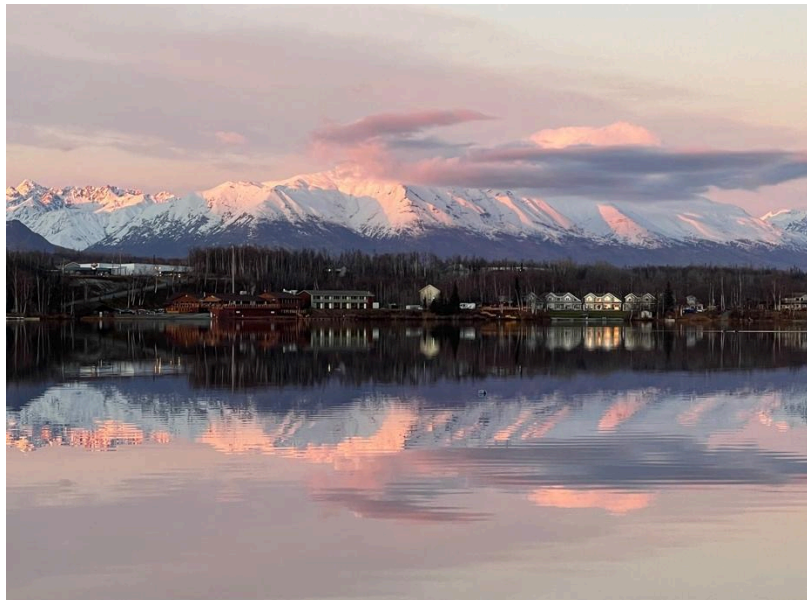


LEAN *ALASKA* *FUSED METHODOLOGIES*

Lean Alaska, LLC
Lean Six Sigma Veterans' Benefits
Learning Catalog

15200 E Peaceful Ln
Palmer, AK 99645



* this publication is specific to Lean Alaska's courses offered for individuals using veterans' benefits.

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General Information

About

Lean Alaska was formed in 2019 out of an overwhelming desire from individuals and businesses in Alaska who are seeking to advance their professional growth, development, and credentialing. Lean Alaska initially began as a Lean Six Sigma training program only, but quickly appreciated the positive impacts of a fused methodology training and consulting program. Lean Six Sigma is the core of the program and is based on the body of knowledge (BOK) that is comprised of 5 major Lean Six Sigma Accrediting Certifications. Those are ASQ, IASSC, AALSSC, and CSSC. In addition to these internationally accepted programs, elements of other methodologies have been interwoven into the program. Design Thinking is a user-centric, innovative approach to problem-solving. Business Process Re-engineering is geared toward software development and implementation as it applies to problem-solving. The foundation of Change Management that drives executive support and culture development enables these approaches to be possible. Every problem is unique, as is the path to problem resolution. We strive to create training program certifications and operational excellence that go above and beyond.

Purpose/Vocational Objective (Job/Career Objective)

This program prepares students for employment or advancement in roles responsible for process improvement, operational excellence, quality management, continuous improvement, and project execution using Lean Six Sigma methods. Lean Alaska provides training for individuals seeking career development, change, and or self-improvement. Process improvement (Lean Six Sigma) is a popular methodology that enhances an individual's skills to drive growth. The fused methodology in Lean Alaska's courses ensures that our training program stands apart from other training programs. An understanding of multiple methodologies allows an individual to better determine which tools to use. It enables an individual to address potential opportunities from an innovative, software development, or waste and variation reduction perspective, while leveraging change management skills to ensure successful implementation.

Ownership

Lean Alaska, LLC is a Limited Liability Company formed under the laws of the State of Alaska.

Owners: Phillip and Trish Ranck
Lean Alaska, LLC
15200 E Peaceful In
Palmer, AK 99645

Governing Body

The principle office is located at 15200 E Peaceful Ln, Palmer, AK 99645

INSTITUTIONAL AUTHORIZATION has been granted by the Alaska Commission on Postsecondary Education

P.O. Box 110505, Juneau, Alaska 99811-0505

Main: 907.465.6740

Toll free: 800.441.2962

acpe.alaska.gov

Administration

Chief Executive Officer/Co-founder	Phil Ranck
Chief Operating Officer/Co-founder	Trish Ranck
Curriculum Manager	Kade Cooper
Course Developer	Amya Ranck
Software Developer	Sam Janorschke
Director of Client Services	Abigail Ranck
Office Administration	Deidre Westley

Facility

<u>Facility Member</u>	<u>Course Taught</u>	<u>Degree Held</u>
Phil Ranck	Lean Six Sigma Black Belt	MA Logistics
	Lean Six Sigma Green Belt	American Military University

Lean Alaska maintains both full-time and experienced adjunct faculty to facilitate all courses scheduled on the course calendar. We have a 25:1 student-to-instructor ratio. If a class size exceeds 25 students, an adjunct will be added to the course.

Description of School Facility

The Lean Alaska Palmer office is approximately 1300 square feet and is located at 15200 E Peaceful Ln, Palmer, AK 99645. The facility has multiple rooms with a primary training space to accommodate courses and workshops. While Lean Alaska is primarily a virtual-live training program, the facility is open during training hours (see Annex C for the training schedule) for students physically in Alaska. All student resources are available 24 hours a day, 7 days a week through the Lean Alaska MS Teams environment.

Lean Alaska also offers training to individuals worldwide, based on the needs of the student. This could include rented conference facilities or on-site facilities provided by employers.

Lean Alaska's training platform is Microsoft Teams to accommodate uniformed service members.

Approval from Non-Governmental Agencies

American Society for Quality (ASQ): ASQ is a widely recognized certifying body for Lean Six Sigma (LSS). ASQ ConnEx is ASQ's education delivery system and network that vets, designates, and connects quality subject matter experts with organizations to advance their excellence journey. Organizations can build competencies needed to achieve strategic objectives by engaging a vast network of ASQ-authorized subject matter experts in the field of quality. Experts gain a professional advantage by aligning with the world's leading quality association and gaining access to ASQ-licensed education and certification preparation content. The end result? Empowering individuals, organizations, and communities to achieve excellence through quality.

PeopleCert: PeopleCert is the global leader in the development of best practice frameworks and certifications that improve organizational efficiency and enhance the lives and careers of people. A PeopleCert Accredited Training Organization (ATO) is a training provider that has been officially recognized and authorized by PeopleCert to deliver official training programs for their certifications. Essentially, they are approved to offer training courses that prepare individuals for PeopleCert exams.

AALSSC: The American Association for Lean Six Sigma Certification (AALSSC) is an independent certification agency focused on providing **relevant and attainable** certifications.

CSSC: Council for Six Sigma Certification is a credentialing agency. It provides certifications and accreditation to individuals and training providers in the field of Six Sigma. CSSC is considered the largest industry accreditation provider for colleges, universities, and private training organizations worldwide

Hours of Operation

The administration office is open Monday thru Friday, 0600-2100 AST. It is also open during hours of training (15 mins prior to class and 15 mins after class adjourns) as per the published course schedule.

Holidays

Lean Alaska will not be open on any Federal Holidays. If training coincides with a Federal Holiday, a make-up day will be pre-determined (and on the training schedule) and discussed with the class during the orientation.

Admissions

Policy Statement

Lean Alaska does not discriminate regarding race, color, creed, and/or religion.

Enrollment and Certification Process

Registration review and process takes 1-2 business days.

Lean Alaska Review: After Lean Alaska completes the review process, you will receive an email with the next step and instructions for completing the funding process. There are no Prerequisites for Lean Alaska courses; however, it is recommended that you are familiar with MS Teams and the virtual settings as well as have internet access.

Lean Alaska Funding: Once you have completed your registration, you will receive the necessary documents to complete your funding requests. Depending on your funding requests (Army Ignited, Air Force Cool, and VA educational benefits), it could take up to 60 days for funding to be approved and completed. If you do not require funding assistance, you will be responsible for full payment of the training and/or certification invoice before access to the course is approved. Your invoice is valid for 90 days after it is issued. Funding must be completed at least 7 days prior to the start of the course. **Veteran's Benefits and Assistance:** Veterans or active-duty military who use government funds to complete the course must comply with the guidelines given to them by said funding source. Lean Alaska's refund and attendance policy is the same for all students.

Lean Alaska Training: Once Funding is complete, you will then receive an email notifying you that you can now select the available courses for which your funding is being applied. Lean Alaska uses MS Teams for all virtual-live training. This platform only allows for a civilian email address to gain access to the course and the materials. You will receive a welcome email along with the MS Teams link. You will be required to check in before the start date. Attendance is required for all scheduled training days of your course. If you must miss a day, you will be required to notify the instructor via email and will be required to make up that day. All Lean Alaska Courses are recorded. All required quizzes and discussions must be completed before you are eligible to sit for the certification exam.

Certification Exam: Students are encouraged to review the certification requirements outlined by the appropriate certifying body before making a financial commitment to register for a class. Students can contact our student services for assistance with this process. Once the student has selected their exam (for those using the VA educational benefits, it should be an exam approved for VA educational benefits), Lean Alaska can coordinate the exam for the student.

Student Records: This policy is intended to inform students of their rights and responsibilities pertaining to the Lean Alaska records, in compliance with federal notification requirements; to reflect Lean Alaska's responsibility; to protect the privacy of student records; and to articulate definitions relating to student records, how they may be accessed and disclosed, the complaint procedure and other information relevant to the student record. A written request must be made to access student records. All student records are kept in-house.

Acceptance of Transfer Credit and Advance Standing

Lean Alaska will maintain a record (when submitted for review of credit transfer) of the previous education and training of the veteran or eligible person. Each student's record will indicate that appropriate credit has been given when previous education has been deemed equivalent to Lean Alaska's curriculum. The training period is shortened proportionately, and the veteran or eligible person and the Department of Veterans Affairs are so notified.

Academic Information

Grading Policy

Grades will be determined based on a combination of assignments, quizzes, participation, projects, and exams. The grading breakdown is as follows:

- Assignments & Homework: 40%
- Participation & Attendance: 10%
- Exams: 50%

Grades will be assigned based on the following scale:

- A: 90-100%
- B: 80-89%
- C: 70-79%
- D: 60-69%
- F: Below 60%

Late work will be accepted with a 10% penalty per day, up to a maximum of five days. After five days, late work will not be accepted unless prior arrangements have been made. Extra credit opportunities may be available at the instructor's discretion. All students are expected to maintain academic integrity. Cheating or plagiarism will result in a zero for the assignment and possible further disciplinary action.

Graduation Policy

To graduate, students must meet the following requirements:

- Students must complete all required coursework stated in the syllabus.
- Fulfill all monetary obligations to the school

Attendance Policy

This course is fast-paced and information-intensive. 100% attendance is required to ensure that all testable material is received. Exceptions can be made for emergencies; coordination must be made with the instructor.

- If approved coursework is missed, students must watch the recorded session.
- Recorded viewing sessions will be validated to meet 100% attendance.

Satisfactory Academic Progress (SAP) Policy

Students must maintain Satisfactory Academic Progress (SAP) to remain in good standing. SAP is evaluated based on the following criteria:

- Cumulative Grade: Students must maintain a minimum cumulative grade of 70%
- Maximum Timeframe: Students must complete their coursework within 150% of the course hours (e.g., for a 120-hour program, the maximum allowed is 180 hours).

Failure to Meet Satisfactory Academic Policy (SAP):

- Students who do not meet SAP will be given a verbal warning that they may be subject to academic probation.
- Students may appeal SAP violations due to extenuating circumstances by submitting a written appeal with supporting documentation.

Academic Probation, Suspension, and Reentrance Policy

Academic Probation:

- Students will be placed on academic probation if their cumulative grade falls below 70%. (As per SAP policy)
- Probation lasts one week (of the 4-week course), during which students must improve their cumulative grade.
- Students on probation may be required to meet with the master instructor.

Academic Suspension:

- If a student fails to meet SAP or improve their cumulative grade after the probation period, they may be placed on academic suspension for one week to complete current coursework to satisfaction, as per SAP policy.
- If student is unable to complete current coursework to satisfaction by the end of the 1-week suspension, they will be terminated from the course.
- Suspended students are not allowed to continue with new coursework until the current coursework is satisfactory as per SAP policy, and the suspension is lifted.
- One Additional week will be given to the student to make up new coursework once the suspension is lifted.
- Appeals for reinstatement must be submitted with a plan for academic improvement.

Reentrance after Suspension:

- Students seeking reentrance must submit a reinstatement request and provide evidence of their ability to succeed academically.
- If approved, students may return on probationary status and must meet specific academic requirements.

A second failure to meet the SAP policy after the first reinstatement may result in dismissal from the course. Students' progress records will be maintained and supplies to the student upon request.

Student Conduct & Conditions for Dismissal

Student Conduct Expectations: Students must uphold integrity, respect, and responsibility during all course interactions. Any form of academic dishonesty (plagiarism, cheating, falsification) is strictly prohibited. Harassment, discrimination, violence, or disruptive behavior will not be tolerated.

Conditions for Dismissal:

- Academic Failure: Failure to meet Satisfactory Academic Progress (SAP) after probation and suspension.
- Behavioral Misconduct: Violations of the student code of conduct, including harassment, threats, or illegal activities.
- Academic Dishonesty: Repeated incidents of plagiarism, cheating, or fraud.

Students facing dismissal have the right to appeal (Grievance Policy) through the appropriate institutional process. Dismissed students may apply for readmission.

Disciplinary Polices

Code of Conduct Violations:

- Students must follow all rules regarding academic integrity, respectful behavior, and ethical conduct.
- Violations include plagiarism, cheating, harassment, discrimination, substance abuse, and disruptive behavior.

Disciplinary Actions:

- **Warning:** A formal verbal notice for minor infractions.
- **Probation:** A period of observation with specific conditions for improvement.
- **Suspension:** Temporary removal from the course for serious or repeated (2 infractions) violations.
- **Dismissal:** Permanent removal from the course for severe or repeated (2 infractions) offenses.

Appeal Process:

- Students have the right to appeal (as per Grievance Policy) disciplinary actions by submitting a written request within the designated timeframe.

All students are expected to maintain ethical behavior to ensure a safe and respectful learning environment.

Grievance Policy

Purpose: Lean Alaska is committed to providing a high-quality training experience. We recognize that there may be occasions when participants have concerns or grievances. This policy outlines the procedure for raising and addressing grievances in a fair, timely, and transparent manner.

Scope: This policy applies to all participants enrolled in any training program offered by Lean Alaska. It covers complaints related to training content, delivery, instructor conduct, facilities, or any other aspect of the training experience.

Principles:

- All grievances will be taken seriously and handled with confidentiality.
- Complaints will be resolved as promptly as possible.
- No participant will face retaliation for lodging a complaint in good faith.

Grievance Procedure:

Step 1: Informal Resolution Participants are encouraged to first raise their concerns informally with the relevant instructor or training staff. Many issues can be resolved quickly through open communication.

Step 2: Formal Complaint Submission If the issue is not resolved informally, the participant may submit a formal grievance in writing to Lean Alaska HR at trish@leanalaska.com or the Alaska Commission for Post-secondary Education at ACPE@alaska.gov. The complaint should include:

- Participant's name and contact details
- Description of the grievance, including dates and any supporting documents
- Desired resolution

Step 3: Investigation and Resolution

- A designated staff member will acknowledge receipt of the grievance within 1 business day.
- An investigation will be conducted, which may involve discussions with relevant parties.
- A response outlining the resolution will be provided within 30 business days of receiving the grievance.

Step 4: Appeal Process If the participant is not satisfied with the resolution, they may submit an appeal in writing to the owner of Lean Alaska at phil@leanalaska.com or Alaska Commission for Post-secondary Education at

ACPE@alaska.gov. The appeal should state the reasons for dissatisfaction and any additional information. A final decision will be provided within 30 business days.

Record Keeping: All formal grievances and resolutions will be documented and retained for future reference, they are always available to the student upon request.

Policy Review: This policy will be reviewed periodically to ensure effectiveness and compliance with best practices. For any grievances, please contact Trish (head of HR) at trish@leanalaska.com or the Alaska Commission for Post-secondary Education at ACPE@alaska.gov.

For any grievances, please contact Trish (head of HR) at trish@leanalaska.com or the Alaska Commission for Post-secondary Education at ACPE@alaska.gov.

Clock Hour Definition

Lean Alaska measures academic progress using the Clock Hour system. Clock Hour means a period of 60 minutes with at least 50 minutes of constant instruction in the presence of an instructor. Lean Alaska does not use quarters, terms, or semesters.

Class Starting and Ending Dates

Lean Alaska's courses are offered often and focused on different time zones. All start and end dates are listed on the training Calendar (see Annex G). Students will receive a Certificate of Completion once they have met the academic requirements.

Refund and Cancellation Policy

At Lean Alaska, we're committed to providing the ultimate learning experience with products and services of the highest quality. We take pride in our commitment to excellence, and your satisfaction is our utmost priority.

Our refund policy reflects our dedication to quality while also addressing situations where exceptions may be necessary. We believe in transparency and fairness, and we want to ensure that your experience with us is nothing short of exceptional.

Refund Policy:

All Lean Alaska Courses (Live and Virtual-Live):

- Students have until 3 days before class starts to request a 100% refund.
- Students who fail to enter the course, withdraw, or are discontinued before completing the course; the unused portion of the tuition fees will be returned promptly.

Pro Rata Refund Policy:

Students who withdraw from the institution before completing a term may be eligible for a pro rata refund of tuition and fees based on the percentage of the term completed.

- **Eligibility:**
 - Refunds apply to students who officially withdraw before completing 60% of the course.
- **Refund Calculation:**
 - Refunds are based on the number of completed days divided by the course's total days.
 - No refunds will be issued after 60% of the course is completed
- **Financial Aid Impact:**
 - Students receiving financial aid may be subject to federal return-of-funds policies, which could require aid repayment.
- **Processing Time:**
 - Refunds will be processed within 30 days of the official withdrawal date.

Students must submit a formal withdrawal request to be considered for a refund.

Cancellation Policy: Lean Alaska reserves the right to cancel any live or virtual-live course before the start of the class. A Lean Alaska representative will notify students of cancellations by phone or email. Students will then be eligible for a full refund of the course cost or credit toward another course of equal or lesser value. No partial refunds will be issued. Lean Alaska will not be held responsible for any expenses incurred as a result of the cancellation of the course.

Program of Study

Lean Six Sigma Green Belt

The Lean Six Sigma Green Belt Certificate course will demonstrate and provide the necessary tools to measure current performance, identify process issues, and how to formulate solutions. The key outcomes from Lean Alaska's Green Belt Training are understanding the DMAIC methodology. Learning and applying skills in project management, process management, lean, change management, and basic statistical analysis. Also, understanding the Green Belt's role in a successful Lean Six Sigma deployment. Properly scope, define, and lead Lean Six Sigma projects within an organization through transitioning projects from phase to phase.

Cost: \$2000

- this cost is all-inclusive with materials and access requirements, no additional costs.

Duration: course length is 60 clock hours.

Prerequisites: There are no formal prerequisites for this course, though it is helpful to have a basic understanding of process management or business operations. A background in data analysis is a plus, but not required.

Course Materials and Access: there are no mandatory course materials; however, the following will be provided:

- Optional additional reading material (all digital) in the additional reading material channel of MS Teams for each class
- Access to Lucid, a virtual collaborative platform.
- Practice exam prep, specific to the exam selected

Curriculum Used: Lean Alaska has developed a curriculum that has been approved by all partnerships as authorized training organizations (ASQ, PeopleCert, CSSC, and AALSSC). See Annex A for a detailed course outline.

Course Format:

- Instructor-led lectures and discussions
- MS Teams-Interactive group activities and workshops
- Real-world case studies and examples
- Collaborative exercises

Course Goals:

- Prepared to take exams through the certifying bodies
- Firm grasp of information and tools for practical application

Lean Six Sigma Black Belt

The Lean Six Sigma Black Belt Certificate course is designed to master the combined concepts of Lean and Six Sigma, develop an in-depth understanding of the Six Sigma DMAIC phases, and maximize customer value while minimizing waste. This training course relies heavily on Lean concepts, advanced statistical analysis, and team dynamics management. Achieve significant improvements in critical business processes. Apply statistical and problem-solving tools to an improvement project identified in the first week. Reduce process variation and also eliminate waste and defects by applying lean and Six Sigma. The Black Belt certification also focuses on collecting, analyzing, and quantifying data to enable process improvements.

Cost: \$4000

- this cost is all-inclusive with materials and access requirements, no additional costs.
- If a student has attended a previous Lean Six Sigma Green Belt Course with Lean Alaska, their cost will be adjusted to \$2000.

Duration: course length is 120 clock hours.

Prerequisites: There are no formal prerequisites for this course, though it is helpful to have a basic understanding of process management or business operations. A background in data analysis is a plus, but not required.

Course Materials and Access: there are no mandatory course materials; however, the following will be provided:

- Optional additional reading material (all digital) in the additional reading material channel of MS Teams for each class
- Access to Lucid, a virtual collaborative platform.
- Practice exam prep, specific to the exam selected

Curriculum Used: Lean Alaska has developed a curriculum that has been approved by all partnerships as authorized training organizations (ASQ, PeopleCert, CSSC, and AALSSC). See Annex B for a detailed course outline.

Course Format:

- Instructor-led lectures and discussions
- MS Teams-Interactive group activities and workshops
- Real-world case studies and examples
- Collaborative exercises

Course Goals:

- Prepared to take exams through the certifying bodies
- Firm grasp of information and tools for practical application

Lean Alaska Vocational Objective Statement

Lean Six Sigma Green Belt & Black Belt Certificate Programs (Non-College Degree)

Program Purpose / Vocational Objective: Lean Alaska's Lean Six Sigma (LSS) certificate programs provide workforce training that prepares students for **employment and career advancement** in roles responsible for **process improvement, operational excellence, quality management, and project execution**.

The vocational objective of these programs is to develop job-ready professionals capable of improving organizational performance by reducing waste and variation, improving customer outcomes, increasing process efficiency, and sustaining gains through standardized controls.

Successful completion prepares students to sit for industry-recognized Lean Six Sigma certification exams (ASQ / IASSC / etc.), which are commonly required or preferred for process improvement and quality roles.

These programs are designed to support:

- **Entry into** process improvement and quality-related occupations, and
- **Advancement** for employed individuals seeking promotion into continuous improvement leadership roles.

Target Career Fields: Lean Six Sigma training supports workforce readiness in the following career fields:

- Operational Excellence / Continuous Improvement
- Quality Assurance / Quality Management
- Business Process Improvement
- Operations Management / Logistics Improvement
- Project & Program Execution (process-focused)

Occupational / Job Title Alignment: Lean Alaska aligns training outcomes to common employer job roles that utilize Lean Six Sigma methodologies.

Lean Six Sigma Green Belt Certificate — Typical job titles include:

- Continuous Improvement Specialist
- Process Improvement Specialist
- Quality Specialist / Quality Analyst
- Operations Analyst
- Business Process Analyst
- Project Coordinator / Junior Project Manager (process improvement focus)

Lean Six Sigma Black Belt Certificate — Typical job titles include:

- Lean Six Sigma Black Belt / Continuous Improvement Lead
- Operational Excellence Manager
- Process Improvement Manager
- Quality Manager
- Continuous Improvement Manager
- Program Manager (Operational Excellence / Quality)
- Director of Operational Excellence / Enterprise Improvement

Employable Skills & Job Task Competencies: Students completing Lean Alaska Lean Six Sigma programs demonstrate workforce competencies aligned to employer job duties, including:

- Define process improvement opportunities using stakeholder requirements (VOC) and scoping tools (SIPOC)
- Map current-state processes and identify waste and inefficiency drivers
- Build data collection plans and establish measurable performance baselines
- Perform root cause analysis and apply structured problem-solving
- Use basic and intermediate statistical methods to validate findings
- Develop, pilot, and implement solutions to improve cycle time, quality, cost, and delivery outcomes
- Create Standard Work, SOPs, and visual controls to sustain improvements
- Build Control Plans and performance monitoring methods (including SPC concepts where applicable)
- Lead improvement teams, facilitate collaboration, and communicate results to leadership

Industry Recognition / Certification Preparation: Lean Alaska's Lean Six Sigma programs are structured to prepare students to pursue **industry-recognized Lean Six Sigma certifications**, which are commonly required or preferred by employers in quality and operational excellence roles.

Workforce Relevance / Employer Demand: Lean Six Sigma is widely used across private industry and government organizations and is commonly listed as a required or preferred qualification in job postings for operations, quality, logistics, and continuous improvement roles. Lean Alaska's program structure emphasizes practical application, project-based learning, and real-world process improvement tools to ensure direct workforce relevance.

Training Measurement (Clock Hours): Lean Alaska measures training in clock hours to ensure clear program structure and measurable vocational instruction.

- **Lean Six Sigma Green Belt:** 60 clock hours
- **Lean Six Sigma Black Belt:** 120 clock hours

Annex A: Job Title Mapping Table (Catalog-ready)

Occupational / Job Title Alignment (Lean Six Sigma)

Lean Alaska's Lean Six Sigma programs prepare students for employment and advancement in process improvement, operational excellence, and quality roles. The following job titles represent common occupations aligned to program outcomes.

Lean Six Sigma Green Belt Certificate — Job Title Alignment

Career Area	Example Job Titles (Common Employer Titles)	How Green Belt Applies
Continuous Improvement	Continuous Improvement Specialist, CI Analyst	Supports Lean initiatives, Kaizen events, cycle time reduction
Process Improvement	Process Improvement Specialist, Process Analyst	Maps processes, identifies waste, supports DMAIC improvements
Operations / Business Ops	Operations Analyst, Business Operations Analyst	Measures performance, improves workflow, supports KPI improvements
Quality	Quality Specialist, Quality Analyst	Builds baselines, supports RCA and corrective actions
Business Process	Business Process Analyst	Documents current state, supports future-state design
Project Support	Project Coordinator, Jr Project Manager (Process)	Leads scoped improvement projects, supports stakeholder communication

Lean Six Sigma Black Belt Certificate – Job Title Alignment

Career Area	Example Job Titles (Common Employer Titles)	How Black Belt Applies
Continuous Improvement Leadership	CI Lead, Continuous Improvement Manager	Leads improvement roadmap, mentors teams, scales best practices
Operational Excellence	Operational Excellence Manager, OpEx Leader	Owens performance improvement across departments
Process Improvement Leadership	Process Improvement Manager, Enterprise Improvement Manager	Leads DMAIC projects, develops governance & sustainment
Quality Leadership	Quality Manager, Quality Systems Manager	Improves quality systems, performance control, defect reduction
Program / Transformation	Program Manager (OpEx), Transformation Manager	Executes strategic improvement initiatives with measurable results
Executive / Director Level	Director of Operational Excellence, Director of Continuous Improvement	Leads enterprise improvement strategy, capability building

Note: Lean Six Sigma is broadly applicable across industries (healthcare, logistics, manufacturing, oil & gas, government, construction, technology operations). Titles vary by employer; however, job duties and required competencies remain consistent across these career fields.

Annex B: Competency-to-Curriculum Crosswalk

Competency-to-Curriculum Crosswalk

Lean Six Sigma Green Belt & Black Belt Programs

This crosswalk demonstrates that Lean Alaska’s curriculum teaches job-relevant competencies aligned to real workplace duties in process improvement, operational excellence, and quality roles. Competencies are taught through structured Lean Six Sigma instruction and applied learning.

Lean Six Sigma Green Belt Crosswalk

Workforce Competency / Job Duty	Curriculum Coverage (Lean Alaska Green Belt Outline)	Employability Outcome
Understand Continuous Process Improvement (CPI) role in organizations	CPI Overview, Roles and Responsibilities	Student can explain CI roles and how improvements align to business outcomes
Identify and scope improvement projects	Project Identification and Charter Development, Project Structure and Tools	Student can propose scoped projects and develop charters
Define customer needs and requirements	Voice of the Customer (VOC)	Student can translate customer needs into measurable requirements
Map processes and identify waste	Process Mapping (Value Stream Intro), 8 Wastes, 5S	Student can visualize current state and prioritize improvement targets
Build measurement and data plans	Sampling, Data Collection (Operational Definitions), Data Collection (Plan and Sheets)	Student can collect reliable data to support decision-making
Use basic statistics and graphical analysis	Intro to Stats, Graphical Displays, Process Variation	Student can interpret performance data and trends

Establish performance baselines and capability	Sigma Quality Level / DPMO / Yield, Process Capability	Student can quantify performance and opportunity
Conduct root cause analysis	Root Cause Analysis, Failure Mode and Effect Analysis (FMEA)	Student can identify causes, risks, and prioritize corrective actions
Develop and select improvement solutions	Solution Development and Selection, Kaizen	Student can generate solutions and evaluate feasibility
Reduce cycle time and improve flow	Cycle Time Reduction, Takt Time/Takt Rate	Student can apply Lean concepts to throughput and flow
Error-proofing and cost of poor quality	Poka-Yoke / COPQ	Student can reduce defects and prevent recurrence
Implement controls and sustain improvements	Standard Work, Visual Control, SOP, Statistical Process Control, Control Plans	Student can create controls that sustain improvement results
Support project completion & handoff	Orientation + cumulative learning across DMAIC sequence	Student can participate in CI teams and complete scoped improvement work

Lean Six Sigma Black Belt Crosswalk

Workforce Competency / Job Duty	Curriculum Coverage (Lean Alaska Black Belt Outline)	Employability Outcome
Lead complex process improvement initiatives	Project Identification and Charter Development, Project Structure and Tools	Student can lead end-to-end improvement projects
Build performance systems and metrics	Balanced Scorecard / KPI / KBI / OKR, Business Measures	Student can align improvements to strategic metrics
Facilitate teams and lead organizational change	Team Kickoff , (applied facilitation throughout program)	Student can lead cross-functional improvement teams
Advanced process mapping and value stream analysis	Process Mapping, Value Stream Mapping	Student can diagnose system-level flow constraints
Develop strong measurement systems	MSA Intro, MSA (Gage R&R, Attribute, Non-Normal)	Student can validate data integrity and measurement reliability
Apply advanced statistics and inference	Intro to Stats (Inferential), Hypothesis Testing (Normal/Non-Normal/Attribute)	Student can validate improvements statistically and defend conclusions
Regression modeling for decision-making	Regression Analysis (Simple + Multi-Linear)	Student can model relationships and identify key drivers
Identify risk and prevent failure	FMEA, Identifying Risk	Student can proactively reduce operational risk
Design experiments and optimize processes	Design of Experiments (DOE)	Student can optimize processes using structured experimentation
Implement Lean improvements at scale	Kaizen, Cycle Time Reduction, Takt, SMED/OEE	Student can lead enterprise Lean improvements

Sustain gains through robust controls	Standard Work, Visual Control, SPC, Control Plans, SOP	Student can implement governance and sustainment systems
Improve reliability and maintenance systems	Total Productive Maintenance (TPM)	Student can reduce downtime and improve asset performance
Create repeatable enterprise improvement capability	Entire program (leadership + technical mastery)	Student can mentor GB-level staff and institutionalize CI

Note: Lean Alaska’s Lean Six Sigma certificate programs are designed as **vocational training** aligned to job duties in operational excellence, quality, and process improvement roles. Curriculum is delivered as measurable clock-hour instruction and emphasizes real-world application, employer-relevant competencies, and performance improvement outcomes.

Annex C: Representative Job Posting Excerpts

(Provided as workforce relevance evidence; titles and duties vary by employer)

Process Improvement Specialist

- Required/Preferred: Lean Six Sigma Green Belt or Black Belt
- Duties: Lead process improvement initiatives, analyze workflows, identify waste, implement data-driven solutions, develop SOPs, and track performance metrics.

Continuous Improvement Manager

- Required/Preferred: Lean Six Sigma Black Belt
- Duties: Lead cross-functional improvement projects, facilitate Kaizen events, mentor Green Belts, manage performance dashboards, and sustain improvements.

Quality Manager

- Required/Preferred: Lean Six Sigma certification (GB/BB), quality systems experience
- Duties: Root cause analysis, corrective action implementation, statistical process control, quality system improvement, and risk mitigation.

Operations Analyst

- Required/Preferred: Lean Six Sigma Green Belt
- Duties: Analyze operational performance, map processes, collect and analyze data, support improvement initiatives, and recommend efficiency improvements.

Operational Excellence Leader

- Required/Preferred: Lean Six Sigma Black Belt
- Duties: Develop and execute operational excellence strategy, manage improvement portfolio, lead enterprise initiatives, and align metrics with organizational goals.

Business Process Analyst

- Required/Preferred: Lean Six Sigma Green Belt
- Duties: Document current-state processes, identify improvement opportunities, support system and workflow redesign, and assist with change implementation.

Program Manager (Operations / Transformation)

- Required/Preferred: Lean Six Sigma Black Belt
- Duties: Manage large-scale improvement programs, track benefits realization, coordinate stakeholders, and ensure sustainment of improvements.

NOTE: These roles are commonly found across healthcare, logistics, manufacturing, oil & gas, government, construction, utilities, and technology operations sectors.

Annex D: Workforce Demand & Industry Applicability

Lean Six Sigma is a widely adopted methodology used by employers across both private industry and government to improve operational efficiency, quality, safety, and cost performance. Employers routinely list Lean Six Sigma Green Belt or Black Belt certification as a **required or preferred qualification** for roles in process improvement, quality management, operations, and continuous improvement.

Alaska Workforce Relevance

In Alaska, Lean Six Sigma competencies are especially applicable due to:

- Heavy presence of **logistics, oil & gas, construction, healthcare, utilities, aviation, and government operations**
- High cost of operations, increasing employer demand for efficiency, waste reduction, and performance optimization
- Need for skilled professionals who can improve processes without increasing headcount

Lean Six Sigma-trained professionals support operational resilience, safety, compliance, and cost control in geographically distributed and resource-intensive environments.

National Workforce Relevance

Nationally, Lean Six Sigma skills are in demand across:

- Manufacturing and supply chain operations
- Healthcare systems and public health organizations
- Federal, state, and municipal government agencies
- Defense contractors and logistics providers
- Technology operations and service delivery organizations

Lean Six Sigma credentials are recognized across industries and geographic regions, enabling workforce portability and long-term career growth.

Annex E: Entry-Level and Advancement Objective Statement

Lean Alaska's Lean Six Sigma programs are designed to support **both entry into and advancement within** process improvement and operational excellence career paths.

Many students enter the program already employed and use Lean Six Sigma training to:

- Qualify for promotion into leadership or specialist roles
- Expand job responsibilities related to performance improvement
- Increase compensation potential by adding industry-recognized credentials
- Transition from military service into civilian operations, quality, and project roles

For entry-level students, the program provides job-ready skills aligned with employer expectations for process improvement and quality-focused positions.

Annex F: Lean Six Sigma Green Belt Course Outline

Course Number	Course Title: Lean Six Sigma Green Belt	Clock Hours
0.0	Lean Alaska Orientation	2
1.0	Organizational Development	0
1.1	CPI Overview	2
1.2	Roles and Responsibilities	1
1.3	Project Identification and Charter Development	2
1.4	Project Structure and Tools	1
1.5	Business Measures	1
2.0	Define	0
2.1	Team Kickoff	1
2.2	SIPOC	1
2.3	Voice of the Customer	1
2.4	8 Waste	1
2.5	5S	2
3.0	Measure	0
3.1	Process Mapping (with Value Stream Intro)	2
3.2	Process Lead Time/Process Cycle Efficiency	1
3.3	Sampling	1
3.4.1	Data Collection (Operational Definitions)	2
3.4.2	Data Collection (Collection Plan and Sheets)	1
3.5	Measurement System Analysis (Intro)	2
3.6	Intro to Stats	2
3.7	Graphical Displays	2
3.8	Process Variation	2
3.9	Sigma Quality Level, DPMO, Yield	1
3.10	Process Capability	2
4.0	Analyze	0
4.1	Root Cause Analysis	1
4.2	Failure Mode and Effect Analysis	1
4.3	Intro to Hypothesis Testing	2
4.4	Regression Analysis (Simple Linier)	2
5.0	Improve	0
5.1	Solution Development and Selection	2
5.2	Kaizen	1

5.3	Cycle Time Reduction	2
5.4	Takt Time/Takt Rate	1
5.5	Poka-Yoke/COPQ	1
5.6	Work Control Systems	2
5.7	Pilot Test	1
6.0	Control	0
6.1	Standard Work	2
6.2	Visual Control	3
6.3	SOP	1
6.4	Statistical Process Control	2
6.5	Control Plans	2
6.6	Design for Six Sigma (DFSS)	1
	Total Clock Hours	60

Annex G: Lean Six Sigma Black Belt Course Outline

Course Number	Course Title: Lean Six Sigma Black Belt	Clock Hours
0.0	Lean Alaska Orientation	2
1.0	Organizational Development	0
1.1	CPI Overview	2
1.2	Roles and Responsibilities	1
1.3	Project Identification and Charter Development	4
1.4	Project Structure and Tools	1
1.5	Business Measures	1
1.6	Balanced Scorecard, KPI, KBI, OKR	2
2.0	Define	0
2.1	Team Kickoff	1
2.2	SIPOC	1
2.3	Voice of the Customer	2
2.4	8 Waste	2
2.5	5S	2
2.6.	Quality Functional Deployment	1
3.0	Measure	0
3.1.1	Process Mapping	2
3.1.2	Process Mapping (Values Stream Mapping)	3
3.2	Process Lead Time/Process Cycle Efficiency	2
3.3	Sampling	1
3.4.1	Data Collection (Operational Definitions)	2
3.4.2	Data Collection (Collection Plan and Sheets)	2
3.5.1	Measurement System Analysis (Intro)	2
3.5.2	MSA (Type Gage R&R's, Attribute, Non-Normal Distro	4
3.6.1	Intro to Stats	2
3.6.2	Intro to Stats (Inferential Stats, Probability, Risk, CI)	3
3.7	Graphical Displays	2
3.8	Process Variation	3
3.9	Sigma Quality Level, DPMO, Yield	2
3.10	Process Capability	3
4.0	Analyze	0
4.1	Root Cause Analysis	2
4.2.1	Failure Mode and Effect Analysis	2

4.2.2	Identifying Risk	3
4.3.1	Intro to Hypothesis Testing	4
4.3.2	Intro to Hypothesis Testing (Normal, Non-Normal, Attribute)	6
4.4.1	Regression Analysis (Simple Linier)	4
4.4.2	Regression Analysis (Multi-Linier)	3
5.0	Improve	0
5.1	Solution Development and Selection	3
5.2	Kaizen	2
5.3	Cycle Time Reduction	4
5.4	Takt Time/Takt Rate	3
5.5	SMED/OEE	2
5.6	Poka-Yoke/COPQ	2
5.7	Work Control Systems	3
5.8	Design of Experiments	5
5.9	Pilot Test	2
6.0	Control	0
6.1	Standard Work	2
6.2	Visual Control	3
6.3	SOP	1
6.4	Statistical Process Control	3
6.5	Control Plans	3
6.6	Total Productive Maintenance	1
6.7	Design for Six Sigma (DFSS)	2
Total Clock Hours		120

Annex H: Lean Alaska's Training Calendar