

PT Pacific Lubritama Indoneisa
CHANGE MANAGEMENT PROCEDURE

Edition	Version	Date	Issued	Approved
1	0	Nov 2011	Safety Officer	Plant Manager

1.0 Purpose

- Ensure all proposed changes (permanent or temporary, urgent or unplanned), to the organization, plant equipment, and/or process conditions are fully checked to the required standards prior to implementation so that the plant can continue to operate in a safe manner.
- Provide guidance to employees and management on how the change is managed.
- Ensure any hazards associated with the change is eliminated or controlled.

2.0 Definition

- Any modification with potential to alter the hazards or level of risk at the work place. Such as:

2.1 Physical Changes

- Facility construction, alterations or demolition.
- Fire fighting facilities
- Introduction of new technology
- Safe Guarding Equipment & Critical Alarms
- Alarm or trip settings
- Control & Software systems
- Change in neighboring land use
- Materials of construction

2.2 Procedural & Process Changes

- Introduction of new procedures and processes
- Increase in Dangerous Goods storage capacities
- Introduction of new dangerous or hazardous goods
- Change in raw materials
- Increase in throughput
- Amendments to legislation, Standards and codes of practice
- Performance or variations to maintenance requirements
- Shut down, maintenance and re-commissioning of plant
- Emergency Management procedures and personnel

2.3 Management & Organizational Changes

- Changes to the Safety Management System.
- Changes to safety-critical personnel
- Alterations to staff manning levels
- Knowledge and competency of personnel
- Contractor utilization

3.0 Responsibilities

Management of Safety within the facility is a line management responsibility and as such, line managers are responsible to ensure staff and contractors are aware of the need to manage change and to initiate this procedure. Management is responsible to ensure that workplace hazards are controlled and knowledge and competencies of staff and contractors is maintained to ensure hazard controls are in place and effective.

Key positions in the Management of Change are:

3.1 Supervisor

Supervisors who will own the new assets and are responsible to ensure the technical operational integrity of the change.

3.2 Engineering and Maintenance Support

The Engineering and Maintenance Section provide project and engineering services to the Asset owner.

3.3 Safety Representatives

Operators trained in Occupational Health and Safety management.

4.0 Procedures

All proposed changes shall be fully documented and formally reviewed. The Plant Manager will ensure all original change documentation pertaining to their area is registered and modifications tracked and completed. A Change Management Register is required so that changes can be registered, their progress tracked and completed change documentation filed.

4.1 Initiation

When any activity, modification or event gives rise to a change (physical, process, organizational), then the following procedure shall be followed.

To initiate a change, a Change Management form shall be used and a Register Number obtained from the Change Management Register will be provided by the Safety Officer upon notification.

When making a change, the following steps should be considered:

- STOP and Think – What are the Risks?
- What has to be done?
- Why make the change?
- How will the change be made?
- Who needs to know about the change?
- Who will the change impact upon?
- Is a formal assessment needed?
- Is engineering needed?
- Complete the Change Management Form

4.2 Assessment and Engineering

Not all changes to workplace procedures, processes, plant or the organization will require a formal assessment. Guidance in identifying change and its potential impacts on the Facility's risks is provided by the Change Initiation Checklist found on page 1 of the Change Management Form. The Checklist will assist in identifying whether a Formal Assessment is required.

It is the Engineering responsibility upon receipt of change proposal to distinguish which among the following has the change been categorized: Physical, Procedural & Process, Management & Organizational. Engineering will also identify if a formal assessment is required.

As a guide, a formal assessment is required if the proposed change has the potential to:

- Create a hazard that has not previously been identified,
- Increase the likelihood of a major incident occurring,
- Increase the magnitude of the incident, or

- Increase the severity of the incident's consequences.

If formal assessment is needed, the assessment may include:

- Risk Assessment
- A review of the Local Dangerous Goods regulations

If engineering is required (i.e. change to plant, process, etc) Technical Approval is required from the Engineering and Maintenance Supervisor.

Risk assessment shall be carried out to ensure that all hazards and risks have been identified, assessed and that proper control measures have been included in the proposed change

4.2.1 For Physical Change

- Proposed change shall be reviewed by Engineering and approved by Process Owner
- Status of change proposal shall be submitted to Maintenance Manager, Initiator and Safety Officer for proper documentation and tracking.
- Upon approval, Maintenance Manager shall implement.

4.2.2 For Procedural and Process Change

- Proposed change shall be reviewed by Engineering and approved by Process Owner.
- Status of change proposal shall be submitted to Plant Manager, Initiator and Safety Officer for proper documentation and tracking.
- Upon approval, the Process Owner shall implement change.

4.2.3 For Management and Organizational Change

- Proposed change shall be reviewed by Engineering and approved by Process Owner.
- Status of change proposal shall be submitted to Plant Manager, Initiator and Safety Officer for proper documentation and tracking.
- Upon approval, Plant Manager shall implement change.

4.3 Consultation

Where the proposed changes will affect the tasks of operators and contractors, the Process Owner in the area subject to the changes will be consulted.

Where a formal assessment is required, input from operators is essential in identifying the potential hazards associated with the proposed change.

4.4 Implementing the Change

The Manager/Supervisor responsible for the operational area will be responsible for:

- Getting the work done safely.
- Notifying everyone who needs to be informed, prior to implementation.
- Amends all relevant documentation to reflect the changes.
- If necessary, initiates training associated with the change.

Notification might take the form of a copy of the Change Management Form, with a memo, a copy of the new/updated procedure, and discussion at tool box and safety meetings.

A regular review of the Change Management Register and reporting on the status of current change projects will be performed during regular monthly Operational Management meetings.

4.5 Completion and Sign Off

The Owner of the Change will use the Change Completion Checklist on the Management of Change Initiation, to assist in:

- Pre-commissioning Checks

- Identification of the implemented changes
- Establishment of controls to ensure hazards are eliminated or are reduced.
- Change register – item completed and signed
- Documentation is recorded and filed by the Manager/Supervisor in charge
- Sign off on the completed changes and established controls.

5.0 Review

5.1 Procedure Review

The Change Management Procedure is a control and it has to be implemented and its quality maintained by regular review. It is the responsibility of the document owner to review this procedure by the date shown on the Document Control Page or if required by other reviews.

5.2 Compliance Review

It is the responsibility of Area Supervisor to ensure that compliance to this procedure is achieved and regular inspections of the Facility are conducted to identify temporary or informal changes occurring in the workplace. Annually, the location's Safety Audit process will review compliance with these procedures.

5.3 Performance Indicators

As part of the Safety Plan, it is a requirement to measure the performance of certain Safety controls. Compliance in the use of the Change Management procedure is critical to maintaining a safe workplace. As such performance indicators will be reported quarterly on the number of Changes initiated and signed off.

6.0 Appendices

Appendix I - Change Management Proposal and Authority Form

Appendix II - Change Management Register

APPENDIX I

CHANGE MANAGEMENT PROPOSAL & AUTHORITY

Project Name:

Registered No:

Location:

Suggested by:

What has to be done?

The change affects: Physical / Process / Organisational (Cross out not applicable)

Why is the change required?

How will the change be carried out?

Comments

Who needs to be told? (ie. Authorities)

Checklist – Physical / Process / Organisation

Change initiation checklist Does the proposed change involve the following: *(Circle the appropriate items)*

Physical	Procedural & Process	Management & Organisation
Alteration to Safe Guarding Equipment & Critical Alarms? Are structures being modified? Are pipeline, pumps, or gantries being modified? Is new equipment being installed (including portable devices?) Is new technology being installed? Are demolitions to be performed? Are process control system (software) being modified? Are interlocks, alarms or trips being altered? Is the fire alarm system being modified? Are neighboring properties being altered? Will this involve working at height? Others – provide details	Is there a change in raw materials? Is the change a new dangerous goods? Is the change a new hazardous substance? Is there an increase in DG storage or change in location? Is the change a new process or procedure? Are new Standards or Codes involved? Will maintenance systems be affected? Will plant performance be increased? Will it affect shutdown and commissioning tasks? Will emergency procedure need change? Others – provide details	Is the communication plan in place? Is there a change in safety / critical personnel? Are personnel manning levels being altered? Will staff require additional training? Are contractors to be utilised? Are supervisory roles adequate? Are human issues affected ie. fatigue, ergonomics? Are staff numbers being reduced? Others – provide details

Will the change create a hazard that has not been previously identified? Yes/No

Increase the likelihood of a major incident? Yes/No

Increasing the severity of the incident's consequence? Yes/No

Formal Risk Assessment required? Yes/No Completed Yes/No When: by:

Engineering required? Yes/No Completed: Yes/No When: by:

Approval for Change to proceed: by:

Comments

Change Completion Checklist

Possible Action required	Applicable	Signed off	Comments
Have all the formal assessment items been completed?	No / Yes		
Does the Safety Mgm System need updating?			
Has fire authorities been modified?			
Has the safety representative been involved?			
Have all relevant drawings been updated?			
Have all procedures been modified accordingly?			
Does the signs in the plant and MSDS need updating?			
Have staff and manning levels been assessed?			
Does the quality control system need updating?			
Have inspection and testing cycles been identified?			
Has the maintenance procedures been implemented?			
Do the emergency response plan need updating?			
Are all the change documentation available and filed?			
Has the change register been updated?			
Has all identified training been completed & recorded?			
Are the changes in compliance with codes & regulations?			
Are licenses required and have been obtained?			
Is the change communicated to appropriate levels of the organisation?			
Others?			

Work Completed:

Everyone notified:

Sign off:

Owner:

