



ASC-PCS-001:2025 (Revision 3)

Lean Six Sigma Personnel Certification Standard

Requirements for Accreditation of Bodies Certifying Persons in Lean Six Sigma

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Foreword

The American Standardization Council (ASC) has developed this standard to establish comprehensive requirements for organizations seeking accreditation to certify personnel in Lean Six Sigma methodologies. This Revision 3 represents a significant evolution in the certification process, introducing **ASC-administered examinations** and **centralized project evaluation** to ensure consistency, rigor, and integrity across all accredited certification bodies.

This standard is aligned with **ISO/IEC 17024:2012** — Conformity assessment — General requirements for bodies operating certification of persons, with specific application to the Lean Six Sigma domain.

Key Changes in Revision 3

This revision introduces fundamental changes to the certification process:

- 1 **ASC-Administered Examinations** — All examinations (Yellow Belt through Master Black Belt) are conducted through the ASC online examination platform, ensuring standardized assessment and eliminating variability across certification bodies.
 - 2 **Centralized Project Evaluation** — Green Belt, Black Belt, and Master Black Belt candidates submit projects directly to ASC for evaluation by qualified ASC assessors, ensuring consistent standards and objective assessment.
 - 3 **Removal of ISO 9001 Requirements** — ISO 9001 certification is no longer referenced or required. Accredited certification bodies must demonstrate compliance with ASC-PCS-001:2025 requirements only.
 - 4 **Simplified White Belt Certification** — White Belt certification may be self-certified by accredited bodies without examination, recognizing the foundational awareness nature of this level.
 - 5 **Integrated Annexes and Forms** — All required forms, templates, and procedures are integrated into this standard for ease of use and implementation.
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PART I: STANDARD REQUIREMENTS

1. Scope

1.1 Purpose

This standard specifies requirements for organizations seeking American Standardization Council (ASC) accreditation to certify personnel in Lean Six Sigma methodologies. It applies the principles of ISO/IEC 17024:2012 to the specific domain of Lean Six Sigma certification.

1.2 Certification Levels Covered

This standard applies to the following Lean Six Sigma certification levels:

- **White Belt** — Foundational awareness (self-certified by accredited body)
- **Yellow Belt** — Basic application (ASC-administered examination)
- **Green Belt** — Project leadership (ASC-administered examination + project submission to ASC)
- **Black Belt** — Advanced methodology (ASC-administered examination + 4 projects submitted to ASC)
- **Master Black Belt** — Strategic deployment (20 projects, training programs, or coaching engagements submitted to ASC)
- **Champion** — Executive sponsorship (optional certification level)
- **LSS Project Manager** — Project management integration (optional certification level)

1.3 Applicability

This standard applies to:

- Organizations seeking initial ASC accreditation
- ASC-accredited certification bodies maintaining accreditation
- Training providers delivering Lean Six Sigma education under accredited certification bodies
- Approved trainers conducting ASC-accredited training programs

1.4 Relationship to ISO/IEC 17024

This standard incorporates the requirements of ISO/IEC 17024:2012 with specific adaptations for Lean Six Sigma certification:

- **Clause 4 (General Requirements)** → Section 4 of this standard
 - **Clause 5 (Structural Requirements)** → Section 5 of this standard
 - **Clause 6 (Resource Requirements)** → Section 6 of this standard
 - **Clause 7 (Information Requirements)** → Section 7 of this standard
 - **Clause 8 (Certification Scheme Requirements)** → Section 8 and Annex A of this standard
 - **Clause 9 (Certification Process Requirements)** → Section 9 and Annexes B & C of this standard
 - **Clause 10 (Management System Requirements)** → Section 10 of this standard
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2. Normative References

The following documents are referenced in this standard and are indispensable for its application:

- **ISO/IEC 17024:2012** — Conformity assessment — General requirements for bodies operating certification of persons
 - **ISO/IEC 17000:2020** — Conformity assessment — Vocabulary and general principles
 - **ASC-CB-001:2025** — Certificate Design and Data Submission Standard for Accredited Certification Bodies
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3. Terms and Definitions

For the purposes of this standard, the terms and definitions given in ISO/IEC 17024:2012 and ISO/IEC 17000:2020 apply, along with the following:

3.1 Lean Six Sigma Terminology

Lean Six Sigma (LSS) : Integrated methodology combining Lean manufacturing principles (waste elimination, flow optimization) and Six Sigma statistical process control (defect reduction, variation minimization) to achieve operational excellence

DMAIC : Define, Measure, Analyze, Improve, Control — the five-phase problem-solving methodology used in Six Sigma projects

Belt System : Hierarchical certification structure borrowed from martial arts, indicating progressive levels of Lean Six Sigma competency (White, Yellow, Green, Black, Master Black)

Project : Structured improvement initiative applying Lean Six Sigma methodology to achieve measurable business results

Champion : Executive or senior leader who sponsors Lean Six Sigma initiatives and removes organizational barriers

3.2 Certification Body Terminology

Accredited Certification Body (ACB) : Organization granted ASC accreditation to certify individuals in Lean Six Sigma methodologies in accordance with this standard

Approved Trainer : Individual authorized by an accredited certification body to deliver ASC-accredited Lean Six Sigma training programs

Certification Body Code : Unique identifier assigned by ASC to each accredited certification body (format: ASC-CB-####)

Trainer Code : Unique identifier assigned by the certification body to each approved trainer

3.3 ASC Certification Process Terminology

ASC Examination Platform : Online system administered by ASC for delivery of standardized Lean Six Sigma examinations (accessible at <https://exams.asc-accredit.com>)

Examination Pass Certificate : Document issued by ASC upon successful completion of the examination, authorizing the candidate to proceed to project work (applicable to Green Belt, Black Belt, and Master Black Belt)

Project Submission Portal : Online system administered by ASC for submission and evaluation of Lean Six Sigma projects (accessible at <https://projects.asc-accredit.com>)

ASC Project Assessor : Qualified individual designated by ASC to evaluate submitted Lean Six Sigma projects according to standardized rubrics

Self-Certification : Process by which an accredited certification body issues a certificate based on training completion without external examination (applicable only to White Belt)

4. General Requirements

4.1 Legal and Contractual Matters

4.1.1 Legal Entity

The certification body shall be a legal entity or a defined part of a legal entity, such that it can be held legally responsible for its certification activities.

4.1.2 Certification Agreement

The certification body shall have a legally enforceable agreement with each certified person covering:

- a) Scope of certification
- b) Rights to use the certification (including ASC accreditation mark)
- c) Conditions for maintaining certification
- d) Requirements for referencing certification
- e) Conditions under which certification may be suspended, withdrawn, or reduced in scope
- f) Ownership of certificates and use of certification body marks

4.1.3 Responsibility for Certification Decisions

The certification body shall be responsible for, and retain authority over, its decisions relating to certification, including granting, maintaining, extending the scope of, reducing the scope of, renewing, suspending, and withdrawing certification.

Note: While ASC administers examinations and evaluates projects, the accredited certification body remains responsible for the final certification decision based on ASC's assessment results and the candidate's completion of all requirements.

4.1.4 Liability and Financing

The certification body shall:

- a) Be able to demonstrate that it has evaluated the risks arising from its certification activities and has adequate arrangements (e.g., insurance or reserves) to cover liabilities arising from its operations
- b) Have financial stability and resources required for the operation of a certification body
- c) Have documented procedures for resolving complaints and appeals

4.2 Management of Impartiality

4.2.1 Impartiality Commitment

The certification body shall be responsible for the impartiality of its certification activities and shall not allow commercial, financial, or other pressures to compromise impartiality.

4.2.2 Identification and Management of Threats to Impartiality

The certification body shall identify, analyze, document, and manage threats to impartiality on an ongoing basis. This shall include threats arising from:

- a) Self-interest (e.g., financial interests in training revenue)
- b) Self-review (e.g., certifying individuals trained by the certification body's own trainers)
- c) Familiarity (e.g., long-term relationships with candidates or organizations)
- d) Intimidation (e.g., pressure from large clients or influential stakeholders)

Mitigation Measures:

The certification body shall implement safeguards to manage threats to impartiality, which may include:

- Separation of training and certification functions (different personnel, reporting lines)
- Independent review of certification decisions
- Rotation of assessors and decision-makers
- Confidentiality agreements and conflict of interest declarations
- Transparent policies on relationships with training providers

4.2.3 Impartiality Committee

The certification body shall establish an **Impartiality Committee** with balanced representation from stakeholders, including:

- Certification body management
- Certified individuals
- Employers of certified individuals
- Training providers (non-voting advisory role)
- Subject matter experts
- ASC representative (optional, non-voting advisory role)

The Impartiality Committee shall meet at least **annually** to:

- Review threats to impartiality
- Evaluate effectiveness of safeguards
- Provide recommendations to certification body management

- Review complaints and appeals related to impartiality
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5. Structural Requirements

5.1 Organizational Structure

The certification body shall:

- a) Document its organizational structure, including reporting lines, responsibilities, and authorities
- b) Define the relationship between the certification body and any parent organization, subsidiaries, or affiliated training providers
- c) Ensure that the structure supports impartiality in certification activities

5.2 Committee for Certification Decisions

The certification body shall establish a **Certification Committee** responsible for:

- a) Reviewing examination results from ASC
- b) Reviewing project evaluation results from ASC
- c) Making final certification decisions based on all requirements
- d) Approving certification, suspension, withdrawal, or scope changes
- e) Ensuring consistency in decision-making

Composition:

The Certification Committee shall include at least **three members** with:

- Lean Six Sigma expertise (minimum Black Belt certification)
- Knowledge of certification processes and standards
- No direct financial interest in the outcome of individual certification decisions

5.3 Internal Organization

The certification body shall clearly define and document:

- a) Roles and responsibilities for all personnel involved in certification activities
- b) Reporting relationships and lines of authority
- c) Processes for managing conflicts of interest
- d) Procedures for ensuring confidentiality and data protection

6. Resource Requirements

6.1 Competence of Personnel

6.1.1 General Competence Requirements

The certification body shall ensure that all personnel involved in the certification process are competent for the functions they perform. Competence shall be demonstrated through appropriate:

- Education
- Training
- Experience
- Proven skills and knowledge

6.1.2 Approved Trainer Requirements

Individuals delivering ASC-accredited Lean Six Sigma training shall meet the following minimum requirements:

White Belt Trainers:

- Minimum Yellow Belt certification (or equivalent)
- Minimum 1 year of Lean Six Sigma experience
- Training delivery experience (minimum 3 courses or 24 training hours)

Yellow Belt Trainers:

- Minimum Green Belt certification
- Minimum 2 years of Lean Six Sigma experience
- Completion of at least 1 Lean Six Sigma project
- Training delivery experience (minimum 5 courses or 40 training hours)

Green Belt Trainers:

- Minimum Black Belt certification
- Minimum 3 years of Lean Six Sigma experience
- Completion of at least 3 Lean Six Sigma projects (including 1 as project leader)
- Training delivery experience (minimum 10 courses or 80 training hours)

Black Belt Trainers:

- Minimum Master Black Belt certification
- Minimum 5 years of Lean Six Sigma experience

- Completion of at least 10 Lean Six Sigma projects (including 5 as project leader)
- Training delivery experience (minimum 20 courses or 160 training hours)
- Coaching or mentoring experience (minimum 3 individuals)

Master Black Belt Trainers:

- Master Black Belt certification with minimum 7 years post-certification experience
- Completion of at least 20 Lean Six Sigma projects
- Training delivery experience (minimum 50 courses or 400 training hours)
- Coaching or mentoring experience (minimum 10 individuals to Black Belt level)
- Published work or recognized contributions to Lean Six Sigma body of knowledge

6.1.3 Trainer Approval Process

The certification body shall:

- Establish documented procedures for approving trainers
- Verify trainer qualifications through examination of credentials, references, and work samples
- Assign a unique **Trainer Code** to each approved trainer
- Maintain current records of all approved trainers
- Conduct periodic reviews of trainer performance (minimum annually)
- Provide ongoing professional development opportunities for trainers

6.1.4 Certification Decision-Makers

Personnel making certification decisions (Certification Committee members) shall:

- Hold minimum Black Belt certification
- Have minimum 5 years of Lean Six Sigma experience
- Understand ASC-PCS-001:2025 requirements
- Complete ASC-provided training on certification decision-making (online module, approximately 2 hours)

6.2 Training and Development

The certification body shall:

- Identify training needs for all personnel involved in certification activities
- Provide or arrange for appropriate training
- Maintain records of training completed
- Evaluate effectiveness of training through performance monitoring

6.3 Outsourcing

6.3.1 Permitted Outsourcing

The certification body may outsource:

- Training delivery (to approved trainers)
- Administrative functions (e.g., registration, scheduling, record-keeping)
- Technical support (e.g., IT systems, website maintenance)

6.3.2 Prohibited Outsourcing

The certification body shall NOT outsource:

- Certification decisions (final authority must remain with the certification body)
- Impartiality Committee functions
- Certification Committee functions

Note: Examinations and project evaluations are administered by ASC, not outsourced by the certification body.

6.3.3 Outsourcing Controls

When outsourcing permitted activities, the certification body shall:

- Maintain a written agreement defining responsibilities
 - Ensure outsourced personnel meet competence requirements
 - Monitor performance of outsourced activities
 - Retain ultimate responsibility for all certification activities
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7. Information Requirements

7.1 Publicly Accessible Information

The certification body shall make the following information publicly accessible (e.g., on its website):

- a) Description of the certification process for each belt level
- b) Requirements for certification (training hours, examination, projects)
- c) Rights and duties of certified persons
- d) Procedures for handling complaints and appeals
- e) Information about ASC accreditation and link to ASC website

- f) Directory of currently certified individuals (with their consent)
- g) Fees for certification services

7.2 Certification Documents

The certification body shall provide each certified person with a certificate that includes:

- Name of certified person
- Unique identification (certificate serial number)
- Name and logo of certification body
- ASC accreditation logo (in accordance with ASC-CB-001:2025)
- Certification level (belt)
- Date of certification
- Statement that certification is permanent (no expiration date)
- Reference to ASC-PCS-001:2025
- Link to ASC Certificate Verification Portal

Note: Detailed certificate design requirements are specified in ASC-CB-001:2025.

7.3 Directory of Certified Persons

The certification body shall:

- a) Maintain a current directory of all certified persons
- b) Submit certification data to ASC for inclusion in the ASC Certificate Verification Portal within 30 days of certification
- c) Update ASC when certifications are suspended or withdrawn
- d) Ensure certified persons consent to inclusion in public directories

7.4 Confidentiality

The certification body shall:

- a) Have legally enforceable arrangements to manage confidentiality of information obtained during the certification process
- b) Inform candidates in advance of information that will be placed in the public domain
- c) Protect personal information in accordance with applicable data protection laws
- d) Not disclose confidential information to third parties without consent, except as required by law

7.5 Information Exchange with ASC

The certification body shall provide ASC with:

- a) Certification data for the ASC Certificate Verification Portal (see Section 7.3)
- b) Annual statistics on certifications issued, by belt level
- c) Notification of any complaints, appeals, or disciplinary actions affecting certified persons
- d) Notification of any changes to organizational structure, ownership, or key personnel
- e) Cooperation with ASC surveillance audits and information requests

8. Certification Scheme Requirements

8.1 General Scheme Requirements

The certification body shall operate certification schemes for each belt level in accordance with:

- Requirements specified in this standard (Section 8 and Annex A)
- ASC examination specifications (Annex B)
- ASC project evaluation requirements (Annex C)
- ASC Body of Knowledge documents for each belt level

8.2 Certification Scheme Overview

The certification process varies by belt level:

Belt Level	Training	ASC Examination	Projects Submitted to ASC	Certification Decision
White Belt	8 hours minimum	None	None	Self-certified by ACB upon training completion
Yellow Belt	20 hours minimum	Yes (50 questions, 70% pass)	None	ACB certifies upon exam pass
Green Belt	35 hours minimum	Yes (100 questions, 70% pass)	1 project (submitted to ASC)	ACB certifies upon exam pass + project approval
Black Belt	95 hours minimum	Yes (150 questions, 75% pass)	4 projects (submitted to ASC)	ACB certifies upon exam pass + 4 projects approved
Master Black Belt	40 hours post-BB	Portfolio review by ASC	20 projects/training/coaching (submitted to ASC)	ACB certifies upon portfolio approval by ASC

Belt Level	Training	ASC Examination	Projects Submitted to ASC	Certification Decision
Champion	16 hours minimum	Yes (50 questions, 70% pass)	None (sponsorship evidence)	ACB certifies upon exam pass + evidence
LSS Project Manager	24 hours minimum	Yes (75 questions, 70% pass)	None (project management evidence)	ACB certifies upon exam pass + evidence

Detailed requirements for each belt level are specified in Annex A.

8.3 Training Requirements

8.3.1 Training Delivery

The certification body shall ensure that training for each belt level:

- a) Covers 100% of the ASC Body of Knowledge for that level
- b) Is delivered by approved trainers meeting the requirements in Section 6.1.2
- c) Meets the minimum contact hours specified in Annex A
- d) Includes practical exercises, case studies, or simulations
- e) Provides candidates with training materials (physical or digital)

8.3.2 Training Modalities

Training may be delivered through:

- **In-person classroom training** — Traditional face-to-face instruction
- **Online synchronous training** — Live virtual instructor-led sessions
- **Online asynchronous training** — Self-paced digital courses with instructor support
- **Blended/hybrid training** — Combination of modalities

All modalities must meet the same rigor and content coverage requirements.

8.3.3 Training Records

The certification body shall maintain records for each training program, including:

- Training dates and location (or "Online")
- Trainer name and Trainer Code
- List of participants
- Attendance records
- Training materials used
- Participant evaluations (course feedback)

8.4 ASC Examination Process

8.4.1 Examination Administration

All examinations (Yellow Belt through Master Black Belt, Champion, LSS Project Manager) are administered by ASC through the **ASC Examination Platform** (<https://exams.asc-accredit.com>).

Certification Body Responsibilities:

- a) Register candidates for examinations through the ASC Examination Platform
- b) Provide candidates with examination access instructions
- c) Ensure candidates meet prerequisites before examination registration
- d) Pay examination fees to ASC (fee schedule available at www.asc-accredit.com/fees)

ASC Responsibilities:

- a) Develop and maintain examination item banks for each belt level
- b) Deliver examinations through secure online platform
- c) Provide remote proctoring or secure browser technology
- d) Score examinations and provide results to certification body within 5 business days
- e) Issue **Examination Pass Certificates** to successful candidates (Green Belt, Black Belt, Master Black Belt)

8.4.2 Examination Specifications

Detailed examination specifications (number of questions, passing scores, content distribution, cognitive levels) are provided in **Annex B**.

8.4.3 Examination Security

The certification body shall:

- Ensure candidates do not have access to examination content prior to the examination
- Prohibit sharing of examination content after the examination
- Report any suspected examination security breaches to ASC immediately
- Cooperate with ASC investigations of security incidents

8.4.4 Examination Retakes

Candidates who do not pass the examination may retake it according to the following policy:

- **First retake:** Allowed after 14 days, no additional training required
- **Second retake:** Allowed after 30 days, no additional training required

- **Third and subsequent retakes:** Allowed after 60 days, candidate must complete remedial training (minimum 8 hours)

Retake fees apply for each examination attempt (see www.asc-accredit.com/fees).

8.5 Project Submission and Evaluation Process

8.5.1 Applicability

Project submission and evaluation by ASC applies to:

- **Green Belt:** 1 project
- **Black Belt:** 4 projects
- **Master Black Belt:** 20 projects, training programs, or coaching engagements

8.5.2 Project Submission Process

Candidates who pass the ASC examination receive an **Examination Pass Certificate** authorizing them to proceed with project work.

Candidate Responsibilities:

- Complete project(s) applying Lean Six Sigma methodology
- Document project(s) according to ASC project report templates (Annex C)
- Submit project report(s) through the **ASC Project Submission Portal** (<https://projects.asc-accredit.com>)
- Pay project evaluation fees to ASC (fee schedule available at www.asc-accredit.com/fees)

Certification Body Responsibilities:

- Provide candidates with ASC project report templates and guidelines
- Offer coaching or mentoring support during project execution (optional but recommended)
- Review project reports for completeness before candidate submits to ASC (optional quality check)
- Receive project evaluation results from ASC

ASC Responsibilities:

- Assign qualified ASC Project Assessors to evaluate submitted projects
- Evaluate projects according to standardized rubrics (Annex C)
- Provide detailed feedback to candidates on project strengths and areas for improvement
- Issue project approval or request revisions
- Notify certification body of project evaluation results within 30 business days

8.5.3 Project Evaluation Criteria

Projects are evaluated using standardized rubrics covering:

- **Define Phase:** Problem statement, project charter, stakeholder analysis, SIPOC, VOC
- **Measure Phase:** Process mapping, data collection plan, measurement system analysis, baseline performance
- **Analyze Phase:** Root cause analysis, hypothesis testing, statistical analysis, prioritization
- **Improve Phase:** Solution generation, pilot testing, implementation plan, cost-benefit analysis
- **Control Phase:** Control plan, process documentation, monitoring systems, sustainability measures

Passing scores:

- Green Belt: 75% (90 points out of 120)
- Black Belt: 80% (96 points out of 120 per project)
- Master Black Belt: Portfolio evaluation (holistic assessment)

8.5.4 Project Revisions

If a project does not meet the passing criteria, the candidate may:

- Revise and resubmit the project within 90 days (no additional fee)
- Submit a new project (additional evaluation fee applies)

Candidates have **unlimited attempts** to achieve project approval, but each project must be submitted within **2 years** of receiving the Examination Pass Certificate.

8.6 Certification Decision

8.6.1 Decision-Making Process

The certification body's **Certification Committee** shall review all evidence and make the final certification decision:

For White Belt:

- Verify training completion (8 hours minimum)
- Issue certificate upon training completion (self-certification)

For Yellow Belt:

- Verify training completion (20 hours minimum)
- Verify ASC examination pass
- Issue certificate upon successful examination

For Green Belt:

- Verify training completion (35 hours minimum)
- Verify ASC examination pass
- Verify ASC project approval (1 project)
- Issue certificate upon all requirements met

For Black Belt:

- Verify training completion (95 hours minimum)
- Verify ASC examination pass
- Verify ASC project approval (4 projects)
- Issue certificate upon all requirements met

For Master Black Belt:

- Verify prerequisite (Black Belt certification + 3 years experience)
- Verify training completion (40 hours minimum)
- Verify ASC portfolio approval (20 projects/training/coaching)
- Issue certificate upon all requirements met

8.6.2 Timeframe for Certification

The certification body shall make certification decisions within **15 business days** of receiving all required documentation and ASC evaluation results.

8.6.3 Notification

The certification body shall notify candidates in writing of:

- Certification approval (with certificate issuance)
- Certification denial (with clear explanation and appeal rights)
- Any additional requirements or clarifications needed

9. Certification Process Requirements**9.1 Application**

The certification body shall have a documented application process that:

- a) Clearly describes the requirements for each certification level
- b) Collects necessary information from candidates (name, contact information, organization, prior certifications)

- c) Verifies prerequisites (e.g., prior belt level for higher certifications)
- d) Provides candidates with information about fees, timelines, and processes
- e) Obtains candidate agreement to certification terms and conditions

9.2 Evaluation

Evaluation of candidates consists of:

Training Evaluation:

- Attendance verification
- Participation in exercises and activities
- Completion of training assessments (quizzes, case studies)

ASC Examination:

- Standardized online examination administered by ASC
- Results provided to certification body

ASC Project Evaluation (Green Belt, Black Belt, Master Black Belt):

- Project reports submitted to ASC
- Evaluation by ASC Project Assessors
- Results provided to certification body

9.3 Certification Decision

As specified in Section 8.6, the certification body's Certification Committee makes the final certification decision based on all evaluation results.

9.4 Surveillance (Not Applicable)

Under ASC-PCS-001:2025 Revision 3, certifications are **permanent** and do not require surveillance, recertification, or continuing professional development (CPD).

Certified persons retain their certification indefinitely unless:

- Certification is voluntarily surrendered
- Certification is suspended or withdrawn due to misconduct or misuse
- Certification body's accreditation is revoked by ASC

9.5 Suspension, Withdrawal, and Reduction of Scope

9.5.1 Grounds for Suspension or Withdrawal

The certification body may suspend or withdraw certification if:

- a) The certified person is found to have obtained certification through fraud or misrepresentation
- b) The certified person misuses the certification or ASC accreditation mark
- c) The certified person engages in conduct that brings discredit to the certification or ASC
- d) The certified person violates the terms and conditions of certification

9.5.2 Suspension Process

Before suspending certification, the certification body shall:

- Notify the certified person in writing of the grounds for suspension
- Provide an opportunity for the certified person to respond (minimum 30 days)
- Review the response and make a decision
- Notify the certified person and ASC of the decision

During suspension:

- The certified person may not represent themselves as certified
- The certified person may not use the certification or ASC accreditation mark
- The certification body updates the ASC Certificate Verification Portal to reflect suspension status

9.5.3 Withdrawal Process

If suspension is not sufficient or the certified person does not remedy the issue, the certification body may withdraw certification following the same process as suspension.

Withdrawn certifications are permanently revoked and cannot be reinstated. The individual must reapply and complete all certification requirements to be certified again.

9.5.4 Appeals

Certified persons have the right to appeal suspension or withdrawal decisions according to the certification body's appeals procedure (see Section 9.7).

9.6 Use of Certificates, Marks, and Logos

The certification body shall define rules for certified persons' use of:

- Certificates issued by the certification body
- Certification marks or logos (if any)
- ASC accreditation mark (in accordance with ASC brand guidelines)
- References to certification in resumes, business cards, email signatures, and marketing materials

Prohibited Uses:

Certified persons shall NOT:

- Misrepresent the scope or level of their certification
- Use certification in a manner that brings ASC or the certification body into disrepute
- Imply that certification applies to their organization (certification is personal, not organizational)
- Alter or modify certificates or marks

9.7 Appeals

9.7.1 Appeals Procedure

The certification body shall have a documented appeals procedure that:

- a) Allows candidates or certified persons to appeal certification decisions
- b) Provides a fair and impartial review by individuals not involved in the original decision
- c) Ensures appeals are handled in a timely manner (decision within 60 days)
- d) Communicates the appeals decision in writing with clear rationale

9.7.2 Grounds for Appeal

Appeals may be filed on grounds such as:

- Procedural errors in the certification process
- Bias or conflict of interest affecting the decision
- New evidence not available at the time of the original decision
- Disagreement with the interpretation of requirements

9.7.3 Appeals Committee

The certification body should establish an **Appeals Committee** separate from the Certification Committee, with members who have:

- Knowledge of Lean Six Sigma and certification processes
- No involvement in the original certification decision
- Authority to overturn or modify certification decisions

9.8 Complaints

9.8.1 Complaints Procedure

The certification body shall have a documented complaints procedure that:

- a) Allows anyone to submit complaints about the certification body, certified persons, or the certification process
- b) Acknowledges receipt of complaints within 5 business days
- c) Investigates complaints promptly and impartially
- d) Communicates outcomes to complainants within 60 days
- e) Maintains confidentiality to the extent possible

9.8.2 Complaints Handling

The certification body shall:

- Designate a Complaints Officer responsible for managing complaints
- Maintain records of all complaints and their resolution
- Analyze complaints for trends and opportunities for improvement
- Report significant complaints to ASC during surveillance audits

9.9 Records

The certification body shall maintain records for each candidate and certified person, including:

- a) Application and supporting documentation
- b) Training records (dates, location, trainer, attendance)
- c) ASC examination results
- d) ASC project evaluation results (if applicable)
- e) Certification Committee decisions and rationale
- f) Certificates issued (copy of certificate, serial number, issue date)
- g) Correspondence with the candidate/certified person
- h) Complaints, appeals, and disciplinary actions
- i) Suspension or withdrawal actions

Retention Period: Minimum **7 years** from the date of certification or last activity.

10. Management System Requirements

10.1 General Management System Requirements

The certification body shall establish, document, implement, and maintain a management system capable of supporting and demonstrating the consistent achievement of the requirements of this standard.

Note: ISO 9001 certification is NOT required. The management system requirements in this section are specific to certification body operations and are sufficient for ASC accreditation.

10.2 Management System Documentation

The certification body shall document:

- a) **Policies**— Statements of intent and direction (e.g., impartiality policy, confidentiality policy)
- b) **Procedures**— Documented methods for carrying out certification activities (e.g., application procedure, examination registration procedure, certification decision procedure)
- c) **Work Instructions**— Detailed step-by-step instructions for specific tasks (e.g., how to register a candidate in the ASC Examination Platform)
- d) **Forms and Templates**— Standardized documents used in certification activities (e.g., application form, training attendance sheet)
- e) **Records** — Evidence of activities performed and results achieved

10.3 Document and Record Control

The certification body shall:

- a) Establish procedures for controlling documents (approval, version control, distribution, obsolescence)
- b) Ensure that current versions of documents are available to personnel who need them
- c) Establish procedures for controlling records (identification, storage, protection, retrieval, retention, disposal)
- d) Protect records from loss, damage, or unauthorized access

10.4 Management Review

Top management of the certification body shall review the management system at planned intervals (minimum **annually**) to ensure its continuing suitability, adequacy, and effectiveness.

Management Review Inputs:

- a) Status of actions from previous management reviews
- b) Changes in internal and external issues affecting the management system
- c) Feedback on performance (complaints, appeals, audit findings)
- d) Results of ASC surveillance audits
- e) Certification statistics (number of certifications issued, pass rates, project approval rates)
- f) Resource needs and personnel competence
- g) Opportunities for improvement

Management Review Outputs:

- a) Decisions on improvements to the management system
- b) Resource allocation decisions
- c) Actions to address risks and opportunities

10.5 Internal Audits

The certification body shall conduct internal audits at planned intervals (minimum **annually**) to verify that the management system:

- a) Conforms to the requirements of this standard
- b) Is effectively implemented and maintained
- c) Achieves its intended objectives

Internal audits shall be conducted by competent personnel who are independent of the activity being audited.

10.6 Corrective Actions

When nonconformities occur (identified through internal audits, external audits, complaints, or other means), the certification body shall:

- a) React to the nonconformity and take action to control and correct it
- b) Evaluate the need for action to eliminate the causes of the nonconformity
- c) Implement any necessary corrective actions
- d) Review the effectiveness of corrective actions taken
- e) Update the management system if necessary

10.7 Preventive Actions

The certification body shall determine and implement actions to eliminate the causes of potential nonconformities in order to prevent their occurrence. This may include:

- Risk assessments
- Analysis of trends in complaints, appeals, or audit findings
- Benchmarking against best practices
- Continuous improvement initiatives

11. ASC Accreditation Process

11.1 Accreditation Application

Organizations seeking ASC accreditation shall:

Step 1: Pre-Application Consultation (Optional)

- Contact ASC to discuss accreditation requirements and process
- Receive guidance on readiness and preparation

Step 2: Application Submission

- Complete the ASC Accreditation Application Form (Annex D)
- Submit supporting documentation:
 - Organizational structure and governance documents
 - Policies and procedures manual
 - Sample training materials for at least one belt level
 - List of approved trainers with qualifications
 - Sample certificates (for ASC logo approval)
 - Evidence of legal entity status and liability insurance
- Pay application fee: **\$2,000 USD** (non-refundable)

Step 3: Document Review (2-4 weeks)

- ASC reviews submitted documentation for completeness and preliminary compliance
- ASC provides feedback on any gaps or areas needing clarification
- Applicant addresses feedback and resubmits documentation if necessary

Step 4: Initial Accreditation Audit (2-3 days)

- ASC conducts on-site or remote audit
- Audit scope covers all clauses of ASC-PCS-001:2025
- Audit includes interviews with personnel, review of records, and observation of processes (if applicable)
- Audit fee: **\$8,000 USD** (covers up to 3 audit days; additional days billed at \$2,500/day)

Step 5: Audit Report and Corrective Actions (2-4 weeks)

- ASC provides detailed audit report identifying conformities and nonconformities
- Applicant addresses any nonconformities within specified timeframes:
 - Minor nonconformities: 30 days
 - Major nonconformities: 60 days
- ASC verifies corrective actions (may require additional audit or documentation review)

Step 6: Accreditation Decision (2-4 weeks after corrective actions closed)

- ASC Accreditation Committee reviews audit findings and corrective actions
- Committee makes accreditation decision:
 - **Accreditation Granted** — Certificate of Accreditation issued, valid for 3 years
 - **Accreditation Denied** — Clear explanation provided, applicant may reapply after 6 months

Total Timeline: Approximately 18-34 weeks from application to accreditation decision.

11.2 Accreditation Scope

The ASC Certificate of Accreditation specifies:

- a) Name and address of accredited certification body
- b) Certification Body Code (ASC-CB-####)
- c) Belt levels for which accreditation is granted (e.g., White Belt through Black Belt)
- d) Effective date and expiration date of accreditation (3-year validity)
- e) Reference to ASC-PCS-001:2025

Accredited certification bodies may apply to expand their accreditation scope (e.g., add Master Black Belt) at any time by submitting an application for scope expansion.

11.3 Accreditation Fees

Fee Type	Amount (USD)	Notes
Application Fee	\$2,000	Non-refundable, due with application
Initial Audit Fee	\$8,000	Covers up to 3 audit days
Additional Audit Days	\$2,500/day	If audit exceeds 3 days
Annual Surveillance Fee	\$5,000	Due annually on anniversary of accreditation
Scope Expansion Fee	\$3,000	Application + audit for additional belt levels
Accreditation Renewal Fee	\$6,000	Due at end of 3-year accreditation period

Note: Fees are subject to change. Current fee schedule is available at www.asc-accredit.com/fees.

11.4 Use of ASC Accreditation Mark

Accredited certification bodies are authorized to use the **ASC Accreditation Mark** on:

- Certificates issued to certified persons (mandatory)
- Marketing materials and website
- Business cards and letterhead
- Training materials

Usage Requirements:

- Follow ASC Brand Guidelines (available at www.asc-accredit.com/brand-guidelines)
- Use only the official ASC logo files provided by ASC
- Do not modify, alter, or recreate the ASC logo
- Include accreditation scope statement (e.g., "Accredited by ASC for Lean Six Sigma certification: White Belt through Black Belt")

Prohibited Uses:

- Using the ASC mark after accreditation has expired, been suspended, or been withdrawn
 - Implying ASC endorsement of products or services beyond certification
 - Using the ASC mark in a manner that brings ASC into disrepute
-

12. Surveillance and Continual Improvement

12.1 ASC Surveillance Audits

ASC conducts **annual surveillance audits** of accredited certification bodies to verify ongoing compliance with ASC-PCS-001:2025.

Surveillance Audit Process:

- a) **Notification:** ASC notifies the certification body at least 60 days in advance of the surveillance audit
- b) **Audit Planning:** ASC and the certification body agree on audit dates, scope, and logistics
- c) **Audit Execution:** ASC auditors conduct a 1-2 day audit (on-site or remote) focusing on:
 - Changes since the last audit
 - Effectiveness of corrective actions from previous audits
 - Sample review of certification files

- Compliance with key requirements (impartiality, competence, certification decisions)
- d) **Audit Report:** ASC provides a surveillance audit report within 15 business days
- e) **Corrective Actions:** Certification body addresses any nonconformities within specified timeframes
- f) **Follow-Up:** ASC verifies corrective actions

Surveillance Audit Fee: \$5,000 USD annually

12.2 Unannounced Audits

ASC reserves the right to conduct **unannounced audits** in cases of:

- Complaints or allegations of noncompliance
- Suspected fraud or misconduct
- Significant changes to the certification body (ownership, key personnel, processes)

Unannounced audits are conducted at ASC's expense (no fee charged to certification body unless noncompliance is confirmed).

12.3 Continual Improvement

Accredited certification bodies are expected to demonstrate continual improvement in their certification activities. Evidence of continual improvement may include:

- Analysis of certification statistics and trends
- Implementation of process improvements based on internal audits or management reviews
- Enhanced training programs or materials
- Adoption of new technologies or tools
- Positive feedback from candidates and stakeholders

12.4 Accreditation Renewal

At the end of the 3-year accreditation period, accredited certification bodies must apply for **accreditation renewal**.

Renewal Process:

- a) Submit renewal application 6 months before expiration
- b) Provide updated documentation (policies, procedures, trainer list, certification statistics)
- c) ASC conducts renewal audit (similar to initial audit, 2-3 days)
- d) Address any nonconformities
- e) ASC Accreditation Committee makes renewal decision
- f) New Certificate of Accreditation issued for 3 years

Renewal Fee: \$6,000 USD (includes renewal audit)

13. Noncompliance and Corrective Actions

13.1 Types of Nonconformities

Minor Nonconformity:

- Isolated lapse in compliance with a requirement of this standard
- Does not affect the integrity of the certification process
- Examples: Missing documentation, late submission of data to ASC, formatting errors

Major Nonconformity:

- Systematic or significant failure to meet a requirement of this standard
- Affects the integrity of the certification process or impartiality
- Examples: Certifying individuals who do not meet requirements, failure to conduct Impartiality Committee meetings, unauthorized use of ASC mark

13.2 Corrective Action Timeframes

Minor Nonconformities:

- Certification body has **30 days** to submit a corrective action plan
- Corrective actions must be implemented within **60 days**
- ASC verifies corrective actions through document review or follow-up audit

Major Nonconformities:

- Certification body has **15 days** to submit a corrective action plan
- Corrective actions must be implemented within **30 days**
- ASC verifies corrective actions through follow-up audit (on-site or remote)

13.3 Suspension of Accreditation

ASC may **suspend accreditation** if:

- a) Major nonconformities are not resolved within the specified timeframe
- b) The certification body fails to cooperate with ASC audits or information requests
- c) There is evidence of fraud, misrepresentation, or misconduct
- d) The certification body fails to pay accreditation fees

During Suspension:

- The certification body may not issue new certifications
- The certification body may not use the ASC accreditation mark
- Existing certified persons retain their certifications (certifications are permanent)
- The certification body must notify all stakeholders of the suspension

Reinstatement:

Accreditation may be reinstated once the certification body:

- Resolves all nonconformities
- Pays any outstanding fees
- Demonstrates readiness to resume certification activities
- Undergoes a reinstatement audit (if required by ASC)

13.4 Revocation of Accreditation

ASC may **revoke accreditation** if:

- a) Suspension does not result in resolution of nonconformities within 6 months
- b) The certification body engages in fraudulent or unethical conduct
- c) The certification body repeatedly fails to meet accreditation requirements
- d) The certification body voluntarily surrenders accreditation

After Revocation:

- The certification body is permanently removed from the ASC-accredited certification body registry
- The certification body may not use the ASC accreditation mark
- Existing certified persons retain their certifications (certifications are permanent, but may not be recognized by employers or stakeholders)
- The certification body may reapply for accreditation after **1 year**, subject to ASC approval

13.5 Appeals of ASC Decisions

Certification bodies may appeal ASC decisions regarding:

- Denial of accreditation
- Suspension of accreditation
- Revocation of accreditation
- Findings of nonconformities

Appeals Process:

- a) Submit written appeal to ASC Accreditation Committee within **30 days** of the decision
- b) Include supporting evidence and rationale for the appeal
- c) ASC Accreditation Committee reviews the appeal and may request additional information
- d) ASC Accreditation Committee issues a decision within **60 days** of receiving the appeal
- e) The decision of the ASC Accreditation Committee is final

PART II: INTEGRATED ANNEXES AND FORMS

Annex A (Normative): Certification Scheme Requirements by Belt Level

This annex specifies the detailed requirements for each Lean Six Sigma certification level.

A.1 White Belt Certification

Purpose: Foundational awareness of Lean Six Sigma principles and terminology.

Prerequisites: None

Training Requirements:

- Minimum **8 contact hours** of instructor-led training
- Coverage of 100% of ASC White Belt Body of Knowledge
- Delivery modalities: In-person, online synchronous, online asynchronous, or blended

Trainer Requirements:

- Minimum Yellow Belt certification
- Minimum 1 year of Lean Six Sigma experience

Assessment Requirements:

- **No ASC examination required**
- Certification body may conduct internal training assessment (optional)

Project Requirements: None

Certification Process:

- 19 Candidate completes 8 hours of training
- 20 Certification body verifies training completion
- 21 Certification body issues White Belt certificate (self-certification)
- 22 Certification body submits certification data to ASC within 30 days

Certificate Validity: Permanent (no expiration)

Body of Knowledge Coverage:

23 Lean Six Sigma Fundamentals (25%)

- History and evolution of Lean and Six Sigma
- Key principles and philosophies
- Benefits and applications across industries

24 Roles and Responsibilities (15%)

- Belt system overview (White through Master Black Belt)

- Champion and sponsor roles
 - Team structures and dynamics
 - 25 DMAIC Overview (20%)**
 - Define, Measure, Analyze, Improve, Control phases
 - Purpose and key activities in each phase
 - DMAIC as a problem-solving framework
 - 26 Basic Lean Concepts (20%)**
 - Eight wastes (TIMWOODS)
 - Value stream mapping basics
 - 5S workplace organization
 - Visual management
 - 27 Basic Six Sigma Concepts (15%)**
 - Variation and process capability
 - Defects and defect rates
 - DPMO (Defects Per Million Opportunities)
 - Sigma levels
 - 28 Quality Tools (5%)**
 - Flowcharts and process maps
 - Cause-and-effect diagrams (fishbone)
 - Pareto charts
 - Check sheets
 - 29 Continuous Improvement Culture (5%)**
 - Kaizen philosophy
 - Employee engagement
 - Standardization and sustainability
-

A.2 Yellow Belt Certification

Purpose: Basic application of Lean Six Sigma tools and participation in improvement projects.

Prerequisites: None (White Belt recommended but not required)

Training Requirements:

- Minimum **20 contact hours** of instructor-led training
- Coverage of 100% of ASC Yellow Belt Body of Knowledge
- Delivery modalities: In-person, online synchronous, online asynchronous, or blended

Trainer Requirements:

- Minimum Green Belt certification
- Minimum 2 years of Lean Six Sigma experience
- Completion of at least 1 Lean Six Sigma project

Assessment Requirements:

- **ASC-administered examination** through ASC Examination Platform
- **50 multiple-choice questions**
- **70% passing score** (35 correct answers)
- **90-minute time limit**
- Remote proctoring or secure browser technology

Project Requirements: None (project participation recommended but not required for certification)

Certification Process:

- 30 Candidate completes 20 hours of training
- 31 Certification body registers candidate for ASC examination
- 32 Candidate takes examination on ASC Examination Platform
- 33 ASC provides examination results to certification body within 5 business days
- 34 Certification body issues Yellow Belt certificate upon examination pass
- 35 Certification body submits certification data to ASC within 30 days

Certificate Validity: Permanent (no expiration)

Examination Fee: \$75 USD (paid by certification body to ASC)

Body of Knowledge Coverage:

36 Lean Six Sigma Fundamentals (10%)

- Lean and Six Sigma integration
- Business case for Lean Six Sigma
- Critical success factors

37 Define Phase (15%)

- Project selection criteria
- Project charter components
- Stakeholder analysis
- SIPOC (Suppliers, Inputs, Process, Outputs, Customers)
- Voice of the Customer (VOC)

38 Measure Phase (20%)

- Process mapping (detailed)
- Data types (continuous vs. discrete)
- Data collection methods

- Operational definitions
 - Baseline performance measurement
 - 39 Analyze Phase (20%)**
 - Root cause analysis techniques (5 Whys, fishbone)
 - Value-added vs. non-value-added analysis
 - Process cycle time analysis
 - Basic statistical concepts (mean, median, mode, range)
 - 40 Improve Phase (15%)**
 - Brainstorming and idea generation
 - Solution prioritization (effort-impact matrix)
 - Pilot testing
 - Implementation planning
 - 41 Control Phase (10%)**
 - Control plans
 - Standard operating procedures (SOPs)
 - Visual controls and mistake-proofing (poka-yoke)
 - Monitoring and sustainability
 - 42 Lean Tools (10%)**
 - 5S implementation
 - Value stream mapping
 - Kanban systems
 - Takt time and cycle time
 - Continuous flow and pull systems
-

A.3 Green Belt Certification

Purpose: Lead Lean Six Sigma improvement projects with statistical analysis and data-driven decision-making.

Prerequisites: None (Yellow Belt recommended but not required)

Training Requirements:

- Minimum **35 contact hours** of instructor-led training
- Coverage of 100% of ASC Green Belt Body of Knowledge
- Delivery modalities: In-person, online synchronous, online asynchronous, or blended
- Must include hands-on exercises with statistical software (Minitab, JMP, Excel, or equivalent)

Trainer Requirements:

- Minimum Black Belt certification
- Minimum 3 years of Lean Six Sigma experience
- Completion of at least 3 Lean Six Sigma projects (including 1 as project leader)

Assessment Requirements:

Part 1: ASC Examination

- **ASC-administered examination** through ASC Examination Platform
- **100 multiple-choice questions**
- **70% passing score** (70 correct answers)
- **3-hour time limit**
- Remote proctoring or secure browser technology
- **Examination Fee: \$150 USD**

Part 2: Project Submission to ASC

- **1 completed Lean Six Sigma project** applying DMAIC methodology
- Project report submitted through ASC Project Submission Portal
- Project evaluated by ASC Project Assessors using standardized rubric
- **Passing score: 75%** (90 points out of 120)
- **Project Evaluation Fee: \$300 USD**

Certification Process:

- 43 Candidate completes 35 hours of training
- 44 Certification body registers candidate for ASC examination
- 45 Candidate takes examination on ASC Examination Platform
- 46 ASC provides examination results within 5 business days
- 47 If candidate passes examination, ASC issues **Examination Pass Certificate** authorizing project work
- 48 Candidate completes project and submits report to ASC Project Submission Portal
- 49 ASC Project Assessor evaluates project within 30 business days
- 50 ASC provides project evaluation results to certification body
- 51 Certification body issues Green Belt certificate upon examination pass + project approval
- 52 Certification body submits certification data to ASC within 30 days

Project Timeline: Candidate has **2 years** from examination pass to submit project.

Certificate Validity: Permanent (no expiration)

Body of Knowledge Coverage:

- 53 **Enterprise-Wide Deployment (5%)**

- Lean Six Sigma deployment strategies
- Organizational readiness assessment
- Change management principles
- 54 Organizational Process Management (5%)**
 - Process ownership and governance
 - Performance metrics and dashboards
 - Benchmarking
- 55 Team Management (5%)**
 - Team formation and dynamics (Tuckman model)
 - Facilitation techniques
 - Conflict resolution
 - Meeting management
- 56 Define Phase (10%)**
 - Project selection and prioritization matrices
 - Project charter development
 - Stakeholder analysis and communication planning
 - SIPOC and process boundaries
 - Voice of the Customer (VOC) methods (surveys, interviews, focus groups)
 - Critical-to-Quality (CTQ) trees
- 57 Measure Phase (20%)**
 - Detailed process mapping (value stream maps, swim lane diagrams)
 - Data collection planning
 - Measurement system analysis (MSA) — Gage R&R basics
 - Process capability analysis (Cp, Cpk)
 - Descriptive statistics (mean, median, standard deviation, variance)
 - Graphical analysis (histograms, box plots, scatter plots)
- 58 Analyze Phase (20%)**
 - Root cause analysis (fishbone, 5 Whys, Pareto analysis)
 - Hypothesis testing basics (t-tests, chi-square tests)
 - Correlation and regression analysis (simple linear regression)
 - Value-added analysis
 - Process cycle efficiency
- 59 Improve Phase (15%)**
 - Solution generation techniques (brainstorming, SCAMPER, TRIZ basics)
 - Design of Experiments (DOE) basics (full factorial, fractional factorial)
 - Pilot planning and execution
 - Cost-benefit analysis and ROI calculation
 - Implementation planning (Gantt charts, responsibility matrices)
- 60 Control Phase (10%)**
 - Control plans and reaction plans
 - Statistical Process Control (SPC) basics (control charts: X-bar, R, p, c)

- Mistake-proofing (poka-yoke) methods
- Standard operating procedures (SOPs)
- Sustainability and monitoring systems

61 Lean Tools and Techniques (10%)

- Value stream mapping (current state, future state)
- Waste identification and elimination (8 wastes)
- 5S implementation and auditing
- Kanban and pull systems
- Takt time, cycle time, lead time
- Continuous flow and one-piece flow
- Quick changeover (SMED)

A.4 Black Belt Certification

Purpose: Lead complex Lean Six Sigma projects, mentor Green Belts, and deploy LSS across the organization.

Prerequisites: None (Green Belt recommended but not required)

Training Requirements:

- Minimum **95 contact hours** of instructor-led training
- Coverage of 100% of ASC Black Belt Body of Knowledge
- Delivery modalities: In-person, online synchronous, or blended (asynchronous not recommended due to complexity)
- Must include extensive hands-on exercises with statistical software (Minitab, JMP, or equivalent)

Trainer Requirements:

- Minimum Master Black Belt certification
- Minimum 5 years of Lean Six Sigma experience
- Completion of at least 10 Lean Six Sigma projects (including 5 as project leader)
- Coaching or mentoring experience (minimum 3 individuals)

Assessment Requirements:

Part 1: ASC Examination

- **ASC-administered examination** through ASC Examination Platform
- **150 multiple-choice questions**
- **75% passing score** (113 correct answers)

- **4-hour time limit**
- Remote proctoring or secure browser technology
- **Examination Fee:** \$250 USD

Part 2: Project Submissions to ASC

- **4 completed Lean Six Sigma projects** applying DMAIC methodology
- Projects must demonstrate increasing complexity and impact
- Each project report submitted through ASC Project Submission Portal
- Each project evaluated by ASC Project Assessors using standardized rubric
- **Passing score per project: 80%** (96 points out of 120)
- **Project Evaluation Fee:** \$400 USD per project (\$1,600 total for 4 projects)

Certification Process:

- 62 Candidate completes 95 hours of training
- 63 Certification body registers candidate for ASC examination
- 64 Candidate takes examination on ASC Examination Platform
- 65 ASC provides examination results within 5 business days
- 66 If candidate passes examination, ASC issues **Examination Pass Certificate** authorizing project work
- 67 Candidate completes 4 projects and submits reports to ASC Project Submission Portal (may submit sequentially or in batches)
- 68 ASC Project Assessors evaluate each project within 30 business days
- 69 ASC provides project evaluation results to certification body
- 70 Certification body issues Black Belt certificate upon examination pass + approval of all 4 projects
- 71 Certification body submits certification data to ASC within 30 days

Project Timeline: Candidate has **3 years** from examination pass to submit all 4 projects.

Certificate Validity: Permanent (no expiration)

Body of Knowledge Coverage:

(Black Belt Body of Knowledge includes all Green Belt topics plus the following advanced topics)

- 72 **Enterprise-Wide Deployment (8%)**
 - Strategic planning and deployment (Hoshin Kanri)
 - Lean Six Sigma program design and rollout
 - Change management frameworks (Kotter, ADKAR)
 - Organizational culture and readiness
- 73 **Organizational Process Management (7%)**
 - Process governance and ownership

- Performance measurement systems (balanced scorecard, KPIs)
 - Benchmarking methodologies
 - Process documentation and knowledge management
- 74 Team Management and Leadership (8%)**
- Leadership styles and situational leadership
 - Team dynamics and high-performing teams
 - Coaching and mentoring techniques
 - Conflict resolution and negotiation
 - Stakeholder management
- 75 Define Phase (8%)**
- Advanced project selection (portfolio management, strategic alignment)
 - Project scoping and boundaries
 - Advanced VOC methods (Kano model, QFD)
 - Risk assessment and mitigation planning
- 76 Measure Phase (15%)**
- Advanced process mapping (value stream mapping with data)
 - Measurement system analysis (MSA) — Gage R&R, attribute agreement analysis
 - Process capability analysis (Cp, Cpk, Pp, Ppk, Cpm)
 - Sampling strategies and sample size determination
 - Descriptive and inferential statistics
 - Probability distributions (normal, binomial, Poisson, exponential)
 - Central Limit Theorem
- 77 Analyze Phase (18%)**
- Advanced root cause analysis (fault tree analysis, FMEA)
 - Hypothesis testing (t-tests, ANOVA, chi-square, proportion tests)
 - Correlation and regression analysis (multiple linear regression, logistic regression)
 - Non-parametric tests (Mann-Whitney, Kruskal-Wallis)
 - Time series analysis and forecasting
 - Multi-vari analysis
- 78 Improve Phase (15%)**
- Design of Experiments (DOE) — full factorial, fractional factorial, response surface methodology (RSM), Taguchi methods
 - Optimization techniques (EVOP, simplex)
 - Simulation and modeling (Monte Carlo, discrete event simulation)
 - Lean implementation strategies (value stream transformation, kaizen events)
 - Cost-benefit analysis and financial justification
- 79 Control Phase (10%)**
- Statistical Process Control (SPC) — X-bar & R charts, X-bar & S charts, I-MR charts, p-charts, np-charts, c-charts, u-charts
 - Process capability monitoring

- Control plan development and implementation
- Mistake-proofing (poka-yoke) design principles
- Lean controls (visual management, standard work, 5S audits)

80 **Advanced Lean Methods (6%)**

- Theory of Constraints (TOC)
- Total Productive Maintenance (TPM)
- Lean accounting and financial metrics
- Lean supply chain and logistics

81 **Design for Six Sigma (DFSS) Basics (5%)**

- DFSS methodologies (DMADV, IDOV)
- Quality Function Deployment (QFD)
- Robust design principles
- Design FMEA

A.5 Master Black Belt Certification

Purpose: Strategic deployment of Lean Six Sigma, mentoring Black Belts and Green Belts, and advancing the LSS body of knowledge.

Prerequisites:

- **Black Belt certification** (from ASC-accredited certification body or equivalent)
- **Minimum 3 years of experience** as a practicing Black Belt

Training Requirements:

- Minimum **40 contact hours** of instructor-led Master Black Belt training (post-Black Belt)
- Coverage of 100% of ASC Master Black Belt Body of Knowledge
- Delivery modalities: In-person or online synchronous (highly interactive, case-based learning)

Trainer Requirements:

- Master Black Belt certification with minimum 7 years post-certification experience
- Completion of at least 20 Lean Six Sigma projects
- Training delivery experience (minimum 50 courses or 400 training hours)
- Coaching or mentoring experience (minimum 10 individuals to Black Belt level)

Assessment Requirements:

Part 1: Portfolio Review by ASC

- Candidate submits comprehensive portfolio demonstrating:
 - Black Belt certification and experience
 - Completion of Master Black Belt training
 - Evidence of strategic impact and organizational leadership

Part 2: Demonstration of Mastery (20 Submissions to ASC)

- Candidate must submit evidence of **20 qualifying activities** in one or more of the following categories:
 - 81.1 **Lean Six Sigma Projects** — Completed projects demonstrating advanced methodology (minimum 10 projects if using this category exclusively)
 - 81.2 **Training Programs** — Delivered training courses (Green Belt, Black Belt, or specialized LSS topics; each course counts as 1 activity)
 - 81.3 **Coaching/Mentoring Engagements** — Coached individuals to Green Belt or Black Belt certification (each individual coached to certification counts as 1 activity)
 - 81.4 **Thought Leadership** — Published articles, white papers, conference presentations, or contributions to LSS body of knowledge (each publication/presentation counts as 1 activity)
- Each submission includes:
 - Project report, training materials, coaching documentation, or publication
 - Evidence of impact and results
 - Reflection on lessons learned and best practices
- Submissions made through ASC Project Submission Portal
- ASC Master Black Belt Assessors evaluate submissions holistically (not individually scored)
- **Portfolio Evaluation Fee:** \$2,500 USD (covers review of all 20 submissions)

Certification Process:

- 82 Candidate verifies Black Belt certification and 3 years of experience
- 83 Candidate completes 40 hours of Master Black Belt training
- 84 Certification body registers candidate for Master Black Belt portfolio review
- 85 Candidate submits portfolio and 20 qualifying activities to ASC
- 86 ASC Master Black Belt Assessors review portfolio within 60 business days
- 87 ASC provides portfolio evaluation results to certification body (Approved / Revisions Required / Not Approved)
- 88 If revisions required, candidate has 90 days to resubmit
- 89 Certification body issues Master Black Belt certificate upon portfolio approval
- 90 Certification body submits certification data to ASC within 30 days

Portfolio Timeline: Candidate has **3 years** from registration to submit complete portfolio.

Certificate Validity: Permanent (no expiration)

Body of Knowledge Coverage:

(Master Black Belt Body of Knowledge includes all Black Belt topics plus the following advanced topics)

91 Strategic Leadership and Deployment (15%)

- Lean Six Sigma program strategy and governance
- Executive engagement and sponsorship
- Organizational change management at scale
- Culture transformation and sustainability

92 Coaching and Mentoring (15%)

- Coaching models and frameworks (GROW, Co-Active)
- Mentoring Black Belts and Green Belts
- Developing high-performing LSS practitioners
- Feedback and performance management

93 Training Design and Delivery (10%)

- Adult learning principles (Knowles, Bloom's Taxonomy)
- Curriculum development and instructional design
- Training delivery techniques and facilitation
- Assessment and evaluation of learning outcomes

94 Advanced Statistical Methods (20%)

- Multivariate analysis (PCA, factor analysis, cluster analysis)
- Advanced regression (nonlinear regression, generalized linear models)
- Time series analysis (ARIMA, exponential smoothing)
- Reliability analysis (Weibull, life data analysis)
- Advanced DOE (mixture designs, split-plot designs, optimal designs)
- Bayesian statistics

95 Advanced Lean Methods (10%)

- Lean enterprise transformation
- Value stream management
- Lean product development
- Lean supply chain and logistics optimization

96 Design for Six Sigma (DFSS) (10%)

- DFSS methodologies (DMADV, IDOV, DMEDI)
- Concept generation and selection (Pugh matrix, AHP)
- Robust design and tolerance design (Taguchi methods)
- Design verification and validation

97 Financial Analysis and Business Acumen (10%)

- Financial metrics and ROI calculation
- Cost of Quality (COQ) analysis
- Business case development
- Value creation and shareholder value

98 Research and Thought Leadership (5%)

- Research methodologies and experimental design
- Publishing and presenting LSS work
- Contributing to LSS body of knowledge
- Staying current with LSS trends and innovations

99 Organizational Development and Change Management (5%)

- Organizational design and structure
 - Change readiness and resistance management
 - Sustaining Lean Six Sigma culture
 - Integration with other improvement methodologies (Agile, Lean Startup, Theory of Constraints)
-

A.6 Champion Certification (Optional)

Purpose: Executive sponsorship and strategic support for Lean Six Sigma initiatives.

Prerequisites: None (executive or senior management role recommended)

Training Requirements:

- Minimum **16 contact hours** of instructor-led training
- Coverage of 100% of ASC Champion Body of Knowledge
- Delivery modalities: In-person, online synchronous, or blended

Trainer Requirements:

- Minimum Black Belt certification
- Minimum 5 years of Lean Six Sigma experience
- Experience working with executive sponsors and champions

Assessment Requirements:

Part 1: ASC Examination

- **ASC-administered examination** through ASC Examination Platform
- **50 multiple-choice questions**
- **70% passing score** (35 correct answers)
- **90-minute time limit**
- **Examination Fee:** \$100 USD

Part 2: Sponsorship Evidence

- Candidate submits evidence of active sponsorship of at least **1 Lean Six Sigma project** or initiative
- Evidence may include:
 - Project charter with champion signature
 - Meeting minutes or correspondence demonstrating support
 - Resource allocation decisions
 - Barrier removal actions
 - Project results and impact
- Submitted through ASC Project Submission Portal
- Reviewed by ASC for completeness (not scored)
- **No additional fee**

Certification Process:

- 100Candidate completes 16 hours of training
- 101Certification body registers candidate for ASC examination
- 102Candidate takes examination on ASC Examination Platform
- 103ASC provides examination results within 5 business days
- 104Candidate submits sponsorship evidence to ASC
- 105ASC reviews evidence within 15 business days
- 106Certification body issues Champion certificate upon examination pass + evidence acceptance
- 107Certification body submits certification data to ASC within 30 days

Certificate Validity: Permanent (no expiration)

Body of Knowledge Coverage:

108Lean Six Sigma Strategy and Deployment (25%)

- Business case for Lean Six Sigma
- Strategic alignment and goal deployment
- Resource allocation and prioritization
- Organizational readiness and culture

109Champion Roles and Responsibilities (20%)

- Project selection and prioritization
- Sponsorship and support
- Barrier removal and escalation
- Recognition and rewards

110Project Management Fundamentals (15%)

- Project charter and scope
- Project planning and scheduling
- Risk management
- Stakeholder communication

111DMAIC Overview (15%)

- Define, Measure, Analyze, Improve, Control phases
- Key deliverables and milestones
- Champion's role in each phase

112Financial Analysis (10%)

- Cost-benefit analysis
- ROI calculation
- Cost of Quality (COQ)
- Financial tracking and reporting

113Change Management (10%)

- Change readiness assessment
- Resistance management
- Communication strategies
- Sustaining improvements

114Performance Measurement (5%)

- Key Performance Indicators (KPIs)
 - Balanced scorecard
 - Dashboards and reporting
-

A.7 LSS Project Manager Certification (Optional)

Purpose: Integration of Lean Six Sigma methodology with project management practices.

Prerequisites: None (project management experience recommended)

Training Requirements:

- Minimum **24 contact hours** of instructor-led training
- Coverage of 100% of ASC LSS Project Manager Body of Knowledge
- Delivery modalities: In-person, online synchronous, or blended

Trainer Requirements:

- Minimum Black Belt certification
- Project management certification (PMP, PRINCE2, or equivalent) preferred
- Minimum 3 years of project management experience

Assessment Requirements:

Part 1: ASC Examination

- **ASC-administered examination** through ASC Examination Platform

- **75 multiple-choice questions**
- **70% passing score** (53 correct answers)
- **2-hour time limit**
- **Examination Fee: \$125 USD**

Part 2: Project Management Evidence

- Candidate submits evidence of managing at least **1 Lean Six Sigma project** using project management practices
- Evidence may include:
 - Project charter and plan
 - Gantt chart or project schedule
 - Risk register and mitigation plan
 - Status reports and stakeholder communications
 - Project closeout report
- Submitted through ASC Project Submission Portal
- Reviewed by ASC for completeness (not scored)
- **No additional fee**

Certification Process:

- 115Candidate completes 24 hours of training
- 116Certification body registers candidate for ASC examination
- 117Candidate takes examination on ASC Examination Platform
- 118ASC provides examination results within 5 business days
- 119Candidate submits project management evidence to ASC
- 120ASC reviews evidence within 15 business days
- 121Certification body issues LSS Project Manager certificate upon examination pass + evidence acceptance
- 122Certification body submits certification data to ASC within 30 days

Certificate Validity: Permanent (no expiration)

Body of Knowledge Coverage:

- 123**Project Management Fundamentals (20%)**
 - Project lifecycle and phases
 - Project charter and scope definition
 - Work breakdown structure (WBS)
 - Project planning and scheduling (Gantt charts, critical path)
- 124**Lean Six Sigma and Project Management Integration (20%)**
 - DMAIC as a project framework
 - Aligning PM processes with DMAIC phases
 - Lean project management principles

- Agile and Lean Six Sigma integration

125Project Planning and Execution (20%)

- Resource planning and allocation
- Budget development and cost management
- Quality planning and assurance
- Procurement and vendor management

126Risk Management (15%)

- Risk identification and assessment
- Risk prioritization (probability-impact matrix)
- Risk mitigation and contingency planning
- Issue management and escalation

127Stakeholder Management and Communication (15%)

- Stakeholder identification and analysis
- Communication planning and execution
- Status reporting and dashboards
- Change management and stakeholder engagement

128Project Monitoring and Control (10%)

- Earned Value Management (EVM) basics
 - Performance tracking (schedule, cost, quality)
 - Change control and scope management
 - Project closeout and lessons learned
-

Annex B (Normative): ASC Examination Specifications

This annex provides detailed specifications for ASC-administered examinations.

B.1 Examination Development

ASC develops and maintains examination item banks for each certification level using:

- **Subject Matter Experts (SMEs):** Certified Master Black Belts and experienced practitioners
- **Item Writing Standards:** Multiple-choice questions with one correct answer and three distractors
- **Cognitive Levels:** Based on Bloom's Taxonomy (Knowledge, Comprehension, Application, Analysis)
- **Psychometric Analysis:** Item difficulty, discrimination, and reliability analysis
- **Regular Updates:** Item banks reviewed and updated annually to reflect current best practices

B.2 Examination Delivery

All examinations are delivered through the **ASC Examination Platform** (<https://exams.asc-accredit.com>) with the following features:

- **Secure Access:** Unique login credentials for each candidate
- **Remote Proctoring:** AI-powered proctoring with human review (optional, recommended for higher belt levels)
- **Secure Browser:** Lockdown browser technology preventing access to other applications or websites
- **Randomization:** Questions and answer choices randomized to prevent cheating
- **Timer:** Countdown timer displayed to candidate
- **Immediate Scoring:** Examination scored immediately upon submission (results available within 5 business days to certification body)

B.3 Examination Specifications by Belt Level

B.3.1 Yellow Belt Examination

Specification	Details
Number of Questions	50 multiple-choice
Passing Score	70% (35 correct answers)

Specification	Details
Time Limit	90 minutes
Examination Fee	\$75 USD
Cognitive Level Distribution	Knowledge: 30%, Comprehension: 40%, Application: 25%, Analysis: 5%

Content Distribution:

Topic Area	Percentage	Number of Questions
Lean Six Sigma Fundamentals	10%	5
Define Phase	15%	8
Measure Phase	20%	10
Analyze Phase	20%	10
Improve Phase	15%	7
Control Phase	10%	5
Lean Tools	10%	5

B.3.2 Green Belt Examination

Specification	Details
Number of Questions	100 multiple-choice
Passing Score	70% (70 correct answers)
Time Limit	3 hours (180 minutes)

Specification	Details
Examination Fee	\$150 USD
Cognitive Level Distribution	Knowledge: 20%, Comprehension: 30%, Application: 35%, Analysis: 15%

Content Distribution:

Topic Area	Percentage	Number of Questions
Enterprise-Wide Deployment	5%	5
Organizational Process Management	5%	5
Team Management	5%	5
Define Phase	10%	10
Measure Phase	20%	20
Analyze Phase	20%	20
Improve Phase	15%	15
Control Phase	10%	10
Lean Tools and Techniques	10%	10

B.3.3 Black Belt Examination

Specification	Details
Number of Questions	150 multiple-choice
Passing Score	75% (113 correct answers)

Specification	Details
Time Limit	4 hours (240 minutes)
Examination Fee	\$250 USD
Cognitive Level Distribution	Knowledge: 15%, Comprehension: 25%, Application: 40%, Analysis: 20%

Content Distribution:

Topic Area	Percentage	Number of Questions
Enterprise-Wide Deployment	8%	12
Organizational Process Management	7%	11
Team Management and Leadership	8%	12
Define Phase	8%	12
Measure Phase	15%	22
Analyze Phase	18%	27
Improve Phase	15%	22
Control Phase	10%	15
Advanced Lean Methods	6%	9
Design for Six Sigma Basics	5%	8

B.3.4 Champion Examination

Specification	Details
Number of Questions	50 multiple-choice
Passing Score	70% (35 correct answers)
Time Limit	90 minutes
Examination Fee	\$100 USD
Cognitive Level Distribution	Knowledge: 35%, Comprehension: 40%, Application: 20%, Analysis: 5%

Content Distribution:

Topic Area	Percentage	Number of Questions
Lean Six Sigma Strategy and Deployment	25%	13
Champion Roles and Responsibilities	20%	10
Project Management Fundamentals	15%	7
DMAIC Overview	15%	8
Financial Analysis	10%	5
Change Management	10%	5
Performance Measurement	5%	2

B.3.5 LSS Project Manager Examination

Specification	Details
Number of Questions	75 multiple-choice
Passing Score	70% (53 correct answers)
Time Limit	2 hours (120 minutes)
Examination Fee	\$125 USD
Cognitive Level Distribution	Knowledge: 25%, Comprehension: 35%, Application: 30%, Analysis: 10%

Content Distribution:

Topic Area	Percentage	Number of Questions
Project Management Fundamentals	20%	15
Lean Six Sigma and PM Integration	20%	15
Project Planning and Execution	20%	15
Risk Management	15%	11
Stakeholder Management and Communication	15%	11
Project Monitoring and Control	10%	8

B.4 Examination Security and Integrity

ASC maintains examination security through:

- **Confidentiality Agreements:** All SMEs and item writers sign confidentiality agreements
- **Secure Item Banks:** Examination questions stored in encrypted databases with restricted access

- **Proctoring:** Remote proctoring or secure browser technology for all examinations
- **Incident Investigation:** Any suspected cheating or security breaches investigated immediately
- **Sanctions:** Candidates found to have cheated are permanently banned from ASC examinations

B.5 Examination Results and Pass Certificates

Results Notification:

- ASC provides examination results to certification bodies within **5 business days**
- Results include: Pass/Fail status, total score, and performance by content area
- Individual question responses are NOT disclosed to protect examination security

Examination Pass Certificates (Green Belt, Black Belt, Master Black Belt):

- Issued by ASC upon successful examination
 - Authorizes candidate to proceed with project work
 - Valid for **2 years** (Green Belt, Black Belt) or **3 years** (Master Black Belt) for project submission
 - Includes candidate name, belt level, examination date, and unique certificate number
-

Annex C (Normative): Project Submission and Evaluation Requirements

This annex specifies requirements for project submissions and ASC evaluation process.

C.1 Project Submission Process

C.1.1 ASC Project Submission Portal

All project submissions are made through the **ASC Project Submission Portal** (<https://projects.asc-accredit.com>).

Portal Features:

- Secure login for each candidate
- Upload project reports (PDF format, maximum 50 MB)
- Track submission status and evaluation progress
- Receive feedback and evaluation results
- Resubmit revised projects if needed

C.1.2 Project Report Templates

ASC provides standardized project report templates for:

- **Green Belt Project Report Template** (15-25 pages recommended)
- **Black Belt Project Report Template** (20-30 pages recommended per project)
- **Master Black Belt Portfolio Template** (varies based on submissions)

Templates are available for download from the ASC Project Submission Portal.

C.1.3 Project Report Requirements

All project reports must include:

129Executive Summary (1 page)

- Problem statement
- Project goals and objectives
- Key results and impact
- Lessons learned

130Define Phase

- Project charter (problem statement, goal statement, scope, timeline, team)
- Stakeholder analysis
- SIPOC diagram
- Voice of the Customer (VOC) data
- Critical-to-Quality (CTQ) characteristics

131 Measure Phase

- Process map (current state)
- Data collection plan
- Measurement system analysis (MSA) — Gage R&R or equivalent
- Baseline performance data
- Process capability analysis (Cp, Cpk)

132 Analyze Phase

- Root cause analysis (fishbone, 5 Whys, Pareto, etc.)
- Hypothesis testing (statistical tests with results)
- Data analysis (graphs, charts, statistical outputs)
- Prioritization of root causes

133 Improve Phase

- Solution generation and selection
- Pilot plan and results
- Implementation plan (Gantt chart, responsibility matrix)
- Cost-benefit analysis and ROI calculation
- Process map (future state)

134 Control Phase

- Control plan
- Standard operating procedures (SOPs) or work instructions
- Statistical Process Control (SPC) charts or monitoring systems
- Sustainability plan
- Handoff to process owner

135 Results and Impact

- Before-and-after comparison (quantitative data)
- Financial impact (cost savings, revenue increase, cost avoidance)
- Non-financial benefits (customer satisfaction, employee engagement, quality improvement)

136 Lessons Learned and Recommendations

- What worked well
- Challenges and how they were overcome
- Recommendations for future projects

137 Appendices

- Supporting data, charts, and documentation
- Meeting minutes, stakeholder communications
- Training materials or SOPs

C.1.4 Project Submission Fees

Belt Level	Fee per Project	Total Fee
Green Belt	\$300 USD	\$300 (1 project)
Black Belt	\$400 USD	\$1,600 (4 projects)
Master Black Belt	\$2,500 USD	\$2,500 (portfolio of 20 submissions)

C.2 Project Evaluation Process

C.2.1 ASC Project Assessors

ASC designates qualified **ASC Project Assessors** to evaluate submitted projects.

Assessor Qualifications:

- Minimum Master Black Belt certification
- Minimum 10 years of Lean Six Sigma experience
- Experience evaluating or mentoring LSS projects
- Completion of ASC Project Assessor training (8-hour online course)
- Annual calibration sessions to ensure consistency

C.2.2 Evaluation Timeline

- ASC assigns a project to an assessor within **5 business days** of submission
- Assessor completes evaluation within **30 business days** of assignment
- ASC provides evaluation results to certification body within **5 business days** of assessor completion
- **Total timeline:** Approximately 40 business days from submission to results

C.2.3 Evaluation Rubrics

Projects are evaluated using standardized rubrics with the following scoring:

Green Belt Project Rubric (120 points total, 75% passing = 90 points)

DMAIC Phase	Criteria	Points
Define (20 points)	Problem statement clear and quantified	5

DMAIC Phase	Criteria	Points
	Project charter complete and approved	5
	SIPOC accurate and detailed	5
	VOC data collected and analyzed	5
Measure (25 points)	Process map accurate and detailed	5
	Data collection plan appropriate	5
	MSA conducted and acceptable	5
	Baseline performance measured	5
	Process capability calculated	5
Analyze (25 points)	Root cause analysis thorough	7
	Hypothesis testing appropriate and correct	8
	Data analysis supports conclusions	7
	Root causes prioritized	3
Improve (25 points)	Solutions generated and evaluated	5
	Pilot conducted with results	7
	Implementation plan detailed	5
	Cost-benefit analysis complete	5
	Future state process map	3

DMAIC Phase	Criteria	Points
Control (15 points)	Control plan comprehensive	5
	SOPs or work instructions documented	3
	Monitoring system in place	4
	Sustainability plan	3
Results & Impact (10 points)	Measurable improvement achieved	5
	Financial impact quantified	3
	Non-financial benefits documented	2

Black Belt Project Rubric (120 points total, 80% passing = 96 points)

(Same structure as Green Belt, but with higher expectations for rigor, complexity, and impact. Assessors use more stringent criteria for each element.)

Master Black Belt Portfolio Evaluation

Master Black Belt portfolios are evaluated holistically rather than with a point-based rubric. ASC assessors review the portfolio for:

- **Breadth:** Diversity of projects, training, coaching, and thought leadership
- **Depth:** Complexity and sophistication of work
- **Impact:** Measurable business results and organizational influence
- **Leadership:** Evidence of mentoring, coaching, and developing others
- **Innovation:** Contributions to LSS body of knowledge or novel applications

Portfolio Evaluation Results:

- **Approved:** Portfolio demonstrates Master Black Belt-level competency
- **Revisions Required:** Portfolio shows potential but needs additional evidence or clarification (candidate has 90 days to resubmit)
- **Not Approved:** Portfolio does not demonstrate Master Black Belt-level competency (candidate must submit new portfolio after 6 months)

C.2.4 Evaluation Feedback

ASC provides detailed feedback to candidates, including:

- **Scores by DMAIC phase** (Green Belt, Black Belt)
- **Strengths:** What was done well
- **Areas for Improvement:** Specific suggestions for strengthening the project
- **Assessor Comments:** Narrative feedback on key aspects of the project

Feedback is provided regardless of pass/fail outcome to support candidate learning and development.

C.2.5 Project Revisions and Resubmissions

If a project does not meet the passing criteria:

- Candidate may **revise and resubmit** the same project within **90 days** at **no additional fee**
- Candidate may **submit a new project** at any time (additional evaluation fee applies)
- Candidates have **unlimited attempts** to achieve project approval

Project Submission Deadline:

- Green Belt and Black Belt candidates have **2 years** from examination pass to submit all required projects
- Master Black Belt candidates have **3 years** from registration to submit complete portfolio
- Extensions may be granted in extenuating circumstances (e.g., medical leave, organizational changes) upon written request to ASC

C.3 Project Confidentiality and Intellectual Property

C.3.1 Confidentiality

ASC treats all project submissions as confidential and implements safeguards to protect sensitive business information:

- **Secure Storage:** Projects stored in encrypted databases with restricted access
- **Assessor Confidentiality Agreements:** All ASC Project Assessors sign confidentiality agreements
- **Limited Disclosure:** Project content is NOT shared with third parties (except as required by law)
- **Data Anonymization:** If ASC uses project examples for training or research, all identifying information is removed

C.3.2 Intellectual Property

- **Ownership:** Candidates and their organizations retain all intellectual property rights to project content
- **License to ASC:** By submitting a project, candidates grant ASC a limited license to:
 - Evaluate the project for certification purposes
 - Use anonymized excerpts for assessor training and calibration
 - Aggregate data for research and continuous improvement of evaluation processes
- **No Commercial Use:** ASC does not use project content for commercial purposes or share it with competitors

C.3.3 Sanitized Projects

If candidates work in highly sensitive industries (defense, healthcare, finance), they may submit **sanitized projects** with:

- Company names, product names, and identifying details replaced with generic terms
- Specific financial figures scaled or presented as percentages
- Proprietary processes described in general terms

Sanitized projects must still demonstrate all DMAIC phases and provide sufficient detail for evaluation. Candidates should consult with their organizations' legal or compliance departments before submitting sanitized projects.

Annex D (Informative): Application Forms and Templates

This annex provides application forms and templates for certification bodies and candidates.

D.1 ASC Accreditation Application Form

AMERICAN STANDARDIZATION COUNCIL Lean Six Sigma Certification Body Accreditation Application

SECTION 1: APPLICANT INFORMATION

Field	Information
Organization Legal Name	
Trade Name (if different)	
Headquarters Address	
City, State/Province, ZIP/Postal Code	
Country	
Website	
Primary Contact Name	
Primary Contact Title	
Primary Contact Email	
Primary Contact Phone	
Year Organization Established	

Field	Information
Legal Entity Type (Corporation, LLC, Non-Profit, etc.)	

SECTION 2: ACCREDITATION SCOPE REQUESTED

Check all belt levels for which you are applying for accreditation:

- ☐ White Belt
- ☐ Yellow Belt
- ☐ Green Belt
- ☐ Black Belt
- ☐ Master Black Belt
- ☐ Champion
- ☐ LSS Project Manager

SECTION 3: ORGANIZATIONAL STRUCTURE

138Describe your organization's structure and governance:

139[Text box for response]

140Is your organization part of a larger parent organization?

- ☐ Yes (provide details below)
- ☐ No

141If yes, describe the relationship:

142[Text box for response]

143Does your organization provide Lean Six Sigma training in addition to certification?

- ☐ Yes
- ☐ No

144If yes, describe how you manage impartiality between training and certification functions:

145[Text box for response]

SECTION 4: PERSONNEL AND RESOURCES

146Number of approved trainers:

147 Belt Level	148 Number of Trainers
149 White Belt	150
151 Yellow Belt	152
153 Green Belt	154
155 Black Belt	156
157 Master Black Belt	158

159Certification Committee composition:

160 Member Name	161 Title/Role	162 LSS Certification Level	163 Years of Experience
164	165	166	167
168	169	170	171
172	173	174	175

176Impartiality Committee composition:

177 Member Name	178 Organization/Affiliation	179 Role on Committee
180	181	182

177 Member Name	178 Organization/Affiliation	179 Role on Committee
183	184	185
186	187	188

SECTION 5: MANAGEMENT SYSTEM

189 Do you have a documented management system for certification activities?

- ☐ Yes
- ☐ No

190 Is your organization ISO 9001 certified?

- ☐ Yes (provide certificate copy)
- ☐ No

191 Describe your document control and record-keeping systems:

192 [Text box for response]

SECTION 6: CERTIFICATION EXPERIENCE

193 How many individuals have you certified in Lean Six Sigma to date?

194 Belt Level	195 Number Certified
196 White Belt	197
198 Yellow Belt	199
200 Green Belt	201
202 Black Belt	203

194 Belt Level	195 Number Certified
204 Master Black Belt	205

206Are you currently accredited by any other accreditation bodies?

- ☐ Yes (provide details below)
- ☐ No

207If yes, list accreditation bodies and scope:

208[Text box for response]

SECTION 7: SUPPORTING DOCUMENTATION

Please attach the following documents with your application:

- ☐ Organizational chart
- ☐ Policies and procedures manual
- ☐ Sample training materials (at least one belt level)
- ☐ List of approved trainers with qualifications
- ☐ Sample certificate design (for ASC logo approval)
- ☐ Impartiality policy
- ☐ Complaints and appeals procedures
- ☐ Evidence of legal entity status (articles of incorporation, business license, etc.)
- ☐ Proof of liability insurance (minimum \$1 million coverage)

SECTION 8: DECLARATION

I declare that the information provided in this application is true and accurate to the best of my knowledge. I understand that ASC will verify this information during the accreditation audit and that any false or misleading information may result in denial or revocation of accreditation.

I agree to comply with ASC-PCS-001:2025 and all ASC policies and procedures if accreditation is granted.

Authorized Signatory Name: _____

Title: _____

Signature: _____

Date: _____

APPLICATION FEE: \$2,000 USD (non-refundable)

Payment Method:

- ☐ Wire transfer (contact ASC for bank details)
- ☐ Credit card (provide details below)
- ☐ Check (payable to American Standardization Council)

Submit completed application and supporting documents to:

American Standardization Council Accreditation Department

Email: accreditation@asc-accredit.com Portal: <https://portal.asc-accredit.com>

D.2 Candidate Application Form (Sample)

[CERTIFICATION BODY NAME] Lean Six Sigma Certification Application

CANDIDATE INFORMATION

Field	Information
Full Legal Name	
Preferred Name (if different)	

Field	Information
Email Address	
Phone Number	
Mailing Address	
City, State/Province, ZIP/Postal Code	
Country	
Current Employer/Organization	
Job Title	

CERTIFICATION LEVEL REQUESTED

- ☐ White Belt
- ☐ Yellow Belt
- ☐ Green Belt
- ☐ Black Belt
- ☐ Master Black Belt
- ☐ Champion
- ☐ LSS Project Manager

PREREQUISITES

209Do you hold any prior Lean Six Sigma certifications?

- ☐ Yes (provide details below)
- ☐ No

210If yes:

211 Certification Level	212 Certifying Organization	213 Date Earned
214	215	216

217For Master Black Belt applicants only:

- Black Belt Certification Date: _____
- Years of Experience as Black Belt: _____

TRAINING ENROLLMENT

Training Program: [Belt Level] Training

Training Dates: [Start Date] to [End Date]

Training Location: [City, State/Country or "Online"]

Trainer: [Trainer Name]

AGREEMENT TO TERMS AND CONDITIONS

I agree to the following terms and conditions:

218I will complete all requirements for certification, including training, examination, and project submission (if applicable).

219I understand that examinations are administered by ASC through the ASC Examination Platform and that I must comply with all examination rules and security measures.

220I understand that projects (Green Belt, Black Belt, Master Black Belt) are submitted to and evaluated by ASC.

221I authorize [Certification Body Name] to submit my certification data to ASC for inclusion in the ASC Certificate Verification Portal.

222I agree to use my certification responsibly and in accordance with ASC and [Certification Body Name] policies.

223I understand that certification may be suspended or withdrawn for misconduct or misuse.

Candidate Signature: _____

Date: _____

FEES

Item	Amount
Training Fee	\$
ASC Examination Fee	\$
ASC Project Evaluation Fee (if applicable)	\$
Total	\$

Payment Method:

- ☐ Credit card
- ☐ Check
- ☐ Wire transfer
- ☐ Employer payment (provide purchase order)

D.3 Project Report Cover Page Template

AMERICAN STANDARDIZATION COUNCIL Lean Six Sigma Project Report

PROJECT INFORMATION

Field	Information
Project Title	
Candidate Name	
Belt Level	<input type="checkbox"/> Green Belt <input type="checkbox"/> Black Belt <input type="checkbox"/> Master Black Belt
Certification Body	
Examination Pass Certificate Number	
Project Submission Date	

PROJECT SUMMARY

Problem Statement:

[Brief description of the problem addressed by this project]

Goal Statement:

[Quantified goal of the project, e.g., "Reduce defect rate from 5% to 2% within 6 months"]

Project Scope:

[Description of what is included and excluded from the project]

Project Timeline:

- Start Date: _____
- End Date: _____
- Duration: _____ months

Project Team:

Name	Role	Organization
	Project Leader	
	Champion/Sponsor	
	Team Member	
	Team Member	

PROJECT RESULTS

Baseline Performance: _____

Final Performance: _____

Improvement: _____ (absolute change or % improvement)

Financial Impact: \$ _____ (cost savings, revenue increase, or cost avoidance)

CONFIDENTIALITY STATEMENT

- ☐ This project contains confidential business information. ASC agrees to maintain confidentiality in accordance with ASC-PCS-001:2025 Annex C.
- ☐ This is a sanitized project with identifying details removed or anonymized.

CANDIDATE DECLARATION

I declare that this project report represents my own work and accurately reflects the project activities and results. I have properly cited any external sources or assistance received.

Candidate Signature: _____

Date: _____

FOR ASC USE ONLY

Assessor Name: _____

Assessment Date: _____

Total Score: _____ / 120

Result: ☐ Approved ☐ Revisions Required ☐ Not Approved

Annex E (Informative): Gap Analysis Tool

This annex provides a gap analysis tool for organizations preparing for ASC accreditation.

E.1 How to Use This Tool

224 Review each requirement in the checklist below

225 Assess your current compliance status:

- **Fully Compliant:** Requirement is fully implemented and documented
- **Partially Compliant:** Requirement is partially implemented or documentation is incomplete
- **Not Compliant:** Requirement is not implemented
- **Not Applicable:** Requirement does not apply to your organization

226 Identify gaps (Partially Compliant or Not Compliant items)

227 Develop an action plan to address gaps before applying for accreditation

E.2 Gap Analysis Checklist

SECTION 1: GENERAL REQUIREMENTS (Clause 4)

Requirement	Compliant?	Evidence/Notes	Action Required
4.1.1 Organization is a legal entity	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
4.1.2 Certification agreement in place with candidates	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
4.1.3 Certification body retains authority over certification decisions	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
4.1.4 Liability insurance or reserves in place	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
4.2.1 Impartiality policy documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
4.2.2 Threats to impartiality identified and managed	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
4.2.3 Impartiality Committee established and meets annually	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

SECTION 2: STRUCTURAL REQUIREMENTS (Clause 5)

Requirement	Compliant?	Evidence/Notes	Action Required
5.1 Organizational structure documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
5.2 Certification Committee established with at least 3 members	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
5.3 Roles and responsibilities clearly defined	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

SECTION 3: RESOURCE REQUIREMENTS (Clause 6)

Requirement	Compliant?	Evidence/Notes	Action Required
6.1.2 Approved trainers meet competence requirements for each belt level	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
6.1.3 Trainer approval process documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
6.1.3 Unique Trainer Codes assigned to all trainers	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
6.1.4 Certification Committee members meet competence requirements	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
6.2 Training and development program for personnel	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
6.3 Outsourcing controls in place (if applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

SECTION 4: INFORMATION REQUIREMENTS (Clause 7)

Requirement	Compliant?	Evidence/Notes	Action Required
7.1 Certification process information publicly accessible	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

Requirement	Compliant?	Evidence/Notes	Action Required
7.2 Certificate design complies with ASC-CB-001:2025	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
7.2 Certificates include ASC accreditation logo	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
7.3 Directory of certified persons maintained	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
7.3 Certification data submitted to ASC within 30 days	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
7.4 Confidentiality agreements in place	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

SECTION 5: CERTIFICATION SCHEME REQUIREMENTS (Clause 8)

Requirement	Compliant?	Evidence/Notes	Action Required
8.3 Training covers 100% of ASC Body of Knowledge for each belt level	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
8.3 Training meets minimum contact hours (Annex A)	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
8.3 Training records maintained	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
8.4 Process for registering candidates for ASC examinations	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
8.5 Process for supporting candidates with project submissions to ASC	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
8.6 Certification decision process documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

SECTION 6: CERTIFICATION PROCESS REQUIREMENTS (Clause 9)

Requirement	Compliant?	Evidence/Notes	Action Required
9.1 Application process documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
9.3 Certification Committee reviews all evidence before decision	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
9.5 Suspension and withdrawal procedures documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
9.6 Rules for use of certificates and marks documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
9.7 Appeals procedure documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
9.8 Complaints procedure documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
9.9 Records maintained for minimum 7 years	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

SECTION 7: MANAGEMENT SYSTEM REQUIREMENTS (Clause 10)

Requirement	Compliant?	Evidence/Notes	Action Required
10.2 Policies, procedures, and work instructions documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
10.3 Document and record control procedures in place	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
10.4 Management review conducted annually	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
10.5 Internal audits conducted annually	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
10.6 Corrective action process documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		
10.7 Preventive action process documented	<input type="checkbox"/> Yes <input type="checkbox"/> Partial <input type="checkbox"/> No <input type="checkbox"/> N/A		

E.3 Gap Analysis Summary

Total Requirements: _____

Fully Compliant: _____

Partially Compliant: _____

Not Compliant: _____

Not Applicable: _____

Compliance Percentage: _____ %

Priority Gaps to Address:

Estimated Timeline to Achieve Full Compliance: _____ months

Annex F (Informative): Implementation Guidance

This annex provides practical guidance for implementing ASC-PCS-001:2025 requirements.

F.1 Implementation Roadmap

Phase 1: Preparation and Gap Analysis (Months 1-2)

Objectives:

- Understand ASC-PCS-001:2025 requirements
- Assess current state and identify gaps
- Develop implementation plan

Activities:

- 228Download and review ASC-PCS-001:2025 and related documents
- 229Conduct gap analysis using Annex E tool
- 230Assemble implementation team
- 231Develop project plan with timeline and responsibilities
- 232Secure executive sponsorship and resources

Deliverables:

- Completed gap analysis
 - Implementation project plan
 - Executive approval to proceed
-

Phase 2: Documentation Development (Months 3-5)

Objectives:

- Develop policies, procedures, and work instructions
- Create forms and templates
- Document organizational structure and governance

Activities:

- 233Draft impartiality policy and procedures
- 234Draft certification process procedures (application, evaluation, decision, appeals, complaints)
- 235Develop trainer approval procedures and criteria
- 236Create application forms and candidate agreements
- 237Document Certification Committee and Impartiality Committee charters

238Develop record-keeping and data management procedures

239Create internal audit and management review procedures

Deliverables:

- Policies and procedures manual
- Forms and templates library
- Organizational governance documents

Phase 3: Infrastructure and Systems (Months 4-6)

Objectives:

- Establish committees and assign roles
- Set up record-keeping and data management systems
- Prepare for ASC examination and project submission integration

Activities:

240Establish Certification Committee and Impartiality Committee

241Appoint committee members and define responsibilities

242Set up secure record-keeping system (physical and/or electronic)

243Create candidate database and tracking system

244Register for ASC Examination Platform and Project Submission Portal access

245Train personnel on ASC systems and procedures

246Develop certificate design and submit to ASC for approval

Deliverables:

- Functioning committees with documented membership
- Record-keeping and data management systems
- Access to ASC platforms
- ASC-approved certificate design

Phase 4: Training Program Development (Months 5-7)

Objectives:

- Develop or refine training programs for each belt level
- Ensure alignment with ASC Body of Knowledge
- Approve trainers

Activities:

- 247Review ASC Body of Knowledge documents for each belt level
- 248Develop or update training curricula and materials
- 249Map training content to ASC Body of Knowledge (100% coverage)
- 250Recruit and approve trainers (verify qualifications, assign Trainer Codes)
- 251Conduct pilot training sessions and gather feedback
- 252Refine training materials based on feedback

Deliverables:

- Training curricula and materials for each belt level
 - Curriculum mapping documents
 - List of approved trainers with qualifications
-

Phase 5: Pilot Certification Cycle (Months 7-9)**Objectives:**

- Test the certification process end-to-end
- Identify and resolve issues before accreditation audit
- Demonstrate operational readiness

Activities:

- 253Conduct training for a small cohort of candidates
- 254Register candidates for ASC examinations
- 255Support candidates through examination process
- 256Support candidates with project submissions to ASC (Green Belt, Black Belt)
- 257Certification Committee reviews results and makes certification decisions
- 258Issue certificates and submit data to ASC
- 259Gather feedback from candidates and personnel
- 260Refine processes based on lessons learned

Deliverables:

- Completed pilot certification cycle
 - Issued certificates (pilot cohort)
 - Process improvement actions
-

Phase 6: Accreditation Application and Audit (Months 10-12)

Objectives:

- Submit accreditation application to ASC
- Prepare for and undergo initial accreditation audit
- Achieve ASC accreditation

Activities:

- 261 Complete ASC Accreditation Application Form (Annex D)
- 262 Compile supporting documentation
- 263 Submit application and pay application fee
- 264 Respond to ASC document review feedback
- 265 Prepare for initial accreditation audit (review requirements, organize evidence, brief personnel)
- 266 Undergo ASC initial accreditation audit (2-3 days)
- 267 Address any nonconformities identified in audit
- 268 Receive ASC accreditation decision
- 269 Celebrate accreditation achievement!

Deliverables:

- Submitted accreditation application
 - Completed initial accreditation audit
 - ASC Certificate of Accreditation (3-year validity)
-

Ongoing: Operations and Continual Improvement (Year 1 and Beyond)

Objectives:

- Operate certification programs in compliance with ASC-PCS-001:2025
- Maintain accreditation through annual surveillance audits
- Continuously improve processes and outcomes

Activities:

- 270 Conduct training and certification programs
- 271 Register candidates for ASC examinations
- 272 Support candidates with project submissions to ASC
- 273 Make certification decisions and issue certificates
- 274 Submit certification data to ASC within 30 days
- 275 Conduct internal audits (annually)
- 276 Conduct management reviews (annually)

277Prepare for and undergo ASC annual surveillance audits

278Implement corrective and preventive actions

279Renew accreditation at end of 3-year period

Deliverables:

- Ongoing certification operations
 - Annual internal audit reports
 - Annual management review reports
 - ASC surveillance audit reports
 - Accreditation renewal (every 3 years)
-

F.2 Common Pitfalls and How to Avoid Them

Pitfall 1: Inadequate Separation of Training and Certification Functions

Risk: Threats to impartiality if training revenue influences certification decisions.

How to Avoid:

- Clearly separate training and certification personnel and reporting lines
 - Ensure Certification Committee members have no financial stake in training revenue
 - Implement independent review of certification decisions
 - Document impartiality safeguards in policies and procedures
-

Pitfall 2: Insufficient Trainer Qualifications

Risk: Trainers who do not meet ASC competence requirements, leading to poor candidate preparation.

How to Avoid:

- Carefully review Section 6.1.2 trainer requirements for each belt level
 - Verify trainer certifications, experience, and training delivery history
 - Conduct trainer interviews or auditions before approval
 - Provide ongoing professional development for trainers
-

Pitfall 3: Incomplete Training Coverage of ASC Body of Knowledge

Risk: Candidates are not adequately prepared for ASC examinations or projects.

How to Avoid:

- Download ASC Body of Knowledge documents for each belt level
 - Create detailed curriculum maps showing 100% coverage
 - Review training materials against Body of Knowledge line-by-line
 - Conduct periodic curriculum audits to ensure continued alignment
-

Pitfall 4: Poor Candidate Support for ASC Examinations and Projects

Risk: Low pass rates, candidate frustration, and reputational damage.

How to Avoid:

- Provide candidates with clear instructions for accessing ASC Examination Platform
 - Offer practice exams or sample questions (if available from ASC)
 - Provide coaching or mentoring support during project execution
 - Review project reports for completeness before candidates submit to ASC (optional quality check)
 - Set realistic expectations about examination difficulty and project requirements
-

Pitfall 5: Late or Incomplete Data Submission to ASC

Risk: Non-compliance with ASC-PCS-001:2025, potential suspension of accreditation.

How to Avoid:

- Designate a Data Submission Coordinator responsible for ASC submissions
 - Implement automated reminders or calendar alerts for 30-day submission deadline
 - Use ASC Excel file template (Annex D) to ensure correct formatting
 - Validate data before submission (check for missing fields, duplicate serial numbers)
 - Maintain backup records in case of submission errors
-

Pitfall 6: Inadequate Record-Keeping

Risk: Unable to provide evidence during ASC surveillance audits, leading to nonconformities.

How to Avoid:

- Establish clear record-keeping procedures (what records, where stored, how long retained)
 - Use consistent file naming conventions and folder structures
 - Implement regular backups of electronic records
 - Conduct periodic record audits to ensure completeness
 - Train personnel on record-keeping requirements
-

Pitfall 7: Failure to Conduct Internal Audits and Management Reviews

Risk: Management system weaknesses go undetected, leading to nonconformities during ASC audits.

How to Avoid:

- Schedule internal audits and management reviews at the beginning of each year
 - Assign competent internal auditors (trained in auditing techniques)
 - Use checklists based on ASC-PCS-001:2025 requirements
 - Document audit findings and corrective actions
 - Follow up to verify effectiveness of corrective actions
-

F.3 Resources and Support

ASC Website: www.ASC-Accredit.com

ASC Accreditation Portal: <https://portal.asc-accredit.com>

ASC Examination Platform: <https://exams.asc-accredit.com>

ASC Project Submission Portal: <https://projects.asc-accredit.com>

ASC Certificate Verification Portal: <https://www.americancouncil.com/certificate-verification/>

Contact ASC:

- Email: accreditation@asc-accredit.com
- Phone: +1 (800) ASC-CERT
- Hours: Monday – Friday, 9:00 AM – 5:00 PM EST

Downloadable Resources:

- ASC-PCS-001:2025 Standard
- ASC Body of Knowledge Documents (White Belt through Master Black Belt)
- ASC Brand Guidelines and Logo Files
- ASC Excel File Template for Data Submission
- ASC Project Report Templates
- ASC Accreditation Application Form

Training and Webinars:

- ASC offers periodic webinars for certification bodies on topics such as:
 - Understanding ASC-PCS-001:2025 Requirements
 - Preparing for Your Initial Accreditation Audit
 - Best Practices in Lean Six Sigma Certification
 - Using the ASC Examination Platform and Project Submission Portal

Check www.asc-accredit.com/events for upcoming webinars.

Document Approval

This standard has been reviewed and approved by:

ASC Standards Development Committee Date: January 17, 2025

ASC Accreditation Committee Date: January 17, 2025

ASC Executive Director Signature: _____
Name: [Executive Director Name]
Date: January 17, 2025

Revision History

Revision	Date	Description of Changes	Approved By
1	January 2017	Initial release of ASC-PCS-001:2017	ASC Standards Committee
2	November 2024	Major revision: removed recertification requirements, added digital verification, reduced fees	ASC Standards Committee
3	November 2025	Fundamental restructuring: ASC-administered examinations, centralized project evaluation, removal of ISO 9001 requirements, integrated annexes and forms	ASC Standards Committee

END OF DOCUMENT

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