



BASIC PROBLEM SOLVING JOB BREAKDOWN SHEET

Purpose: The Job Breakdown Sheet is an Arizona Management System (AMS) guideline document to assist agencies with standard work (SW) preparation. SW is a documented version of the current one best way of performing a process. SW, when followed, allows improvement to be sustainable over time as each improvement becoming part of the latest version.

Scope: Minimum requirements for SW for agencies.

DOCUMENT VERSION CONTROL

Version #	Revision Date	Edited By	Changelog
1	1/5/2018	Tyler Armstrong - GTO	Formatting to new Final Version

SUPPORTING / RELATED DOCUMENTS:

Document Name	Description



BASIC PROBLEM SOLVING

IMPORTANT STEPS		KEY POINTS		REASONS	
WHAT?	A logical segment of the process that advances the work	HOW?	Things in important steps that will make or break the process/ make the work easier	WHY?	List the reasons for the key points
1	Problem is identified for basic problem solving	<ul style="list-style-type: none"> Teams need to have a method of differentiating between “Just do it” solutions, basic problems, and Intermediate-level problems Teams have a standard method for prioritizing the problems that are active for basic problem solving. Majority of problems identified by a team should be appropriate for basic problem solving 	<ul style="list-style-type: none"> Ensure the appropriate tools are used for the size/type of problem identified. Basic problem solving is intended for use by 100% of the organization. It should be sufficiently simple that everyone in the organization is expected to employ it. Teams should be aware of their capacity for problem solving and ensure that problems are prioritized appropriately. If too many problems are active in problem solving – it may reveal that few are finishing in a timely manner. 		
2	Define the problem	<ul style="list-style-type: none"> Describe the current situation (the gap) in measurable terms and its impact on stakeholders. A Good Problem Statement includes: <ul style="list-style-type: none"> What's wrong Where the problem appears How big of a problem it is The impact Does not include solutions or speculate on causes 	<ul style="list-style-type: none"> Without a proper problem statement, neither the root cause nor the countermeasures can be expected to address the real issue. 		
3	Identify the root cause	<ul style="list-style-type: none"> Use the simplest tools required to get to root cause 	<ul style="list-style-type: none"> Failure to identify the root cause will likely lead to recurrence of the issue or problem. 		



		<ul style="list-style-type: none"> • Five why's, Pareto analysis, and a basic process map are key tools for basic root cause analysis • Some organizations may choose to include fishbone diagrams as part of basic root cause analysis • Do not proceed to developing countermeasures until the root cause is identified 	
4	Develop Countermeasures	<ul style="list-style-type: none"> • Countermeasures should be developed that address the root cause of the problem • Ideally more than one countermeasure is considered before selecting a path forward • The selection process for countermeasures ensures that compliance with rules and laws are in place 	<ul style="list-style-type: none"> • Countermeasures should address the root cause of the problem. • If the first countermeasure is not effective, alternative countermeasures may be considered. • Teams need to ensure a “safe improvement zone” exists with compliance to rules and laws.
5	Update Standardized Work, if applicable	<ul style="list-style-type: none"> • Standardized work should be updated to reflect process improvements • Standardized work is expected to change over time with process improvements 	<ul style="list-style-type: none"> • Standardized work locks-in improvements to sustain improved performance over time.
	Record completed problem solving in Success Tracking	<ul style="list-style-type: none"> • As countermeasures are implemented, teams should record them via their agency standard process for success tracking • Celebrate small wins! 	<ul style="list-style-type: none"> • Success tracking contributes to visual management by measuring the improvement activity of a team. Success tracking visually shows if solving problems is active for any given team.