A3 Reports

• Create an A3 report on a problem solved, a project started or an action item on a value stream map or kaizen.

• Use 11x17 paper (or 2 8½ x 11’s) and the format shown on the follow pages - 11x17 is big enough for the required information but still allows you to keep it to one page.

• Write it in **pencil** - you won’t cheat with smaller font sizes and it encourages you to draw pictures to describe the opportunity.

• Every A3 should also help explain how the lean rules and principles are used to improve the business.

---

**Lean Learning Center**
Developing leaders and learners for lean transformation
Information should FLOW and be simple.
**Project Area:** Remit. Process  
**Owner:** Joe Cool

### BACKGROUND
- Remittance processing is based on operations but is considered a support organization.
- Over 40 employees, 3 shifts, 3 departments.

### BUSINESS CASE
- Has continually been a candidate for outsourcing.
- Suffers from 25% misreads that need to manually input.
- Best opportunity for finance to learn about TPS because of its operation focus.
- Very little pressure to adopt any continuous improvement philosophy and practice.

### CURRENT CONDITION

<table>
<thead>
<tr>
<th>Production</th>
<th>QC</th>
<th>System</th>
<th>Shift</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
</tbody>
</table>

- Multiple shifts that don’t match up or overlap.
- No process for driving change through this group.
- Desire to engage everyone in the organization.
- Lack of traction and ability to engage.

### TARGET CONDITION

**Lean Facilitator**  
**Leadership Group**  
**Leadership Group**  
**Shift Teams**

- Create a simple flow where the facilitator guides and teaches the leadership team and the leadership team guides the shift teams (rule 3—flow of learning and information).
- Create a clear link between facilitators and leadership (rule 2).
- Create a learning process that involves supervisors- their teams and projects will be more sustainable.

### STRATEGIC STEPS

- Start with 5’S as a simple lesson that can be transferred.
- Get commitment from each supervisor to take responsibility.
- Start with a small project for each team led by each supervisor.

### SCHEDULE

- Hold Learning Circle: 12/10/00  
- Start Projects: 1/30/01

### MEASUREMENT

<table>
<thead>
<tr>
<th># of Interactions</th>
<th>% Teams Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>100</td>
</tr>
</tbody>
</table>

- Much stronger commitment to than before.
BACKGROUND (WHAT)
- Difficulty in how to process & review operational data

BUSINESS CASE (WHY)
- Important to stay on top of operational data
- Waste of paper & processing time
- Lack of ownership of operational measurements

CURRENT CONDITION

TARGET SOLUTION

STRATEGIC STEPS
- Design measurement scoreboard
- Develop review process

SCHEDULE

MEASUREMENT
- Time spent processing
- Time spent using
Use as a living document. Don’t just put the project on an A3 at the end, use it at every step of the process.