

# **Quality Culture and Capabilities**

**Jiwan Goyal**  
**27-Feb-2018**



# 3 Step Approach to transform quality culture



## Approach

- Conduct a comprehensive diagnostic
- ✓ Quality culture survey for 750+ employees
- ✓ Focus group discussions with 90+ employees
- ✓ Structured interviews with plant leadership

## Approach

- ✓ Designing interventions and cultural initiatives around Influence model
- Refine based on top management inter-views & key stakeholder inputs

## Approach

- ✓ Implement all cultural initiatives across one of manufacturing sites
- Design and implement review cadence for all initiatives
- ✓ Track key input and outcome metrics to measure the impact

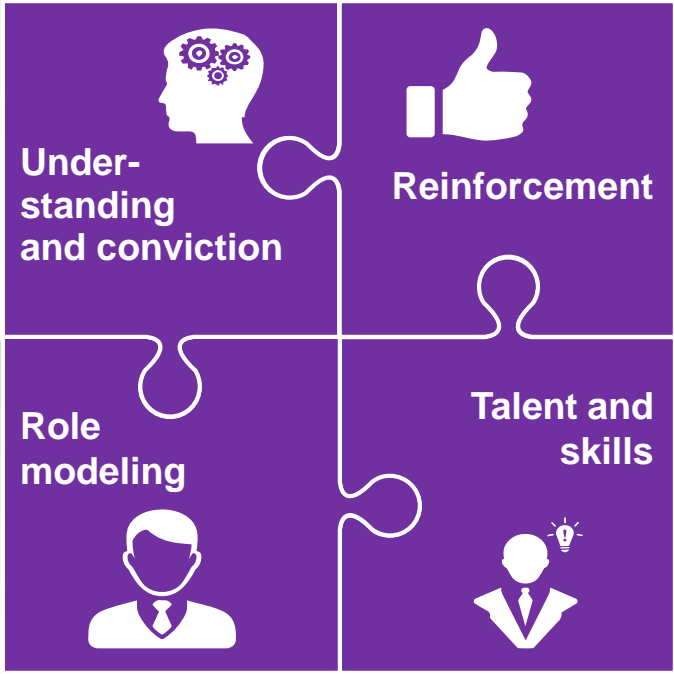
## Deliverables

- Clear articulation of **mindset shifts** to be targeted
- Set of **cultural initiatives** to drive the desired mindset shifts
- Rollout of initiatives
- Metrics to track impact


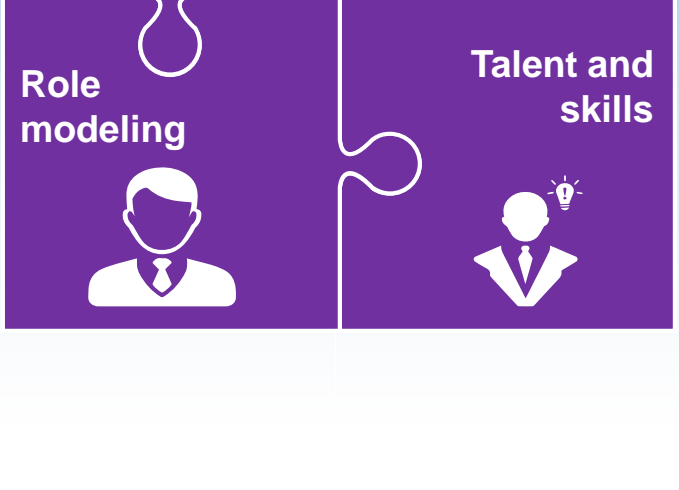
## 4 mind-set shifts targeted

- A Quality focus
- B Quality ownership
- C Quality empowerment
- D Confidence / All time audit readiness

# 8 Initiatives prioritized to drive cultural shifts

<p><b>1</b> Drive a <b>comprehensive communication work plan</b> to reinforce the importance of quality <span style="float: right;">A B C D</span></p> <p><b>2</b> Design and implement <b>cross-functional forums</b> to <b>empower shop floor employees</b> <span style="float: right;">A B C</span></p>		<p><b>8</b> Strengthen <b>LDMs</b> into a robust <b>shop-floor management system</b> <span style="float: right;">A B C D</span></p> <p><b>7</b> Drive periodic <b>shop floor best practices campaigns</b> to improve worker practices, <span style="float: right;">A B C</span></p> <p><b>6</b> Drive a structured <b>quality recognition program</b> <span style="float: right;">A B</span></p>
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**SUCCEED** Dr.Reddy's

**Quality is our responsibility**

Excellence in Quality begins with you!

**SUCCEED** Dr.Reddy's

**You are empowered!**

You are empowered to make a difference!

**Hygiene – Hand Wash Best Practices**

What will risk lives of patients

- Not spending enough time to wash hands.
- Not using soap to wash hands.
- Going on shop-floor without washing hands.

Your hands are home to millions of hidden germs.

The Right Way is the Only Way to Achieve Quality Excellence

Good Health Can't Wait.



**Leaders' Message**

**Dr.Reddy's**

**CONGRATULATIONS !!**

Congratulations everyone for a successful Mock FDA inspection.

This inspection proved that now we are ready for FDA inspection.

Keep up the good work in our journey of continuous improvement.

We should continue our aim for "All time compliant & ANY TIME AUDIT READINESS"

▪ **Town-hall / Plant-wide energisation** covering all employees

▪ **Print media – stickers, posters, standees, newsletter – at visual locations across plant** (quality oath, etc.)

▪ **Messages and Videos on Shop floor TVs / Digital Notice boards**

**Driven 50+ communication initiatives to improve understanding and conviction**

## Quality ambassadors launched

Dr. Vasi, I have so many questions around labelling?

Don't worry Chitti!

I am the labelling Guru and I will answer all your questions

The communication ambassadors helps in communicating messages around campaigns and other best practices through Digital Notice Boards, posters etc.

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**4** **Build middle management capability** (to role model right behaviors) **A B D**



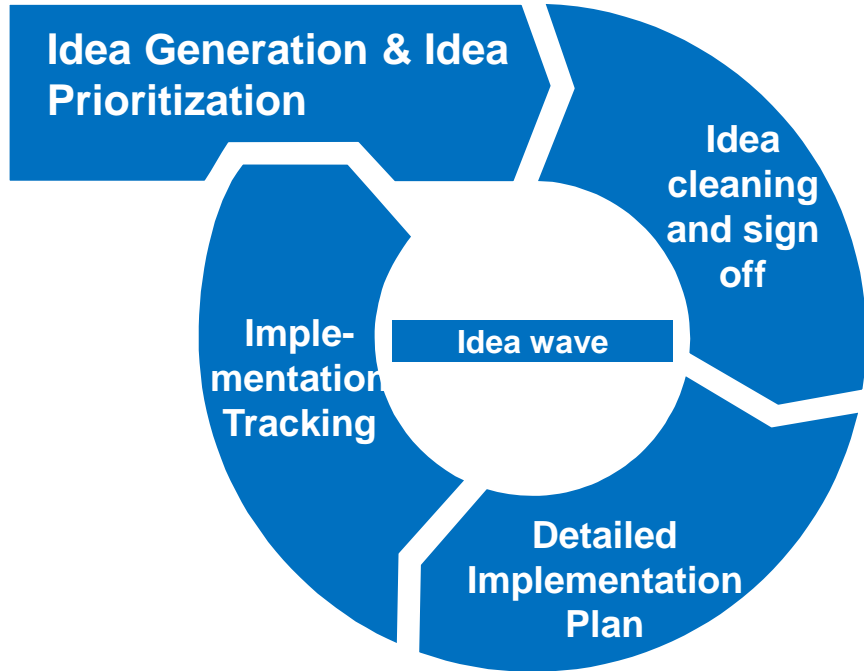
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# Cross-functional forums to empower shop floor employees



**250+** ideas generated for improvement





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## Snapshots

**現場**

Gemba =  
The real place

*Gemba-walks (or short Gemba) refers to **managers' obligation to visit the place where value is created, to gain new insights and identify improvement opportunities through direct observation and engagement and to role-model desired behaviors***

Reveals new insights and opportunities

### Preparation (~15 min)

- Prepare for the walk by gathering information as needed (e.g., Quality Index, Deviations/Incidents, last perf report, ...)
- Reflect on action points from last walk
- Review do's and don'ts to be observed

### Floor walk (30-45 min)

- Observe the conditions and behaviors in the zone, and ask basic questions and engage people
- Record observations follow-up

### Validate & plan action (~15 min)

- Discuss and problem solve observations with relevant personnel to understand deeper underlying issues and identify potential

### Plenary meeting (~15 min)

- Conduct a short plenary session to interact and motivate all the employees in the area (optional)

**I have the authority/ power to drive quality outcomes**



### Do's

- Recognize and appreciate all** the ideas and suggestion given by the shop floor employees
- Thank** the shopfloor employees for their constructive participation



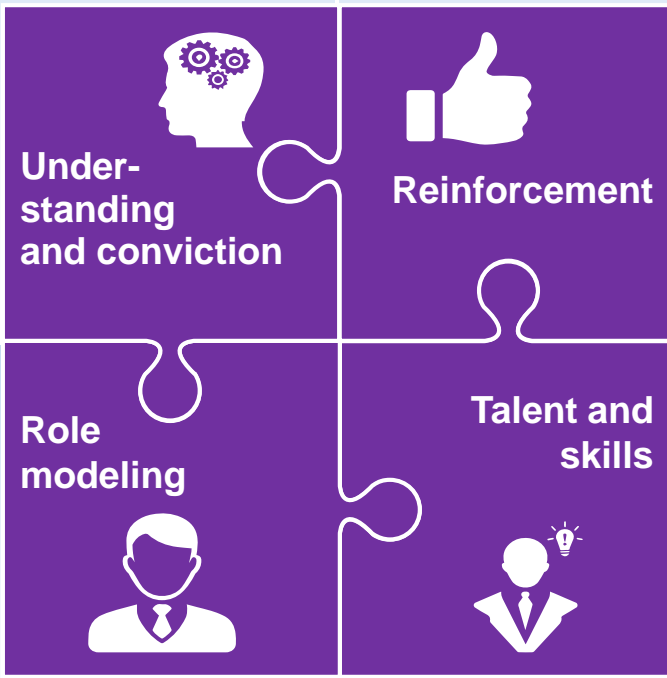
### Don'ts

- Do not **dismiss/disregard** any idea on the shop floor even if it might be irrelevant
- Do not make 'Observations' as a basis for taking **disciplinary action**
- Do not frown or do anything suggestive of **non-constructive criticism** during the walk, e.g., **reprimanding an employee for incorrect procedures being followed**



- Training completed before initiating focused Gemba walks for Site leadership & HODs
- Role Modelling right behaviours through capability building

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# Imparting Talent and Skills – e.g. building in confidence

Interventions	Description	Sustainability
1	<b>Class room sessions by expert facilitator</b>	Timely refresher sessions delivering similar messages
2	<b>Digital Notice Board (DNB) communication</b>	Weekly messages
3	<b>Shop floor audit simulation</b>	Continue as part of plant Gemba

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# Rewards and Recognition Program towards Quality

## Reward & Recognition at FTOs

### Award Themes

- 1 BEST KEPT WORK PLACE**  
Adherence to cleaning practices  
Category - Team, awarded Rs.50/employee  
Frequency - As and when (Only Combo Wall)
- 2 ZONE LEVEL SAFETY**  
Quality of 50I rounds, Immediate CAPA implementation on unsafe act/unsafe conditions, On-time closure of CAPA with effective control  
Category - Team, awarded with Rolling Trophy, Frequency - Monthly
- 3 LDM WORK TEAM**  
Work Team Score Card, Consistently done, LDM process constructed, Best performing KPIs  
Category - Team, Frequency - Monthly / Quarterly / Annual
- 4 STAR CAPS - SAFETY, QUALITY & ESD**  
As per defined KPIs of respective star cap zone  
Category - Individual, awarded Rs.500/employee  
Frequency - Monthly

- 5 KAIZEN - COST, QUALITY/SAFETY, PRODUCTIVITY**  
Quality & business impact of kaizen  
Category - Individual, awarded Rs.1000/employee  
Frequency - Monthly
- 6 SPOT AWARDS**  
Based on HOD's discretion  
Category - Team/Individual, awarded Rs.90/employee  
Frequency - As and when
- 7 EXCELLENCE IN DELIVERY (SKU)**  
95% of the SKUs Planned for the month  
Category - Team, awarded Rs.80/employee  
Frequency - Monthly
- 8 BEST INCIDENT INVESTIGATION/BEST INVESTIGATION REPORT**  
Quality of investigation, feasibility, Effectiveness of CAPA/PCA & Repetitive incidents, Technical drafting  
Category - Team, awarded Rs.500/employee, Frequency - Monthly
- 9 OOS - INVALID**  
Category - Team, awarded Rs.100/employee  
Frequency - Monthly
- 10 EXCELLENCE IN ENABLING**  
Excellence in performance  
Category - Individual, awarded Rs.500/employee  
Frequency - Monthly



# Focused shop floor campaigns

## Shop floor practices campaign (prioritized for roll-out over 8-10 weeks)



**1** Gowning, Hygiene and discipline



**2** Labeling



**3** SOP Simplification



**4** Documentation



**5** Facility Upkeep



Daily messaging at the LDM board



Gowning Demo in change rooms

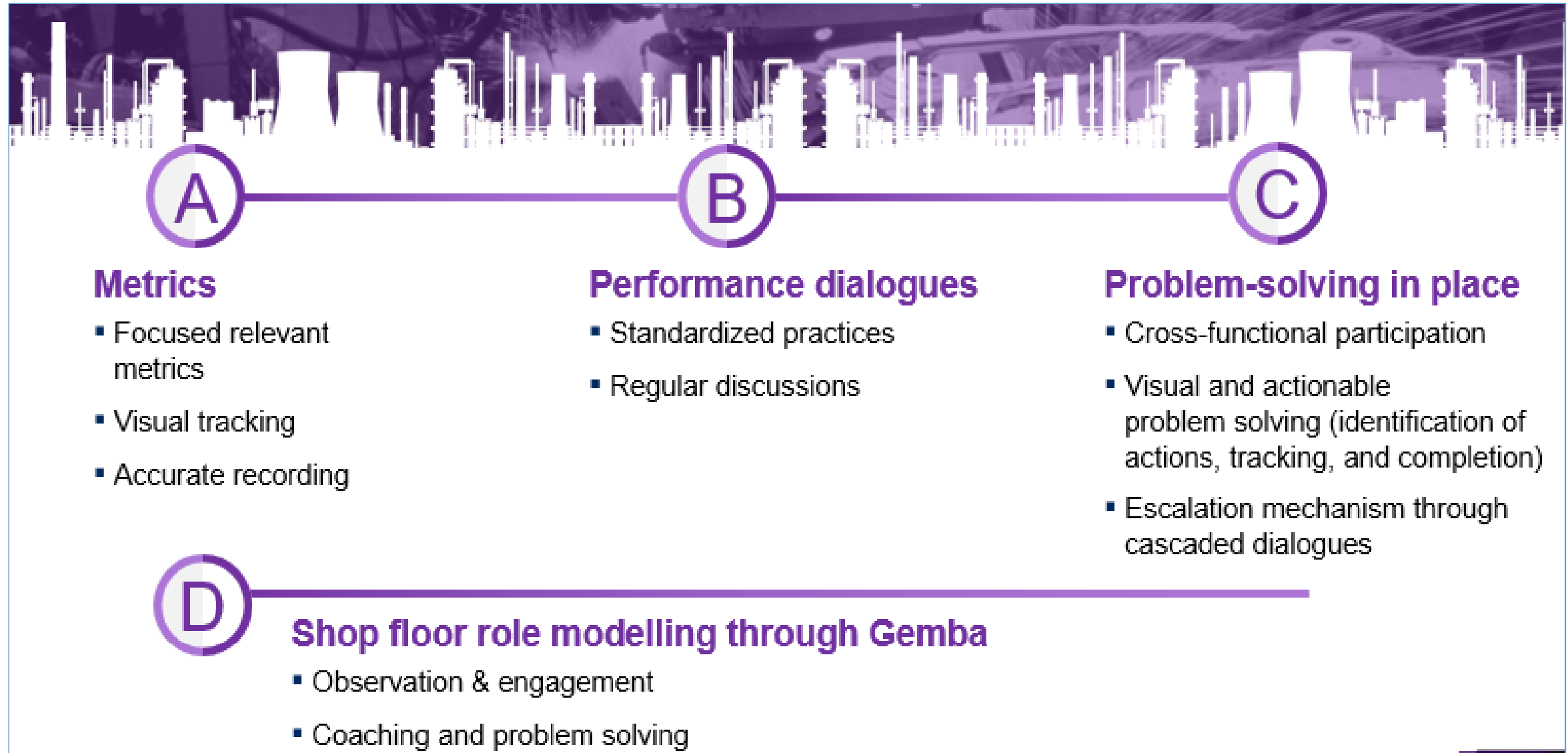


R&R for effort in campaign



Quality is our responsibility. Because lives depend on it.

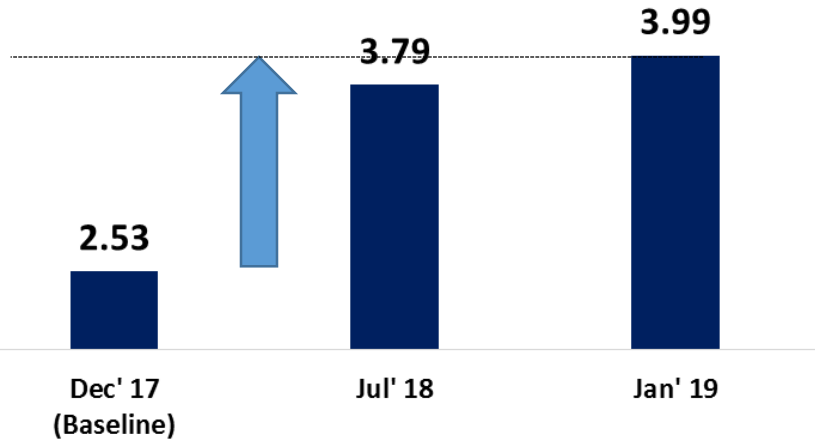
Labelling practices awareness campaign



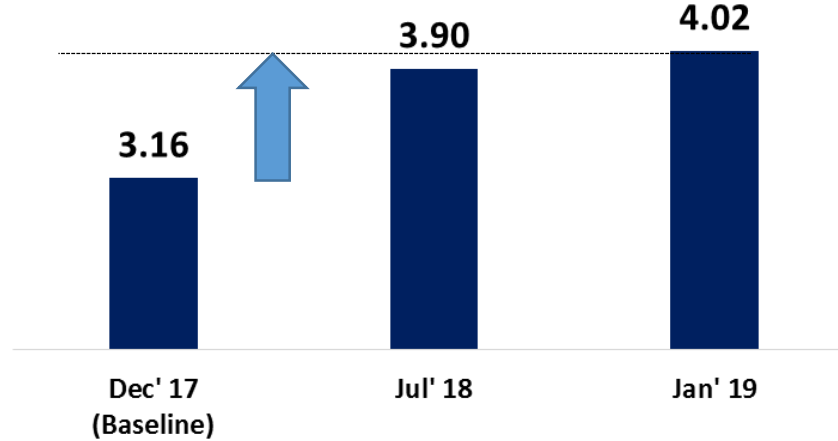


# Impacts from Interventions (1/2) – Culture Mindset Shifts

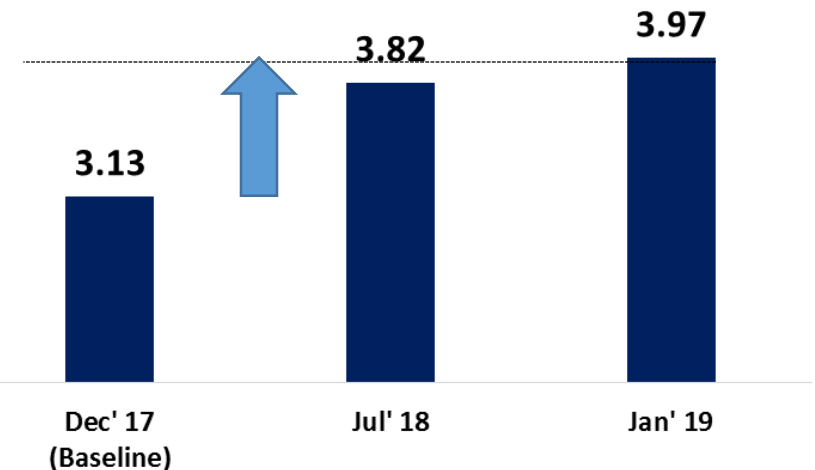
Achieving high quality is more important than achieving delivery targets



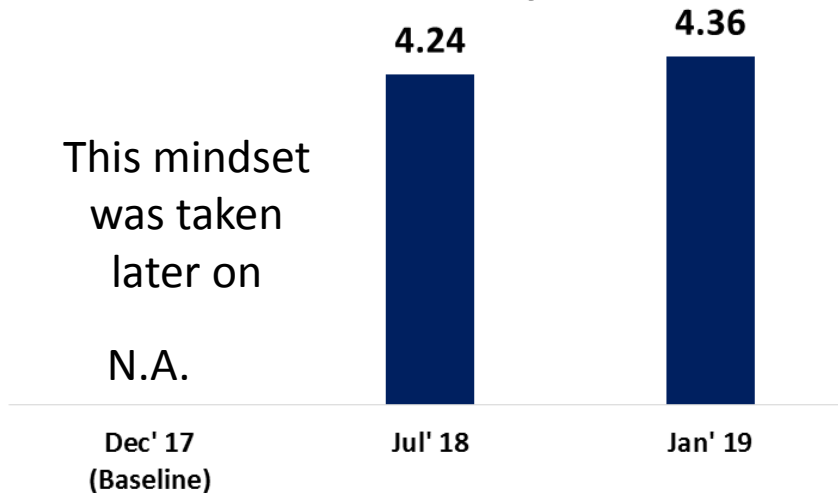
I have the authority/power to drive quality outcomes



I am responsible for quality and collaboration



I am fully confident about the processes and can face the auditor anytime

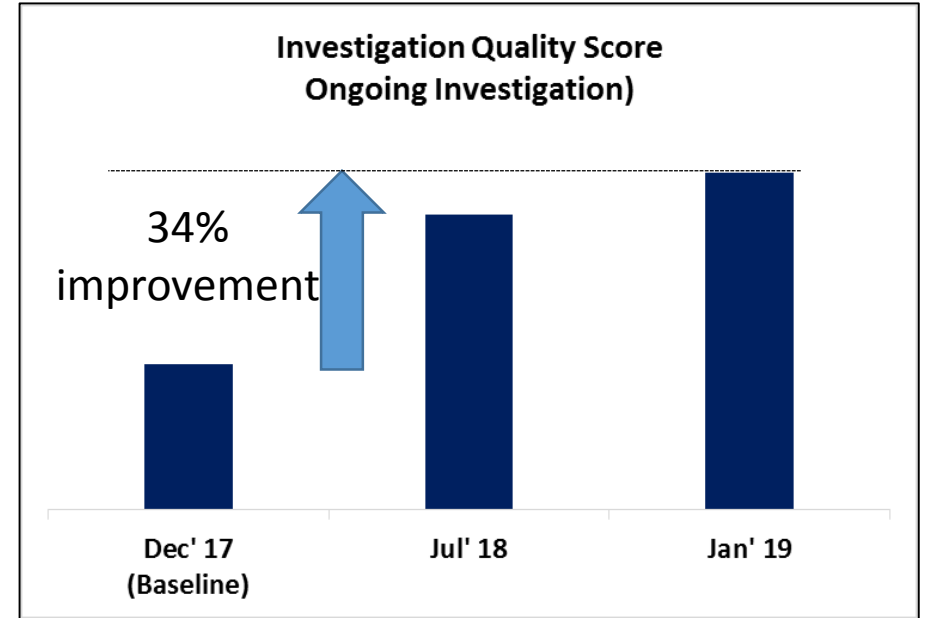
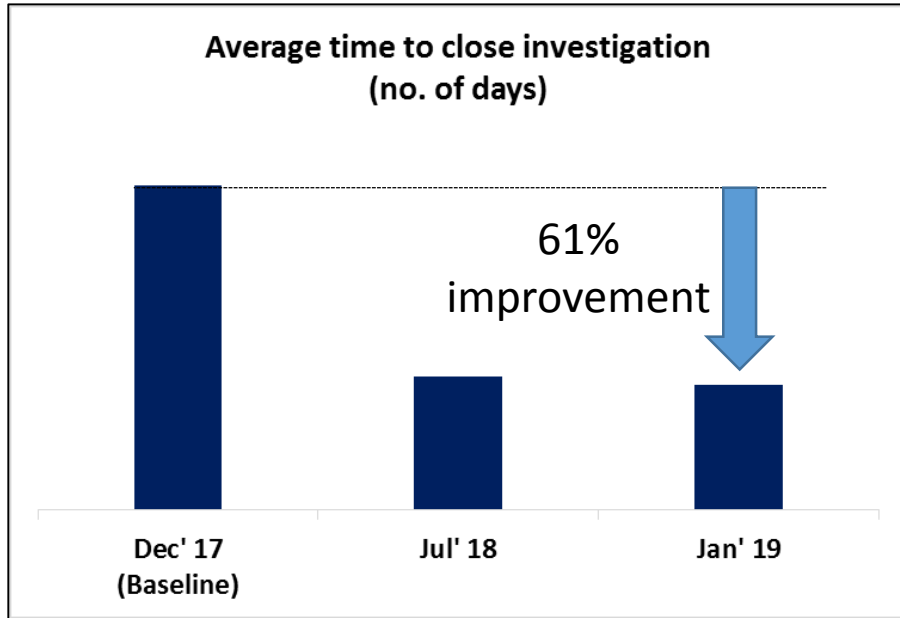


This mindset was taken later on

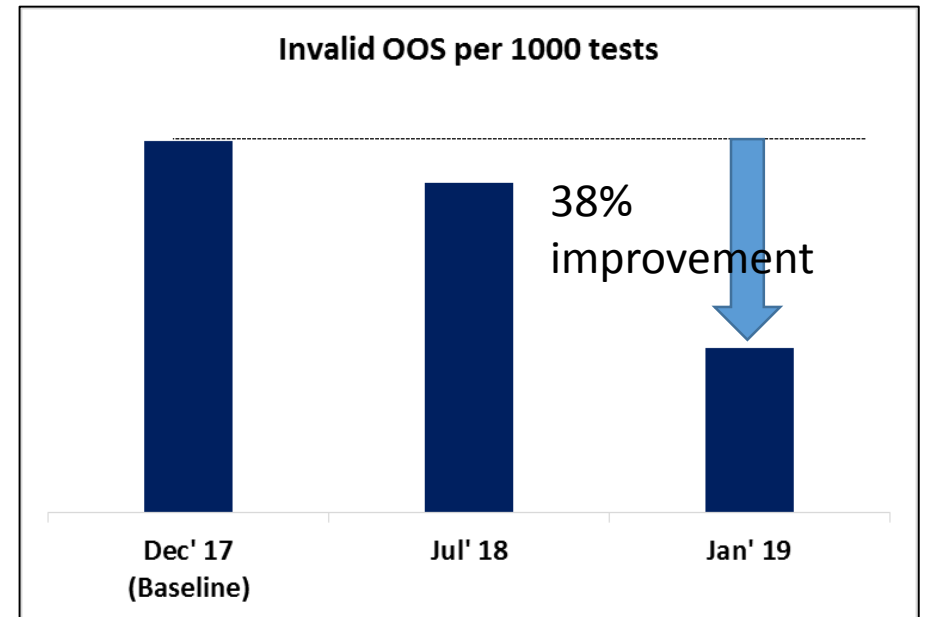
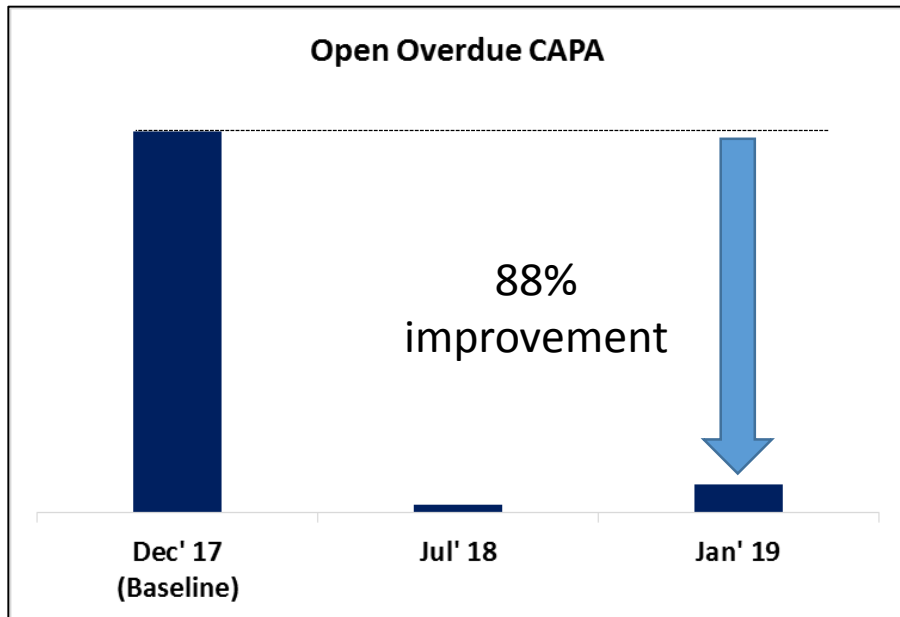
N.A.

- **Biggest impact** : Operators and SMEs look straight into eyes of visitor and answer any queries asked
- **Biggest impact** : Operators and SMEs don't feel scared to say "I don't know" – let me come back to you
- **Biggest impact** : Operators and SMEs started correcting / objecting inappropriate behaviours of seniors / visitors when observed

# Impacts from Interventions (2/2) – Quality Metrics



Time of closure of investigation also impacts quality of investigation



All Indicators are showing sustained improvements over months now

**Thank You**

**Jiwan Goyal  
27-Feb-2018**