Although there are many typesof organizational changes that a company can make, the focus of this book is on changes that may effect process safety. When the generic term organizational change management (OCM) is used throughout this text, keep in mindthat it only refers to those changes which may effect process safety.

1.2 INTRODUCTION

OCM in particular has often been overlooked by many guideline publications in the past. Documents have historically disregarded the topic, mentioned it in passing, or focused on only a few of its aspects. As a result, major decisions regarding reduction in staffing levels, reorganization of the corporate hierarchy, modifications to shift schedules, or adjustment of personnel responsibilities can often be finalized by individuals or committees who luck a full understanding of how these changes may effect process safety and, by extension, the health and safety of their employees, contractors, or the surrounding community.