

CHANGE MANAGEMENT

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QHSE PROCEDURE

Viking Industrial

Approval and revision status

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1 Purpose

The purpose of this procedure is to actively design, develop, and execute a strategy for preparing all employees for business, technical and cultural changes that occur as the result of all reviews and management review. Embracing and magnifying the positive aspects of change assist employees align themselves with the long-term success in Viking. A well thought out and responsive Change Management Plan significantly mitigates business disruption and facilitates the time it takes to adopt change. Employees are better prepared for and involved in achieving and sustaining those changes. The greatest threat to successful change management is the failure to address stakeholder concerns, provide good communications, and assure adequate training and staff acquisition planning in preparation of change. Without this attention to detail, the results can lead to lack of acceptance of business process changes and poor end user performance.

2 Scope

This procedure is applicable to all Viking employees and relevant interested parties.

3 Change Management Planning

Change management planning encompasses all the activities and needs to successfully accept and adopt new business models, strategies and the new technologies for supporting them. Understanding and effectively implementing change allows for transformation of strategy, business process, technology, and employees into achieving performance and enhancing continual improvement in a dynamically changing environment. A structured approach to change management is critical for the smooth transition of the new changes.

4 Principle of Change Management

A principled and structured approach to communicating and implementing change fosters openness and trust which ultimately improves the transition to new changes. Key underlying change management principles are:

- Commitment from top management – change management objectives have the support and resources of key decision makers within the company.
- Effective planning – planning is structured and methodical, all plans are agreed to regarding change management objectives, roles, and resources.
- Measurable objectives – change management objectives are realistic, measurable and progress toward their achievement is shared with all major stakeholders.
- Engaged stakeholders – stakeholders are encouraged to openly participate in dialogue, with mutual respect, regarding organizational changes and their impacts.
- Resources and support – change management implementers and recipients receive the resources and support throughout the change process.

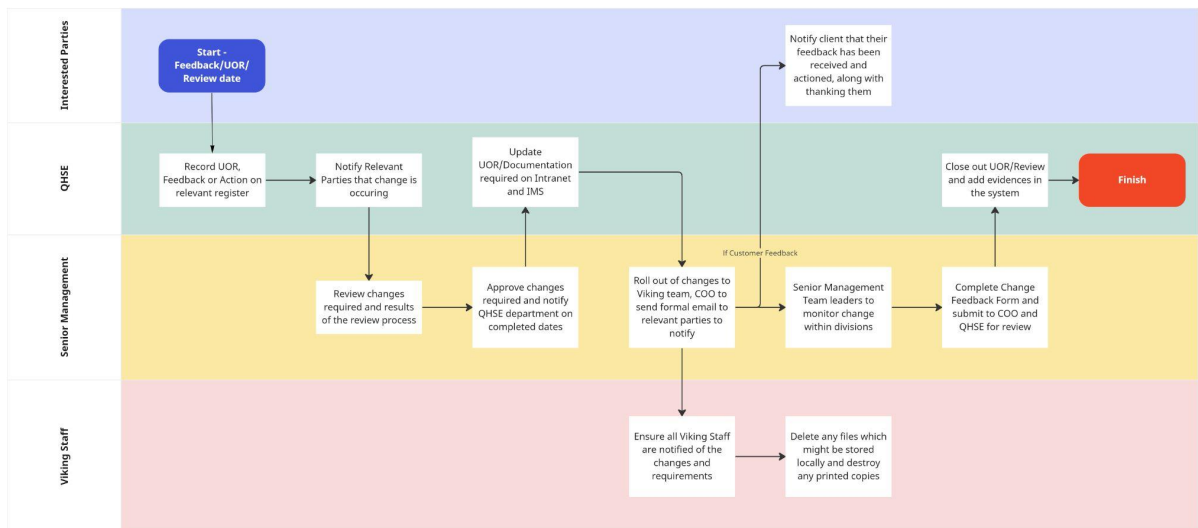
5 Structured Approach of Change Management Principles

There are a number of elements when understood and adopted that can help communicate and gain acceptance of the need for complete and timely change. These elements are:

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- Identify changes that will impact Viking and who will be impacted as a result of implementation. Explain why they are important and when they need to happen.
- Put change management goals in specific and defined terms for achieving desired outcomes.
- Name individuals to specific activities and tasks, in specific and defined terms, making them responsible for change management goals and desired outcomes.
- Facilitate action by removing obstacles and listening for constructive feedback, recognizing and rewarding success. Build the structure and staff with the right skills to affect the change.
- Identify and mitigate potential risks that accompany change management.

6 Procedure



Refer to Appendix 8.11 for the procedure

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7 - References

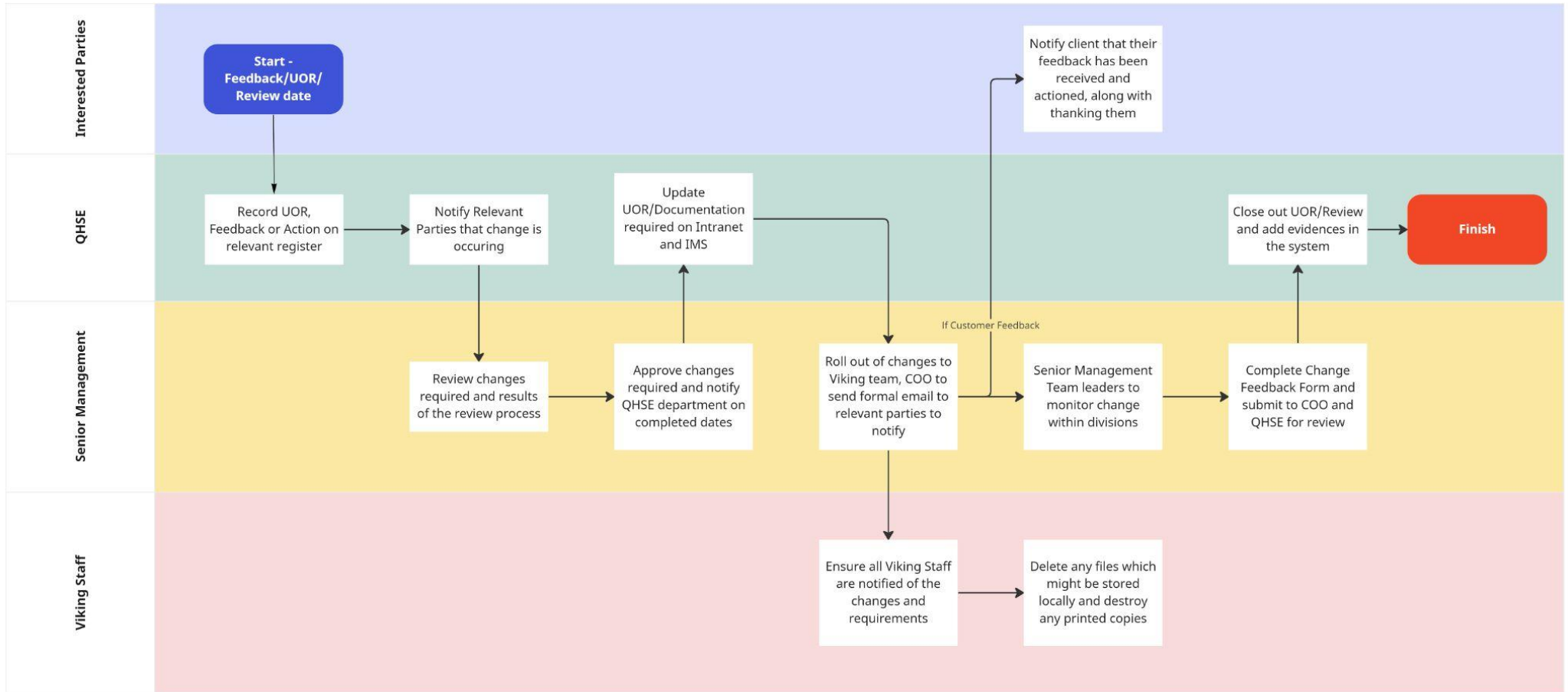
The following company documentation is referenced in this procedure:

Document Name	Document Number
Unplanned Occurrence Report Form	DOC_V_FOR_002_REVO
Unplanned Occurrence Report Register	DOC_V_PRO_003_REVO

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7 Appendix

7.1 Miro Change Management procedure



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