

XLSS

Defines, designs and implements continuous improvement programs/projects to ensure efforts are integrated vertically and horizontally across organization. Defines improvement projects aligned with business strategies. Analyzes improvement programs and potential results. Facilitates and coaches improvement teams. Establishes and maintains performance metrics to measure program success. Installs process excellence supports for program governance, project reviews, communications, training, certifications and rewards. May have Six Sigma certification. Oversees and manages the operational aspects of ongoing projects and serves as liaison between project management and planning, project team, and line management. Reviews status of projects; manages schedules and prepares status reports. Assesses project issues and develops resolutions to meet productivity, quality, and client-satisfaction goals and objectives. Develops mechanisms for monitoring project progress and for intervention and problem solving with project managers, line managers, and clients.

	Level 1	Level 2	Level 3	Level 4	Level 5
	Black Belt in Training	Black Belt	Master Black Belt	Lean Master Black Belt	Champion
Knowledge/Function/Scope	Basic use and general knowledge of Six Sigma problem solving techniques. Some statistical data processing capabilities.	Greater understanding and application of Six Sigma principles, concepts, practices and standards. Full knowledge of industry statistical problems solving practices. Project management skills and team leadership skills. Knowledge of other functions that provide inputs regularly, i.e., Product Development, Engineering, Quality, Purchasing, Manufacturing, Finance, Human Resources, and Operations. Ability to learn and perform statistical analytical techniques. Written and verbal communication skills. Knowledge of spreadsheet, presentation, project management, process mapping and word processing software. Knowledge of continuous improvement, quality and basic financial principles and the ability to apply them to analyze the planned activities.	Complete understanding and application of Six Sigma Statistical Problem Solving Techniques. Considered expert in field within the organization. Support Value Based Six Sigma (XLSS) implementation within the Division as an "in-house" expert for disseminating knowledge, project selection and training/coaching for all levels of the organization. Provides the continued training and mentoring of the Full Time and Functional Black Belts within the Division to ensure proper use of the XLSS tools and techniques to minimize variation and standardize processes across the organization. Above and beyond the Master Black Belt Training, continues to support the training and development of Black Belts across ES by directly or indirectly supporting the Curriculum Control Board (CCB). Develops a plan to energize the Division Black Belts and keep them current on the tools and techniques being employed to facilitate process improvement within ES as well as other industries as a benchmark. Project management and team leadership skills. Knowledge of other functions that provide inputs regularly, i.e. Product Development, Engineering, Quality, Purchasing, Manufacturing, Finance, Human Resources and Operations. Advanced knowledge of statistical analytical tools/methodology. Written and verbal communication skills. Knowledge of spreadsheet, presentation, project management, process mapping and word processing software. Ability to manage multiple projects simultaneously under frequently changing priorities. Knowledge of continuous improvement, quality and basic financial principles and the ability to apply them to analyze the planned activities. Ability to lead and direct an improvement team.	Supports Value Based Six Sigma (XLSS) implementation within the Division as an "in-house" expert for disseminating knowledge, project selection and training/coaching for all levels of the organization. Takes a leadership role in large, more complex Lean manufacturing initiatives or projects focused on reducing process cycle time and increasing inventory turns. Above and beyond the Lean Master Training, develops a plan to energize the Division around lean manufacturing, develops a plan to reduce cycle time and inventory for the Division, successfully leads Kaizen Events and works to improve overall Division productivity and process performance.	Manages solutions to problems at the Division Level. Considers the strategic impact of challenges and ongoing projects. Utilizes diagnostic techniques to identify high value project opportunities and prioritize projects with Division senior management. Deploys Black Belts and manages multiple Black Belt improvement projects to achieve results. As required, directly leads select improvement projects. Documents and shares best practices with other Divisions. Success in this position can lead to promotion to key senior management positions and may lead to future general management responsibility. New champions will receive a minimum of 10 weeks of in-depth training focused on XLSS Infrastructure, Lean Production, Product Development, Conducting Diagnostics, and Six Sigma Problem Solving.

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Work Performed/Problem Solving	Leads teams through data collection and analytical statistical processing to solve problems.	Leads project teams to improve critical business processes that drive financial results. Scopes projects, develops project plans and business cases. Scope will be determined on a project by project basis. Recruits and trains team members. Identifies potential Black Belts and recruits Team Members into the Value Based Six Sigma infrastructure. Provides necessary training and coaching to team members to spread the base of Six Sigma Problem Solving tools.	Technical Leadership. Provides consultation and direction as a subject matter expert on the application of Lean Six Sigma and the DMAIC problem solving approach to all levels of the organization. Participates in project reviews and consults on project implementations, managing changes within the larger XLSS organization. Improve Electronic Systems' ability to achieve superior customer satisfaction by promoting a Continuous Improvement Culture through the execution of projects, Kaizens and training events focused on reducing variation, eliminating waste, streamlining and standardizing processes, and adding value for our customers, shareholders and employees.	Improves Electronic Systems Division's ability to achieve superior customer satisfaction by expanding the Lean Culture through the execution of projects, Kaizens and training events focused on eliminating waste, streamlining processes, and adding value for our customers, shareholders and employees.	Utilizes diagnostic techniques to identify high value project opportunities and prioritize projects with Division senior management. Manages solutions to problems at the Division Level. Considers the strategic impact of challenges and ongoing process improvements that are frequently unique and solutions may serve as precedent for future decisions.
Discretion/Latitude	Works with Black Belt Mentor. Work is reviewed for soundness of judgment and overall adequacy and accuracy.	Work is performed under general direction. Participates in determining objectives of assignment. Plans schedules and arranges own activities in accomplishing objectives. Team progress is reviewed throughout the process and completion for adequacy in meeting objectives.	Identifies opportunities, defines and justifies projects, negotiates resources, launches project teams, manages team activities, trains and coaches resources assigned to the team. Measures Results. Manages the development and maintenance of methods and systems for measuring the degree to which the project goals, objectives and metrics are being met. Provides the Division Champion with the results and take corrective project action as required to improve on results below target.	Measures Results. Manages the development and maintenance of methods and systems for measuring the degree to which the project goals, objectives, and metrics are being met. Provides the Division Champion with the results and takes corrective project action as required to improve on results below target. Lean Advancement. Documents and shares best practices developed within the Division with other Lean Masters throughout ES. Looks to bring in new Lean techniques and methodologies to continually improve the level of expertise within the organization. Delivers Lean Training. Develops and delivers Lean awareness and Kaizen team training to all levels of the organization, as appropriate.	Responsible for overall Lean Six Sigma implementation and continuous process improvement within the Division, reporting to the Division Operations Vice President. Deploys Black Belts and manages multiple Black Belt improvement projects to achieve results. Effectively communicates with Strategic Planning, Marketing, Operations, and Engineering to establish XLSS requirements related to individual products and services. The requirements should focus on customer needs, and the associated functionality, reliability, salability and value of the product. Ensures that XLSS considerations are properly addressed as early as possible in the design/development phase.

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Impact	Contributes to the completion of organizational projects and goals. Measures results. Manages the development and maintenance of methods and systems for measuring the degree to which the project goals, objectives and metrics are being met. Provide the Division Champion with the results and take corrective project action as required to improve on results below target.	Identify opportunities, define and financially justify projects, launch project teams, manage team activities, lead teams to execute projects with the problem solving methodology, track project status and results, remove and elevate project barriers, and develop team members. Identify integration issues with other projects/processes and coordinate the improvements with the appropriate project/process owners to accomplish the project goals. Lead improvement projects within the Division and effectively coordinate these projects with the Division champion and other improvement project teams. Improve Electronic System's ability to achieve superior customer satisfaction by facilitating cross functional teams and completing improvement projects directly linked to the strategic priorities of the Division. Integrate improvement projects. Ensure projects are integrated with other business activities, improvement projects, and business strategy.	Lead high impact variation reduction and process standardization projects across business areas and cross functional disciplines, effectively coordinate these projects with the Division Champion(s) and other improvement teams. Lead teams to execute projects with the problem solving methodology, track project status and results, anticipate and remove project barriers, and develop team members. It is also critical to identify integration issues with other projects/processes and coordinate the improvements with the appropriate project/process owners to accomplish the project goals. Technical Leadership. Provide consultation and direction as a subject matter expert on the application of Lean Six Sigma and the DMAIC problem solving approach to all levels of the organization. Participate in project reviews and consult on project implementations, managing changes within the larger XLSS organization. Measure Results. Manage the development and maintenance of methods and systems for measuring the degree to which the project goals, objectives and metrics are being met. Provide the Division Champion with the results and take corrective project action as required to improve on results below target.	Lean Enterprise Leadership. Lead high impact cycle time and inventory turns improvement projects within a Division, across Divisions or across management companies and effectively coordinate these projects with the Division Champion(s) and other improvement teams. Work with the XLSS Champion and Senior Management to set annual targets for projected savings from lean projects. Identify opportunities, define and justify projects, negotiate resources, launch project teams, manage team activities, train and coach resources assigned to the team, lead teams to execute projects with the problem solving methodology, track project status and results, anticipate and remove project barriers, and develop team members. It is also critical to identify integration issues with other projects/processes and coordinate the improvements with the appropriate project/process owners to accomplish the project goals. Technical Leadership. Provide consultation and direction as a subject matter expert on the application of Lean Manufacturing Methods to all levels of the organization. Participate in project reviews and consult on Lean project implementations and managing changes within the larger XLSS organization.	This position has significant impact on the success of the entire Division. Activities managed will improve the Division's ability to meet customer expectations, improve quality, reduce cycle times and reduce cost. Decisions affect the financial, employee, or public relations posture of the organization. Erroneous decisions or recommendations would normally result in failure to achieve goals critical to the major objectives of the organization.

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Liaison	Frequent internal cross functional contacts. Represents XLSS on projects. New Black Belts will receive a minimum of 6 weeks of in-depth Exelis Lean Six Sigma (XLSS) training focused on Leadership Effectiveness, Six Sigma Problem Solving, Product Development, and Lean Production. Successful completion of training and successful completion of improvement projects will lead to Black Belt Certification.	Cross functional integrated improvement projects. Works with Master Black Belts and business area leads to ensure projects are integrated with other business activities, improvement projects and business strategy. Measure results. Manage the development and maintenance of methods and systems for measuring the degree to which the project goals, objectives and metrics are being met. Provides the Division Champion with the results and take corrective project action as required to improve on results below target.	Ensures projects are integrated with other business activities, improvement projects, and business strategy. Works with the XLSS Champion and senior management to set annual targets for projected savings from Black Belt lead projects and Kaizen events. Communicates best practices. Documents and shares best practices developed within the Division with other Master Black Belts throughout ES. Looks to bring in new information, techniques and methodologies available in industry, to continually improve the level of expertise within the organization. Delivers Lean Six Sigma Training. Develops and delivers Lean Six Sigma awareness and training to the XLSS team and all levels of the organization, as appropriate.	Lean Advancement. Documents and shares best practices developed within the Division with other Lean Masters throughout ES. Looks to bring in new Lean techniques and methodologies to continually improve the level of expertise within the organization. Delivers Lean Training. Develops and delivers Lean awareness and Kaizen team training to all levels of the organization as appropriate.	Serves as prime XLSS consultant and external spokesperson for the organization on highly significant matters relating to policies, programs, capabilities, and long-range XLSS goals and objectives.
Education and Experience	3 - 5 years with BA 1 - 3 years with MBA	6 - 9 years with BA 4 - 7 years with MBA	Minimum of 5 years of professional level experience. Requires an XLSS Black Belt Certification along with a proven track record in the application of the DMAIC and Lean Six Sigma methodology to business improvement. Must have led 3 different Black Belt projects, Kaizen events and documented realization savings as a result of those projects, and co-taught as an instructor during a 5 week Black Belt training session.	Minimum of 5 years of professional level experience. Requires an XLSS Black Belt Certification along with a proven track record in the application of Lean methodology to business improvement. Must have led 3 different Kaizen events, reduced cycle time in 2 key processes, and co-taught at least 1 week of Lean training.	10+ years of professional level experience with prior supervisory or management responsibility. Solid project management and team leadership skills. Knowledge of all the engineering disciplines, and a working knowledge of statistical analysis. Ability to lead and direct a change process. Must be a results orientated "change agent" who is an effective business systems thinker. Ability to communicate with all levels to maintain relationships and cooperation in pursuing the Division's goals. Must be able to influence, negotiate, and resolve conflicts to reach consensus around common goals. Complete understanding of continuous improvement, project gating, resource allocation, quality and financial principles and the ability to apply them to analyze the planned activities.