



Geelong Quality Council
Site Event- Using A3
14 June 2013

Geelong Quality Council

Introduction

Peter Birch

Operational Excellence
Training Improvement Services





Program Outline

Date	Philosophy/Tool	Venue
29-Oct-12	Visual Operations	Shell
28-Nov-12	Tool Box Meetings	Sykes Rowing
21- Feb-13	Lean Overview	Deakin University
21-Mar-13	5S	Southern Bay Brewing
17-Apr-13	Customer Focus	Backwell IXL
16-May-13	Value Stream Maps	Deakin Uni
14-Jun-13	A3's	TAC
25-Jul-13	Problem Solving	Boundary Farm Olives
13-Aug-13	Promoting Safe Working in Everyday Operations	Godfrey Hirst
Sep-13	Lean – Deployment Networking opportunity	Geelong Club
Oct -13	Operational Excellence	Barwon Water Alliance
Nov-13	Data Recording/Quality Tracking System	tba

Do you know someone who is knowledgeable on the topic?

Do you have a workplace we could visit that showcases the topic?



TAC

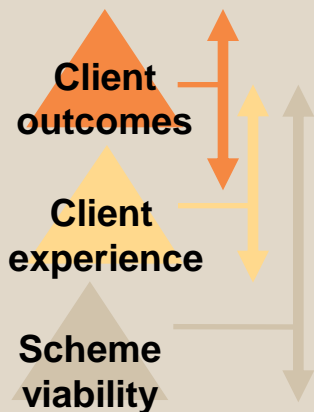
Linda Carr
Manager, Business Process Optimisation



Our mission is to work with the Victorian community to reduce road trauma and support those it affects.

Our vision is a future where every journey is a safe one.

Our corporate goals ...



... align with the five objects of the Act

... provide suitable systems for the **effective rehabilitation** of **persons injured** as a result of transport accidents

... ensure compensation is **suitable** and **just** and delivered in a **socially** and **economically** appropriate manner

... **reduce the incidence** of transport accidents

... **efficiently** and **speedily** determine claims for compensation

... **reduce the cost** to the Victorian community of compensation for transport accidents

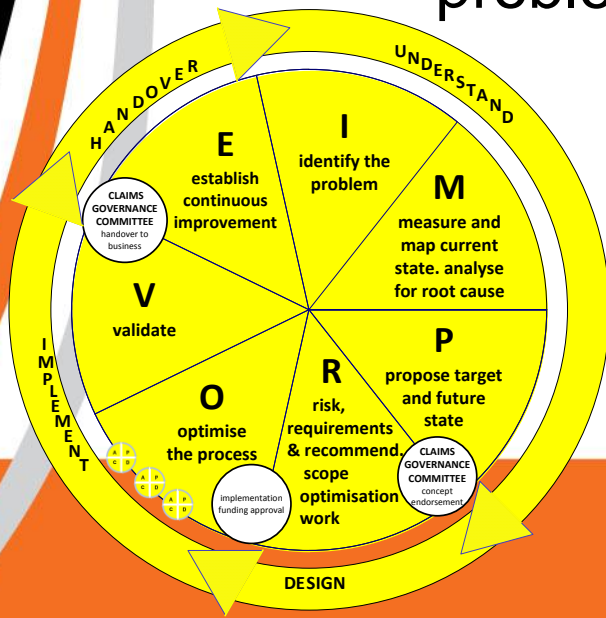
Continuous Improvement at TAC

- About 3 years
- Not a “big bang” roll out
- “CI” not “Lean”
- Small team of 4 (ration of approx.1: 100)
- Claims Division only (5 others)
- Transition phase
- Increasing acceptance
- Lots of interest in A3



A3 at TAC

- Used as a training/coaching tool
- Create structured problems solvers
- Used to report to Stakeholders
- Discussion about the right things to do
- Need to get back to “carrying it around”
- Authorship is sign of problem solver not problem ownership

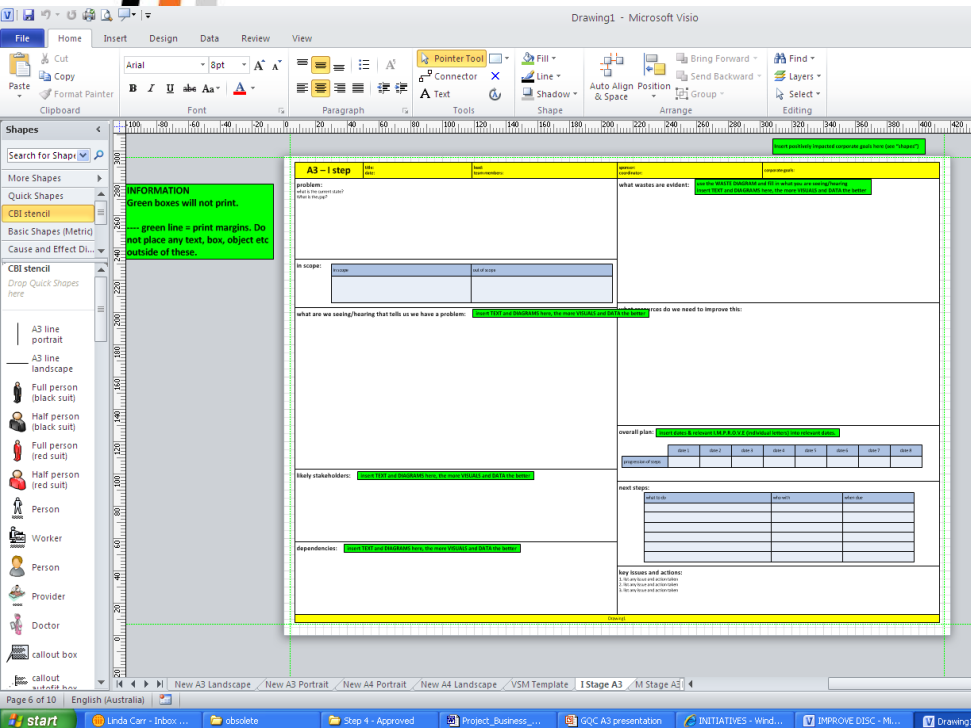


A3 as Training Tool



Large Projects

Each phase has its own A3



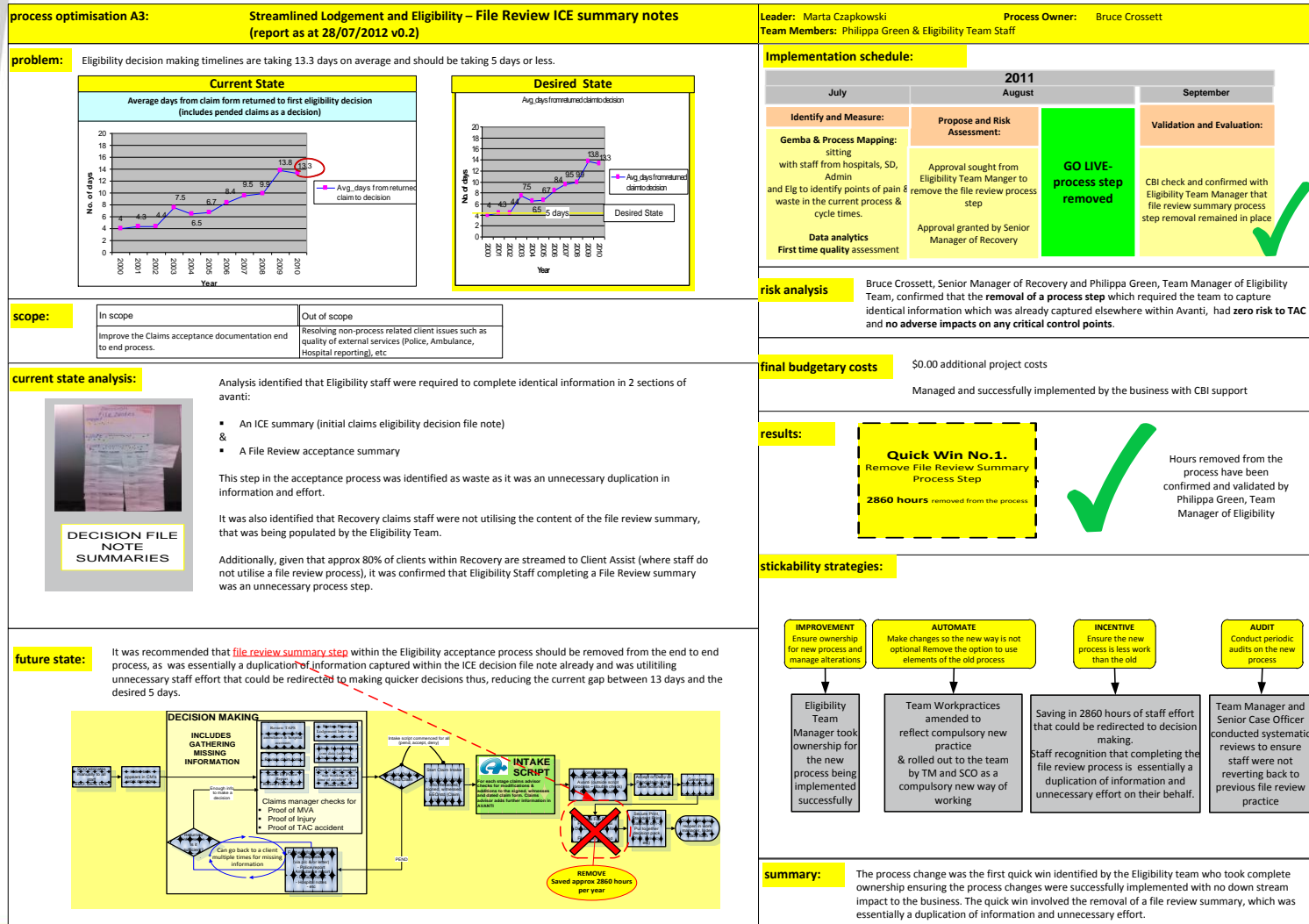
Mini Projects

(Structured Problem Solving)

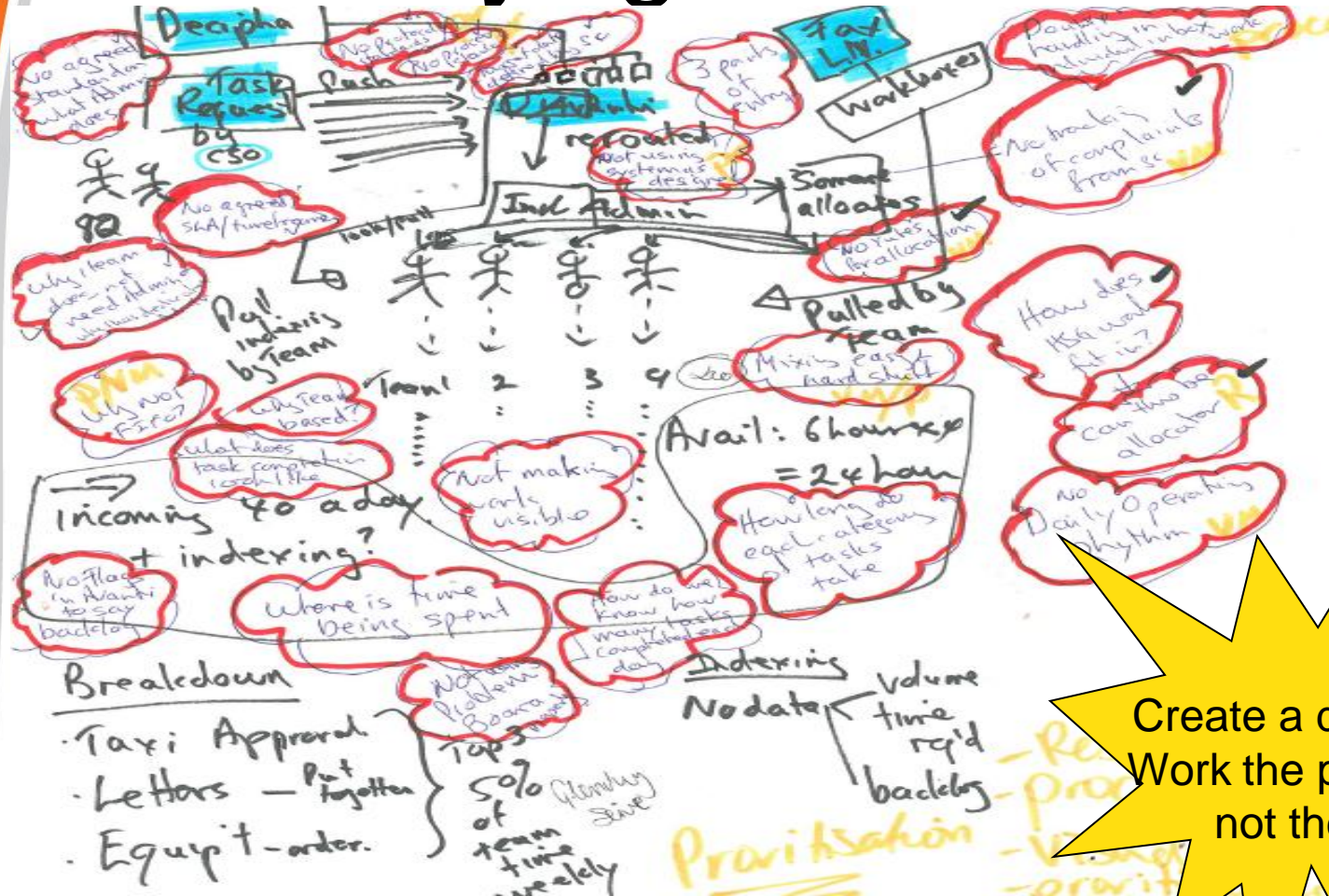
One page A3 for whole effort

problem: what is the current state? What is the gap? Where is the pain?	Root Cause Analysis: First Why Second Why Third Why Fourth Why Fifth Why
Goal: what are we aiming to achieve. Specific, Measurable, Achievable, Relevant, Timebound	First Why Second Why Third Why Fourth Why Fifth Why
In Scope Out of Scope	First Why Second Why Third Why Fourth Why Fifth Why
current state - process: Show the problem on the process map or other visual?	First Why Second Why Third Why Fourth Why Fifth Why
current state - data: Show graph/s that indicate/s the size and/or impact of the problem?	First Why Second Why Third Why Fourth Why Fifth Why
Root Cause Analysis Fish bone to find the first whys A question that comes from your problem statement Vote on the top first whys to take to the next level of analysis	First Why Second Why Third Why Fourth Why Fifth Why
Proposed Future State (show the new process)	First Why Second Why Third Why Fourth Why Fifth Why

A3 as Stakeholder report tool



“Carrying it around”



Create a dialogue.
Work the problem,
not the A3

A3 at Alcoa

Flavio Giurco

Manufacturing Systems Manager
Point Henry Smelter



Alcoa – A3 Format

Business Case

What is the background to the problem / opportunity?

Why are we looking at this?

What is at stake?

What is affected....

EH&S, Quality, Cost, Time?

Target Condition

Where do we want to be?

What are the specific goals / milestones?

By When?

What will “success” look like?

Forms “hypothesis” to solve business case.

Metrics

Optional time plots of key metrics

Current Condition

What is the current situation?

What have we tried already?

What have we found?

What do we know?

Root causes / drivers / leverage points.

Where are we up to?

Action Plan

What do we plan to do?

By when? Next 30 / 60 / 90 / 90+ days

*By who? Responsible **person** (not persons)*

*Detailed list of **specific** actions.*

Avoid broad non specific general actions.

Alcoa – A3 Usage Guidelines

- *Clearly defined “Owner” of the A3*
- *Single page (A3 sized) to explain activities and to monitor progress.*
- *Two types of A3s:*
 - Ongoing Departmental Plans*
 - Specific Problem / Opportunity / Project Plan*
- *Set the level of detail appropriate to the target audience.*
- *Cascade successive A3s to provide additional detail if required.*
- *Examples of A3 hierarchy:*
 - Smelter Plant A3*
 - > Health & Safety A3*
 - > Smelter Environmental A3*
 - > Anode Effects A3*
 - > Fluoride Emissions A3*
 - > Waste Management Improvements A3*



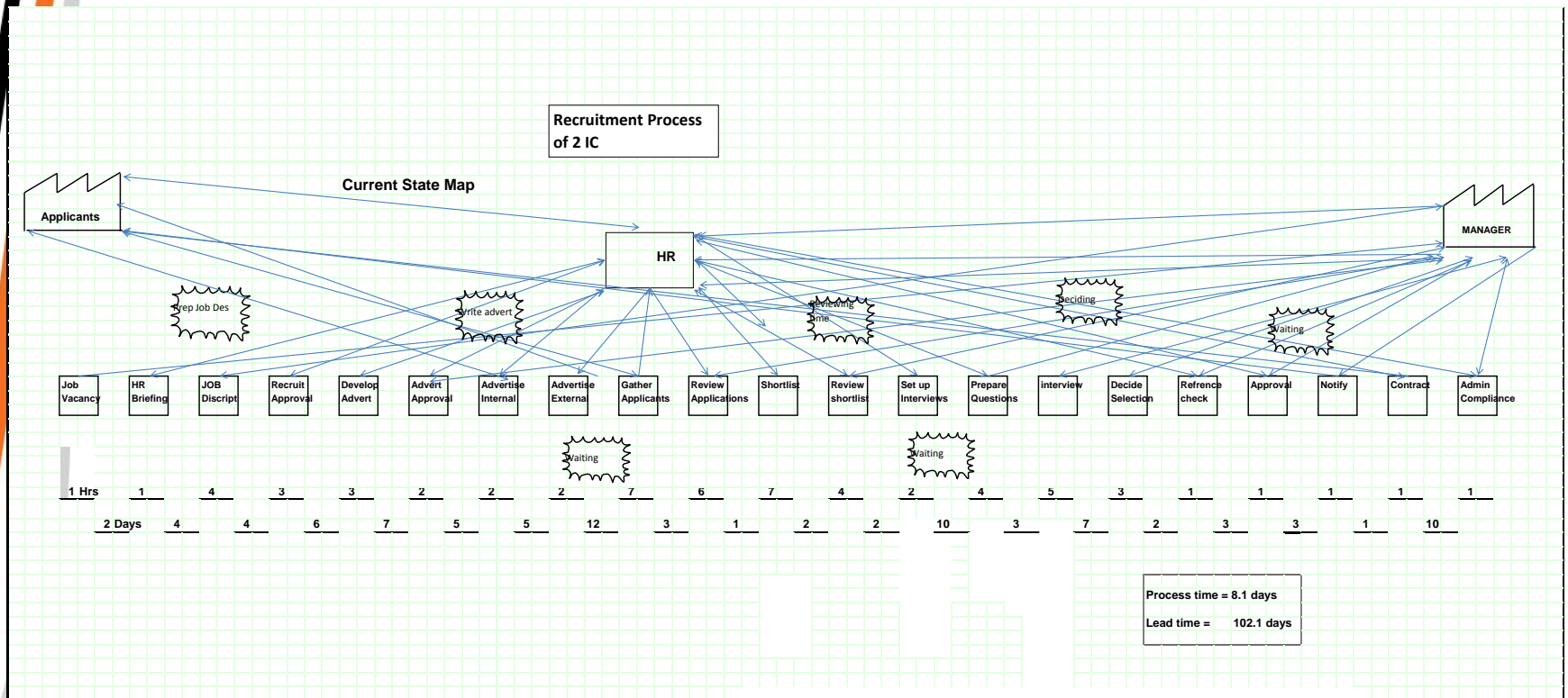
A3 at Incitec Pivot Limited

Jeff Mallen
Business Excellence Site
Facilitator



BREAK OUT ACTIVITY

Value Stream Map - Hiring



HR PROCESS – “ANGRY CLOUDS”

Too many handoffs –

Manager's
HR
Advertising
Marketing

Waiting on approvals –

Advertising
Hiring
Job descriptions

Time taken to -

Short listing applicants
Review resumes
Arrange interviews
Working out notice

