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- **Process Improvement**



สถาบันมาตรฐานอังกฤษ (BSI)

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What is Lean Six Sigma?

Lean Six Sigma is a two staged business approach to continual improvement which focuses on reducing waste and product variation from manufacturing, service or design processes. Lean refers to maximizing customer value and minimizing waste; creating more value for customers with less wasted resources. Six Sigma is the on-going effort to continually reduce process and product variation through a defined project approach.

Combined, the two approaches drive continual improvement, building a philosophy that is the foundation of all effective management systems and any business that wants to grow and progress for the future.

What are the benefits of Lean Six Sigma?

The on-going principles Lean Six Sigma can instil into your organization can result in numerous benefits to both internal and external stakeholders, including:

- Increased customer and employee satisfaction
- Reduced costs
- Retained business
- Enhanced reputation
- Increased competitive advantage
- Improved staff morale

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What is DMAIC?

DMAIC is at the core of Lean Six Sigma and stands for Define, Measure, Analyse, Improve and Control.



Define the problem, the voice of the customer and the project goals



Measure the key aspects of the current process and collect the relevant data



Analyse the data to investigate and verify cause-and-effect relationships. Seek out root cause of the defect under investigation



Improve or optimize the current process based upon data analysis



Control the future state process to ensure any deviations are corrected before they result in defects



"Our recent experience of working closely with BSI to deliver bespoke-in-company training has been excellent. The commitment and enthusiasm shown by the BSI team to understand our business and then design the training package was commendable. The trainers were knowledgeable, friendly and they adapted their delivery style according to the group. The post training support to embed the learning has also been outstanding."

Vikas Joshi, Continuous Improvement, Coca Cola

Our training options

Public:

Choose from one of our set dates running throughout the year at a range of first class venues across the UK.

Off the shelf:

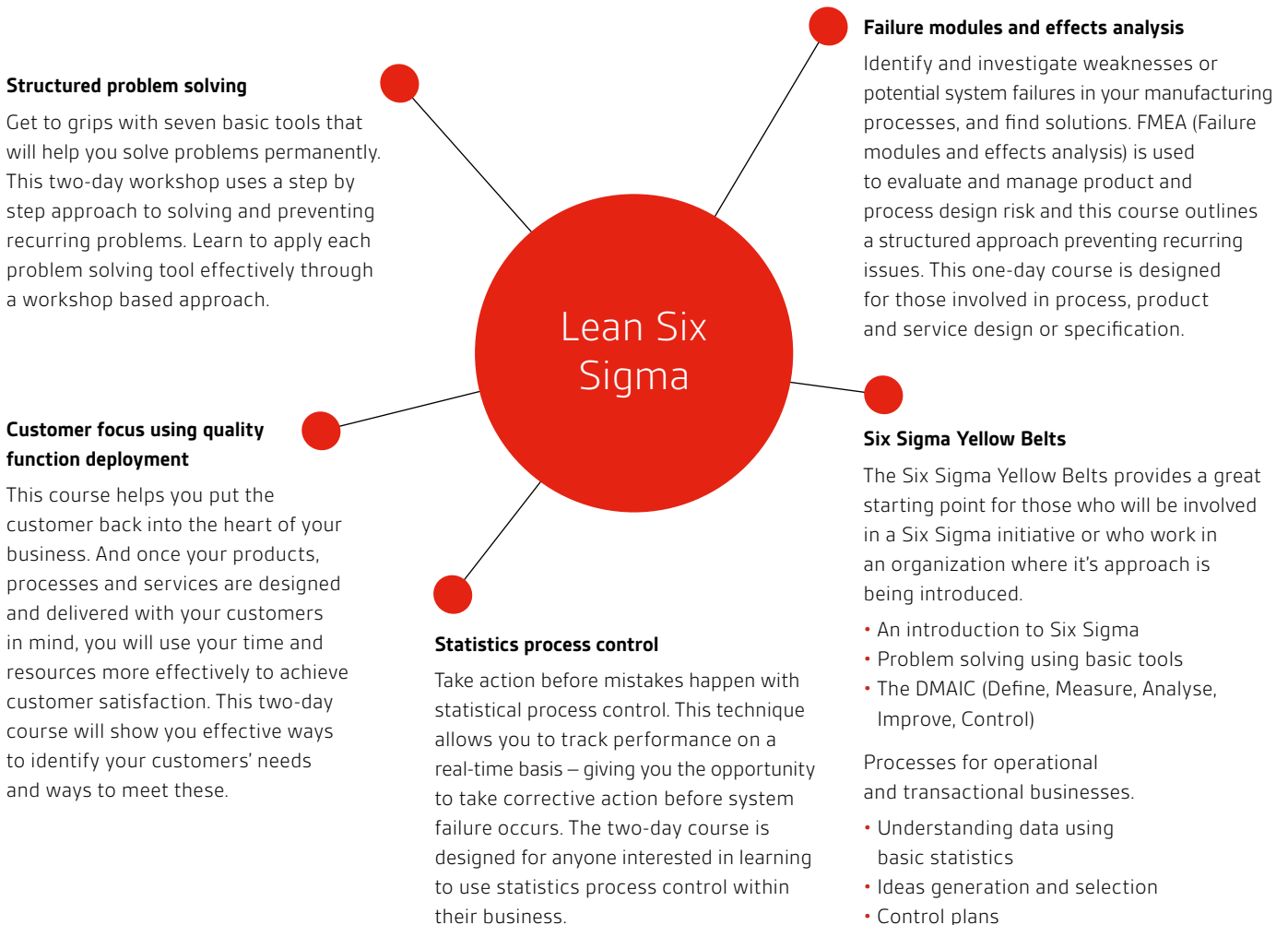
Select a course from our Lean Six Sigma training modules and we can deliver it at your premises or at a venue of your choice.

Tailored:

We can provide tailored training based around your specific requirements, offering a cost effective, flexible solution for training larger numbers.

Exclusive to In-company:

The shorter courses below are ideal for organizations that want to understand more about Business Improvement and the benefits that a business can gain.





Training with BSI

BSI offer a unique solution which splits training into manufacturing and service sectors. The tools which are used in Lean Six Sigma are applied differently to each industry, ensuring that the right results are achieved for you and your organization.

Manufacturing based Lean Six Sigma Training is used in the operational environment to reduce variation in process output. The customer is the focus of attention, and improvement activities are focused on those areas which will produce the largest benefit in terms of customer satisfaction.

Why train with BSI?

Invest in training with BSI and we will make an investment in you, ensuring you receive an on-going level of support to help you reach your goals.

- BSI split Lean Six Sigma by sector, ensuring you receive training most appropriate to your requirements
- If you have already completed training on Lean Six Sigma and just need certification, we can also provide this for you
- Our training is delivered by a team of expert Master Black Belt tutors with years of experience

Service based Lean Six Sigma is used to reduce variation in administrative or service related processes. A common target of transactional projects is to reduce processing time, which results in increased customer satisfaction and greatly improved efficiency.

- Certification is free with Green and Black Belt training – enhance your credentials with the Kitemark
- BSI are a global superbrand, the number 1 certification body in the UK and US with training recognized across 147 countries
- All of our courses can be delivered in-company, or bespoke to suit your specific requirements
- Free project mentoring support for all delegates is provided by the tutor. In most cases the benefits from the course project will deliver savings for the organisation many times in excess of the course fee



Lean Six Sigma training courses with BSI

Our Lean Six Sigma training courses are led by our team of expert tutors, who are qualified as Master Black Belts, with years of professional experience.

We offer a range of courses to help you in your journey to becoming a fully qualified Six Sigma professional.

An Introduction to Lean Six Sigma

This one day course will provide a concise overview of the Six Sigma process and an understanding of the DMAIC process and how it can improve your business. You will gain a taster of the tools and techniques required to analyse and improve your business processes.

Who should attend?

- CEOs, Directors and Senior Managers
- Those responsible for evaluating or implementing continual improvement projects

What's included?

8 CPD points, a certificate of attendance, course notes and a £250 voucher towards further Lean Six Sigma BSI training courses.

Lean Practitioner

Our four day course will teach you how to evaluate organizational readiness, identify potential benefits, prepare a business case and plan an effective deployment strategy.

Who should attend?

- Lean Practitioners
- Senior Managers wanting a more in depth understanding of Lean methodologies

What's included?

32 CPD points, a certificate of attendance along and a set of course notes.



Green Belts

Our 10 day programme is delivered by a Master Black Belt Tutor, in two 5 day modules with one month in between to enable you to apply your skills within your business.

Green Belts will play a pivotal role in problem solving and achieving process excellence.

What will I learn?

- Get to grips with the history and meaning of Lean Six Sigma
- Progress your understanding to apply Lean tools including the DMAIC model
- Learn how to establish customer needs and measure performance
- Develop skills to use analytics, mathematical models and design techniques
- Gain confidence and a professional qualification

Who should attend?

- Those with responsibility for improving operational performance
- Those with experience of improving operational processes as part of a team
- Those with a desire to learn analytical methods to problem solving



Black Belts

Upon successful completion of the Green Belt course you can progress to Black Belt status.

Black Belts will be responsible for leading teams of Green Belts and will manage continual improvement processes.

What will I learn?

- Gain thorough understanding of Lean tools and the DMAIC method
- Quickly identify areas where improvements can be made
- Be confident in leading the application of DMAIC and Lean
- Establish customer needs and measure how these are met
- Further develop skills to use analytics, mathematical models and design techniques

Who should attend?

- Those who wish to manage complex Lean Six Sigma projects
- Those who wish to manage teams of Green Belts
- Those with some Lean Six Sigma improvement experience

For more information and our list of training dates please visit:

bsigroup.com/training



BSI Training Academy

The Art of Effective Customer Complaints Handling training course

Essential information about the one-day course

Customer complaint handling skills are among the most valuable skill sets for any employee who deals with customers.

The manner in which your employees deal with customers or clients is a huge factor in your ability to retain those business relationships. Good customer complaint handling translates directly to your bottom line – happy customers will remain and return.

When a proper and effective complaint handling mechanism is in place, you will positively enhance your interaction with customers or clients. In addition, you will also have a positive impact on the morale of your employees.

This one-day training course aims to instill the art of customer complaint handling, and to build customer loyalty to your business.

Our course agenda

- The psychology of a complaining customer
- The art of customer complaint handling
- The importance of customer complaint recovery
- The systematic approach to customer complaint handling
- Empowerment and basic requirements
- Strategies and techniques
- Customer handling
- Preventive measures
- Turning customer complaints into business opportunity/business improvement

Book today at bsigroup.com/training



Upon successful completion of the course, you will receive an internationally recognized BSI certificate

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The Art of Effective Customer Complaints Handling training course

This one-day training course aims to instill the art of customer complaint handling and help to build customer loyalty to your business. Identifying and resolving customer complaints using the appropriate techniques can turn your customer into a loyal one - and can turn the complaint into a business opportunity.

Make sure this is the right course for you.

This course is for you if:

Anyone who has direct contact with customers in handling complaints including:

- Front-line staff
- Customer service teams
- Sales teams

What you'll learn:

When you attend this course, you'll be able to:

- Explain the psychology of a complaining customer
- Recognize the importance of regaining customer trust after a complaint
- Explain the requirements, policies and procedures of dealing with a complaint

You will gain the skills to:

- Identify a customer complaint quickly
- Apply the best techniques for complaint handling and prevention
- To turn a complaint into a business opportunity

Benefits:

Attending this course will enable you to:

- Understand customer complaints handling – an artful skill
- Identify the reasons for customer complaints
- Learn various techniques for handling customer complaints
- Exercise self-empowerment to prevent customer complaints
- Understand that customer complaints can be turned into a business opportunity
- Identify possible steps for your business improvement plan

Why train with BSI?

Our experienced tutors have practical application of the subject matter, enabling them to understand and meet your specific industry requirements.

Training delivered at your site



This could be a convenient and cost effective option, especially if you have multiple delegates.

Talk to one of our experts to find out more.

Next steps with the BSI Academy



Want to learn more? You may also be interested in other process improvement courses.

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Email: **training@bsigroup.com**

or visit: **bsigroup.com/training**



BSI Training Academy

Developing and Managing Key Performance Indicators (KPIs)

training course

Essential information about the course

Are you responsible for managing performance within your organization? This two-day course will introduce you to techniques and principles for developing performance management, and how to ensure they're aligned to your organization's mission and vision.

This course will help you to develop a good understanding of performance management processes. You'll consider how to set clear expectations for organizational performance, as well as using a structured approach to reviewing and monitoring.

At an organizational level, key performance indicators (KPIs) are a quantifiable metrics that reflect how well your organization is achieving its stated goals and objectives. At an employee level, KPIs can be used proactively to manage employee performance, reward excellence and recognize accomplishments.

Good KPIs are specific, measurable, aligned to the organizational vision and encourage the shaping of strategies and plans.

Our course agenda:

Day 1

- Introduction to creating a performance management system
- Benefits to key performance measurement
- Planning and preparation
- Seven steps of a performance management system
 - Review organizational mission and vision
 - Formulate overall business strategy
 - Functional objects/KRAs

Day 2

- Seven steps of a performance management system
 - Setting functional KPI's and aligning initiatives
 - KPI's implementation
 - Cascading to individual level KPIs
 - KPI Management System
- Characteristics of a good performance management system

Book today at [bsigroup.com/training](https://www.bsigroup.com/training)

Developing and Managing Key Performance Indicators (KPIs)

training course

This is one of a suite of training courses designed to support your organization's drive for continual improvement. You may already be certified to one or more management systems standards, and you may also be interested in developing your organizational resilience.

Make sure the course is right for you

This is the course for you if:

- You're leading and managing the implementation of a performance measurement program within an the organization, including senior and middle managers, functional and departmental managers

This course will help you:

- Apply your knowledge and skills to the development of key performance indicators for your organization, and know how to deploy and manage them

How will you benefit?

- Understand the fundamentals and critical drivers for the successful implementation of performance measurement in your organization
- Understand the change management perspective of performance management

Why train with BSI?

Our high impact accelerated learning approach increases learning by improving knowledge retention and skill application. This course is activity-based, resulting in a deeper understanding of the material and a greater impact on job performance.



On completion, you'll be awarded an internationally recognized BSI Training Academy certificate

Next steps with the BSI Academy



Other courses in this suite include:

- Effective implementation of documented information systems
- Eight disciplines of team-oriented problem solving techniques
- Effective root cause analysis
- Process mapping toolbox towards excellence

You may also be interested in our Foundations of Organizational Resilience

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BSI Training Academy

Effective Implementation of Documented Information Systems training course

Essential information about the one-day course

Are you responsible for managing documented information?

The latest iteration of management systems standards (such as ISO 9001, ISO 14001 and ISO 45001) are much more flexible about what documents are required.

However, this means it can be difficult to decide which documents and records should be kept to conform and comply with the requirements.

The approaches covered in this one-day training course are easy-to-implement, cost-effective, and are applicable to a range of management systems standards.

Our course agenda

- Explanation and purpose of documented information
- Effects of 'over and under' documentation
- Documentation requirements of standards including ISO 9001, ISO 14001 and ISO 45001
- Identifying documented information in a standard
- Flexibility and interpretation
- The creation, updating and lifecycle of documented information
- Typical structure and controls
- Common issues
- How to determine conformity in audit scenarios

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On completion, you will be awarded an internationally recognized BSI Training Academy certificate

Effective Implementation of Documented Information Systems training course

Develop your understanding of documented information systems with this one-day introductory training course. You'll learn the practical methodologies for the implementation of management and controls regardless of media type.

Make sure this is the right course for you.

Who this course is for:

Anyone involved with the development, maintenance or improvement of a document control process.

This training course is just as relevant if you're experienced or new to document control.

What you'll learn:

You will have the knowledge to

- Identify what constitutes a documented information system, and how to manage and control it
- Explain the full cycle of development, approval, distribution, maintenance and disposition of obsolete documented information

You'll have the skills to

- Meet the documented information requirements of various management system standards
- Use the various methodologies for managing a documented information system

Benefits:

- Develop or improve your current practices
- Conform to the requirements for documented information
- Apply a practical system that works for your organization

Why train with BSI?

Our high impact accelerated learning approach increases learning by improving knowledge retention and skill application. This course is activity-based, resulting in a deeper understanding of the material and a greater impact on job performance.

This is one of a suite of training courses designed to support your organization's drive for continual improvement. You may already be certified to one or more management systems standards, and you may also be interested in developing your organizational resilience.

Next steps with the BSI Training Academy



Other courses in this suite include:

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- Effective root cause analysis
- Process mapping toolbox towards excellence
- Developing and managing key performance indicators

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BSI Training Academy

Effective Root Cause Analysis (RCA) training course

Essential information about the course

Learn how to effectively solve day-to-day operational problems and prevent recurrence with this two-day, hands-on root cause analysis training course.

This two-day training course uses a practical approach to systematically describe the problem, understand the situation, root out and fix the cause, and put steps in place to make sure the problem remains fixed.

Root cause analysis is one of the most common techniques for getting to the source of an issue,

rather than just treating the symptoms. Despite its benefits, it can be difficult to embed effectively.

It's often used to resolve day-to-day, operational issues in organizations but it can also be expanded to solve more complicated problems.

This training course provides a good foundation to help you understand a problem solving technique and feel confident in your approach to effectively apply it when you return to your organization.

Our course agenda:

Day 1

- Introduction to root cause analysis
- SURF methodology explained
- State the problem
- Understand the situation
- Root up the cause - Identify and shortlist potential causes

Day 2

- Root up the cause - Identify and shortlist potential causes continued
- Fix it and make it stay fixed
- How the SCRAMPER technique can help you to generate more ideas
- Measure the effectiveness of action taken to prevent recurrence of problem

Book today at bsigroup.com/training



On completion, you'll be awarded an internationally recognized BSI Training Academy certificate

Effective Root Cause Analysis (RCA) training course

Make sure this is the right course for you

This course is for:

You'll find this course useful if you're a front line manager, team leader, quality assurance engineer or executive, supervisor or facilitator.

If you're responsible for problem-solving or initiating improvements, or your role involves data collection, root cause analysis, the selection of appropriate solutions, ensuring implementation and effectiveness, reporting on problems and follow-up actions, this course is ideal for you.

What you'll learn:

- Uncover the real root causes of problems faced in your daily operations and enable fact-based decision-making
- Understand the concept, definition and process of root cause analysis using SURF methodology
- Understand and differentiate the types of causes within a problem
- Effectively apply the appropriate tools in the process of root cause analysis

Benefits:

- Understand, categorize and apply root cause analysis techniques
- Use appropriate tools and techniques
- Lead or facilitate small groups to use improvement techniques and activities to solve routine problems in your organization
- Uncover the real root causes of problems faced in your daily operations and enable fact-based decision-making

Note: If you're an automotive industry manufacturer, Clause 10.2.3 of IATF 16949:2016 states that organizations need to have defined approaches for various types of problem including containment actions, root cause analysis methodology, implementation of corrective actions, verification of the effectiveness of implemented corrective actions, reviewing and updating of documented information such as PFMEA, Control Plan, as applicable.

Why train with BSI?

Our high impact accelerated learning approach increases learning by improving knowledge retention and skill application. This course is activity-based, resulting in a deeper understanding of the material and a greater impact on job performance.

Continual Improvement and Organizational Resilience

This is one of a suite of training courses designed to support your organization's drive for continual improvement. You may already be certified to one or more management systems standards, and you may also be interested in developing your organizational resilience.

Prerequisites



If you have little or no knowledge of basic analytical tools, you'll find it useful to study our course on the seven principles of quality control.

Next steps with the BSI Academy



Other courses in this suite include:

- Effective implementation of documented information systems
- Eight disciplines of team-oriented problem-solving techniques
- Process mapping toolbox towards excellence
- Developing and managing key performance indicators

You may also be interested in our Foundations of Organizational Resilience course.

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BSI Training Academy

Eight Disciplines of Team-Oriented Problem-Solving Techniques

training course

Essential information about the course

This two-day course provides a systematic and effective approach to solving a problem, and promotes the use of expertise and experience within an organization to address the root cause.

Problem-solving is a skill that can benefit you and your organization, whatever your role or function. The 8 disciplines can easily be applied at all levels within any organization, and at the same time provide documented evidence of improvements.

You'll be introduced to the methodology designed to find the root cause of a problem, devise a short-term fix and implement a long-term solution to prevent recurring problems.

Developed by the Ford Motor Company and commonly used by the automotive industry, the use of the 8 disciplines is now popular in other industries thanks to its proven methodology.

Our course agenda:

Day 1

- Symptoms of problems being observed
- 8D approach, application criteria and tools
- Common tools – an overview
- D0 Prepare for 8D and ERA – Emergency Response Action
 - Problems vs symptoms
 - Common tools
- D1 Establish the team
 - The team – basics, organization and rules
- D2 Describe the problem
 - Recommended tools
 - Identify process flow and problem description
- D3 Develop interim containment action
 - Typical ICAs, flow, verification and validation
- D4 Determine and verify the root cause
 - Tools to identify all potential root causes

Day 2

- D5 Determine and verify the permanent corrective action
 - What is a permanent corrective action?
 - D5 key steps
 - Recommended approach
 - Verify permanent corrective actions
- D6 Implement and validate PCA
 - Remove ICA
- Examples of D6 and validation evidence
- D7 Prevent recurrence
 - Why D7?
 - ISO 9001:2015 10.2 Nonconformity and corrective action
 - D7 Prevent recurrence process flow
- D8 Recognize the team
 - D8 Recognize team flow

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On completion, you'll be awarded an internationally recognized BSI Training Academy certificate

Eight Disciplines of Team-Oriented Problem-Solving Techniques

training course

This course will provide you with an overall understanding of the 8 disciplines (8D) methodology. You'll use the 8D process to identify root causes, followed by short and long-term solutions for issues encountered.

Make sure this is the right course for you.

This course is for you if:

This course is ideal for anyone responsible for solving problems in their workplace. This may include team leaders, managers, executives, supervisors or facilitators.

What you'll learn:

- Create a problem-solving culture
- Enhance your ability to trace a problem to the root cause level
- Promote a multidisciplinary team approach
- Incorporate applicable quality control tools within the 8 disciplines process

Benefits:

- Understand how to implement an effective team problem solving technique
- Understand what must be carried out and accomplished within each step of the 8D method skills
- Utilize root cause analysis techniques, including '5 Whys', for both special and common cause analysis and decision-making
- Select, carry out, and assess the effectiveness of the corrective action(s) taken

Why train with BSI?

Our high impact accelerated learning approach increases learning by improving knowledge retention and skill application. This course is activity-based, resulting in a deeper understanding of the material and a greater impact on job performance.

Continual Improvement and Organizational Resilience

This is one of a suite of training courses designed to support your organization's drive for continual improvement. You may already be certified to one or more management systems standards, and you may also be interested in developing your organizational resilience.

Prerequisites



We recommend that you're familiar with basic problem solving techniques (such as 7 Quality Control Tools) prior to attending this course.

Next steps with the BSI Academy



Other courses in this suite include:

- Effective implementation of documented information systems
- Effective root cause analysis
- Process mapping toolbox towards excellence
- Developing and managing key performance indicators

You may also be interested in our Foundations of Organizational Resilience course.

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BSI Training Academy

Essential Communication Skills for Auditors training course

Essential information about the course

This one-day training course provides auditors with the necessary tools to communicate effectively with audit team members, audit management and those involved in the audit process.

Communication is essential in auditing. Experience has shown that auditors who communicate well are able to transform the audit experience and achieve a smoother, more effective and efficient audit.

In this course, we'll cover the principles of general communication techniques, including interpersonal

skills; non-verbal communication; listening skills; techniques for building rapport; methods for dealing with difficult interactions; and effective briefing techniques.

It will introduce techniques for auditors to communicate with those being audited, including making initial contact, preparing the audit plan, interaction whilst conducting the audit, briefing and preparing the audit findings and recommendations.

“ The single biggest problem in communication is the illusion that it has taken place. ”

- George Bernard Shaw

Our course agenda:

Day 1

Building effective communication in auditing:

- Effective communication, what should an auditor ask?
- Powerful questioning
- Verbal communication, the power of vocal
- Building rapport and non-verbal communication
- Active and positive listening, responding
- Interpersonal skills
- Reporting the findings, documenting nonconformities

Day 2

Handling difficult situations:

- Communicating with top management in audits
- How to conduct an opening meeting
- Preparing audit conclusions and closing the meeting
- Barriers to effective communication
- Handling difficult questions and attitudes

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On completion, you'll be awarded an internationally recognized BSI Training Academy certificate

Essential Communication Skills for Auditors training course

Make sure this is the right course for you.

Who this course is for:

This course will be beneficial to all auditors who want to improve their auditing performance by developing their communication skills.

How this course will help you:

You will have the knowledge to:

- Explain why communication skills are the foundation to internal audit success
- Demonstrate effective relationship and rapport-building strategies to better influence stakeholders and auditees

You'll have the skills to:

- Apply general communication skills to day-to-day work, enabling you to interact effectively with both your audit team members and those involved in the audit process
- Use proven techniques for developing and maintaining productive and professional relationships, including eliciting essential information from those being audited; effectively summarizing audit work performed; and providing meaningful feedback

Benefits:

This course will help you to:

- Undertake more effective and impactful audits by using proven communication skills
- Implement the techniques to handle difficult communication situations with all relevant parties
- Follow best practice for presenting audit findings and make recommendations in a manner that will convince the audit client to take action
- Demonstrate confidence in opening and closing meetings

Why train with BSI?

Our high impact accelerated learning approach increases learning by improving knowledge retention and skill application. This course is activity-based, resulting in a deeper understanding of the material and a greater impact on job performance.

You may already be certified to one or more management systems standards, and you may also be interested in developing your organizational resilience.

Training delivered at your site



This could be a convenient and cost effective option, especially if you have multiple delegates.

Talk to one of our experts to find out more.

Next steps with the BSI Academy



This is one of a suite of training courses designed to support your organization's drive for continual improvement. Other courses in this suite include:

- Eight disciplines of team-oriented problem solving techniques
- Effective root cause analysis
- Process mapping toolbox towards excellence

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Fundamentals of Acceptance Sampling

Training course

STAGE 

Essential information about the course

An acceptance sampling method allows continuous control of the quality of products.

It is a statistical procedure, used in quality control, which involves testing a batch of samples to determine if the proportion of units having a particular attribute exceeds a given percentage, and are thereby accepted or rejected.

At the BSI Training Academy, you have the full support and guidance of a world-class BSI tutor at your disposal and learning is through an activity-based, delegate centred approach, resulting in enhanced retention and application to your own workplace.

Our course agenda

Day 1

- Quality assurance and inspection
- Acceptance sampling
- Attribute sampling plan – single, double, multiple and variable
- Numerical and graphical method
- Switching rules

Book today at

bsigroup.com/training

Upon successful completion of your course, you'll receive an internationally recognized BSI certificate

Make sure the course is right for you

Who is this course for?

This course is designed for anyone, from shop floor to managerial levels, especially operators or inspectors who are hands-on practitioners to implement a quality control via acceptance sampling.

<p>What will I learn?</p> <p>This course will help you:</p> <ul style="list-style-type: none">• Recognize the terminology of quality assurance, quality control and inspection• Identify the benefits of application• Apply the attribute sampling plan based on ISO 2859-1 (ANSI/ASQC Z1.4, MIL-STD-105E)• Apply the variable sampling plan based on ISO 3951-1 (ANSI/ASQC Z1.9, MIL-STD-414)• Recognize the application of single, double, and multiple sampling plans• Identify the sampling plans for single specification and double specification• Detect the sampling plans using numerical and graphical methods• Comprehend switching rules	<p>What are the benefits?</p> <p>This course will help you:</p> <ul style="list-style-type: none">• Recognize the benefits of a sampling plan• Feel confident about selecting the right plan for your organization
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Prerequisites - you are expected to have the following prior knowledge:

There are no formal prerequisites for this course. However, it will help if you have experience in quality control.

A calculator is required.

Why invest in training from BSI?

We want to make sure you have the best learning experience possible. That's why we offer a range of training courses from beginner to expert. We create a positive learning environment so you retain the knowledge and acquire the skills that will continue to be of use beyond the course.

When you attend a BSI training course, our tutors are the best in the business. They're truly passionate about sharing their knowledge and ensuring you learn. Trusted experts with years of hands-on and business experience, they bring the subject matter to life with relevant and contemporary examples to enhance your learning.

Training delivered at your site could be a convenient and cost effective option, especially if you have multiple delegates. Talk to one of our experts to find out more.

Next steps with the BSI Academy

Want to learn more? You may be interested in attending our other process improvement courses



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Process Improvement: Auditor

Training course



Essential information about the course

Extend your auditing skills by focusing on how to assess process improvement within an organization.

This two-day training course is specifically designed to provide you with knowledge and help you develop the necessary skills when auditing process improvement.

The course is built around a comprehensive case study which you will audit. This will enable you to apply process improvement auditing to an organization, covering reactive, incremental and stepped change improvements.

The case study is presented and audited from a Quality Management System perspective. However, the auditing methods covered in the course would equally apply to any management system discipline.

Our course agenda

Day 1	Day 2
<ul style="list-style-type: none"> • Process improvement tools, steps and PDCA • Introduction to the case study • Use the case study to: <ul style="list-style-type: none"> ○ Audit a reactive problem solving process ○ Audit a reactive problem solving corrective action ○ Audit a team-based waste/lean improvement process ○ Audit a waste analysis - improvement team • Lean techniques - improvement team 	<ul style="list-style-type: none"> • Use the case study to: <ul style="list-style-type: none"> ○ Audit lean techniques - improvement team ○ Audit formal improvement projects • Process effectiveness • Audit process results • Audit summary findings - OFIs • Closing meeting • Summary/course reflection/review and final questions <p>Book today at bsigroup.com/training</p>

On successful completion of your course, you'll receive an internationally recognized BSI certificate

Make sure the course is right for you

Who is this course for?

Qualified internal or lead auditors with experience of any management system discipline, especially those who'd specifically like to develop their auditor process improvement knowledge and skills.

Please note: general auditing theory and Automotive/Aerospace core tools are not covered on this course.

<p>What will I learn?</p> <p>You'll have the knowledge to audit process improvement activities, namely:</p> <ul style="list-style-type: none">• Reactive – problem solving• Team-based waste improvement activities• Team-based lean improvement activities• Formal improvement projects <p>You'll have the skills to:</p> <ul style="list-style-type: none">• Audit each of the process improvement approaches• Ensure effective audit feedback that contributes to a process improvement approach within an organization	<p>What are the benefits?</p> <p>This course will help you:</p> <ul style="list-style-type: none">• Audit different types of improvement activities within an organization, including how to evaluate process improvement policies and processes• Effectively audit the following improvement activities during the course: Reactive, team-based, waste/lean incremental improvement activities, formal improvement projects
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Prerequisites - you are expected to have the following prior knowledge:

You must already be an internal or lead auditor qualified with experience of any management system discipline, as this course focusses on auditing process improvement activities. It would also be greatly beneficial for you to have attended the Process Improvement: Practitioner Training course (or equivalent), as the focus of the course is how to audit process improvement frameworks rather than to understand them.

Why invest in training from BSI?

When you attend a BSI training course, our tutors are the best in the business. They're truly passionate about sharing their knowledge and ensuring you learn. Trusted experts with years of hands-on and business experience, they bring the subject matter to life with relevant and contemporary examples to enhance your learning.

Training delivered at your site could be a convenient and cost effective option, especially if you have multiple delegates. Talk to one of our experts to find out more.

Next steps with the BSI Academy

Want to learn more? You may also be interested in our Process Improvement Practitioner, Professional and Auditor – Core Tools (Aerospace or Automotive)



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Find out more

Call: **+44 (0)345 086 9000**

Email: **training@bsigroup.com**

or visit: **bsigroup.com/training**



Process Improvement: Practitioner

Training course



Essential information about the course

This interactive and practical three-day course will provide first-hand experience of the approaches and tools necessary for effective process improvement. By developing your knowledge and skill in this important area, you will be able to deploy a process improvement framework that works effectively for your organization.

For some organizations, adopting an improvement methodology such as Lean Six Sigma may be too detailed, time consuming or unsuitable for their processes. This course aims to effectively fill this gap by providing a practitioner's view and toolkit for process improvement.

The tools and techniques covered during the course are applicable to any process (or any management system process), so although the case study adopts a quality perspective, it can be understood from all disciplines.

Our course agenda

Day 1	Day 2	Day 3
<ul style="list-style-type: none"> • Introduction to process improvement <ul style="list-style-type: none"> • Three versions of a process, the seven wastes and the 8 step problem solving process • Identifying process improvement through knowledge of data and the needs and expectations of interested parties <ul style="list-style-type: none"> • Check sheets, pareto charts, is/is not analysis, effort versus impact matrix, problem/goal statements and team management: RACI chart • Understanding the needs of interested parties and problem containment <ul style="list-style-type: none"> • CT trees • Understanding the process <ul style="list-style-type: none"> • Mapping a process 	<ul style="list-style-type: none"> • Obtaining and analysing performance data <ul style="list-style-type: none"> • Histograms, time series plots and control charts • Determining root causes <ul style="list-style-type: none"> • 5 why technique, cause and effect diagrams, identifying potential causes and understanding relationships: Scatter diagrams • Assessing and determining solutions <ul style="list-style-type: none"> • Mistake proofing techniques, types of error, prevention vs. detection and 4W and 1H action plan 	<ul style="list-style-type: none"> • Verifying improvements <ul style="list-style-type: none"> • Plan Do Check Act (PDCA) and standardizing and stabilizing the improved process • Workplace organization and visual management techniques • Standard operations • Control plan • Traditional process management • Managing change <p>Book today at bsigroup.com/training</p>

Upon successful completion of your course, you'll receive an internationally recognized BSI certificate.

Who is this course for?

This course is for:

- Anyone who wants to apply an effective and structured process improvement framework
- Those who do not want more formal Lean Six Sigma training
- Anyone who wants to learn about practical process improvement without any jargon, history, or gurus etc.
- Those who want to learn logically and practically how to improve a process, which can be applied to any workplace, without extensive theory

What will I learn?	What are the benefits?
<p>You will have the knowledge to:</p> <ul style="list-style-type: none">• Recognize the need for clear process definition• Identify the structure of process improvement deployment• Recognize team structures and stakeholder influences and the needs of the interested parties• Determine root causes• Identify process improvement opportunities• Recognize process standardization techniques• Identify the basic principles of managing change and overcoming resistance to change <p>You will have the skills to:</p> <ul style="list-style-type: none">• Use data to identify and quantify improvement opportunity• Map the process and use data to understand the improvement opportunities• Analyse process data and use it to describe the relationship between the process and the outcomes• Evaluate and select improvement solutions• Validate improvement effectiveness• Review basic process control techniques	<p>This course will help you:</p> <ul style="list-style-type: none">• Demonstrate an understanding of the relevant process diagnostic and process improvement methodologies. Learn how to apply them to lead process improvement projects and teams• Correctly quantify process performance and quickly implement improvements where needed• Confidently apply process improvement projects and methodologies. Understand the key tools and become equipped to identify and positively influence organizational resistance to change• Relate effective problem-solving techniques to management systems and corrective action planning• Lead process improvement projects and teams to achieve positive change• Develop professionally and network with likeminded peers

Why invest in training from BSI?

We want to make sure you have the best learning experience possible. That's why we offer a range of training courses from beginner to expert. We create a positive learning environment, so you retain the knowledge and acquire the skills that will continue to be of use beyond the course.

When you attend a BSI training course, our tutors are the best in the business. They're truly passionate about sharing their knowledge and ensuring you learn. Trusted experts with years of hands-on and business experience, they bring the subject matter to life with relevant and contemporary examples to enhance your learning.

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Next steps with the BSI Academy

Want to learn more? You may be interested in:

- Process Improvement: Professional training course
- Process Improvement: Auditor training course
- Process Improvement: Auditor – Core Tools (Aerospace/Automotive)



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Process Improvement: Professional

Training course



Essential information about the course

This interactive and highly practical two-day course will provide first-hand experience of the more advanced approaches and tools of process improvement, and the leadership skills that can help you lead teams making process improvements within an organization.

The tools and techniques covered during the course are applicable to any process (or any management system process), so although the case study adopts a quality perspective, it can be understood from all disciplines.

Your learning will be through an activity-based, delegate-centred approach. This will help you share experiences and knowledge with other attendees; bringing alive the information presented and resulting in enhanced retention and application to your own workplace.

You have the full support and training from a world-class BSI tutor also at your disposal.

Our course agenda

Day 1	Day 2
<ul style="list-style-type: none"> • Reminder of the practitioner course content • Value Stream Mapping (VSM) <ul style="list-style-type: none"> ◦ How to produce the current state VSM • Process capability <ul style="list-style-type: none"> ◦ Calculating capability indices ◦ Z values ◦ Capability studies: variable data ◦ Control charts: Xbar-R chart ◦ Understanding count data ◦ Attribute Agreement Analysis (AAA) • Process control <ul style="list-style-type: none"> ◦ Overall Equipment Effectiveness (OEE) ◦ Overall Productive Effectiveness (OPE) • Idea generation techniques <ul style="list-style-type: none"> ◦ Mind mapping ◦ DeBono's six hats ◦ SCAMPER ◦ TRIZ <p>Book today at bsigroup.com/training</p>	<ul style="list-style-type: none"> ◦ Solving contradictions ◦ Additional concept generation strategies ◦ Pugh concept selection matrix • Causes of failure (Supplement) <ul style="list-style-type: none"> ◦ Fault Tree Analysis (FTA) • Balancing operations and activities <ul style="list-style-type: none"> ◦ Bottlenecks ◦ TOC and the five focusing steps ◦ Little's law ◦ Process balancing ◦ Takt time • Error proofing (Supplement) <ul style="list-style-type: none"> ◦ Common causes of errors ◦ Human errors • Standard Operating Procedures (Supplement) • Managing stakeholder expectations (Supplement) <ul style="list-style-type: none"> ◦ Stakeholder types, analysis and communication plan • Understanding and managing resistance to change (Supplement) <ul style="list-style-type: none"> ◦ Theory of motivation ◦ Force field analysis ◦ Ways to foster teamwork • Prioritizing projects • Rapid Improvement Events (RIE)

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Make sure the course is right for you

Who is this course for?

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- Those who do not want more formal Lean Six Sigma training
- Anyone who wants to learn advanced practical process improvement without any jargon, history, or gurus etc.
- Those who want to logically and practically learn how to improve a process, which can be applied to any workplace without extensive theory

<p>What are the Learning Objectives? You will know and be able to:</p> <ul style="list-style-type: none">• Use Value Stream Mapping to identify where a process is underperforming• Select, use and present analytical, graphical and mapping tools in improvement projects• Utilize measures of process capability and control techniques to improve and sustain improvement• Employ statistical methods to represent process performance relating to errors, process capability and control• Determine the accuracy and effectiveness of control procedures• Use a measure to determine the effectiveness of a person and a piece of equipment• Recall and use mind mapping and innovation techniques• Prioritize and select improvement solutions• Map the current state of an organization's processes, measure performance and understand how to optimize bottlenecks to improve flow• Design and introduce Standard Operating Procedures• Employ stakeholder management techniques to influence and smooth the path to change• Select the most appropriate approach to influence and drive change in the workplace• Utilize methods to manage resistance to change• Demonstrate methods to understand the impact of motivational factors and teamwork and how to use them to support change• Apply Rapid Improvement Events to improve process performance quickly	<p>What are the benefits? This course will help you:</p> <ul style="list-style-type: none">• Demonstrate an understanding of some of the advanced improvement methodologies and how to apply them, to enable you to lead process improvement projects• Confidently apply change management tools to overcome and avoid organizational resistance to change implementation• Utilize process improvement tools and techniques to increase the probability of successful project outcomes with a positive organizational improvement• To be able to drive change in the workplace, through the application of rapid improvement events
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Prerequisites - you are expected to have the following prior knowledge:

It's recommended that delegates have either attended our Process Improvement: Practitioner training course, or suitable alternatives (e.g. LSS White + Yellow belts as a minimum)

Why invest in training from BSI?

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Training delivered at your site could be a convenient and cost-effective option, especially if you have multiple delegates. Talk to one of our experts to find out more.

Next steps with the BSI Academy

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- Process Improvement: Auditor – Core Tools (Aerospace/Automotive)



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or visit: **[bsigroup.com/training](https://www.bsigroup.com/training)**



BSI Training Academy

Process Mapping Toolbox Towards Excellence training course

Essential information about the course

Effective and efficient processes are one of the most important factors in business today. For any successful organization to sustain their business results in an ever-changing, customer-focused and quality-driven business environment, process mapping is a prerequisite for day-to-day operations as well as for business improvement.

As the saying goes 'a picture is worth a thousand words'. Process maps can serve much better than a

50-page report in every single instance, and issues can be pinpointed exactly where improvement needs to happen.

This two-day training course will introduce you to the purpose of process mapping; the various approaches for daily operation and process improvement; and how to apply process mapping effectively in your organization.

Our course agenda:

Day 1

- What is process mapping?
- Purpose, benefits and application
- Process mapping toolbox overview, high-level mapping tools and SIPOC
- Tree diagrams
- Functional mapping tool
- Top-down and deployment flow diagrams

Day 2

- Tabular method
- Detailed flow diagram and RACI chart
- Operational mapping tools and the spaghetti diagram
- Value stream map
- Current state map
- Beyond process mapping

Book today at bsigroup.com/training



On completion, you'll be awarded an internationally recognized BSI Training Academy certificate

Process Mapping Toolbox Towards Excellence training course

This course will introduce you to the purpose of process mapping, the various approaches for daily operation and process improvement, and how to apply process mapping effectively in your organization.

Make sure this is the right course for you.

Who this course is for:

This training is designed for anyone involved with business or operational improvement, including management representatives, managers and engineers.

What you'll learn:

You'll have the knowledge to:

- Recognize the purpose and benefits of process mapping
- Explain the applications and tools for process mapping

You'll have the skills to:

- Apply the mapping tools to a range of scenarios to improve different processes
- Recommend tools and techniques for process mapping

Benefits:

Attending this course will enable you to:

- Understand different mapping tools and their uses
- Develop the confidence to apply different mapping tools to suit different scenarios
- Map business processes and identify critical areas for improvement
- Provide clear communication between all levels of management
- Provide effective on-the-job training through visualization

Why train with BSI?

Our high impact accelerated learning approach increases learning by improving knowledge retention and skill application. This course is activity-based, resulting in a deeper understanding of the material and a greater impact on job performance.

This is one of a suite of training courses designed to support your organization's drive for continual improvement. You may already be certified to one or more management systems standards, and you may also be interested in developing your organizational resilience.

Training delivered at your site



This could be a convenient and cost effective option, especially if you have multiple delegates.
Talk to one of our experts to find out more.

Next steps with the BSI Academy



Other courses in this suite include:

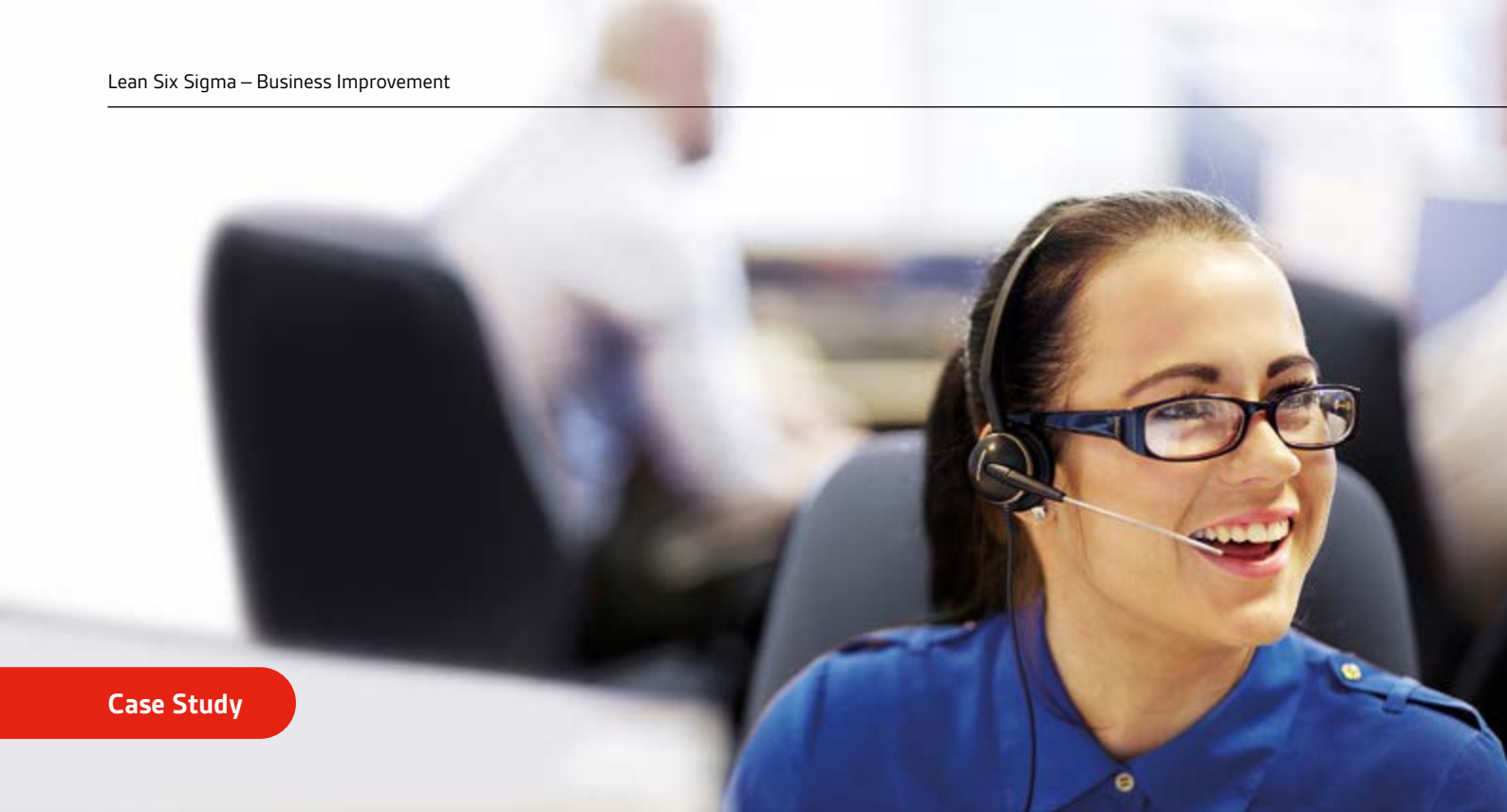
- Effective implementation of documented information systems
- Eight disciplines of team-oriented problem-solving techniques
- Effective root cause analysis
- Developing and managing key performance indicators

You may also be interested in our Foundations of Organizational Resilience course.

bsi.

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Find out more.
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or visit: **bsigroup.com/training**



Case Study

Incident management and fleet services provider using Lean Six Sigma improves their business to the tune of 800K.

Customer needs

- To increase efficiency
- To stay ahead of the competition
- To improve employee skills
- To measure return on investment for training

Benefits

- Improved customer service and efficiency
- Cost savings and cash flow improvements totalling £800,000 on purchase and sales invoicing project
- Improved business processes

Background

FMG Support is the UK's largest independent incident prevention and fleet management services provider, with 25 years' experience under its belt, dealing with over 250,000 incidents a year. The company identifies and corrects the causes of fleet incidents and inefficiencies to increase employee safety and commercial advantage.

FMG Support's long-standing customers include LeasePlan, GE Capital, DHL, Asda and a number of police constabularies. FMG also works alongside insurance partners like Zurich, QBE, Allianz and Chartis and holds the National Vehicle Recovery Manager contract for the Highways Agency, helping to ensure the safety and efficiency of the country's strategic road network.

In March 2008, the FMG Support Board secured a multi-million pound investment from private equity firm Aberdeen Asset Management to fund further market growth and innovation.

Needs

Many organizations are looking for ways to make the most of greatly reduced training budgets. Approximately 900 managers surveyed in a report from the Chartered Institute of Personnel Development agreed that even in uncertain financial times the need for a skilled workforce remains a priority. Seven out of ten managers also insist that learning and development is still high on the agenda for them. With budgets being stretched, the sensible training option would be to choose techniques that will generate a higher return on investment, thus making the need for training easier to justify.

Lean Six Sigma training techniques were attractive to FMG Support due to its aim of increasing efficiency and staying one step ahead of its competitors. By collecting data which measures a return on investment, FMG Support is able to see in real terms how the training programme is benefiting the business. This is especially important in the service and public sector industries where there has recently been a lot of interest in Lean Six Sigma.



"I was able to use my new Lean Six Sigma skills and pass this on to the operational team who filtered it through the rest of the organization. This maximized the benefits of my learning back into the organization back into FMG."

Derek Robinson, Business Process Improvement Manager

Organizations need to see that the training schemes they are implementing are having an impact in line with the overall business strategy and with Lean Six Sigma in particular, this can be easily measured.

Derek Robinson, Business Process Improvement Manager at FMG, completed the five stage improvement process to becoming a certified Lean Six Sigma Black Belt over the course of one year. He is now able to pass on his new skills to other members of the organization. "Lean Six Sigma is a shared learning scheme which enables me to pass on the new skills that I have learned through the programme onto the operational team who can then infiltrate it into the rest of the organization. This ensures that the maximum number of people can benefit from the training".

Benefits

Since completing the Lean Six Sigma training with BSI, Robinson has witnessed many internal and customer related benefits, most notably the cost savings and cash flow improvements totalling £800,000 from a project involving purchase and sales invoicing. Robinson was able to improve the processes in place by bringing in web-based solutions which helped to speed up the process, improve customer service and increase overall efficiency.

Robinson explains: "Several projects we have taken on since being Lean Six Sigma trained have improved significantly. The business processes have become more polished, which in turn has resulted in significant savings for both the organization and our customers. In receiving Lean Six Sigma certification from BSI, we now have something tangible to show our customers which gives them the added confidence in our ability to provide them with best possible service".

The Lean Six Sigma training programme relates to many business aspects throughout a large number of industry sectors. Once a member of the organization becomes Lean Six Sigma Black Belt trained, they can help to instil the methodology throughout the rest of the organization. This highlights the real value that Lean Six Sigma training can provide; proving that even in the current economic downturn, gaining certification to a targeted training programme can see vast returns on investment and is by no means simply another training 'fad'.

BSI's role

Derek Robinson decided that the internationally recognised training programme from BSI Training was the most productive route to take by becoming Lean Six Sigma Black Belt trained. By gaining certification from a reputable company like BSI, Robinson also believed that adopting this training approach would give the company a competitive edge whilst enabling it to service its clients to a much higher standard.

Contact us to find out how BSI can help your business make excellence a habit.

Lean Six Sigma Certification



Lean Six Sigma certification is an opportunity to prove that the skills you have developed through completion of your training, project and examination are rewarded with a globally recognized qualification.

The cost of certification with BSI is free with our Green and Black Belt courses and will provide confidence that existing and prospective employees have achieved a high level of expertise in the use of Six Sigma.

The information below will provide further guidance on the certification process with BSI.

How can I promote and use my Lean Six Sigma qualification?

Having achieved BSI Lean Six Sigma certification you will receive a Certificate of Achievement.

You will be able to enhance your personal credentials and use the "Lean Six Sigma Certified" logo above to promote your achievement on your CV and personal stationery.

How long does certification last for?

The certificate does not have an expiry date or require recertification.

It is expected that successful delegates will continue to keep themselves updated through a continuing personal development programme.

How can I apply for a certification exam?

Application for the certification process and examination entry is available from BSI:

Email: training@bsigroup.com

Telephone: **+44 845 619 5371**

Exam requirements

What type of questions will there be?

There will be a mixture of multiple choice and detailed answer questions including interpretation of data.

How long will the exam last?

The examination will last for 2 hours.

Will I be allowed to bring reference material?

This will be an open book examination.

Where will the exam be held?

At a BSI training venue or on your site.

Supporting services to make the most of your Lean Six Sigma programme

We have designed a range of services to support your organization's Lean Six Sigma programme. Our highly skilled BSI Master Black Belts will work in partnership with your business improvement professionals and management team to complement your Lean Six Sigma deployment and help you to reach your business improvement goals.

These services include:

- Six Sigma Programme Management
- Planning and Facilitation of Project Implementation
- Business Performance Benchmarking & Process Analysis

To find out more, please contact **+44 845 619 5371**





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