

**Source:** Juran's Quality Handbook: The Complete Guide to Performance Excellence, 7th Edition

**ISBN:** 9781259643613

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## 16.5. Is the Problem Sporadic or Chronic in Nature?

This is a fork in the road. If the problem involves a process that has gone out of control—for example, a fire has erupted and is burning—apply the RCCA process and tools discussed in this chapter to restore process control. If the problem is one that has been around for a while (chronic) and plaguing the operation with higher-than-tolerable COPQ, consider using the more sophisticated breakthrough improvement methods described in [Chap. 14](#), Lean Techniques and the Shingo Prize and [Chap. 15](#), Six Sigma Breakthrough to in-Process Effectiveness.

Tools most often used at this step are data collection and Juran's Pareto analysis.

### 16.5.1. Prepare a Goal Statement

Typically, the goal statement for an RCCA project is simple: eliminate the root cause or causes of the problem and restore control. In some cases, complete elimination may not be possible or practical; then the goal should be to reduce the impact of the causes so that the undesirable effects are minimized. In this case, the goal may be stated in terms of a percentage improvement, reduction in defect levels, etc.