



COMMON MANAGEMENT SYSTEM STANDARD 12 MANAGEMENT OF CHANGE

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1. OVERVIEW

This document sets out IGOs standard for Management of Change (MOC).

In overview, IGO will ensure that risks arising from proposed changes are identified, assessed and appropriately managed through documented management of change processes that mitigate their potential impact to an acceptable level.

2. APPLICATION

This Common Management System Standard applies to all IGO operations and managed activities, and to all employees and contractors on IGO sites or projects.

3. PERFORMANCE REQUIREMENTS

3.1 Scope

This standard applies to permanent or temporary changes or modifications including those arising from changes to:

- plant, equipment, facilities, operations, materials, and technology
- legal, regulatory and other obligations, and/or IGO policies
- processes, standards, procedures (including Standard Operating Procedures (SOPs), Safe Work Procedures (SWPs), Work Instructions and Job Safety and Environment Assessment (JSEA)), operating conditions, production rates, design limits, drawings
- plans including strategic, annual business, operational, environmental, community, mine planning, emergency response, business continuity controls of all kind including those for operations, projects, community commitments, environment, safety, health, security
- purchasing, including the acquisition of equipment, materials, chemicals, and software
- acquisition and divestment of assets
- personnel including organisational structures, roles, responsibilities and accountabilities, training and manning level changes moves into or out of current approaches to contracting or using employed IGO staff
- projects where they depart from the agreed design/design philosophy.

Exemptions from the management of change process are defined and documented.

3.2 Management of Change Processes

IGO will ensure that each site and project establish MOC processes that are a) relevant to their range of activities, and b) risk based (refer to ***IGO Common Management System Standard 3 - Risk Management***).

IGO will ensure that MOC processes:

- are appropriate and proportionate to the risk posed by the change
- are documented in procedures and supporting documents that require the following:
 - a clear definition of the proposed change;
 - registration and provision of a unique identifier via a formal MOC register/database
 - process tracking via a form or electronic system
- include hazard identification and risk assessment processes to identify any required risk controls and treatment plans and to ensure that risks associated with the change

are identified and the residual level of risk is acceptable, prior to the change being approved

- include approval of the change at an authority level commensurate with the initial level of risk initial endorsement to proceed (refer to **IGO Group Governance Standard 1 – Corporate Control**)
- include design and specification of the change
- require a review of the proposed change by a specialist. The scale of the review should be appropriate to the nature and level of risk associated with the change
- specify escalation protocols for managing unintended consequences of change
- address communication and implementation of the change
- result in the update of associated documentation (covering the physical changes, drawings, procedures, training materials, inventory/spare parts, risk registers, regulatory matters, etc.)
- include a formal completion review, which ensures that all planned change actions have been completed, intended outcomes have been achieved and unintended outcomes have been managed appropriately
- include formal close-out
- define processes for making and authorising changes in urgent situations.

3.3 Management of Change Documentation and Electronic Information Management System

IGO will ensure that MOC:

- documentation includes a form that is work-flowed to guide those involved in the change through the process in a logical manner
- work-flows are tracked in an Electronic Information Management System that enables both a) the capture of relevant documents in the IGO Document Management System (DMS) (refer to **IGO Common Management System Standard 8 - Document Control, Records and Data Management**), and b) the maintenance of a formal MOC register/database.

4. TRAINING

IGO will ensure:

- all employees are informed as to the requirements of IGOs MOC processes
- line management, and in particular engineering staff, are trained in the use of IGOs MOC processes.

5. RELATED DOCUMENTS

- IGO Common Management System Standard 3 - Risk Management
- IGO Common Management System Standard 8 - Document Control, Records and Data Management
- IGO Group Governance Standard 1 - Corporate Control