Lean Project Team Charter

Project Name:		Industrial Stormwater General Permit On-line Registrations	**Dates:** **Times:** **Location:**	***See Agenda***
Training and Brainstorming Session:		**See Agenda**	**Dates:** **Times:** **Location**	***See Agenda***
Daily Update Meetings:		**See Agenda**	**Final Presentation:**	***See Agenda***
Team Sponsor:		**Oswald Inglese**	**Champion:**	**Denise Ruzicka**
Key Team Members:		**Team Leader(s):Nisha Patel** **Team Members:** **Art Mauger, Jim Creighton, Karen Allen, David Madsen, Veronica Ferris, David Holmes, and David Westcott**		
1	**Opportunity for Improvement Statement:**	There is the opportunty for DEP to develop and maintain , as a pilot project, an on-line general permit registration system for the industrial stormwater general permit which will allow applicants to register for coverage under the general permit through the internet. An online registration system will provide greater flexibility and convenience for the regulated community to file a registration application. An on-line system will also provide DEP with the ability to track and process the large numbers of registrations electronically. The objective of this project is the development of on-line registration SOPs. These SOPs will serve as the foundation for the development of an on-line general permit registration system with the flexibility to be easily adapted to other general permits issued by the DEP.		
2	**Project Scope:**	Develop SOPs for on-line filing and electronic processing of general permit registrations which would allow applicants to register for coverage under a general permit via the internet. The team will look at work flow and assess the data requirements to ensure procedures are in place which will effect successful general permit registrations.		
3	**Goals (Metrics):**	1. Completion of the SOPs		

4	Tools/Deliverables:	Tools/Deliverables Assigned Use: **M** = Mandatory, **R** = Recommended **NR** = Not Required
1	5S Audit Form Office Area / Department Form	
2	5-S Evaluation Form	
3.	5-Why Analysis	
4	6S Survey	
5	CEDAC – Cause and Effect Diagram	
6	Key Performance Indicators (KPIs)	**M**
7	Lean Skills Matrix	
8	Pareto Chart	
9	Project Implementation Plan Template	**M**
10	Project PowerPoint Presentation Template	**M**
11	Spaghetti Diagram	**M**
12	Standard Worksheet	
13	Swim Lane Diagram	
14	Team Targets Progress Report	
15	Time Observation Sheet	
16	Value Stream Mapping	**M**
17	Visual References and Controls	**M**

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See reverse for definitions of Tools and Deliverables.

Lean Tools/Deliverables Definitions

1. 5S Audit Form Office Area/Department Form. It is a check sheet that shall be done on a regular basis to ensure that the work everyone has done in implementing the 5S program is maintained over time. 5-S is a process and method for creating and maintaining an organized, clean and high performance workplace. The 5S's are Sort (disposal), Straighten (set in order), Shine (cleanliness), Schedule (standardize), and Sustain (disciplined culture).

2. 5-S Evaluation Form. A form that is used to evaluate the 5-S program in the workplace.

3. 5-Why Analysis. This analysis consists of challenging the conventional status by asking WHY five times to determine the root cause of a problem.

4. 6S Survey. Method of evaluating the implementation of the 6S and will help to increase productivity, reduce defects, make accidents less likely, and reduce costs. The 6S consists of six pillars which are sort (get rid of it); set in order (organize); shine (clean and solve); safety (respect workplace and employee); standardize (make consistent); and, sustain (keep it up).

5. CEDAC - Cause and Effect Diagram. The CEDAC diagram, or "fishbone" diagram, is a tool for determining all the possible causes for a specific effect. It is a problem-solving tool and may point to potential remedies or areas for further evaluation.

6. Key Performance Indicators (KPIs). They are financial and non-financial metrics used to help an organization define and measure progress toward organizational goals, especially toward difficult to quantify knowledge-based processes. Typical metrics include those related to productivity, quality, safety, customer service, inventory, and lead time.

7. Lean Skills Matrix. It is very useful visual management tool that shows at a glance who in an organization has training and experience in various skills.

8. Pareto Chart. It is a graphic display of data shown in order from highest to lowest (frequency, cost, etc.). This chart helps to determine which problem to attack first.

9. Project Implementation Plan Template. The DEP has developed this template for use by Kaizen teams.

10. Project PowerPoint Presentation Template. The DEP has developed this template for use by Kaizen teams.

11. Spaghetti Diagram. A flow charting method that uses a continuous line to trace the path of a part/document through all phases of administrative process and exposes inefficient layouts and large distances traveled between steps.

12. Standard Worksheet. This document is used to ensure adherence to Standard Work in the cell, train operators, display the best known operator/machine combination, and illustrate the sequence of steps for an operator.

13. Swim Lane Diagram. It is used in process flow diagrams that depict what or whom is working on a particular subset of a process. Swim lanes are arranged either horizontally or vertically and are used for grouping the sub-processes according to the responsibilities of those swim lanes. This diagram can clarify not only the steps and who is responsible for each one, but how delays and/or mistakes are most likely to occur in the administrative process.

14. Team Targets Progress Report. Report that documents the progress and results of a team and compares pre-kaizen data to post-kaizen data.

15. Time Observation Sheet. This sheet is used to observe how the work is done, establish/document the lowest repeatable cycle time for a given activity, and identify/document the non-value added activities in a work sequence.

16. Value Stream Mapping. All the activities and steps, both value added and non-value added, required to complete a product or service from beginning to end.

17. Visual References and Controls. Simple signals that provide an immediate understanding of a situation or condition (e.g., labels, signs, floor markings, performance measurements, color coding) and allow individuals to be informed and engaged, providing an ability to analyze the situation and make quick decisions.