

ISO 18404:2015-12 (E)

Quantitative methods in process improvement - Six Sigma - Competencies for key personnel and their organizations in relation to Six Sigma and Lean implementation

| Contents | Page |
|---|------|
| Foreword | iv |
| Introduction | v |
| 1 Scope | 1 |
| 2 Normative references | 1 |
| 3 Terms, definitions, and abbreviated terms | 1 |
| 3.1 Terms and definitions | 1 |
| 3.2 Abbreviated terms | 1 |
| 4 Competency of key personnel in relation to Six Sigma, Lean, and "Lean & Six Sigma" | 2 |
| 4.1 Education and training | 2 |
| 4.2 Skills and competency | 2 |
| 4.2.1 Six Sigma | 2 |
| 4.2.2 Lean | 2 |
| 4.2.3 "Lean & Six Sigma" | 2 |
| 4.3 Experience | 2 |
| 5 Adequacy of an organization with regards to its Six Sigma, Lean or "Lean & Six Sigma" approach and deployment | 2 |
| 5.1 General | 2 |
| 5.2 Adequacy of the organization's Six Sigma, Lean or "Lean & Six Sigma" strategy | 3 |
| 5.3 Adequacy of the organization's Six Sigma, Lean or "Lean & Six Sigma" architecture | 3 |
| 5.4 Adequacy of the skills and competencies of the key personnel | 3 |
| 5.5 Adequacy and continual improvement of organizational deployment | 3 |
| 6 Resource management | 4 |
| 6.1 General | 4 |
| 6.2 Provision of resources | 4 |
| 6.3 Ongoing monitoring of requirements | 4 |
| 6.4 Key personnel | 4 |
| 6.5 Maintaining competence of key personnel | 4 |
| 6.5.1 Green Belts and Lean practitioners | 4 |
| 6.5.2 Black Belts and Lean leaders | 4 |
| 6.5.3 Master Black Belt and Lean expert | 5 |
| 6.6 Organization | 5 |
| 6.7 Maintaining competence of the organization | 5 |
| Annex A (normative) Six Sigma | 6 |
| Annex B (normative) Lean | 21 |
| Annex C (normative) "Lean & Six Sigma" | 35 |