Policy/project nexus: facilitating change in a new way

Friday 12 August 2016

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

Processes

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

New or substantially revised Policy and Procedure

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
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
Questions

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


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Role of policy

- Mission
- Strategic objectives
- Policy
- Procedures
- 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

2008
Centralised Secretariat traditional approach
AO Mgt
Simple filing and records
Not systemic

2009
Secretariat abandoned
No coordination left to EO’s
No dedicated FTE
Poor recording problems with mgt and actions

2010
Revised approach – PM appointed
Manual developed
System developed in Fascinator
Competing for resources due to project S

2011
Recommendations for resources declined by mgt
Dead Cat Bounce
System problems
Uncoordinated
SBMI appointed to reinvestigate solution

2012
Commenced library project
Specified new system
Allocated resources
Board of Governance established
Appointed policy coordinator
New framework agreed

2013
Appointed project manager
Manual developed, incl guidelines, templates and forms
PIT Team formed – 11 portfolios
Beta system developed
Draft Definitions Dictionary

2014
PL System stable
P1 and P2 Policy and Procedures Developed
PIT Team in place
Robust processes tested
Definitions Dictionary live

2 FTE
0 FTE
1 FTE
1 FTE
1 FTE
1 FTE
2 FTE

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

#### Key Implementation Team T1
- Restructured to meet need
- Lead & manage business framework deployment
- Accountable Officer
- Contact point
- Organisational coordination/collaboration/consultation/communications

<table>
<thead>
<tr>
<th>Governance</th>
<th>Structure</th>
<th>Management</th>
<th>Communications</th>
<th>Education</th>
<th>Resourcing</th>
<th>Budget</th>
<th>Staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; risk issue management (2 streams)</td>
<td>Developed plan</td>
<td>Refined project milestones</td>
<td>Monitored &amp; reported progress</td>
<td>Adjusted to meet organisational need</td>
<td>Managed risks/issuess through PIT &amp; BAU reporting</td>
<td>Education/communication (3 streams)</td>
<td>Stakeholder analysis</td>
</tr>
</tbody>
</table>

#### Key Team
- Priorities
- Workflows
- Management
- Coordination
- Staff development/BAU

<table>
<thead>
<tr>
<th>Context-driven management (2 streams)</th>
<th>Project</th>
<th>12 stage development cycle</th>
<th>Managed Priority 1 &amp; 2 delivery</th>
<th>Collaborate with SMEs</th>
<th>BAU activity</th>
<th>Compliance</th>
<th>Organisational priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting of findings</td>
<td>Project reporting - S4F</td>
<td>BAU reporting - Chancellor’s Committee, VCC, Education Committee</td>
<td>Final project report - benefits evaluation, activity roll-over, integration/mainstreaming/Embedding</td>
<td>Review &amp; Development Schedules</td>
<td></td>
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</table>

#### Key Team
- Multi-functional Corporate Records (content)
- ICT system
- Negotiate project & BAU support

<table>
<thead>
<tr>
<th>System/FRM</th>
<th>LAU - ensure Web accessibility, compliance, version control, reporting/managing through system development phases</th>
<th>Manage upgrades &amp; maintenance</th>
<th>SWMM variation commenced</th>
<th>Resource development</th>
<th>To existing 4 resources:</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIT matrix</td>
<td>- Provide for support for supported rollout</td>
<td>- 13 (public)</td>
<td>- 10 (internal)</td>
<td>Cited by ATEN as best practice</td>
<td>Constantly refining to reflect feedback and lessons learned</td>
</tr>
</tbody>
</table>

#### Assignment & approval thens
- Identified need
- Developed approach
- Lead consultation
- Managed approval

<table>
<thead>
<tr>
<th>Definitions Dictionary</th>
<th>Need identification</th>
<th>Options paper</th>
<th>Plan/development</th>
<th>Test/product development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terminology</td>
<td>Framework</td>
<td>Policy Development Cycle - 12 stage</td>
<td>TRM (content management system)</td>
<td></td>
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#### Inversion from project-based delivery to BAU activity
- PIT role
- System
- Central ongoing servicing

<table>
<thead>
<tr>
<th>Project Evaluation</th>
<th>Terms of Reference</th>
<th>Contract</th>
<th>Program</th>
<th>Report delivery</th>
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</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Developed &amp; manage</td>
<td>Process &amp; system</td>
<td>Staff &amp; student</td>
<td>Communications</td>
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<tr>
<td></td>
<td>Deployment</td>
<td>plans</td>
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#### Rough application of strong management capability highly needed collaboration capability and broad organisational goodwill the following benefits were realised:
- 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 Offiersons

#### Building Personalised Learning | Focused Research | Engaged Enterprise


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Matrix approach
Impact of project management

1. Project initiation
2. Project management methodology
3. Detailed plan
4. Teams
5. Project objective delivery
6. Data collection/management | Project evaluation
7. Evidence-based policy development | Project success | Embedded outcomes