



What do they do when you're not there?

Looking Beyond procedures in assessing our suppliers

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Key topics



Typical signs of "good" and "bad" organizational culture, specifically with respect to quality

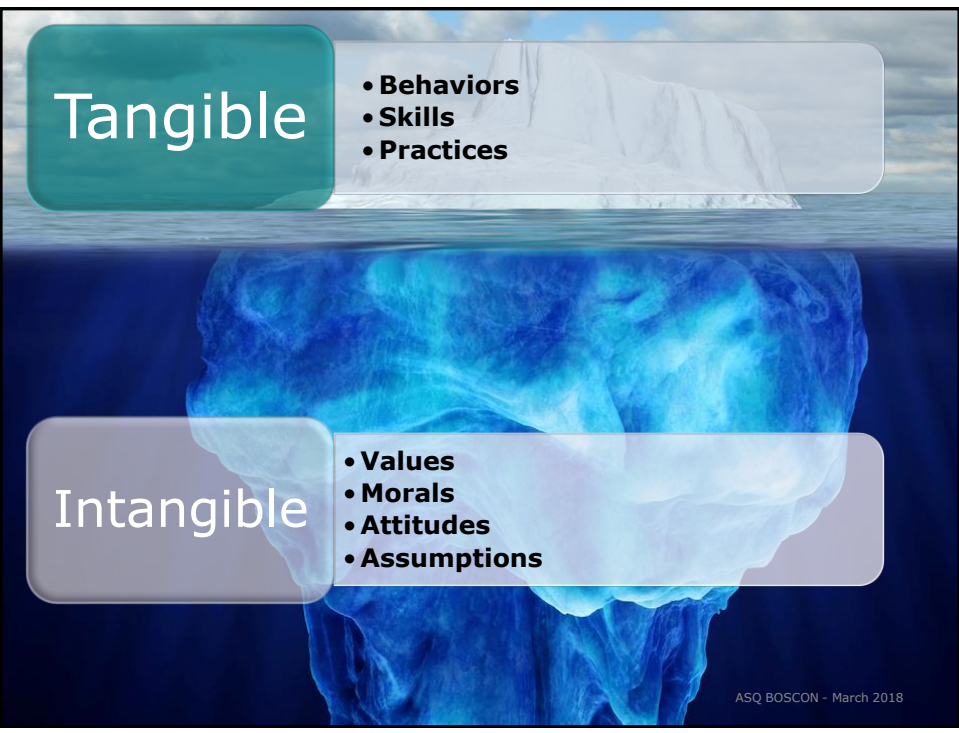
Integrating cultural assessment into a supplier management program

Techniques for gathering "data" on an organization's culture during an on-site assessment

What is culture?



Culture is the *personality* of an organization and is driven by the *assumptions, values, norms and behaviors* of the employees.




Typical Quality Culture Descriptions

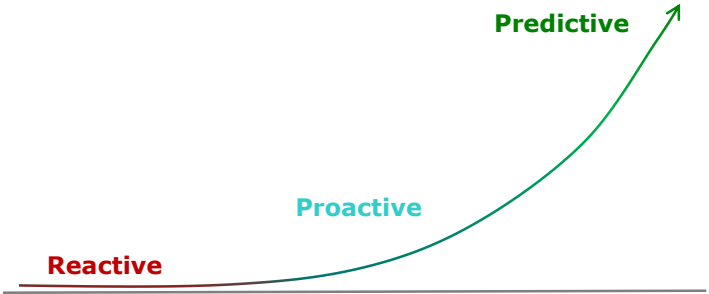


Undesirable	Desirable
Reactive / Firefighting Finger pointing Drinking from a fire hose Pound out the pounds Do what you're told We've always done it that way Quality is QA's job Silos	Proactive / Continuous Improvement Root cause focused Planned and managed Right the first time Empowered employees There is always a better way Quality is my job Teams / Collaborative

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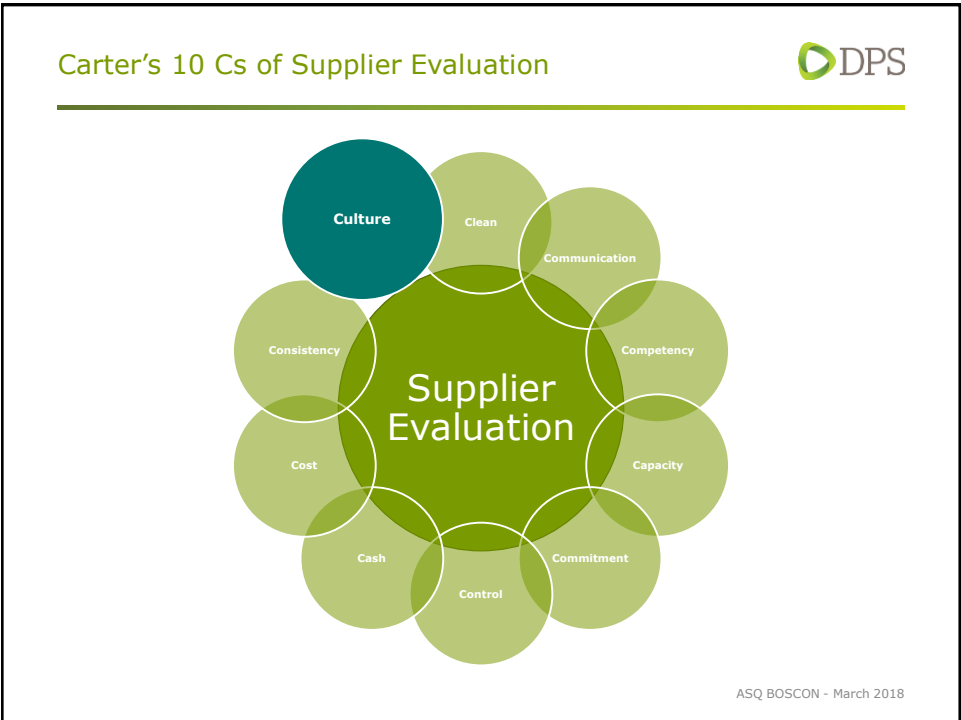
Types of Quality Cultures





	Reactive	Proactive	Predictive
Key Behaviors	Error detection & resolution Siloed thinking Repeated mistakes	Error prevention Teamwork Lessons identified	Continual improvement Collaboration Knowledge sharing
Metrics	Basic and focused on issue tracking	Static KPIs and basic dashboards – internally focused	Adaptive KPIs and integrated dashboards – entire supply chain

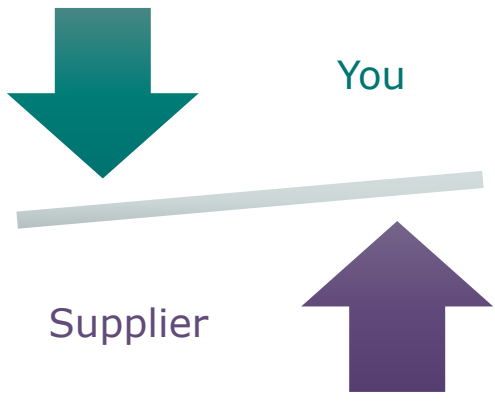
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Prepare: Understand your own culture



- Values?
- Key Cultural Dimensions and Indicators?
- Mindsets?



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Questionnaires / Self- Assessments



Typically used for quick, initial information gathering

- Basic facts and figures
- Often yes/no or fill in the blank structure

2 Organisation Structure, Personnel and Training

2.1 Do you have an organisational chart?
 Yes No
 If yes, please provide a copy of the organisational chart.

2.2 Do you have position descriptions?
 Yes No
 If yes, please provide a copy of the position descriptions for the head of quality and warehousing.

2.3 Is the quality department independent of sales?
 Yes No Not applicable

2.4 Please confirm the approximate number of employees in each of the following areas?
 Quality:
 Sales:
 Warehousing:

2.5 Do you have specific health requirements for employees and contractors?
 Yes No
 If yes, please explain the specific health requirements for employees and contractors.

2.6 Do you have specific dress regulations for employees and contractors?
 Yes No
 If yes, please explain the specific dress regulations for employees and contractors.

Not helpful in assessing culture!

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Looking at Culture: The Tour



Keep your eyes open for cultural indicators



the relationship, not just the bottom

at share their expertise through a

Looking at Culture: Other observations



Cultural observations don't stop on the tour....

- **Opening and closing meetings**
 - Start on-time and don't drag on
 - Level of engagement
- **Document reviews**
 - Request response time
 - Handing of pre-requests
- **Management Reviews and Trending**
 - Frequency
 - Content

Looking at Culture: Examine Major Events



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Looking at Culture: Interviewing



Ask lots of questions then....Listen, listen and listen!

- Look for non-verbal clues especially for disconnects
- Tune in to what they're saying, recap, then record

Governance	Communication and Collaboration	Continuous Improvement	Mindset and Attitudes
<ul style="list-style-type: none"> • How are objectives and KPIs determined? • How are they monitored? 	<ul style="list-style-type: none"> • How did you solve XYZ problem? • How was XYZ (an issue) communicated and to whom? 	<ul style="list-style-type: none"> • How did you achieve a XX% reduction in deviations? • How did you achieve a XX% increase in on-time shipments? 	<ul style="list-style-type: none"> • Tell me about your role in XYZ. • Describe the approach you used in making XYZ decision.

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Audit Wrap Up



Include any concerns during closing meetings – no surprises!

Include in summary section of reports - not as specific findings

Ensure cultural concerns are understood internally

- Improvement plans
- Coaching / mentoring

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And then?



Select performance metrics that include cultural dimensions

- On-time deliveries / Right the first time
- Complaint rate
- Repeat corrective actions
- Etc.

Know triggers for re-assessment

- Major events
- Decline in performance metrics

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**Thank you
for you time!**

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