



**Impruver  
University**

# CERTIFICATE

— OF COMPLETION —  
IS PROUDLY PRESENTED TO

## **Rick Hill**

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For demonstrating a foundational understanding of  
the course material for:

### Heijunka

September 4, 2025

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DATE

*CLWms*

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**Calvin L Williams**  
Master Black Belt

Continuous  
Improvement.  
Everybody.  
Every day.