

Developing SOP for non-structured roles of BPATC Faculty

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Problem Statement

- BPATC lacks inadequate institutionalized initiatives to streamline standard benchmark in different services delivered by faculty members in non-structured roles, although the organization claims itself as a 'Centre of Excellence!
- Faculty members are non-scientifically tested when assigned for any roles (e.g., *Member Secretary of Speech Preparation Committee, Exam Invigilator, Research Team Member, Course Director, Liaison Officer, Workshop Facilitator and so forth*) beyond the organogram.
- Quality declines, service becomes questionable on many occasions when inexperienced/less experienced faculty members are appointment for any new non-structured role
- Lack of knowledge exists, no codification of previous experience, and poor eco-system augment this issue to a broader spectrum
- Spoil standard practices, destroy goodwill of the Centre due to inconsistency and less impact in various service delivery

Problem Tree

(Effects)

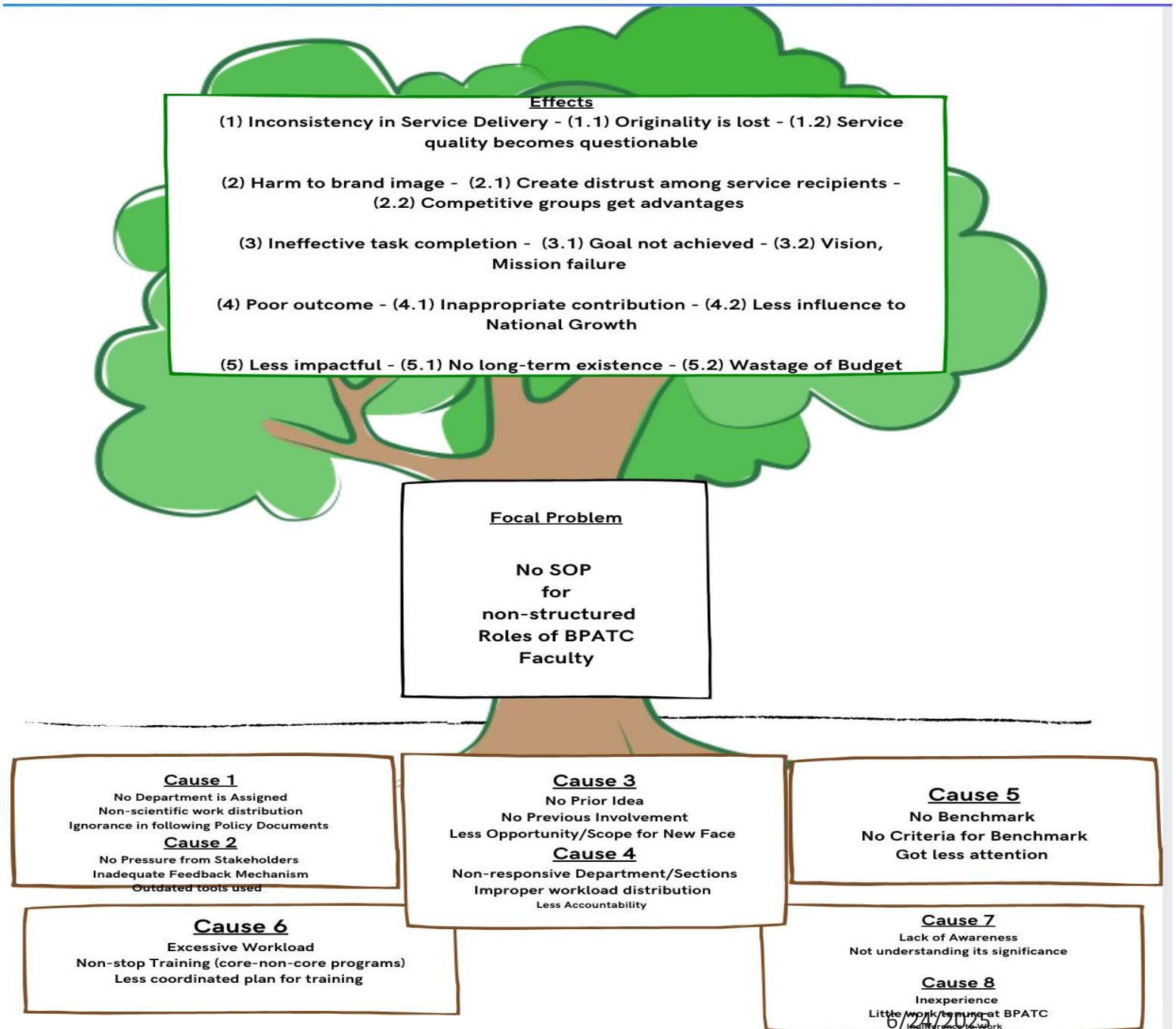
- (1.2) Service quality becomes questionable (2.2) **Competitive groups get advantages** (3.2) **Vision, Mission failure** (4.2) Wastage of Budget (5.2) Less contribution to National Growth
- (1.1) Originality is lost (2.1) **Create distrust among Service Recipients** (3.1) **Goal not achieved** (4.1) No long-term existence (5.1) Inappropriate contribution
- (1) **Inconsistency in Service Delivery** (2) **Harm to Brand Image** (3) **Ineffective task completion** (4) **Less Impactful** (5) **Poor outcome**

(Focal Problem) No SOP for Non-structured Roles of BPATC Faculty

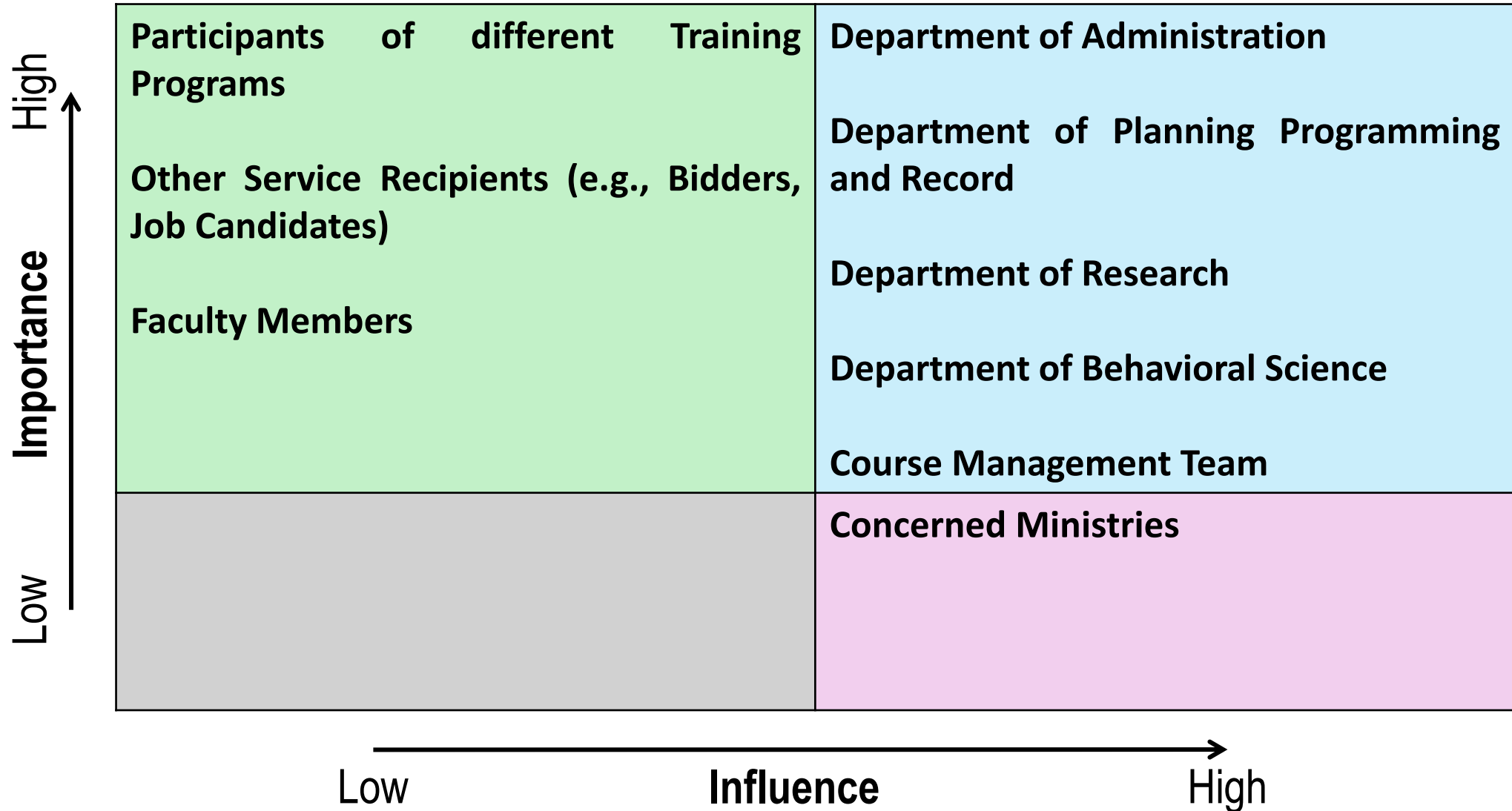
(Causes)

- (1) **No Department is Assigned** (2) No Prior Idea (3) No Benchmark (4) Excessive Workload (5) **Lack of Awareness** (6) **No Pressure from Stakeholders** (7) Non-responsive Department/Sections (8) Inexperience
- (1.1) **Non-scientific work distribution** (2.1) No Previous Involvement (3.1) No Criteria for Benchmark (4.1) Non-stop Training (core-non-core programs) (5.1) **Not understanding its significance** (6.1) **Inadequate Feedback Mechanism** (7.1) Improper workload distribution (8.1) Little work tenure at BPATC
- (1.2) **Ignorance in following Policy Documents** (2.2) Less Opportunity/Scope for New Face (3.2) Got less attention (4.2) Less coordinated plan for training (6.2) **Outdated tools used** (7.2) Less Accountability (8.2) Indifference to Work

Problem Tree (Bird's Eye View)



Stakeholder Analysis



Objective

[To prepare a SOP for non-structured roles of BPATC Faculty within three months]

through...

- (a) Identifying non-structured roles of BPATC Faculty
- (b) Determining stakeholders, service recipients of the selected non-structured roles
- (c) Developing pertinent to-do-lists for selected non-structured roles

Action Plan

	Activities	Resource	Time
(a) Identify non-structured Roles	<p>1.1 Select Faculty members as respondents [03 MDSs, 05 Directors, 07 DDs, 07 ADs with at least 01-year BPATC work experience]</p> <p>1.2 Conduct very short KII (with ***Three Questions)</p> <p>1.3 Organize a very short online survey for rest of the Faculty of BPATC</p> <p>1.4 Analyze some official documents (e.g., Office Orders) of BPATC (last 1-2 years)</p> <p>1.5 Compile KII and survey data to generate a list of non-structured roles of BPATC Faculty</p>	Faculty Members/RIO	20 Days (01-20 July 2025)
	<p>***Three Questions: (a) What types of non-structured roles did you play in the last 1/2 year/s? (b) Who were your service recipients? (c) What you did to accomplish assigned tasks in due manner?</p>		

Action Plan (Contd. 01)

	Activities	Resource	Time
(b) Determine Stakeholders/Service-recipients of the selected non-structured roles	<p>2.1 Analyze data of the respondents, documents for developing a list of relevant service-recipients and stakeholders</p> <p>2.2 Align and put weightage on non-structured roles considering respective service-recipients and stakeholders</p>	Faculty Members/RIO	15 Days (21 July-05 August 2025)
(c) Prepare SOP for non-structured roles of BPATC Faculty	<p>3.1 Accumulate information for designing actions/operating procedures to better guide non-structured-roles of BPATC Faculty</p> <p>3.2 Get feedback from the respondents on draft edition</p> <p>3.3 Send draft edition to competent authority with the request of committee/internal experts' feedback</p> <p>3.4 Send the revised edition to the ministry for feedback (if permitted/if needed)</p> <p>3.5 Dissemination of the Approved Edition</p> <p>3.6 Integrate with ERP/Task Manager for sustainability (BW)</p>	Faculty Members/RIO/ Concerned Ministries*	55 Days (06 August-30 September 2025)

* Ministries Feedback is expected to explore its replicability

SWOT Analysis

	Policy [vision, mission, goals, rules, regulations, SOPs]	Executives [actors' competencies, training, their sufficiency]	Resources [budget, technology, materials, linkage with external organizations]	Culture [actors' behavioral patterns: beliefs, norms, relations, attitude, practice]
S	Strategic Plan for Institutional Development of BPATC (2013-2021) RIAP Guidelines, 2025	Rector's Cooperation Faculty Members' Support Department of Administration/PPR/Behavioral Science	Feedback from Faculty	Similar experience/work atmosphere for the faculty
W	-	Less connection with service-recipients	Less linkage with concerned ministries	Non-responsiveness
O	Standard Operating Procedure (SOP) for Training Management of BPATC	Ministry's involvement	Replicability for other organizations	Benchmark for non-structured roles
T	Organogram-based Job Description	Change-resistant mindset Understanding significance Getting Experts' Feedback	Linkage with ERP/Task Manager	Previous trends

Thank you!