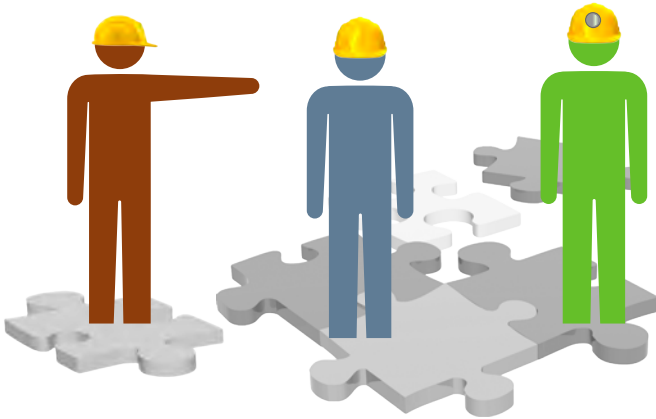# Change Management

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This module includes:

- Identifying changes in the organization and at the operation that may introduce new risk or increase unacceptable risk by proactively looking for and controlling change at every level of the organization and across functional areas, including emergency management.

Changes that occur in the operation or related facilities should not introduce new hazards, negatively change the risk rating of existing hazards or degrade controls. This is accomplished through a process called "change management."

Once hazards are identified, risks assessed and prioritized, and controls implemented, management—coordinating with its workforce—systematically looks for and controls change that can increase unacceptable risk. Change that results in unacceptable risk should be managed in the same manner as any other unacceptable hazard/risk, through appropriate and effective controls.

Who and What Change is Included

Fundamental to effective change management is training to ensure all affected personnel have a clear understanding of what "change" requires inclusion in the management process. The change management process should apply to every functional area and every level of the organization.

It should include changes that are:

- Planned or unplanned

- Temporary

- Incremental or permanent

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And affect the operation's plan and/or the facilities and its:

- Processes

- Systems

- Procedures

- Equipment

- Products

- Material

- Organization

- Personnel

Managing Emergencies

The change management procedure should include a provision to address emergencies where the full management of change is likely to be unrealistic. As such, management of change and emergency management should be closely coordinated, with the goal of ensuring emergency procedures exercised in response to a crisis or emergency do not introduce additional and unacceptable risk.

Expectations

11.1   Define change requiring management review. Communicate this process to all affected employees, contractors and other stakeholders. [1]

11.2   Develop a change management procedure that defines the "who, what, when and how" for the reviews. Define who is authorized to approve change actions.

11.3   Ensure that the procedure includes provisions to verify that change management actions have been completed and that they do not significantly result in new, negative risk.

11.4   Integrate change management actions into the safety and health communication process to ensure all potentially affected parties are knowledgeable. [2]

11.5   Document change management decisions for tracking and verification purposes and for future reference.

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11.6 Pre-start up safety reviews should be conducted on all new operations, expansions, processing facilities, major mobile and fixed equipment and control systems. [3]

11.7 Ensure that change management is fully integrated with Risk Management and High Risk Procedures (Module 4).

Footnote

[1] For example: potential change events can include processes, equipment, the physical environment, technology, controls, procedures, laws, regulations, systems, personnel, organization, etc. Change representing a replacement in kind should be viewed as a minimal change subject to quality of construction considerations.

[2] See Module 1, Expectation 1.4.

[3] Pre-start up safety review is led by management and includes technical staff, operators and S&H professionals, as available, to confirm that construction conforms to design, verification testing is complete and acceptable, and operational, maintenance and emergency provisions are understood by relevant personnel.

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Regulation

Partial or full MSHA and/or OSHA regulatory requirement: ✓ Yes ☐ No

Metrics

To be determined

Resources

CORESafety resources can be found with the latest updates at:
coresafety.org/resources/module11

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Notes