

2. BACKGROUND OF THE ACCOMMODATION AND WORKS DIRECTORATE

2.1 BRIEF HISTORY

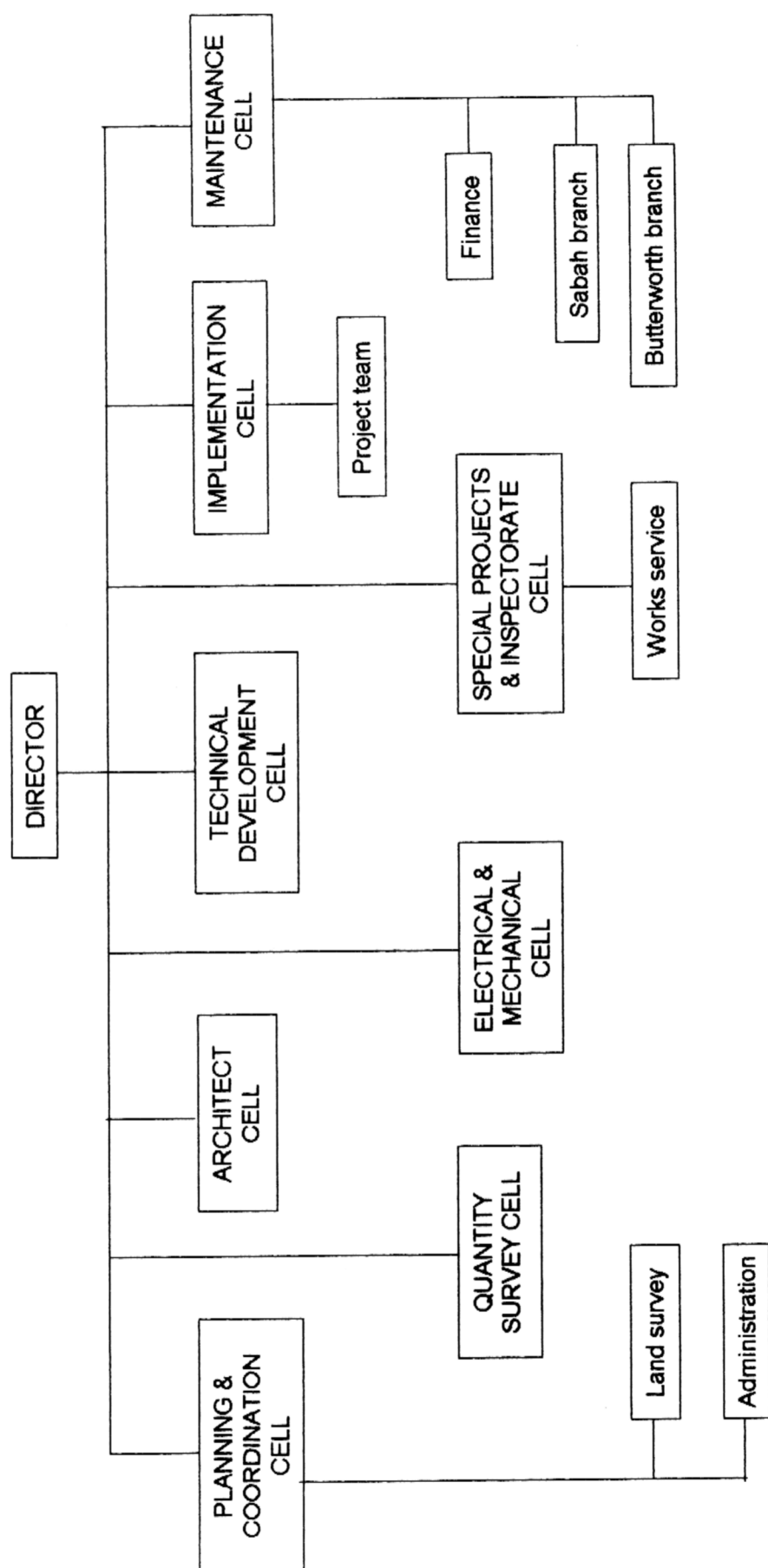
The Accommodation and Works Directorate was originally called Logistic 6. It was established in 1965 as a cell in the Logistic Services Division. This cell was traditionally headed by an officer of the rank of Lieutenant Colonel, together with only a small team of six officers, five other ranks and four civilian staff. In 1972, while still attached to Logistic Services Division, Logistic 6 was expanded to become the Accommodation and Works Directorate headed by a Colonel. In 1988, Logistic Services Division was reorganised to become Logistic Command Headquarters.

As a result, the Defence Logistic Division was formed with the Accommodation and Works Directorate as one of its autonomous organizations. The roles and functions of the Directorate are the provision and maintenance of accommodation, facilities and infrastructures for the Malaysian Armed Forces.

2.2 ORGANIZATION STRUCTURE

The organization structure of the Directorate is shown in Fig.1. Headed by a Director, the Directorate is made up of eight cells, each headed by a Lieutenant Colonel.

Figure 1. Organization Structure of the Accommodation and Works Directorate



The respective cells are as follows:-

1. Planning and Coordination Cell (including land survey)
2. Architect Cell
3. Technical Development Cell
4. Electrical and Mechanical Cell
5. Quantity Surveyor Cell
6. Implementation Cell (including ad hoc project team)
7. Special Project and Inspectorate Cell
8. Maintenance Cell

The Planning and Coordination Cell is responsible for the overall planning and coordination of projects until completion. The tasks involves preparing development plans; initiating projects to be undertaken by the Directorate; taking over of new buildings and facilities and process applications for demolishing old and unwanted facilities; maintaining records of all Armed Forces properties; general administration of the Directorate; and supervising the Land Survey Section, which is responsible for the survey of all Armed Forces land.

The Architect Cell is responsible for the architectural design of buildings for projects undertaken by the Directorate. This cell is concerned with studying quartering briefs; producing schematic and preliminary design to conform with the scope of work; and ensuring that the scales given in the Armed Forces Scale of Accommodation are met.

Working closely with the Architect Cell is the Technical Development Cell. This cell is responsible for the structural design of buildings, facilities and infrastructures. The tasks involves preparing structural design and drawings of buildings and infrastructures like roads, drainage, water supply and sewerage system; inspecting and studying designs and structures prepared by the Public Works Department (PWD) and private consultants; and liasing with the PWD pertaining to projects during the planning stage.

The Electrical and Mechanical Cell, on the other hand, is responsible for all projects and maintenance pertaining to electrical and mechanical works. This cell is concerned with preparing electrical and mechanical designs and drawings for the tender documents; studying and checking designs prepared by private consultants; preparing cost estimates for electrical and mechanical projects; studying and evaluating all electrical and mechanical tenders; and supervising all electrical and mechanical works.

The cell that handles all matters pertaining to the contract administration for the Directorate is the Quantity Survey Cell. This cell is involved in preparing preliminary cost estimates for the planning purposes; preparing tender documents for civil works; studying and checking tender documents prepared by private consultants; and preparing contract documents for the Directorate.

The Implementation Cell is concerned with the physical construction of projects. It is responsible for the technical and administrative supervision of projects undertaken by contractors. The tasks encompass project supervision, checking and coordinating the implementation of projects undertaken by the contractors, and liaising with the central agencies and local government and statutory bodies pertaining to project implementation. In addition to the above, this cell is also involved in conducting regular checks on housing projects purchased by the Ministry of Defence (MINDEF) to ensure approved designs and specifications are adhered to.

The Special Projects and Inspectorate Cell is responsible for PWD projects, works services and renovation and upgrading jobs. This cell is concerned with monitoring all projects undertaken by PWD during implementation stage; processing all works services application for approval; managing financial works services allocation; executing all works services and renovation and upgrading jobs; and conducting pre inspection on completed projects prior to taking over.

Lastly, the Maintenance Cell is responsible for the maintenance management of all Armed Forces buildings and facilities under the responsibility of the Directorate, including houses purchased by MINDEF and used as married quarters. This cell also controls and monitors the activities of its branches in Butterworth and in Sabah.

2.3 PERSONNEL OF THE ACCOMMODATION AND WORKS DIRECTORATE

The Directorate as at December 1995, had a total of 194 staff members, comprising 52 officers, 102 other ranks and 40 civilians, as shown in Fig.2. The officers here refer to lieutenant colonels, majors, captains and lieutenants. The other-ranks refer to warrant officers, staff sargeants, sargeants, corporals and privates. The civilians refer to assistant technicians, technicians, administrative and personnel offices, clerks and runners. In recent years a number of staff members (in particular the officers) have left the service. This has resulted in a steady decline of personnel in the organization. The human resource flow of the organization for the past six years is as shown in Fig.3.

Figure 2. Personnel, the Accommodation and Works Directorate

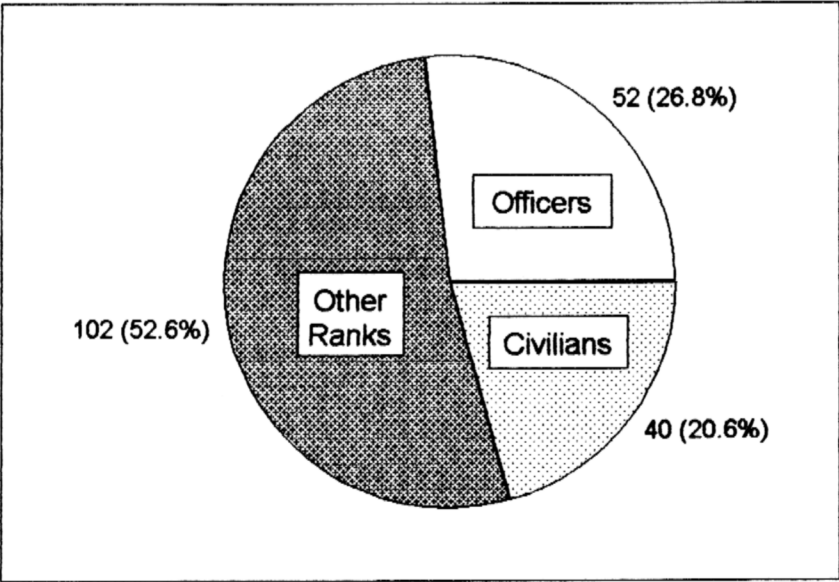
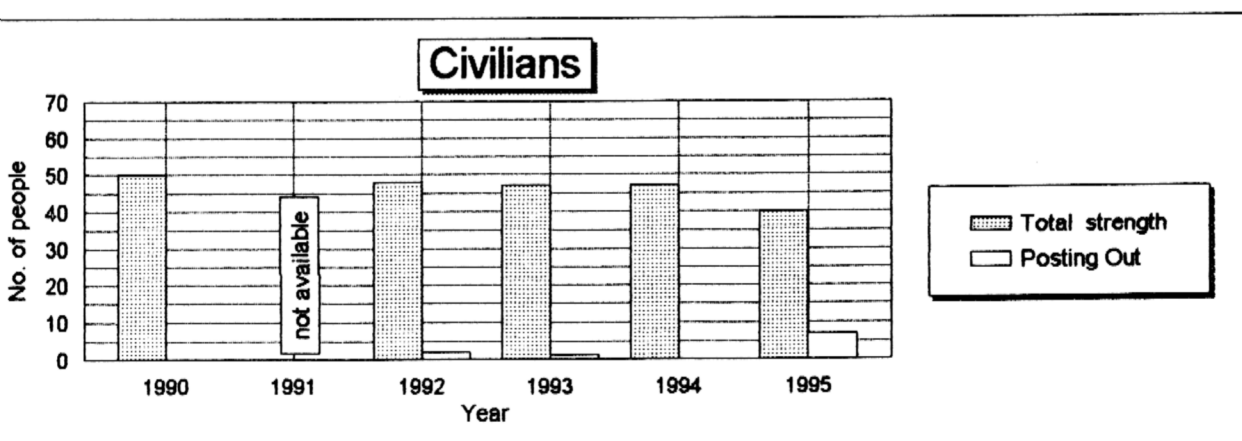
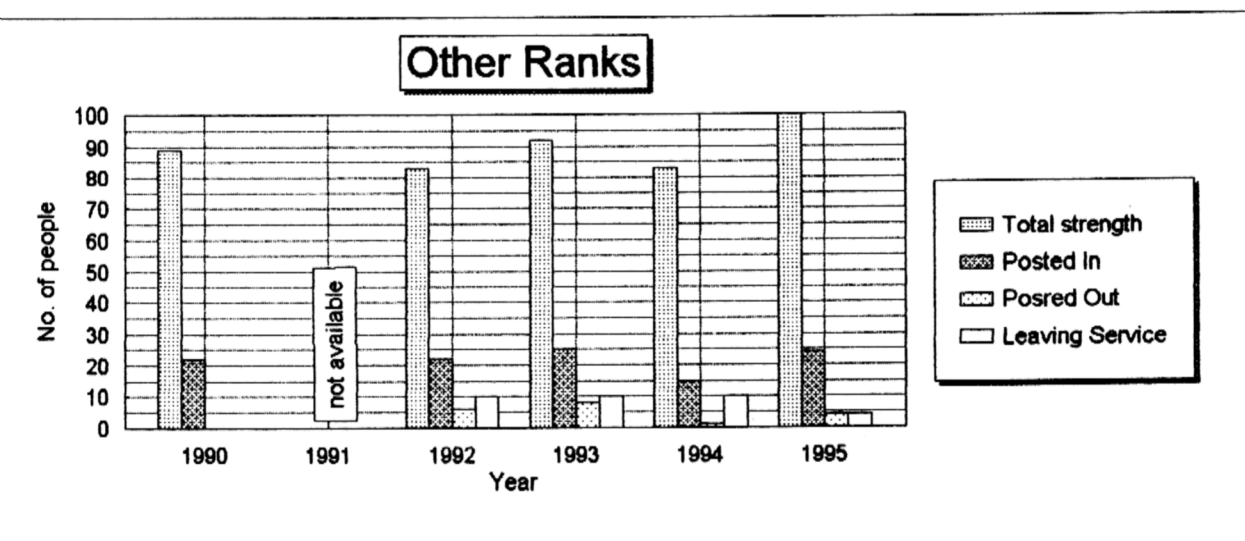
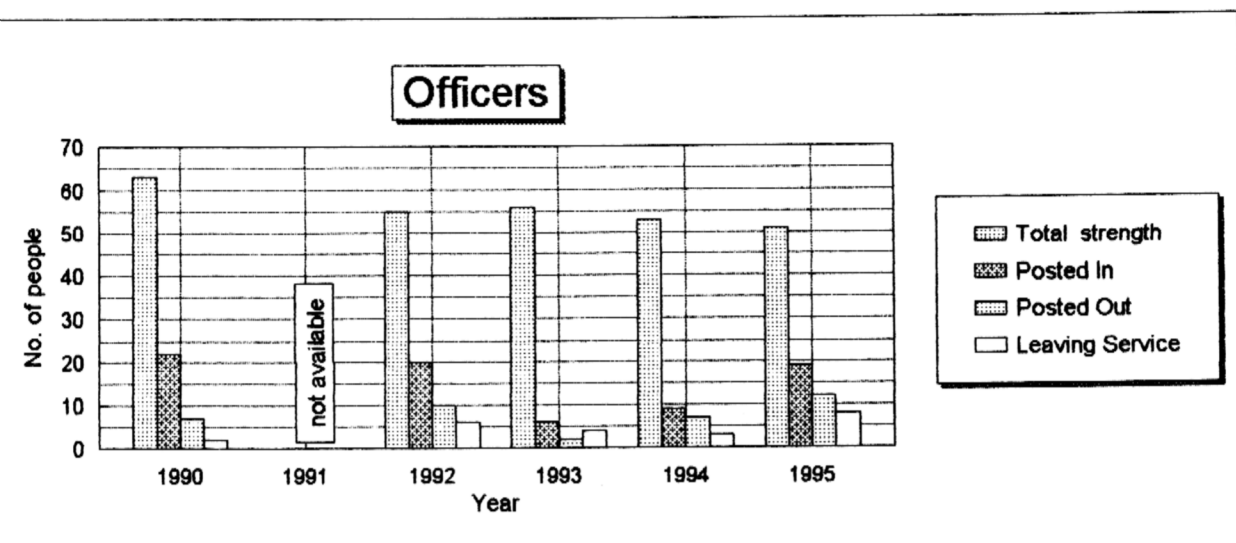


Figure 3. Human Resource Flow, the Accommodation and Works Directorate



2.4 PERFORMANCE OF THE ACCOMMODATION AND WORKS DIRECTORATE

In spite of the steady decline in the number of personnel, the overall performance of the Directorate has not declined. It has instead grown steadily in the pursuit of achieving its Fifth and Sixth Malaysia Plans. Fig.4. shows the Directorate's performance in terms of its total value of projects planned/launched.

Figure 4. Performance, the Accommodation and Works Directorate

