



BPA Process 2019 After Action Review

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Executive Summary of Event

BPA Nomination, Assessment and Ceremonial Process was carried out between April 2019 and July 2019. This BPA window was an exception window opened up to Rovers who faced challenges due to badly handled transition from Rover Journey 2012 Scheme to the RJMS 2017 scheme.

The nominations opened on 23rd April 2019 until 31st May 2019. 6 Rovers were nominated for the BPA Award. Subsequently BPA Interview was conducted on 22nd June 2019 (2 Rovers) and 23rd June 2019 (4 Rovers).

The Interview Panel consisted of the Chief Commissioner and members of the Commissioners' Panel nominated by the Chief Commissioner. For each Rover, there was a 30 minutes RSL interview component followed by interview of the candidate. The ASK (Attitude, Skill, Knowledge) Matrix was used for assessment and assessors scored each candidate for each category on a scale upon 5.

BPA Results Release and Badge Presentation was done together on the 30th June 2019 at Fuchun Community Centre. The awardees were also made aware that they are required to join a HQ department after attaining the BPA award as a platform for them to contribute back to the association. A total of 8 BPA Award Recipients (2 from 2017 and 6 from 2019 BPA Process) were identified to receive the BPA Award on 21st July 2019.

The 8 BPA Awardees were divided into 4 teams (Programme, Administrative, Media and Logistics) to prepare for the BPA Ceremony. Each team was headed by a team leader from the Interim Rover Council and consisted of 2 BPA Awardees and any other manpower required specific to the team.

The BPA Ceremony was held on the 21st July 2019 at 6.30 pm (Reception started at 5.30pm). A total of 103 participants including the awardees and organising committee were present at the event. Event had 3 main segments:

- 1) Arrival of GOH,
- 2) Presentation of Rover Thumbstick,
- 3) BPA Certificate Presentation

The BPA Ceremony ended at 8.30 pm. 1 error in program flow occurred, no safety or security incident occurred.



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AAR Process

A Feedback Form was created were for each stage of the BPA Process 2019, the awardees and organising committee members were asked to answer 3 questions:

- 1) What do you think went well in the process? Try to name 3 points with explanation.
- 2) How do you think we can improve or if something went wrong and should not happen again, please state.
- 3) If we were to repeat this process next year, how will you be able to support the Rover Council during the conduct of this process?

Form Link:

<https://forms.gle/KoN2eyxdiRm2F77b9>

The participants were assured their form responses will be kept strictly confidential, and anonymous except to the reviewing officer (Rishab Patwari) from the Interim Rover Council who will report to the Chief Commissioner.

A core team AAR was also held on the 26 July 2019, consisting of the Team Heads from the Interim Rover Council.



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Summary of Findings

BPA Nomination:

The process was well done and follow up was good. The present process is recommended to be maintained.

BPA Interview:

Communication about the expectations from candidates about the interview was good and inclusion of the RSL component in the Interview Process was supported. Candidates also preferred having commissioners to interview them instead of Rovers to increase credibility in the assessors.

However, communication to non-candidates about the assessment procedures was not done and this led to rumour spreading and gossiping among the Rover populace questioning the credibility of the award. The coordination of the interview date though done well was taxing for the organising team. In the future, the dates for the nomination window, interview, badge presentation and ceremony should all be released well in advance together with the circular.

BPA Results Release and Badge Presentation Ceremony:

Having the Badge presentation ceremony was well supported by awardees as a platform to align awardees to the expectations from them as well as gathering to plan for the upcoming ceremony.

Concern was primarily regarding communication of expected involvement in HQ Departments after attaining the award as mentioned by Chief. Awardees feedbacked that this step should have been discussed instead of being directed.

Pre-Ceremony Preparation:

The division of the awardees into 4 teams was supported and it was noted to be highly effective. Continuous adult support from Chief, CJ and Wee Jin was appreciated by the organising team. Good social media campaign was lauded for popularising the upcoming BPA Ceremony and securing healthy participation numbers for the event.

The instructional management by Rishab was noted to be expedient and effective to get the ceremony preparation done within a short time frame however, it led to lowered ownership opportunity by the awardees who often felt that they were restricted by Rishab's vision for the ceremony. The high degree of driving done by Rishab was also noted to be unsustainable for future iterations.

The budget allocated (\$600) for the ceremony was noted to be severely inadequate and a revision of the budget to \$2000 for a ceremony of this scale was suggested.



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BPA Ceremony Day:

Duration, flow and optics of the main event was highly appreciated by the awardees and the attendees (family and guests). There were sufficient backup plans and they were activated when things didn't go according to the main plan. Vehicle parking management and marshaller deployment was lauded for being extremely useful and well done for guests driving to the venue. Inclusion of symbolic processes like the thumbstick presentation and the scarf presentation by parents was appreciated for making the ceremony solemn and prestigious.

However, there were too many last minute changes leading to high anxiety before the ceremony. The root cause was that the only rehearsals were held on the ceremony day itself when many other preparation work had to be done. Procurement of some essential logistics was also done last minute leading to high anxiety. There was 1 process failure when the Emcee invited Dr Anba to present the ATAS citation even though he was not around. The activation of the backup plan was not communicated to the emcees done fast enough leading to this failure. Due to unforeseen unavailability of many distinguished guests, Chief was activated as the backup plan to confer awards and certificates multiple times. Due to this he had to go back and forth multiple times, and this is not acceptable. Future teams should ensure that the backup plans are well thought out as well.



Annex - BPA Ceremony 2019 Consolidated Feedback

<u>Stage</u>	<u>What Went Well</u>	<u>What Went Wrong</u>	<u>Future Improvement Suggestions</u>	<u>Support Pledged by Awardees</u>
Nomination	<ul style="list-style-type: none"> - Sufficient Time for Submission (1 Month) - Email Instructions was clear and timely - Deadlines were clear - Communication follow up was good (Online and Offline) - HQ accepted multiple submission formats (Digital and Hardcopy) - Process was smooth 	<ul style="list-style-type: none"> - Only Candidates were sent emails regarding the Interview Dates, there was an incident where miscommunication between the coordinators, candidate and a stand-in RSL led to misunderstanding. However it was quickly resolved through offline communication. - There was no guide on what the Character Reference should look like, some Rovers faced difficulties getting their 3 Character References. 	<ul style="list-style-type: none"> - Suggestion to remove need for hardcopy submission to promote environmentally friendly practice - Criteria, Rationale and Conditions for any "exception window" should be better explained and managed to avoid backlash. - Suggestion to come up with fixed Nomination, Interview and Ceremony Dates a year in advance. 	<ul style="list-style-type: none"> - Support BPA Candidates to ensure nomination forms are submitted properly. - Help to spread and create more awareness on the nomination process.
Interview	<ul style="list-style-type: none"> - The interview was well scheduled and catered to everyone's availability - Email stating clearly the interview process was sent out 	<ul style="list-style-type: none"> - Rovers and leaders not involved in the BPA process were not aware of the interview process and held resentment and reservations regarding the credibility of the assessment. - The interview had to be conducted over 2 days making it inconvenient for assessors. - Sunday was used for interview. 	<ul style="list-style-type: none"> - Release the Interview Dates well in advance together with the Nomination, and Ceremony Dates. - Share the BPA Interview Assessment Matrix and 	<ul style="list-style-type: none"> - Assist candidates in interview preparation - Willing to be part of the interview panel



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	<ul style="list-style-type: none"> - Sufficient resources were shared to assist in preparation for the interview. - The panel was viewed to be a fair one due to the inclusion of the commissioners from the Commissioners Council who are experienced and hold credibility instead of NRR/NRC members who were often new to Roving. - RSL component was a good initiative allowing in dept understanding of each Rovers' unique journey. - The ASK assessment matrix was viewed to be appropriate for the assessment of this award. 	<ul style="list-style-type: none"> - No BPA Holders were on the interview panel - The interview dates were not mentioned in the circular, it was confirmed via follow-up communication after nomination. This was viewed to be confusing due to back and forth while coming up with a common date for the interview. - The coordinate for the interview date was taxing for the organising team. 	<p>Process with the Rover Community.</p> <ul style="list-style-type: none"> - Have representation of BPA Holders on the Interview Panel - Change assessment style by the candidate to presentation instead of interview. - Have more BPA Holders in the assessment panel 	
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<p>BPA Results Release and Badge Presentation</p>	<ul style="list-style-type: none"> - Badge Presentation Ceremony was formal and motivated the candidates to prepare for the ceremony. A good platform to ensure everyone is on the same page. - Group photo of the event was well used in publicity campaign for the actual ceremony and garnered over 200 likes - Good sharing by Chief of key plans for Rovers and values expected of them. 	<ul style="list-style-type: none"> - Key communication done on the Badge Presentation Ceremony day should be released as minutes and conditions that affect awardees should be discussed and not instructed. (Concern over the HQ Dept Allocation of Awardees) - The results were released only at the Badge Presentation Ceremony. Concern is for unsuccessful candidates who might turn up and feel like they wasted their trip. - Chief was delayed for the ceremony due to an unforeseen urgent priority. A backup plan to relay his message was not done, leading to long waiting time with awardees doing nothing. 	<ul style="list-style-type: none"> - Inform recipients about the Interview results before the badge presentation ceremony via email. - Have longer gap between BPA Ceremony and Badge Presentation to allow more time to prepare for the ceremony. 	<ul style="list-style-type: none"> - Logistics - Assistance in coordination -
<p>BPA Ceremony Pre-Event Preparation</p>	<ul style="list-style-type: none"> - Fair distribution of roles - Got venue at low price - Venue was professional and 	<ul style="list-style-type: none"> - The main I/C, Rishab from the Interim Council used a instructional style to get the project up within a short timeline. This helped getting the project planning up quickly, however it led to lower ownership by the awardees. The key concern was against high involvement of Rishab in 	<ul style="list-style-type: none"> - Future BPA Ceremonies should be lead by BPA Awardees, Interim Council should be involved in vetting and approval of plans. 	<ul style="list-style-type: none"> - Advice and share the process with future batches - Help in the planning and



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	<p>appropriate for ceremony.</p> <ul style="list-style-type: none"> - Delegation into 4 teams helped awardees to focus on their tasks - Communication was firm and clear with all awardees. - Good social media presence through the publicity campaign. - The Main I/C, Rover Rishab from the Interim Council took charge and led in the planning, organisation and execution and phase during this BPA Ceremony 2019. This enable the newly formed team (New and BPA Candidates) to quickly form up and take on the necessary roles that 	<p>leading the preparation, instead of the awardees themselves. This was taxing for Rishab while for the awardees they did not like being pushed to meet expectations set by Chief and the Interim Rover Council.</p> <ul style="list-style-type: none"> - The budget allocated for the ceremony was only \$600. This led to \$10/pax contribution by the awardees to cover costs of the resources required for the ceremony. - Food was partially sponsored by the organising team (\$300). - The timeline was very short for the ceremony and preparation work was very rushed. This led to increased cost due to short turn-around time for procuring logistics like BPA Booklets and banner. - A pre-ceremony vetting session was cancelled due to the short timeframe. This led to a very rushed ceremony day. 	<ul style="list-style-type: none"> - Increase budget for the ceremony to upto \$2000 depending on the number of awardees and expected pax. 	<p>coordination of the ceremony.</p>
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	<p>were prepared beforehand.</p> <ul style="list-style-type: none"> - Adult support from Chief, and leaders like CJ and Wee Jin was good throughout the preparation process. 			
BPA Ceremony Day	<ul style="list-style-type: none"> - Main event went mostly according to plan. - The team was flexible and improvised to resolve unforeseen problems encountered on ceremony day. - Sufficient backup plans in case of failure of main plans. (Ie. Dr Anba was unable to make it for the ceremony, backup plan where Chief would present on his behalf was activated. Ie 2. The Kudu Horn Owner 	<ul style="list-style-type: none"> - There were many last minute adjustments during the rehearsal conducted on the day itself. - Essential logistics was procured on the event day itself (ie SSA Flag and Kudu Horn), this led to much rush and anxiety in planning team. - There were too many POC giving out instructions when Rishab was caught up in the pre-event prep. The planning of the rehearsal and pre-event flow of events was not done very well. - The Emcees misread that Dr Anba would be presenting the ATAS certificate and Badge as they were not updated that Dr Anba had actually not arrived by then. - Chief had to go forth and back too many times during the ceremony for multiple presentation segments. This was not too obvious as there was no stage, but certainly 	<ul style="list-style-type: none"> - Many event day issues were primarily at the pre-event prep on the event day. This could have been avoided by having a full dry run prior to the ceremony. - The backup plan for Emcees when a key guest has not arrived for the ceremony should not be activated live during the ceremony, after a cut-off time prior to event start, regardless of the key guest's arrival, the backup plan should be activated. 	<ul style="list-style-type: none"> - Advisory support to future batches of candidates preparing their BPA Ceremony



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	<p>was late for the ceremony and refused to blow the horn, backup kudu horn music was predownloaded).</p> <ul style="list-style-type: none">- Traffic marshalls were sufficiently and prominently deployed, assisting many participants coming in their personal vehicles.- Car parking management was done well with clear direction from marshalls and sufficient parking space.- Event duration was just nice.- The ceremony felt prestigious and solemn with the inclusion of the symbolic	<p>would be very glaring and looks bad. The plan should be improved to avoid Chief having to return to his seat too many times.</p>		
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	presentation of the thumbstick and scarf presentation by parents.			
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