



# **Policy/project nexus: facilitating change in a new way**

Friday 12 August 2016

LH Martin Institute

2016 Service Improvement and Innovation in Universities

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University of Southern Queensland









# 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

Processes

Complex

Organisation-  
wide

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







# 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

Lessons learned

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







# Questions

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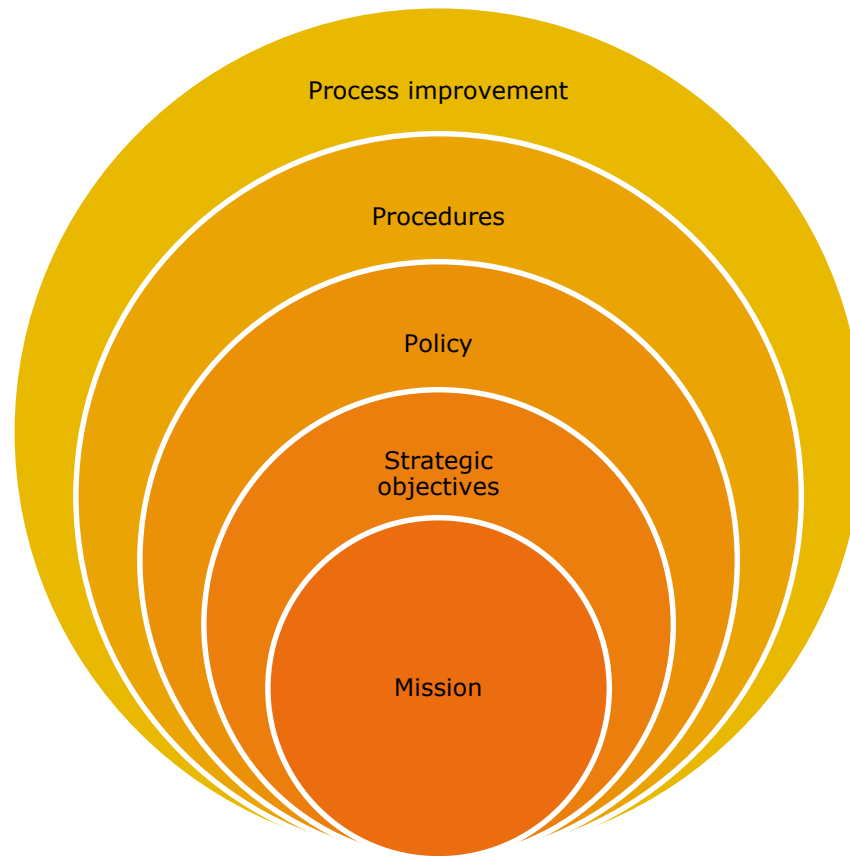
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# Role of policy



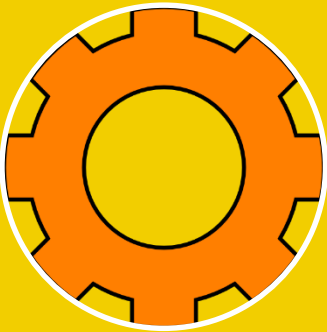
**MISSION**  
**CRITICAL**



# Role of policy



**Governance  
standards**



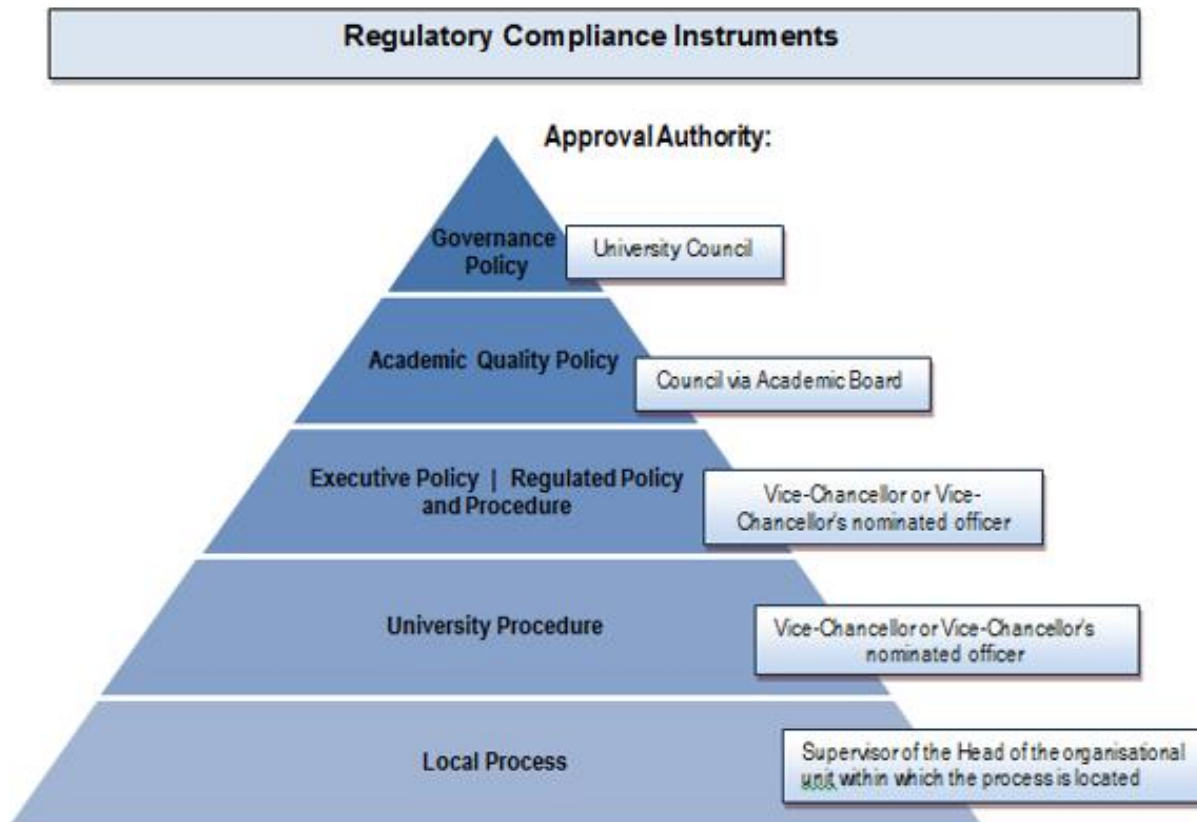
**Academic  
quality  
standards**



**Management  
standards**

- 
- **Quality assurance**
  - **Risk mitigation**
  - **Compliance**
  - **Continuous improvement**
  - **Change**

# Framework and approval hierarchy







# Policy and Procedure Library

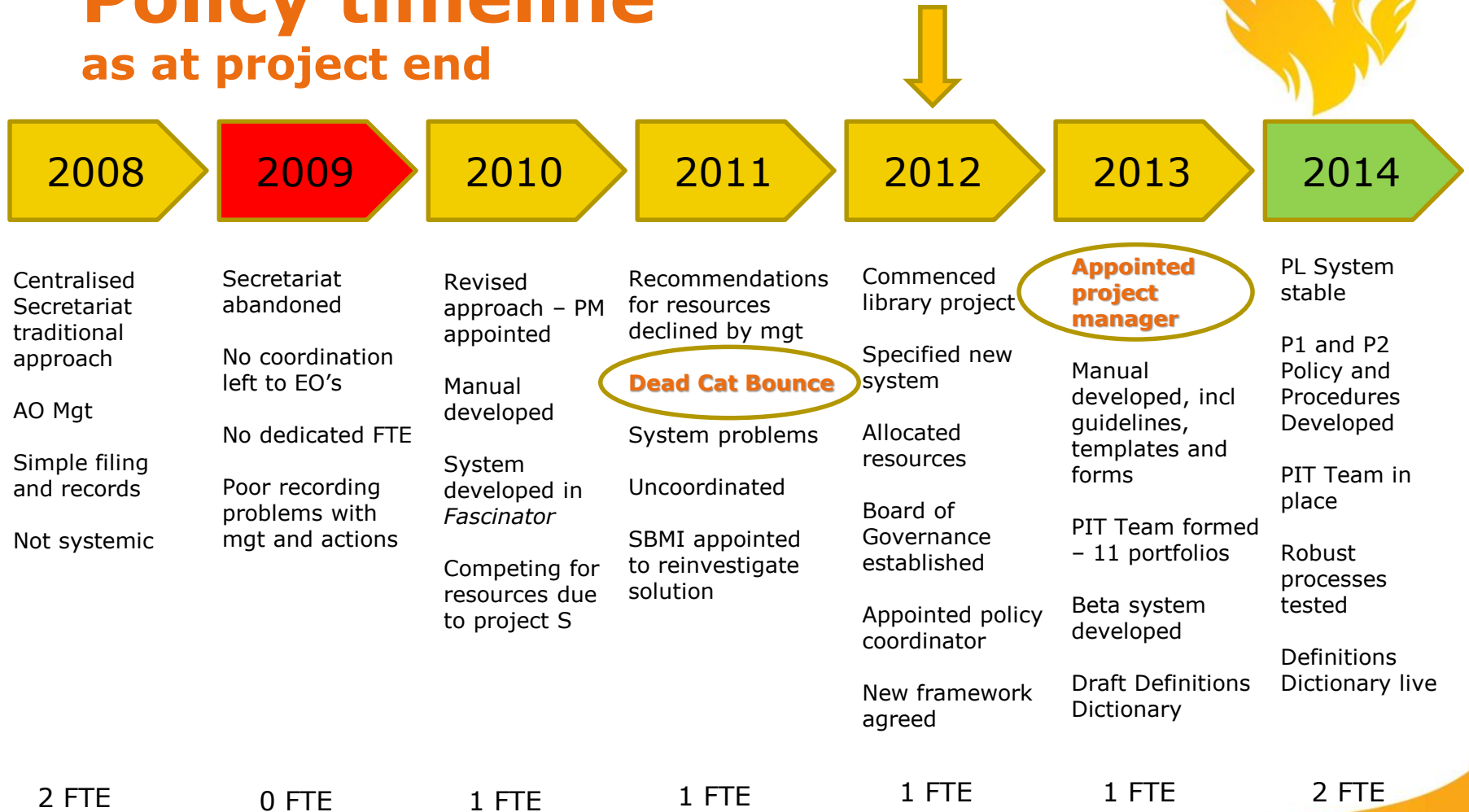
- Policy
- Procedure
- Schedules
- Definitions





# Why Now?

## Policy timeline as at project end



Author: Mr Steve Ivey, Executive Director (Sustainable Business Management and Improvement) – used with permission

# Complex undertaking

## Key project streams:

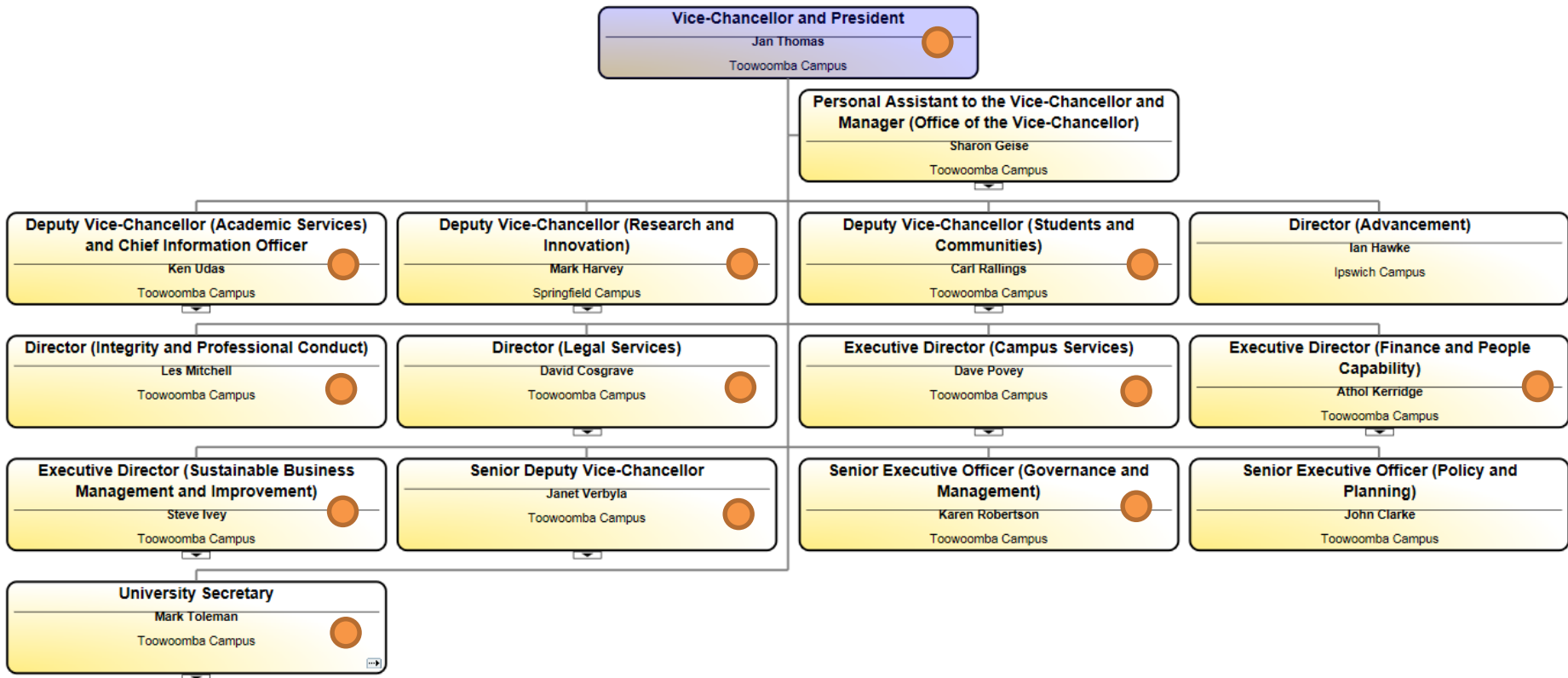
- Governance structure
- Management
- Communication/education
- Resourcing/budget/staffing

Governance   Structure	Management	Communications   Education	Resourcing   Budget   Staffing
<b>Policy Implementation Team (PIT)</b> Restructured to meet need Lead & manage business Framework deployment Accountable Officer contact point Organisational coordination/collaboration /consultation Communications	<b>Planning &amp; risk/issue management (2 streams)</b> <ul style="list-style-type: none"> <li>Developed plan</li> <li>Refined project milestones</li> <li>Monitored &amp; reported progress</li> <li>Adjusted to meet organisational need</li> <li>Managed risks/issues through PIT &amp; SAF reporting</li> </ul>	<b>Education/communications (2 streams)</b> <ul style="list-style-type: none"> <li>Stakeholder analysis</li> <li>Refined draft communications</li> <li>Implemented plan</li> <li>USQ News articles</li> <li>SAF Snapshot participation</li> <li>Establishment and management of <a href="mailto:policies@usq.edu.au">policies@usq.edu.au</a></li> </ul>	<b>Analysis</b> <ul style="list-style-type: none"> <li>Resourcing analysis undertaken at commencement of contract</li> <li>Report &amp; recommendations provided</li> <li>Review &amp; development schedules resulted</li> </ul>
<b>Policy Team</b> Priorities Workflow Management Coordination Staff development/BUILD	<b>Content delivery management (2 streams)</b> <b>Project -</b> <ul style="list-style-type: none"> <li>12 stage development cycle</li> <li>Managed Priority 1 &amp; 2 delivery</li> <li>Collaborate with SMEs</li> </ul> <b>BAU activity -</b> <ul style="list-style-type: none"> <li>Compliance</li> <li>Organisational priority</li> </ul>	<b>Reporting (2 streams)</b> <ul style="list-style-type: none"> <li>Project reporting - SAF</li> <li>BAU reporting - Chancellor's Committee, VCC, Education Committee</li> <li>Final project report - benefits realisation, activity roll-over, integration/mainstreaming /embedding</li> </ul>	<b>Review &amp; Development Schedules</b> Used as basis for supported resourcing request. Undertaken to ensure: <ul style="list-style-type: none"> <li>Compliance</li> <li>Legislative alignment</li> <li>Internal alignment</li> <li>Reflection of organisational change</li> </ul>
<b>Item Team</b> Multi-functional Corporate Records (content) ICT (system) Negotiate project & BAU support	<b>System/TRIM</b> <ul style="list-style-type: none"> <li>Led redesign to ensure Web accessibility, compliance, version control, reporting</li> <li>Managed through system development phases</li> <li>Manage upgrades &amp; maintenance</li> <li>DWBI extraction commenced</li> </ul>	<b>Resource development</b> <ul style="list-style-type: none"> <li>To existing 4 resources:               <ul style="list-style-type: none"> <li>+ 13 (public)</li> <li>+ 10 (internal)</li> </ul> </li> <li>Cited by ATEM as best practice</li> <li>Constantly refining to reflect feedback and lessons learned</li> <li>Constantly informing/educating in their application</li> </ul>	<b>PIT role</b> <ul style="list-style-type: none"> <li>Members identified</li> <li>AO support obtained</li> <li>PIT formed</li> <li>Membership changing to meet need</li> <li>VCC commitment to BAU role confirmed June 2014</li> </ul>
<b>Resource &amp; approval pathways</b> Identified need Developed approach Led consultation Managed approval	<b>Definitions Dictionary</b> <ul style="list-style-type: none"> <li>Need identification</li> <li>Options paper</li> <li>Plan/develop</li> <li>Test/production</li> </ul>	<b>Training (3 streams)</b> <ul style="list-style-type: none"> <li>Framework</li> <li>Policy Development Cycle – 12 stage</li> <li>TRIM (content management system)</li> </ul>	<b>Policy/procedure deployment</b> <ul style="list-style-type: none"> <li>Ongoing resourcing enabled through PIT</li> <li>Issues tracked</li> <li>Informs continuous improvement</li> </ul>
<b>Transition from project-based activity to BAU activity</b> PIT role System Central ongoing resourcing	<b>Project Evaluation</b> <ul style="list-style-type: none"> <li>Terms of Reference</li> <li>Contract</li> <li>Program</li> <li>Report delivery</li> </ul>	<b>Gazetted   Deployment</b> <ul style="list-style-type: none"> <li>Developed &amp; manage gazetted process &amp; system</li> <li>Staff &amp; student communications</li> <li>Deployment plans</li> </ul>	<b>Budget &amp; staffing</b> <ul style="list-style-type: none"> <li>Budget m'tmt/reporting</li> <li>BAU system maintenance &amp; management</li> </ul>
<b>Successful application of strong management capability, highly skilled collaboration capability and broad organisational knowledge the following benefits were realised:</b> 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 Led the development of the Integral Policy Implementation Team – Distributed leadership/Engaged Accountable Officers		<b>By leading the development of an approach, methodology and robust process the following future benefits are anticipated:</b> <ul style="list-style-type: none"> <li>Reduced internal audit issues</li> <li>Voice Survey result improvement</li> <li>Continuous improvement of all policy and procedure</li> <li>Fast update and appropriate approval</li> <li>Organisational compliance and proactive reputation management</li> </ul>	
Enabling Personalised Learning   Focused research   Engaged Enterprise (USQ Strategic Plan 2013-2015, USQ 2014 Operational Resource Management Plan)			

# Matrix approach



## Office of the Vice-Chancellor



Refreshed Apr 26, 2016

## Impact of project management

