



# BUSINESS RESILIENCE AND RISK ASSESSMENT IN MINING

Best in Class Practices Workshop in Business Continuity, Business Impact Analysis, Crisis Management and Emergency Management



15th - 16th October 2012  
Johannesburg, South Africa

## TOP LEARNING OBJECTIVES:

- 1** Determine how much effort should be put into resilience in their own businesses
- 2** Benchmark their own company's capability to respond to crises and emergencies
- 3** Design an expedient capability for their own company or improve their existing plans
- 4** Identify the competencies required for CMT and EMT, Spokespersons & Communications Support Teams.
- 5** Relate to the stress of a crisis through having to communicate under pressure
- 6** Identify the competencies required for Call Centres & HR Support Teams
- 7** Develop and implement business continuity, reputation and liability strategies
- 8** Relate to Crisis leadership in the boardroom
- 9** Determine how much Business Continuity Planning is enough

**EXCLUSIVE MULTIPLE CASE STUDIES FROM CLIENTS IN SOUTH AFRICA, NAMIBIA, TANZANIA, MALAWI, GABON, MAURITANIA, KENYA AND TUNISIA!**



**GET A COMPLIMENTARY COPY OF "DANCING WITH THE TIGERS - THE ART OF CRISIS MANAGEMENT" BY JIM TRUSCOTT**

### CERTIFICATE OF COMPLETION



A Certificate of Completion will be issued to all delegates

completing minimum of 90% of the total hours of the course.

**BOOK NOW AND SAVE UP TO USD500!**

MEDIA PARTNERS



ABOUT YOUR INTERNATIONAL EXPERT COURSE LEADER:



**JIM TRUSCOTT**

CEO of Truscott Crisis Leaders  
Truscott Crisis Leadership,  
Australia

Jim Truscott is the CEO of Truscott Crisis Leaders, a global management consultancy with its head office in Perth, Australia. He has been a Crisis Practitioner and Continuity Planner for his entire career. During his 35 years in strategic and operational environments, he has had a central leadership role within multi-disciplinary teams over a diverse range of high-risk enterprises and emergencies. He has consulted in 20 countries across multiple sectors including banking, insurance, broking, government, manufacturing, mining, rail, aviation, maritime, energy, water, power, construction, oil & gas, food moving consumer goods, not for profit, hotel and entertainment.

## COURSE OVERVIEW

Mining has been the mainstay of South Africa economy for more than a century, and will continue to play a key role in the future. It currently operates in a rapidly restructuring economical, political, and legislative climate which could affect the viability of operations. Today, mining companies have to be able to change their business and structure increasingly fast. The financial success of business depends upon its ability to be resilient so as to take the fullest advantage of its constantly changing business environment and surroundings. A business may look very different in December to what it looked like in January. The ability to change rapidly and respond effectively to external forces is a characteristic of business resilience.

Salvo's 2-Day workshop is for decision makers who work in Business Continuity and deals with Business Impact Analysis, Disaster Recovery, Risk Management, Crisis Management, Corporate Security, Emergency Management/Contingency Planning, Environment, Health and Safety, Enterprise Planning, Information Technology and Telecommunications, Finance, Operations, Human Resources, Legal, Communications and Corporate Affairs. From this course, decision makers will learn how to protect critical operations, services, and resources to maintain business continuity. Moreover, learn how to develop resilient business strategies and exploit opportunities.

## WHO SHOULD ATTEND?

The course will prove useful to attendees who are decision makers that deal with Business Continuity & Disaster Recovery, Risk Management, Crisis Management, Corporate Security, Emergency Management/Contingency Planning, Environment, Health & Safety, Enterprise Planning, Information Technology & Telecommunications, Finance, Operations, Human Resources, Legal, Communications and Corporate Affairs.

**Consultants, Heads, Managers and Specialists:**

- Business Continuity & Disaster Recovery
- Crisis
- Risk
- Operations
- Project
- Finance
- General

- Contingency Planning
- HSE
- Communications & Corporate Affairs
- Corporate Security
- Enterprise Planning
- Human Resource

## COURSE FORMAT

The first day consists of a series of interactive workshops, HR and communications practicals. It gives participants an understanding of the actions needed to manage corporate crises and business interruptions. It is aimed at middle and senior managers, who must lead, coordinate or support their company's response to a business continuity, reputation or liability crisis in any sectors. The second day focuses on current best practices in risk and business continuity planning and the practical execution through simulations such as:

- Selecting the approach, continuity strategies and implementation that is best suited for your organization
- Virtual Crisis Management Environments (VCME) and methods on how to store and execute plans in different time zones and locations

## ABOUT YOUR TRAINER:



**Jim Truscott**  
CEO  
Truscott Crisis Leadership, Australia

Jim Truscott is the CEO of Truscott Crisis Leaders; a global management consultancy with its head office in Perth, Australia. He has been a Crisis Practitioner and Continuity Planner for his entire career, initially in government special operations, where he was intimately involved in coordinating strategic responses to regional and global crises, and now as a consultant. During his 35 years in strategic and operational environments, he has had a central leadership role within multi-disciplinary teams over a diverse range of high-risk enterprises and emergencies. As a civil engineer in special operations he has destroyed much critical infrastructure. As a consultant in business he has advised on the protection of the same infrastructure. He now writes business contingency plans to deal with an array of issues, threats and risks, and he rehearses executives and Management Teams in the art of crisis leadership across Asia Pacific and Africa. His experience in planning strategy in situation rooms and concurrently managing emergencies in operations rooms allows him to advise corporations and businesses across all sectors. He has consulted in 20 countries across multiple sectors including banking, insurance, broking, government, manufacturing, mining, rail, aviation, maritime, energy, water, power, construction, oil & gas, food moving consumer goods, not for profit, hotel and entertainment.

## SOME OF THE ORGANIZATIONS TO WHOM JIM HAS RENDERED CONSULTING SERVICES, BUT NOT LIMITED TO:

- AngloGold Australia
- Asia Iron
- Banpu Thailand
- Barrick PNG
- Barmenco
- BHPBiliton Indonesia
- Blackthorne Resources
- Brierty
- Dampier Salt
- Dominion Mining
- Dubai Aluminium
- Goldfields Australia
- Harmony Gold
- Kimberly Diamond Company
- Leighton Asia
- Ma'aden Saudi Arabian Mining Company
- Macmahon
- Newcrest
- Norton Gold Fields
- Paladin Energy
- PT Natarang Mining
- Rio Tinto South Africa
- Sakari Resources
- Saracen Gold Mines
- Tanami Gold
- Whitehaven Coal
- Xstrata Nickel

08:15	Registration & Coffee
08:30	Opening Remarks & Course Commences
10:30	Morning Refreshments
10:45	Course Re-Commences
12:00	Luncheon
13:30	Course Re-Commences
15:15	Afternoon Refreshments
15:30	Course Re-Commences
16:30	End of Course

**MODULE 1** Crisis & Emergency Planning & Preparation – Business Resilience Frameworks

- What do systems and frameworks look like?
- Where does Shelfware sit in a systems approach?
- Can you put leadership and teamwork in a document?
- How do you guarantee speed of implementation?
- How do you plan for the unthinkable?

**MODULE 2** Crisis & Emergency Management Execution – Tools to develop and implement emergency plans and crisis strategy under pressure

- Recognition of a crisis, emergency or outage
- Notification and activation of the appropriate response
- Problem-solving and decision making
- Developing and implementing strategy when it hits the fan in the nine crises of business; cash flow, industrial relations, public perception, top management succession, hostile takeover, sudden market shift or product failure, adverse international event, regulation and deregulation.
- Communicating, communicating and communicating
- Returning to customer facing solutions or business as usual.

**CASE STUDIES:**

Clients in South Africa, Namibia, Tanzania, Malawi, Gabon, Mauritania, Kenya and Tunisia

**MODULE 3** How Organization Culture Contributes to Safety Performance

Traditional Media Spokespersons, Social Media Commentators, the Communications Support Team and call Centres- Theory & Practice. An interactive workshop followed by practice in studio interviews, telephone interviews, doorstep interviews, town hall and public briefings and press conferences. The tutorial focuses on the articulation of reputation strategies in crisis and major emergency situations particularly with national and international media.

The training covers:

- Understanding the nature of crisis communications
- Selecting the Single Overriding Communications Objective (SOCO) and messaging
- Messaging through the use of Media Alerts, Q&A and Fast Facts
- The Spokesperson's image
- The nature of western and other journalists and different types of media (radio, television and newsprint)
- Action on first contact with the media
- Preparation and critical do's and don'ts
- Techniques for studio and doorstep (ambush) interviews; and techniques for press conferences, town hall and public briefings.

**CASE STUDIES:**

BP Mocando

**MODULE 4** The HR Support Team – Theory & Practice.

- An interactive tutorial followed by practical playlets and telephone activities
- The role of the HR team in a crisis and a major emergency
- Ideal composition of the HR team for 24/7 operations
- Activating the HR team and the 'actions of the first person to enter the team room'
- Interacting with the Crisis Team, Communications Team and supporting Switchboard
- Handling telephone communications from Next of Kin, nominated Emergency contacts, friends and media
- Dealing with fatalities and injuries to staff, missing persons, contractors, stressed staff and threatening behavior; physical and telephone techniques for providing financial and counseling assistance to families, friends and work colleagues
- The use of senior managers, Peer Supporters, medical staff, police and professional Employee Assistance Program counselors in managing trauma and grief.

**CASE STUDIES:**

Fatality cases of underground mining, construction and security events

**COURSE CUSTOMISATION TO YOUR PRIORITIES**

Pre-Course Questionnaires will be issued to delegates immediately upon registration for them to address their specific needs and concerns. The trainer will discuss these needs at the masterclass.

**WHY NOT BRING THIS TRAINING INTERNALLY?**

This training can be customised into an In-house training program just for your organisation. To find out more, please contact Felicia at: Tel: +65 6297 8545 or e-mail: [internaltraining@salvoglobal.com](mailto:internaltraining@salvoglobal.com)

**SPONSORSHIP**

Exclusive marketing opportunities are available. If you want to leverage on this event to heighten the profiles of your company, and your company's products and services: Contact Gale at: Tel: +65 6297 8545 or e-mail: [sponsorship@salvoglobal.com](mailto:sponsorship@salvoglobal.com)

MODULE

5

EXCLUSIVE

Crisis Exercise

- The participants will operate in two groups and counter play for each other. The counter players will simulate all internal and external stakeholders.
- The exercise will be based upon a crisis in South Africa. Live media playlets take place requiring Spokespersons and Communications staff to comply with policies and directions on information releases; manage on-site interviews and arrange access for media crews and equipment; help arrange interviews with particular personnel; and look for and inform management of possible news angles and assist in the development of positive human interest interviews and stories.
- Live HR playlets will take place on site as if Team Members have gone into the city to speak with relatives at their homes or in the casualty departments of hospitals.
- The playlets will require participants to advise relatives that the employee is deceased, seriously injured or missing; offer and manage requests for financial assistance and material support as a good citizen; and coordinate demands from affected people for legal compensation.

MODULE

6

Risk & Business Continuity Management – Good Practices and Ground Zero Approaches

- Practical Business Impact Analysis (BIA) - Evaluating business processes and their tolerance to outages. What is a BIA and how to complete the analysis? What is so important about a top-down approach? What is the difference between Maximum Acceptable Outages (MAO), Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO). Identifying critical infrastructure and single points of failure.
- Selecting the recovery strategy that is best suited for the organization. Mitigation and recovery strategies. How to measure risk tolerance and risk appetite and when is it advisable to do nothing? What are manual workarounds for 'denial of asset' and 'denial of people'? What is the difference between Interim Operations and Full recovery? What do BC clauses in 3rd party contracts look like? What should be in a BCP?
- Testing and auditing Business Continuity Plans (BCP) to ensure readiness and effectiveness. Learn how to test and practice the BC capability. Learn what induction, come-on-board and ongoing training programs are all about, and how to implement them in the organization. Develop understanding of existing standards, guides and regulations that help BCM. What a mature BC budget looks like. What is the value of walk-throughs and talk-throughs versus desktop approaches to testing?

CASE STUDIES:

Mining, Construction, O&G and Manufacturing Companies

MODULE

7

Virtual Crisis Management Environments (VCME) – Notification and Collaboration Tools

If businesses operate from more than one location, how does this affect the BC plan? Learn methods on how to store and update BC plans; collaborate between different time zones and locations.

CASE STUDIES:

MissionMode

MODULE

8

EXCLUSIVE

Business Continuity Exercise

- This highly interactive simulation gives the opportunity to develop and benchmark skills with fellow delegates. In this fast moving session, the delegation will work as industry aligned Management Teams to develop and implement BC, liability and reputation strategy under pressure.
- This drill will be done through a scenario requiring each Management Team to find and check the facts, identify stakeholders and prioritize issues, brainstorm potential strategies and develop a pathway to the future.
- This is a unique opportunity to learn how the best Management Teams multi-task, using plenary sessions and timeouts to achieve team and time discipline.

WHAT CLIENTS HAVE SAID ABOUT JIM TRUSCOTT:

"I have enjoyed the exercise very much and I appreciated your insights into crisis management. As I told you I always appreciated the mental toughness, stamina and tenacity people with your training show. Maybe one day I can at least partially get there."  
 -Mohamed Nagib - Director Smelter Operations, Dubai Aluminium

"Exploring for oil in harsh and remote environments is a challenging business. Being able to successfully manage and recover from an emergency or crisis situation is not only an essential survival technique but good business. Applying the knowledge contained in this book (Dancing with the tigers by Jim Truscott) has given our organisation the ability to "master the game" and "ride the tiger."  
 -Bruce Hayes - Group Security Manager, Oil Search Limited

"In undertaking this exercise we have been able to identify both our weaknesses and strengths, whilst also providing assurance to our Board that GWMWater is well equipped to manage an emergency situation. The positive feedback received from Jim Truscott of Crisis Leaders has been conveyed to staff involved in the exercise and will be used as a valuable resource to further develop the areas that we need to improve on."  
 -Peter McManamon - Chief Executive Officer, GWMWater