TERMS OF REFERENCE FOR REVIEW

OF [xx] DIVISION

**Purpose**

A review provides an evidence-based assessment of the performance of a Division and its contributions to the strategic objectives of University, including an assessment of performance relative to comparable organisations nationally and over time. Reviews also consider the effectiveness of the internal management and operations of the Division.

This document should be read in conjunction with the Administrative Division Review Policy and Procedures.

**Terms of Reference**

For the review of the Division of xx, the Vice-Chancellor has identified the following specific terms of reference or focus areas, in addition to the generic Terms of Reference:

* [add where specified]

**Generic Terms of Reference**

## Management and Planning

The Panel should consider the effectiveness of the management of the Division including:

* + 1. leadership, planning and administration within the Division;
    2. internal structure for management of operations;
    3. effectiveness of operations across the campus network;
    4. Division relationship to other organisational units within the Portfolio and within the University; and
    5. extent to which sustainability principles are embedded within planning and operations throughout the Division.

## Division Objectives and Service Expectation

The Panel should assess whether the identified functions and goals of the Division are consistent with La Trobe University’s Strategic Plan and Objectives. Consideration is to be given to:

* + 1. current scope and objectives of the Division (as expressed in mission/service statement and Business Plan) and the degree to which these are ‘fit for purpose’ for the achievement of the University’s Strategic Plan and related plans; and
    2. challenges for the Division in performing its functions and achieving goals; and emerging changes in the Division’s strategic or functional direction.

## Effectiveness

The Panel should assess the efficiency and effectiveness of the Division in meeting its identified functions and goals by considering:

* + 1. the trend in and current performance of the Division, including a critical evaluation of performance over time and relative to comparable benchmarks within and outside higher education;
    2. any areas of good practice and the Division’s success and outcomes in performing functions and achieving goals; and
    3. areas requiring improvement.

## Commitment to Continuous Improvement and Service Culture

The Panel should consider the effectiveness of practices for quality assurance and improvement across all areas of operation, including:

* + 1. the mechanisms in place for the collection and analysis of relevant service performance and effectiveness data (including relevant comparative data of effectiveness);
    2. the systems and processes to implement improvements as a result of external feedback and comparative data.

## Human Resource Management

The Panel should consider the effective management of the Division’s human resources, including:

* + 1. staff recruitment and retention strategies;
    2. workforce and succession planning (including leadership capability building;
    3. identified deficiencies or gaps in capability/qualifications impacting on Divisional performance;
    4. extent and effectiveness of training and professional development opportunities for staff;
    5. Division communication, consultation and decision-making mechanisms; and
    6. management of occupational health and safety.

## Resources

The Panel should consider the effective management of the Division’s financial and capital assets, including:

* + 1. current budget allocation and financial allocations and performance for the past five years;
    2. generation of non-government income streams (where applicable);
    3. fitness for purpose’ of major equipment items;
    4. the adequacy of ICT infrastructure in support of the Division’s operations;
    5. asset management plans; and
    6. space quality and utilisation.