



*January 2021 No. 4.0*

Welcome to the first edition of our monthly update for 2021! We hope everyone had a relaxing and joyous festive season and we look forward to sharing with you all things policy and delegations over the year ahead. This month we will cover:

- Policy documents out for consultation
- Update: Delegations – a banded model
- Policy Library changes
- Delegations Register changes.



## **Policy and Delegations Consultation Hub**

Consultation informs the development and review of our policies and delegations. To support this we have established the [Policy and Delegation Consultation Hub](#). As new policy documents are developed, and existing policy documents and delegations undergo major review, the University community will be consulted and invited to provide feedback.

Feedback on the policy documents listed below can be provided by email to [policy@griffith.edu.au](mailto:policy@griffith.edu.au). All feedback received by Corporate Governance during this time will be collated and provided to the relevant Policy Advisor for consideration.

### **Out for consultation**

Consultation on the following policy documents, highlighted in Issue 3.0 (December) of the Policy Update

closes on **Friday, 29 January 2020**:

- [Draft Student Conduct Policy](#)
- [Draft Student Academic Misconduct Procedure](#)
- [Draft Student General Misconduct Procedure](#)
- [Draft Equity, Diversity and Inclusion Policy](#)
- [Draft Staff Disability Inclusion Procedure](#)
- [Draft Designing Flexible Work Procedure](#)
- [Draft Working Remotely Self-Assessment Checklist](#) (related document).

The following policy documents are now open for consultation: Please provide feedback by email to [policy@griffith.edu.au](mailto:policy@griffith.edu.au) by **Friday, 5 February 2021**:

- [Draft Delegations Policy](#)
- [Draft Delegations Procedure](#)

Further background on the Delegations Framework documents open for consultation is set out below.



## Update: Delegations – A banded model

A core commitment of the *Strategic Plan 2020-2025* is to recast our thinking around delegations, policies, processes and systems, by placing a high value on trust and accountability in order to reduce complexity and increase efficiencies.

In response, a new [Policy Governance Framework](#) was developed and approved by Council at the December (6/2019) meeting. This Framework underpins the review of policies currently underway. To complement this, a new [Delegations Framework](#) was developed, and this was approved by Council at the August (5/2020) meeting. This Framework underpins the review of delegations currently underway.

In implementing this Framework, the Policy and Delegations Working Group has been reviewing a banded model for delegations following a proposal put forward by People and Wellbeing, designed to simplify existing delegations and support more efficient decision-making.

### **What is a banded model for delegations and how is it different to the current model?**

Currently, delegations are assigned to individual positions and committees, with all but academic delegations recorded in the central [Delegations Register](#) (staff login required). This approach has resulted in over 850 entries in the Register, revealing significant duplication of content and inconsistent assignment of powers and functions.

A banded model groups positions at the same level of authority into a band. This means that instead of duplicating a delegation that is assigned to multiple positions at the same level, we can have a single

entry in the Delegations Register that is assigned to a band. Any position in that band can exercise that delegation, subject to any conditions or limitations specified in the Delegations Register and the principles of the Delegations Policy. Most notably, the exercise of delegations is confined to the portfolio area for which the delegate has management and administrative responsibilities.

This model also recognises that there will be some delegations that do not fit within the bands, and that require specialist skills. These delegations will be called *specialist delegations* and will be based on positions.

### **What does this mean for the new Delegations Framework?**

The proposed changes more explicitly seek to support a culture of trust and accountability, empowering leaders through the creation of an enabled environment.

Our principles for delegation will stay the same, that is:

- Council may exercise all of the powers and functions of the University, regardless of delegations assigned to Council members, University officers and University committees.
- Delegations are formally recorded, are transparent and accessible to University staff.
- Authorities held by a delegate are also held by the delegate's line manager, subject to any professional qualification requirements. The delegate's line manager may exercise the delegated authority in the absence of the delegate, subject to compliance with legislation and University policy documents.
- Delegations apply to a position or a committee rather than to a person. Unless otherwise stated, persons formally acting in a position may exercise the delegations assigned to the position.
- Delegations are devolved to an appropriate level to support efficient and effective administration and sound decision-making by aligning authority, accountability and capability.

There will be a change to the Delegations Procedure to introduce the banded model and outline what positions sit in what band. The proposed changes to the Delegations Procedure reiterate the application of section 3.5 of the Delegations Policy in exercising a delegation, whether it is a banded delegation or a specialist delegation. That is:

- The exercise of delegations must reflect University strategy and values, comply with relevant legislation and be in accordance with University policy documents.
- Disciplinary action may include revocation of a delegation.
- The exercise of delegations is confined to the portfolio area for which the delegate has management and administrative responsibilities, and within the limits of the delegation.
- Delegates are not compelled to exercise delegations and may refer the matter to a more senior officer for decision.
- Only the Vice Chancellor has the authority under the Act to sub-delegate a power. All other sub-delegation is strictly prohibited by the Act and this policy.
- Sub-delegates cannot act beyond the scope of power delegated to them.
- Unless otherwise determined by the delegator, where a position or University committee is re-named or disestablished, the delegation is assigned to the principal successor to the functions of the position or University committee.
- The exercise of a delegation must be formally recorded either in writing or via system workflow.
- University officers must complete required training as specified in the Delegations Procedure.

This will also mean a change to the Delegations Register, with delegators, delegates and sub-delegates described by their band, except for specialist delegations (as described above).

This change to the structure of the Delegations Register will be enacted as part of the transition to the Microsoft PowerApp platform (see below).

## Next steps

Feedback gathered during the consultation period will be considered by the Policy and Delegations Working Group and incorporated, where appropriate, into the draft Delegations Policy and / or Delegations Procedure. Feedback may also help to inform the training and communication strategy, FAQs, or implementation of the Delegations Register in the Microsoft PowerApp.

In conjunction with the proposed shift to a banded model for delegations, existing delegations are currently being reviewed to ensure that delegations are devolved to an appropriate level to support efficient and effective administration and sound decision-making by aligning authority, accountability and capability ([see section 3.1\(e\) of the Delegations Policy](#)).

Revised delegations will be consulted upon separately to these proposed changes to the delegations model. Consultation on the delegations themselves will commence early February.

For further information on the proposed changes, see the [Policy and Delegation Consultation Hub](#), or contact [delegations@griffith.edu.au](mailto:delegations@griffith.edu.au).



## Policy Library Changes

The SharePoint Migration Team in Digital Solutions have completed the build of the backend of the new Policy Library in SharePoint Online and work has commenced on building the front end. The new Policy Library is set to go live in February 2021! This work is being completed as part of the SharePoint Migration Project, and supports the intent of our Policy Governance Framework.



## Delegations Register Changes

We are working with the Business Enablement Team in Digital Solutions on the design and functionality of the new Delegations Register, to be built in Microsoft PowerApp, with data drawn from SharePoint Online. Work has commenced on the shell for the Delegations Register, with preliminary testing of sample data

sets underway, leading to an expected launch in April 2021.

The new Delegations Register will provide greater stability, usability and security. Some of the key features of the Delegations Register include:

- Embedded data – the information will be presented on the screen with no need to download an Excel file to search the Register, which will both improve usability and decrease the risk of out-of-date and/or corrupt data.
- Easier to navigate - all information for a delegation presented in one tile, hyperlinked fields, search bars, drop down menus, and cascading fields to provide multiple options to extract all the information you're after, at once, with the simple click of a button.
- Everything in one place - links to the Delegations Framework, how-to guides, training and FAQs.
- Secure - accessible by staff using SSO with strict security and access controls for editing.
- Tailored - export the full or partial Register as needed, or simply view online.

We will provide more information about this transition in our February edition.



## Contact us

For more information about policies please contact us via email at [policy@griffith.edu.au](mailto:policy@griffith.edu.au).

For more information about delegations please contact us via email at [delegations@griffith.edu.au](mailto:delegations@griffith.edu.au).

For general advice about any of the information contained in this email contact the Policy Library Manager, Dr Rebecca Voisey via email at [r.voisey@griffith.edu.au](mailto:r.voisey@griffith.edu.au).



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