

*This Tip Sheet is to assist UQ staff who work on drafting or amending policies and procedures at UQ. The information contained provides guidance on Policy and Procedure Consultation. Further information about policies and procedures at UQ is available in the UQ Policy Handbook and on the Enterprise Governance website.*

### Benefits of consultation

Open and transparent consultation with stakeholders during policy and procedure development will enhance the quality of the final document and increase its profile and adoption when implemented. Consultation may also help to ensure that the policy's requirements are aligned with UQ's operational needs – that the implementation and compliance requirements are achievable – and are consistently followed when implementing.

Examples of consultation include: seeking comments through use of collaborative platforms or direct email; one-on-one meetings with subject matter experts; workshops with key stakeholders; feedback through working groups or standing committees; or a combination of these. Evidence of stakeholder consultation should be recorded to demonstrate that consultation occurred (e.g. who was consulted and how was their input considered and addressed).

Enterprise Governance maintains a webpage listing policies and procedures out for consultation. Contact [governance@enquire.uq.edu.au](mailto:governance@enquire.uq.edu.au) to include a policy or procedure on this webpage.

### Who to consult

Consultation on a new or amended policy or procedure should include its key stakeholders. To identify who at UQ are key stakeholders, consider the following: who will be most impacted by the policy or procedure when it is implemented and enforced (e.g. students, staff, guests, faculties, institutes or divisions)? Engagement with key stakeholders or their representative committees and networks will help to raise awareness of the policy or procedure before it is implemented.

Collaborate with other areas of UQ that may be involved with implementation or enforcement. For example, where the policy or procedure intersects with:

- a particular business process, consult the relevant Organisational Unit (e.g. UQ's Finance and Business Services Division on financial processes);
- a process affecting students, consult UQ's Student Affairs Division or Academic Services Division; or
- the activities or interests of a representative committee or working group, consult the committee or group (e.g. UQ's Disability Inclusion Group in relation to the Disability Action Plan).

For all Senate reserved policies, UQ Legal Services are to be consulted early in the review process ([legalservices@uq.edu.au](mailto:legalservices@uq.edu.au)).

Input from the appropriate subject matter experts will help to ensure that unnecessary overlaps, inefficiencies or conflicting requirements are avoided in UQ policies and procedures. This Tip Sheet includes a consultation directory on page 3, which outlines UQ's key management groups and functional areas that may need to be consulted during the development of a policy or procedure.

### When to consult

Consultation should be planned and undertaken to allow reasonable time for stakeholders to provide feedback. It should occur during the development and drafting stages of a policy or procedure, and not rushed at the end. The period of consultation may be proportional to the scope and range of changes and their expected impact on practices. Intricate and extensive changes may need a longer consultation period.

### Required consultation

At UQ, there are some groups that must be consulted before a policy or procedure can be approved:

- Under the UQ Governance and Management Framework, consultation with the Academic Board or relevant Academic Board Committee is required for all academic policies and procedures.
- Under UQ's Enterprise Agreement, any additions, deletions or other changes to a policy listed in Schedule 1 requires consultation with the relevant staff consultative committee. Reward and



Workplace Relations within the Human Resources Division can assist in consulting the relevant staff consultative committee.

- To support UQ's commitment to upholding the principles for the protection of freedom of speech and academic freedom, the Freedom of Speech Implementation Group assesses new and amended policies and procedures to ensure they are compatible with the principles.

### Consultation questions

To assist with the consultation process, outlined below are some key questions to consider when consulting on policies and procedures. For example, these questions could be included in an email seeking feedback from stakeholders.

#### When consulting on policies

*Your views and feedback on the draft policy would be appreciated, particularly on the following aspects:*

1. *Are the purpose, scope and principles of the policy clear and appropriate?*
2. *Are the roles and responsibilities of the policy clear, appropriate, and able to be implemented?*
3. *Are there any critical gaps that have not been addressed?*
4. *Is the document drafted in plain language that is easy to understand?*

#### When consulting on procedures

*Your views and feedback on the draft procedure would be appreciated, particularly on the following aspects:*

1. *Are the purpose, scope, key controls and requirements clear and appropriate?*
2. *Does the procedure focus on delivering specific outputs and outcomes in an efficient and effective manner?*
3. *Does the procedure enable prudent and timely decisions to be made?*
4. *Are the roles and responsibilities of the procedure clear, appropriate, and able to be implemented?*
5. *Are there any critical gaps that have not been addressed?*
6. *Is the document drafted in plain language that is easy to understand?*

## UQ Consultation Directory

### Executive and senior management

Key Stakeholder	Purpose	Contact
University Senior Executive Team (USET)	Endorsement and advice from UQ's senior executive.	<a href="mailto:ovc.agenda@uq.edu.au">ovc.agenda@uq.edu.au</a>
Academic Board and its committees	Advice on UQ's academic functions.	<a href="mailto:academic.board@uq.edu.au">academic.board@uq.edu.au</a>
Faculty Executive Managers	Advice on Faculty management's ability to implement and comply with new or amended policies or procedures.	<a href="mailto:executivemanagers.faculties@uq.edu.au">executivemanagers.faculties@uq.edu.au</a>
Institute Deputy Directors of Operations	Advice on Institute management's ability to implement and comply with new or amended policies or procedures.	<a href="mailto:deputydirectors.institutes@uq.edu.au">deputydirectors.institutes@uq.edu.au</a>
Directors of Central Services and Divisions	Advice on management's ability to implement and comply with new or amended policies or procedures.	<a href="mailto:directors.centralservices@uq.edu.au">directors.centralservices@uq.edu.au</a>

### Functional areas

Key Stakeholder	Purpose	Contact
Governance and Risk	PPL management. Advice on incorporating risk management controls and compliance obligations into policies and procedures.	<a href="mailto:governance@enquire.uq.edu.au">governance@enquire.uq.edu.au</a>
Legal Services	Advice identifying and managing legal issues and risks in policies and procedures.	<a href="mailto:legalservices@uq.edu.au">legalservices@uq.edu.au</a>
Internal Audit	Independent advice on the effectiveness of governance, management processes and internal controls within UQ.	<a href="mailto:internal-audit@uq.edu.au">internal-audit@uq.edu.au</a>
Academic Policy and Programs	Advice on academic policy formulation and support for program development.	<a href="mailto:app@uq.edu.au">app@uq.edu.au</a>
Research and Research Ethics	Advice on research related policies and procedures.	<a href="mailto:dvc.research@uq.edu.au">dvc.research@uq.edu.au</a>
Integrity and Investigations Unit	Advice on staff conduct and behavioural issues and risks in policies and procedures.	<a href="mailto:iiu@uq.edu.au">iiu@uq.edu.au</a>
Health, Safety and Wellness	Advice on workplace health and safety issues, systems and processes.	<a href="mailto:hsw@uq.edu.au">hsw@uq.edu.au</a>
Property and Facilities	Advice on property, facilities, campus operations, infrastructure and sustainability issues, systems and processes.	<a href="mailto:director@pf.uq.edu.au">director@pf.uq.edu.au</a>
Finance and Business Services	Advice on financial administration issues, systems and processes.	<a href="mailto:fbs.support@uq.edu.au">fbs.support@uq.edu.au</a>
Human Resources Division	Advice on staff and workplace issues, systems and processes.	<a href="mailto:hrpolicyfeedback@uq.edu.au">hrpolicyfeedback@uq.edu.au</a>