Operations Change Management

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Topics to be covered

- Operational Changes
- HSE management system
- Leadership Commitment
- Management of Change
  - Process Overview
  - Examples
  - Stewardship
- System assessment
- Closing Remarks
Operational Changes

People
- Organization
- Roles & responsibilities
  - Competency & Training
  - Short service workers

Plant
- Production facilities
- Safety Critical Systems
- Critical set points
- Corrosion chemicals
- Design standards
- Maintenance strategies

Processes
- Critical procedures
- Work management
- Emergency response plans
- Change management
- Documentation management
Management System

Driver

Evaluation

Execution

1. Management Leadership, Commitment, and Accountability

2. Risk Assessment and Management

3. Facilities Design and Construction

4. Information/Documentation

5. Personnel and Training

6. Operations and Maintenance

7. Management of Change

8. Third-party Services

9. Incident Investigation and Analysis

10. Community Awareness and Emergency Preparedness

11. Operations Integrity Assessment and Improvement

Feedback
Leadership Commitment and Accountability

➤ **Principle:** Management establishes policy, provides perspective, sets expectations and provides the resources for successful operations. Assurance of Operations Integrity requires management leadership and commitment visible to the organization, and accountability at all levels.

• Management commitment and personal accountability
• Workforce engagement
• Performance evaluation and stewardship of results
Management of Change Framework

- **Principle:** Changes in operations, procedures, site standards, facilities, or organizations must be evaluated and managed to ensure that Operations Integrity risks arising from these changes remain at an acceptable level.

  - Recognizing change
  - Consistent process applied for all changes
  - Communication of the change, risk involved and mitigation measures
  - Management endorsement according to risk level
Common Change Process

Change Identified
- Hardware/equipment change
- Critical set point (PHHL) change
- Substitution of chemicals
- Critical procedure change
- Organizational structure change
- Maintenance Plan change
- Inspection Plan change
- Safety Critical Barriers change
- Bridging document change

Change assessed and actions defined

Change execution and stewardship
- Open changes per asset
- Higher risk changes
- Change status
- Change actions overdue
- Temp changes exceeding time limits
5 – Change Process Key Steps (simplified)

**Identify**
- Identify change (Initiator)
- Wizard actions based on change type (Sponsor)
- Approval to progress (Supervisor)

**Assess / prepare**
- Risk screening - determine approval level
- Complete pre-start-up actions
- Approval for use (Manager)

**Implement**
- Pre Start-up Safety Review (Sponsor)
- Communicate (Site supervisor)
- Implement change and mitigation actions

**Closure**
- Update of documentation (Sponsor)
- Closure of actions (Sponsor)
- Approval for closure (Site Supervisor)
Examples

- Deferral of a safety critical maintenance activity - parts not received
- Update to critical maintenance procedure - crane wire replacement
- Organisation change - Combine two positions
- Hardware - Installation of modified/smaller pump impeller
- Update to the Change Management Manual
Challenges in Operations

- Competency
- Complacency
- Compliance
MOC Stewardship

System Improvement Plan

Monthly Stewardship Reports

Quarterly KPI review

Annual System Review

Annual Assessment (4 yearly external)
Quarterly KPI scorecard

- Controls logs are maintained (V)
- No of incidents with MOC as Root Cause (M=0)
- No of temporary MOC overdue (M=0)
- Approvals obtained correctly (sample M>90%)
- MOC completed correctly (sample M>90%)
- MOC with overdue actions (M<10%)
- Hardware MOC with pre-start-up safety review (M>90%)

- Period KPI reviews with System Owner, HSE system steering committe and Operations Leadership Team
Assessments

➤ Principle: **Assessment of the degree to which expectations are met is essential to improve Operations Integrity and maintain accountability.**

- Annual assessments
- Multidisciplinary teams, including external expertise
- Focus on effectiveness of the system
- Findings are resolved, documented and stewarded according to risk
- Governance process in place
Concluding Remarks

• Leadership - HSE management system
• Change Recognition Skills
• Common Structured MOC Process
• Robust Governance Processes
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