



Property Risk Consulting Guidelines

A Publication of AXA XL Risk Consulting

PRC.1.0.2.5

MEASURING MANAGEMENT OF CHANGE PERFORMANCE

INTRODUCTION

PRC.1.0.2 describes Management of Change (MOC) and PRC.1.0.2.4 describes auditing of those MOC systems. However, while MOC systems should be audited periodically to help ensure that the practices described on paper are being implemented in the field, these audits are typically time consuming and are usually only performed once a year, or less frequently. As an alternative, measures of performance can be used to assess the quality and effectiveness of management systems on an ongoing basis. Performance measures that explicitly identify "key indicators" can be used to assess system performance on a near real-time basis and with a more reasonable expenditure of effort. "Key indicators" are numbers whose sudden change indicate that a problem is likely, although not certain.

POSITION

As part of any MOC system, chose key indicators for the MOC system and establish a program to measure, record and analyze them. Monitor these key indicators to help detect when deviations occur within the operation of an MOC system before these deviations can cause accidents. If these indicators suggest the likely existence of a problem, perform a full audit in accordance with PRC.1.0.2.4 and correct any problems found.

DISCUSSION

The following is a list of several indicators that may be relevant to many MOC systems. The indicators chosen for a specific MOC system will depend upon a variety of factors, including the specific MOC system design and the availability of MOC records and data. Some indicators can be used individually to help evaluate system performance, while other indicators must be used jointly.

Key Indicators

- Unexplained deviation in the number of MOC change requests from previous monthly averages (% over a month)
- Unexplained deviation from previous monthly averages in the percent of work requests classified as a change by the MOC system monitor (% over a month)
- Percent of RFC forms were misclassified as RIKs (or were not classified) and are really changes
- Percent of changes that were reviewed with the MOC system were reviewed incorrectly
- Percent of change requests that were reviewed were not documented properly

100 Constitution Plaza, Hartford, Connecticut 06103

Copyright® 2020, AXA XL Risk Consulting

Global Asset Protection Services, LLC, AXA Matrix Risk Consultants S.A. and their affiliates ("AXA XL Risk Consulting") provide loss prevention and risk assessment reports and other risk consulting services, as requested. In this respect, our property loss prevention publications, services, and surveys do not address life safety or third party liability issues. This document shall not be construed as indicating the existence or availability under any policy of coverage for any particular type of loss or damage. The provision of any service does not imply that every possible hazard has been identified at a facility or that no other hazards exist. AXA XL Risk Consulting does not assume, and shall have no liability for the control, correction, continuation or modification of any existing conditions or operations. We specifically disclaim any warranty or representation that compliance with any advice or recommendation in any document or other communication will make a facility or operation safe or healthful, or put it in compliance with any standard, code, law, rule or regulation. Save where expressly agreed in writing, AXA XL Risk Consulting and its related and affiliated companies disclaim all liability for loss or damage suffered by any party arising out of or in connection with our services, including indirect or consequential loss or damage, howsoever arising. Any party who chooses to rely in any way on the contents of this document does so at their own risk.

- The ratio of undocumented changes to the number of changes processed by the MOC program
- Percent of recent changes involved the use of backup MOC personnel
- Percent of changes were properly evaluated, but did not have all authorization signatures on the change control document
- Percent of changes has been processed on an emergency basis
- The variation in the percent of changes that are processed on an emergency basis
- Percent of personnel involved in the MOC system believe the system is effective
- The difference between the percentages of senior managers and routine users who believe the MOC program is effective