Proposals for Standardization, Certification and Award System by JICA Research Project Team "Standardizing *KAIZEN* Approaches in Africa"

Breakout Session 1

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UNICO INTERNAITONAL CORPORATION (UNICO)

JAPAN PRODUCTIVITY CENTER (JPC)

Purpose and Contents of *Kaizen* Handbook

Target	Policy makers, Government officials, *Kaizen* practitioners in Africa
Purpose	To serve as a guideline for the target to deepen their understanding of *Kaizen* and to support application and dissemination of *Kaizen* in their country.
Contents	Chapter 1 Overview of *Kaizen* Chapter 2 *Kaizen* Dissemination and Deployment Chapter 3 Training of *Kaizen*-related Human Resource Appendix 1 Analysis of Country Studies Appendix 2 Case Studies on *Kaizen* Dissemination and Deployment

Today's Discussion

1. *Kaizen* Curriculum Standardization

2. *Kaizen* Consultant Certification System

3. *Kaizen* Award System

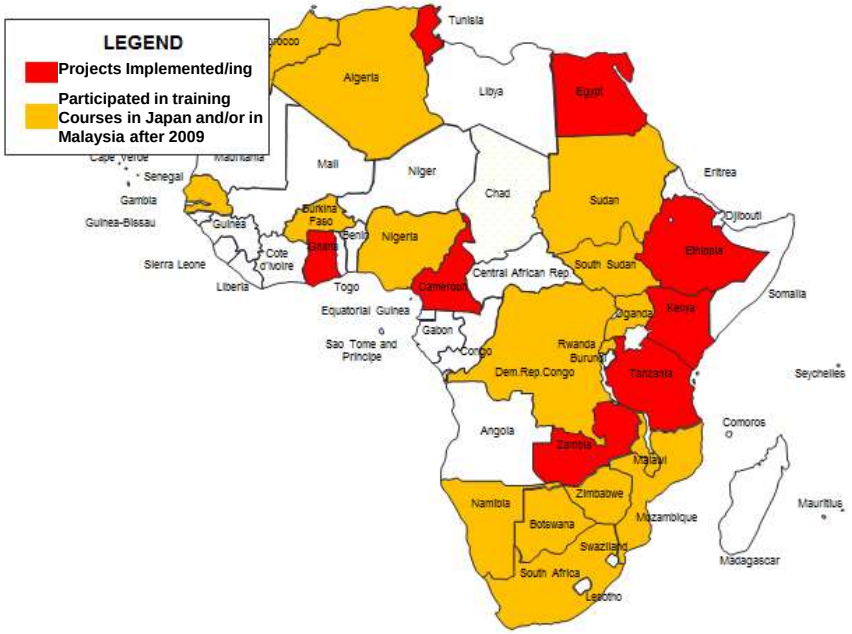
Kaizen Curriculum Standardization

Background: Africa *Kaizen* Initiative

Enhanced Firm capability and Industry development

KAIZEN promotion and dissemination in Africa

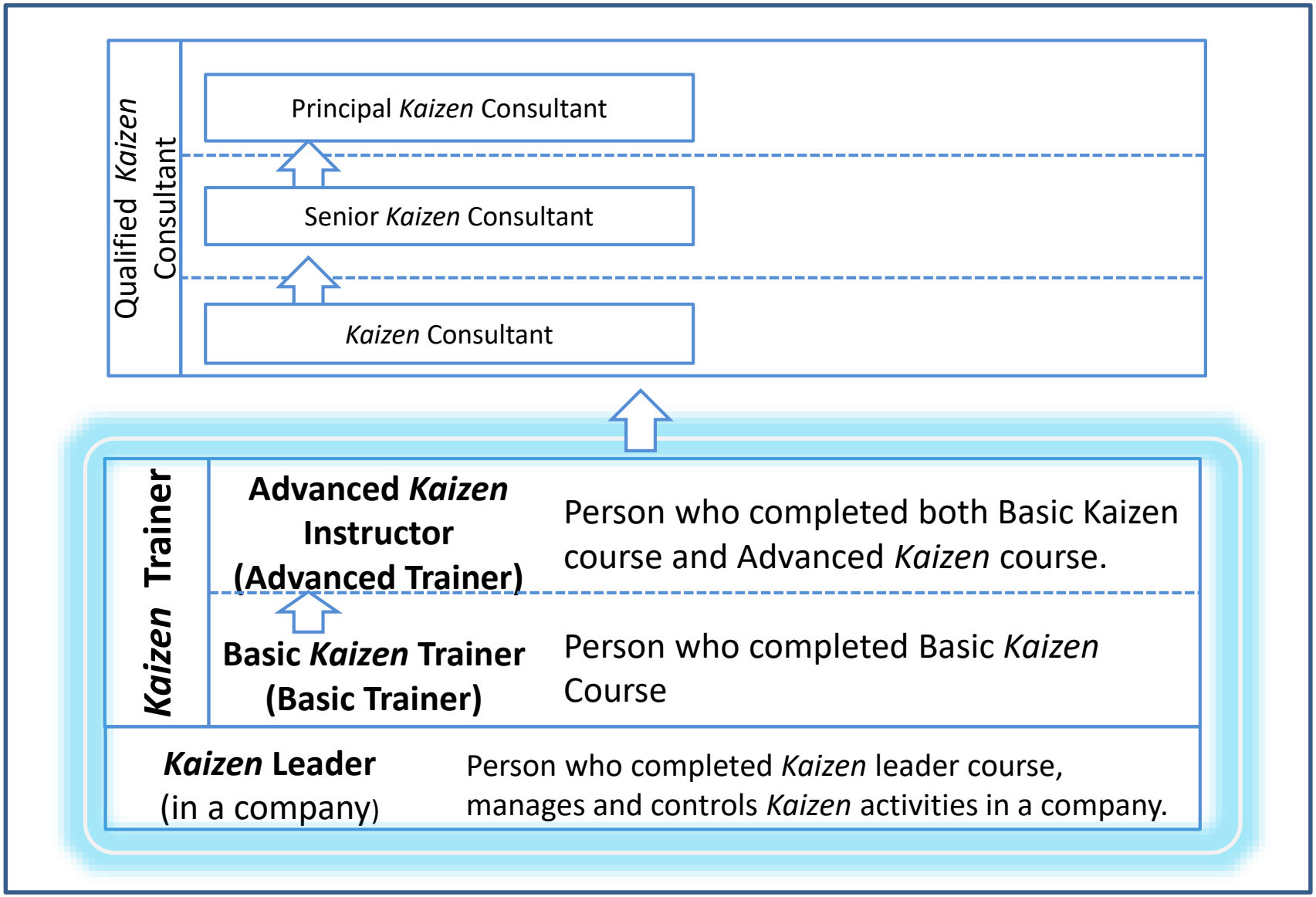
Advocacy | **Centers of Excellence** | **Standardization** | **Networking**



Necessity of Standardization

- **to speed up the process of scaling up**
- **to assure the quality of *Kaizen* knowledge**
- **to enhance efficiency of ODA budget**

Kaizen Trainers



Basic Considerations for Making Curriculum

- Most enterprises in Africa are SMEs, where *Kaizen* such as 5S, Visual Control, *Muda-dori*, etc. shall be primarily implemented.
  ⇨ Develop *Kaizen* Trainer for Basic *Kaizen*

- For large enterprises and industrial development in the future, *Kaizen* utilizing advanced techniques such as TQM, TPM, TPS, etc. is necessary.
  ⇨ Develop *Kaizen* Instructor for Advanced *Kaizen*

- Quite a few SMEs in Africa do not have business management skills, so it is necessary to give guidance for business management also.
  ⇨ Management skills shall be included in the training for *Kaizen*.

Knowledge & Skills for *Kaizen* Trainers (Module Map)

Module II

- 7QC Tools (Advanced)
- New 7QC Tools
- SMED
- Time Study
- Work Sampling
- Line Balance
- Lay out
- TQM
- SQC
- Cost Management
- TPM
- TPS

Module IV

- Accounting
- HRM & Organizational Behavior
- Marketing
- Strategic Planning
- Business Development

Module I

- Productivity & Quality
- Introduction of *Kaizen*
- 5S
- Visual Control
- *Muda-dori*
- QCC
- 7QC Tools (Basic)
- Standardization
- *Kaizen* Consulting
- Production Planning
- Inventory Control
- Method Study

Module III

- Basic of Management
- Critical Thinking

Quality and productivity fields

Business management fields

Main Content of Each Module

Module I:	Basic *Kaizen* skills such as 5S, Visual Control, and *Muda-dori*, 7 QC Tool, QCC, etc.
Module II:	Skills necessary for advanced *Kaizen* to provide guidance for large companies or for future development of industry. Total management systems for production activities.
Module III:	Basic knowledge in corporate management and skills in identifying and solving problems.
Module IV:	Management skills for targeting management excellence for the company as a whole, which are necessary as organizations to continue to become more structured and the level of organizational management to increases.

Standard Training Flow of *Kaizen* Trainers

Training Process	Objectives/Contents
Classroom Training (CRT)	Learn theory of skills necessary for *Kaizen* from Japanese experts or Advanced *Kaizen* Trainers
ICT at pilot enterprises (In Company Training, ICT)	Learn practical skills through giving *Kaizen* guidance to pilot enterprises
Overseas Training (Optional)	Improve skills by learning advanced experiences of other countries
ICT at the pilot enterprises (Continued)	Give more effective guidance to enterprises and improve ability to apply skills with experiences of learning in overseas training
Ability evaluation	Undergo evaluation on the level of skills acquired through the above activities
Recognition as a *Kaizen* Trainer	Certified as having the capability to give *Kaizen* guidance to enterprises for oneself (and to train junior *Kaizen* Trainers if he/she is a candidate for Advanced *Kaizen* Trainer)
Give *Kaizen* guidance Train junior *Kaizen* Trainers	Give *Kaizen* guidance to enterprises Train junior *Kaizen* Trainers continuously

Standard Approach for Training of *Kaizen* Trainers

***Kaizen* Experts including foreigners**

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Training for Basic *Kaizen* Trainer

(including experts from the private sector and academic sector)

Basic *Kaizen* (Module Ⅰ&Ⅲ)
Class Room Training (CRT): 60hrs
In Company Training (ICT): 18weeks

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Training for Advanced *Kaizen* Trainer

(including experts from the private sector and academic sector)

Advanced *Kaizen* (Module Ⅱ&Ⅳ)
Class Room Training (CRT): 90hrs
In Company Training (ICT): 40weeks

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Recognition of *Kaizen* Trainers

Requirements to satisfy recognition conditions

Recognition of Basic Trainers and Advanced Trainers

Recognition should be made to confirm that a person is qualified as a *Kaizen* Trainer having experience and skills required to provide *Kaizen* guidance for companies.

- Capacity evaluation by written examination:

  Check the knowledge and skills learned at CRT objectively.
  ⇒ 65 marks or more
- Capacity evaluation by skill map

  Check the skills required for consulting and overall corporate guidance using the skill map according to the five level.
  ⇒ For selected training items: 3.5 or more in average
  ⇒ For all training skills: 2.0 or more

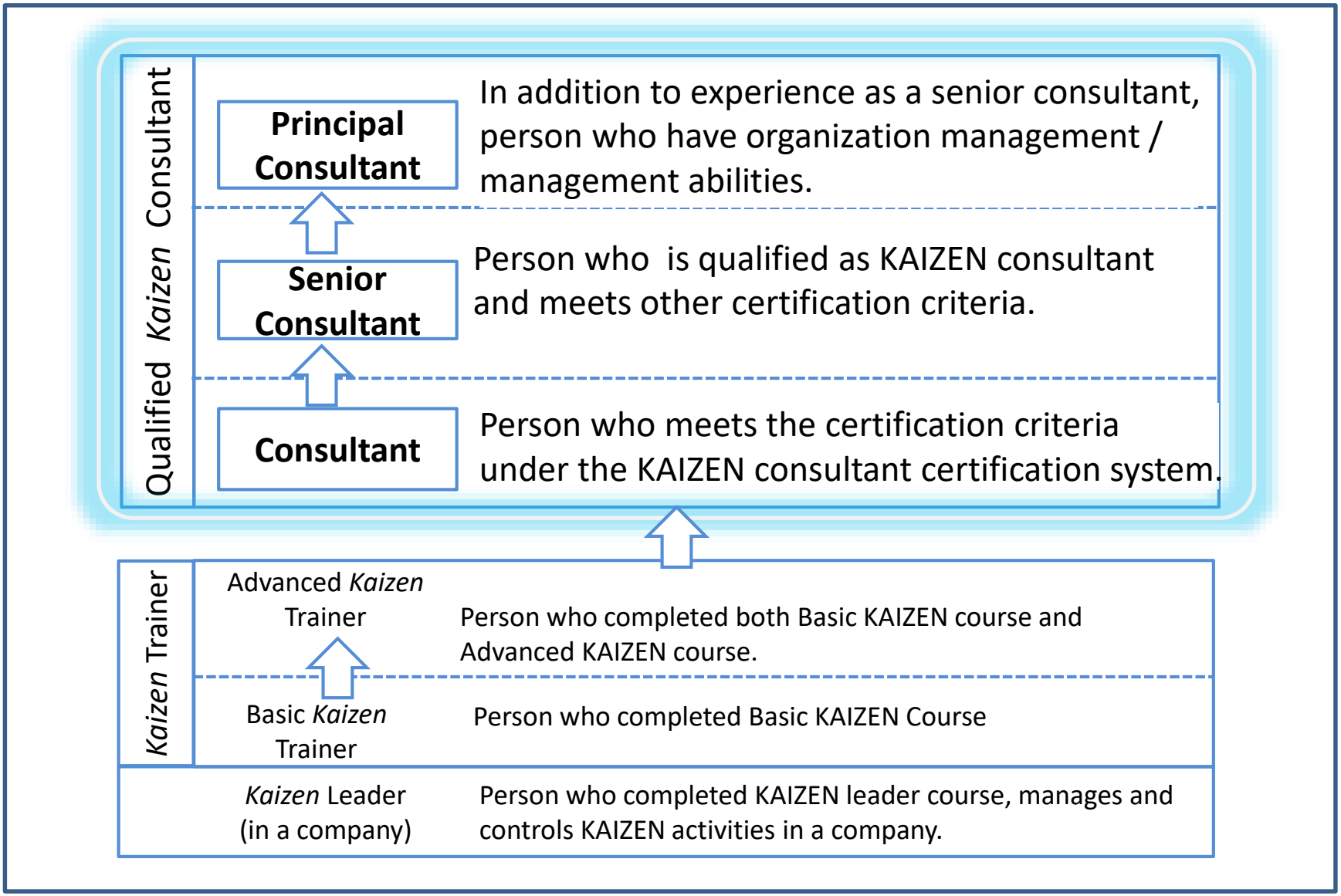
Kaizen Consultant Certification System

Proposed Certification System in the Handbook

We propose a certification system which is linked to the training program for *Kaizen* Trainers which are described in the Handbook.

In the proposed classification, only Advanced Trainers, who have completed both training programs for Basic Trainers (Module I and III) and Advanced Trainers (Module II and IV), are eligible to apply for certification as a *Kaizen* Consultant.

Career Path as a *KAIZEN* Consultant



Requirements to be Qualified *Kaizen* Consultant

Title	Requirements
Principal Consultant	・To complete Basic and Advanced *Kaizen* courses and have *Kaizen* consulting experience of over 5,000 hours. ・To pass the written and oral examinations.
Senior Consultant	・To complete Basic and Advanced *Kaizen* courses and have *Kaizen* consulting experience of over 3,000 hours. ・To pass the written and oral examinations.
Consultant	・To complete Basic and Advanced *Kaizen* courses and have *Kaizen* consulting experience of over 1,000 hours. ・To pass the written and oral examinations.

Basic Considerations for Certification System

To construct and manage a *Kaizen* Consultant certification system properly, the following items should be considered.

(1) Establishment of a certification board

Certification system has to maintain high levels of fairness and objectivity.

(2) Development of a certification system

Under the steering committee board, there are two sub-committees certification and examination) and secretariat.

(3) Management of the certification system

For autonomous and continuous operation of the certification system, incentives for consultants should also be considered.

Basic Considerations (II)

(1) To ensure the quality and credibility of the consultants

(2) To set minimum required period of consulting experience

(3) To link the certification system ad training curriculum

(4) To establish written and oral examinations

- If there is applied different training program and contents in each country, an actual certification system to be developed may be different country by country.
- If there is applied almost same scope and level of training program and contents, a uniform certification system in Africa might be developed in the future.

Kaizen Award System

Outline of the Africa *Kaizen* Award

(1) Objective

The Africa *Kaizen* Award is given to organizations which conduct excellent Kaizen activities that serve as model cases, with the primary objective to explore and share best Kaizen practices in Africa and to make effectiveness of Kaizen widely known to the public.

(2) Coverage

- Manufacturing sector: 2 segments (SMEs, LEs)
- Service sector: 2 segments (SMEs, Les)
- Public sector: (except those in Mfg. and Service sectors)

(3) Organizations to give the award and the form

- NEPAD Agency and JICA
- The Award is given at the Africa *Kaizen* Annual Conference

Selection Method and Procedure

(1) The Africa *Kaizen* Award is given to organizations selected from those recommended by *Kaizen* organizations in African countries as implementers of best practices, to the Examining Committee of the NEPAD Agency.

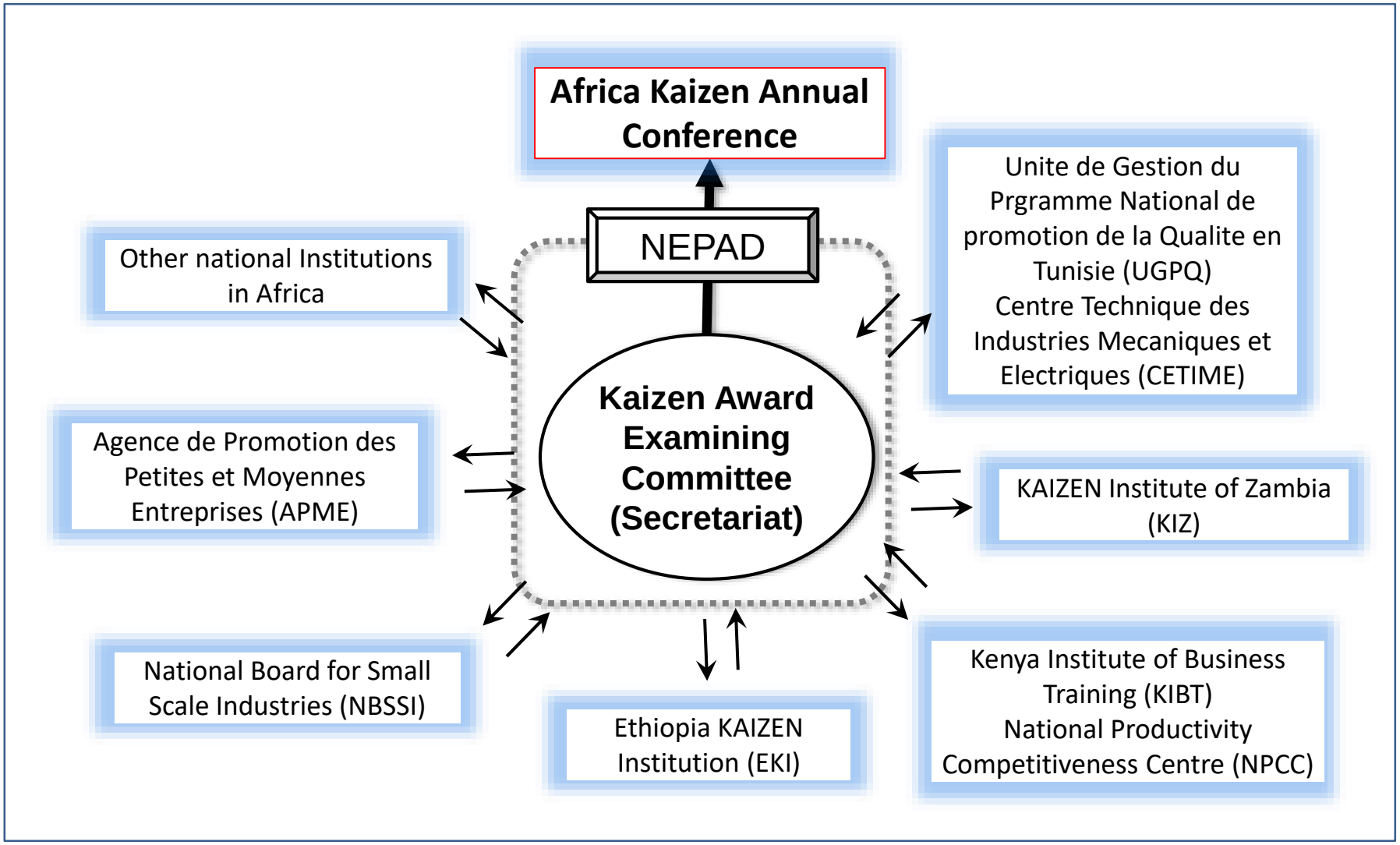
(2) *Kaizen* organizations in each country conduct field survey at each possible candidate organization to confirm their *Kaizen* activities.

(3) *Kaizen* organization in each country submits a recommendation letter and an entry sheet to the NEPAD Agency Secretariat at latest eight months before the AKAC.

(4) The Examining Committee of the NEPAD Agency selects top prize winners through documentary screening and additional hearing at least 2 months before the AKAC, and invite them to the conference.

(5) The Examining Committee selects gold and silver prize winners on the basis of the above information, and announce them at the Conference.

Selection Network in Africa



Examination and Criteria

Examination is conducted on the basis of the information obtained from a recommendation letter, the entry sheet, and additional information, focusing on the following viewpoints.

(1) How and in what form *Kaizen* activity is conducted.

(2) What results have been achieved.

(3) Does the organization and the personnel understand the underlying principles of *Kaizen*

(4) Conducting activities of *Kaizen* provide good guidance for others?

(5) *Kaizen* goals are broadly shared among top, middle managements and field workers.

Lessons Learned other Awarding System

(1) It is imperative clearly define evaluation standard and to share to among stakeholders

(2) It is essential to develop manpower with examination capability as well as institution to coordinate the overall system

(3) No need to stick competition style

(4) It is more appropriate to establish an award system to share useful information for effective *Kaizen* dissemination