

Title: Names the problem, theme or issue

Revision Date:

Owner / Author:

Approved by:

BACKGROUND

Establishes the business context and importance of the issue
Why are you talking about it and how does it relate to the company's goals?
If you did nothing about the problem, what would happen?

CURRENT CONDITIONS

Describe what is currently known about the issue
Where are we today?
Have you verified facts and statements by going to the Gemba?
Have you engaged or involved others for a different perspective?
Are graphs, charts, or photos available to show information visually?

State the problem in one concise statement

GOALS / TARGET

Identifies the desired outcome and how it will be measured
What is the specific outcome?
What is the specific bench mark success is being measured against?

ANALYSIS

Analyze the situation and the underlying causes that have created the gap
between the current situation and the desired outcome
What is the root cause of the problem? (5 Whys, Cause & Effect, etc.)
Does your analysis show a direct cause and effect relationship?

PROPOSED COUNTERMEASURES

Proposes some countermeasures or corrective actions to address the problem and reach the goal
What are your ideas to improve the situation or eliminate the problem?
How does your recommendation effect the root cause?
Are the proposed counter measures necessary?
Have you explored all reasonable alternative countermeasures?
If there is only one countermeasure, why? (One counter measure is not normal)

PLAN (Schedule)

Activity

Who/When

Prescribes a plan of who will do what when in order to reach the goal
List activities required for implementation; who / when
Who or what decides if the plan has worked and how is that decision made?
Use a Gantt chart or similar schedule to track responsibilities and timelines

FOLLOW-UP

Creates a follow up or review process that incorporates PDCA
and anticipates any remaining activities
What issues can be anticipated?
What are the indicators of progress?
Who checks the process and how is the process checked?
What is the acceptable measurement for future success?
How often should the process be checked?
Who do you share the progress information with?



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