



THE OHIO STATE UNIVERSITY

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**College of Engineering**

Undergraduate Education & Student Services

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October 7, 2022

Randy Smith, Vice Provost for Academic Programs  
Office of Academic Affairs

Re: Certificate of Completion – *Kaizen Facilitator Certificate*

Dear Randy,

This is to inform you that on September 28, 2022, the College Committee on Academic Affairs voted unanimously to approve the attached non-credit Certificate of Completion proposal *Kaizen Facilitator Certificate*, which was submitted by the Professional and Distance Education Programs in the College of Engineering.

Yours sincerely,

*Rosario Quinzon-Bonello*

Rosario Quinzon-Bonello M.Ed.  
Assistant Dean for Curriculum and Assessment  
College of Engineering

## College of Engineering

### Proposal for a Non-Credit, Certificate of Completion Work Force Development Training Program

#### “Kaizen Facilitator Certificate”

September 6, 2022

**OAA Certificate Program Category:** (4) Workforce Development Certificate of Completion Program

#### Description

The Kaizen Facilitator Certificate training program will cover the fundamentals of Kaizen Event facilitation and the deployment of many commonly used process improvement tools. A Kaizen Event is a short workshop in which a team spends all of their time on discovering a problem's root causes, formulating proper solutions, and immediately implementing them. The focus of the program is to teach attendees the process improvement tools and how they are built, with emphasis on deploying these tools toward successful outcomes in front of a group of people.

The course will be taught by Professor Tracy Owens from the Department of Integrated Systems Engineering. Professor Owens who is also a consultant for process improvement and is the author of *F-Notes: Facilitation for Quality* and has led numerous Kaizen Events. Professor Owens will identify and collect a list of public, private, and non-profit organizations who have a problem they would like resolved and need a Kaizen Event. Professor Owens will screen, arrange, and weekly in-person Kaizen Events throughout the year and program participants will attend and receive training as a facilitator. Participants may enroll and begin the training program with any event.

To earn the certificate, participants must learn and demonstrate proficiency in these three critical areas:

1. Screening Kaizen Events: How to clearly define the current problem or opportunity and estimating the goal(s) of the Kaizen Event.
2. Leading Kaizen Events: How to facilitate the team toward productive results using the appropriate process improvement tools and techniques at the right times.
3. Monitoring Progress: It is critical that the Kaizen Event leads to real changes and not just a wish list. Participants learn how to help the client track the impact and benefits of the workshops.

Each participant will need multiple repetitions in each of the three areas. They must attend and complete the prescribed number of sessions in all three phases of the program to receive a certificate of completion:

1. Screening at least 12 new Kaizen prospects
2. Co-facilitating and facilitating at least 3 Kaizen Workshops (one day each)
3. Monitoring at least 2 completed Kaizen Events for 2 months afterward

The instruction for the course will consist of hands-on Kaizen Event co-facilitation with actual Kaizen Experience clients. (See Appendix A)

The course will be taught by Professor Tracy Owens from the Department of Integrated Systems

Engineering and delivered through the Professional and Distance Education Programs Office, College of Engineering.

### **Outcomes-based**

Upon completion of the course participants will be able to:

1. Define the characteristics of a well-screened and well-executed Kaizen (process improvement) Event.
2. Lead and facilitate the two primary phases of a Kaizen Event, including a variety of process improvement tools used in each.
3. Exercise with confidence and competence the development of a prioritized follow-up action register.
4. Coach others on the screening and leadership of Kaizen Events and the monitoring of their results.

### **Curriculum and Credits**

The non-credit program will include these topics:

1. Screening pain points
2. Problem Statement and development
3. Process mapping
4. Value analysis
5. Waste identification
6. Idea generation
7. Prioritization
8. Pilot testing
9. Process documentation

### **Stand-alone Program and Maximum Credit Overlap between Academic Certificate and Other Academic Programs**

This is a non-credit course and will be a stand-alone program.

### **Maximum Credit Overlap with Degree Program**

N/A

### **Minimum Acceptable Grade to Apply**

N/A

### **Transfer Credit**

N/A

### **EM Credit**

N/A

### **Admission**

There will be no admission's application or process. Participants will self-select based on their desire to supplement their knowledge on process improvement and group facilitation. The certificate may be pursued by Ohio State students in technical majors who are looking for soft skills and facilitation practice.

**Arranged/Individual Study Courses**

None

**Minimum Grades and GPA to Complete Program**

No letter grade will be assigned for the course.

**Recorded in the Student Information System (SIS)**

No

**Regular OSU Tuition and Fee Assessment**

No, this is a non-credit program. Fee will be \$1,495 per person and \$150 for currently enrolled Ohio State students.

**Eligibility for Federal Pell Grant and Direct Student Loans**

No

**Diploma Issued**

No

**Type of Completion Document Issued**

A certificate of completion will be provided after a student successfully completes the program.

**Proposal Contact Information**

Bob Mick

Director

Professional & Distance Education Programs

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Tracy Owens, CQE (he/him)

Associate Professor of Practice

Department of Integrated Systems Engineering

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## Appendix A

### The Kaizen Experience

Organizations within Ohio State and outside may apply for a Kaizen Event. These will be screened using a worksheet for a well-defined scope and other variables. If approved, they will be scheduled as an event in the program. Each Kaizen Event is conducted in-person over two 90-minute sessions called Workshops. If more time is needed, then the scope was too large for this forum and another Kaizen Event can be scheduled for later. Participants lead and co-facilitate each Kaizen Workshop with Professor Owens.

The primary purpose of the Kaizen Experience is for participants to gain proficiency and confidence leading successful Kaizen Events with the goal of certification. The secondary purpose is to solve problems and drive value for applicant organizations.

#### **Definitions:**

Kaizen Event – the full exercise comprising two Kaizen Workshops

Kaizen Workshop – one half a Kaizen Event; there are two phases defined below

Workshop Screener Coach – a required step to demonstrate aptitude to complete facilitator certification

Workshop Coach – demonstrated aptitude by completing facilitator certification and continues to a deeper level of commitment by coaching other participants

Kaizen Workshops are held twice per week

Two Kaizen Workshops are held each day @ ~90 minutes each

Four total Workshops are provided per week

NOTE: Virtual Kaizen Workshops can be conducted as needed

#### **Three phases or jobs for participants**

Lead:     1. Co-lead a Kaizen Workshop with Professor Owens or with a Workshop Coach  
           2. Then lead a Kaizen Workshop with assistance from a Workshop Coach  
           3. Then Lead any Kaizen Workshops that fit your schedule and interest henceforth

Screen:   1. Screen 2 Kaizen Workshop applicants with Professor Owens  
           2. Screen 5 Kaizen applicants with a Workshop Screener Coach  
           3. Screen 5 Kaizen applicants as the Workshop Screener Coach for another new Screener

Monitor:   Track all   - Screening activity  
                              - Kaizen Workshops in process  
                              - Completed Kaizen Events in terms of impact and savings, where appropriate

In Screening, clearly define the current Pain or Opportunity, and estimate the Goal of the Kaizen Event.

#### **Workshop 1 General Outline – “Opening Workshop”**

1. Map the current process (SIPOC or flowchart)
2. Value-add, non-value-add, waste analysis
3. List the red flags / obstacles to success
4. Generate ideas for improvement

Workshop 2 General Outline – *“Closing Workshop”*

1. Sketch the new process
2. Conference room pilot
3. Define measures of success
4. Determine necessary actions and categorize:
  - a. Execute Now
  - b. Test before deploying
  - c. Start a new project
  - d. Study further
5. Documentation and Closing