

Programs of Instruction

Project Sponsor Workshop (PSW)

This 24-hour curriculum provides organizational leaders with an understanding of Lean Six Sigma and the Army's LSS strategy. Students gain an understanding of the Lean Six Sigma DMAIC methodology; the project identification and selection process; LSS roles and responsibilities; and tollgate reviews. This course is a mix of simulations, presentations, and individual projects. The third day of the course is used to generate project charters for use by the participants' organizations.

The target audiences for these workshops are Strategic Leaders (General Officers and Senior Executive Service), who will sponsor enterprise level projects, and other organizational Project Sponsors (normally in the grade of Colonel and GS15 level). Attendees of lower grades will be accepted if requested by the organization's Deployment Director.

The PSW should not be confused with the Project Identification and Selection Workshop (PISW) described in the next section.

Project Identification and Selection Workshop (PISW)

The Project Identification and Selection Workshop is a two and one half day working session designed to identify and prioritize important LSS projects. Participants in this facilitated workshop identify strategic goals, customer requirements, organizational priorities, and potential LSS projects. Successful completion of the workshop yields a prioritized list of potential LSS projects that are of high value to the organization.

Green Belt Course

Green Belt training is a two-week course that provides students with an understanding of LSS principles and tools, as well as project management fundamentals. Successful graduates can be active contributors to Black Belt projects and lead small-scale LSS improvement projects. Topics include establishing effective improvement teams, understanding the voice of the customer, and implementing the DMAIC methodology. There is generally a three-week break between the two weeks of training so that candidates can work on their assigned LSS project.

Black Belt Course

Black Belt training is a four-week course that familiarizes students with the principles, practices and tools of LSS to maximize cost reductions and improve customer satisfaction. Topics covered include an overview of LSS, as well as all aspects of traditional DMAIC methodology and tools. Successful graduates will be able to identify non-value-added activities and lead teams tackling more complex projects. The BB curriculum accommodates students with no prior LSS

experience and Green Belt training is not a prerequisite for Black Belt course attendance. There is generally a three-week break between each week of training so that candidates can work on their assigned LSS projects.

Master Black Belt Course

Master Black Belt training is a three-week course that provides the foundation for organizations to have in-house experts to disseminate LSS knowledge and training. Successful graduates provide training, coaching, and mentoring to Strategic Leaders, Deployment Directors, Process Leads, Project Sponsors, Black Belts, and Green Belts. MBBs also execute and lead enterprise level projects. Topics covered include teaching and coaching LSS, reinforcing behavioral concepts, and LSS curriculum “teach backs,” in which students instruct their peers. All MBB candidates (MBBc’s) must be certified Army Black Belts. In addition to LSS skills, MBBs must demonstrate leadership ability, organizational/management abilities, good instructional techniques, group facilitation skills, and organizational change skills. There is generally a three-week break between each week of training so that candidates can work on their second LSS project.

MBB Certification: Army MBBc’s are required to teach each lesson in the Army Black Belt program of instruction (POI) to achieve Army MBB certification. They will co-teach with either another MBB candidate or a certified MBB designated by the Army ETF LSS Training Team. Figure 5.1, below, provides a high-level overview of the steps required to fulfill the requirements of this policy and the order in which they are to be completed. MBBc’s must teach each module as both an assistant instructor (Instructor 2) and the primary instructor (Instructor 1) to achieve certification.

The MBB Candidate Co-Teaching Policy and the Co-Teaching Schedule may be found under “Training Policies” on the Army LSS Training page within the OCSA-ETF website at <https://www.us.army.mil/suite/page/413478>