

APPENDIX I – SPECIFICATION OF REQUIREMENTS

Introduction

The purpose of this procedure is to establish a Panel of Consultants for Local Enterprise Office Leitrim to deliver The Lean for Business Programme.

Detailed Specification of Lean for Business (part of the All In A Days Work) Programme

Lean for Business Programme

Lean for Business is designed to encourage clients to adopt Lean business principles in their organisations to increase competitiveness. The programme is aimed at owners/managers, leaders and key staff members of small businesses across a variety of sectors to gain an introduction to Lean concepts as well as a practical understanding of Lean by undertaking a short, focused in-company assignment with expert consultancy support and guidance.

On successful completion of the Lean assignment, participants should have the knowledge and skills to enable them to undertake small Lean projects resulting in continuous improvements on an ongoing basis in their businesses.

Lean Assignment

The consultant will work with the company to provide an introduction to Lean concepts and identify an in-company assignment. Participants should receive regular support in their assignment from a Lean consultant over an agreed period. Goals should be set at the start of the assignment and resourceful mentoring should ensure to develop transferable skills in applying the training.

On completion of the Programme participants should have gained a sound understanding of Lean concepts. It should provide skills in the most commonly used tools and methods applied by SME's.

The participants should also know how to identify suitable Lean projects having implemented the initial Lean assignment in their businesses. The Lean assignment should yield beneficial savings for the business, along with improved systems, processes and better communication. The business should be working towards a Lean culture.

Further information on the LEAN for Business programme can be found here:

<https://www.localenterprise.ie/Portal/Lean/Lean-for-Business.html>

The detailed descriptions above relating to the Lean for Business programmes are correct at the time of publication however are subject to change over the duration of the panel.

Functional Competences:

It is expected that the person approved as a LEO consultant will possess the following functional competences: -

- Good knowledge of broad issues facing Irish industry and services companies, particularly issues affecting the support and development of micro-enterprise
- Excellent administrative skills together with the ability to successfully organise

and prioritise work

- Sound judgment as well as good communication
- Computer literate with knowledge of relevant applications including Word, Excel, PowerPoint and Outlook.
- Networking
- Mentoring / Coaching
 - Listen, advise and provide direction without judging
 - Supporting business, questioning and challenging them
 - Help the business owner identify problems and suggest areas for improvement
 - Discuss solutions and innovative ways of improving business activity
 - Help with the decision-making process
 - Share experience and knowledge
 - Provide structure and context for discussion
 - Offer assistance in developing business strategy & plans

Business knowledge of some/all of the following: -

- Leadership and management
- Business life-stages and growth strategies
- Finance for micro enterprise
- Attracting outside investment
- Targeted sales and marketing
- Expansion into new export markets
- Improved R & D, production and logistics
- Customs procedures
- Navigating the regulatory framework for micro enterprises
- Management succession
- Staff development and team building
- Intellectual Property
- Business sector specialists
- Local Enterprise Offices financial supports, programmes and activities
- State funded business supports

Experience/Qualifications

The consultant will possess some or all the following: -

- At least five years' experience working in/or with micro enterprise.
- Relevant managerial experience.
- Relevant experience working in an area where professional or technical skills may have been developed that are transferable to micro enterprise.
- Previous experience of delivering mentoring assignments to micro enterprise clients.
- Relevant qualifications e.g. LEAN/Six Sigma Green Certification or equivalent and provide

Assignment Duration

The duration of each assignment will be decided by the Local Enterprise Office based on the terms of each individual programme and the needs of the client.

Planning phase will commence immediately following appointment of panels in May 2025. It is envisaged that projects will be delivered between 1st of May 2025 & 1st of May 2028. Please note awarding of assignments will be based on a best fit principle.

Delivery of the service can take place in the client's premises, online using video conferencing software such as Zoom, Microsoft Teams etc. or at a location agreed between the client and Consultant. the assignments should include a minimum of one on-site visit by the consultant (having regard for public health guidelines, government recommendations and advice from LEO Leitrim).

Reporting

The Consultant shall provide the Local Enterprise Office with a brief update on assignment progress as requested.

On completion of each assignment consultants are obliged to submit timesheets and a final report, in an agreed format, to the Local Enterprise Office.

Consultancy

The Consultant will provide service in accordance with the terms of this agreement for the clients selected by **Local Enterprise Office** Leitrim (hereinafter referred to as the LEO).

The proposal from the Consultant, together with any clarification(s), agreement(s) or other documentation relating thereto at any time prior to the completion of the assignment, including all costs agreed between the LEO and the Consultant shall be an integral part of the agreement.

The Consultant acknowledges that he/she will carry out the assignment in accordance with this agreement in a manner acceptable to the LEO.

The Consultant warrants that they are an independent contractor and agree that their role as a Consultant does not render them as an employee, consultant or agent of the LEO and they will not hold themselves out as such to any party.

The LEO may from time to time with the consent of the Consultant amend or vary the proposals, content or programme in writing. Such amendments and/or variations shall become part of this agreement and shall be binding on the parties thereto.

However, this agreement shall not be deemed or construed to be modified, amended, rescinded or waived in whole or in part except by written amendment by the parties hereto. For the avoidance of doubt, the term "written" shall include e-mails and similar electronic communications, but not information communicated verbally.

Access

The Consultant shall satisfactorily reply to any queries thereon submitted by the LEO, Enterprise Ireland, Department of Business, Enterprise and Innovation, the Comptroller and Auditor General and, where appropriate, the European Commission and the European Court of Auditors, in a manner which is deemed to be satisfactory by any or all such bodies.

Payment Claims**Consultancy Assignments**

Please note the daily rate maximum is €900 (inclusive of travel and subsistence and all out-of-pocket expenses but exclusive of VAT).

This rate shall be fully inclusive of all expenses and no additional payment shall be made for expenses or costs incurred by the consultant in providing this service.

Payment will be on a pro-rata basis for any assignments consisting of less than one day.

Where applicable, payments shall be subject to Irish 'Professional Services Withholding Tax' at the prevailing rate (currently at 20%) as laid down by the Revenue Commissioners in Ireland. Non-residents may be able to reclaim such deducted Tax from the Office of the Revenue Commissioners in Ireland, International Claims Section located currently at Government Buildings, Nenagh, Co. Tipperary, Ireland (Tel: 353-1-6733533).

The LEO will pay the Consultant on the conclusion of the assignment/clinic and on receipt of a payment claim form and the submission of a satisfactory report. Subsistence will not be paid for consultancy assignments or clinics.

Freedom of Information/Confidentiality

The LEO undertakes to use its best endeavours to hold confidential any information provided by respondents, subject to its obligations under law, including the Freedom of Information Acts, 1997 and 2003.

Respondents who wish that any of the information supplied in their application or other correspondence should not be disclosed should identify this sensitive information clearly and specify the reason for its sensitivity.

The LEO will consult such respondents before deciding on disclosure of the information concerned on foot of any relevant Freedom of Information request which may be received. The LEO also requires that all information made available to the preferred Consultant in the course of this project be treated in strict confidence unless indicated otherwise in particular instances.

Equal Opportunities

The Consultant shall also ensure that neither he/she nor any of his/her agents shall commit any act that would constitute direct or indirect discrimination against any person on the

grounds of sex, marital status, race, colour, creed, nationality or ethnic origin, religious beliefs, family status, sexual orientation, membership of the Traveller community, disability or any other ground that would constitute discrimination.

The Consultant shall agree to carry out any specific actions in relation to Equal Opportunities as may already form part of the consultancy proposal.

Consultant Appointments to Clients

The Consultant shall not during the appointment as Consultant, accept any appointment whether as director, consultant, agent or enter into any commercial arrangement whatsoever with a business while acting as a Consultant to that business. The consent in writing must be obtained from the Head of Enterprise in the case of any deviation from this condition. This condition shall continue to bind for a period of 12 months after the submission date of the final report. In the event that the LEO consents, then such consent shall be conditional upon resignation as a Consultant to that business with immediate effect.