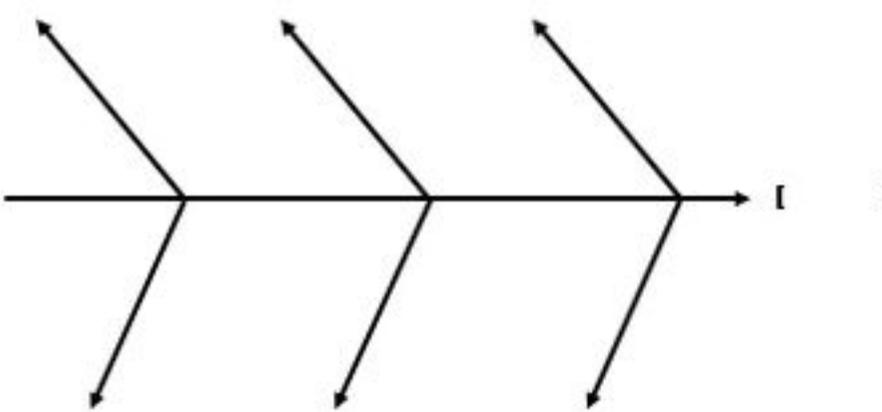


A3 Problem Solving

Title		Scope (Location, area, line, department, boundaries, etc.)	
Process Name	Process Map Exist?	Start Date	Estimated Completion Date
Problem Description (Initial condition)		Problem Category	
Goal (Target condition)		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. Attachments?

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)
Will addressing this cause(s) solve the problem permanently?	

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

Decision and Agreements (Explain the reasoning behind the decision)	List of Countermeasures and Quick Wins (Brainstorming - Relate to the				
	Priority	Ease	Cost	Impact	Score
Solution Description					

Team Members					
Name	Role	Name	Role		

Implementation Plan (Implement countermeasures)					
Activity	Who?	Start Date	Due To	Status	

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

Improvement implemented?	Results verified?	Key Metrics			
Target achieved?	Can the solution be deployed?	Metric	Baseline	Goal	Current
					Variance %
Result Summary (Including benefits obtained)					
Verification Comments (Assess countermeasures)		Follow-up Actions (sustaining actions to be taken - actions for establishing controls)			
		What?	Who?	When?	Status
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. Attachments?

Signatures Leader: **Analyst:** **Process Owner:** **Closing Date:**