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**NORTHROP GRUMMAN**

# Fostering a Culture of Quality

## CQSDI Panel: “Establishing a Quality Culture”

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# 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”

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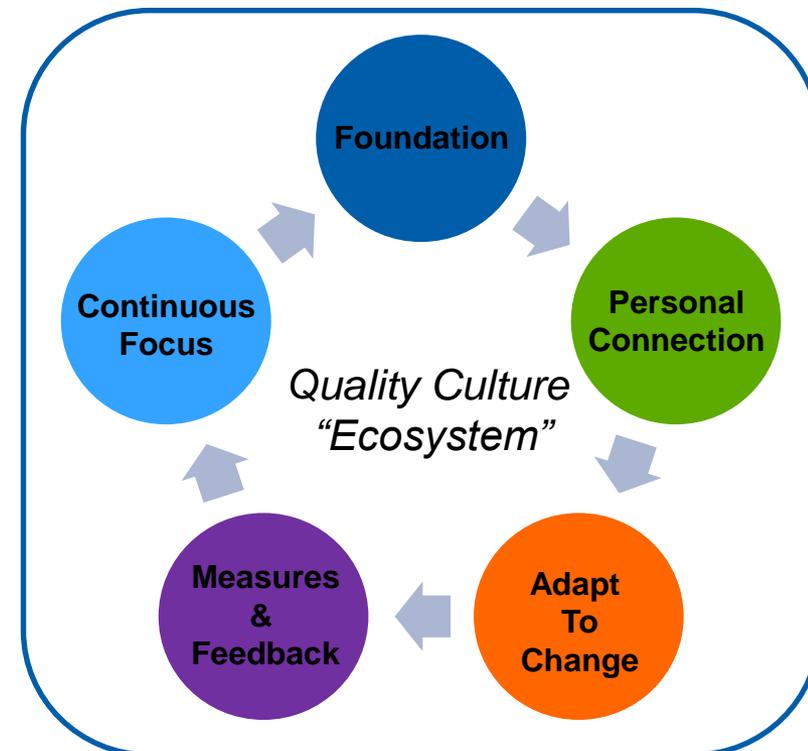
# Breakout Session

# Why a “Culture of Quality”?



# 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



Leadership Sets the Tone

- 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

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



WELCOME TO

**change**



Drive Quality Early into Program Lifecycle

- 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



# Northrop Grumman Quality Survey Questions

1. I understand which policies and procedures apply to the work that I do
2. I receive regular feedback on my own work quality
3. I see measures of (metrics on) my own work quality
4. The quality of our work reflects internal and external customer expectations
5. People are encouraged to propose and try new ideas to improve quality and reduce waste
6. Our organization allows room for honest mistakes
7. Our organization does not compromise quality for cost or schedule
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)
9. My manager consistently demonstrates a commitment to achieving Northrop Grumman's standards of quality

## Open Ended Quality Survey Questions

What is working well in our company's "Quality is Personal" efforts?

Please give us specific recommendations on how to improve our focus on Quality.

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?

# Unwavering and Continuous Focus

- You're never “done”
- Globalization....Ensuring we understand the perspectives of employees from varying cultural background
- Suppliers
- Making quality “conscious”



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