# A3 Problem Solving

## Problem Definition

<table>
<thead>
<tr>
<th>Process Name</th>
<th>Process Map Exist?</th>
<th>Start Date</th>
<th>Estimated Completion Date</th>
</tr>
</thead>
</table>

### Problem Description (initial condition)

### Goal (Target condition)

### Problem Category

<table>
<thead>
<tr>
<th>Quality</th>
<th>Waste and efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>Health and safety</td>
</tr>
<tr>
<td>Delivery</td>
<td>Customer satisfaction</td>
</tr>
<tr>
<td>Moral</td>
<td>Other</td>
</tr>
</tbody>
</table>

### Expected Benefits (hard savings and soft savings)

### Key Metrics (include baseline and improvement goals)

Additional documents can be attached to this form including before photos, drawings and a more detailed cost benefit analysis.

## Cause Analysis

### Cause and Effect (brainstorming - prioritize the causes)

### 5 Whys (brainstorming - ask, why did this occur?)

- Why 1
- Why 2
- Why 3
- Why 4
- Why 5

### Cause Analysis Summary (prioritize in order of importance - % contribution)

Additional documents can be attached to this form including a more in-depth root cause analysis and the prioritization method used.

## Countermeasures

### Decision and Agreements (Explain the reasoning behind the decision)

### Solution Description

### Team Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
</table>

### Implementation Plan (implement countermeasures)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Who?</th>
<th>Start Date</th>
<th>Due To</th>
<th>Status</th>
</tr>
</thead>
</table>

Additional documents can be attached to this form including a more detailed implementation plan.

## Results

### Improvement implemented?

### Results verified?

### Target achieved?

### Can the solution be deployed?

### Key Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Goal</th>
<th>Current</th>
<th>Variance %</th>
</tr>
</thead>
</table>

### Result Summary (including benefits obtained)

### Verification Comments (assess countermeasures)

### Follow-up Actions (sustaining actions to be taken - actions for establishing controls)

<table>
<thead>
<tr>
<th>What?</th>
<th>Who?</th>
<th>When?</th>
<th>Status</th>
</tr>
</thead>
</table>

### Controls Required (SOP, training, audits, SPC charts, visual controls, mistake proofing, PM, etc.)

Additional documents can be attached to this form including the after photos and the effect confirmation.

## Signatures

**Leader:**

**Analyst:**

**Process Owner:**

**Closing Date:**

Continuous Improvement Toolkit . www.citoolkit.com