

Policy Development Guide

This guide presents general steps and ideas for policy development, which includes writing policy procedures, and guidelines, conducting consultation and reviewing I-EDIAA considerations. Annexed to this document is *Appendix A* containing guidelines for policy writing and language, *Appendix B* containing guidelines for an I-EDIAA approach in policy development; and *Appendix C* containing guidelines for the consultation process.

Stage 1: Organizing Ideas and Information

- Start by reviewing existing related policies that could be revised or expanded rather than writing a new policy. You may find it helpful to consult Queen's [University-Wide Policy Library](#).
- You are welcome to contact the University Secretariat to determine if there is an existing policy and whether your policy proposal is necessary.
- Every policy requires defining a problem and providing a solution. Consequently, start by researching how to frame the problem and propose outcomes.
- Your research can involve gathering data and information, identifying sources, considering the best practices, analyzing and interpreting the information, etc.
- Discuss your findings with your colleagues, policy agents, experts, and groups of interest.

Guiding questions:

- Is there a need to manage significant risks at the university, and could a policy help to do this? (e.g., safety, financial, reputational risks).
- Is there a need to set an institutional position about a particular issue?
- How is the proposed outcome linked to the identified risks and problems?
- Is there a need to ensure coordination and consistency across departments/units? Why and how?
- Is the proposed policy more appropriate for just one unit, or does the issue impact more than one unit/department? If the proposed policy only affects one unit, the process below does not need to be followed.

Stage 2: Pre-Drafting Consultation Process

- As noted in *Appendix C*, a consultation process should occur before and after drafting your policy.
- In both cases, you should actively listen to your groups of interest and reflect on the feedback they provide.
- Once you organize your ideas and information and gather relevant data (stage 1), it is advisable to do a first consultation process before drafting so that you can discuss your findings and ideas with groups of interest.
- Be cognizant that there could be a power imbalance among groups of interest in the consultation process and, more generally, in the policy drafting process. Some groups will have more power, and others need to be empowered to have their voices heard.

Please review the Consultation Plan Template for a full list of groups of interest to include in consultation.

Stage 3: Drafting the Policy

Policy development should be a transformative and relational process. Policies can contribute to creating a pathway for greater equality, diversity, and inclusion, which requires a conscious effort to construct a community of people where each feels included and each one's capacity is strengthened. Although consultation and groups of interest's participation contribute to the relational aspect of the process, drafting your policy should also be done using inclusive language and by integrating I-EDIAA principles in your policy.

Similarly, it will be important that you work to include those historically excluded and recognize the unique positionality that individuals experience based on the intersection of core aspects of their identity, such as race, gender, age, religion, etc. Also, remember that exclusion focuses on intensity, frequency, and degree of exclusionary practices.

- The University Secretariat has developed templates that should be used when developing/reviewing policy. This includes (i) Policy Coversheet Template, (ii) Policy Template, (iii) Procedure Template, (iv) Guideline Template, (v) I-EDIAA Impact Assessment Template, and (vi) Consultation Plan Template.
- For guidelines in policy writing and language, check *Appendix A*.
- For help in incorporating an I-EDIAA approach in policy development, refer to *Appendix B*.
- For guidance in policy consultation, refer to *Appendix C*.
- Be aware that drafting your policy does not take place in a vacuum; instead, it unfolds within the institutional context of the University, so consider Queen's values, goals, and strategy when drafting.
- When drafting your policy, recognize the exclusion dynamics impacting racialized and equity-seeking groups, such as discrimination, oppression, domination, etc.
- Have a clear policy purpose, scope, and statement. Ensure your policy focuses on what needs to be done in a straightforward manner.
- Be mindful of your beliefs and cognitive schemes that can impact how you frame the problem and possible outcomes.
- Is the issue that prompted the policy's development going to be fully or partially solved by the proposed policy statement and any associated procedures?
- Are there gaps in your policies you did not consider?
- In the case of policy review (not a new policy), identify the challenges faced in the initial implementation, the need for changes, the obstacles presented, the monitoring process, and how an updated policy will address these issues.
- In the case of policy review, consider presenting a comparative chart between the two policy versions.

Guidelines and Procedures

- If applicable, draft the **procedures** for the policy, which are the steps individuals must take to follow the policy. Take a look at procedures associated with other university-wide policies for guidance.
- If applicable, draft policy **guidelines**. Guidelines provide instructions that explain how a policy can be implemented in differing circumstances and assist when judgment is

required to apply a policy. They are not mandatory; however, they will establish a "best practice" for applying a policy and can assist with its interpretation. Take a look at guidelines associated with previously approved university-wide policies for guidance.

Stage 4: Post-Drafting Consultation Process

- Consultation from a variety of groups of interest should take place in advance of bringing a policy to the Policy Advisory Subcommittee (PASC) for review.
- As part of the consultation and submission to the Subcommittee, you should work through the I-EDIAA Impact Assessment form and review it as required with the Human Rights and Equity Office and the Office of Indigenous Initiatives.
- While the feedback you receive from some of those consulted may not be relevant to developing your policy or procedures, it is essential to both engage in a sincere effort at consultation and carefully consider what you learn. If you choose to keep your draft the same as it was before you consulted, those with whom you met should have a clear idea of why their suggestions will not be reflected in the final version of the policy. Such an understanding can make the process of post-approval policy implementation much smoother.
- In this stage, you can inquire, for example, whether the policy draft is straightforward to understand and whether the information provided in the policy is objective and relevant to its purpose.

Stage 5: Submission and Approval

- If applicable, have your unit and Faculty/School approve the draft policy.
- Complete the Policy Coversheet Template and forward it, along with your draft policy, procedure, and guidelines documents to policies@queensu.ca with a request that the item is added to a future PASC agenda for review. In addition, include your completed Equity Impact Assessment and Consultation Plan.
- The PASC secretary will review the draft policy and accompanying documents and contact you with a proposed date to attend a PASC meeting. You, or an appropriate representative from your unit, will have the opportunity to attend the meeting to explain the policy's development and answer questions from Subcommittee members.
- Following PASC consultation, it can then be submitted to the Senior Leadership Team for permission to post for public consultation as required. The University Secretariat will post it on its website for two weeks to allow university community members to provide feedback.
- Once community feedback is considered, you can submit the policy to the final approval body (e.g., Senior Leadership Team, University Senate, Board of Trustees, etc.).
- When final approval is given, the University Secretariat will add the policy to the University-Wide Policy Library.