



UNIVERSITY OF CENTRAL FLORIDA

**Procurement Services**

3544 Perseus Loop  
PO Box 160975  
Orlando, FL 32826-3249

## ADDENDUM

### IMPORTANT DOCUMENT – INVITATION TO NEGOTIATION ADDENDUM

ITN NUMBER: 2025-01CCS

ITN TITLE: Kaizen Teian Design & Implement in UCF Facilities & Business Operations

OPENING DATE & TIME: **September 12, 2025, at 3:00PM ET**

ADDENDUM DATE: August 29, 2025

ADDENDUM NUMBER: 01

The purpose of this addendum is to answer questions asked during the open Question/Answer period.

PLEASE ACKNOWLEDGE RECEIPT OF THIS ADDENDUM AND RETURN IT WITH YOUR PROPOSAL. FAILURE TO SIGN AND RETURN WITH YOUR PROPOSAL COULD RESULT IN REJECTION OF YOUR PROPOSAL.

---

PROPOSER'S SIGNATURE

---

PRINT OR TYPE PROPOSER'S NAME

---

COMPANY NAME

---

EMAIL ADDRESS



## Kaizen Teian Design & Implement in UCF Facilities & Business Operations

### Questions and Answers

**Question 1:** Could you please clarify what level of time commitment and involvement is expected from UCF's internal resources (leaders, trainers, employees) during the different phases of the Kaizen Teian program (design, pilot, division-wide rollout, and sustainment)?

Answer 1:

UCF's current plan is to structure the Kaizen Teian program with clear roles and governance, while remaining open to the approach recommended by the awarded supplier. Our priority is program success and meaningful cultural change, and we are flexible in refining levels of involvement in partnership with the supplier's proposed approach. These planned internal roles and commitments provide a framework, but the specific cadence and level of effort will ultimately be determined in collaboration with the supplier's program design.

- **Director of Process Improvement:** This role will serve as program owner and primary liaison with the supplier. The Director will be heavily engaged in all phases—design, pilot, division-wide rollout, and sustainment—ensuring alignment with UCF's broader continuous improvement strategy.
- **Steering Committee:** A group of leaders will serve as the steering committee. They will provide strategic direction, validate kaizen activities, and ensure that the necessary resources are available for employees to successfully execute their kaizens. Their involvement will be continuous across all phases of the program, from design through sustainment, to guarantee support, accountability, and long-term success.
- **Kaizen Coaches:** Selected leaders will be trained as coaches who will evaluate whether kaizens meet criteria and provide hands-on coaching to employees. Their role will be especially active during the pilot and rollout phases and continuing through sustainment.
- **Employees** will be encouraged to participate by submitting kaizen ideas and engaging in improvement activities as appropriate to their work. Participation levels will vary, and UCF will encourage and allow employees to contribute as much as makes sense for their roles. To further support engagement, the program design should include a strong incentive strategy that motivates employees to take part.

**Question 2:** In Section 1.1, the scope references supporting approximately 900 employees across Facilities and Business Operations. Could you please clarify whether the training and implementation are expected to cover the entire division simultaneously, or if UCF anticipates a phased rollout by functional unit/pilot areas before full deployment?

Answer 2:

UCF has approximately 900 employees in Facilities and Business Operations. While the model below represents UCF's current plan, we remain open to alternative methods proposed by the Respondent based on their experience and program design. Our priority is to maximize cultural change and long-term success, rather than simply expediting the number of certified trainers.

UCF intends to certify a minimum of eight internal trainers. Training classes will be limited to approximately 20 participants to ensure engagement and effectiveness. The initial session, led by the Respondent's trainer, will include eight UCF trainer candidates and twelve employees. Following this, each trainer candidate will conduct a class of 20 employees under the supervision of the Respondent's trainer for evaluation purposes. This approach will result in 172 employees being trained during the certification phase.

The remaining 728 employees will then be trained in phases by the newly certified UCF trainers. Training will be organized by functional group or through another strategy developed collaboratively during program planning.