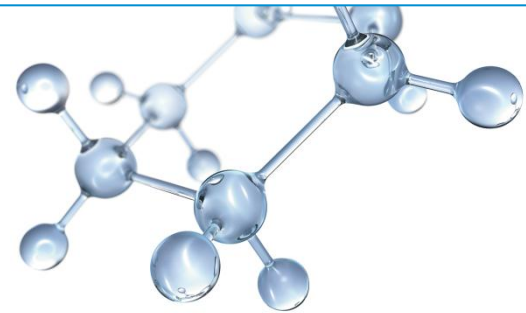


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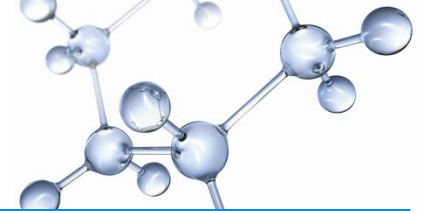
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Operations Change Management

Fredrik Sønstabø
Asset Manager - Jotun and Sigyn

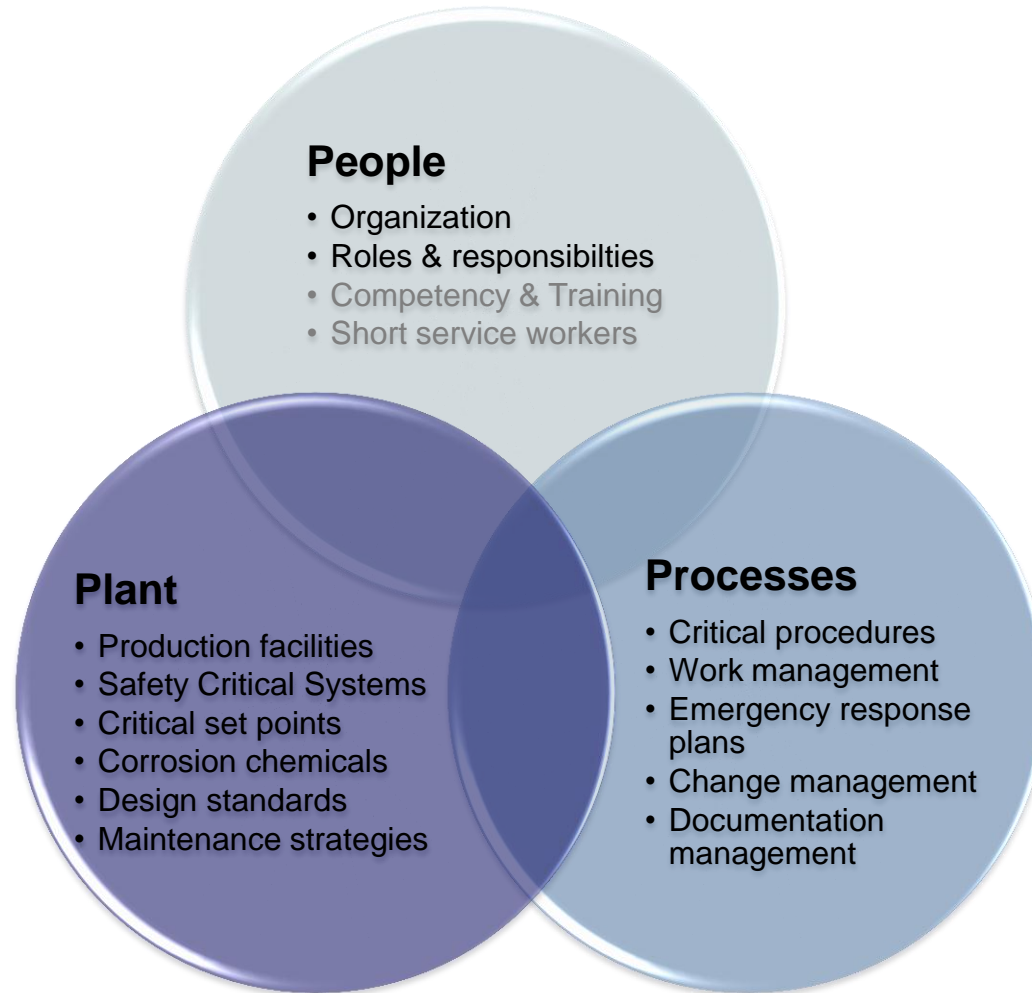
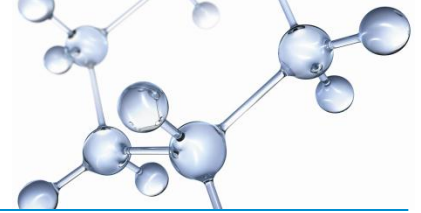
Topics to be covered



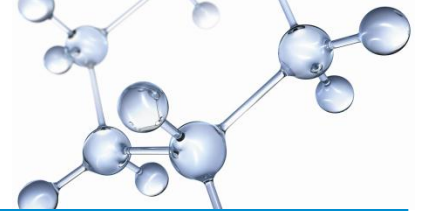
- Operational Changes
- HSE management system
- Leadership Commitment
- Management of Change
 - Process Overview
 - Examples
 - Stewardship
- System assessment
- Closing Remarks



Operational Changes



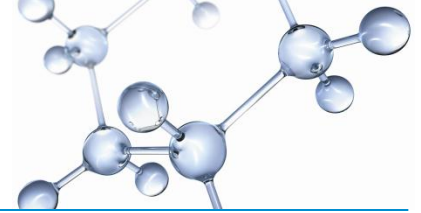
Management System



Execution



Leadership Commitment and Accountability

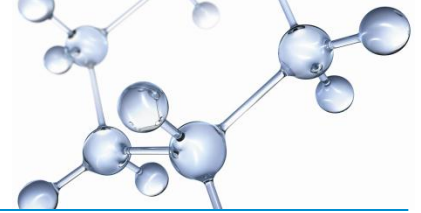


➤ ***Principle: Management establishes policy, provides perspective, sets expectations and provides the resources for successful operations. Assurance of Operations Integrity requires management leadership and commitment visible to the organization, and accountability at all levels.***

- Management commitment and personal accountability
- Workforce engagement
- Performance evaluation and stewardship of results



Management of Change Framework

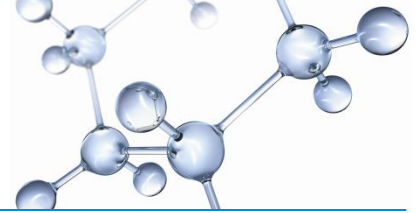


➤ ***Principle: Changes in operations, procedures, site standards, facilities, or organizations must be evaluated and managed to ensure that Operations Integrity risks arising from these changes remain at an acceptable level.***

- 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

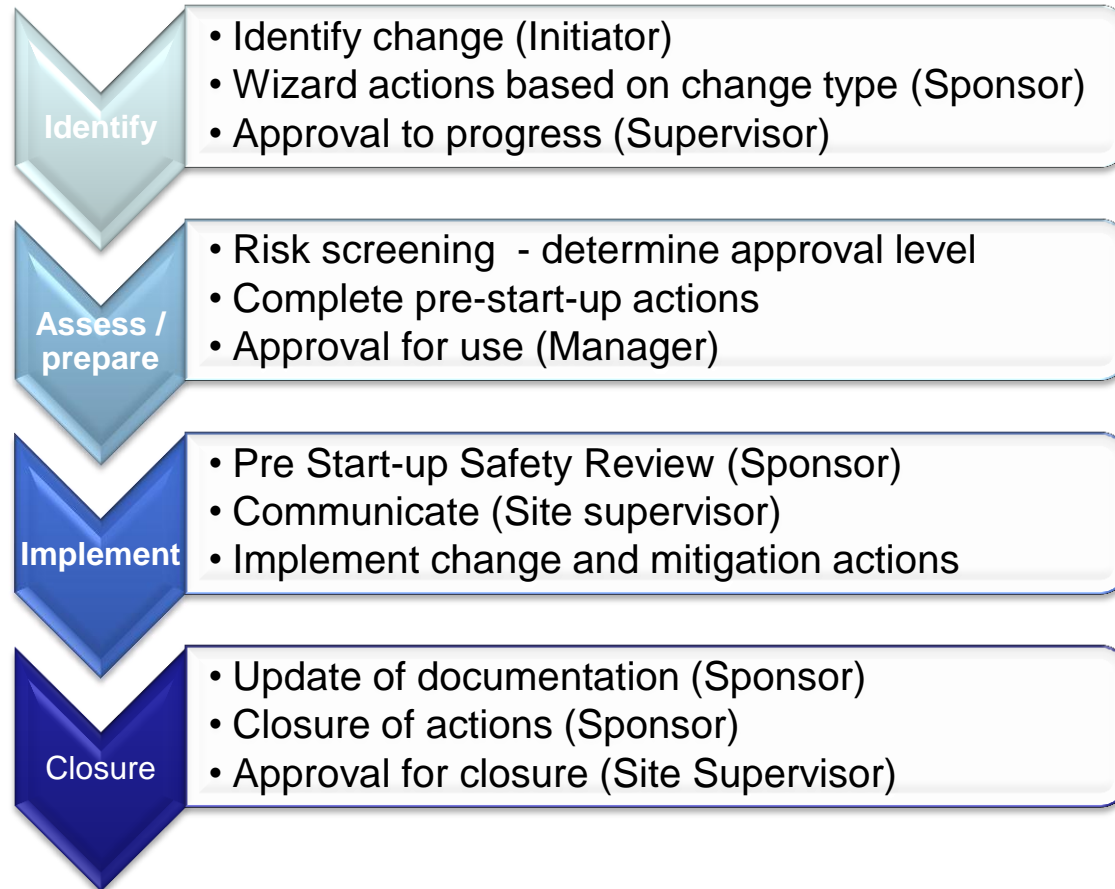
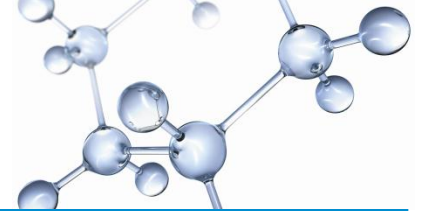
Change assessed and actions defined



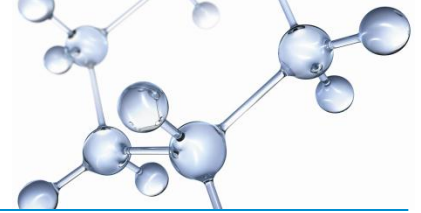
Change execution and stewardship

Open changes per asset
Higher risk changes
Change status
Change actions overdue
Temp changes
exceeding time limits

5 – Change Process Key Steps (simplified)



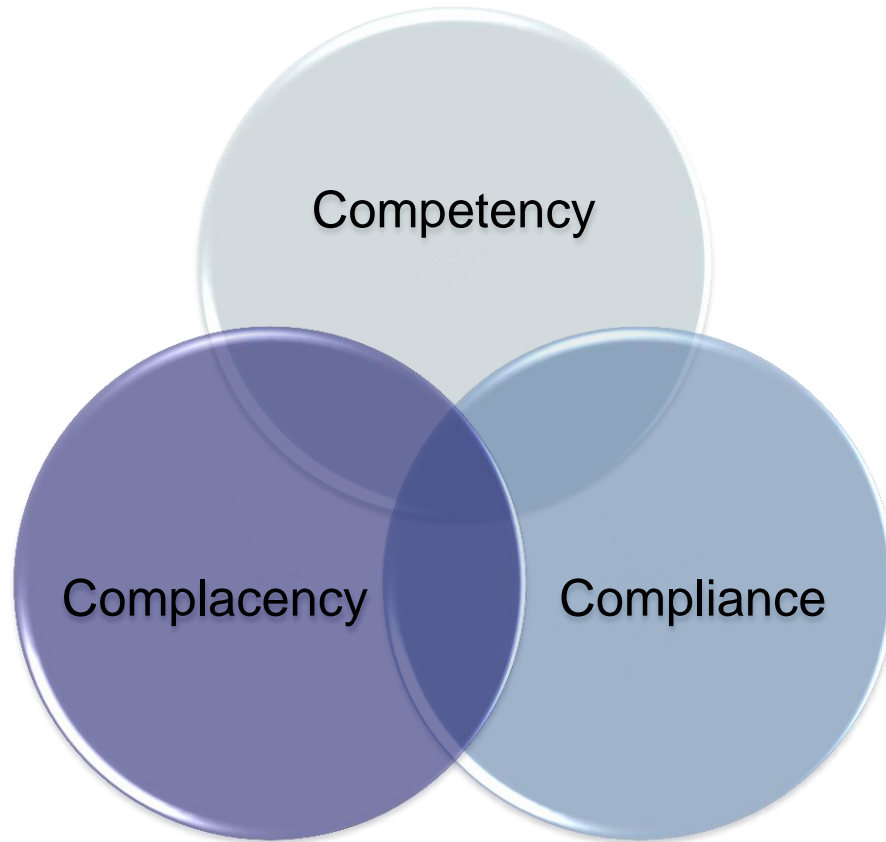
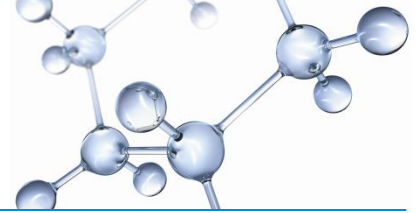
Examples



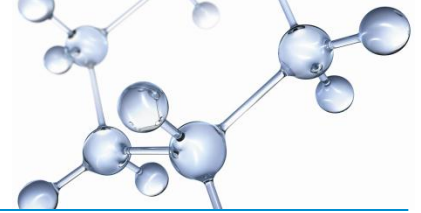
- Deferral of a safety critical maintenance activity - parts not received
- Update to critical maintenance procedure - crane wire replacement
- Organisation change - Combine two positions
- Hardware - Installation of modified/smaller pump impeller
- Update to the Change Management Manual

		Probability				
		A	B	C	D	E
Consequence	I	Red	Red	Red	Yellow	Grey
	II	Red	Red	Yellow	Grey	White
	III	Yellow	Yellow	Grey	White	White
	IV	Grey	White	White	White	White

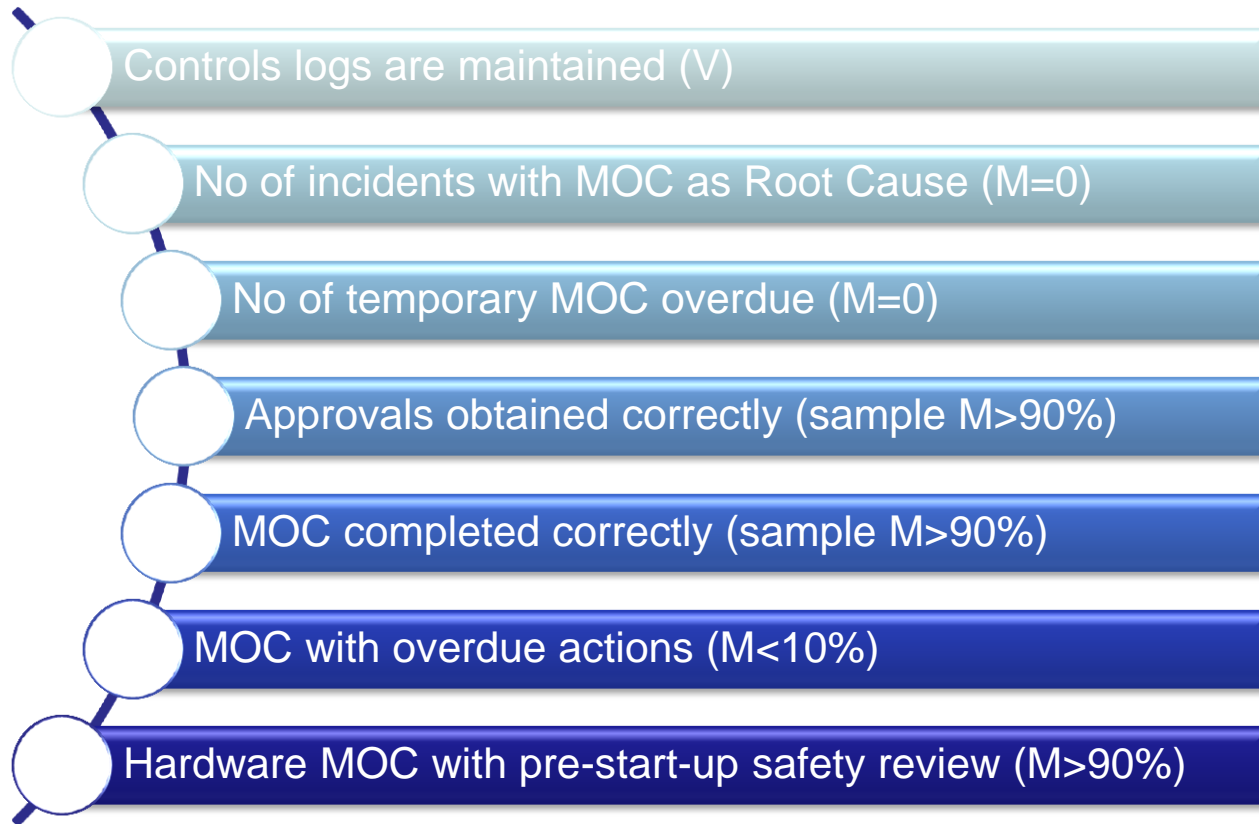
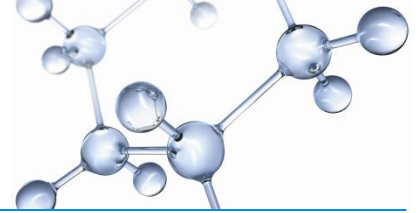
Challenges in Operations



MOC Stewardship

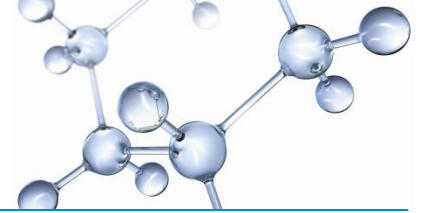


Quarterly KPI scorecard



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

Assessments

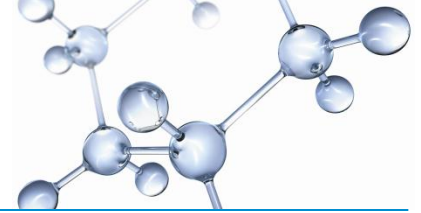


➤ ***Principle: Assessment of the degree to which expectations are met is essential to improve Operations Integrity and maintain accountability.***

- 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

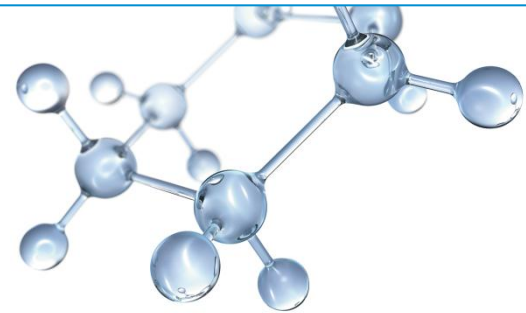


- Leadership - HSE management system
- Change Recognition Skills
- Common Structured MOC Process
- Robust Governance Processes



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