




ROYAL BRUNEI ARMED FORCES

STRATEGIES & ACTION PLANS

2020





TITAH

Mengambil berat perkara disiplin bererti menjaga sebahagian dari kebajikan anggota ABDB. Mereka tidak diragukan lagi adalah aset utama ABDB. Oleh itu, tahap moral setiap anggota perlu dijaga, jangan ia merosot. Jika tahap moral itu rendah, maka padahnya boleh menjejaskan sumbangan anggota terhadap organisasi pertahanan.

TITAH BY HIS MAJESTY SULTAN HAJI HASSANAL BOLKIAH MU'IZZADDIN WADDAULAH IBNI AL-MARHUM SULTAN HAJI OMAR 'ALI SAIFUDDIEN SA'ADUL KHAIRI WADDIEN, SULTAN AND YANG DI-PERTUAN OF BRUNEI DARUSSALAM IN CONJUNCTION WITH HIS MAJESTY'S WORKING VISIT TO RBAF ON 26 SEPTEMBER 2019

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CHAPTER

WHAT IS WELFARE

WHY WELFARE

SURVEY DEMOGRAPHICS



WHAT IS WELFARE?

“A SOCIAL SAFETY ASSURANCE PROVIDED TO RBAF PERSONNEL IN TERMS OF PRIVILEGES AND WELL-BEING IN ORDER TO MAXIMISE THEIR OPERATIONAL EFFECTIVENESS”.

WHY WELFARE?

Ensuring proper administration of personnel welfare has a direct correlation to the overall health and performance of personnel and the organisation in general.

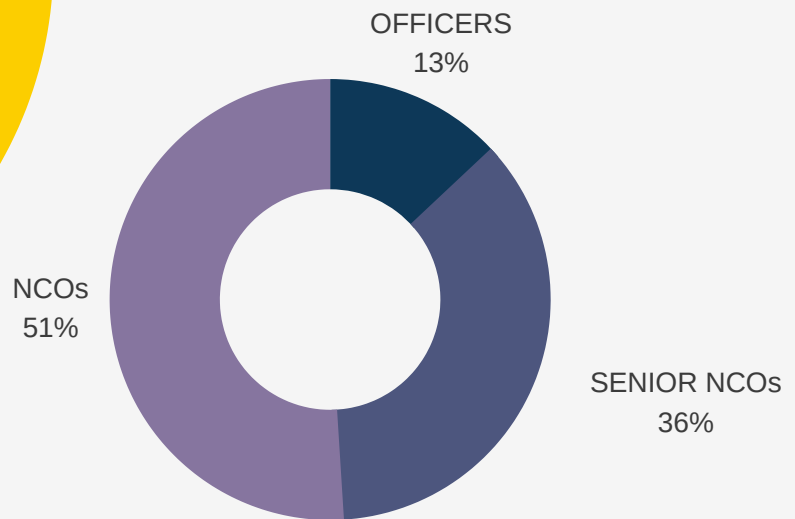
SURVEY DEMOGRAPHICS

2753

PARTICIPATED IN THE
SURVEY



8 OUT OF 10
PARTICIPANTS ARE
MALE.



A survey was conducted in December 2019 and the reception was exceptionally encouraging and exceeded expectations. Through the conduct of the survey, RBAF was able to recognise the underlying factors towards welfare issues. Further enabling RBAF to sharpen their efforts in formulating strategies to overcome these areas of concern that are to be implemented over a period of time.



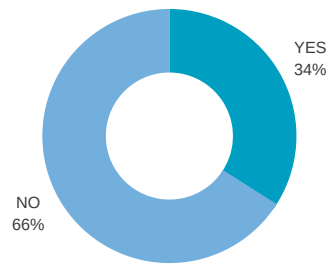
CHAPTER

MARRIED QUARTERS

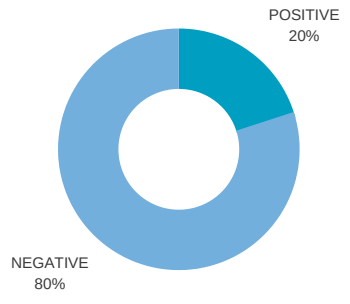
MESSES & BARRACKS



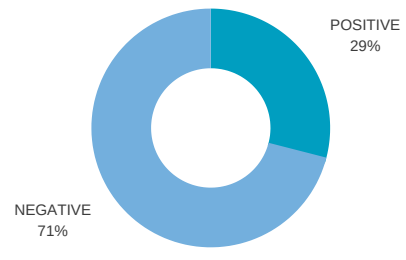
1723 SURVEY PARTICIPANTS ARE MARRIED



UTILISE THE RBAF MARRIED QUARTERS.



80% OF THE MARRIED QUARTERS USERS ARE NOT SATISFIED WITH THE MAINTENANCE AND WORK SERVICES PROVIDED.



ONLY 29% OF THE MARRIED QUARTERS ARE IN POSITIVE STATE.

MARRIED QUARTERS

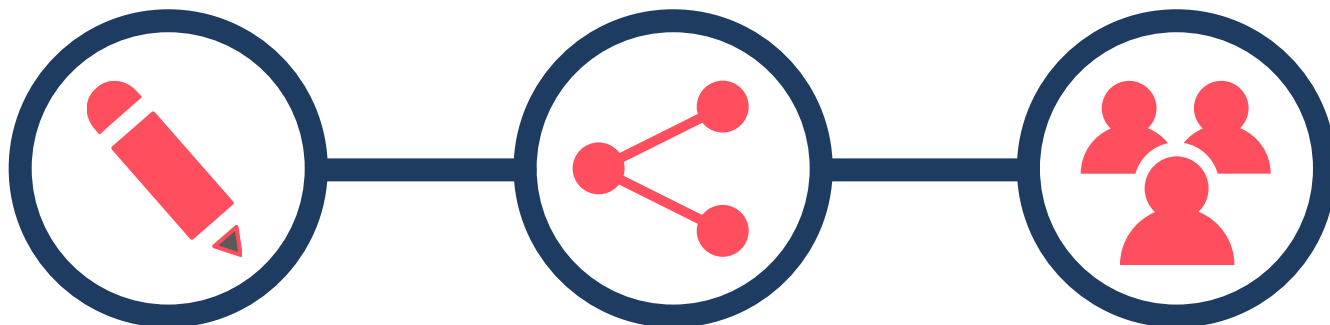
ENTITLEMENT TO ALL MARRIED SERVICEMEN & SERVICEWOMEN.

All married personnel under the employment of RBAF are eligible to apply for married quarters. The benefits include: providing security, reducing distance to and from work, and enabling personnel to save money. However, the survey study proved this was not the case, with applicants being left with long waiting periods, poor housing and maintenance conditions, and the occasional security and safety issues easily displacing the benefits previously mentioned.



STRATEGIES & ACTION PLANS

TOWARDS A CONDUCTIVE LIVING.



**REVIEW
HOUSING
POLICY**

**EFFICIENT
APPLICATION
PROCESS**

**CONDUCTIVE
MARRIED
QUARTERS**

Currently, the use of a One-Form system has enabled the housing department to better manage housing applications. To further remedy existing housing issues, RBAF also plans to establish a centralised RBAF accommodation database to improve overall management, planning, and projection of housing applications.

RBAF has also considered providing alternative housing for married personnel outside military camps under a contractual basis whilst major maintenance and repairs are being carried out on existing housing under RBAF's care. In addition, this will help the organisation to alleviate the waiting time. Thereafter, attracting more personnel to occupy RBAF married quarters in the future.



**INTEGRATED
HOUSING
PROVISION
SYSTEM**

A centralised RBAF
Accommodation
Database



**ALTERNATIVE
HOUSING
PROGRAM**

Off-camp centralised
housing options



**IN-CAMP
REHABILITATION
PROJECT**

Extensive
rehabilitation project
to refurbish the
existing married
quarters



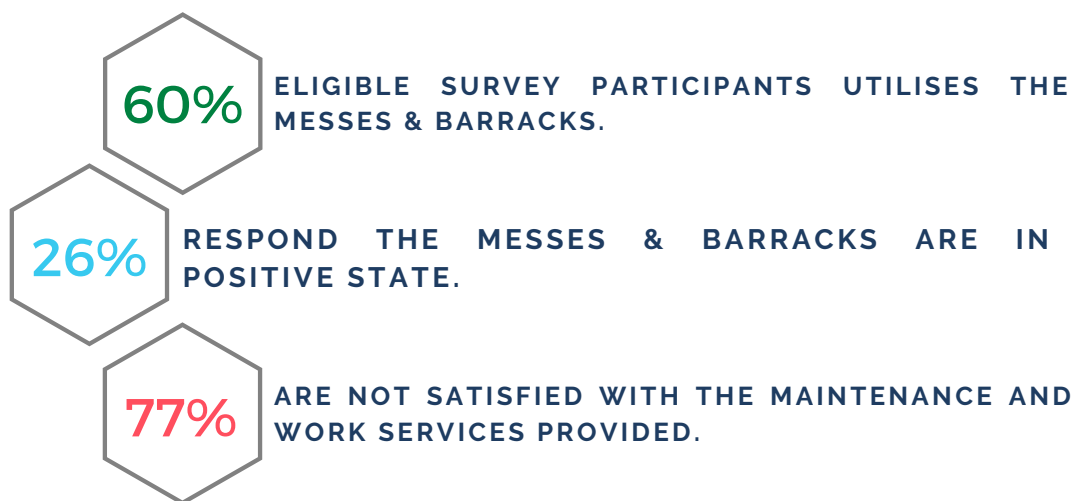
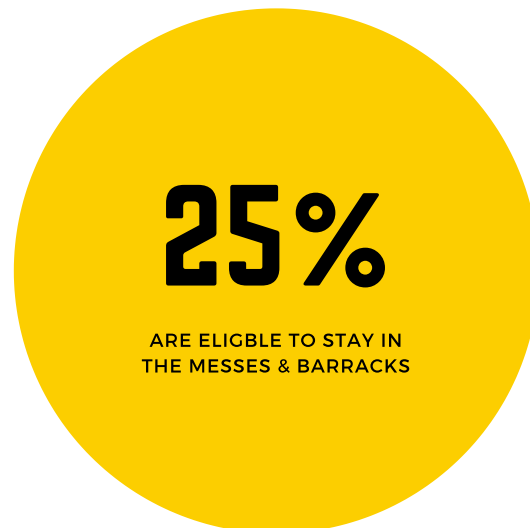
**MAINTENANCE
& REPAIR
PROGRAMME**

An additional
platform to
complement and
smoothen the
existing process.

THE MESSES & BARRACKS

A PLACE OF IDENTITY & ENHANCES CAMARADERIE & ESPRIT DE CORPS.

Similar to the provision of housing for married personnel, these privileges are applicable to bachelors in RBAF as well. All the same, RBAF acknowledges that there is, in fact, a shortage of bachelors' housing facilities and the condition and maintenance standards are not up to par.



STRATEGIES & ACTION PLANS

TOWARDS A CONDUCTIVE LIVING.

Similar strategies as the married quarters are being formulated to mitigate the on-going issues with the messes and barracks. Whilst more long term solutions such as the possible construction of new infrastructures are in the pipeline and maintenance and repair are carried out on existing facilities (Messes, Sgt's Mess, Bachelors Barracks), RBAF has considered providing alternative housing in existing apartment buildings in Brunei Darussalam under a contractual basis.

The use of a centralised RBAF messes & barracks accommodation database that will be integrated into the main Centralised Housing Database will also enable RBAF to properly manage, plan, and project the amount of facilities required to cater for the growing number of personnel in the future.



SHORT TERM

- Integrated Housing Provision System



MEDIUM TERM

- Exploring off-camp bachelor accommodation options
- Refurbishment plan on existing messes



LONG TERM

- Construction of new messes and barracks



CHAPTER

3

FACILITIES

&

OFFICE SUPPLIES

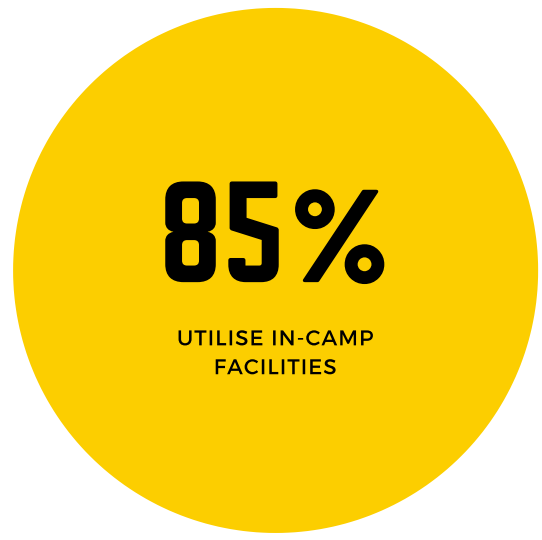


FACILITIES

MENTAL, SPIRITUAL & PHYSICAL HEALTH PLAY CRITICAL ROLES IN THE OVERALL EMPLOYEE SATISFACTION.

85% of survey responses use at least 4 out of 8 of the facilities made available within camps that include the gym, swimming pool, football field, *surau*, school, MRS, dental services, and KOWIRA. Though many preferred longer operating hours for sports complexes, the survey also exhibited the level of dissatisfaction with the condition and levels of maintenance of facilities or lack thereof.

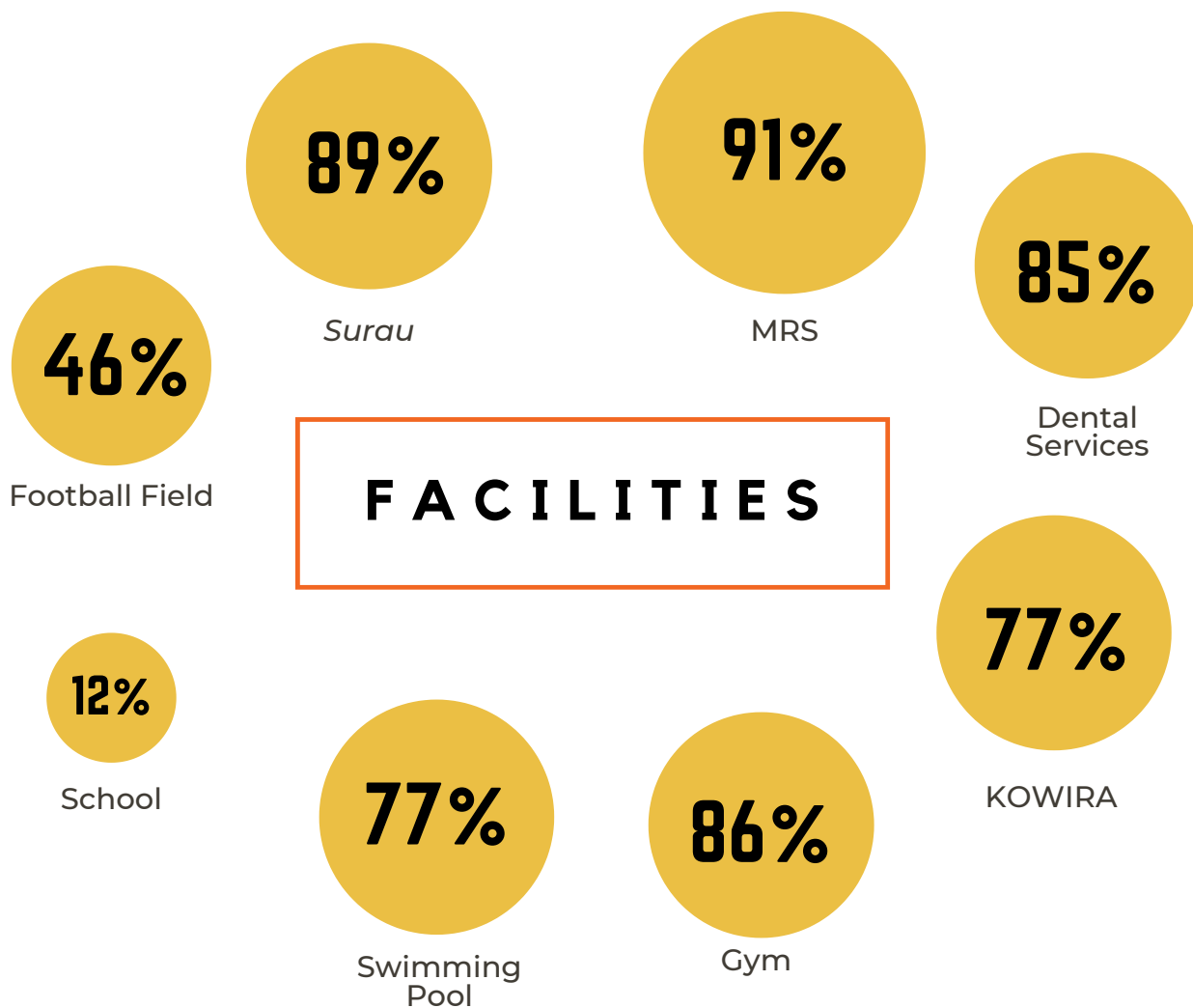
RBAF acknowledges that all camps should have a basic set of sports facilities made available to all personnel and their families such as football field, swimming pool, track and field, and gym. However, some of these facilities are still lacking at the Defence Academy, Tanah Jambu.



With these findings, RBAF aims to better allocate and prioritise funds towards the maintenance and provision of facilities. However, personnel are also reminded that shared facilities are not to be abused.

RBAF also acknowledges that it is high time that 'Priority Parking' spaces to cater for (but not limited to): pregnant women and disabled personnel should be introduced and further expanded in the near future.

FACILITIES USAGE



STRATEGIES & ACTION PLAN

TOWARDS MORE ROBUST & EFFECTIVE IN-CAMP FACILITIES FOR ALL.

01

MAINTENANCE & REPAIR PROJECTS

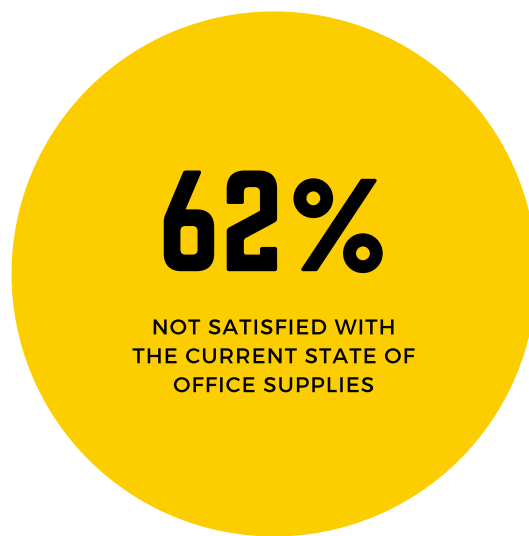
02

ADDITIONAL IN-CAMP FACILITIES PROGRAM

OFFICE SUPPLIES

DAY TO DAY ESSENTIALS TO ENSURE OFFICE'S PRODUCTIVITY AND EFFICIENCY.

Having the right office supplies is essential in the day to day running of an office. Basic office supplies such as pens, papers, printers, files and other office equipment are the main ingredients to a highly productive and efficient organisation. This, unfortunately, is not the case with 55% of survey responses stating there is a shortage of working equipment in offices in the RBAF.



STRATEGIES & ACTION PLANS

TOWARDS A MORE ROBUST & EFFICIENT OFFICE SUPPLY CHAIN.

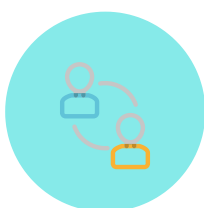
RBAF are looking into establishing running contracts with supply companies whenever possible in order to provide more robust supply processes and services. These supplies include office supplies (stationeries and furniture) and service supplies (tailoring and laundry services).

Conducting a periodical logistics review is also fundamental in order to continuously revise the supplies that are deemed necessary for the organisation, especially as we are progressing towards a more technology-centric direction where priorities and supply requirements may shift over time.



Educating and raising awareness amongst personnel on the proper process of supply and services request procedures also play a major role in maintaining a robust supply process within the organisation. Therefore, teaching modules will be made available at the School of Military Trade, TI RBAF, if required.

FOCUS GROUP INTERVENTION



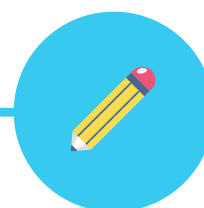
OFFICE SUPPLY PROGRAM



SERVICES PROGRAM



EDUCATION & AWARENESS PROGRAM



4

CHAPTER

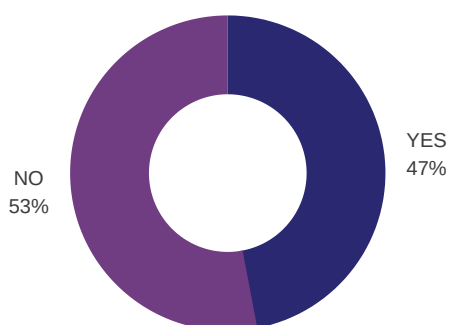
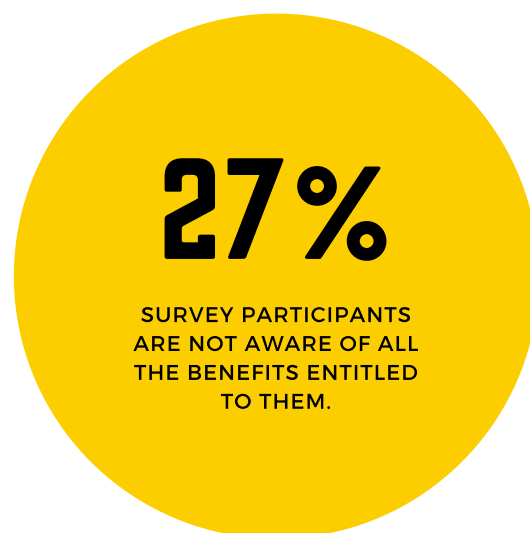
FINANCE



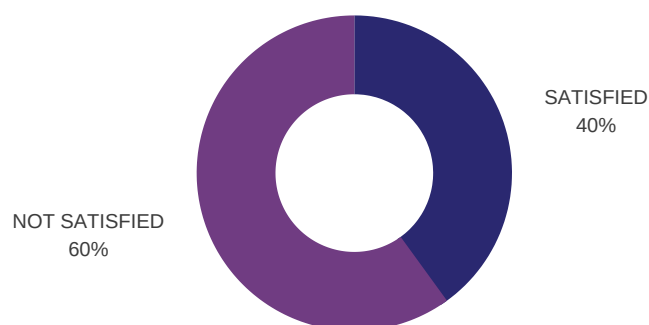
FINANCE

ENTITLEMENTS & BENEFITS FOR ALL PERSONNEL.

RBAF understands that all personnel come from different financial backgrounds and have different financial commitments in their daily lives but all aim to achieve a certain level of financial stability. 54% of survey responses showed that personnel were unsatisfied with the financial processes and management or at times even unaware of the application process and status of their claims.



53% OF THE SURVEY PARTICIPANTS ARE NOT INFORMED ON THE RBAF INSURANCE.



60% OF THE SURVEY PARTICIPANTS ARE NOT SATISFIED WITH THE RBAF FINANCIAL PROCESSING.

STRATEGIES & ACTION PLANS

TOWARDS ACHIEVING A ROBUST & EFFICIENT FINANCIAL ECOSYSTEM.

RBAF aims to tackle this in twofold:

- A means to process financial claims in a more efficient and timely manner through streamlining processes and procedures throughout the services and departments and removing unnecessary intermediary financial processes along with the addition of establishments within the pay office to help better cater for the incoming demands of the organisation.
- Educating and raising financial awareness within the organisation through the conduct of regular financial briefings and workshops with the addition of the availability of a financial advisor at *PUSAT PRIHATIN* to help personnel better manage their finances.

RBAF will also conduct periodic inspections to their processes and procedures to identify areas that are still lacking to ensure continuous improvement.



**ORGANISATIONAL
STRUCTURE & SYSTEM
ENHANCEMENT**



**MONITORING &
FEEDBACK
SYSTEM**



**EDUCATION &
AWARENESS
PROGRAM**



WAY FORWARD



WAY FORWARD

BUILDING ROBUST, EFFECTIVE & EFFICIENT WELFARE POLICIES & STRATEGIES TOWARDS PROVIDING A SUSTAINABLE WELFARE SYSTEM FOR ALL PERSONNEL.

Welfare issues have been one of the most persistent concerns in the RBAF. Continuous efforts have been made to mitigate these issues over the years. However, as the socio-economic and social landscapes evolved, RBAF acknowledged the need to continuously expand their strategies to ensure sustainability and stability in their personnel's welfare.

These strategies and action plans will complement and enhance the existing welfare system. With these strategies put in place, RBAF aims to be more efficient in their processes, be more prompt in their responses, and ensure that the voice of the personnel is heard and addressed accordingly. Ultimately, these initiatives will serve as a strong foundation for a robust and sustainable welfare system in the future.

