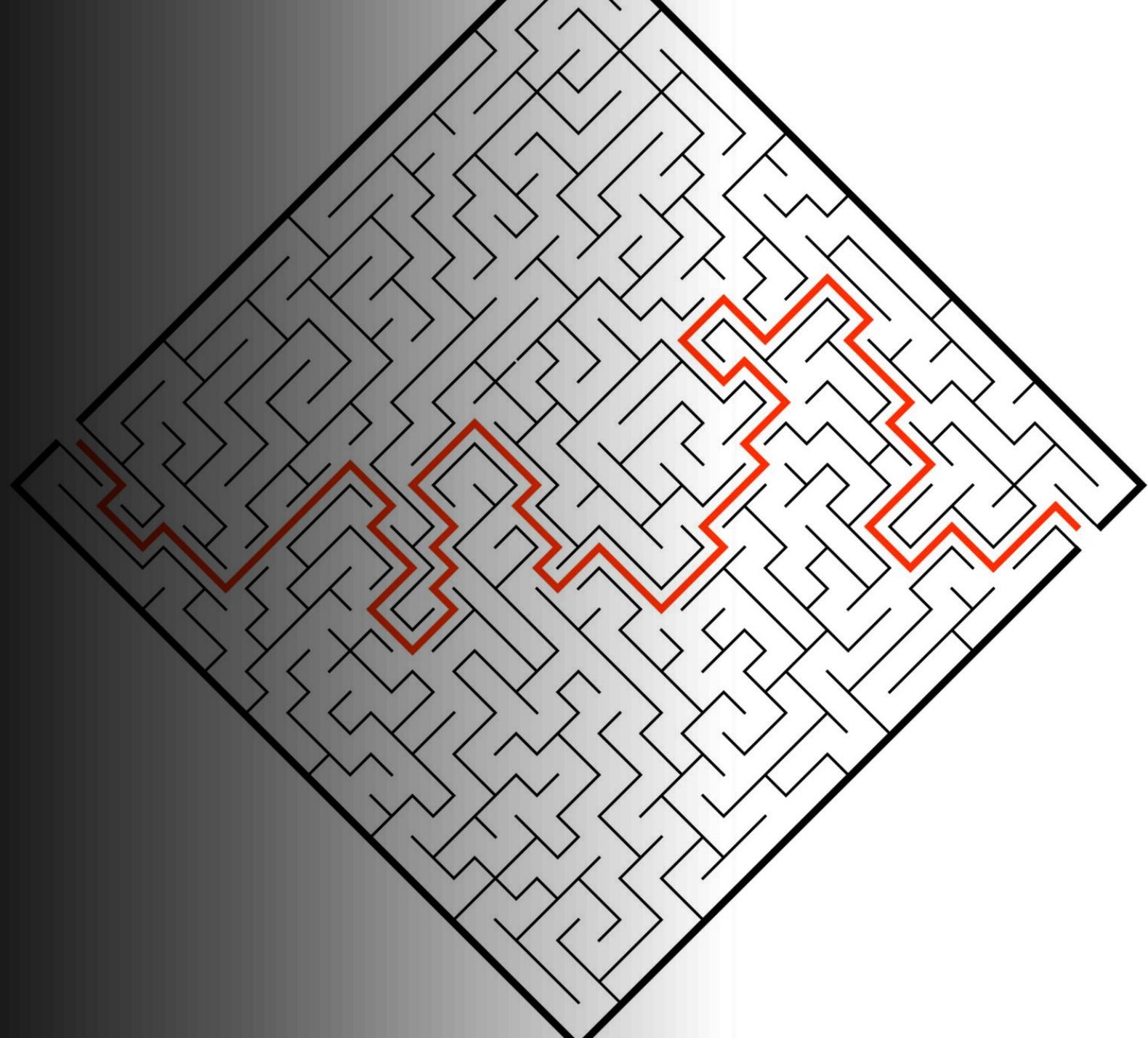# Against the Grain

Understanding Management of Change Concepts

Shawn D. Rice, CSP

Learning Objectives

- Objective 1. Explore the fundamentals of Management of Change (MOC)

- Objective 2. Discuss how change is introduced and managed can mean the difference between preventing harm and creating new risks

- Objective 3. Provide actionable tools to strengthen their own change management processes.

Introduction

- **Against the grain**: Change is disruptive
- **Process Safety Management (PSM)** provides a framework

Organizational Systems = Rice Pile

- Each grain = process, person, or task
- One shift changes the whole pile

Management of Change in PSM

- 14 elements → MOC is central
- Steps: procedures, technical basis, review, and training

Definition of Management of Change

- Structured review and approval process for change
- Goal: prevent unintended consequences

Scope of Change

- Physical changes
- Procedural changes
- Organizational changes

What are the potential risks to productivity?

Could this change negatively impact employee moral or well being?

Practical Example
The Rice Cooker
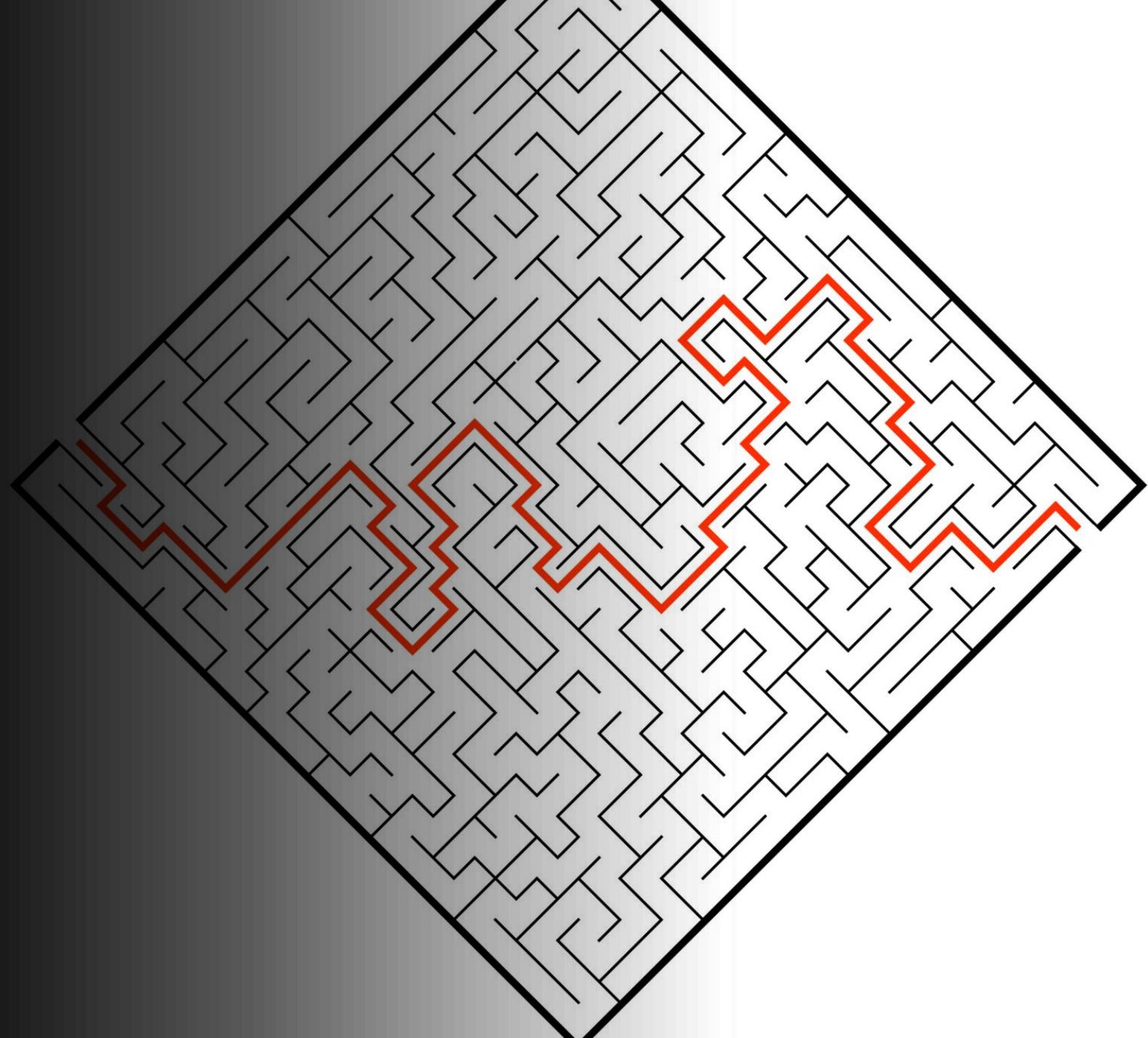
Example: The Rice Cooker System

- What is it, really?

- Input: Raw rice, water, electricity.

- Process: Heating, steaming, sensing when done, keeping warm.

- Components: An inner pot, a heating element, a thermostat, a lid, a power cord, some buttons.

- Output: Perfectly cooked rice. (Hopefully!)

- Safety Features: Usually a fuse, overheat protection, a lid that contains steam but isn't hermetically sealed (unless it's a pressure cooker!).

Low Impact Change

- Scenario 1: The "Low Impact" Change – Replacing the Inner Pot
- The Change: Replacing the old inner pot with a brand-new, identically sized, and material-compatible non-stick pot.

Assess Impact → Approve → Review

- Low Risk

High Impact Change

- Scenario 2: The "High Impact" Change – Modifying for Faster Cooking!

- The Change: Installing a significantly more powerful heating element.

Assess Impact → Approve → Review

- High Risk

Takeaway

- It's a system designed to do one thing safely and repeatedly.

- Small modifications can have unforeseen consequences

Why Change Feels 'Against the Grain'

- Human Resistance
- Operational Pressure
- Hidden Complexity
- Cultural Challenge

Broader Applications Beyond PSM Industries

- Healthcare

- Construction/Infrastructure

- IT & Cybersecurity

- Emergency Management

Types of Change Managed

- Physical (equipment, materials)
- Procedural (SOPs, emergency plans)
- Organizational (roles, staffing)

OSHA's Requirements in Detail

- Document basis for change

- Evaluate safety & health impact

- Communicate & train before implementation
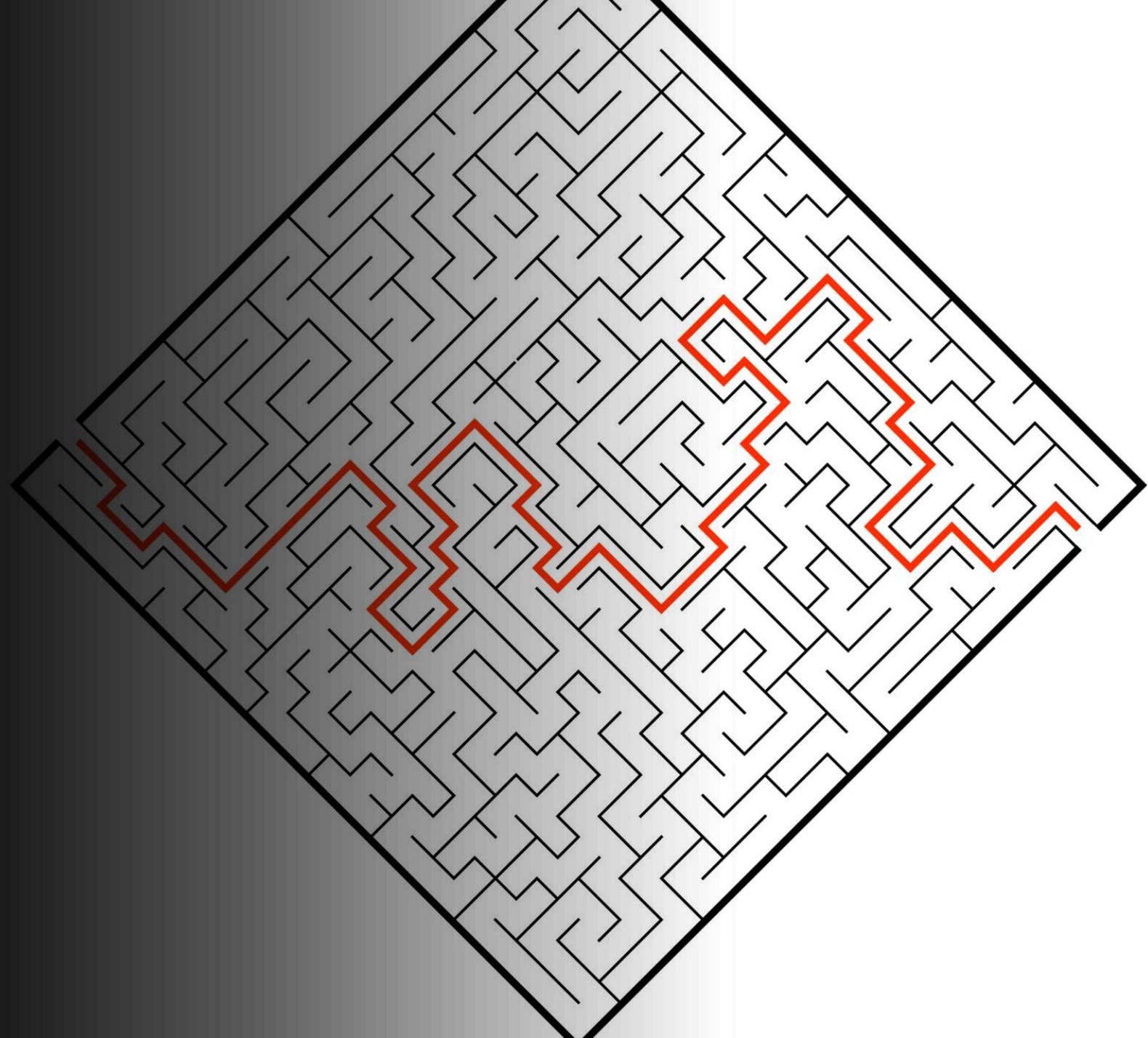
Making MOC Effective

- Leadership Commitment
- Training & Awareness
- Integration
- Technology Support
- Cultural Adoption

Case Study: Healthcare IT Update

- Minor software change → major miscommunication
- Patient safety compromised

Case Study: Rice Bowl

Case Study: Rice Bowl

- 19,346-pound pot of rice
- Miscalculation in engineering/Manufacturing
- Near Miss, luckily not a grain of rice escaped
- Plan with the end in mind
- Don't compromise worker safety

Lessons from Case Studies

- No change is too small

- Unintended consequences

- Formal review saves lives

Hidden Complexity

- Small changes can cascade into big problems
- One bad grain can spoil the batch

Tools for Modern MOC

- Digital tracking systems

- Automated notifications

- Centralized documentation

Key Lessons

- Change is disruptive but manageable
- Every grain matters
- MOC ensures resilience & safety

Tools to Help Management of Change

- Tool 1: The "Who, What, When, How" Communication Grid

- Tool 2: The "Who Cares & Who Can Help" Stakeholder Snapshot

- Tool 3: The "Quick Pulse" Feedback Loop

Ways to Stay Engaged

- Encourage front line staff to be engaged
- Work on seeing the big picture
- Pay attention to the workforce
- Seek ways to prevent drift
- Maintain situational awareness
- Exercise
  - Prepare for the unexpected
  - Look beyond your activity area
  - Ask question

Conclusion

- Change goes against the grain, but MOC keeps order
- Skipping MOC = spoiled batch
- Respect every grain. Respect every change.

References

Recommended Practices for Safety and Health Programs Voluntary Standards Crosswalk:

https://www.osha.gov/sites/default/files/Crosswalk_to_Voluntary_OSHA_Standards_7-3-18.pdf

Case Study: Rice Bowl

After Near-Disaster, Chef Takes Record With Huge Rice Dish

Please feel free to connect with me

Shawn D. Rice, CSP

Chief of Safety and Emergency Management

Services

- Occupational Safety
- Industrial Hygiene
- Fire and Life Safety

- Safe Patient Handling
- Emergency Management
- Environmental Management

Sharing Knowledge – Managing Risks – Improving Compliance

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