

## 8-DAY SIX SIGMA GREEN BELT PROGRAMME

### (i) What is Six Sigma?

Six Sigma is an approach to continuous improvement that seeks to review and upgrade an organisation's processes, in order to increase organisation profitability by providing increased customer value at a lower cost.

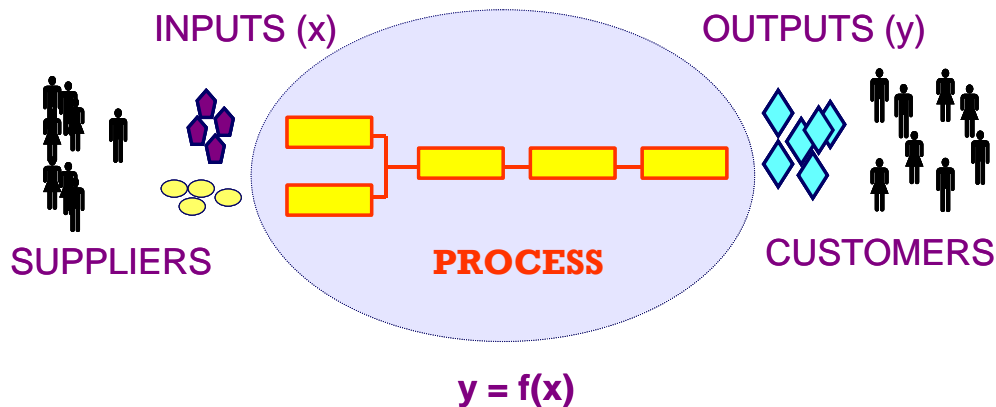
Six Sigma combines

- programme management
- project management
- problem solving techniques and
- statistical analysis



in the continuous review and revision of processes.

Six Sigma Green Belt projects form the majority of projects in an organisation running a Six Sigma programme. They are short-duration (6 – 12 weeks) quick-return initiatives that result in customer satisfaction and cost savings.



**Figure 1.** Representation of a UProcess as the activities that occur to transform UInputs by USuppliers into UQutputs for UCustomers (SIPOC)

### (ii) Green Belt Programme - Learning Objective

At the end of this programme participants will be enabled to:

- Use a formal project management method and problem solving tools to improve or eliminate process problems;
- Lead a cross-functional team through successful project completion;
- Quantify business and financial benefits for the organisation and the customer.

Participants who complete a live project, that meets predetermined criteria, will be eligible to apply for Green Belt certification.

Participants will be required to select a project on which to work during training. The company and the course facilitator will approve the project in advance.

**(iii) Who Should Attend?**

Middle management, supervisors, senior administrators, specialists and change agents who will be taking an active part in business process improvement. Knowledge of statistics is not required before attending the programme. The most successful participants are likely to be those who have supervisory experience, or who are well regarded as change agents within their workplace.

**(iv) GB Programme Duration**

The programme is facilitated in 8 highly interactive workshops. To facilitate learning-by-doing on project work, the workshops are blocked as two separate sessions of 3 days, 2 days and 3 days each, approximately 4 weeks apart.

**(v) Green Belt Agenda**

Day 1	Day 2	Day 3
<u>6σ Introduction</u> <u>The DMAIC cycle</u> <u>Define Phase</u> <ul style="list-style-type: none"> <li>· Team selection</li> <li>· Project Charter &amp; costing</li> <li>· SIPOC</li> </ul>	<u>Define Phase</u> <ul style="list-style-type: none"> <li>· Business Process Mapping</li> </ul>	<u>Define Phase</u> Team Building Change Management Motivation & communication Closing review
Day 4	Day 5	
<u>Measure Phase</u> <ul style="list-style-type: none"> <li>- Data collection</li> <li>- Data representation</li> <li>- Measurement system analysis</li> </ul>	<u>Analyse Phase</u> <ul style="list-style-type: none"> <li>- The 5 Whys</li> <li>- Cause and Effect Analysis</li> <li>- FMEA</li> </ul>	
Day 6	Day 7	Day 8
<u>Improve Phase</u> Lean tools: 5S, error proofing, SMED, TPM	<u>Analyse &amp; Improve Phase</u> <ul style="list-style-type: none"> <li>- Process Capability</li> <li>- Process Capability with Attribute Data</li> </ul>	<u>Improve &amp; Control Phase</u> <ul style="list-style-type: none"> <li>- Intro to SPC</li> <li>- Variable control charts</li> <li>- Attribute control charts</li> <li>- Applying SPC</li> </ul>

**(vi) Course Materials & Literature**

Literature provided includes: *the Lean Six Sigma Pocket Toolbook* and *The Rath & Strong DMAIC Roadmap*. Cordatus will provide all other support material required during training including appropriate, including a soft copy of all training presentations on USB.

**(vii) Fees & Contact Details**

The course cost \$1,400.00 per diem, inclusive of all travel and accommodation expenses.

For further information please contact:  
**Bernie Rushe** (managing director), Cordatus Consulting,  
 29 The Waterfront, Gort Road, Loughrea, Co Galway  
 Tel. +353-91-870708, Mob. +353-87-2837810, email. [brushe@cordatus.ie](mailto:brushe@cordatus.ie).

**GREEN BELT CERTIFICATION GUIDELINES**

<b>ITEM</b>	<b>GUIDELINE</b>
Classroom Training	8 days
Project Selection	Project to be reviewed & approved by Client/Cordatus in advance
Projects led & completed	1 cross-functional project brought to a satisfactory close as team leader
Time frame	Project to be completed within 6 months of finishing training.
Project management methodology (DMAIC)	Evidence of use of at least 4 six sigma tools during project execution
Addition to operating profit	>= €20K per annum ( <u>or</u> significant contribution to safety, <u>or</u> significant contribution to regulatory compliance)
Robust process fix (control)	>= 3 months
Written Examination	1 written examination (multiple choice + Comprehension), administered by Client/Cordatus

Six sigma green belt certification will be awarded to candidates whose projects meet the guidelines outlined above. Programme facilitators will provide advice and guidance to candidates on project selection and scope, certification preparation, financial evaluation of projects and certification award during the green belt training programme.

**References:**

ASQ Green belt body of knowledge

<http://www.asq.org/certification/six-sigma-green-belt/bok.html>

## **GREEN BELT PROJECT SELECTION CRITERIA**

### **Guidelines for Candidates**

#### **1. Introduction**

During six sigma green belt (GB) training you will learn a combination of project management, teambuilding and problem solving tools, which will enable you to bring a process improvement project to a successful conclusion. This is a requirement for certification. The objective of the document is to provide you with guidelines on project selection for the programme.

#### **2. Project selection for the GB training programme**

##### **Select a project that .....**

- has definite business relevance within your organisation e.g. safety, customer service, quality, cost, time, waste reduction, compliance;
- has a clearly defined scope i.e. relates to a very specific customer complaint, process failure, machine failure, or cost overrun;
- is cross-functional in nature i.e. involves more than one department or function e.g. accounts payable+purchasing, or operations+maintenance +quality control;
- can be completed within 6-8 weeks;
- will deliver  $\geq$  €30,000.00 annualised cost savings, or additional revenue, to the organisation (further advice and analysis of this will be given on the first day of training so don't be overly worried about it).

##### **Your project is likely to be successful if.....**

- it's in an area you know and in which you have a particular interest;
- is of interest to your boss and will be supported and promoted by him/her;
- it resolves or improves a long time nagging problem in the organisation and thus can be used to generate further interest in six sigma within the organisation.

#### **3. In-training/post-training guidance & support**

Guidance will be given during training on setting project objectives, selecting the team, securing support within the organisation. In addition Cordatus will provide on-site project mentoring to GBs and their project teams during the life cycle of the project.

Each GB will be required to allocate a minimum of 25% of their working week to the project. If you have a query on project selection or any aspect of the course content, the certification process, or six sigma's benefit to your organisation please contact:

**Bernie Rushe**, Cordatus Consulting, [brushe@cordatus.ie](mailto:brushe@cordatus.ie), 091-870708