteria please submit your bid by EOB 13 August 2011 to Renata Mnich-Kus: renata.mnichkus@aonhewitt.com. Please note that we will inform the vendors about final results by 16 August 2011

Your proposal, in the form of one document (preferably .pdf), will contain the following information:

1. Your company profile, experience, values, no. of trainers / specialists etc. (Delivery of training in English must be an option)
2. Outline of each of the programs offered (Points 3-5) that you are able to deliver
3. Cost of services
4. Experience in delivering similar large-scale projects to corporate clients (with specific examples)
5. Quality assurance system – short description
6. Profiles of trainers (with concrete references to their business background / education)
7. References from former and existing clients

Please note that each trainer participating in the project will be required to demonstrate:

1. Relevant business background, ideally an understanding of the basics of outsourcing operations
2. Min. 10 years of professional experience including min. 5 years in the corporate environment with particular focus on implementation of Lean concepts and training
3. Willingness to follow objectives drafted by AonHewitt representative in collaboration with the partner's representative
4. High level of professionalism and trustworthiness

We kindly ask you to provide us with comprehensive yet strictly relevant information.

Proposals will be rated on their meeting of all the criteria in particular the programs offered, the willingness to partner with Aon Hewitt and the cost of services provided. You are welcome to bid for only part of the contract's scope. We reserve the right to opt for several vendors carrying out parts of the project's scope.

Thank you!
Renata Mnich-Kus
Project Manager
Appendix 1

To the request for proposal for organizing Lean courses.

Requirements which have to be met in the offer:

1. Your company profile, experience, values etc.
2. 10 year experience in delivering similar large-scale projects to corporate clients (with specific examples)
3. Examples of how you managed to successfully address business challenges
4. Profiles of trainers (with concrete references to their business and coaching background / education)
5. References from former and existing clients
6. A general outline of the programme
7. Cost of services

All offers which meet requirements above, will be assessed according to the criteria below:

1. Price 50%
2. Programme 20%
3. Experience 15%
4. English 10%
5. References 5%

Projekt współfinansowany przez Unię Europejską w ramach Europejskiego Funduszu Społecznego

Wspólny Słownik Zamówień:

80.51.00.00- usługi szkolenia specjalistycznego

80.51.10.00- usługi szkolenia personelu

80.50.00.00- usługi szkoleniowe