



# **TRANSNET NATIONAL PORTS AUTHORITY**

**A DIVISION OF TRANSNET LIMITED  
(Registration No. 90/00900/06)**

## **SCOPE OF WORK**

### **LEAN SIX SIGMA CERTIFICATION**

## **1. PURPOSE OF SUBMISSION**

To seek approval to source a Service Provider to aid in the certification of Lean Six Sigma candidates, for the national office of the Transnet National Ports Authority (TNPA), which includes its seven ports (Saldanha, Cape Town, Mossel Bay, East London, Nelson Mandela Bay, Durban, and Richards Bay) including Head Office, Dredging Services and Lighthouse Services.

## **2. BACKGROUND**

Transnet National Ports Authority (TNPA) has embarked on a journey to improve its operations and optimise business efficiencies to gain competitive advantage across TNPA by embracing continuous improvement initiatives. Lean Six Sigma has been identified as a key approach to Business Process improvements and a key driver of competitive advantage for TNPA in order to achieve operational excellence.

Through engagement with other Transnet ODs (TE, TFR, TPL & TPT) and the Business Process Optimisation Council (BPO) a standardised delivery approach was agreed. This will ensure a consistent delivery and deployment of Lean Six Sigma across all ODs. In this regard Transnet Group through BPO has procured a service provider to develop training material and an eLearning platform to be utilised for training and certification of employees. This will see the use Transnet internal resources to deliver the training and an external service provider to conduct the certification.

The training of employees on Lean Six Sigma will enable TNPA to create efficient processes, reduce costs associated with process waste and develop a sense of engagement and accountability for employees.

## **3. MOTIVATION**

Lean Six Sigma is an approach which focuses on reducing waste and variation in business processes. This is achieved through a rigorous defined project methodology that incorporates data-driven tools to solve problems and create rapid transformational improvements.

To ensure effective deployment of Lean Six Sigma employees need to be trained, assessed and certified following a specific process known as DMAIC (Define, Measure, Analyse, Improve and Control), which provides the working framework for Lean Six Sigma project execution.

The certification in Lean Six Sigma will deliver the following results:

- Cross functional teams that are equipped with tools and skills to solve business challenges utilising Lean Six Sigma DMAIC methodology;
- Continuous improvement of process efficiency and reduce costs associated with process waste;
- Improved process performance through innovation;
- Fully engaged process teams focused on business challenges, with alignment throughout the organisation; and
- Enhanced teamwork, participation and continuous learning and develop a sense of engagement and accountability for employees.

The training and undertaking of projects by cross functional project teams will serve as one of the drivers in inculcating a culture of continuous improvement and removing waste within business processes, thereby creating efficiencies across the Transnet value chain to achieve and exceed customer satisfaction.

#### **4. SCOPE**

The following are work tasks assumed necessary to provide Lean Six Sigma certification.

##### **4.1 The Service Provider will offer Lean Six Sigma exam and certification for the different levels of training and expertise as outlined below:**

<b>Level</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Lean DMAIC	20	12	<b>32</b>
Yellow Belt	15	20	<b>35</b>
Green Belt	10	15	<b>25</b>
Black Belt	3	3	<b>6</b>

##### **4.1 Provision of Exam for Lean Six Sigma trainees**

- 4.1.1. On successful completion of each training programme, prepare a competency examination to be written by the trainees, which is intended to validate the proficiency level of each trainee regarding the Lean Six Sigma tools and techniques.
- 4.1.2. The exam should be aligned to local and international standards; the service provider shall provide evidence to TNPA in this regard.

## **4.2 Reviewing and marking of certification projects**

- 4.2.1. Review and mark certification projects – to assess the application of the DMAIC methodology and associated tools in a practical business problem.

## **4.3 Provision of certification for Lean Six Sigma trainees**

- 4.3.1 Issue a certificate of competency in respect of each training program to each trainee that has successfully completed the competency examination and had their projects recommended for certification.

TNPA:  
Signed by: \_\_\_\_\_ Designation: \_\_\_\_\_ Date: \_\_\_\_\_ Signature: \_\_\_\_\_

TNPA:  
Signed by: \_\_\_\_\_ Designation: \_\_\_\_\_ Date: \_\_\_\_\_ Signature: \_\_\_\_\_