



# UL6S

## Operational Excellence Certification

### Certification

For some years now, we have been finding people claiming in their CVs to have mastered Lean Six Sigma approaches and in particular mentioning the title of Lean 6 Sigma Green or Black Belt. Faced with this, AFNOR created a working group which led to the publication in April 2011 of a standard which defines the levels of requirements for Lean 6 Sigma project managers and Lean workshop leaders. One of the objectives of this standard is to have normative documents defining the requirements for the skills of project managers leading Lean, Six Sigma or Lean 6 Sigma operational excellence processes.

#### **The different competency certifications for Lean 6 Sigma project managers**

- Green Belt 6 Sigma Industry (GBSSI)
- Black Belt 6 Sigma Industry (BBSSI)
- Green Belt Lean 6 Sigma Industry (GBLSSI)
- Black Belt Lean 6 Sigma Industry (BBLSSI)
- Green Belt 6 Sigma Service (GBSSS)
- Black Belt 6 Sigma Service (BBSSS)
- Green Belt Lean 6 Sigma Service (GBLSSS)
- Black Belt Lean 6 Sigma Service (BBLSSS)
- Yellow Belt DMAIC

## What are the skill requirements for Lean 6 Sigma project managers?

The AFNOR NFX 06-091 standard defines a notion of project complexity for Lean Six Sigma:

1. Simple project which corresponds to the Green Belt level
2. Complex project which corresponds to the Black Belt level

And 8 criteria such as: geographical dispersion of the project, size of the team, cultural diversity, level of maturity of the process, degree of resistance to change, etc., make it possible to classify projects

The standard also specifies the levels of knowledge, know-how and soft skills, but does not specify a number or volume of projects and/or worksites carried out to confirm the know-how.

## What are the criteria for UL6S certification?

### Criterion 1: Having completed training or having several years of experience

The training should cover the entire DMAIC project process in detail, including phases, stages, input and output data and end-of-phase reviews. It must contain the statistical tools for Six Sigma and the Lean tools such as VSM (Value Stream Mapping), PPIs (Physical Performance Indicators), etc.

The tables in the NFX 06-091 standard set out the levels of knowledge required for each of the tools.

The candidate for skills certification must provide a training certificate guaranteeing that he or she has attended the sessions provided in the training program with regularity.

This certificate issued by the training organisation or the company must mention the number of hours of training and the detailed program.

### Criterion 2: Successful completion of a project of the requested grade

For initial certification, UL6S requires that the candidate has successfully completed at least one project to demonstrate mastery of the tools for the grade requested.

To maintain certification, the project manager must have completed additional projects within two years.

### Criterion 3: Passing the knowledge test

The assessment of knowledge is based on in-depth knowledge tests (duration: between 2 and 4 hours) in the form of multiple choice questions, exercises, case studies and data analysis application exercises on statistical software.

The knowledge test covers the following subjects and topics:

- Lean Six Sigma methodology: DMAIC, phases, stages, end-of-phase reviews, project selection criteria, evaluation of financial gains

- Lean Six Sigma concepts and principles: variability and its causes, Lean Six Sigma laws ...
- Lean Six Sigma tools: the list is long and refers to the requirements of the standard
- Practical exercises: statistical data analysis, VSM, flow calculations (take time...)

#### **Criterion 4: Validation of the results obtained during the implementation of the project**

The validation of the results obtained is based on an attestation by an authorised person of the company for which the candidate carried out the project.

Generally, the operational results are attested by a management function such as: the General Manager, the Operations Manager, the Production Manager, the Industrial Manager, etc.

The financial gains are attested in written form by the Management Controller (or Financial Director).

#### **Criterion 5: The defense of the project**

A phase of preparation of the project defense is carried out with a member of the jury who must ensure :

- Whether the DMAIC approach has been followed and correctly deployed
- If the tools corresponding to the requested grade have been used,
- If the reviews have been carried out with the Champion/sponsor
- If the operational and financial gains obtained are evaluated and if the improved process is "under control" (i.e. that they are sustainable and that there will be no regression once the project is completed).

This pre-submission stage implies, as far as possible, the provision of additional information, justifications, etc. (within the limits of confidentiality and ethics).

The presentation of the project is made by the candidate in front of a jury composed of independent persons. The presentation can take place in the company, during one of the events organised by the UL6S or during a session of a training organisation.

After the presentation by the candidate, the members of the jury as well as the members of the audience present have the opportunity to ask questions about the project.

During the presentation and the answers to the questions, the candidate must demonstrate his/her real participation in the project and his/her knowledge of the methodology and tools.

#### **Conclusion :**

The skills certifications issued by the UL6S© are recognised by many players, including MINES ParisTech (companies, consultancy firms, training organisations, training fund collection bodies, etc.). The Jury is made up of personalities from the business world, from the major engineering schools, and experts recognised in operational excellence approaches.

With more than 250 candidates certified over the last 5 years, the proposed certification process is undeniably the answer to the company's need to develop recognised skills and for the candidates the best way to enhance their know-how and employability.

UL6S has a management system that complies with the ISO/IEC 17024:2003 standard "Conformity assessment - General requirements for certification bodies operating certification of persons".

If you are interested in Lean Six Sigma certification, please contact us.