Bandwidth management and optimisation

Policy development workshop

Unit 3a: Creating the policy

Exercise

In this session participants will build on the work done in Unit 2a/2b to develop a plan for creating or enhancing their Acceptable Use Policies or related documents.

Document Notes

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Summary

On completion of this session the learner will have:

* Identified, documented and discussed the key steps that typically need to be taken to develop and implement a policy.
* Practise presenting their policy development plans.
* Started preparation on a detailed policy development implementation plan.

Expected time to complete all parts of this exercise is 4.5 – 5 hours, depending on group size and number of participating institutions.

**Note:** This exercise should be used if most institutions have started a policy development process. If most institutions have not done this, then they should do exercise 3b.

Introduction

After having introduced the process to develop appropriate policies for bandwidth management and optimization, any questions regarding these issues can be answered.

This exercise is undertaken if most participating institutions have already started a policy development process. If most institutions have NOT started policy development then they should undertake the Unit3b-Exercise.

Participants then undertake a planning exercise, in four phases…

* Phase 1; they consider the outline of individual institutional plans.
* Phase 2; they discuss these plans in small groups.
* Phase 3; they share their conclusions in a role-playing plenary exercise.
* Phase 4; they prepare a more detailed institutional plan.

Phase 1: consideration of individual plans

Break into small groups, grouped on an institutional delegate basis or as directed as the facilitator and **think about the conclusion you drew from Unit 2a, about how you could improve your institution’s policy documents.** Write a short plan for doing this – no more than one page. (30 minutes)

Your institutional plan should include consideration of issues such as:

* Who will be involved in this policy development process? What will the policy development team be like?
* How will the process be approached to maximise the chances of a positive outcome?
* Who and how will the following issues be considered? Issues: what are your institution’s policy formulation requirements? What is the existing policy and policy environment? What is the wider legal environment?
* Who or how is the problem you’re trying to solve being defined? Is the case and problem clear to all?
* Who/how will the current situation and problem be documented and defined?
* Who are your allies and potential adversaries?
* What are realistic timescales

**Remember** that this is a quick outline and plan. You have very limited time. Record you plan outline on the next page:

Total exercise time for phase 1: 45 minutes.

Your institutional plan outline...

Phase 2: group discussion

Divide into two or three groups as directed by the facilitator and compare the short plans each institutional or small group has developed as outlined above. You may like to consider:

* Are there similarities between your plans?
* Are there differences?
* Are there lessons that you can learn?

Each institutional or small group should present/summarise their plan (5-10 minutes maximum per presentation) to the other members of the large group and then the questions above should be asked.

The whole group should then select **one** of the plans and prepare a presentation explaining and defending the plan, perhaps taking the best elements that are transferable from each of the other groups’ plans. Spend no more than 15-20 minutes preparing this single plan. Use the form on the next page to do this.

The group should nominate one person to present this plan to a plenary session, with a maximum presentation time of 10 minutes.

Total exercise time for phase 2: 60 minutes.

Your group’s recommended plan outline for presentation...

Phase 3: plenary discussion

The person nominated above should present the plan to the plenary group, as follows:

Imagine that you are the spokesperson for the policy implementation team and you have been given a mandate to improve the policy for your institution. You have to present a proposal on how you are going to set about this (what you are going to do, why and how).

The rest of the plenary group should adopt a critical attitude to the plan. Consider, for example, how each of the following role-players might respond:

* a university librarian
* a senior researcher
* an academic defending academic freedom
* a student
* the director of human resources
* a union representative

Once the first group has completed its presentation and it has been critically discussed, the second group should do the same. A maximum of 10 minutes presentation per group, 10 minutes discussion per group.

When reviewing other group’s presentations make a note of any good or bad points that you might like to include/ensure against in your plan.

After all groups have presented their plans, the facilitator will summarise general trends and themes and take questions/comments from participants.

Total exercise time for phase 3: 40-60 minutes depending on the number of groups.

Phase 4: detailed planning

Each institutional delegation should now work as a group to extend its short plan into **a policy development action plan**, detailing the steps that will be taken to redevelop the policy, who will take these steps, and what the deliverables at each stage will be.

If workshop participants intend to continue on to Unit 4 (Peer Review Mechanism) then the detailed plan should be shared at this stage with the intended reviewer.

A possible structure of an action plan is provided to help guide developments in this area. However, please adopt the structure you feel is most effective. Groups should prepare their plans in as much detail as possible for up to 120 minutes.

Depending on time, all groups or just selected volunteers should present their **policy development action plans** to the entire group. A maximum of 10 minutes presentation per group is allowed.

Total exercise time for phase 4: 120-150 minutes depending on the number of groups.

A possible structure of a policy implementation action plan

Objectives

Rationale and problem definition

Policy development team; structure and people

Development process summary

Risks and threats

Opportunities and allies

Key stakeholders

Key processes and dates to interact with

Timescales and key deliverables

Who is ultimately responsible for this?

When will the policy be in place?

Conclusion

The purpose of these activities has been to develop a plan for the continued development and implementation of appropriate policies for bandwidth management and optimization within participant’s institutions.

Attention has been paid to encourage sharing of ideas among participants and reflection on opportunities to work together and supporting each other has been encouraged.

A follow-up workshop is planned to discuss participants’ progress, any challenges they will have encountered and how to overcome them.