

Venture Sendirian Berhad : The Journey to Excellence

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Introduction

On 23 June 2015, Mr Abid Rashid, the Head of Venture Sdn Bhd was in a conversation with his CEO Mr Alvin about his worries regarding the fire incidence.

Mr Abid: *Mr Alvin, I am wondering why our employees are so reluctant to adopt pro-active safety culture.*

Mr Alvin: *We can't give up! You have to do something. And I do hope that it will not be too late. I do not want the same incidence to be happened again.*

Mr Abid: *Sure. I will try my best to sort out the issue.*

Venture Sendirian Berhad (subsequently known as Venture) was an oil and gas company which was in charge of handling the small and marginal fields that had smaller reservoir in Malaysia. The company was comparatively new. In the middle of 2014, the company encountered an accident while handling one of the projects. The fire was caught in the pump room which caused almost RM 21 million of losses. After investigating the situation, it was revealed that the main reason for this incidence was people's negligence. Considering the seriousness of the issue, Mr Alvin James, The CEO of Venture suggested Mr Abid Rashid the head of Health and Safety department of Venture to bring the pro-active safety culture among the employees on or before December, 2015. Mr Alvin was afraid, if the employees were not alert and aware of the safety culture, such incidence might occur again and again.

Venture Sdn Bhd

Venture Sdn Bhd was established on April 2013. The main business of Venture was to bring out the oil and gas from underneath the seabed in the floating storage facility before it could be sold as a product. The company was situated in the heart of Kuala Lumpur. It aimed to optimize production from all small and marginal clusters through operational, technical and cost effective methods. Mr Alvin James served as the Chief Executive Officer whereas, Mr Abid Rashid was the head of health and safety department of Venture. There were four general managers and other 40 staff who were working at Venture.

Mr Abid's Attempt to Change the Work Culture

Once the pump caught fire, investigation was carried out which revealed that mainly employees' negligence was the main reason behind the accident. Mr Abid consulted with the other general managers about the issue. He felt that, there was a need to take some pro-active immediate initiatives to bring the alertness among the employees and to make it a habit to think about safety on the day-to-day job and activities. He came up with certain rules to implement in this regard such as:

- Wearing the safety attire (specific jacket and cap, show) while on duty
- No smoking and no drinking in the workplace

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- Audit on regular basis, etc.

Mr Abid shared his difficulties with Mr Sarwar, his colleague cum a very trusted friend.

Mr Abid: *You know Sarwar, I don't mind to be patient and to explain our new rules and policies to our employees about the pro-active safety culture. But there is a limit. Sometimes it becomes difficult for me to have patience.*

Mr Sarwar: *What do you mean by that? Can you please explain further?*

Mr Abid: *Although we forbidden all to smoke in the workplace, I have seen several cigarette butts in the lobby. Not only this, in my absence, I have seen them not wearing the safety jacket during the inspection time. Don't know how why they are not embracing the new safety rules...!*

Mr Sarwar: *I understand how do you feel. Don't lose your patience, ya? There must some ways and I know well that you can do it.*

Mr Abid: *I hope so too...*

Mr Abid realized that creating comparatively a new culture was not so easy. This was because, most of the employees were reluctant to adopt a new culture. Moreover, many employees still used to smoke in his absence. Sometimes, they just did not bother to conduct the audit rigorously, instead they inspected the sites and the machineries just to fulfil the requirements. Even, some of them did not wear the safety jacket while on duty.

Conclusion

All these resistance made Mr Abid worried. He was concerned about inculcating the safety culture. However, he was not so sure, how to do that. The time was running fast. He had roughly 6 months in his hand to come up with a fruitful plan. Mr Abid was contemplating: *What changes can help Venture to successfully implement the Proactive Safety Culture?*