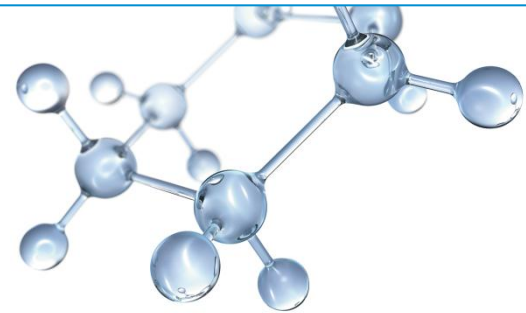


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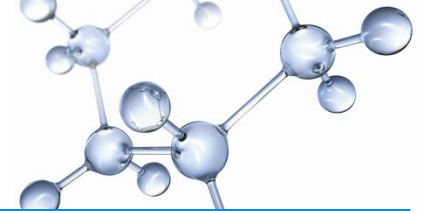
## Operations Change Management

Fredrik Sønstabø  
Asset Manager - Jotun and Sigyn

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# Topics to be covered

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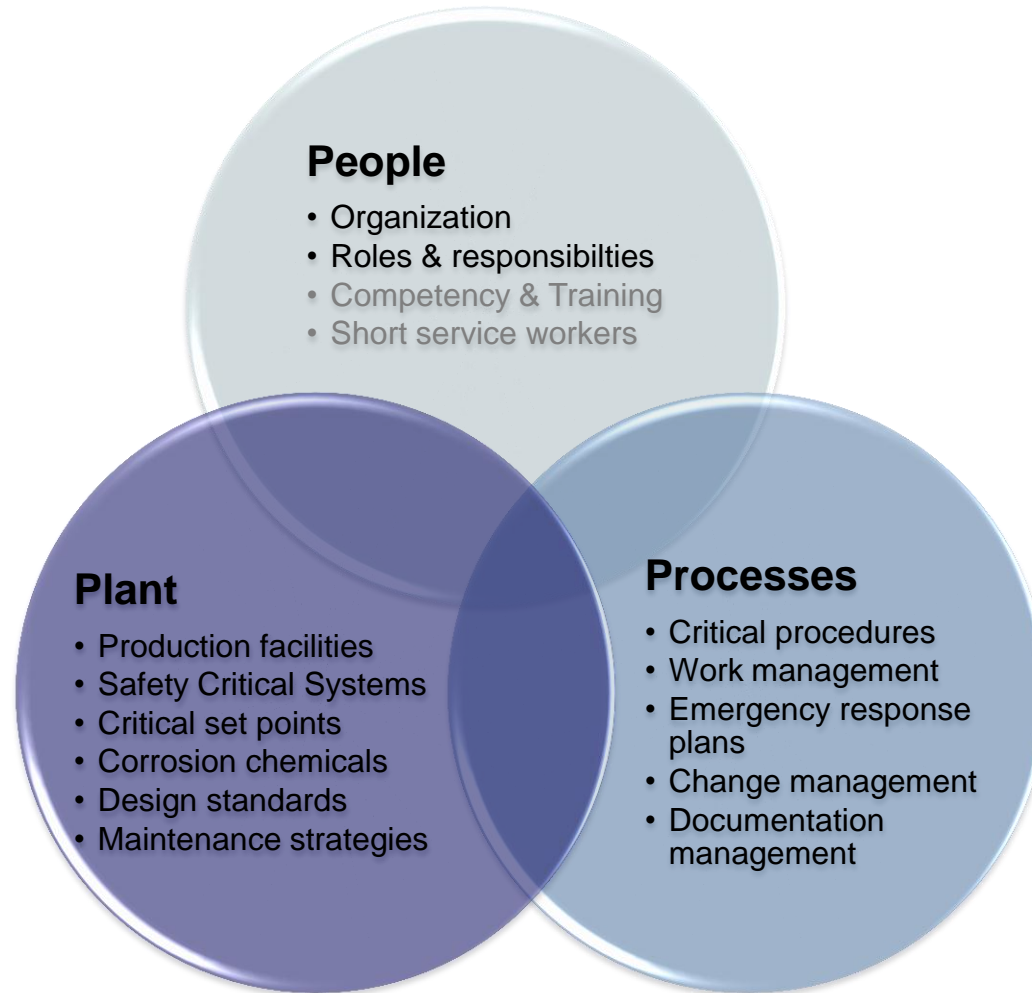
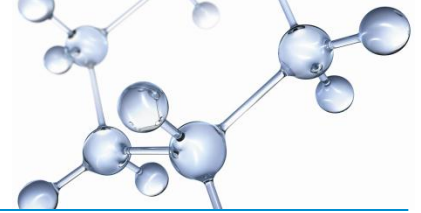


- Operational Changes
- HSE management system
- Leadership Commitment
- Management of Change
  - Process Overview
  - Examples
  - Stewardship
- System assessment
- Closing Remarks

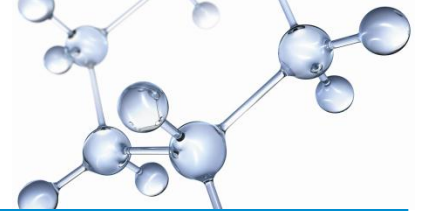


# Operational Changes

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# Management System

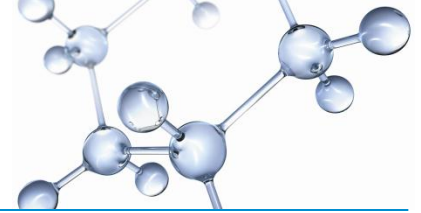


## Execution



# Leadership Commitment and Accountability

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➤ ***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.***

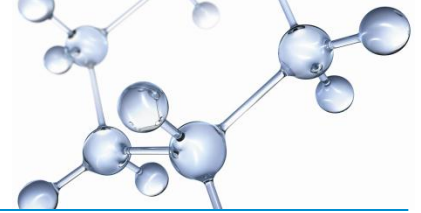
- Management commitment and personal accountability
- Workforce engagement
- Performance evaluation and stewardship of results





# Management of Change Framework

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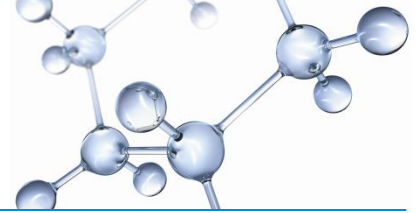
➤ ***Principle: Changes in operations, procedures, site standards, facilities, or organizations must be evaluated and managed to ensure that Operations Integrity risks arising from these changes remain at an acceptable level.***

- 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

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## 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

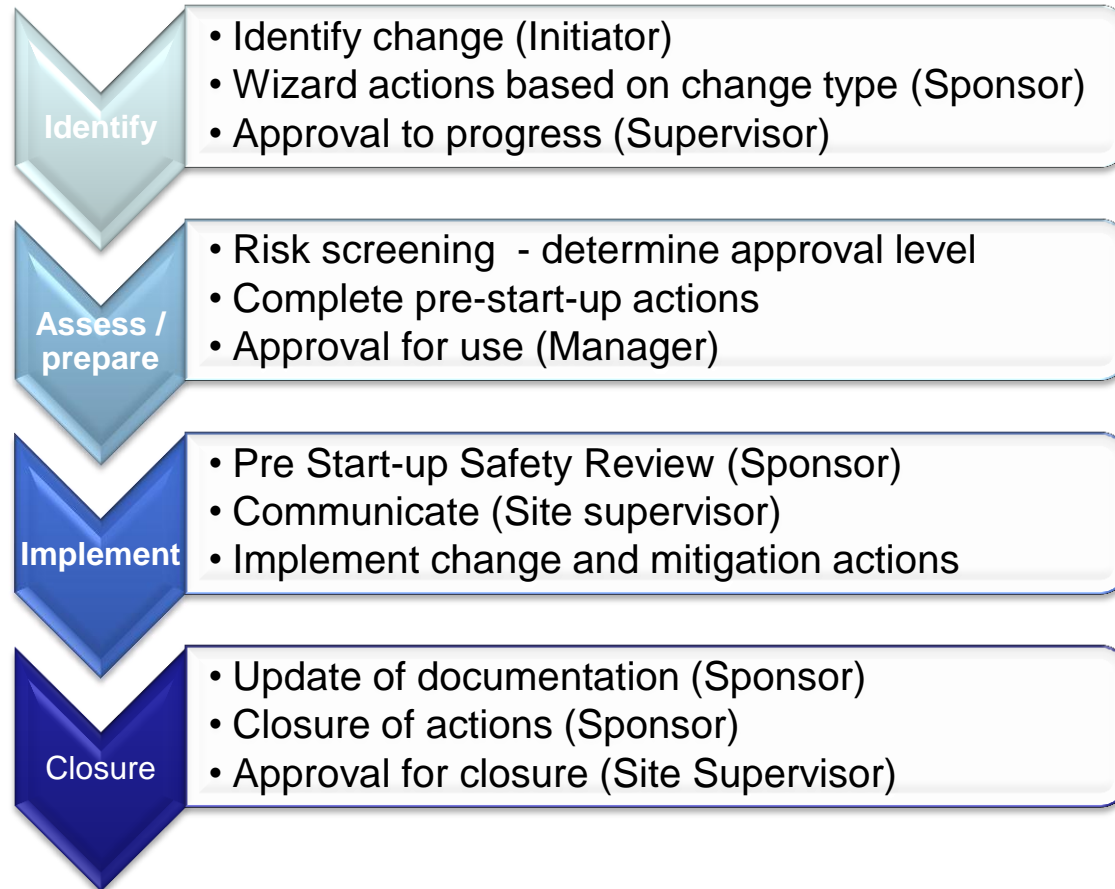
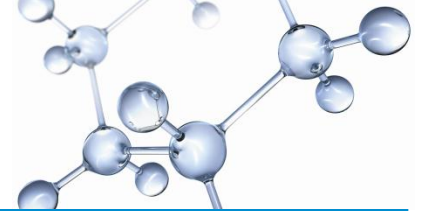


## Change execution and stewardship

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

## 5 – Change Process Key Steps (simplified)

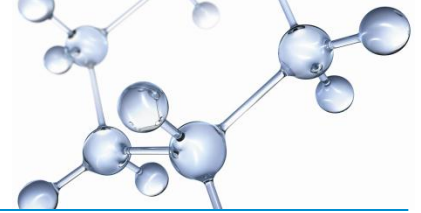
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# Examples

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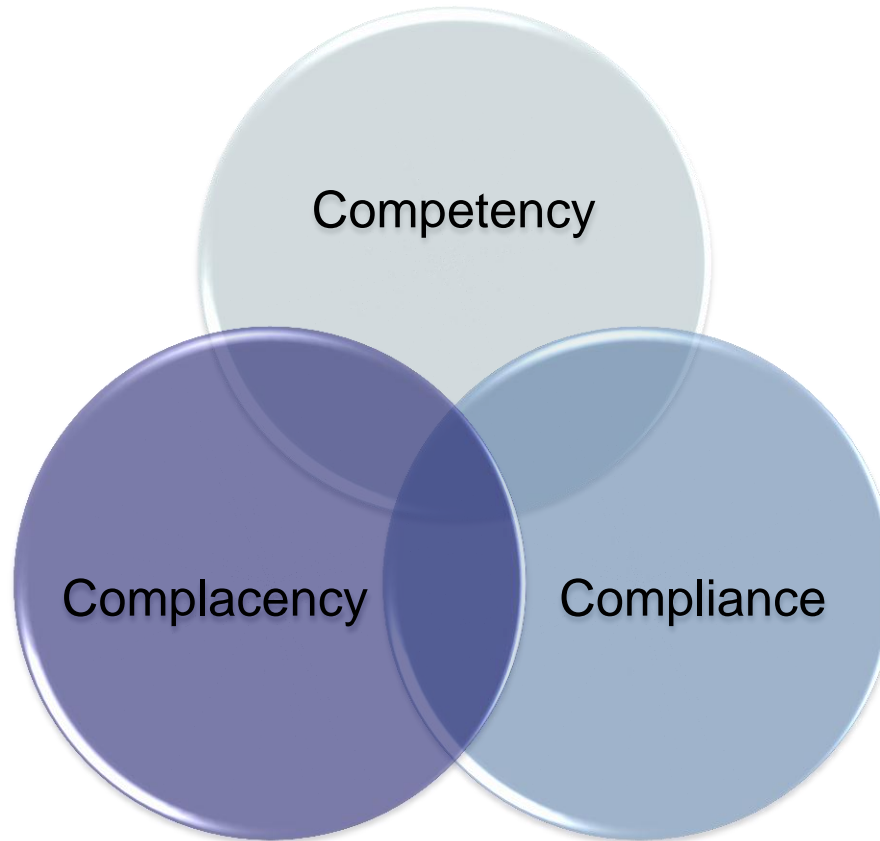
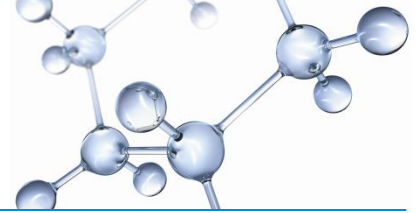


- Deferral of a safety critical maintenance activity - parts not received
- Update to critical maintenance procedure - crane wire replacement
- Organisation change - Combine two positions
- Hardware - Installation of modified/smaller pump impeller
- Update to the Change Management Manual

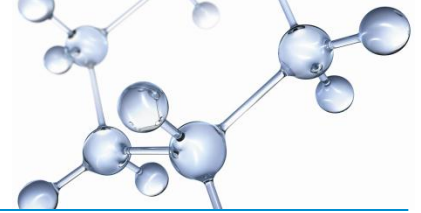
		Probability				
		A	B	C	D	E
Consequence	I	Red	Red	Red	Yellow	Grey
	II	Red	Red	Yellow	Grey	White
	III	Yellow	Yellow	Grey	White	White
	IV	Grey	White	White	White	White

# Challenges in Operations

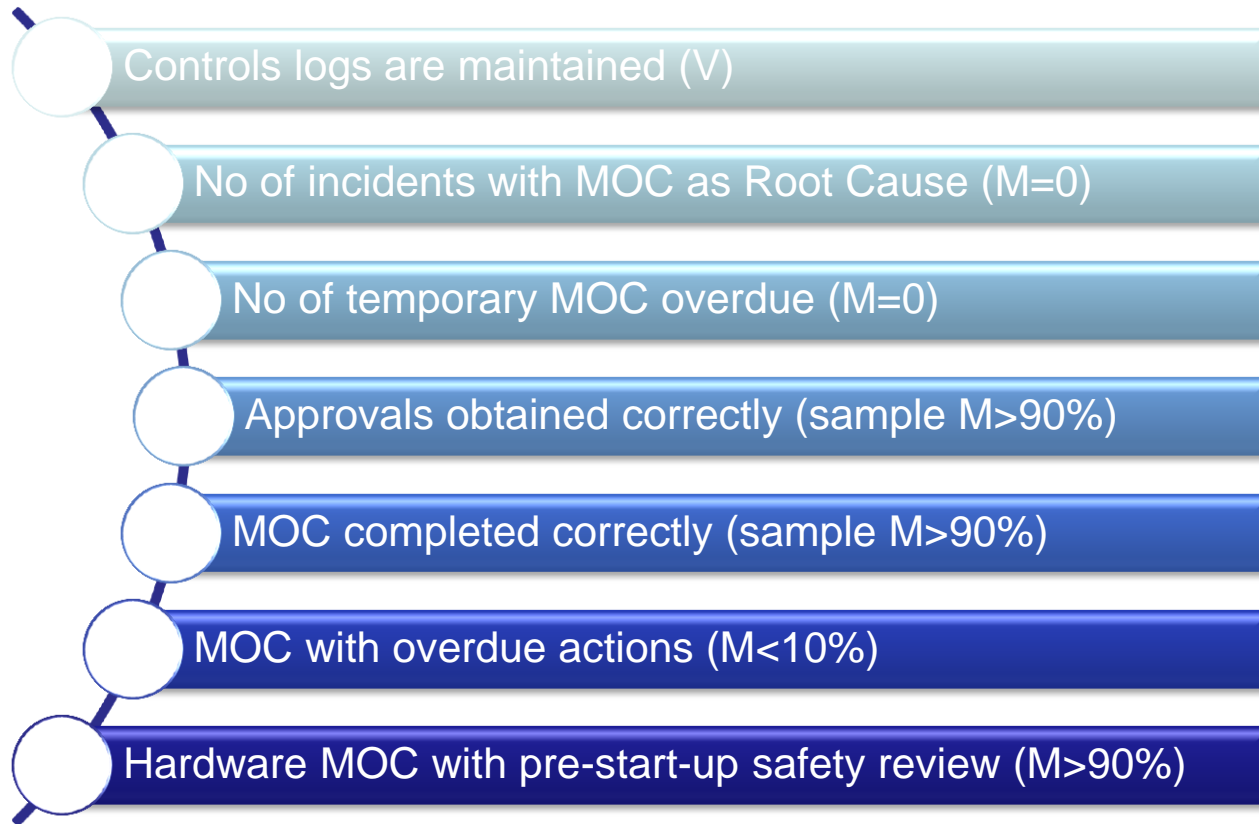
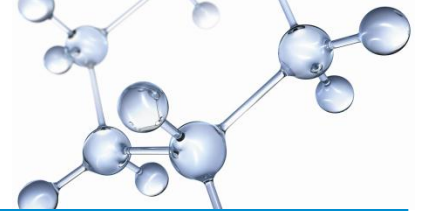
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# MOC Stewardship



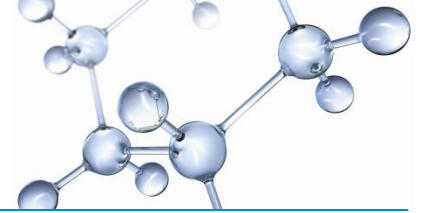
# Quarterly KPI scorecard



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

# Assessments

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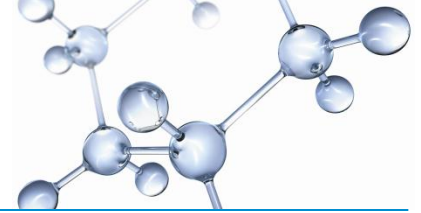
➤ ***Principle: Assessment of the degree to which expectations are met is essential to improve Operations Integrity and maintain accountability.***

- 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

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

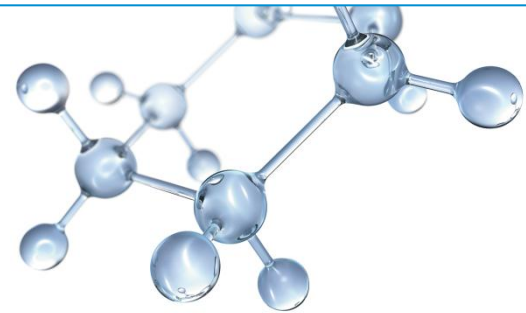




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