



## Certification

### **General description of the competences constituting the certification.**

The Black Belt Lean Project Manager is:

- in charge of the Lean Management approach in his/her company.
- the guarantor of the deployment programme, he/she masters the simple and complex Lean tools, he/she initiates simple projects and carries out complex projects (in the sense of the NFX 06 091 standard) by involving the teams
- the guarantor of the sustainability of the actions implemented.

This certification validates the mastery of the methodology for leading improvement projects and steering a Lean Management approach with rapid gains for an extended scope of activity (site, business sector, complex flow, etc.), with strong involvement of the field teams and management.

### **Added value for individuals**

The employee acquires numerous skills that will increase his or her employability and enable him or her to evolve within the company. They acquire not only the tools for deploying an Operational Excellence approach but also tools that they can use independently:

- tools: statistical data analysis, process improvement, problem solving, creativity
- management and team leadership methods

The employee will also optimise his or her skills in leading improvement projects and in conducting a global Lean approach, in all sectors of activity, thanks to the mastery of Lean tools and methods.

His or her employability will be increased, as the Black Belt Lean grade is recognised by companies (quoted in calls for tender as a necessary qualification and in job offers).

This certification of competences certifies the mastery of the methodology of animation of complex improvement projects and the piloting of a Lean approach with rapid gains for an extended perimeter of activity (site, sector of activity, complex flow, ...), with a strong involvement of the field teams and management.

## **The Lean Black Belt certification process**

Objectives of the accreditation/certification: verification of skills in:

- The definition and management of a sustainable Lean management approach
- The implementation of Lean tools,
- Leading complex projects/workshops\*\*Complex in the sense of the NF X 06-091 standard (criteria for the complexity of a project)

### **General competence assessed**

Define and deploy a Lean management approach adapted to your company and strategic objectives, and deploy complex projects/workshops by implementing Lean tools at the Black Belt Lean level.

### **Specific competences assessed**

- CS1: define and deploy a Lean management approach adapted to the company and its strategic objectives.
- CS2: analyse the criteria for identifying simple or complex Lean projects/workshops.
- CS3: carry out complex Lean projects/workshops \* at Black Belt Lean level  
\*In the sense of the NFX 06 091 standard
- CS4 : select and implement Lean tools at the Black Belt Lean level
- CS5 : lead, animate and organise the approach in project mode.

Assessment of skills in the implementation of tools such as: 5S, SMED, flow mapping, VSM, flow analysis, spaghetti diagram, AIC, management rituals, UAP, smoothing and load balancing, IPP, TPM, Kaizen, problem solving and associated tools: 5W2H, "is/is not", cause/effect diagram, selection matrix, 5M, 5P...

### **Certification is based on the following criteria:**

1. Demonstration of knowledge of the tools and methodologies described in the NFX 06-091 standard through an individual assessment,

2. Demonstration of the concrete implementation of Lean tools and methodologies,
- 3 .Demonstration before a jury of the Lean implementation process and tools in order to demonstrate the candidate's "know-how" and " soft skills".

### **These requirements are further defined below:**

#### **1. Demonstration of the knowledge of the tools and methodologies described in the NFX 06-091 standard by a knowledge test.**

The assessment, which lasts approximately 2 to 3 hours, aims to validate the candidate's theoretical skills: "knowledge". This assessment is carried out by means of questionnaires, interviews, case studies and exercises before an independent jury, according to modalities that may vary (designated member of the jury / full jury, face-to-face / distance learning). The mark obtained must be above 70%.

The topics covered during this assessment are described in the NFX 06-091 standard and are listed below with an indication of the level of competence required by UL6S.

Levels of competence: (extract from the NFX 06-091 standard)

- Level 0: No knowledge required
- Level 1: Knowledge (training + exercises)
- Level 2: Standard know-how (nominal) (has put into practice a minimum of one case study but is not autonomous)
- Level 3: Autonomous know-how
- Level 4: Advanced know-how (is able to pass on the tool, to accompany other people)
- Level 5: Expertise

#### **2. Demonstration of the concrete implementation of Lean tools and methodologies.**

The aim of this stage is to assess the candidate's "know-how" in the practical implementation of a significant part of the Lean tools. UL6S has defined a minimum number of tools per major category of tools which the candidate must demonstrate.

The demonstration is done by putting together a complete technical file including, for example, documents, planning, communication, reports, indicators, photos, videos, interviews, etc. The candidate must demonstrate the sustainability of the actions and their appropriation on a daily basis by the employees.

#### **3. Presentation to a jury of the Lean implementation process and tools or presentation of a complete technical and pedagogical file for candidates who have followed a UL6S approved course.**

Case of the defence: applicant who has not followed a training course approved by UL6S

The aim of this presentation is to demonstrate the candidate's "know-how" and "soft skills". A presentation of about 30 minutes followed by a question and answer session (15 minutes) should focus on:

- the Lean implementation process,
- the implementation of the tools,
- the actions in the management and support of change.

The candidate will also have to demonstrate during his presentation:

- his knowledge of the stakeholders,
- his leadership,
- his ability to unite employees and managers,
- his or her state of mind with regard to customer satisfaction, questioning habits,
- the inclusion of Lean management concepts in his/her work.

This defence will be assessed on the basis of a detailed reading grid based on the following criteria:

- clarity of the presentation,
- clear and concrete demonstration of one's abilities (see above)
- respect of the deadline for the presentation,
- clear and precise answers during the question and answer session.

At the end of this presentation, and in view of the result of the knowledge, the file demonstrating the implementation of lean and its tools, and the attestation of the gains, the jury deliberates and decides on the attribution of the certification of competences. If necessary, the jury may postpone the certification decision depending on additional elements to be provided.

### **Do you want to be certified?**

Contact us for a quote.