Title: Journey from Implementing IT Systems to Fostering HRO Culture

Author: Kevin E. Bauman

Author Affiliations: The Dow Chemical Company

Principle: Complete and accurate historical performance data (information flow) is essential to becoming a highly reliable organization.

Situation: Dow is making a significant strategic investment to move its legacy collection of Maintenance and Reliability software (mix of home grown and third party point solutions) to one globally integrated platform. The potential opportunity for these tools to enable our reliability efforts is significant. However, we will not recognize the full potential unless we address a culture change in some fundamental areas. For the example of this abstract we are focusing on the importance of a culture that recognizes the value of complete and accurate maintenance historical data. The old adage stands... “garbage in means garbage out.”

Methods of Implementation: History has shown that the majority of new computerized maintenance management systems fail to deliver their full value because the organization failed to address the culture change required to fully realize the benefits. To avert another sound technical solution that did not realize its value, The Dow Chemical Company launched an HRO culture change model that accompanied the roll out of the new IT tools. This presentation will address Dow's HRO journey from the recognition of the impact of culture to today's strategy. This presentation will focus on the need to capture complete and accurate historical data. It will describe our culture change model and our 6 values of a “Reliability Centered Culture.” It will describe the specific behaviors we recognize in the value of “High Data Quality.” In the case of Maintenance data this includes details of equipment repairs, categorization of findings, parts usage patterns, etc.

In order to consistently capture complete and accurate maintenance historical data we need to create a culture that 1) is aware of the personal impact of complete and accurate data, 2) takes personal accountability for capturing complete and accurate data, and 3) is directly engaged in the application of that data to improvement efforts.

Results: Historically, maintenance data has not been viewed with the same level of governance as financial data. Financial data must be complete and accurate. Compliance with external reporting regulations depends upon it. Significant decisions are driven by it. In contrast, maintenance historical data was not held to the same regard yet it was also driving key decisions. Consequences for incomplete or inaccurate data were long term and uncertain. As a result there has been significant resistance to converting this culture. It has been further aggravated by delays in implementing the new IT tools. As a result we have adapted our “Quality Data” initiative to focus on the inherent value of complete and accurate data independent of the IT tools. It is important in our legacy tools and even more so in our new tools.
Conclusion: New IT tools can significantly enable how we drive findings from our historical data. However, IT projects are normally addressed as a “software project.” Unless the project is addressed holistically as a culture change project and includes specific elements focused on desired behaviors, the IT tools will not deliver their potential value.