A3 report

Problem solving on one sheet, a common practice, not a standard: FactoKit's own layout. Gap closed = (baseline - latest) / (baseline - target).

Report

Title (the problem in a few words)	Owner	Team	Date	PDCA status
				◯ Plan ◯ Do ◯ Check ◯ Act

1–3. Background, current condition, goal

1. Background: why this problem matters	2. Current condition: facts and numbers	3. Goal: what, by when

Metric	Unit	Baseline	Target	Better is
				◯ Lower ◯ Higher

4. Root cause analysis

Effect (head of the Ishikawa diagram)					
Man / people	Machine	Method	Material	Measurement	Environment

5 Why: starting point	Why 1	Why 2	Why 3	Why 4	Why 5

Root cause

The root cause in one or two sentences, and how it was confirmed

5. Countermeasures

Countermeasure	Root cause addressed	Who	When	Status

6. Implementation plan

Step	Who	Start	End	Done

7. Follow-up

What the check showed	Next steps: standardise, share, open issues

Date or label	Value	Date or label	Value