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INCOME AND WORK LIFE BALANCE DISPARITY

FOR ROYAL CUSTOMS AND EXCISE DEPARTMENT WORKFORCE



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23rd Executive Development Programme Middle Management Office

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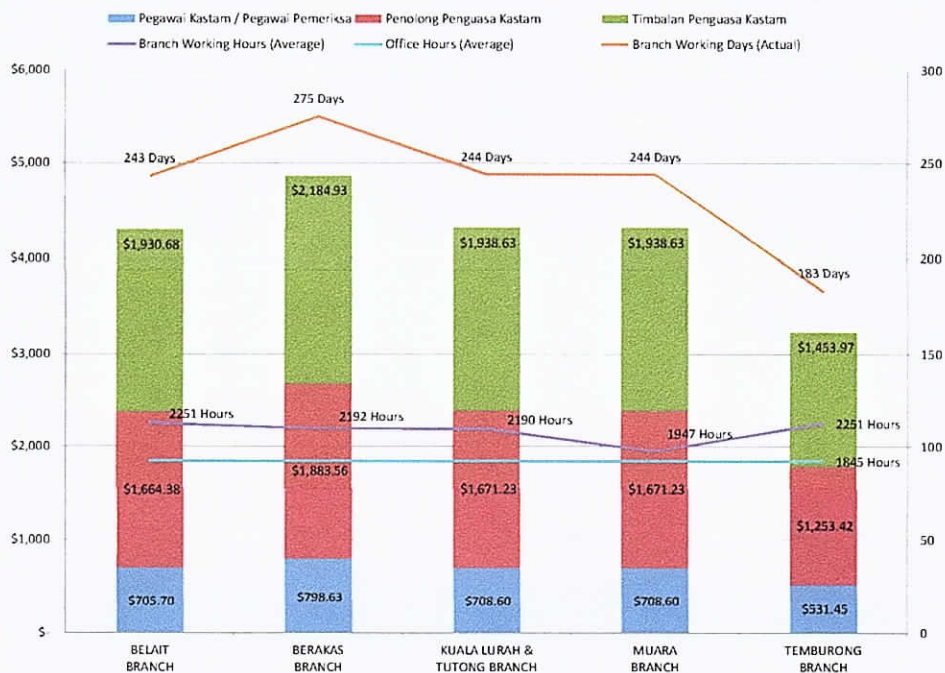
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Executive Summary

Royal Customs and Excise Department Workforce (RCEDW) has been facing Income and Work Life Balance Disparity especially when they are posted in various Royal Customs and Excise Department Control Posts (RCEDCP). This paper will address this disparity by focusing on the fairness, health and administration of RCEDW.

The following chart clearly indicates the disparity of RCEDW posted in any of the RCEDCP which consist of Belait Branch, Berakas Branch, Kuala Lurah and Tutong Branch, Muara Branch and Temburong Branch. For example, RCEDW in Temburong Branch, receive the least income (shift allowance) for all levels but among the highest working time of 2251 hours annually. Muara Branch received higher income (shift allowance) with least number of working hours of 1947 hours annually. RCEDW posted in Berakas Branch works 275 days annually (highest) while Temburong Branch is working 183 days annually (least).



Working hour's cycle between branches varies, ranging from 8 hours cycle to 18 hours cycle daily. Long and odd working hours have been proven to have an ill effect on one's health based on various literatures.

A few options had been explored to address the income and work life balance disparity as the following:

- I. Increasing The Number of Workforce With No Adjustment / Alignment of Shifts
- II. Increasing The Number of Workforce With Adjustment / Alignment of Shifts
- III. Adjustment / Alignment of Shifts With No Increase In Workforce

A lot of factors including the limitation of RCEDW, practicality to implement, execution of the proposal and external factors such as the current economic situation of Brunei Darussalam, have to be taken into consideration before arriving to the recommendation of **Adjustment / Alignment of Shifts With No Increase In Workforce (9 Working Hour's Cycle with 90 Minutes Mandatory Break).**

Overview/Background

This paper will review the current policy of various shifts mechanism within Royal Customs and Excise Department Control Posts' (RCEDCP). This review will focus on the number of working hours, working days, working hour's cycle, off days and shifts allowance receivable disparity at various levels for Royal Customs and Excise Department Workforce (RCEDW). These differences had an adverse effect in terms of opinions where RCEDW felt that one's is not fairly treated once being posted at particular RCEDCP. The difference in shifts mechanisms also affected their life work balance in general.

Introduction

Royal Customs and Excise Department (RCED) is a department formed in 1906. It is under the purview of the Ministry of Finance. RCED currently has a total of 525 personnel which are designated to various divisions / units (Refer Appendix 1). Control Posts are assigned under the Branch and Control Posts Division (Bahagian Cawangan dan Pos-Pos Kawalan) (BCPD) with 256 personnel. Each RCEDCP shifts schedule are independently set by the branch lead and all RCEDW posted in any branch is entitle to claim and receive shifts allowance based on the allowed rules and rate. (Refer to Appendix 2). BCPD has 5 major sub-units namely:

1. Belait Branch (Cawangan Belait)
2. Berakas Branch (Cawangan Berakas)
3. Kuala Lurah and Tutong Branch (Cawangan Kuala Lurah dan Tutong)
4. Muara Branch (Cawangan Muara)
5. Temburong Branch (Cawangan Temburong)

For comparison purposes, Berakas Branch is also included in this review to show the differences between 24/7 operation and 18/7 operation.

1. Belait Branch (Cawangan Belait)

Belait Branch is covering a few area of RCEDW's interest. RCEDW is stationed at Seria and Kuala Belait Post Offices, Belait Wharf and Sungai Tujoh Control Post. There are 56 personnel assign to this branch. Sungai Tujoh Control Post (S7CP) is assign with 38 personnel and will be used for this review. S7CP is located near the border with neighboring country of Miri - Sarawak, Malaysia (Refer Figure 1).



Figure 1 *Sungai Tujoh Control Post*

S7CP operates daily that starts at 6:00 AM and ends at 12:00 PM. S7CP personnel are stationed at various strategic areas of interest including the x-ray booth. RCEDW are tasks to perform multiple duties from facilitating trade, securing movement of goods and collecting revenues. The 38 personnel are assign in Group A, B and C respectively and at least led by Penolong Penguasa Kastam. Each group is scheduled to work at the specified shift time. For example, Group A will start the shift working at 6:00 AM and finishes at 2:30 PM. Group B will start at 2:00 PM and finishes at 12:00 AM. Group C will be taking the day off. The next day, Group C will start work at 6:00 AM and finishes at 2:30 PM. Group A will start at 2:00 PM and finishes at 12:00 AM. Group B will be taking the day off. The day after, Group B will start working at 6:00 AM and finishes at 2:30 PM. Group C will start at 2:00 PM and

finishes at 12:00 AM. Group A will be taking the day off. The scenario completes the cycle for the RCEDW at S7CP (Refer Appendix 3).

The following table (Refer Table 1) will show the differences between S7CP personnel working hours compare to normal office hours. For the S7CP total working hours and off-day are based on an average of 3 shifts for a whole year (2015). Comparative figure of office hours is also based at an identical period. Off-days are Friday and Sunday which includes Public Holiday.

Working Days	S7CP	Office Hours
Working Days	365	365
Off-Days	243	261
Public Holidays	122	104
Working Days (Less Off-Days / Public Holidays)	0	15
Working Days	243	246
Working Hours Cycle		
6:00 AM - 2:30 PM	8.5	
2:00 PM - 12:00 AM	10	
7:45 AM - 12:15 PM		4.5
1:30 PM - 4:30 PM		3
Differences		
Average Working Hours	2251	1845
Differences with Office Hours	406	
Extra Working Days (Office Hours)	54	

Table 1 *S7CP Working Hours*

S7CP personnel are working at 8.5 hours cycle (6:00 AM – 2:30 pm), and 10 hours cycle (2:00 PM – 12:00 AM) respectively. Personnel under the office hours will work for 7.5 hours cycle (7:45 AM – 12:15 PM and 1:30 PM – 4:30 PM) respectively.

S7CP personnel will work at an average of 2251 hours annually. Personnel working in office hour will work at an average of 1845 hours annually. S7CP personnel will work 406 hours extra (about 54 days) more than the personnel working under office hour.

2. Berakas Branch (Cawangan Berakas)

Mail Processing Centre Control Post, Lapangan Terbang Antarabangsa Berakas Control Post (LTABCP) (Refer Figure 2) and Cargo Control Post (CCP) (Refer Figure 3) is under the Berakas Branch. Berakas Branch has a total of 65 personnel. Both LTABCP and CCP are located at and around the Brunei International Airport Berakas.

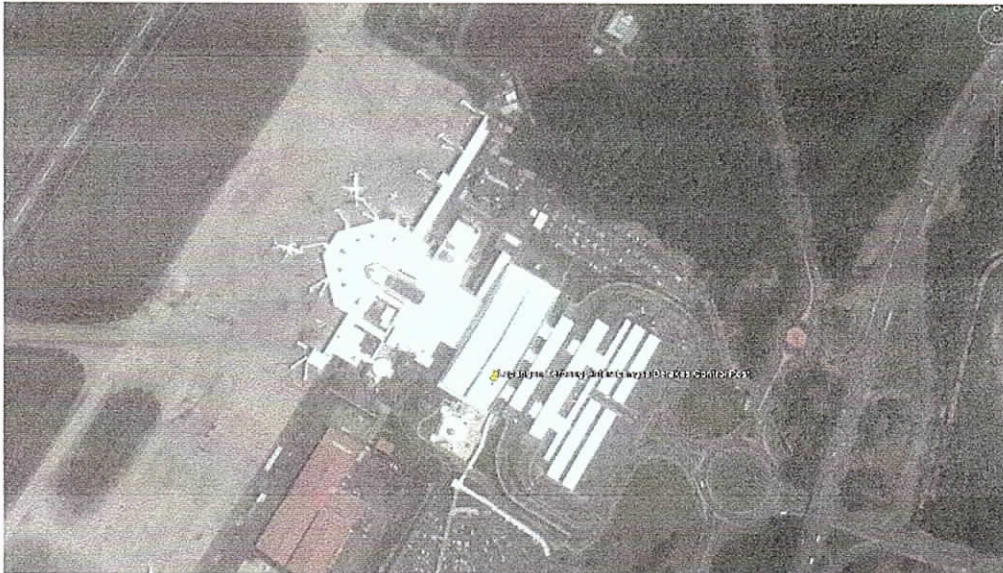


Figure 2 *Lapangan Terbang Antarabangsa Berakas Control Post*



Figure 3 *Cargo Control Post*

LTABCP and CCP operate 24 hours a day and 7 days a week. Both LTABCP and CCP have specific functions. LTABCP handles cargo brought in by passengers disembarking and

entering Brunei Darussalam through the airport while CCP handles cargo specifically brought in by importers. Both LTABCP and CCP have 29 and 25 personnel respectively and are grouped into Group A, B, C and D each control post. Each group is scheduled to work at the specified shift time. Group A starts the day working at 6:00 AM and finishes at 2:00 PM. Group B will start at 2:00 PM and finishes at 10:00 PM. Group C will start at 10:00 PM and finishes at 6:00 AM. Group D will be taking the day off. The next day, Group D starts the day working at 6:00 AM and finishes at 2:00 PM. Group A will start at 2:00 PM and finishes at 10:00 PM. Group B will start at 10:00 PM and finishes at 6:00 AM. Group C will be taking the day off. The day after, Group C starts the day working at 6:00 AM and finishes at 2:00 PM. Group D will start at 2:00 PM and finishes at 10:00 PM. Group A will start at 10:00 PM and finishes at 6:00 AM. Group B will be taking the day off. Group B starts the day working at 6:00 AM and finishes at 2:00 PM. Group C will start at 2:00 PM and finishes at 10:00 PM. Group D will start at 10:00 PM and finishes at 6:00 AM. Group A will be taking the day off. The scenario completes the cycle for the RCEDW in LTABCP and CCP respectively (Refer Appendix 4).

The following table (Refer Table 2) will show the differences between LTABCP and CCP personnel working hours compare to normal office hours. For the LTABCP and CCP total working hours and off-day are based on an average of 4 shifts for a whole year (2015). Comparative figure of office hours is also based at an identical period. Off-days are Friday and Sunday which includes Public Holiday.

Working Days	LTABCP / CCP	Office Hours
Working Days	365	365
Off-Days	275	261
Public Holidays	90	104
Working Days (Less Off-Days / Public Holidays)	0	15
Working Days	275	246
Working Hours Cycle		
6:00 AM - 2:00 PM	8	
2:00 PM - 10:00 PM	8	
10:00 PM - 6:00 PM	8	
7:45 AM - 12:15 PM		4.5
1:30 PM - 4:30 PM		3
Differences		
Average Working Hours	2192	1845
Differences with Office Hours	347	
Extra Working Days (Office Hours)	46	

Table 2 *LTABCP / CCP Working Hours*

LTABCP and CCP personnel are working at 8 hours cycle (6:00 AM – 2:00 pm / 2:00 PM – 10:00 PM / 10:00 PM – 6:00 PM). Personnel under the office hours will work for 7.5 hours cycle (7:45 AM – 12:15 PM and 1:30 PM – 4:30 PM) respectively.

LTABCP and CCP personnel will work at an average of 2192 hours annually. Personnel working in office hour regime will work at an average of 1845 hours annually. LTABCP and CCP personnel will work 347 hours extra (about 46 days) more than the personnel working in the office hours.

3. Kuala Lurah and Tutong Branch (Cawangan Kuala Lurah dan Tutong)

Kuala Lurah and Tutong Branch covers both Kuala Lurah Control Post (KLCP) and Tutong Post Office. There are 38 personnel assign to this branch with 35 personnel dedicated to KLCP. KLCP is located near the border with neighboring country of Limbang - Sarawak, Malaysia (Refer Figure 4).



Figure 4 *Kuala Lurah Control Post*

KLCP operates daily from 6:00 AM and ends at 12:00 PM. KLCP personnel are station at various entry and exit points including operating the x-ray unit. These tasks are handle by 35 personnel in 3 groups of A, B and C. Group A starts the day at 6:00 AM and finishes at 3:00 PM. Group B will start at 3:00 PM and finishes at 12:00 AM. Group C will be taking the day off. The next day, Group C will start at 6:00 AM and finishes at 3:00 PM. Group A will start at 3:00 PM and finishes at 12:00 AM. Group B will be taking the day off. The day after, Group B will start at 6:00 AM and finishes at 3:00 PM. Group C will start at 3:00 PM and finishes at 12:00 AM. Group A will be taking the day off. The scenario completes the cycle for the RCEDW in KLCP (Refer Appendix 5).

The following table (Refer Table 3) will show the differences between KLCP personnel working hours compare to normal office hours. For the KLCP total working hours and off-

day are based on an average of 3 shifts for a whole year (2015). Comparative figure of office hours is also based at an identical period. Off-days are Friday and Sunday which includes Public Holiday.

Working Days	KLCP	Office Hours
Working Days	365	365
Off-Days	244	261
Public Holidays	121	104
Working Days (Less Off-Days / Public Holidays)	0	15
Working Days	244	246
Working Hours Cycle		
6:00 AM - 3:00 PM	9	
3:00 PM - 12:00 AM	9	
7:45 AM - 12:15 PM		4.5
1:30 PM - 4:30 PM		3
Differences		
Average Working Hours	2190	1845
Differences with Office Hours	345	
Extra Working Days (Office Hours)	46	

Table 3 *KL Working Hours*

KLCP personnel are working at 9 hours cycle (6:00 AM – 3:00 PM / 3:00 PM – 12:00 PM). Personnel under the office hours will work for 7.5 hours cycle (7:45 AM – 12:15 PM and 1:30 PM – 4:30 PM) respectively.

KLCP personnel will work at an average of 2190 hours annually. Personnel working in office hour regime will work at an average of 1845 hours annually. KLCP personnel will work 345 hours extra (about 46 days) more than the personnel working in the office hours.

4. Muara Branch (Cawangan Muara)

Guard House Control Post (GHCP), Muara Container Terminal Control Post (MCTCP), Muara Post Office and Serasa Terminal Control Post (STCP) are under Muara Branch. 51 personnel are assigned to this branch with 9 personnel for GHCP, 24 personnel for MCTCP and 18 personnel for STCP respectively (Refer Figure 5, Figure 6 and Figure 7 respectively).



Figure 5 *Guard House Control Post*



Figure 6 *Muara Container Terminal Control Post*



Figure 7 *Serasa Terminal Control Post*

GHCP, MCTCP and STCP operate daily from 8:00 AM and ends at 11:00 PM. GHCP and MCTCP handle strictly on imported goods while STCP handles motor vehicles entering and exiting Brunei Darussalam through the ferry terminal while passengers' cargo through the passengers terminal. Each GHCP, MCTCP and STCP have 3 groups of A, B and C. Group A starts at 8:00 AM and finishes at 4:00 PM. Group B will start at 3:00 PM and finishes at 11:00 PM. Group C will be taking the day off. The next day, Group C will start at 6:00 AM and finishes at 4:00 PM. Group A will start at 3:00 PM and finishes at 11:00 PM. Group B will be taking the day off. The day after, Group B will start at 6:00 AM and finishes at 4:00 PM. Group C will start at 3:00 PM and finishes at 11:00 PM. Group A will be taking the day off. The scenario completes the cycle for the RCEDW in GHCP, MCTCP and STCP (Refer Appendix 6).

The following table (Refer Table 4) will show the differences between GHCP, MCTCP and STCP personnel working hours compare to normal office hours. For the GHCP, MCTCP and STCP total working hours and off-days are based on an average of 3 shifts for a whole year

(2015). Comparative figure of office hours is also based at an identical period. Off-days are Friday and Sunday which includes Public Holiday.

Working Days	GHCP / MCTCP / STCP	Office Hours
Working Days	365	365
Off-Days	244	261
Public Holidays	121	104
Working Days (Less Off-Days / Public Holidays)	0	15
Working Days	244	246
Working Hours Cycle		
8:00 AM - 4:00 PM	8	
3:00 PM - 11:00 PM	8	
7:45 AM - 12:15 PM		4.5
1:30 PM - 4:30 PM		3
Differences		
Average Working Hours	1947	1845
Differences with Office Hours	102	
Extra Working Days (Office Hours)	14	

Table 4 *GHCP / MCP / STCP Working Hours*

GHCP, MCTCP and STCP personnel are working at 8 hours cycle (8:00 AM – 4:00 PM / 3:00 PM – 11:00 PM). Personnel under the office hours will work for 7.5 hours cycle (7:45 AM – 12:15 PM and 1:30 PM – 4:30 PM) respectively.

GHCP, MCTCP and STCP personnel will work at an average of 1947 hours annually. Personnel working in office hour regime will work at an average of 1845 hours annually. GHCP, MCTCP and STCP personnel will work 102 hours extra (about 14 days) more than the personnel working in the office hours.

5. Temburong Branch (Cawangan Temburong)

Temburong Branch consists of Labu Control Post (LCP), Ujong Jalan Control Post (UJCP) and Bangar HQ. 48 personnel are assigned to this branch with 17 personnel for LCP and 21 personnel for UJCP respectively (Refer Figure 8 and Figure 9).



Figure 8 *Labu Control Post*



Figure 9 *Ujung Jalan Control Post*

LCP and UJCP operate daily from 6:00 AM and ends at 12:00 AM. Personnel are grouped into 3 groups of A, B and C. Group A starts the day at 2:00 PM and finishes at 12:00 AM. Group C will start at 6:00 PM and finishes at 3:00 PM. Group B will be taking the day off.

The next day, Group A will be working from 6:00 AM and finishes at 12:00 AM. Group B and Group C will be taking the day off. The day after, Group B will start at 2:00 PM and finishes at 12:00 AM. Group A will be working at 6:00 AM and finishes at 3:00 PM. Group C will be taking the day off. Group B will be working from 6:00 AM and finishes at 12:00 AM. Group A and Group C will be taking the day off. The scenario completes the cycle for the RCEDW in LCP and UJCP (Refer Appendix 7).

The following table (Refer Table 5) will show the differences between LCP and UJCP personnel working hours compare to normal office hours. For the LCP and UJCP total working hours and off-day are based on an average of 3 shifts for a whole year (2015). Comparative figure of office hours is also based at an identical period. Off-days is Friday and Sunday which includes Public Holiday.

Working Days	LCP / UJCP	Office Hours
Working Days	365	365
Off-Days	183	261
Public Holidays	182	104
Working Days (Less Off-Days / Public Holidays)	0	15
Working Days	183	246
Working Hours Cycle		
2:00 PM - 12:00 AM	10	
6:00 AM - 12:00 AM	18	
6:00 AM - 3:00 PM	9	
7:45 AM - 12:15 PM		4.5
1:30 PM - 4:30 PM		3
Differences		
Average Working Hours	2251	1845
Differences with Office Hours	406	
Extra Working Days (Office Hours)	54	

Table 5 *LCP /UJCP Working Hours*

LCP and UJCP personnel are working at 10 / 18 / 9 hours cycle (2:00 PM – 12:00 AM / 6:00 AM – 12 AM / 6:00 AM – 3:00 PM) respectively. Personnel under the office hours will work for 7.5 hours cycle (7:45 AM – 12:15 PM and 1:30 PM – 4:30 PM) respectively.

LCP and UJCP personnel will work at an average of 2251 hours annually. Personnel working in office hour regime will work at an average of 1845 hours annually. LCP and UJCP personnel will work 406 hours extra (about 54 days) more than the personnel working in the office hours.

Disparity

The RCEDCP above have illustrates the various shift mechanism implementation from one control post to another. Comparing the working hour figures to office hours, RCEDW assign at control posts are worse off.

RCEDW are working longer hours compared to personnel in office hours. Belait Branch and Temburong Branch work an extra of 54 days annually, Berakas Branch and Kuala Lurah & Tutong Branch work an extra of 46 days annually while Muara Branch works an extra 14 days annually.

Berakas Branch has an operation time of 24 hours a day, Belait Branch, Kuala Lurah & Tutong Branch and Temburong Branch operate 18 hours a day while Muara Branch operates 16 hours a day.

Temburong Branch has the worst working hours cycle of 10 / 18 / 9 hours followed by Belait Branch of 8.5 / 10 hours cycle, Kuala Lurah at 9 hours while Berakas Branch and Muara Branch with 8 hours cycle.

WORKING HOURS / DAYS	OFFICE HOURS	BELAIT BRANCH	BERAKAS BRANCH	KUALA LURAH & TUTONG BRANCH	MUARA BRANCH	TEMBURONG BRANCH
		S7CP	LTABCP / CCP	KL	GHCP / MCTCP / STCP	LCP / UJCP
Working Days	261	243	275	244	244	183
Off-Days	104	122	90	121	121	182
Public Holidays	15	0	0	0	0	0
Working Days (Less Off-Days / Public Holidays)	246	243	275	244	244	183
Working Hours Cycle	7.5	8.5 / 10	8	9	8	10 / 18 / 9
Branch Operation Hours		18	24	18	16	18
Branch Working Hours (Average)		2251	2192	2190	1947	2251
Office Hours		1845	1845	1845	1845	1845
(Working Days x 7.5)		1845	1845	1845	1845	1845
Differences with Office Hours		406	347	345	102	406
Branch Working Days (Extra)		54	46	46	14	54

Table 6 Summary of Control Posts Working Hours

Apart from the issues highlighted above, RCEDW is also facing income disparity in terms of shifts allowance received by the personnel. As illustrated in the following table (Refer Table 7), RCEDW in Temburong Branch received far less (50.3% less) (Pegawai Kastam / Pegawai

Pemeriksa) : \$531.45, Penolong Penguasa Kastam : \$1,253.42, Timbalan Penguasa Kastam : \$1,453.97) compared to RCEDW in Berakas Branch (Pegawai Kastam / Pegawai Pemeriksa) : \$798.63, Penolong Penguasa Kastam : \$1,883.56, Timbalan Penguasa Kastam : \$2,184.93) annually.

DESIGNATION	BELAIT BRANCH	BERAKAS BRANCH	KUALA LURAH & TUTONG BRANCH	MUARA BRANCH	TEMBURONG BRANCH
	S7CP	LTABCP / CCP	KL	GHCP / MCTCP / STCP	LCP / UJCP
Pegawai Kastam / Pegawai Pemeriksa	705.7	798.63	708.6	708.6	531.45
Penolong Penguasa Kastam	1,664.38	1,883.56	1,671.23	1,671.23	1,253.42
Timbalan Penguasa Kastam	1,930.68	2,184.93	1,938.63	1,938.63	1,453.97

Table 7 Summary of shifts allowance received on an annual basis

Shift timings are not aligned from one branch to another. All branches shift started early in the morning (6:00 AM) except Muara Branch where it starts at 8:00 AM. Shift ends at 12:00 AM for most branches except Muara Branch (11:00 PM). Berakas Branch is an exception since it is operating 24 hours a day (Refer Table 8).

BELAIT BRANCH	BERAKAS BRANCH	KUALA LURAH & TUTONG BRANCH	MUARA BRANCH	TEMBURONG BRANCH
S7CP	LTABCP / CCP	KL	GHCP / MCTCP / STCP	LCP / UJCP
6:00 AM - 2:30 PM	6:00 AM - 2:00 PM	6:00 AM - 3:00 PM	8:00 AM - 4:00 PM	6:00 AM - 3:00 PM
2:00 PM - 12:00 AM	2:00 PM - 10:00 PM	3:00 PM - 12:00 AM	3:00 PM - 11:00 PM	6:00 AM - 12:00 AM
	10:00 PM - 6:00 PM			2:00 PM - 12:00 AM

Table 8 Summary of working time

Negative Impacts on Disparity

Income Gap

RCEDW is entitled to a certain amount of shift allowance based on the number of days they are working in a month. RCEDW assigned to Temburong Branch is working 183 days annually (lowest) while RCEDW in Berakas Branch is working 275 days annually (highest). Although the number of working days for Temburong Branch is lower compared to the rest of the branches, RCEDW in this branch has the highest working hours (2251 hours) annually which ties with Belait Branch (Refer to Chart 1).

This income gap should be narrowed down by adjusting the working days across branches so all RCEDW received the same amount of shift allowance and thus normalizing the income gap disparity and eliminating the perception of unequal treatment for RCEDW posted in different RCEDCP.

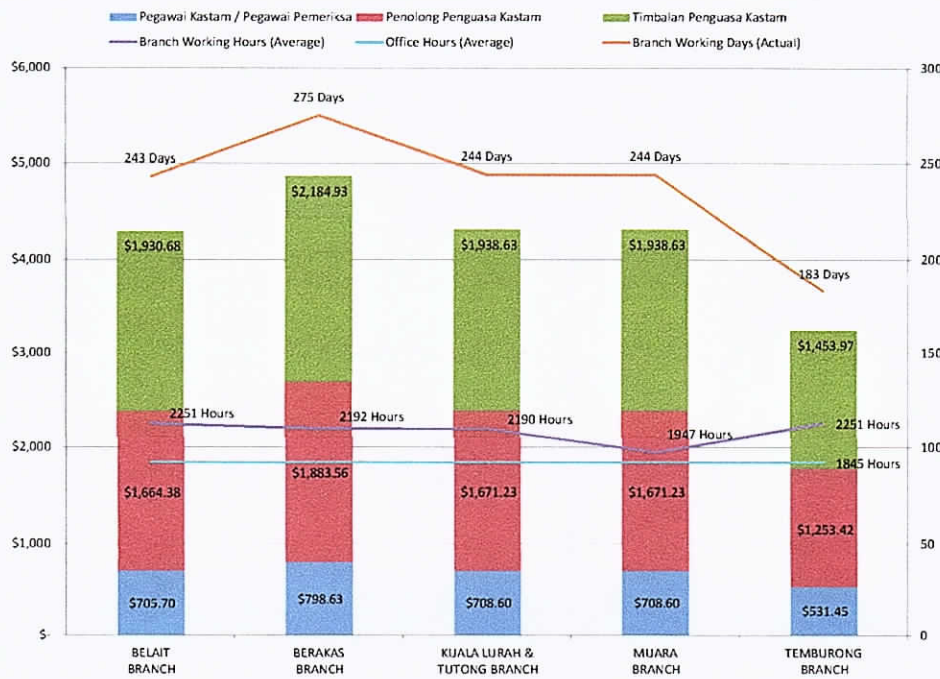


Chart 1 *Income Disparity Relationship with Number of Working Days*

Operation Hours

Operation Hours should be normalized as well for all RCEDCP. RCED will be able to provide the same level of services in all branches and project an image of consistencies to the general public. Assigning of RCEDW will be more systematic and easier since condition of shifts timing and operation will be identical across all RCEDCP.

Effects of Longer Working Hours

Belait Branch, Kuala Lurah and Tutong Branch and Temburong Branch are a handful of branches that work beyond 8 hours working cycle at any one time (Refer to Table 6). RCED should reorganize and reduce the current working hour cycle for RCEDW to not more than 8 hours cycle (excluding break) in any shift for all branches. Adjusting and aligning the time will help RCEDW to be more effective in performing their duties.

There are many literatures that suggest working long hours has a negative impact on a person. There are evidence that working long hours lead to stress, mental health, negative effects on physical wellbeing and also cardiovascular disorder. It is also perceived that long working hours leads to poor work life balance (Joanne White, 2003).

Effects of extended shifts had been reported where the 9th to 12th hours of work were associated with decreased alertness, increased fatigue, lower cognitive function, declines in vigilance on task measure and increased injuries. It is also noted that a pattern of more adverse effect such as increase in health complaints, deterioration in performance, slower pace of work (Claire C. Caruso, Edward M. Hitchcock, Robert B. Dick, John M. Russo and Jennifer M. Schmit, 2004).

Fatigue is also a direct effect of working long hours. Tiredness, sleepiness, irritability, depression, giddiness loss of appetite, digestive problems and an increased susceptibility to illness (Government of Alberta, 2010).

Normalising The Income Gap and Work Life Balance : Options

There are a few options to normalize the income gap and work life balance as follows:

I. Increasing The Number of Workforce With No Adjustment / Alignment of Shifts

Increasing the number of workforce will not address the overall issues of income gap and work life balance. It does help in effectiveness of examining at the border in a shorter time.

Advantages	Disadvantages
Increase number of personnel in a shift	Increase budget spending
Reduce tasks for each personnel	Longer implementation (long recruitment process)
Increase effectiveness in examining goods	No improvement in number of working hours
Shorter time in examining goods	Poor working hours cycle
	Movement of personnel will not be convenient since shift timing and shift break will differ from branch to branch

II. Increasing The Number of Workforce With Adjustment / Alignment of Shifts

Increasing the number of workforce with the adjustment / alignment of shifts will address the overall issues of income gap and work life balance. Budget increase will be required for this implementation with longer implementation period.

Advantages	Disadvantages
Increase number of personnel in a shift	Increase budget spending
Reduce tasks for each personnel	Longer implementation (long recruitment process)
Increase in effectiveness in examining goods	
Shorter time in examining goods	
Improvement in number of working hours	
Improve in working hours cycle	
Movement of personnel will be convenient since shift timing and shift break will be identical from branch to branch	

III. Adjustment / Alignment of Shifts With No Increase In Workforce

The adjustment / alignment of shifts will address the overall issues of income gap and work life balance. This option does not need any increase in budget spending and has a short implementation period.

Advantages	Disadvantages
No increase in budget spending	Time for goods examination remain the same
Shorter implementation time	Task for each personnel remain the same
Improvement in number of working hours	
Improvement in working hours cycle	
Effectiveness in examining goods improve slightly	
Movement of personnel will be convenient since shift timing and shift break will be identical from branch to branch	

The three options presented above have their own advantages and disadvantages. It would be a good option to have additional personnel to man the RCEDCP at the border. But since the economic situation of Brunei Darussalam is not going to improve in the next couple of years, option 3 seems to be the most viable choice where it does not require additional budget practical to implement and can be executed almost immediately.

Recommended Option :

Adjustment / Alignment of Shifts With No Increase In Workforce

This option will address a few flaws that contributed to the income disparity and work life balance that is facing RCEDW. By implementing this option, the working hours (shifts) will be identical to all RCEDCP. The duration of each shift will be 9 hours (6:00 AM - 3:00 PM / 3:00 PM - 12:00 AM) and will be spread evenly throughout the week. Break in between shift will be between at least 6 hours and 24 hours (Refer Appendix 8). Working hour's cycle will depend on which proposal is selected and the most suitable for RCEDW.

Working Days	Office Hours	Proposal (No Break)	Proposal (30 Minutes Break)	Proposal (60 Minutes Break)	Proposal (90 Minutes Break)
Working Days	261	245	245	245	245
Off-Day	104	120	120	120	120
Public Holiday	15	0	0	0	0
Actual Working Days	246	245	245	245	245
Working Hours (Shift)		6:00 AM - 3:00 PM / 3:00 PM - 12:00 AM / 12:00 AM - 6:00 AM			
Working Hours Cycle	7.5	9	9	9	9
Break	0	0	0.5	1	1.5
Working Hours Cycle (With Break)	7.5	9	8.5	8	7.5
Designation					
Pegawai Kastam / Pegawai Pemeriksa		711.51			
Penolong Penguasa Kastam		1678.08			
Timbalan Penguasa Kastam		1946.58			

Table 9 Proposal

They are further four proposals (Refer Table 9) to compliment the above recommended option as shown in the table above. Each proposal will be based on a 9 working hour's cycle. The only difference is the mandatory break during the working hour cycle. The proposals are as follows:

a. No Break

This proposal will require RCEDW working continuously for 9 hours in the working hour cycle. No mandatory break will be imposed.

b. 30 Minutes Break

This proposal will have mandatory 30 minutes break in the 9 hours working hour cycle. RCEDW will be working for 8.5 hours in the shift.

c. 60 Minutes Break

This proposal will have mandatory 60 minutes break in the 9 hours working hour cycle. RCEDW will be working for 8.0 hours in the shift.

d. 90 Minutes Break

This proposal will have mandatory 90 minutes break in the 9 hours working hour cycle. RCEDW will be working for 7.5 hours in the shift. This working hour cycle is almost identical with RCEDW working in office hour condition.

The most appropriate proposal to compliment the option is the 90 minutes mandatory break. Actual total working hours will only be limited to 7.5 hours. RCEDW should perform well with the shorter working cycle and will contribute to be more effective in performing their duties.

Recommendation For Implementation :

Adjustment / Alignment of Shifts With No Increase In Workforce (9 Working Hour's Cycle with 90 Minutes Mandatory Break)

Implementing this option to all RCEDCP (except Berakas Branch) will have a positive effect to RCEDW's Income and Work Life Balance. The implementation of this option can be done almost immediately that will address the following issues:

1. Fairness

a. Fair Pay

RCEDW will receive the same amount of shift allowance wherever they are assigned.

b. Equal Time

Working time will be fixed to 9 hours with 90 minutes mandatory break. This break can be taken anytime during the shift either in 30 minutes blocks or 90 minutes blocks or whichever block that is deemed to be suitable or appropriate.

c. Fair Treatment

Management will be perceived to treat all RCEDW fairly. Perception of 'hard' or 'soft' posting can be eliminated.

d. Fair Scheduling

All RCEDCP will operate at the same time (except Berakas Branch). Schedule will also be the same from one control post to another.

2. Health

Normalising the time and schedule will definitely improve the condition and working environment. Every RCEDW will have longer break between shift

duties and longer off-days. Working time and working hour cycle will also be significantly reduced thus leaving RCEDW more time to rest and recuperate. Longer breaks and off-days will also enable RCEDW to have more time to perform leisure activities and also spend more quality time with their families.

3. Administration

a. Schedule can be centralised

Scheduling for RCEDW can now be centralised to RCEDHQ. By having centralised schedule, RCEDW can be better managed by deploying them whenever RCEDCP requires more assistance.

b. Flexibility in RCEDW movement

RCEDW can now be rotated to different RCEDCP almost instantly which requires longer planning currently.

c. Shorter assignment

Assignment of officers to RCEDCP can be shorter now. Issue of penalised assignment no longer be relevant.

d. Fair management of personnel

Management now can be seen as fair in their treatment of all personnel since disparities of income and working hour are now been normalised.

Conclusion

It is imperative that RCED is taking an immediate action against this disparity and implements the above recommendation of **Adjustment / Alignment of Shifts With No Increase In Workforce (9 Working Hour's Cycle with 90 Minutes Mandatory Break)**. Implementing this change to all RDEDPCP (except Berakas Branch) by adjusting the shift timing and the working hour's cycle will tackle a lot of issues as mentioned above. Stakeholders' concern will be addressed amicably with solution that will benefit the RCEDW, management and the department transforming RCED to be more productive and effective in executing her duty and achieving to normalize the Income and Work Life Balance.

Reference

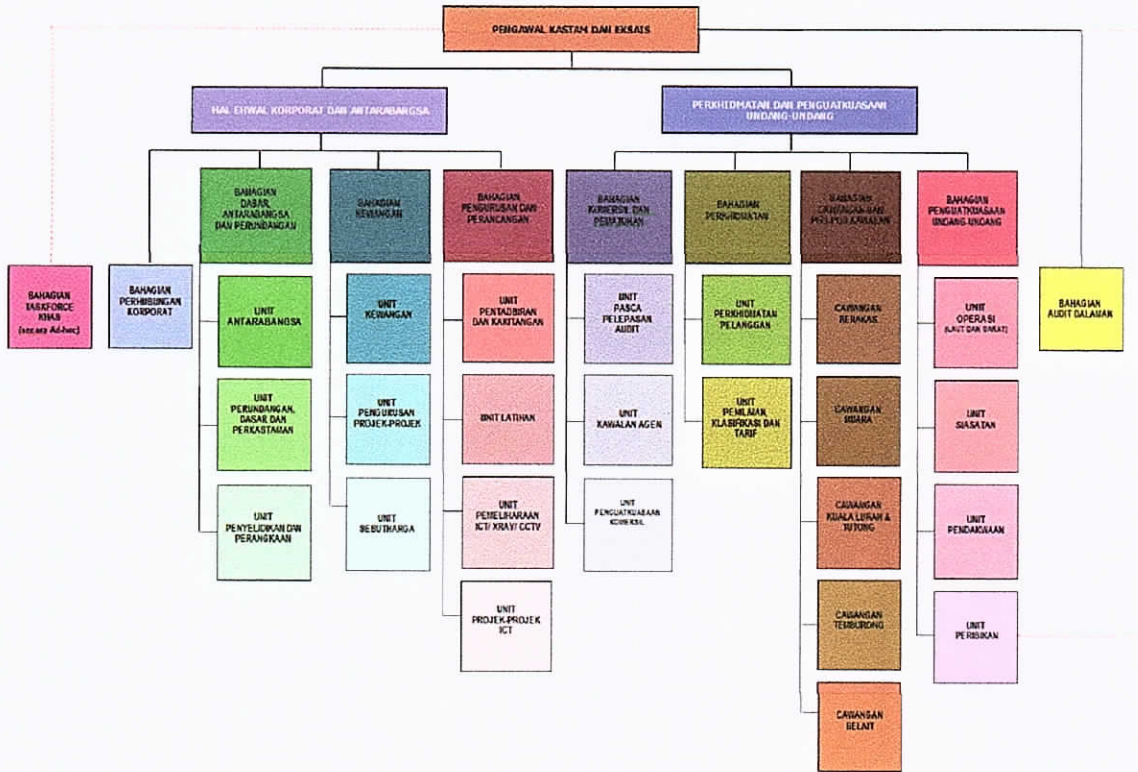
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Appendices

Appendix 1 Royal Customs and Excise Department Structure



Appendix 2 Shift Allowance Minute



MINIT

PEMANGKU PENGAWAL KASTAM DAN EKSAIS DIRAJA

Yang Mulia,
Pegawai-Pegawai dan Kakitangan
Jabatan Kastam dan Eksais Diraja

ELAUN SHIFT

Dengan hormat sukacita merujuk memorandum daripada Setiausaha Tetap Kementerian Kewangan bilangan KKW/X/19 bertarikh 01 Jamadilawal 1434 bersamaan 13 Mac 2013 mengenai perkara diatas.

2. Sehubungan dengan itu, sukacita memaklumkan bahawa pemberian elaun shift adalah sebagaimana penerangan seperti berikut;

- 2.1 Pegawai Kastam yang bertugas secara bergilir untuk diberikan elaun shift (bergilir) secara kebelakangan mulai **01 Mei 2011** mengikut kadar yang telah ditentukan sebagaimana yang terkandung di dalam memorandum daripada Pegawai Kewangan Negara bilangan rujukan SFO/18/75 bertarikh 11 Februari 1982 dimana pembayaran elaun shift (bergilir) adalah tertakluk kepada Surat Keililing BRO 2/1959 seperti perkiraan berikut;

$$\frac{\text{Gaji Sebulan}}{6} \times \frac{\text{Jumlah hari bertugas sebulan}}{\text{Jumlah hari dalam sebulan}}$$

- 2.2 Pegawai JKED yang berjawatan **Penguasa Kastam, Timbalan Penguasa Kastam, Penolong Penguasa Kastam, Pegawai Kastam dan Pegawai Pemeriksa Kastam** yang ditugaskan secara bergilir (shift duty) adalah dibolehkan menuntut elaun shift;
- 2.3 Pegawai yang dibenarkan menuntut elaun shift tidak akan dibenarkan untuk menuntut elaun lebih masa. Ini termasuk pegawai-pegawai yang telah menerima elaun-elaun lebih masa sebelum ini dimana jumlah pembayaran elaun lebih masa yang telah dibayar akan diselaraskan dengan jumlah pembayaran elaun giliran.
- 2.4 Elaun shift juga diberikan kepada 6 orang pegawai kastam yang bertugas di pelantar minyak iaitu mengikut tempoh mereka ditugaskan.

3. Ketua-Ketua Bahagian, Cawangan dan Pos-Pos Kawalan adalah dinasihatkan menghantar tuntutan kepada Bahagian Pentadbiran dan Kewangan, Jabatan Kastam dan Eksais Diraja selewat-lewatnya **7 haribulan setiap bulan berikutnya** dengan menggunakan borang telah disediakan seperti **Lampiran A**. Kerjasama dari setiap pegawai

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MINIT

PEMANGKU PENGAWAL KASTAM DAN EKSAIS DIRAJA

adalah sangat-sangat diharapkan dalam memastikan pembayaran elaun berkeajaan dapat dilaksanakan dengan cepat dan teratur;


4. Dalam pada itu, Ketua-Ketua Bahagian, Cawangan dan Pqs-Pos Kawalan hendaklah memastikan setiap tuntutan yang dihadapi oleh Pegawai di bawah jagaan masing-masing yang memenuhi syarat-syarat untuk menuntut elaun shift berkeajaan hendaklah terlebih dahulu disahkan teratur dan lengkap sebelum dihadapi ke Bahagian Pentadbiran dan Kewangan.

5. Pegawai-pegawai yang diarahkan untuk bertugas secara serta merta umpamanya untuk mengganti pegawai yang tidak dapat bertugas atas sebab-sebab tertentu, Ketua-Ketua Bahagian, Cawangan dan Pos-Pos Kawalan hendaklah mengeluarkan minit arahan bertugas dengan semasa arahan dibuat dan bukannya semasa hendak menghadapi tuntutan. Perkara ini adalah perlu untuk memastikan pembayaran dibuat mengikut garis panduan yang telah ditetapkan dan seterusnya mengelakkan kelambatan dalam proses pembayaran elaun berkeajaan.

6. Adalah diharapkan dengan pengurniaan elaun giliran ini, semua peringkat pegawai yang diamanahkan untuk bertugas di pos-pos kawalan, cawangan dan bahagian hendaklah menjalankan tugas mereka dengan penuh dedikasi, jujur, amanah dan berintegriti serta bersopan santun dalam sama-sama memberikan perkhidmatan yang berkualiti kepada orang ramai.

Sekian disampaikan untuk makluman dan tindakan bersama.

Akhlak Mulia Kehidupan Sempurna
'Pemenang Anugerah Emas (Kategori Penyampaian Perkhidmatan)
Anugerah Cemerlang Perkhidmatan Awam 2012'


[AHMADDIN BIN HAJI ABDUL RAHMAN]
Pemangku Pengawal Kastam dan Eksais Diraja

Tarikh: 4 Jamadilawal 1434H bersamaan 16 Mac 2013M

Appendix 3 Belait Branch Schedule (Extract)

Day / Date	Day	Date	06:00 - 14:30	14:00 - 24:00	Off Day
Thursday, January 01, 2015	Thu	1	A	B	C
Friday, January 02, 2015	Fri	2	B	C	A
Saturday, January 03, 2015	Sat	3	C	A	B
Sunday, January 04, 2015	Sun	4	A	B	C
Monday, January 05, 2015	Mon	5	B	C	A
Tuesday, January 06, 2015	Tue	6	C	A	B
Wednesday, January 07, 2015	Wed	7	A	B	C
Thursday, January 08, 2015	Thu	8	B	C	A
Friday, January 09, 2015	Fri	9	C	A	B
Saturday, January 10, 2015	Sat	10	A	B	C
Sunday, January 11, 2015	Sun	11	B	C	A
Monday, January 12, 2015	Mon	12	C	A	B
Tuesday, January 13, 2015	Tue	13	A	B	C
Wednesday, January 14, 2015	Wed	14	B	C	A
Thursday, January 15, 2015	Thu	15	C	A	B
Friday, January 16, 2015	Fri	16	A	B	C
Saturday, January 17, 2015	Sat	17	B	C	A
Sunday, January 18, 2015	Sun	18	C	A	B
Monday, January 19, 2015	Mon	19	A	B	C
Tuesday, January 20, 2015	Tue	20	B	C	A
Wednesday, January 21, 2015	Wed	21	C	A	B
Thursday, January 22, 2015	Thu	22	A	B	C
Friday, January 23, 2015	Fri	23	B	C	A
Saturday, January 24, 2015	Sat	24	C	A	B
Sunday, January 25, 2015	Sun	25	A	B	C
Monday, January 26, 2015	Mon	26	B	C	A
Tuesday, January 27, 2015	Tue	27	C	A	B
Wednesday, January 28, 2015	Wed	28	A	B	C
Thursday, January 29, 2015	Thu	29	B	C	A
Friday, January 30, 2015	Fri	30	C	A	B
Saturday, January 31, 2015	Sat	31	A	B	C
Sunday, February 01, 2015	Sun	1	B	C	A
Monday, February 02, 2015	Mon	2	C	A	B
Tuesday, February 03, 2015	Tue	3	A	B	C
Wednesday, February 04, 2015	Wed	4	B	C	A
Thursday, February 05, 2015	Thu	5	C	A	B
Friday, February 06, 2015	Fri	6	A	B	C
Saturday, February 07, 2015	Sat	7	B	C	A
Sunday, February 08, 2015	Sun	8	C	A	B
Monday, February 09, 2015	Mon	9	A	B	C
Tuesday, February 10, 2015	Tue	10	B	C	A
Wednesday, February 11, 2015	Wed	11	C	A	B
Thursday, February 12, 2015	Thu	12	A	B	C
Friday, February 13, 2015	Fri	13	B	C	A
Saturday, February 14, 2015	Sat	14	C	A	B

Sunday, February 15, 2015	Sun	15	A	B	C
Monday, February 16, 2015	Mon	16	B	C	A
Tuesday, February 17, 2015	Tue	17	C	A	B
Wednesday, February 18, 2015	Wed	18	A	B	C
Thursday, February 19, 2015	Thu	19	B	C	A
Friday, February 20, 2015	Fri	20	C	A	B
Saturday, February 21, 2015	Sat	21	A	B	C
Sunday, February 22, 2015	Sun	22	B	C	A
Monday, February 23, 2015	Mon	23	C	A	B
Tuesday, February 24, 2015	Tue	24	A	B	C
Wednesday, February 25, 2015	Wed	25	B	C	A
Thursday, February 26, 2015	Thu	26	C	A	B
Friday, February 27, 2015	Fri	27	A	B	C
Saturday, February 28, 2015	Sat	28	B	C	A
Sunday, March 01, 2015	Sun	1	C	A	B
Monday, March 02, 2015	Mon	2	A	B	C
Tuesday, March 03, 2015	Tue	3	B	C	A
Wednesday, March 04, 2015	Wed	4	C	A	B
Thursday, March 05, 2015	Thu	5	A	B	C
Friday, March 06, 2015	Fri	6	B	C	A
Saturday, March 07, 2015	Sat	7	C	A	B
Sunday, March 08, 2015	Sun	8	A	B	C
Monday, March 09, 2015	Mon	9	B	C	A
Tuesday, March 10, 2015	Tue	10	C	A	B
Wednesday, March 11, 2015	Wed	11	A	B	C
Thursday, March 12, 2015	Thu	12	B	C	A
Friday, March 13, 2015	Fri	13	C	A	B
Saturday, March 14, 2015	Sat	14	A	B	C
Sunday, March 15, 2015	Sun	15	B	C	A
Monday, March 16, 2015	Mon	16	C	A	B
Tuesday, March 17, 2015	Tue	17	A	B	C
Wednesday, March 18, 2015	Wed	18	B	C	A
Thursday, March 19, 2015	Thu	19	C	A	B
Friday, March 20, 2015	Fri	20	A	B	C
Saturday, March 21, 2015	Sat	21	B	C	A
Sunday, March 22, 2015	Sun	22	C	A	B
Monday, March 23, 2015	Mon	23	A	B	C
Tuesday, March 24, 2015	Tue	24	B	C	A
Wednesday, March 25, 2015	Wed	25	C	A	B
Thursday, March 26, 2015	Thu	26	A	B	C
Friday, March 27, 2015	Fri	27	B	C	A
Saturday, March 28, 2015	Sat	28	C	A	B
Sunday, March 29, 2015	Sun	29	A	B	C
Monday, March 30, 2015	Mon	30	B	C	A
Tuesday, March 31, 2015	Tue	31	C	A	B

Appendix 4 Berakas Branch Schedule (Extract)

Day / Date	Day	Date	06:00 - 14:00	14:00 - 22:00	22:00 - 06:00	Off Day
Thursday, January 01, 2015	Thu	1	A	B	C	D
Friday, January 02, 2015	Fri	2	A	B	C	D
Saturday, January 03, 2015	Sat	3	D	A	B	C
Sunday, January 04, 2015	Sun	4	D	A	B	C
Monday, January 05, 2015	Mon	5	C	D	A	B
Tuesday, January 06, 2015	Tue	6	C	D	A	B
Wednesday, January 07, 2015	Wed	7	B	C	D	A
Thursday, January 08, 2015	Thu	8	B	C	D	A
Friday, January 09, 2015	Fri	9	A	B	C	D
Saturday, January 10, 2015	Sat	10	A	B	C	D
Sunday, January 11, 2015	Sun	11	D	A	B	C
Monday, January 12, 2015	Mon	12	D	A	B	C
Tuesday, January 13, 2015	Tue	13	C	D	A	B
Wednesday, January 14, 2015	Wed	14	C	D	A	B
Thursday, January 15, 2015	Thu	15	B	C	D	A
Friday, January 16, 2015	Fri	16	B	C	D	A
Saturday, January 17, 2015	Sat	17	A	B	C	D
Sunday, January 18, 2015	Sun	18	A	B	C	D
Monday, January 19, 2015	Mon	19	D	A	B	C
Tuesday, January 20, 2015	Tue	20	D	A	B	C
Wednesday, January 21, 2015	Wed	21	C	D	A	B
Thursday, January 22, 2015	Thu	22	C	D	A	B
Friday, January 23, 2015	Fri	23	B	C	D	A
Saturday, January 24, 2015	Sat	24	B	C	D	A
Sunday, January 25, 2015	Sun	25	A	B	C	D
Monday, January 26, 2015	Mon	26	A	B	C	D
Tuesday, January 27, 2015	Tue	27	D	A	B	C
Wednesday, January 28, 2015	Wed	28	D	A	B	C
Thursday, January 29, 2015	Thu	29	C	D	A	B
Friday, January 30, 2015	Fri	30	C	D	A	B
Saturday, January 31, 2015	Sat	31	B	C	D	A
Sunday, February 01, 2015	Sun	1	B	C	D	A
Monday, February 02, 2015	Mon	2	A	B	C	D
Tuesday, February 03, 2015	Tue	3	A	B	C	D
Wednesday, February 04, 2015	Wed	4	D	A	B	C
Thursday, February 05, 2015	Thu	5	D	A	B	C
Friday, February 06, 2015	Fri	6	C	D	A	B
Saturday, February 07, 2015	Sat	7	C	D	A	B
Sunday, February 08, 2015	Sun	8	B	C	D	A
Monday, February 09, 2015	Mon	9	B	C	D	A
Tuesday, February 10, 2015	Tue	10	A	B	C	D
Wednesday, February 11, 2015	Wed	11	A	B	C	D
Thursday, February 12, 2015	Thu	12	D	A	B	C
Friday, February 13, 2015	Fri	13	D	A	B	C
Saturday, February 14, 2015	Sat	14	C	D	A	B

Sunday, February 15, 2015	Sun	15	C	D	A	B
Monday, February 16, 2015	Mon	16	B	C	D	A
Tuesday, February 17, 2015	Tue	17	B	C	D	A
Wednesday, February 18, 2015	Wed	18	A	B	C	D
Thursday, February 19, 2015	Thu	19	A	B	C	D
Friday, February 20, 2015	Fri	20	D	A	B	C
Saturday, February 21, 2015	Sat	21	D	A	B	C
Sunday, February 22, 2015	Sun	22	C	D	A	B
Monday, February 23, 2015	Mon	23	C	D	A	B
Tuesday, February 24, 2015	Tue	24	B	C	D	A
Wednesday, February 25, 2015	Wed	25	B	C	D	A
Thursday, February 26, 2015	Thu	26	A	B	C	D
Friday, February 27, 2015	Fri	27	A	B	C	D
Saturday, February 28, 2015	Sat	28	D	A	B	C
Sunday, March 01, 2015	Sun	1	D	A	B	C
Monday, March 02, 2015	Mon	2	C	D	A	B
Tuesday, March 03, 2015	Tue	3	C	D	A	B
Wednesday, March 04, 2015	Wed	4	B	C	D	A
Thursday, March 05, 2015	Thu	5	B	C	D	A
Friday, March 06, 2015	Fri	6	A	B	C	D
Saturday, March 07, 2015	Sat	7	A	B	C	D
Sunday, March 08, 2015	Sun	8	D	A	B	C
Monday, March 09, 2015	Mon	9	D	A	B	C
Tuesday, March 10, 2015	Tue	10	C	D	A	B
Wednesday, March 11, 2015	Wed	11	C	D	A	B
Thursday, March 12, 2015	Thu	12	B	C	D	A
Friday, March 13, 2015	Fri	13	B	C	D	A
Saturday, March 14, 2015	Sat	14	A	B	C	D
Sunday, March 15, 2015	Sun	15	A	B	C	D
Monday, March 16, 2015	Mon	16	D	A	B	C
Tuesday, March 17, 2015	Tue	17	D	A	B	C
Wednesday, March 18, 2015	Wed	18	C	D	A	B
Thursday, March 19, 2015	Thu	19	C	D	A	B
Friday, March 20, 2015	Fri	20	B	C	D	A
Saturday, March 21, 2015	Sat	21	B	C	D	A
Sunday, March 22, 2015	Sun	22	A	B	C	D
Monday, March 23, 2015	Mon	23	A	B	C	D
Tuesday, March 24, 2015	Tue	24	D	A	B	C
Wednesday, March 25, 2015	Wed	25	D	A	B	C
Thursday, March 26, 2015	Thu	26	C	D	A	B
Friday, March 27, 2015	Fri	27	C	D	A	B
Saturday, March 28, 2015	Sat	28	B	C	D	A
Sunday, March 29, 2015	Sun	29	B	C	D	A
Monday, March 30, 2015	Mon	30	A	B	C	D
Tuesday, March 31, 2015	Tue	31	A	B	C	D

Appendix 5 Kuala Lurah and Tutong Branch Schedule (Extract)

Day / Date	Day	Date	06:00 - 15:00	15:00 - 0:00	Off Day
Thursday, January 01, 2015	Thu	1	A	B	C
Friday, January 02, 2015	Fri	2	A	B	C
Saturday, January 03, 2015	Sat	3	B	C	A
Sunday, January 04, 2015	Sun	4	B	C	A
Monday, January 05, 2015	Mon	5	C	A	B
Tuesday, January 06, 2015	Tue	6	C	A	B
Wednesday, January 07, 2015	Wed	7	A	B	C
Thursday, January 08, 2015	Thu	8	A	B	C
Friday, January 09, 2015	Fri	9	B	C	A
Saturday, January 10, 2015	Sat	10	B	C	A
Sunday, January 11, 2015	Sun	11	C	A	B
Monday, January 12, 2015	Mon	12	C	A	B
Tuesday, January 13, 2015	Tue	13	A	B	C
Wednesday, January 14, 2015	Wed	14	A	B	C
Thursday, January 15, 2015	Thu	15	B	C	A
Friday, January 16, 2015	Fri	16	B	C	A
Saturday, January 17, 2015	Sat	17	C	A	B
Sunday, January 18, 2015	Sun	18	C	A	B
Monday, January 19, 2015	Mon	19	A	B	C
Tuesday, January 20, 2015	Tue	20	A	B	C
Wednesday, January 21, 2015	Wed	21	B	C	A
Thursday, January 22, 2015	Thu	22	B	C	A
Friday, January 23, 2015	Fri	23	C	A	B
Saturday, January 24, 2015	Sat	24	C	A	B
Sunday, January 25, 2015	Sun	25	A	B	C
Monday, January 26, 2015	Mon	26	A	B	C
Tuesday, January 27, 2015	Tue	27	B	C	A
Wednesday, January 28, 2015	Wed	28	B	C	A
Thursday, January 29, 2015	Thu	29	C	A	B
Friday, January 30, 2015	Fri	30	C	A	B
Saturday, January 31, 2015	Sat	31	A	B	C
Sunday, February 01, 2015	Sun	1	A	B	C
Monday, February 02, 2015	Mon	2	B	C	A
Tuesday, February 03, 2015	Tue	3	B	C	A
Wednesday, February 04, 2015	Wed	4	C	A	B
Thursday, February 05, 2015	Thu	5	C	A	B
Friday, February 06, 2015	Fri	6	A	B	C
Saturday, February 07, 2015	Sat	7	A	B	C
Sunday, February 08, 2015	Sun	8	B	C	A
Monday, February 09, 2015	Mon	9	B	C	A
Tuesday, February 10, 2015	Tue	10	C	A	B
Wednesday, February 11, 2015	Wed	11	C	A	B
Thursday, February 12, 2015	Thu	12	A	B	C
Friday, February 13, 2015	Fri	13	A	B	C
Saturday, February 14, 2015	Sat	14	B	C	A

Sunday, February 15, 2015	Sun	15	B	C	A
Monday, February 16, 2015	Mon	16	C	A	B
Tuesday, February 17, 2015	Tue	17	C	A	B
Wednesday, February 18, 2015	Wed	18	A	B	C
Thursday, February 19, 2015	Thu	19	A	B	C
Friday, February 20, 2015	Fri	20	B	C	A
Saturday, February 21, 2015	Sat	21	B	C	A
Sunday, February 22, 2015	Sun	22	C	A	B
Monday, February 23, 2015	Mon	23	C	A	B
Tuesday, February 24, 2015	Tue	24	A	B	C
Wednesday, February 25, 2015	Wed	25	A	B	C
Thursday, February 26, 2015	Thu	26	B	C	A
Friday, February 27, 2015	Fri	27	B	C	A
Saturday, February 28, 2015	Sat	28	C	A	B
Sunday, March 01, 2015	Sun	1	C	A	B
Monday, March 02, 2015	Mon	2	A	B	C
Tuesday, March 03, 2015	Tue	3	A	B	C
Wednesday, March 04, 2015	Wed	4	B	C	A
Thursday, March 05, 2015	Thu	5	B	C	A
Friday, March 06, 2015	Fri	6	C	A	B
Saturday, March 07, 2015	Sat	7	C	A	B
Sunday, March 08, 2015	Sun	8	A	B	C
Monday, March 09, 2015	Mon	9	A	B	C
Tuesday, March 10, 2015	Tue	10	B	C	A
Wednesday, March 11, 2015	Wed	11	B	C	A
Thursday, March 12, 2015	Thu	12	C	A	B
Friday, March 13, 2015	Fri	13	C	A	B
Saturday, March 14, 2015	Sat	14	A	B	C
Sunday, March 15, 2015	Sun	15	A	B	C
Monday, March 16, 2015	Mon	16	B	C	A
Tuesday, March 17, 2015	Tue	17	B	C	A
Wednesday, March 18, 2015	Wed	18	C	A	B
Thursday, March 19, 2015	Thu	19	C	A	B
Friday, March 20, 2015	Fri	20	A	B	C
Saturday, March 21, 2015	Sat	21	A	B	C
Sunday, March 22, 2015	Sun	22	B	C	A
Monday, March 23, 2015	Mon	23	B	C	A
Tuesday, March 24, 2015	Tue	24	C	A	B
Wednesday, March 25, 2015	Wed	25	C	A	B
Thursday, March 26, 2015	Thu	26	A	B	C
Friday, March 27, 2015	Fri	27	A	B	C
Saturday, March 28, 2015	Sat	28	B	C	A
Sunday, March 29, 2015	Sun	29	B	C	A
Monday, March 30, 2015	Mon	30	C	A	B
Tuesday, March 31, 2015	Tue	31	C	A	B

Appendix 6 Muara Branch Schedule (Extract)

Day / Date	Day	Date	08:00 - 16:00	15:00 - 23:00	Off Day
Thursday, January 01, 2015	Thu	1	A	B	C
Friday, January 02, 2015	Fri	2	A	B	C
Saturday, January 03, 2015	Sat	3	B	C	A
Sunday, January 04, 2015	Sun	4	B	C	A
Monday, January 05, 2015	Mon	5	C	A	B
Tuesday, January 06, 2015	Tue	6	C	A	B
Wednesday, January 07, 2015	Wed	7	A	B	C
Thursday, January 08, 2015	Thu	8	A	B	C
Friday, January 09, 2015	Fri	9	B	C	A
Saturday, January 10, 2015	Sat	10	B	C	A
Sunday, January 11, 2015	Sun	11	C	A	B
Monday, January 12, 2015	Mon	12	C	A	B
Tuesday, January 13, 2015	Tue	13	A	B	C
Wednesday, January 14, 2015	Wed	14	A	B	C
Thursday, January 15, 2015	Thu	15	B	C	A
Friday, January 16, 2015	Fri	16	B	C	A
Saturday, January 17, 2015	Sat	17	C	A	B
Sunday, January 18, 2015	Sun	18	C	A	B
Monday, January 19, 2015	Mon	19	A	B	C
Tuesday, January 20, 2015	Tue	20	A	B	C
Wednesday, January 21, 2015	Wed	21	B	C	A
Thursday, January 22, 2015	Thu	22	B	C	A
Friday, January 23, 2015	Fri	23	C	A	B
Saturday, January 24, 2015	Sat	24	C	A	B
Sunday, January 25, 2015	Sun	25	A	B	C
Monday, January 26, 2015	Mon	26	A	B	C
Tuesday, January 27, 2015	Tue	27	B	C	A
Wednesday, January 28, 2015	Wed	28	B	C	A
Thursday, January 29, 2015	Thu	29	C	A	B
Friday, January 30, 2015	Fri	30	C	A	B
Saturday, January 31, 2015	Sat	31	A	B	C
Sunday, February 01, 2015	Sun	1	A	B	C
Monday, February 02, 2015	Mon	2	B	C	A
Tuesday, February 03, 2015	Tue	3	B	C	A
Wednesday, February 04, 2015	Wed	4	C	A	B
Thursday, February 05, 2015	Thu	5	C	A	B
Friday, February 06, 2015	Fri	6	A	B	C
Saturday, February 07, 2015	Sat	7	A	B	C
Sunday, February 08, 2015	Sun	8	B	C	A
Monday, February 09, 2015	Mon	9	B	C	A
Tuesday, February 10, 2015	Tue	10	C	A	B
Wednesday, February 11, 2015	Wed	11	C	A	B
Thursday, February 12, 2015	Thu	12	A	B	C
Friday, February 13, 2015	Fri	13	A	B	C
Saturday, February 14, 2015	Sat	14	B	C	A

Sunday, February 15, 2015	Sun	15	B	C	A
Monday, February 16, 2015	Mon	16	C	A	B
Tuesday, February 17, 2015	Tue	17	C	A	B
Wednesday, February 18, 2015	Wed	18	A	B	C
Thursday, February 19, 2015	Thu	19	A	B	C
Friday, February 20, 2015	Fri	20	B	C	A
Saturday, February 21, 2015	Sat	21	B	C	A
Sunday, February 22, 2015	Sun	22	C	A	B
Monday, February 23, 2015	Mon	23	C	A	B
Tuesday, February 24, 2015	Tue	24	A	B	C
Wednesday, February 25, 2015	Wed	25	A	B	C
Thursday, February 26, 2015	Thu	26	B	C	A
Friday, February 27, 2015	Fri	27	B	C	A
Saturday, February 28, 2015	Sat	28	C	A	B
Sunday, March 01, 2015	Sun	1	C	A	B
Monday, March 02, 2015	Mon	2	A	B	C
Tuesday, March 03, 2015	Tue	3	A	B	C
Wednesday, March 04, 2015	Wed	4	B	C	A
Thursday, March 05, 2015	Thu	5	B	C	A
Friday, March 06, 2015	Fri	6	C	A	B
Saturday, March 07, 2015	Sat	7	C	A	B
Sunday, March 08, 2015	Sun	8	A	B	C
Monday, March 09, 2015	Mon	9	A	B	C
Tuesday, March 10, 2015	Tue	10	B	C	A
Wednesday, March 11, 2015	Wed	11	B	C	A
Thursday, March 12, 2015	Thu	12	C	A	B
Friday, March 13, 2015	Fri	13	C	A	B
Saturday, March 14, 2015	Sat	14	A	B	C
Sunday, March 15, 2015	Sun	15	A	B	C
Monday, March 16, 2015	Mon	16	B	C	A
Tuesday, March 17, 2015	Tue	17	B	C	A
Wednesday, March 18, 2015	Wed	18	C	A	B
Thursday, March 19, 2015	Thu	19	C	A	B
Friday, March 20, 2015	Fri	20	A	B	C
Saturday, March 21, 2015	Sat	21	A	B	C
Sunday, March 22, 2015	Sun	22	B	C	A
Monday, March 23, 2015	Mon	23	B	C	A
Tuesday, March 24, 2015	Tue	24	C	A	B
Wednesday, March 25, 2015	Wed	25	C	A	B
Thursday, March 26, 2015	Thu	26	A	B	C
Friday, March 27, 2015	Fri	27	A	B	C
Saturday, March 28, 2015	Sat	28	B	C	A
Sunday, March 29, 2015	Sun	29	B	C	A
Monday, March 30, 2015	Mon	30	C	A	B
Tuesday, March 31, 2015	Tue	31	C	A	B

Appendix 7 Temburong Branch Schedule (Extract)

Day / Date	Day	Date	14:00 - 24:00	06:00 - 24:00	06:00 - 15:00	Off Day
Thursday, January 01, 2015	Thu	1	A		C	B
Friday, January 02, 2015	Fri	2		A		BC
Saturday, January 03, 2015	Sat	3	B		A	C
Sunday, January 04, 2015	Sun	4		B		AC
Monday, January 05, 2015	Mon	5	C		B	A
Tuesday, January 06, 2015	Tue	6		C		AB
Wednesday, January 07, 2015	Wed	7	A		C	B
Thursday, January 08, 2015	Thu	8		A		BC
Friday, January 09, 2015	Fri	9	B		A	C
Saturday, January 10, 2015	Sat	10		B		AC
Sunday, January 11, 2015	Sun	11	C		B	A
Monday, January 12, 2015	Mon	12		C		AB
Tuesday, January 13, 2015	Tue	13	A		C	B
Wednesday, January 14, 2015	Wed	14		A		BC
Thursday, January 15, 2015	Thu	15	B		A	B
Friday, January 16, 2015	Fri	16		B		AC
Saturday, January 17, 2015	Sat	17	C		B	A
Sunday, January 18, 2015	Sun	18		C		AB
Monday, January 19, 2015	Mon	19	A		C	B
Tuesday, January 20, 2015	Tue	20		A		BC
Wednesday, January 21, 2015	Wed	21	B		A	C
Thursday, January 22, 2015	Thu	22		B		AC
Friday, January 23, 2015	Fri	23	C		B	A
Saturday, January 24, 2015	Sat	24		C		AB
Sunday, January 25, 2015	Sun	25	A		C	B
Monday, January 26, 2015	Mon	26		A		BC
Tuesday, January 27, 2015	Tue	27	B		A	C
Wednesday, January 28, 2015	Wed	28		B		AC
Thursday, January 29, 2015	Thu	29	C		B	A
Friday, January 30, 2015	Fri	30		C		AB
Saturday, January 31, 2015	Sat	31	A		C	B
Sunday, February 01, 2015	Sun	1		A		BC
Monday, February 02, 2015	Mon	2	B		A	B
Tuesday, February 03, 2015	Tue	3		B		AC
Wednesday, February 04, 2015	Wed	4	C		B	A
Thursday, February 05, 2015	Thu	5		C		AB
Friday, February 06, 2015	Fri	6	A		C	B
Saturday, February 07, 2015	Sat	7		A		BC
Sunday, February 08, 2015	Sun	8	B		A	C
Monday, February 09, 2015	Mon	9		B		AC
Tuesday, February 10, 2015	Tue	10	C		B	A
Wednesday, February 11, 2015	Wed	11		C		AB
Thursday, February 12, 2015	Thu	12	A		C	B
Friday, February 13, 2015	Fri	13		A		BC
Saturday, February 14, 2015	Sat	14	B		A	C

Sunday, February 15, 2015	Sun	15		B		AC
Monday, February 16, 2015	Mon	16	C		B	A
Tuesday, February 17, 2015	Tue	17		C		AB
Wednesday, February 18, 2015	Wed	18	A		C	B
Thursday, February 19, 2015	Thu	19		A		BC
Friday, February 20, 2015	Fri	20	B		A	B
Saturday, February 21, 2015	Sat	21		B		AC
Sunday, February 22, 2015	Sun	22	C		B	A
Monday, February 23, 2015	Mon	23		C		AB
Tuesday, February 24, 2015	Tue	24	A		C	B
Wednesday, February 25, 2015	Wed	25		A		BC
Thursday, February 26, 2015	Thu	26	B		A	C
Friday, February 27, 2015	Fri	27		B		AC
Saturday, February 28, 2015	Sat	28	C		B	A
Sunday, March 01, 2015	Sun	1		C		AB
Monday, March 02, 2015	Mon	2	A		C	B
Tuesday, March 03, 2015	Tue	3		A		BC
Wednesday, March 04, 2015	Wed	4	B		A	C
Thursday, March 05, 2015	Thu	5		B		AC
Friday, March 06, 2015	Fri	6	C		B	A
Saturday, March 07, 2015	Sat	7		C		AB
Sunday, March 08, 2015	Sun	8	A		C	B
Monday, March 09, 2015	Mon	9		A		BC
Tuesday, March 10, 2015	Tue	10	B		A	B
Wednesday, March 11, 2015	Wed	11		B		AC
Thursday, March 12, 2015	Thu	12	C		B	A
Friday, March 13, 2015	Fri	13		C		AB
Saturday, March 14, 2015	Sat	14	A		C	B
Sunday, March 15, 2015	Sun	15		A		BC
Monday, March 16, 2015	Mon	16	B		A	C
Tuesday, March 17, 2015	Tue	17		B		AC
Wednesday, March 18, 2015	Wed	18	C		B	A
Thursday, March 19, 2015	Thu	19		C		AB
Friday, March 20, 2015	Fri	20	A		C	B
Saturday, March 21, 2015	Sat	21		A		BC
Sunday, March 22, 2015	Sun	22	B		A	C
Monday, March 23, 2015	Mon	23		B		AC
Tuesday, March 24, 2015	Tue	24	C		B	A
Wednesday, March 25, 2015	Wed	25		C		AB
Thursday, March 26, 2015	Thu	26	A		C	B
Friday, March 27, 2015	Fri	27		A		BC
Saturday, March 28, 2015	Sat	28	B		A	B
Sunday, March 29, 2015	Sun	29		B		AC
Monday, March 30, 2015	Mon	30	C		B	A
Tuesday, March 31, 2015	Tue	31		C		AB

Appendix 8 Proposed Shift Schedule (Extract)

Proposed New Shifts							Group B Sample		
No	Day / Date	Day	Date	06:00 - 15:00	15:00 - 0:00	Off Day	06:00 - 15:00	15:00 - 0:00	0:00 - 6:00
1	Thursday, January 01, 2015	Thu	1	A	B	C	BREAK	WORK	BREAK
2	Friday, January 02, 2015	Fri	2	B	A	C	WORK	BREAK	BREAK
3	Saturday, January 03, 2015	Sat	3	A	B	C	BREAK	WORK	BREAK
4	Sunday, January 04, 2015	Sun	4	B	C	A	WORK	BREAK	BREAK
5	Monday, January 05, 2015	Mon	5	C	B	A	BREAK	WORK	BREAK
6	Tuesday, January 06, 2015	Tue	6	B	C	A	WORK	BREAK	BREAK
7	Wednesday, January 07, 2015	Wed	7	C	A	B	BREAK	BREAK	BREAK
8	Thursday, January 08, 2015	Thu	8	A	C	B	BREAK	BREAK	BREAK
9	Friday, January 09, 2015	Fri	9	C	A	B	BREAK	BREAK	BREAK
10	Saturday, January 10, 2015	Sat	10	A	B	C	BREAK	WORK	BREAK
11	Sunday, January 11, 2015	Sun	11	B	A	C	WORK	BREAK	BREAK
12	Monday, January 12, 2015	Mon	12	A	B	C	BREAK	WORK	BREAK
13	Tuesday, January 13, 2015	Tue	13	B	C	A	WORK	BREAK	BREAK
14	Wednesday, January 14, 2015	Wed	14	C	B	A	BREAK	WORK	BREAK
15	Thursday, January 15, 2015	Thu	15	B	C	A	WORK	BREAK	BREAK
16	Friday, January 16, 2015	Fri	16	C	A	B	BREAK	BREAK	BREAK
17	Saturday, January 17, 2015	Sat	17	A	C	B	BREAK	BREAK	BREAK
18	Sunday, January 18, 2015	Sun	18	C	A	B	BREAK	BREAK	BREAK
19	Monday, January 19, 2015	Mon	19	A	B	C	BREAK	WORK	BREAK
20	Tuesday, January 20, 2015	Tue	20	B	A	C	WORK	BREAK	BREAK
21	Wednesday, January 21, 2015	Wed	21	A	B	C	BREAK	WORK	BREAK
22	Thursday, January 22, 2015	Thu	22	B	C	A	WORK	BREAK	BREAK
23	Friday, January 23, 2015	Fri	23	C	B	A	BREAK	WORK	BREAK
24	Saturday, January 24, 2015	Sat	24	B	C	A	WORK	BREAK	BREAK
25	Sunday, January 25, 2015	Sun	25	C	A	B	BREAK	BREAK	BREAK
26	Monday, January 26, 2015	Mon	26	A	C	B	BREAK	BREAK	BREAK
27	Tuesday, January 27, 2015	Tue	27	C	A	B	BREAK	BREAK	BREAK
28	Wednesday, January 28, 2015	Wed	28	A	B	C	BREAK	WORK	BREAK
29	Thursday, January 29, 2015	Thu	29	B	A	C	WORK	BREAK	BREAK
30	Friday, January 30, 2015	Fri	30	A	B	C	BREAK	WORK	BREAK
31	Saturday, January 31, 2015	Sat	31	B	C	A	WORK	BREAK	BREAK
32	Sunday, February 01, 2015	Sun	1	C	B	A	BREAK	WORK	BREAK
33	Monday, February 02, 2015	Mon	2	B	C	A	WORK	BREAK	BREAK
34	Tuesday, February 03, 2015	Tue	3	C	A	B	BREAK	BREAK	BREAK
35	Wednesday, February 04, 2015	Wed	4	A	C	B	BREAK	BREAK	BREAK
36	Thursday, February 05, 2015	Thu	5	C	A	B	BREAK	BREAK	BREAK
37	Friday, February 06, 2015	Fri	6	A	B	C	BREAK	WORK	BREAK
38	Saturday, February 07, 2015	Sat	7	B	A	C	WORK	BREAK	BREAK
39	Sunday, February 08, 2015	Sun	8	A	B	C	BREAK	WORK	BREAK
40	Monday, February 09, 2015	Mon	9	B	C	A	WORK	BREAK	BREAK
41	Tuesday, February 10, 2015	Tue	10	C	B	A	BREAK	WORK	BREAK
42	Wednesday, February 11, 2015	Wed	11	B	C	A	WORK	BREAK	BREAK

43	Thursday, February 12, 2015	Thu	12	C	A	B		BREAK	BREAK	BREAK
44	Friday, February 13, 2015	Fri	13	A	C	B		BREAK	BREAK	BREAK
45	Saturday, February 14, 2015	Sat	14	C	A	B		BREAK	BREAK	BREAK
46	Sunday, February 15, 2015	Sun	15	A	B	C		BREAK	WORK	BREAK
47	Monday, February 16, 2015	Mon	16	B	A	C		WORK	BREAK	BREAK
48	Tuesday, February 17, 2015	Tue	17	A	B	C		BREAK	WORK	BREAK
49	Wednesday, February 18, 2015	Wed	18	B	C	A		WORK	BREAK	BREAK
50	Thursday, February 19, 2015	Thu	19	C	B	A		BREAK	WORK	BREAK
51	Friday, February 20, 2015	Fri	20	B	C	A		WORK	BREAK	BREAK
52	Saturday, February 21, 2015	Sat	21	C	A	B		BREAK	BREAK	BREAK
53	Sunday, February 22, 2015	Sun	22	A	C	B		BREAK	BREAK	BREAK
54	Monday, February 23, 2015	Mon	23	C	A	B		BREAK	BREAK	BREAK
55	Tuesday, February 24, 2015	Tue	24	A	B	C		BREAK	WORK	BREAK
56	Wednesday, February 25, 2015	Wed	25	B	A	C		WORK	BREAK	BREAK
57	Thursday, February 26, 2015	Thu	26	A	B	C		BREAK	WORK	BREAK
58	Friday, February 27, 2015	Fri	27	B	C	A		WORK	BREAK	BREAK
59	Saturday, February 28, 2015	Sat	28	C	B	A		BREAK	WORK	BREAK
60	Sunday, March 01, 2015	Sun	1	B	C	A		WORK	BREAK	BREAK
61	Monday, March 02, 2015	Mon	2	C	A	B		BREAK	BREAK	BREAK
62	Tuesday, March 03, 2015	Tue	3	A	C	B		BREAK	BREAK	BREAK
63	Wednesday, March 04, 2015	Wed	4	C	A	B		BREAK	BREAK	BREAK
64	Thursday, March 05, 2015	Thu	5	A	B	C		BREAK	WORK	BREAK
65	Friday, March 06, 2015	Fri	6	B	A	C		WORK	BREAK	BREAK
66	Saturday, March 07, 2015	Sat	7	A	B	C		BREAK	WORK	BREAK
67	Sunday, March 08, 2015	Sun	8	B	C	A		WORK	BREAK	BREAK
68	Monday, March 09, 2015	Mon	9	C	B	A		BREAK	WORK	BREAK
69	Tuesday, March 10, 2015	Tue	10	B	C	A		WORK	BREAK	BREAK
70	Wednesday, March 11, 2015	Wed	11	C	A	B		BREAK	BREAK	BREAK
71	Thursday, March 12, 2015	Thu	12	A	C	B		BREAK	BREAK	BREAK
72	Friday, March 13, 2015	Fri	13	C	A	B		BREAK	BREAK	BREAK
73	Saturday, March 14, 2015	Sat	14	A	B	C		BREAK	WORK	BREAK
74	Sunday, March 15, 2015	Sun	15	B	A	C		WORK	BREAK	BREAK
75	Monday, March 16, 2015	Mon	16	A	B	C		BREAK	WORK	BREAK
76	Tuesday, March 17, 2015	Tue	17	B	C	A		WORK	BREAK	BREAK
77	Wednesday, March 18, 2015	Wed	18	C	B	A		BREAK	WORK	BREAK
78	Thursday, March 19, 2015	Thu	19	B	C	A		WORK	BREAK	BREAK
79	Friday, March 20, 2015	Fri	20	C	A	B		BREAK	BREAK	BREAK
80	Saturday, March 21, 2015	Sat	21	A	C	B		BREAK	BREAK	BREAK
81	Sunday, March 22, 2015	Sun	22	C	A	B		BREAK	BREAK	BREAK
82	Monday, March 23, 2015	Mon	23	A	B	C		BREAK	WORK	BREAK
83	Tuesday, March 24, 2015	Tue	24	B	A	C		WORK	BREAK	BREAK
84	Wednesday, March 25, 2015	Wed	25	A	B	C		BREAK	WORK	BREAK
85	Thursday, March 26, 2015	Thu	26	B	C	A		WORK	BREAK	BREAK
86	Friday, March 27, 2015	Fri	27	C	B	A		BREAK	WORK	BREAK
87	Saturday, March 28, 2015	Sat	28	B	C	A		WORK	BREAK	BREAK
88	Sunday, March 29, 2015	Sun	29	C	A	B		BREAK	BREAK	BREAK
89	Monday, March 30, 2015	Mon	30	A	C	B		BREAK	BREAK	BREAK
90	Tuesday, March 31, 2015	Tue	31	C	A	B		BREAK	BREAK	BREAK