

A3 Storyboard — Completed Worked Example

A five-minute gap in paperwork costs two hours downstream, every time — this is the record of closing it.

PROJECT	SPONSOR	PROCESS OWNERS	PROJECT LEAD	DURATION	STATUS
Reducing Missing Certification Paperwork — Process X to Process Y	Sarah Mitchell	Alan Turner (X) · Penny Holt (Y)	Gerald Jones	Week 0–Week 8	Closed — Benefits Realised

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DEFINE

PROBLEM STATEMENT (What · Size · Where · Impact)

In the last six months, 50% of products arriving at Process Y have been missing the required certifications, causing on average two hours of rework per occurrence and delaying downstream production.

SMART OBJECTIVE

Reduce the percentage of products arriving at Process Y without correct certification from 50% to 25% within eight weeks of project start.

WHO IS THE CUSTOMER?

The Process Y team (internal customer).

WHAT IS THE KEY MEASURE?

% of deliveries with correct paperwork attached; hours of rework/delay per incident.

WHO IS IN THE TEAM?

Sarah Mitchell — Sponsor
Alan Turner — Process Owner (X)
Penny Holt — Process Owner (Y)
Gerald Jones — Project Lead
Jeremy Sykes — SME · Matthew Dark — Operator
Melanie Roberts — IT (as required)

IN SCOPE

Process X inspection step · Handoff X→Y · Process Y receipt check

OUT OF SCOPE

IT system change & access · operator training rollout · production volumes · downstream processes

BENEFITS OF THE PROJECT

Est. **£7,500/yr** (£3,000 throughput + £4,500 waste reduction), plus reduced rework, improved morale and Process Y satisfaction.

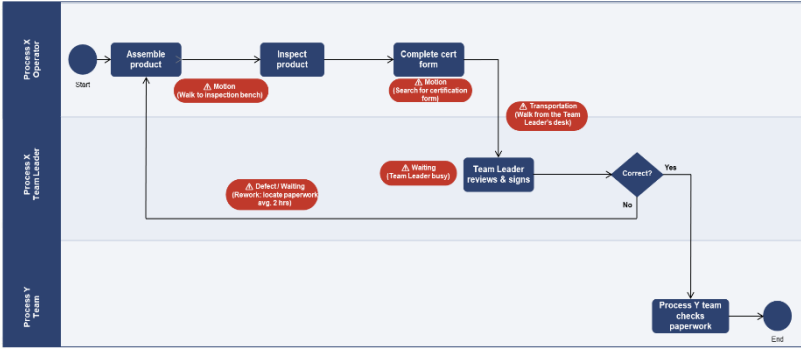
2

MEASURE

WHAT DATA DO YOU PLAN TO COLLECT?

Certification present/missing at every handoff, over 6 weeks (tally sheet, Process Y team) · rework time per incident (time log, Process Y Team Leader).
Two team members cross-checked 20 handoffs before baselining — method confirmed reliable.

“AS IS” MAP



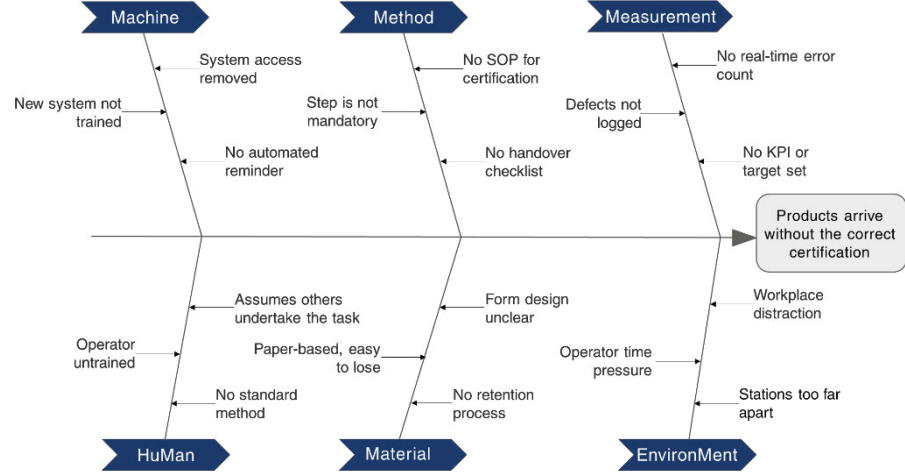
WHAT IS THE CURRENT PROCESS PERFORMANCE?

Baseline: 50% of products arrive at Process Y without correct certification; 2 hours average rework per occurrence.

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ANALYSE

FISHBONE DIAGRAM



WHAT IS THE ROOT CAUSE & HOW DO YOU KNOW?

Verified via Fishbone + 5 Whys, each traced back to a genuine process gap:

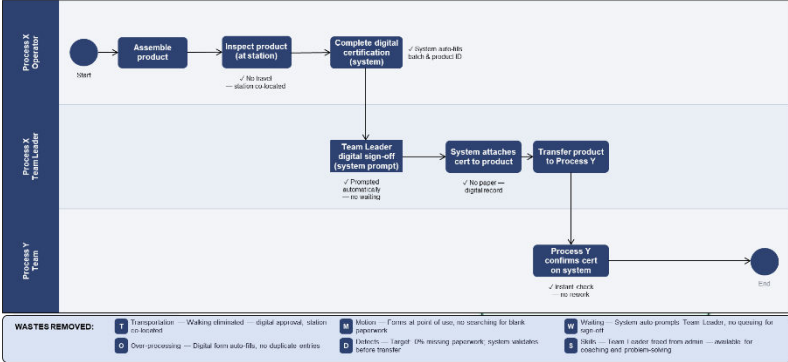
- No standard method for certification at Station 1 — 5 Whys traced this to no SOP ever being written when the process was set up. No real-time visibility of completion rates, so lapses went unnoticed until Process Y was already affected.
- Layout separates product and paperwork, encouraging batching and mismatch.

Pareto: No Paperwork (47%), Batch Number Missing (17%) and Incorrect Form Used (17%) together account for 84% of all defects — the vital few to fix first.

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IMPROVE

“TO BE” MAP (waste removed)



IMPROVEMENT IDEAS

1 Write SOP-PX-004
2 Brief operators at team meeting
3 Laminate checklist at Station 1
4 Weekly missing-paperwork tally
5 Digital certification system
6 Co-locate Station 1 & inspection
7 System auto-prompt for TL sign-off
8 Reminder note on forms box
9 Friday PM email reminder
10 Full ERP integration

EASE / BENEFIT MATRIX



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CONTROL

HOW WILL YOU KNOW THE IMPROVEMENT HAS SUSTAINED?

Daily visual board (Safety · Quality · Delivery · Cost · People · Improvement), reviewed by the team each morning. Control plan: cert form 100% checked before transfer; % missing logged weekly, escalated if >5%; rework time reviewed weekly (target ≤30 min by Wk8); SOP adherence audited monthly with random spot-checks.

ANY OPPORTUNITIES TO TRANSFER?

Two further product-to-inspection handoffs in the same building show the same pattern — under review for direct translation / adaptation.

TOTAL HARD & SOFT BENEFITS?

Realised £8,100/yr (est. £7,500) — £3,200 throughput + £4,900 waste reduction — plus faster turnaround and improved Process Y satisfaction.

AFTER PROCESS PERFORMANCE

Pilot (2 wks): 18% missing, 45 min rework — improved on baseline. 14% at closure vs a 25% target.

IMPLEMENTATION DATES

SOP live Wk3 · Pilot Wk4–6 · Rollout Wk6 · Review Wk8