

CONSULTATION GUIDELINES FOR POLICY DEVELOPMENT AND REVIEW

Have you achieved a consensus view amongst your most affected communities of interest?

Consensus does not equal consent. Although where there is substantial opposition to a proposal, this is a sign that you may need to vary your approach. This may involve slowing the process down or meeting with separate groups of individuals to better understand their points of view. It may also require some frank conversations about why certain directions are being chosen. This may be a sign that you need to make changes to your content to reflect what you are hearing.

Although not all partners may agree to an approach, they should believe that you have made a genuine attempt to understand their viewpoint. Generally, this requires that you demonstrate engagement with their views. This can include attempts to broker agreements with partner

Consultation: Phase Two

Once you have achieved a consensus or determined that you must proceed regardless, design a process that will engage more broadly with t

Aspects of the consultation process

1) Engaged Partners

Who may your policy impact and how? Which groups on and off campus will be affected when your policy is approved and active? Is there a need for campus-wide consultation opportunities or your partner group more narrow? (The Secretary's Consultation Plan template provides a list of potential partner groups as a starting point.)

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Where there is particular opposition or discomfort, this should be viewed as a must. These conversations may be challenging and possibly likely to change the outcome but are important parts of actively engaging with good faith participants in your process. This demonstrates good will.

Final Thoughts

While a thorough consultation process can be time consuming, it is a crucial step in the policy development process and should be approached mindfully and sincerely with a genuine willingness to alter your proposal based on what you learn. It is often the case that an investment of time and effort at the start of the process results in dividends as the policy/procedure moves through the university's approval processes.

Please do not hesitate to reach out to the University Secretariat at policies@queensu.ca or 613.533.6095 with any questions you may have regarding policy consultation.

Policy developers should also consult with the University Relations and Integrated Communications team at unicomm@queensu.ca 613.533.2035 regarding any questions related to communications plans and resources. Their office will be pleased to assist you with developing your plan and advising on strategies.