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Quality is used to help the organisation raise the bar during its structural and cultural change.



Jacobs

AWARD CATEGORY

Quality Organisation of the Year (LGE) Award

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When you set out to change your own organisation you have to look at your public statements. Jacobs' strapline is: 'Challenging today. Reinventing tomorrow.'This is a clear commitment to raising the bar in everything they do. This has to be reflected in the internal changes that are made and how they are deployed.

"Challenging today. Reinventing tomorrow."

"At Jacobs, we make the world smarter, more connected and more sustainable."



Jacobs is a global organisation with a talent force of approximately 52,000 and annual revenues of US\$14bn.

The company's mission statement is: 'At Jacobs, we make the world smarter, more connected and more sustainable.'

Jacobs works with public and private sector organisations in more than 50 countries around the world and delivers solutions for its clients in the areas of:

- Program and construction management
- Strategic consulting
- Operations management
- Design and build
- Construction, maintenance and turnarounds

US\$14BN annual revenue

52K talent force

50+







HOW QUALITY MANAGEMENT HELPED

With changes to the company's strategy and organisation, the Jacobs Quality team saw the opportunities to:

- use the increased emphasis on providing customer solutions as a way to help reinforce the organisation's quality message
- emphasise the governance offered by its Business Management System (BMS).

Jacobs approved a Global Quality and Performance strategy. The strategy included a strong focus on creating and promoting a quality culture. The aim was to make quality everyone's responsibility and achieve excellence throughout the whole organisation.

Over the previous two years, Jacobs had launched its Global BMS as the foundation of process management. The aim of the BMS was to standardise Jacobs' approach across the entire 52,000 person enterprise.

To support the transformation project, Jacobs operated a clear project management approach and selected an industry-leading environment, health & safety and quality (EHS&Q) management system application, Intelex. The software was intended to be the repository, management, approval and archiving platform for all BMS content. This standardisation

initially met with resistance, as some employees perceived a loss of control of their content. With a 'firm but fair' approach, the Quality team provided support and resources for employees to bring their content into the BMS environment, where it was controlled and visible to all that needed it.

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/training requirements
- developing audit/assurance arrangements to show the implementation of their process.

A core element of this transformation was the team running process-development sessions covering suppliers, inputs, processes, outputs and customers (under the SIPOC mnemonic). The sessions involved the process owner, subject matter experts, end users and other stakeholders. The outputs from these sessions were global policies, procedures and instructions for each process.



"Jacobs made a series of acquisitions and divestments to focus on long-term, high-value target business sectors."



CONTEXT

Jacobs set out on a transformation to become 'a company like no other'. It recognised that this involved a cultural journey as well as process and organisational change.

Any change brings with it opportunity and risk. For Jacobs to transform the organisation in this way required significant controls to ensure customers would continue to be served and satisfied.

An early phase of the transformation was to reach out to, listen to, consult and communicate with the many and varied interested parties:

- Customers/clients
- Regulators/legislators
- Government agencies and policy formers
- Pressure groups and special interest groups
- Professional and learned societies
- Our employees and networks
- Financial institutions

The transformation included a major new declaration of the company's vision, mission and values. There was an increased focus on being seen as a solutions provider.

To achieve this, a major reshaping of the core business was required. Jacobs made a series of acquisitions and divestments to focus on long-term, high-value target business sectors.

Changes to the organisation included the leadership teams throughout. The aim was to reinvigorate the leadership and promote diversity and inclusion. At the same time, Jacobs sought to renew its commitments to major environmental protection and sustainability performance. This included signing up to United Nations' sustainability goals and carbon neutral targets. In recognising inclusion and diversity in support of its employees, Jacobs promoted a range of new and existing employee networks. That support extended to organisations, institutions and external networks such as Women in Nuclear UK.



GOVERNANCE

The new Executive Leadership team (ELT) launched a major engagement to communicate and embed the new vision, mission and values and to translate these into tangible actions throughout the organisation.

Central to this was a recognition that, as a solutions provider, the company's greatest ambassadors are its people. Jacobs refreshed and promoted a range of activities:

- Supporting local communities around the world
- Strengthening, enabling and empowering multiple employee networks using a range of IT tools
- Ensuring its words were matched with actual deeds

Throughout the Covid-19 pandemic, Jacobs worked to preserve and support jobs. It did this to be able to support its clients' current needs and to position the company to continue to serve them in the future.

As part of its drive to have an effective quality culture, Jacobs revised and refreshed its internal awards programme (Performance Excellence/Reinventing Excellence) to promote excellence in all the company's activities.

In establishing the BMS, Jacobs ensured appropriate review and approval of content, prior to publication.

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"Having rolled out the BMS, the Jacobs team looked to ensure that effective feedback was in place to show that governance controls were working effectively."



The transformation of the Jacobs organisation required careful, considered management of its resources:

- Positive management of cash and capital, as reported through internal governance to company shareholders and stakeholders.
- Deployment of employees on the correct, highest priority work, both project and back-office staff.
- Maintenance of a portfolio of Jacobs office locations in appropriate geographies to meet client needs and expectations.
- Maintenance of an approved supplier list of organisations to provide additional/specialist capability and capacity to meet Jacobs' client needs.

All of these resource needs were successfully managed through the transformation.

Having rolled out the BMS, the Jacobs team looked to ensure that effective feedback was in place to show that governance controls were working effectively.

The team tested the implementation of the BMS through assurance and audit activities. These included review, revision and update of the processes based on experience gained through the initial deployment.

Jacobs uses a 'drumbeat' of routine performance evaluation processes, starting with the Operational Performance Report (OPR) up through the Project Administration Review (PAR) to Business Unit (BU), Line of Business (LOB) and ELT meetings where performance is reviewed and monitored using a renewed range of metrics and KPIs.

The monthly drumbeat is supplemented by Quarterly Business Reviews (QBRs) and annual performance reports made to a wide range of interested parties.

Data for these reports is collected, collated, analysed and reported through a range of enterprise-wide applications to ensure consistency of approach and reporting for all of the key metrics.

Jacobs pays particular attention to client feedback. It operates a Client Expectation Survey (CES) and Client Satisfaction Survey (CSS) to monitor the degree to which client requirements are being met on a consistent basis.



Jacobs recognised improvement as being key to delivering its aspiration to become 'a company like no other'. The company recognised that it needed to access the innovation and improvement capabilities of all of its employees to be excellent.

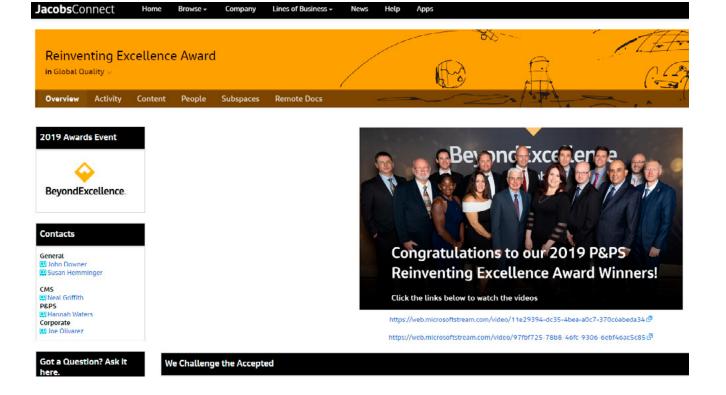
The company set out to establish a culture that supported improvement and innovation. Jacobs regularly highlights and celebrates improvement and innovation wherever it is found. There is an extensive awards and rewards programme for individuals, teams, projects and communities.

One way Jacobs improves its culture is by encouraging employees to make suggestions. Two systems for achieving this are: Beyond Zero Observation (BZO) and Performance Improvement Notice (PIN). In these systems, employees can identify environment, health and safety (EHS) issues and identify improvements to processes, procedures and applications to enhance delivery performance. The processes are enabled by an enterprise-wide adoption of the Intelex application.

Jacobs uses a 'Lessons Learned' process as part of its BMS. These lessons are collected from projects and activities. The lessons learned are reviewed before starting a new opportunity, project or piece of work.

Increased deployment of BZO and PIN processes.

LinkedIn Announcement Company Announcement





The Jacobs Leadership team has used the transformed organisation as the basis for engaging with the wider Jacobs team:

- Setting clear expectations for excellent delivery
- Championing the need to better understand and serve the range of interested parties
- Challenging all employees to be the best they can be

Some actions that the Leadership team are taking, with a particular focus on quality, are:

- Regular 'Town Hall' briefings across the organisation, providing
 - clear information about the direction of travel

- performance priorities and expectations
- celebration of 'what good looks like', at the project, team and individual level.

These have increased during the coronavirus pandemic and have provided clarity and reassurance to employees through difficult times.

- Promotion and support of the need for staff and managers to look after their mental health, both generally and during these challenging times.
- Visibly supporting the deployment of the global BMS and Intelex projects, with ELT members proactively requiring their teams to complete the development of BMS content.
- Promoting inclusion and diversity through management/leadership actions and providing support to many and diverse employee networks.



KFY TAKFAWAYS

- **Leadership** Strategy deployment through the management system is a leadership function.
- Managing complexity Use the management system to help manage complexity.
- Quality team Align the structure and competence of the team to business context and strategy.
- Quality focus A key role of the quality team is in raising the focus on quality at all levels in the business.
- Performance improvement Make
 the link between performance monitoring
 and improvement opportunity an integral
 part of the management of quality, and
 of staff capability in managing formal
 improvement projects.
- Purpose focus Align quality management with purpose, values, and value for stakeholders.
- Ownership focus Make the business accountable for process, control and improvement.
- **Transformation** Use quality management to achieve ambitious transformation at speed.
- Management system useability Ensure BMS useability for the business as well as quality staff.

