



- Honor the PDCA method by making your actions result in good PDCA methods.
- Only advance to the next step of the PDCA process when the prior steps are complete according to good PDCA.
- Use the PDCA as a living document updating it in real time and writing the information by hand whenever possible as opposed to typing everything into a computer and reprinting.
- Every time your team meets you must have the actual PDCA with you.
- If you are not sure as to the correct method then enlist the help and guidance of your Lead supervisor, manager, etc...
- Qualify the logic and action used in each step by comparing it with the previous step.
- Keep the PDCA posted in the department when not in use.
- When reporting out remember this is a team effort. Use words like we, our, us, etc. when talking about the PDCA.

PDCA	Team Name: Your team can choose a name if they desire	Topic: Just a general description of the problem to help identify the PDCA	Team Members: Made up of people closest to the problem from any relevant areas. About 3-6 people.	Start Date (MM/DD/YY) Simply the Date this PDCA opened																																				
1. PROBLEM STATEMENT Identify and describe the problem. 80% of your time should be spent in steps #1, #2, #3 <p>Clear, concise, measurable. State standard and deviation. Give problem descriptives only, no solutions. Try to keep it in one sentence. No junk words... Use visuals wherever possible.</p> <p>UNDERSTAND THE CIRCUMSTANCES</p> <p>Understanding the process is a result you reach through applying certain methods. Go where the problem exists and document the current condition. This should include information such as when the problem occurs, what standards are being followed or not followed when it occurs, what are the inputs and out puts such as components, labor, motion, quality, machines, etc... One of the most useful tools for displaying such information a value stream map. Collect production sheets, maps, charts, metrics, interviews, etc... Everything to understand the entire process and problem. You might even bring in consultants or talk with engineers. Prepares your for the cause-effect analysis.</p> <p>GOAL STATEMENT</p> <p>Clear, concise, measurable. Time based. Use the same measurable as the problem statement.</p>			<table border="1"> <thead> <tr> <th>4A. ROOT CAUSES</th> <th>4B. SELECTED COUNTERMEASURES</th> <th>Who</th> <th>Start</th> <th>Target</th> <th>Finish</th> </tr> </thead> <tbody> <tr> <td colspan="6" style="text-align: center;">Generate and implement best solutions</td> </tr> <tr> <td rowspan="4">No more than three root causes Each root cause should have it's own specific measurable with small buckets to call the team to the floor when this problem occurs.</td> <td>Selected countermeasures should be chosen to reflect fundamental elements of Continuous Improvement; ie: built in quality, poke yoke, eliminate waste, etc.</td> <td rowspan="4">Only people on team assigned as owners. This is the person that makes sure it gets done but not necessarily the person that doesn't.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>First select the ones that will be easy to get people to buy in on., quick to implement, and inexpensive.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Creativity before capital.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>No more than one countermeasure per root cause at a time</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>Small buckets. Data must be collected on every abnormality as soon as it happens.</td> <td></td> <td></td> <td></td> <td>Challenging yet possible</td> </tr> </tbody> </table>		4A. ROOT CAUSES	4B. SELECTED COUNTERMEASURES	Who	Start	Target	Finish	Generate and implement best solutions						No more than three root causes Each root cause should have it's own specific measurable with small buckets to call the team to the floor when this problem occurs.	Selected countermeasures should be chosen to reflect fundamental elements of Continuous Improvement; ie: built in quality, poke yoke, eliminate waste, etc.	Only people on team assigned as owners. This is the person that makes sure it gets done but not necessarily the person that doesn't.				First select the ones that will be easy to get people to buy in on., quick to implement, and inexpensive.				Creativity before capital.				No more than one countermeasure per root cause at a time					Small buckets. Data must be collected on every abnormality as soon as it happens.				Challenging yet possible
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2. CAUSE-EFFECT ANALYSIS Analyze by asking why problem exists <p>Use the fishbone or ask the 5 WHY's to theorize on root causes.</p> <p>Rules when using the Fishbone diagram; no criticism, ridicule or discussion, build on the ideas of others, everyone takes a turn, you can pass, once several people pass you can open it up for freewheeling.</p> <p>Qualify each cause effect with the "Therefore" test.</p> <div style="text-align: center;"> </div>			5. RESULTS: Measure and evaluate effectiveness <ul style="list-style-type: none"> Must be same measurable as problem statement and goal statement Collect data after counter measures have been implemented Compare results against the initial condition: Problem Statement and Goal Statement Graph before and after. Show the Results of Implemented Countermeasures (see example) Hand Generated not typed up in the computer. This is a visual display in chart from. <div style="text-align: center;"> </div> Before and After to show the results of Implemented Countermeasures (see example) 																																					
3. DATA COLLECTION (HYPOTHESIS TESTING): Selecting the right root causes <p>Collect data to prove or disprove the selected countermeasures. Make sure that the data collection identifies the correct root causes so there is confidence that when the root causes are eliminated your team will achieve the desired result.</p> <div style="display: flex; justify-content: space-around;"> </div>			6. SUSTAIN: <ul style="list-style-type: none"> What must be done to make sure this improvement will stay in place in the future? How did you inform the departments and people involved. Create standard works and train. Include all good methods in a repository of known best practices. Is there any pending item? Use timeline chart to show "who" and "when". What are the team's future steps? 																																					
7. RECOGNIZE/SHARE ACHIEVEMENT: <p>Who participated in this effort? Who helped the team? "The more you do the 7th step the more they will do the 7 steps.</p>																																								