MONROE COMMUNITY COLLEGE

# SPRING 2009

WORKFORCE DEVELOPMENT

# LEAN SIX SIGMA WHITE, GREEN, OR BLACK BELT CERTIFICATION

## WHAT IS LEAN?

Lean is a process designed to bring about rapid, dramatic improvements to the performance of an organization through a simplification of the value stream. It consists of a comprehensive set of elements, rules and tools that focus on value, the elimination of waste (any activity that consumes resources but creates no value for the customer) and continuous incremental improvement. As market forces dictate pricing and create pressure for lead-time reductions, organizations need to focus on streamlining processes in order to grow margins and remain competitive.

Lean primarily focuses on the relentless elimination of waste from all business activities. This is achieved through the use of specific concepts that are intended to provide excellent quality products or services, delivered on time, at the lowest total cost, and only on the specific demand of the customer. Organizations that have transitioned to a Lean culture have seen a radical improvement in profitability, service levels, productivity, asset utilization, cash flow, inventory levels, changeover times, product designs, quality, cycle times and product costs. As a manufacturing philosophy, Lean reduces the time occurring between order placement and shipment. Applied to business processes or service environments, Lean thinking reduces cycle times and streamlines processes by removing non-value-added steps.

## WHAT IS SIX SIGMA?

6σ six sigma

Six Sigma is a business-driven, multi-faceted approach to process improvement, reduced costs, and increased profits. With a fundamental principle to improve customer satisfaction by reducing defects, its ultimate goal is virtually defect-free processes and products (3.4 or fewer defects per million opportunities (DPMO). The Six Sigma methodology, consisting of the steps "Define - Measure - Analyze - Improve - Control," (DMAIC) is the roadmap to achieving this goal. Within this improvement framework, it is the responsibility of the improvement team to identify the process, the definition of defect, and the corresponding measurements. This degree of flexibility enables the Six Sigma methodology, along with its toolkit, to easily integrate with existing models of process implementation.

Six Sigma originated at Motorola in the early 1980s in response to a CEO-driven challenge to achieve tenfold reduction in product-failure levels in five years. Meeting this challenge required swift and accurate root-cause analysis and correction. In the mid-1990s, Motorola divulged the details of their quality improvement framework, which has since been adopted by several large manufacturing companies and service organizations. Six Sigma focuses on process improvement, reducing costs, and increasing profits. It is a methodology driven by understanding customer needs, and the disciplined use of data, facts, and statistical analysis to improve and reinvent organizational processes.

## WHY LEAN SIX SIGMA?

lean & sigma

Customers are becoming increasingly demanding. As a result, companies must consistently deliver products and services that are of greater value. Many companies pursue either Lean or Six Sigma as means to meet these challenges. Individually, they fill important needs. Both are based on improvement. However, using one or the other alone has limitations. Six Sigma reduces scrap rates and quality defects by focusing on measurement systems as well as capability or process quality variation; however, it doesn't optimize process flow. Lean doesn't dramatically improve process capabilities but it does target cycle times, wastes and other process costs. However, when used together, these methods complement and reinforce each other.

If your company or organization has excess inventory, lack of space or lead time issues, Lean tools are applied to attack these problems. If you have reject, scrap, overall yield issues or service errors, Six Sigma tools are used to define, measure, analyze, improve and control (DMAIC) these issues. Then both methodologies are continually applied in tandem to sustain realized improvements and allow for a continuous improvement program to take hold. Companies can expect to see greater speed, less process variation, and more bottom line impact by focusing the use of statistical tools and establishing baseline performance levels.

Our approach combines the speed and power of both Lean and Six Sigma to achieve process optimization. Speed, quality and cost are the components that drive the success of any organization. Lean Six Sigma works on all three simultaneously because it blends Lean, with its primary focus on process speed, and Six Sigma, with its primary focus on process quality, within a proven organizational framework for superior execution. This program specifically addresses how integrating Lean (making work faster) and Six Sigma (making work better) helps an organization move quickly with higher quality and lower cost.

## OUR PARTNERS

Monroe Community College (MCC) has provided Lean and Six Sigma training for a number of years. Given the dramatic effects that these quality tools can have on an organization, and the impact these skills can have on one's career, MCC now delivers non-degree certification programs that combines the speed of Lean with the quality of Six Sigma, or Lean Six Sigma. During the development of our curriculum we discussed our ideas with many of our past clients as well as future participants. We came to the conclusion that our offerings would be of higher quality if we could have a number of partners continually assist with the development and operation. To this end the following organizations have agreed to work with us:

Founded in 1957 APICS, formerly known as the American Production and Inventory Control Society, has since expanded its focus to include a full range of programs and materials for individual and organizational education, standards of excellence, and integrated resource management. To reflect this new direction, APICS has recently changed its tag line to Advancing Productivity, Innovation, and Competitive Success. APICS-Rochester is the local chapter of APICS. For more information please visit their website at www.apicsr.org or contact them at 585-244-3143.

**American Society for Quality, Rochester Section (ASQRS) –** With its national headquarters in Milwaukee, Wisconsin, the ASQ is the world's leading authority on quality since 1946. The 104,000-member professional association creates better workplaces and communities worldwide by advancing learning, quality improvement, and knowledge exchange to improve business results. The local chapter, ASQRS 0204, produces a number of professional development activities including an annual conference and monthly dinner meetings. The vision of ASQRS is to be a recognized authority and champion for quality in the greater Rochester area. For more information please visit their website at www.asqrs.org or contact them at 585-453-4705.

**High Tech Business Council** (**HTBC)** is an organization of technology-based companies in Rochester, NY. HTBC exists to: accelerate the growth of technology based companies; provide a platform for collaboration; find partners, suppliers, and customers; assist member companies to get improved access to capital; help member companies hire the skills they require; reduce the cost of doing business; and create a forum where high tech firms can share ideas to achieve common goals. For more information please visit their website at www.htbc.org or contact them at 585-530-6207.

**Institute for Industrial Engineers (IIE) Rochester Chapter, NY -** IIE is the world's largest professional society dedicated solely to the support of the industrial engineering profession and individuals involved with improving quality and productivity. IIE's primary mission is to meet the needs of its membership. The Rochester Chapter hosts a number of different professional development activities including an annual conference. For more information please visit their website at www.iiech44.org or contact them at 585-621-1579.

**National Association of Purchasing Management Rochester (NAPMR**) – is one of 180 affiliates of the Institute for Supply Management (ISM), formerly the National Association of Purchasing Management (NAPM). NAPMR serves as a center of excellence in establishing best-in-class professional standards of competency and conduct for its members. For more information please visit their website at www.napmr.org or contact them at 585-334-8840.

**Project Management Institute (PMI), Rochester Chapter** was established in 1985, while the origin of PMI was formed in 1969. PMI represents the world's largest professional community engaged in the promotion, maintenance, and advancement of project management practices worldwide. PMI is actively involved in the pursuit of education and knowledge acquisition, professional development and networking, career advancement and professional standards, as well as products and services in the field of project management. For more information, please visit their website at www.pmirochester.org or contact them at 585-292-2637.

**The Rochester Engineering Society (RES)** promotes and celebrates excellence, innovation, cooperation, professional growth and fellowship in the engineering, scientific and allied professions. Founded in 1897, RES is a multi-disciplinary society uniting diverse disciplines to enhance professional development, foster excitement in math and science for the next generation of leaders, and improve communities where members live. For more information, please visit their website at www.roceng.org or contact them at (585) 254-2350.

***The Society of Reliability Engineers (SRE) –*** SRE's mission is to further the knowledge and practice of reliability in the greater global community. For membership, they do not impose minimum degree standards or require professional certification, but only that members be interested in learning, sharing and furthering the use of the reliability toolset. For information on membership please visit their website at www.sre.org or contact them at 585-425-8931.

## PROGRAM OPTION # 1 – LEAN SIX SIGMA WHITE BELT CERTIFICATION

**Overview:**
Lean Six Sigma (LSS) is a set of quality tools used to remain competitive in today's global market. Our White Belt program is a 24 hour introductory course that covers the basics of LSS philosophy and concepts. Participants will learn some of the tools that will help them become effective contributors on process improvement teams.

**Description:**
Our program has been designed to provide the core concepts of Lean Six Sigma with a focus on Lean practices and quality improvement tools. The White Belt training makes it easy for people to question how things get done within their "line-of-sight". Participants will be introduced to the DMAIC methodology- Define, Measure, Analyze, Improve and Control - and receive training in methods and tools used to enhance fundamental quality skills and their application of common sense. It can also allow companies to introduce their Lean Six Sigma program into more areas within the organization and reach line level employees.

**Topics to be covered will include:**
- History and Background of Lean and Six Sigma
- Define, Measure, Analyze, Improve, Control (DMAIC)
- Understanding Voice of the Customer (VOC)
- Basic Statistics
- Lean and Six Sigma metrics
- Statistical Process Control (SPC)
- Integration of Six Sigma and Lean Enterprise
- Project chartering
- Cost of Poor Quality (COPQ)
- Data Collection
- Graphical Analysis
- 5 S

**Format:**
The program consists of one 24 hour classroom training module.

**Certification:**
MCC and will issue Lean Six White Belt certification to candidates upon successful completion of the program. The criteria to measure success are:
- Completion of classroom training (85% minimum attendance is required)

**Who Should Attend?**
This course is designed for anyone who is interested in being exposed to Lean Six Sigma concepts and principles.

**Prerequisites:**
- The desire to learn and apply Lean Six Sigma

**Benefits:**
- Combines the best practices of Lean and Six Sigma
- The highest quality materials
- Practical tools of Lean and the science of Six Sigma
- Knowledgeable and engaging instructors

**Course Material:**
Participant binder that includes course notes

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## PROGRAM OPTION # 2 – LEAN SIX SIGMA – GREEN BELT CERTIFICATION

In today's competitive marketplace, customers are demanding higher quality and better service. Shareholders are expecting larger profits and everyone is expected to do more with less. MCC's Lean Six Sigma **Green Belt** certification program will teach you how to implement the features of both Lean and Six Sigma to help secure the long-term competitive advantage of your company or organization. The information you'll learn in this program is applicable in practically any environment.

**Overview:**
Lean Six Sigma Green Belt candidates are selected because of their process knowledge and experience. After training, they will typically spend about 15% - 25% of their time on Lean Six Sigma projects. Their main responsibility when functioning as a Green Belt is to support Black Belts on their projects by collecting and conducting simple data analyses, and in the preparation of reports. Some more experienced Green Belts may also lead small, focused projects within their departments. With our program, "Lean Six Sigma" refers to a methodology utilized to drive out waste and improve the quality, cost and time performance of any process.

**Description:**

Students start with Value Stream Mapping including Cost of Waste & Poor Quality Analysis. They will document the selected Value Stream(s), Current State Map and identify the locations and amounts of waste, categorized by the Eight Deadly Wastes (Defects, Overproduction, Transportation, Waiting, Inventory, Motion, Processing, Underutilized Creativity), with an in-depth look at the sources of defects and the associated cost of poor quality. They will apply Lean Six Sigma tools to reduce sources of defects and then verify the effectiveness of their solutions. Instructors will use interactive simulations, small group interaction, and hands-on exercises throughout the program.

The Green Belt training does not address the area of statistics in depth, as it is part of the Black Belt's job to provide this expertise, as needed, to their team.

**Topics Covered:**

- History and background of Lean and Six Sigma
- Project charter preparation
- Cost of Poor Quality (COPQ)
- Kaizen Techniques
- Introduction to statistics
- Cause and effect diagram
- ANOVA
- Lean and Six Sigma metrics
- Design of experiment planning
- Statistical Process Control (SPC)
- Integration of Six Sigma and Lean Enterprise
- Understanding Voice of the Customer (VOC)
- Value stream mapping/process mapping
- 5 S
- Define, Measure, Analyze, Improve, Control (DMAIC)
- Measurement Systems Analysis (MSA)
- Process capability studies
- Process FMEA
- Overview of Design of Experiments (DOE)
- Mistake Proof / Fail Safe

**Format:**

The program consists of two modules of classroom training, each followed by periods of "real world" application of newly acquired skills and knowledge. Green Belt will receive support in their work-related projects from the program instructors. MCC's knowledge transfer and evaluation process provide constant monitoring of improvement during the training period – not months later!

**The Project:**

Lean Six Sigma success is achieved through process improvement projects that yield higher quality, efficiency and customer satisfaction. For this reason, MCC has chosen a project-based approach to delivering and reinforcing Lean Six Sigma Green Belt skills. Rather than try to immerse candidates in four or five days of intense statistical training, our program requires candidates to work through a real improvement project while training and coaching are provided over the program period. This results in a deeper level of learning and immediate payback for the organization. Personal review and coaching on your individual Lean Six Sigma project will be arranged during the course. In addition, the project incorporates hands-on lab experiences with MINITAB® to support statistical calculations and analysis.

A Green Belt Lean Six Sigma project should:

- Provide a significant measurable return to the organization
- Be completed within the time frame of the program
- Be within the candidate's authority to conduct
- Have one or more of these objectives:
  - ✓ Improve customer satisfaction
  - ✓ Reduce defects
  - ✓ Improve first-pass yield
  - ✓ Reduce variability
  - ✓ Optimize process performance
  - ✓ Reduce the cost of quality
  - ✓ Optimize the supply chain
  - ✓ Reduce cycle time
  - ✓ Shorten lead time
  - ✓ Optimize product performance
  - ✓ Cut costs
  - ✓ Improve delivery performance

It is expected that the candidate will come to the program with a project identified. He/she will work with the instructors to formalize the content and the anticipated deliverables. This will be done early on in the classroom environment. If a candidate is not employed and meets the program admission standards, and does not have a project, MCC will work with him/her to secure one. Because of the complexity and importance of these projects, we cannot guarantee placement.

**Certification:**

MCC will issue Lean Six Sigma Green Belt certification to candidates upon successful completion of the program. The criteria to measure success are:

- Completion of classroom training (85% minimum attendance is required)
- Project completion, with objective evidence that performance and savings goals were met
- Demonstrated proficiency in selecting and utilizing appropriate Lean Six Sigma tools

**Who Should Attend?**

This course is designed for anyone who will be participating in a Lean Six Sigma process improvement project or would like to learn the principles involved to further their professional skills. It applies to staff, line supervisors, managers and directors in such areas as

manufacturing, operations, customer service, engineering, IT, marketing, logistics, sales, quality, purchasing, health care, education, and health and safety.

**Prerequisites:**

- Intermediate skill in Microsoft Excel
- Track record for accomplishing difficult tasks
- The desire to learn and apply Lean Six Sigma
- Exposure to basic statistics
- Excellent interpersonal skills

**Benefits:**

- Combines the best practices of Lean and Six Sigma
- The highest quality materials
- Hands-on labs with MINITAB®
- Knowledgeable and engaging instructors
- Practical tools of Lean and the science of Six Sigma
- Knowledgeable and engaging instructors
- If necessary, assistance in locating a project
- Mentoring of projects

**Course Material:**

Each participant will receive the following materials:

- All course material in two separate three-ring binders

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## PROGRAM OPTION # 3 – LEAN SIX SIGMA – BLACK BELT CERTIFICATION

**Overview:**

Lean Six Sigma Black Belt candidates are change agents and leaders who have developed a high proficiency in Lean and Six Sigma philosophies, concepts and tools, and understand how these two powerful methodologies augment each other. They are the "doers" in implementing Lean Six Sigma strategies who lead and manage all aspects of the improvement projects. Becoming a Lean Six Sigma Black Belt is an outstanding investment in your personal and professional development.

**Description:**

Our program is structured so that White, Green and Black Belt candidates attend the first sections together. Black Belts then continue on for additional training, while Green Belts are deployed back to the job where they begin work on their projects. The continued training for Black Belts provides higher level tools and methodologies required to function in this role. This training does address the area of statistics in depth, as it is part of the Black Belt's job to provide this training, as needed, to their team.

**Topics Covered:**

- History and background of Lean and Six Sigma
- Project charter preparation
- Cost of Poor Quality (COPQ)
- Kaizen Techniques
- Introduction to statistics
- Cause and effect diagram
- ANOVA
- Lean and Six Sigma metrics
- Design of experiment planning
- Statistical Process Control (SPC)
- Benchmarking
- GEMBA
- Mistake Proof / Fail Safe
- Response Surface Methods (RSM)
- Reliability engineering
- Regression analysis
- Integration of Six Sigma and Lean Enterprise
- Understanding Voice of the Customer (VOC)
- Value stream mapping/process mapping
- 5 S
- Define, Measure, Analyze, Improve, Control (DMAIC)
- Measurement Systems Analysis (MSA)
- Process capability studies
- Process FMEA
- Design of Experiments (DOE)
- Mistake Proof / Fail Safe
- Quality Function Deployment (QFD)
- Theory of Constraints (TOC)
- Full factorial designs
- Taguchi methods and robust design
- Design For Six Sigma (DFSS)
- Statistical Process Control (SPC)

**Format:**

The program consists of an additional two modules of classroom training beyond the Green Belt program, each followed by periods of "real world" application of newly acquired skills and knowledge. Black Belt students will receive support in their work-related projects from the program instructors. MCC's knowledge transfer and evaluation process provide constant monitoring of improvement during the training period – not months later!

**The Project:**

Lean Six Sigma success is achieved through process improvement projects that yield higher quality, efficiency and customer satisfaction. For this reason, MCC has chosen a project-based approach to delivering and reinforcing Lean Six Sigma Black Belt skills. Rather than try to immerse candidates in intense statistical training, our program requires candidates to work through a real improvement project while training and coaching are provided over a specific time. This results in a deeper

level of learning and immediate payback for the organization. Personal review and coaching on your individual Lean Six Sigma project will be arranged during the course. In addition, the project incorporates hands-on experience with MINITAB® to support statistical calculations and analysis.

A Black Belt Lean Six Sigma project should:

- Provide a significant, measurable return to the organization
- Be completed within the time frame of the program
- Be within the candidate's authority to conduct
- Have one or more of these objectives:
  - ✓ Improve customer satisfaction
  - ✓ Reduce defects
  - ✓ Improve first-pass yield
  - ✓ Reduce variability
  - ✓ Optimize process performance
  - ✓ Reduce the cost of quality
  - ✓ Optimize the supply chain
  - ✓ Reduce cycle time
  - ✓ Shorten lead time
  - ✓ Optimize product performance
  - ✓ Cut costs
  - ✓ Improve delivery performance

It is expected that the candidate will come to the program with a project in mind. Projects will be noticeably larger in scope than Green Belt requirements. The participant will work with the program instructors to formalize the content and the anticipated deliverables. This will be done early on in the classroom environment. If a candidate is not employed and meets the program admission standards then MCC will work the prospective participant to place him/her in a project. Because of the complexity and importance of these projects, MCC cannot guarantee placement.

**Certification:**

MCC will issue Lean Six Sigma Black Belt certification to candidates upon successful completion of the program. The criteria to measure success are:

- Completion of classroom training (85% minimum attendance is required)
- Project completion, with objective evidence that project performance and savings goals were met
- Demonstrated proficiency in selecting and utilizing appropriate Lean Six Sigma tools

If you prefer additional certification from a larger, national organization you may want to look at The American Society for Quality (ASQ). They have developed a written exam that, if passed, will qualify you to carry their Certified Six Sigma Black Belt (CSSB) credential. The exam is expected to last four hours and consists of 150 multiple choice questions. In addition to the exam, you must submit an affidavit that verifies your experience and knowlede in this area. Successful completion of our program should provide you with skills and experience to qualify for this certifcation as well. For more information please visit their web-site at: www.asq.org

**Who Should Attend?**

This course is designed for anyone in the organization who will be leading a Lean Six Sigma process improvement project or would like to master the principles involved to further their professional skills. The course applies to staff, line supervisors, managers and directors in such areas as manufacturing, operations, customer service, engineering, IT, marketing, logistics, sales, quality, purchasing, health care, education, and health and safety.

**Prerequisites:**

- Advanced skill in Microsoft Excel
- Track record for accomplishing difficult tasks
- Two years of related experience and a college degree
- The desire to learn and apply Lean Six Sigma at the highest level
- Comfortable with statistical analysis
- Proven strength in a functional discipline
- Excellent interpersonal skills

**Benefits:**

- Combines the best practices of Lean and Six Sigma
- The highest quality materials
- Hands-on labs with MINITAB®
- Knowledgeable and engaging instructors
- Practical tools of Lean and the science of Six Sigma
- Knowledgeable and engaging instructors
- If necessary, assistance in locating a project
- Mentoring of projects

**Course Material:**

Each participant will receive the following materials:

- All course material in four separate three-ring binders

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## RESULTS TO DATE:

As of February 1, 2009, Monroe Community College has worked with the following 50 companies implementing various Lean Six Sigma projects: A. Lumber, Allworx Communications, American Recycling and Manufacturing, American Red Cross, AMPAC,

Automatic Screw Machine, Bausch & Lomb, Commodore Plastics, Corporate Data Management Inc., Crestwood Children Center, Datrose Inc., EIC, Eltrex, Flower City Printing, Forteq USA, General Motors, GentCorp Ltd., Gleason Works, Gorbel Inc., Harris Corporation, Highland Hospital, Hover-Davis, Lapp Insulator Company, MACO Bag Corp., Markin Tubing, Mirror Show Management, Mooney Keehley Printing Co., Monroe County Sheriff's Office Civil Bureau, Monroe County Jail, Northern Air Systems, Parlec Inc., Photikon Corporation, Preferred Care, Printing Methods, Inc., Quality Vision International, Rushville Community Health Center (CHC), Semrock, Schlegel Systems, Inc., TYCOM Recycling, Inc., Ravenwood Golf Club, Unistel (CDS), Ultralife Batteries, Inc., United States Postal Service, UCB Pharmaceuticals, V Weis Construction Solutions, Valeo, ViaHealth, VirtualScopics, Wegmans & Woodward Casting Cell.

Collectively these companies have saved **$18,602,455** from the projects that our Lean Six Sigma Green and Black Belt candidates have lead. To date we have graduated 53 Black Belts, 11 Green Belts and 29 White Belts.

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## INSTRUCTOR:

***Jack Cook, Ph.D., CFPIM, CSCP, CSQE*** is a professor, speaker, author, and consultant. He is an Associate Professor of Operations and Information Systems at the Rochester Institute of Technology (RIT). His areas of expertise include Supply Chain Management, Lean Thinking, Information Systems, Operations Management and Electronic Commerce. Jack's extensive experience teaching and training over the last two decades includes over one hundred conference presentations and numerous journal articles. He has an entertaining and engaging approach and is known for bringing theories to life, resulting in him being honored five teaching awards.

Dr. Cook is a Certified Fellow in Production and Inventory Management (CFPIM), Certified Supply Chain Professional (CSCP) as well as a Certified Software Quality Engineer (CSQE). He is a CPIM certification instructor, and has developed and delivered many seminars and on-site training programs. In addition to extensively consulting and training Lean Six Sigma Green and Black Belts, Dr. Cook developed a Lean Six Sigma x-Belt Certification program specifically designed for non-manufacturers. His education includes a Ph.D. in Business Administration, an MS in Computer Science, an MBA, MA in Mathematics, and a BS in Computer Science.

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## PROGRAM DATES / OPTIONS

### White Belt

**April 27, 28 & 29, 2009**
All sessions meet from 8:30 a.m. – 4:30 p.m.
Location: Monroe Community College, 228 East Main Street, Downtown Rochester, Room 5140

### Green Belt

**April 27 – June 1, 2009**
All sessions meet Monday - Friday, 8:30 a.m. – 4:30 p.m.
Two full weeks of classroom instruction:
Session 1: April 27, 28, 29 & 30, May 1, 2009 Session 2: May 26, 27, 28, 29 & June 1, 2009
Each week is followed by three weeks of project work.
Location: Monroe Community College, 228 East Main Street, Downtown Rochester, Room 5140

### Black Belt

**April 27 – July 31, 2009**
All sessions meet Monday - Friday, 8:30 a.m. – 4:30 p.m.
Two full weeks of classroom instruction:
Session 1: April 27, 28, 29 & 30, May 1, 2009 Session 2: May 26, 27, 28, 29 & June 1, 2009
Session 3 – June 22, 23, 24, 25 & 26, 2009 Session 4 – July 27, 28, 29, 30 & 31, 2009
Each week is followed by three weeks of project work.
Location: Monroe Community College, 228 East Main Street, Downtown Rochester, Room 5140

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## COST:

White Belt: $500 Green Belt: $3,500 Black Belt: $5,500

All fees include materials and are due prior to the start of the first class.

If you're a member of any of the organizations (as described on page 2) you are eligible for the following discounts:

White Belt: $450 Green Belt: $3,150 Black Belt: $4,500

Proof of membership before the class begins will qualify you for the discount. No discounts are awarded after classes have started.

## APPLICATION PROCEDURE

1. Visit our web site at www.monroecc.edu/dept/workforce
2. Click on "Course Catalog"
3. Under the "Business and Professional" category you'll find "**Lean Six Sigma**" Click here.
4. Scroll down until you see the course and section that you're looking for: White Belt, Green Belt or Black Belt, click on the **" Register Now**" icon and follow the directions.

For Green and Black Belts, It is required for admission that you attend a personal interview. Once we receive your application you will be contacted to arrange a time that is convenient.

## CANCELLATION / REFUND POLICY

You may cancel your registration 10 business days prior to the start of the program. The request must be received in writing. Cancellations received later than this date are subject to forfeiting the application deposit. You will receive a full refund if you cancel within the allotted time. Refunds will be made within 60 days of cancellation. If a student attends a portion of the program, and does not complete, the student will be liable for:

1. The registration deposit
2. The cost of any textbooks or supplies accepted
3. Tuition liability as of the day the student notifies MCC of his/her desire to cancel from the class
4. No refunds are available after program completion

The effective termination for refund purposes will be the earliest of either the last date of attendance or the date of receipt of written notice from the student. The tuition liability will be a pro rata refund for the remaining class hours for students who cancel from class according to the following table:

| **If termination occurs** | **MCC may keep** |
|---|---|
| 0-3% of the program | 00% (only the application deposit) |
| 4-15% of the program | 20% |
| 16-30% of the program | 40% |
| 31-45% of the program | 60% |
| 46-60% of the program | 80% |
| After 60% of the program | 100% |

## For questions please call:

**Charles Caples (585) 262-1429 or ccaples@monroecc.edu**