

The policy/project nexus: lessons learned from a policy implementation project

Australian Institute of Project Management Inaugural Regional
Conference
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What
policy?



Outline

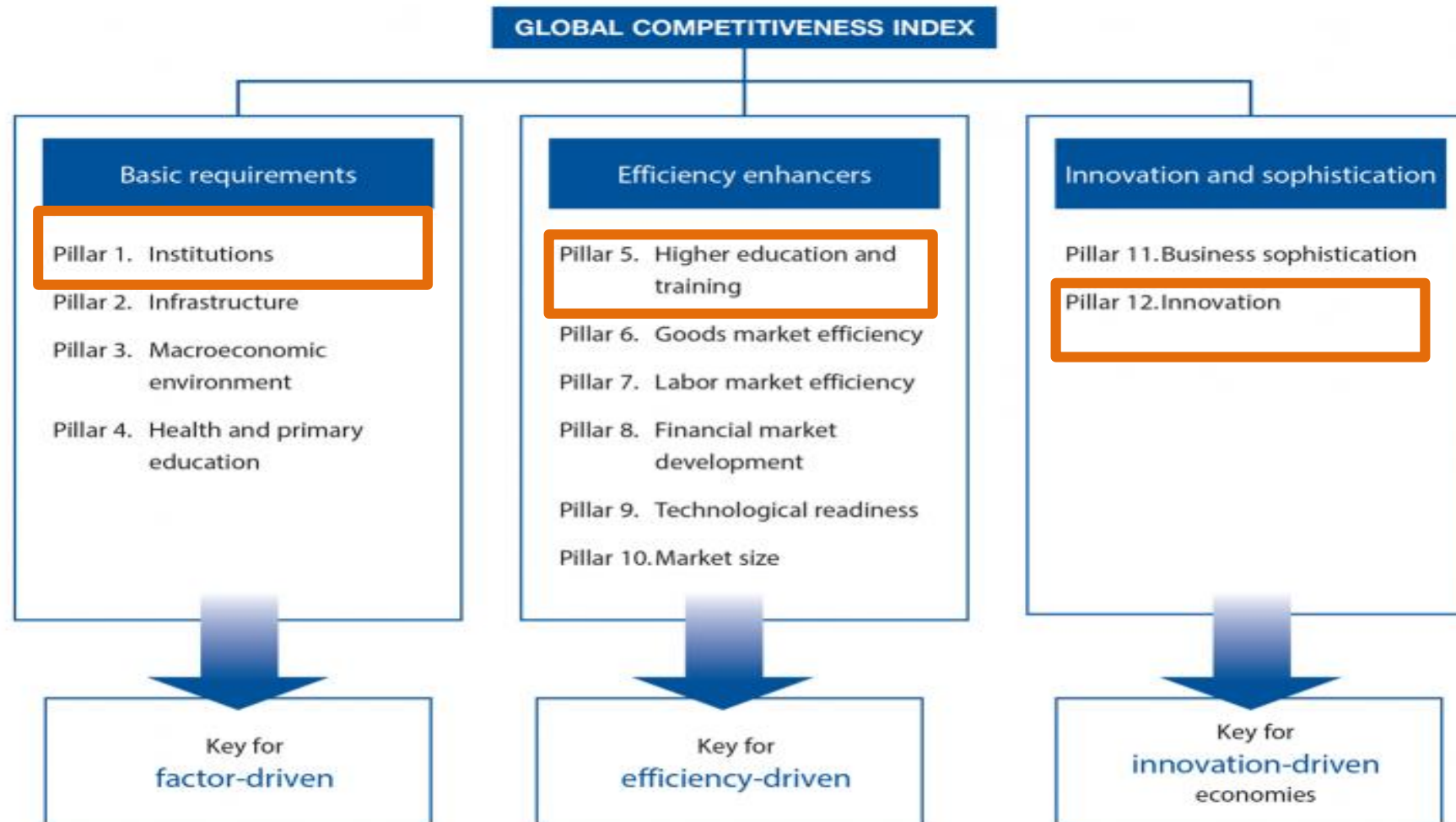


- Context
- Role of policy in higher education
- Policy Refresh Project
- Critical success factors
- Lessons learned
- Current and future state

Higher education context

- Dynamic and complex
- Competitive and volatile
- Increasingly regulated
- Significant industry & valuable export commodity
- Science, research and innovation agendas
- Global

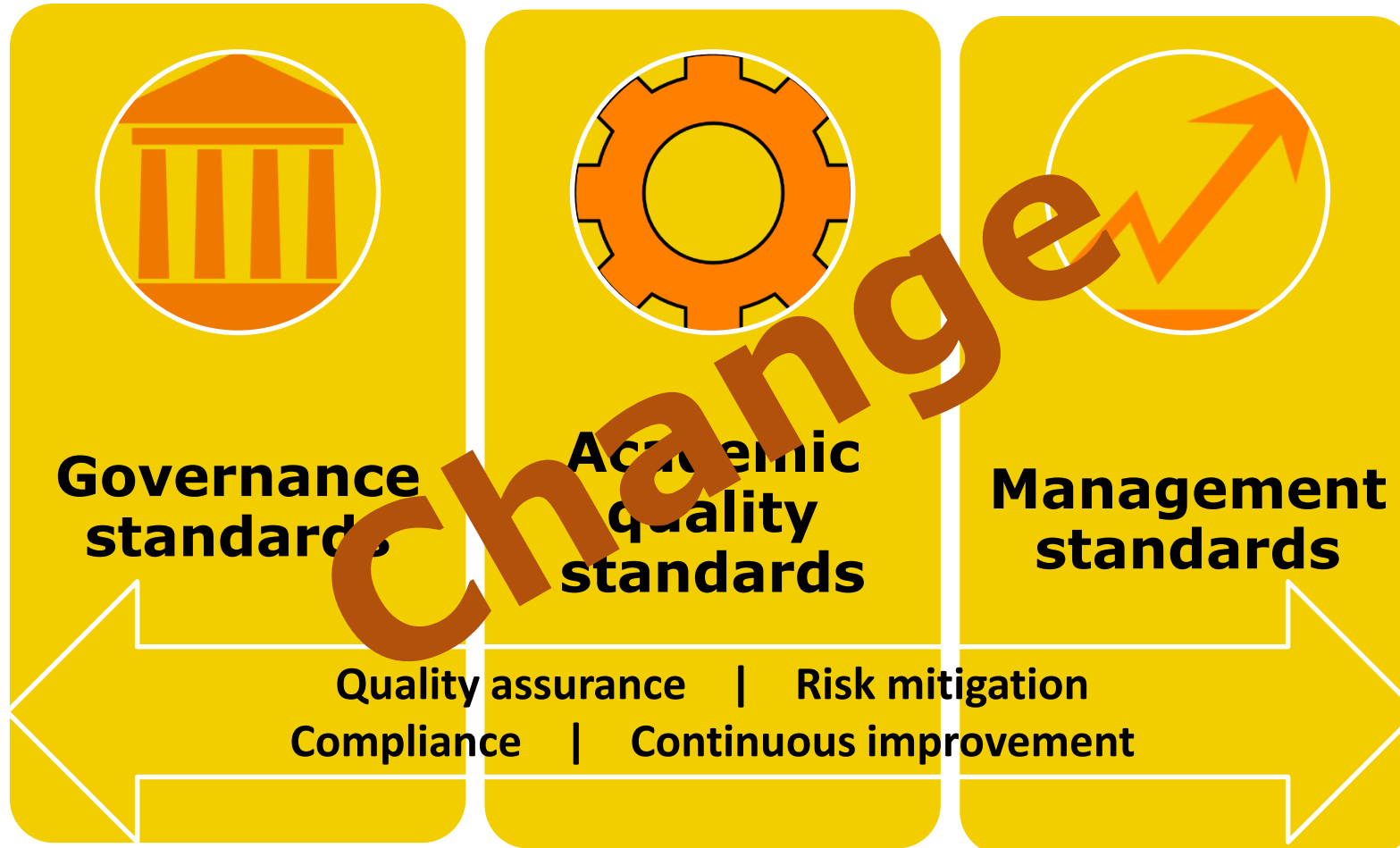
Global context



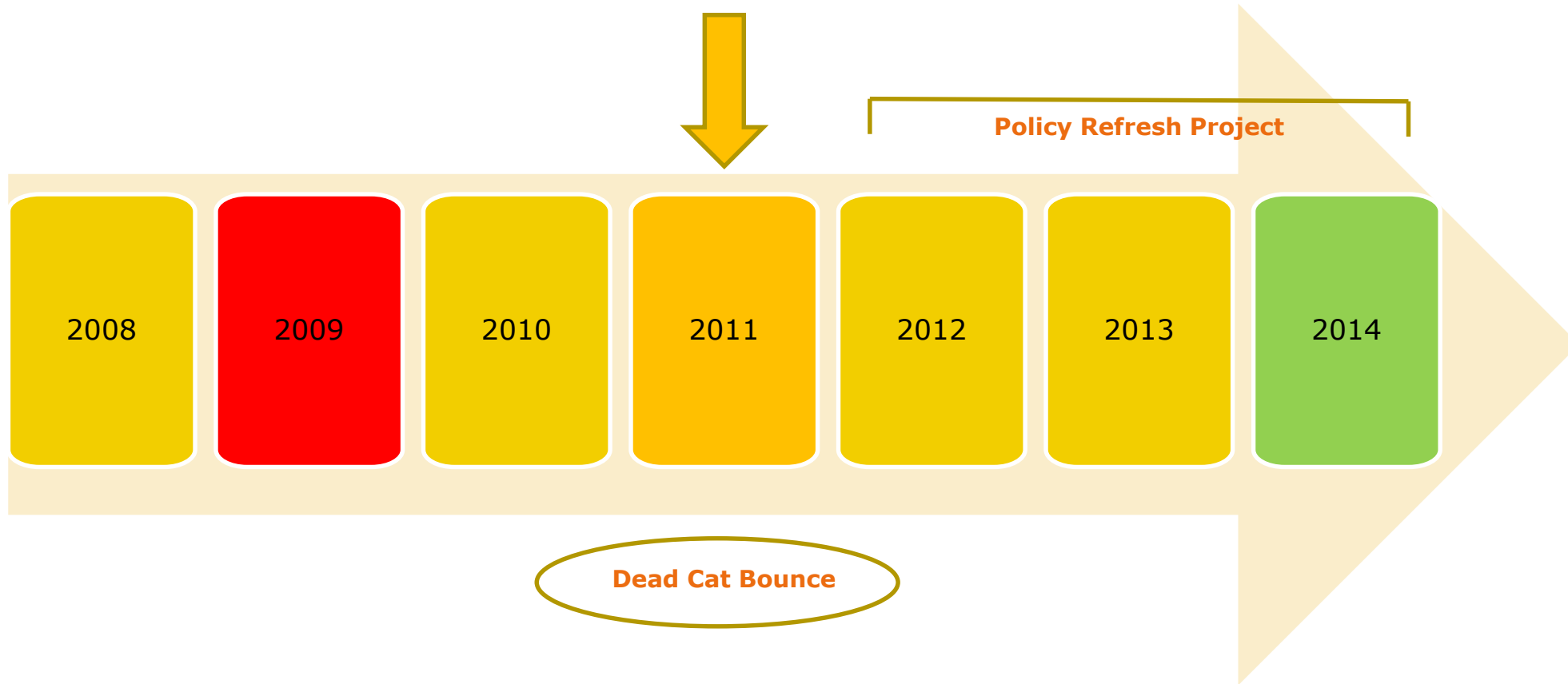
Local context



Role of policy



Policy timeline



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

Policy Refresh Project

Aim:

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

Objectives:

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

Deliverables

Policy & Procedure Framework

Policies (principles)

Procedures (processes)

Approval
Hierarchy

Account-
ability

Change
Management

Compliance
Integration

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.

Deliverables

Technical Infrastructure

Content
Management
System

Publishing
System

Policy & Procedure
Library

Records
Manager

Meta data
Audit trail

University
supported
In-house
development

Google Search
Application
Usage Statistics

Definitions
Dictionary

Policy/
procedure/
schedules

Resources

Challenges and impact

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



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

 Effective team structures

 The right people

 Governance structures

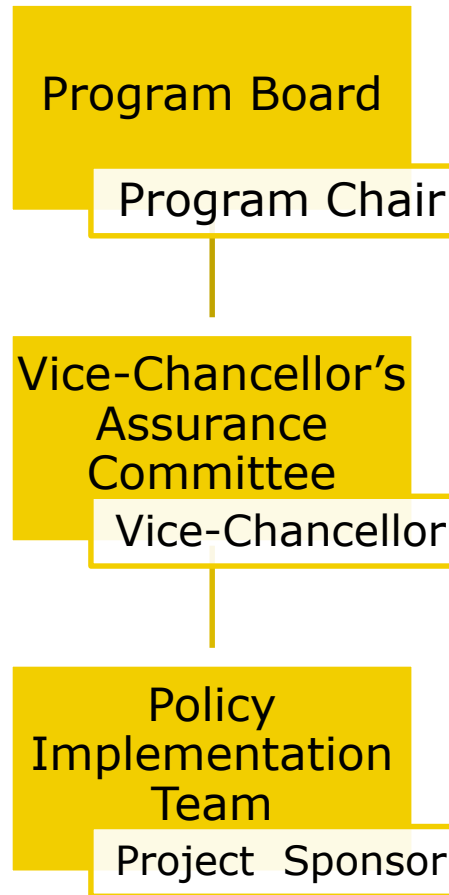
 Performance indicators

 Evaluation

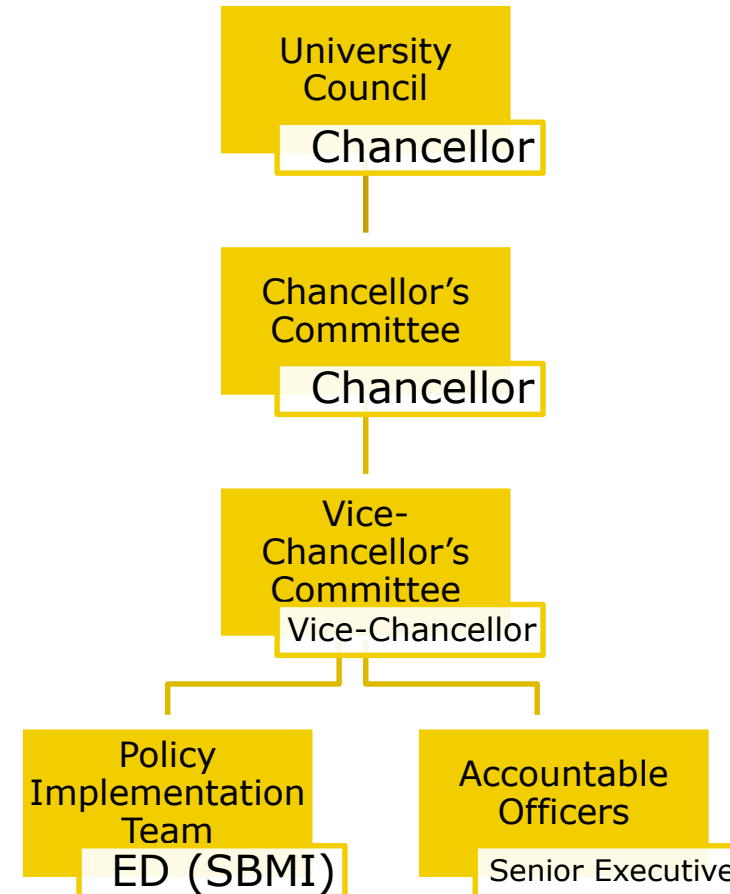
 Project management approach

Governance structures

Policy Refresh Project

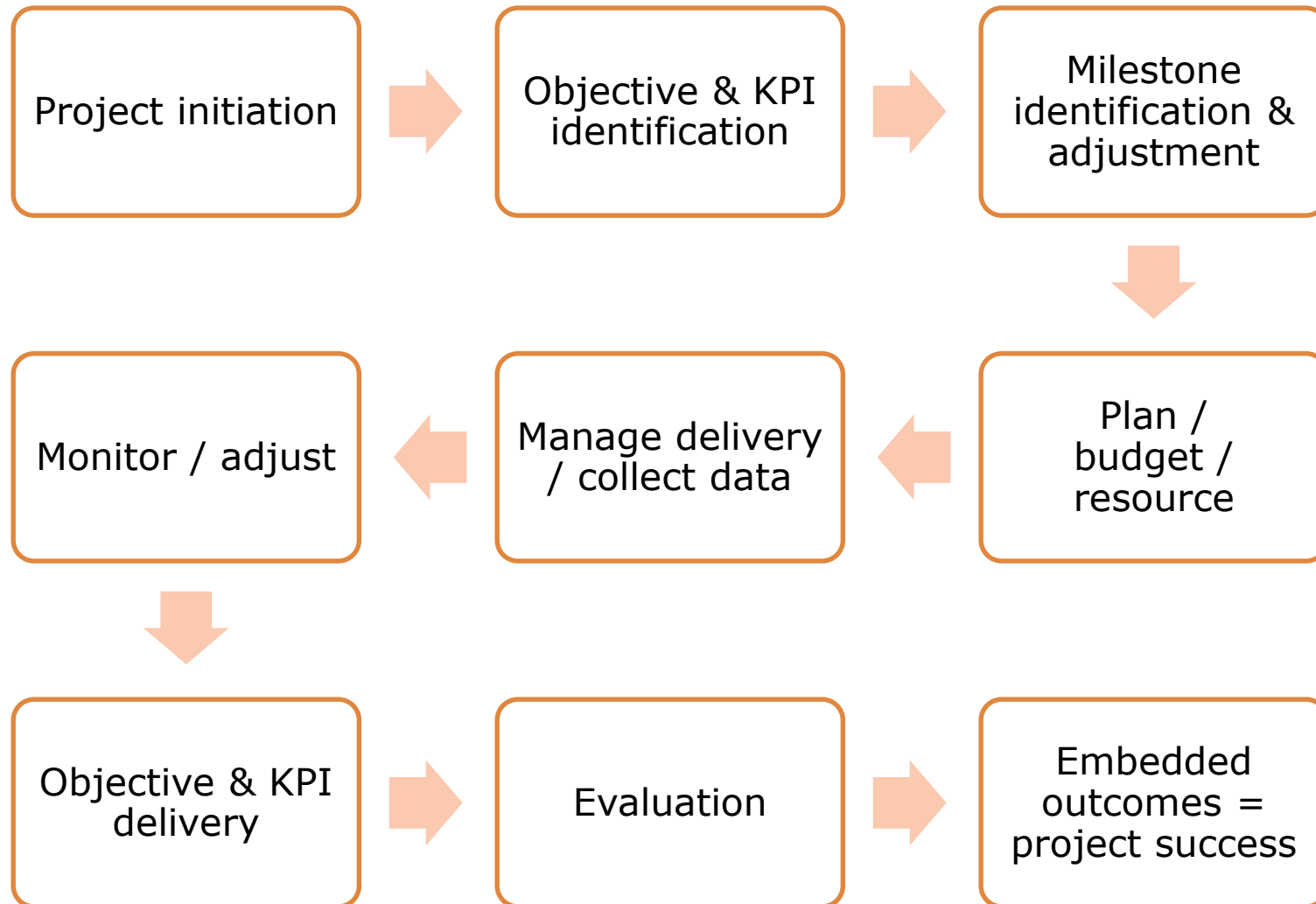


Policy and Procedure Framework (BAU)



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.

Project management approach



Lessons learned

Policy enables change

Policy generates cross-organisational collaboration

Lessons learned

Robust structured approach required

Effective project management underpins success

Benefits realised

Project benefits:

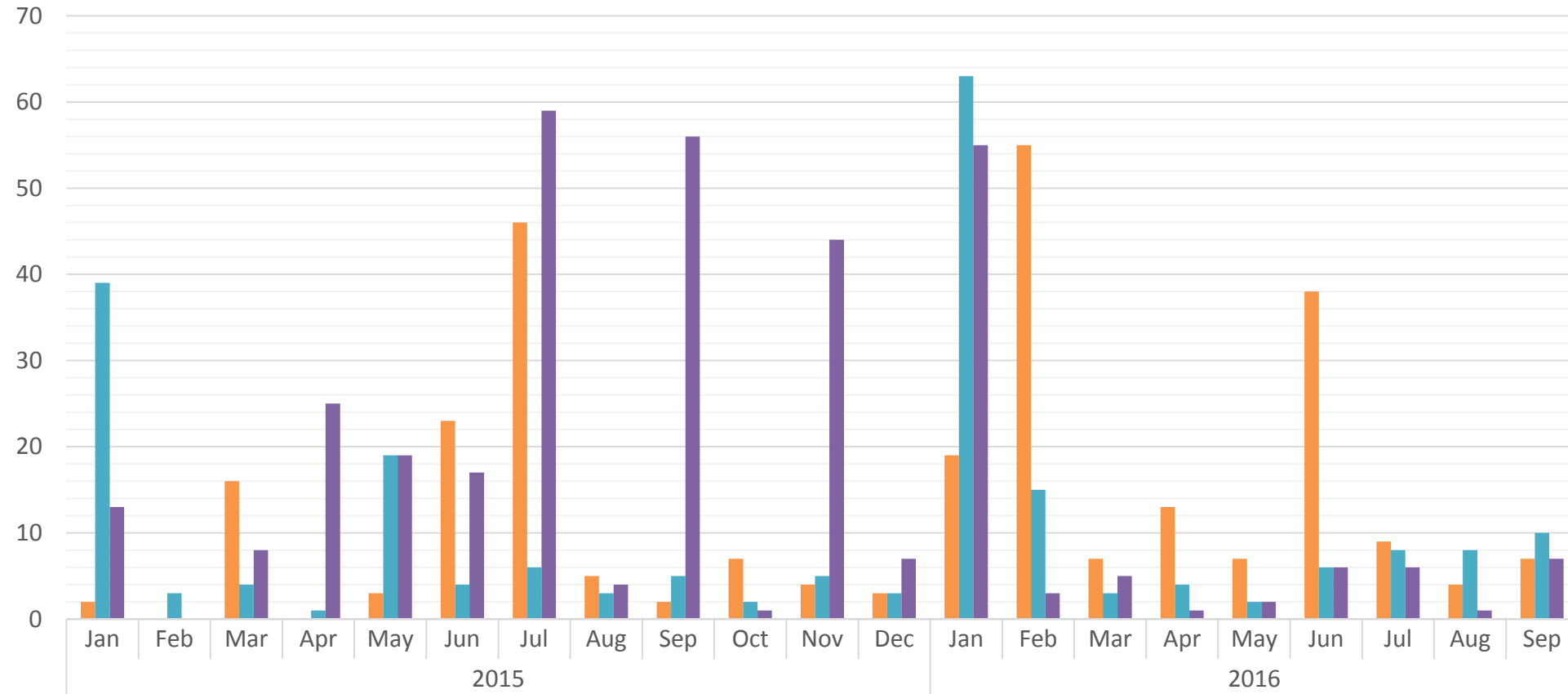
- ✓ Engaged accountable officers
- ✓ Cross-organisational collaboration
- ✓ Enhanced governance and management reporting capability
- ✓ Modern, compliant, robust system
- ✓ Compliance integration
- ✓ Risk mitigation



Business as usual benefits:

- ✓ Embedded policy process
- ✓ Change efficiencies
- ✓ Reduced complaints
- ✓ Reduced audit issues and risk profile
- ✓ Improved staff survey results
- ✓ Improved student experience

Policy change capability



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

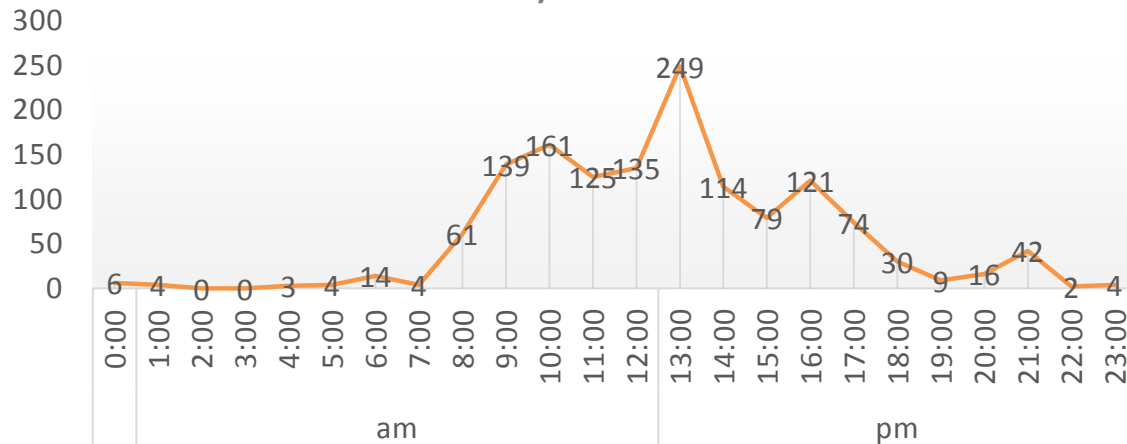
Policy Library usage (September 2016)



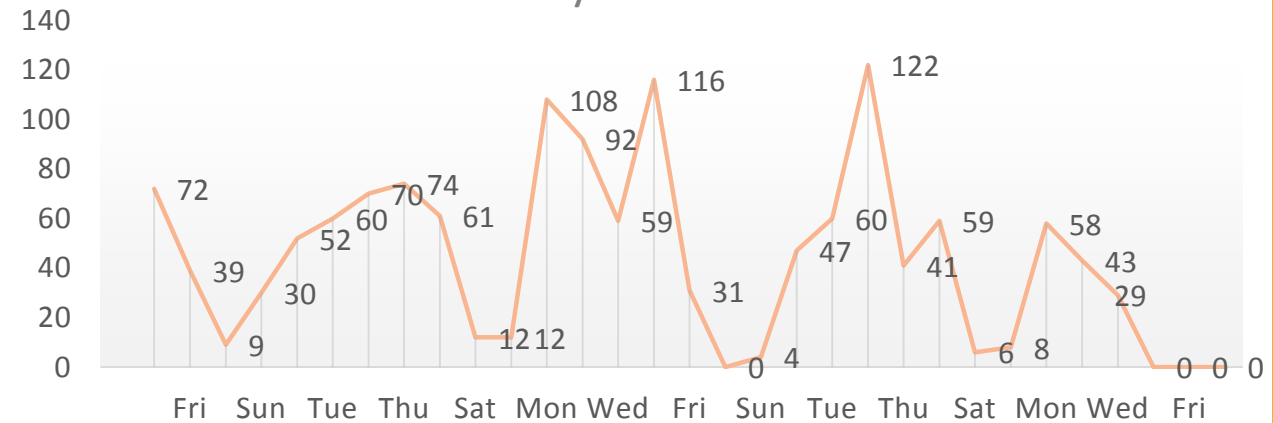
Unique Page Views



Hourly Searches



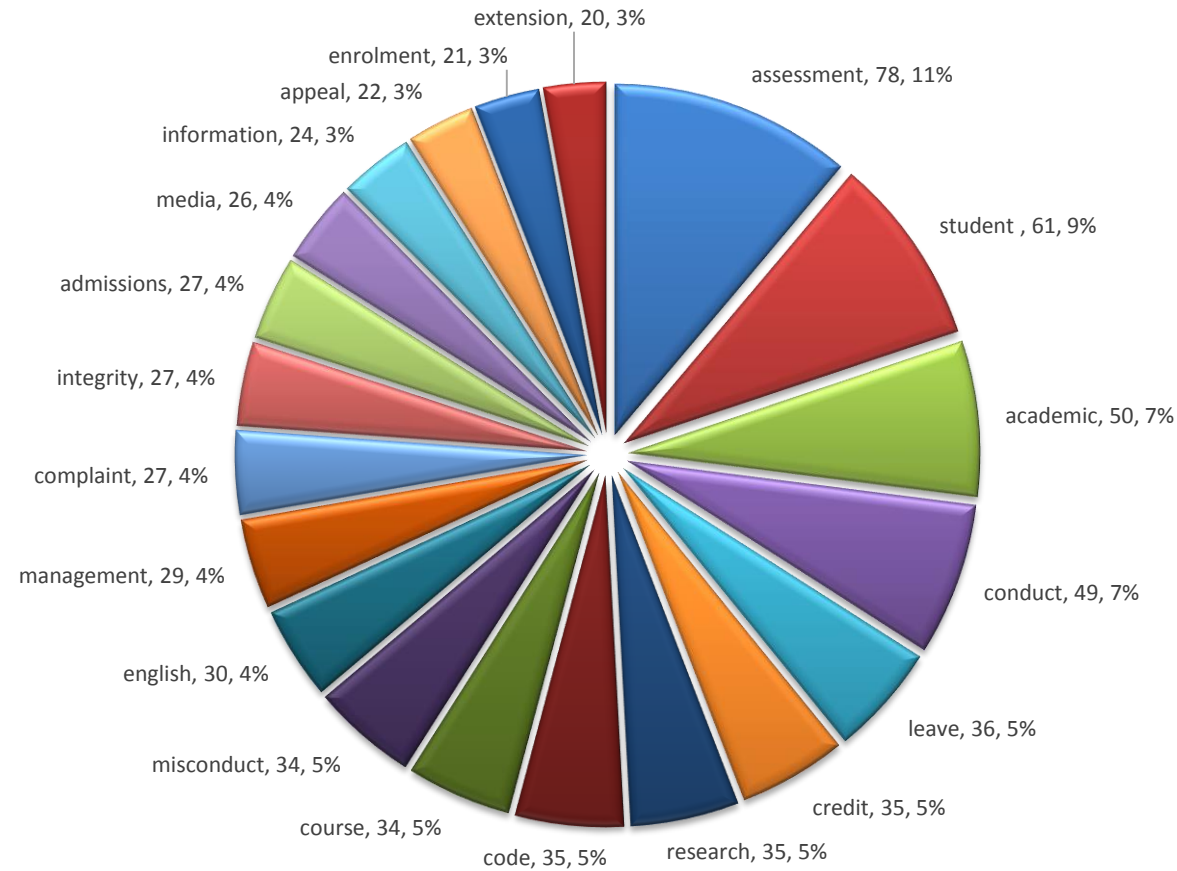
Daily Searches



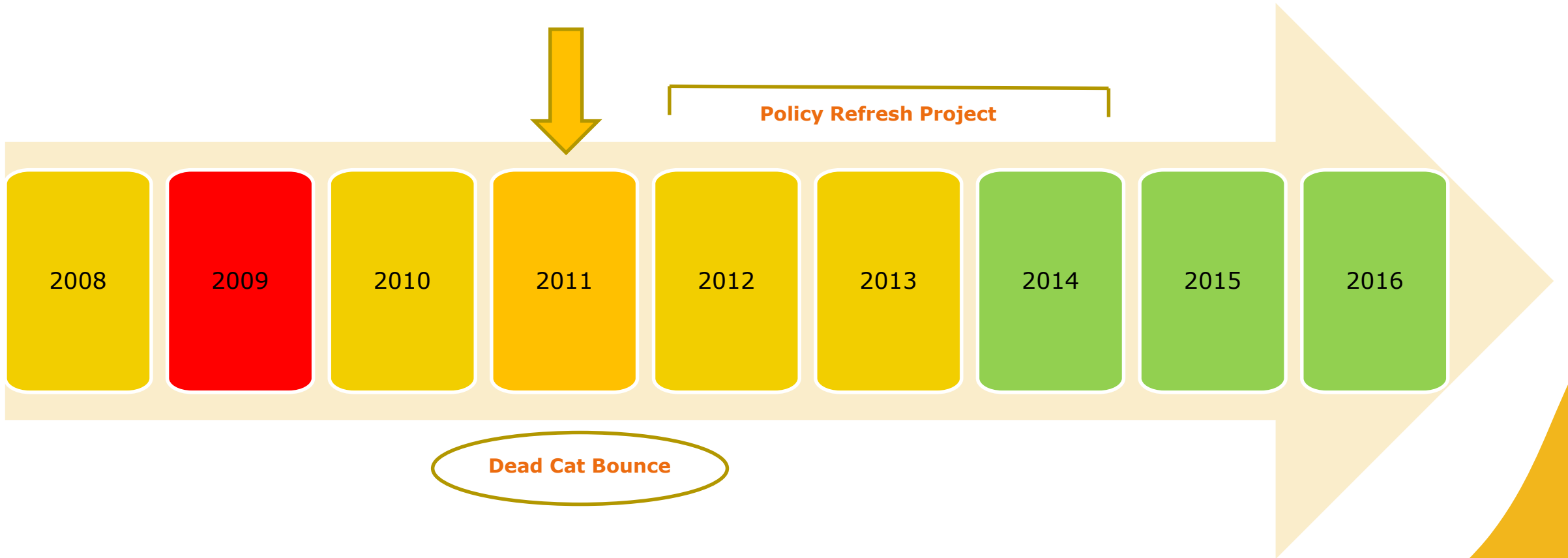
Policy searches



Top 20 Library Searches



Current state



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

Staff engagement survey

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%

Team and individual awards



AIPM
2015 Queensland
Project Manager of the
Year



Future state

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



Questions



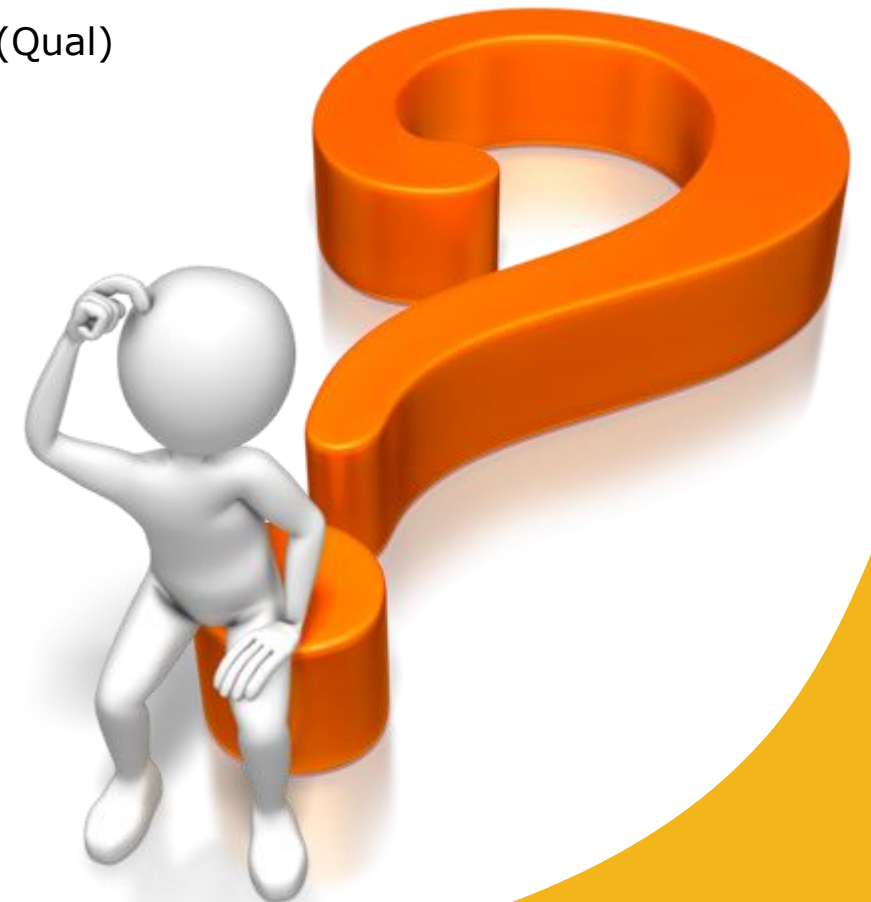
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USQ Policy Library

www.policy.usq.edu.au



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