









APMG and Lean Six Sigma Academy (LSSA) offer a Lean Six Sigma training and certification program aligned to the well-established 'belt' system of certifications.

APMG & LSSA offer the following certifications:

Yellow Belt
Orange Belt
Green Belt (Theory)
Green Belt (Practical)
Black Belt (Theory)
Black Belt (Practical)



Yellow and Orange Belt certification are achieved by passing the corresponding examination.

To achieve full certified status for Green or Black Belt, candidates must pass both a theory examination and a practical assessment. Practical assessments require a submission of Lean Six Sigma projects that demonstrate significant cost/efficiency savings.









Candidates who opt not to complete the practical assessments for Green and Black belts (but pass the theory examination) will be recognized as having achieved the theory element, but will not be recognized as fully Green/Black Belt certified.

The following Q&A section is designed to support candidates with their practical assessments for Green and Black Belt certification.

Q. Why is a practical assessment required for Lean Six Sigma Green Belt and Black Belt certification via APMG and Lean Six Sigma Academy?

A. Green and Black Belt certified status is designed for individuals that have a proven track record and experience in applying Lean Six Sigma within their current or previous organization/s. It is not possible to assess this level of experience by way of an examination, hence the submission of projects is required to achieve full Green and/or Black Belt certified status.

Q. Is it possible to achieve Green and/or Black Belt certification without completing the practical assessment/s?

A. It is possible to complete theory examinations only for Green and Black Belt. However, certification from APMG and LSSA will reflect that. For example, individuals that complete the Green Belt theory exam only will receive a Green Belt *Theory* certificate and digital badge. Individuals that are also successful with the practical assessment will receive a Green Belt *Certified* certificate and digital badge.

Q. What is the assessment team looking for in project submissions for Green and Black Belt practical assessments? Which core components must be included?

A. For a project to reach CIMM level IV it should demonstrate:

- A deliberate reduction in the variation of the process, not just eliminating special cause variation.
- Statistical proof of individual inputs for significantly influencing the output of the project.
- Statistical proof of improving the average/median and the variation.
- Proof of the process being more stable and more capable after the project.
- A DOE is an extra, no must.

Q. Is a minimum level of level of Lean Six Sigma experience required in order to undertake the practical assessments?

A. There is no minimum requirement for the length of Lean Six Sigma experience, however candidates must have sufficient experience enabling them to submit two successful Lean Six Sigma projects for assessment. For the Green Belt practical assessment, each project must demonstrate savings / cost reductions of at least €20,000 per year. For the Black Belt practical assessment, the figure for each project is €50,000 per year. Candidates must pass the corresponding theory exam prior to their practical assessment.

Q. Based on previous candidate submissions and assessments, are there any common issues with submissions that should be avoided?

Presuming the reader has knowledge of your process.
Using acronyms and abbreviations without explanation.
Not investigating the measurement system or presuming data from the system is ok.
Not telling the story; jumping from one slide to the other without explaining their relation.
Using too much text instead of diagrams and tables.
Not explaining any changes made to the scoop or improvement goal during the project.
Not using the conclusion bar at the bottom of the slide to give the reader the key take away of the slide.
Empty textboxes; fill the box or delete it!
Not checking stability and capability after the MSA.
Don't just say there is a difference; show a p-value and prove it.
Not making or using the stakeholder analysis and communication plan.

Q. What are the possible outcomes of a practical assessment? For example, in borderline circumstances, will I have an opportunity to submit further information or clarification?

A. The result of the practical assessment will be either Pass or Fail. No score will be given. In the event of a 'Fail' result, brief guidance will be given on those criteria that are deemed 'Missing' or 'Incorrect'. Subsequently, a single retake resubmission is allowable.

Q. Are any templates and guidelines available to assist candidates with their practical assessment submissions?

A. Yes. Templates to support individuals with their practical assessment submissions are available via the Lean Six Sigma Academy website: www.lssa.eu/resources

Q. What is the process for applying for the practical assessment/s and submitting supporting information?

- 1. You will need to submit details of your Lean Six Sigma project either to your Accredited Training Organization to submit to APMG on your behalf, or directly to APMG via https://publicexambookings.apmg-international.com. The project documentation should consist of the following: Practical assessment template (either the LSSA version or your own in-house version) & sign off of the project documentation by a Lean Champion or controller (within your organization).
- Once the application fee has been paid, your project will be assessed by Master Black Belts assigned by the LSSA.
- 3. You will receive email notification of your result from APMG within 4 weeks of submitting your assessment.

Q. How much do the practical assessments cost?

A. If submitting directly to APMG, the fees payable are:

Green Belt: €642 / £544*Black Belt: €710 / £600*

Q. In which language/s can material for practical assessments be submitted and assessed?

A. Projects and supporting information for practical assessments can be submitted (and assessed) in English or Dutch.

Q. Who conducts the practical assessments?

A. Practical assessments are conducted by an assessment team of Master Black Belts established by Lean Six Sigma Academy. Members of the assessment team are carefully selected based on extensive Lean Six Sigma experience and expertise.

Q. When I can I expect a result of my practical assessment/s?

A. From the date of submission of practical assessment material, candidates can expert their result within 4 weeks.

* Prices valid 1 January 2024 - 31 December 2024



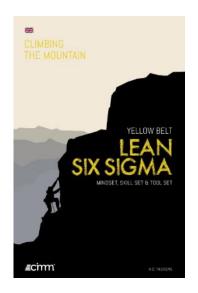
Q. Is a future assessment or surveillance activity necessary to maintain Green and/or Black Belt certified status?

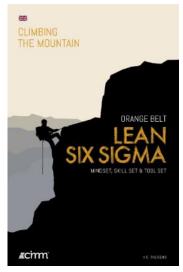
A. No. The Green Belt and Black Belt Practical Assessments are not valid for a defined period and do not expire.

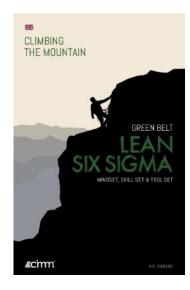
Q. Is there a time limit on submitting projects for the practical assessment in order to achieve full certified status at Green and Black Belt levels?

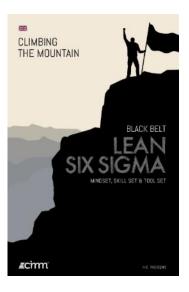
A. Yes. Candidates must complete the practical assessment within 3 years of completing the corresponding theory examination.

Find out more...













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