

TABLE 1.6. Examples of OD System Characteristics

Topic	Indicators of Weakness	Indicators of Strength
Organizational Aspects	<input type="checkbox"/> The operations manager tells operators to adhere to procedures, but when they get in the way of performing a rapid startup, he tells them to “do what it takes to get it done.”	<input type="checkbox"/> Leadership follows the same rules they preach for front-line personnel.
		<input type="checkbox"/> Leadership gathers and considers input from front-line personnel when making changes to the organization/facility.
		<input type="checkbox"/> Leaders do not tolerate deviations.
	<input type="checkbox"/> Workers have no real input into the design and development of procedures, training, equipment, policies, and tools. “Those guys keep sending us this stuff. Why do we have to follow their procedures?”	<input type="checkbox"/> Front-line workers provide suggestions on improvements to the management systems, equipment, procedures, and tools used in the facility.
		<input type="checkbox"/> Management acts on the suggestions.
		<input type="checkbox"/> Management rewards workers who suggest and help implement improvements.

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<input type="checkbox"/> Personnel generally follow procedures. But when there are conflicts between the procedure and production, they take shortcuts to get the job done.	<input type="checkbox"/>	<input type="checkbox"/> A system of structured methods for changing procedures, from informal to formal, is in place and widely used. Each change to the procedure is assessed, using a graded approach, before it is approved.
		<input type="checkbox"/> Correct procedure use is enforced.
		<input type="checkbox"/> There is visible evidence of thoughtful compliance.
		<input type="checkbox"/> If the procedure cannot be followed, the activity is stopped until the procedure is properly changed or an exception is approved.
		<input type="checkbox"/> Management communicates its rationale for exceptions or changes to established procedures so that workers understand the situations.
<input type="checkbox"/> Broken equipment, old containers, and trash are found around the facility. There is no drive by workers to keep the workplace clean.	<input type="checkbox"/>	<input type="checkbox"/> Workers drive the housekeeping process. They correct other workers who deviate from the housekeeping standards.

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Topic	Indicators of Weakness	Indicators of Strength
Individual Aspects	<input type="checkbox"/> Workers do not seek out additional knowledge, skills, and abilities.	<input type="checkbox"/> Workers self-regulate their assignment to tasks. They do not perform tasks if they are not qualified.
	<input type="checkbox"/> Not knowing how to do the job right shouldn't hold you back from trying to do the work.	
	<input type="checkbox"/> "What's the point? You try hard, you don't try – it all works out the same anyway."	<input type="checkbox"/> Personnel take ownership of problems and drive solutions.
	<input type="checkbox"/> "It's not my problem – someone else should fix that."	<input type="checkbox"/> Personnel aggressively seek solutions to operational and maintenance issues.
	<input type="checkbox"/> Three temperature indicators all show different temperatures, but no effort is made to understand and resolve the differences.	
	<input type="checkbox"/> Personnel do not perform peer-checking because it is viewed as a way to get other people in trouble.	<input type="checkbox"/> Personnel actively seek out additional information about the status of equipment and activities.
	<input type="checkbox"/> Personnel do not spend time assessing the hazards associated with tasks.	<input type="checkbox"/> Personnel seek out process deviations and assess their implications.
	<input type="checkbox"/> Personnel do not ask questions about the status of equipment and activities being performed in their areas.	<input type="checkbox"/> During periods of low work activity, workers actively seek to expand their knowledge of the facility through such activities as "what-if" challenges.
	<input type="checkbox"/> Personnel do not recognize increases in pressure and temperature that indicate a runaway reaction.	
	<input type="checkbox"/> Personnel do not recognize dust accumulation in unoccupied spaces, which could be a precursor to a dust explosion.	