

Does Roll-Out Matter? Policy Communication and Operationalization

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Introductions

- Please introduce yourself to a colleague
- Is policy roll-out important in your opinion? If so, why?

Learning Outcomes

- Identify potential problems with policy roll-out and stakeholder consultation
- Explain how to design policy communication and operationalization plans
- Identify roll-out problems and methods to course-correct
- Promote a culture of deep and ongoing stakeholder engagement in policy roll-out

Policy Roll-Out and Strategic Planning

- Development of new or revised policies
- Buy-in and compliance
- Trust and support for the strategic planning process

Discussion

- **Think-pair-share:** Are there examples of successful or problematic policy roll-outs you would like to share?

Case Study: “Walnut College” IT Security Upgrade

- “Walnut College” launches multi-factor authentication for email
 - Implementation date scheduled for mid-point of semester
 - 5-day advance notification
 - Requires user preparatory actions
 - Population affected: all users of Walnut College email system
 - Instructions for user actions posted on Walnut College IT website

Discussion

- **Group Conversation:** What are the likely reactions to this roll-out plan by rank-and-file Walnut College email users?

Drexel University's Tenured Faculty Transition Policy (TFTP): "Walnut College" Meets the Real World

- Options for transition to retirement
- Replaces past policies and precedent
- Legally complex, many moving parts and multiple deadlines
- Board approval to roll-out: 2 months

Discussion

- **Group Conversation:** What are some likely challenges of this roll-out plan?

TFTP Roll-Out

- Enterprise-wide plan
 - Stakeholders: Faculty Senate, Human Resources, Faculty Affairs, Drexel IT, Office of General Counsel, College of Medicine Faculty Affairs, College/School Administrators
 - Some stakeholders not explicitly named in policy
 - Meeting to coordinate procedures and communication
 - Several people in the meeting had never met in person

TFTP Roll-Out (cont.)

- Partnered with all stakeholders on communication
 - Opportunity to resolve lingering questions and concerns
- Used client perspective (our faculty) to drive decision-making
 - How can we reduce clicks when faculty need to access forms? Can the forms be submitted electronically instead of in-person?

TFTP Roll-Out (cont.)

- Continuous cross-unit review of communication plan, including FAQs
- Cross-unit agreement on continuous quality improvement

Discussion

- **Think-pair-share:** How would this blueprint work at your own institution? Are there other planning elements to be considered? How does integrated strategic planning factor into this process?

TFTP Roll-Out: Identification of Implementation Issues and Course Correction

- Unexpected issues in policy roll-out are the norm, not the exception
 - Eligibility criteria and cohort-specific participation windows confusing
 - Questions regarding employee retirement procedures outside scope of policy
 - Major life decisions can generate anxiety and mistrust

TFTP Roll-Out: Identification of Implementation Issues and Course Correction (cont.)

- Confusion regarding eligibility criteria and multiple cohorts
 - Indicate eligibility and cohort differences in info session slide deck
 - Provide verification of cohort to inquiring faculty
 - Include personalized contact with faculty members reaching last opportunity to participate

TFTP Roll-Out: Identification of Implementation Issues and Course Correction (cont.)

- Employee retirement questions / major life decision
 - “One-stop shop” individualized consultations
 - Kindness and understanding

TFTP Roll-Out: “After Action” Meeting

- Convened all stakeholder units
 - Include policy implementers in policy drafting
 - Commitment to transparency and clear communication
 - Flexibility and adaptability / cross-unit collaboration

Discussion

- **Think-pair-share:** In your opinion, were these course-correction strategies the right fit? Why or why not? Are there other ways you would have handled these issues?

Results

- Limited complaints regarding implementation
- Faculty compliments on clarification of a complex policy
- Faculty Senate reported no faculty complaints and issued no concerns
- Office of Faculty Affairs increased credibility among the faculty

Conclusion

- Policy roll-out is complex, requiring ongoing maintenance
- Collaborative implementation leadership and shared responsibility are key
- Always include the voice of the implementers
- As always, “the best laid plans...”

Discussion

- **Think-pair-share:** In addition to what was covered today, are there other ways to promote stakeholder engagement in policy roll-out? How can we ensure that all levels of an institution adopt a culture of stakeholder engagement in policy roll-out?