

0.02 SIX SIGMA ROLES & RESPONSIBILITIES

WHEN YOU NEED TO BE SURE



- Process Owners
- Project Sponsors
- Six Sigma Steering Group
- Champion
- Business Unit Deployment Champion
- **Master Black Belts**
- **Black Belts**
- **Green Belts**
- Controllers



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■ Roles & Descriptions



SIX SIGMA STEERING GROUP

■ I.e. Management Team

- Responsible for running the Six Sigma programme within the organisation scope.
- Actively involved in project selection and prioritisation
- Actively involved in Black Belt selection
- Include Six Sigma activities in business plan and actively follow up activities and plans



CHAMPION

- Member of a unit's Management Team on Group, Division or BU level
- Responsible for successful launch and achievements
- Suggests Belt candidates
- Coordinates/supports the Belts training and the projects
- Provides awareness training
- Takes active part in project identification and selection
- Reports on project status/results
- Coordinator of Six Sigma with other organisations
- Leads strategic mapping to maximise outcomes from Six Sigma
- Promotes Six Sigma at all levels and throughout the organisation



PROJECT SPONSOR SUPPORT AND REINFORCE ON-TIME CLOSURE

- Line manager who has a "burning issue" to address. Can decide on resource allocations for the project.
 - Selects the Right Projects
 - Selects the Right People
 - Supports Black and Green Belts
 - Overcomes Barriers
 - Monitors and Approves Project Closure and Achievement
 - Ultimately Responsible for On-time and At-Goal success
 - Is overall responsible from establishment of the project to the achievement of its end effects
 - Asks the "right questions"
 - Supports project work through weekly reviews
 - Provides resources (i.e. people, time, etc.)
 - Scopes projects for success
 - Ensures control plan execution
 - Captures results
 - Approves the project closure



PROCESS OWNER

- Responsible for the design of a common process
- Authorised to make decisions about when and how a common process should be changed
- Normally a "staff position"
- Provides expertise and support to project team
- Has a holistic view on processes and acts to reduce risk for sub-optimisation

SGS CONTROLLER

■ Initial evaluator of the project to define the economical gains. Monitors and confirms project results.

- Main financial support for Black Belt and Green Belt
- Assists in quantifying financials in approval- and closing phases for actions identified by Belts
- Supports Belts on an ongoing basis
- Directs Belts to appropriate contacts when external financial data is needed
- Assists in identifying and measuring soft savings
- The Controller is not the owner of the financial input or project results

■ Responsibility for the Controller: for financial data integrity in used calculation models

- Co-owns the financials with the Belts
- Ensures that the financial data used is correctly calculated
- Ensure that the appropriate Business Controller concurs with the savings in the closing phase
- Ensure that the appropriate methods are used for calculations

Issue Resolution: responsible for escalating issues to appropriate Plant Controller / Business Unit Controller when necessary.



MASTER BLACK BELT

- Experienced Certified Black Belt
- Developer of Curriculum
- Coach, mentor, and provide training and technical support
- Expert in Six Sigma
- Extensive knowledge about Channel Concept/Lean Enterprise/Zero Defect methodology
- May maintain project work



BLACK BELT

"LEADING EXPERTS AND PRACTITIONERS IN DEPLOYING SIX SIGMA"

- Leads teams in Six Sigma projects
- Responsible for on-time performance and meeting goals
- Full-time committed
- Trained in DMAIC and Lean Enterprise
- "Black Belt"-certified
- 2 - 3 years assignment
- Coach, mentor Green Belts
- Black Belt Support
 - Project Support
 - Sponsor
 - Technical Support
 - Other Black Belts
 - Training Team / Master Black Belts
 - Finance (Savings areas, calculation and validation)

- The Green Belts constitute a critical mass with local focus
 - Part time committed
 - Trained in the complete DMAIC Six Sigma methodology
 - Incorporates Six Sigma into their current functional role
 - Maintains project work and may support Black Belt projects



PROJECT TEAM

- Team members are not necessarily trained Belts, but do have general knowledge about Six Sigma
- Team members have good business process knowledge
- Cross functional teams
- Varying time commitment to the project among the team members

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■ Summary

ORGANISATION AND ROLES IN SIX SIGMA

Project Sponsor,
supports the project leader and **may be** the customer to the project.



Process Owner,
Division / Group stakeholder of the business area in which the specific project is being run.



Project Leader,
Black Belt or Green Belt depending on project complexity.



Project Team Members,
cross functional, with good business process knowledge.

Group and Division Management Team,
establish the company's targets and goals for Six Sigma.



Group and Division Senior Deployment Champion,
Top level deployment responsible and the programme process owner within the organisation.

Controller,
Initial evaluator of the project to define the potential economical gains. Monitor and confirm project results.

Business Unit & Site Management Team,
responsible for running the Six Sigma programme within the organisation scope.



Business Unit / Site Unit Deployment Champion,
member of the BU/Site Unit management team responsible for the Six Sigma programme within the Business Unit.



Note: All roles described above might not be applicable in the various divisions.

