0.02 SIX SIGMA ROLES & RESPONSIBILITIES
SIX SIGMA ROLES & ORGANISATION

- Process Owners
- Project Sponsors
- Six Sigma Steering Group
- Champion
- Business Unit Deployment Champion
- Master Black Belts
- Black Belts
- Green Belts
- Controllers
Roles & Descriptions
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
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
Summary
**ORGANISATION AND ROLES IN SIX SIGMA**

**Group and Division Management Team**, establish the company’s targets and goals for 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 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.
SIX SIGMA ORGANISATION

Division Management

Process Owner

Division Champion

BU/Site Management

Process Owner

BU Deployment Champion

Controller

Project Sponsor

Master Black Belt

Black Belt

Green Belt

Project Team