

MAINTAINING A CONDUCTIVE WORKPLACE THROUGH IMPLEMENTATION OF OCCUPATIONAL SAFETY & HEALTH (OSH) AT SAPURA BRAKE TECHNOLOGIES SDN BHD

Overview of the Sapura Group

For over four decades, the Sapura Group has taken the lead in the acquisition and development of strategic technologies. Established in 1975, the Sapura Group is a 100% Malaysian-owned technology-based organisation. The Group has expanded and diversified its businesses across four major business areas namely Oil & Gas, Secured Technologies, Industrial & Automotive Manufacturing, Property Development, Aviation & Education.



Sapura Industrial Berhad is divided into two wings, the first wing is the automotive components manufacturing and the second wing is Technology. Under the *Automotive Components Manufacturing*, there are four companies namely Sapura Machining Corporation Sdn Bhd, Sapura Automotive Industries Sdn Bhd (Port Klang), Asian Automotive Steels Sdn Bhd (Bandar Baru Bangi) and Sapura Brake Technologies Sdn Bhd (Bandar Baru Bangi). The *technology* wing comprises of two companies namely International Auto Parts Sdn. Bhd. (Bandar Baru Bangi) and Sapura Technical Center Sdn. Bhd. (Bandar Baru Bangi).



Sapura Brake Technology at a glance

Sapura Brake Technologies Sdn. Bhd. (SBT) is a subsidiary of Sapura Industrial Berhad which specializes in the production of brake technologies. SBT is a small and medium enterprise with a workforce of sixty employees and with a paid-up capital of 3 million. The company's vision and mission is to create indigenous technological platforms through entrepreneurship that propagates technical competence resulting in sustainable profits and to be technologically competent and distinctive in their areas of business by providing solutions that exceed customer' expectations through professional leadership and to consistently deliver improved performance.

Major customers of SBT include major market automotive players from overseas as well as local. The overseas major customers include Honda, Mazda, Volkswagen, Ford, Volvo and General Motors. The local major customers are Perodua Manufacturing Sdn. Bhd., Proton Berhad and Suzuki Malaysia Automobile Berhad as its technical partners. For Perodua Manufacturing Sdn. Bhd., SBT manufactures the front brake assembly for the Kancil, Kenari and Kelisa model with the technical assistance coming from Advics, Japan. For Suzuki, SBT manufactures the knuckle set and for Proton, SBT manufactures the front brake assembly, rear drum brake and duplex model with assistance coming from Korea Delphi (KDAC) in South Korea.

In the year 2014, Sapura Brake Technologies have won the National OSH Award 2014 under the category of Small and Medium Enterprise Award from Ministry of Human Resources (MOHR) for their excellence in implementing occupational safety and health in their organization. This company also certified with three (3) quality systems namely TS 16949, OHSAS 18001 and EMS 14001.

About the visit

Recently, on 11th June 2015, Malaysia Productivity Corporation (MPC) conducted a site-visit to SBT plant in Bandar Baru Bangi, Selangor to learn on SBT's best practices. The delegates comprised of 35 participants from various sector (private &

public). Sharing session on OSH best practices was presented by En. Mohamed Kamil Mahmud, Plant Manager, Sapura Brake Technologies Sdn Bhd.



Best Practices of Sapura Brake Technologies (SBT)

Leadership & Culture

Culture makes 70% of a company and the other 30% is technology. This is particularly true with SBT when it practices the **servant leadership** culture. Servant leadership is about leading by examples. It is about having leaders going to the ground and demonstrating good leadership qualities and in turn, their subordinates will naturally follow in the good examples set by their leaders. In SBT, the top management from Sapura Industrial Berhad or Sapura Holdings Berhad will visit SBT from time to time to meet with SBT management so as to ensure the operational smoothness and the importance of safety and health at work. The top management practices walk the talk culture around the factory and give their feedbacks on opportunities for improvements.

Other than the leadership factor, another best practice is the **ownership culture** which is being practised at SBT. Several locations within the factory are assigned to a specific employee and the appointed employee will be accountable for the management of the designated area.

OSH Information System and Effective Communication

SBT best practices includes the implementation of the Occupational Safety & Health (OSH) information system such as the Safety Health Environment (SHE) Information

board which displays key information such as the masterplan & milestone, accident and incidents statistics and safety policies. The SHE committee comprises of employees of SBT which includes all levels of staff. Meetings are held on a monthly basis and the meeting minutes are being recorded and documented. It was found the number of accident showed a declined trend starting from year 2010 till 2015 and the company has reached at a '0' accident rate between year 2012-2015.



Graph of Accidents

Another best practice of SBT is the practice of having a dialogue session with the factory staff which is known as the 'Morning Market'. During the morning market, information is being disseminated to all employees of SBT and served as a platform to discuss on issues and ideas from employees. The objective of the morning market is to troubleshoot on arising issues. Another way for SBT to communicate and disseminate knowledge is by leveraging and harnessing on the power of social media using Facebook and setting up a WhatsApp Group. Through these channels, employees are able to share their knowledge and give their opinions and feedbacks to the management.

Inclusiveness is another best practice of SBT, whereby participation is gained from all levels of employees regardless of ranks in its activities. The main goal is to ensure a high standard of OSH is maintained.

SBT have accomplished the certification of OHSAS 180001 for its management system documentation. The SHE meeting minutes are well organized, documented and recorded for reference. The PCC Department Personal Training Feedback File is used to monitor on the feedback from staff in terms of the personal training received for their professional developments.

Maintaining the OSH through various activities implemented at SBT

Several initiatives were organized by SBT as to ensure the OSH implementation will create conducive and safe workplace for their staff as follows:

1. 5S Campaign



The 5S Campaign encourages SBT employees to ensure that their working areas are always clean and organized that will contribute to the efficiency and effectiveness of the employee. As such, SBT implemented the 5S campaign to augment the productivity level and efficiency of employees.

2. Go Green Campaign



SBT encourages creativity building through their Go Green Campaign. It is also meant to raise the awareness of SBT employees on the importance of reducing waste through recycling activities. The objective of the Go Green Campaign is to generate creativity among staff by recycling waste items and to further enhance the culture of a safe environment.

3. Self-Cleaning



SBT introduces the self-cleaning campaign as part of its efforts to ensure that all areas of the building are always clean. Each employee or operator of the designated area will have a poster with their photograph on it with a caption “*Ini Wilayah Saya*” or ‘This is My Territory’, pledging that they will ensure the area will always be clean and organized.

The objective of the self-cleaning campaign is to introduce a healthy & cleanliness attitude among workers. Through this campaign, SBT has been able to eliminate cost for hiring janitors for 3 years running.

4. Zero Table Top

Having a table that is not cluttered with folders, files or papers will help to increase the productivity of a worker. SBT management have introduced the zero-table top initiative whereby employees will have to ensure that their table is tidy and is free from any item on it.

5. Safety Is My Responsibility



The culture of safety is inculcated within the workers at SBT and safety does not limit to their own safety alone but safety means that they are also responsible for the safety of their co-workers.

6. Check and Find Out (C&F)



GRAF C & F 2014

Jumlah Binah	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
OPENING/CUMMIS	3	0	4	18	22	24	28	31
JUMLAH CNF	3	2	2	17	5	4	5	3
SAP	0	2	1	3	1	2	2	0
BAKI	3	0	3	34	4	2	4	3

GRAF C & F 2015

Jumlah Binah	DEC	JAN	FEB	MAR	APR	MAY	JUN	OCT	NOV	DEC
OPENING/CUMMIS	0	3	2	4						
JUMLAH CNF	3	3	2	3						
SAP	2	3	0	0						
BAKI	3	2	2	7						

The check and find out is a monthly self-audit to find hazard around workplace by staff. The objective of the C&F is to move towards 0 accidents within 5 years.

7. Clean Zone

PERKARA/ETIKA DIDALAM "ZON BERSIH"

- Hendaklah mengutip /membersihkan sekiranya melihat sampah di dalam "ZON BERSIH".
- Pelawat hendaklah meletakkan kenderaan dengan cara yang telah ditetapkan (**SAFETY PARKING**).
- Kontraktor penghantaran hendaklah mematikan enjin kenderaan setelah berada didalam petak yang disediakan.
- Kontraktor penghantaran hendaklah meletakkan "TYRE STOPPER" dan "OIL LEAK DETECTOR" dikenderaan masing-masing.Sila rujuk SOP yang disediakan untuk makluman tambahan.
- Sila minta bantuan kakitangan SBT,sekiranya berlaku kecemasan seperti tumpahan minyak atau perlukan alatan pembersihan.

The introduction of the clean zone area such as at the loading bay is an example of clean zone initiative by SBT management. The clean zone is gazetted as the master plan of SBT for 2015. Delivery trucks that have oil leakages will not be allowed to enter the clean zone compound until their trucks is free from oil leaks. The objective of the clean zone is to eliminate oil leakages from delivery trucks and to introduce and augment the safety consciousness among SBT vendors. Delivery trucks drivers are requested to put a tyre stopper and an oil leak detector on their delivery trucks and to turn off the delivery truck engine once they are in the designated yellow parking zone.

8. Collaboration with DOSH



SBT have collaborated with external organization such as the Department of Occupational Safety and Health (DOSH) in finding solutions to problems related to the safety and health of the workers. One of the collaborations that were done between SBT and DOSH was on how to properly measure the noise level with reducing the noise level as its main objective.

9. Corporate Social Responsibility



Corporate Social Responsibility (CSR) activities by SBT includes providing zebra line for walking area at the surrounding areas of the factory. SBT also responses to external issues which concerns with the safety and health of the factory community. Other than this, SBT also complies with hazardous substances free standard (EC Directive 2000/53/ELV). Collaboration with suppliers from within the automotive sector is also being conducted to test on the various brake systems manufactured by SBT.