

University Reviews Guidelines

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Related documents

[University Reviews Policy](#)

[Framework for Quality Assurance](#)

[Staffing Delegations - Academic Groups](#)

[Research Centres and Institutes Policy](#)

[\[Scope\]](#) [\[Preparing for the Review\]](#) [\[Pre-Review Process\]](#) [\[Preparation of the Element's Self-Review\]](#) [\[Preparing and Submitting the Review Portfolio\]](#) [\[The Review Visit\]](#) [\[The Review Report\]](#) [\[Implementation\]](#) [\[Publication of Review Documentation\]](#) [\[Appendix A\]](#) [\[Appendix B\]](#)

1. SCOPE

These guidelines apply to the University's review of academic, divisional or thematic areas.

Academic Reviews are overseen by the Deputy Vice Chancellor (Academic) and Divisional reviews are overseen by the relevant Deputy Vice Chancellor.

The Vice Chancellor has final approval over the arrangements for each review.

The review of Research Centres and Institutes is not within the scope of these guidelines. The review of Research Centres and Institutes is undertaken in accordance with the [Research Centres and Institutes Policy](#).

2. PREPARING FOR THE REVIEW

The following activities outline the key steps required to prepare for one of the University's reviews. These activities should commence no later than the end of the first semester in the preceding year.

2.1 Scheduling the review

The University has a five-year cycle of reviews. The Manager, Organisational Reviews Unit is responsible for forwarding the schedule of the current five-year cycle of reviews to the Vice Chancellor via the Deputy Vice Chancellor (Academic) and requests confirmation of, or amendments to, the list of elements to be reviewed in the following year. Upon receipt of this advice, and in consultation with the Deputy Vice Chancellor (Academic), the Manager will amend the schedule and prepare the review timetable for the following year.

2.2 Terms of reference

The University has an approved standard set of Terms of Reference for both academic and divisional reviews, as outlined in the [University Reviews Policy](#).

In consultation with the Head of element, the relevant Deputy/Pro Vice Chancellor is invited to consider if it is necessary to propose additional, modified or more focused terms of reference for the element under review.

When this is the case, the relevant Deputy/Pro Vice Chancellor will forward the proposed revised terms of reference to the Vice Chancellor, who may add to or modify the proposed revised terms of reference or recommend that the University's standard Terms of Reference are adequate and that no additions or revisions are necessary.

In the case of a thematic review, the terms of reference will be developed as outlined in the [University Reviews Policy](#).

Staff performance issues are not to be the subject of specific terms of reference.

2.3 Composition and membership of the review committee

Review committee membership normally comprises three external experts, one of whom shall be the Chair of the review, and an internal staff member from the University.

The Manager, Organisational Reviews Unit will invite the relevant Deputy/Pro Vice Chancellor, in consultation with the Head of element, to propose the composition of the review committee for approval by the Vice Chancellor, through the Deputy Vice Chancellor (Academic).

The list of nominations should include a brief biographical paragraph and a statement on the affiliations of the proposed academics/professional staff with the element to be reviewed. Any perceived or potential conflicts of interest should be flagged at this point in the nomination process. In this context, areas of Conflict of Interest may include instances when a committee member has extensive research collaborations with the element, is a former staff member, is or has been a PhD supervisor of senior staff, and/or has worked closely with the Head of element.

The review committee should normally comprise no more than one international member and there should be only one committee member from any one external institution. The review committee should have balanced representation of genders.

The Vice Chancellor will appoint a review committee in accordance with the [University Reviews Policy](#).

On behalf of the relevant Deputy Vice Chancellor, the Organisational Reviews Unit will issue invitations to external and internal members of the proposed review committee to take part in the review.

3. PRE-REVIEW PROCESS

The pre-review period comprises the time between when the element is notified that the review is to take place and the review site visit. A detailed timeline comprising the key activities and the responsible area/officer for this period is contained in Appendix A.

3.1 Identifying key stakeholders

The Manager, Organisational Reviews Unit will invite the relevant Deputy / Pro Vice Chancellor, in consultation with the Head of element, to identify key stakeholders internal and external to the University. These suggestions will be considered when preparing the review schedule, inviting written submissions from interested persons (including students), and organising group sessions for stakeholders during the review visit, including the industry dinner.

3.2 Review schedule

The normal duration of a review will be three working days. A detailed schedule, which lists the interview sessions that form part of the review site visit, is prepared for each review. The schedule is developed by the Organisational Reviews Unit in consultation with the Head of element and relevant Deputy / Pro Vice Chancellor.

The Chair of the review committee and the relevant Deputy Vice Chancellor approve the final review schedule.

The schedule should take into account the element's campus/es of operation and include the following:

- A review committee dinner, hosted by the relevant Deputy / Pro Vice Chancellor, on the evening prior to the commencement of the review;
- An interview with the Vice Chancellor (typically the first session), accompanied by members of the University executive;
- A separate interview with the relevant Deputy / Pro Vice Chancellor and members of the Group executive (if applicable) (typically the second session of the first day);
- A separate interview with the Head of element on the first day;
- An industry dinner on the second evening of the review (review of academic elements only);
- Interviews with senior members of staff who can comment on the strategic performance and future direction of the element, including academic, research and professional staff, and key client groups;
- Interviews with relevant student groups, including undergraduate, postgraduate and higher degree research cohorts;
- A presentation of broad findings to the Vice Chancellor, senior executive and relevant Deputy / Pro Vice Chancellor on the final day of the review visit; and
- A separate presentation of the broad findings to the Head of element and members of the Group executive on the final day.

Some limitations will be placed on the number of people interviewed in order to avoid repetition and to ensure that adequate opportunity is provided for robust discussion. The review schedule will include a number of opportunities for the review committee to distil the information provided, to invite those already interviewed back for further discussion/s, and to review progress and/or consideration of issues that have emerged during the course of the review.

Where elements are based over two or more campuses, the use of technology, such as teleconferencing or virtual meeting rooms, should be used. As an alternative, the internal members may prepare a written submission to be submitted to the review committee.

The review schedule is normally finalised two to four weeks prior to the review committee's visit. A template is available for the Review Schedule.

3.3 Industry stakeholder dinner

An industry dinner will be held on the evening of the second day of the review. Members of the review committee, the Head of element and the relevant Pro Vice Chancellor are expected to attend. Representatives of industry, government, professional bodies, and employer groups, as well as alumni, are considered relevant to the element's activities in research, learning and teaching, and engagement and should be invited to the dinner.

A draft invitation list should be prepared at least three months prior to the date of the dinner. The Head of element is responsible for preparing the initial invitation list for consideration by the relevant Pro Vice Chancellor, who will consider the list to ensure that those attending are best placed to offer strategic insight into the element's activities and are relevant to the terms of reference for the review.

The Organisational Reviews Unit will issue invitations at least two months prior to the date of the industry dinner and coordinate all follow up actions.

3.4 Visits to facilities

During the review committee visit, brief visits to the element's facilities may be included in the schedule, if these assist the committee in understanding the context of the element. At the time of drafting the schedule, the Review Secretary should be advised by the Head of element/relevant Deputy / Pro Vice Chancellor if such a visit is required, to ensure sufficient time is allocated to this activity in the schedule.

3.5 Written submissions to the review

Approximately six to eight weeks prior to the review committee visit, on behalf of the relevant Deputy Vice Chancellor, the Organisational Reviews Unit issues a series of broadcast emails advising the following groups of the forthcoming review and inviting written submissions:

- the element under review, including all staff and students (if applicable);

- members of the University community, including all staff; and
- key external stakeholders, including alumni and industry partners (if applicable).

Receipt of written submissions closes approximately two weeks prior to the review committee's visit.

Written submissions to the review committee remain confidential. The review report will only include the number of confidential submissions received (not the source or identity of contributors).

3.6 Review committee briefings

The relevant Deputy Vice Chancellor will brief the Chair of the review committee at least 3-4 weeks prior to the review. The Organisational Reviews Unit will organise these briefing meetings.

The review committee dinner on the evening prior to the commencement of the review provides an opportunity for the relevant Deputy/Pro Vice Chancellor to brief review committee members about the University's approach to organisational reviews, their roles and responsibilities, issues raised in the self-review portfolio and any University priorities that might impinge on the outcomes of the review. The dinner is also an opportunity for review committee members to raise concerns and ask questions.

4. PREPARATION OF THE ELEMENT'S SELF-REVIEW

Elements should undertake a thorough planning exercise at least 8 - 6 months prior to the finalisation of the self-review. The self-review should be undertaken as a strategic and developmental exercise that not only facilitates a shared participation and ownership by staff, but also involves the input of the relevant Pro Vice Chancellor and Deans Academic, Research, Learning and Teaching, and Engagement (where applicable) in the case of academic reviews or Office Director/relevant Deputy Vice Chancellor in the case of divisional reviews.

The Head of element is responsible for leading the self-review process and ensuring that the planning and self-review portfolio are well considered, align with the University's strategic goals and plans, and are essentially future-focused.

The Head of element, in consultation with the relevant Deputy / Pro Vice Chancellor, is also responsible for planning and implementing the most appropriate self-review activity for the element. The Head of element may settle upon one or more of the following: strategic planning exercise/s, all staff retreat/planning day, establishment of a review working party, or using the regular school or element committee meetings to facilitate consideration of the element's preparation for the review.

5. PREPARING AND SUBMITTING THE SELF-REVIEW PORTFOLIO

5.1 Preparing the self-review portfolio

Elements may wish to obtain copies of recent self-review portfolios prepared by other elements, to assist them in preparing their self-review documentation.

The aim of the self-review portfolio is to provide an accurate and frank appraisal of the performance of the element, the opportunities and constraints being faced, and a clear statement of strategic directions and how these align with the University's strategic plans and plans to enhance future performance. The portfolio should be future-focussed.

The self-review portfolio is to be drafted by the Head of element and approved by the relevant Deputy / Pro Vice Chancellor. In the case of academic reviews, the Deputy Vice Chancellor (Academic) will approve the final submission. The Organisational Reviews Unit is responsible for monitoring this process.

5.2 Structure of the self-review portfolio

The self-review portfolio should not exceed 30 pages. Appendices, if any, should not exceed 10 pages, and may include, where appropriate, links to and/or lists of supporting reports, strategic and operational plans, and other publications which are available to review committee members upon request.

The terms of reference should guide the issues which will be discussed and presented to the review committee, and the element should develop their portfolio in a way that will enable the review committee to focus on these issues. The self-review portfolio should include an analysis

of performance to date with a view to focusing on future performance through a careful consideration of the element's areas of strength and those requiring development.

In focusing on the element's future directions and goals, the self-review portfolio should detail strategies to achieve those goals.

While the structure of the self-review portfolio is at the discretion of the element, at minimum, the review portfolio must include sections on the following:

- An overview / summary of the element;
- A brief history of the element;
- The recent performance and current context of the element, particularly in relation to the University's Strategic Plan and Key Performance Indicators and other relevant measures of performance;
- The future plans for the element for development and improvement, and its contribution to achieving the goals set out by the University in the Strategic Plan; and
- Relevant appendices, such as the local strategic and operational plans.

A template is available for preparing the self-review portfolio.

5.3 Data Requirements

5.3.1 Core Data

The Office of Planning Services is responsible for the production of data to support the review process and will provide the core data to assist elements with their self-review. The core data will relate to the University's Key Performance Indicators (KPIs) and other data sets as determined by the relevant Deputy Vice Chancellor. The data will be presented for a five-year period, enabling the element and the review committee to identify relevant trends.

The Head of element, in conjunction with the relevant Deputy / Pro Vice Chancellor, is responsible for analysing the data, drawing on this analysis as part of the pre-review planning, and incorporating this evidence in the self-review portfolio.

5.3.2 Additional data (academic reviews)

Additional data, in the form of the following specialist reports, is also provided to assist the Head of element in preparing for the review.

Office for Research - The benchmarking report draws on the available national and international benchmarking data for the element's research performance and outputs.

Human Resources – The workforce report provides an overview and analysis of the composition and key features of the element's workforce.

Griffith Enterprise – The report presents an analysis the element's commercialisation activity/ies and related data.

Marketing and Communications – The report provides an overview of competitor analyses at the local and national levels, including demand for programs, market share, and OP entry level by program.

The Organisational Reviews Unit is responsible for coordinating the core data and the specialist reports and forwarding them to the element under review at least 6 months prior to the submission deadline for the self-review portfolio.

5.3.3 Additional data specific to the element (academic and divisional reviews)

The element may wish to further illustrate points concerning its particular context and performance by drawing on additional data sets, which may include:

- evidence of particular strengths of the element that are not covered by the staircase or core data;
- data on established, nationally or internationally recognised, discipline or service-specific markers of performance;
- collaborative arrangements with other institutions or agencies;

- professional accreditation requirements; and
- accreditation from international agencies, associations or institutions.

5.3.4 *Benchmark Data (academic and divisional reviews)*

Elements may wish to benchmark their performance against one or two appropriate national or international institutions.

If the element chooses this option, it is to identify appropriate benchmarking partners and ascertain their willingness to participate in benchmarking activity, prior to seeking approval from the relevant Deputy / Pro Vice Chancellor to undertake the benchmarking exercise.

5.4 **Approval and Submission of the self-review portfolio**

The self-review portfolio is prepared by the Head of element and approved by the relevant Deputy / Pro Vice Chancellor. In the case of academic reviews, the Deputy Vice Chancellor (Academic) will approve the final submission. Once the self-review portfolio is approved, the Head of element is required to submit electronic copies of the self-review portfolio to the Organisational Reviews Unit two months prior to the review committee visit. Hard copies of the self-review portfolio will be distributed to the review committee at least one month prior to the scheduled date of the review and to the University executive at least two weeks prior to the scheduled date of the review.

Upon receipt of the self-review portfolio, the review committee may contact the Organisational Reviews Unit and request additional or supplementary information from the element.

The element under review is responsible for the cost of printing copies of the self-review portfolio and the Organisational Reviews Unit will advise the element of the number of hard copies required.

6. **THE REVIEW VISIT**

The review committee will conduct the review of the element according to the approved terms of reference and the review schedule.

On the basis of information provided in the self-review portfolio, submissions to the review, and the information gathered during the review visit, the review committee will provide an objective assessment of the element's recent performance, future directions and strategies, and either confirm or recommend changes to those plans.

The review committee will present its broad findings on the final day of the review, firstly to the Vice Chancellor, Deputy Vice Chancellors and relevant Pro Vice Chancellor and then in a separate session to the Head of element, accompanied by the Group Deans (Academic, Research, Learning and Teaching), and Engagement (academic reviews).

7. **THE REVIEW REPORT**

7.1 **Structure of the report**

At a minimum, the review report should include the following sections:

- Acknowledgements;
- Summary of review procedure, composition of the review committee, and Terms of Reference;
- Strategic context – sector and element;
- Summary of key findings and recommendations;
- Key findings and recommendations; and
- Appendices, including the list of those who attended interviews with the review committee.

Every effort should be made to ensure that statements and claims are factually correct. For all review recommendations, a case supported by facts and evidence is to be made, particularly for those recommendations involving significant change or that impact on other elements of the University.

Recommendations should be directed toward the Head of the element or relevant senior officer, so that it is clear how the element should proceed.

The review report should include clear time-frames for the implementation of the recommendations.

A template is available for preparing the review report.

7.2 Finalising the report

The Secretary to the review will prepare a draft report for the Chair's consideration approximately two to four weeks after the review visit. The draft will be considered by the Chair and then forwarded to the review committee. Once the Chair approves the review report, the Secretary forwards the report to the relevant Deputy Vice Chancellor for consideration.

The relevant Deputy Vice Chancellor may liaise with the Chair and/or Secretary about the detail included in the report.

The review report is then released to the relevant Deputy / Pro Vice Chancellor and Head of element, who will be asked to correct any factual errors in the report and prepare a response in the form of a draft implementation plan. A template is available for the implementation plan.

The final copy of the review report along with the draft implementation plan is forwarded to Executive Group via the relevant Deputy Vice Chancellor for comment and consideration.

The Organisational Reviews Unit will coordinate these interactions.

7.3 Approving the Review Report

Executive Group endorses the review report together with the implementation plan and invites the relevant Deputy / Pro Vice Chancellor to discuss these documents.

The review report and implementation plan are considered confidential at this stage and will remain so until they are released by the relevant Deputy Vice Chancellor.

The review report and implementation plan, along with Executive Group's comments, are forwarded to Academic Committee for endorsement to University Council.

7.4 Post review

On behalf of the relevant Deputy Vice Chancellor, the Organisational Reviews Unit will prepare the following correspondence:

- thank you letters to members of the review committee, including advice about the University's decision concerning the review report; and
- advice to persons who made a written submission to the review committee on the outcomes of the review.

On behalf of the relevant Pro Vice Chancellor, the Organisational Reviews Unit will prepare thank you letters for the external industry dinner participants.

8. IMPLEMENTATION

8.1 Implementing review recommendations

After Executive Group endorses the review report and implementation plan, the relevant Deputy / Pro Vice Chancellor may commence work with the Head of element in implementing the review recommendations.

The Deputy / Pro Vice Chancellor and Head of element are required to report on the progress towards implementation of the recommendations 18 months after the review visit.

8.2 18-month review progress report

The process for preparing 18-month reporting is initiated by the Organisational Reviews Unit, when the Head of element, in consultation with the relevant Deputy / Pro Vice Chancellor, is invited to prepare the 18-month review progress report. A template is available for preparing the 18-month review progress report.

Once the 18-month review progress report is prepared by the Head of element and approved by the relevant Deputy / Pro Vice Chancellor, it is submitted to Executive Group via the relevant Deputy Vice Chancellor. Once endorsed by Executive Group, the progress report is considered by Academic Committee for endorsement to University Council.

The Organisational Reviews Unit will coordinate these interactions.

9. PUBLICATION OF REVIEW DOCUMENTATION

The approved copies of the review report, implementation plan, and 18-month review progress report are published on the Griffith Portal > Quality and Reviews > Reports and Plans.

APPENDIX A – ORGANISATIONAL REVIEWS - DETAILED TIMELINE

Preparing for the Review: 18 - 12 months prior to review	
Activity	Responsible officer/s
Scheduling the review – confirm Year + 1 schedule of reviews within University’s 5 year cycle of reviews	Vice Chancellor (VC) and Deputy Vice Chancellor (Academic) (DVC(A), as prompted by Manager, Organisational Reviews Unit (ORU)
Notification of the review to elements to be reviewed	VC and DVC(A), as prompted by Manager, ORU
Call for nominations from relevant Groups and Elements for the review committee membership	VC and relevant DVC, as prompted by Manager, ORU
Submission of proposed membership to VC/DVC (A) via ORU	Relevant Pro Vice Chancellor (PVC) and Head of element to be reviewed
Consider amendments to proposed membership, if requested by VC/relevant DVC	Relevant DVC / PVC to propose additional committee membership, as prompted by ORU
Finalise Review Committee membership	VC and relevant DVC to consider/endorse amended membership, as prompted by Manager, ORU
Finalise Terms of Reference	Relevant DVC / PVC to propose additional terms of reference, as prompted by Manager, ORU
Determine duration of the review	VC and relevant DVC
Pre-review process: 10 - 8 months prior to review	
Activity	Responsible officer/s
Determine the process/es for self-review	Relevant D / PVC and Head of element, as prompted by Manager, ORU
Benchmarking partners proposed (if applicable)	Head of element to relevant DVC / PVC
Benchmarking partners approved	Relevant DVC / PVC
Determine level of stakeholder engagement (including the involvement of element staff)	Head of element conducts self-review, strategic discussions with element staff
Determine data requirements, including benchmarking partners where considered relevant	Secretary to liaise with the Office of Planning Services (OPS) about the element’s core data requirements
Collection of institutional data	OPS – ORU for transmission to Head of element
Interpret data, identifying strengths, areas for improvement and strategies to achieve the element’s goals	Head of element, in consultation with relevant DVC / PVC

Brief element staff about the review process/expectations	Relevant DVC and/or Manager, ORU
Preparation of element's self-review: 8 months prior to review	
Activity	Responsible officer/s
Element to undertake thorough planning exercise	Head of element in consultation with Group Deans, and Group PVC (academic reviews)/ relevant DVC (divisional reviews)
Develop appropriate self-review exercise taking the former analysis into account	Head of element in consultation with Group Deans, and Group PVC (academic reviews)/ relevant DVC (divisional reviews)
Identify key internal and external stakeholders	Head of element in consultation with relevant PVC; element to use templates provided by ORU
Forward list of internal and external stakeholders	Head of element to ORU
Preparation and submission of self-review portfolio (SRP): 7 months prior to review	
Activity	Responsible officer/s
Nominate relevant staff to coordinate/write sections of the SRP	Head of element
3 - 6 months prior to Review	
Intensive writing period	Nominated staff from element
Collate draft sections	Nominated staff from element
Final writing and editing of revised document	Head of element
Draft to PVC for feedback	Head of element forward to relevant PVC
2 - 3 months prior to Review	
Draft SRP approved and forwarded to ORU	Relevant PVC
Draft to relevant DVC for feedback	ORU forwards draft to relevant DVC
Relevant DVC feedback to Group/element	Relevant DVC via ORU
Element to revise SRP post DVC comments	Head element/relevant PVC
1 - 2 months prior to Review	
DVC approved copy SRP is submitted to the ORU	Relevant DVC / PVC/Head of element
SRP provided to the Review Committee at least 1 month prior to the review	Secretary to the review
Review Committee advises if any additional items / data required	Secretary to the review follows-up as directed by the Review Committee
Preparation for Review Visit: 2 - 6 months prior to review	
Activity	Responsible officer/s
Inform University community about the review - Call for written submissions from internal and external stakeholders and interested persons	ORU prepares/publishes broadcast emails on behalf of the relevant DVC sent 6 – 8 weeks prior to the scheduled review visit
Draft schedule of interviews for site visit	ORU in conjunction with Head of element and relevant DVC / PVC

Organise industry dinner – issue invites, collate RSVPs, prepare run sheet	ORU
Brief Chair, Review Committee	Relevant DVC and ORU
Confirm logistical arrangements for review	ORU
Collate and distribute confidential submissions to review committee	ORU
Distribute final version of schedule – review committee, Head of element, relevant DVC / PVC	ORU
Post-Review Activity: 2 - 3 months following the review	
Activity	Responsible officer/s
2 -4 weeks after the review	
Draft review report	Secretary to review
Finalise review report and forward to the relevant DVC	Secretary and Chair, Review Committee
1 - 2 months after review	
Relevant DVC / PVC and Head of element are provided with the review report to correct any factual errors and to prepare a response	Relevant DVC / PVC and Head of element, as prompted by ORU
Relevant DVC / PVC and Head of element are invited to prepare and submit draft Implementation Plan	Relevant DVC / PVC and Head of element (in consultation), as prompted by ORU
2 - 3 months after review	
Review report, implementation plan and Executive Group comments are forwarded for approval	Executive Group Academic Committee and University Council Coordinated by ORU
Feedback will be provided to the Review Committee, staff members of the element being reviewed, and other interested persons following Academic Committee endorsement	Secretary to review
18 months after the review	
Review recommendations will be implemented and a report will be prepared on their progress	Relevant DVC / PVC and Head of element
An 18-month Review Progress Report template is available	ORU distributes template to relevant DVC / PVC and Head of element for them to populate with review recommendations and timeframes – and then to complete 18-month review progress report.

APPENDIX B: ROLE OF REVIEW COMMITTEE MEMBERS AND THE ORGANISATIONAL REVIEWS UNIT

1.0 The review committee

1.1 *Chair*

The role of the Chair is to:

- Liaise with relevant Deputy Vice Chancellor in preparation for the review;
- Participate in the pre-visit meeting or teleconference with the relevant Deputy Vice Chancellor to identify any supplementary information that may be required and to discuss specific terms of reference and any issues that have arisen or require further discussion;
- With other review committee members, participate in the briefing dinner held on the first night (Monday) of the review;
- Participate and lead discussions during the industry dinner, held on the second night (Tuesday) of the review;
- Liaise with the Secretary in the week prior to the review site visit, to finalise the review schedule and list of interviewees;
- Confirm with each committee member their responsibilities, including which questions and themes each will pursue during the interview sessions;
- Ensure that all aspects of the review occur in an environment conducive to free and open discussion without prejudice to any participant;
- Prepare a set of broad findings that are evidence-based and justifiable at the end of the site visit interviews;
- Present the review committee's broad findings in the scheduled sessions to the Senior Executive and Head of element;
- With the Secretary, prepare the review report; and
- Approve the review report before its submission to the Vice Chancellor via the relevant Deputy Vice Chancellor.

1.2 *External review committee member*

It is expected that external members of the review committee will:

- Participate in the briefing dinner on the first night (Monday) of the review hosted by the relevant Deputy Vice Chancellor;
- Participate in the industry dinner on the second night (Tuesday) of the review;
- Provide guidance to the review committee on key issues in area/s of expertise;
- Ensure that all aspects of the review occur in an environment conducive to free and open discussion without prejudice to any participant;
- At the end of the interview process, and with the Chair, prepare a set of broad findings that are evidence-based;

- Attend all briefings where the broad findings of the committee are presented in scheduled sessions to the Senior Executive and Head of element; and
- Evaluate the draft review report and provide feedback to the Chair and Secretary within the requested timeframe.

1.3 *Internal review committee member*

In addition to the responsibilities outlined above for external review committee members, internal review committee members are required to:

- Provide guidance to the review committee on University policy and procedure.

2.0 The relevant Pro Vice Chancellor

2.1 It is expected that the relevant Pro Vice Chancellor of the Group hosting the Element being reviewed will:

- Be familiar with the University's Reviews Policy and Reviews Guidelines;
- Provide strategic guidance and direction to the Head of element concerning the preparation of the self-review;
- Review the self-review portfolio to ensure that it reflects the University's strategic and future-focused purpose of this document;
- Endorse the draft self-review portfolio for transmission to the relevant Deputy Vice Chancellor;
- Attend the Welcome and Industry dinners;
- Attend the Executive briefing sessions on the first and third day of the review site visit;
- Review the report and work with the Head of element to prepare the draft implementation plan;
- Address questions from Executive Group, when the review report and implementation plan are considered by this Group;
- Review and endorse the 18-month review progress report, as prepared by the Head of element.

3.0 The Head of element

3.1 It is expected that the Head of element for the School/Unit being reviewed will:

- Be familiar with the University's Reviews Policy and Reviews Guidelines.
- Facilitate the successful progress of the review, in conjunction with the Pro Vice Chancellor/Director, by:
 - Actively participating in the consultation processes, via the Secretary, associated with developing the Terms of Reference, recommending appropriate committee members and key stakeholders for interview (where appropriate);
 - Actively promoting the review and communicating its Terms of Reference to all element staff;
 - Leading the process of self-review within the element;
 - Facilitating access by the review committee to relevant element staff within operational requirements;

- Taking responsibility for actioning review outcomes which fall within the element’s responsibility, and developing a plan to address these; and
- Providing feedback on implementation progress for review outcomes (18-month review progress report).
- The Head of Element would normally lead an open and collaborative self-review process focussing on the terms of reference and involving staff within the element. The self-review is to be objective (looking at both areas of success and weakness), evidence-based and outcome orientated with a view to developing proposed action plans and associated measures of success. The Secretary is able to provide advice about the self-review process and a suitable format and structure for the written portfolio.
- Participate openly and honestly in the review process with review committee members.
- Liaise with the Secretary only for all matters relating to the review and site visit.

4.0 The organisational reviews unit

4.1 *Secretary to the Review*

The Secretary is a senior member of administrative staff, either the Manager or Reviews Officer from the Organisational Reviews Unit, and plays a central role in the preparation for and conduct of the review.

The role of the Secretary of the review is to:

- Oversee the coordination, collection and organisation of the documentation, including key data sets, for the review committee;
- Act as a resource person for the Chair and members of the review committee;
- Provide relevant policy and procedural advice;
- Oversee preparation of the review week schedule in consultation with the Head of element, Pro Vice Chancellor, relevant Deputy Vice Chancellor and Chair of the review committee.
- Liaise with the committee members, relevant Deputy Vice Chancellor, Pro Vice Chancellor, Head of element and those being interviewed;
- Facilitate and, where appropriate, undertake follow-up action arising from the review committee meetings;
- Ensure that recommendations made by the review committee are consistent with University policy and practices and drafted accordingly; and
- Draft the final report for the Chair and ensure that this is forwarded to the relevant Deputy Vice Chancellor.

4.2 *Reviews Administrative Officer*

The Reviews Administrative Officer plays a key role in coordinating the support for the University’s reviews. The role of the Administrative Officer is to:

- Send advice to Head of element and Pro Vice Chancellor on the finalised composition of the review committee, terms of reference, and timing of the review;

- Confirm that members of the review committee, particularly external members, are available to attend during the review week;
- Arrange travel and accommodation for external members;
- Ensure that external members are provided with relevant information about Griffith University;
- Book rooms for the review committee meetings and interviews;
- Be readily available during the review period and ensure that adequate documentation and supplies are provided to the review committee Secretary and Chair;
- Organise catering for the review committee;
- Organise transport for review committee during review;
- Prepare and coordinate name plates for the review committee members and interview attendees to facilitate communication during interviews;
- Prepare and coordinate the template broadcast email invitations to staff and students to make written submissions;
- Receive the element's submissions and other written submissions and distribute these to members of the review committee at the appropriate time;
- Liaise with guests for the welcome and industry dinner concerning attendance, parking needs, and dietary requirements and convey this information to the event manager at the hotel hosting the dinners;
- In relation to the industry dinner, prepare brief bios for industry guests, seating plans and run sheets for consideration by Secretary, Chair and relevant Pro Vice Chancellor for transmission to the event manager at the hotel hosting the dinner;
- Ensure that external review committee members' honoraria are paid in a timely fashion; and
- Provide other administrative assistance during the review as required.