



MMS North America Program

People and Organizational Management of Change

People and Organizational Management of Change

Location / Applicability: North America Facilities	Originating Department: North America Management System
Document Owner: PSM/MMS Manager	Document Identifier: Refer to Content Server
Effective Date: 08/01/2023	Review Due Date: 08/01/2026

Table of Contents

1	Purpose.....	2
2	Scope.....	2
3	Appendices.....	2
4	General Requirements.....	2
5	General Responsibilities by Role	2
6	People Management of Change Requirements	3
7	Organizational Management of Change requirements	3
8	Training, Qualifications and Competencies	4
9	Definitions	4
10	References.....	4
11	Revision Log.....	4



MMS North America Program

People and Organizational Management of Change

1 PURPOSE

The purpose of this program is to define responsibilities and establish the minimum requirements for managing people and organizational changes.

2 SCOPE

This program applies to all NAB and U.S. Distribution sites that are in-scope of the MMS.

- Bartow / S. Pierce, New Wales, Riverview, and Faustina/Uncle Sam facilities
- Florida Mining facilities
- Belle Plaine, Carlsbad, Colonsay, and Esterhazy mines
- Tampa Marine, Port Sutton, Hooker's Point, Big Bend, Pine Bend, Pekin, and Henderson Distribution Facilities.

Idle sites, capital, mergers/acquisitions are exempt as per the Mosaic Management System.

3 APPENDICES

- People Management of Change Power App User Guide
- Organizational Management of Change Power App User Guide

4 GENERAL REQUIREMENTS

- 4.1 Every site covered by this program shall have a process in place to track when a change in worker assignments takes place.

5 GENERAL RESPONSIBILITIES BY ROLE

5.1 Site Leadership

- 5.1.1 Set the expectation that People and Organizational change will be formally initiated, tracked, and completed at the site.
- 5.1.2 Identify site person(s) who will be responsible for initiating People and Organizational management of changes in the defined process.

5.2 Site People and Organizational Management of Change lead

- 5.2.1 Request Transfer, Promote, Change Job report from site HR to be provided on a weekly basis.
- 5.2.2 Initiate People MOC through site identified process from HR weekly reports.

5.3 People Leader

- 5.3.1 Complete People MOC in site-identified process.
- 5.3.2 Best practice is to have PMOC completed within 60 days of being initiated.



MMS North America Program

People and Organizational Management of Change

6 People Management of Change

- 6.1 A People Management of Change is required, but not limited to, the following scenarios:
- New worker
 - Transfer from one role to another
 - Transfer from one department or site to another department or site
 - Vacancy of a worker
 - Interim assignment of responsibilities
- 6.2 Each People MOC shall include, at a minimum, the following requirements:
- Review of key roles and responsibilities, including expectations of supervisors, and a review of the job description and pre-hire qualifications
 - Review of training
 - Identification of key external and internal relationships
 - Identification of short term needs or activities to meet training and competency requirements
 - Consultation of Roles and Responsibilities
 - Consultation of EHS Risk Register and/or EHSS LOR as applicable and update as necessary.
- 6.3 Each site will define the process to manage People MOC.
- 6.4 Best practice is to utilize the PMOC Power App that has been created to initiate, complete, and track their People Management of Change requests.

7 Organizational Management of Change

- 7.1 Organizational changes are managed under the shared control of the organization, with implementation of the changes at the site level.
-  **Notes:** Organizational Changes from Mosaic are deployed from the Corporate and Business Unit Levels. The sites are responsible for initiating people changes as a result of these organizational changes.
- 7.2 Organizational Changes include, but are not limited to:
- Addition of a new role,
 - Elimination of an existing role, and
 - Restructuring of key roles and responsibilities
- 7.3 Organizational MOC shall include, at a minimum, the following requirements:



MMS North America Program

People and Organizational Management of Change

- Prior to an organizational change, the key roles and responsibilities of all impacted workers/departments shall be discussed and planned;
 - Develop a plan to communicate the Organization Change to all impacted workers/departments;
 - Conduct an analysis and documentation of the gaps between the old organization and the design of the new one; and
 - Consult Roles and Responsibilities, EHS Risk Register and/or EHSS LOR as applicable and update as necessary
- 7.4 Each site will manage implementation of changes resulting from an Organizational MOC in processes defined by the site.
- 7.5 Best practice is to utilize the PMOC Power App that has been created to initiate, complete and track their Organizational Management of Changes at the site level.

8 Training, Qualifications and Competencies

- 8.1 There is no formal training required above the required MOC training required in Element 10 of the Mosaic Management System.

9 DEFINITIONS

- 9.1 All definitions in this program can be found in the [EHSS Corp Reference Glossary of Terms](#).

10 REFERENCES

References (Number and title)
Mosaic Management System Elements (folder link)
People Management of Change App User Guide
EHSS Corp Reference Glossary of Terms

11 REVISION LOG

Rev. No.	Rev. Date	Revised By	Reason for Revision
0	August 1 2023	MMS	Initial release