

LEAN Continuous Improvement

A3 Report

A3 reports are one-page reports used for documenting the necessary information needed for progress reporting and decision making.

- A3s got their name from the Toyota Motor Company – “A3” refers to the metric paper size that the report is produced on (11”x17”)
- A3s simplify project reporting as they pull from numerous, detailed progress reports and extensive background analysis
- A3s condense the information to a single page
- A3s visually communicate to the reader using graphs, charts and succinct bullet points

A3 Report Composition

Typical A3, one page reports, include:

Background	A brief description of the problem, highlighting the importance to the organization and the measures used.
Current Situation	Visual depictions of the problem under consideration.
Analysis	The analysis performed to determine root cause(s).
Goal	A visual depiction of what the situation would need to be so that the problem did not occur.
Recommendations	The solution that will be (or has been) implemented.
Implementation Plan	Tasks, start dates, duration, responsibilities and completion status
Follow-up	Post-implementation tasks to ensure solution benefits are maintained.
Results Report	Charted progress to plan with implementation and measures

An A3 report is meant to identify and communicate the critical project information and to facilitate decision-making. The A2 is a Lean tool best suited for solving relatively *short-duration* Kaizen improvement activities.

[Enter Title Here]

Value Stream (VS):
VS Executive Sponsor:
VS Action Owner(s):
VS Champion(s):

Value Stream Participants:

DEFINE:

OPPORTUNITY FOR IMPROVEMENT (OI):

GOAL:

SCOPE:

PROCESS MAP / VALUE STREAM MAP (VSM):

ANALYZE:

IMPROVE:

MEASURE:

CONTROL PLAN:

Value Stream (VS): **VS Name Goes Here**
 VS Executive Sponsor: **VS Exec. Sponsor Name Goes Here**
 VS Action Owner: **VS Action Owner Name Goes Here**
 VS Champion(s): **VS Champion Name(s) Goes Here**

Value Stream Participants:

DEFINE:

OPPORTUNITY FOR IMPROVEMENT (OI):

A brief description of the opportunity for improvement and why it is a priority.

GOAL:

Expected outcome of improvement. (SMART goal)

SCOPE:

Identify operational or organizational boundaries.

PROCESS MAP / VALUE STREAM MAP (VSM):



MEASURE:

Identify, collect and validate specific measurements that describe the process and reveal whether the goals have been achieved.

- SIPOC diagram
- Spaghetti diagram

ANALYZE:

Identify the root cause(s) of stated problem.

- Cause & Effect / Ishikawa / Fishbone diagram
- Correlation testing
- Hypothesis testing
- FMEA

IMPROVE:

Generate, prioritize and implement solution(s) to the stated problem. State result(s) of implemented improvement(s).

- Pilot
- Improvement Event / Kaizen / Workshop
- Standard work processes

CONTROL PLAN:

Develop a control plan to monitor the process in order to sustain improvement.

- Control chart
- 5S
- Mistake-proofing