



# Case study: Development of the University of Melbourne **Policy on Policy, Delegations Policy and Delegations Register**

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Tertiary Education Management Conference  
15-18 September 2013  
University of Tasmania, Hobart

# POLICY

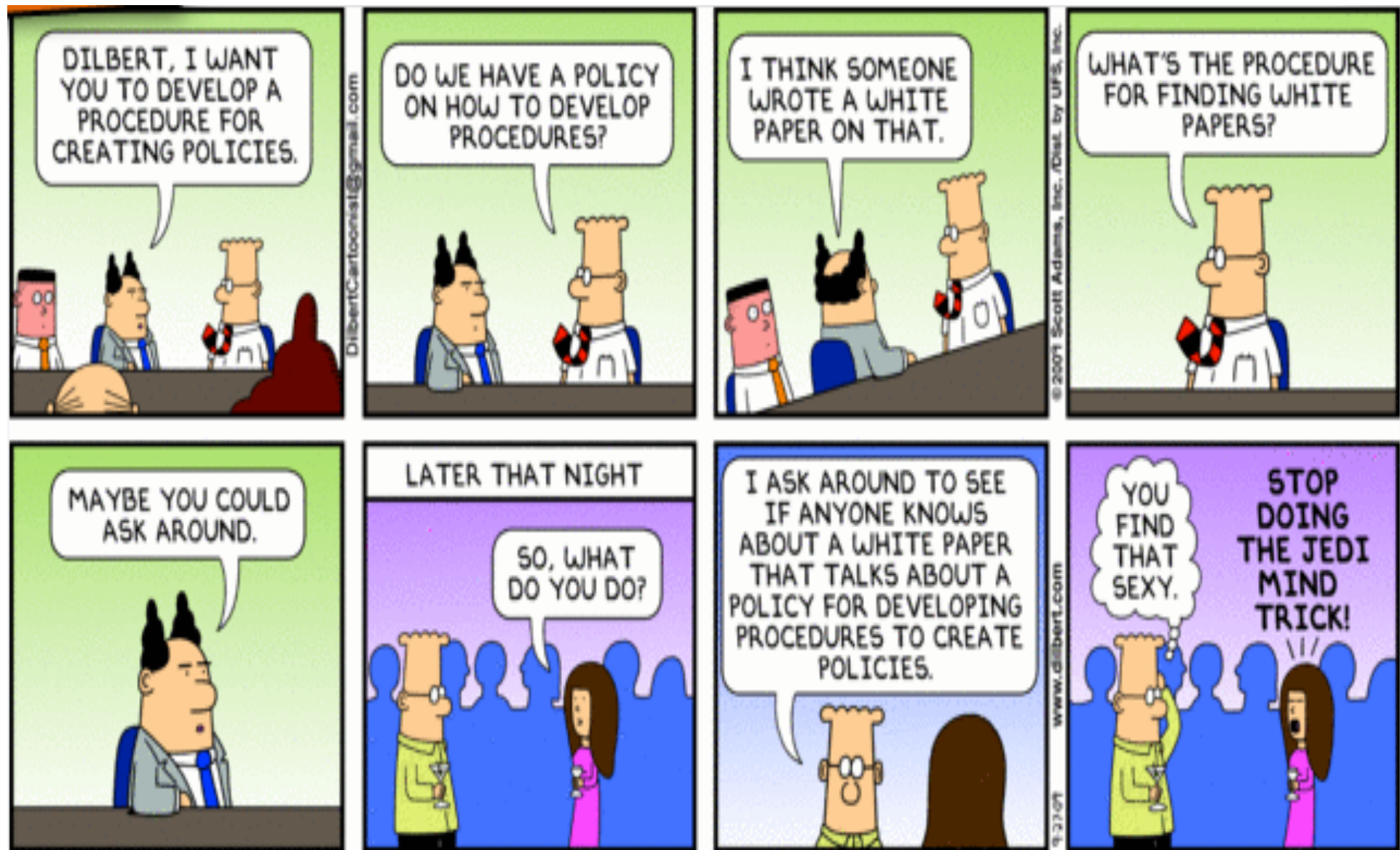
# YOUR THOUGHTS

*Please participate*

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*Two projects*

**1. META-POLICY**

**2. DELEGATIONS**

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*Context*

# INTERESTING TIMES

*Tertiary sector regulation (TEQSA)*

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Institutional policy 'provide(s) a general, overall, rational canopy for specific actions, procedures, or operations' (Fincher 1999, p. 10)

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‘Institutional policies are vital to the well-being of institutions of higher education’. (Clarke *et al.* 2012, p. 12)

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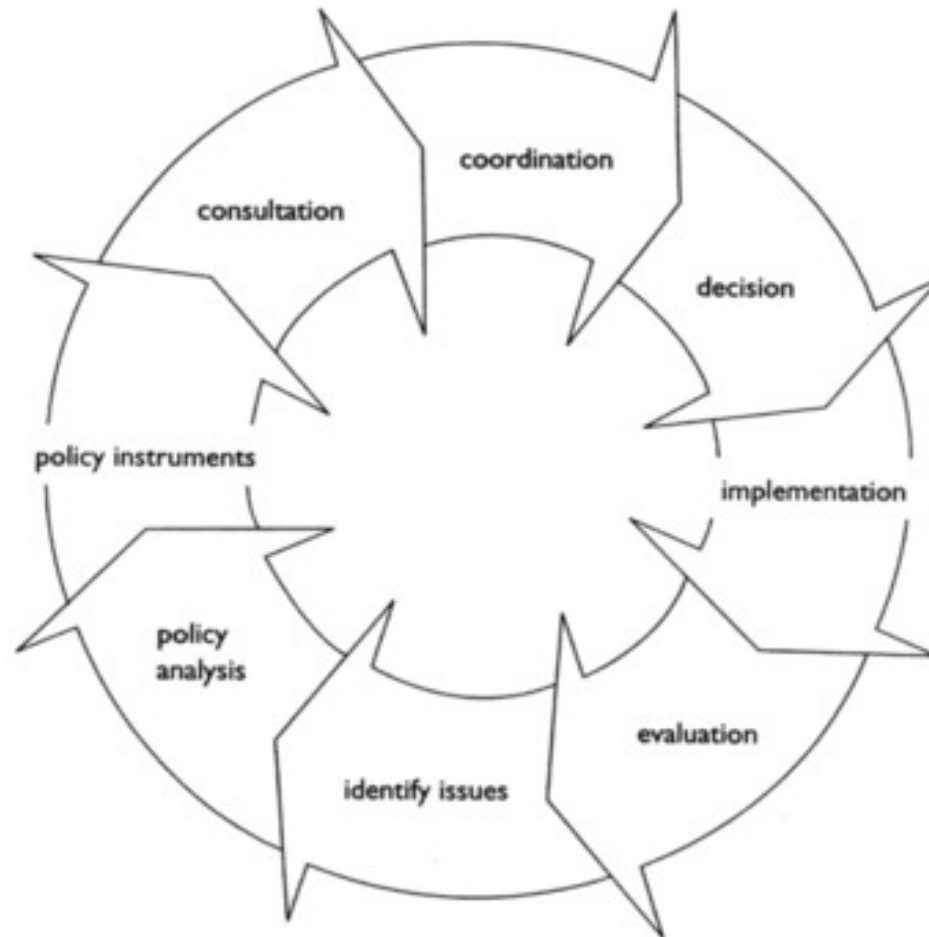


- \* PLANNING A PROJECT**
- \* RESEARCH**
- \* CONSULTATION**
- \* IMPACT ASSESSMENT**
- \* DRAFTING**
- \* APPROVAL**
- \* IMPLEMENTATION**
- \* COMMUNICATION AND TRAINING**
- \* POLICY REVIEW**





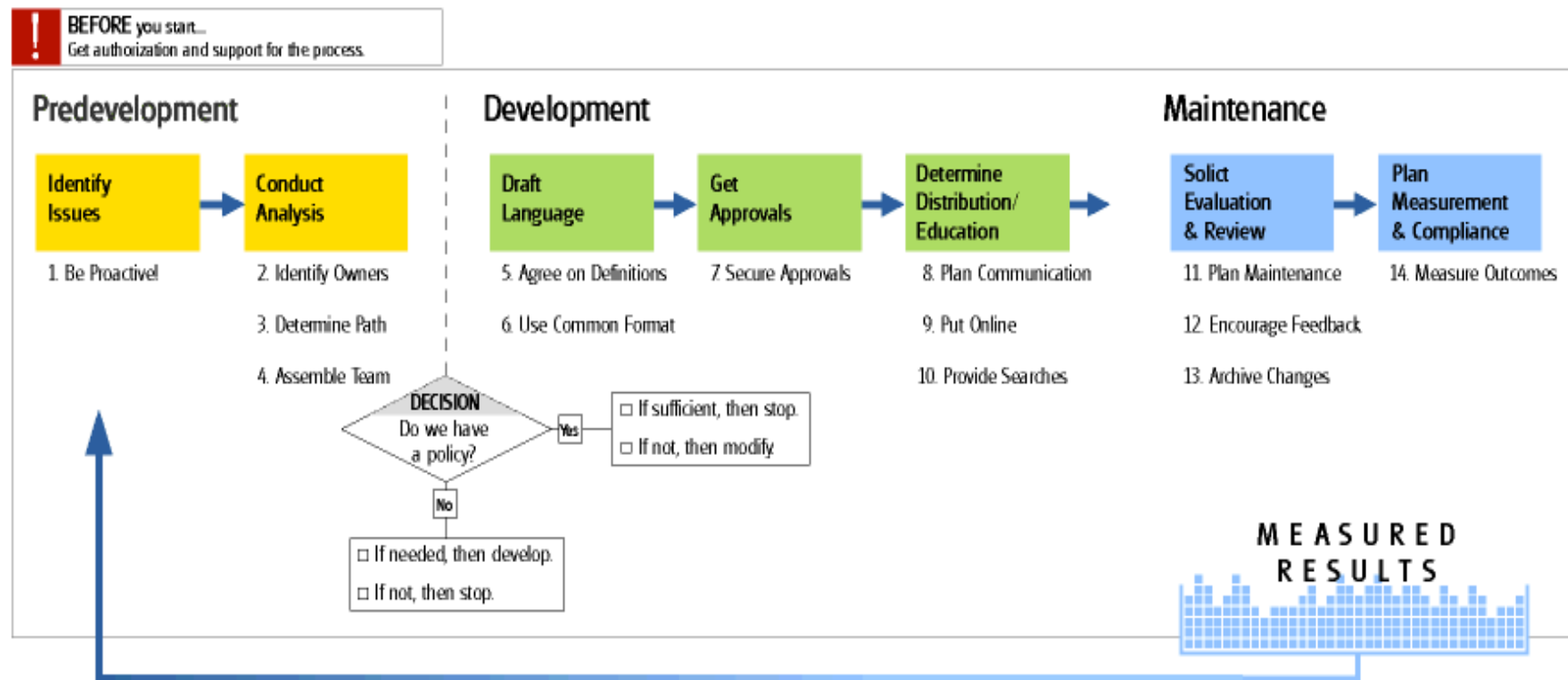
# AUSTRALIAN POLICY CYCLE



Bridgman & Davis, 2004



# ACUPA POLICY DEVELOPMENT PROCESS WITH BEST PRACTICES



Ford, Peterson & Spellacy, 2001



# META-POLICY PROJECT

*... to develop a new Policy on Policy*

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# QUESTION: WHO IS DOING A META- POLICY PROJECT?

*... to develop a new Policy on Policy*

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## KEY ELEMENTS OF META-POLICY

- range of policy instruments
  - classification scheme
  - application of policy instruments
  - approval authorities
  - policy cycle stages
-



*Using an*

# **‘ELONGATED’ POLICY CYCLE**

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*Starting with*

# IDENTIFICATION & CONFIRMATION

*by reviewing the Melbourne Policy  
Framework*

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# PRELIMINARY CONSULTATIONS

*Policy stakeholders*

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# DRAFTING

## *Policy on Policy*

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*In order to identify good practices ...*

# **BENCHMARKING**

*... A form of 'policy borrowing'*

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THE UNIVERSITY OF  
MELBOURNE

*Melbourne Policy Network*

**CONSULTATION**

*and drafts available online*

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# COMPLIANCE CHECKING

*with legal counsel*

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*Advisory Group to the Senior VP,  
Academic Board, Senior Executive*

# ENDORSEMENT

*and Council sub-committee  
(collegial decision-making processes)*

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*Council*

# APPROVAL

*and publication in Melbourne  
Policy Library*

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# DELEGATIONS PROJECT

*To develop the Delegations Policy*

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A **delegate** may be a person or a committee defined as such in formal university delegations documentation.

A **delegation** is a power or authority that the governing body or some other formal holder of power says is so.

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‘**Governance** is concerned with the determination of values inside universities, **their systems of decision-making** and resource allocation, their mission and purposes, the **patterns of authority and hierarchy**, and the relationship of universities as institutions to the different academic worlds within and the worlds of government, business and community without’

(Marginson and Considine, 2000)

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# QUESTION: WHO IS DOING A DELEGATIONS PROJECT?

*... To review delegations documentation*

Invitation to participate in ATEM Delegations  
Group ([brigid.freeman@unimelb.edu.au](mailto:brigid.freeman@unimelb.edu.au))

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*Using a*  
**‘TRUNCATED’ POLICY  
CYCLE**

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## **KEY ELEMENTS OF DELEGATIONS POLICY**

- framework
- guiding legislative provisions
- delegations principles

## **AND SUPPORTING DOCUMENTATION**

- Procedure, Schedules, and Delegations Register
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# IDENTIFICATION & CONFIRMATION

*Review of draft delegations  
documentation*

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# **DRAFTING BENCHMARKING CONSULTATION**

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# COMPLIANCE CHECKING ENDORSEMENT APPROVAL *by Council* *and publication in Melbourne Policy Library*

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# DELEGATIONS REGISTER DRAFTED

*With Special Counsel for progressing*

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## REGISTER OF AUTHORITIES AND RESPONSIBILITIES (ROAR)

	<b>AUTHORISED BODY OR OFFICER</b>	<b>SOURCE DOCUMENT</b>	<b>RELATED STEPS OR NOTES</b>
Academic delegations			
Human resources			
Occupational health and safety			
University property and equipment			
Financial management			
Information technology and communications			
Statutes, Regulations and Policy			
Delegations			
General corporate provisions			
Community engagement			
Marketing and communications			
For each category (above):			
Approve a	X	X	X
Approve b	X	X	X
Approve c	X	X	X
Approve d	X	X	X



*Consider*

**WHAT WE LEARNT?**

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From a governance perspective, **formally granting status to texts in use** is an important function of institutional meta-policy

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Comprehensive provisions  
regarding approval authorities  
represent a significant step  
forward: all policy  
instruments; university-wide  
and local; approve / amend /  
disestablish

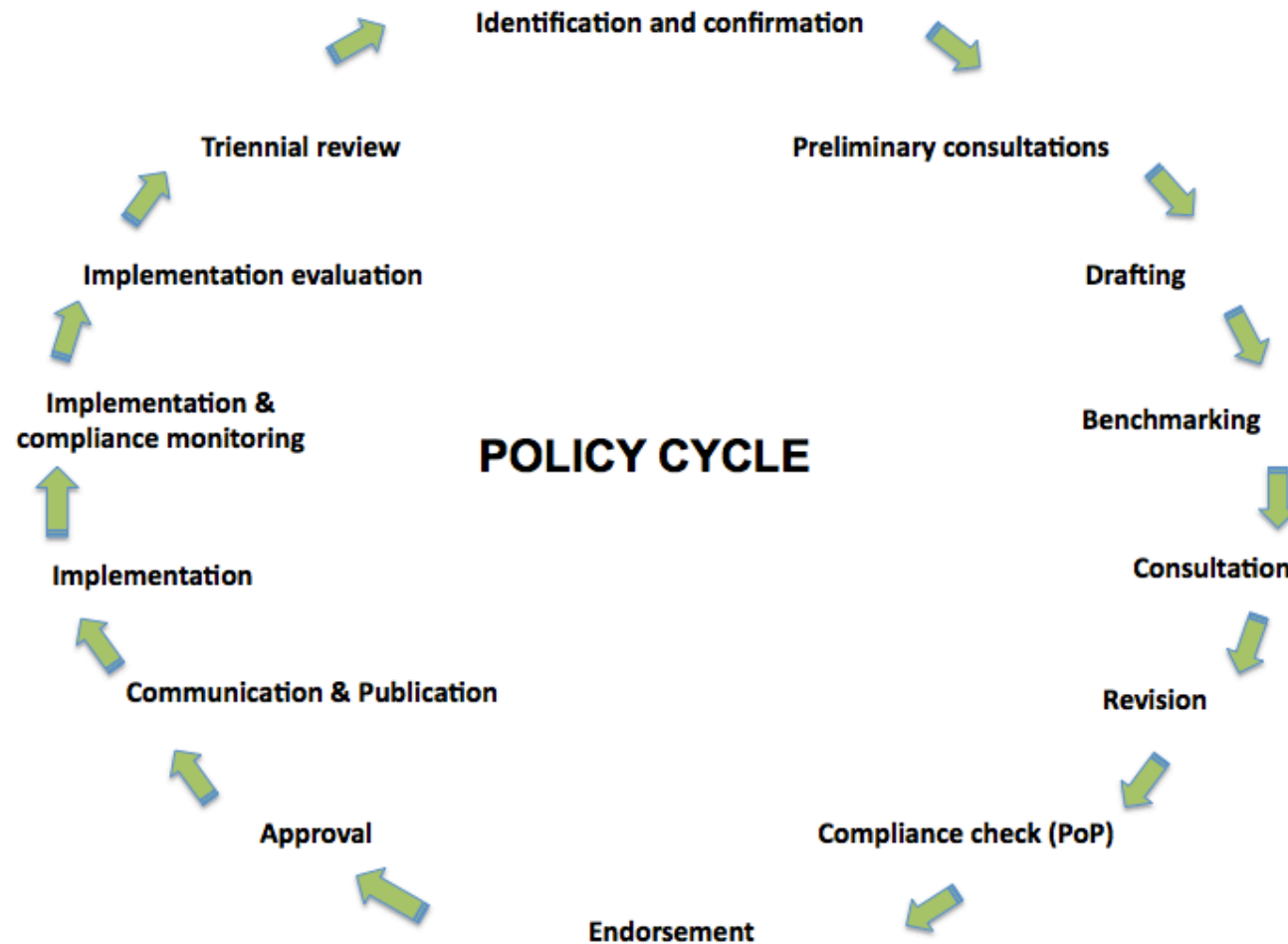
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<b>INSTRUMENT</b>	<b>APPROVAL AUTHORITY TO APPROVE</b>	<b>APPROVAL AUTHORITY FOR AMENDMENT (MINOR/NOT MINOR)</b>	<b>APPROVAL AUTHORITY TO REVOKE</b>
POLICY	X	X	X
PROCEDURE (institution-wide)	X	X	X
PROCEDURE (local)	X	X	X
GUIDELINE (institution-wide)	X	X	X
GUIDELINE (local)	X	X	X
LOCAL PROVISION	X	X	X



# UNIVERSITY OF MELBOURNE POLICY CYCLE



The **policy cycle can be successfully used** to develop policy



A comprehensive policy cycle includes **value-adding stages** (benchmarking, monitoring, evaluation, review), reflects collegial decision-making and embeds good practice

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Institutional meta-policy and strategic policy management approaches recognise that **policy implementation and successful outcomes** are the main game

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**Key elements of delegations  
documentation** include the  
framework, guiding  
legislative provisions and  
delegations principles

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**Delegations registers** are comprehensive, complex, and directly **related to (and derived from) legislative and policy instruments** (along with decisions of peak committees)

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There is an **inherent link**  
between institutional meta-  
policy and delegations  
documentation

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*The lessons from the University of  
Melbourne*

**META-POLICY PROJECT** *and*  
**DELEGATIONS PROJECT** *may be  
applicable at your institution*

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# POLICY

# YOUR THOUGHTS

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*Thank you*

**QUESTIONS?**

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THE UNIVERSITY OF  

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MELBOURNE