

DEQ EZ combined charter and project plan

NPDES Value Stream Mapping



Purpose: To authorize the project, specify resources, and assist the project manager and team to organize, execute, and maintain oversight of project work. This document replaces a charter and a project plan.

Description and goals	
Project Manager: Melinda Mahoney	Sponsor: Keith Andersen
Version: 1.3	Date: 2/28/2017

Description and goals	
Initial problem statement:	DEQ’s existing process maps do not consistently guide the NPDES permit renewal process nor are they used to train permit program staff. It’s often unclear when specific actions occur during the permitting process as well as who bears responsibility for completing the action. In addition, the existing process maps do not assess or document the expected time it takes to renew a NPDES permit. Consultants Stantec, formerly MWH Americas, identified this area as needing improvement (recommendation 4.2, Recommendations and Implementation Plan, November 2016).
Project scope	The scope of this project is to utilize current NPDES process maps and hold a value streaming workshop to identify duplication, time lags, possible step elimination and to identify steps where efficiency can be increased. This project does not include any Kaizen bursts (focus on specific processes within the larger process) or improvements that will be made once the value stream mapping workshop is done and discoveries are delivered to the implementation team. Nor does it include the final future or ideal map, which will be the map completed after all Kaizen bursts are completed.

Description and goals	
Desired outcomes or goals	<ul style="list-style-type: none"> • Develop an updated current state process map that minimizes variability; • Identify all specific activities (material and information flow) associated with the NPDES permit writing process; • Identify in the NPDES permit writing process where duplication is taking place; • Identify in the NPDES permit writing process where time lags are happening and need to be improved; • Identify in the NPDES permit writing process where steps can be eliminated without damaging the quality of the permit; • Identify responsibilities for specific actions in the NPDES permit writing process; • Identify specific milestones within the permit process that may be successfully used for establishing process metrics; • Increased efficiency in writing a NPDES permit; • Capture estimated times for completing each step in the process that can be used to guide and develop an accurate resource analysis project.

Deliverables:
1. Current state process map for NPDES permit writing.
2. Identification of process steps that are affecting time, quality and efficiency for analysis and retooling and deliver that information to the implementation manager/team that can be used to prioritize future improvement efforts.
3. Recommended future Kaizen burst on specific processes to inform the future ideal state map.

Roles and responsibilities			
Name	Role in project	Responsibilities	Expected time commitment & dates of involvement
Keith Andersen	Project Sponsor	<ul style="list-style-type: none"> • Provide guidance to team and project manager • Review and approve team work products • Sustain support of decision makers at their level • Remove roadblocks • Approve changes to project • Communicate progress to the Leadership Team 	8 hours of the course of the project (February – March 2017)

Roles and responsibilities			
Name	Role in project	Responsibilities	Expected time commitment & dates of involvement
		<ul style="list-style-type: none"> • Leadership Team knows how they can proactively support the change • Hold team accountable for results • Review project status • Manage any resistance from Leadership Team • Communicate with employees affected by changes. Provide forum to listen to concerns. 	
Melinda Mahoney	Project Manager	<ul style="list-style-type: none"> • Develop and maintain project plan • Develop meeting agendas • Record meeting decisions and notes • Develop draft documents for team • Ensure team's work drives towards outcomes and deliverables • Coordinate team communications: Emails, SharePoint, shared drives • Keep sponsor informed • Minimize project scope creep • Give closing feed back to team members • Document lessons learned • Deliver outcomes to implementation manager/team. 	48 hours of the course of the project (February – March 2017)
Sue Langston	Project Facilitator	<ul style="list-style-type: none"> • Reviews and comments on project charter, project plan and meeting agendas • Facilitates the value stream mapping workshop 	40 hours of the course of the project (February – March 2017)
Jeffrey Navarro	Project Facilitator	<ul style="list-style-type: none"> • Reviews and comments on project charter, project plan and meeting agendas • Facilitates the value stream mapping workshop 	40 hours of the course of the project (February – March 2017)

Project team
Etsegenet Belete Spencer Bohaboy Rob Burkhart

Pat Heins
 William Knight
 Jeff Linzer
 Steve Schnurbusch
 Erich Brandstetter
 Beth Moore
 Angelica Green
 Ranei Nomura
 Expected time commitment: 28 hours for workshop to take place March 6-8, 4 hours preparation time to be used to review current DEQ process map, review other states process maps and to gather materials and time estimates used currently during permit writing.

Target dates	
MILESTONES/PHASES	TARGET END DATE
Planning: Project charter, project plan, meetings scheduled	February 22, 2017
Value stream mapping workshop	March 10, 2017
Post work: Project documents finalized, current state map , and suggested processes to be worked through delivered to implementation manager	March 24, 2017

Constraints and assumptions	
Project constraints:	<ul style="list-style-type: none"> Time is of the essence; this work should be completed as soon as possible
Project assumption s:	<ul style="list-style-type: none"> Current process map is up to date and usable for the value stream mapping workshop. The process map to be used for this project can be found here: WQ_Individual Permit Development Renewal Process SwimLanes_vWORKIN GDRAFT.pptx

Communication schedule			
Target audience	Task	Communication tool	Frequency or date
WQ Managers	Inform about the workshop to be conducted/resources needed	Email or in person	By February 24, 2017
WQ Managers and Staff	Inform/update about the outcomes of the Value Stream	Email	By March 24, 2017

	Mapping workshop		
WQ Permit Review Implementation Steering Group	Inform/update the status and outcomes of the Value Stream Mapping workshop	In person	Scheduled meetings – 2/27/2017, 3/13/2017, 3/27/2017
Leadership Team	Inform/update about the outcomes of the Value Stream Mapping workshop	In person	By April 1, 2017

Risk analysis				
Risk	Probability of risk occurring (High, Med, Low)	What is the severity of impact of the risk? (High, Med, Low)	How can we mitigate, avoid, or accept the risk?	Risk owner
Not completing the value stream mapping process and/or sub processes that will not be fully evaluated.	Low	High	Prioritize the project as a high level need/allocate resources to the project. Additional sub process work should be planned for and resources allocated after the completion of the 3 day workshop.	Sponsor
Resource Availability	Med	High	Prioritize the project as a high level need. Ensure the needed resources are available.	Sponsor
Political – Follow thru on consultants recommendations	Low	High	Prioritize the project as a high level need. Ensure leadership is on board with the required resources.	Sponsor

Resources/Budget:

NPDES Permitting Program Review
Q-time number 45179, task “Value Stream Mapping”
Travel costs for out of area employees.

Decision rights**Decision or work product**

The Project Manager will provide recommendations to the Project Sponsor who will give final approval on the following:

- Project charter
- Measures of success
- Communications identified above
- Changes to project scope of work
- Final work products

The Project Facilitators will have decision making rights on:

- Final workshop agendas
- Change of process to achieve objectives during the workshop

Approval**Sponsor Approval:**

KA

Approval date:

3/1/2017