



Policy/project nexus: addressing an old problem in a new way

Tuesday 13 September 2016

Fiona Margetts
University of Southern Queensland

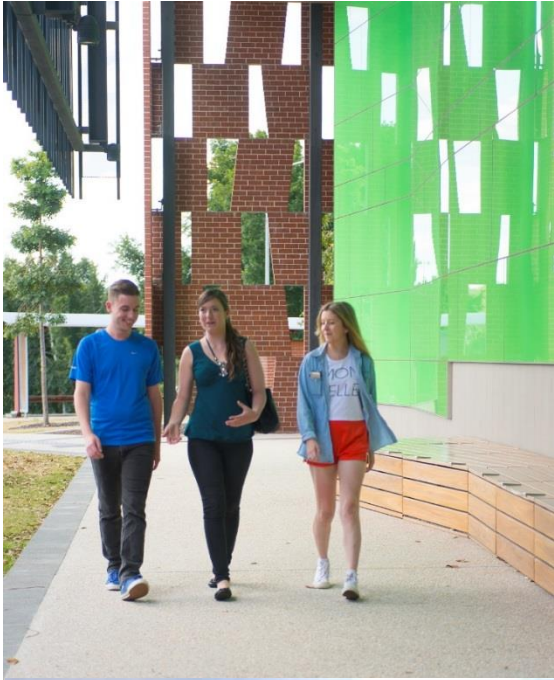
What
policy?





Local context

UNIVERSITY
OF SOUTHERN
QUEENSLAND





Why focus on policy?

- Inconsistencies
- Inefficiencies
- Not current
- Protracted change processes

= NEED

Opportunity



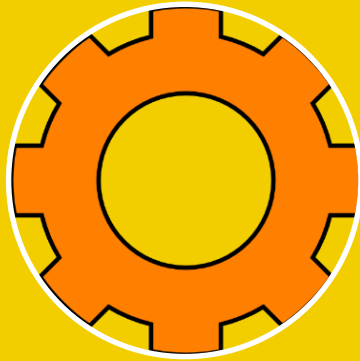
Commonwealth Structural Adjustment Fund



Role of policy



**Governance
standards**



**Academic
quality
standards**



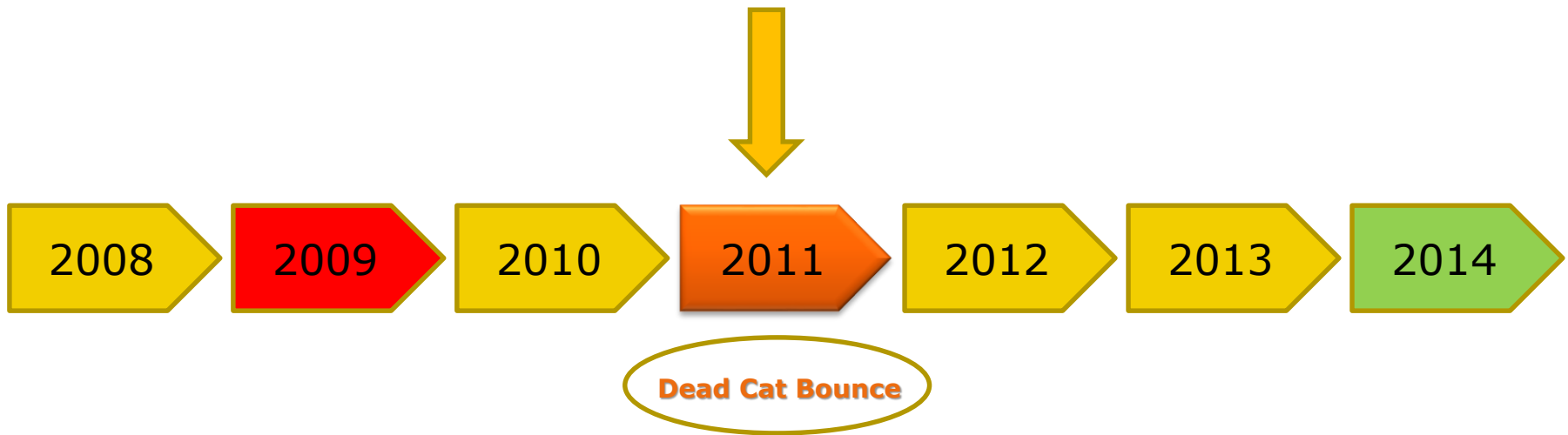
**Management
standards**

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

Why then?



Policy Timeline (to Project end)



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

CRICOS: QLD00244B NSW02225M TEQSA: PRV12081

TEMC Auckland | 13 September 2016



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)

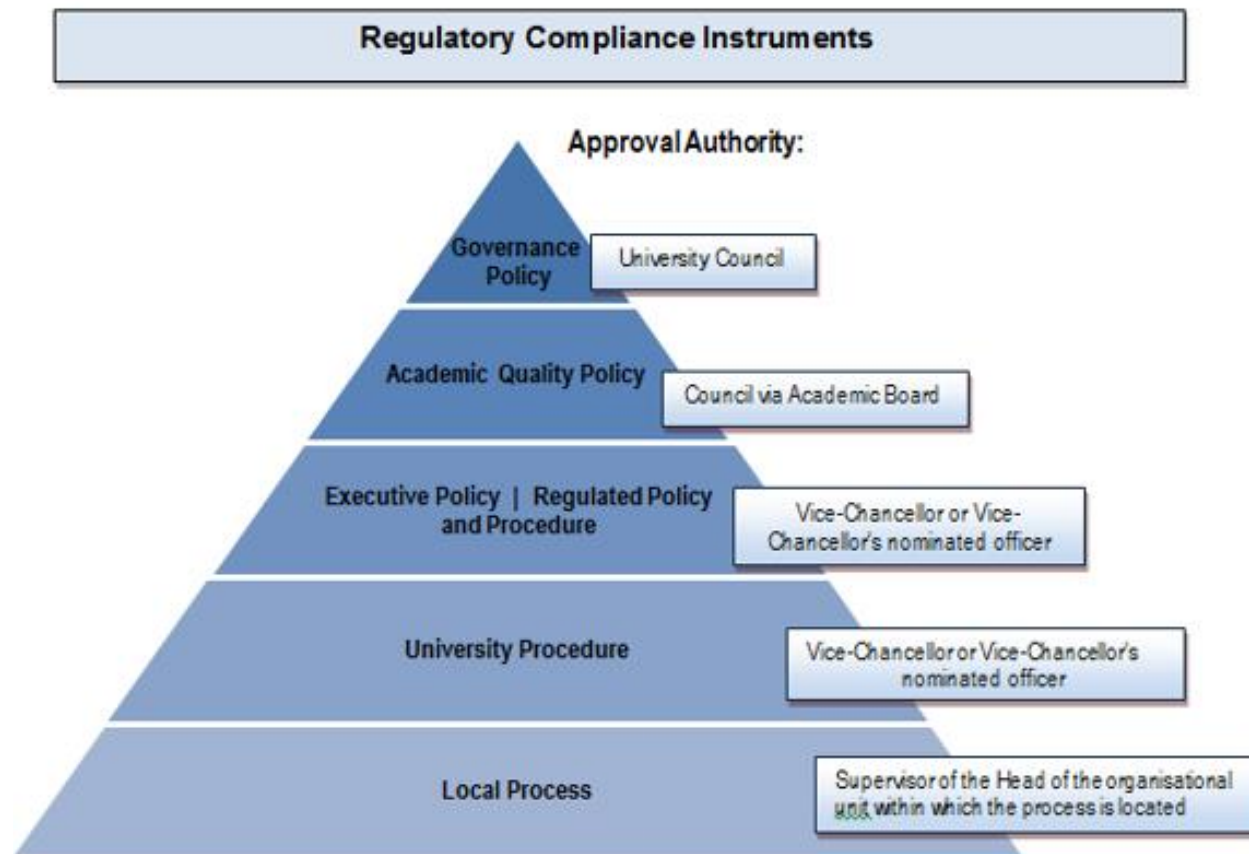
Complex

Organisation-
wide

Matrix-style

High levels of
accountability

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



Project deliverable #3.1





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





Change

30

Rain

Fair

5

Stormy

Very Dry

31

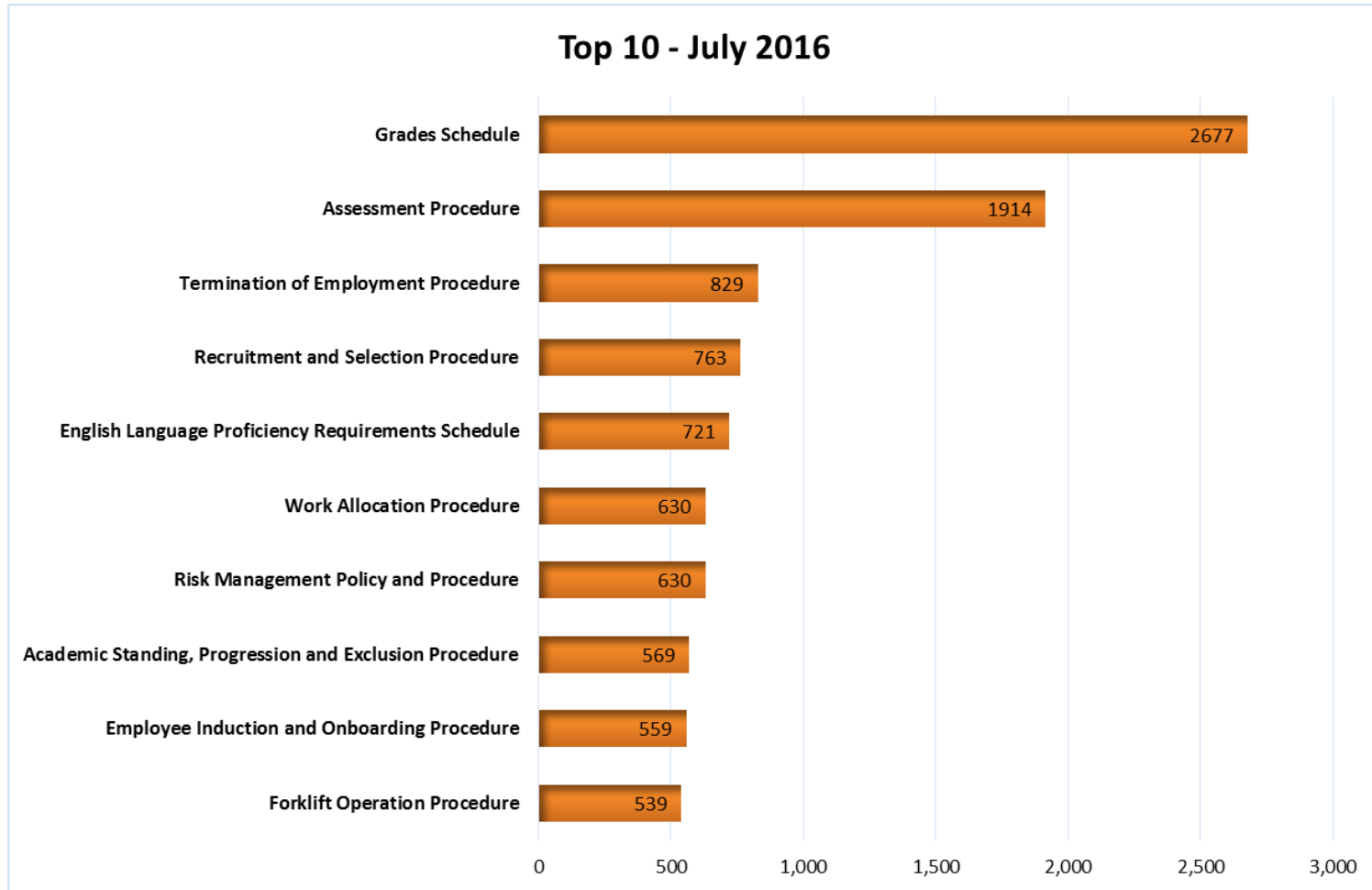
5



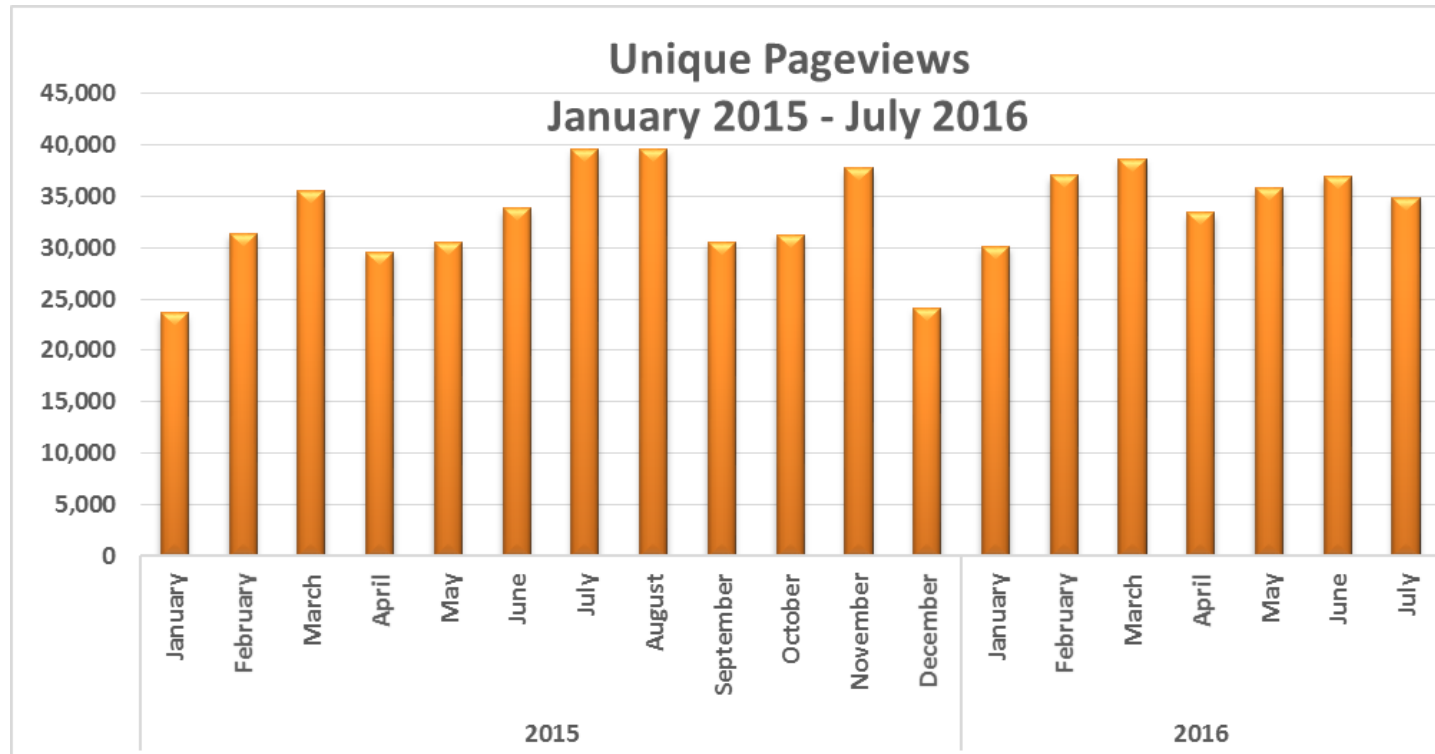
28

Comitt of London

Policy Library use



Policy Library access





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

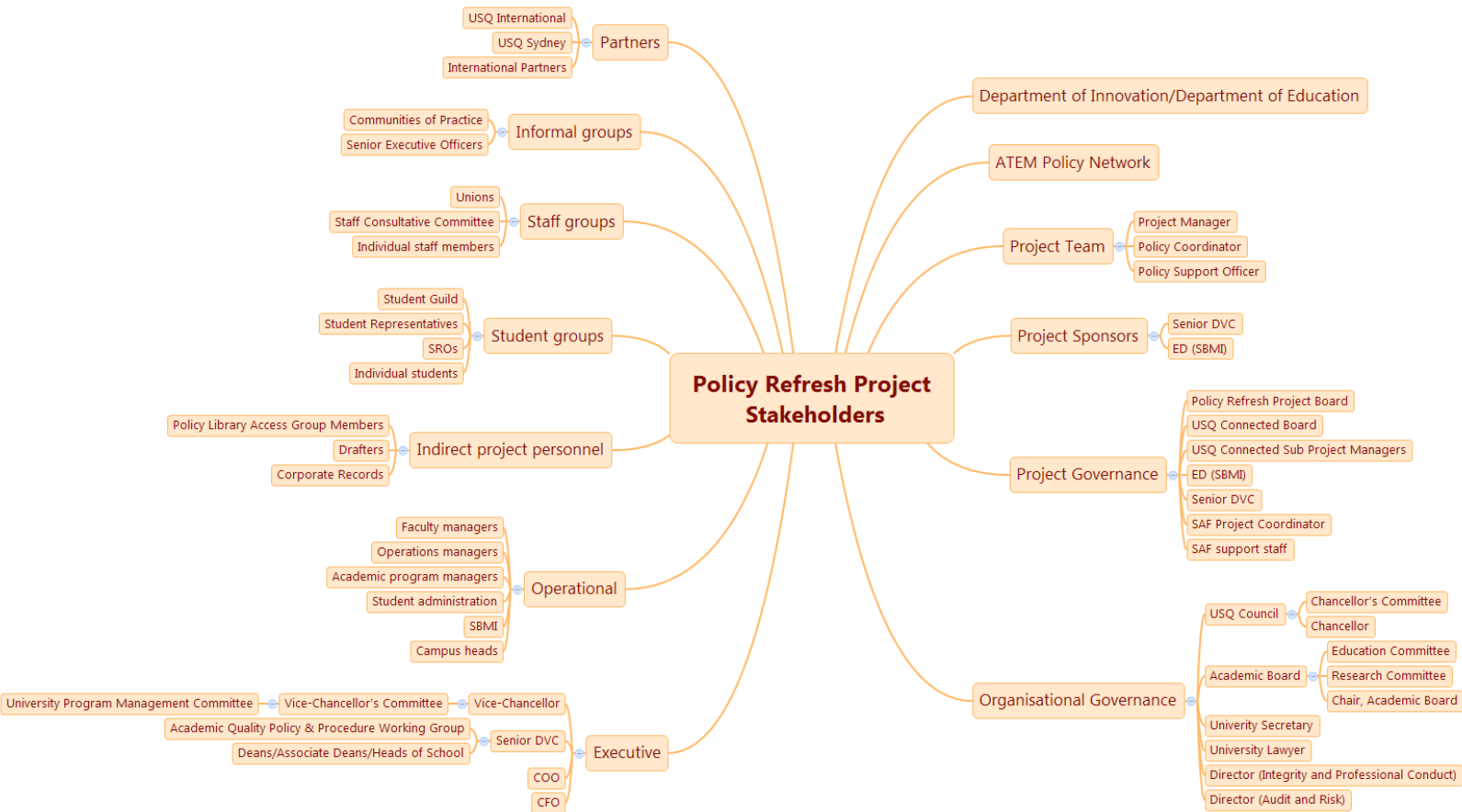


Sponsor and senior
management engagement



Stakeholder identification
and engagement

Stakeholder management



Critical success factors



Effective team structures



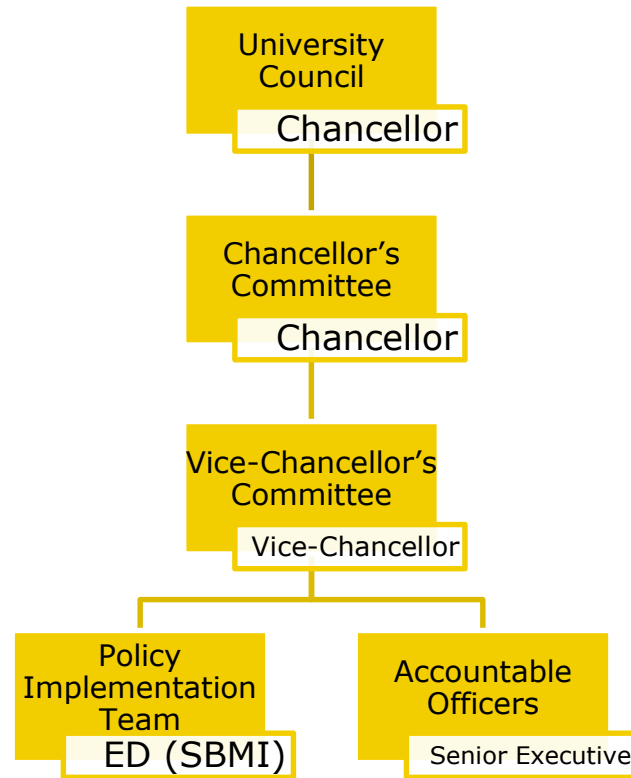
The right people



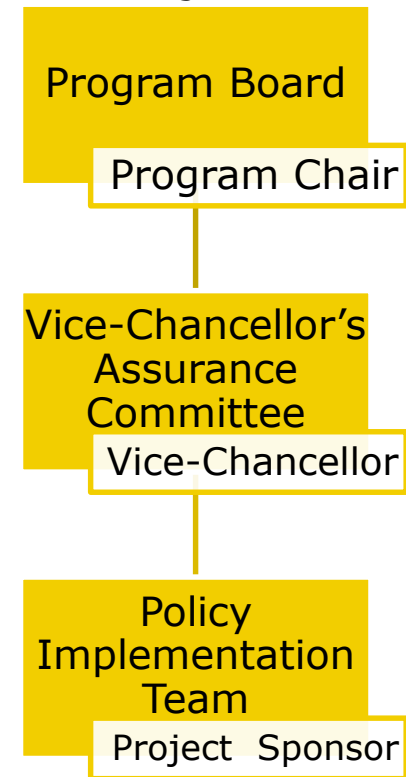
Governance structures

Governance structures

Policy and Procedure Framework (BAU)



Policy Refresh Project



Critical success factors



Performance indicators



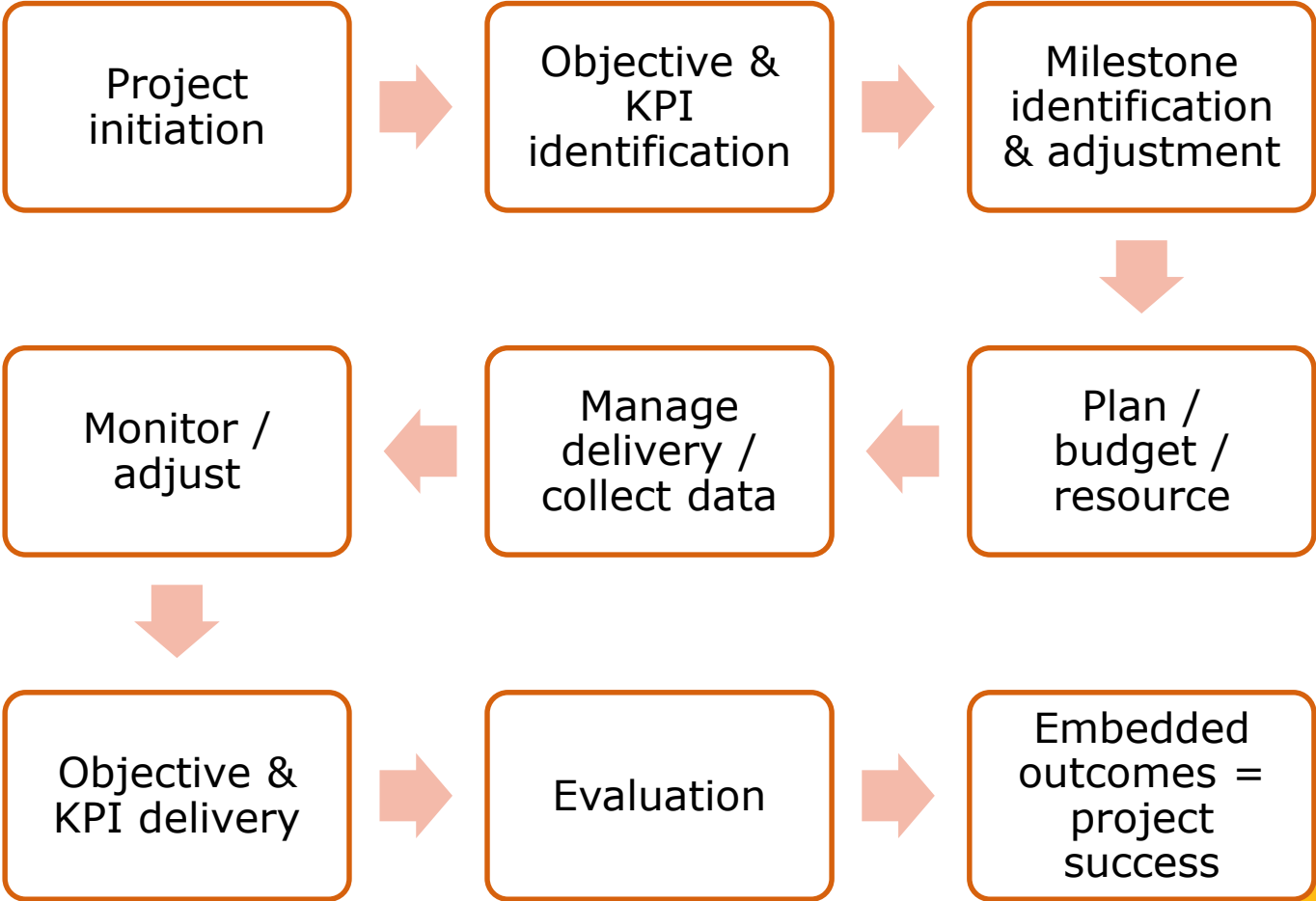
Evaluation



Project management
approach



Project management approach





Success!



AIPM
**2015 Queensland
Project Manager of
the Year**





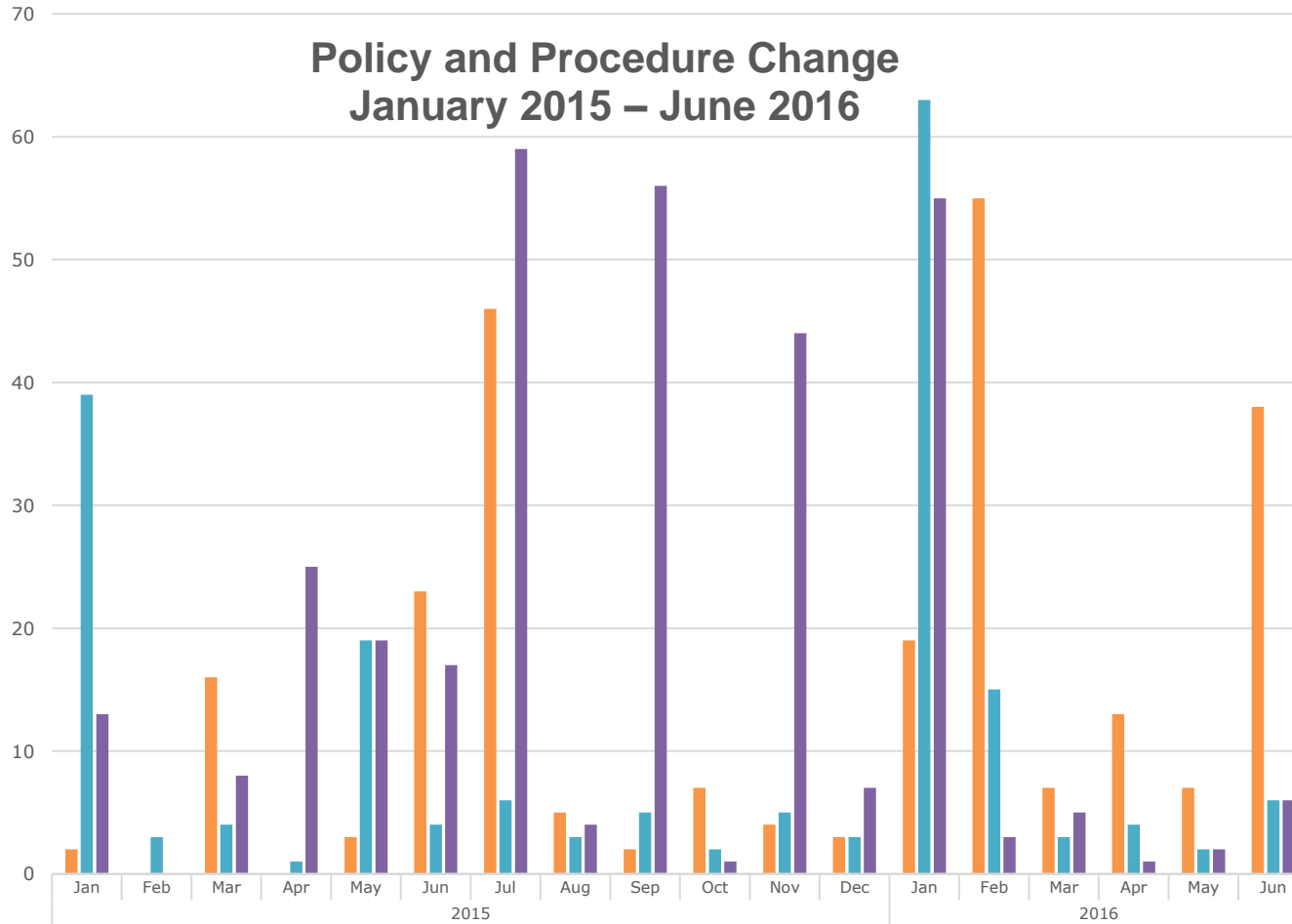
Opportunities

Policy enables
change

Opportunities
&
lessons

Change enabler

Policy and Procedure Change
January 2015 – June 2016



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Editorial Changes	2		16		3	23	46	5	2	7	4	3	19	55	7	13	7	38
Minor Reviews	39	3	4	1	19	4	6	3	5	2	5	3	63	15	3	4	2	6
New & Major Reviews	13		8	25	19	17	59	4	56	1	44	7	55	3	5	1	2	6



Opportunities

Policy enables
change

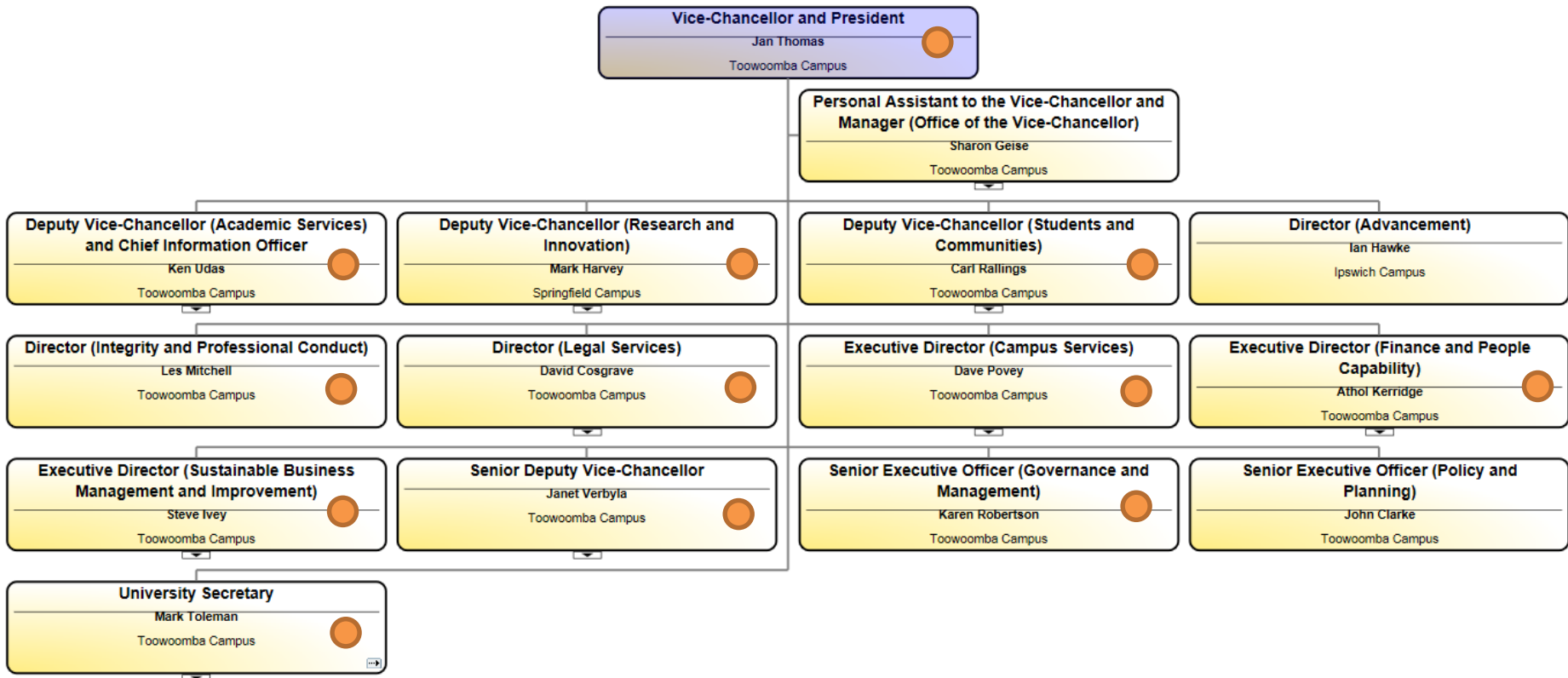
Policy generates
cross-collaboration

Opportunities
&
lessons

Cross-collaboration



Office of the Vice-Chancellor



Refreshed Apr 26, 2016



Opportunities and lessons

Policy enables
change

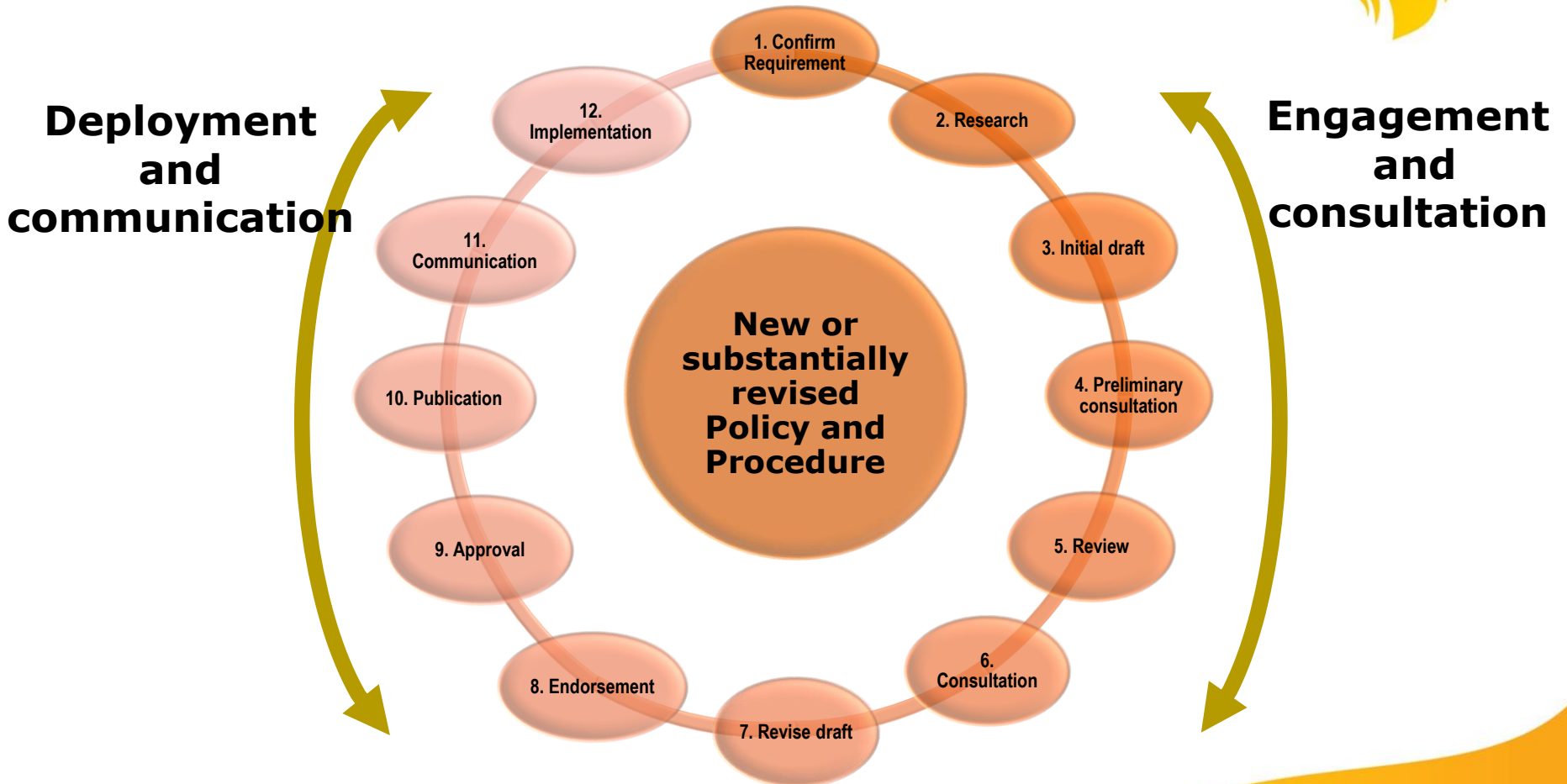
Policy generates
cross-collaboration

Opportunities
&
lessons

Robust structured
approach required



Robust structured approach





Opportunities and lessons

Policy enables
change

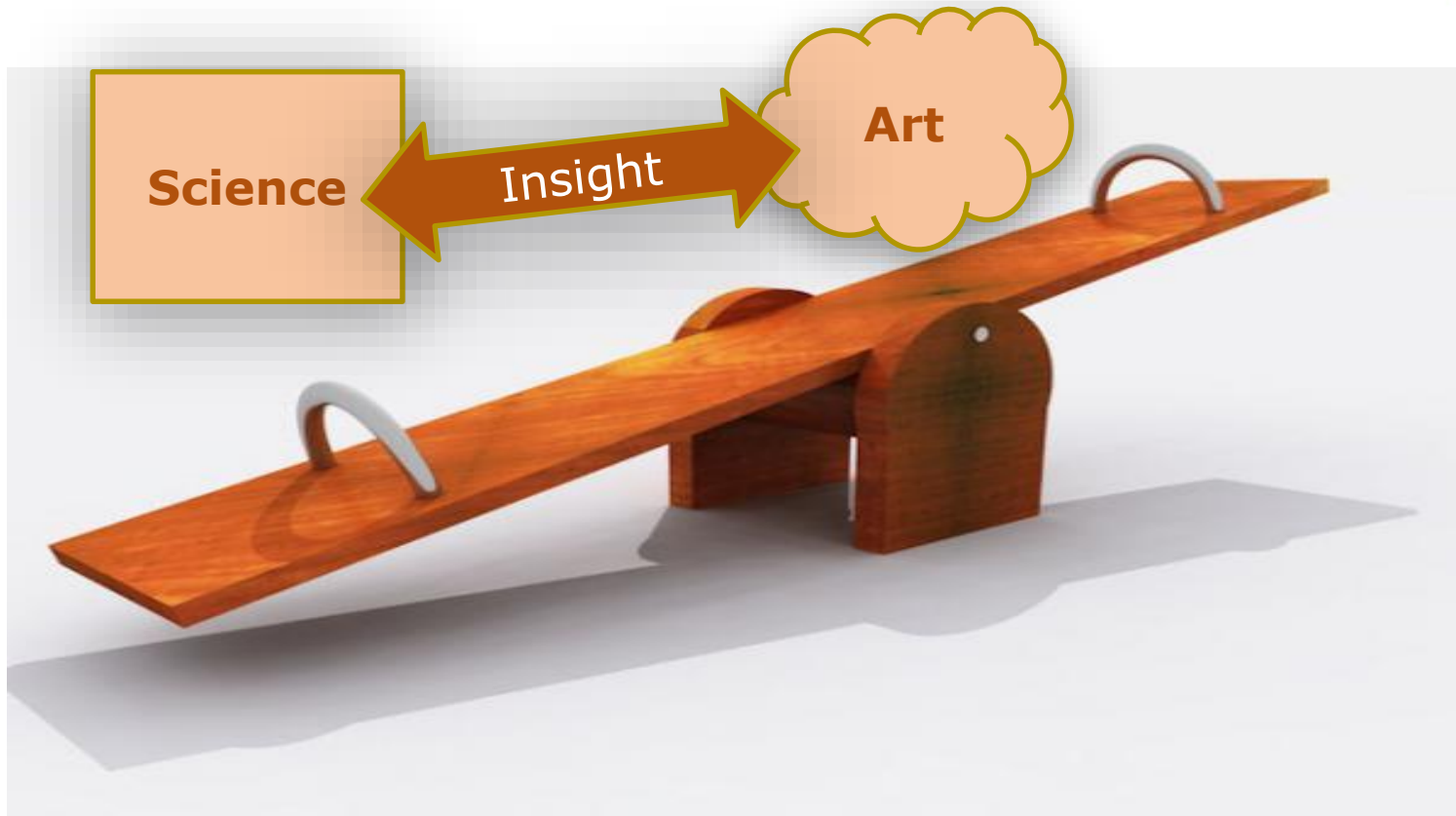
Policy generates
cross-collaboration

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

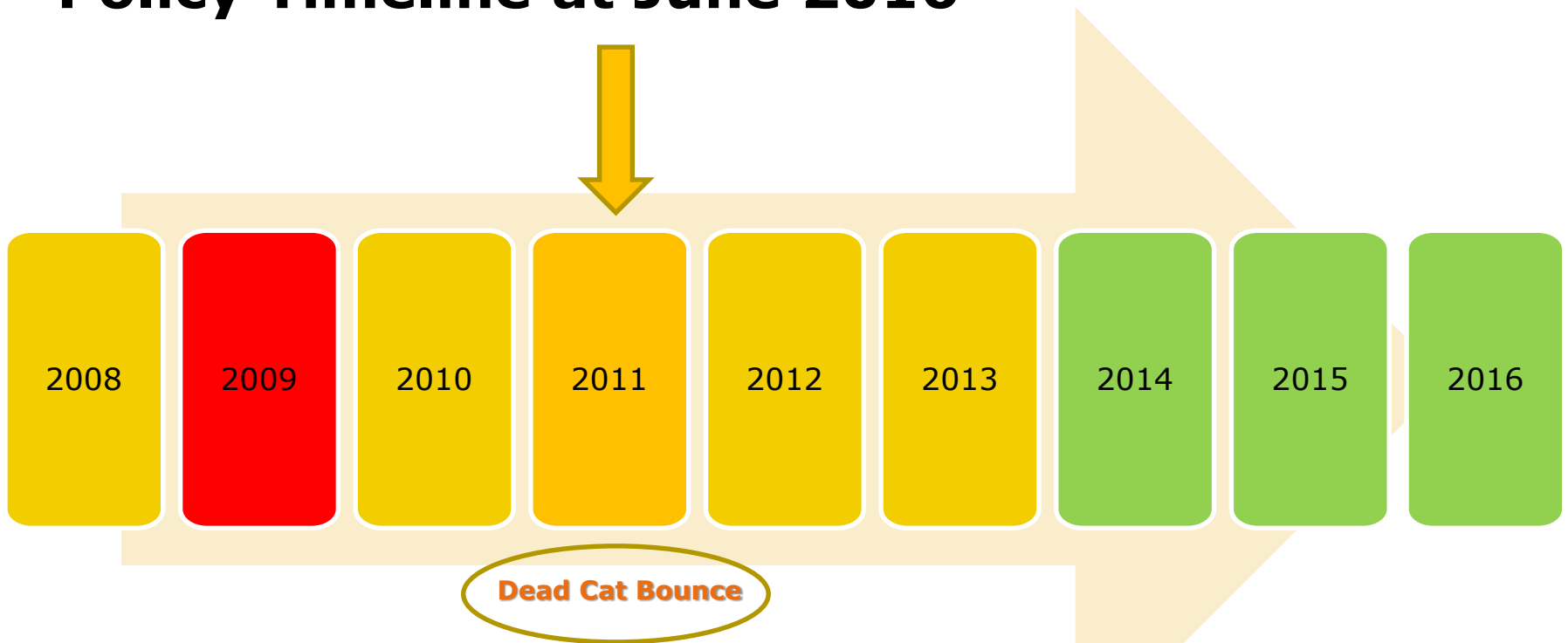
- ✓ Embedded policy development and review
- ✓ Business process improvement
- ✓ Policy and procedure change efficiencies
- ✓ Reduced complaints
- ✓ Reduced audit issues and risk profile
- ✓ Improved staff survey results
- ✓ Improved student experience



Current state



Policy Timeline at June 2016



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



The future

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







Discussion – policy as a change driver

- Is policy used as a change driver in your institution?
- How is it integrated into the business?
- Does it drive business process improvement?
- How could policy development capability be enhanced at your institution?

Discussion – policy as an evaluative tool

- Is policy evaluation actively undertaken at your institution?
- Is it embedded in practice - how?
- What data informs policy evaluation?
- What does policy evaluation inform?



Contacts

Fiona Margetts MPM, MAIPM, MATEM, AFAIM, JP(Qual)
Manager (Policy Services)

University of Southern Queensland

Fiona.Margetts@usq.edu.au

USQ Policy Library

www.policy.usq.edu.au

References

- Ackerman-Anderson, LS & Anderson, D 2010, *The change leader's roadmap : how to navigate your organization's transformation*, 2nd edn, Pfeiffer, San Francisco CA.
- AIPM News 2016, *AIPM Applauds Release of the Shergold Review*, AIPM, Sydney, Australia, 1 March 2016, <<http://www.aipm2016.com.au/2016/03/01/aipm-applauds-release-of-the-shergold-review/>>.
- Althaus, C, Bridgman, P & Davis, G 2013, *The Australian Policy Handbook*, 5th edn, Allen and Unwin.
- Blight, D, Davis, D & Olsen, A 2000, 'The Globalization of Higher Education', in P Scott (ed.), *Higher Education Reformed*, Falmer Press, London, ch 6, pp. 95-113.
- Bolden, R 2011, 'Distributed Leadership in Organizations: A Review of Theory and Research', *International Journal of Management Reviews*, vol. 13, no. 3, pp. 251-69, viewed 31 July 2014, <<http://web.a.ebscohost.com.ezproxy.usq.edu.au/ehost/pdfviewer/pdfviewer?sid=8d5cbf3b-22f1-4afb-881b-22100aa85ed4%40sessionmgr4004&vid=1&hid=4101>>.
- Bolden, R, Jones, S, Davis, H & Gentle, P 2015, *Developing and sustaining shared leadership in higher education*, 1906627797, Leadership Foundation for Higher Education, http://eprints.uwe.ac.uk/27175/1/LFHE_SP_Bolden_final.pdf>.
- Boswell, M 2015, 'Giving effect to quality audit recommendations: a case study from an organisational culture perspective', *Journal of Higher Education Policy and Management*, vol. 37, no. 5, pp. 572-85.

References (cont.)

- Bredillet, C, Tywoniak, S & Dwivedula, R 2015, 'What is a good project manager? An Aristotelian perspective', *International Journal of Project Management*, vol. 33, no. 2, pp. 254-66, <<http://www.sciencedirect.com/science/article/pii/S0263786314000532>>.
- Bridgman, P & Davis, G 2003, 'What use is a policy cycle? Plenty, if the aim is clear', *Australian Journal of Public Administration*, vol. 62, no. 3, pp. 98-102.
- Colebatch, HK 2005, 'Policy analysis, policy practice and political science', *Australian Journal of Public Administration*, vol. 64, no. 3, pp. 14-23.
- Davis, H, Jones, S, Bolden, R & P, G, 2016, 'Sailing together or sinking in rough seas: leadership development in higher education', *Insights Blog*, viewed 18 March 2016, <<http://www.lhmartininstitute.edu.au/insights-blog/2016/03/226-sailing-together-or-sinking-in-rough-seas-leadership-development-in-higher-education>>.
- Department of Education and Training 2015a, *Higher Education in Australia - A review of reviews from Dawkins to today*, Department of Education and Training, Canberra, ACT, <https://docs.education.gov.au/system/files/doc/other/higher_education_in_australia_-_a_review_of_reviews.pdf>.
- Department of Education and Training 2015b, *Research Snapshot - Export income to Australia from international education activity in 2014-2015*, Department of Education and Training, Canberra, ACT, <<https://internationaleducation.gov.au/research/Research-Snapshots/Documents/Export%20Income%20FY2014-5.pdf>>.



Department of Education and Training 2015c, *Value of International Education to Australia*, Department of Education and Training, Canberra, ACT, <<https://internationaleducation.gov.au/research/research-papers/Documents/ValueInternationalEd.pdf>>.

DuBrin, AJ 2010, *Leadership: Research Findings, Practice, and Skills*, 6th edn, South-Western Cengage Learning, Mason, Ohio.

Economist Intelligence Unit Limited 2010, *Enabling efficient policy implementation*, London, UK, <<http://www.oracle.com/us/industries/public-sector/economist-report-193495.pdf>>.

Engwall, M 2003, 'No project is an island: linking projects to history and context', *Research policy*, vol. 32, no. 5, pp. 789-808.

Freeman, B 2013, *Revisiting the Policy Cycle*, Association of Tertiary Education Management, Developing Policy in Tertiary Institutions, (21 June 2013), Northern Metropolitan Institute of TAFE, Melbourne.

Freeman, B 2014a, 'Benchmarking Australian and New Zealand university meta-policy in an increasingly regulated tertiary environment', *Journal of Higher Education Policy and Management*, vol. 36, no. 1, pp. 74-87, <<http://www.tandfonline.com/doi/pdf/10.1080/1360080X.2013.861050>>.

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

References (cont.)

- Freeman, B 2015, 'Higher education policy technology and process innovation in four different worlds: Australia, United States, New Zealand and Papua New Guinea'.
- 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.
- Grant, RM, Butler, B, Orr, S & Murray, PA 2014, *Contemporary strategic management: an Australasian perspective*, 2nd edn, John Wiley and Sons Australia, Milton Qld.
- Hempsall, K 2014, 'Developing leadership in higher education: perspectives from the USA, the UK and Australia', *Journal of Higher Education Policy and Management*, vol. 36, no. 4, pp. 383-94, viewed 31 July 2014, <<http://www.tandfonline.com.ezproxy.usq.edu.au/doi/pdf/10.1080/1360080X.2014.916468>>.
- Hornstein, HA 2015, 'The integration of project management and organizational change management is now a necessity', *International Journal of Project Management*, vol. 33, no. 2, pp. 291-8.
- Karp, T & Helgø, T 2008, 'The future of leadership: the art of leading people in a "post-managerial" environment', *foresight*, vol. 10, no. 2, pp. 30-7.

References (cont.)

- Kezar, A 2001, 'Understanding and Facilitating Change in Higher Education in the 21st Century. ERIC Digest'.
- Larson, EW & Gray, CF 2011, *Project management - the managerial process*, 5th edn, McGraw Hill Irwin, New York, NY.
- Mintzberg, H 1983, *Structure in fives: Designing effective organizations*, Prentice-Hall, Eagle Cliffs, NK.
- OECD 2014, Australia - Country Note - Education at a Glance 2014, <https://www.oecd.org/edu/Australia-EAG2014-Country-Note.pdf>>.
- Ong, V, Richardson, D, Duan, Y, He, Q & Johnson, B 2009, 'The Role of Project Leadership in Achieving Effective Project Management', in *European Conference on Management, Leadership & Governance: proceedings of the European Conference on Management, Leadership & Governance* University of Bedfordshire, UK, pp. 157-63.
- Oshagbemi, T & Gill, R 2004, 'Differences in leadership styles and behaviour across hierarchical levels in UK organisations', *Leadership and Organization Development Journal*, vol. 25, no. 91, pp. 93-106.
- Patanakul, P, Kwak, YH, Zwikael, O & Liu, M 2016, 'What impacts the performance of large-scale government projects?', *International Journal of Project Management*, vol. 34, no. 3, pp. 452-66, viewed 11 May 2016, <<http://www.sciencedirect.com/science/article/pii/S0263786315001921>>.

References (cont.)

- Pinheiro, R & Pillay, P 2016, 'Higher education and economic development in the OECD: policy lessons for other countries and regions', *Journal of Higher Education Policy and Management*, vol. 38, no. 2, pp. 150-66.
- Pinto, JK, Slevin, DP & English, B 2009, 'Trust in projects: An empirical assessment of owner/contractor relationships', *International Journal of Project Management*, vol. 27, no. 6, pp. 638-48, viewed 2 April 2011, <<http://www.sciencedirect.com/science/article/B6V9V-4TX6W7Y-1/2/b1b7fb32a7f6addf24a139e86efd5923>>.
- PriceWaterhouseCoopers 2007, *Insights and Trends: Current program and project management practices*, http://www.pwc.com/us/en/people-management/assets/programme_project_management_survey.pdf>.
- Project Management Institute 2013, *A guide to the Project Management Body of Knowledge (PMBOK guide), fifth edition*, 5th, Project Management Institute, Newtown Square Pa, viewed 25 March 2016, <<http://ezproxy.usq.edu.au/login?url=http://library.books24x7.com/library.asp?^B&bookid=51356>>.
- Queensland Government, *University of Southern Queensland Act 1998*, 2014, Queensland Government, Brisbane, Queensland, <<https://www.legislation.qld.gov.au/LEGISLTN/CURRENT/U/UnivSoQldA98.pdf>>.
- Radford, J, Raaheim, K, De Vries, P & Williams, R 1999, *Quantity and Quality in Higher Education*, Taylor & Francis.
- Rothwell, J 2013, *In mixed company: Communicating in small groups and teams*, 8th edn, Cengage Learning, Boston, MA.

References (cont.)

- Sheppard, P & Smith, R 2016, 'What students want: using a choice modelling approach to estimate student demand', *Journal of Higher Education Policy and Management*, vol. 38, no. 2, pp. 140-9.
- 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, <http://www.apsc.gov.au/__data/assets/word_doc/0003/72687/learningfromfailure.docx>.
- Song, Y 2011, 'Systemic project management', *Journal of Project, Program & Portfolio Management*, vol. 2, no. 1, pp. 67-82, viewed 11 August 2011, <<http://epress.lib.uts.edu.au/journals/index.php/pppm/article/view/1998>>.
- Szeri, AJ, 2015, 'Managing change at universities – the importance of executive support', *Insights Blog*, viewed 28 September 2015, <<http://www.lhmartininstitute.edu.au/insights-blog/2015/09/216-managing-change-at-universities-the-importance-of-executive-support>>.
- Tiffan, B 2014, 'The Art of Team Leadership', *American Journal of Health-System Pharmacy*, vol. 71, no. 10, pp. 799-801, viewed 31 July 2014, <<http://ezproxy.usq.edu.au/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=hch&AN=95850280&site=ehost-live>>.
- Turnbull, M 2016, The 2016 Lowy Lecture: the Prime Minister of Australia, Malcolm Turnbull, Lowy Institute for International Policy, 23 March 2016, viewed 4 April 2016 <<http://www.lowyinstitute.org/publications/2016-lowy-lecture-prime-minister-australia-malcolm-turnbull>>.

References (cont.)

- University of Southern Queensland, *Policy and Procedure Development Information Sheet*, 2014a, SBMI, University of Southern Queensland, Toowoomba, Qld, <<http://policy.usq.edu.au/documents/13704PL>>.
- University of Southern Queensland 2014b, *Student Learning Journey Definition*, University of Southern Queensland, viewed 25 June 2016, <<http://policy.usq.edu.au/documents/14295PL>>.
- University of Southern Queensland, *Policy Library Google Analytics Report - May 2016*, 2016a, Sustainable Business Management and Improvement, USQ, Toowoomba, Qld.
- University of Southern Queensland 2016b, *Learning and Teaching and Academic Quality*, University of Southern Queensland, viewed 25 June 2016, <<http://policy.usq.edu.au/polproc/category/Learning%20and%20Teaching%20and%20Academic%20Quality>>.
- University of Southern Queensland 2016c, *Student Administration and Support*, University of Southern Queensland, viewed 25 June 2016, <<http://policy.usq.edu.au/polproc/category/Student%20Administration%20and%20Support>>.
- University of Southern Queensland 2014a, *Structural Adjustment Fund - Policy Refresh Project Closure Report*, University of Southern Queensland, Toowoomba, Qld,<.
- University of Southern Queensland 2014b, *Student Learning Journey Definition*, University of Southern Queensland, viewed 9 July 2016, <<http://policy.usq.edu.au/documents/14295PL>>.
- University of Southern Queensland, *Risk Management Plan 2015-2016*, 2015a, University of Southern Queensland, Toowoomba, Qld.

References (cont.)

- University of Southern Queensland 2015b, *Policy and Procedure Framework*, University of Southern Queensland, viewed 19 July 2015, <<http://policy.usq.edu.au/documents.php?id=13386PL>>.
- University of Southern Queensland 2016, *Policy and Procedure Library*, University of Southern Queensland, viewed 27 June 2016, <<http://policy.usq.edu.au/>>.
- Universities Australia 2015, *Higher Education and Research Facts and Figures*, Universities Australia, Canberra, ACT, <<https://www.universitiesaustralia.edu.au/australias-universities/key-facts-and-data#.V8qdrVV9600>>.
- W3C 2008, *Web Content Accessibility Guidelines (WCAG) 2.0*, W3C, viewed 27 June 2016, <<http://www.w3.org/TR/WCAG20/>>.
- Waddell, D, Cummings, TG & Worley, CG 2011, *Organisational Development and Change*, 4th edn, Cengage Learning Australia, South Melbourne Vic.
- Wagner, R, 2016, 'Forming Project Teams - The Right Mix is Key to Success', viewed 21 June 2016, <<http://blog.ipma.world/forming-project-teams-the-right-mix-is-key-to-success/>>.
- World Economic Forum 2016, *Competitiveness Rankings*, viewed 30 August 2018, <<http://reports.weforum.org/global-competitiveness-report-2015-2016/competitiveness-rankings/>>.
- World Economic Forum 2016, *Methodology*, viewed 30 August 2018, <<http://reports.weforum.org/global-competitiveness-report-2015-2016/methodology/>>.