Sample Design Team Charter

STATEMENT OF PURPOSE

The Design Team (composed of ten members) will develop a teaming “blueprint” and roll out plan and will champion the implementation and continual improvement of team structure throughout the plant with the purpose of meeting the site productivity, safety, quality, and environmental protection goals.

GOALS

1. Design a natural work team structure throughout the plant that supports the productivity, safety, quality and environmental protection goals for review by the operations team, and approval by the plant manager by [date].
2. Determine launch sequence for additional teams and successfully launch 4 new teams by [date].
3. Successfully implement team structure in a planned fashion in 50% of the production areas by [date], 100% of production areas by [date], and 100% of the plant by [date].
4. Develop and implement a system to monitor and evaluate teams’ progress for purposes of corrective and preventative action/continual improvement by [date].

TIME REQUIREMENTS

A minimum of 8 hours per week: 4 hours in team meetings and up to 4 hours to perform team tasks. Team members may be required to spend up to 20 hours per week on design team tasks depending on the work load of the team. Time requirements will be reduced as the team transitions from design to implementation.

EXPECTED ACTIVITIES

• Develop a strong team structure over time.
• Improve communication with all stakeholders about plant organization.
• Develop an effective organizational plan for sustainable future.
• Increase authority levels for teams within organizational plan.
• Assist in development in transition to new roles and responsibilities for middle management and other affected positions.

KEY ACTIVITIES

• Educate and train as a design team.
  — Teaming concepts and behaviors
• Develop a preliminary design for the plant.
  — Work with operations team and others with team experience
  — Benchmark other organizations
• Define general organizational structure/staffing.
• Define implementation targets and plans.
  — Timelines
  — People: roles, responsibilities, reporting structure
  — Training
  — Communication
- Plan launch sequence of teams.
  - Develop list of criteria/requirements to prepare teams for launch (assessment tool)
  - Assess readiness by department including department leadership
- Facilitate formation of functional and cross functional teams.
- Develop measurements of “success.”
- Perform Periodic evaluation of teams (team development).
- Focus on teams (upkeep).

**AVAILABLE and NEEDED RESOURCES**

1. Space and time allocation for team meetings and training.
2. Use of outside consultant(s) to assist.
3. Budgetary resources as needed.
4. Access to all necessary business and customer information.
5. Computer resources as needed.

**EXPECTED COMMUNICATIONS**

1. Regular multi-media saturation of communication with whole plant on a monthly basis (minimum).
2. Design team will write a monthly newsletter to update the plant.
3. Verbal communication and/or written status report for the operations team on a weekly basis.
4. Updates at plant-wide employee meetings.
5. Attendance by respective team member at sub-team meetings, reporting regularly to team on sub-team’s progress.
6. Written or verbal summary report to team sponsor on a monthly basis on milestone progress.

**EXPECTED MEASURING POINTS**

- Achievement of goals as defined in the charter.
- Successful implementation of effective communication plans.
- Team assessment of its own performance.

**SKILLS and ABILITIES NEEDED**

Skills needed in each member:
- Interpersonal communication skills
- Desire to achieve excellence; dedicated and motivated
- Ability to support and promote change
- Ability to see opportunities, think creatively and move quickly
- High energy
- Comfort with high level of empowerment
- Conflict resolution skills; diplomacy
- Positive attitude
- Bias for action
- Presentation skills
- Sense of urgency
• Ability to coach and be coached
• Trustworthy, can maintain confidentiality
• Understands how teaming fits into the plant’s status and future

Skills needed on team:
• Abstract thinking and problem-solving skills
• Skill at planning, budgeting, and setting priorities
• Knowledge of company policies and procedures and compliance regulations
• High commitment to customer service and quality
• Presentation skills
• Analytical skills
• Persuasive ability
• Computer ability
• Ability to delegate and relinquish at appropriate time
• Data tracking and measuring experience
• Ability to lead groups
• Be a change agent
• Understanding of production requirements
• Understanding of hourly personnel
• Teaming experience and understanding

MEMBERSHIP

Executive Sponsor: [list sponsor]
Team Sponsor: [list sponsor]
Team Members: [list members]

Membership Selection:
Members will be proposed by the operations team based on the selection criteria listed under “Skills and Abilities Needed” and approval by the Plant Manager. The selection process will consist of a list of candidates from the design team members. Then the list will be discussed and narrowed to a minimal amount to be put on a matrix for scoring. After the selection has been made it will then be sent to the plant manager to be filed in a file that can only be accessed by he/or she.

Team Rotation:
Effective ________________, one team member will rotate off the team every six months and will be replaced by one new team member. The operations team is responsible for implementing the member selection process above.

ROLES and RESPONSIBILITIES

The design team will utilize the following roles to enhance team effectiveness:
• All meeting roles: facilitator, scribe, timekeeper, and process observer
• Star Point roles (communication, training, librarian)
• Subject matter experts

AUTHORITY LEVEL

• Recommend to the operations team any and all changes which are necessary to foster and promote the successful completion of the project/task.
• Challenge constructively the current system, structure, procedures and policies.
• Recommend new policies, structure procedures and systems.
• Recommend to the sponsors or operations team the involvement of employees to serve on sub-teams and other program initiatives.
• Surface dysfunctional methods and/or processes anywhere in the organization and bring them to the attention of the team.
• Report any obstruction of the team’s responsibility to the sponsors.
• Implement all approved plans and projects.

NEGOTIABLES/NON-NEGOTIABLES

See Negotiables/Non-Negotiables Chart.

OTHER SIGNIFICANT ROLES and RELATIONSHIPS

• The team is accountable to the team sponsors and is to provide recommendations to the Sponsors for approval.
• Work collaboratively with team sponsors and seek their assistance, guidance and involvement in the development of the plant communication. The team must never foster or promote a “them” against “us” attitude or posture.
• The team will work with the functional area managers when designing specifics for each area
• The team will work effectively with Human Resources and any other departments within the organization.

NEGOTIABLES/NON-NEGOTIABLES CHART

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<thead>
<tr>
<th>Non-Negotiables</th>
<th>Negotiables</th>
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<tbody>
<tr>
<td>Human Resource laws, regulations and requirements</td>
<td>Meeting agenda content</td>
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<td>Membership</td>
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<tr>
<td>Safety and regulatory requirements</td>
<td>Strategies and plans for plant restructuring</td>
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<td>Team meetings</td>
<td>Process steps</td>
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<td>Hiring and other job-related decisions</td>
<td>Job and process redesign ideas</td>
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<td>Communication not agreed to by consensus</td>
<td>Communication with plant</td>
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Changes to job duties in any job classification