Title: Resolving Adverse Conditions in Equipment (RACE) - A Case Study

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Principle: The HRO Tenants of Anticipation are based upon personnel proactively seeking, reporting and eliminating "Adverse Conditions"; however, personnel must have a compelling reason to take action.

Situation: The Dow Chemical Company - Maintenance Technology Center has a strong desire to learn and teach the other functions about HRO's. Part of the initiative is to have Production and Maintenance departments break dysfunctional relationships and develop a Reliability Centered Culture (RCC). A concept called RACE provides a practical roadmap inspiring leaders and front-line personnel to knock down departmental silo's and employ the Tenants of Anticipation by rectifying "Adverse Conditions".

Methods of implementation: The change starts with Production and Maintenance Leadership agreeing a partnership is paramount. They develop common scorecard metrics and a meaningful recognition and rewards program to reinforce proactive behaviors. A RACE team composed of front line influential personnel is chartered to lead the effort.

The RACE team and their peers must develop a personal reason and desire to change. A fundamental and sustainable desire all employees share is to endure fewer frustrating workdays. The RACE team and front-line employees work through a self-discovery process to define "The Perfect Day". Each person describes a "Typical Day" and ranks it on a scale from 1 to 10 where 10 is "The Perfect Day" and 1 is "Chaos". Each person then shares issues preventing them from personally attaining “The Perfect Day".

Through this process, many "Adverse Conditions" will become evident and common themes will appear. The team and individual employees are rewarded for identifying ACE's (Adverse Conditions in Equipment), but receive more recognition as these "Adverse Conditions" are resolved.

Results: A Dow Chemical Pittsburg California plant piloted the RACE concept and watched front line employees develop sustainable solutions to systemic and chronic problems. As a result, plant asset
utilization and employee morale have both increased. Management has noticed the change and is sponsoring RACE initiatives across the business.

Conclusion: Leadership across departments must collaborate to create a common scorecard and rewards for exhibiting proactive behaviors. Employees can not be told to desire change, but must find a personal reason to become passionate, such as fewer frustrating workdays. An essential step to becoming a HRO is to allow front-line personnel to become engaged and drive this change.