



GREENBELT PROGRAM

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Lean six sigma practices are a key component of the EVOLVE framework. The transformation of ARPC to a continuous process improvement (CPI) and innovative culture requires an understanding of CPI/lean six sigma concepts and techniques, and the application of appropriate continuous quality improvement models. All ARPC employees should speak the CPI language, and leadership must understand how to apply lean management practices across ARPC.

As the EVOLVE framework matures, it is critical to have a high percentage of yellow belt (non-supervisory roles) and green belt (supervisory roles) trained employees. To further optimize operations, every directorate should have at least two Green Belt certified individuals that can conduct process improvement events and assist lines of production with creating artifacts to support their maturity assessments.

ARPC PRIORITY

Optimize Operations & Develop the Workforce

MAJOR MILESTONES

- Maintain monthly percentage of employees trained at 90% or better (September 2025)
- Achieve 12 Green Belt Certified employees (September 2025)
- Conduct lean management training for new employees in key leadership positions (September 2025)

DELIVERABLES

- Monthly training status report
- Formal green belt certification events with associated artifacts to achieve certification
- Lean management training module for new key leaders

RISKS/DEPENDENCIES

- Supervisors must enforce yellow belt and green belt training completion
- Current tool to track status of training completion is manual
- Directors must prioritize potential projects for green belt certification candidates
- Directors must support participation in green belt certification events and required follow-up actions
- Green belt certification candidates must complete required actions to become certified