



**WorleyParsons**

resources & energy



Leading Practice Forum

**EASTCOAST 13**



# TW LEADING PRACTICE FORUM EAST COAST 2013

*INNOVATING TO IMPROVE PRODUCTIVITY*



Wednesday, 1 May to Thursday, 2 May 2013  
Sofitel Brisbane Central  
249 Turbot Street  
Brisbane, Queensland, 4000

[www.twleadingpractice.com](http://www.twleadingpractice.com)

## Letter of Invitation

Now into its 12th year, the TW Leading Practice Forum has a proud history of fostering innovation and practices which have directly led to improved business performance.

This year's Forum, will bring together a network of cross-industry leaders to discuss one of the fundamental issues and challenges facing Australian business – *productivity*.

Jack Barnes, Vice President of Arrow, Shell, Neil Scales, Acting Deputy General Queensland Department of Transport and Main Roads, among others, will deliver key note presentations around this particular theme.

There will also be a range of targeted sessions led by other international and Australian industry experts on asset management, safety and innovation.

Delegates, together with speakers, will offer different perspectives on common challenges.

We'd welcome your attendance at this unique cross-industry event.



**Joe Sofra**  
Chief Executive  
Resources and Energy  
Australia and New Zealand  
Transfield Services



**Ian Wilkinson**  
Regional Managing Director  
Australia & Pacific  
WorleyParsons

In an increasingly competitive and demanding global market place, leading Australian businesses pursue innovation to improve productivity.

Network, share and learn leading practices with cross-industry peers and international experts.

This invitation-only event explores the theme of innovating to improve productivity, connecting subject matter experts and leading practices across the resources, energy and infrastructure sectors.

Sessions cover:

- People management and productivity
- Efficient and life extending asset management solutions
- Improving the safety culture of business and Australian industry
- Capital efficiency in productive operations
- Sustainable business through innovation
- Licence to operate – working with communities and government

## Registration

The Leading Practice Forum is held for invitees of TW, Transfield Services and WorleyParsons and representatives and invitees of Steering Committee companies only\*.

For \$400\*\* you will have access to more than 25 leading practice presentations throughout the two-day program and all networking activities. Or, for \$200 you can choose to attend one day only.

\$100 of your registration will go towards charity, RUOK?

For parking, accommodation and registration details please see the inside back cover of this program.

\* No third party invitations, suppliers or competitors of the sponsoring organisations will be accepted. Final confirmation of registration is at the discretion of the Organising Committee.

\*\* Costs for accommodation, travel insurance and hotel incidentals are not included.

## Message from Steering Committee Chairman Andrew Behn

I have been attending this event, first as a delegate and then as a member of the Steering Committee, for more than five years after recognising the potential improvements the networking and learning could bring to my business.

Together with industry peers across the resources and energy, water and transport infrastructure sectors, I continue to see the Forum as a must-attend event as the networking, presentations and discussion of common challenges provides tangible solutions during tough times.

I have developed cross-industry relationships with sectors excelling in areas where we need expertise or who are dealing with challenges where we are leading the way.

It has also allowed me to strengthen ties with peers experiencing the same challenges as me. Since meeting Arrium's representative on the Committee, Robert Finlay, we have worked together to share asset management lessons and innovations. On day two of this event we will be showcasing benefits and outcomes of this relationship for our businesses.

This year, the theme of the Forum addresses a common goal of both growing and stabilising industries – innovating to improve productivity.

We are all striving to make our businesses and industries as efficient and productive as possible – through people management, operational processes and dealing with the impact of external factors.

I hope you will join us in spending two days discussing, sharing, learning and networking leading practice innovations to help our businesses succeed in today's environment.



Andrew Behn  
(SC Chairman)  
BlueScope Steel

## Steering Committee Members



Clay McDonald  
Aurizon



Peter Billing  
Ergon Energy



Danie Swemmer  
Boyne Smelters



Daniel Grogan  
ExxonMobil



Steve Petrofes  
Rio Tinto



Vaughan Wykes  
Refining NZ



Tim Drew  
Arrow Energy



James Grey  
Alcoa



Peter Todd  
Origin



Stuart Mockett  
Nyrstar



Gary Hurley  
Sydney Water



Robert Finlay  
Arrium



Doug Turnbull  
Sandvik



Paul Peter  
BHP Billiton

Day one - Wednesday, 1 May 2013

Hosted by: James Grey, Global Knowledge Manager, World Wide Refining, Alcoa and LPN Steering Committee Member

06.00	<b>REGISTRATION OPENS – Ann Street Lobby, Level 2, Sofitel Brisbane Central</b>		
07:15 – 08:00	<b>NETWORKING BREAKFAST – Ballroom 3, Level 2</b>		
08.00	Tea and coffee on arrival and following breakfast		
08:15	<b>GENERAL SESSION – Ballroom 1, Level 2</b> <i>Welcome to Country by Songwoman Maroochy - Songwoman and Law-woman for the Turrbal People (also known as the Old Brisbane Tribe)</i> Scene setting and safety moment by Steve Petrofes, General Manager - West Pilbara Mine Projects, Rio Tinto and LPN Steering Committee Member Opening address by Ian Wilkinson, Regional Managing Director, Australia & Pacific, WorleyParsons		
09:00	<b>Opening keynote</b> <i>Jack Barnes, Vice President Arrow, Shell</i> <b>Innovating our footprint – a road to a better future</b> The innovations we pursue to secure energy go beyond the purely technological. As the unconventional gas industry has expanded rapidly around the world so has the industry's footprint. In Australia, the Shell and China National Petroleum Corporation joint venture is turning the traditional approach to drilling on its head, and in the process significantly reducing our operating footprint.		
09:45	<b>Opening keynote</b> <i>Neil Scales, Director General, Queensland Department of Transport and Main Roads</i> <b>The difference of early engagement</b> Early engagement with stakeholders and contractors is essential to improve productivity and manage risk. This keynote speech will look at how early engagement with industry has led to innovative changes to contract management for the reconstruction of the state's transport network and planned improvements to the frequency, reliability and affordability of the south-east Queensland bus network.		
10:30	<b>Networking break – Ann Street Lobby, Level 2</b>		
11:00	<b>TECHNICAL SESSION – Ballroom 1, Level 2</b> <b>Applying lessons learned overseas in the Australian shale gas market</b> <i>Charlotte Batson, Owner and Principal, Batson and Company</i> Developing the shale plays located around the US is a highly resource-intensive process. Each of the plays presents a unique set of challenges to the companies involved: geologic conditions, availability of resources (particularly water) and availability of transportation infrastructure for supply chain goods and transportation to market. Facing these challenges has spurred a tremendous number and variety of innovations, including not only new upstream technologies but also innovations in refined products, materials, infrastructure, logistics, and other sectors as well. Now that Australia is embarking on the path of shale development, which of these innovations can be leveraged as lessons learned?		
11:30	<b>A collaboration model that delivers innovation and enhanced value creation</b> <i>Lloyd Goodine, Manager Project Development &amp; Execution, Syncrude</i> Syncrude is one of Canada's largest producers of synthetic crude oil from oil sands and is helping secure Canada's energy future. This presentation will review how Syncrude, through its engineering services alliance, Cosyn, developed and implemented the I cubed model to create an innovative and collaborative work environment in support of the company's vision. The approach has delivered more than \$500 million in benefits in the past 10 years.		
12 noon	<b>Growing unconventional gas in Australia</b> <i>Ray Johnson, GM Exploration and Production, Armour Energy</i> Armour Energy is a recent entrant into unconventional shale gas exploration and appraisal in Northern Australia. This presentation will highlight how Arrow is developing this huge potential resource, adapting best practices from North American experiences and operations.		
12.30	<b>Discussion groups – delegates can discuss the preceding presentations with the speakers and other delegates at the locations below.</b>		
	Bastille, Level 2 <i>Hosted by Daniel Grogan, ExxonMobil</i>  <b>A collaboration model that delivers innovation and enhanced value creation</b> <i>Lloyd Goodine, Manager Project Development &amp; Execution, Syncrude</i>	Concorde, Level 2 <i>Hosted by Peter Todd, Origin</i>  <b>Applying lessons learned overseas in the Australian shale gas market</b> <i>Charlotte Batson, Owner and Principal, Batson and Company</i>	St Germaine, Level 2 <i>Hosted by Robert Finlay, Arrium</i>  <b>Growing unconventional gas in Australia</b> <i>Ray Johnson, GM Exploration and Production, Armour Energy</i>
13:00	<b>NETWORKING LUNCH – Ballroom 3, Level 2</b>		
14:00	<b>MASTERCLASS – Bastille, Level 2</b> <b>Lean delivery</b> <i>Hosted by Robert Finlay, Arrium</i>  <b>Facilitated by: Sarah Bordas, Manager Engineering, WorleyParsons Canada</b> <b>Panel participants: Arrium, Pacific Aluminium, Talisman, Oil Search and ExxonMobil</b> The class will address the development and use of Lean applications in Australia, Canada and the United States to optimise the delivery processes for projects and operational activities and eliminate wasted time and activities. Representatives from Arrium, Pacific Aluminium, Talisman, Oil Search and ExxonMobil will present short case studies of their Lean delivery journey, before participants will get to discuss with the panel and a leading Lean facilitator for WorleyParsons their own issues and needs. A takeaway sheet will be prepared for all participants addressing key aspects of applying Lean to delivery processes and a list of contacts to assist with any training/development activities after the Forum.	<b>STREAM A – Concorde, Level 2</b> <b>Productivity</b> <i>Hosted by Peter Billing, Ergon Energy</i>  <b>Foundations of leadership</b> <b>Fadi Dorkhom, General Manager – Project Engineering, Rio Tinto</b> Rio Tinto Iron Ore has developed a specific training and development program for construction supervisors as part of initiatives aimed at improving the success rate of achieving project execution and plant commissioning targets at its Pilbara facilities. The program uses an innovative approach of defining specific de-efficiencies and, despite being in an early stage of implementation, has already reduced project delivery times and costs.	<b>STREAM B – St Germaine, Level 2</b> <b>Sustainable operations</b> <i>Hosted by Steve Petrofes, Rio Tinto</i>  <b>Why can't Australia make IPCC work?</b> <b>Doug Turnbull, Principal Mining Engineer, Sandvik</b> Outside Australia in pit crushing and conveying (IPCC) is successfully utilised as a safer, effective, lower cost and more energy efficient mining methodology. Yet within Australia, after more than two decades of trying, IPCC is yet to prove a point. Why is this? This presentation highlights the shortcomings within Australia whilst the rest of the world enjoys sustainable IPCC mining operations.

## Day one program (continued)

14.30	<b>MASTERCLASS - Lean Delivery</b> [see previous page]	<p><b>Efficiency in maintenance labour</b> <i>Stuart Kerr, Asset Manager, BlueScope Steel</i></p> <p>BlueScope Steel continues to face challenges in remaining viable in a high competitive world steel environment.</p> <p>This presentation will address five projects that have been undertaken to improve maintenance cost per tonne across the Port Kembla Integrated Steel Works site.</p> <p>The BlueScope Steel approach to achieve benefits through a dedicated Asset Manager and team using identified leading practice processes will be addressed.</p> <p>Significant investment is required to achieve savings associated with the improvements but this approach has proven its value. It could be easily transferred to any industry.</p>	<p><b>Key takeaways for industry from the Office of Water Science one year on</b> <i>Peter Baker, Principal Science Advisor - Office of Water Science (OWS) within the Department of Sustainability, Environment, Water, Population and Communities (DSEWPaC)</i></p> <p>The Independent Expert Scientific Committee on Coal Seam Gas and Large Coal Mining Development provides scientific advice to governments in relation to proposals that are likely to have significant impacts on water resources, including any impacts of associated salt production and / or salinity.</p> <p>Peter will discuss experiences in supporting the Committee, including key learnings and takeaways for industry and an overview of the Committee's information guidelines.</p>
15:00		<b>Discussion groups</b> – delegates will have the opportunity to discuss the preceding presentations with the speakers and other delegates in the same rooms following the stream presentations.	
15:30	<b>Networking break</b> – Ann Street Lobby, Level 2		
16:00	<p><b>CLOSING ADDRESS</b> – Ballroom 1, Level 2 <i>Margaret Wheatley, Leadership Author, Margaret J Wheatley Inc</i></p> <p><b>Leadership in turbulent times - from hero to host</b></p> <p>How do leaders deal with the new reality of constant challenges and frequent crises while not losing direction, focus or enthusiasm? From working globally with leaders in all sectors, Dr. Wheatley notes that leaders create more problems when they hold power close and fail to engage others in decision-making and planning. Their attempts to deal with chaos through command and control only create more chaos. To create personal and organizational responsiveness requires <i>a new role for leaders, that of host, not hero.</i></p>		
17:00	Day one wrap-up, Gary Hurley, Manager Networks, Service Delivery Division, Sydney Water and LPN Steering Committee Member		
17:15	Close		
18.30	Meet at the main Sofitel Brisbane Central entrance for walk to off-site dinner		
19:00	<p><b>OFFSITE DINNER</b> – The Long Room, Customs House, 399 Queen Street, Brisbane <i>Hosted by John Bidwell, General Manager Queensland, Transfield Services and Graeme Henderson, Managing Director Improve, WorleyParsons</i></p> <p>Dinner speaker: Lorin Nicholson, Musician and Public Speaker – 'A man with a vision'</p>		
22:00	Depart for Sofitel Brisbane Central		

### Legend

General session	Masterclass	Stream session	Networking activity
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Day two – Thursday, 2 May 2013			
Hosted by: James Grey, Global Knowledge Manager, World Wide Refining, Alcoa and LPN Steering Committee Member			
06.00	<b>REGISTRATION OPENS – Ann Street Lobby, Level 2, Sofitel Brisbane Central</b>		
06:15 – 06.45	<b>HEART STARTER</b> – Groups depart from hotel entrance promptly at 06:15 Group walk led by Sam Goldsmith, Customer Sector Lead CSG, Transfield Services Group jog led by Stuart Cassie, Director Improve Services, WorleyParsons		
07:00 – 08.00	<b>NETWORKING BREAKFAST AND FOCUS GROUPS</b> – Ballroom 3, Level 2 Breakfast will commence at 07.00 <b>Focus group sessions will commence at 07.20 sharp</b> <i>Hosted by Andrew Behn, Maintenance Network Leader, BlueScope Steel and LPN Steering Committee Member</i> An informal opportunity to discuss similar challenges, learnings and successes with your peers over breakfast. The three topics are: <ul style="list-style-type: none"> <li>• Safety – facilitated by Steve Petrofes, Rio Tinto</li> <li>• People management – facilitated by James Grey, Alcoa</li> <li>• Asset management – facilitated by Robert Finlay, Arrium</li> </ul>		
08:05	<b>GENERAL SESSION</b> – Ballroom 1, Level 2 Scene setting and safety moment by Peter Billing, Executive General Manager Operations, Ergon Energy and LPN Steering Committee Member		
08:15	<b>Nicholas Yates, Director and former Chief Executive Officer, APP</b> <b>Promoting contractor productivity with mature procurement models</b> Whilst tool time is a major factor in direct cost, the interface between the contractor and client is critical to productivity. In a conservative procurement model, the contractor runs a contract focusing solely on risk mitigation, losing the path to innovative thinking, challenging status quo, productivity and ultimately cost saving; the challenge is to bring maturity into this relationship where both, client and the contractor operate in tandem and understand that the contract is not just about risk allocation alone. Nicholas will discuss this topic using case studies, including the national broadband network roll-out, Harbour City Ferries in New South Wales and the CityLink and EastLink road networks in Victoria. He will also provide insight into procurement methodologies pertaining to the above.		
08:50	<b>Andrew Behn, Maintenance Network Leader, BlueScope Steel</b> <b>World Steel Organisation benchmarking – BlueScope Steel and Arrium review</b> Extreme conditions for global steel manufacturing has seen companies fold and focused business activity on significant cost reductions. This presentation will distil the results of a global benchmark project by the World Steel Organisation which gives insight into the maturity of the steel industry and the typical practices that can be applied in 2013 by summarising what leading companies have done to survive and even improve the reliability of their assets. The key takeaway will be a framework for asset management that has been built on empirical results and not academic theory.		
09:25	<b>Professor Sidney Dekker, Safety Science Innovation Lab, Griffith University and School of Psychology, The University of Queensland</b> <b>Safety as responsibility down or accountability up?</b> The way we do safety today can get in the way of productivity. It is increasingly becoming an accountability up rather than a responsibility down, with a focus on bureaucratic factors rather than the ethical obligation we owe to those who do our dirty and dangerous work. We need to show good numbers and sometimes senseless compliance to those above us so we can keep our jobs; get promotion and contracts; and keep insurers and regulators at bay. Innovating productivity means innovating the way we think about safety. Sidney will highlight this topic with actual case studies.		
10:05	<b>Networking break</b> – Ann Street Lobby, Level 2		
10:30	<b>MASTERCLASS</b> – Bastille, Level 2 <b>Safety - bureaucratically perfect but practically flawed</b> <i>Hosted by Peter Todd, Origin</i>  <b>Professor Sidney Dekker, Safety Science Innovation Lab, Griffith University and School of Psychology, The University of Queensland</b> The class will follow on from Sidney's safety presentation during the morning's plenary session. During the session, Sidney will lead attendees to explore and challenge ideas such as; <ul style="list-style-type: none"> <li>• Where are the limits of compliance-based approaches?</li> <li>• Vast systems that focus on high-frequency low-consequence events.</li> <li>• Moving past the tick and flick exercise that adds no value.</li> <li>• Should we reward mistakes?</li> <li>• Can we build a consistent culture among a diversity of contractors?</li> <li>• When do we need innovation, creativity, improvisation even, to create safety and resilience?</li> <li>• Looking for what makes your organisation successful not what makes it fail.</li> </ul> Participants will be able to discuss their challenges and innovations on this topic and a takeaway sheet will be prepared on the approaches and applications raised during the class.	<b>STREAM A</b> – Concorde, Level 2 <b>People and productivity</b> <i>Hosted by Stuart Mockett, Nyrstar</i>  <b>Compliance programs and how innovation in this space can benefit business relationships</b> <b>John Yiannis, Group General Manager, Compliance and Governance, and Eve Roberts, Senior Legal Counsel (Corporate) at Transfield Services and Greg Clinnick, Managing Director, Risk and Nicholas Park, Legal Counsel at WorleyParsons</b> An effective compliance program does more than satisfy regulatory requirements, it embeds a culture of integrity that has the ability to improve and promote the productivity of a workforce through minimising risk. With more international companies operating in Australia and the importance of trust in joint venture, alliance and contractor relationships, the development of a compliance framework and its integration into the workforce is a significant part of successful project delivery. This presentation will discuss current innovations on this topic, case studies and their outcomes and will provide delegates with strategies to take back to their businesses.	<b>STREAM B</b> – St Germaine, Level 2 <b>Asset and work management</b> <i>Hosted by Doug Turnbull, Sandvik</i>  <b>Productivity improvement – short presentations</b> A series of short presentations will be given by Steering Committee member companies and industry representatives to address leading practices developed or applied to achieve significant productivity improvements.  <b>Presentation 1</b> <b>Improving productivity while maintaining safety standards, Andrew Behn, BlueScope Steel</b> BlueScope Steel's new Safe System of Work at Port Kembla Steel Works, has reduced process resulting in increased efficiency whilst maintaining safety standards.  <b>Presentation 2</b> <b>Improving productivity using clever mathematics, Chad Moffiet, Aurizon</b> The maintenance of Aurizon's 2,700 kilometre rail network has traditionally been planned using periodic shutdowns of entire network systems. The Possession Alignment and Capacity Evaluator (PACE) project seeks to improve productivity by employing clever mathematics to align maintenance activities and perform the right work at the right place and time.  <b>(Continued next page).</b>

## Day two program (continued)

11:00	<b>MASTERCLASS - Safety</b> [see previous page]	<b>Application of a collaborative model at AGL</b> <i>Anthony Waller, LYM Asset Integrity &amp; Projects Superintendent, AGL</i> AGL's open cut mine at Loy Yang in Victoria has adopted a collaborative approach with Transfield Worley Power Services to deliver major outages. The use of this collaborative model and by engaging early with partners, including site-based maintenance contractors, has resulted in improved preparation and delivery phases of major outages. The practice involves working together to identify the most effective and innovative solutions for the major works and optimising outage schedule and trades resources. The presentation will also show how effective labour management can deliver to budget and schedule, and how collaboration can address challenging technical issues during execution. AGL has successfully delivered critical tasks in two recent major outages by using this model.	(Continued from previous page)  <b>Presentation 3</b> <i>Considering safety and community whilst increasing productivity, Ziggy Wilk, Horizon Power</i> Using the recent Enrup and Single Phase Electrical HV Network renewal project as a case study, this presentation will provide takeaways on dealing with the issues of shared asset and public land.  <b>Presentation 4</b> <i>The development of blitz-based project Management, Matthew Mahony, Engineering Manager, Arrium</i> Arrium has streamlined its methods of managing projects to significantly reduce the cycle time of projects while still maintaining the rigor necessary to deliver predictable outcomes.  <b>Presentation 5</b> <i>Using modern technology to improve productivity, Jason Livingstone, Corridor Asset Manager, Aurizon</i> Hear how Aurizon is using modern technology to improve productivity through replacing old rail lubricators with remote technology, leading to more efficient and cost-saving work practices.
11:30	<b>Discussion groups</b> – delegates will have the opportunity to discuss the preceding presentations with the speakers and other delegates in the same rooms following the stream presentations.		
12:00	<b>NETWORKING LUNCH</b> – Ballroom 3, Level 2		
12.45	<b>MASTERCLASS</b> – Bastille, Level 2 <b>Asset management</b> <i>Hosted by Andrew Behn, BlueScope Steel</i>  <i>Facilitated by: Nicholas Yates, Director and former Chief Executive Officer, APP</i> <b>Panel discussion: Transfield Services, BlueScope Steel and AGL</b> Learn how to get the most out of your assets through leveraging service provider asset management investment; addressing current market challenges; and investing in people, processes and systems. Nicholas will discuss case studies where an asset management strategy has led to productivity improvements with a panel of experts from BlueScope Steel, AGL and Transfield Services. One example to be discussed resulted in a 30 per cent reduction in maintenance costs and an increase in production from 250,000 bpd to 300,000+ bpd through over three years due to a implantation of an asset management strategy. Participants will be provided takeaways on how to apply the knowledge to their businesses.	<b>STREAM A</b> – Concorde, Level 2 <b>Capital efficiency</b> <i>Hosted by Daniel Grogan, ExxonMobil</i>  <b>Project management excellence</b> <i>Danie Swemmer, Manager – Maintenance &amp; Projects, Boyne Smelters Limited</i> The Australian process and manufacturing industry while operating in an increasingly challenging environment with rising international competition, increasing local construction costs, high exchange rates and community issues. This presentation will review recent initiatives developed to improve productivity and value generation. This approach has allowed the Projects Department to achieve improvements in safety, project selection, project duration and costs. The key features of the new initiatives and the business benefits achieved by Boyne Smelters Limited will be highlighted.	<b>STREAM B</b> – St Germaine, Level 2 <b>Licence to operate</b> <i>Hosted by Tim Drew, Arrow Energy</i>  <b>Indigenous engagement in supply chain</b> <i>Adrian Burkenhagen, Specialist Aboriginal Liaison, Rio Tinto</i> In 2010, Rio Tinto's iron ore business developed a set of Regional Standards to complement its newly negotiated Indigenous Land Use Agreements. These Standards were designed to change how Rio Tinto's business operates in engaging with local Traditional Owners in the Pilbara. In particular, the Business Development and Contracting Regional Standard ensure Rio Tinto supply chain processes include and actively support Pilbara Aboriginal-owned businesses. The level of involvement of Pilbara Aboriginal Businesses in Rio Tinto's operations and Expansion Projects areas has significantly increased since the introduction of this regional standard and the business has awarded over \$1 billion worth of contracts to Aboriginal joint ventures and contractors since 2010.

### Legend

General session	Masterclass	Stream session	Networking activity
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## Day two program (continued)\*

13.15	<b>MASTERCLASS - Asset management</b> [see previous page]	<p><b>Project delivery reductions</b> <i>Brenton Schultz, Engineering and Portfolio Manager, Whyalla Steelworks, Arrium</i></p> <p>Arrium Market Mills invests up to \$40 million per annum in sustaining capital across a number of manufacturing sites in eastern Australia.</p> <p>The Projects Group has been focused for several years on processes to reduce project cycle times which were in excess of 400 days.</p> <p>As a result of a Lean workshop, the Blitz-based project management process was developed for the project define phase</p> <p>This presentation will review the roll out of the Blitz process on all new FEL phases and the early results in cycle time reductions. The target is an average reduction of 100-200 days with a corresponding return to the business in delivering business benefits faster and lower FEL costs.</p>	<p><b>Business and successful community engagement</b> <i>Deidre Willmott, Executive Chairman Cannings Purple (Former Director External Relations Fortescue Metals Group)</i></p> <p>Fortescue Metals Group's Billion Opportunities set a target for Aboriginal contracting in the Pilbara. More than \$600 million in contracts have already been awarded to Aboriginal contractors and joint ventures. The target was set in response to Aboriginal people telling Fortescue they wanted to grow their own businesses. How do you find out what the community really wants and change your business processes to deliver? What do the lessons learned from this experience teach us about managing issues where strong community engagement is required?</p>
13.45		<b>Discussion groups</b> – delegates will have the opportunity to discuss the preceding presentations with the speakers and other delegates in the same rooms following the stream presentations.	
14:15	<b>Networking break</b> – Ann Street Lobby, Level 2		
14.30	<p><b>CLOSING SESSION</b> – Ballroom 1, Level 2 <i>Dawn O'Neil AM, Director, Dawn O'Neil and Associates</i></p> <p><b>The importance of mental health to the productivity of a workforce</b></p> <p>Dawn is the former CEO of Lifeline and Beyondblue and continues to advise clients such as RUOK? Day Foundation, Black Dog Institute, Suicide Prevention Australia and the Mental Health Council of Australia.</p> <p>Dawn will give insight into how to prevent, recognise and deal with mental health issues on remote sites and in stressful jobs.</p>		
15.00	Event wrap-up, Clay McDonald, Vice President Network Operations, Aurizon and LPN Steering Committee member		
15.15	Closing remarks, Joe Sofra, Chief Executive Resources and Energy ANZ, Transfield Services		
15.20	<p><b>CLOSING SPEAKER</b> <b>Max Walker</b> <b>Hi-tech tangles...</b></p> <p>Max Walker describes his transition from Fountain Pen Dinosaur to Silver Cyber-Surfer in cricket parlance as, "... like bowling several straight deliveries and then changing to reverse swing. They look the same but the reality is very different".</p> <p>Stories of his journey from the sports field to the corporate world will demonstrate an appreciation for why today, more than ever, we need to re-evaluate, re-invent, re-activate, re-create, re-energise and re-imagine our future.</p>		
16:20	Close		

### Legend

General session	Masterclass	Stream session	Networking activity
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\* Program is correct at time of printing.





## Biographies

### Speakers

#### **ADRIAN BURKENHAGEN, SPECIALIST ABORIGINAL LIAISON, RIO TINTO IRON ORE EXPANSION PROJECTS**

Under his current position, Adrian has developed and implemented the strategies for the involvement of Aboriginal contracting entities and personnel within Rio Tinto Expansion Projects' activities. Adrian's background and experience covers from drilling, rock bolting and heavy machinery, to education, administration management and paralegal, going through professional development and training primarily within the realms of the Aboriginal engagement and development field.

#### **ANDREW BEHN, MAINTENANCE NETWORK LEADER, MANUFACTURING EXCELLENCE, BLUESCOPE STEEL**

Andrew Behn has been the Maintenance Network Leader of Manufacturing Excellence at BlueScope Steel for the last nine years. He is involved in identification of leading practice for manufacturing, benchmarking and improvement across the company, holding maintenance excellence as an important element of continual uptime improvement. He also worked with BHP Billiton for six years in the Global Maintenance Network of Operational Excellence, improving the company's operations and plant reliability at a global level.

#### **ANTHONY WALLER, LYM ASSET INTEGRITY AND PROJECTS SUPERINTENDENT, AGL LOY YANG**

Anthony has spent the last 10 years in Contract, Maintenance and Project management roles within AGL Loy Yang. He has been working in the company's mining operation as the Major Projects Superintendent since 2009, overseeing all major works and the long term mine asset integrity. Anthony is married with two children and resides in Traralgon, Victoria. He has an Associate Diploma in Mechanical Engineering and completed an MBA in 2005.

#### **BRENTON SCHULTZ, CAPITAL MANAGER, ARRIUM**

Brenton has almost 30 years of experience in the steel industry. He started as a trainee with BHP Steel in 1984 and has acquired an extensive knowledge and holistic knowledge of the market thanks to his performance in different roles. He has been a project engineer, reliability engineer and maintenance manager until 2011, when he started his role as Capital manager for the Whyalla Alliance.

#### **CHAD MOFFIET, PROGRAM MANAGER – BUSINESS IMPROVEMENT, AURIZON**

Chad has over ten years of problem solving experience in a variety of mining, minerals processing and logistics businesses. He holds an MBA and bachelor degrees in Physics and Mechanical Engineering and is currently pursuing a Master degree in Applied Finance.

#### **CHARLOTTE BATSON, OWNER AND PRINCIPAL, BATSON & COMPANY**

Charlotte Batson is an internationally recognised expert on shale oil and gas with over thirty years of experience in these industries. She is Owner and Principal of Batson & Company, a consultancy that helps businesses and communities enjoy the economic benefits of the shale oil and gas while mitigating the environmental and community impacts to improve overall quality of life.

#### **DANIE SWEMMER, MANAGER OF ENGINEERING RELIABILITY, BOYNE SMELTERS, RIO TINTO ALCAN**

Danie is a Mechanical Engineer with 26 years of experience in the steel industry (rolling mills) and aluminium smelting. He has worked for companies such as Steel Corporation of South Africa (ISCOR), BHP Billiton Aluminium Smelters and Rio Tinto Alcan, working in the latter since 2011 through Boyne Smelters Limited.

#### **DAWN O'NEIL AM, OWNER AT DAWN O'NEIL & ASSOCIATES**

Dawn is the former CEO of Lifeline and Beyondblue and continues to advise clients such as RUOK? Day Foundation, Black Dog Institute, Suicide Prevention Australia and the Mental Health Council of Australia.

#### **DEIDRE WILLMOTT, EXECUTIVE CHAIRMAN, CANNINGS PURPLE**

Deidre Willmott is Executive Chairman of strategic communications consultancy and STW Group subsidiary, Cannings Purple. Deidre previously worked with Fortescue Metals Group as Director External Relations, being responsible for relations with all levels of Government, the company's Aboriginal training and employment program, and Aboriginal contracting and business development. She serves as a member of the AMEC Council and Vice President of the Chamber of Minerals & Energy.

#### **DOUG TURNBULL, PRINCIPAL MINING ENGINEER, SANDVIK**

Doug Turnbull is the Principal Mining Engineer at Sandvik Mining & Construction, providing mining methodology and solutions. Through his stay with the company since 2001, Doug has held several positions which have given him a valuable familiarity with the needs of the mining industry in Australasia.

#### **EVE ROBERTS, SENIOR LEGAL COUNSEL (CORPORATE), TRANSFIELD SERVICES**

As Senior Legal Counsel in the Corporate legal team, Eve is leading the ongoing implementation of the compliance program and the Code of Business Conduct in Australia, New Zealand and across the international operations of Transfield Services. Eve also works closely with the Finance team providing advice on banking and finance

matters, and the Middle East and Asia team conducting tender legal and risk reviews for the region. Eve has over 10 years' experience in legal, compliance and governance roles at major Australian companies.

**FADI DORKHOM, GENERAL MANAGER - PROJECT ENGINEERING, RIO TINTO (PERTH)**

Fadi is a Mechanical Engineer and has completed a master degree in Engineering Management. He has been involved with projects implementation most of his career. Areas of experience include chemical processing industries, metallurgical processing (refining and smelting), surface and underground mining. In addition, Fadi did a short stint in petroleum and corporate governance before moving from BHP Billiton to Rio Tinto. Currently, Fadi manages the sustain capital portfolio at Rio Tinto Iron ore with a main focus on ensuring people are treated with dignity and respect and are committed to each other to ensure everyone goes home safe.

**IAN WILKINSON, REGIONAL MANAGING DIRECTOR, AUSTRALIA AND PACIFIC, WORLEYPARSONS**

Ian is responsible for managing WorleyParsons' operations throughout Australia and the Pacific. He joined WorleyParsons in 1994 in Brunei and has held a number of senior management positions in South East Asia, the Middle East and Australia. Ian led the Transfield Worley joint venture before moving to his current role. He has over 28 years of experience in the oil and gas and resource industries and holds a Degree in Engineering and a Bachelor of Science from the University of Queensland.

**JASON LIVINGSTON | CORRIDOR ASSET MANAGER | AURIZON**

Jason has worked for Aurizon (previously QR National) for the past 17 years. He is a qualified Engineer and holds a Graduate Diploma of Management. As Corridor Asset Manager, Jason is responsible for the management of the assets which underpin the safety, reliability and efficiency of Aurizon's 2,670 kilometre Central Queensland Coal Network. His role includes detailed planning, compliance reporting and analytical work to justify the amount and location of capital renewal spend. He represents his division on environmental issues and provides the interface for external parties (including mines, ports, councils, operators and adjacent landholders).

**JOE SOFRA, CHIEF EXECUTIVE OFFICER, RESOURCES AND ENERGY, AUSTRALIA AND NEW ZEALAND, TRANSFIELD SERVICES**

Joe has led teams and business units to deliver engineering, procurement and construction, maintenance and technical services to national and global customers in the oil and gas, resources, marine and asset intensive sectors. He has worked in Australia, South Eastern and Central Asia, South America, Europe and the former Soviet Union. He has also held senior executive and operational positions with Wood Group PSN, Uhde Shedden, Tenix and Ausmelt Limited. He has a process engineering degree from RMIT University and a PhD in Engineering from the University of Melbourne.

**JOHN YIANNIS, GROUP GENERAL MANAGER COMPLIANCE AND RISK, TRANSFIELD SERVICES**

John Yiannis is Group General Manager Compliance and Risk for Transfield Services – John leads Risk governance, Audit and Compliance and is also responsible for business resilience, including crisis management. John works closely with the Transfield Services Legal team providing support on Code of Business Conduct training and Governance processes.

**LLOYD GOODINE, SYNCRUDE ALLIANCE MANAGER (COSYN TECHNOLOGY), SYNCRUDE**

Lloyd started to work with Syncrude in 2003 as Area Construction Manager. He then temporarily moved to Shell in 2008 as Indirect Construction Superintendent and stayed in the company for approximately three years, leaving with the position of Category Manager - Heavy Oil. At this point, he went back to work with Syncrude in 2011 as Engineering Quality Manager - Cosyn Technology and is currently the Syncrude Alliance Manager (Cosyn Technology) at Edmonton, Canada.

**MARGARET WHEATLEY, WRITER AND MANAGEMENT CONSULTANT**

Margaret Wheatley is an internationally recognised author and speaker on leadership and organisational culture and is based in the United States. Her studies in organisational behaviour include systems thinking, theories of change, chaos theory, leadership and the learning organization: particularly its capacity to self-organize.

**MAROOCHY BARAMBAH, SONGWOMAN AND LAW-WOMAN OF THE TURRBAL PEOPLE, ORIGINAL INHABITANTS OF BRISBANE**

Songwoman Maroochy is the Songwoman & Law-woman of the Turrbal People – the original inhabitants of Brisbane. She is the first Aboriginal Dramatic Arts graduate of the Victorian College of the Arts in Melbourne; a renowned opera singer and was the first Australian to perform at the United Nations in New York in 1993 in honour of the International Year for the World's Indigenous Peoples.

**MATT MAHONY, ENGINEERING MANAGER, ARRIUM**

Matt has been working in the steel industry for 17 years is currently the Arrium (previously OneSteel) Engineering Manager, responsible for researching and distributing best practices in project and portfolio management to the Arrium capital management community. Prior to working for Arrium, Matt worked as an operations engineer in the coal industry.

**MAX WALKER, CHIEF EXECUTIVE OFFICER, THE MAX WALKER COMPANY**

Max Walker – philanthropist, noted media personality, former architect and legendary sportsman (Australian Test cricketer and VFL/AFL footballer) - has headed his own highly successful company for nearly 30 years. He is always willing to share his wisdom, lateral thinking,

enthusiasm for life and love of learning. Max has a varied background and business acumen, which is combined with a warm, vibrant personality and a genuine interest in people.

**NEIL SCALES, DIRECTOR-GENERAL, DEPARTMENT OF TRANSPORT AND MAIN ROADS**

Neil Scales OBE (Order of the British Empire) is the new Director-General, Department of Transport and Main Roads since the first of March this year. Neil was previously CEO of the former TransLink Transit Authority following a national and international executive recruitment conducted in 2011. He took up his position in February 2012. Previously he was one of the United Kingdom's most senior public transport executives with more than 30 years of experience in the industry.

**NICHOLAS YATES, DIRECTOR AND FORMER CHIEF EXECUTIVE OFFICER, APP**

Nick has over 25 years' experience spanning the construction, infrastructure and property industries in senior operational and strategic leadership roles.

**PETER BAKER, PRINCIPAL SCIENCE ADVISOR – DEPARTMENT OF SUSTAINABILITY, ENVIRONMENT, WATER, POPULATION AND COMMUNITIES**

Peter Baker is the current Principal Science Advisor at the Department of Sustainability, Environment, Water, Population and Communities based in Canberra, where he started in 2009. He previously worked with the Bureau of Rural Sciences from 2002, as Program Leader of Salinity Risk Management Sciences and Water Sciences.

**PROFESSOR SIDNEY DEKKER, PHD, SAFETY SCIENCE INNOVATION LAB, GRIFFITH UNIVERSITY AND SCHOOL OF PSYCHOLOGY, THE UNIVERSITY OF QUEENSLAND**

Sidney Dekker (is professor at Griffith University in Australia, where he runs the Safety Science Innovation Lab, and Honorary Professor of Psychology at The University of Queensland. A best-selling author, Sidney has won worldwide acclaim for his ground-breaking work on human error and system safety. After becoming professor, he learned to fly the Boeing 737 and flew as an airline pilot on the side.

**RAY JOHNSON, GENERAL MANAGER, EXPLORATION AND PRODUCTION, ARMOUR ENERGY**

Ray Johnson Jr. is GM Exploration and Production for Armour Energy in Brisbane. He has a BA in Chemistry, MSc in Petroleum Engineering, graduate diploma in Information Technology and is currently a PhD candidate at the University of Queensland. Ray has 33 years of experience in conventional and unconventional exploration, well planning, well completions and hydraulic fracturing design, execution and evaluation throughout Australia and North America in roles with service, consulting and operating companies.

**ROBERT FINLAY, GENERAL MANAGER ENGINEERING AND RELIABILITY, ARRIUM**

Rob has more than 30 years of experience in the petrochemical, heavy manufacturing, and steelmaking and mining industries after working in a variety of maintenance and engineering line and improvement roles. He has worked for Arrium since 2001 and is currently accountable for reliability, engineering and capital practices, delivery of project results, integrity of critical machine systems and overall maintenance effectiveness.

**SARAH BORDAS, LEAN IMPLEMENTATION MANAGER, WORLEYPARSONS, CANADA**

Sarah is the current Lean Implementation Manager at WorleyParsons in Toronto, Ontario, Canada.

**ZIGGY WILK, GENERAL MANAGER OPERATIONS, HORIZON POWER**

In his current position, Ziggy is responsible for all Horizon Power operations including distribution, transmission, Horizon Power owned generation and IPP performance management. He has worked with Horizon Power for over 20 years in more than a dozen senior management roles. His experience includes the management of heavy industry, mining and manufacturing organisations.

**Steering Committee members**

**ANDREW BEHN, MAINTENANCE NETWORK LEADER, BLUESCOPE STEEL**

See 'Speaker' section.

**CLAY MCDONALD, VICE PRESIDENT NETWORK OPERATIONS, AURIZON**

Clay is responsible for the asset management, asset maintenance and operations of the Central Queensland Coal Network. The network supports the transportation of over 180 million tonnes of coal over 2,700 kilometres of rail infrastructure, the majority of which is electrified. Prior to this position, Clay was the Group General Manager of Coal South and was responsible for the delivery of Coal in the Blackwater and Moura rail corridors. Previous to working with Aurizon, Clay held a number of Operational positions in Toll Holdings, Oswalds and Banks Distribution.

**DANIE SWEMMER, MANAGER – MAINTENANCE AND PROJECTS, BOYNE SMELTERS LIMITED**

See 'Speaker' section.

**DANIEL GROGAN, MAINTENANCE, RELIABILITY AND ENGINEERING MANAGER, EXXONMOBIL**

Dan Grogan is the Maintenance, Reliability and Engineering Manager

at the Altona Refinery. He has more than 20 years of experience with ExxonMobil and has worked at both the Adelaide and Altona Refineries in a broad variety of roles. These included SHE, operations, project and maintenance. Dan has a Bachelor of Engineering (Mechanical).

**DOUG TURNBULL, PRINCIPAL MINING ENGINEER, SANDVIK**

See 'Speaker' section.

**GARY HURLEY, MANAGER – CIVIL DELIVERY, MAINTENANCE DIVISION, SYDNEY WATER**

Being the manager of Civil Delivery in the Maintenance Division at Sydney Water, Gary is responsible for the delivery of the civil works program across water and wastewater networks. An important part of the program is finding and fixing leaks. Gary has over 30 years of experience at Sydney Water and has worked in many different areas.

**JAMES GREY, GLOBAL KNOWLEDGE MANAGER, WORLD WIDE REFINING, ALCOA**

James Grey is the current Global Knowledge Manager for Alcoa World Alumina. From 2004 to 2012 James worked as Best Practice Transfer Specialist and developed and implemented a Communities of Practice program across the company, which accelerates the transfer and implementation of processes and practices across four continents and six countries.

**PAUL PETER, SENIOR MANAGER, GOVERNANCE AND RISK, METALLURGICAL COAL, BHP BILLITON**

Paul Peter has occupied his current position at BHP Billiton since January 2009. He provides risk management acumen to the company's MetCoal Executive Team, develops and maintains the strategic and business risk profile of the organisation's Metallurgical Coal Business and manages the group's Compliance Program in relation to anti-trust, anti-corruption and international trade.

**PETER BILLING, EXECUTIVE GENERAL MANAGER OPERATIONS, ERGON ENERGY**

Peter has over 30 years of experience in the electrical distribution industry. He has overseen the creation of Ergon Energy and the development of a one-business approach. He was appointed Executive General Manager Operations in October 2010 and currently manages the "do work" side of a modern electrical distribution business.

**PETER TODD, ACTING ENGINEERING MANAGER, UPSTREAM, ORIGIN ENERGY**

Peter Todd is the Acting Engineering Manager at Origin Energy's upstream business. He has also held the positions of Senior ICCE Engineer and Principal Functional ICCE Engineer for the same unit. His previous experience in the hydrocarbons and power generation

industries includes working with ConocoPhillips as Production Engineering Consultant at Bohai Bay (China). He has also worked from Muscat (Oman) as Regional Manager (ESP) for the Wood Group's operations in Europe and Africa.

**ROBERT FINLAY, GENERAL MANAGER ENGINEERING AND RELIABILITY, ARRIUM**

See the 'Speaker Bio' section.

**STEVE PETROFES, GENERAL MANAGER, MINING AND DEVELOPMENT PROJECTS, WEST PILBARA MINE, RIO TINTO**

Prior to his current position at Rio Tinto's West Pilbara mine, Steve worked for two of the most important aluminum producing companies in the world. He started with Alcoa in 2000, leaving the company in 2007 after working as Engineering Manager AWA Atlantic. Later that year he joined Rio Tinto Alcan, where he stayed until 2011 working as General Manager for Engineering Services, then moving to the Iron Ore market with Rio Tinto in Western Australia.

**STUART MOCKETT, ASSET MANAGER, HOBART, NYRSTAR**

As Asset Manager, Stuart has responsibility for maintenance and capital projects across Nyrstar's Port Pirie smelter. The role is part of the site management team focused on safety and environmental performance, production output and financial success, as well as the coordination of regional asset management activities with Port Pirie.

**TIM DREW, OPERATIONS READINESS MANAGER, QUEENSLAND, ARROW ENERGY**

Tim Drew is the Operations Readiness Manager at Arrow Energy in Brisbane. He studied engineering at Durham University in the UK and has worked for GEC Alsthom there, Dowty Group in South Africa and Shell around the world. His work with Shell has taken him to Oman, Nigeria, Scotland, the Netherlands, Malaysia and Australia, while working in Operations and Maintenance roles. He has also worked intermittently for Shell Global Solutions International, the company's consultancy arm, in Nigeria, Russia and Kazakhstan.

Tim speaks a smattering of Welsh, likes to play tennis, enjoys reading and is interested in hill walking, having scaled Gunung Mulu in Sarawak, Borneo, last year. He has two children who attend university in the UK.

**VAUGHEN WYKES, ENGINEERING MANAGER, REFINING NZ**

Vaughen Wykes is Engineering Manager at Refining NZ, which provides most of New Zealand's hydrocarbons destined to internal demand. He has significant amount of experience in Exploration and Production, acquired by working for BP in Azerbaijan and for RasGas in Qatar.





## Event details

### Registration

To ensure a robust, diverse and optimum environment for networking with like-minded peers and experts, numbers are limited to 200 delegates so register at [www.twleadingpractice.com](http://www.twleadingpractice.com) early to avoid disappointment.

Registration will open Monday, 11 March 2013 and close Friday, 26 April 2013 unless places are sold-out earlier.

Please alert us to any dietary requirements or special needs when registering.

### Accommodation

Competitive rates have been secured at Sofitel Brisbane Central. A private link to book accommodation at the hotel will be provided on your confirmation letter once you register for the event at [www.twleadingpractice.com](http://www.twleadingpractice.com)

### Cancellation/changes

You can change or cancel your registration up until Tuesday, 23 April 2013 without penalty (a full refund will be provided if cancelling). No refund will be given after this date. See full terms and conditions provided during the registration process and on the confirmation email.

### Cost of attending

The Leading Practice Forum 2013 is held for invitees of TW, Transfield Services, WorleyParsons and representatives and invitees of Steering Committee companies only\*.

For \$400\*\* you will have access to more than 25 leading practice presentations throughout the program and networking activities including the focus group breakfasts and off-site dinner. Or, for \$200 you can choose to attend one day only.

\$100 of your registration fee will be donated to charity, RUOK?

\* No third party invitations, suppliers or competitors of the sponsoring organisations will be accepted. Final confirmation of registration is at the discretion of the Organising Committee.

\*\* Costs for accommodation, travel, insurance and hotel incidentals are not included.

### Climate

The average temperature in Brisbane in May is between 13–23°C

### Dress code

The dress code for the event is business attire. Business or smart casual is recommended for the off-site dinner.

### Pre-event activities

You are encouraged to become a member of the Leading Practice Network to register for this event.

The Network is an online tool that enables you to network, share, learn and discuss common challenges and solutions throughout the year – you will have the opportunity to not receive communications and to keep your details private if you prefer.

In 2013, we have also provided the channels for you to interact with speakers, be alerted to updates in the lead-up to the event and have all the details on your mobile or tablet device for easy reference. You will have the opportunity to sign up to these channels when you register, or you can sign- up now at:

- Leading Practice Network ([www.twleadingpractice.com](http://www.twleadingpractice.com))
- LinkedIn (search for 'TW Leading Practice Network')
- LPF13 App for iPad, iPhone and tablets: Available from early April.

### Transport

Self parking is \$45 per day and valet parking is \$55 per day at Sofitel Brisbane Central.

The hotel is directly above Central Station. The Airtrain is available approximately every 20 minutes to and from Brisbane Domestic and International Airports, with travel time of just 22 minutes. For the train timetable and to pre-order your train tickets go to: [www.queenslandrail.com.au](http://www.queenslandrail.com.au)

## Contacts

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