

Management of Change



Couple of takeaways

- Changes in how we manage safety can occur in a range of areas, from how we manage chemicals through to providing training, and are usually managed by specific procedures.
- Changes to Integrated Management Systems (IMS) can either be planned by the WHS Team or requested by the business via Service Now and other methods of communication.
- All change, regardless of size, needs to consider the needs of our interested parties and be managed effectively to ensure risks associated with changing processes, methodology, infrastructure and more do not introduce unacceptable new risks.



What is this procedure for?

This procedure describes how changes within the Integrated Management System (IMS) are initiated, evaluated and implemented.

When changes occur to the environment in which the Hydro Tasmania Group operates, a systematic response is required to ensure that we continue to operate safely, legally and in an environmentally responsible manner.

This procedure is used where a material, piece of equipment, process, document or an operational change occurs, that may affect safety (except when the steps to manage the change are already described in the relevant procedure, such as the Legal and Other Requirements Procedure). **Environmental management changes**

are not covered by this procedure, except for changes to documents shared by Safety and Environment functions of the Hydro Tasmania Group.



Who can request changes?

Anyone can identify a change (i.e. a change to the business structure, outsourcing, personnel, policy, strategy, legal requirements, activities, operations or as the result of an incident, risk assessment or an audit).

Everyone is encouraged to propose changes that they believe could reduce risk and improve the Hydro Tasmania Group's HSE, operational and asset management performance.



What is the process for managing changes?

The review, approval and implementation of any change as described in the following table (if the change type is listed).

Change type	Procedure	Approver	Record
Chemical Management	Hazardous Chemical Management	WHS, Climate & Environment or Asset Owner	ChemAlert Register
Contractor	Contractor Management	Procurement Manager or Hydro Representative	Revised contracts
Documents	Document Management	WHS Manager	Document Register / updated document

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Change type	Procedure	Approver	Record
Risk Register Site Hazard Registers	HSE Hazards, Risks and Opportunity Procedure	Leaders and Business Unit Managers	HSE Register Site Hazard Registers
Legal and other requirements	Legal and Other Requirements	WHS Manager	Legal Register
Monitoring and measuring	Monitoring and Measuring Selection and Use of Monitoring and Measuring Equipment	WHS Manager	SAP
Objectives/Targets	Planning and Objectives	Leadership Team Board	LT Meeting Minutes
Permit to Work (PTW)	Permit to Work Procedure	Various, as per permit to work Procedure	Revised/reissued PTW PTW Register
Operational/construction Projects	Hazard and Operability Study Procedure	Various, as per the Hazard Operability Study Procedure	Revised Project Management Plan
Training method and requirements	HSE Awareness Training and Competency	Compliance Assurance Mgr.	Training and Assessment Strategies

Where the change needs to be managed using a Systems Change Request via Service Now, the Initiator completes and forwards it to their Line Manager, ensuring it states:

- Clearly and comprehensively, the proposed change and the reason for it
- Any information relevant in assessing the implications of the change
- The potential impact on existing procedures, documents or HSE plans
- The potential changes to risks and hazards
- Who needs to be informed about the Change Request.

The Line Manager reviews the Change Request and if the Systems Change Request is:

- **Approved**, sends it to the Safety Team for consideration
- **Not approved**, explains why to the Initiator and sends a copy to the Safety Team.

The Safety Team support and review the Change Request, prioritize and administer it by:

- Recording completed requests in Service Now
- Considering the information on the Service Now change request
- Consulting with the relevant parties about the effect of the change (as needed)
- Determining if a Risk Assessment and Hazard Evaluation is required (see HSE Hazards, Risks and Opportunities Procedure)
- Informing the affected parties accordingly
- Approving or rejecting the Change Request
- Classifying it as either a Minor or Major change (see following paragraph).

If the Safety Team approve the Change Request and determine the change as:

- **Minor** – i.e. of low impact to risk or small in terms of changes operationally or document revision. Examples of this type of change include corrections,

Where a change to the safety management system is required, a Systems Change Request is raised via Service Now and processed as described in this procedure.

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clarification, alignment to revised systems, removing redundant or condensed documents, revising intranet/internet text, template change, and format change. These changes are implemented and verified as described with consideration to change management and documented in Service Now by the Safety Team.

- **Major** – i.e. materially affecting procedures, processes, operating conditions or equipment. These changes are implemented with consideration to change management and documented in Service Now by the Safety Team.

If the Major Change Request is:

- **Approved**, ensure a change and communications plan is developed (that defines how the effectiveness of the change will be monitored) and notify all parties affected by the change prior to its implementation.
- **Rejected**, notify the relevant parties explaining the reason for rejection.

The Safety Team manage any change by:

- Communicating any IMS changes to the affected parties
- Coordinating any training required to implement the changes as described in the procedure HSE Awareness, Training and Competency
- Administering any document changes made to the IMS
- Keeping any change and communications planning used as a record of IMS changes and as evidence of any corrective actions for incidents being effectively addressed

The Safety Team determine the extent of consultation and change management using this guidance:

- **Minor** – Minimum communication required: notification to the change initiator. All employees can access changes and communications via subscribing to Service Now reports.

- **Major** – Minimum communication required: notification to the change initiator; subject matter experts will be identified for prioritised procedure revisions via impacted leaders (for A&I, level 3 leaders will be consulted for volunteers); electronic communication to affected workers and committees; any training and instruction required by WHS laws; communication and/or consultation with affected senior leaders. All employees can access changes and communications via subscribing to Service Now reports.

Further communications also occurs as outlined in the Communication, Consultation and Collaboration Procedure.