

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?



What factors will impact on the decision?

Does it align with the University's values?

Does it align to Strategy and the University's mission?



Is it consistent with University ordinances and policy?

Is there a University procedure that I should be following?

Is it compliant with legislation? See the Legal Compliance Intranet Page



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?

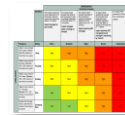
- Which stakeholders should be consulted before the decision is made?



What are the risks and how do I assess risks?

Consider the risks associated with this decision, *what could go wrong?* All decisions have an element of risk. Once identified we can prevent, control or avoid the risk. Sometimes no action needs to be taken, and the risk is accepted. This decision is guided by the University's risk appetite.

Assess the risks using the University Risk Rating Matrix. The residual risk will determine the delegation Profile to approve the decision.



What is risk appetite?

The University Risk appetite statements guide the level of risk-taking Council is willing to accept.

Use the University Risk Appetite Statements to assess if residual risks are acceptable.

Within appetite – confirm in the briefing note for decision, seek approval by relevant delegate.
Borderline appetite – use the One Up Principle and seek approval by relevant delegate.

Outside appetite – apply more controls or reconsider the decision. For a decision to proceed outside of appetite requires Council approval.



How do I manage the ongoing risks?

Refer to the Risk Management Procedure determine the ongoing monitoring and review requirements.



Are there legal compliance obligations?

- Who is the legal compliance owner?
- What are the hot spots I need to manage?

What are the insurance requirements? Refer to guidance contained on the Insurance Intranet Page.