



INTERNATIONAL  
QUALITY  
AWARDS  
2020

**Jacobs Global Quality Team**

**Finalist** | Quality Team of the Year Award



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LEADING QUALITY FOR 100 YEARS



# Case Study

**How Jacobs reinvented  
its quality team as part  
of its transformation**

In partnership with



**UKAS**

# How Jacobs reinvented its quality team as part of its transformation

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## Jacobs Global Quality Team

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### AWARD CATEGORY

Quality Team of the Year Award

### NAME OF AUTHOR(S)

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## EXECUTIVE SUMMARY

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Jacobs' Global Quality team needed to align with and support the new strategic ambition to become 'a company like no other'. This required a new quality and performance improvement strategy, a new approach to process and system, a high-performing Quality team, and real business buy-in, including leadership from the Senior Leadership team.

“I really appreciated the structured approach to the creation of the quality strategy and the development of the quality team.”



## CONTEXT

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As an organisation, Jacobs has undergone a major transformation. The aim was to position the company as a premium solutions provider, capable of solving the most complex challenges to create a more connected, sustainable world.

Recently, Jacobs refreshed its vision, mission and values and updated its commitments in areas such as sustainability, diversity and inclusion. The overall ambition was to become 'a company like no other' with a new Jacobs brand.

To align with this new Jacobs strategy, the Quality team chose to undertake a fundamental review of how it would have to change to be able to support the company's ambition. This led to a refresh of the team's purpose, strategy and approach. These can be summarised as follows:

- Connection of the extended Jacobs quality and performance community into a true network and community of practice with a profound, deep connection to the business. This included the refreshment and delivery of the global Business Management System (BMS) and Intelex software rollout projects.
- A coherent global quality and performance strategy with buy-in from internal customers and other interested parties.

The Quality team had to create cross-organisation traction to be able to deliver the major programmes it was responsible for. To do this, the first step was to be in a position to update the BMS and the environment, health & safety and quality (EHSQ) process management tool, Intelex.

A global organisation presents significant communications challenges. It is difficult to establish a genuine, connected community of practice. The global quality organisation had to engage with a dispersed community of quality and performance professionals. Through this group, the team was then able to engage with all the key interested parties.



## HOW QUALITY MANAGEMENT HELPED

The Jacobs Quality team supported the organisation's transformation through:

- increased emphasis on providing customer solutions to help to reinforce the quality message
- emphasising the governance offered by its BMS
- a focus on creating and promoting a quality culture
- aiming to achieve excellence throughout the whole organisation, with quality as everyone's responsibility.

The Quality team identified the 19 process elements that make up the BMS – divided into core and supporting processes. They appointed owners for each process, with clear accountability for:

- developing BMS content
- ensuring compliance with relevant obligations
- establishing communication and training requirements
- developing audit and assurance arrangements to show the implementation of their process.



“Jacobs used the SIPOC approach (suppliers, inputs, process, outputs, customers) to develop the essential requirements for each process.”



## GOVERNANCE

The Quality team identified the following three points as central to the delivery of the Governance approach at the heart of the Jacobs strategy:

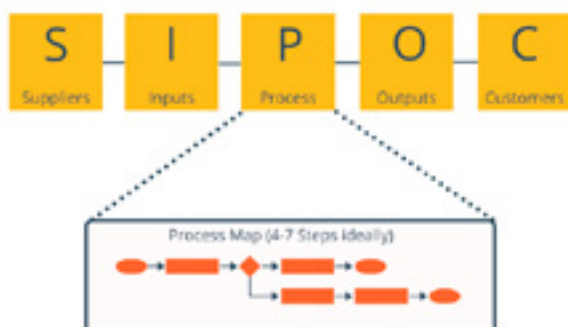
- The team leading the deployment of the global BMS and its associated assurance and audit requirements
- The appointment of senior process owners for all BMS processes and any associated applications
- Formalisation and enhancement of the governance processes within the developing global BMS

As Jacobs developed the BMS, the team reviewed each process. Taking into account:

- existing arrangements
- input from subject matter experts (SME) both inside and outside the business
- the requirements of process customers and end-users
- the requirements of legislation and standards.

Jacobs used the SIPOC approach (suppliers, inputs, process, outputs, customers) to develop the essential requirements for each process. The team had to make sure that each process could be applied globally. The processes were then documented and reviewed by the Line of Business (LoB) teams. Processes were then reviewed through global governance before launch and implementation.

### The SIPOC Model





## ASSURANCE

The Quality team is central to providing effective, independent, risk-based assurance and audit. Assurance processes are used to inform the Executive Leadership team (ELT) of the effectiveness of their control measures.

In order to ensure the new BMS operates as planned, the Quality team had to establish effective measurement and reporting tools across the organisation.

In the same way as it has reviewed the organisation's processes, the team revisited existing process measures and key performance indicators (KPIs). Jacobs established measures to cover monitoring at a range of levels:

- Project
- Overall business
- Operating unit

Process measures cover the full range of the organisation's activities:

- Environment, health and safety
- Security and resilience
- Sustainability
- Quality
- Finance
- Commercial
- Legal
- Risk
- Project delivery

These measures are collected, reported and aggregated to provide data the organisation can use to make decisions.

Integral to implementing the BMS processes, and based on risk, Jacobs determine the assurance and audit requirements across project lifecycle activities and processes. There are appropriately independent, competent organisations.

Assurance covers the full range of projects, clients, activities and sectors.

As a fundamental part of this, the team must:

- Lead the deployment of assurance and audit activities required in the global BMS and in each process.
- Drive the delivery of audit and assurance activities at the project, programme, operational unit, business unit and line of business level across the organisation.
- Lead the deployment of the Intelex application. The application is used for the planning, execution and follow up of assurance and audit activities. The application is used across multiple disciplines globally.

“Integral to implementing the BMS processes, and based on risk, Jacobs determine the assurance and audit requirements across project lifecycle activities and processes.”



- Ensure that the results of assurance and audit activities are collected, collated, analysed and reported to management, senior and executive leadership teams. The results inform them of performance and trends. Assurance activities are further supported and enabled by the Intelex application.
- Support and execute assurance activities themselves
  - lead and carry out audits of projects, programmes, suppliers and processes
  - specify and undertake quality control inspection activities.
- Ensure that the outcomes resulting from assurance activities are created, captured, addressed and closed out, demonstrating the effectiveness of the action taken. Outcomes can be nonconformities, corrective actions, preventive actions and performance improvement notices.
- Ensure that an effective management review is undertaken. This brings together all of the results of the governance, assurance and improvement activities. The review provides a balanced overview of the organisation's performance and any required improvement priorities.
- Deploy Intelex as an enterprise-wide EHSQ assurance application, supporting the revised audit and assurance processes within the BMS.
- Refresh the BMS to address assurance requirements across all topics and processes.
- Introduce and report common assurance metrics and KPIs.
- Ensure regular reporting of cross-business metrics and KPIs.
- Carry out regular analysis and action around the conduct and reporting of the assurance and audit schedules.

These activities are carried out and reported across the business to determine the degree of compliance with planned arrangements. The global quality team undertakes, supports and champions assurance in all its forms across Jacobs.





## IMPROVEMENT

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The Jacobs Global Quality team understand that improvement is fundamental to the role of a quality and performance professional, and address this in a number of ways:

- Global Quality is the owner, sponsor and champion of significant enterprise-wide improvement projects. These have delivered clear benefits to Jacobs.
- The refreshed global quality and performance strategy has the identification and delivery of improvement at its core. This has two aspects
  - the Quality team delivering improvements by itself
  - enabling the delivery of improvements by the organisation as a whole.
- The core activities of the Quality team (covered earlier) give rise to improvement activities that are formally captured and tracked for completion. Completion and the effectiveness of actions are tracked within the Intelex application.
- The Global Quality team sponsors and champions the Jacobs Performance Excellence Awards (PEA) and Re-Inventing Excellence Awards (REA), which recognise 'above and beyond' delivery excellence for Jacobs' clients and customers. The awards also identify processes and approaches that can benefit delivery across the organisation.

The Quality and Performance team has many members, skilled in a wide range of improvement tools and techniques, including:

- Lean
- Six Sigma
- Statistical process control
- Pareto analysis
- 5S
- 5 Whys

Team members use these tools to deliver improvements at all levels across the organisation.

The team improvement commitment is embedded in its brand identity – 'Challenging Today. Reinventing Tomorrow.'

Global BMS implementation and adoption has led to clear, consistent delivery achievement. Jacobs has also retained its third-party certification around the world.



“The Jacobs submission demonstrated effective leadership by the Quality team in driving the transformation of their global management system, and in securing strong support of process owners and senior leaders to ensure the Business Management System delivers the value envisioned.”





## LEADERSHIP

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The extended quality and performance community within Jacobs has always had members who are recognised as quality leaders and subject matter experts in areas of the business. They have contributed to the establishment of quality within the Jacobs organisation.

Within the latest evolution of the organisation described earlier, the role and importance of quality have been raised again. There is clear accountability for functional leadership established at the ELT level. Jacobs recently appointed a vice-president (VP) with accountability for global quality. The appointed VP had extensive leadership and quality and systems experience. He has been given the mandate to revise and refresh the quality and performance strategy. This involves establishing a strong leadership role for quality and performance professionals throughout the organisation. The mandate is supported by clear accountabilities for quality and performance professionals. Jacobs also provides a clear pathway for career development. Quality and performance professionals can see where they are on the pathway and what they need to do to get to where they want to be.

The quality community engages at all levels. Quality has a seat at all the relevant tables. Quality and performance professionals attend key business meetings at all levels and provide input in terms of quality KPIs and assurance performance as well as an expected independent challenge. These meetings include operational performance reviews (OPRs) and project administration reviews (PARs).

Leadership and capability are key themes of the quality and performance strategy. Quality and performance professionals have never been more visible and engaged with the business. It has a recognised value proposition and leads by example on performance reporting and improvement.

Quality is seen as everyone's accountability.

“Quality is seen as everyone's accountability.”



## RESULTS

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Recently, Jacobs refreshed its Vision/Mission/Values and updated its commitments in areas such as sustainability, diversity and inclusion. The overall ambition was to become 'a company like no other' with a new Jacobs brand. All of this has received positive feedback from our interested parties.

These included the global Business Management System (BMS) and the EHS&Q process management tool. This enabled the integration of the quality community at all organisational levels, across all business activities and regions.



## KEY TAKEAWAYS

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- **Quality strategy** – Align quality strategy with business ambition.
- **Quality team** – Develop the structure and community for quality professionals to develop and support the organisation's strategy, including a clear and aspirational pathway for career development.
- **Quality focus** – Continually focus on communicating the value of quality for all levels in the business.
- **Performance improvement focus** – Help the business with its performance monitoring, to make the link with improvement, and equip staff with the capabilities for managing formal improvement projects.

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