

	HEALTH, SAFETY, ENVIRONMENTAL AND QUALITY MANAGEMENT SYSTEM 4.35 Management Of Change HSE PROCEDURES MANUAL	Sect : 4.35 Page : 1 of 4 Date : 07-Aug-25 Rev : 1.0 Appr : DPA
---	--	---

1. Management of Change

Management of Change (MOC) is the process of developing a planned approach to significant changes within the organisation with the intention to ensure that safety, health and environmental standards are not compromised. The strategy requires establishing, documenting and successful implementing formal policies to evaluate and manage both temporary and permanent modifications. Risk management and strong administration are the basic tools used to manage proposed changes. The ability to effectively analyse and understand the effects and consequences following implementation of proposed change will provide vital insight in deciding upon and concluding the change.

2. Responsibilities

“Person in charge” for the Management of Change is a qualified employee. The Managing Director or the nominated person, are responsible to authorize changes. Technical, Risk, and Crewing Departments are responsible to communicate Management of Change relevant to vessels to the Master with the Management of Change Form. All employees are encouraged to identify any significant change if not handled by this procedure and to report this to their Line Manager, or Managing Director.

3. Definitions

Management of change is the process of developing a planned approach to ensure that potential risks to the safety of people, the environment, to the Company/Owners, or to property are adequately assessed, documented, communicated, and controlled prior to a change taking place. Change, in the context of this document, means any significant change, whether temporary or permanent.

Significant Changes are:

- New vessel under Management;
- Deviation from normal operations or standard procedures;
- Installation of new equipment, components or changes/modifications to existing types of approved system, equipment or components;
- Major revision or new procedures for the Safety Management System;
- Change to the Company organisation;
- In any other circumstance, where it is deemed that there might be risk to the safety of people, the environment, the Company and/or Owners and to property/assets.

Temporary:

Means that the change is limited for a certain period after which it will revert to the previous situation. This change may be required in an emergency.

Permanent:

Means that the change applies for an unlimited period.

	HEALTH, SAFETY, ENVIRONMENTAL AND QUALITY MANAGEMENT SYSTEM 4.35 Management Of Change <i>HSE PROCEDURES MANUAL</i>	Sect : 4.35 Page : 2 of 4 Date : 07-Aug-25 Rev : 1.0 Appr : DPA
---	--	---

Minor:

Means a change is within normal operational limits. Minor changes are regulated in the operational procedures and are not subject to this Management of change procedure.

4.1 Formal Initialization

The process may be started formally by vessel or Risk department in office, as soon as the need for change is identified by Managing Director or Head of the Department. Temporary changes and smaller projects may be managed only by this person. More complex matters should be managed by a Change Management team headed by the departmental head e.g. New Ships under Management. The setup of the change management team will depend on the particular change and manning of the vessel. The change must be authorized by the next higher level of authority and not by the person conducting the change.

4.2 Identify Reasons / Set Objectives

No change shall be done without a reason. The reason shall be identified and documented in the checklist. To assist a common understanding of the change, one or more objectives should be established to guide all parties concerned.

4.3 Identify Implication to Health, Safety and Environment

The change may have an implication on health, safety, environment, quality, security or industry legislation. This must be understood by all persons involved, therefore the implications shall be analysed and documented in the checklist.

4.4 Identify legal requirements and standards

Review whether relevant legal requirements, industry standards, customers' requirements, contracts and / or original equipment design specifications are affected by the intended change.

4.5 Identify existing procedures and documents for changes

Respective procedures, maker instructions, drawings and specifications should be identified.

4.6 Conduct Risk Assessment

The risks resulting from the change must be assessed by a formal risk assessment. The risk mitigation measures established by the risk assessment process form an important part of the change program. There may be cases where a formal risk assessment is not required. This needs to be approved by the departmental head or the nominated person.

	HEALTH, SAFETY, ENVIRONMENTAL AND QUALITY MANAGEMENT SYSTEM 4.35 Management Of Change HSE PROCEDURES MANUAL	Sect : 4.35 Page : 3 of 4 Date : 07-Aug-25 Rev : 1.0 Appr : DPA
---	--	---

4.7 Evaluate change

The Person in Charge is to verify if all requirements and obligations identified can be met, or whether problems may occur. If the risk is not tolerable, the formal risk assessment must be reviewed in order to establish further risk mitigation measures. If it is not possible to implement the change, e.g. due to legal requirements, the change management process must be terminated.

5. Establish Change program

Based on above requirements, and the previously established objectives, a change programme shall be established, considering all risk mitigation measures resulting from the risk assessment. The programme shall be prepared in the format of a to-do-list stating the person responsible for each point, the deadline and resources needed. When establishing the change measures the following tasks must be considered:

- Existing documents to be amended;
- New documents to be issued;
- Ship drawings and calculations/specifications to be amended;
- Approvals of Flag State and/or Classification Society required;
- Training needs;
- Additional guidance;
- Additional resources;

6. Verify and Authorise program

Before any measures are implemented, the change must be verified and authorised. This to include whether;

- All requirements are met;
- The change is consistent with the Company Policies and objectives;
- Risks are mitigated by the appropriate measures and are tolerable;
- Sufficient information is available;
- Training is conducted;
- The time frame for the change process and monitoring of the implementation is established;
- All necessary resources are available;
- The measures can be implemented within the timeframe;
- When successfully verified, the change shall be authorised by the Managing Director, or Head of Department.

Implement Changes

The programme shall be communicated to all employees affected by the change. The Person in Charge is to ensure that they understand the extent, impact, and consequences of the change. They shall be made aware of the importance of the risk mitigation measures. The persons indicated in the change programme shall implement the measures in due time. As soon as problems or a foreseeable time delay arises, they must inform the Change Manager immediately.

Monitor Changes

While implementing the change and risk mitigation measures, the change process shall be monitored.

The following shall be considered;

- Monitor the deadline;
- Monitor the effectiveness;
- Monitor the resources used.

The Person in Charge shall continuously monitor the implementation of each measure, with particular care taken for risk mitigation measures. If problems cannot be solved, then the program shall be amended and authorized again. The Person in Charge monitors changes and ensures that if they divert from the initial authorization for scope and time, they shall inform the Head of Department, or Managing Director and initiate a review and re-approval of this change. The same applies when the change is not being carried out within the proposed time scale. The effectiveness of the change must be evaluated by the person who has authorized the change.

7. Document and record evaluation

The final step of the change management process is the validation of the change. All supporting documents, data, photographs, and drawings should be prepared by the Change Management team. The completion of Changes shall be communicated to all parties concerned. Records shall be maintained with the Risk Department along with the Management of Change Form and Risk Assessment all on the company's shared drive.