Fostering a Culture of Quality

CQSDI Panel: “Establishing a Quality Culture”
March 7, 2016
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Northrop Grumman Mission Systems Sector
Our Quality Journey at Northrop Grumman

• Why is a “Culture of Quality” so important to an organization?

• How can organizations foster a culture of excellence across all functions and job types? How does leadership affect quality culture?

• How does quality link to engagement?

• What are some of the challenges you will encounter?

• How do you know if there is a quality culture in your organization?

• How do you keep a quality culture focus from just being another initiative and weave it into the fabric of the organization?

• How do we keep a global perspective when driving quality culture?

A Sound Quality Culture is Always a “Work in Process”
Breakout Session
Why a “Culture of Quality”? 

↑ Quality = ↑ Performance  
↑ Customer Satisfaction  
↑ Employee Engagement
Quality Culture “Ecosystem”

- Foundational items
- Accountability & Personal Connectivity
- Adapting to Change
- Measures & Feedback
- Unwavering & Continuous Focus
Foundational Items

- Values: Ethics & Integrity
- Leadership Commitment
  - Leadership messaging
  - Corporate Quality Council
- Compliance
Accountability and Personal Connectivity

• Connecting employees to their impact on internal and ultimate customer

• “Quality is Personal” focus across Northrop Grumman since 2009
  – “Quality is Personal” videos – featuring Northrop Grumman employees across all functions
  – Annual Quality Symposia - “Quality is Personal” award focuses on those small tasks, acts of courage that make a difference

• Engagement & Inclusion

• Employee Development/Training

Quality is Everyone’s Responsibility
Adapting to Change

- Technological Advances
- Increasing Regulations
- Economic Change: Cost & Schedule Pressures
- Suppliers
- Globalization

Drive Quality Early into Program Lifecycle
Measures and Feedback

• Culture – are we “walking the talk”?  
  – Annual company-wide Quality survey since 2009  
  – Reported to leadership team; Focuses continuous improvement effort  
  – Annual engagement and inclusion survey

• Outcomes  
  – Quality is one of six non-financial metrics  
  – Program-level reporting of quality across the value stream – including suppliers and “early value stream” quality

• Provides insight into areas of risk and opportunity

Quality Culture Assessments are Important
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<td>1. I understand which policies and procedures apply to the work that I do</td>
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<td>2. I receive regular feedback on my own work quality</td>
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<td>3. I see measures of (metrics on) my own work quality</td>
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<td>4. The quality of our work reflects internal and external customer expectations</td>
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<td>5. People are encouraged to propose and try new ideas to improve quality and reduce waste</td>
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<td>6. Our organization allows room for honest mistakes</td>
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<td>7. Our organization does not compromise quality for cost or schedule</td>
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<td>8. I can report concerns about work quality without fear of retaliation (i.e., our organization does not blame the person who gives the news that something bad has happened)</td>
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<td>9. My manager consistently demonstrates a commitment to achieving Northrop Grumman’s standards of quality</td>
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**Open Ended Quality Survey Questions**

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<td>What is working well in our company’s “Quality is Personal” efforts?</td>
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<td>Please give us specific recommendations on how to improve our focus on Quality.</td>
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<td>Does your management at all levels proactively and effectively support the needed focus on quality (i.e., are we “walking the talk”)? If improvement is required, do you have any suggestions?</td>
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Unwavering and Continuous Focus

• You’re never “done”

• Globalization….Ensuring we understand the perspectives of employees from varying cultural background

• Suppliers

• Making quality “conscious”

A Sound Quality Culture is Always a “Work in Process”
THE VALUE OF PERFORMANCE.

NORTHROP GRUMMAN