



Policy Refresh Project

Thursday, 27 October 2016

ATEM Policy Network

Policy Development Forum XII

Fiona Margetts

University of Southern Queensland

What
policy?





Local context





Why focus on policy?

- Inconsistencies
- Inefficiencies
- Not current
- Protracted change processes

= NEED

Opportunity



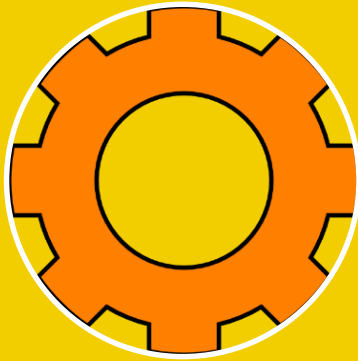
Commonwealth Structural Adjustment Fund



Role of policy



**Governance
standards**



**Academic
quality
standards**



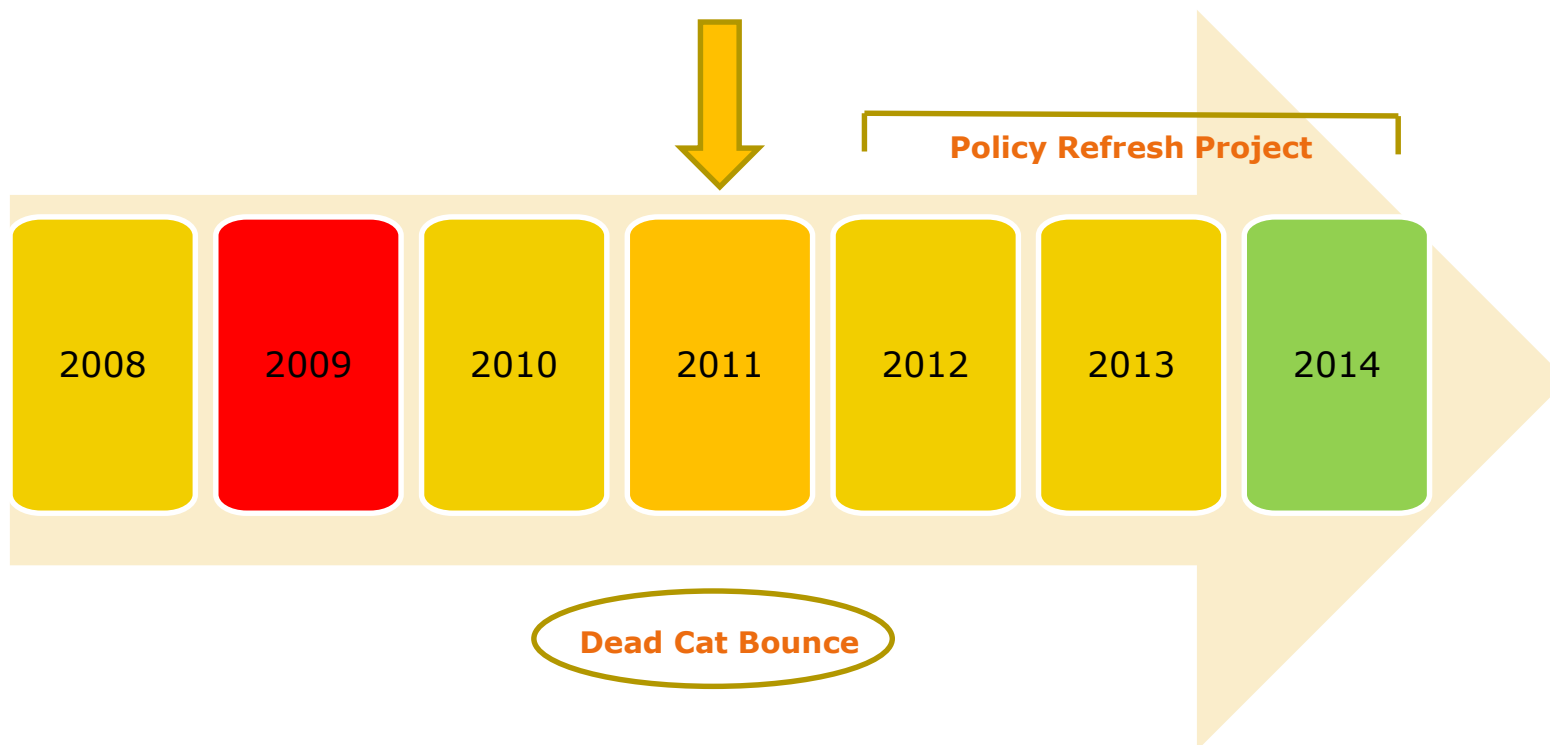
**Management
standards**

**Quality assurance | Risk mitigation
Compliance | Continuous improvement**

Why then?



Policy Timeline (to Project end)



How?

Policy Refresh Project

Project aim:

to establish a flexible and sustainable framework for the management of policy

What?

Project objectives

- 1. Establish the guiding principles (framework)***
- 2. Rework the technical infrastructure***
- 3. Deploy the framework***



Project deliverable #1

Policy & Procedure Framework

Policies
(Principles)

Procedures
(Processes)

Complex

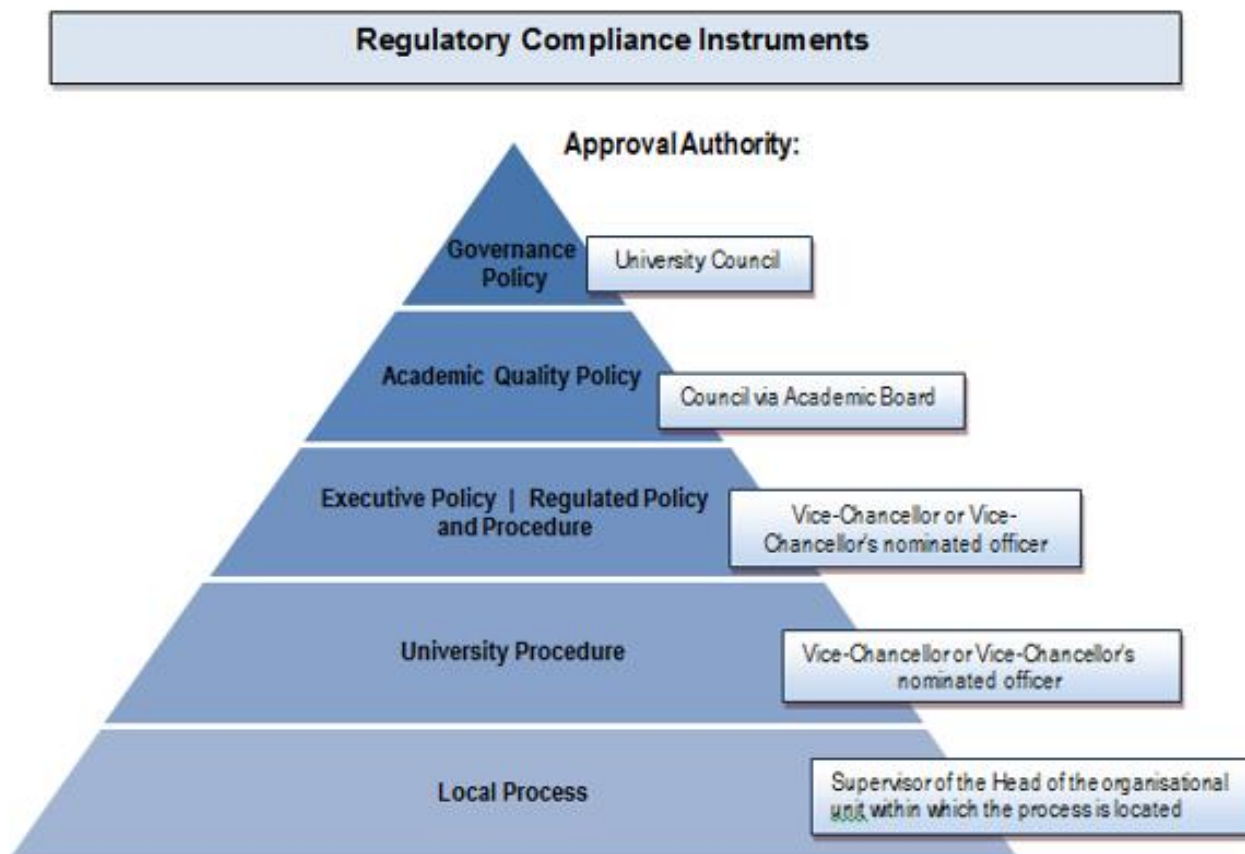
Organisation-
wide

Matrix-style

High levels of
accountability

Freeman, B, Hatwell, M & Jensen, K 2013, *Policy without (much) pain: A guide to better practice in policy development and policy management in Australasian tertiary education institutions*, 2nd edn, Association for Tertiary Education Management, Melbourne, Vic.

Framework approval hierarchy



Source: USQ, 2015, Policy and Procedure Framework



Project deliverable #2

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/
schedules

Resources

W3C 2008, Web Content Accessibility Guidelines (WCAG) 2.0, W3C, viewed 27 June 2016, <<http://www.w3.org/TR/WCAG20/>>.

Project deliverable #3.1



Althaus, C, Bridgman, P & Davis, G 2013, *The Australian Policy Handbook*, 5th edn, Allen and Unwin.



Project deliverable #3.2

Resources

- Flowcharts
- Manuals
- Checklists
- Templates
- Deployment Plan

Project deliverable #3.3



Student-facing policies

Tranche 1

Tranche 2



Project deliverable #3.4

Definitions Dictionary

- Legal basis
- Proof of concept
- Options
- Baseline
- Content & system integration

Policy and Procedure Library

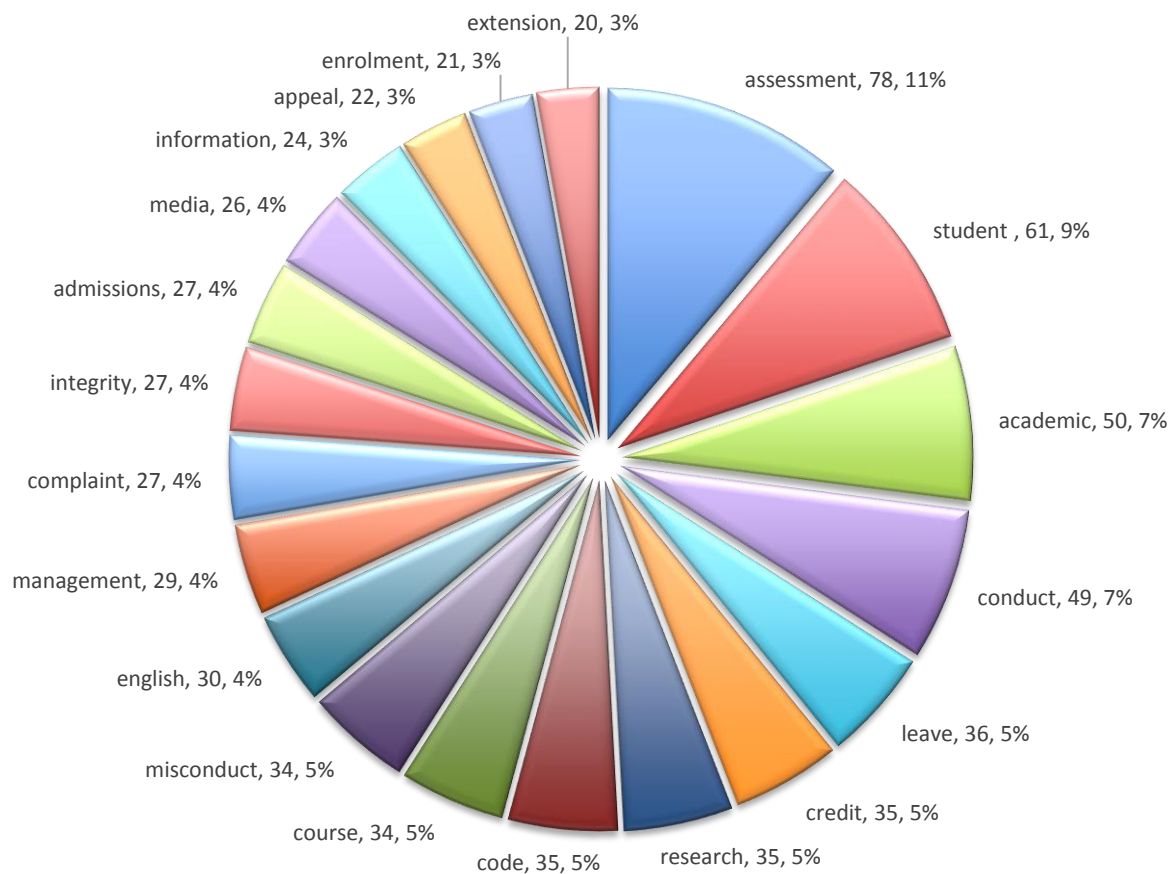
- Live
- Accessible
- Mobile device friendly
- Well used





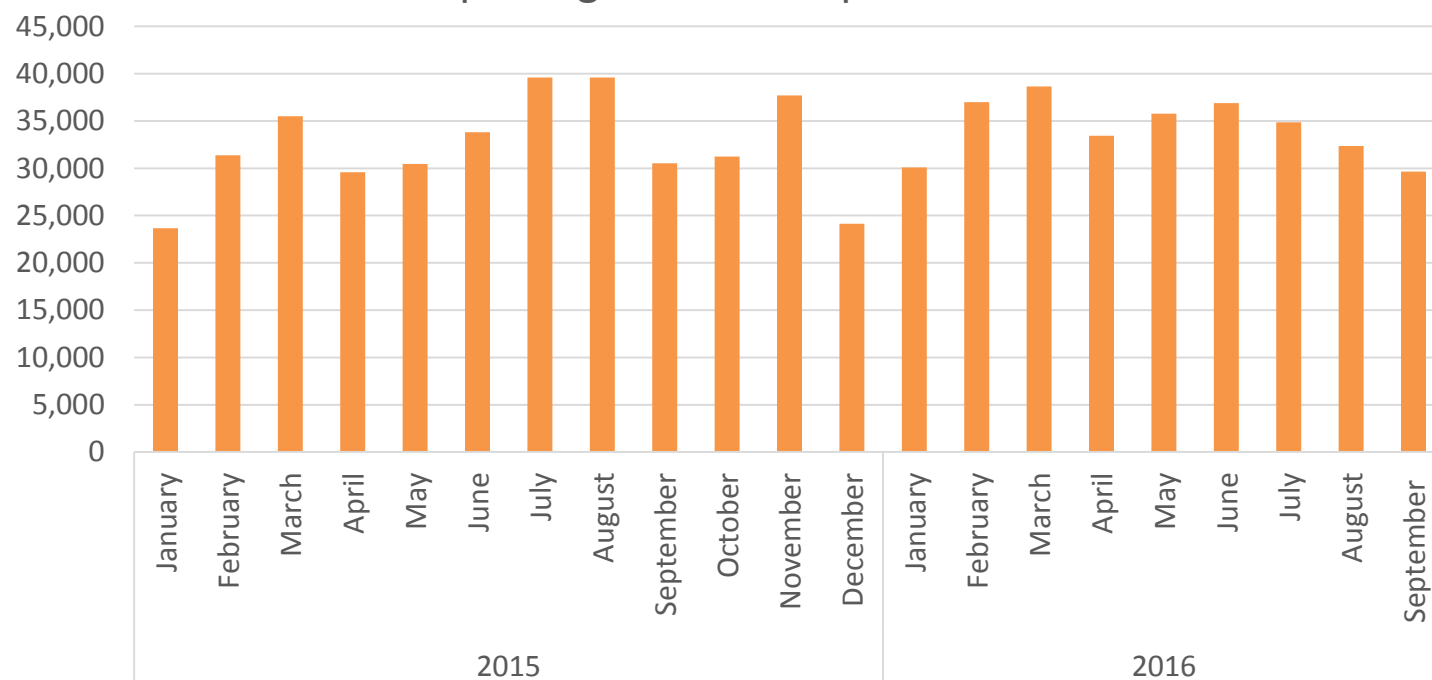
Policy Library use

Top 20 Library Searches – September 2016



Policy Library access

Unique Page Views – September 2016



Challenges

- Organisational restructure
- System failure
- Contract variation
- Unclear accountability
- Complexity



The effect

2 dimensions

- Project
- Business as usual

4 streams

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

Critical success factors



Environmental scanning

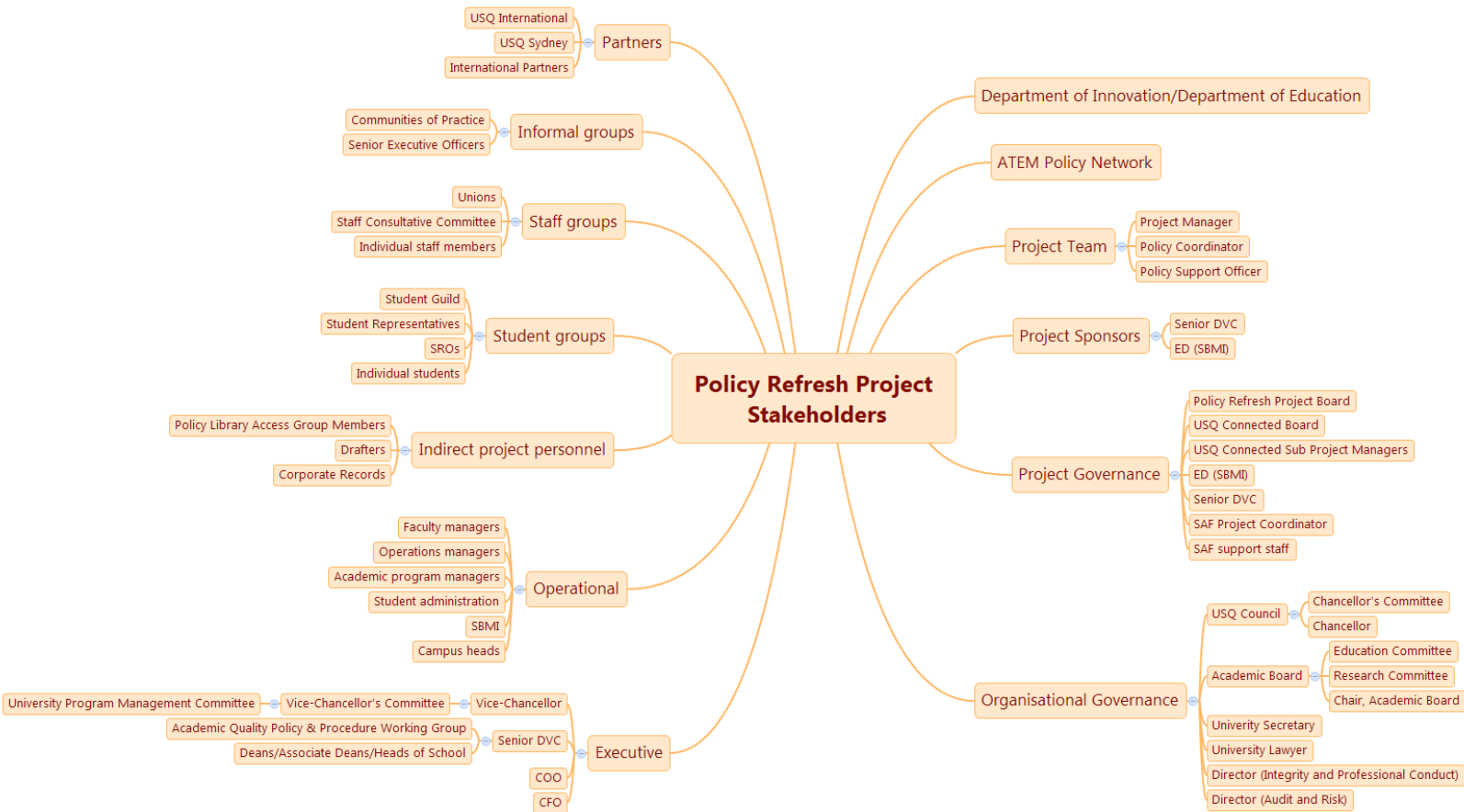


Sponsor and senior
management engagement



Stakeholder identification
and engagement

Stakeholder management





Critical success factors



Effective team structures



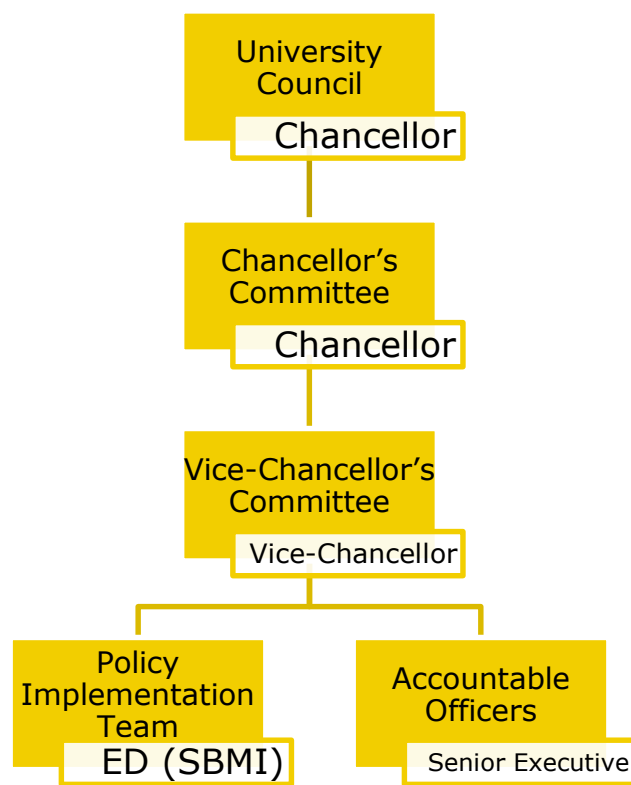
The right people



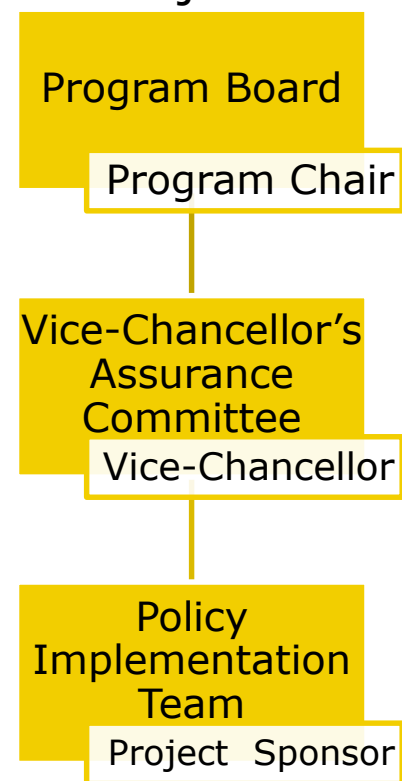
Governance structures

Governance structures

Policy and Procedure Framework (BAU)



Policy Refresh Project



Shergold, P, *Learning from Failure - Why large government policy initiatives have gone so badly wrong in the past and how the chances of success in the future can be improved*, 2015, APS Commission, Commonwealth of Australia, Canberra, Australia.

Critical success factors



Performance indicators

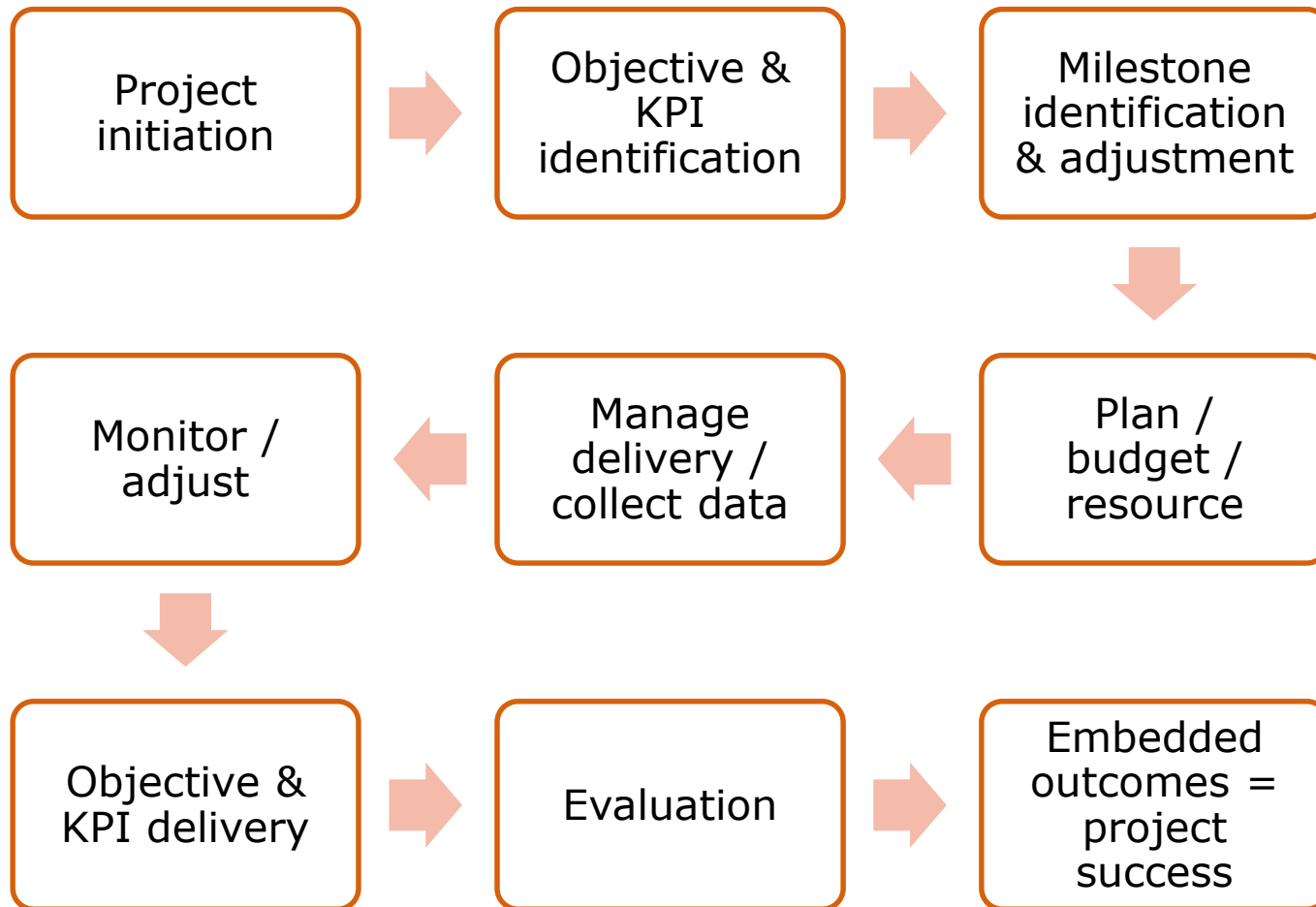


Evaluation



Project management
approach

Project management approach



Impact

2016 Staff Survey Results

Measure	% Improved since 2014	% Improved since 2010
Organisational Objectives	+10%	+22%
Change & Innovation	+9%	+19%
Processes	+9%	+14%
Performance appraisal	+9%	+7%
Teaching	+9%	+3%
Recognition	+8%	-
Technology	+8%	+6%

Source: Voice Survey Results, April 2016

Success!



ATEM
2016 Mindhive Policy and Governance Award

AIPM
2015 Queensland Project Manager of the Year



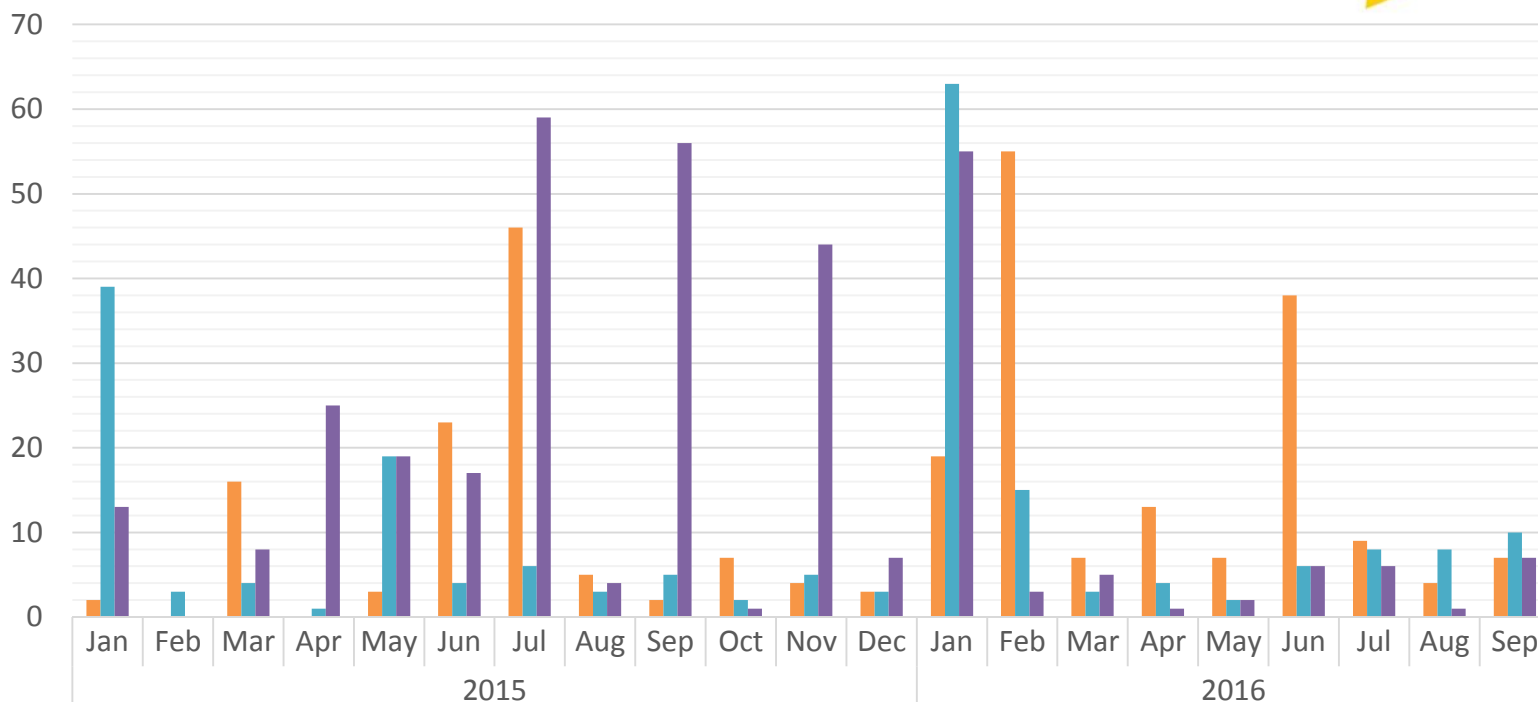
Opportunities

Policy enables
change

Opportunities
&
lessons

Change enabler

Policy and Procedure Change – Jan 2015 to Sep 2016



Editorial Changes	2		16		3	23	46	5	2	7	4	3	19	55	7	13	7	38	9	4	7
Minor Reviews	39	3	4	1	19	4	6	3	5	2	5	3	63	15	3	4	2	6	8	8	10
New & Major Reviews	13		8	25	19	17	59	4	56	1	44	7	55	3	5	1	2	6	6	1	7

Opportunities

Policy enables
change

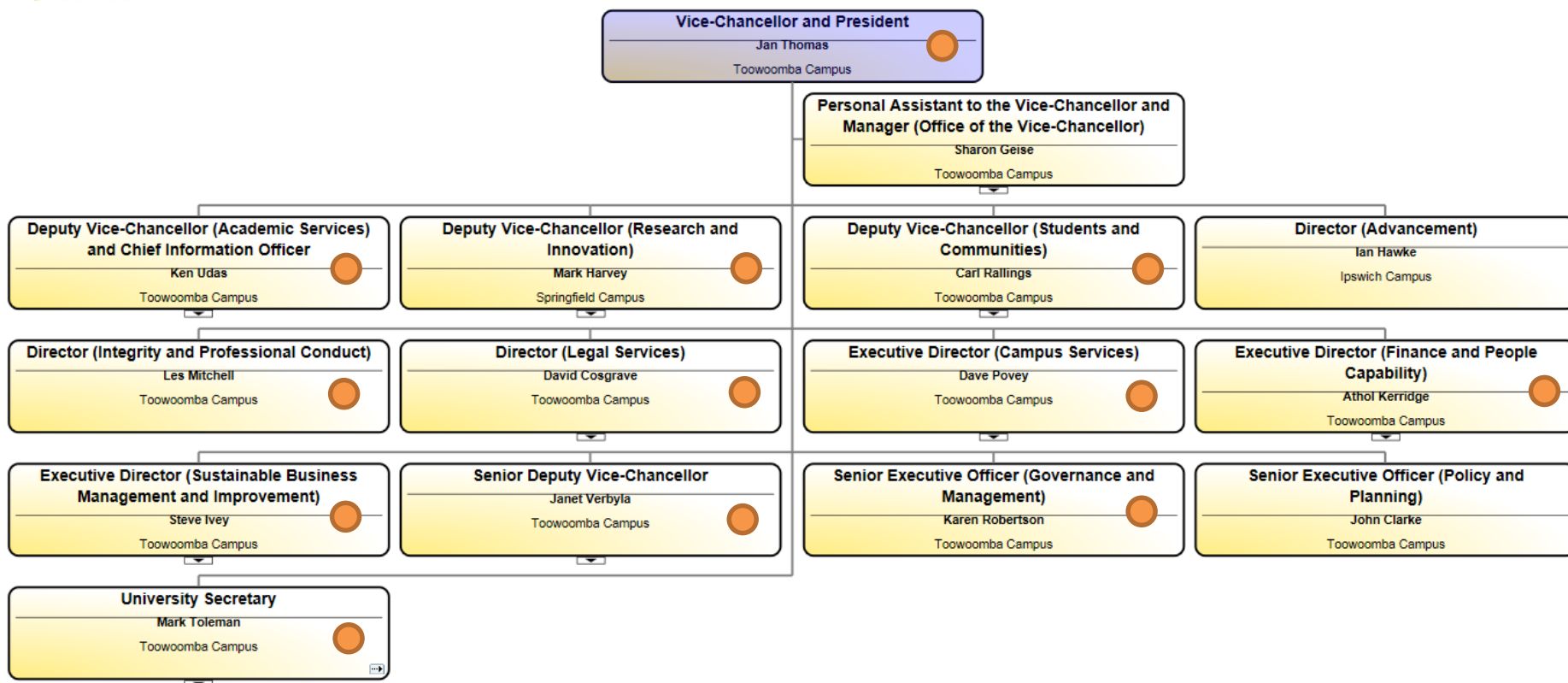
Policy generates
cross-collaboration

Opportunities
&
lessons

Cross-collaboration



Office of the Vice-Chancellor



Refreshed Apr 26, 2016



Opportunities and lessons

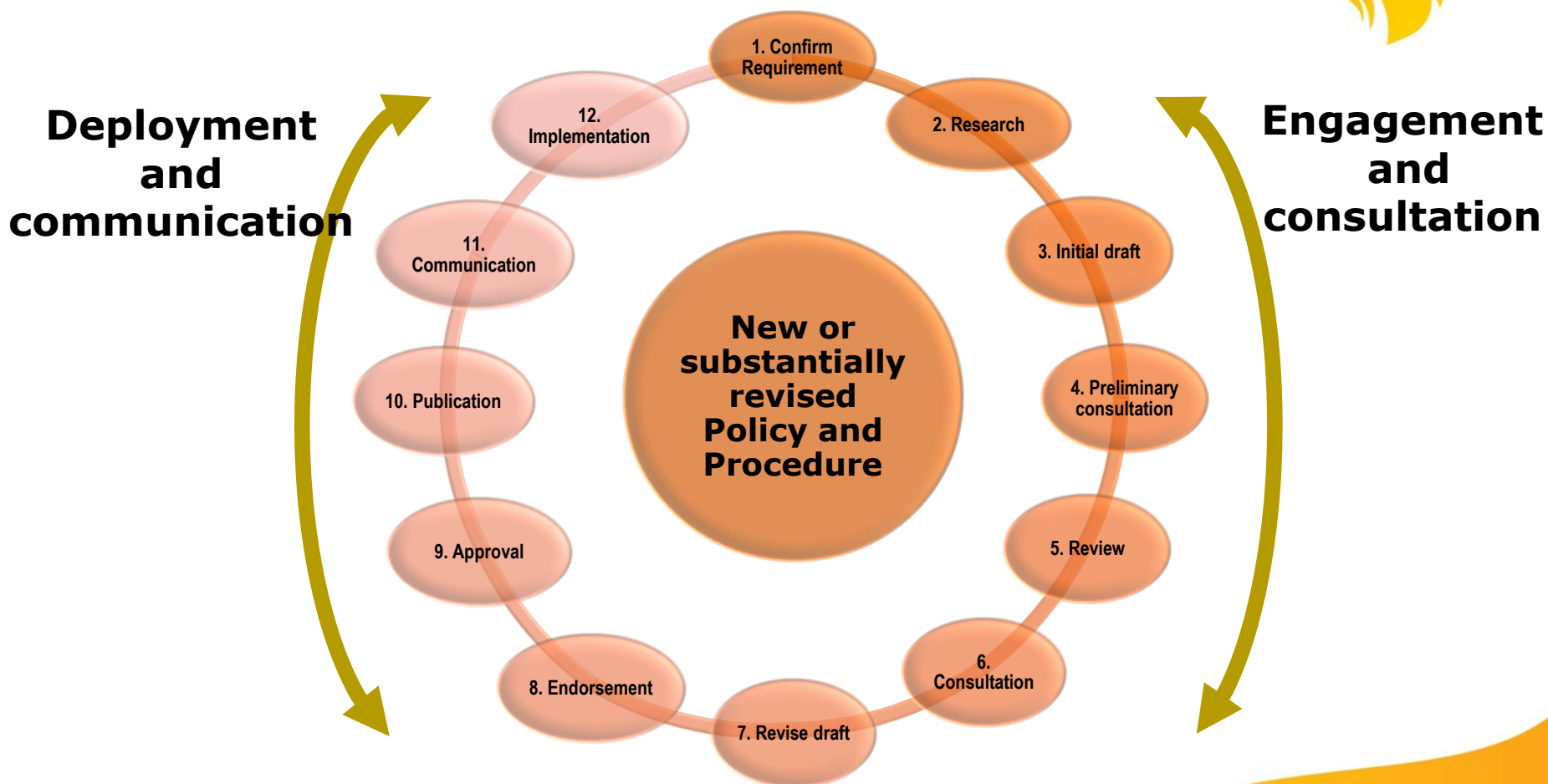
Policy enables
change

Policy generates
cross-collaboration

Opportunities
&
lessons

Robust structured
approach required

Robust structured approach





Opportunities and lessons

Policy enables
change

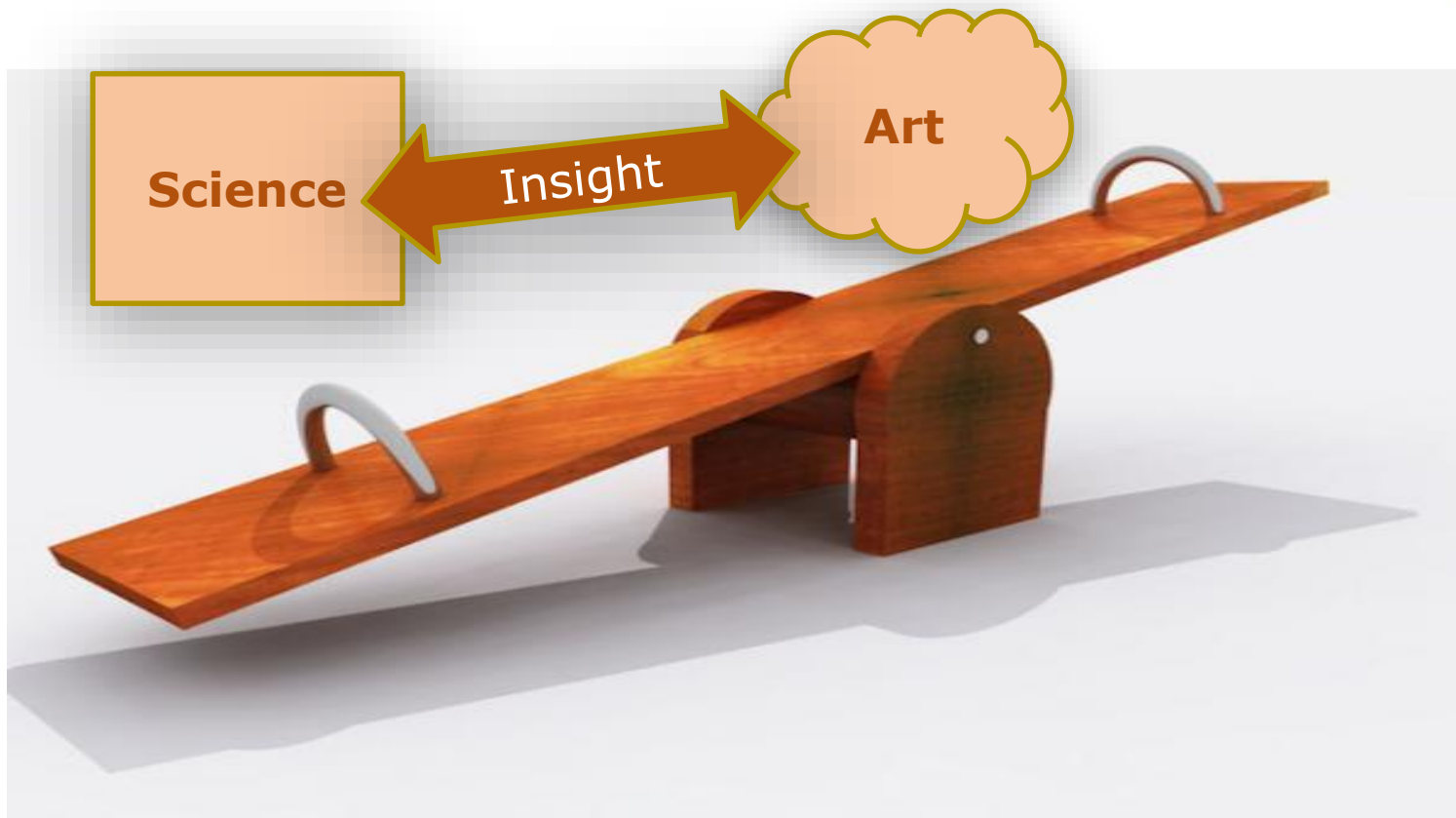
Policy generates
cross-collaboration

Opportunities
&
lessons

Robust structured
approach required

Effective project
management
underpins success

Project management





Project benefits realised

- ✓ Engaged accountable officers
- ✓ Cross-organisational collaboration
- ✓ Enhanced governance and management reporting capability
- ✓ Modern, compliant, robust system
- ✓ Definitions Dictionary baseline
- ✓ Compliance integration
- ✓ Risk mitigation

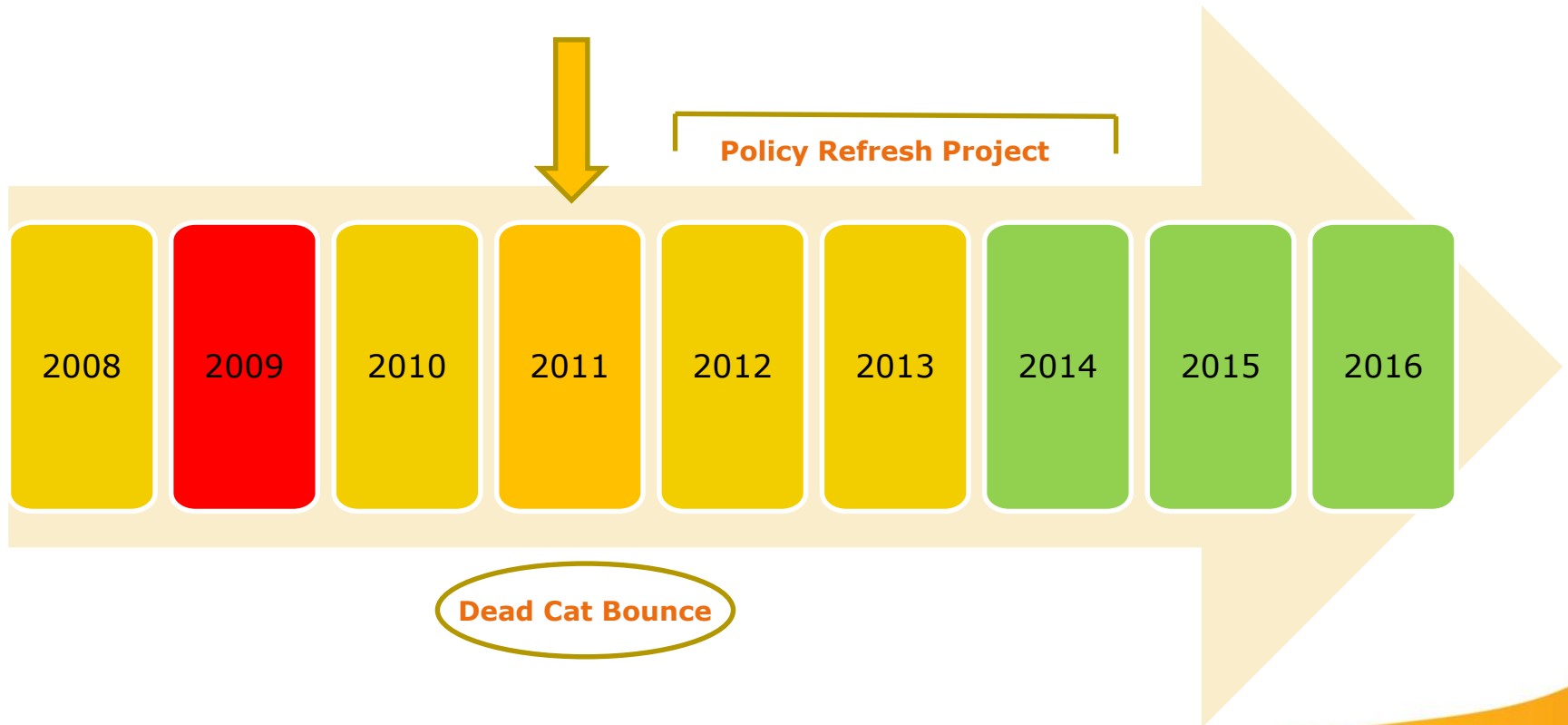


Business as usual benefits realised

- ✓ Embedded policy development and review
- ✓ Business process improvement
- ✓ Policy and procedure change efficiencies
- ✓ Zero complaints
- ✓ Reduced audit issues and risk profile
- ✓ Improved staff survey results
- ✓ Improved student experience



Current state policy timeline



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

CRICOS: QLD00244B NSW02225M TEQSA: PRV12081

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The future

- Further develop organisational change capability
 - Embed
 - Integrate
 - Improve processes
- Enhance evaluation capability
 - Use data wisely
 - Get creative





Questions

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USQ Policy Library

www.policy.usq.edu.au



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