**Change Management**

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| Objectives:  At the end of the sequence, participants:   * Will understand the importance of controlling changes * Will be able to identify the main steps of the process and their aims |

**This sequence is to be built locally. To this end, 2 options are available to you:**

* **either a local (or branch) training exists and meets these objectives.** **In this case, it can be used instead of this module.**
* **If this is not the case, we recommend you build your own training session by following the suggestions below.**

**This document contains content suggestions and educational activities to achieve the goals of this module.**

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| Key elements | Support/activities |
| Controlling changes is paramount in safeguarding the safety barriers.  A clear and robust process must be implemented. | Golden rule 11 + occupation/branch regulation  Focus on a recent on-site change. |

**Estimated duration:**

1 hour 30 minutes to 2 hours (in classroom) + visit

**Teaching method recommendations:**

This module works on the change process, starting with the branch or occupation regulation, and then reinforcing this process using a change implemented on-site, working on the amendment file and then carrying out an observation. Finally, an interview is planned to see the real effects on-site.

1. Pre-requisite modules for the sequence

* TCG
* TCAS
* TCT 4

1. Preparing the sequence

For the on-site part to be as efficient as possible, this module should be prepared in advance by selecting a change (with its file: risk analysis, procedures, work authorizations, audit, etc.) that has been recently implemented on-site. Ideally, this change will have visible effects on the process as well as on site organization (procedures, production/manufacturing capacities, organization of teams/schedules, etc.).

1. Suggestion for sequence roll-out

Instructions legend for the trainer:

* Comments for the trainer
* Key content elements
* **Type of activity**
* *“Question to ask”/statement of instructions*

| **Phase/Timing** | **Trainer** | **Module content suggestion** |
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| 1. Welcome   15 minutes 15 minutes | Welcome participants and present the module's objective.  **Show the video** RC Golden Rule - Change Management.  Then **ask**:  *You have already talked about golden rule no. 11 during your integration course:*  *"How should changes take place in a plant?"*  *"What protects against risks in the event of a change?"* | Aim: At the end of the sequence, you will understand the importance of controlling changes.  ../../../../../../Desktop/Capture%20d’écran%202016-07-15%20à%2011.47.4 |
| 1. Reminder of the golden rule   10 minutes 25 minutes | **Everyone's roles.**  **Ask**:  *"What role can you play in managing change?"*  Summary by the trainer on roles: Everyone has an important role to play in ensuring that changes are controlled, and that they all follow the required process. | **Controlling changes is paramount in safeguarding the safety barriers.**  ../../../../../../Desktop/Fiches_Operateur_FR_Regle_11.png ../../../../../../Desktop/Fiches_Superviseur_FR_Regle_11.png |
| 3. On-site application  30 minutes 55 minutes | **Reinforce for the site/subsidiary**  Read the occupation/branch/site/subsidiary regulation that applies to change management.  **Workshop**  List the steps of the process on the board in the incorrect order.  Then ask participants, in pairs, to use the branch/occupation regulation to put the process steps in the correct order.  Have a group come up to the board to give their order and have the other groups correct it if necessary.  Then **ask**:  *How would you sum up the aim of each step?* | - Occupation/branch regulation -  - Occupation process - |
| 4. Reinforcement based on an effective change (or one in progress).  35 minutes 01:30 | To **establish the link** with the impact on the site, browse through an amendment file (created at your site/subsidiary) with the participants.  **Distribute** this file to the participants, and ask them to identify the main steps so they can establish the link with the previous exercise. | - An amendment file for the subsidiary - |
| 5. Site/subsidiary visit: Estimated duration: 30 minutes to 1 hour depending on the site/subsidiary. | **Organize a guided site/subsidiary visit** to observe the specific effects of the change, and so people can testify to the change made (before/after).  Encourage the participants to ask the main contacts any questions, for example:  *“What brought about this change?”*  *What has changed for you since the change?*  *Are the risks better controlled after this change?*  On returning to the classroom, **summarize** on: “The importance of the change management process in maintaining the integrity of the plants, particularly where safety barriers are concerned.” |  |