



PURPOSE/APPLICATION

Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It is used to address project change requirements as a result of emergencies or changes to personnel, scope of work and/or planned daily activities. The change management process is also utilized for controlling changes within the HSEMS Manual and Safe Work Manual (COP, SWP and SJP), while addressing both regulatory and industry practices. Changes will be evaluated and managed to ensure that health, safety and environment risks and impacts arising from the changes are minimized and remain at an acceptable level.

PPE

TRAINING

- HAZARDS & CONCERNS**
- Miscommunication

PRECAUTIONS

Change management tools and strategies will be used under the following circumstances:

- Whenever it is necessary to change out key project personnel
- Whenever a change in scope of work is necessary
- Whenever there is a change in planned daily work activities
- Change in regulation on industry standard.
- Emergencies

Supervisory Responsibility

- Provide sufficient documentation as to the description, location and reason for the proposed change
- Ensure a hazard assessment "review" is conducted with replacement and/or relief supervision
- Ensure sufficient time overlap to allow replacement/relief supervision to become familiar with project dynamics
- Ensure a hazard assessment is conducted for change of work scope and appropriate controls are implemented
- All persons and stakeholders involved need to be included in the change order process.
- Before a change order takes place, a review will be completed addressing health, safety, and environment impact.
- Ensure a re-assessment of hazards takes place when planned daily work activities change
- Ensure appropriate approvals have been granted "BEFORE" proceeding with changes
- Ensure that a general meeting takes place to communicate changes in personnel
- Ensure scope change specific safety meetings and/or tailgate meetings take place to communicate



- Change of scope work c/w related hazards and controls
- Change in planned daily work activities c/w related hazards and controls
- Before a change to facilities, equipment, or work process can be placed into service, a pre-startup review must be completed to ensure that all requirements outlined in the pre-project review have been addressed, and to ensure that any other possible hazardous conditions are assessed.
- Pre-Project and Pre-Startup reviews should include all interested parties. This may include, but is not limited to, Operations, Engineering, Information Technology, Sales/ Marketing, Quality Assurance, and Environmental, Health and Safety.

Worker Responsibility

- Acknowledge and co-operate with changes communicated by supervision
- Identify and report changes in planned work activities
- Participate in hazard re-assessments as a result of changes in planned work activities
- Attend tailgate meetings to understand the impact of:
 - Changes to scope of work c/w related hazards and controls
 - Changes in planned daily activities c/w related hazards and controls
- Review update / changes COP/SWP/SJP's

REFERENCES / ADDITIONAL INFORMATION

- Change Order Form
- Safe Work Permit CF-S-26
- Hazard Assessment & Control - HSEMS (CF-S-01)
- Task Hazard Analysis- HSEMS (CF-S-02)

REGULATIONS

Alberta OHS Code

None

Saskatchewan OHS Regulation

None

British Columbia OHS Regulation

None



SAFE WORK PRACTICE
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SWP-37
CHANGE MANAGEMENT

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