Annexure A

Lean Six Sigma - Scope of work

The service provider must deliver the following in terms of Lean Six Sigma training:

1) Basic Problem Solving

- **Problem Scoping**
  - Macro Maps
  - SIPOC
  - Pareto Analysis
- **Root Cause Analysis**
  - Waste Identification
  - Affinity Diagram
  - Fishbone Diagram
  - 5Y's
- **Solution Generation**
  - Affinity Diagram
  - Fishbone Diagram
  - FMEA
- **Solution Evaluation**
  - Metrics Management
  - Visual Management

2) Lean Six Sigma training content

Yellow Belt	Green Belt	Black Belt
○ **Introduction to Lean Six Sigma methodologies (DMAIC)** ○ **Global Concepts** ▪ Breakthrough Vision ▪ Business Principles ▪ Process Management ▪ Installation Guidelines ▪ Application Projects	○ **Comprehensive training in Lean Six Sigma's DMAIC process.** ○ **Global Concepts** ▪ Training Orientation ▪ Breakthrough Vision ▪ Business Principles ▪ Process Management ▪ Installation Guidelines ▪ Application Projects ▪ Change Management ○ **General Practices** ▪ Value Focus ▪ Lean Practices	○ **Advanced statistical analysis, process capability analysis, and regression analysis.** ○ **Global Concepts** ▪ Training Orientation ▪ Breakthrough Vision ▪ Business Principles ▪ Process Management ▪ Installation Guidelines ▪ Application Projects ▪ Project Leadership ▪ Change Management

Annexure A

Lean Six Sigma - Scope of work

○ **General Practices** ▪ Value Focus ▪ Lean Practices ▪ Quality Tools ▪ Basic Statistics ▪ Continuous Capability ▪ Discrete Capability ○ **Technical Practices** ▪ Control Methods ▪ Simulation Project	▪ Quality Tools ▪ Basic Statistics ▪ Continuous Capability ▪ Discrete Capability ○ **Technical Practices** ▪ Hypothesis Testing ▪ Confidence Intervals ▪ Control Methods ▪ Parametric Methods ▪ Experimental Methods ▪ Measurement Analysis ▪ Statistical Analysis ▪ Digital Training Project	○ **General Practices** ▪ Value Focus ▪ Lean Practices ▪ Quality Tools ▪ Basic Statistics ▪ Continuous Capability ▪ Discrete Capability ○ **Technical Practices** ▪ Hypothesis Testing ▪ Confidence Intervals ▪ Control Methods ▪ Parametric Methods ▪ Chi-Square Methods ▪ Survey Methods ▪ Non-Parametric Methods ▪ Experimental Methods ▪ Design for Six Sigma Methods ▪ Measurement Analysis ▪ Digital Training Project

2.1 Expectations: Skilled Yellow Belt

- Increase business profits by decreasing costs and improving throughput and efficiency
- Support a Continuous Improvement Culture as a team member
- Solve less complex problems in the organization.
- Deliver step-changes in Customer satisfaction levels

Key outcomes:

- Explain the Lean Six Sigma and DMAIC methodology
- Determine the Voice of your Customer (VOC) and create a customer journey map
- Translate the VOC to Critical to Quality measures (CTQ)
- Define problem statements
- Design and develop process maps
- Prepare graphical analysis data (limited)

Lean Six Sigma - Scope of work

- Apply problem solving methods to business issues
- Evaluate risk of solutions and develop control plans to sustain improvements

2.2 Expectations: Skilled Green Belt

- Increase business profits by decreasing costs and improving throughput and efficiency
- Create a Continuous Improvement Culture
- Solve more complex problems in the organization at business function level
- Develop people to become capable problem solvers
- Deliver step-changes in Customer satisfaction levels

Key Outcomes:

- Identify, scope and motivate for Lean Six Sigma projects
- Apply the DMAIC methodology (Define, Measure Analyse, Improve and Control) to deliver complex improvement projects successfully
- Determine the Voice of your Customer (VOC)
- Translate the VOC to Critical to Quality measures (CTQ)
- Use structured tools for Root Cause Analysis (RCA), including both statistical and non-statistical tools
- Apply statistical analysis to complex data sets, to quantify process capabilities, demonstrate relationships between variables, identify root causes and select optimal solutions
- Use structured methods to design and implement process improvements
- Apply effective monitoring tools and statistical analysis to quantify the impact of implemented solutions
- Implement controls to sustain gains
- Navigate statistical analysis software (SigmaXL or Minitab) for rapid analysis of complex data sets
- Apply skills in project management, process management, Lean, statistical analysis, change management, and team dynamics
- Fulfil your role in leading functional or cross-functional projects, overseeing Green Belt projects, and collaborating to deliver large-scale Lean Six Sigma deployment
- Evaluate, close out and handover projects effectively to process owners

2.3 Expectations: Skilled Black Belt

- Increase business profits by decreasing costs and improving throughput and efficiency
- Create a Continuous Improvement Culture
- Solve more complex problems in the organisation at enterprise level

Annexure A

Lean Six Sigma - Scope of work

- Develop people to become capable problem solvers
- Deliver step-changes in Customer satisfaction levels

Key Outcomes:

- Identify, scope and motivate for Lean Six Sigma projects
- Apply the DMAIC methodology (Define, Measure Analyse, Improve and Control) to deliver complex improvement projects successfully
- Determine the Voice of your Customer (VOC)
- Translate the VOC to Critical to Quality measures (CTQ)
- Use structured tools for Root Cause Analysis (RCA), including both statistical and non-statistical tools
- Apply statistical analysis to complex data sets, to quantify process capabilities, demonstrate relationships between variables, identify root causes and select optimal solutions
- Use structured methods to design and implement process improvements
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- Implement controls to sustain gains
- Navigate statistical analysis software (SigmaXL or Minitab) for rapid analysis of complex data sets
- Apply skills in project management, process management, Lean, statistical analysis, change management, and team dynamics
- Fulfil your role in leading functional or cross-functional projects, overseeing Green Belt projects, and collaborating to deliver large-scale Lean Six Sigma deployment
- Evaluate, close out and handover projects effectively to process owners

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