



## Federal Supply Service

### Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET address GSA Advantage!® is: [GSAAAdvantage.gov](http://GSAAAdvantage.gov).

### Multiple Award Schedule

#### Schedule for – Multiple Award Schedule

**FSC Group:** MAS    **Class:**

**Contract Number:** 47QRAA18D001S

**For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at [fss.gsa.gov](http://fss.gsa.gov).**

**Contract period:** November 27, 2017 - November 26, 2022

**Contractor:** VARIANCE REDUCTION INTERNATIONAL, INC.  
34 N Brokenfern Dr  
The Woodlands, TX 77380

**Phone:** 909-702-8546

**Fax:** 909-702-8546

**Web Site:** [www.VarianceReduction.com](http://www.VarianceReduction.com)

**E-mail:** [contractmanagement@variancereduction.com](mailto:contractmanagement@variancereduction.com)

**Contract Administration:** Maria T Milo

**Business size:** Small, Disadvantaged, Woman-Owned

**Effective Date:** Price list current as of Modification #PS-A812 effective March 9, 2020



## VARIANCE REDUCTION INTERNATIONAL



## **CUSTOMER INFORMATION:**

### **1a. Table of Awarded Special Item Number(s)**

SINs	SIN Title
541611	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
541614	Deployment, Distribution and Transportation Logistics Services:
541614SVC	Supply and Value Chain Management
561210FS	Facilities Support Services
611430	Professional and Management Development Training
611512	Flight Training
OLM	Order-Level Material

- 1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer should show the range of the lowest price, and cite the areas to which the prices apply.**
- 1c. If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate “Not applicable” for this item.**
- 2. Maximum Order:** \$1,000,000.00
  - 3. Minimum Order:** \$100.00
  - 4. Geographic Coverage (delivery Area):** Domestic and Overseas
  - 5. Point(s) of production (city, county, and state or foreign country):** Same as company address
  - 6. Discount from list prices or statement of net price:** Government net prices (discounts already deducted). See Attachment.



7. **Quantity discounts:** None
8. **Prompt payment terms:** Net 30 days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.
- 9a. **Notification that Government purchase cards are accepted up to the micro-purchase threshold:** Yes
- 9b. **Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold:** Will accept.
10. **Foreign items (list items by country of origin):** Not Applicable.
- 11a. **Time of Delivery (Contractor insert number of days):** Specified on the Task Order
- 11b. **Expedited Delivery. The Contractor will insert the sentence “Items available for expedited delivery are noted in this price list.” under this heading. The Contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery:** Contact Contractor
- 11c. **Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery:** Contact Contractor
- 11d. **Urgent Requirements. The Contractor will note in its price list the “Urgent Requirements” clause of its contract and advise agencies that they can also contact the Contractor’s representative to effect a faster delivery:** Contact Contractor
12. **F.O.B Points(s):** Destination
- 13a. **Ordering Address(es):** Same as company address
- 13b. **Ordering procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR) 8.405-3.
14. **Payment address(es):** Same as company address
15. **Warranty provision.:** Contractor’s Standard Commercial Warranty Terms & Conditions..
16. **Export Packing Charges (if applicable):** Not Applicable.



17. **Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level):** Contact Contractor
18. **Terms and conditions of rental, maintenance, and repair (if applicable):** Not Applicable.
19. **Terms and conditions of installation (if applicable):** Not Applicable.
20. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable):** Not Applicable.
- 20a. **Terms and conditions for any other services (if applicable):** Not Applicable.
21. **List of service and distribution points (if applicable):** Not Applicable.
22. **List of participating dealers (if applicable):** Not Applicable.
23. **Preventive maintenance (if applicable):** Not Applicable.
- 24a. **Environmental attributes, e.g., recycled content, energy efficiency, and/or reduced pollutants:** Not Applicable.
- 24b. **If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g., contactor's website or other location.) The EIT standards can be found at [www.Section508.gov/](http://www.Section508.gov/).**
25. **Data Universal Numbering System (DUNS) number:** 020322546
26. **Notification regarding registration in System for Award Management (SAM) database.** Contractor registered and active in SAM.
27. **Final Pricing:**

The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.



## Table of Contents

<b>LABOR CATEGORIES &amp; PRICING.....</b>	<b>6</b>
TRAINING MATERIALS DEVELOPER.....	7
CONSULTANT I AND/OR DIRECTOR MASTER BLACK BELT .....	8
CONSULTANT II AND/OR SR. MASTER BLACK BELT I.....	9
CONSULTANT III AND/OR SR. MASTER BLACK BELT II .....	10
CONSULTANT IV AND/OR MASTER BLACK BELT .....	11
CONSULTANT V AND/OR BLACK BELT .....	12
BUSINESS ANALYST I AND/OR GREEN BELT .....	12
<b>COURSE DESCRIPTIONS &amp; PRICING .....</b>	<b>13</b>
LEAN SIX SIGMA EXECUTIVE TRAINING .....	14
LEAN SIX SIGMA CHAMPIONS TRAINING .....	15
LEAN SIX SIGMA BLACK BELT TRAINING - BLACK BELT PROGRAM.....	16
LEAN SIX SIGMA - BLACK BELT BRIDGE PROGRAM .....	17
GREEN BELT LITE PROGRAM.....	18
GREEN BELT PROGRAM .....	19
LEAN SIX SIGMA SPRINT .....	20
YELLOW BELT TRAINING.....	21
WHITE BELT TRAINING.....	22
LEAN SIX SIGMA BELT CERTIFICATION.....	22
SIX SIGMA- BASIC STATISTICS .....	23
SIX SIGMA GREEN BELT .....	24
DESIGN OF EXPERIMENTS (DOE) .....	25
ADVANCED STATISTICS .....	26
LEAN WORKSHOP .....	27
PROJECT MANAGEMENT WORKSHOP .....	28
CHANGE MANAGEMENT WORKSHOP .....	29
VOICE OF THE CUSTOMER WORKSHOPS .....	30
VALUE STREAM MAPPING WORKSHOPS .....	31
STATISTICAL PROCESS CONTROL (SPC) WORKSHOP .....	32
KAIZEN WORKSHOP - FULL.....	33
KAIZEN WORKSHOP - LITE.....	34
PROGRAM DEPLOYMENT WORKSHOPS.....	35
PROJECT IDENTIFICATION WORKSHOPS.....	36
5S VISUAL WORKSHOP .....	37
MEASUREMENT SYSTEM ANALYSIS (MSA) WORKSHOPS .....	38
FAILURE & EFFECT (FMEA) ANALYSIS WORKSHOPS .....	39
LEADERSHIP DEVELOPMENT.....	40



## Labor Categories & Pricing

### Labor Categories Pricing - Price offered to GSA (including IFF)

SIN	Labor Category	Site	Price
541611, 541614, 541614SVC, 561210FS, 611430, 611512	Training Materials Developer Price per Hour	Both	\$241.39
541611, 541614, 541614SVC, 561210FS, 611430, 611512	Consultant I / Director Master Black Belt Price per Day	Both	\$3,191.94
541611, 541614, 541614SVC, 561210FS, 611430, 611512	Consultant II / Sr. Master Black Belt I Price per Day	Both	\$2,992.44
541611, 541614, 541614SVC, 561210FS, 611430, 611512	Consultant II I/ Sr. Master Black Belt II Price per Day	Both	\$2,219.40
541611, 541614, 541614SVC, 561210FS, 611430, 611512	Consultant IV / Master Black Belt Price per Day	Both	\$2,069.77
541611, 541614, 541614SVC, 561210FS, 611430, 611512	Consultant V / Black Belt Price per Day	Both	\$1,820.40
541611, 541614, 541614SVC, 561210FS, 611430, 611512	Business Analyst I / Green Belt Price per Day	Both	\$1,595.97



## Labor Category Descriptions

### Training Materials Developer

#### Functional Duties/Responsibilities:

Responsible for creating and writing various types of courses used for training, including instructor slides and manual, participant guides, course exercises and activities, how-to guides, references, manuals or instructions.

#### Primary Responsibilities

- Maintain existing courses, make sure that each of them are revised and improved, based on the recommendation of the instructors and students.
- Develop new course modules to be incorporated into existing courses, as well as research, design and implement new ones.
- Determine the training strategy and selecting the appropriate media to be used.
- Design the general curriculum, define training objectives, and generate mastery tests.
- Work with graphic artists to create audiovisual and other training aids.
- Update and modify course contents to reflect any development and changes in the procedures or technology discussed in the course.
- Provide technical assistance and support to instructors and students when necessary, train instructors incorrectly using the course materials they have developed.
- Coordinate with research and development and management for planning and designing the contents of training courses and activities.
- Update current training trends and technologies and apply them as needed.
- Create online courses, using multimedia authoring tools.

#### Minimum Education Level & Minimum Experience Requirements

A bachelor's degree in administration, English, management, science, or engineering and ten years' overall experience. The degree of competency and depth of capability increases according to the minimum education and experience required for each level offered. Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills. Previous experience in technical writing required.

Additional requirements for Lean Six Sigma Materials;  
Must include expertise in Lean Six Sigma program design, development, and deployment, Certified Lean Six Sigma Master Black Belt with experience managing teams of Lean Six Sigma Master Black Belts.



## Consultant I and/or Director Master Black Belt

### Functional Duties/Responsibilities:

**Business Consultant I/ Director Master Black Belt** will develop strategic plans and organizes resources to accomplish management, organizational, and business improvement services. They provide senior-level management in coordination of business improvement efforts with corporate/agency executive and senior level managers. **Business Consultant I/ Director Master Black Belt** will provide senior-level consultant services to address complex management, organizational, and business issues to develop reinvention strategies, organizational realignments, and productivity enhancements. **Business Consultant I/ Director Master Black Belt** will provide expert policy guidance, advice, and planning. Assess and propose policy changes, provide leadership in governance and industry meetings, briefings, and forums to facilitate exchange of ideas and concepts. Addresses issues of concern such as downsizing, restructuring, outsourcing, and privatization. **Business Consultant I/ Director Master Black Belt** will provide facilitation services to promote total quality management and leadership. They manage teams of Lean Six Sigma Master Black Belts, Quality Management professionals, engineers and organization development experts providing consulting services for the integrated deployment of Quality Management Systems, Design for Lean Six Sigma and Lean Six Sigma across complex and diverse enterprises. **Business Consultant I/ Director Master Black Belt** can be Senior Lean Six Sigma Master Black Belts with practical applications experience in Quality Management Systems, Design for Lean Six Sigma, systems engineering and the application of the Lean Six Sigma methodologies and tools. In that capacity, they have the training and facilitation skills to lead high level meetings at the executive level. **Business Consultant I/ Director Master Black Belt** design, develop, implement, process map, procedure writing, SOP (standard operating procedures) writing and manage the deployment of Quality Management Systems Design for Lean Six Sigma and Lean Six Sigma at the enterprise level. They also coach and mentor continuous improvement executives and champions. They are also primarily responsible for guiding major organizations through the change management, leadership and program implementation necessary for the successful implementation of Operational Excellence and Lean Six Sigma.

### Minimum Education Level & Minimum Experience Requirements

A post graduate degree Master's in administration, management, science, engineering, or relevant degree and ten years' experience in senior executive level management positions in government or industry. The degree of competency and depth of capability increases according to the minimum education and experience required for each level offered. Total work experience is 20 plus years, including in consulting and leadership positions in Fortune 1000 companies, government, and other organizations. Possess strengths in each of the major areas of consulting: business development, client-relationship management, project management, staff recruiting and development, intellectual capital development and practice management. Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills. Must include expertise in Lean Six Sigma program design, development, and deployment, Certified Lean Six Sigma Master Black Belt with experience managing teams of Lean Six Sigma Master Black Belts. Requires extensive experience counseling and mentoring commercial and government executives to include CEO's, Presidents, Senior Vice Presidents, Senior Executive Service (SES), and Flag level military personnel.



## Consultant II and/or Sr. Master Black Belt I

### Functional Duties/Responsibilities:

**Business Consultant II/ Sr. Master Black Belt I** will perform organizational assessments and develops plans for focusing and implementing reinvention strategies, business improvement and management consulting. They have experience in developing downsizing approaches and procedures. **Business Consultant II/ Sr. Master Black Belt I** will provide consulting services to address management, organizational, and business issues to develop reinvention strategies, organizational realignments, and productivity enhancements. They prepare mission and vision statements, plans, and related doctrine to guide efforts toward implementation. Business Consultant II/ Sr. Master Black Belt I will coordinate efforts and provide leadership in governance and industry meetings. Provides internal planning, guidance, and management structure for tracking accomplishment of work assigned. They are highly skilled at facilitating senior management level team workshops and programs. **Business Consultant II/ Sr. Master Black Belt I** may also be Lean Six Sigma Master Black Belts who lead the design and integrated deployment of Quality Management Systems, Design for Lean Six Sigma and Lean Six Sigma (Operational Excellence). Responsibilities include being the primary workshop leader, facilitator and Continuous Process Improvement (CPI) mentor for an organization. In that capacity, they supervise Lean Six Sigma Master Black Belts providing consulting and facilitation services. They can develop and deliver advanced LSS courses such as Design for Lean Six Sigma, Design of Experiments, Train the Trainer. **Business Consultant II/ Sr. Master Black Belt I** have a demonstrated capability to lead and facilitate teams in Lean Six Sigma programs and projects to successful completion. Business Consultant II/ Sr. Master Black Belt I can design, develop, implement, implement, process map, procedure writing, SOP (standard operating procedures) writing and manage the implementation of Lean Six Sigma with a specific organization, site or activity, Responsible for the primary training, facilitating, and Continuous Process Improvement (CPI) mentoring responsibilities at the organizational level.

### Minimum Education Level & Minimum Experience Requirements

A post graduate degree Master's in administration, management, science, engineering, or relevant degree and five years' experience in senior executive level management positions in government or industry. Total work experience is 15-plus years, including in consulting and leadership positions in Fortune 1000 companies, government, and other organizations. Possess strengths in each of the major areas of consulting: business development, client-relationship management, project management, staff recruiting and development, intellectual capital development and practice management. Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills. Must have expertise in Lean Six Sigma program design, development and deployment, Certified Lean Six Sigma Master Black Belt with experience managing teams of Lean Six Sigma Master Black Belts. Requires extensive experience counseling and mentoring commercial and government executives to include CEO's, Presidents, Senior Vice Presidents, Senior Executive Service (SES), and Flag level military personnel.



## Consultant III and/or Sr. Master Black Belt II

### Functional Duties/Responsibilities:

**Business Consultant III/ Sr. Master Black Belt II** will design, facilitate, and implement complex organizational change that addresses strategic, structural, process, and behavioral factors. They develop strategic plans, business plans, organizational assessments, cultural change programs, and business process improvements. **Business Consultant III/ Sr. Master Black Belt II** will assist corporations and agencies in implementing strategic planning. Develops and presents leadership training programs based on advanced business management precepts, implement, process map, procedure writing, and SOP (standard operating procedures) writing. They will provide leadership in governance and industry meetings, briefings, and forums to facilitate the exchange of ideas and concepts. Develops benchmarks, baselines, and metrics. They may also be Continuous Process Improvement (CPI) experts that are responsible for the enterprise deployment of CPI. In that capacity, their main responsibilities include assisting in the development of the enterprise deployment strategy and guiding the implementation of the strategy. Also provides training and mentoring of Black Belts and Green Belts, helping to prioritize, select and charter high-impact projects; maintaining the integrity of Lean Six Sigma measurements, improvements and tollgates; and developing, maintaining and revising Lean Six Sigma training materials. Provide overriding guidance for CPI deployment, implementation, and training. They develop and mentor Lean Six Sigma Master Black Belts. They provide Lean Six Sigma Black Belt training, Design for Lean Six Sigma Black Belt Training, Green Belt Technical and Transactional Processes, Executive Champion Training, mentoring and coaching to improvement teams and Continuous Process Improvement). They also lead improvement projects and initiatives.

### Minimum Education Level & Minimum Experience Requirements

A post graduate degree Master's in organizational development, administration, business, engineering, science, or relevant degree and six years of relevant experience. Total work experience is 10-plus years, both in consulting and leadership positions in government and other organizations. Possess strengths in each of the major areas of consulting: business development, client-relationship management, project management, staff recruiting and development, intellectual capital development and practice management. Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills. Master Black Belts have at least ten years of direct practical CPI experience, completed a Master Black Belt development program and completed multiple Black Belt projects in differing business environments. Master Black Belt Certification required.



## Consultant IV and/or Master Black Belt

### Functional Duties/Responsibilities:

**Business Consultant IV/ Master Black Belt** performs studies and reviews of management and organizational structures to evaluate performance relative to business objectives. They advise and provide facilitation services relative to business strategies and realignment issues to focus on most beneficial objectives. Addresses issues affecting management and workforce to improve productivity while re-engineering the organization, process map, procedure writing and SOP (standard operating procedures) writing. Additionally, provide assistance in the evaluation, auditor service, and implementation support of quality standards to achieve certification. They provide leadership in governance and industry meetings, briefings, and forums to facilitate in the exchange of ideas and concepts. **Business Consultant IV/ Master Black Belts** can also be Continuous Process Improvement (CPI) experts that are responsible for the implementation of CPI within an organization. In that capacity, their main responsibilities include training and mentoring of Black Belts and Green Belts; helping to prioritize, select and charter high-impact projects; maintaining the integrity of Lean Six Sigma measurements, improvements and tollgates; and developing, maintaining and revising Lean Six Sigma training materials. They can teach and mentor other Lean Six Sigma facilitators and practitioners the methodologies, tools, and applications in all functions and levels of the Operational Excellence and are a resource for utilizing CPI techniques. They will provide Lean Six Sigma Black Belt training, Design for Lean Six Sigma Black Belt Training, Green Belt Technical and Transactional Processes, Executive Champion Training, mentoring and coaching to improvement teams and Continuous Process Improvement. Master Black Belts lead the implementation of Operational Excellence including Lean, Six Sigma, Quality Management Systems and acquisition of the Voice of the Customer. They are experienced as trainers who have provided training in administrative, manufacturing and engineering environments.

### Minimum Education Level & Minimum Experience Requirements

A Bachelor's degree in administration, business, engineering, science, or relevant degree and six years of relevant experience. Possess strengths in each of the major areas of consulting: business development, client-relationship management, project management, staff recruiting and development, intellectual capital development and practice management. Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills. Master Black Belts have at least six years of direct practical CPI experience, completed a Master Black Belt development program and completed multiple Black Belt projects in differing business environments. Master Black Belt Certification required.



## Consultant V and/or Black Belt

### Functional Duties/Responsibilities:

**Business Consultant V /Black Belt** assists in performing studies and reviews of management and organizational structures to evaluate performance relative to business objectives. They advise and aid facilitation services relative to business strategies and realignment issues to focus on most beneficial objectives. **Business Consultant V /Black Belt** provides support to senior consultant(s) for strategic advice, process mapping, procedure writing SOP (standard operating procedures) writing plans for systematic downsizing, outsourcing, and privatization. In the capacity of a black belt, they operate under Master Black Belts to apply Lean Six Sigma methodology to specific projects. They primarily focus on Lean Six Sigma project execution, whereas Master Black Belts focus on identifying projects/functions for Lean Six Sigma and Lean Six Sigma project mentoring. Delivers training, coaching, and mentoring to clients in continuous process improvement (CPI) solutions. Identify potential issues and roadblocks in a project and bring them to the attention of the team management to resolve them quickly and efficiently.

### Minimum Education Level & Minimum Experience Requirements

Bachelor's degree required in administration, business, engineering, science, or relevant degree. Total work experience is four plus years, both in consulting and related field. Possess strengths in each of the major areas of consulting: business development, client-relationship management, and project management. Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills. Black Belt Certification required.

## Business Analyst I and/or Green Belt

### Functional Duties/Responsibilities:

**Analyst I/ Green Belts** will review and evaluate data and information from databases and computer-generated documents/reports. Knowledgeable of techniques for conducting research, review, and process analysis associated with technical, financial, and management-related functions. They are skilled at working with computer-generated reports and extracting data from databases to develop and generate information and summary data; capable of generating process flow charts to support such activities as management, engineering and technical evaluations; able to perform management and financial record keeping, tracking, and reporting and validation of information in source documentation. In the capacity of a Green Belt they are involved in and knowledgeable about day-to-day operations and operate under the guidance of Black Belts and support them in achieving the overall results.

### Minimum Education Level & Minimum Experience Requirements

Bachelor's degree required. An undergraduate degree in art, science, business administration, education, or relevant degree, and two plus years of relevant experience. Demonstrate superior oral and writing skills, outstanding analytical skills as well as excellent problem-solving skills. Green Belt Certification required.



## Course Descriptions & Pricing

	Course Title	Course Length*	Minimum Participants	Maximum Participants	Contractor or Customer Facility or Both	Domestic or Overseas	Price Offered to GSA (including IFF)
<b>Lean Six Sigma</b>	Lean Six Sigma Executive Training	1	5	20	Both	Worldwide	\$4,588.41
	Lean Six Sigma Champion Training	2	5	20	Both	Worldwide	\$6,882.62
	Black Belt Program Week #1, #2, #3 & #4	20	5	20	Both	Worldwide	\$50,273.05
	Black Belt Bridge Program Week #1, & #2	10	5	20	Both	Worldwide	\$25,136.52
	Green Belt Lite Program	5	5	20	Both	Worldwide	\$13,964.74
	Green Belt Program Week #1 & #2	10	5	20	Both	Worldwide	\$25,136.52
	Lean Six Sigma Sprint	3	5	20	Both	Worldwide	\$8,279.09
<b>Six Sigma</b>	Six Sigma Green Belt Week #1 & #2	10	5	20	Both	Worldwide	\$18,702.77
	Yellow Belt Training	4	5	20	Both	Worldwide	\$10,348.87
	White Belt Training	1	5	20	Both	Worldwide	\$3,989.92
	Six Sigma- Basic Statistics	4	5	20	Both	Worldwide	\$7,481.11
	Design of Experiments	5	5	20	Both	Worldwide	\$13,465.99
	Advanced Statistics	5	5	20	Both	Worldwide	\$12,468.51
<b>Workshops</b>	Lean Workshop	2	5	20	Both	Worldwide	\$5,486.15
	Project Management Workshop	2	5	20	Both	Worldwide	\$6,284.13
	Change Management Workshop	4	5	20	Both	Worldwide	\$10,348.87
	Value Stream Mapping Workshops	3	5	20	Both	Worldwide	\$8,977.33
	Voice of the Custom Workshops	2	5	20	Both	Worldwide	\$6,733.00
	Statistical Process Control Workshop	5	5	20	Both	Worldwide	\$11,969.77
	Kaizen Lite	3	5	20	Both	Worldwide	\$14,962.22
	Kaizen Full	5+ days	5	20	Both	Worldwide	\$31,919.40
	Program Deployment Workshops	4	5	20	Both	Worldwide	\$15,261.46
	Project Identification Workshops	4	5	20	Both	Worldwide	\$12,568.26
	5s Visual Workshop	2	5	20	Both	Worldwide	\$6,284.13
	Measurement System Analysis (MSA) Workshops	4	5	20	Both	Worldwide	\$13,465.99
	Failure & Effect (FMEA) Analysis Workshops	5	5	20	Both	Worldwide	\$17,805.04
	Leadership Development	2	5	20	Both	Worldwide	\$6,209.32
	<b>Belt Certification</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>Both</b>	<b>Worldwide</b>	<b>\$1,989.97</b>

\*Course Length can be fully customizable and can affect the pricing.  
 Notes: Contact Contractor for pricing on participant guides for specific courses.



## Course Descriptions

### Lean Six Sigma Executive Training

Executive Overview is a one-day session used to inaugurate the introduction of Lean Six Sigma to the Leadership Team and to provide a top-level understanding. This training will also benefit those who would just like to receive an overall look at the Lean Six Sigma process.

Attendees will learn the basics to Simplify and Perfect, the backbone of Lean and Six Sigma. All will see how to gain process knowledge to make their processes Better, Faster, Lower Cost, and Safer. Participants will learn how these tools are deployed through a project using the Define, Measure, Analyze, Improve, and Control (DMAIC) roadmap.

#### Topics Discussed:

- Introduction to the basics.
- What is Lean Six Sigma?
- What is Lean?
- What is Six Sigma?
- The History of Lean Sigma in Business
- Types of Lean Sigma Deployments
- Lean Sigma Infrastructure
- Customer Focus
- How Lean & Six Sigma Deliver Value
- Culture Change
- The Executive's Role

#### Who Should Attend:

Attendees should include the President, CEO, all direct reports and any other significant individuals who will be considered owners of the Lean Six Sigma operational process. This training will also benefit those who would just like to receive an overall look at the Lean Six Sigma process.

#### Course Customizations and Durations:

VRI offers fully customizable Executive Training to fit any industry or schedule.



## Lean Six Sigma Champions Training

The three-day Champions Program presents a strategy for establishing a Lean Six Sigma continuous improvement culture within any type of organization. It will give the attendee a framework for implementing change and generating return on investment (ROI) from Lean Six Sigma activities. This class will provide leaders and managers the skills necessary to effectively deploy Lean Six Sigma to achieve better, faster, lower cost and safer processes. An overview of the tools used in Lean Six Sigma will be provided as well as the skills needed to staff, implement, and sustain Lean Six Sigma.

### Day 1: Executive Overview – Laying the Foundation

- What is Lean Six Sigma?
- Why do Lean Six Sigma?
- Implementing Lean Six Sigma
- Roles and Responsibilities
- Selecting Green Belts and Lean Facilitators
- Selecting Projects
- Sustaining Lean Six Sigma

### Day 2 & 3: Executive Champions - Skills sets for Successful Champions

- Define process goals in terms of key critical parameters (i.e., critical to quality or critical to production) on the basis of customer requirements or Voice of Customer (VOC)
- Measure the current process performance in context of goals
- Analyze the current scenario in terms of causes of variations and defects
- Improve the process by systematically reducing variation and eliminating defects
- Control future performance of the process

### Who Should Attend:

Lean Six Sigma Champions are employees who hold roles as Strategic Business Leaders, Managers of Resources and Agents of Change. These leaders and managers will provide infrastructural support, inspire an internal shared vision and take on the role of mentor for all Lean Six Sigma trained employees. It is necessary for Champions to possess a high-level knowledge of Lean Six Sigma as they will be identifying projects and determining Green and Black Belt Candidates.

### Course Customizations and Durations:

VRI offers fully customizable Champion Training to fit any industry or schedule.





## Lean Six Sigma Black Belt Training - Black Belt Program

Lean Six Sigma is a quality management concept for continuous improvement that combines the Lean Manufacturing Concepts from the renowned Toyota Production System and the data driven analysis of Six Sigma. Lean Six Sigma combines the speed and agility of Lean with the predictability of Six Sigma to create solutions for better business practices and dramatic bottom line results. The curriculum is based upon the DMAIC roadmap (Define, Measure, Analyze, Improve, & Control) which is the foundation for Six Sigma. The Lean tools and concepts are integrated into the DMAIC framework to create a continuous improvement tool set that can be used to manage any process problem.

### *Learning Objectives:*

- Students will learn over 35 Lean and Six Sigma tools.
- The instruction can be done with various Statistical Analysis software such as Minitab, Quantum XL, SPC XL, JMP or others depending on the needs of your organization.
- Students are encouraged to bring a project to the class, which will be reviewed and discussed throughout the class.
- Fun classroom exercises used to give students a “hands on” exposure to the Lean Six Sigma Tools and Concepts.
- Experienced Instructors use real world examples to demonstrate application of tools.

As part of our four-week Lean Six Sigma Black Belt option, our Lean Six Sigma Green Belt program may be taken alone or as the first step to earning your Black Belt. Our fully customizable program allows students with no prior experience to complete the Green Belt and Black Belt programs consecutively to earn an internationally-recognized Black Belt certification. This is called our Black Belt Bridge Program.

### *Who Should Attend:*

This workshop is intended for participants who are expected to lead cross functional complex process improvement projects that will drive and sustain change in the organization. The ideal candidate is one who has a strong analytical aptitude, effective communication ability, and leadership attributes.

### *Course Customizations and Durations:*

VRI offers fully customizable Black Belt Training to fit any industry or schedule.





## Lean Six Sigma - Black Belt Bridge Program

This program is designed for those who have completed their Green Belt certification separately and would like to pursue attaining Black Belt certification. Green Belt training is a pre-requisite to this course. The course supplements the Green Belt training with Week 3 and Week 4 of the Black Belt training course. Our fully customizable program allows students to continue on to complete the Black Belt programs separately to earn an internationally-recognized Black Belt certification.

### Who Should Attend:

This workshop is intended for participants who have completed their Green Belt Certification and would like to pursue a Black Belt level expertise in Lean Six Sigma. The ideal candidate is one who has a strong analytical aptitude, effective communication ability and leadership attributes to drive change and performance improvement in their organization.

### Course Customizations and Durations:

VRI offers fully customizable Black Belt Training to fit any industry or schedule.





## Green Belt Lite Program

The Green Belt lite course is designed to be a simplified practical program. As opposed to the Lean and Six Sigma approach to the complete body of knowledge as offered in the Full Green Belt Program, more emphasis is placed on the lean tools as opposed to the analytical Six Sigma statistical tools.

### Learning Objectives:

- Overview of Lean Six Sigma
- Define and Organize Your Project
- Team Building and Project Management
- Change Management
- Basic Process Mapping
- Basic Statistic and Graphs
- Measurement System Analysis
- Lean Concepts & Tools
- Variance Reduction
- Control Charts & Control Plans
- Kaizen Events
- Project Close Out

### Who Should Attend:

This workshop is intended for shop floor/field practitioners who can be groomed to facilitate process improvement projects within their organization. Participants work on projects that are not too complex and are usually confined within their own area of responsibility or control and typically work under close supervision of a Black Belt or Master Black Belt. The ideal candidate is one who has a good analytical aptitude, effective communication ability and leadership attributes.

### Course Customizations and Durations:

VRI offers fully customizable Green Belt Training to fit any industry or schedule.





## Green Belt Program

Lean Six Sigma combines the speed and agility of Lean with the statistical predictability of Six Sigma to create solutions for better business practices and dramatic bottom line results. Over 35 tools are taught to allow students to gain process knowledge to make their processes Better, Faster, Lower Cost, and Safer. They will deploy these tools through a project using the Define, Measure, Analyze, Improve, and Control (DMAIC) roadmap. The Six Sigma tools strive to reduce process variance, measure the process, find optimal settings in a pursuit of perfection.

### Learning Objectives:

- Overview of Lean Six Sigma
- Define and Organize Your Project
- Team Building & Project Management & Change Management
- Basic Process Mapping & Basic Statistics and Graphs
- Value Stream Mapping
- Measurement System Analysis
- Lean Concepts & Tools
- Variance Reduction
- Regression Analysis & Hypothesis Testing
- Control Charts & Control Plan
- Kaizen Events
- Project Close Out

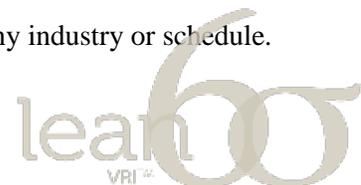
As part of our four-week Lean Six Sigma Black Belt option, our Lean Six Sigma Green Belt program may be taken alone or as the first step to earning your Black Belt. Our fully customizable program allows students with no prior experience to complete the Green Belt and Black Belt programs consecutively to earn an internationally-recognized Black Belt certification. This is called our Black Belt Bridge Program.

### Who Should Attend:

This workshop is intended for shop floor/field practitioners who can be groomed to facilitate process improvement projects within their organization. Participants work on projects that are not too complex and are usually confined within their own area of responsibility or control and typically work under close supervision of a Black Belt or Master Black Belt. The ideal candidate is one who has a good analytical aptitude, effective communication ability, and leadership attributes.

### Course Customizations and Durations:

VRI offers fully customizable Green Belt Training to fit any industry or schedule.





## Lean Six Sigma Sprint

Sometimes a full strategy or deployment cannot quickly address an immediate problem. Sprint is defined as a burst of speed at any point during a race. VRI's Lean Six Sigma Sprint™ solution is a burst of speed at any point in a company's Lean Six Sigma journey. We will work with you to enable your company to successfully "sprint" from your current state to an improved state at whatever level of and scope of necessity. VRI Experts will analyze the current situation and recommend a well-crafted Lean Six Sigma tools and pilot project, making sure that solution is right every time.

### Examples of VRI Lean Sigma Sprints™:

- Just-Do-It projects or Plan-Do-Check-Act projects
- Root Cause Investigation & Analysis
- Value Stream Mapping Events
- Kaizen Events Current-State Process Mapping
- Benchmarking & Gap Analysis
- Project Prioritization & Planning for DOE
- Statistical Analysis
- Data Mining & Process Capability Analysis & Control Charts

As part of our four-week Lean Six Sigma Black Belt option, our Lean Six Sigma Green Belt program may be taken alone or as the first step to earning your Black Belt. Our fully customizable program allows students with no prior experience to complete the Green Belt and Black Belt programs consecutively to earn an internationally-recognized Black Belt certification. This is called our Black Belt Bridge Program.

### Who Should Attend:

This workshop is intended for Lean Six Sigma practitioners who are familiar with Lean Six Sigma concepts and tools and want to "sprint" into a desired future state or outcome through a focused understanding and use of a specific but appropriate tool or methodology. This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare & Manufacturing & Other service industries
- Non-financial and financial professionals
- Operations & Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Lean Six Sigma Training to fit any industry or schedule.





## Yellow Belt Training

This class provides participants a working knowledge of statistical tools for monitoring and improving processes, reducing variation, and gaining process knowledge in an efficient manner. Strong emphasis is placed on using facts and data for sound decision making. Participants learn how to take data and transform it into vital information. The course is taught with a simplistic approach and makes use of many in-class examples and exercises. Participants have ample opportunity to practice what is taught and leave with a practical knowledge of basic statistical tools and the confidence necessary to use these tools immediately for effective process control and improvement.

### Topics Discussed:

- The Basics
- Introduction to Variance Reduction
- Define and Scope Your Work
- Data Analysis with Basis Stats and Graphs
- Measurement System Analysis
- Data Distributions and Probability
- Confidence Intervals and Sample Size
- Hypothesis Testing
- Control Charts

### Who Should Attend:

As performance improvement and Statistical Process Control deals with determining and improving an organization's nominal value on product or service acceptability, there is a variety of staff that should be trained in this area. We suggest Production Floor Staff and Management, as well as all of Quality Control employees and Engineers

### Course Customizations and Durations:

VRI offers fully customizable Lean Six Sigma Training to fit any industry or schedule.





## White Belt Training

In this workshop, the students will experience, first hand, how to apply easy concepts to improve their processes the very next day! The student will learn the basic concepts of how to Simplify the process by identifying and removing wastes in processes. They will receive an overview on the various Lean Tools but focus most of their time identifying and removing waste through a series of two classroom exercises. The second part of the class is focused on the basic concepts in implementing Six Sigma, the elimination of process variability. Students will have two exercises that focus on the measurement of processes and capturing the Cost of Poor Quality (COPQ) to the removal of process variability thereby improving the process!

### Topics Discussed:

- What is Lean, Six Sigma and Lean Six Sigma
- Lean Six Sigma principles
- Waste categories measured in Lean
- Major Tools used in Lean
- How to Determine the Cost of Poor Quality
- The Importance of Variance Reduction in work processes
- How to establish customer driven specifications How to achieve variance reduction
- How to track a process with a Scorecard
- Why do we do Lean Six Sigma?

### Who Should Attend:

As this is a hands-on training, participants will leave the course with skills they can implement immediately. Thus, ALL project members should take this course as well as anyone connected with a process in need of improvements.

### Course Customizations and Durations:

VRI offers fully customizable Lean Six Sigma Training to fit any industry or schedule.

## Lean Six Sigma Belt Certification

Certification process to attest attainment of professional status of an individual to a level of expertise in Lean Six Sigma after successfully completing and demonstrating certification parameters. We certify to Yellow Belt, Green Belt, and Black Belt expertise level.





## Six Sigma- Basic Statistics

This class provides participants a working knowledge of statistical tools for monitoring and improving processes, reducing variation, and gaining process knowledge in an efficient manner. Strong emphasis is placed on using facts and data for sound decision making. Participants learn how to take data and transform it into vital information. The course is taught with a simplistic approach and makes use of many in-class examples and exercises. Participants have ample opportunity to practice what is taught and leave with practical knowledge of basic statistical tools and the confidence necessary to use these tools immediately for effective process control and improvement.

### Topics Discussed:

- The Basics
- Introduction to Variance Reduction
- Define and Scope Your Work
- Data Analysis with Basis Stats and Graphs
- Measurement System Analysis
- Data Distributions and Probability
- Confidence Intervals and Sample Size
- Hypothesis Testing
- Control Charts

### Who Should Attend:

As performance improvement and Statistical Process Control deals with determining and improving an organization's nominal value on product or process acceptability, there is a variety of staff that should be trained in this area. We suggest Production Floor Staff and Management, as well as all of Quality Control employees and Engineers.

### Course Customizations and Durations:

VRI offers fully customizable Six Sigma Training to fit any industry or schedule.





## Six Sigma Green Belt

The six sigma Green Belt course is designed to enhance technical problem-solving skills. Instruction is application focused, therefore requiring all participants to successfully complete a project while completing the classroom portion of the training. The focus of the instruction is knowledge transfer demonstrated by real time application of technical problem-solving skills.

### Topics Discussed:

- The principles, tools, and methods required by a Six Sigma Green Belt
- How to better understand the Voice of the Customer (VOC) and link these to processes and supporting metrics
- Learn to lead proven Six Sigma DMAIC-style projects that drive service improvement and tangible financial benefits
- Combine basic quality with powerful process analysis tools to create better service with less cost
- Gain in-depth understanding of the impact of process variation in order to achieve predictable, error free processes and customer service
- Successfully close process improvement projects and implement process control tools that will ensure that the benefits realized are sustained

### Who Should Attend:

This workshop is intended for participants who can facilitate process improvement projects within their organization. On their own, participants are able to facilitate process improvement projects that are not too complex and confined within their own area of responsibility or control and typically work under the guidance of a Black Belt or Master Black Belt. The ideal candidate is one who has a strong analytical aptitude, effective communication ability, and leadership attributes and can be developed into Black Belt level expertise.

### Course Customizations and Durations:

VRI offers fully customizable Six Sigma Training to fit any industry or schedule.

## Six Sigma Belt Certification

Certification process to attest attainment of professional status of an individual to a level of expertise in Lean Six Sigma after successfully completing and demonstrating certification parameters. We certify to Yellow Belt, Green Belt, and Black Belt expertise level.





## Design of Experiments (DOE)

All levels of an organization can benefit from Design of Experiments Training. DOE is the last week of the Black Belt Training or can be taught as a stand-alone class. DOE will provide participants a basic understanding of the DMAIC roadmap. However, most of the course will focus on the Improve Phase, looking for the best input settings to achieve the required output result.

### Topics Discussed:

- Introduction to Design of Experiments (DOE)
- The Basics of DOE
- Level Screening Designs
- Two Level Modeling Designs
- Three Level Modeling Designs
- DOE vs. Regression

### Who Should Attend:

This is an essential course for experienced Lean Six Sigma Practitioners and Project Leaders who want to improve their analytical abilities and achieve superior results. This course is designed to provide Master Black Belts, Black Belts, and experienced Project Leaders the additional statistical tools and concepts necessary to successfully analyze, improve and execute their continuous improvement efforts.

This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Advanced Statistics

Applied Statistics looks at data and the underlying principles in more depth and introduces more advanced tools than our Lean Six Sigma Black Belt course material. This course covers the fundamentals of statistics such as the types of data, populations, and samples, spread and stability, location and statistical parameters. It focuses on the impact of variation on decision making and how to use statistics to make good decisions

### Topics Discussed:

- Utilize the key principles of statistics
- Utilize data distributions and the principles of probability
- Recognize how to graph data and utilize grouping and analysis techniques
- Describe the principles of good data collection and sampling techniques (discrete and continuous)
- Perform and analyze measurement system studies (MSA)
- Recognize how to understand non-normal data; where it comes from, and how to effectively analyze it
- Perform and interpret regression and correlation analysis
- Construct hypothesis tests and choose the appropriate comparative test
- Recognize how to design and conduct a Design of Experiments (DOE)

### Who Should Attend:

This is an essential course for experienced Lean Six Sigma Practitioners and Project Leaders who want to improve their analytical abilities and achieve superior results. Yellow Belt or Green Belt training is a pre-requisite to this course. This course is designed to provide Master Black Belts, Black Belts, and experienced Project Leaders the additional statistical tools and concepts necessary to successfully analyze, improve and execute their continuous improvement efforts.

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Lean Workshop

This workshop will show the connectivity between the various types of lean tools, techniques, and concepts and how the benefits of using lean can be captured in both quantitative and qualitative aspects. Participants will be asked to bring specific problems or challenges with them to this workshop and throughout the day, "real-life" examples, applicable to their situation, will be given to show how to capture the benefits of lean based upon their specific need. At the end of this workshop, participants will leave with an action plan, specific to their needs, to aid them in capturing the qualitative and quantitative benefits of lean within their organization.

### Topics Discussed:

- Have a better understanding of the qualitative and quantitative value of lean
- Learn several approaches to capture the value of their lean activities
- Apply their specific situation to a profit model
- Practice speaking in a common language that resonates with their customers
- See where the benefits will and will not appear on the financial statements over time

### Who Should Attend:

This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Project Management Workshop

Our clients asked for a common sense approach to Project Management, and we responded. Tackling today's project focused environment requires a straightforward, down to earth approach. In our most popular program, you will learn practical, effective tools, and proven processes that will ensure your projects stay on track and your deliverables are achieved.

### Topics Discussed:

- Establish effective communication lines from the start
- Develop concise intended outcomes and deliverables
- Build a Project Charter that is simple, yet effective in getting your projects off to the right start
- Recognize and prevent common Project Management problems
- Use criteria to determine your tasks and measure the project
- Identify and evaluate risks and contingencies
- Effectively determine resource requirements
- Use a Work Breakdown Structure, Gantt Chart, and Network Diagram to manage your project

### Who Should Attend:

This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Change Management Workshop

Build trust, commitment, and positive results through any change initiative. Organizational change is constant. And yet many people react to change with denial or resistance. As a change leader, your ability to help people overcome their reactions and get onboard with new initiatives is critical to your success. In this one-day workshop, you'll gain practical tools that will enable you to manage reactions to change and communicate in a manner that inspires followership and optimal productivity through any change initiative.

### Topics Discussed:

- Understand your role as a change leader
- Get clear on your own reaction to change as well as the reaction of those you work with
- Appreciate why others may react negatively to change and how best to respond
- Adapt your communication style to gain buy-in and support from others toward change initiatives
- Increase the readiness to embrace change and overcome resistance in your work environment

### Who Should Attend:

Supervisors, Team Leaders, and Managers responsible for implementing change initiatives within their organization

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Voice of the Customer Workshops

To be competitive, businesses must deliver what customers want. This is a simple but often ignored axiom – we often assume we know what our customers want. The key to achieving high levels of customer loyalty while achieving aggressive corporate goals is to understand the voice of the customer and how it drives higher market share, improved operating margins, higher quality levels and shorter lead times

### Topics Discussed:

- Identify and segment customers and other important stakeholders.
- Interviewing techniques and collecting survey data
- Prioritize customer needs and wants
- Quality Function Deployment methodology
- Demonstrate how to transform customer requirements into detailed design specifications.

### Who Should Attend:

This workshop is appropriate for all levels of personnel in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Value Stream Mapping Workshops

Value Stream Mapping is a powerful tool for analyzing information and material flow throughout an organization or between organizations and identifying and planning improvements. The value-stream map is a paper-and-pencil representation of every process in the material and information flow of a product or product family, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Mapping is a critical initial step in lean transformations because it shows you where you could apply lean techniques, such as kaizen events, for maximum effect. Mapping helps you avoid the common mistake of cherry-picking individual lean techniques, which creates isolated islands of improvement and limited benefits.

### Topics Discussed:

- Establish a direction for the company's improvement efforts – maps become the blueprints for the lean transformation
- Target kaizen activities for bigger and more sustainable impact
- Gain a better understanding of the linkages between material and information flow
- Visualize improvements to the overall production flow, instead of spot improvements to single processes
- Create the basis for an effective lean implementation plan by designing how a facility's door-to-door material and information flow could operate
- Give operators, engineers, and managers a common language and process for continuous improvement

### Who Should Attend:

- Operators, managers, supervisor, and change agents in any industry with multi-step processes
- Transactional or services professionals interested in better understanding the flow of a product from "raw material" to the shelf in their industry
- Professionals from organizations at any level of a lean journey, particularly (but not exclusively) those just beginning

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Statistical Process Control (SPC) Workshop

Statistical Process Control is the use of statistics in monitoring and controlling a process. SPC deals with providing practitioners the tools to incorporate the voice of the customer and the business with a focus to measure the voice of the process.

### Topics Discussed:

- Working knowledge of statistical tools for monitoring and improving processes
- Strong emphasis is placed on using facts and data for sound decision making.
- Transform data into vital information.
- Effective methodology for process control and improvement

### Who Should Attend:

This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Kaizen Workshop - Full

Kaizen originates from the Japanese words “kai,” change and “zen” better. This workshop is a 5-day intensive team activity to identify and carry out significant workplace improvement. Participants are typically a cross functional team that is empowered to make, in a week or so, changes that would otherwise take months or longer to make. This workshop includes comprehensive pre-work with the stakeholders prior to the actual Kaizen event itself. The comprehensive pre-work includes understanding organizational objectives and goals, establishing the voice of the customer and voice of the business, data gathering, team selection and planning for the Kaizen event. Post Kaizen work includes finalization of the action plans and establishing a monitoring plan.

### Topics Discussed:

- Address urgent business or process need, or advance a business improvement program.
- Drive to resolve specific problem or achieving a specific goal
- Establish actionable plans to implement solutions generated from the Kaizen event

### Who Should Attend:

This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.

The complexity of the project for a Kaizen Event will dictate the length of the Event. i.e., Lite (2 -3 Days) or Full (5 Days)





## Kaizen Workshop - Lite

Kaizen originates from the Japanese words “kai,” change and “zen” better. This workshop is a 2-3 day intensive team activity to identify and carry out significant workplace improvement. Participants are typically a cross functional team that is empowered to make, in a week or so, changes that would otherwise take months or longer to make. This lite workshop includes pre-work with the stakeholders prior to the actual Kaizen event itself. The pre-work includes understanding organizational objectives and goals, establishing the voice of the customer and voice of the business, data gathering, team selection and planning for the Kaizen event. Post Kaizen-work includes finalization of the action plans and establishing a monitoring plan.

### Topics Discussed:

- Address urgent business or process need, or advance a business improvement program.
- Drive to resolve specific problem or achieving a specific goal
- Establish actionable plans to implement solutions generated from the Kaizen event

### Who Should Attend:

This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.

The complexity of the project for a Kaizen Event will dictate the length of the Event. i.e., Lite (2 -3 Days) or Full (5 Days)





## Program Deployment Workshops

The Deployment Planning workshop is designed to dramatically accelerate the process of completing the many decisions necessary for an organization to successfully deploy Lean Six Sigma (LSS). The workshop is facilitated as a Kaizen event, i.e., one week, full-time participation by the core team and Deployment Champions (as well as 'as-needed' participation by other subject matter experts (SME's), high-energy and with an eye towards making as many decisions as possible. The results of the event include a coordinated set of deployment decisions with high 'buy-in' from the broader organization. Further, the one-week event will usually accelerate the deployment decision making process by 3 months or more, pulling forward in time the launch of projects. It dramatically reduces the time to financial results, enabling the deployment to pay for itself much quicker.

### Topics Discussed:

- Specific deployment decisions are covered in the workshop. These include, but are not limited to, the following:
- Deployment Strategy
- Candidate Selection and Retention
- Financial Control
- Change and Communications
- Project Realization
- Training Coordination and Support
- Project Management and Deployment Tracking

### Who Should Attend:

Lean Six Sigma Leaders, Champions, Advisors and Lean Six Sigma team members.

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Project Identification Workshops

The Project ID and Selection workshop includes (1) providing participants with cycles of learning on applying the project identification and selection methodology in a tightly scoped and managed workshop environment, (2) identifying, screening/selecting, and scoping Lean projects for Lean Six Sigma training and deployment (including scheduling prioritization session), and (3) demonstrating the power of project selection methodology to site/unit management teams. This workshop focuses on an analysis of the Voice of the Business, Voice of the Customer and Voice of the Process to identify project opportunities.

### Topics Discussed:

- Pre-work distribution to onsite team and assessment attendees (as pre-work).
- Kick-off workshop with site tour for onsite team, and session with local leadership team for review of strategic agenda and establish areas of focus (value drivers).
- Quick review of site budget (benchmarks, gaps, goals).
- Conduct current state performance assessment of existing processes and products to identify improvement opportunities and projects.
- Identify gaps in performance based on budget benchmarks and/or analysis of shortfalls (Voice of the Business).
- Identify gaps in performance to internal and external customer requirements (Voice of the Customer).
- Conduct interviews in functional areas and organization levels to value stream map the macro processes, deep-dive into problem areas and/or integration points (Voice of the Process).
- Survey workforce and human resources for environmental, health, safety, morale, and similar issues (Voice of the Environmental/Health/Safety/Regulatory/Employee)
- Conduct benefit / effort screening of potential projects.
- Create project charters for identified projects - first drafts.
- Assign project charter completion to process owners (sponsors) and schedule prioritization session.
- Report-out session with top local leadership

### Who Should Attend:

Lean Six Sigma Leaders, Champions, Advisors and Lean Six Sigma team members

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## 5s Visual Workshop

5S methodology has been introduced and perfected by Toyota in order to make waste visible and eliminate it. 5S, a system of visual cues that helps reduce waste and achieve more consistent operational results through maintaining an orderly workplace, has been widely used in all sorts of organizations, from manufacturing to healthcare, from military to financial institutions. This workshop has been designed to introduce you to the 5S methodology and help you learn basic implementation steps including evaluation and audit.

### Topics Discussed:

- Understand how the 5S system will help you correctly apply the lean techniques through making waste visible and supporting standardized work requirements
- Learn the purpose behind each step and the criteria to evaluate how well each “S” has been implemented
- Get a structured format to start using this technique right away in your organization in order to create a pathway for lean implementation
- Be able to start the 5S practices and permeate that throughout the organization to make it part of your company culture

### Who Should Attend:

Managers at all levels, supervisors, engineers, operators/technicians, internal lean/process improvement professionals and anyone else that's going to be participating in the 5S program.

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Measurement System Analysis (MSA) Workshops

MSA training is used to determine if a measurement system can generate accurate data, and if the accuracy is adequate to achieve your objectives, therefore participants should comprise of engineers, quality professionals, supervisors and metrology technicians. Measurement system analysis (MSA) is an experimental and mathematical method of determining how much the variation within the measurement process contributes to overall process variability. The five parameters which constitute the focus of MSA are bias, linearity, stability, repeatability, and reproducibility.

### Topics Discussed:

To understand variation from measurement systems vs. process variation and how it can impact data-driven decisions. Participant will learn how to conduct a Gage Repeatability and Reproducibility (GRR) study and analyze the results.

### Who Should Attend:

Designed for all managers, scientists, engineers, and Lean Six Sigma practitioners who wish to understand how to explore and exploit information contained in their datasets of any size will be interested in this course.

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Failure & Effect (FMEA) Analysis Workshops

As the Failure Modes & Effects Analysis training is focused on new implementations or change of existing designs and processes. Team members who will be involved with these changes should attend FMEA to ensure a reduction in risk of failure. We use a team approach to finding failures in systems and evaluating their effects. This one-day course focuses on how to develop a methodology for finding and eliminating problems before they occur.

### Topics Discussed:

- Design FMEA analyzes a new process, product or service design before release and imparts an awareness of possible failures. Focus is placed on potential safety hazards, malfunctions, shortened product life or a decrease in satisfaction.
- Process FMEA is used to improve existing transactional and operational processes and to impart an awareness of how people, materials, equipment, methods, and environment can trigger process glitches. Focus is placed on problems that may cause safety hazards, defects or reduced efficiency.
- System FMEA analyzes your systems and subsystems in the beginning stages of concept and design.

### Who Should Attend:

This workshop is appropriate for continuous improvement leaders in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.





## Leadership Development

The objective of this workshop is to help leaders understand conceptual differences between applying lean to their organization vs. integrating it into the business system with the expectation of creating a new problem solving culture, and what changes in their own thinking and behaviors are required so they can effectively support their organizational transformation. In the course of the workshop, we will facilitate reflection sessions to help you clarify the current state of an organization and define the gap between where you are today and where you need to be. We will engage participants into thinking about personal leadership habits and practices, what has to be done as the leader to help your organization make business improvements, and what your individual “gaps” are that need to be closed.

### Topics Discussed:

- What is “Lean” and what does it mean to your organization?
- Why is it so hard to introduce and sustain lean?
- Aligning Purpose, Process, People and the scientific method of PDCA to build the culture of continuous improvement
- Modern versus Lean Management (thinking about how you run your business)
- The leader’s role in providing direction and aligning the organization
- Leadership skills, competencies, and capabilities required to build the lean culture
- Issues around creating change and improving business results

### Who Should Attend:

This workshop is appropriate for continuous improvement leaders and practitioners in a wide range of industries, functional areas, and levels, such as

- Healthcare
- Manufacturing
- Service industries
- Non-financial and financial professionals
- Operations
- Business process functional areas (e.g., HR, IT, Finance, etc.)

### Course Customizations and Durations:

VRI offers fully customizable Workshops to fit any industry or schedule.

