

A2 MANAGEMENT SYSTEMS

A2. CHANGE MANAGEMENT

1.0 Scope

1.1 Every business must have in place a system for ensuring that change does not cause injury to people or damage to physical assets. The business must define areas of high potential risk with respect to change, having regard to the fact that the change may be:

- (a) Planned or unplanned; and,
- (b) Sudden or gradual.

1.2 The system will include changes to:

- (a) Plant and equipment.
- (b) Processes.
- (c) Operating procedures.
- (d) Design and construction.
- (e) Maintenance procedures.
- (f) Materials used, their composition and properties.
- (g) Feedstock used.
- (h) Organisation structures and responsibilities.
- (i) Personnel training or competency requirements.
- (j) Programmable Electronic System software.
- (k) Layout/architecture of mines/pits.
- (l) Individual roles and responsibilities.
- (m) Mine planning and ground control.
- (n) Departure of contractors and hand over to Rio Tinto.

2.0 Identifying change

2.1 All employees and contractors must be trained and competent to identify what constitutes a change and how to initiate the change management procedure.

3.0 Proposals for change

3.1 There must be a system for approving proposed changes at the appropriate level in the organisation (see 4.1.(a))

3.2 All proposals for change must clearly identify:

- (a) The current situation;
- (b) The purpose of the change;
- (c) The expected outcome from the change;
- (d) The system to be used to test results of the change.

4.0 Assessment of proposals

4.1 All proposals for change must be assessed by a process including:

- (a) Authorisation of the change by at least the same level of authority as authorised the original procedure;
- (b) An appropriate level of technical expertise; and,
- (c) The involvement of the workforce impacted by the proposed change.

4.2 The assessment must identify:

- (a) All hazards associated with the proposed change;
- (b) Control mechanisms to eliminate or minimise the risks;
- (c) Standards to be used;
- (d) Controls to be required;
- (e) Further studies to be carried out, e.g. hazard studies;
- (f) Regulatory requirements that must be met; and,
- (g) If a change is subject to trial the duration and measures for the trial.

5.0 Implementation of change

5.1 Appropriate information on the change should be released and training provided related to the change to all those effected.

5.2 Prior to handing over a physical change for normal use, an acceptance check shall be carried out to ensure:

- (a) The changes have been carried out in accordance with the authorised change proposal;
- (b) All actions from the review process, including any studies called for have been satisfactorily completed and all outcomes included; and,
- (c) The physical change has not introduced any unforeseen risks.

5.3 A formal review should be carried out in order to assess the actual impact of the change against the intended impact and the reasons for any deviation.

5.4 A system exists which allows for the revision of drawings, operating procedures, maintenance and emergency procedures.

6.0 Emergency Change Procedure

- 6.1 There must also be a contingency procedure to cover situations in which proposed changes cannot be subject to the full procedure. Such a procedure must incorporate the approval of the site manager or his/her designated deputy.