

# Guide to Decision Making



Is there a decision to be made, what is it and who might make it?

Do I have the authority to make the decision or will someone else have to?

Which delegations apply?



**Think Principle** assess, question, seek advice

**One Up Principle** – if residual risk is outside delegation (or you have a conflict of interest), go one up

**Authorisation Principle** – does it apply here?

**What instrument** will be used to make the decision? eg briefing note, meeting paper, system, contract, application for funding

How will the decision be communicated?



Do I need to consider the broader governance framework?

Does it align to [strategy](#)?



Is it consistent with [University ordinances and policy](#)?

Is there a [University procedure](#) that I should be following?

Is it compliant with legislation? [Legal Compliance Framework](#)



What information do I need?

Gather all the information needed to make the decision:

- Am I clear on the options?
- What information do I need to inform the decision? eg data, metrics, specialist advice such as [legal](#) and [financial](#) advice.
- What cognitive biases should I be countering?
- What are the lessons we have learned from similar activities?
- Is there a [foreign partner](#)?
- What are the costs of this decision?
- Does the decision need a business case?
- How does the decision align with and enhance the [University brand](#)?

Have I consulted with the key stakeholders?

- Which stakeholders should be consulted before the decision is made?



What are the risks?

Identify the risks associated with this decision – look at the relevant Risk Profile and Risk Register for relevant area

What are the links to [Whole of University risks](#)?



How do I assess the risks?

Assess the risks using the Risk Rating Matrix. Use the [residual risk rating](#) to determine the Profile to approve the decision.



Use the University's [Statements of Intent](#) to assess whether the risks are [acceptable](#).

**Within appetite** – confirm in document for decision, seek approval by relevant profile  
**Outside appetite** – apply more controls or reconsider using delegation principles  
**Borderline appetite** – use the One Up Principle



How do I manage the risks?

Refer to the [Risk Management Procedure](#) to determine what controls to apply – *accept, reduce, transfer*.



Are there legal compliance obligations?  
• Who is the [legal compliance owner](#)?  
• What are the hot spots I need to manage?

[Insurance](#)