Quest Induction Training

Zydus
dedicated to *life*

QUEST
Quality Excellence by Sustained Transformation
Dedicated to Quality & You

Content for Quest Induction Training

>> **CMD sir's Message on Quest-**Video

>> **Quest Introduction, Why Quest, What is Quest**

>> **Communication story- Quest circle**

>> **Change begins with you –Idea session-**Video (2:31)

>> **Activity performed by Quest Circle**

⇨ **Idea Wave-Quality suggession,System improvement**
⇨ **Shop floor best practices campaign**
⇨ **Visual Dashboard, Daily performance huddle**
⇨ **Reward & Recognition Programme**

>> **Behavioral Base Case Study-**Video

>> **BTL Programme (Learning with fun)-**Video (10:40)

>> **Quest Journey-**Video (10:15)

Why are we here?

How does Quest program helps us in bringing this change?

What is

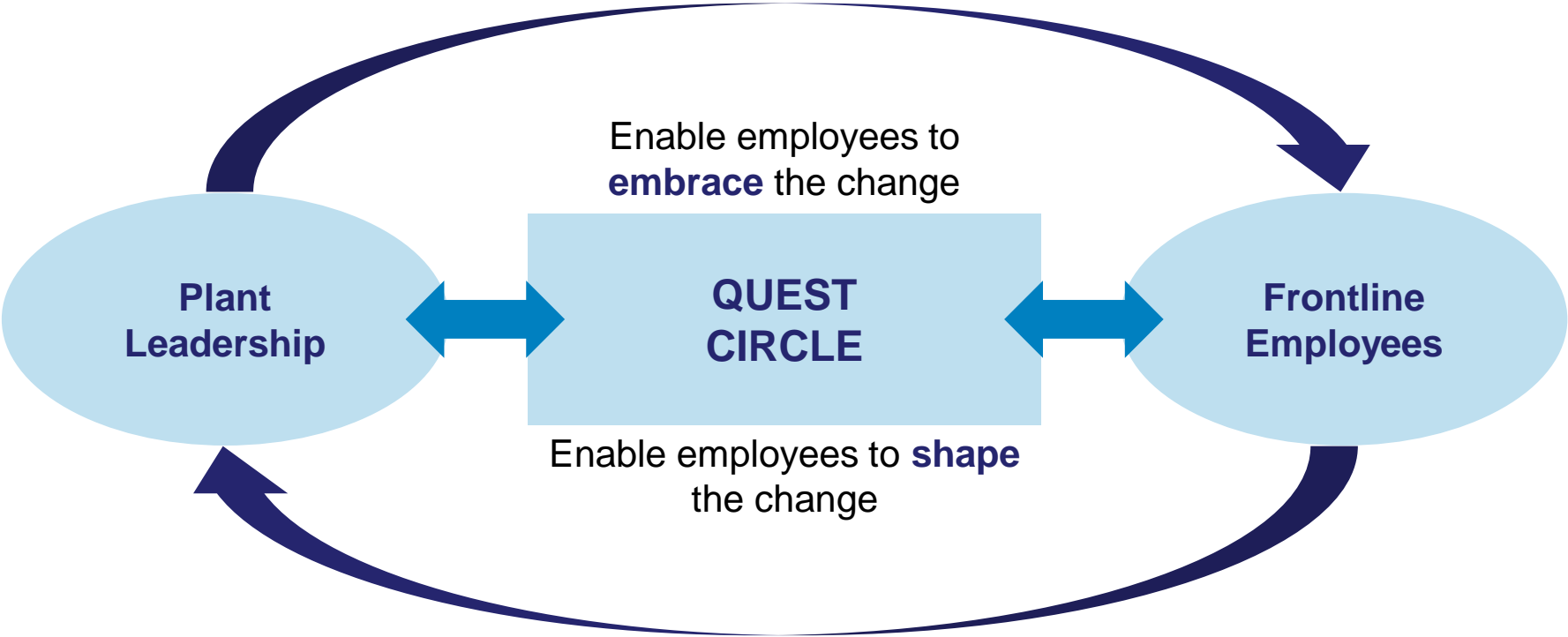A program to make "sustainable change" in our quality culture

A program to empower the "doer"

A program to help us take quality beyond compliance

Let's hear a short story

QUEST circle's goal is to bridge the communication gap between the shop floor and plant leadership; to drive the culture transformation

Enable employees to **embrace** the change

Plant Leadership ⟷ **QUEST CIRCLE** ⟷ **Frontline Employees**

Enable employees to **shape** the change

Understanding the concept of Quest Circle in detail (1/2)

|		
	What is a QUEST circle?	▪ **Cross functional forum** comprising of all **frontline employees** to **champion** quality at their workplace by enabling **quality culture** transformation

	Who will be part of this circle?	▪ All the people who work with the product very closely are part of it
		  – FTEs
		  – Technician/Operators/Analysts
		  – Engineer/IPQA/Reviewer (Immediate supervisors)

	What exactly would the circle do?	▪ Will champion the quality at their workplace by
		  – Periodically raising quality issues
		  – Suggesting ideas for quality improvement
		  – Implementing solutions

Understanding the concept of Quest Circle in detail (2/2)

	How will we do this?	▪ We will build the support system by
		   – Having regular forums with full circle (Idea generation session)
		   – Guidance of mentor and implementation champion
		   – Support of central team
		   – Representatives to build connect with full circle
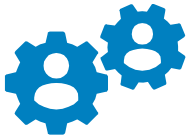
	Who will be representatives?	▪ Representatives would be bringing circle's point of view to all forums
		   – Nominated by members itself
		   – Will be rotated periodically
		   – Will be from different functions, sections, shifts
		   – Will be always available as channel to raise quality issues

	How do I contribute?	▪ Attend all QUEST sessions you are called for ▪ Raise issues and give ideas during the workshops ▪ Support the execution of your ideas & quality initiatives

Structure of Quest Circle

Quality excellence

Quest to be the best

All employees

Key roles in QUEST circles

Circle Reps

- Rotational position
- Represent different functions/sections/shifts/cohorts
- **Collect ideas and drive implementation** within their respective sections/shifts/cohorts

Implementation Champions

- **Deputy managers and managers** tagged to circles; will **help implement ideas** on the ground
- Debottlenecks time and resources for circle

Mentor

- HoDs tagged to all QUEST circles in their respective departments
- Regularly check in with circle representatives / members to **monitor circle's progress and resolve key concerns**

Circle Members

- **Participate in regular circle discussions and updates;** Contribute actively in **generating ideas**
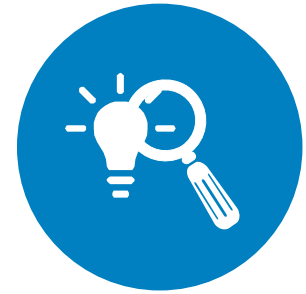- **Support execution of circle goals** within their respective workplace

Learnings from the story to apply in idea generation

Think 'outside the box'

Consider different approaches
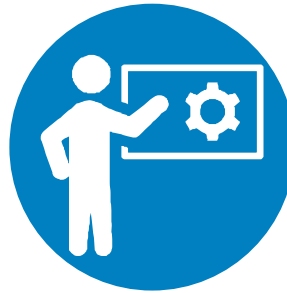
Do not dump an idea by thinking it is not possible

Do not bring problems without solutions

No Complaining, or Griping

Other Best practices

Give examples/ facts to substantiate your issues

Do not start evaluating other people's ideas

Give all ideas you have, Don't restrict

Themes for Idea generation session for Quality improvement

Quality themes

1 General discipline & personal hygiene	**2** House-keeping & facilities	**3** Machine related	**4** Shortcuts
5 Documentation & data integrity	**6** SOP's	**7** Materials Receipt, storage & handling	**8** Others

4 activities to be undertaken by QUEST circles

Dirty room

1 Clean up the existing dirt
(Idea wave)

2 Adopt good habits to maintain
cleanliness
(Best Practices campaign)

3 Decorate for the occasion
(Central initiatives)

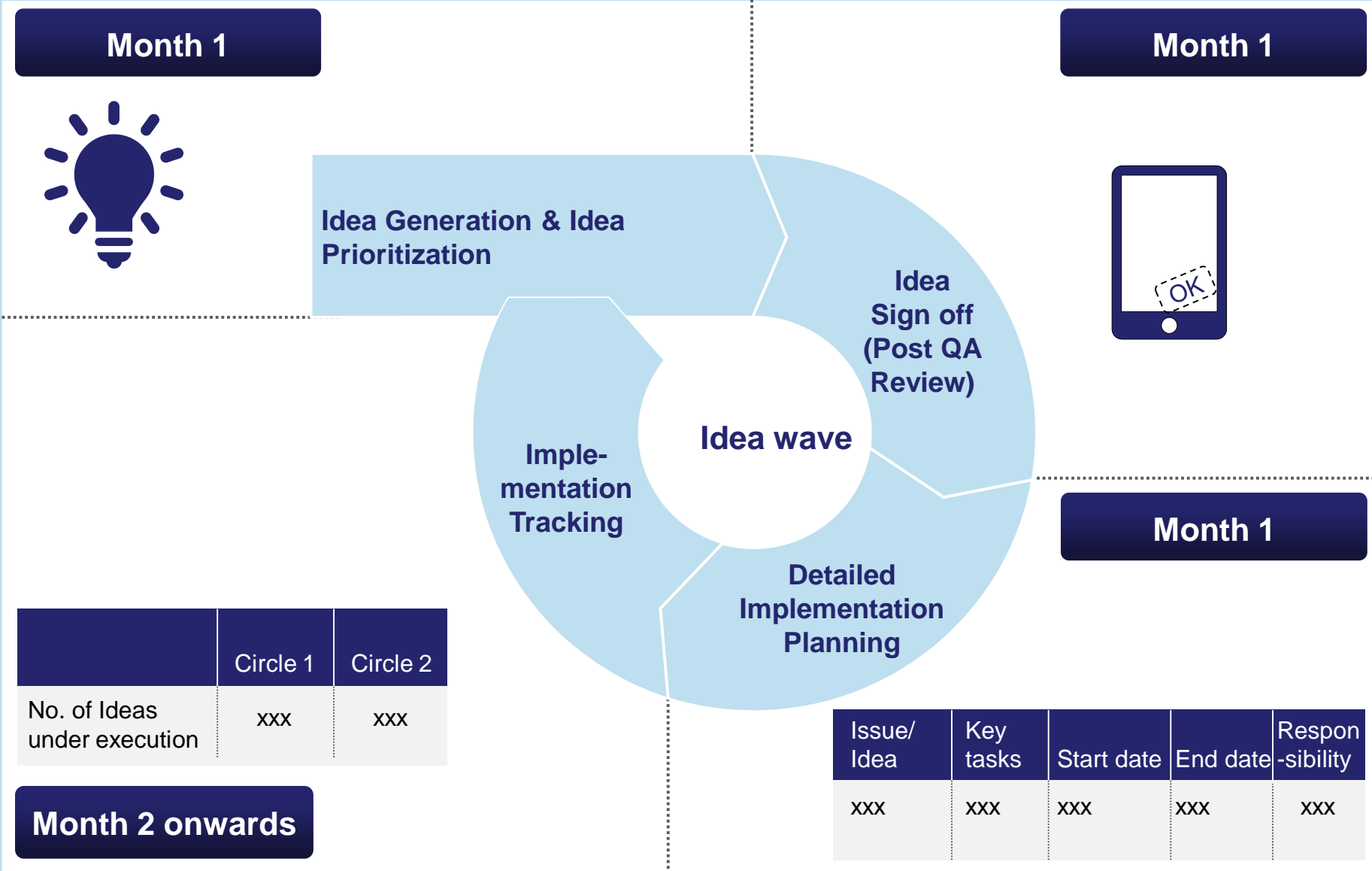**4** Celebrate the occasion
(Recognition Program)

Decorated room

4 activities to be undertaken by QUEST circles

A Identify and implement quality improvement ideas in respective areas
(run 3 month waves)

B Drive periodic shop floor best practices campaign

C Drive central QUEST initiatives

- Visual dashboards to build transparency into quality issues and achievements at the ground level

- Daily performance huddles on the shop floor focusing on quality metrics

D Drive structured quality recognition program (e.g., OOS free week) and establish rituals to celebrate quality (e.g., recognition of best quality FTE in daily huddles)

A How will an Idea wave run

Month 1

Month 1

Idea Generation & Idea Prioritization

Idea wave

Idea Sign off (Post QA Review)

Imple-mentation Tracking

Detailed Implementation Planning

Month 1

	Circle 1	Circle 2
No. of Ideas under execution	xxx	xxx

Month 2 onwards

Issue/ Idea	Key tasks	Start date	End date	Respon-sibility
xxx	xxx	xxx	xxx	xxx

A1 Tracking template to monitor idea implementation

Idea/ Issue	Solution Agreed	Key Tasks	Start Date	End Date	Respon-sibility	Status
Idea 1	Solution	Task 1	XX	X	X	On-track
		Task 2	XX	X	X	
		Task 3	XX	X	X	
		Task 4	XX	X	X	
Idea 2	Solution	Task 1	XX	X	X	Delayed
		Task 2	XX	X	X	
		Task 3	XX	X	X	
Idea 3	Solution	Task 1	XX	X	X	At Risk
		Task 2	XX	X	X	
		Task 3	XX	X	X	

TEAM WORK GOOD AND BAD.mp4

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B There will be 4 elements to every campaign that is executed under QUEST

A **Resource availability & structural improvement:** identifying resources that are critical for enabling SOP & ensuring availability

B **Training:** Designing and executing best practices campaign to reach all the shop floor employees

C **Daily dialogues:** Reinforcement of the key messages in daily dialogues through weekly modules on the campaign

D **Communication & events:** Branding posters at various plant locations & events like competitions and awards to complement the campaigns

B1 **First shop floor campaign conducted was on hygiene gowning and discipline, running across 5 key themes**

Shop floor practices campaign

Hygiene, gowning and discipline	🚿
Good documentation practices	📄
House-keeping and facilities	👕
Materials receipt, storage & handling	🔍

1 **Gown up keep**

2 **Hand washing technique**

3 **Workplace cleanliness**

4 **Nail care / hygiene**

5 **Good washroom practices**

B2 **Second shop floor campaign - GDP out of 4 planned**

Shop floor practices campaign

- **Good documentation practices**
- **Hygiene, gowning and discipline**
- **House-keeping and facilities**
- **Materials receipt, storage & handling**

1. **Attributable**
   e.g. Handwritten signature / E-signature

2. **Legible**
   e.g. Easily readable

3. **Contemporaneous**
   e.g. Concurrent recording

4. **Original**
   e.g. Use of authorized paper

5. **Accurate**
   e.g. As seen as recorded

B3 Reps were mobilised for training frontline workers on good gowning practices; training enforced by daily dialogues & communications

Training on good gowning practices

Representatives were trained in gowning practices through workshops

These reps trained entire frontline (~3,000 Zydans) at start of each shift

Daily dialogues and communications

Daily discussions on hygiene through weekly modules during daily dialogues

About 3,000 shop-floor employees covered through various communication media

Ramta Ramta

Key cards

Posters

Corridor posters

B4 Mass interactive programme was designed to have 2 key elements

		Description	**Finalised themes**
A	**QUEST kiosks at Moraiya, running Safai-Selfie campaign**	- Designed as **interactive outlets for the frontline** to visit between breaks - To facilitate an **informative dialogue on QUEST &** quality	**Quizzes** on: – General quality themes – Hygiene campaign (as a refresher) **Rewards / recognition** of winners; **home-visits** **Video-celebration** of participants at the kiosks
B	**'Nukkad Natak' plays at Moraiya**	**Interactive plays engaging frontline** on themes of quality that are commonly observed on the shopfloor	- General theme of documentation practices, covering: – **Live examples** from shop-floor – **'Daro mat' approach** to identified documentation errors

B5 'Safai selfie campaign' on shop-floor hygiene was run at Moraiya through QUEST stalls, through shop-floor competitions & home-visits

First round of campaign conducted on the shop-floor; 700+ winners

Second round of campaign conducted via home-visits for 300+ employees

B6 | **There were 4 key interventions planned under the documentation campaign**

Initiative not implemented, post SteerCo discussion

		Description	Rationale
1	**Training**	▪ **Three tiered training** covering senior & middle management, and frontline	▪ To create informed **peer-level and management-level role models**
2	**Daily dialogues**	▪ Training in daily dialogue discussions by **circle-wise documentation champions**	▪ **Frontline training & regular reinforcement** of documentation messages
3	**Ready reckoner**	▪ **Checklist of do's & don'ts** for documentation to be put up near machine/line	▪ **Ready guidelines** and reinforcement for frontline
4	**Communi-cation**	▪ **Mass BTL campaign** at shop floor locations; **branding posters/videos**	▪ Reinforcement of key messages of the campaign

B7 **Mass awareness drives were carried out for frontline employees, using extensive material to cover aspects documentation practices**

Extensive content developed

A **Dos and don'ts**
- Do's & don'ts to put up at **machine / line as ready reckoners**

B **Posters on shop floor best practices**
- 29 posters covering **best practices** designed for frontline

C **Concept posters**
- 11 posters explaining **data concepts** in an engaging manner

Mass training carried out for frontline

136+ document-tation champs …
- **3-4 frontline workers from each circle** trained in documentation; cultivated as **Documentation Champs**

… carried out circle-wise daily dialogues
- **Documentation champs conducted daily dialogues** for remaining frontline workers across various shifts

C Daily Dialogue

Days	
	- All working days of the week will be dialogue days
Time	- 1st shift – Time duration 10 to 30 mins - 2nd shift – Time duration 10 to 30 mins - 3rd shift – Time duration 10 to 30 mins
Participants	- Supervisors - Representatives - Operators - IPQA - Implementation champion/section heads (optional)

C1 DAILY DIALOUGE BOARD

QUEST CORNER

CIRCLE NAME: NAME					QUALITY METRICS	FREQUENCY	TODAY DATE:_____	MONTH _____
MENTOR NAME: NAME					NUMBER OF DEVIATION	DAILY		
IC NAME: NAME					NUMBER OF OOS/OOT	DAILY		
DAILY DIALOUGE START TIME					NUMBER OF MARKET COMPLAINT	DAILY		
1ST SHIFT : _____ HRS 2ND SHIFT : _____ HRS					NUMBER OF OVERDUE CHANGE CONTROL	WEEKLY		
TIME DURATION: 10 TO 30 MIN					NUMBER OF OVERDUE CAPA	WEEKLY		
REPRESENTATIVE'S NAME:					NUMBER OF BATCH FAILURE	DAILY		
NAME	NAME	NAME	NAME	NAME				
NAME	NAME	NAME	NAME	NAME				
NAME	NAME	NAME	NAME	NAME	NUMBER OF PARTICIPANT			
DAILY DIALOGUE AGENDA					1ST SHIFT		XX	
QUALITY KPI DISCUSSION					2ND SHIFT		XX	
CAMPAIGN DISCUSSION					THEME OF THE DAY : THEME			
COMPLIANCE DISCUSSION (IF ANY)								

C2 **What are the inputs and outputs of the huddle?**

Inputs	Dialogue	Outputs
- KPIs from performance board - Quality related inputs from previous day - Trends across shifts - Adherence to meeting schedules		- Awareness on the circles performance - Root causes for quality failures - Action steps for the shift

D Aside from awareness campaigns, QUEST circles drove structured recognition programs on the shop floor for further reinforcement

Non-formal
- Recognition in daily performance huddles
- Appreciation during Gemba walks by top management
- Instantaneous recognition by seniors

Formal non-monetary
- Display the performers prominently on QTV in canteens, corridor, change room, etc.
- Display interviews on QTV for 'quality heroes'
- Highlight good performing circles in quality bulletins, email, newsletters, etc.

Formal monetary
- Gift cards for best performance on quality metrics for a circle
- Quiz competition with gift vouchers
- Annual quality award for best suggestion

Multiple interaction forums for QUEST circles to ensure continuous improvement cycle in stable state

Forum	Frequency	Participants	Agenda
Performance Huddles	Daily	▪ Shift wise circle members ▪ IC & circle reps	▪ Ensuring Quality dialogue at shift start
Progress review	Weekly	▪ Circle reps ▪ IC ▪ Quest site team member	▪ Progress review of initiatives driven by circle ▪ Capturing new ideas and assessment for execution
Progress update	Fortnightly	▪ Circle reps ▪ Circle mentor & IC ▪ Quest site team member	▪ Debottlenecking for ideas in execution ▪ Alignment on new ideas to execute
Site steer co review	Monthly	▪ Circle ICs ▪ Circle mentor ▪ Quest site team member ▪ Site sponsors	▪ Assess progress of site circles ▪ Support on debottlenecking for execution
Full Circle meets	Monthly	▪ All Circle members ▪ Quest site team member ▪ Circle mentor & IC	▪ Kick off/Idea generation ▪ Implementation plan communication ▪ Progress update to close wave

Key ask from the group

1 Lead the change in your work area through role modeling right behaviour

2 Attend the Circle meetings as per plan to ensure good support in take-off for circles

3 Support central program team by your inputs in designing and implementing QUEST initiatives