

BLACK BELT CERTIFICATION PROGRAMME

Role of the Black Belt

The Black Belt is a full-time Six Sigma programme member who has responsibility for selecting & prioritising projects, leading projects and training Green Belts. The Black Belt is often seconded from a permanent role for 2-3 years. S/he is trained in advanced project management and statistical analysis tools. S/he is expected to contribute between €250,000 and €1,000,000 to the company's operating profit each year.

Programme Objective

On completion of the Black Belt Certification programme students will be able to lead a cross functional project team using a range of Six Sigma project management, problem solving and statistical analysis tools.

Structure

- Formal class room training – 20 days
- Self Study – 60 hours
- Projects – 3 completed Six Sigma projects as team leader in one year
- Black Belt candidates are required to sit the American Society for Quality exams that can be taken in Ireland twice per year
- Certification¹

Optional Extras

- Site visit to Irish based manufacturing plant to meet with qualified Six Sigma practitioners and learn through example and question and answer session
- Guest speaker – experienced Six Sigma practitioner

Critical Success Factors

- Candidate Selection – Black belts are chosen on the basis of their potential to be successful change agents and to become the company's future leaders
- Programme Promotion – Participation in training programme must be seen as a good career move in the organisation
- Project Selection – must be of strategic importance to the company, be capable of realising > €100,000 operating profit increase, and have a scope that allows it to be completed within 3-4 months.
- Project Champion – Black Belts need the assistance and support of Project Champions on the senior management team to assist with overcoming roadblocks, facilitating financial investments in projects & mentoring.

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1. Project to comply with Six Sigma project criteria (objective, scope, participants, duration etc.). Project planning & execution to contain a predefined number of identifiable advanced Six Sigma tools. Certificate is awarded only after financial benefit of projects is realised and a pass mark is achieved in the ASQ examination.

Body of Knowledge *as for Green Belt ...plus*

Strategic Planning
Programme Management
Negotiation Skills

Overview of distributions
Probability
Confidence intervals
ANOVA
Regression
DOE

Signal to Noise Ratios
Response Surface Methodology
Other Control Charting Alternatives

Training in use of Minitab or similar