INTEGRATED MANAGEMENT SYSTEM MANUAL
(OPERATIONS, HEALTH, SAFETY, ENVIRONMENT, SECURITY & QUALITY)

Document Owner: Chief Executive Officer

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Purpose

This manual designates the purpose of our work; specifies steps to be taken while doing that work and summarizes the standards associated both with the process and the result. Its objective is to provide a useful guide for Truscott staff to navigate and use the information available for the integrated and best practice management of Operations, Safety, Health, Environment, Security and Quality.

The Business, Products and Services


The business assists governments, multi-nationals, small to medium enterprises, corporations, super-majors and conglomerates. We have consulted to ten of the to twenty ASX companies in Australia. We focus on multinational companies in Asia.

The head office is in Perth. The team is based in all mainland capital cities of Australia and in NZ, India, UAE, PNG, Malaysia, Singapore, Thailand, Indonesia, China and Brunei.

Services are the preparation for, planning of, practice and execution of emergencies, crises and business outages in anticipation of their occurrence. Truscott writes policy, contingency plans and procedures from the Boardroom to the shop floor for all manner of business risks and issues. Truscott familiarize Management Teams with these plans. Truscott practices companies in the application of their plans and procedures through simulations and exercises.

Truscott Crisis Practitioners and Continuity Planners enable capability to develop and implement strategies in the boardroom and deliver effective executive leadership under pressure. Truscott uses pre-stress to avoid distress. Truscott is a growth enabling management consultancy where people are our products. Truscott has achieved global business success largely built upon our first careers in defence. Clients engage Truscott as strategic specialists with tactical reach.

Integrated Management System

Our Integrated Management System (IMS) is based upon Crisis Practitioners and Continuity Planners having the necessary knowledge, skills and attitude to be able to advise on the management competencies set out in the table below. Staff advise on good (legally binding) practices and current international best practices.

Truscott has an unincorporated Joint Venture with Sustainability that maintains QA certification and which provides competency based training (CBT) support as a Registered Training Organization (RTO).

Standard

Truscott has implemented and used the following widely recognized frameworks as the standard to achieve in the development of its integrated management system:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Description</th>
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<tbody>
<tr>
<td>AS 4801.2001</td>
<td>Occupational Health &amp; Safety Management Systems</td>
</tr>
<tr>
<td>ISO 14001.2004</td>
<td>Environmental Management Systems</td>
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<tr>
<td>ISO 9001.2000</td>
<td>Quality Management Systems</td>
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</table>
## Management Competencies

<table>
<thead>
<tr>
<th></th>
<th>Knowledge</th>
<th>Skills</th>
<th>Attitudes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Crisis Avoidance</strong></td>
<td><strong>Futures driven</strong></td>
<td><strong>Knowledge</strong></td>
<td><strong>Attitudes</strong></td>
</tr>
<tr>
<td></td>
<td>Understand conceptual information.</td>
<td>Adaptative thinking.</td>
<td>Ability to provocate.</td>
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<tr>
<td></td>
<td><strong>Issues driven</strong></td>
<td>Conduct business intelligence gathering.</td>
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<tr>
<td></td>
<td>Demonstrate an understanding of strategic business issues.</td>
<td>Evaluate strategic preparedness.</td>
<td>Be creative.</td>
</tr>
<tr>
<td></td>
<td>State the relevant international and/or national environment.</td>
<td>Produce estimates (identify and evaluate corporate issues, design strategies, develop and implement plans).</td>
<td>Use power.</td>
</tr>
<tr>
<td></td>
<td>Understand industry wide HR and SHE issues.</td>
<td>Provide vision.</td>
<td>Handle stress at corporate/government level.</td>
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<tr>
<td></td>
<td>Demonstrate understanding of image and reputation issues.</td>
<td>Conduct a business and media campaign.</td>
<td>Demonstrate a strategic focus.</td>
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<tr>
<td></td>
<td><strong>Emergency &amp; Business Continuity Management</strong></td>
<td>Plan and conduct training and exercises.</td>
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<td></td>
<td><strong>Event driven</strong></td>
<td>Communicate with media.</td>
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<tr>
<td></td>
<td>Understand operational issues, including supporting issues, business units and consortiums/joint ventures.</td>
<td>Manage operational information and conduct operational decision-making.</td>
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<tr>
<td></td>
<td>Understand corporate HR, HSE and contractor issues.</td>
<td>Participate in an ‘Operations Room’.</td>
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<tr>
<td></td>
<td>Articulate differences between line management, leadership and control/coordination systems.</td>
<td>Manage support requirements including logistics.</td>
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<tr>
<td></td>
<td><strong>Knowledge</strong></td>
<td>Identify strategic issues.</td>
<td></td>
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<tr>
<td></td>
<td><strong>Skills</strong></td>
<td>Provide technical support and advice.</td>
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<tr>
<td></td>
<td><strong>Attitudes</strong></td>
<td></td>
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</tr>
<tr>
<td>Incident Management</td>
<td>Understand tactical issues, usually multiple in nature.</td>
<td>Contribute to the preparation of higher plans and procedures.</td>
<td>Be able to brainstorm issues.</td>
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<tr>
<td></td>
<td>Understand emergency services.</td>
<td>Plan and conduct exercises.</td>
<td>Handle stress in a field office environment.</td>
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<td></td>
<td></td>
<td>Escort media.</td>
<td>Coordinate and lead teams.</td>
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<td></td>
<td></td>
<td>Conduct field assessments and audits.</td>
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<td></td>
<td></td>
<td>Source and supply information.</td>
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<td></td>
<td></td>
<td>Implement aspects of plans or responses.</td>
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<tr>
<td></td>
<td></td>
<td>Conduct response activities.</td>
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<tr>
<td>Incident Control</td>
<td>Understand tactical issues, usually single in nature.</td>
<td>Implement specific plans and procedures.</td>
<td>Handle stress in difficult working conditions.</td>
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<tr>
<td></td>
<td></td>
<td>Practice and carryout drills.</td>
<td>Direct people and equipment.</td>
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<tr>
<td></td>
<td></td>
<td>Take charge of a team.</td>
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<td></td>
<td></td>
<td>Conduct hazard assessments.</td>
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<tr>
<td>Risk Management</td>
<td>Understand hazards and outrage in the applicable Sector or across sectors.</td>
<td>Apply qualitative and quantitative risk assessment processes.</td>
<td>Take advice.</td>
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<tr>
<td></td>
<td></td>
<td>Apply appropriate regulatory standards (e.g. ISO 31000)</td>
<td>Display an open mind.</td>
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<tr>
<td></td>
<td></td>
<td>Integrate processes into organisational culture.</td>
<td>Be able to use society’s value judgements to determine risk criteria.</td>
</tr>
<tr>
<td>Safety Management</td>
<td>Understand community and industrial norms in the applicable Sector or across Sectors.</td>
<td>Apply the systems approach.</td>
<td>Demonstrate risk-adverse attitude to life, property and environment.</td>
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<tr>
<td></td>
<td></td>
<td>Produce and apply Safety Cases.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apply appropriate regulatory standards (e.g. ISO31000)</td>
<td></td>
</tr>
<tr>
<td>Security Management</td>
<td>Understand the law and community relations in the applicable country.</td>
<td>Conduct a threat assessment.</td>
<td>Be able to apply the rule of law and natural justice.</td>
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<tr>
<td></td>
<td></td>
<td>Apply asset management.</td>
<td>Display a problem solving attitude.</td>
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<tr>
<td></td>
<td></td>
<td>Develop and implement security plans.</td>
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<tr>
<td></td>
<td></td>
<td>Conduct business investigations and competitive intelligence gathering.</td>
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Policy and Authority Statement

- As a management consultancy, Truscott is committed to meeting or exceeding the client expectations through the reliable delivery of our products and services within client specifications.
  - Truscott’s Health, Safety and Environmental (HSE) policy is to comply in every respect with the client’s policy, plans and procedures.
  - Truscott seeks to minimize our carbon footprint in all activities.
- All Principals are responsible for the quality of all projects under their control.
- Truscott is committed to operating its business with integrity and to high standards of disclosure and transparency.
- Truscott is committed to the achievement of business excellence for the equitable benefit of all stakeholders. To ensure these commitments are achieved all staff:
  - Regularly review policies governing Truscott activities and commitments to all stakeholders.
  - Regularly verify performance standards for compliance with all of policy commitments.
  - Maintain operations and quality procedures in soft, hard and Information Systems to address identified obstacles to achievement of high standards of client satisfaction and rectify any areas of policy non-compliance.
  - Foster a culture of continuous improvement and international benchmarking of Truscott’s performance in sales and servicing.
- Truscott demonstrates its commitment to - AS/NZS 4801.2001 Occupational Health & Safety Management Systems, ISO 14001.2004 Environmental Management Systems, ISO 9001.2000 Quality Management Systems - through the development, implementation, review and publication of company policies which are in effect at all times and applicable to all levels of the organization. It has developed the following policies:
  - Quality, Health & Safety
  - Environment & Community
  - Privacy
- Truscott’s Management Team is responsible for the release of all policies which are also reviewed annually to ensure continued suitability with the organization’s operations.
- MissionMode is used as a supporting tool for notification and collaboration.

Legal and Other Requirements
The identification and recognition of all legal requirements relevant to operations at Truscott are performed in accordance with the Legislation Review procedure. All legal requirements of Truscott’s operations are listed within the Legal Requirement Matrices. At the discretion of the CEO, in the absence of a suitable Australian Standard, an appropriate standard may be adopted.
Organizational Structure

All personnel are required to accept and appreciate the requirements of their work relationship with Truscott as set-out in the agreement to work. Further, it is the responsibility of Truscott management to live-up to the agreements as an employer.

Truscott Management is required to regularly review the procedures and tools identified for the management of Truscott personnel, and are required to communicate with personnel regarding any proposed changes, prior to implementation.
Job Descriptions

• **Generic (All Personnel – Employees and Contractors)**
  - Recognize and appreciate the importance of all company policies, objectives & targets, set by *Truscott*
  - Adhere to, and enforce all system controls and procedures
  - Ensure the management system is facilitated
  - Participate in development and implementation of the Integrated Management System
  - Monitor and update regulatory requirements and changes in best practice management

• **Chief Executive Officer (CEO)**
  - Managing Director responsibility in accordance with Australian Securities and Investment Commission (ASIC) requirements
  - Overall responsibility of Safety, Health, Environment, Security and Quality performance
  - Manage risk and maintain professional indemnity and public liability insurance cover
  - Communicate with contractors for the mutual agreement in the protection of safety, health, environment and quality
  - Authorize communication with external parties such as clients and regulatory bodies
  - Facilitate the operation of the Integrated Management System, e.g. time and resources
  - Communicate with and be a member of Management Team
  - Lead Emergency Response Team and be available, or nominate an Emergency Team Member to be available, at all times (role to be shared)
  - Ensure adequacy and suitability of internal training
  - Create the energy by which all staff produce the most effective results
  - Maintain the Order Book
  - Manage teaming partners and client relationships including the biannual *Crisis Foresight*
  - Collect debt
  - Provide Intellectual Property (IP), brand value and administrative support for franchises.

• **Chief Operating Officer (COO)**
  - Operate a global brand format franchise based upon quality and individual agreements with consultants
  - Implement the integrated management system
  - Manage franchise risk and de-conflict client priorities with the CEO
  - Vet and agree new staff in conjunction with the CEO
  - Continuously explore business development options
  - Participate as a member of the Emergency Response Team

• **Chief Innovation Officer (CInO)**
  - Innovate, quantify and orchestrate *Truscott’s* belief system and philosophical bedrock of commercial interaction
  - Operate CRISISLAB® colloquially referred to as *Truscott* University
  - Coach staff in how to sell and service and to discuss *Truscott’s* limits, weaknesses and strengths in hard, soft and Information Systems such as ezines
  - Push through an information glutted society and provide a source for learning, creativity and expanding beyond self imposed limits
  - Participate as a member of the Emergency Response Team
• Chief Financial Officer (CFO)
  o Prepare financial statements and taxation returns

• General Manager Global Clients. Coordinate activities in SE Asia as required

• Country Managers and Regional Principals in Australia
  o Geographic and project coordination responsibilities
  o Achieve sales with existing clients and cold contacts above the minimum target
  o Satisfy all projects with frequent out of hour’s domestic and international travel
  o Maintain a weekly client, new contact and days off log in gmail calendar
  o Demonstrate self-development at own expense in the sales and servicing processes

• Crisis Practitioners and Continuity Planners
  o Sell and service
  o Maintain individual work and travel insurances
  o Maintain tools of trade
  o Advise clients through preparation, planning and practice through written and oral advice
  o Submit invoices immediately with draft reports for payment by the project
  o Sell MissionMode and Smartlog© when appropriate

• Practice Manager
  o Operate virtually and be a point of contact for coordination of team members when the CEO is not accessible
  o Operate with flexible hours but phone accessible at all times
  o Perform rigorous and fast QA on documentation
  o Draft proposals and tenders
  o Assist with virtual marketing of services
  o Recover debt in unison with the Office Manager
  o Monitor and report the progress of improvement plans
  o Ensure all processes required by all standards are established and maintained
  o Manage all customer complaints and incident investigations
  o Communicate to Management Team and the organization the importance of quality
  o Participate as a member of the Emergency Response Team

• Office Manager
  o Administer the head office in Perth
  o Maintain accounts payable and receivable

• IT Manager
  o Maintain email accounts, website and IT help desk
  o Maintain the electronic cache

• Emergency Response Team
  o Assess adequacy of Emergency Management (prevention, preparation, response, recovery)
  o Coordinate preparedness testing, facilitate tests/trials, and review performance
  o Support Emergency Response Team Leader in response to emergency events
  o Where possible, be available for emergency management as requested
Control and Coordination

- Control of all activities is through direct reporting by the tasked staff to the project leader.

- Travel procedures.
  - Staff coordinate travel through FCm Travel and CEO retains authority for all ticketing
  - All staff maintain a personal 30 day credit card for out of pocket expenses
  - All staff report safe arrival ASAP in any new work location and then as determined by the project

- Actions on any accident, emergency, site evacuation or medical evacuation. Our staff advise our head office in Perth, which leads on engagement with the client, government and consular authorities. Travel insurance is used should return travel be required to be varied for whatever medical reason.

Delivery Procedures

- Client preparation is coordinated by the tasked project leader.
  - All staff comply with the documentation controls used by the client
  - Backup of documentation is carried out on separate computer storage devices

- Checking and approval of deliverables is performed by the supporting staff member if allocated or from head office if it is a single person task.

- Staff comply with the client’s governance and audit criteria in all respects.

- Staff maintain confidentiality at all times and the highest ethical standards in dealings with each other and with clients.

- Staff maintain consistent slide presentations, report formats, email and signature font.

- Provide written and oral advice in accordance with contractual requirements.

- Conduct research and plan writing. Contingency plans are thin like a CV, process orientated and underpinned by Wetware.

- Prepare and deliver training using IP handouts as appropriate.

- Prepare and deliver Sweatware exercises. Exercise instructions are based upon instructions for Live Participants and CounterPlayers using carbon log pads, SmartLog® and CounterPlayer log pads.

- Facilitate +/-D hot verbal debriefs.

- Prepare hot post activity, client capability reports. Certificates of Attendance and Certificates of Attainment are issued through the head office.
Marketing and Sales Procedures

- Brand promise is what Truscott delivers. When you hear something, you will forget it. When you see something, you will remember it. But not until you do something, will you understand it.

- Centralized control to de-conflict approaches through head office and decentralized execution through COO and all staff.

- Maintain contact reports using email headers with contact or company name as the CRM tool.

- Use hard copy promotional material wallet cards where appropriate.

Training

Truscott maintains a comprehensive Training Database that provides details and records of the skills/qualifications, competencies, position titles, training requirements for jobs/clients, and a catalogue of the available training. All personnel are required to provide accurate information for inclusion in the Training Database and personnel will be required to participate in various training exercises as reasonably required. An assessment of competency must also be completed by personnel prior to recognition of skills.

All trainers are required to give out client feedback forms at the completion of all training courses. All training courses developed and conducted by Truscott shall be competency based. Only the CEO is able to complete a Competency Assessment.

Contractors are required to maintain, at their own expense, the skills and certifications required for the safe, legal and effective completion of their operational activities. A current record of all skills or qualifications on the Training Database may be accepted as proof of competency.

All personnel have access to internal training/skills courses conducted at Truscott. Where reasonable, personnel will be trained as soon as possible, following the identification of an unsatisfied training need. Requests for training are made via email, for authorization by the CEO.

For all Truscott personnel, training records are kept on individual personnel files. These are accessible on request from the CEO.

Induction and Awareness

The completion of a general induction session is compulsory by all Truscott personnel. The session is completed by the CEO or COO. The induction session covers:

- Policies, Commitments and Goals
- People, Management and Communication
- Products and Services
- Integrated Management System
- Risk Management
- Emergency Preparedness
- Environmental Awareness
- Occupational Health and Safety
- Information Management
- Personal Code of Conduct

Visitors and Contractors

Visitors to Truscott controlled locations are required to sign the visitors’ book. All critical information is communicated to all visitors in the Head Office in a poster that is located above the visitors’ book in the waiting area.
Communication

The CEO (or a nominated person) is solely responsible for the authorization and release of information to external parties. It is the responsibility of the Practice Manager to support and assist personnel in communicating information throughout the organization, and maintain the electronic notice board.

The notice board (which is updated monthly) displays:

- Meeting minutes
- Safety notices and OHS topic of the month
- Social club notices
- Schedules

Internal communication of safety, health, environment and quality is facilitated throughout the workplace in meetings, toolbox talks, notice-boards, memos weekly reports and communiqués.

Management Team Meetings

Formal meetings are held by the Management Team to ensure all aspects of Truscott's operations are addressed. Meetings are held quarterly and have the following set agenda:

a. Review minutes of previous meeting
b. Address all points of agenda
c. Complete minutes according to template
d. Minutes signed off and presented on the notice boards for personnel review
e. Minutes emailed to all personnel within one week of the meeting

Weekly Reports

All personnel working off-site are required to contact the Project Manager at least once every 7 days to confirm continued activity. The communication may be made via phone, fax or email.

In addition, all personnel complete weekly reports to both the client and Truscott at the end of the week. (The personnel member is required to comply with Client requests where a report is requested at another interval other than weekly, however, reports to Truscott would continue to be submitted weekly).

Weekly reports should be emailed by no later than 1pm every Friday so that the reports can be collated and circulated to all personnel (any sensitive items will be removed). Reports to Clients should be emailed at the same time, unless the Client specifies otherwise.

Media Release

No information may be released to the media without the prior authorization of the CEO.

Confidentiality Notice

Truscott complies at all times with the Commonwealth Privacy Act 1988. All information produced by Truscott may only be released with the Copyright Notice shown on the cover page of this manual.
Risk Management

International Standard ISO 31000 – Risk Management – Principles and Guidelines has been used as the overall guidance tool for developing the risk management processes adopted at Truscott. Risk information, collected on a daily basis, is captured and communicated using the following tools:

- Meeting minutes;
- Emails and notices;
- Job Risk Assessments;
- Incident and accident investigation reports; and
- Inspection, audit and observation reports, etc.

Risk identification tools include workplace discussions and meetings, Job Risk Assessment forms (JRAs), Job Execution Plan forms (JEPs), audits, observations, continued monitoring and inspection, incident/issue Reporting & Investigation forms and management reviews (aforementioned forms available at Intranet/Templates/Project Management).

Truscott has developed the following procedures for risk management that provide instructions and reference tools for use by all personnel:

- Risk Identification,
- Risk Analysis,
- Risk Evaluation, and
- Travel Procedure.

In the preparation of new projects and works, a Job Execution Plan must be completed in accordance with project management procedures. The Job Execution Plan requires the identification of components of the job, outlines how each component will be completed, as well as giving information on intended resourcing, order of priority and anticipated completion dates. Constraints that may affect job completion are noted as risks to completion of agreed upon outcomes with the Client.

Additionally, before any work commences on a new or changed project, a JRA must be completed where the consequence and likelihood of a risk is assessed to determine its significance level. The JRA must be completed by the Project Manager and at least one other team Member (minimum of two people involved). Where the Project is a ‘one man job’, any other Truscott personnel member can complete the JRA.

Standard qualitative Truscott codes for consequence and probability are used to assign each risk a ‘risk rating’ calculated through the Risk Assessment Matrix (RAM). Completion of the JRA includes formulation of Control Measures to reduce risk ratings assigned through the Risk Assessment Matrix. Where risks are assigned a moderate or high rating after Control Measures have been applied in the JRA (ReRAM Score of 11 or more), the JRA must be reviewed by a member of the Management Team.

For all risks that are considered ‘unacceptable’ (Extreme Risks with ReRAM score of 20 or more), risk management is required. A hierarchical approach to controlling risks is adopted. In order of management level and control, the Hierarchy of Controls is:

1) Eliminate (e.g. stop process)
2) Substitute/transfer (e.g. insurance)
3) Engineer (e.g. design change)
4) Isolate (e.g. secondary containment)
5) Administrate (e.g. procedure)
6) Protect (e.g. PPE)

Control measures are introduced as soon as possible to allow the organization to operate without interruption. Control measures may be in the form of physical controls, such as the purchasing of changed or new products, in the form of information for education and guidance or in the form of procedures. Once the appropriate level of control is identified, a corrective action plan is created.

Corrective actions are tracked to completion and adequacy at quarterly Management Meetings to ensure:

- Continued applicability/suitability of controls;
- Changes to operation, or outside influences that may change the risk significance;
- Opportunities for improvement (risk elimination, reduction, etc); and
- Re-determination of risk ‘acceptability’.

All significant risks (High to Extreme Risks with ReRAM scores of 11 or more) are entered into the Risk Register. The Risk Register summarizes all information on the source, type, analyzed consequence, probability and overall risk significance.

Information to be included in the register includes:

- Names of personnel contributing;
- Activities and issues / risks;
- Probability;
- Consequence (maximum reasonable);
- RAM Rating;
- Control measures;
- Controlled probability and consequence; and
- Controlled RAM rating

All personnel are encouraged to minimize risks in their daily activities through the use of the personal safety tool Step Back 2x2 which encourages individuals to respond in a manner which is appropriate to the risk.

Step Back 2x2 asks the individual to ‘stand back 2 metres and think for 2 minutes’ about the task at hand. This encourages and allows the person to stop, think and assess the risks, and then respond in the appropriate manner. The card acts as a prompt for various questions. The principles and the process of Step Back 2x2 is communicated to all employees at induction and a pocket sized card that outlines the process is provided.

*Truscott* personnel are encouraged to carry this card with them until they feel comfortable to carry out requirements without the card. The prompts on this card are designed to guide employees’ thoughts. If all answers on the card are ‘yes’, then a JRA is required. If the necessary controls are in place, it is acceptable to continue with the task, keeping in mind the points of consideration.
Project Management

All projects are registered in the Project Register as soon as the project is confirmed. Opportunities for work and concepts for possible development are entered into the Proposal Register. Both projects and proposed projects are allocated a client/job code.

If a project proposal is successful in winning work, the work becomes a Job and is transferred to the Project Register. At each stage, the details of the project must be kept up to date in the Project Register to allow the organization to track progress and to identify operational activity. An Activity Notification Form (ANF) should be completed for any change in project activity, e.g. proposal preparation, job starting, job finishing. In this way, the organization is kept up to date on all activity within the company.

A Job Execution Plan (JEP) is a tool used to plan how a project will be completed as well as to note changes that occur to the nature of the job once the job is in progress (refer to ‘Risk Management’). A Job Execution Plan is not required for jobs estimated to be completed in less than 12 consulting days. However, where the project is the delivery of Training, a Job Execution Plan must always be completed. Where a Proposal is submitted to win a job, JEP information should be included in the Proposal.

Truscott has developed four specific procedures for project management which are:

- **Project Development**: designing and development planning, controlling, reviewing and approving.
- **Project Proposals**: scoping, quoting, structuring, communicating, contracting, and reviewing.
- **Project Management**: communicating, activity managing, delivering, reviewing, management tools, monitoring and trouble-shooting.
- **Project Closure**: Recognition, sign-off/communication, monitoring, information and customer management.

Project specific Key Performance Indicators (KPIs) relating to Budget, Milestones, OHS, Environment, Supplier Performance, Communications and Team Participation will be set individually for each project with the scale and significance of each project dictating the level of KPIs that are set. Projects of short duration and/or low cost impact may require no more than a key delivery date or costs achievement.

KPIs specific to the Project must be clearly defined and recorded in either the Proposal/Tender, Job Execution Plan, Contract or Agreement, Confirmation of Services or emails used to establish the brief for the project with the Client, depending on which of these apply to the individual job (refer to ‘Project Management Procedure’).

The Weekly Report form will be used as a management tool to report on the progress of project specific KPIs and as a minimum must include:

- Activities specific to the project that were completed that week and activities planned for the upcoming week;
- Progress and planning should be against project objectives that have been set (as in methods noted above as well as previous weekly reports and additional client communications, etc.) and should include progress in relation to budget, project deliverables, safety and environment etc.;
- Any risks to safety, health, environment and quality (client) that have arisen or are foreseeable;
- Contribution to the ‘Topic of the Month’ discussions to be communicated across the organization;
- Information about any proposals or tenders worked on; and
- Social items are also included.
### Action Management

Any breaches of Truscott's commitments or failures to comply with established operating processes (procedures) may be classified as either an incident or a non-conformance. It is necessary to report all incidents and non-conformances to allow an investigation to be conducted and to allow corrective/preventive actions to be developed and implemented to address the situation.

Truscott personnel are made aware of their own responsibilities as well as the organization’s policies, objectives and targets. Therefore, all personnel can identify (and report) incidents and non-conformances.

The Corrective Action Plan is a database of all information relating to reporting system failures (incidents and non-conformances) and also records suggestions for improvement. All incident/non-conformance reports are summarized onto the Corrective Action Plan, which includes the following:

- **Truscott** action and non-conformance reference number
- Date raised
- Issue and action required
- Responsible person
- Start and target finish date
- Action taken and close-out date

Any member can suggest improvements by emailing items for inclusion in the Corrective Action Plan. All proposed actions will be entered with ‘Approval Pending’ in the ‘Comments’ column until a member of the Management Team has made a definite management decision to grant or reject the item.

Management is required to use informed judgment to determine whether the item is significant enough to be reviewed by the Management Team as a whole. Such items are raised at the monthly SHEQ meetings, with a nominated SHEQ Team Member to approach a Management Team Member for approval. Approval may be delayed to the next Management Review Meeting if the item is non-urgent.

The Management Team may decline a proposed action plan if they determine that:

- no significant improvement will result from the action,
- there are unrealized negative outcomes of the proposed action, and/or
- the action is not viable.

The Management Team may grant a proposed action if there is:

- A requirement to correct an element of the operation, to prevent future recurrence of negative events, e.g. control the use of a product with introduction of constraints;
- A requirement to prevent the occurrence of a potentially negative event, e.g. removal or elimination of a faulty product, such as a failing training course or unsatisfactory certification system; or
- An opportunity to take advantage of a viable means to improve the organization's performance.

All incidents/non-conformances documented in the Reporting and Investigation Form are summarized onto the Corrective Action Plan. This database presents the Truscott Management Team with summary information on reported incidents/non-conformances, and lists any proposed actions aimed at correcting or preventing a recurrence of the incident or non-conformance.
Emergency Management

All Emergency Contacts are maintained on an electronic database for quick retrieval in the event of an emergency. The Practice Manager is responsible for updating Emergency Contacts whenever there are changes to personnel details, including new personnel and existing personnel details. It is imperative that personnel update their details if their circumstances change.

In the event of an emergency, all personnel on site are required to abide strictly by instructions and responsibilities as set-out in the approved Emergency Response Procedures, or the procedures adopted and enforced by external parties if the individual is operating off site.

In the event that procedures adopted by the external party are deemed inadequate, in gross conflict with Truscott’s procedures, or are believed to be in breach of any known legislation or standards, individuals are required to abide by the Truscott Emergency Response Procedures.

Specific emergency response procedures provided to guide responses in the event of an emergency are:

- Travel Emergency Response Procedure.
- Medical Emergency Response Procedure.
- Evacuation Emergency Response Procedure.
- External Site Evacuation Emergency Response Procedure.

The Emergency Response Team is responsible for the overall management of Emergency Preparedness (manual, procedures, training, testing) and for review of Emergency Response. The Emergency Response Team is displayed on the Truscott electronic notice board.

All Truscott personnel will be provided with comprehensive training in all aspects of Emergency Preparedness and Response during the company induction and are requested to participate in all training exercises including emergency and evacuation drills.

Trials will be staged annually with varying scenarios and focus points. The Emergency Response Team will determine the scenario and will arrange for each scenario to be acted out every year. The following scenario drills will be used:

- Scenario One - Travel emergency.
- Scenario Two - Medical emergency.
- Scenario Three - Emergency evacuation of training facility.
- Scenario Four - Emergency evacuation of an off-site employee/consultant.

At the conclusion of each trial, a debriefing session and review will be held by the Emergency Response Team and any additionally involved parties. The results, findings and actions stemming from this review will be managed and also communicated to the Management Team through the Corrective Action Plan.

The adequacy of the Emergency Preparedness of a site where a Truscott personnel member will work, will be assessed in a JRA prior to the commencement of work on that site.

As part of Emergency Management, a Disaster Recovery Plan has been developed to provide clear instructions for the re-establishment of business operations in the event of a significant disruption. In the event of an accident or personnel suffering an injury during the course of their work, Truscott maintains a Workers’ Compensation and Rehabilitation Procedure for the management of processes after the accident or injury, the claims process, injury management, rehabilitation and return to work.
Information Management

Specific procedures/documents provided to guide and instruct information management are:

- Document control,
- Records management,
- Data control,
- Document retention standard., and
- Saving information.

The Document Management System is a simply structured information registry and filing system to allow quality document management. Electronic information is managed within an electronic directory, and hard-copy information is maintained at the Head Office in locked filing cabinets.

All personnel have access to electronic information via the Truscott IT network. Some documents such as individual HR files have access rights assigned to restrict access to unauthorized personnel members.

Hard-copy information is also subject to access restrictions. The hard copy filing cabinets remain locked at all times when not in use with key access to authorized personnel only.

Hardcopies of Truscott IMS documents are considered invalid for use, as current approval cannot be verified. Controlled electronic versions are available to all personnel on the Truscott IT network. Where access to the network is unavailable or unreliable, for example on overseas and some remote Australian sites, a controlled compact disk containing an electronic copy of IMS documentation is provided to an individual personnel member on request from the IT Manager.

Each disk is considered valid for 6 months only, at which time the disk is returned to the IT Manager who issues a replacement disk and erases the previous version. IMS documentation on the IT network from the ‘Roadmap’ and ‘Templates’ folders only are copied to disk as these folders do not change often and also provide essential elements of the IMS that will direct the personnel member in carrying out his/her daily work. Other documentation is not copied due to its continuous review and improvement, e.g. Corrective Action Plan can change daily.

All Truscott personnel will be provided with adequate training in all aspects of Information Management and will be guided through the use of the Document Management System (electronic and hard copy) in a one-on-one session with a competent member of the organization.

The Document Register is a database of all documents available at Truscott that has been developed and issued to assist in the management and operation of the organization. All document information is summarized on the Document Register, providing a tool for personnel to use when sorting or searching for required documents. Importantly, personnel can use the Document Register to identify the version of the document that is currently valid (approved) for use.

Information owners are responsible for the overall management of information related to a specific topic or business unit, i.e. environment or administration. Project Managers usually receive and are responsible for the storage of documents relating to particular projects.

Records Management

Truscott is dedicated to maintaining records to ensure the protection of financial, legal and other rights of the organization, as well as clients and other people affected by actions and decisions. All personnel will maintain records in accordance with the Records Management procedure.
Monitoring and Measurement

It is the CEO or nominated person’s responsibility to notify personnel of scheduled activities, and to provide necessary support and assistance.

The IMS Calendar provides a calendar of all performance monitoring activities undertaken by the entire organization, with the exception of lower-level project monitoring, which is monitored by the Project Manager in accordance with the Project Management procedure.

The specific areas of relevance to performance monitoring as included in the IMS Calendar are:

- Audits,
- Operational Performance Monitoring,
- Project Monitoring (higher level), and
- Personal Performance Monitoring.

Personnel are notified of monitoring/audit activities through the minutes of meetings and through the inclusion of all monitoring activities on the IMS Calendar (available on the office notice board). Progress towards completion of items on the IMS Calendar is reviewed at Management Review Meetings.

Systems Data Analysis

*Truscott* must identify, collect and analyze data to determine both the suitability and effectiveness of the management system. The subjects for which *Truscott* requires data include:

- **Customer Satisfaction**: Specific data includes information collected in Performance Surveys (refer Project Closure procedure), customer complaints/feedback, and an annual survey of repeat clients.

- **Project Conformity**: Information regarding the success of products/services against established requirements (training course pass-rates, satisfaction of management systems to certification standards, re-work request details, etc).

- **Characteristics/Trends of Processes/Projects**: Data, which when analyzed will identify any fluctuations in *Truscott’s* effective management of OHS, Environment and Quality, thus allowing cause analysis and leading to preventive/corrective action (long-term analysis of KPIs to obtain trends is useful for this).

- **Suppliers**: Data providing description of the influences of suppliers upon quality will be reviewed at Management Review Meetings (complaints, performance of contractors as *Truscott’s* representative with Clients both individually and as a group, performance of suppliers who provide *Truscott* with corporate products, e.g. marketing material, financial services, etc).

Monitoring Organizational KPIs

The process, for monitoring organizational KPIs is:

- Identify the monitoring event/subject and relevant KPIs to measure against (refer to ‘IMS Calendar’).

- Determine the performance of the organization through:

  - Assessing the organization’s completion of activities in accordance with the pre-determined plans, procedures and arrangements (including completion of tasks and management of information, etc); and

  - Review of the *Truscott* Business Plan annually at a Management Review Meeting.
Performance Assurance System

The selection of staff is based upon consultants demonstrating:

- Prior expertise with a professional response agency involved with Crisis and Emergency Management and who can demonstrate and ability to bridge the strategic through to the tactical in problem-solving and decision-making.

- Current commercial acumen particularly with respect to the Resource and Financial Sectors.

- Cultural sensitivity in mixed expatriate and national audiences and an ability to work in multi-national companies with multiple languages.

Development of staff is pursued by their attendance at relevant industry conferences and on the job training.

There are 4 types of performance monitoring:

- **System Performance.** Overall performance evaluation of Truscott's systems and ability to meet set requirements and objectives through completion of internal audits and systems data analysis.

- **Truscott Performance.** Overall determination of the organization’s performance against established company objectives and targets through monitoring company objectives and targets.

- **Personal Performance.** The individual performance evaluation of Truscott personnel as determined through the completion of personal appraisals.

- **Project Performance.** Performance of Truscott in specifically delivering quality products and services (projects) by measuring against identified project deliverables (objectives and targets).

The scheduling of monitoring, inspection and audit events is staggered throughout the year. The IMS Calendar presents a schedule of all monitoring events.

Performance appraisals for all Truscott personnel are conducted at 6 month intervals. These appraisals will be conducted by various members of the organization, as appointed by the CEO.

The appraisal process requires the evaluator to:

- Obtain a copy of the position description and previous performance appraisal.

- Identify and retrieve any/all additional performance evaluations.

- Conduct an interview to:
  
  a. Identify and agree to the requirements for the position, including review of job description.

  b. Identify and agree to the specific work activities or tasks requested of the person for the period since previous appraisal, particularly with regards to projects.

  c. Assess and discuss the fulfillment of position requirements, as should be expected of a member of the organization with that particular position.

- Provide a performance rating for the person based on the requirements of the position (refer to ‘Job Descriptions’) and project requirements.

- Present documented minutes to person in question.
Management Review

Management Review Meetings are held every 3 months to discuss on-going management items, as well as to routinely review various aspects of the IMS. All aspects of the IMS are reviewed throughout the course of 12 months, and the schedule is included in the IMS Calendar.

The Management Review procedure provides management with clear instructions for the successful completion of management reviews to enable objectives to be achieved.

References

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<thead>
<tr>
<th>Reference</th>
<th>Description</th>
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<tbody>
<tr>
<td>AS4801.2001</td>
<td>Occupational Health &amp; Safety Management System guidelines</td>
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<td>ISO 14001.2004</td>
<td>Environmental Management System guidelines</td>
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<td>ISO 9001.2000</td>
<td>Quality Management System guidelines</td>
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<td>ISO 31000</td>
<td>Risk Management - Principles and Guidelines</td>
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