Green Belt Training

Sign up for the next wave of Green Belt Training at **detroitmi.gov/lean**

What is Green Belt training?

A certification of problem-solving tools and project managment skills.

"Green Belt" is a level of certification in Lean Six Sigma that combines Lean (efficiency) methods with Six Sigma (quality) tools. Lean is about everyone learning to solve problems and continually improve their work to flow value to customers with minimum waste. Six Sigma describes a very high level of process capability to meet expectations and provides a set of tools to achieve that quality level. The training equips our public servants to develop sustainable, data-driven solutions. The goals of Lean Six Sigma are consistent across all industries and departments: reduce waste, reduce variation, and improve Quality, Speed, Cost, Safety, and Morale.

Why should I do Green Belt training?

To learn new skills, lead a team to improve your department's processes, and have fun!

Through Green Belt training, you will:

- Learn how to make your job easier and better serve Detroit residents and businesses
- Lead and facilitate a cross-functional team to catalyze real and sustained change
- Develop new problem-solving and analytical skills and tools
- Meet a network of like-minded change-makers across the City
- Earn Continuing Education Units (CEUs)
- Present your final improvement to the Mayor for certification

What will you learn?

Here's what prior Green Belt certified students had to say about the training in response to the question "what did you learn?"

- "Every aspect of life can be tied to a Lean approach."
- "Having a method to improve service that isn't tied to personal behavior is a good idea. If numbers do the talking, others may not become offended and dig in to resist change."
- "The team forum allowed me to learn many strengths and assets of my team that I would have otherwise not recognized."
- "How to use data to manage and make decisions."
- "This is a great course. The instructors were excellent, helpful and very knowledgeable."
- "How well Six Sigma and Lean tools work in the office."
- "Statistics can be fun"

What does Green Belt training consist of?

13 weeks of hybrid class training, industry leading e-learning, and your Lean Project.

Hybrid Class Training	Independent E-Learning	Project Work

• Class every Thursday 9am-1pm
 	
• 6-7 classes in person at a location TBD
• Virtual classes held on Team
 	
• Weekly 30-60 minute recitation with Coach
 	
• 8 hour in-person simulation the last week of training
 	
• One week break for Easter or Thanksgiving holiday
	• Online industry-leading MoreSteam curriculum provides additional details, practice, and reinforcement of Lean and Six Sigma tools
	
	• Training and analysis using statisitical a software package Engine Room
	
	• Achieve continuing education credits
		• An opportunity to improve a process that is critical to deliver of the value within your department and strategically
		• Work with a team of 3-5 people
		• Supported by
		  o a Champion - direct supervisor
		  o a Sponsor - department director
		
		• Lean Team Member assigned as "Coach"

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How much time will it take each week?

You will need to dedicate approximately 7-10 hours per week over 13 weeks of training.

Hybrid Class Training	Independent E-Learning	Project Work
• 4 hours per week • 8 hours for the last week	• 2-4 hours a week	• 2 hours to meet with Coach to plan/prep • 1-2 hours working with your team

Is my project suited to Green Belt training?
We determine whether your project is a good Lean Project based on 5 key criteria.
Some exceptions can be made, but the most successful Green Belts find projects that are

1. **Aligned to Department's Strategy**
   - Important to whole division/department
   - Impacts other divisions or constituents

2. **Measurable**
   - Has good data available or collectible and can be measured regularly (data will be verified by the Lean Team before training begins, and is required for the project's Primary Metric)
   - Best projects aim to improve metrics related to Quality, Time, or Cost

3. **Solution isn't already known**
   - Many of the tools learned in training involve identification of the best solution
   - "Implement _____ Process" projects can utilize Lean tools but may miss opportunities to practice/learn the Lean tools that can help identify the best solution

4. **Can be completed within 5 - 6 months**
   - Sometimes this can be difficult with high level projects
   - Can be accomplished by reducing the scope/scale, and then replicating

1. **In your own area of influence / authority**
   - The project should be within your existing job responsibilities so that it's not on top of what you have to do but improving how you do it

Who is involved?
You, your Champion, and your Lean Team Coach all have a role.

Green Belt	Lean Team Coach	Champion
• Assemble cross-functional team and lead and facilitate team meetings throughout project • Complete all three training components • Meet project milestone dates • Update Champion of project progress at major milestones and of any red flags • Request assistance from Coach and Champion as needed	• Model/direct correct tool applications • Meet with GB regularly to review project progress and tool usage • Work with GB when they are not meeting timelines or expectations	• Provide insight into project selection and approve participation • Ensure GB has time to dedicate to training • Remove barriers to success • Hold GB accountable for completing learning and project • Celebrate/highlight accomplishments

Am I ready for Green Belt training?
We will help you confirm the foundational skills needed to succeed in the course.

For Green Belts to have a successful learning experience in the course, they need some foundational experience in Excel and some exposure to statistics. Each candidate will be asked several questions about their prior experience in these areas before being approved for enrollment. Candidates without this experience will have the opportunity to gain these skills via trainings offered by the City.

How do I start?
Here are your next steps:

1. **GB Candidate and Lean Team Member:** Meet to discuss interest in the program and start the project outline template.

2. **GB Candidate:** Set up meeting with Lean Team Member, you and your Champion to review and refine the project outline and assemble data for primary metric. GB candidate completes participant agreement, gets signature from Champion and sends to Lean Team.

3. **Lean Team: Send Outlook calendar notification with training details/logistics** *(IMPORTANT NOTE: you are not confirmed for training unless you have been included on this invitation list.)* **You will be notified a few weeks prior to training date.**

4. **GB Candidate:** Attend first training!

How else can I get involved?
Besides Green Belt training, some other offerings include:

Introduction to Lean Training: A 4-hour introduction to Lean and Six Sigma, intended as a resource for an area or department that is just starting the process of implementing Lean projects and processes (ad hoc, upon request, remotely)

Continuous Lean Community: a community to connect like-minded employees who have taken Lean training, introduce new continuous improvement tools, and continue to recognize and support projects (meets once a quarter)

Project Support: Lean Team support of special projects within or across departments focused on opportunities to reduce waste and improve processes (ad hoc, upon request and prioritized based on capacity and Mayor's approval)

Contact the Lean Team Coaches

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