

CEPIC/ECTA Guideline "Managing Change in a Chemicals Supply Chain"

Purpose and limitations

This spreadsheet is an Appendix to the CEPIC/ECTA Guideline "Managing Change in a Chemicals Supply Chain" and should be used in conjunction with that Guideline. It provides an example tool to go structurally through a Management of Change Process. The core is a large set of questions that is aimed at triggering thoughts on the impact of the Change on the Company, the risks associated with the Change, and actions that might be necessary to identify and implement barriers to manage the risks associated with the Change. However, the set of questions is not exhaustive and can never foresee and address all changes a company might encounter. Therefore, it is the responsibility of the user to judge how well the tool can be used and if gaps are identified against the Company's needs either another means to manage the change should be used, or the tool should be adapted by the Company to meet its needs or the Company should use one or more other approaches such that jointly it meets the needs of the Company. In addition, all limitations and restrictions indicated in the Guideline are applicable e.g.:

"Throughout legislative and industry documents the 'Management of Change' subject is addressed, examples of which are:

- Directive 2012/18/EU, Annex III, item (b), sub (iv), <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32012L0018>
- 2015 Revisions of management system standards, e.g. ISO 9001:2015, ISO 14001:2015, Chapter 6.3

This CEPIC/ECTA Best Practice guideline is in no way meant to prescribe fixed solutions to legal requirements as defined in afore-mentioned example documents or any other documents."

Structure of the Tool

The Tool consists of 4 parts:

- A. A MOC Overview tab that allows for the basic input for the management of change such as (i) Definition of the Change, (ii) the justification of it, (iii) tracking progress of scope definition and implementation and (iv) sign off by the MOC Approvers/Sponsors.
- B. A Project Management Page in which various roles can be assigned to individuals e.g. MOC Initiator, MOC Approver, Scope Definition Team members, and a set of Questions around the overall management of the MOC that might lead to follow-up actions for the Project Team.
- C. 4 tabs with questions on Technical, Organisational -People and Procedural changes that might be helpful in defining the Scope and Development plan of the Change.
- D. A sheet that will summarize all identified actions with respect to the change.

Approach in the MOC Tool

Core of the tool is a set of questions that can guide the user through a thinking process to identify the Scope of the Change, and through actions subsequently identified by the user create the development and implementation plan for the Change. The set of questions is not exhaustive and the user will always be responsible that all relevant consequences and associated risks are addressed. This might be on areas and activities not handled in the tool.

The questions are composed in sets of 3. The first question is an open question to initiate the thinking of the user on a possible specific aspect of the change. Subsequently two closed questions will drive to clarity whether critical aspects have been addressed to the appropriate level. Depending on the answer of the open question it might well be that the two closed questions are not relevant, for example because the open question does not identify a change issue, do not specify a yes or no to the closed questions but leave that cell blank. In case that closed question is answered with a no, the user is requested (Red fields appear in column E to H on that line) to formulate an action that would drive that aspect of the change to a successful closure. The tool requests to identify an action party and a date by which the closure has been completed. Through a status drop down menu (column H) the progress of the action (Not Started, In Progress, Completed) can be tracked. As status summary of all identified actions is visible on the MOC Overview Tab, while the Summary of actions tab provides an overview of all actions identified. Please note if the status field is not used that action will not be tracked on the MOC Overview Tab.

In column D a clarification/remark to the question might have been given. In addition the user might use that field to provide a remark to the answer given. For example for future use in an audit.

The user is advised to use for each MOC a new, clean spreadsheet.

Tab MOC Overview

In column A & B in this Tab an overview of the MOC is provided. Column D provides a process flow of the MOC and a link with the MOC Process described in the Guideline.

In Lines 5 to 14 the MOC Initiator can add basic information on the Change including the description, the Justification and whether it is a permanent or temporary change.

Line 16 to 18 allow for a first indication on the type of change, i.e. a Technical, a Organizational-People and/or Procedural change. Clicking the No radio button will hide the tab(s) associated with that change type and avoiding answering unnecessary questions. Please note that answering one or more questions on a visible tab might trigger the understanding that still a hidden tab should be used. In that case that tab should be unhidden on the MOC Overview tab by clicking the Yes radio button for that change type. For example while having a only a Technical change one might realise, while going through the questions on the Technical Changes tab, that there are also consequences are for one or more Procedures used in the Company. This might mean that the Procedural tab should be unhidden.

On Line 20 & 21 the MOC Sponsor signs off that the Scope, being the answered questions and defined actions, of the MOC is complete and that the Scope can be implemented (execution of the defined actions).

On Line 23 to 26 the progress of the scope implementation is tracked by means off the number of actions that are still open.

When all actions are closed and the MOC Approver/Sponsor is confident that the actions have been addressed completely and appropriately, including the actions on assessing the risks associated with the change, the MOC Approver/Sponsor can Approve the MOC on lines 28 & 29.

Tab Project Management

At the top of this Tab critical roles in the MOC an be defined. Next to the MOC Initiator and the MOC Sponsor this is in particular the Scope Development Team that uses this Tool to develop the scope. The Project leader of the team has the responsibility for a proper definition of the Scope and the Quality of the answers to the question in this Tool. On line 8 to 10 further team members can be defined . Use the cells in column B to define roles in the team they have, e.g. Subject Matter Expert pumps, or Dangerous goods advisor. **If there are more team members add a line through inserting a complete line to avoid that the various macros in the spreadsheet are affected.** The "Other" line is for other critical persons that should be recorded e.g. when not the Sponsor but another senior person is approving the final MOC. Again use insert line if more roles need to be defined.

Line 15 to 35 are questions related to the Project Management of the MOC ensuring that the right disciplines are in the Scope Definition Team, that key internal and external Stakeholders are involved and the internal ones formally support the MOC. (This is the sign off by for example the discipline heads providing the MOC Assurance as described in Table 2 of the MOC Guidance document under 2 Design.) having this in place will help the decision taking by the Final Approver

Cell scaling issue: During testing of the tool it appeared that on a few computers the cell size is not automatically scaling with it contents. If that appears the case please go to the top left corner of a Tab a click the cell with the small triangle to select the full sheet. Put the cursor between two rows in the first column, with the row numbers, such that the row divider pops up and click. This should now scale all cells manually. Repeat this for all tabs where this issue occurs.

Tab Technical Issues

Given the wide spread of equipment, operational and product related matter that might be involved in the change, this tab allows to select those that are relevant. This happens by having the radio button for that matter set to yes. In doing so the relevant questions will be visible on the tab "Technical Changes".

Missing matters in these 3 categories can be added to the tool by replacing Other: _____ at the bottom of the categories by that particular matter and having the corresponding radio button set to yes.

Tab Technical Changes

This tab contains two type of questions. At the top questions in relation to the matters selected on the Technical issues page. At the bottom generic and summary questions with respect to risk management, training and impact on the two other change areas Organisational & People and Procedural changes which reduce the chance that risks on interfaces internally and externally are being missed in the assessment.

- Tab Organisational-People Changes On this type tab 4 types of questions are raised in relation to:
- A. Change related to individual employees
 - B. Changes to a Team
 - C. Changes because a business is sold or acquired.
 - D. Summary Questions
- The first 3 handle various aspects of that particular change, while the last type contains generic and summary questions with respect to risk management, training and impact on d Procedural changes. These reduce the chance that risks on interfaces internally and externally are being missed in the assessment.
- Tab Procedural Changes This tab contains two type of questions. At the top questions in relation to specific aspects of Procedural changes. At the bottom generic and summary questions with respect to risk management, training and impact on the two other change areas Technical and Organisational & People changes. These reduce the chance that risks on interfaces are being missed in the assessment.
- Tab Summary of actions After pressing the button "Update Summary" on this tab an overview is (re)created of all actions and their status as defined on the tabs:
- * Project Management of the MOC
 - * Technical changes
 - * Organisational-people changes
 - * Procedural changes

Disclaimer

This document is intended for information only and sets out best practice guidelines for Managing Change in a chemicals supply chain. The information provided in these guidelines is provided in good faith and, while it is accurate as far as the authors are aware, no representations or warranties are made with regards to its completeness. It is not intended to be a comprehensive guide. Each company, based on their individual decision making process, may apply these guidelines, in full or partly or apply any other adapted measures.

No responsibility will be assumed by ECTA/Cefic in relation to the information contained in these Guidelines.

MOC SCOPE DEVELOPMENT & IMPEMENTATION TRACKING FORM	
	Description
MOC Title:	
MOC Reference Number:	
Date:	
Proposed Implementation Date:	
MOC Initiator:	
MOC Sponsor:	
Description of the Change:	
Justification for the Change:	
Temporary or Permanent Change:	
Date end Temporary change?	
Does the change involve a Technical Change?	<input checked="" type="radio"/> Yes <input type="radio"/> No
Does the change involve a Organisational - People Change?	<input checked="" type="radio"/> Yes <input type="radio"/> No
Does the change involve a Procedural Change?	<input checked="" type="radio"/> Yes <input type="radio"/> No
Signed for completion scope, all necessary actions identified and approval for implementation of the Actions by MOC Sponsor:	Name & Job Role
Date:	
Open Actions Project Management	0
Open Actions Technical Changes	0
Open Actions Organizational - People Changes	0
Open Actions Procedural Changes	0
Total Open Actions	0
Signed of for completeness, full closure of Actions and Final Approval of the Change by MOC Sponsor:	Name & Job Role
Date:	

MOC Process Phase <i>(MOC Guideline Section)</i>
MOC Initiation <i>(Section 4.1)</i>
Scope definition & Risk Assessment <i>(Section 4.3)</i>
<i>Use Questions on Tabs to define Scope</i>
Review and Approval for Scope implementation <i>(Section 4.4)</i>
Scope Implementation and Handover <i>(Section 4.5)</i>
<i>Execute action plan on Tabs</i>
Final Approval <i>(Section 4.6)</i>

List of persons who are/were involved in the MOC process

Role	Name	Job function
MOC Initiator:		
MOC Sponsor:		
MOC Scope Development Team		
Project lead:		
Define		
Define		
Define		
Other		

	Questions on the Project Management of the MOC	Answer	Remarks/links	Action required after answer No	Responsible person	Due time	Status
	Project Management of the MOC						
PM1	Which Disciplines are involved in this MOC?						
PM1.1	Is the Scope Development Team adequately represented by all these Disciplines?						
PM1.2	Are the team members competent and authorized to take that role?						
PM2	Who are the individual internal stakeholders who's support would be needed for a safe and successful Implementation of the Change and are authorized to do sign off on this?		This is the sign off by discipline heads providing the MOC Assurance as described in Table 2 of the MOC Guidance document under 2 Design.				
PM2.1	Has a proper communication plan been defined and executed?						
PM2.2	Have these Stakeholder signed off that the risks of the change in their areas are addressed to As Low as Reasonable Possible (ALARP), the consequences for the change are accepted and how and when the Change will be implemented?						
PM3	Which Parties have to sign formally off on the Change outside the Company?		Think about Authorities, Certifying Bodies etc.				
PM3.1	Is it clearly defined and communicated what the needs are of these Parties ?						
PM3.2	Have these Parties signed off on the Change?						
PM4	Which Stakeholders outside the Company would need to be informed about the Change		Think about Authorities, Customers, Suppliers, Local Community/Neighbours, Industry Associations etc.,				
PM4.1	Has a communication plan been developed and executed?						
PM4.2	Have all comments of these stakeholders been properly addressed?						
PM5	Which system will be used to archive critical documents and sign-offs						

PM5.1 Has some one been made responsible for the document management?

PM5.2 Has the location(s) of the documents been established?



Not started	0
In progress	0
Completed	0

What kind of equipment is involved in the MOC ?

Gaskets	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE1
Couplings	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE2
Valves	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE3
Pressure safety valve	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE4
Pump	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE5
Compressor/blower	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE6
Hoses/(un)loading arm	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE7
Trailers	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE8
Containers	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE9
Packaging	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE10
Containment	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE11
Storage tank	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE12
PPE (personal protective equipment)	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE13
Tyres	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE14
Temperature Control of the Load	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE15
Vehicle Monitoring Systems	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE16
Vehicle Handling Systems	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE17
Communication Systems	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE18
Other: _____	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE19
Other: _____	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE20
Other: _____	<input checked="" type="radio"/> Yes <input type="radio"/> No	TE21

What kind of operations are involved in the MOC?

Filling	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO1
Loading	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO2
Securing the load	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO3
Unloading	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO4
Transport conditions	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO5
Storage conditions	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO6
Heating/Cooling	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO7
Cleaning	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO8
Working on Heights	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO9
Incident Recovery	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO10
Intermodal	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO11
End destination	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO12
(Sub)Contracting Technical Change	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO13
Other: _____	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO14
Other: _____	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO15
Other: _____	<input checked="" type="radio"/> Yes <input type="radio"/> No	TO16

What kind of product(property) is involved in the MOC?

Sort of product	<input checked="" type="radio"/> Yes <input type="radio"/> No	TP1
Condition of product	<input checked="" type="radio"/> Yes <input type="radio"/> No	TP2
Other: _____	<input checked="" type="radio"/> Yes <input type="radio"/> No	TP3

	Questions on changes	Answer	Remarks/links	Action required after answer No	Responsible person	Due time	Status
	Equipment changes						
TE1.1	What are the technical requirements of the gaskets ?						
TE1.1.1	Do the new gaskets meet the above requirements?						
TE1.1.2	Are the specs reliable and verifiable?						
TE1.2	Who has to be trained in using the new gaskets ?						
TE1.2.1	Is the training pack existing and sufficient?						
TE1.2.2	Is a trained trainer available?						
TE1.3	Who has to be informed about the change of gaskets ?						
TE1.3.1	Is the information clear to all potential users?						
TE1.3.2	Is this information communicated to all potential users?						
TE2.1	What are the technical requirements of the couplings ?						
TE2.1.1	Do the new couplings meet the above requirements?						
TE2.1.2	Are the specs reliable and verifiable?						
TE2.2	Who has to be trained in using the new couplings ?						
TE2.2.1	Is the training pack existing and sufficient?						
TE2.2.2	Is a trained trainer available?						
TE2.3	Who has to be informed about the change of couplings ?						
TE2.3.1	Is the information clear to all potential users?						
TE2.3.2	Is this information communicated to all potential users?						
TE3.1	What are the technical requirements of the valves ?						
TE3.1.1	Do the new valves meet the above requirements?						
TE3.1.2	Are the specs reliable and verifiable?						
TE3.2	Who has to be trained in using the new valves ?						
TE3.2.1	Is the training pack existing and sufficient?						
TE3.2.2	Is a trained trainer available?						
TE3.3	Who has to be informed about the change of valves ?						
TE3.3.1	Is the information clear to all potential users?						
TE3.3.2	Is this information communicated to all potential users?						
TE4.1	What are the technical requirements of the PSV ?		PSV = pressure safety valve(s)				
TE4.1.1	Do the new PSV meet the above requirements?						
TE4.1.2	Are the specs reliable and verifiable?						
TE4.2	Who has to be trained in using the new PSV ?						
TE4.2.1	Is the training pack existing and sufficient?						
TE4.2.2	Is a trained trainer available?						
TE4.3	Who has to be informed about the change of PSV ?						
TE4.3.1	Is the information clear to all potential users?						
TE4.3.2	Is this information communicated to all potential users?						
TE5.1	What are the technical requirements of the pump ?						
TE5.1.1	Does the new pump meet the above requirements?						
TE5.1.2	Are the specs reliable and verifiable?						

TE5.2	Who has to be trained in using the new pump ?	
TE5.2.1	Is the training pack existing and sufficient?	
TE5.2.2	Is a trained trainer available?	
TE5.3	Who has to be informed about the change of pump ?	
TE5.3.1	Is the information clear to all potential users?	
TE5.3.2	Is this information communicated to all potential users?	
TE6.1	What are the technical requirements of the compressor/blower ?	
TE6.1.1	Does the new compressor/blower meet the above requirements?	
TE6.1.2	Are the specs reliable and verifiable?	
TE6.2	Who has to be trained in using the new compressor/blower ?	
TE6.2.1	Is the training pack existing and sufficient?	
TE6.2.2	Is a trained trainer available?	
TE6.3	Who has to be informed about the change of compressor/blower ?	
TE6.3.1	Is the information clear to all potential users?	
TE6.3.2	Is this information communicated to all potential users?	
TE7.1	What are the technical requirements of the hoses ?	
TE7.1.1	Do the new hoses meet the above requirements?	
TE7.1.2	Are the specs reliable and verifiable?	
TE7.2	Who has to be trained in using the new hoses ?	
TE7.2.1	Is the training pack existing and sufficient?	
TE7.2.2	Is a trained trainer available?	
TE7.3	Who has to be informed about the change of hoses ?	
TE7.3.1	Is the information clear to all potential users?	
TE7.3.2	Is this information communicated to all potential users?	
TE8.1	What are the technical requirements of the trailers ?	
TE8.1.1	Do the new trailers meet the above requirements?	
TE8.1.2	Are the specs reliable and verifiable?	
TE8.2	Who has to be trained in using the new trailers ?	
TE8.2.1	Is the training pack existing and sufficient?	
TE8.2.2	Is a trained trainer available?	
TE8.3	Who has to be informed about the change of trailers ?	
TE8.3.1	Is the information clear to all potential users?	
TE8.3.2	Is this information communicated to all potential users?	
TE9.1	What are the technical requirements of the containers ?	
TE9.1.1	Do the new containers meet the above requirements?	
TE9.1.2	Are the specs reliable and verifiable?	
TE9.2	Who has to be trained in using the new containers ?	

TE9.2.1 Is the training pack existing and sufficient?
TE9.2.2 Is a trained trainer available?

TE9.3 Who has to be informed about the change of **containers**?
TE9.3.1 Is the information clear to all potential users?
TE9.3.2 Is this information communicated to all potential users?

TE10.1 What are the technical requirements of the **packaging**?
TE10.1.1 Does the new **packaging** meet the above requirements?
TE10.1.2 Are the specs reliable and verifiable?

TE10.2 Who has to be trained in using the new **packaging**?
TE10.2.1 Is the training pack existing and sufficient?
TE10.2.2 Is a trained trainer available?

TE10.3 Who has to be informed about the change of **packaging**?
TE10.3.1 Is the information clear to all potential users?
TE10.3.2 Is this information communicated to all potential users?

TE11.1 What are the technical requirements of the **containment**?
TE11.1.1 Do the new **containment** meet the above requirements?
TE11.1.2 Are the specs reliable and verifiable?

TE11.2 Who has to be trained in using the new **containment**?
TE11.2.1 Is the training pack existing and sufficient?
TE11.2.2 Is a trained trainer available?

TE11.3 Who has to be informed about the change of **containment**?
TE11.3.1 Is the information clear to all potential users?
TE11.3.2 Is this information communicated to all potential users?

TE12.1 What are the technical requirements of the **storage tank**?
TE12.1.1 Does the new **storage tank** meet the above requirements?
TE12.1.2 Are the specs reliable and verifiable?

TE12.2 Where will be the **storage tank** be located?
TE12.2.1 Are the right permits in place for the **storage tank**?
TE12.2.2 Have all the HSSE risks including product risks in relation to that location been identified and addressed including product separation?

TE12.3 Which regulation need to be taken into account for this tank?
TE12.3.1 Are your staff and contactors competent to assess this?
TE12.3.2 Will the tank meet all these legal requirements

TE12.4	Which consequences will this tank have for Emergency Response?	
TE12.4.1	Are your ER staff competent to address an emergency for this tank and do they have the right equipment	
TE12.4.2	Has the Emergency Response plan been updated?	
TE12.5	Which consequences does the tank have for (safe) (un)loading activities?	
TE12.5.1	Are all these consequences been addressed in the implementation plan?	
TE12.5.2	Has a proper HSSE Risk assessment been done on these consequences and findings and action implemented?	
TE12.6	Who has to be trained in using the new storage tank ?	
TE12.6.1	Is the training pack existing and sufficient?	
TE12.6.2	Is a trained trainer available?	
TE12.7	Who has to be informed about the change of storage tank ?	
TE12.7.1	Is the information clear to all potential users?	
TE12.7.2	Is this information communicated to all potential users?	
TE13.1	What are the technical requirements of the PPE ?	PPE = personal protective equipment
TE13.1.1	Do the new PPE meet the above requirements?	
TE13.1.2	Are the specs reliable and verifiable?	
TE13.2	Who has to be trained in using the new PPE ?	
TE13.2.1	Is the training pack existing and sufficient?	
TE13.2.2	Is a trained trainer available?	
TE13.3	Who has to be informed about the change of PPE ?	
TE13.3.1	Is the information clear to all potential users?	
TE13.3.2	Is this information communicated to all potential users?	
TE14.1	What are the technical requirements of the tyres ?	
TE14.1.1	Do the new tyres meet the above requirements?	
TE14.1.2	Are the specs reliable and verifiable?	
TE14.2	Who has to be trained in using the new tyres ?	
TE14.2.1	Is the training pack existing and sufficient?	
TE14.2.2	Is a trained trainer available?	
TE14.3	Who has to be informed about the change of tyres ?	
TE14.3.1	Is the information clear to all potential users?	
TE14.3.2	Is this information communicated to all potential users?	
TE15.1	What are the technical requirements of the temperature control of the load ?	
TE15.1.1	Does the new temperature control of the load meet the above requirements?	
TE15.1.2	Are the specs reliable and verifiable?	

TE15.2	Who has to be trained in using the new temperature control of the load ?	
TE15.2.1	Is the training pack existing and sufficient?	
TE15.2.2	Is a trained trainer available?	
TE15.3	Who has to be informed about the change of temperature control of the load ?	
TE15.3.1	Is the information clear to all potential users?	
TE15.3.2	Is this information communicated to all potential users?	
TE16.1	What are the technical requirements of the vehicle monitoring system ?	
TE16.1.1	Does the new vehicle monitoring system meet the above requirements?	
TE16.1.2	Are the specs reliable and verifiable?	
TE16.2	Who has to be trained in using the new vehicle monitoring system ?	
TE16.2.1	Is the training pack existing and sufficient?	
TE16.2.2	Is a trained trainer available?	
TE16.3	Who has to be informed about the change of vehicle monitoring system ?	
TE16.3.1	Is the information clear to all potential users?	
TE16.3.2	Is this information communicated to all potential users?	
TE17.1	What are the technical requirements of the vehicle handling system ?	
TE17.1.1	Does the new vehicle handling system meet the above requirements?	
TE17.1.2	Are the specs reliable and verifiable?	
TE17.2	Who has to be trained in using the new vehicle handling system ?	
TE17.2.1	Is the training pack existing and sufficient?	
TE17.2.2	Is a trained trainer available?	
TE17.3	Who has to be informed about the change of vehicle handling system ?	
TE17.3.1	Is the information clear to all potential users?	
TE17.3.2	Is this information communicated to all potential users?	
TE18.1	What are the technical requirements of the communication system ?	
TE18.1.1	Does the new communication system meet the above requirements?	
TE18.1.2	Are the specs reliable and verifiable?	
TE18.2	Who has to be trained in using the new communication system ?	
TE18.2.1	Is the training pack existing and sufficient?	
TE18.2.2	Is a trained trainer available?	

TE18.3 Who has to be informed about the change of **communication system**?

TE18.3.1 Is the information clear to all potential users?

TE18.3.2 Is this information communicated to all potential users?

TE19.1 What are the technical requirements of the

Other: _____?

TE19.1.1 Do the new Other: _____ meet the above requirements?

TE19.1.2 Are the specs reliable and verifiable?

TE19.2 Who has to be trained in using the new

Other: _____?

TE19.2.1 Is the training pack existing and sufficient?

TE19.2.2 Is a trained trainer available?

TE19.3 Who has to be informed about the change of

Other: _____?

TE19.3.1 Is the information clear to all potential users?

TE19.3.2 Is this information communicated to all potential users?

TE20.1 What are the technical requirements of the

Other: _____?

TE20.1.1 Do the new Other: _____ meet the above requirements?

TE20.1.2 Are the specs reliable and verifiable?

TE20.2 Who has to be trained in using the new

Other: _____?

TE20.2.1 Is the training pack existing and sufficient?

TE20.2.2 Is a trained trainer available?

TE20.3 Who has to be informed about the change of

Other: _____?

TE20.3.1 Is the information clear to all potential users?

TE20.3.2 Is this information communicated to all potential users?

TE21.1 What are the technical requirements of the

Other: _____?

TE21.1.1 Do the new Other: _____ meet the above requirements?

TE21.1.2 Are the specs reliable and verifiable?

TE21.2 Who has to be trained in using the new

Other: _____?

TE21.2.1 Is the training pack existing and sufficient?

TE21.2.2 Is a trained trainer available?

TE21.3 Who has to be informed about the change of

Other: _____?

TE21.3.1 Is the information clear to all potential users?

TE21.3.2 Is this information communicated to all potential users?

Operations changes		
TO1.1	What are the requirements of the filling ?	
TO1.1.1	Does the new way of filling meet the above requirements?	
TO1.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO1.2	Who has to be trained in using the new way of filling ?	
TO1.2.1	Is the training pack existing and sufficient?	
TO1.2.2	Is a trained trainer available?	
TO1.3	Who has to be informed about the change of filling ?	
TO1.3.1	Is the information clear to all potential users?	
TO1.3.2	Is this information communicated to all potential users?	
TO2.1	What are the requirements of the loading ?	
TO2.1.1	Does the new way of loading meet the above requirements?	
TO2.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO2.2	Who has to be trained in using the new way of loading ?	
TO2.2.1	Is the training pack existing and sufficient?	
TO2.2.2	Is a trained trainer available?	
TO2.3	Who has to be informed about the change of loading ?	
TO2.3.1	Is the information clear to all potential users?	
TO2.3.2	Is this information communicated to all potential users?	
TO3.1	What are the requirements of the securing of load ?	
TO3.1.1	Does the new way of securing of load meet the above requirements?	
TO3.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO3.2	Who has to be trained in using the new way of securing of load ?	
TO3.2.1	Is the training pack existing and sufficient?	
TO3.2.2	Is a trained trainer available?	
TO3.3	Who has to be informed about the change of securing of load ?	
TO3.3.1	Is the information clear to all potential users?	
TO3.3.2	Is this information communicated to all potential users?	
TO4.1	What are the requirements of the unloading ?	
TO4.1.1	Does the new way of unloading meet the above requirements?	
TO4.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO4.2	Who has to be trained in using the new way of unloading ?	
TO4.2.1	Is the training pack existing and sufficient?	

TO4.2.2	Is a trained trainer available?	
TO4.3	Who has to be informed about the change of unloading ?	
TO4.3.1	Is the information clear to all potential users?	
TO4.3.2	Is this information communicated to all potential users?	
TO5.1	What are the requirements of the transport conditions ?	
TO5.1.1	Does the new way of transport conditions meet the above requirements?	
TO5.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO5.2	Who has to be trained in using the new way of transport conditions ?	
TO5.2.1	Is the training pack existing and sufficient?	
TO5.2.2	Is a trained trainer available?	
TO5.3	Who has to be informed about the change of transport conditions ?	
TO5.3.1	Is the information clear to all potential users?	
TO5.3.2	Is this information communicated to all potential users?	
TO6.1	What are the requirements of the storage conditions ?	
TO6.1.1	Does the new way of storage conditions meet the above requirements?	
TO6.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO6.2	Who has to be trained in using the new way of storage conditions ?	
TO6.2.1	Is the training pack existing and sufficient?	
TO6.2.2	Is a trained trainer available?	
TO6.3	Who has to be informed about the change of storage conditions ?	
TO6.3.1	Is the information clear to all potential users?	
TO6.3.2	Is this information communicated to all potential users?	
TO7.1	What are the requirements of the heating/cooling ?	
TO7.1.1	Does the new way of heating/cooling meet the above requirements?	
TO7.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO7.2	Who has to be trained in using the new way of heating/cooling ?	
TO7.2.1	Is the training pack existing and sufficient?	
TO7.2.2	Is a trained trainer available?	
TO7.3	Who has to be informed about the change of heating/cooling ?	
TO7.3.1	Is the information clear to all potential users?	
TO7.3.2	Is this information communicated to all potential users?	

TO8.1	What are the requirements of the cleaning ?	
TO8.1.1	Does the new way of cleaning meet the above requirements?	
TO8.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO8.2	Who has to be trained in using the new way of cleaning ?	
TO8.2.1	Is the training pack existing and sufficient?	
TO8.2.2	Is a trained trainer available?	
TO8.3	Who has to be informed about the change of cleaning ?	
TO8.3.1	Is the information clear to all potential users?	
TO8.3.2	Is this information communicated to all potential users?	
TO9.1	What are the requirements of the working on heights ?	
TO9.1.1	Do the working on heights meet the above requirements?	
TO9.1.2	Is the outcome of the risk analysis on the new way of working is acceptable?	
TO9.2	Who has to be trained in using the new way of working on heights ?	
TO9.2.1	Is the training pack existing and sufficient?	
TO9.2.2	Is a trained trainer available?	
TO9.3	Who has to be informed about the change of working on heights ?	
TO9.3.1	Is the information clear to all potential users?	
TO9.3.2	Is this information communicated to all potential users?	
TO10.1	What are the requirements of the incident recovery ?	
TO10.1.1	Does the new way of incident recovery meet the above requirements?	
TO10.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO10.2	Who has to be trained in using the new way of incident recovery ?	
TO10.2.1	Is the training pack existing and sufficient?	
TO10.2.2	Is a trained trainer available?	
TO10.3	Who has to be informed about the change of incident recovery ?	
TO10.3.1	Is the information clear to all potential users?	
TO10.3.2	Is this information communicated to all potential users?	
TO11.1	What are the requirements of intermodal ?	
TO11.1.1	Does the new way of intermodal meet the above requirements?	
TO11.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	

TO11.2	Who has to be trained in using the new way of intermodal ?	
TO11.2.1	Is the training pack existing and sufficient?	
TO11.2.2	Is a trained trainer available?	
TO11.3	Who has to be informed about the change of intermodal ?	
TO11.3.1	Is the information clear to all potential users?	
TO11.3.2	Is this information communicated to all potential users?	
TO12.1	What are the requirements of the end destination ?	
TO12.1.1	Does the new way of end destination meet the above requirements?	
TO12.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO12.2	Who has to be trained in using the new way of end destination ?	
TO12.2.1	Is the training pack existing and sufficient?	
TO12.2.2	Is a trained trainer available?	
TO12.3	Who has to be informed about the change of end destination ?	
TO12.3.1	Is the information clear to all potential users?	
TO12.3.2	Is this information communicated to all potential users?	
TO13.1	What are the requirements of the (sub)contracting the technical change ?	
TO13.1.1	Does the new way of (sub)contracting the technical change meet the above requirements?	
TO13.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO13.2	Who has to be trained in using the new way of (sub)contracting technical change ?	
TO13.2.1	Is the training pack existing and sufficient?	
TO13.2.2	Is a trained trainer available?	
TO13.3	Who has to be informed about the change of (sub)contracting technical change ?	
TO13.3.1	Is the information clear to all potential users?	
TO13.3.2	Is this information communicated to all potential users?	
TO14.1	What are the requirements of the Other:_____?	
TO14.1.1	Does the new way of Other:_____ meet the above requirements?	
TO14.1.2	Does the outcome of the risk analysis on the new way of working is acceptable?	
TO14.2	Who has to be trained in using the new way of Other:_____?	
TO14.2.1	Is the training pack existing and sufficient?	
TO14.2.2	Is a trained trainer available?	

TO14.3 Who has to be informed about the change of
Other: _____?

TO14.3.1 Is the information clear to all potential users?

TO14.3.2 Is this information communicated to all potential users?

TO15.1 What are the requirements of the
Other: _____?

TO15.1.1 Does the new way of Other: _____ meet the
above requirements?

TO15.1.2 Does the outcome of the risk analysis on the new way of
working is acceptable?

TO15.2 Who has to be trained in using the new way of
Other: _____?

TO15.2.1 Is the training pack existing and sufficient?

TO15.2.2 Is a trained trainer available?

TO15.3 Who has to be informed about the change of
Other: _____?

TO15.3.1 Is the information clear to all potential users?

TO15.3.2 Is this information communicated to all potential users?

TO16.1 What are the requirements of the
Other: _____?

TO16.1.1 Does the new way of Other: _____ meet the
above requirements?

TO16.1.2 Does the outcome of the risk analysis on the new way of
working is acceptable?

TO16.2 Who has to be trained in using the new way of
Other: _____?

TO16.2.1 Is the training pack existing and sufficient?

TO16.2.2 Is a trained trainer available?

TO16.3 Who has to be informed about the change of
Other: _____?

TO16.3.1 Is the information clear to all potential users?

TO16.3.2 Is this information communicated to all potential users?

Product(property) changes

TP1.1 What are the requirements of the **sort of product**?

TP1.1.1

Does the new **sort of product** meet the above requirements?

TP1.1.2 Does the outcome of the risk analysis on handling **sort of
product** is acceptable?

TP1.2 Who has to be trained in using the new **sort of product**?

TP1.2.1 Is the training pack existing and sufficient?

TP1.2.2 Is a trained trainer available?

TP1.3	Who has to be informed about the change of sort of product ?	
TP1.3.1	Is the information clear to all potential users?	
TP1.3.2	Is this information communicated to all potential users?	
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TP2.1	What are the requirements of the condition of the product ?	
TP2.1.1	Does the new condition of the product meet the above requirements?	
TP2.1.2	Does the outcome of the risk analysis on handling condition of the product is acceptable?	
TP2.2	Who has to be trained in using the new condition of the product ?	
TP2.2.1	Is the training pack existing and sufficient?	
TP2.2.2	Is a trained trainer available?	
TP2.3	Who has to be informed about the change of condition of the product ?	
TP2.3.1	Is the information clear to all potential users?	
TP2.3.2	Is this information communicated to all potential users?	
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TP3.1	What are the requirements of the Other: _____ of product?	
TP3.1.1	Does the new Other: _____ meet the above requirements?	
TP3.1.2	Does the outcome of the risk analysis on handling Other: _____ of product is acceptable?	
TP3.2	Who has to be trained in using the new Other: _____ of product?	
TP3.2.1	Is the training pack existing and sufficient?	
TP3.2.2	Is a trained trainer available?	
TP3.3	Who has to be informed about the change of Other: _____ of product?	
TP3.3.1	Is the information clear to all potential users?	
TP3.3.2	Is this information communicated to all potential users?	

Summary Questions

TS1	Which Training needs have been identified above for this change?	
TS1.1	Has a full training plan been developed?	
TS1.2	Has the Training Plan been executed and completed?	
TS2	Which consequences might these changes have for the ongoing activities?	
TS2.1	Are HSE risks of these consequences been assessed and findings actions been addressed in the implementation plan?	
TS2.2	Are these consequences been properly communicated to the parties affected?	

TS3	Which (formal) HSE Risk Assessments will have to be done as part of the MOC?		Think about HAZOP studies, QRA studies etc
TS3.1	Does the Company have competent staff or contractors to execute such a risk assessment?		
TS3.2	Have the above HSE Risk Assessments been successfully executed and the findings/actions fully implemented in the Change?		
TS4	Which further aspects of the Change should be assessed to understand whether the HSE risk is sufficiently addressed to be As Low as Reasonable Possible (ALARP)		
TS4.1	Has the scope and assessment plan been developed and agreed?		
TS4.2	Has the assessment been executed and the findings/actions been successfully been implemented?		
TS5	Which of the above changes requires an update on procedures ?		Consider having the radio button on the MoC Overview Tab on Procedural changes set to yes
TS5.1	Has an assessment been made of the impact on procedures?		
TS5.2	Have the update of the Procedures been executed, completed and communicated?		
TS6	Which of the above changes requires an update on the Organization or People ?		Consider having the radio button on the MoC Overview Tab on Organizational and People changes set to yes
TS6.1	Has an assessment been made of the impact on The organization and/or People?		
TS6.2	Have the necessary change to the Organization and or People been executed, completed and communicated?		

Not started	0
In progress	0
Completed	0

Question on Organisational-people changes		Answer	Remarks/links	Action required after answer No	Responsible person	Due time	Status
Change related to individual employee							
OE1	If someone is new to an operational role						
OE1.1	Which (HSE) competences does the person need to have ?						
OE1.1.a	Does the person have all of these competences to the required level?						
OE1.1.b	Is a training program available to train the person in the missing competences						
OE1.2	Which accountabilities and responsibilities for HSE or Regulatory requirements will the person have?						
OE1.2a	Does the person understand these accountabilities and responsibilities?						
OE1.2b	Does the person understand how these relate to those of others in the company?						
OE2	If someone is new to a role						
OE2.1	Which HSE knowledge does the person need to have to do his/her job safely?						
OE2.1a	Does that person have that knowledge at the required level?						
OE2.1b	Do you have training program to manage critical gaps in knowledge?						
OE3	If a Leader is changed						
OE3.1	About which HSE Risks and Regulatory requirements should the Leader be aware?						
OE3.1.a	Does he/she understand how these are managed in the organization and which concerns there are?						
OE3.1.b	Does he/she know the competency level of his/her HSE and Regulatory critical staff						
Changes to a team							
OT1	Change related to a team's location physically or organizationally						
OT1.1	Which requirements are set such that the location is safe and suitable for the team and its activities?						
OT1.1.a	Does the location meet these requirements?						
OT1.1.b	Has the team received a safety induction to the location and have location Roles & Responsibilities being agreed?						
OT1.2	Which(HSE) Roles & Responsibilities will be transferred to elsewhere in the organization or to the team						
OT1.2.a	Does the receiving party have the right competences for these R&R?						
OT1.2.b	Is the network and stakeholders been transferred too?						
OT2	Changes to an operational team						
OT2.1	Which Operations are affected by the change?						
OT2.1.a	Have the affected HSE and Regulatory risks in these operations been identified and addressed?						

OT2.1.b	Are the people involved been informed about these new HSE and Regulatory risks they need to address and are they competent to do so?	
OT2.2	Which people in the team will get different roles or activities?	
OT2.2.a	Have resource levels/time allocation adapted because the new person is initially less effective?	
OT2.2.b	Is a process in place to monitor stress levels and that critical HSE activities get sufficient attention?	
OT2.3	How will the change be communicated to stakeholders?	
OT2.3.a	Do you have a process to monitor whether the communication was effective?	
OT2.3.b	Has the stakeholders expectation on the team's response been managed?	
OT2.4	How are (HSE) Critical activities and Roles & Responsibilities transitioned?	
OT2.4.a	Has the Transition Plan been developed?	
OT2.4.b	Are the (HSE) Critical Activities always resourced properly?	
OT2.5	Which other (HSE) risks need attention?	
OT2.5.a	Are you (or your transition project team) competent to judge whether all risks have been addressed?	
OT2.5.b	Are these risks in your sphere of influence?	

OT3 Changes to a team (Generic including e.g HR, Finance, Legal, Admin Support)

OT3.1	Which position in the team might influence HSE or Regulatory activities in the Company	
OT3.1.a	Will the HSE Management System (including Roles & Responsibilities), Procedures, Work descriptions etc, be unaffected by these changes	
OT3.1.b	Have the new persons all the competences to oversee the effect of his/her influence in these areas?	

Changes because a business is sold or acquired

OB1 General

OB1.1	What Roles & Responsibilities in the new Company will be different from before?	
OB1.1.a	Have these adapted R&R been communicated and are the affected staff competent to deal with these?	
OB1.1.b	Are the HSE Management System and Company processes unaffected by the change?	

OB2 If part of the business is sold

OB2.1	Which (HSE) critical activities will move to the new company?	
OB2.1.a	Are none of those critical activities necessary anymore in the remaining company?	
OB2.1.b	Is this change implemented in the HSE Management System, Processes, Procedures and Work instructions?	

OB2.2	Which (HSE) critical equipment will move to the new company?	
OB2.2.a	Is none of those critical equipment necessary anymore in the remaining company?	
OB2.2.b	Is this change implemented in the HSE Management System, Processes, Procedures and Work instructions?	
OB3	If a Business is bought	
OB3.1	How will this change affect the (HSE) culture, behaviour and standards in the Company?	
OB3.1.a	Has a change program been developed for (new) staff?	
OB3.1.b	Are the resources including that of senior Leaders available for executing the program?	
OB3.2	Which new (HSE) risks or Regulatory requirements is the Company exposed to?	
OB3.2.a	Have people been formally assigned to manage these risks and requirements and is this communicated to them?	
OB3.2.b	Are these people competent to do these tasks that are new to the Company?	
OB3.3	Which new competences are required because of the acquisition?	
OB3.3.a	Has it been defined how these people will be trained?	
OB3.3.b	Has it been defined how it will be assured that the competences are on the required level?	
OB3.4	Which existing processes, procedures(incl the HSE) and work instructions will be new or different for the incoming staff?	
OB3.4.a	Has it been defined how these people will be trained?	
OB3.4.b	Has it been assured that the these people know and understand these processes, procedures and work instructions?	
OB3.5	Which existing processes, procedures (incl the HSE) and work instructions will need to be changed because of the activities and/or structure of the acquires business?	
OB3.5.a	Has a transition plan, including accountabilities, timeline, communication and training, for these changes been developed?	
OB3.5.b	Are sufficient resources been made available for executing the plan transition plan?	Think about AntiTrust regulations.
OB3.6	Which new or adapted networks internal and external will need to be developed?	
OB3.6.a	Have the appropriate people for these networks been identified?	
OB3.6.b	Are the people aware of their (legal) Roles & Responsibilities in these networks?	

OS **Summary Questions**

OS1 Which further aspects of the Change should be assessed to understand whether the HSE risk is sufficiently addressed to be As Low as Reasonable Possible (ALARP)

OS1.1 Has the scope and assessment plan been developed and agreed?

OS1.2 Has the assessment been executed and the findings/actions been successfully been implemented?

OS2 Which Training needs have been identified above for this change?

OS2.1 Has a full training plan been developed?

OS2.2 Has the Training Plan been executed and completed?

OS3 Which of the above changes requires an update on procedures ?

OS3.1 Has an assessment been made of the impact on procedures?

OS3.2 Have the update of the Procedures been executed, completed and communicated?



Consider having the radio button on the MoC Overview Tab on Procedural Changes set to Yes

Not started	0
In progress	0
Completed	0

Questions on Procedural changes		Answer	Remarks/links	Action required after answer No	Responsible person	Due time	Status
Procedural changes							
P1	What is the Business case for changing the procedure?						
P1.1	Is the business case supported by the appropriate leaders?						
P1.2	Is the business case justifying the change?						
P2	Which policies and procedures need to be changed?						
P2.1	Are the owner(s) of these procedures identified?						
P2.2	Are the stakeholders and SMEs identified?						
P3	Who is allowed to change these type of policies and procedure?						
P3.1	Are the roles and responsibilities clear for changing the procedure(s) ?						
P3.2	Is it clear who signs of for the change?						
P4	Is the change permanent or temporary?						
P4.1	If it is temporary has it been identified when the procedure will return to it original? If it is temporary has it been identified, agreed and communicated who is responsible to manage the change back to the original?		Leave answer blank if change is permanent Leave answer blank if change is permanent				
P4.2							
P5	Which HSE critical activities are affected by these change in policy and procedure?						
P5.1	Can the change be implemented without creating issues with Regulatory or Industry requirements?						
P5.2	Can the change be implemented without having new HSE barriers (e.g. equipment, other procedures)?						
P6	Which competences are required to understand the full impact of the change in procedures or policies?						
P6.1	Are the required SMEs available within the Company?						
P6.2	Are the SMEs sufficiently trained to meet these competence requirements						
P7	Which impact might the change in the Policy/ Procedure have elsewhere in the organization						
P7.1	Did you identify the impact elsewhere in the organization?						
P7.2	Did you align your proposed change with affected part of the Organization?						
P8	How do you know that the change in procedure/policy is implementable & effective?						
P8.1	Does the change describe current ways of working?						
P8.2	Is the updated procedure being piloted or will a pre-start-up safety review being initiated ?						
P9	What should be further addressed in the implementation plan?						
P9.1	Is relevant personnel being informed about the change and are adequate channels for the communication in place?						
P9.2	Is affected personnel competent to work with the change?						

P10 Which training needs to be provided as part of the change?
 P10.1 Is the necessary training material and trainer available?
 P10.2 Has the training been successfully provided to all relevant staff?

P11 How do you know you are using the most current procedure?
 P11.1 Is an effective document control system in place?
 P11.2 Are latest versions of procedures readily available for staff?

P12 Which consequences does the procedural change have for the Organization, People and Technical aspects of the business
 P12.1 Have all consequences for the Organization and People been properly addressed and implemented?
 P12.2 Have all consequences for the Technical Aspects of the business been properly addressed and implemented?

Consider having the radio button on the MoC Overview Tab on Organization and People Changes set to Yes
 Consider having the radio button on the MoC Overview Tab on Technical Changes set to Yes

Summary Questions
 Which further aspects of the Change should be assessed to understand whether the HSE risk is sufficiently addressed to be As Low as Reasonable Possible (ALARP)
 P13.1 Has the scope and assessment plan been developed and agreed?
 P13.2 Has the assessment been executed and the findings/actions been successfully been implemented?

Not started	0
In progress	0
Completed	0

Questions on changes	Answer	Remarks/links	Action required	Responsible person	Due time	Status
Project Management of the MOC Equipment changes Operations changes Product(property) changes Change related to individual employee Changes to a team Changes because a business is sold or acquired Procedural changes						