A3 report

Problem

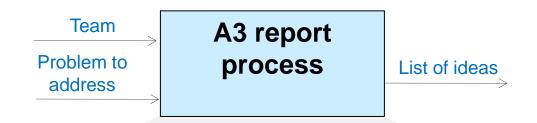
How to document a project?

Difficulty

Easy to use

- An A3 report summarizes important information about an improvement project.
- There is no standard content for an A3 report, although it is typically aligned with PDCA (Plan-Do-Check-Act).
- The A3 report fits on a single page, on paper of size A3.
- A3 reports can be used during project performance, or at project completion.

	A3 steps	PDCA steps	
1	Background		
2	Problem Statement	Plan	
3	Goal Statement		
4	Root Cause Analysis		
5	Countermeasures	Do	
6	Effect Confirmation	Check	
7	Follow Up Actions	Act	



- Obtain template for your company's A3 report, or use one from the web. (It likely has ~7 categories such as the ones shown below left.)
- For each category, show the important information using text and/or graphics.
- Prominently display the A3 report for team and management review, and for educational purposes.

A3 report – Examples from the web

Each company has its own A3 formatting style

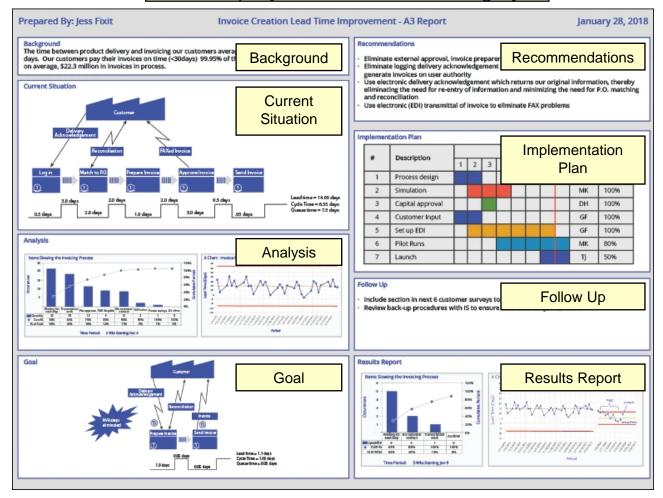
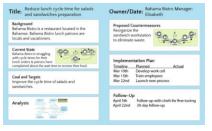


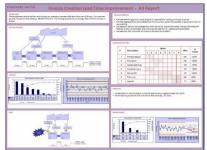
Figure credits

- https://www.moresteam.com/lean/a3-report.cfm
- https://www. https://www.leansixsigmadefinition.com/glossary/a3/
- https://goleansixsigma.com/john-shook-grand-daddy/
- https://goleansixsigma.com/4-new-ways-to-use-a3s-have-you-tried-any-of-these/
- https://www.isixsigma.com/operations/manufacturing-operations/improved-rescuetime-from-a-bolling-mill-machine/attachment/a3-project-summary/

Some web examples







Title: New Hire Provisioning			Process	Kaizen	
Background	Process Owner(s)	Process Expart(s)	Outsider(s)	Fatilitator(s)	
During the course of audits, it has become apparent that the process for provisioning accounts for new fires needs to be	Larry Harrmann	Dennis Vezquez	Danyi Wooten	Jerry Wright	
process for previsioning accounts for new tires needs to be reviewed. In some cases the service desk receives notification		Sandre Martines	Claire VantWinden	Carel Hulett	
too late for timely provisioning and in others it has been		Tish Chauhan	Tom Sorble		
discovered that accounts have access to systems without proper accrowing.	Date(s):		Rebecca Reed	Team Room	
approva s.	2-Feb-09		Michelle Paol	CERF Conf. Re	
II. Current Conditions	V. Proposed Countermeasures				
				B	
III. Goals/Targets	VI. Action Plans				
Reduce Lead Time by 50%		100			
Reduce process steps/touches by 60%	/ Administration of the Control of t	T-AND COURSE			
Reduce Distance Traveled by 50%	A family path for our also treatings:	Contract 1			
Establish and or Improve Standard Work and 55+1	h Martin Bass Pitraters Real	1 floor legis			
Reduce audit desciencies by a minimum of 75%	To the control of the control of the				
	S hange dispusion	1,0000			
IV. Analysis	VII. Follow-up Team to follow-up monthly for 3 months to confirm efficacy - Larry Hermann and				
Too many disconnects - Rad Xs	Caire VanWinden to	orthly for 3 morths to schedule follow-up m	connim efficacy - Lar eatings with bitz sean	ry Harrmann and	

A3 report – Notes

Slide 1

- Toyota developed the A3 concept as part of its production system.
- 2. The A3 size is 297 millimeters by 420 millimeters or approximately 11 by 17 inches.
- The A3 approach is most suited to the completion of relatively short Kaizen improvement tasks.
- 4. A3 report benefits:
- It has the same information for each project
- It avoids (too) long PowerPoint presentations.
- It facilitates communication among stakeholders, documenting results with data.
- It (often) shows data visually and is (usually) easily understood.
- It can educate others in how to execute an improvement project.

Slide 2

- 1. The examples show that graphics are often used. When text is used, often very few words are used for each category.
- 2. The examples show a wide variety in how projects are documented.
- 3. The largest example, left, documents an improvement project on invoicing. It contains:
 - a value stream mapping for both the current and desired states
 - a timeline of the improvements made
 - a histogram and trend analysis for both the initial state and the improved state