

CASE STUDY – ORGANIZATIONAL CHANGE



This company needed to implement a process to manage changes to safety critical positions which is regulated across the process sector. In addition, a company-wide reorganization was being planned that would impact these positions and where having this process in place would mitigate exposed risks due to both personnel and structural changes. No existing process existed and so a new one would need to be developed, tested, and deployed to support the reorganization.

Problem:

- No formal process to manage risk during organizational changes.
- Regulation now required that a process be implemented.
- A reorganization was in the works that would expose the organization to increased risk if not mitigated properly.

Objectives:

- Introduce an effective OMOC process to support the regulatory obligation as well as the company-wide reorganization.
- Leverage existing approaches and technologies.
- Use the reorg to test and refine process.

Approach:

- Define the scope and desired outcomes for the project.
- Establish a cross-functional team that included HR, Reorg team, PSM, and HSE program owners.
- Create change scenarios to help formulate a design.
- Develop a proof of concept and test against identified change scenarios.
- Use the first phase of the reorg to refine process before making it generally available across the organization.

Results:

- **Project:** 6 months
 - 3 months to develop new process
 - 3 months to configure, implement, and verify against change scenarios.
- **Process Development:**
 - Developed new processes using stage-gate approach modelled after asset MOCs.
 - Introduced risk screening, impact analysis, transition and communication planning, and risk monitoring for each transition.
 - Identified key performance indicators to monitor and control risk during each transition.
 - Deployed and used as part of the reorganization change project for the first phase that lasted 9 months.
- **Outcomes:**
 - First OMOC implementation in North America used at the level of scale of a company-wide reorganization.
 - Managed over 300 personnel and 25 structural changes during the reorg.
 - Improved process over the course of the reorganization.
 - Process is now being used to manage risk due to day to day changes in addition to impacts resulting from business mergers and acquisitions.