Policy/project nexus: facilitating change in a new way

Friday 12 August 2016
LH Martin Institute
2016 Service Improvement and Innovation in Universities

Fiona Margetts
University of Southern Queensland
Organisational background
Policy Refresh Project

Project aim:

*to establish a flexible and sustainable framework for the management of policy*
Policy Refresh Project

Project objectives:

1. Establish the guiding principles (framework)
2. Rework the technical infrastructure
3. Deploy the framework
Project deliverable

Policy & Procedure Framework

Principles
- Complex
- Organisation-wide

Processes
- Matrix-style
- High levels of accountability
Project deliverable

Technical Infrastructure

Content management system

Publishing system

Policy and Procedure Library

Records Manager
Approval date audit
In-house development
University supported
Definitions Dictionary
Policy
Procedure
Schedule
Project deliverable

1. Confirm Requirement
2. Research
3. Initial draft
4. Preliminary consultation
5. Review
6. Consultation
7. Revise draft
8. Endorsement
9. Approval
10. Publication
11. Communication
12. Implementation

New or substantially revised Policy and Procedure
Project deliverable

Student-facing policies

Tranch 1

Tranch 2
Challenges

- Organisational restructure
- System failure
- Contract variation
- Unclear accountability
Critical success factors

- Environmental scanning
- Sponsor and senior management engagement
- Stakeholder Engagement
- Balancing ‘art’ & ‘science’ of project management
- Governance structures
- The right people
- Evaluation and performance indicators
Lessons learned

Policy is a change catalyst
Policy facilitates cross-collaboration

Robust structured approach required
Effective project management underpins success
Project benefits realised

- Engaged accountable officers
- Cross-organisational collaboration
- Enhanced governance and management reporting capability
- Modern, compliant, robust system
- Organisational alignment
- Compliance integration
- Risk mitigation
Business as usual benefits realised

✓ Business process improvement
✓ Policy and procedure change efficiencies
✓ Reduced complaints
✓ Reduced audit issues and risk profile
✓ Improved staff survey results
✓ Improved student experience
Change & innovate
Questions

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USQ Policy Library
www.policy.usq.edu.au
References


References (cont.)


References (cont.)


Freeman, B 2014b, *Evaluation of the University of Southern Queensland Policy Refresh Project*, The University of Melbourne, Melbourne, Australia. <.

Freeman, B 2015, 'Higher education policy technology and process innovation in four different worlds: Australia, United States, New Zealand and Papua New Guinea'.


References (cont.)


Kezar, A 2001, 'Understanding and Facilitating Change in Higher Education in the 21st Century. ERIC Digest'.


References (cont.)


Rothwell, J 2013, *In mixed company: Communicating in small groups and teams*, 8th edn, Cengage Learning, Boston, MA.


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University of Southern Queensland 2014a, Structural Adjustment Fund - Policy Refresh Project Closure Report, University of Southern Queensland, Toowoomba, Qld,

University of Southern Queensland, *Risk Management Plan 2015-2016*, 2015a, University of Southern Queensland, Toowoomba, Qld.


Role of policy

1. Mission
2. Strategic objectives
3. Policy
4. Procedures
5. Process improvement
Role of policy

- Governance standards
- Academic quality standards
- Management standards
  - Quality assurance
  - Risk mitigation
  - Compliance
  - Continuous improvement
  - Change
Framework and approval hierarchy
Policy and Procedure Library

- Policy
- Procedure
- Schedules
- Definitions
### Why Now? Policy timeline as at project end

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
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<tbody>
<tr>
<td>2008</td>
<td>Centralised Secretariat abandoned</td>
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<tr>
<td>2009</td>
<td>Revised approach - PM appointed, Dead Cat Bounce</td>
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<tr>
<td>2010</td>
<td>Recommendations for resources declined by mgt, System problems</td>
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<tr>
<td>2011</td>
<td>Commenced library project, Appointed project manager, Robust processes established</td>
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<tr>
<td>2012</td>
<td>Specified new system, Allocated resources, Beta system developed</td>
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<tr>
<td>2013</td>
<td>Draft Definitions Dictionary, Definitions Dictionary live</td>
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<tr>
<td>2014</td>
<td>PL System stable, P1 and P2 Policy and Procedures Developed</td>
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### Author: Mr Steve Ivey, Executive Director (Sustainable Business Management and Improvement) – used with permission

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<thead>
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<td>2013</td>
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<tr>
<td>2014</td>
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### Complex undertaking

**Key project streams:**
- Governance structure
- Management
- Communication/education
- Resourcing/budget/staffing

<table>
<thead>
<tr>
<th>Organizational</th>
<th>Structure</th>
<th>Management</th>
<th>Communications</th>
<th>Resourcing</th>
<th>Budget</th>
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<td>Educational communications (2 streams)</td>
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<td>- Restructured to meet need</td>
<td>- Stakeholder analysis</td>
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<td>- Lead &amp; manage business framework deployment</td>
<td>- Refined draft communications</td>
<td>- Report &amp; recommendations provided</td>
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<td>- Implemented plan</td>
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<td>- USG News articles</td>
<td>- Organisation and management of staff @ <a href="mailto:policy@usq.edu.au">policy@usq.edu.au</a></td>
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<td>- Strategic alignment/management of change</td>
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<td>Communications</td>
<td>- Establishment and management of Staff &amp; student communications</td>
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<th>Resource development</th>
<th>Review &amp; Development Schedules</th>
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<td></td>
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<td>informing/educating in</td>
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<th>System/TrM</th>
<th>Definitions Dictionary</th>
<th>Training &amp; Development</th>
<th>PIT role</th>
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<td>TRM (content management system)</td>
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<td>Program</td>
<td>PIT formed</td>
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<td>Report delivery</td>
<td>Membership changing to meet need</td>
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</table>

**Milestone:**
- System/TrM
- Recruitment & appointment
- Key to BAU activity
- PIT role
- System
- Central ongoing resourcing

**Project Evaluation:**
- Terms of Reference
- Contract
- Program
- Report delivery

**PIT role:**
- Members identified
- AO support obtained
- PIT formed
- Membership changing to meet need
- VCC commitment to BAU role confirmed June 2014

**System:**
- Central ongoing resourcing

**Central ongoing resourcing:**
- By leading the development of an approach, methodology and robust process the following future benefits are anticipated:
  - Reduced internal audit issues
  - Voice Survey result improvement
  - Continuous improvement of all policy and procedure
  - Fast update and appropriate approval
  - Organisational compliance and proactive reputation management

**By leading the development of a system:**
- New Policy and Procedure Framework deployed
- New Policy Library platform & content management system designed, developed, implemented & actively managed
- Facilitated the process of refresh of student-facing policies across multiple divisions
- Lead the development of the integral Policy Implementation Team = Distributed leadership/Engaged Accountable Officers


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*CRICOS: QLD00244B  NSW02225M  TEQSA: PRV12081*
Matrix approach
Impact of project management

- Project initiation
- Project management methodology
- Detailed plan
- Teams
- Project objective delivery
- Data collection/management | Project evaluation
- Evidence-based policy development | Project success | Embedded outcomes