Business Resilience Seminars and Training

		(length of course)		
		one-day	2-day	3-5 days
BRM	**Business Resilience Management**			
JB-101	- Business Resilience Solutions & Options	y	-	-
CMS	**Crisis Management System**			
JC-201	- *Crisis Management Best Practices: J^aCMS4A*	-	y	-
JC-202	- *Crisis Communications*	y	y	-
JC-203	- *Crisis Management Implementer Course*	-	-	4
BCM	**Business Continuity Management**			
JB-301	- Why implement BCM?	y	-	-
JB-302	- *BCM Best Practices: J^aBCM*	-	y	-
JB-303	- *BCM Implementer Course: ISO 22301*	-	-	5
JB-304	- *BCM IA Course: ISO 22301*	-	y	-
ERM	**Enterprise Risk Management**			
JR-401	- Why implement ERM?	y	-	-
JR-402	- *Risk Management Best Practices*: *J^aERM*	-	y	-
JR-403	- ERM *Implementer Course: ISO 31000*	-	-	3
OSH	**Occupational Safety & Health**			
JO-501	- Why implement OHSAS/WSH?	y	-	-
JO-502	- *OSH Best Practices: J^aOSH*	-	y	-
JO-503	- *Implementer Course: OHSAS or SS506*	-	-	4
SCM	**Supply Chain Risk Management**			
JS-601	- *Supply Chain RM Appreciation Course*	y	-	-
JS-602	- *Implementer Course: SCRM*	-	-	3
MDC	**Presentational Skills**			
JP-701	- *Making Presentations Best Practices*	y	-	-
JP-702	- *Customised/Personalised Training*	-	y	3

Note:

A. JaBA training methodology combines three dimensional faculties of *hearing*, *seeing* and *feeling* so as to create an immersive and powerful learning environment. This is achieved by specially designed MoviePowerPoint which divides the course into learning points, and then explain each learning point crisply with visual and audible aids that are choreographed to efficiently bring home the lesson. The trainer then invites participants to expand the learning experience through lateral thinking, analysing any related matters for relevance. This helps the participants build a mastery knowledge of the lesson being learned.

B. Real case-studies are used to enable participants relate learning with real life relevance.

C. J^aBA conducts courses on public runs or for organisations.

Jacob/6 Nov 2014

Course No   : JB-101

Course Title   : Business Resilience Management - Requirements & Solutions

Course Objective

Will your Organisation still be around in 3 year's time?

All organisations face risks of various kinds. Unless its managers effectively manage business risks, an organisation faces with uncertain future which could devastate its organisational goals altogether. Organisations that are adept in risk management and in building robust operations rise to be industry champions while those not become weaker players or even slide into demise. Hence, managing a business mean managing its business risks.

This course prepares the participant with a good starting platform to enhance the organisation's operational resilience. It provides understanding on organisational risks be it in business model DNA, or operational and strategic risks. The costs of unmanaged risks can sometimes wrought havoc on organisational goals, human safety, reputations hurting the organisation or leaving it in a chronic state of lacklustre performance. Participants are given insights into various aspects of business resilience solutions to lift away the ominous cloud of risks from their future.

CEO/MD, board members, senior management staff will benefit from this course.

Course Outline

1. **Total Business Resilience Management** ("TBRM")
   - Business Model DNA: longevity of operations
   - Risk Universe: levels of risk, operational & strategic, internal & external
   - Real cost of risks to the organisation, immediate and recurring
   - Four Pillars of business resilience

2. **Case studies of business resilience management**
   - Reviews of good and poor business resilience (real cases)

3. **Balancing *Corporate Performance* with *Risk Management***
   - Corporate Culture impact on business resilience: *good*, *bad* and *ugly*
   - *Result* versus *Safety* Issues
   - Business Planning Framework
   - Organisational Strength
   - Human Competency is *almost* everything

4. **Building for Robust Organisations**
   - Business Resilience Model
   - Segments of Resilience
   - Implementing Resilience Framework
   - Insurance: role in financing risks

Course Duration: one day (9.00 am ~ 5.00 pm)

Course Date/Venue: To Be Advised

Course Fees: Public   :   S$ 600.00 per pax, minimum to run: 10 pax
                              (inclusive lunch and tea-breaks)
                 Company :   S$ 1,800.00 (no lunch provided, maximum 10 pax)

Course No   : JC-201

Course Title   : Crisis Management System - Best Practices

Course Objective

No one wants a crisis to happen to them. But it can happen, and given time, it will come.

A **crisis** situation is an enemy soldier that has infiltrated into your space and is bent on causing maximum destruction. A crisis invariably starts with something small but then escalates into an emergency, and into a crisis before resulting in a disaster. Recent crises situation were: SMRT train breakdowns (2011), Little India (2012), MH 370 (2014), etc.

No one is born with crisis management skills. Most top managers do not have them as well. But those who had experienced a crisis event will attest to it as a foreboding experience when life is thrown into total disarray. Without a crisis management capability, the organisation will find itself in quite a chaos, with people responding differently, some constructively but others destructively. Usual management leadership may not stand the strain and pressure of a major crisis.

The course provides participants with understanding on crisis situations: how one can happen, what then ensues and the resulting impact on people and organisation. Real-case studies and a simulation role-play exercise will highlight the required pre-requisites in both system and human capability manage crisis handling and crisis communications effectively.

CEO/MD, senior managers, BCM and crisis management personnel will benefit from this course.

Course Outline

1. **Understanding Crises**
   - How crisis starts, escalates into a full blown disaster
   - Damage trajectory and the 6 patterns of crisis situations
   - Human psyche during a crisis event

2. **Case studies of Crises Events**
   - Reviews of good and poor business resilience (real cases)
   - Overview of Global and Organisational Threats

3. **Crisis Management System 4A**
   - Crisis Management System - requirements
   - Risk Management
   - Business Continuity Planning
   - Crisis Management Framework
   - Crisis Communications

4. **Crisis Simulation** (Role Play)

   - Choice (a) Pandemic Outbreak in Singapore

     A terrible disease outbreak that brings Singapore to its knees. This is modelled on a deadly pathogenic strain of virus that occurred in 1990's and is still active today.

   - Choice (b) Hotel Fire

     A massive fire-out outbreak that brings up twists and turns that the hotel management needs to address. This is modelled on the MGM Grand fire in 1980 that killed 85 people.

Course Duration: two days (9.00 am ~ 5.00 pm)

Course Date/Venue: To Be Advised

Course Fees: S$2,400.00 per pax, minimum to run: 4 pax
             (inclusive lunch and tea-breaks)

Course No	: JC-202A
Course Title	: Crisis Communications

Course Objective

What we are to others is dependent on what we communicate to them in various forms. But when a crisis occurs, there are stakeholders who demand to be informed. Sometimes omitting to communicate a crisis event can lead to another crisis of confidence and relationships to occur.

Crisis communications is not *communications* as one knows it. What we say, who to say, when should we say, and how we say it - all these can lessen or exacerbate the crisis situation for us. If our communication to different audiences is misunderstood ever so slightly, it can render us to be a liar or else be perceived as incapable of managing the crisis situation. This raises concerns in stakeholders which could instigate them to act in ways detrimental to us.

The course provides participants with understanding on the pressing needs of key stakeholders during a crisis time. Communication planning essentially creates bridges with each audience according to the time they need or expect to be informed. Crafting communication messages from one scenario and render them suitable to meet the requirements of each audience is key. But delivery of the communication is also important in appeasing an already irate audience.

CEO/MD, communications directors/managers and managers will benefit from this course.

Course Outline

1. **Understanding Communications**
   - What is communications, and communications during a crisis
   - Communication audiences: who are they
   - Communications Framework

2. **Case studies of Crisis Communications**
   - Reviews of good and poor business resilience (real cases)

3 **Crisis Communications Planning**
   - Identifying communications needs: audience and time of communication
   - Crafting the 3-part communication message, including underlying principles
   - Communication channels: written (letter, email, press release), staged (meeting, TV)
   - Audience's responses to communications
   - Delivering communication messages
   - Keeping communication lines with audiences

4 **Crisis Communications Workshop**
   - Drafting communication messages

Course Duration: one day (9.00 am ~ 5.00 pm)

Course Date/Venue: To Be Advised

Course Fees: S$900.00 per pax, minimum to run: 8 pax
          (inclusive lunch and tea-breaks)

Course No	: **JC-202B**
Course Title	: **Crisis Communications**

Course Objective

How others perceive us depends on the quality of our communications with them. When a crisis occurs, stakeholders (i.e. our business partners), will demand to be informed about our situation and how the crisis situation could affect them. Hence, omission to communicate or carrying out inadequate communications can lead to another crisis, this time of confidence and relationships.

Crisis Communications is not just *communications,* as one knows it.

How we communicate during times of pressure, i.e. to whom we say, what, when and how we say, can lessen or exacerbate the crisis situation. If our communications is misunderstood, even ever so slightly, we could be deemed as liars or at least be perceived as incapable in managing the situation. Either way, it could induce our business partners into taking actions or speaking in a manner detrimental to our course. On the other hand, through effective communications, it could lessen our burden during a pressurising time, and may even enable us receive support from our partners. Hence, we need to be always prepared in conducting crisis communications.

The 2-day course provides participants with understanding and practical skills in managing crisis communications. CEO/MD, communications managers and operations managers will benefit.

Course Outline

1. **Understanding Communications**
   - What is communications - managing a crisis situation through communications
   - Communication audiences: who are they, what are their needs and behaviour
   - Case studies: real (good and poor) crisis communications

2. **Communications Planning**
   - Identifying communications needs: audience and time of communication
   - Crafting communication message, including underlying principles
   - Communication medium: written (letter, email, press release), staged (meeting, TV)
   - Internal communications (with staff and employees)
   - Critical communications framework (as part of crisis management system)
   - Spokesperson/s: *face* of the organization

3. **Conducting Communications**
   - Preparing written communications, including methods of delivery
   - Preparing staged communications, including media conference, handling Q&A
   - Facing the camera: do's and don'ts

4. **Workshop Activities** (activities will be interspersed throughout the course)
   - Identify possible crisis situations
   - Develop a communications plan
   - Prepare the message
   - Staging press conference (TV interview), including review of performance

Course Duration : Two days (9.00 am ~ 5.00 pm)

Course Date/Venue : To be discussed and agreed.

Course Fees : S$8,000.00, net maximum 6 pax
(not inclusive of venue, lunch and tea-breaks)

Course No	: JC-203
Course Title	: Crisis Management Implementer Course

Course Objective

Dealing with an emerging crisis is like fighting a war. Unprepared and we lose with severe damages. With a crisis management capability in place, we will survive to continue operations.

No disaster ever happen without reason - the possibility of its happening pre-exists its disaster. The possibility is risk, which can be known, unknown or ignored. A disaster is the aftermath - when a risk materialized (i.e. an incident) and escalates to become an emergency that needed urgent attention, and for which if effective response is not taken, it evolves into a crisis situation and then culminating in a disaster. Crisis management is the preparedness or the capability to manage the situation from its risk stage, till squashing it before it reaches its disaster state.

The course provides participants with understanding on crisis dynamics: how one can happen, what then ensues and the resulting impact on people and organisation. Real-case studies and a simulation role-play exercise will bring the realization that a crisis management system involving the entire organisation, in both system and human capability, is required so as to manage crisis handling effectively. Like fighting a war, there is no short cut to deal with a crisis.

CEO/MD, senior managers, BCM and crisis management personnel will benefit from this course.

Course Outline

1. **Understanding Crises**
    - How crisis starts, escalates into a full blown disaster
    - Damage trajectory and the 6 patterns of crisis situations
    - Human psyche during a crisis event

2. **Case studies of Crises Events**
    - Reviews of good and poor business resilience (real cases)
    - Overview of Global and Organisational Threats

3. **Risks and Threats Exposures**
    - Identification of risks and threat to the organisation
    - Protecting critical business functions
    - Risk management - avoidance, mitigation or transfer

4. **Building a Crisis Management System**
    - Crisis Management System - J^{a}BA's System 4A requirements
    - Crisis Management Team - roles and responsibilities
    - Crisis Management Support - from internal and external parties.
    - Crisis Work Protocol - SOPs for emergency times
    - Crisis Communications

5. **Crisis Simulation** (Role Play)

    - Choice (a) Pandemic Outbreak in Singapore
        A terrible disease outbreak that brings Singapore to its knees. This is modelled on a deadly pathogenic strain of virus that occurred in 1990's and is still active today.

    - Choice (b) Hotel Fire
        A massive fire-out outbreak that brings up twists and turns that the hotel management needs to address. This is modelled on the MGM Grand fire in 1980 that killed 85 people.

Course Duration: four days (9.00 am ~ 5.00 pm)

Course Date/Venue: To Be Advised

Course Fees: S$3,800.00 per pax, minimum to run: 6 pax
(inclusive lunch and tea-breaks)

Course No	: JB-301
Course Title	: Why Business Continuity Management?

Course Objective

More and more organisations are looking into BCM to be resilient in their business operations.

As business risks are constantly changing, organisations have become more vulnerable to risk exposures. *Top-of-Foodchain* companies, including public service, are increasing demanding of their supply-chain partners to be operationally resilient so that they too are resilient. The need to show their reliability as a supplier is now a vendor-rating prerequisite.

But to many top managements, it is still unknown what BCM exactly is? How does it work? What real value could it bring to the organisation and stakeholders? What would it take to implement a BCM System - the costs, resources, and how long will the project phase be. In other words, is it a viable task to undertake with a reasonable return on investment?

The course provides clear explanations in simple language of the issues stated in the preceding paragraph. The participants will understand the methodologies, BCM standards and the working principles of BCM systems. Additionally, how they can take advantage of the BCM grant as offered by SPRING Singapore under the capability building scheme.

CEO/MD, board directors and senior managers will benefit from this course.

Course Outline

1. **What is BCM?**
    - Business continuity management - in simple language
    - What threats are - global and business operations
    - What typically happens when crisis strikes, showcase: "Snow Brand Milk Co, Japan"

2. **Features of a BCM System**
    - Coverage of BCM programme
    - Organisations and teams - roles and responsibilities
    - Risk Management
    - Incident Management
    - Crisis Communications

3   **What it takes to implement a BCM System**
    - BCM Implementation Steps
    - Consultant's Involvement
    - Project requirements: manpower, costs, etc
    - Certification by accredited auditor (SAC, BSI, SGS, DnV, Veritas, etc)

4   **Starting a BCM Implementation Project**
    - Applying for BCM grant (SPRING Singapore)
    - Engaging BCM Consultant

Course Duration   : One day (9.00 am ~ 5.00 pm)

Course Date/Venue   : To Be Advised

Course Fees: Public   : S$ 420.00 per pax, minimum to run: 10 pax
                                    (inclusive lunch and tea-breaks)
                    Company : S$ 4,000.00 (no lunch provided, maximum 20 pax, additional $20 per pax)

Course No	: JB-302
Course Title	: Business Continuity Management - Best Practices

Course Objective

Having a BCM programme put in place will help the organisation avoid and fight the war against ever looming risks and threats. The question then is: will the BCM system actually do that - keep the organisation steadfast at all times and able to deal with all sorts of calamitous situations?

There were several *system standards* on BCM. Many had been withdrawn in favour of **ISO 22301-2102** *Societal Security - Business continuity management systems - requirements*. The ISO standards contains 24 pages of generic requirements intended as bases by which one can design a customised BCM system. Doing so, one needs to decide which requirements are critical and the manner in which to implement them. This invariably leads to an academically compiled system that is not cohesive and effective enough to fight the war on risks and threats.

The course provides BCM project managers with understanding on the ISO 2102 requirements, interpreting them to meaningful depths. Additionally, the trainer provides participants with case studies, best practices and practical solutions that he has accumulated since 1993.

CEO/MD, BCM Project Manager and senior managers will benefit from this course.

Course Outline

1. **Context of BCM**
   - Understanding the principles of business continuity management
   - ISO 22301-2012: requirements of BCM System, critical, needed and dispensable

2. **Designing a BCM System**
   - Scoping the project - coverage, key attributes and objectives
   - Structuring the BCM Organisations and teams - builders and operators of system
   - Components of BCM system - processes, standards, objectives, etc
   - Common system errors and impracticalities
   - Developing the BCM Policy Manual
   - Management Approval

3. **Project Planning**
   - Project Team and Resources
   - Project Milestone - implementation timetable

4. **Project Implementation**
   - Support from Top Management & Senior Managers
   - Engaging external BCM resource persons, if necessary
   - Training and equipping of BCM personnel
   - Leadership: keeping to project
   - Project management issues

Course Duration   : Two days (9.00 am ~ 5.00 pm)

Course Date/Venue   : To Be Advised

Course Fees: Public   : S$ 800.00 per pax, minimum to run: 10 pax
(inclusive lunch and tea-breaks)

Company : S$ 12,000.00 (no lunch provided, maximum 20 pax, additional $20 per pax)

Course No	: JB-303
Course Title	: BCM Implementer Course: ISO 22301

Course Objective

The key objective of this course is to equip participants who are appointed BCM Coordinators or project managers with knowledge and skills in implementing a BCM programme based on ISO 22301-2012 in their own organisations.

Participants will be taught principles and techniques, and market practices so as to enable them to design and implement a BCM system in their organisations. Focus is placed on practical skills on how to do it and what pitfalls to avoid during the project implementation phase.

For training conducted in-house, the organisation may decide to purchase the J^{a}BCM software*, in which case there will be training on using the features contained in the software e.g. risk assessment, business impact analysis, risk management, business continuity plans (templates), critical BCM data and formulating an Incident Management Plan at the outset of a crisis situation.

BCM Project Manager and senior managers will benefit from this course.

Course Outline

1. **Training Module 1** - basic understanding
   - Common business vulnerabilities (real case studies)
   - Total Business Resilience Management
   - Principles of risk management and business continuity management
   - BCM Standards, including ISO 22301-2012: requirements of BCM System

2. **Training Module 2** - BCM System design
   - Requirements and functions of effective BCM systems
   - System design: coverage, key attributes and objectives
   - BCM Organisations and teams - builders and operators of system
   - Operative systems: BCM Policy, business continuity plans, etc
   - Common system errors and impracticalities

3. **Training Module 3** - Incident Response
   - BCM Standards: MAD, MBCO, RTO, RPO, Risk Appetite
   - Crisis Management System 4A, including crisis communications
   - Exercising and rehearsals

4. **Training Module 4** - Continual Improvement
   - System review and updating
   - Internal Audit, BC Plans testing, and corrective actions
   - Management involvement

5. **Training Module 5** - Certification
   - Preparing the Team for certification audits
   - Accredited Certification Bodies available

Course Duration   : Five days (9.00 am ~ 5.00 pm)

Course Date/Venue   : To Be Advised

Course Fees: Public   : S$ 2,000.00 per pax, minimum to run: 10 pax
                         (inclusive lunch and tea-breaks)

                 Company : S$ 15,000.00 (no lunch provided, maximum 20 pax, additional $20 per pax)