

Loss prevention standards

Managing Change - Liability

In a vulnerable state of change, look to identify hazards and risk manage to minimise new threats to your business and their impact.



Managing Change - Liability



Introduction

We are most vulnerable during 'change' and managing change should be central to your risk management policies and procedures. Change may introduce new hazards or alter existing ones that could result in a loss and/or a threat to your business activities.

These changes may include:

- Outsourcing/using contractors
- Changes to management procedures
- Introducing new plant
- Changes to production
- Introducing new ways of working
- Changes to key personnel
- Downsizing
- Centralisation or dispersal of functions
- Changes to communication systems or reporting lines
- Asking employees to undertake new roles



The need to appropriately manage change is not new and all businesses, regardless of size; from an office to a fully integrated production facility, have varying degrees of hazards and exposures present. These could, if left unchallenged, lead to a loss which could significantly impact the business.

The Health and Safety Executive (HSE) recommends a [three-step approach to managing change](#):

- Step 1 – Get organised
- Step 2 – Assess the risks
- Step 3 - Making the change

Step 1 – Getting Organised

Establish formal written managing change procedures and implement them throughout your business.

Consider the following in any managing change procedures:

1. Agree how change is to be managed and preferably create a formal policy on change from this
2. Get senior management buy-in to the change management process
3. Define roles and responsibilities throughout the change process
4. Make sure those affected by the change are involved in its introduction
5. Produce a clear change management system – a structured approach showing the steps in the change process
6. Make sure that everyone is clear when the formal change management process has to be used

Step 2- Risk Assessment

The key aim of the risk assessment is to ensure that following the change, the organisation will have the necessary resources and competence in place to get the job done safely and will not have to create short cuts and work-arounds due to a lack of planning.

The risk assessment needs to fully consider any and all ways in which the change or the activities required to complete the change could impact on safe operation, including:

- all activities required to maintain plant in a safe condition;
- all activities required for a fully functioning health, safety and environmental management system; and
- an effective emergency response.

A good risk assessment will include not only the impact of the change, but how the change will be achieved. For example, if you are installing a new piece of equipment, don't just consider the changes in production, training, engineering, etc. necessary once the equipment is installed, but also the changes necessary to get the equipment installed. Things to consider include:

- **Use the experience of others, don't make mistakes because you haven't consulted**
- Listen to employees, they may have valid comments on why the change will succeed or fail or pitfalls along the way
- **Don't rely on arrangements that make unrealistic or over-optimistic assumptions**
- **Don't staff for normal operation, make sure you can respond to foreseeable problems**
- Understand how the use of contractors in implementing the change, or being involved after the change is made, will influence the risk
- Make sure that all equipment, processes, people, etc. involved in making the change are included in the assessment
- Consider any extra/different tasks introduced following the change, such as: day to day operations, servicing, maintenance and emergency situations
- Make sure that all key responsibilities are identified and catered for in the post-change workplace
- Understand the infrastructure necessary for delivering safe operation both during and after the change
- Understand the training and competence necessary for safety, whether that is for operational staff, administration, maintenance, dealing with foreseeable emergencies, etc.

Once the risk assessment is completed you should ensure that any action and performance indicators are properly identified and tracked throughout the change process in a clear project plan.

Step 3 – Making the Change

It is essential that all changes are properly planned, that Step 2 is adequately completed and reviewed and that plans are developed before the change is made. At the outset of the change process you should:

- Have a plan in place of the various stages of the change and make sure those steps are adhered to
- Phase changes wherever possible, to give the various elements of the change a chance to settle in and learn from any difficulties along the way
- Ensure that there is adequate cover to allow for any extra work such as training and writing new procedures
- Ensure that plans are in place for any foreseeable problems
- Arrange for additional support and/or supervision by competent people where necessary

Once the change is completed it is important to ensure that the change has achieved the desired results and that all possible outcomes were considered in the prior planning. Take the time to review the change and make sure that all of the effects of the change have been adequately controlled to ensure that the changed workplace/operations remain safe. These controls might include:

- Competency
- Training
- On-going and additional risk assessments
- Systems of work
- Maintenance procedures
- Inspections and checks necessary to ensure continued safe operation
- Management of contractors
- Appropriate supervision
- Emergency procedures

It is important that any lessons learnt from the change process are identified (strengths and weaknesses) and used to amend the organisation's own change procedure.

Checklist

A generic Managing Change Liability Checklist is presented in Appendix 1 which can be tailored to your own organisation.

Additional Information

Relevant Aviva Loss Prevention Standards include:

- [Managing Change - Property](#)

To find out more, please visit [Aviva Risk Management Solutions](#) or speak to one of our advisors.

Email us at riskadvice@aviva.com or call 0345 366 6666.*

*Calls may be recorded and/or monitored for our joint protection.

Appendix 1 – Managing Change – Liability Checklist



Location	
Date	
Completed by (name and signature)	

The following are common areas that can reduce and help manage the risk before the change has started, during the change itself and as the change is nearing completion or being closed out. You may need to develop more comprehensive checklists for specific elements of the change, such as; installing new equipment, making building alterations, removing and installing key services/control systems, etc.

	Managing Change - Liability Checklist	Y/N	Comments
1.	Is there a change management policy and procedure in place?		
2.	Have roles and responsibilities been defined?		
3.	Is it clear when the formal change management process has to be used?		
4.	Have those likely to be affected by the change been involved in its introduction?		
5.	Have all tasks involved in making the change been identified?		
6.	Has adequate time been allowed for making the change?		
7.	Has a risk assessment been completed?		
8.	Does the risk assessment adequately consider all the steps necessary to make the change?		
9.	Does the risk assessment adequately consider everything necessary for safe operation during the change?		
10.	If contractors will be involved in making the change or after, have they been properly evaluated and briefed?		

	Managing Change - Liability Checklist Contd.	Y/N	Comments
11.	Have all tasks that will be necessary once the change has been made been identified?		
12.	Have you considered what controls will be required once the change is completed? These might include: <ul style="list-style-type: none"> • Changes in training/competence • Supervision • Task specific/equipment/COSHH risk assessments • Systems of work • Maintenance/inspection arrangements • Emergency procedures 		
13.	Is there a process of review of the change and anything that was missed in the original planning?		
14.	Additional Comments:		

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