

Vision

Bringing back the natural forest and managing it sustainably

Core Purpose

To deliver consistent, predictable and sustainable supplies of quality timber from our NFM and ITP (BASIL) forests

Core Values

- Do the right thing, even though no one is watching;
- Love and respect for self, fellow man and nature;
- Recognise and promote teamwork, and never let your team members down;
- Continuous improvement of self and Sapulut through training and learning and practice "I see, I think and I do";
- Discipline- discipline of self, disciplined thoughts and disciplined action;
- Do ordinary things extraordinarily well;
- Know the rules, and know how to break them properly.
- Ideas are easy. Execution is everything. It takes a team to win.

Revised on 21 May 2018 by Mr Norman Wong

FROM THE MANAGING DIRECTOR'S DESK

"Fix the Problem, not the Paperwork"

Recently a "new" set of challenges came to MDO's attention. These "new" challenges had in fact been recurring and are deemed to be chronic. Sadly, they have not been resolved at the root level. Instead of fixing them - or cover-up if one is to use a more vulgar but honest word – these so called "new" challenges were "resolved" by the fixing of documents.

I refer in particular to the process of hauling sheet, which leads to the generation and preparation of TDP. TDP is the document that Forestry Department checks to ensure that the logs listed in the TDP match exactly the logs that are being transported by lorry. 100% accuracy, and any discrepancy can lead to more checking, tracing and long delays.

It has come to my attention that somehow our people on the ground, and their superiors, could not get the record of loading of logs onto lorries in CS accurately on the hauling sheet. And somehow, even the transfer of data from hauling sheet onto TDP, there were errors.

Our well established work system – and even common sense – tells us that simple human errors in both processes are totally avoidable. Tragically, we have set the standards so low that we accept these errors, and we even came up with excuses to justify such decay.

I consider it cheating that, instead of getting the processes of our ground people right, we chose a more stupid step by fudging the documents to cover up the inaccuracies.

To me, this kind of thinking, or the resulting behavior, went against our core values which are to always "Do the right thing, even though no one is watching" and "Do ordinary things extraordinarily well".

Did we do the right thing by fudging the documents? Did we do ordinary things extraordinarily well by making inaccurate recordings? The answer is obvious: we failed in these simple steps.

I cannot imagine that we could think so low of ourselves, accepting such simple mistakes as OK, and worse of all, coming up with excuses to cover up them up.

MDO does not seek perfection. But we strive for excellence. By that, we mean we can accept mistakes, as long as we learn from them and take steps to rectify and improve ourselves.

By any standard, people avoid making the same mistake twice. But our people chose the worst action by deciding to hide their mistakes. This way of thinking breeds a culture of decay and mediocrity. This is the opposite direction of where we want to go.

To avoid further decline of our work standards, I have no choice but to say that for those who do not accept and practice our core values, our company humbly ask them to seek employment elsewhere because we cannot accept them, and they do not fit in.

By: Mr. Norman Wong
June 2019

We Value Your Opinion.
Feedback makes us better!



We're always looking to improve and feature content that you would find interesting and helpful.

The best way for us to make this newsletter better is to hear from you. We'd love to get any feedback or suggestions you think should be included.

You can simple email to us at newsletter@sapulut.com or drop any feedback on the suggestion box provided at Forestry Complex.

LEAN SIX SIGMA SECOND PHASE TRAINING AND COACHING



Photo 1: GENBA with Planter team to planting site

Photo 2: GENBA to Nursery



Photo 3: Planting PDCA and observation of making tree guard stakes before installation

Photo 4: GENBA with tree guard internal staff together with FIKUEM to installation area

Sapulut Forest Development Sdn Bhd was again privileged to have Mr Wong Chee Kong from Singapore on 8-12 February to train our staff in Lean Six Sigma, a method that provides organizations tools to improve the capability of their business processes. It relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. His training this time focused on the company's tree nursery and planters in the plantation department. The focus on our tree nursery was deemed important as it supplies tree seedlings to our planters in the plantation department. These two components in the entire company operation chain must not be broken or else it would badly affect its overall production and performance.

Our staff who were selected for the special training were Baxter Basilius, Yeremia Angkasang, Jamilah Elap, Chindry Baritoh, Bradleyon Yakus and Stanley Salarong from the nursery department. The rest from the planting department were Mazlan During, Effendde Endim, Semley Saimon, Sudi Lintong, Kilimin Ansaat, Marcus Augustine, Paulus Kalulu, Jamil Sinayong, Peter Philip and Stephen Ah Kit. All the staff actively participated in the training and generously shared their ideas on how to improve their current work process in their respective departments.

Among the training modules were the marshmallow challenge, LSS, definition and principles, value and types of waste, mapping nursery process, top down chart and Yamazumi board, as well as Lego game. The participating staff were also asked to challenge themselves by meeting specific targets.

In the challenge, the nursery department was asked to germinate 42,000 white 'laran' seedlings and 36,000 red 'laran' seedlings which were ready to be planted in the field by 3 June 2019. The planters, on the other hand, were asked to plant 2,000 albizia seedlings, 1,000 albizia seedlings (by the Tiger team) and 1,000 seedlings of the same species (by the Serigala team).

Aside from the challenge, staff from the nursery department and also the Serigala planter team were asked to implement 5S concept in their work place. The concept is originally a Japanese organization method composed of the terms: seiri, seiton, seiso, seiketsu, and shitsuke. This methodology is a building block to allow Just-In-Time Manufacturing.

The training programme also benefitted the company management staff where Mr Wong touched on the relevant key themes such as leader standard work, visual control board, lean council, people centric meeting and many more. He also introduced MAGIC which stands for M-Make better decision, A-Accountable, G-grow, I-Involve and C-change.

Mr Wong made a second trip to the field centre from 11 March 2019, 15-24 April 2019, where he continued to coach the team about Kanban preparation on the field and facilitated the SMED game. Kanban is tool to control the flow of raw materials and Work In Progress into and out of the production system. It is one of the ways and means to achieve Just in Time Manufacturing. Kanban can be used for both Batch Processing and Single Flow Manufacturing. SMED (Single Minute Exchange of Dies) however is a process of reducing changeover (setup) time by classifying elements as internal or external to a machine's operating time and then converting the internal elements so they can be done externally (while the machine continues to operate). Following the training, Mr Wong gathered the company executives go through the progress of the LSS phase 1 implementation. He also advised them on areas which they failed to cover.

The outcomes of the training sessions were presented to the participants and management at the company's head office in Kota Kinabalu. They later were later presented with certificates of participation by company Managing Director Mr Norman Wong to acknowledge their effort in the Lean Six Sigma culture implementation.

Mr Wong continued to train a new batch of participants for third phase consisting tree guard internal staff in-charge and the remaining nursery workers who had not been trained.

By: Edward Lee

KILIMIN RECOGNISED FOR MOST IDEAS CONTRIBUTED

Kilimin Ansaat, our planter in the BASIL planting unit, had proposed a change of stakes colour from blue to red for better visibility, an idea that earned him a certificate of appreciation in conjunction with the Lean Six Sigma Training that he participated in. In fact, it was one of many ideas that he contributed throughout the training that made him stand out as the rightful candidate to receive the award.

"One of the ideas I shared during the training was on the stakes colour. It'd always been blue which was difficult for the internal audit and census team to recognise the stakes of each seedling as it didn't contrast well against the forest background. So, I suggested the colour be changed to red," he told our newsletter team in an interview.

Sharing his thoughts about the Lean Six Sigma training, Kilimin said was beneficial for him as a planter to learn to be better organised.

"One of the important lessons I learned was to plant seedlings as quick as a bunny."

"I also learned how to achieve the planting target set by the management. Basically, it taught me to manage time," he said.

He now looks forward to earning more income by adopting a work style that is more efficient and productive.

By: Johnson Joseph



Photo 1: Kilimin Ansaat with his certificate

Photo 2: Kilimin Ansaat dig a hole for planting seedling

Photo 3: Kilimin with his planting team (L6S training)

Photo 4: L6S training for planter at planting area

FIRST MEETING OF THE YEAR FOR MANAGERS AND HEADS OF DEPARTMENT



Photos: Manager and Head of Department meeting activities



Photo : Sapulut Managers and Head of Department

Sapulut Group managers and heads of department had their first meeting for this year on 3-4 May held at Wisma Manikar's conference room, with focus on strengthening team work top in the agenda.

The two-day meeting started with an ice breaking session where everyone was asked to share their interests and others, a process aimed at helping them to identify things they had in common. It was a fun moment but also one that inspired a better understanding of what it means to work as a team.

A more serious discussion followed with a sharing from Mr Edward Lee and his team on the progress of the LSS training and coaching using the Plan-Do-Check-Act (PDCA) methodology. A ball point game was conducted, not just to re-energise the meeting, but to introduce people to basic agile principles and values in a fun and all-senses involving way.

In the afternoon session on the first day, a discussion on the Seven Pillars of Insight was led by Mr. Bryant Wong involving each manager and head of department to fill in all the questions based on each pillar namely Values, Passions, Aspirations, Fit, Patterns, Reactions and Impact.

The discussion on this subject continued on the second day of the meeting followed by a presentation on the account summary and matters relating to human resource and Key Performance Index (KPI).

The meeting ended with some closing remarks from Managing Director Mr Norman Wong.

By: Adrianna Cristie

BORNEO FOREST COOPERATIVE'S VISIT

Sapulut Forest Development Sdn Bhd was privileged to have Mr. David Boden, who is the Chairman of Borneo Forestry Cooperative (BFC) and Mr. Agustan Alwi from Sabah Softwoods Berhad, for a two-day visit on 29th and 30th April 2019.

Among the topics discussed during their visit were on soil type, rain-fall, pruning, weeding, and nursery drainage and inventory plot.

Both visitors were taken to look at the company's BASIL 2017 to inspect the soil types from the soil pits. Mr. Boden shared some technical advice on land preparation with different machineries.

He also shared some information on how weeds could affect volume production from the planted seedling, cost and man days using weedicides and manual slashing.

He mentioned about the pruning on the Albizia seedling in the field. Information about fertilizer types, costs and amount for seedling in polybag stage were discussed in the nursery.

Mr. Agustan, in the meantime, discussed about inventory plot design in planted area for volume calculation while Mr. Boden went on to add about the cost benefit analysis for BASIL plantation system.

The BFC was founded in 2009 by Sabah Softwoods Bhd and Asian Forestry Company (Sabah) Sdn Bhd in collaboration with Boden and Associates Ltd.

Recognising that a successful and sustainable future for Borneo's timber industry resides ultimately in the productivity and quality of its plantations, the founding partners moved to establish a cooperative group and a set of principles under which companies could work together.

From an informal cooperative, the BFC has evolved into a Malaysian registered company, BFC Research and Development Sdn Bhd, with five members representing 150,000ha of plantations across Borneo.

The BFC takes a 360 degree approach to plantation research with programs covering tree breeding, silviculture, pest and disease management and solid wood quality.

Sabah Softwoods Berhad (SSB) is the pioneer company that ventured into large scale commercial tree plantation in Malaysia. Its objective is to replant fast growing tree species on a shorter rotation period in a homogenous manner which will enhance the yield per hectare with higher operating efficiencies at optimum cost.

By: Hue Su Wah



Photo : Soil pits checking by Mr. Agus

Photo : Mr. David Boden visit Planting area

Photo : Mr. David Boden with FMUEM visit to staking area

Photo : Mr. David Boden visit Sapulut Nursery

Photo : Visit Albizia planting area

'GOTONG ROYONG' WITH SK LABANG PARENT TEACHER ASSOCIATION

Few staff and forest rangers from Sapulut Forest Development Sdn Bhd sacrificed their rest day on Saturday (May 4) to participate in a 'gotong-royong' programme at SK Labang Sapulut and it was all worth it as a meaningful bond was created with the school and its Parent and Teacher Association (PTA).

Their participation was also part of the company's core values that is to be a neighbour to its surrounding communities.

Organised by the PTA, the programme saw company staff comprising rangers from Forest Protection Division (FPD), Forest Support Services (FSS) and Machinery, Equipment and Vehicle Department's (MEVD) backhoe operator, all rolling up their sleeves to give the school a bit of a facelift.

The moment our company staff arrived that morning, they quickly swung into action by teaming up with parents and teachers to paint two school blocks and dig up a new dump site for the school.

While these were in progress, SFDSB's backhoe moved in to upgrade the road leading to the teachers' quarters.

In the meantime, the company had brought seedlings of fruits such as mangosteen, durian and avocado to be planted in the school compound. These seedlings had been taken from the company nursery.

All the day's work ended at 5pm with a speech given by SK Labang headmaster, Yangin Bin Lumbis who commended SFDSB for taking part in the programme.

"I remember the first time when SFDSB came to the school, they donated some sawn timber," he said, thanking the company for its generosity. Although SFDSB's staff had run out of paint and could not finish painting the third school block, the programme was still a success, measured in terms of the 'gotong royong' spirit that was achieved that day. And what better way to celebrate the occasion than by sharing food and drinks together, with the Murut traditional rice wine in a big jar apparently the cherry on top that moment.

By: *Lyevivialyne Sopital*



Photo: SFDSB staff with PTA committee



SAPULUT FOREST DEVELOPMENT SDN BHD ANNUAL SPORTS DAY 2019



"All work and no play make Jack a dull boy."

The company's annual sport day event was organized to promote healthy lifestyle, encourage teamwork and cohesion, and to give the staff a day to have fun, together.

The 2019 Annual Sports Day was held from March 18th February – 1st May at the Forestry Tibow stadium.

Events included badminton, table tennis, sepak takraw, football, and volleyball.

Each division members participated in at least one event to earn points with the team collecting the highest named the champions of the Annual Sports Day, and take home the challenge trophy to display in their office until the following year.

The "sukaneka" was the highlight of the event.

This activity included all employees from each department to work as a team in order to win the relay race.

The closing ceremony was officiated by Forest Management Unit Executive Manager (FMUEM), Mr. Teddy Sius, who thanked everyone for taking part and congratulated the winners.

The departments that won each of the activities were given medals and hampers.

"It is important that Sapulut continues to have the Annual Sports Day event because it encourages all staff to be active and enhances teamwork-building," he said.



By: *Tan Hui San, Intern 2019*

NEW ADDITION TO THE SAPULUT FAMILY

This year, Sapulut Forest Development Sdn Bhd receives another batch of new members to the company comprising seven interns and one cadet. Five of the interns, Tan Hui San, Mohd Nur Azizi bin Aziz, Kenneth Areson Kuansin, Sylvester Suah, Mohd Hafiz bin Sayudi are from Universiti Malaysia Sabah (UMS). The other two, Zachary Leslie and Matthew Ngui are from Oregon State University and University of Melbourne, respectively. The cadet, Anastasha Arlene Junigo is from Keningau, who has graduated from Universiti Malaysia Sarawak (UNIMAS).

The UMS interns will be in Sapulut camp for the duration of six months up until month of July 2019. As for Zachary, he will be based at Sapulut camp for three months followed by another three months at the head office in Kota Kinabalu until August 2019.

All interns will be attached to all departments according to their schedule. Good news for Matthew - he has been absorbed into ICM department based in Kota Kinabalu. Let us welcome them and do our best to share our experience and expertise so that they will be able to gain knowledge, be informed and help us in realize the company's vision and mission.

By: *Peter Philip*



From left (Front): Sylvester, Azizi, Kenneth
From left (Behind): Anastasha, Zachary, Hafiz,

GET INVOLVED: If you like to contribute articles, feel free to submit to newsletter@sapulut.com or contact any of the team members:-

KK Office: Deckna Mosinoh, Theresia Richard & Adrianna C. Jaudi

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We welcome any feedback or comments to improve the contents of our newsletter. We also welcome any of the staff who wish to become a member of Newsletter Team.