



Property Risk Consulting Guidelines

XL Risk Consulting

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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, choose 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

- 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