FOSTERING A CULTURE OF QUALITY

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LSSSIG MEETING
MARCH 29, 2017
AGENDA

• INTRODUCTION

• BOOZ ALLEN’S APPROACH TO FOSTERING A CULTURE OF QUALITY

• QUESTIONS?
“Culture is to the organization what personality is to an individual – a hidden, yet unifying theme that provides meaning, direction, and mobilization.”

(Kilmann et al., 1985)
BOOZ ALLEN’S APPROACH TO FOSTERING A CULTURE OF QUALITY
BOOZ ALLEN’S APPROACH

1. Quality policy and objectives
2. Senior leadership commitment and organizational structure
3. Change agents and peer advocates of quality
4. Quality-related tools and resources available to all employees
5. Outreach and engagement
6. Change management
7. Case Study: Data Quality Advanced Causal Analysis

Proprietary
1. QUALITY POLICY AND OBJECTIVES

• Establishing a quality policy and objectives is a key ingredient in our efforts to establish a culture of quality.

• It is fundamental to the overarchining socialization of quality firmwide, providing a single, unified statement that all employees can reference, including, but not limited to, quality management professionals.

• The quality policy aligns with the mission of the company and supports the goals of the quality management program.

• Corporate quality policy and objectives are visible to employees and socialized through various channels (e.g., training, events, and website).

**GENERAL POLICY STATEMENT:**

Excellence and Client Service are Booz Allen Core Values. Quality delivery for our clients is the responsibility of every employee and is accomplished through providing our clients with exceptional products and services and continual improvement throughout the company. We are committed to using our high-quality business practices to support our clients’ missions, meet their requirements, and achieve client satisfaction.
2. SENIOR LEADERSHIP COMMITMENT AND ORGANIZATIONAL STRUCTURE
3. CHANGE AGENTS AND PEER ADVOCATES OF QUALITY

- Objectives of Booz Allen’s **Quality Advisor Program**
  - Foster a **culture of quality** across the firm
  - Ensure that all employees are **aware of the resources** available to help them deliver the highest quality products and services to our clients

- Quality Advisors are **peer leaders who are passionate about quality** and are interested in supporting their local offices and accounts

- They serve as **liaisons** between local leadership and the Corporate Quality Office

- We **encourage active participation** through monthly engagement actions, quarterly calls, and access to senior leadership (who participate in meetings as guest speakers)

*With the support of leadership, this program is our grassroots-level mechanism to educate employees about quality initiatives and socialize quality into day-to-day business operations.*
4. QUALITY-RELATED TOOLS AND RESOURCES AVAILABLE TO ALL EMPLOYEES

The Corporate Quality Office (QO) exists to support our colleagues in effectively and consistently achieving excellence in client service and delivery. We accomplish this by acting as a clearinghouse for quality resources through all phases of our business lifecycle and by providing the services listed below across the firm:

- ISO 9001 Business Management System
- Independent Quality Assessments
- Client Satisfaction Survey
- Quality-Related Proposal Support & CPAR
- Industry Partnerships
- Quality Standards and Certifications
- Quality University
- Quality Diagnostic
- Quality Advisor Program

Mission: To provide Booz Allen employees with firmwide resources needed to deliver and continually improve high quality services and products to our clients.

Philosophy: At Booz Allen, “quality” means delivering exceptional client service and meeting our clients’ requirements the first time, every time. This concept is embedded in our core values of excellence and client service.

To learn more about the services provided by the Corporate Quality Office, visit: http://corporatequality.bah.com.
Advanced Causal Analysis

Advanced causal analysis is a structured Booz Allen-defined root cause analysis and problem solving process loosely based on Lean Six Sigma’s Define, Measure, Analyze, Improve, and Control (DMAIC) methodology.

Advanced causal analysis helps identify what, how and why something happened, to prevent recurrence (when a negative outcome), or increase the chance of future repeatability (when a positive outcome).
5. OUTREACH AND ENGAGEMENT

**Corporate Quality Office**

**ENGAGEMENT MODEL**

**PRIMARY ENGAGEMENT STRATEGY**
- Leadership Commitment & Communication
- FSO and Strategic Partner Outreach
- Quality Advisors
- Quality University

**INFORMATION SHARING**
- Quality Office website
- Zone articles
- Promotional materials
- Digital Displays

**STAKEHOLDER DIALOGUE**
- Annual Quality Summit
- Webinars
- Road shows
- VoiceStorm
- Yammer

**GOVERNANCE & ACCOUNTABILITY**
- Meetings/memos (Qcmt, LT, CSOs, LGMs)
- Identify and embed required risk/quality touchpoints in business lifecycle
- Quality assessment goals standardized in performance management process (planned)
- Annual “State of BAH Quality” reports (planned)

**STRATEGIC PARTNERS**
- Corporate Quality Committee
- E&S FSO Quality Team
- SD FSO Quality Team
- Quality Advisors
- BD CoE
- Functional Communities
- Other FSOs (Analytics, Consulting, Cyber)
- Firm Leadership

**SUPPORTING PARTNERS**
- Learning & Development
- People Services
- Marketing & Communications

**WHO BENEFITS**
- Clients
- Senior Leadership
- Management
- Project Managers
- Project Teams
- Internal staff
- Client-facing staff

**LEARN MORE**
- Visit: CorporateQuality.bah.com
- E-mail: Quality_Office@bah.com
- Contact: QualityAdvisor
- Complete: Quality 101

**THE CORPORATE QUALITY OFFICE EXISTS TO SUPPORT OUR COLLEAGUES IN EFFECTIVELY AND CONSISTENTLY ACHIEVING EXCELLENCE IN CLIENT SERVICE AND DELIVERY.**

- Quality Advisor Program
- Business Management System
- Quality Diagnostic
- Independent Quality Assessments
- Client Satisfaction Survey
- Quality-Related Proposal Support & CPARS
- Quality Standards and Certifications
- Industry Partnerships

This engagement model aligns with the firm's:
- Business Lifecycle (Capture/Proposal, Startup, Execute, Closeout)
- Budget cycle
- People management redeployments
- Change Management Advanced Practitioner model
- Vision 2020
- PROPEL

Proprietary
5. OUTREACH AND ENGAGEMENT (CONTINUED)

- Corporate Quality Office website summarizes the quality-related resources available to employees.
- We host a Corporate Quality Summit annually during World Quality Month.
- Employees utilize Yammer to keep the dialogue going on quality needs, questions, and feedback.
- Quality Advisors are local resources who are available to connect teams with the appropriate tools/resources.
- Quality University offers an array of courses (internal and external).
- General Quality Office group mailbox is available to all employees to pose their questions.
We are working to develop a data-driven culture – i.e., we want a workforce that makes decisions based on data and quantitative predictions.

To get there, we have developed many artifacts and tools, such as:

- Measurement Learning Plans
- Job Aids
- Technical Reference Guide for Measurement and Analysis
- Analytical Techniques Workbook
- Advanced Process and Project Management Training
6. CHANGE MANAGEMENT

Change management is the discipline of managing the “people side” of the change, guiding stakeholders from current state to future state.
6. UTILIZING CHANGE MANAGEMENT, WE STRIVE TO MOVE STAKEHOLDERS THROUGH THE FIVE “STATES” OF OWNERSHIP

This continuous feedback loop requires ongoing measurement and review of progress against the program objectives (e.g., stakeholder surveys and feedback sessions)
6. DRAW ON THE STRENGTHS OF MULTIPLE MODELS, WHILE IDENTIFYING ONE COHESIVE APPROACH
6. REGARDLESS OF THE MODEL USED, THERE ARE A NUMBER OF COMMON CHANGE MANAGEMENT BEST PRACTICES

• Address the human side of change systematically
• Align change management efforts with program management efforts
• Change starts at the top and begins on day one
  - Visible and proactive leadership involvement is critical – employees are watching
  - Leaders must articulate a vision for the future and demonstrate their commitment
• Create ownership, not just buy-in, to sustain the change
• Communicate the change on all levels
• Assess the cultural landscape early and explicitly address culture
• Prepare for the unexpected
7. CASE STUDY: DATA QUALITY ADVANCED CAUSAL ANALYSIS

Problem Statement:
• Data quality issues limit the data that is available to be aggregated and included in the organizational baselines and models

Business Case:
• Expect that greater data quality will contribute to the organization’s ability to meet its quantitative objectives (through more robust baselines and models)
• Expect that greater data quality will result in greater range of data from projects being available for inclusion in the organizational baselines and models
7. CASE STUDY: ROOT CAUSE ANALYSIS RESEARCH

- **Measurement Analyst Survey**
  - Fishbone based on survey results led to potential root causes for the Data Quality issues

- **Research and Analysis Steps**

- **Standard Metric Definitions**

- **Industry Research on Data Quality**
7. CASE STUDY: SAMPLE DATA QUALITY ASSESSMENT

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7. CASE STUDY: DEVELOPING IMPLEMENTATION AND CONTROL PLAN

• Implementation Plan listed out tasks to be performed
  ➢ Training (Workshops, Just-in-time mentoring/OJT)
  ➢ Job Aids
  ➢ References
  ➢ Updated Metric Definitions

• Control Plan listed tasks to quantitatively monitored
  ➢ Data Quality dimensions
  ➢ Verified through independent quality audits aided by data analysts SMEs and through appraisals

• Regular updates to oversight group on the current status and results
7. CASE STUDY: DEPLOYING IMPLEMENTATION PLAN (EXAMPLES)

- **RASCI* Responsibility Matrix Activity**

- **Job Aids**
  - Role-specific changes: Before and After move to apply more advanced quantitative techniques to measuring the processes on the project
  - Detailed Metric Definitions Reference
  - References related to measurement, quantitative objectives, process performance baselines, predictive models

- **Specific measurement definition updates made to measurement documents with ripple impacts to project documents**

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<th>Tech Lead</th>
<th>Project Manager</th>
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<td>Identify/document collection approach</td>
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<td>C</td>
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<tr>
<td>Develop Measurement Plan</td>
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*Responsible, Accountable, Supported, Consulted, Informed*
7. CASE STUDY: PROCESS PERFORMANCE
BASELINE AND PROCESS PERFORMANCE MODELS
7. CASE STUDY: MEASURING CONTROL PLAN - DATA QUALITY ASSESSMENTS

- Monthly Data Quality Assessments conducted Independently by Organization for Projects
  - Coverage, Completeness, Accuracy measurements
  - Accuracy assessments looked at accuracy of some recent historical data and data coming in on a monthly basis (focus is on baseline data, data that appears inconsistent, new measures)

- As a result of the assessments, identified a need to continue to evaluate and track
  - An organizational quantitative objective related to data quality was developed and approved by senior management
  - Continuing to conduct Data Quality Assessments on an ongoing basis
QUESTIONS?

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