

A3 Review Checklist

(All questions are based on relevance)

Owner / Team Lead

- Is there a single point of accountability for solving the problem?

Theme

- Does the theme reflect the problem?
- Is the topic highly relevant to the organization's objectives?

Background

- Is there a clear and concise problem statement?
- How do we know this is a problem?
- Does the problem owner/team avoid offering solutions?
- Is the business context for the problem made clear?
- Does the report include data that illustrates the extent of the problem?
- Is the background visually depicted?

Current Condition

- Has the problem owner/team gone to the gemba?
- Have all the relevant parties been engaged?
- What does the owner actually *know* and how does he/she know it?
- Is the current condition clear and logically depicted in a visual manner?
- Is the problem quantified in some manner or is it qualitatively stated?
- Has the current condition been measured?
- How does current performance impact goals and objectives?
- How could the current condition be made clearer for the audience?
- Is the problem abundantly clear?
- Does the owner avoid stating opinions, making judgments, or suggesting solutions?

Target Condition / Measurable Objectives

- What exactly is going to improve?
- To what degree will the improved state differ from the current state?
- Have measurable objectives been defined (as opposed to general goals)?
- How will improvement be measured? When? By whom?
- Who will notice the improvement?
- Is the target condition visually depicted?

Root Cause & Gap Analysis

- Were the appropriate root cause analysis tools used?
- Were the five why's attempted?
- Has the owner clearly demonstrated that the true root cause has been revealed?
- Is the analysis detailed enough? Does it clearly explain the gap between current and target conditions?
- Has cause-and-effect been demonstrated? Were all the relevant fishbone factors considered?
- Have various causes been "pareto'd" to determine the relevant few? (if relevant)
- Were relevant parties involved in the root cause analysis? Do all parties agree with the owner's conclusions?
- Are the root cause analysis findings visually depicted?

Countermeasures / Plan

- Were multiple countermeasures considered to address each of the critical root causes?
- Who agrees and disagrees with each of the countermeasures? Why?
- Will the counter measures prevent recurrence of the problem?
- How will the set of countermeasures be evaluated?
- What risks are associated with each countermeasure? Were those considered?
- Does the plan align with the goal statement and the organizational objectives (timeline, resource availability, etc.)?
- Are the necessary tools and training being put in place so workers can successfully do their jobs?
- Who is responsible for doing what and by when (is 5W1H clear)?
- Did involved parties participate in design of plan?
- What is necessary to prevent recurrence of the problem?
- What other parts of the organization need to be informed of the changes?
- How will this be standardized and communicated?
- Is the implementation order clear and reasonable?

Effect Confirmation

- How will the effectiveness of the countermeasures be measured?
- Who will do it? When? How's responsible for ongoing monitoring?
- Does it tie directly to the objectives?
- Has the effect been translated into financial terms? Can it be?

Follow-up Actions

- Has actual performance moved in line with the goal statement?
- If performance has not improved, why not? What was missed?
- What new problems have surfaced? Are additional countermeasures necessary?
- What additional action items must be completed?
- What other parts of the organization need to be informed of this result?
- Where can organizational learning be leveraged?
- How will this be standardized and communicated?