CONTENTS

Lis	st of T	ables	xiii
Lis	st of F	igures	xv
Fi	les on	the Web Accompanying This Book	xvii
Аc	ronyn	ns and Abbreviations	xix
Gl	ossary	,	xxiii
		edgements	xxv
Pr	eface		xxvii
1.	INTE	RODUCTION AND SCOPE	1
	1.1	Case Study: Hickson and Welsh Ltd.—England (1994)	1
		1.1.1 Lesson Learned	2
	1.2	Introduction	3
	1.3	The Need for Management of Organizational Change	5
	1.4	Organization of this Book	6
	1.5	A History of Organizational Change Management	11
	1.6	Definitions Related to Management of Organizational Change	16
		References	18
2.	COF	PORATE STANDARD FOR ORGANIZATIONAL CHANGE	21
	MAN	IAGEMENT	
	2.1	Case Study: BP—Grangemouth, Scotland (2000)	21
	2.2	OCM Background	24
	2.3	Management Commitment	25
	2.4	OCM Policy	26
	2.5	OCM Workflow	27
	2.6	OCM Procedure	28
	2.7	Definition of Organizational Change	29
	2.8	Roles and Responsibilities	32
	2.9	Initiate an Organizational Change	32
		2.9.1 Example OCM Case	33
		Review the Change	34
	2.11	OCM Risk Assessment	35
		2.11.1 Preparation—Selecting the OCM RA Team	36
		2.11.2 Preparation—Gathering Relevant Data	37

(Gı	uidelines For Managing Process Safety Risks During Organizational C	hange
		2.11.3 Preparation—Selecting the OCM RA Method(s) and Tool(s)	39
		2.11.4 Facilitation of the Risk Assessment	52
		2.11.5 Documenting the Risk Assessment	54
	2.12	Action and Implementation/Transition Plans	55
		2.12.1 Example OCM Case	58
	2.13	Postimplementation Monitoring	59
		2.13.1 Example OCM Case	60
	2.14	Closeout	61
	2.15	Conclusion	61
		References	62
3.	МОГ	DIFICATION OF WORKING CONDITIONS	65
	3.1	Case Study: Esso—Longford, Victoria, Australia (1998)	65
		3.1.1 Lessons Learned	67
	3.2	Modifying Location, Communications, or Time Allocation for People	68
	3.3	Case Study: Changes in Shift Schedules and Staffing During Turnarounds	69
		3.3.1 Lessons Learned	71
	3.4	Changes to Terms and Conditions of Employment	72
		(e.g., Hours, Shifts, Allowable Overtime)	
	3.5	Staffing During Turnarounds, Facility-Wide Emergencies, or Extreme Weather Events	74
	3.6	Impacts and Associated Risks	76
	3.7	Special Training Requirements	79
	3.8	Conclusion	80
		References	81
4.	PER	SONNEL CHANGES	83
	4.1	Case Study: Union Carbide—Bhopal, India (1984)	83
		4.1.1 Lessons Learned	85
	4.2	Case Study: Bayer CropScience, LLC—Institute, West Virginia, USA (2008)	87
		4.2.1 Lessons Learned	88
	4.3	Changes in Plant Management (e.g., Plant Manager or EHS	91
		Manager)	
	4.4	Replacement of a Subject Matter Expert	92
	4.5	Replacing the Incumbent in a Position that Directly Affects Process Safety	93
	4.6	Strikes, Work Stoppages, Slowdowns, and Other Workforce Actions	93
	4.7	Emergency Response Team Staffing	95
	4.8	Impacts/Associated Risks	95

Contents xi

	4.9	Organizational Change Procedures versus OCM for New Hires, Promotions, etc.	97
	4.10	Conclusion	98
		References	98
5.	TAS	K ALLOCATION CHANGES	99
	5.1	Downsizing Examples	99
	5.2	Task Allocation Changes	101
	5.3	Job Competency Change	102
	5.4	Case Study: Bayer CropScience LLC—Institute, West Virginia, USA (2008)	103
		5.4.1 Lessons Learned	104
	5.5	Assigning New Responsibilities	105
	5.6	Temporary Backfilling	106
	5.7	Vanishing Task Allocations	106
	5.8	Case Study: BP—Whiting, Indiana, USA (1998–2006)	107
		5.8.1 Lessons Learned	108
	5.9	Impacts/Associated Risks	109
	5.10	Conclusions	111
		References	112
6.	ORG	ANIZATIONAL HIERARCHY CHANGES	113
	6.1	Centralization or Decentralization of Job Functions	114
	6.2	Case Study: Esso—Longford, Victoria, Australia (1998)	115
		6.2.1 Lessons Learned	115
	6.3	Reorganizations and Delayering the Hierarchy	117
	6.4	Impacts/Associated Risks	119
	6.5	Changes to Span of Control	121
	6.6	Impacts/Associated Risks	122
	6.7	Linear vs. Matrix Organization	122
	6.8	Case Study: BP—Texas City, Texas, USA (2005)	124
		6.8.1 Lessons Learned	125
	6.9	Impacts/Associated Risks	126
	6.10	Acquisitions, Mergers, Divestitures, and Joint Ventures	127
	6.11	Case Study: Anonymous, USA (1998)	127
		6.11.1 Lessons Learned	128
	6.12	Associated Risks	128
	6.13	Case Study: Union Carbide—Bhopal, India (1984)	129
		6.13.1 Lessons Learned	129
	6.14	Changing Service Providers	132
	6.15	Impacts/Associated Risks	132
	6.16	Conclusion	133
		References	134

•	One	ANIZATIONAL POLICY CHANGES	135	
	7.1	Case Study: Dupont—Delaware, USA (1818)	135	
		7.1.1 Lessons Learned	136	
	7.2	Changes to Mission and Vision Statements	136	
	7.3	New and Revised Corporate Process Safety Related	138	
		Policies/Procedures		
	7.4	Major Changes to Policy or Budgets for Maintenance or Operations	139	
	7.5	Impacts/Associated Risks	140	
	7.6	In/Outsourcing of Key Departmental Functions	142	
		(e.g, Engineering Design or Maintenance)		
	7.7	Staffing-Level Policy Changes (Shutdowns, Turnarounds, Startups)	144	
	7.8	Special Training Requirements	146	
	7.9	Conclusion	146	
		IDIX A: EXAMPLE TOOLS FOR EVALUATING	147 149	
	RGA	IDIX A: EXAMPLE TOOLS FOR EVALUATING NIZATIONAL CHANGES	149	
	RGAN A.1	IDIX A: EXAMPLE TOOLS FOR EVALUATING NIZATIONAL CHANGES What-If Analysis	149	
	A.1 A.2	IDIX A: EXAMPLE TOOLS FOR EVALUATING NIZATIONAL CHANGES What-If Analysis Checklists	149 149 150	
	A.1 A.2 A.3	IDIX A: EXAMPLE TOOLS FOR EVALUATING NIZATIONAL CHANGES What-If Analysis Checklists Other Risk Assessment Tools	149 149 150 188	
	A.1 A.2	IDIX A: EXAMPLE TOOLS FOR EVALUATING NIZATIONAL CHANGES What-If Analysis Checklists Other Risk Assessment Tools	149 149 150	
S	A.1 A.2 A.3 A.4	IDIX A: EXAMPLE TOOLS FOR EVALUATING NIZATIONAL CHANGES What-If Analysis Checklists Other Risk Assessment Tools Special Competency Assessment for Control Room Staff	149 149 150 188 188	
A	A.1 A.2 A.3 A.4	IDIX A: EXAMPLE TOOLS FOR EVALUATING NIZATIONAL CHANGES What-If Analysis Checklists Other Risk Assessment Tools Special Competency Assessment for Control Room Staff References IDIX B: EXAMPLE PROCEDURES FOR MANAGING NIZATIONAL CHANGES	149 149 150 188 188 198	