

CLASSIFICATION

Operator
field guide

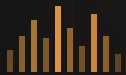
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THE FIRST OPERATOR

SYSTEMS ARCHITECT, THE HR OPERATOR™

THE HR OPERATOR™

SIGNAL STATUS



Line open

FREE OPERATOR SAMPLE · FIELD GUIDE 009 ·
ACCOUNTABILITY SYSTEMS

One framework from the field guide, given away. Run
accountability like a system, not a mood.

TRANSMISSION ID

ACCT

2026 · 009

SERIES

TACTICAL WORKFORCE
INFRASTRUCTURE

PUB CODE

HRO-ACCT-2026-009

The Line is Open.

009
Sample

THE GOLDEN NUGGET • FREE EXCERPT

Run accountability **like a system.**

Most accountability problems are not accountability problems. They are expectation problems, or development problems, or follow-through problems, applied at the wrong level. The Accountability Ladder tells you exactly where you are and what to do next. Six levels, in order, every time.

01**Clarify**

State the standard plainly and confirm it landed. If the employee cannot repeat it back, you are at Level 1 and no consequence is fair yet.

02**Teach**

If they know the expectation but do not understand it, explain the why and the what-done-looks-like. Level 2 is still a clarity problem, not a performance problem.

03**Develop**

If they understand but lack the skill, build the skill. Training and reps close a capability gap. One conversation is not coaching.

04**Coach**

If the skill exists but applies unevenly, install structure: a checklist, a cadence, a default that holds when energy is low. Inconsistency closes with a system, not a reminder.

05**Hold accountable**

Only here, at Level 5, with clarity, resources, skill, and consistency all confirmed, is a consequence fair. Performance is now a choice. Name it that way, calmly.

THE LEVEL 5 OPENER, USE THIS

"You know what is expected. You have what you need. The work is not getting done. Help me understand the choice, because from here this is about whether you decide to meet the standard."

INSIDE THE FULL FIELD GUIDE

What the full **field guide** gives you.

The ladder above is one framework. Field Guide 009 is the complete operating system for accountability: the equation, the scripts, the consequence levels, and the diagnostic that tells you exactly where the system is broken.

- The Accountability Equation: four elements (expectations, resources, measurement, consequences) with a failure-risk diagnostic showing what breaks when one is missing
 - The Expectation Framework: five questions every expectation must answer before performance occurs, with weak versus strong language examples throughout
 - The Script Library: deploy-ready openers for missed deadlines, recurring issues, quality concerns, attendance, lack of ownership, and recognition
 - The Consequence Framework: five predictable levels from coaching to separation, with the exact form each level takes and the failure modes at every rung
 - Eight legal thresholds that require routing to HR and counsel before the manager acts, with a field note showing what happens when the sequence breaks
 - The Accountability Operating System on one page: six components, the diagnostic that tells you which one is broken, and what each missing component costs you
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The full field guide, and the **29 others**.

Field Guide 009 is one volume of THE HR OPERATOR, the closed 30-volume core that runs the whole people function as one system. Get this guide, or get the series. The Line is Open.