Management of change (MOC) aims to manage risks associated with changes to design, equipment, procedures, personnel, and the organization and includes temporary and permanent changes.

Self-Assessment & Action Plan

Visit Management of Change on pellet.org for:

* Self-Assessment & Action Plan Worksheets
* Improvement Tools & Resources
* Example of MOC Plan
* Example of MOC Form
* MOC Guidelines

When completing the Self-Assessment & Action Plan below:

* If you identify a gap in any of the questions, develop an action plan.
* When choosing due dates for the action plans, consider the following to determine priority:
	+ The anticipated effort required to close the gap and make improvements,
	+ The benefits expected from taking action and implementing change, and
	+ The urgency (e.g., perceived risk) of the improvements needing to be made.

Key Resources

* [PSM Implementation: How to Use the Self-Assessment Worksheets](https://pellet.org/resources/how-to-use-the-psm-self-assessment-worksheets/)
* [Process Safety Management](https://pellet.org/safety/safety-initiatives/process-safety-management-psm/) on [pellet.org](http://pellet.org/)
* [CSA Z767 Process safety management standard (2nd edition)](https://www.csagroup.org/store/product/CSA_Z767%3A24/)

Materials are being updated all the time—come back to pellet.org often.

Suggested Activities

* Define what constitutes a change and implement a system to identify changes prior to implementation.
* Create a change review system that requires proposed changes to be documented.
* Provide training to all personnel to identify changes.
* Develop a practical process to notifying management of changes.
* Provide resources to raise awareness on the process safety hazards that can be posed by changes.
* Educate personnel on what constitutes a replacement in kind.
* Implement an authorization procedure to manage temporary changes, and establish time limits for temporary changes and define renewal requirements.

Suggested Deliverables

* Documented management of change procedure.
* Documented management of change roles and responsibilities.
* Documented procedures for change review and approvals.
* Documented process for changing documentation, test and inspection frequencies, operating procedures, training records.

References

* Rayner Brown, K., Murray, G., Laturnus, B., Yazdanpanah, F., Cloney, C., Amyotte, P.R. (2024). [*Integrating Process Safety Management into Canadian Wood Pellet Facilities that Generate Combustible Wood Dust.*](https://onlinelibrary.wiley.com/doi/10.1002/cjce.25462) The Canadian Journal of Chemical Engineering. 102, 4085-4103.
* WorkSafeBC. (2022). [*Managing Risks in Manufacturing Workplaces: How to Use the Self-Evaluation Tool*.](https://www.worksafebc.com/en/resources/health-safety/information-sheets/managing-risks-manufacturing-how-to-use-self-evaluation) Last accessed April 2024.
* WorkSafeBC. (2023). [*Enhancing Health & Safety Culture & Performance: Self-Evaluation Tool for Managing Risks in Manufacturing Workplaces*](https://www.worksafebc.com/resources/health-safety/checklist/managing-risks-manufacturing-assessing-mobile-equipment?lang=en&direct). Last accessed April 2024.

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| 1. **Is a management of change (MOC) program in place?**

 [ ]  Yes (formalized) [ ]  Yes (informal) [ ]  No [ ]  Unsure  |
| **Action owner** | **Due date (yyyy-mm-dd):** |
| **Plans and actions needed to address gap or improve existing approach**      |
| 1. **Does the MOC system manage risks associated with the following changes? Check all that apply:**

[ ]  Design changes [ ]  Equipment changes [ ]  Procedural changes[ ]  Organizational changes [ ]  Not applicable |
| **Action owner** | **Due date (yyyy-mm-dd):** |
| **Plans and actions needed to address gap or improve existing approach**      |
| 1. **If an MOC system is present, does it consider the following aspects? Check all that apply.**

[ ]  States what a change is.[ ]  States what type a given change is (emergency or temporary).[ ]  States what replacement-in-kind (RIK) is (which is not included in MOC).[ ]  Considers changes in operating procedures or safe operating limits.[ ]  Considers changes in the structure of the organization and staffing.[ ]  A process for reviewing and approving changes.[ ]  Includes a risk assessment of the change.[ ]  Includes the communication of the change with relevant stakeholders before the change is made.[ ]  Includes any necessary training of relevant stakeholders before the change is made.[ ]  Includes a procedure for implementing an emergency change, as well as communicating with relevant personnel in a timely manner.[ ]  States the documentation needed for a change including: * 1. [ ]  Explanation of proposed change.
	2. [ ]  Change authorization.
	3. [ ]  Training requirements.
	4. [ ]  Up-to-date drawings.
	5. [ ]  Confirmation that change was implemented as design intended.

[ ]  Not applicable. |
| **Action owner** | **Due date (yyyy-mm-dd):** |
| **Plans and actions needed to address gap or improve existing approach**      |
| 1. **Does the MOC system manage temporary changes?**

 [ ]  Yes (formalized process documented) [ ]  Yes (informal process)  [ ]  No [ ]  Unsure [ ]  Not applicable  |
| **Action owner** | **Due date (yyyy-mm-dd):** |
| **Plans and actions needed to address gap or improve existing approach**      |
| 1. **Does the MOC system use any of the following considerations to manage temporary changes? Check all that apply.**

[ ]  A time limit/timeframe is set.[ ]  A process for review and approval if the temporary change needs a time extension.[ ]  A process to return the equipment or system back to the original state when the temporary change has ended (e.g., removing any temporary installations).[ ]  Not applicable. |
| **Action owner** | **Due date (yyyy-mm-dd):** |
| **Plans and actions needed to address gap or improve existing approach**      |
| 1. **If there have been instances of temporary changes being permanently implemented, are the following considerations made? Check all that apply.**

[ ]  Changes for other lifecycles (e.g., maintenance turnaround)[ ]  Changes to documents and procedures[ ]  Changes to supporting programs[ ]  Not applicable |
| **Action owner** | **Due date (yyyy-mm-dd):** |
| **Plans and actions needed to address gap or improve existing approach**      |
| 1. **Is the hierarchy of controls and inherently safer design (ISD) options considered during management of change?**

 [ ]  Yes (formalized process documented) [ ]  Yes (informal process) [ ]  No  [ ]  Sometimes [ ]  Unsure [ ]  Not applicable |
| **Action owner** | **Due date (yyyy-mm-dd):** |
| **Plans and actions needed to address gap or improve existing approach**      |

Review of Action Plan for Management of Change

Complete the following table after corrective actions have been implemented.

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| Improvement actions taken      |
| How did you ensure the controls were implemented in a timely fashion? How did you prioritize your actions?      |
| How will you ensure the implemented controls will continue to be effective over time?      |
| How are workers involved in developing and implementing controls?      |
| How do you know that workplace decisions related to safety are effective and sustainable?      |
| How do you measure change to establish a new performance expectation?      |
| When changes are made, how are interrelated procedures, programs, and policies updated effectively?      |
| Is a strategy for continuous improvement in place? How does this process work?      |
| If you have multiple locations, are lessons learned and continuous improvements shared with other locations? How does this process work?       |
| Is the safety management system self-sufficient, or does it rely on specific individuals to make it function? How do you ensure the system remains self-sufficient?      |
| Overall effectiveness of improvement actions.      |