



OPERATIONS & QUALITY MANUAL

Purpose

This manual designates the purpose of *Truscott's* work; it specifies steps to be taken while doing that work, and it summarizes the standards associated both with the process and the result.

The business, products and services

Truscott is a Crisis, Emergency and Business Continuity Management consultancy. Supporting work is in Issue Management, Emergency Response, Safety and Security Management affairs. The business operates across Australia, Asia, Africa and the Gulf Regions; and it is strong in the Resource, Power, Energy and Financial Sectors.

The business assists governments, multi-nationals, small to medium enterprises, corporations, super-majors and conglomerates. *Truscott* has consulted to 10 of the top 20 ASX companies in Australia and many multinational companies across Asia Pacific.

Truscott's global head office is in Perth. The team is based in all capital cities of Australia, Auckland, New Delhi, Dubai, Kuala Lumpur, Singapore, Bangkok, Jakarta, Beijing and Brunei.

Truscott's delivers services for the:

- preparation,
- planning, and
- practice,

of emergencies, crises and business outages in anticipation and in the aftermath of their occurrence.

Truscott writes policy, contingency plans and procedures from the boardroom to the 'shop floor' for all kinds of risks and issues associated with business under stress. *Truscott Wetware* familiarizes Management Teams with these plans. It also practices organizations in the application of their plans and procedures through simulations and exercises.

Truscott's Crisis Practitioners enable organizations with the capability to develop and implement strategies in the boardroom, and to deliver effective executive leadership under pressure.

Truscott uses *Sweatware*, pre-stress to avoid distress, and is a growth enabling management consultancy where knowledgeable people are its value. *Truscott* has achieved global business success largely built upon its team members' first careers in professional response agencies the elite military and related organisations so clients can engage *Truscott* as strategic specialists with tactical reach.

Operations and Quality System

Truscott's operations and quality system is based upon enabling its Crisis Practitioners with the necessary knowledge, skills and attitude to advise on the management competencies set out below. *Truscott's* team advise on good (legally binding) practices and sought after but accepted international best practices.

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

Management Competencies

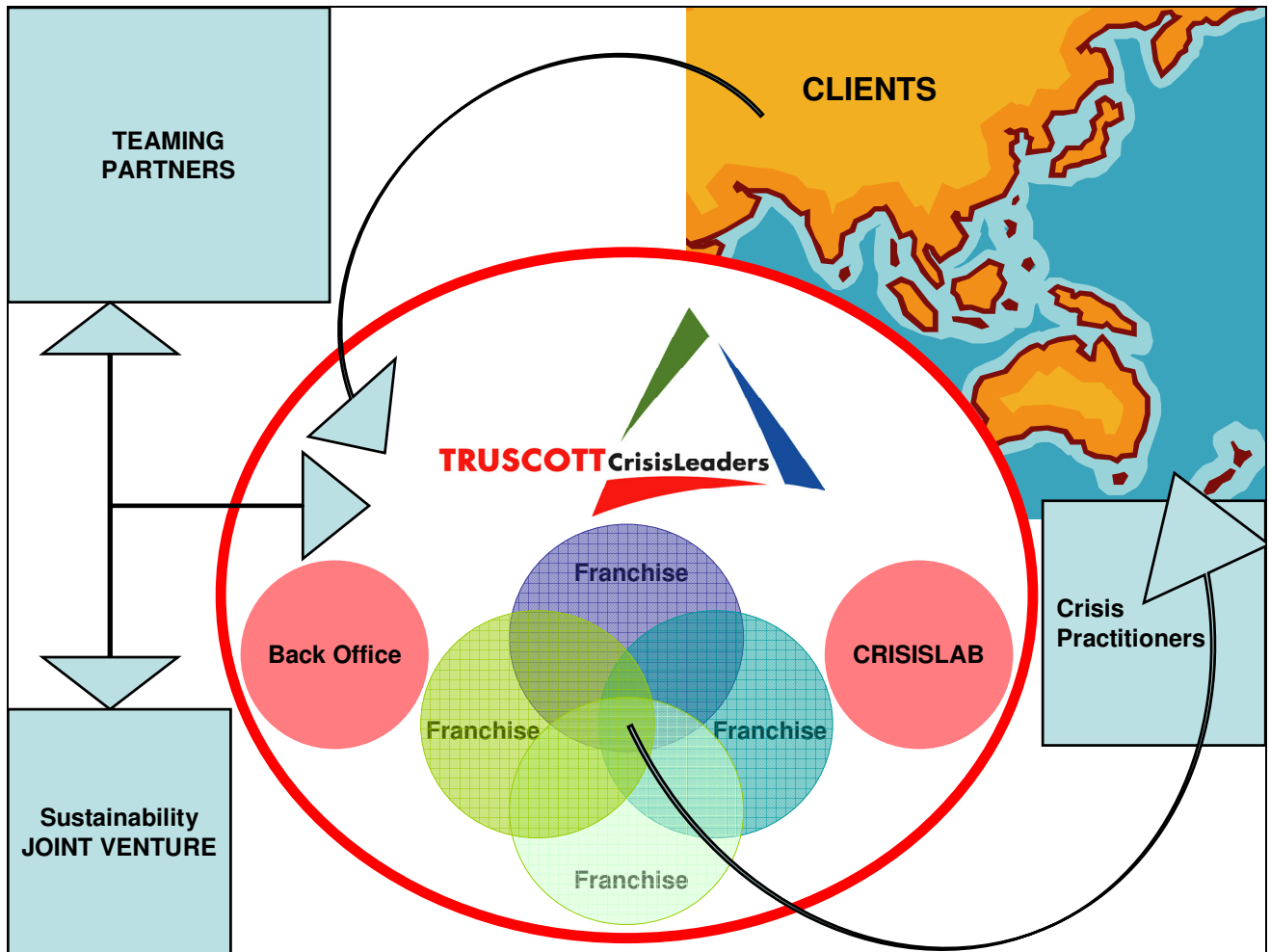
	Knowledge	Skills	Attitudes
Crisis Avoidance Futures driven	Understand conceptual information.	Adaptive thinking. Conduct business intelligence gathering.	Ability to provoke.
Crisis Management Issues driven	Demonstrate an understanding of strategic business issues. State the relevant international and/or national environment. Understand industry wide HR and HSE issues. Demonstrate an understanding of image and reputation issues.	Evaluate strategic preparedness. Produce estimates (identify and evaluate corporate issues, design strategies, develop and implement plans). Provide vision. Conduct a business and media campaign. Participate in a 'Situation Room'.	Be creative. Use power. Handle stress at corporate/government level. Demonstrate a strategic focus.
Emergency & Business Continuity Management Event driven	Understand operational issues, including supporting issues, business units and consortiums/joint ventures. Understand corporate HR, HSE and contractor issues. Articulate differences between line management, leadership and control/coordination systems.	Apply Risk Management and Business Impact Analysis (BIA) processes. Apply and/or design contingency plans and procedures. Design and implement response plans. Plan and conduct training and exercises. Communicate with media. Manage operational information and conduct operational decision-making. Participate in an 'Operations Room'. Manage support requirements including logistics. Identify strategic issues. Provide technical support and advice.	Be a lateral thinker. Handle stress in a head office and multi-cultural environment. Provide leadership and be able to drive a disparate group with different perspectives. Demonstrate a supporting focus.

<p>Incident Management Task driven (Frequently close to the affected site or support base)</p>	<p>Understand tactical issues, usually multiple in nature.</p> <p>Understand emergency services.</p>	<p>Contribute to the preparation of higher plans and procedures.</p> <p>Plan and conduct exercises.</p> <p>Escort media.</p> <p>Conduct field assessments and audits.</p> <p>Source and supply information.</p> <p>Implement aspects of plans or responses.</p> <p>Conduct response activities.</p>	<p>Be able to brainstorm issues.</p> <p>Handle stress in a field office environment.</p> <p>Coordinate and lead teams.</p>
<p>Incident Control Task focused (On site and often the On Scene Commander)</p>	<p>Understand tactical issues, usually single in nature.</p>	<p>Implement specific plans and procedures.</p> <p>Practice and carryout drills.</p> <p>Take charge of a team.</p> <p>Conduct hazard assessments.</p>	<p>Handle stress in difficult working conditions.</p> <p>Direct people and equipment.</p>
<p>Risk Management</p>	<p>Understand hazards and outrage in the applicable Sector or across sectors.</p> <p>Understand Insurance options.</p>	<p>Apply qualitative and quantitative risk assessment processes.</p> <p>Apply appropriate regulatory standards (Eg AS/NZ4360)</p> <p>Integrate processes into organisational culture.</p>	<p>Take advice.</p> <p>Display an open mind.</p> <p>Be able to use society's value judgements to determine risk criteria.</p>
<p>Safety Management</p>	<p>Understand community and industrial norms in the applicable Sector or across Sectors.</p> <p>Understand goal-setting and legislative objectives.</p>	<p>Apply the systems approach.</p> <p>Produce and apply Safety Cases.</p> <p>Apply appropriate regulatory standards (Eg AS/NZ4801)</p>	<p>Demonstrate risk-adverse attitude to life, property and environment.</p>
<p>Security Management</p>	<p>Understand the law and community relations in the applicable country.</p> <p>Understand security technology.</p>	<p>Conduct a threat assessment.</p> <p>Apply asset management.</p> <p>Develop and implement security plans.</p> <p>Conduct business investigations and competitive intelligence gathering.</p>	<p>Be able to apply the rule of law and natural justice.</p> <p>Display a problem solving attitude.</p>

Operations and Quality Philosophy

- As a management consultancy, *Truscott* is committed to a philosophy of meeting or exceeding client expectations through the reliable delivery of its products and services within client specifications.
- *Truscott's* Health, Safety, Environment and Security (HSES) policy has and will comply in every respect with the various client's policy, plans and procedures.
- All *Truscott* team members are responsible for the quality of the projects under their control.
- *Truscott* is committed to a culture of 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 its policy commitments are achieved, all *Truscott* team members are required to:
 - Regularly review policies governing *Truscott* activities and commitments to all stakeholders.
 - Regularly verify performance standards for compliance with all policy commitments.
 - Maintain operations and quality procedures in soft, hard and Information Systems to address identified obstacles for the achievement of high standards of client satisfaction and to 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's* operations and quality is based on this manual and an Information System. These tools form the basis of currency and redundancy for all operations and are reviewed continuously. The Information System allows 24 hours connectivity globally and protects the intellectual property.
- All activity, both internal and external, is peer reviewed by *Truscott's* Back Office, CEO or a COO in accordance with the '4-eyes' principle. This review includes the release of any documentation and ensures the greatest accuracy of delivery for the customer.
- Checking and approval of deliverables is also performed by the supporting staff member if allocated or from the Back Office if it is a single person task.
- *www.missionmode.com* and *SmartLog*® are used as supporting tool for notification and collaboration.

Truscott Organization Chart



Job Descriptions

- *Chief Executive Officer (CEO).*
 - Direct *Truscott Crisis Leaders*.
 - Create energy for all team members to produce the most effective results.
 - Manage and Maintain the Order Book.
 - Manage the Back Office.
 - Oversee franchises and all dealings with clients. This includes selling and delivering the *Truscott* product where necessary.
 - Manage teaming partners, the Joint Venture with Sustainability and key client relationships, which includes the biannual *Crisis Foresight* newsletter.
 - Collect debt where necessary.
 - Manage risk and maintain professional indemnity and public liability insurance cover where necessary.
 - Provide Intellectual Property (IP), brand value, administrative support, and the marketing and sales philosophy for franchises.

- *Chief Operating Officers (COO).*
 - Manage one of *Truscott's* four franchises that operate on their value across the market region rather than geographical boundaries. This occurs based upon individual agreements with Crisis Practitioners, sales reach and a quality relationship with clients.
 - Enforce this operations and quality manual, and ensure a focus on the operations and quality philosophy.
 - Manage franchise risk and de-conflict client priorities with the CEO.
 - Vet and agree with the CEO to new crisis practitioners joining the team.
 - Continuously explore business development options.
- *Chief Innovation Officer (CInO)*
 - Innovate, quantify and orchestrate *Truscott's* belief system and philosophical bedrock of commercial interaction.
 - Operate CRISISLAB©, which is colloquially referred to as *Truscott University*, to:
 - coach team members how to sell and service;
 - discuss *Truscott's* limits, weaknesses and strengths in hard, soft and information Systems including the website cache; and
 - provide a source for learning, creativity and expanding beyond self imposed limits.
- *Chief Financial Officer (CFO).*
 - Provide appropriate financial advice.
 - Ensure *Truscott* meets its regulatory requirements.
- *Crisis Practitioners.*
 - Sell to and service clients.
 - Maintain individual work and travel insurances if necessary.
 - Maintain tools of trade.
 - Advise clients through preparation, planning and practice through written and oral advice.
 - Submit invoices immediately with draft reports for payment by the project.
 - Sell *MissionMode* and *Smartlog*© when appropriate.
- *Practice Manager*
 - Operate through and assist the CEO at all times whenever needed.
 - Operate virtually and be a point of contact for coordination of team members when the CEO is not accessible.
 - Be accessible to *Truscott* at all times.

- Regularly explore and devise ways to enhance *Truscott*.
- Perform rigorous and fast QA on documentation when required.
- Draft proposals and tenders when required.
- Recover debt in unison with the CEO and Office Manager when requested.
- *Office Manager*
 - Administer the Back Office.
 - Maintain accounts payable and receivable.
- *IT Manager*
 - Maintain the electronic cache, email accounts, website and IT help desk.

System of Qualifying and Assuring Crisis Practitioner Suitability

- The selection of Crisis Practitioners is to be based on them demonstrating:
 - Prior expertise with a professional response agency involved with Crisis and Emergency Management. This includes being able to demonstrate an ability to bridge the strategic and tactical levels in problem-solving and decision-making from first principles.
 - 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.
 - A high ability to communicate, both written and verbally, to derive the customer's desired result.
- Development of Crisis Practitioners is to be furthered by their attendance at relevant industry knowledge events and on the job training (OJT).

Operational Procedures

- Franchises, overseen by *Truscott*, are to control all client activities through direct reporting by the tasked team members to the COO. This includes both sales and delivery.
- Travel procedures:
 - All team members are to coordinate travel through FCm Travel and the CEO retains authority for all ticketing.
 - All team members are to maintain a personal 30 day credit card for out-of-pocket expenses.

- All team members are to report ASAP when safely arriving at any new work location and then as determined by the project.
- Team members are to advise the Back Office of any major accident, emergency, site evacuation or medical evacuation that affects them so *Truscott* can suitably engage with the client, government and consular authorities. Travel insurance will be used for return travel should it be required.
- Team members are to comply with the client's governance and audit criteria in all respects.
- Team members are to maintain confidentiality and the highest ethical standards at all times when conducting *Truscott* related business.
- Team members are to maintain consistent presentations, and present *Truscott* documentation and communications based on first principles.
- Team members are to provide written and oral advice in accordance with contractual requirements. This includes the following tasks:
 - Conducting research and plan writing. *Truscott* contingency plans are 'thin' like a CV, process orientated and underpinned by *Wetware*.
 - Preparing and delivering training using *Truscott* IP handouts, as appropriate.
 - Preparing and delivering *Sweatware* exercises. Exercise instructions are based upon instructions for Live Participants and CounterPlayers using carbon log pads, www.missionmode.com, *SmartLog*® and Counter Player log pads.
 - Facilitating Positive/Delta hot verbal debriefs.
 - Preparing hot post activity and client capability reports. Certificates of Attendance and Certificates of Attainment are to be issued through the BackOffice.
- Client preparation is to be coordinated by the tasked project leader.
- Team members are to comply with the client's documentation controls.
- Team members are to backup documentation on separate computer storage devices and documentation sent to the client is to be placed on the *Truscott* information server.

Marketing and Sales Philosophy

- Brand promise is the *Truscott* trustmark. The promise to be used is:

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.
Truscott promises to help you do this.
- Centralized control is to occur through *Truscott*'s Back Office to minimize conflict and decentralized execution is to occur through the franchises to maximize sales.
- Contact reports of all kinds are to be maintained using email headers with the contact or company name as the common Customer Relationship Management (CRM) tool.
- Hard copy promotional material wallet cards are to be used where appropriate.