

Establishing automotive production plant in South Poland

Artur Gerwel

Managing Director

Advisory Group TEST Human Resources

Direct line +48 12 350 56 14, artur.gerwel@testhr.pl

25 June 2012

challenging projects for market leaders



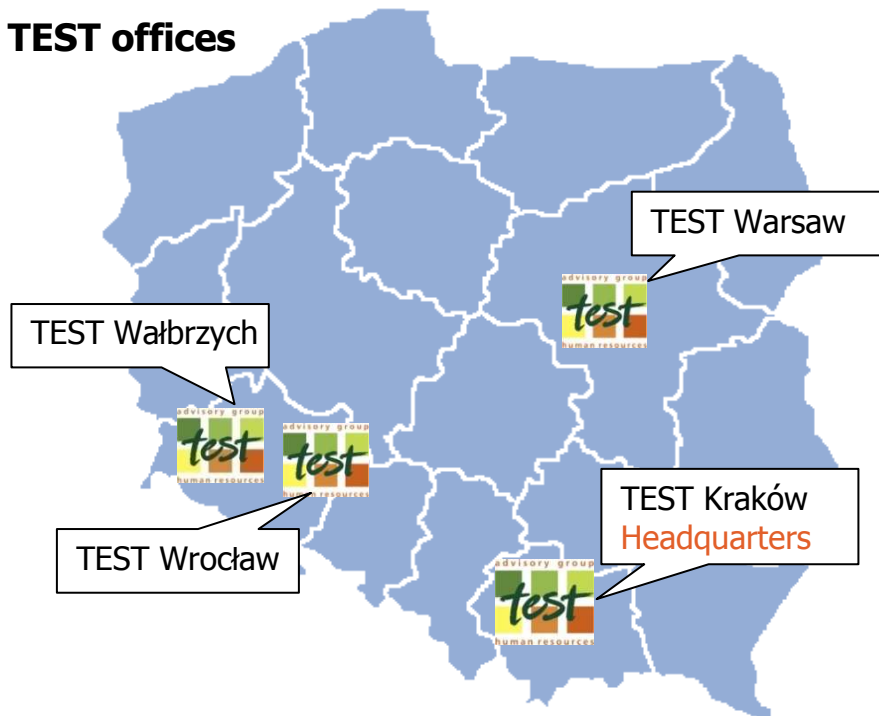
Agenda

1. TEST introduction
2. TEST best recruitment practices for production plants
3. Case studies – production plants established by TEST in Poland
4. Salary Surveys

TEST introduction

- Recruitment & HR Consulting company operating since 1991
- Specialized in establishing production plants, R&D and business service centers in Poland
- Employment - 45 employees (35 in Krakow)
- 4 Locations focusing on South / West of Poland – headquarters in Krakow
- A few thousand placements in last 3-4 years in production plants and business service centers in South / West Poland

TEST offices



locations where production plants were established by TEST



Exclusive recruitment campaigns for newly established production plants and R&D Centers between 2003 – 2012

MAN Trucks	– automotive production plant	- Krakow / Niepołomice
Kreisler	– production plant	- Krakow / Niepołomice
Royal Canin	- production plant	- Krakow / Niepołomice
Rockwell Automation	– R&D, technical center	- Katowice (in cooperation with PwC)
NGK Ceramic Polska	– production plant	- Gliwice
Kirchhoff	– automotive production plant	- Gliwice
MTU Aero Engines	– production plant	- Rzeszow
MTU Aero Engines	– R&D Center	- Rzeszow
Goodrich	– production plant	- Rzeszow
Valeo Lighting Systems	– automotive production plant	- Chrzanow
Valeo Electrical Systems	– automotive production plant	- Czechowice Dziedzice
Volvo	– automotive production plant	- Wrocław (TEST Wrocław office)

Exclusive recruitment campaigns for newly established SSC/BPO centers

▪ Lufthansa Group – Airline Accounting Center	finance / accounting	Kraków
▪ Shell Business Service Center	finance / HR / customer service	Kraków
▪ Accounting Plaza	finance / accounting	Kraków
▪ Capita	finance / accounting	Kraków
▪ AmerSports (Salomon)	finance / accounting	Kraków
▪ Amway Service Center Europe (in cooperation with PwC)	finance / accounting / marketing / CS	Kraków
▪ Electrolux	finance / accounting / IT / HR	Kraków
▪ Accounting Back Office Services (Ahold Group)	finance / accounting	Kraków
▪ ACS – Affiliated Computer Services	finance / accounting / IT	Kraków
▪ Philip Morris	finance / accounting / HR / IT	Kraków
▪ HSBC	banking / customer service	Kraków
▪ Intelenet Global Services	B2C customer service	Kraków
▪ Lastminute.com – Sabre	B2C customer service	Kraków
▪ State Street Services	finance / accounting	Kraków
▪ Clifford Thames	IT / data processing	Kraków
▪ Epam Systems	IT	Kraków
▪ Rockwell Automation (in cooperation with PwC)	IT / finance / customer service / R&D	Katowice
▪ PwC	audit / customer service	Katowice
▪ Pregis	finance / accounting	Katowice region - Gliwice
▪ Enersys	finance / accounting	Katowice region - Bielsko Biała
▪ Tenneco	IT / R&D / engineering	Katowice region - Gliwice
▪ IBM	IT / customer service	Wrocław
▪ MAN Accounting Center	finance / accounting	Poznań
▪ MTU Aero Engines	IT / R&D	Rzeszów
▪ Loyalty Partner (Payback Programme)	marketing	Warsaw

TEST – business lines

TEST EXECUTIVE

recruitment of top executives and managers based on executive search, supporting manager's career development through management audit, consulting and coaching.

TEST RECRUITMENT

recruitment of managers and specialists, recruitment campaigns (business process centres, production plants).

TEST HR CONSULTING

assessment / development centers, employee appraisal, 360 degree feedback, employee attitude surveys, competency frameworks, remuneration systems, job evaluation, outplacement.

TEST TRAINING & DEVELOPMENT

training and coaching in management skills, soft skills and HR best practices.

TEST SALARY SURVEY

salary surveys Poland, tailored market analyses, remuneration systems.

What TEST can do for you



production plant to be established in South of Poland

executive search	recruitment campaign	talent development	training	salaries
TEST Executive	TEST Recruitment	TEST Consulting HR	TEST Training & Development	TEST Salary Survey
<p>top management Plant Manager</p> <p>managers Production Manager Quality Manger Logistics Manager ...</p> <p>supervisors shift leaders</p>	<p>engineers</p> <p>specialists</p> <p>operators assessment center</p>	<p>development center internal promotion</p> <p>assessment center external recruitment</p> <p>360 degree feedback</p> <p>satisfaction surveys</p>	<p>management</p> <p>soft skills</p> <p>team building ...</p>	<p>salary reports Production Krakow region Katowice region</p> <p>remuneration systems</p>



What TEST can do for you



Number of white collars positions filled by TEST in 2011

	engineering	IT	operations	logistics / purchasing	finance	marketing	sales	HR	administrati on	total
engineers / specialists	80	19	42	12	132	19	11	5	13	333
second management level	10	10	15	3	19	13	6	4	4	84
top management	5	2	7	2	6	4	4	4	5	39
total	95	31	64	17	157	36	21	13	22	456

Executive searches – production plants

Plant Manager
Plant Manager
Plant Manager
Plant Manager
Production Manager
Production Manager
Production Manager
Production Manager
Production Manager
Purchasing Manager
Finance Manager
HR Manager
Brand Manager
Manager Trim Shop
Production Process Manager
Lean Product Manager
HR Manager
Process Improvement Manager
Logistics Manager
Logistics Manager
Quality Manager
Quality Manager
Quality Manager
Shift Manager
Maintenance Manager
Technology Manager

Kreisler
Mauser
Decora
Kirchhoff
Rockwell Automation
Royal Canin
Kirchhoff
Transsystem
Kolporter
Kreisler
NGK Ceramics
Orlen Oil
Lear
Orlen Oil
CMC Zawiercie
Energys
Energys
Kirchhoff
MTU Aero Engines
Rockwell Automation
Kirchhoff
Valeo
Valeo
IMI International
MTU Aero Engines

Why TEST brings higher added value in South of Poland



	TEST	International Recruitment Competitor
focusing on South of Poland region	Headquarters located in Kraków since 1991 , activity focused on South of Poland region	Headquarters located abroad or in Warsaw , activity focused on Warsaw, region
experience in establishing business process centers	11 production plants and 21 business process centers established in the region	much less experience in the region
knowledge of local market	90% of recruitment projects conducted in South of Poland and surrounding regions	majority of recruitment projects conducted in other regions
executive search contact network	wide executive search contact network due to 21 years of activity in local market	limited executive search contact network due to a few years of activity in local market
database for top positions and specialists	wide local database focusing on local market	cross country database focusing on Warsaw market, local marker database limited
consultants competencies	numerous senior consultants and consultants available in the project, all consultants with psychology background, experience and fluent English	a small team local junior consultants in „spot on the map” location , probably managed by senior individual, supporting consultants recruited or transferred from other regions for the project



Business models – The Client - TEST

Exclusive cooperation - TEST acting as external HR Partner of the Client's company. TEST in charge of wide scope of HR services: employer branding, recruitment, assessment center, selection, development centers of employees, training, delivering salary reports.

MAN Trucks	(2 years)
MTU AeroEngines	(4 years)
Rockwell Automation	(2years)
Kirchhoff	(5 years)
Goodrich	(3 years)
MAN Accounting Center	(5 years)
Volvo Accounting Center	(7 years)
Lufthansa Airline Accounting Center	(7 years)

Exclusive cooperation - TEST acting as external recruitment partner of the Client's company.

Valeo, Kreisler, Capita, Amer Sports, Accounting Plaza Central Europe,

Exclusive cooperation - TEST acting as external recruitment partner of the Client's company in selected areas i.e.: HR, IT, F&A, Procurement, Customer Service

Shell (HR, procurement, CS) , Electrolux (IT), EDF (HR)

Main recruitment partner - TEST acting as main recruitment partner of the Client's company

Royal Canin, Pregis, Enersys, Amway, Intelenet, IMI International,

Recruitment partner - TEST acting as one of recruitment partners of the Client's company

Philip Morris, IBM, HSBC, State Street, PwC, ACS



Dedicated Team

A team of TEST consultants is dedicated to the recruitment project. The team consists usually of:

- Project Leader
- Project V-ce Leader
- Consultants
- Administrative support

The team is dedicated to the project to

- enable the Client to have easy and immediate one point contact
- guarantee receiving feedback reports in agreed format / frequency
- Take advantage of knowledge and business network contacts
- increase efficiency by exchange information
- create synergy effect between consultants
- to backup information

Recruitment project

Case studies production plants established by TEST

MAN Trucks – Production Plant

Niepołomice / Kraków



green field production plant

AG TEST HR acting as **exclusive HR complex services supplier** conducted recruitment and selection campaign for MAN newly established production plant. (management, engineers, operators)

The project started in June 2006.

300 positions filled in first year,
next 300 positions filled in second year.

- Management and engineering positions filled through executive and direct search.
- Over a 3000 candidates underwent psychological and manual assessment center. Dedicated recruitment actions for operators performed (hypermarket Sunday recruitment actions, recruitment bus tours, local advertising, TV-radio spots, posters, leaflets. inserts)



Valeo Group – 4 Production Plants

Krakow (Skawina), Chrzanów, Bielsko Biała



long term recruitment for 4 automotive production plants

Filling dozens of management, engineering and specialist positions for Valeo Autosystemy Group:

- Valeo Wiper Systems – Skawina / Krakow
- Valeo Cooling Systems – Skawina / Krakow
- Valeo Lighting Systems – Chrzanow / Krakow
- Valeo Electric and Electronic – Bielsko Biała / Katowice

Examples of positions filled:

Supplier Quality Assurance Manager, Health & Safety Manager, Process Engineer, Project Buyer, Shift Leader, R&D Engineer, Quality Engineer, Injection Process Engineer, Logistics Specialist.

Filling dozens of management, engineering and specialist positions and hundreds of operators in Valeo "green field" production plant in Chrzanow, Over two years project conducted since 2003-2005. Searches for executives performed. Over 5000 applications processed, 2800 operators assessed through full assessment center procedure (simulations, tests).

Kreiser Polska

Niepołomice / Kraków



green field production plant

AG TEST HR acting as **exclusive HR complex services supplier** conducts recruitment campaign for Kreiser Polska newly established production plant (management, engineers, operators) of one of the most recognized metal tubes for aircraft engine USA based producers.

The project started in Autumn 2010. 200 positions to be filled until end of 2012. Recruitment in progress. The examples of the positions in progress filled:

- Plant Manager / Production Manager
- Quality Manager
- Finance Accounting Manager
- Production Planning Specialist
- Buyer / Planner
- Accountant
- Operators (assessment center)

Royal Canin – Production Plant

Niepołomice / Kraków



green field production plant

AG TEST Human resources was acting as **main recruitment supplier** in 2007 for the most technically advanced in Europe, medium size production plant (50-80 employees). The following positions filled:

top management

- Flow Manager
- Production Manager

engineering

- Senior Engineers
- Production Engineers
- IT Engineers
- Procurement Specialists
- Technicians

Rockwell Automation – R&D Center

Katowice

**Rockwell
Automation**

PRICEWATERHOUSECOOPERS 

Business service center – technical support, for Rockwell European Operations – over 200 employees employed

AG TEST HR acting as **exclusive HR complex services supplier** conducted (in cooperation with PwC) recruitment campaign for newly established center. The project conducted 2006 – 2007.

Examples of management positions filled on the following page

Management

Finance/Accounting
Manager
Financial Contoller
Human Resources
Manager
Manager HR Shared
Services EMEA
Manager Payroll EMEA
Customer Service
Manager/GSS
Supply Chain Manager
Plant Manager

IT

Campus Manager (RSI)
Computing Services Manager
Call Manager Analyst
IT Project Manager
IT Solution Center - IT
Helpdesk
Computing Services Engineers
Network & Communications
SAP Basis
Desktop Support
Database Analyst
Network Specialist
Tier III specialist (desktop)
Wintel Server Analyst
Lotus Notes Analyst
Wintel Server Analyst
Mainfraime Print Administrator
Database Administrator DB 2
Security Lead
IT Desktop Support
IT Analyst Engineering
Software

Software

Project Manager
(software)
Project Manager
Senior Developer
Developer
Senior Tester
Tester
Linguist

Customer service

Customer Service
Supervisor
E commerce Coordinator
E commerce (Business)
Coordinator
CS agent, back office non-
customer facing.
Supply Chain Operations
support staff
Site logistics

Technical Support

Database Analyst USA
Database Analyst EMEA
Technical Contract
Administrator
Technical Support
Coordinator (TSC) Level 2
Technical Support Level 1
IT Desktop Support
Electronic Support - First
Line Level
CEE Language Technical
Support Engineer -
Second Line Level
Developer/Maintainer of
hosted customer web site

Kirchhoff – Production Plant

Gliwice



green field production plant

150 employees employed within just 6 months production plant start up project in 2005. AG TEST Human resources was acting as **exclusive recruitment supplier**.

Numerous recruitments planned supporting establishment of new green-field investment in Gliwice :

- top management,
- medium management,
- engineering and specialist,

NGK Ceramic – Production Plant

Gliwice



green field production plant

AG TEST HR acting as **exclusive HR complex services supplier** conducted recruitment and selection campaign for NGK Ceramics Japanese “green field” production plant.

Over two years project conducted 2003 – 2005. All top managerial, engineering and specialist positions filled

Additionally:

- 400 operators assessed through full assessment center
- appraisal and remuneration system implemented
- management training performed

MTU Aero Engines Production Plant

Rzeszów



green field production plant

AG TEST HR acting as **exclusive HR complex services supplier** conducts recruitment campaign for MTU Aero Engines newly established production plant. (management, engineers, operators) of one of the most recognized aircraft engines producers.

The project started in Autumn 2007. 250 positions filled until 2011. Further recruitment in progress to reach the level of 400 positions. Management and engineering positions filled through executive search. Assessment center methodology for production positions is applied in the recruitment process.

MTU Aero Engines Production Plant

Rzeszów



Positions filled:

Managerial position

Quality Manager
Logistic Manager
Manager of Engine Repairs Department
Chief Accountant
Maintenance Manager

White collar positions

IT Application Management
IT Operations - Basic Infrastructure
IT Operations - Engineering Infrastructure
Quality Inspector - receiving and despatch
Quality Inspector - receiving department
Material handler - incoming goods
Clerk - shipping department
Customer Support
Purchaser
Accountant
Controlling Specialist
Payroll & HR Specialist
HR Specialist
Assistant
Infrastructure Coordinator
Spare Parts Specialist

Quality Specialist (Certifying Staff)
Quality System Engineer
Quality Specialist NDT (FPI Engineer)
Quality Engineer
Quality Engineer - CMM Programmer
Manufacturing Engineer
BHP Specialist
Lean Manufacturing Specialist
Manufacturing Engineer - Welding Engineer
Manufacturing Engineer - CNC Programmer
Production Control Specialist

Blue collar positions

Electronics Technician
Quality Inspector (Final Inspection)
Quality Inspector
Manual Operator
Operator Heat Treatment
CMM Operator
Engine Mechanic
CNC Operator
Welder
Electrician
Mechanic

MTU Aero Engines R&D Center

Rzeszów



R&D center

AG TEST HR acting as **exclusive HR complex services supplier** conducts recruitment campaign for MTU Aero Engines newly established R&D Center of one of the most recognized aircraft engines producers.

The project started in Autumn 2007. 75 positions filled until 2011, further position in progress to reach the level of 100 in the future. The following positions filled (examples):

- Author for technical publication
- Coordinator of Calibration and Inspection Tool Monitoring
- Technical Writer for Manufacturing Process Specifications
- Configuration manager for aero engine parts and modules
- Materials Engineer
- Engine Component Designer
- Structure Mechanical Analysis Engineer
- Aerodynamics Engineer
- Test Appliance and Fixture Designer
- Repair Engineer
- Aero engine product support engineer
- Materials Engineer
- Software Engineer for engine controls development
- Hardware Engineer for engine controls development
- CAD support engineer

green field production plant

AG TEST HR acting as **exclusive HR complex services supplier** conducts recruitment campaign for Goodrich newly established production plant (management, engineers, operators).

The project started in Spring 2011. Recruitment in progress. The examples of the positions in progress, to be filled:

NDT Inspector

Quality Assurance Engineer

Supply Chain Specialist

Technology Senior Engineer

Continuous Improvement Engineer

SAP Specialist

Process Engineer

MRB Engineer

HR Specialist

Volvo – Production Plant

Wrocław

The Volvo logo is displayed in a blue, bold, sans-serif font. It is centered within a white rectangular box that has a thin grey border.

green field production plant

AG TEST Human resources is acting as **main recruitment supplier** for a last few years.

Recruitment campaign for production plant located in Wrocław based on the Assessment Center method.

1,500 employees employed through executive search and assessment center in production plant

300 employees employed through executive search and assessment center in finance accounting shared service center

Mauser Polska

Gliwice

The logo for MAUSER, featuring the word "MAUSER" in a bold, blue, sans-serif font with a small red triangle above the letter 'A'.

green field production plant

AG TEST HR acting as **exclusive HR complex services supplier** conducts recruitment campaign for Mauser Polska newly established production plant (management, engineers, operators) of one of the most recognized producers of packaging systems

The project started in Spring 2011. 40 positions to be filled until end of 2012. Recruitment in progress. The examples of the positions filled:

- Plant Manager
- Sales Manager Poland

MAN Accounting Center

Poznań



Business service center – finance / accounting for German MAN Operations

AG TEST HR acting as **exclusive HR complex services supplier** conducted recruitment campaign for MAN newly established shared service center.

The project started in July 2006 and still continued due to natural attrition. 250 positions filled until 2010 on the positions of:

- Managers
- Accountants
- Junior Accountants

Business service center - finance / accounting

AG TEST HR acting as **exclusive HR complex services supplier** conducted recruitment and selection campaign for Volvo newly established accounting center.

- Team Leaders
- Senior Accountants
- Junior Accountants

Production plant

AG TEST HR acting as **exclusive HR complex services supplier** conducted recruitment and selection campaign for Volvo newly established production plant.

Around 1500 employees employed through assessment center since 2005

Thank you

challenging projects for market leaders