

## Management of Change Policy.

Lansdowne Chemicals is committed to meeting the challenges of the future. The Organization values its staff highly and is committed to open discussions about how best to meet the changing needs of the working environment.

Effective management of workplace change is seen as a process by which change is introduced which achieves an improvement in service and/or efficiency, in a way that preserves or enhances a positive workplace.

### 1.0 Objectives

The need for change in the organisation may result from external and/or internal influences such as legislation, expansion of the existing business, new business opportunities, and/or a change in a member of staff.

Workplace change should ideally be planned and supported by the Directors of the organisation. However, often change can be relatively unexpected and may need to occur within more urgent time frames. This policy recognizes the fact that poorly implemented change has a strong negative effect on efficiency, **safety** and staff morale, and can result in substantial avoidable costs.

### 2.0 Scope

This policy outlines key principles, procedures and practices that the organization seeks to apply to ensure the effective management of workplace change consistent with sound management practice,

#### This policy applies to:

- **Modification to chemical plants and associated equipment and processes.**
- **Replacement of a person in business or safety critical position**
- **Changes to policies, and production procedures**

Some management of change projects may result in change with significant consequences. Significant consequences include but are not limited to:

- substantial changes in the composition, operation or size of the workforce;
- substantial changes in the skills required by staff;
- Change in a process or procedure.
- Restructuring of the organisation

Management of change Plans for these projects will be comprehensive outlining all relevant details and will be submitted to the Director(s) and the Regulatory Affairs Manager if Safety,

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Environmental or Quality critical, for approval.

## **2.1 Modification to chemical plants and associated equipment and processes.**

The procedure detailed in SMS 8.2 shall be followed.

## **2.2 Replacement of a person in a business or safety critical position;**

If a position is vacant in the organisation which is safety or business critical, person(s) who may fill the position must be competent. Potential candidates will be assessed against the relevant Job Description. Their skills and experience will be assessed and recorded in the job interview. Once the "suitable" candidate has accepted the position, a training program specific to the job will be created by their Line-Manager. The person will be assessed by their Line-Manager for a period of 6 months and if they fail to meet any of their set targets/objectives they will be dismissed and the position will be advertised again or prohibition period will be extended.

## **2.3 Changes to policies, and production procedures**

Changes in policies and production procedures will need assessed by Managing Director and Regulatory Affairs Manager. The assessment is dependant if the change is considered Business, environment or safety critical.

The assessment will compare the current published document against the proposed changes.

The assessment for a new procedure may involve a desktop exercise to ensure that it still adheres to the principles within our policies and other safety critical procedures.

## **2.4 Other Workplace Change Projects**

Other Workplace Change Projects which do not result in change with significant consequences, as described above. Yet such change is important to the work area and still requires consultation. The level of consultation for these projects varies according to the scale and nature of the change project.

These change projects may require Management of Change Plans outlining all relevant details, or may be informal plans. Informal Management of Change Plans may use as a checklist to ensure that all changes have been assessed and considered and appropriate action taken.

These change projects require submissions for approval to be made to the relevant line manager and/or the Regulatory Affairs Manager if applicable.

## **3.0 Responsibility**

All levels of management are responsible to ensure that changes are evaluated and appropriate response taken.

Employees are responsible to report changes in the operation that may adversely affect the environment or health and safety of themselves and others.

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## 4.0 Principles

Key elements and principles guiding the development and implementation of a workplace change project are as follows.

### 4.1 Line Manager

A line manager responsible for that department where the change is to occur will lead each workplace change project within the organisation (i.e recruitment of new personnel, replacement of a safety critical piece of equipment, modification of the plant, modification of procedure or method of work etc.) . If a CoMAH, IPPC, safety, environmental and/or quality issues has been identified the **Regulatory Affairs Manager must be involved and will lead the project.**

The Line Manager/ project leader is responsible for the following:

- ensuring that the objectives of the project have the approval of appropriate senior management;
- managing the project effectively;
- ensuring the project has access to the appropriate resources;
- achieving project objectives;
- consulting with staff affected by change;
- determining the appropriate formality and level of detail of the Management of change Plan, and ensuring it is developed, submitted for approval and implemented as required; and
- Approving the evaluation criteria and methodology, and ensuring the evaluation is conducted in an appropriate time frame, and a report submitted to the Directors.

### 4.2 Consultation with the Directors

Any change requiring a formal Management of change Plan requires consultation with the Directors. This consultation will include the planning and implementation stages of the change project.

### 4.3 Management of change Plan

A Management of Change Plan is developed to guide the successful completion of the change.

The level of detail in the Management of change Plan and the extent and timing of consultation will vary according to the scale and nature of the change.

Significant Workplace Change Projects will require comprehensive Management of Change Plans. Management of Change plans will have to be approved by the Directors of the organisation.

### 4.4 Staff and staff representative consultation

Consultation will occur with all staff affected by a change project and, where requested by an

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affected staff member(s) a staff representative may be present.

It is important to remember that workplace change in one organisational area may impact upon staff in other areas. This Plan details the formal and informal mechanisms that will be utilised to keep staff informed and involved during the change process.

The timing and level of consultation will depend upon the nature and scope of the change proposal. Consultation may occur at a number of steps in the Management of Change process, from the development of a change proposal through to the review of the change project.

#### **4.5 Staff support**

The organization is committed wherever possible to retraining staff.

#### **4.6 Health and Safety, Environmental, Quality and CoMAH.**

Planning and implementation of a change will consider the health and safety of staff and also the environment impact. The change will need to be assessed against our MAPP, H&S, Quality and Environmental Policies. The Regulatory Affairs Manager will be involved at all levels of the process if the CoMAH Safety Report, IPPC Permit, Health and safety or Environment management system or plant equipment could be affected by the change.

#### **5.0 The basic structure of Management of Change Plan**

The level of detail and formality of the Management Change Plan will vary according to the scale and nature of the change project.

#### **5.1 Other considerations**

Workplace change may result in changes in areas other than staffing. The impact of the workplace changes on computer systems, plant equipment systems and processes, and facilities may need to be considered as part of the Management of the Change project.

#### **5.2 Implementation of Management of Change Plan**

In implementing the Management of Change Plan a number of factors will need to be addressed including:

##### **5.2.1 Workload considerations**

The impact of change on the workload of staff will need to be assessed.

##### **5.2.2 Training and development needs**

The training and development needs of staff affected by the change will need to be considered during implementation. Assistance in the identification and provision of training and development activities may be available from internal providers including

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Regulatory Affairs Manager, Product Managers, Warehouse Managers and relevant Line Managers.

### **5.2.3 Updating administrative systems**

The Business Management System may need to be changed. The BMS encompasses the following elements;

- Health and Safety
- Environment
- Quality
- Safety Management system (COMAH)
- IPPC permit

If an individual's responsibilities change or a new employee is part of one or more of the above systems, the system in question will need to be changed and reassessed.

## **5.3 Elements of Management of Change Plan**

The Management of Change Plan will include the following elements:

### **5.3.1 Project title/date**

### **5.3.2 Approach rationale**

- Clarify the reason for change
- Outline the impact of proposed changes on safety, the Environment, costs, quality of service and/or managerial efficiencies
- Demonstrate how the approach will promote commitment amongst those directly affected by the change
- Detail how the project will be evaluated in terms of achievement of objectives and approach

### **5.3.3 Objectives**

- clear, concrete and measurable

### **5.3.4 Proposed staffing structure/ training**

- highlight the differences between current and proposed structures
- assess any impact on the work or conditions of staff
- outline the cost implications of changing staff members or changing the organisation structure

### **5.3.5 Impact on workloads**

- identify impact on the workload of staff

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## 5.3.6 Key steps, responsibilities and timeframes

Define the:

- change process including the key steps, those responsible for undertaking them and appropriate time frames
- target completion and evaluation dates

## 5.3.7 Communication/consultation strategy

Detail the:

- means by which staff will be informed of the objectives of the project
- formal and informal meetings will keep staff informed of the progress of the project

## 5.3.8 Proposed transition arrangements

Detail the:

- proposed timing of implementation i.e. stages or all at once
- recruitment and/or selection approach for any new positions
- need to review any current job status
- training and staff development implications

## 5.4 Plant modification:

The above will need to be address for a plant modification plus the required forms which is detailed in SMS 8.2

FOR AND ON BEHALF OF

**LANSDOWNE CHEMICALS**

**MR ROBERT MOSS**

Managing Director

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