

A3 Reports

Aims & Objectives

Target Audience :Anyone who has to write a report or proposal

Purpose of Module :To confirm understanding and benefits of A3 report writing to how to create one.

Aims & Objectives :

- To confirm understanding of how to clarify thinking in a concise way
- To define a standard format for reports
- To guide in the various steps in the creation of a report
- To demonstrate the ability to create an A3

Course Agenda

- Define a standard format for reports
- Guide in the various steps in the creation of a report
- To demonstrate the ability to create an

A3

What is an A3 Report

A process used to document and report solutions to problems established within any area of the organisation. This differs from other types of report in the way that all information is disclosed on an A3 sheet.

Data being:

- Aim
- Objectives
- Methodology
- Result
- Post result analysis
- Learning points

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Why A3 Report

A3 Reports offer a simple and structured approach to reporting solutions to problems.

A3 Reports are particularly effective in demonstrating to third parties the development stages of a fault, in reaching a solution.

A3 Reports reveal the actions taken, or to be taken, in eradicating faults.

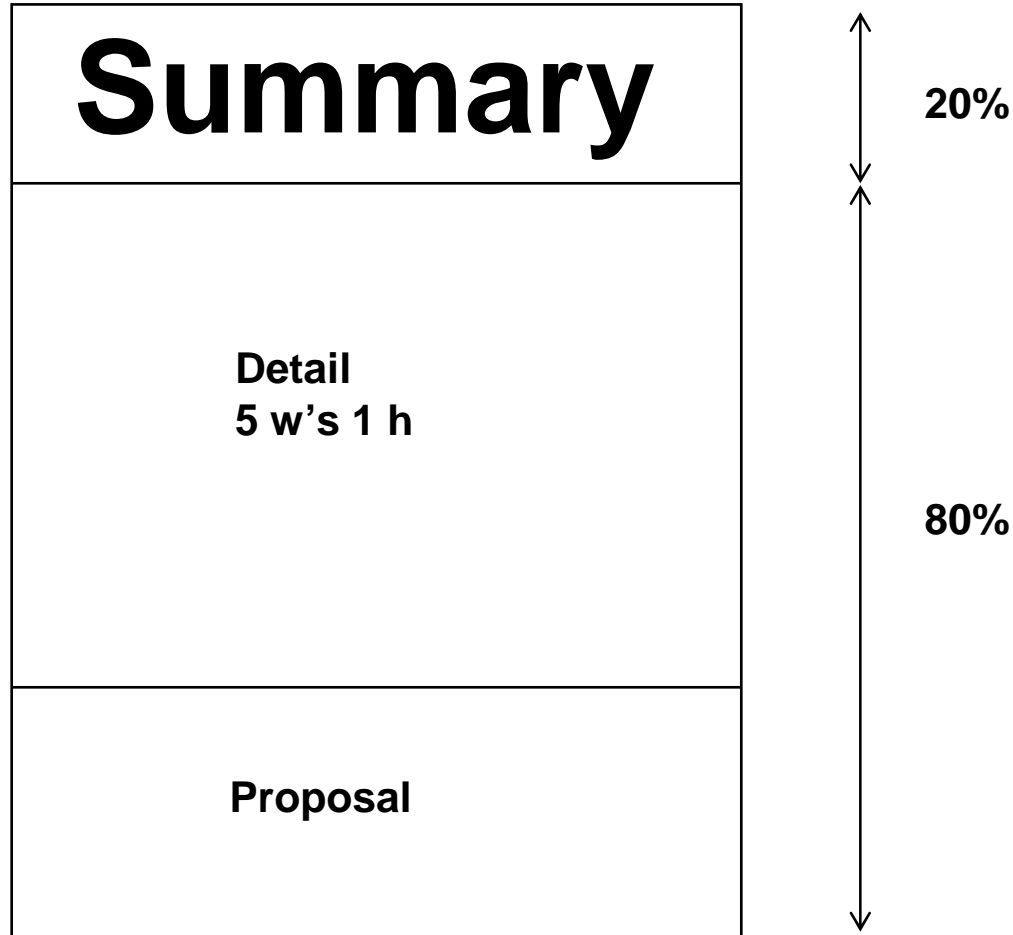
A3 Reports reflect the benefits of implementing a particular methods to a problem, with the provision of justification.

Essentially, A3 Reports leads to the identification & elimination of waste, in order to control processes.

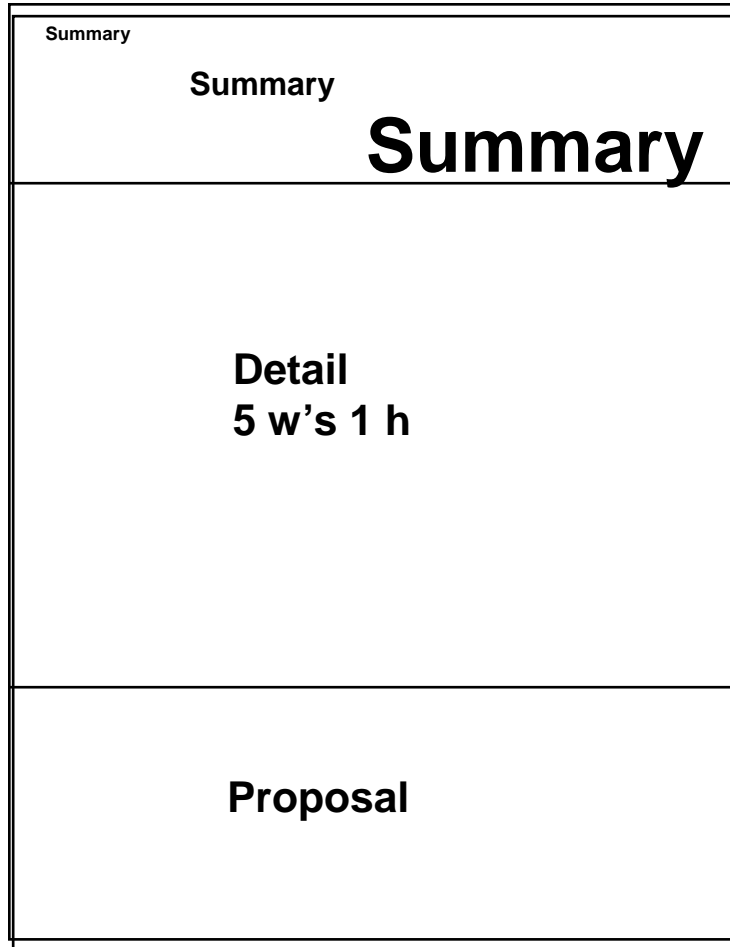
80 / 20 Rule

When writing the report remember the 80/20 rule!

- What
- when
- where
- why
- who
- how



Make it Easy to Read!



If it's difficult to read I'm not going to read it and you will not get what you want!



Show the Status if Report on Progress

Summary	status <input type="text"/>
Detail 5 w's 1 h	
Proposal	



-on plan



-away from plan with
recovery action in place



-away from plan,
no recovery in place

A3 Reports - Example

A3 Report

Title: Area or fault that A3 report is being implemented for.

REPORT NUMBER: A number must be assigned to report for traceability purposes.

AIM: Simple & Concise statement reflecting targets or problem description.

RESULT: Results obtained from pursuing described methodology, in satisfying aims and objectives.

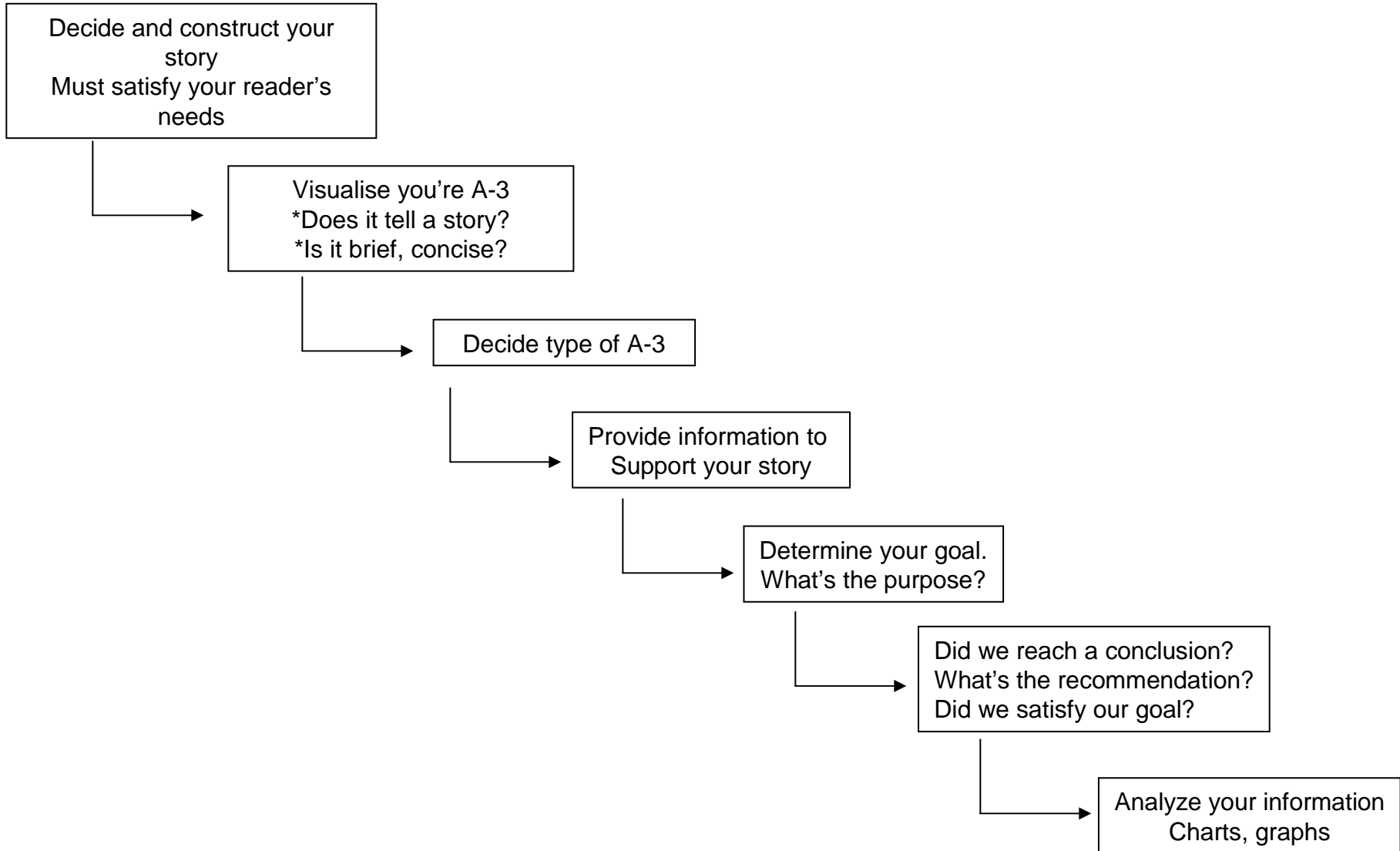
OBJECTIVES: Listing of all objectives necessary to achieve aims (bullet points).

METHOD: Step-by-step description of method to be employed in satisfying aims and objectives.

POST RESULT ANALYSIS: Suggested changes in methodology, in order to improve results obtained.

LEARNING POINTS: Conclusion to an A3 Report. Was aims and objectives satisfied? Any unexpected findings observed?

How?



A3 Reports - Benefits

- Helps define a standard for all to use.
- Provides a clear and concise method of reporting information.
- Method of operation is visible and accessible to all.
- Can promote communication, and team working.
- Leads to reduction of waste.
- A continuous improvement activity.
- Creates efficient working environment.

A3 Reports - Example

PROPOSAL STORY
(replace this heading with your title)

THEME

INTRODUCTION

PROPOSAL

TO:

DATE:

FROM:

PROPOSAL, Cont'd

PLAN

WHAT

WHO

WHEN

UNRESOLVED ISSUES

A3 Reports - Example

PROBLEM SOLVING REPORT STORY
(replace this heading with your title)

THEME

PROBLEM SITUATION

TARGET/ GOAL

CAUSE ANALYSIS

TO:

DATE:

FROM:

COUNTERMEASURES

IMPLEMENTATION

WHAT	WHO	WHEN

FOLLOW-UP

A3 Reports - Example

STATUS REPORT STORY
(replace this heading with your title)

THEME

BACKGROUND

OBJECTIVES

IMPLEMENTATION

DATE:

TO:

FROM:

TOTAL EFFECT

UNRESOLVED PROBLEMS/ FUTURE ACTIONS

A3 Reports - Example

INTRODUCTION

Name:

Plant:

TO:

DATE:

FROM:

PURPOSE OF VISIT

PLANT LEARNINGS (Cont'd)

PLANT LEARNINGS

IMPLEMENTATION PLAN

WHAT	WHO	WHEN

A3 Reports - When to Use Them

**Anytime you wish to clearly
tell a story, especially when
You wish to simplify or
clarify a complicated issue**

A3 reports - Why?

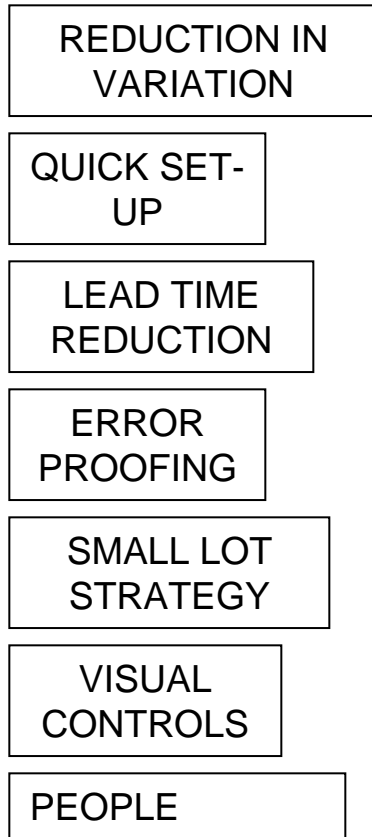
BECAUSE AN A-3 REPORT encourages....

- Logical Thinking – What/How to accomplish
- Decision-Making – All facts on one page
- Provides Standardised Method of Communication – is easy for to recognize and read
- Forces Addressing of All Issues – any steps/facts left out?
- Focuses Problem–Solving Activities – 5 Whys
- Eliminates Waste – New methods help you think about waste and how it can be eliminated
- Forces You to Ask:

Why do this? Does it make sense?

Will it improve the current process? Will it solve a problem?

A3 Reports - Why?



-Standardised Format

-Standardised Format

-Promotes quicker decision making

-Concise, clear communication

-Easier to spot defects

-Improves decision making

-Reduces multi-page reports to one

-Standardised Format


-A standardised approach to business communication

- used to develop people**
- Eliminates waste**
 - Lowers costs**
 - Improves profits**

A3 Reports - Summary

- Plan time to grasp the ENTIRE situation
- Decide what kind of story you need to tell
- Relate the story to top company values, philosophies
- Make your story flow in a logical sequence
- Save words – use graphs and visuals
- Make every word count

Example

Date	Issue	Sign			Key Stakeholders	S.G./MMT.	T.U.	H.O.L.	Ch.Eng..	Origin.																																																																																																																																															
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Case Study

Quick Changeover (QCO)

Purpose

Bring a batch production process as close as possible to a flow production process! Increase the flexibility of the process!

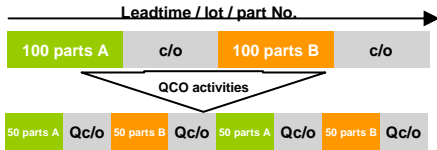
Explanation/ How to proceed

1 What is QCO?

A standardised method for a production work group to analyse and significantly reduce set-up time.

Change over time is the time between the last good part of one production run to the first good part of the Next Production run.

An important influence on the QCO activities has the required process capacity to satisfy the customer demand in planned production time (Customer Takt)



Result

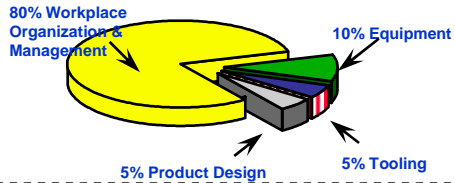
- Same volume produced
- Leadtime/product cut in half. Products can be pulled by next process much earlier

2 Objectives

Bring a batch production process as close possible to a flow production process

- | Traditionally | Future |
|---|--|
| <ul style="list-style-type: none"> Big lot sizes, avoid c/o C/o not done by operator but by maintenance people No c/o planning High inventory/long lead times | <ul style="list-style-type: none"> Small lot sizes, frequent c/o C/o done by operator Standards for all c/o processes Produce product on demand Lower manufacturing costs |

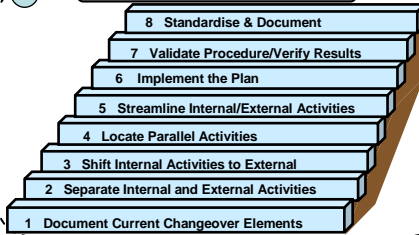
3 Opportunities for improvement



5 Implementation Steps

- Select a production team and train the people in the new methods and their roles and responsibilities.
- Select the target area
- Document the current c/o Method (Video, Spaghetti - Chart, Step Chart, Standardised Work Sheet)
- Develop the Future State.
- Implement the Suggestions (Activity Plan, Standardise the new situation, train the people)
- Monitor the success
- Identify long term equipment modifications

4 Quick Change Over Method



8 Considerations for future equipment planning

- During the planning phase for new equipment provide for quick and simple c/o.
- Use o-point systems (Nullpunkt-Systeme)
- Use common fixtures
- Avoid threads in favor of quick release mechanisms

6 Draw current state

Purpose: Display the actual situation in a standardised way to get a common understanding of the problems or potential improvements.

- Select the target area
- Display the activities
- Standardise the steps and the work content

reachTeil von Teil	A	B	C	D
A	X	●	●	●
B	●	X	●	●
C	●	●	X	●
D	●	●	●	X

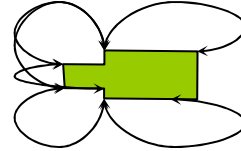
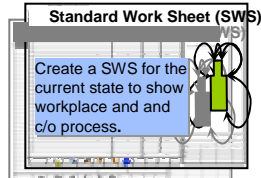
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c/o Matrix:

- To decide the target (i.e. Look at the red (difficult) c/o first)
- Useful aid for production control in deciding the production sequence for different products

c/o process steps recorded

Schritt	Aktivität	Intern	extern	Zeit	Zeit	Weg
1	Wachsel #1	X		5"		10 m
2	Wachsel #2	X		4"		5 m
3	Wachsel #3	X		6"		3 m
4	Wachseln		X	30"		150 m

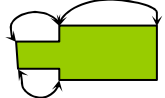
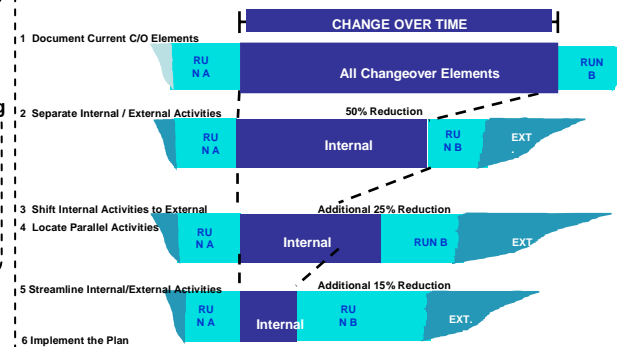


Draw current state

- Show the waste (walking, transport, tooling storage etc.)

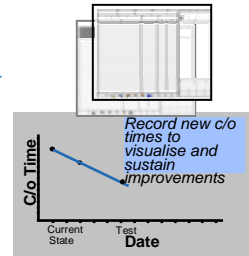
7 Draw future state

Design future c/o process :



Draw future state

- Waste removed (less walking, transport, tooling prepared in advance etc.)



Properties

QCO integrates the c/o into the production responsibility

Service Departments are involved by supporting the production in reaching

their production targets.

Overriding Metrics is the Production Performance.

Hints for implementation

- QCO activities focus firstly on bottlenecks (determined by e.g. VSM on a large scale and by the c/o matrix on a small scale)
- All shifts have to be involved into the activities.
- QCO has a significant impact on the traditional roles and responsibilities of production and service. Issues have to be solved before starting the module.

Relation to other – elements: *

- Standardised Work
- SPC
- 5S – Visual Management
- Logistics
- TPM
- VSD
- Performance Measurables