

## Glossary of Terms

**Analyze Stage** - The third stage of the Lean Six Sigma DMAIC where data is statistically analyzed and/or maps are analyzed for waste.

**Baseline Conditions** - A snapshot of the state of a process frozen at a point in time.

**Black Belt** – An individual who has met the Lean Six Sigma training criteria to lead Lean Six Sigma Projects. Black Belts have demonstrated mastery of the subject matter through the completion of project(s) and an exam.

**Brief out** – Meetings held by team members/leads and belts with Value Stream Champions at scheduled intervals of a Kaizen or Project to review status of open improvement actions, roadblocks, and assignments. The final brief-out addresses before and after conditions, improvements realized and projected, and highlights the actions that must be completed to achieve the projected improvements.

**Control Stage** – The fifth and final stage of the Lean Six Sigma DMAIC where improvements are controlled through the design of a control plan, training plan, and communication plan.

**Cycle Time** – The time it takes to successfully complete the tasks required for a work process.

**Define Stage** – The first stage of the Lean Six Sigma DMAIC that identifies the problem that needs to be solved. Several Lean Six Sigma tools are utilized to adequately define the problem, such as the Charter and Newspaper.

**Deployment** – The function of positioning Lean Six Sigma County or Agency-wide.

**Deployment Champion** – The individual who owns the communication, coordination, integration, and alignment of Lean deployment and implementation. In RMA, this person is the Agency Director.

**DMAIC** – Refers to a data-driven quality strategy for improving processes. It is an acronym for “Define, Measure, Analyze, Improve, and Control”

**Executive Leadership** – The RMA Executive Leadership consists of the Agency Director and Division Directors and where appropriate, Managers. They are responsible for the successful implementation of the Lean efforts.

**Executive Planning Sessions** – A two to three day session where success is defined in the eyes of the Executive Leadership, and the level of commitment and resources required to achieve a successful Lean implementation effort are identified.

**Future State Map** – A representation of an improved process.

**Get to Excellence Plans(GTEP)** – The primary product of a Value Stream Analysis. A document that lists the various activities that would lean to the future state of a value stream. Activities are organized as Projects, Kaizens, or Just-Do-Its.

**Green Belt** - An individual who has met the Lean Six Sigma training criteria to lead Lean Six Sigma Kaizens. The green belt employee plays an important role in executing the Six Sigma

process at an organization level.

**Handoffs** – A count of the number of time a document or product changes hands.

**Implementation** – The process by which Lean Six Sigma is put into practice.

**Improve Stage** - The fourth stage of the Lean Six Sigma DMAIC that identifies the solutions to the process being studied.

**Information and Knowledge Management** – A means of organizing information, resources and metrics to create synergy of execution and learning.

**Just-Do-Its** – One of the elements of a Get to Excellence Plan. An activity that can be accomplished without further analysis.

**Kaizens** – A Japanese term that means continuous improvement. One of the elements of a Get to Excellence Plan. An activity that is designed to improve a process that exhibits moderate complexity in one to five days.

**Knowledge Sharing Groups** – Teams that participate in Knowledge sharing utilizing a knowledge management tools such as the County “Teaming Site”.

**Lead Time** - The amount of time, defined by the supplier that is required to meet a customer request or demand.

**Lean Belts** – The team of people trained in Lean Six Sigma to facilitate Lean Events. (The exception is the Yellow Belt who has received the basic information to be a fully participating Team Member.)

**Lean Deployment Team** – Comprised of the Deployment Champion and Lean Belts.

**Lean Events** – A generic term that describes the body of activities whereby teams and belts work towards improving any given process or value stream.

**Lean Six Sigma** – A process improvement model that is a combination of Lean and Six Sigma designed to eliminate waste and reduce variation.

**Lean Targets** – The objectives of a Kaizen, Project, or Value Stream Analysis.

**Lean Metrics** – Financial, behavioral, and core-process measurements that help you monitor your organization's progress toward achieving the goals of your lean initiative.

**Master Black Belt** - Six Sigma Quality experts that are responsible for the strategic implementations within an organization.

**Measure Stage** - The second stage of the Lean Six Sigma DMAIC where data is quantified to best represent a process.

**Newspaper** - A Lean Six Sigma tool that lists issues and possible improvement actions.

**Organizational Assessments** - A comprehensive examination of results achieved, Lean deployment, and Lean maturity of the organization. Ideally during the first two years, these assessments are conducted quarterly.

**Projects** - One of the elements of a Get to Excellence Plan. An activity that is designed to improve a process that where the “*Root Cause*” of a problem is not readily apparent, or the complexity of the problem exceeds the capability of a “*Kaizen*” to resolve.

**Quad Chart** – A single page report that is designed to capture objectives, metrics, results, and lessons learned from a Project, Kaizen, or Just-Do-It.

**Redeployment** – Steps that leadership takes when process improvements require reassignment and/or retraining of staff.

**Root Cause** - An identified reason for the presence of a defect or problem. The most basic reason, which if eliminated, would prevent recurrence. The source or origin of an event.

**Root Cause Analysis** - Study of original reason for nonconformance with a process. When the root cause is removed or corrected, the nonconformance will be eliminated.

**Team Leader** – The Team Leader is generally a top-level technician who also is a natural leader. They interface closely with the Green or Black Belt to develop the baseline conditions, gather initial metrics, and assure that the event is on track.

**Team Member** - These personnel are the key resources doing the work of process improvement. Their involvement is crucial and the reason Lean efforts succeed. They have the knowledge and motivation to implement improvements.

**Value Stream Analysis** – A process whereby all the steps in a process are examined for waste and opportunities for improvement.

**Value Stream Champion** – People who are responsible for the effective execution of the GTEPs and within their division.

**Value Streams** - All the steps (both value added and non-value added) in a process that the customer is willing to pay for in order to bring a product or service through the main flows essential to producing that product or service.

**Yellow Belt** - A Yellow Belt typically has a basic knowledge of Six Sigma, but does not lead projects on their own, but rather participates as a core team member.

