

Standard for Management of Change

Owned by: Vice President Environment Health & Safety
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Controlled Document
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Summary of Changes



Changes made to this document from the previous revision are outlined below, and indicated throughout the document with a revision triangle.

Note: “R” represents “revision” and the number represents which revision.

Location of change	Summary of changes in this Revision
Entire Document	This document is the fourth version of the Standard (first version A-2005, second version B – not issued, and third version C-2009/2010) and replaces CO-SO5C Management of Change Standard.
Entire Document	The entire Standard has been re-written with the new GDF Template.
1	Conformance Expectations – Added the requirement to conform within 5 years of the approval date.
2.2.15, 2.2.26, and 2.6	Added the requirement for an Effectiveness Review.
2.3 and 2.4	<p>Changed from 6 types of change to 3 types (Technical, General, and Personnel) and 2 statuses (Emergency and Temporary):</p> <ul style="list-style-type: none"> • Combined Engineered Change (MOC-E) and Non-Engineered (MOC-NE) change into a new type – Technical Change (MOC-T). • Combined Administrative Change and Business Procedural Change into a new type – General Change (MOC-G). • Organizational Change was a type however was also called Management of Change Personnel (MOC-P) – it is now only called MOC-P and Organizational Changes are provided through processes handled by Human Resources. • Temporary Change was classified as a status. • Emergency Change was classified as a status.
2.6	<p>Added section on requirements for the BUs/FNs to spell out specifically what shall be in BU/FN documentation on how to manage change. The requirements were previously expected, but not formally documented.</p> <p>Added the ability to utilize other Business Process to manage change. (This was allowed in previous versions, but not spelled out).</p>
2.6 and 2.7	Included Change Management requirements (previously outlined in Guidance Document).
3	Included Terms and Definitions that were previously in the Process Safety Definitions Document and updated definitions to match content of this Standard.

Cover Page

Minor Change – Revision 4.1

- Removed table listing roles and responsibilities.

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1 About this Standard

Purpose The Purpose of this Standard is to provide the requirements that shall be met to manage change at Suncor.

Scope The scope of this Standard includes:

- Suncor’s Management of Change (MOC) process to ensure a disciplined, structured, and consistent approach to managing change by identifying, treating, and controlling potential risks.
- Overall requirements to assess, plan, approve, communicate, implement, and close-out a change.
- Requirements to assist Suncor Business Units and Functions in developing their local Management of Change (MOC) documentation.

Target Audience The target audience of this Standard is Suncor personnel managing change.

This Standard applies to Suncor Energy Inc. and subsidiaries over which Suncor has operational control or majority ownership world-wide.



Conformance Expectations Business Units and Functions shall conform to this Standard within 5 years of the approval date.

All aspects of this Standard shall be in effect unless otherwise noted. Where legislation/regulations impose requirements not reflected in this Standard, the more stringent requirements shall apply.

If a Business Unit or Function needs to deviate from any part of this Standard they shall do so using a deviation that must be authorized by the Vice President Environment, Health & Safety. Deviations must be documented, and documentation must include the relevant facts supporting the deviation decision. Deviations shall have a stated expiry date not to exceed five years. Any extensions must be re-authorized.

2 Requirements

2.1 Management of Change Applicability Requirements

Applicability Requirements

The following criteria outline the requirements for application of MOC:

2.1.1 Suncor Personnel shall manage change at Suncor using the Management of Change Process for technical (MOC-T) and personnel (MOC-P) changes.

Suncor Personnel shall manage change at Suncor using the Management of Change Process for general (MOC-G) changes as determined using risk assessment procedures consistent with Element 2 of the OEMS and section 2.6 of this Standard.

Note: The source of change could be external to Suncor (i.e. Regulatory)

2.1.2 Contractors working on behalf of Suncor shall have a Management of Change process within their own organization that is consistent with this Standard and Suncor shall confirm and verify contractors' Management of Change process prior to awarding work.

2.2 Management of Change Process Requirements

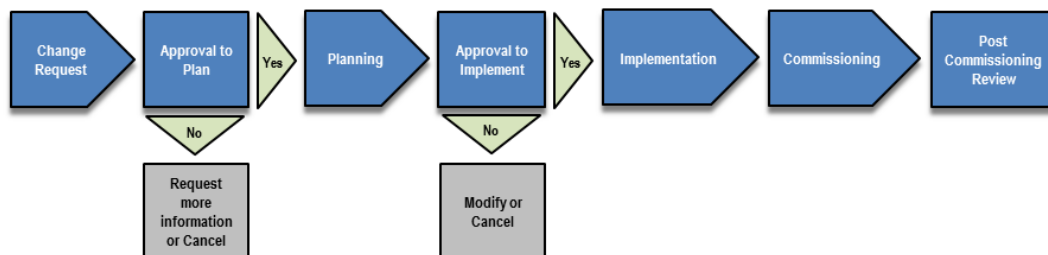
Purpose

The purpose of Management of Change is to ensure a disciplined and consistent evaluation and management of changes to:

- Reduce social (health & safety, reputation, regulatory), environmental, and economic risks and evaluate opportunities
- Identify treatment options and controls
- Ensure successful implementation and adoption of change

Process

Suncor's Management of Change (MOC) process utilizes seven steps:



The seven step process ensures risks that arise on account of change are understood and managed through identification of new controls or risk treatment steps.

Detailed Steps

The following steps provide the requirements of what shall be conducted to manage change at Suncor:

Step 1: Change Request

In the Change Request step the MOC Initiator shall:

- 2.2.1 Determine the scope of the proposed change including a justification for the change (risk reduction or opportunity), and impacts of the change.
- 2.2.2 Determine if the change requires application of MOC.
- 2.2.3 Determine the change type.
- 2.2.4 For changes intended to reduce risk perform an initial Risk Assessment to determine risk rank using the Risk Matrix (refer to [Suncor Risk Assessment Standard CO-S06A](#)).
- 2.2.5 Initiate the change request.

Step 2: Approval to Plan

In the Approval to Plan step the MOC Approver shall:

- 2.2.6 Assess the change request to ensure validity of the justification, risk assessment, impacts, and feasibility.
- 2.2.7 Decide on approval of the change request, taking into consideration alignment with BU/FN goals, risks, and impacts, and document the decision.
- 2.2.8 Assign the MOC Leader.

Step 3: Planning

In the Planning step the MOC Leader shall:

- 2.2.9 Refine and validate the scope and justification of the change.
- 2.2.10 Assess the impact of the change.
- 2.2.11 Conduct a Risk Assessment and develop Risk Treatment Plan for implementation of the change.
- 2.2.12 Develop Implementation Plan.
- 2.2.13 Identify and assign the MOC Team Members.
- 2.2.14 Ensure key stakeholders are identified and engagement planned through communications.
- 2.2.15 Outline Effectiveness Review requirements and plan.
- 2.2.16 Determine resourcing, cost, and schedule.



**Step 4:
Approval to
Implement**

In the Approval to Implement step the MOC Approver shall:

- 2.2.17 Review and validate the work completed in planning the change including the Implementation Plan and Risk Treatment Plan.
- 2.2.18 Assess the change for potential impacts on:
- Not implementing the change
 - Corporate and legal requirements and commitments
 - Asset integrity
 - Other ongoing projects, changes and initiatives
 - Relevant stakeholders
- 2.2.19 Approve, reject, or postpone the MOC implementation.

**Step 5:
Implementation**

In the Implementation step the MOC Leader (& MOC Team Member(s)) shall:

- 2.2.20 Implement change in accordance with Implementation Plan. (If changes are made to the Implementation Plan, approvals are required to be obtained for the deviation).
- 2.2.21 Identify, track, and complete assigned tasks until the change is fully implemented and ready for commissioning, and documents are properly updated.

**Step 6:
Commissioning**

In the Commissioning step the MOC Leader (& MOC Team Member(s)) shall:

- 2.2.22 Validate completion of implementation steps for successful utilization, turnover, and commencement of the change.
- 2.2.23 For MOC-T or where required conduct a Pre-Start-Up Safety Review (PSSR) with stakeholders.
- 2.2.24 Identify outstanding tasks with responsibilities and timing and decide if commencement of the change can proceed prior to their completion.
- 2.2.25 Put the change into effect (“start-up” the change).

**Step 7: Post
Commissioning
Review**

In the Post Commissioning Review Step the MOC Leader (& MOC Team Member(s)) shall:

- 2.2.26 Verify the change was effective in achieving the desired outcome and complete Effectiveness Review.
- 2.2.27 Manage and track outstanding tasks.
- 2.2.28 Close-out the MOC.





2.3 Change Types

Determining Types

The following outlines the criteria to use to determine the type of change:

2.3.1 Suncor Personnel shall use the following table to determine the MOC Change Type:

Type	Used For	Criteria
MOC-T	Technical Changes	Change to: <ul style="list-style-type: none"> Hazardous or safety critical assets or processes that are a specified addition, alteration, decommissioning, or removal of equipment, facilities, infrastructure, or software. Process control systems, new control operations, graphic configurations, and changes in process computer coding in a hazardous process. Operations or processes with significant safety and / or environmental risk potential.
MOC-G	General Changes	Change to non-hazardous operations / processes or non-safety critical assets (including buildings) that are not MOC-T changes.
MOC-P	Personnel Changes	Changes to personnel that impact the minimum staffing and/or competency levels of Process Safety Critical Roles.

Change Type Requirements

The following criteria provide specific requirements for the MOC Change Types:

Type	Requirement
MOC-T	<p>2.3.2 For MOC-T a Risk Assessment shall be conducted in conformance with Suncor's:</p> <ul style="list-style-type: none"> • CO-S06A Risk Assessment Standard • CO-S10A Process Safety Information Standard • SUN-00060 Process Hazard Analysis (PHA) Standard • CO-S19A Prestart-up Safety Review Standard
MOC-P	<p>2.3.3 An MOC-P shall be conducted if within an Organizational Change there is a change to personnel that impact the minimum staffing and/or competency levels of Process Safety Critical Roles.</p> <div style="border: 1px dashed black; padding: 5px; margin-top: 10px;"> <p>Note: <u>Organizational Changes</u> - Alterations of roles, accountabilities, or working relationships within and between organizations are handled via processes provided by human resources.</p> </div>



2.4 Change Status

Determining Status

A change may have a status designated to further define the change. The following outlines the criteria to use to determine the status:

2.4.1 Suncor Personnel shall use the following table to determine the status:

Status	Criteria
<p>Temporary</p>	<p>A change that is implemented for a time period that is:</p> <ul style="list-style-type: none"> • Known • Short • Predetermined • Finite <div style="border: 1px dashed black; padding: 5px; margin-top: 10px;"> <p>Note: Implementing a Temporary Change may introduce a greater degree of risk to Suncor.</p> </div>
<p>Emergency</p>	<p>A change that is required immediately to avoid:</p> <ul style="list-style-type: none"> • Personnel injury • Environmental incident • Equipment damage • Reputational impact • Security incident • Economic loss <div style="border: 1px dashed black; padding: 5px; margin-top: 10px;"> <p>Note: Emergency changes typically involve off-hours situations where the normal chain of command is unavailable.</p> </div>

Change Status Requirements

The following criteria provide specific status requirements:

Status	Requirement
Temporary	The following criteria provide the requirements for a change with a Temporary Status:
	2.4.2 A Temporary Change is an interim solution only and shall require review and re-approval at a minimum every 12 months.
	2.4.3 Within 12 months of implementation of a Temporary Change, one of the following shall occur: <ul style="list-style-type: none"> • Remove the Temporary Change and return to original condition • Extend the Temporary Change pending evaluation and approval • Remove the Temporary Status and ensure proper completion of MOC to implement the permanent change or return operations to normal.
	2.4.4 Shall follow the same rigour for adherence to the MOC process with additional attention required due to the significant risks the change may introduce.
	2.4.5 Close-out shall detail the steps taken to remove the Temporary Change and return operations to normal.
Emergency	The following criteria provide the requirements for a change with an Emergency Status:
	2.4.6 Shall only be used in situations where the time required to implement through the normal change process would not be acceptable.
	2.4.7 An Emergency Change does not remove the requirement to: <ul style="list-style-type: none"> • Conduct a Risk Assessment of the change • Obtain approval for the change
	2.4.8 A Business Area Senior Leader or designate shall approve when a change may be designated as an Emergency.
	2.4.9 On the next work day after the emergency situation has passed the change shall be processed via the MOC process.

2.5 Documentation

Documentation Requirements

The following are the criteria for documenting changes:

- 2.5.1 All changes required to follow the MOC Process shall be formally documented and retained as a change record.
- 2.5.2 Documentation associated with a change shall be included as part of the change record.

Note: Documentation can include:

- Process safety information
- Drawings
- Plans
- Any other documentation required for the change

- 2.5.3 Changes shall be documented in a way that allow Suncor to:
- Maintain a record of the change
 - Learn from the change
 - Monitor the progress of the change
 - Help manage impacts of the change
 - Drive continuous improvement
 - Aid in determining the root cause of incidents
- 2.5.4 The change record and associated documentation shall be updated / maintained as the change progresses through the process.
- 2.5.5 Documentation associated with the change shall be approved and evidence of approval retained with the change record.
-



2.6 Business Unit and Functional Area Requirements

General Requirements

The following criteria outline the general Business Unit and Functional requirements:

- 2.6.1 Each Business Unit and Function shall develop and follow their own documents (i.e. a procedure) on how to manage changes.
- 2.6.2 The document(s) shall:
- Conform with this Standard
 - Conform with legislation / regulatory or other local requirements
 - Include addressing the required components in the table below:

Components	Description of Requirement
Application of MOC	<p>Applicability requirements shall include:</p> <ul style="list-style-type: none"> • A clear definition of what constitutes a general change (MOC-G) that requires application of the MOC process (including criteria such as level of risk, impacts, and complexity). • If applicable, indication of alternative business processes being used to manage specific changes and justification for use.
Documentation	<p>A method to formally document each change.</p> <p>A formal approach to document control for change documentation in accordance with Element 11's Data, Document and Information Management's requirements.</p>
Process Rigor and Options	<p>The rigor expected for each of the seven steps of the MOC process depending on the risk level and complexity of the change.</p> <p>How to manage changes with an emergency or temporary status.</p> <p>Which tools to utilize and when, including, if required, a secondary tool option to utilize when the primary is unavailable.</p>
Approvals	<p>The level of approvals required for the change. At a minimum this shall be based on risk (as defined by Suncor's risk matrix).</p>

Components	Description of Requirement
Effectiveness Review	An Effectiveness Review process with assigned responsibilities to follow up on requirements and that verifies risk controls identified to be part of the change were in fact implemented.
Qualifications & Competencies	The required qualifications and competencies (including training) for each of the MOC Roles.
Change Management	A change management plan that addresses: <ul style="list-style-type: none"> • Stakeholder identification, communications and training • Leadership alignment • Impacts

Other Business Processes

The following outlines the criteria when a Business Unit or Function utilizes an alternative Business Process to manage specific kinds of changes that occur frequently and consistently.

- 2.6.3 The alternative Business Process shall:
- Manage risks.
 - Demonstrate adherence to the intent of this Standard and align with the requirements outlined.
 - Be signed off and approved at the appropriate level based on risk.

Enablement Tools

The following are the criteria for the use of tools in the MOC Process:

- 2.6.4 Business Unit's and Functions shall utilize Suncor's enterprise wide MOC Tool(s) approved by the Element 5 Owner to enable their MOC Process.
- 2.6.5 Where alternative business processes are being used to manage specific changes, the tool specified for use in the business process shall be utilized.



2.7 Change Management

Change Management Requirements

The following outline the criteria for Change Management as part of the MOC Process:

- 2.7.1 Where a change impacts roles, skills, knowledge, competence, and / or behaviour of the people affected, Change Management processes shall be used.

Note: Change Management is a set of planned actions that are critical in increasing the probability of successful implementation of change while building the engagement, capacity, and capability of people in the organization to move from a current state to a future state.

Change Management provides processes and tools to support individual transitions, increasing the probability of successful implementation and ongoing sustainment of the change.



3 Terms and Definitions

Term	Definition
Emergency Change	A status given to a change that is required immediately to avoid personnel injury, an environmental incident, equipment damage, reputational impact, a security incident, or an extreme economic loss.
Management of Change (MOC)	A seven step process for managing changes in order to ensure a disciplined and consistent approach to reduce risks and evaluate opportunities, identify treatment options and controls, and ensure successful implementation and adoption of change.
Management of Change – General (MOC-G)	Change to non-hazardous operations / processes or non-safety critical assets (including buildings) that are not MOC-T changes.
Management of Change – Personnel (MOC-P)	A type of change that includes changes to personnel that impact the minimum staffing and/or competency levels of Process Safety Critical Roles.
Management of Change – Technical (MOC-T)	<p>A type of change that includes changes to:</p> <ul style="list-style-type: none"> • Hazardous or safety critical assets or processes that are a specified addition, alteration, decommissioning, or removal of equipment, facilities, infrastructure, or software. • Process control systems, new control operations, graphic configurations, and changes in process computer coding in a hazardous process. • Operations or processes with significant safety and / or environmental risk potential.
Process Safety Critical Role	A role held by personnel (employees or contractors) who, if they were not present / available as resources to the operating process or if they did not meet standards established by the operating organization for job / process knowledge or expertise, would raise the risk of process incidents that could result in death or irreversible health effects, significant property damage, or significant adverse environmental impact to an unacceptable level.
Temporary Change	A status given to a change that is implemented for a time period that is known, short, predetermined, and finite.

4 Roles and Accountabilities

This section presents the ownership necessary for achieving the desired results for managing change.

Accountabilities are divided into two categories of roles:

- 1) “Governance of MOC” Roles – ensure a MOC Process is designed, developed, implemented, and followed, and that resources are available and competent to execute MOC.
- 2) “Execution of MOC” Roles – conduct MOC in accordance with BU/FN specific MOC requirements.

A Responsible-Accountable-Support-Consulted-Informed (RASCI) chart for these roles is in Appendix A.

“Governance of MOC” Roles

Role	Accountability
Business Unit and Functional Area Executive Leader	<p>The BU/FN Area Executive Leader shall:</p> <ol style="list-style-type: none"> a) Ensure MOC documentation within BU/FN is developed and implemented, and in conformance with this Standard and Suncor’s Operational Excellence Management System (OEMS). b) Ensure compliance with this Standard and BU/ FN documentation.
Business Unit and Functional Area Senior Leader	<p>The BU/FN Area Senior Leader shall:</p> <ol style="list-style-type: none"> a) Ensure organizational resources are available to perform MOC. b) Ensure ownership, stewardship, and effectiveness of the MOC process is in place.
Business Unit and Functional Area Mid-Level Leader	<p>The BU/FN Area Mid-Level Leader shall:</p> <ol style="list-style-type: none"> a) Ensure personnel are assigned, trained, and competent to execute MOC.
Business Unit and Functional Area Front-Line Leader	<p>The BU/FN Area Front-Line Leader shall:</p> <ol style="list-style-type: none"> a) Ensure compliance issues are identified and shared with the MOC Network representative for resolution.

“Execution of MOC” Roles

Role	Accountability
MOC Initiator	<p>The MOC Initiator shall:</p> <ul style="list-style-type: none"> a) Initiate the change request. b) Identify the purpose and expected benefits from the change. c) Provide justification for the change.
MOC Approver	<p>The MOC Approver shall:</p> <ul style="list-style-type: none"> a) Assess the documented change request to ensure validity of the justification, risk assessment, impacts, and feasibility. b) Decide if the change will proceed to planning while considering alignment with BU/FN goals, risks, and impacts. c) Assign the MOC Leader. d) Review the completed information from the planning step. e) Decide if the changing will proceed to the implementation. <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Note: In complex operations where a change involves multiple disciplines, the MOC approver(s) may be a Cross Functional Team (CFT) team or equivalent.</p> </div>
MOC Leader	<p>The MOC Leader shall:</p> <ul style="list-style-type: none"> a) Coordinate, track, and manage all aspects of the MOC process. b) Ensure required reviews and approvals are in place prior to implementation of change. c) Ensure the change is documented. d) Ensure changes are carried out in accordance with the applicable statutory requirements.
MOC Team Member	<p>The MOC Team Member shall:</p> <ul style="list-style-type: none"> a) Assist the MOC Leader in the planning and implementation of the change. b) Ensure assigned tasks are carried out.

5 References

5.1 Essential Documents

The list below outlines the documents that need to be read with this document for full understanding:

- [Operational Excellence Management System \(OEMS\)](#)
- [Guideline for Management of Change](#)
- [TSP-GL-SF-001 Process Hazard Analysis \(PHA\) HOW](#)

5.2 Referenced Documents

This list below outlines the documents that have been referenced within this document:

- [CO-S06A Risk Assessment Standard](#)
- [CO-S10A Process Safety Information Standard](#)
- [SUN-00060 Process Hazard Analysis \(PHA\) Standard](#)
- [CO-S19A Prestart-up Safety Review Standard](#)

5.3 Background Documents

The list below outlines the documents that have been used for the development of this document:

- [Governing Documents Framework \(GDF\)](#)

Appendix A – RASCI

Goal / Deliverable	Task Description	Stakeholders							
		Business Unit and Functional Area Executive Leaders	Business Unit Functional and Senior Area Leader	Business Unit and Functional Area Mid-Level Leader	Business Unit and Functional Area Front Line Leader	MOC Initiator	MOC Approver	MOC Leader	MOC Team Member
	<p>RASCI Definitions R: Responsible for leading and/or doing the work A: Accountable for the results S: Supports by doing some work C: Consult required before decision I: Informed during / after decision</p> <p>*Only one "A" and "R" for each task.*</p>								
Change Request	Identify the purpose and justify the expected benefits				I	A/R			
	Determine scope, risk, & impacts				C	R	A		
	Determine if application of MOC is required				C	A/R			
	Determine the Change Type					A/R			
	Approve Emergency MOC		R		I	A			
	Identify MOC Approver				C	A/R	I		
	Initiate the change request					A/R			
Approval to Plan	Assess the change request justification, impacts, risk assessment, and feasibility				C		A/R		
	Approve, request more information, or reject the proposed change					I	A/R		
	Assign the MOC Leader						A/R	I	
Planning	Refine and validate scope and justification of change							A	R
	Conduct Risk Assessment and develop a Risk Treatment Plan for implementation of the change							A	R
	Identify and assign MOC Team Members							A/R	C
	Assess impact of change							A	R
	Develop Implementation Plan							A	R
	Engage Stakeholders							A	R
	Outline Effectiveness Review requirements							A	R
	Determine resourcing, cost, and schedule							A/R	C
Approval to Implement	Review working completed in the Planning Step (Implementation Plan)				C		A/R		
	Approve, reject, or postpone the MOC implementation					I	A/R	I	
Implementation	Implement change				S			A	R
	Coordinate, track, and manage tasks (notify stakeholders, approvals in place, statutory requirements applied, etc.)				S			A	R

Goal / Deliverable	Task Description	Stakeholders							
		Business Unit and Functional Area Executive Leaders	Business Unit Functional and Senior Area Leader	Business Unit and Functional Area Mid-Level Leader	Business Unit and Functional Area Front Line Leader	MOC Initiator	MOC Approver	MOC Leader	MOC Team Member
	<p>RASCI Definitions R: Responsible for leading and/or doing the work A: Accountable for the results S: Supports by doing some work C: Consult required before decision I: Informed during / after decision</p> <p>*Only one "A" and "R" for each task.*</p>								
Commissioning	Validate completion of implementation steps				C			A	R
	Conduct a PSSR (for MOC-T)				S			A	R
	Identify outstanding tasks and decide if commencement of the change can proceed				C			A	R
	Put change into effect				C			A/R	S
Post Commissioning Review	Complete Effectiveness Review				I	I		A	R
	Manage and track outstanding tasks							A	R
	Close-out MOC							A/R	
Governance	Ensure MOC documentation is developed and implemented	A	R		S				
	Ensure resources are available to perform MOC		A	R	S				
	Ensure ownership, stewardship, and effectiveness of the MOC process		A	R	S				
	Ensure Personnel are assigned, trained, and competent to execute MOC			A	R				
	Ensure compliance with Standard and BU/ FN documentation	A		R	S				
	Ensure compliance issues are identified and shared with the MOC Network				A/R				

Minor changes have been made to this document which does not require re-approval. To view the original approved signature page of this document, click the following link.

http://ecmprd.network.lan/ecmlivelinkprd/lisapi.dll/64206571/SUN%2D00097_%2D_Standard_for_Management_of_Change.pdf?func=doc.Fetch&nodeid=64206571&vernum=7