### 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:

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

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.
<table>
<thead>
<tr>
<th>DEFINE:</th>
<th>Value Stream (VS): VS Name Goes Here</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VS Executive Sponsor: VS Exec. Sponsor Name Goes Here</td>
</tr>
<tr>
<td></td>
<td>VS Action Owner: VS Action Owner Name Goes Here</td>
</tr>
<tr>
<td></td>
<td>VS Champion(s): VS Champion Name(s) Goes Here</td>
</tr>
</tbody>
</table>

**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):**

| A | + | B | = | C |

**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

**Value Stream Participants:**

[Enter Title Here]

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

[Enter Title Here]