

Decision-making framework

Our decisions shape the future of young Queenslanders

We are all empowered to act and make decisions in our roles and we are accountable for the decisions we make. The breadth of decisions made across our diverse organisation is significant—from policy and service delivery decisions to decisions about students and staff, assets, procurement, budget, customer complaints, and employment matters within schools and corporate settings.

Many day-to-day decisions are made intuitively based on our knowledge and experience. More complex decisions require us to balance greater risks, options and the rights of individuals. In these cases, decision-makers need to apply greater levels of judgement to assess information and arrive at a decision.

We all want to do the right thing and make decisions in the best interests of the community we serve. In our roles, we are committed to acting professionally and impartially with integrity.

Our decision-making principles



Promoting the public good

- making decisions in the public interest
- acting fairly and courteously
- ensuring we use resources efficiently and appropriately



Integrity and impartiality

- making ethical decisions in line with the Code of Conduct
- declaring and managing any real or perceived conflicts of interest



Respect for human rights and privacy

- promoting human rights in our actions and making decisions that are compatible with human rights
- collecting, storing, using and disclosing personal information appropriately



Accountability and transparency

- keeping good records
- supporting and involving people affected by decisions
- communicating openly and honestly



Continuous improvement

- enabling our decisions to be impartially reviewed
- recognising when decisions may need to be revisited

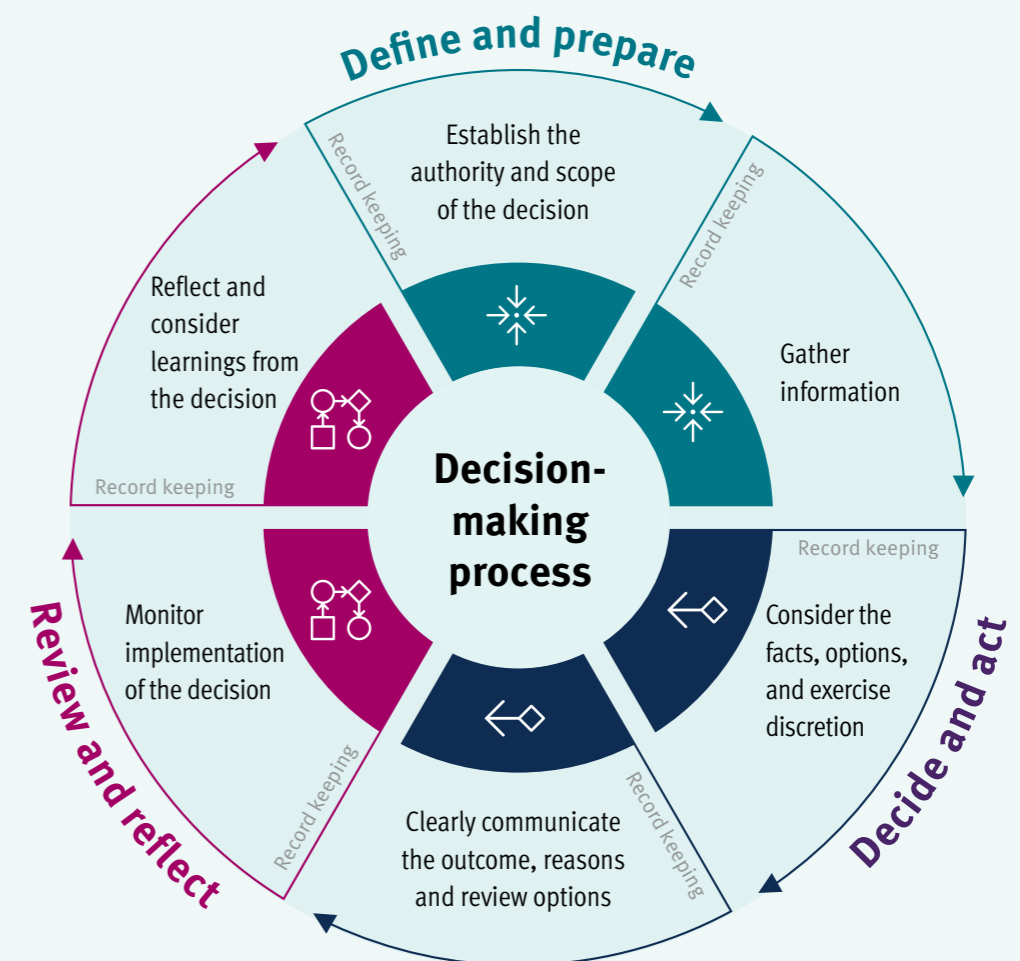
Our approach

Our decision-making approach supports us to make all types of decisions. Good record keeping is essential at every stage of the decision-making process.

The nature of records will vary for different types of decisions. Recording the appropriate information relative to the situation helps explain how a decision was made, and is a way for others to better understand the approach and outcome.

While the circumstances of our decisions can vary greatly, the fundamentals of making good decisions remain the same.

This framework has been informed by and should be read in conjunction with the [Queensland Ombudsman decision making resources](#).





Define and prepare

Establish the authority and scope of the decision

Record keeping

Suitability of the decision-maker

Are you:

- delegated and authorised under legislation and policy to make this type of decision?
- impartial, with no real or perceived conflict of interest in the matter?
- experienced and have the required knowledge and skills to make and be accountable for the decision?

Define the scope and legislative basis

Have you:

- correctly defined the issues relevant to the decision?
- identified the legislation, policies, procedures and standards you need to comply with in making the decision?
- understood the timeframes, scope and any limitations of your decision-making powers?
- communicated with impacted people, outlining any steps and timeframes they can expect along the way?

Gather information and find the facts

Find the facts

Have you:

- carefully and correctly identified relevant issues and factual information?
- considered the human rights engaged?
- identified any issues not relevant to the decision that don't need to be considered?
- identified subject matter experts, and others, including those external to the department, that might have relevant information?
- considered the impacts of relevant agency records or past decisions?
- undertaken a balanced process proportionate to the risks and context of the issues?
- balanced the need to make decisions within a reasonable timeframe with the resources it would take to extensively explore further possibilities and information?

Consult with impacted parties

Have you:

- kept people involved in the decision and updated with any timeframes or delays in the decision-making process, including external parties?
- given relevant people involved in the decision opportunities to provide input or comment on the issues?
- identified legislative and policy requirements for consultation, and ensured these have been met?



Decide and act

Consider the facts, options and exercise discretion

Record keeping

Weigh up the options

Have you:

- assessed the risks and benefits of each option and which best addresses the situation?
- considered how human rights may be either promoted or limited by these options?
- considered how the options might be implemented in practice?
- reflected on how a decision may impact a person or group of people?
- provided natural justice and procedural fairness by giving the person/s impacted an opportunity to respond before the decision is made?

Arrive at a legislatively compliant and reasonable decision

Is your decision:

- consistent with the legislation and policy requirements?
- in line with the department's objectives, the [Code of Conduct](#) and [Standard of Practice](#)?
- able to stand up to scrutiny?

Clearly communicate the outcome, reasons and review options

Act on the decision

Have you given effect to your decision by:

- clearly explaining how and why you arrived at the outcome?
- giving honest and accurate reasons for the decision?
- being respectful and empathetic, acknowledging that not everyone will be happy with the outcome?
- explaining how you intend to implement the decision, including any next steps and timeframes?

Considering the recipient of your decision, have you:

- adapted your approach to communicate your decision in an inclusive, accessible and age-appropriate way?
- taken into account the diverse needs of people who may not be fluent in English or with varied literacy levels?

Support and options for review

Have you provided:

- details about how and when impacted people can seek a review of your decision if they aren't satisfied with the process or outcome?
- details of personal support available, such as employee assistance or external counselling services?



Review and reflect

Monitor implementation of the decision

Record keeping

Implementing the decision

Have you:

- monitored the implementation of your decision to ensure it is carried out effectively and in a timely manner?
- ensured any new information or issues that come to light are considered that might warrant you making a new decision, or changing the implementation arrangements?
- continued to communicate with impacted parties (if relevant)?
- managed any risks or issues that may have eventuated during the implementation of your decision?

Supporting independent review

To ensure your decision stands up to any scrutiny, have you:

- maintained complete and accurate records of the decision-making process and outcome?
- complied with legislative and policy requirements?
- considered human rights and justified any limitations?
- made your decision in a reasonable timeframe?
- based your decision on the evidence available to you and acted accordingly?

Reflect and consider learnings from the decision

Reflection and continuous improvement

Reflect on your decision and consider:

- how well was the decision implemented?
- what were the intended and unintended consequences of the decision or action?
- did any risks or issues eventuate? Could these have been better planned for, managed and mitigated?
- what could be done differently in future to support an improved outcome or decision-making process?
- what can I (or others) learn from my decision? How will I share those learnings?



Resources

- [Public Sector Act 2022 \(Qld\)](#)
- [Information Privacy Act 2009 \(Qld\)](#)
- [Judicial Review Act 1991 \(Qld\)](#)
- [Public Records Act 2002 \(Qld\)](#)
- [Code of Conduct](#)

- [Standard of Practice](#)
- [Policy and Procedure Register \(PPR\)](#)
- [Delegations and authorisations](#)
- [Recordkeeping \(OnePortal\)](#)
- [Integrity Framework](#)

- [Complaints management \(OnePortal\)](#)
- [Commitment Statement to Aboriginal peoples and Torres Strait Islander peoples](#)
- [Engaging communities, empowering futures: Framework for engagement with Aboriginal and Torres Strait Islander communities](#)

- [Queensland Ombudsman: Good decisions](#)
- [Inclusive communication guide](#)
- [Guide: Human rights in decision making](#)
- [Human rights impact assessment tool \(OnePortal\)](#)
- [Foundation leadership development guide – decision making for Principals \(OnePortal\)](#)

- [Mind Tools, Decision making: How to make better decisions](#)
- [Office of the Information Commissioner fact sheet – Natural justice, disclosure and privacy](#)
- [Mandatory All-Staff Training \(OnePortal\)](#)

