

## **Policy Governance**

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## 1.0 Purpose

This procedure provides for the operationalisation of the Policy Governance Policy.

## 2.0 Scope

All University policies, and subordinate policy documentation, are subject to the requirements of this procedure.

#### 3.0 Procedure

## 3.1 Policy document categories

All policy documents will be attributed a category: academic; governance; operational.

The category definitions in the Policy Governance Policy determine the classification of a policy document.

In cases where the category of the policy document is unclear the Policy Library Manager will consult with the Head, Corporate Governance to determine the classification.

## 3.2 Policy Advisor

All policy documents will have a Policy Advisor who will be responsible for the development and review process.

The Policy Advisor will be the person responsible for the subject matter of the policy document and will be designated by the Executive Group member whose portfolio is responsible for the content of the policy document. Where a policy document covers multiple portfolios, it may be necessary to designate more than one Policy Advisor (for example, a policy document that applies to both staff and students).



#### 3.3 Reviews

All policy documents are subject to a major review in accordance with the approved review cycle detailed in the document.

The Policy Advisor must ensure that all policy documents that fall within their responsibility are systematically monitored and reviewed for accuracy, relevance and ongoing consistency with related University policies and compliant with relevant government legislation.

Policy document reviews should be undertaken in accordance with section 3.4 of this Procedure.

On review, the Policy Advisor may recommend any of the following actions:

- Minor changes
- Major changes
- No changes
- Editorial changes
- Rescission and no replacement
- Rescission and replacement with one or more new policy documents.

In all cases, when the review has been completed as part of the approved review cycle, the delegated approving authority must receive a review report, even if the Policy Advisor has recommended only editorial changes or no changes.

#### 3.3.1 Review cycle

Policy documents are subject to review in accordance with the approved review cycle for the document. If changes to policy documents are needed due to shifts in business practices or other developments, an immediate review and proposed amendments may occur outside the regular schedule.

As set out in the Policy Governance Policy, the usual review cycle is three years, but some may have a shorter cycle of one year and others a cycle of up to five years.

#### 3.3.2 Review date

Review dates can only be amended with the approval of the approving authority once a review has been undertaken in accordance with the review cycle, or if a *major* review has been undertaken outside the review cycle.

Once approved, the review date should be updated in the information section of the policy document.

## 3.3.3 Lapsed review date

University policy documents remain in force notwithstanding a lapsed review date unless formally rescinded by the delegated approving authority.

## 3.4 Stages of policy document development and review

The Policy Advisor should contact the following areas for guidance about this process.

For **academic** policy documents contact Student Credentials by email at policyservices@griffith.edu.au.



For **governance** and **operational** policy documents contact Corporate Governance by email at policy@griffith.edu.au.

(See the Policy Development Flowchart.)

### 3.4.1 Stage 1 – Policy document is due for review or needs to be developed

Before developing a new policy document, or undertaking a major review, the Policy Advisor should consider the following questions.

- a. Is the policy document necessary?
- b. Are there other policy documents that already address or are relevant to the subject matter in the Policy Library? If so, is the policy document necessary?
- c. What are the policy document objectives?
- d. Can the desired objectives be achieved via alternative means? (For example, education campaigns, amending procedures, information on websites.)
- e. How does the policy document align with the University's strategic objectives?
- f. What are the relevant legislated or other mandated requirements associated with the policy document content? (See the Register of Compliance Obligations.)
- g. Does the policy document reflect and embed our values of fairness, equity, diversity, inclusion and wellbeing?
- h. Who are the stakeholders impacted by the policy document and what consultations need to be undertaken with the identified stakeholders? Is broad consultation via the Policy and Delegation Consultation Hub appropriate or necessary?
- i. Who is the Executive Group member responsible for the policy document?
- j. Who might be recommended as an appropriate approving authority?

Once these questions have been considered, the Policy Advisor will seek endorsement from the relevant Head of Element (or Executive Group member if required) on how they intend to proceed – whether that be to:

- recommend minor changes to an existing policy document
- recommend major changes to an existing policy document
- recommend no changes to an existing policy document
- recommend editorial changes to an existing policy document
- rescind an existing policy document
- develop a new policy document or policy document suite.

#### 3.4.2 Stage 2 - Revision or development of content

Once the Policy Advisor has in-principle endorsement from the relevant Head of Element (or Executive Group member if required) for the proposed approach, they will proceed as set out in this Procedure.

For major changes and new policy documents it is recommended that Policy Advisors undertake benchmarking to inform their review and development.



For the revision and development of policy documents Policy Advisors will make sure that all quality requirements have been met (as set out in the Policy Governance Policy) and that content style and quality is in accordance with section 3.5 of this Procedure.

Changes proposed to existing policy documents will need to be marked up using track changes.

#### 3.4.3 Stage 3 - Consultation

The Policy Advisor must ensure that relevant stakeholders are adequately consulted during the review and development process.

Minor changes and editorial changes do not require consultation.

Some major changes or new policy documents may require broad all staff and/or all student consultation. In some cases University-wide consultation may need to take place in which case the documents will be placed in the Policy and Delegation Consultation Hub. The Policy Library Manager will facilitate this.

A comprehensive consultation log must be kept as a supporting document when making a submission seeking the approval of the approving authority. The link to the Consultation Log is in the submission form.

#### 3.4.4 Stage 4 - Endorsement

Before a draft policy document is submitted to the relevant approving authority for approval, endorsement should be obtained as follows:

- 1. Head of Element
- Policy Library Manager reviews to ensure consistency with the Policy Governance Framework
- 3. Legal Services review to ensure consistency with legislation (when required)
- 4. Executive Group member whose portfolio is responsible for the content (unless they are the approving authority)
- 5. Executive Group or Committee (as required and if relevant) recommends to the relevant approving authority. This may be recommended for policy documents that impact the whole institution, or all staff or all students, or that are considered 'high risk'. In this case, and where the Vice Chancellor or a qualified University officer is the approver, they may choose to seek endorsement from Executive Group or a Committee before they approve.

## 3.5 Content style and quality

The Policy Governance Policy sets out the quality requirements for policy documents, which includes that they must be developed and written as specified by this Procedure.

Policy documents are written and presented using the prescribed policy document templates:

- a. in accessible, plain unambiguous everyday English (see Griffith Writing and Editing Guidelines), without the use of unexplained jargon, technical or legal terms, acronyms or abbreviations
- b. with a succinct title that is easily understood by most potential users
- c. with a logical structure and appropriate headings and sub-headings
- d. succinctly, preferably no more than two pages for policies
- e. in inclusive and non-discriminatory language



f. with consistent use of terminology (definitions must be consistent with the Policy Library Glossary).

See the Griffith University Policy Style Guide for additional information.

#### 3.6 Amendments or rescission

If upon review the Policy Advisor determines that either amendments to or rescission of the policy document is required, the proposed changes must be forwarded to the delegated approving authority for approval.

If upon review the Policy Advisor determines that updates of an editorial nature only are required, the proposed changes must be referred to the Policy Library Manager who will request approval from the Chief Operating Officer pursuant to a delegation made by Council (see Schedule A of the Delegations Register).

Examples of editorial changes include updates to redundant terminology, position titles, or names of organisational units.

## 3.7 Policy document approval and effective dates

The approval pathway for new or amended policy documents will be determined by the category (academic, governance or operational). Approval of policy documents may be the responsibility of:

- University Council, or one of the Council Committees as delegated by Council (See Schedule A Part 1(a) and (b), and Part 2 of the Delegations Register) or
- the Vice Chancellor as delegated by Council (See Schedule A Part 3 and 3a of the Delegations Register) or
- qualified University officers (Senior Executives or Senior Management) as sub-delegated by the Vice Chancellor (see Annexure A: Vice Chancellor Retained and Sub-delegated Policy Document Approval).

Annexure A: Vice Chancellor Retained and Sub-delegated Policy Document Approval, at the end of this Procedure, is an Instrument of Vice Chancellor Sub-delegation, which only the Vice Chancellor has authority to change.

The Policy Approval Information Sheet identifies the policy document approvers based on the categorisation of University policy documents, as outlined in the Policy Governance Policy.

Policy document approval will be managed as set out below:

## **Approving Authority**

# Council and Council Committees

- 1. The Policy Advisor informs the Council or Council Committee Secretary about the approval being sought.
- The Policy Advisor prepares a Council or Council Committee submission as provided by the relevant Secretary and seeks relevant endorsement before it is included on the next meeting agenda for approval.



- 3. Approval is recorded in the minutes and the Secretary notifies the Policy Advisor of the outcome.
- 4. The Policy Advisor submits a clean version of the policy document to the Policy Library Manager for publishing.

#### Vice Chancellor

- 1. The Policy Advisor informs the Policy Library Manager about the approval being sought.
- 2. The Policy Advisor prepares the Submission to VC for Policy Change template with advice from the Policy Library Manager and then seeks relevant endorsement.
- 3. The Policy Advisor provides the endorsed submission to the Policy Library Manager, who then seeks approval from the Vice Chancellor and then notifies the Policy Advisor of the outcome.
- 4. The Policy Advisor submits a clean version of the policy document to the Policy Library Manager for publishing.

## Other Qualified University Officers

- 1. The Policy Advisor informs the Policy Library Manager about the approval being sought.
- 2. The Policy Advisor prepares the Submission to University Officer for Policy Change template with advice from the Policy Library Manager and then seeks relevant endorsement.
- 3. The Policy Advisor provides the endorsed submission to the relevant approving authority by email and seeks written approval.
- 4. The Policy Advisor sends the submission and the written approval from the approving authority to the Policy Library Manager with a clean version of the policy document for publishing.

Policy documents typically come into effect on the date they are approved. If the effective date is to be later than the approval date this must be made clear to the approving authority and on the policy document and appropriately communicated once published.

For more information about the approval pathway for academic policy documents contact Student Credentials by email at policyservices@griffith.edu.au.

For more information about the approval pathway for governance and operational documents contact Corporate Governance by email at policy@griffith.edu.au.

Resources to support the policy approval process are available on the Policy Library homepage.

### 3.8 Publication, communication and implementation

Once formal written approval of a policy document approval or rescission has been received by the Policy Library Manager, the policy document will be published or removed from the Policy Library. The written approval must include the date of the decision, the date the approved change is effective from, and a summary of the changes, or reason for rescission or no change.



In some instances, policy documents such as Plans, Guidelines and Frameworks may be published on University websites. Where approval has been given to publish the policy document on a University website, the Policy Advisor will be responsible for ensuring adequate controls are in place for maintaining the integrity of the document in keeping with the Policy Governance Policy.

For major changes and new policy documents, the Policy Advisor will develop a communication and implementation plan for the policy document, to be approved by the relevant Head of Element (or Executive Group member if required).

Policy documents will be accompanied by a brief outline of the communication and implementation plan which will be approved along with the policy document as part of the submission.

The Council Secretary will communicate Council-approved new, amended and rescinded policy documents to all staff through the Council News.

The Policy Library Manager will update the Register of Policy Changes and will communicate new, amended and rescinded policy documents to all staff through relevant channels, including through an all staff newsletter.

## 3.9 Policy Library

The University maintains a Policy Library where all policy documents (except Local Protocols) are published and accessible. The Policy Library Manager manages the Policy Library in accordance with the Policy Governance Policy and the Policy Governance Procedure.

The Policy Library records current and previous versions of a policy document together with a record of all decisions made by policy document approving authorities. The record of the approving authority should include the date the decision was made, the name of the approving authority (Council, Committee or position title) and a summary of the change that was approved.

## 3.10 Prescribed policy document templates

Policy Advisors must use the prescribed policy document templates for policy documents that are housed in the Policy Library. These templates support the operation of the Policy Governance Policy and Policy Governance Procedure and are available for download from the Policy Library homepage.

### 3.11 Version control

To ensure version control, a new document number must be allocated to the policy document following approval of either major, minor or editorial changes.

Policy documents that are approved without amendment as part of their review cycle and therefore have a new review date approved by the delegated approving authority require a new document number. A new document number is not required if the Policy Library Manager fixes formatting or broken hyperlinks, or updates information in the 'Related Policy Documents and Supporting Documents' section of the policy document.

## 3.11 Support and resources

The Policy Library Manager is available to provide support and advice to staff developing policy documents at any stage of the process including:

a. compliance with the Policy Governance Policy



- b. reviewing draft policy documents
- c. use of appropriate written language
- d. use of official templates
- e. consultation processes and assessing feedback, including use of the Policy and Delegation **Consultation Hub**
- f. information on current and previous versions of policy documents
- g. seeking information on the practices of other universities and relevant organisations.

Resources to support policy review and development are available on the Policy Library homepage.

## 4.0 Definitions

For the purposes of this policy and related policy documents, the following definitions apply:

Academic policy documents relate to the academic business of the University including all matters relating to teaching and learning, programs and courses, student administration and support, research and research training.

Approving authority may either be the Council, a Council Committee, the Vice Chancellor, or a qualified University officer to whom the Vice Chancellor has subdelegated.

Council Committee refers to those committees that are established by Council and that Council has delegated certain of its powers in accordance with section 11(1)(b) of the Griffith University Act 1988 (Qld) and comprises the Academic Committee, Audit and Risk Committee, Finance and Infrastructure Committee and People, Nominations and Remuneration Committee.

Delegations Register is part of the University's Delegations Framework, together with the Delegations Policy and the Delegations Procedure and sets out the powers reserved to Council, delegations made by Council, and the delegations and sub-delegations formally assigned by the Vice Chancellor to University officers.'

**Framework** is a structure for management and operational activities that brings together policy documents.

Governance policy documents are those for which the Council, or Committees of Council, are responsible as the governing authority (which have not otherwise been delegated) including all matters which the Council cannot delegate its power under the Act. This covers the University's strategic direction. budget, policies, delegations of authority and ensuring effective overall management of the University.

Guidelines means advisory and explanatory statements that provide detail, context or recommendations for good practice, and where relevant support policies, and should be followed unless there is a justifiable operational reason not to.

**Local protocol** means operational-level procedures or practices that apply within a particular Academic Group or Division and that must be consistent with all policy documents above them in the policy document hierarchy. They are not housed in the Policy Library.

Operational policy documents relate to mandatory practice and decision-making principles for areas of University business and operations that do not fall within the definition of academic or governance.

**Policy** is a high-level document that states the key principles that apply to and direct the University's governance and decision-making and the conduct of its operations or activities. Policies also assign roles, responsibilities and delegations.



Policy Advisor means the staff member who has been assigned responsibility for the policy document.

Policy document means a policy, standard, procedure or guideline.

**Policy Library** refers to the repository for all current and rescinded policy documents.

**Policy Library Manager** refers to the staff member within Corporate Governance responsible for managing the Policy Library and for supporting policy review and development for policy documents categorised as governance and operational. For policy documents that are categorised as academic, Policy Advisors should contact the staff member within Student Credentials responsible for supporting policy review and development. **Procedure** is a document that sets out the necessary processes, practices or actions to give effect to a policy, and must be followed unless there is a justifiable operational reason not to.

Register means an official list or record associated with a policy or procedure.

University officer refers to a staff member of the University.

Schedule means the same as register.

**Standard** means a statement of mandatory, prescribed requirements as to the qualities of a product, service, system, infrastructure or other resource that underpin a policy. The document hierarchy is that a Standard is below a policy but higher than procedures.



## **5.0 Information**

Title	Policy Governance Procedure	
Document number	2025/0001049	
Purpose	This procedure provides for the operationalisation of the Policy Governance Policy.	
Audience	Staff	
Category	Governance	
Subcategory	Governance	
UN Sustainable Development Goals (SDGs)	This document aligns with Sustainable Development Goal/s: 16: Peace, Justice and Strong Institutions	
Approval date	5 December 2023	
Effective date	5 December 2023	
Review date 2026		
Policy advisor	Head, Corporate Governance	
Approving authority	General Counsel	

## **6.0 Related Policy Documents and Supporting Documents**

Legislation	Register of Compliance Obligations	
Policy	Policy Governance Policy	
	Delegations Policy	
	Delegations Register	
	Equity, Diversity and Inclusion Policy	



Procedures	Delegations Procedure	
Guidelines	Griffith University Policy Style Guide	
	Griffith University Writing and Editing Guidelines	
	Policy Governance Framework	
	Policy Library	
	Inclusive Language and Accessibility Policy Guide	
Local Protocol	Protocol N/A	
Forms	Policy template	
	Procedure template	

This is an instrument of Vice Chancellor sub-delegation. Only the Vice Chancellor is authorised to approve amendments.

Effective: 8 November 2023

## Annexure A: Vice Chancellor Retained and Sub-delegated Policy Document Approval

As set out in Schedule A (Part 3) of the Delegations Register,

Council's delegation of the Management Authority to the Vice Chancellor includes delegation of the authority to approve, rescind or amend all policy documents other than those retained by Council as listed in Schedule A (Part 1) or which Council has delegated to a committee as listed in Schedule A (Part 2). The Vice Chancellor is permitted to sub-delegate this authority to other appropriately qualified officers. This includes authority for the Vice Chancellor to retain or sub-delegate approving authorities for new policy documents that are categorised as operational or academic, and that do not cover the scope of policy documents currently retained by Council. Where it is unclear, the Vice Chancellor will consult with the Council and the Council may choose to reserve the policy for itself. A record of delegated and sub-delegated policy approving authorities will be maintained by Corporate Governance and available in the Policy Library.

The Vice Chancellor reserves the authority to approve the following policy documents (set out in TABLE A).

TAE	TABLE A: VICE CHANCELLOR RETAINED POLICY DOCUMENT APPROVING AUTHORITY		
#	Policy Document Title	Policy Advisor/s	Category
1	Fees and Charges Procedure	Senior Manager, Enrolments	Academic
		and Fees	
2	Student Breaches of Academic Integrity Procedure	Registrar	Academic
3	Student Complaints Procedure	Registrar	Academic
4	Student Critical Incident Management Policy	Provost	Academic
5	Student General Conduct Procedure	Registrar	Academic
6	Student Review and Appeals Procedure	Registrar	Academic
7	Delegations Procedure	Head, Corporate Governance	Governance
8	Distinguished Professors Procedure	Chief of Staff	Governance
9	Honorary Degree Procedure	Head, Corporate Governance	Governance
10	Named Academic Positions and Named Student	Chief of Staff	Governance
	Awards Procedure		
11	Named Buildings, Physical Features, Organisational	Chief of Staff	Governance
	<u>Units and Programs Procedure</u>		
12	Privacy Statement	General Counsel	Governance
13	Academic Employment Handbook	Chief of Staff	Governance
14	Academic Titles Policy	Provost	Operational
15	Casual Staff Time Recording Procedure	Director, HR	Operational
16	Child Safety and Wellbeing Policy	Provost	Operational
17	Domestic and Family Violence Support Policy	Director, Human Resources	Operational
18	Environmental Sustainability Policy	Dean, SDG Performance	Operational
19	Equity Diversity and Inclusion Policy	Director, Human Resources	Operational
20	Fraud and Corruption Control Policy	General Counsel	Operational
21	Gifts and Benefits Procedure	Chief Financial Officer	Operational
22	Griffith University Art Collection Acquisition Policy	Chief of Staff	Operational
23	Griffith University Art Collection Deaccession Policy	Chief of Staff	Operational



TABLE A: VICE CHANCELLOR RETAINED POLICY DOCUMENT APPROVING AUTHORITY			
#	Policy Document Title	Policy Advisor/s	Category
24	Modern Slavery Policy	Head of Strategic	Operational
		Procurement & Supply	
25	Philanthropy and Fundraising Policy	Vice President	Operational
		(Advancement)	
26	Procurement and Supply Policy*	Head of Strategic	Operational
		Procurement and Supply	
27	Professor Emeritus Recommendations Procedure	Chief of Staff	Operational
28	Public Interest Disclosure Policy	General Counsel	Operational
29	Remuneration, Recognition and Benefits Policy	Director, Human Resources	Operational
30	Sexual Harm Prevention and Response Policy	Provost	Operational
31	Staff Harassment Bullying and Discrimination Policy	Director, Human Resources	Operational
32	Talent Acquisition Policy	Director, Human Resources	Operational
33	Work Location Policy	Director, Human Resources	Operational

<sup>\*</sup> Cannot be delegated.

The Vice Chancellor sub-delegates authority to the following qualified officers to approve the establishment, amendment or rescission of policies and procedures (or other policy documents subordinate to policy) in their area of responsibility (refer to Table B below) with the exception of policy documents retained for approval by Council or Council Committees (refer to Schedule A of the Delegations Register) or retained for approval by the Vice Chancellor (refer to Table A above).

The following applies to the Vice Chancellor's sub-delegations for policy document approving authority:

- 1. The Vice Chancellor will retain authority to approve those policy documents that are of 'high risk' or importance to the University (including policies that cover integrity, conduct, naming, philanthropy and the employee lifecycle and most governance policy documents not retained by Council), or that span multiple portfolios (including policies that cover both academic and professional staff or staff and students), or that must be retained for legislative reasons.
  - \*\*NOTE Council delegated authority to the Academic Committee for 'Academic' policies. 'Academic' procedures were sub-delegated to the Vice Chancellor, who may then sub-delegate.
- Only the Vice Chancellor has authority to sub-delegate and may amend or revoke these subdelegations.
- 3. In general, the principle of 'one-down' will apply to sub-delegations for policy suites.
- 4. The Vice Chancellor will sub-delegate approval of policies (and some procedures where the VC has retained approving authority) to Senior Executive members who report directly to the Vice Chancellor as per their portfolio areas of responsibility.
- 5. The Vice Chancellor will sub-delegate approval of procedures (and other policy documents subordinate to policy) to Senior Management who report directly to Senior Executive members as per their operational responsibilities and/or specialist knowledge.
- 6. Irrespective of the sub-delegation held, the delegate may escalate the decision to the Vice Chancellor or Senior Executive member if deemed appropriate.



- 7. Where a policy document spans multiple portfolios or areas of responsibility the approving authority may be sub-delegated to a more senior officer or may be retained by the Vice Chancellor (as per principle 1).
- 8. If a qualified officer's area of responsibility changes, then their authority for policy document approval will be transferred as appropriate without the need to seek further approval from the Vice Chancellor.

TABLE B: VICE CHANCELLOR SUB-DELEGATIONS FOR POLICY DOCUMENT APPROVAL		
Sub-delegate	Policy documents	
Provost	All in area of responsibility (including structure and requirements of the University's programs, including delivery with other party procedures) other than those below (in reporting line)	
Deputy Vice Chancellor (Education)	Learning, teaching, the conduct of assessment, student experience, and delivery of curricula, including work integrated learning procedures	
Registrar	Student administration procedures	
Vice President (Global)	International and transnational procedures	
Vice President (Marketing & Communication)	Marketing and communication procedures	
Chief Operating Officer	All in area of responsibility other than those below (in reporting line)	
Chief Digital Officer	Information technology standards and procedures	
Chief Financial Officer	Finance procedures	
Director, Campus Life	Campus and facilities procedures	
Director, Human Resources	Staffing procedures (excluding those related to academic staff only which the Provost will approve)	
Director, Health & Safety	Health and safety standards and procedures	
General Counsel	Corporate governance, fraud, integrity, risk, legal procedures	
Deputy Vice Chancellor (Indigenous, Diversity & Inclusion)	All in area of responsibility (including IDI policies and procedures that cover both staff and students)	
Deputy Vice Chancellor (Research)	All in area of responsibility (including HDR examination, scholarship, and supervision procedures) other than those below (in reporting line)	
Dean, Griffith Graduate Research School	Higher degree by research (HDR) procedures, including admission, enrolment and variation to candidature, and progression procedures	
Vice President (Advancement)	All in area of responsibility	