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?

- Academic Delegations
- General Delegations

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

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

The Guide to Decision Making empowers decision makers to use their delegated authority within the framework of our strategy, policy and approach to risk. The Guide is also for staff who are supporting decision making by others. The Guide is not intended to be used as a checklist.