

Lean Enterprise Division

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Chair's Message

Dear Lean Enterprise Division members,

It is hard to believe, but after serving as chair-elect, I am writing my first message as chair. I have been in several volunteer positions within ASQ for 10 years, but chair of LED has to rate at the top. I am privileged and honored to be in this position and quite fortunate to have the people we do on our leadership team. It is a great group of dedicated people. We have the LED leadership team listed on the LED website at <http://www.asq.org/le/about/leadership-le.html>. I encourage you to contact any of us with your suggestions to increase the value of your LED membership.

It is unfortunate we have lost one of our LED family, immediate past chair Wayne Paupst, to cancer. Wayne was first diagnosed with cancer in 2003 and was thought to be cancer free until the past year. I first met Wayne at a meeting of the founders of LED (many of whom are seated in the picture to the right) prior to the ASQ World Conference on Quality and Improvement, prior to LED becoming a forum and subsequently a division. Wayne became an ASQ member in 1988.

He had more than 25 years in the quality profession, holding positions as quality engineer, quality systems coordinator, inspector, and quality assurance manager. He had been instructing certification courses for the ASQ Lehigh Valley Section since 1996 and also had provided instructional courses for many of the top companies in the Lehigh Valley as well. Wayne held ASQ certifications as a Six Sigma Black Belt, Quality Engineer, Quality Manager, Quality Auditor, Quality Technician, Quality Inspector, Process Analyst, and Quality Improvement Associate. Wayne was an ASQ Senior member and served as LED chair. His leadership, instruction, kindness, and humor will be missed by family and friends as well as organizations such as ASQ. In lieu of flowers, memorial donations may be made In Loving Memory of Wayne J. Paupst to the Cornerstone Community Baptist Church, RR 3, Box 502, Kunkletown, PA 18058. As a tribute and memorial to Wayne, the LED leadership team is pursuing a scholarship fund for the new SME/AME/Shingo Prize/ASQ Lean Certification, a key accomplishment during Wayne's tenure as LED chair. Wayne is pictured above, seated second from the left, with some of the members of the LED leadership team.

The Lean Enterprise Division is a global network of professionals helping individuals and organizations apply proven and leading-edge lean principles and practices to achieve dramatic results for your personal and organizational success. We have a lot going on within the division—here are some samples of what is to come. First, the leadership team met in Dallas for a weekend strategic planning session. We decided to focus heavily on



Lean Enterprise
Division

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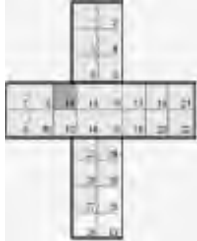
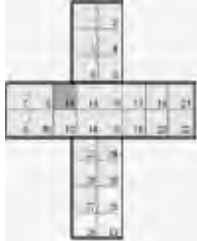


'6S' Program: The Most Critical Step on Your Lean Journey

by Adil F. Dalal, CQE, PMP

What is 6S?

6S is a derivative of the term '5S' used by Hiroyuki Hirano for workplace organization and visual management. The five S's refer to five Japanese words pronounced with the English 'S' at the beginning of each word, namely Seiri, Seiton, Seiso, Seiketsu, and Shitsuke. But, '6S,' recognizing that *safety* is also critical to workplace organization and visual management, adds 'safety' as the first step to the 5S program. Thus, 6S is much more than just cleaning and housekeeping, it is a:

- Systematic approach to creating and maintaining an organized, clean, high-performance workplace.
- Conditioning discipline for any workplace (office, shop-floor, etc.).
- Foundation for lean objectives of safety, quality, and efficiency.

6S Steps	Description	Tools and Methods	Tactical/Strategic
Safety	Focus on safety and ergonomics within our organizations (both in manufacturing and in office areas). Be proactive in injury and accident prevention and eliminating any known hazards and unsafe working conditions.	<p>A 'Safety Map' is a good visual tool to create awareness of the most safe/unsafe areas in our organizations. It uses a factory layout and different symbols to record on it every time we have a 'near miss,' 'an injury,' or 'an OSHA recordable incident' in a particular area of the factory.</p>  <p>Another simple tool is the 'Safety Cross,' which is a monthly record of the safe days (in green) and days with any unsafe incidents (in red) so that we can visually track the safety record of a particular area or of the entire factory.</p>  <p>Safety and ergonomics audits and analysis also foster a culture of safety within our organizations.</p>	Tactical and Strategic
Sorting (Seiri (整理))	Separate items required for performing necessary steps from unnecessary clutter in gemba.	<p>Red tag items and quarantine them for future disposition (tools, folders, etc.).</p> <p>Steps to be performed during gemba audit:</p> <ol style="list-style-type: none"> 1. Eliminate any trash 2. Red tag items that are not being used 3. Move items to a quarantine area and dispose-off any unclaimed items after a specific time period 	Tactical
Setting in Order (Seiton (整顿))	Organize (arrange and label) the necessary gemba items to maximize efficiency.	<p>Shadow Boards (outlines around tools placed on a peg board). Labeling files and cabinets.</p> <p>Steps to be performed:</p> <ol style="list-style-type: none"> 1. Define use, frequency of use, and ergonomic placement of items 2. Label and color code 3. Identify a place for everything 	Tactical

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6S Steps	Description	Tools and Methods	Tactical/ Strategic
Sweeping/ Shining (Seisô (清掃))	Systematic cleaning of the gemba, including floors, equipment, furniture, tools, gauges, office equipment, and any other items in the gemba to find and eliminate any abnormal conditions.	Cleaning equipment and supplies for maintaining a clean and high-performance workplace. Steps to be performed: 1. Inspect for hazards and material deficiencies 2. Scrub in, under, and around items 3. Address root causes of unclean conditions	Tactical
Standardizing (Seiketsu (清潔))	Standardized deployment of the first four S's in entire workplace (manufacturing, service areas, offices and parking lots).	Creating and communicating 6S standards throughout the organization; 6S audits; policies for adherence to standards. Steps to be performed: 1. Create daily 6S checklists 2. Create and conduct standardized 6S audits throughout the factory 3. Track and display the results at gemba	Strategic
Sustaining (Shitsuke (躰))	Developing a long-term strategy for sustainment of 6S program.	Motivating teams using charts, posters, slogan, incentives, and other means. Steps to be performed: 1. Clearly show leadership commitment 2. Make 6S a key cultural objective 3. Include 6S as part of personal goals of each and every employee.	Strategic

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Why is 6S the most critical step on your lean journey?

Would you undertake an important and long journey if your vehicle is unsafe, untidy, and without any visual indicators on your dashboard? It is obvious that you would be more secure, confident, and successful if you use the appropriate tools to get your vehicle 'in shape' and maintain it during the journey so that it is safe, clean, and has all necessary visual indicators to allow you to undertake the journey without any delays or breakdowns. Similarly, if you are embarking on a lean journey, 6S is a great tool to get your gemba (Japanese word for actual place of work) 'in shape' prior to and during the long trip.

Impact of the 6S program:

The 6S program is the foundation of any lean journey. By implementing 6S, organizations have benefited significantly in reducing insurance costs by focusing on employee safety, well-being, and ergonomic needs. A clean and organized workplace normally acts as a great motivator and usually results in improvements in quality and efficiency and reductions in production and warranty costs. The following two anecdotes clearly show the powerful impact of the 6S program in organizations:

1. An organization conducting 6S in an office environment found some un-deposited checks from underneath the desk within a box of files. The total was approximately

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Note From the Editor



As I began writing my editor's note, I received the bad news that our past chair Wayne Paupst had passed away. Upon getting this news, I reflected on the first time I ever met Wayne face to face. I had gone to ASQ headquarters for a Hoshin planning session. As I walked in, Wayne was the first to give me a very hearty greeting. While I had heard his voice many times prior during our teleconference meetings, he really helped me out that day and helped put me at ease. That first meeting was just the beginning of him always being there to listen and help me out when I had a question regarding anything having to do with LED. This small number of words cannot even begin to cover what he did to move the division forward before, during, and even after his time as chair. His presence will greatly be missed.

All the best,

Wendy Gomez

Face of Lean Profile



Name: Maria V. Stoletova

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Education:

Candidate of Technical Science (equivalent to a U.S. Doctor of Philosophy Degree in Engineering), Vladimir State University, Russia
MS, Industrial Engineering, Wayne State University
MS, Metrology Engineering, Vladimir State University
MS, Operations Management, University of Arkansas

Certification in quality:

ASQ Certified Quality Manager
ASQ Certified Quality Auditor
ASQ Certified Quality Engineer
Quality Management Systems Lead Auditor (RABQSA certified training on ISO 9001:2000)
Environmental Management Systems Lead Auditor (RABQSA certified training on ISO 14001:2004)
Six Sigma Green Belt

Current job: Integrated Quality Strategies Corp., President
University of Calgary, Adjunct Faculty

Favorite lean experience:

I am interested in how innovation can help organizations become lean. Transition to a lean environment demands organizational changes and a rethinking of current practices. TRIZ is a Russian acronym for the Theory of Inventive Problem Solving; an innovation method that provides a structured, organized, highly repeatable, and more traceable approach to innovative solutions development. TRIZ makes problem analysis and innovative problem solving more effective, resulting in time-efficient and low-cost improvement solutions. One of the TRIZ principles is to use resources already available inside the system, eliminating waste.

Other interests/hobbies:

Hiking in the Canadian Rockies and tennis

Favorite quote:

"The process of solving [technical] problems is accessible to anyone, important to learn, and very exciting to work through. We can teach everybody to invent."

—Genrich Altshuller

'6S' Program cont. from p. 3

\$400,000 (this is obviously not typical of every 6S event, but you will be very surprised what you can discover during a 6S audit).

2. Three of the four managers in a lumber processing plant where machines could not be cleaned while running, refused to shut-down the machines during the last five minutes of the shift to conduct 6S. Their understanding was that 'every minute of production counts' and that their department efficiency would drop significantly if machines were shut down for 6S. During the very first week, the only manger who decided to conduct 6S for the final five minutes of every shift was able to show a distinct improvement in his machine efficiency as a direct result of the 6S program since machine breakdowns and slowdowns during the shifts were minimized. The other three managers changed their thoughts and the very next week they agreed to shut down the machines during the final five minutes of every shift for conducting 6S. They were pleasantly surprised to see that they too were able to get similar improvements in efficiency using the 6S program.

If you cannot effectively sustain a 6S program, you can never completely implement lean technology.

Adil Dalal is the vice chair of education for the Lean Enterprise Division and also serves on the Lean Certification and Oversight (COA) Committee of the SME, ASQ, AME, and Shingo alliance. He also serves as chair of ASQ's Human Development & Leadership Division. Dalal is CEO of Pinnacle Process Solutions Intl., an internationally recognized subject matter expert in flow/lean technology, and a thought leader in project leadership. Dalal is a Certified Lean Professional.

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Lean Networking Session at the World Conference on Quality and Improvement

St. Louis, MO, May 25, 2010

LED held a networking session during the World Conference on Quality and Improvement in St. Louis, MO, this last May and received a lot of input from attendees. The session followed the Quality Café format, which means we had round tables of eight participants; each table was facilitated by an LED member leader. Jobby Johnson and Robert Damelio opened the session by introducing the two questions that would be discussed, and going over the rules of the Quality Café. Then the participants discussed the topic to which their table was assigned for 20 minutes, and then switched tables to discuss the next topic. At the end, the facilitators summarized the major points of the discussions at their tables for everyone to hear. Below are the points made by each group to the questions asked:

"With the recent quality problems that Toyota has experienced, has lean failed?"

- No, lean has not failed.
- They grew too fast.
- [Toyota] became anorexic in their approach.
- They are human.
- The legal system has to control.
- We have processes for a reason. If you deviate from the processes, you get into trouble.
- Take it slow and steady; incremental growth is best.
- All recalls around similar issues; too slow in addressing.
- NHTSA is really buckling down now.
- As individuals, we should always be looking for something better.
- We have to raise our hand when we see issues like these emerging in our organizations—social responsibility.
- We need to communicate the right things in these circumstances.

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Lean Networking Session cont. from p. 4

- Opportunities like ASQ partnership with SME (Society for Manufacturing Engineers) help.
- We need to be promoting what lean really is.
- We don't want to be "ambulance chasers" in these circumstances.
- Toyota did not execute their own system.
- There was failure in their design process; they had huge cost savings goals.
- This led to lower cost sourcing and lack of due diligence.
- You just can't take the system for granted.
- It is tougher in design; DFSS is not as clear-cut as in production.
- They put the spotlight more on final design than on the subsystems and components.

"What questions do you have regarding the new SME/AME/Shingo Prize/ASQ Lean Certification Program?"

Q. If you are already very experienced, can you apply for the highest level (gold) only?

- A. No. The certifications are distinct. They represent differing (though complementary) skill sets, knowledge, and project accomplishments. One of the purposes of the certification is to "level set" practitioners within the lean community on:
- Consistent use of terminology.
 - Breadth of skills and variety of application settings.
 - Portfolios at each level should show increased proficiency, broader operational scope, ongoing transformation results (and continuous improvement).

Q. I have several ASQ certifications. [Why] should I consider lean?

- A. It is a personal choice. Some factors to consider:
- What are your professional development objectives?
 - What role are you in currently?
 - To which role(s) do you aspire?

Q. What if I am already a [ASQ certified] Black Belt?

- A. The bodies of knowledge are distinct. There is very little overlap between the two.

Q. How does this compare to other ASQ certifications?

- A. Some general similarities (exam), some key differences:
- More rigorous than most (more weight on portfolio requirement and peer reviews than any other lean certification currently offered).
 - Three distinct but complementary certifications: bronze, silver, and gold.
 - Each certification level has three components:
 - Exam
 - Ongoing professional development
 - Portfolio
 - Bronze portfolio:
 - 5 project descriptions (1 page max; follows PDCA sequence)
 - 1 reflection on the projects as a set (1.5 pages max)
 - Offered by an alliance within the lean community vs. by ASQ only (provides greater acceptance and recognition within the broader lean community).
 - The SME/AME/Shingo Prize/ASQ Lean Certification Alliance (and the related offerings of each alliance partner) provides greater access to a wide range of practitioners, networking and mentoring opportunities, and learning resources within the broader lean community.

Q. Is there a review course?

- A. Yes.
- (Bronze level only at present) Two-day classroom, eight modules online (good for one year).
 - Scheduled offerings (from all of the alliance partners) may be found at:
 - Classroom Review Courses
 - Online Review Program
 - Exams are either paper and pencil, or online (both require proctors).

At the SME site, there is a capability to maintain your ongoing professional development accomplishments, access your exam scores, and store your portfolio write-ups.

Welcome to the New LED Discussion Board.

This board is now housed on a new ASQ software platform. Since the topics from the old platform could not automatically be migrated, I have moved 74 topics to this new board. They include all topics that had any post in 2009 and 2010 and selected topics from the previous years where there was a lot of discussion. All topics are still archived on the old platform and can be accessed, as long as you are logged in, at the following link: <http://www.asq.org/discussionBoards/forum.jspa?forumID=34>.

You can reply to any of the topics that I have moved over but not to an individual part of the topic. On all new topics, you can reply to any part of the post.

If you were getting e-mail notification on the old board, you have to activate it on this new board. On the same line as the words "Lean Enterprise" on the right side is "Forum Options". When you click this, one of the options available is "Subscribe to Forum". In the pull selection box, you have two options. These are:

No e-mail notification (just add to list).

This option will only add this forum to your subscriptions list in the "Forum Settings" screen. This allows for a quick and easy way to jump to specific forums without having to follow a breadcrumb trail each time.

Immediate notification of new posts by e-mail. This option will e-mail you any time a new topic or post has been added to the forum.

Then hit the subscribe button.

Remember, the Discussion Board is an easy way to ask your specific questions about lean that you may have, share your expertise, learn from your peers, and dialogue with other quality professionals participating in the Lean Enterprise Discussion Board.

Alan Mendelssohn
Discussion Board Moderator



Wayne as seen here in the picture with his son David and wife Carol, had just overcome liver cancer in 2003 at the age of 46. Doctors had declared him cancer free. In our meeting at LED he used to tell us, "I am still in rehab. They let me out for this meeting only." Many of us did not know what he meant. But we kidded with him on the 'rehab.' We had fun and he had fun. Now that I know, I am not sure if he really had 'fun.' I wish we knew better. I know Wayne would forgive us for our ignorance.

Wayne was always into things. At LED events he was engaged and had fun working with the entire LED team. I remember once in Phoenix, AZ, at the Lean and Six Sigma Conference he said, "Kam, you need to work more with this herd to keep them focused." He wanted results and he was focused on LED's vision and values. Most important to me, he was a man of great character, which he endured under any adversity.

And the cancer came back.

I spoke with David, his son, Saturday, August 7. Wayne was home under hospice, and was still cracking jokes. It is hard to believe that he has left us for a more peaceful place. I have learned a lot in my short span of interactions with Wayne. I will miss his humor and accepting attitude for life the most.

Kam Gupta

Wayne Paupst A Tribute to a Self-Deprecating Comedian With a Heart of Gold

"I am being called back to rehab." These probably would have been Wayne's last words, if he had a chance to crack another joke before he left. Yes, on August 8, Wayne J. Paupst, age 53, passed away at his Albrightsville, PA, home in the presence of his loving family after a tenacious seven-year battle with liver cancer. Wayne was an ASQ member since 1988 and was most recently the immediate past chair of the Lean Enterprise Division.



Although it is very painful to write a tribute to someone who, for the last two years, I considered a brother, it is clear to me that mere words will never be able to encompass his loss. I am writing this tribute to my brother, Wayne, as he would have liked it: light, corny, and with a lot of heart.

Wayne's battle with cancer had given him a perspective that few of us will ever have. He seemed at peace with himself. He did not take himself too seriously, nor did he like it when others took themselves too seriously. Wayne was a self-deprecating comedian who didn't mind cracking jokes at his own expense. His 'being in rehab' jokes were so seriously delivered that sometimes we did not know if we were supposed to laugh or to console him. Wayne was constantly joking that he and I could be the 'Wayne-Adil show' and replace either Leno or Letterman. Here is some 'funny' material he shared with me and wrote, "I would like to see Leno or Letterman top that!!!!!!":

- NBC
 - Need Better Comedians
- How do you know if an elephant has been in your icebox?
 - Footprints in the butter.
- What time is it when an elephant sits on your fence?
 - Time for a new fence.
- What is the quietest place in the world?
 - A bowling alley; you can hear a pin drop.

Wayne was the 'jolly good, old boy' and he liked being around other jolly good people. Not everyone understood Wayne. He was an enigma to some until the end. You never knew if he would disagree with something or let it slide, but you could always depend on Wayne to make a decision and stand by it. Wayne had a small squabble with one of the members of our team. Although he was the chair, during one of the team gatherings, Wayne went to that team member, apologized, and buried the hatchet for good. He was always fair and went out of his way to make people feel comfortable in his presence. Wayne was never one to take credit of other's work and he immediately recognized people's efforts and gave credit when credit was due.

Although he was battling cancer, very few people of the LED team knew of his condition. When he started missing some meetings and conferences, he decided to confide in a few of us. His courage and his humor under the circumstances is something I will always remember him for. He set a great example for how to 'make the best darn lemonade out of lemons we are dealt with in life.'

Wayne has left a legacy for us at ASQ that we all need to honor and cherish. I believe that various people come into our lives at different times to either teach us something or to learn something from us. Here are the five things I think Wayne came into my life to teach me:

1. Life is too short; no sulking is allowed.
2. Make others laugh; why bother them with your pain?
3. Don't take yourself too seriously; make yourself 'the joke.'
4. Respect others—even if you do not see eye-to-eye with them.
5. Keep smiling—until the show ends.

As ASQ leaders, we work with countless intelligent and hard-working volunteers. We sometimes take our titles, our positions, and ourselves too seriously. Let's learn to see the impermanence of our positions, our ideas, and our associations. Let Wayne's short life be

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Wayne Paupst cont. from p. 6

a lesson to us all that it is the 'quality' and not the 'quantity' in which we will ultimately count on when the curtain comes down.

May his soul rest in eternal peace! When you hear thunder from above, look up and smile. It may very well be Wayne and God cracking some rehab jokes.

Adil Dalal

A Celebration of Life In Loving Memory of Wayne Jay Paupst

by Kiami Rogers, LED Chair

It was my honor and privilege to represent the Lean Enterprise Division at the funeral service for Wayne Paupst, LED's immediate past chair. The funeral service was held at the Cornerstone Community Baptist Church, August 14, at 3:00 p.m. I arrived early, at 1:30 p.m., proudly wearing my Lean Enterprise Leadership Team shirt. Upon entry to the church, I promptly gave my donation to one of the church administrators. She mentioned that my donation was the first received.

She led me into the fellowship hall where, instantly, Wayne's wife gave me a hug, asked me where I traveled from, and introduced me to her sister and family. They expected family to travel long distances to be at the funeral and were very appreciative of our LED representation.

The service began promptly at 3:00 p.m. with a soloist singing a few of Wayne's favorite songs, "Rock of Ages," "The Old Rugged Cross," and "I Can Only Imagine." After being welcomed, we were asked to sing "Days of Elijah," "Blessed Be the Name," "How Great Thou Art," and "Amazing Grace (My Chains Are Gone)." To everybody's delight, Wayne's son, David, played the drums in honor of his father (Wayne played the drums for the church).

There was then a union reading of Psalm 23, after which one of Wayne's brothers, Joe, delivered a moving eulogy. He recited the scripture 1 John 5:10, then acknowledged the attire of Wayne's siblings. At the request of Wayne, all of the siblings were wearing their NHRA drag race t-shirt they obtained this past March in Phoenix, AZ. Wayne loved the drag races and this was the first race all siblings attended.

Joe described examples of Wayne's stubbornness. He recalled the case of Wayne's intolerance for some food choices. In particular, if there was a food on his plate that his mother insisted he eat, but he did not like, he would stuff it in his mouth and hold it there—his cheeks looking much like the cheeks of a squirrel gathering nuts for the winter. In response to this, his mother would shake him upside down until the food dropped out of his mouth.

Some additional little known facts about Wayne were disclosed. There were a couple of nicknames for Wayne. For no real reason, he was called "bup." He was also called "roof rabbit." In addition, Wayne was an accomplished drummer and would travel in a band. He would hang out with the likes of Joan Jett, of Joan Jett and the Blackhearts, and Chrissie Hynde of the Pretenders.

Upon closure of the eulogy, testimonies were heard by seven of the approximate 100 attendees. The song leader mentioned Wayne loved chicken Parmesan and they would frequently meet to indulge. A former member of the ASQ board of directors and current member of the Lehigh Valley Section mentioned Wayne always had a smile on his face. I added to his testimony stating that not only did Wayne always have a smile on his face, but he would always lighten the LED's leadership team discussions by jokingly stating he had "been in rehab" or had a need to "go back to rehab."

Upon completion of the testimonies, the soloist sang "Praise Him in This Storm," then the pastor delivered his message, "The Strength of Christ." The scripture recited was Philippians 4:10-13. Upon closure of the message, the attendees were asked to sing Wayne's favorite hymn, "The Old Rugged Cross." The service lasted almost two hours. After the closing prayer, everybody was invited to join for dinner in the fellowship hall, where there was a choice of ham sandwiches, pork and beans, sloppy joes, side dishes, fruits, vegetables, and desserts.

It was a quick trip, there and back in about 34 hours with plane flights departing early in the morning, and it was well worth it.

Kiami Rogers

As a child, I recall my mom would occasionally describe a person as "salt of the earth." I took it to mean a person who is reliable, dependable, and an all-around solid citizen.

Who *are* these people, I wondered? Mom made it sound like everyone should know at least one of these folks, and if you're fortunate, you may one day have a close friend of this ilk.

Wayne struck me as the poster child for "salt of the earth." He tirelessly put others first. He made people feel comfortable and at ease. I worked with Wayne on the LED leadership team about four years. I only recently got to know what kind of person he was.

Now I know what my mom was talking about.

Robert Damelio
Chair, LED Body of Knowledge
and Certification Committee



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education and training primarily in support of the newly released SME/AME/Shingo Prize/ASQ Lean Certification. We also decided to hold a drawing from member contributions of articles and case studies providing two lucky winners with a registration to the annual Lean and Six Sigma Conference, a \$1,000 value, and a \$50 Amazon gift card. Please e-mail me at krogers_asq@verizon.net or Don Smith, our education chair, at dlslinks@windstream.net.

I would like to thank everyone who visited our booth at the ASQ World Conference on Quality and Improvement and the ASQ Lean and Six Sigma Conference. All members who took time to visit us received our newly designed t-shirt. I especially want to thank all of the great speakers who helped make this conference another success. We plan to be very active in 2011 at the World Conference in Pittsburgh, PA, May 16-18, and we will be teaming up again with the Six Sigma Forum for the Lean and Six Sigma Conference in Phoenix, AZ, February 28-March 1. Please make plans to attend these conferences and stop by our booth for your t-shirt.

I wish you all a very safe, lean summer. Come lean with us.

Kiami Rogers

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Lean Networking Session cont. from p. 5

Additional Resources:

ASQ LED Body of Knowledge and Certification Committee

SME/AME/Shingo Prize/ASQ Lean Certification Overview and Description

Get your free on-demand webinar at <https://sites.google.com/site/certdeployment/>.

Visit the LED BOK and certification site at <https://sites.google.com/site/certdeployment/>.

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