



Annual Plan 2012

Equity Office
Te Ara Tautika

Section One: Planning and budget report statement Overview and Summary

Overview - Current and Future State

The Equity Office's role is to support The University of Auckland to be a world class place to work and study for all who have the potential to succeed in a university of high international standing. It performs this role effectively as a source of expertise within and beyond the University. It is a catalyst for thought leadership in equity based on a robust evidence base, strong relationships and service. Its role includes influencing strategic direction, planning and reporting as well as supporting thinking and behaviour consistent with achieving the University's equity objectives and broader strategic goals. It contributes to education, awareness and professional development programmes. The Pro Vice-Chancellor (Equity) chairs the Equity Committee, advises and reports to the Vice-Chancellor, Senate and Council on the University's progress in meeting equity objectives and statutory and other compliance requirements.

The very strong relationship between the Equity Office and the Office of the Pro Vice-Chancellor Māori (PVC Māori) and the Rūnanga supports The University of Auckland to meet its commitment to Te Tiriti o Waitangi. The Equity Office also works closely with the Director of the Centre for Pacific Studies and with the Pacific Reference Group (PRG). Further collaborations occur with partners including the Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Strategic Engagement), Deans, Directors, unions, and student associations within the University, and with external partners such as schools, professional networks and other tertiary institutions in New Zealand and overseas. Relationships with Māori and with equity groups both in and outside the University are crucial to the University's ability to engage with and respond to the needs of these communities.

The Equity Office adds value to the University by leading equity strategy which enhances the University's national and international reputation and attracts, retains and supports talented people to achieve their potential. This benefits the intellectual and creative life of the University, and supports engagement with the University's diverse communities nationally and internationally.

The Equity Office was restructured in 2011 in order for it to further enhance the University's evidence-based strategic thinking, stakeholder engagement, effective communication to diverse audiences, and comprehensive services to *both* staff and students. This strengthens the Equity Office's ability to support the University's equity outcomes throughout the Equity Cycle framework.

Achieving key objectives

1. Evidence-based equity strategy

Opportunity

Higher quality decisions will result if decision-making is informed by a comprehensive evidence base.

Risk

There is potential for ineffective use of resources on equity initiatives if there is an inadequate evidence base.

Strategic initiative

Continue development of the Measuring Indicators of Leadership in Equity (MILIE) tool (including reporting/analysis/planning) in partnership with academic expertise from the

Statistical Consulting Centre, and with advice from a MILIE cross-faculty advisory group, to benchmark the University's equity leadership progress across the Equity Cycle.

2.
 - a) **Stakeholder engagement to increase recruitment of Māori students**
 - b) **Stakeholder engagement to increase recruitment of Pacific students**

Opportunity

Equity funding provided by the Tertiary Education Commission, expertise in the Equity Office and the Office of PVC Māori, enhanced capability in the Schools Partnership Office and enhanced communications capability.

Risk

Inadequate pipeline of qualified students, and potential for duplication of activity across the University.

Strategic initiative

Engage with faculties and service divisions to enhance Māori and Pacific undergraduate and postgraduate participation.

3.
 - a) **Recruitment and retention of Māori staff**
 - b) **Recruitment and retention of Pacific staff**

Opportunity

There is increased capability in the Equity Office in staff equity, Māori and Pacific expertise and advice, and enhanced stakeholder engagement.

Risks

There is a competitive market for the limited pool of qualified Māori and Pacific staff and potential for duplication of activity across the University. The Equity Office has been advised that resource constraints impact on the ability of Human Resources to support some staff equity objectives.

Strategic initiative

Enhance The University of Auckland evidence base to enable identification of barriers to the recruitment and retention of Māori staff and Pacific staff.

4. Enhanced communication

Opportunity

Increased capability in the Equity Office in communications expertise.

Risk

Resources invested in initiatives will be under-utilised unless the benefits and implications of projects can be communicated effectively to stakeholders.

Strategic initiative

Enhance stakeholder engagement capability and enhance effective communication to diverse audiences.

Resource prioritisation

The Equity Office has undertaken a comprehensive review of its structure and functions, consulted widely with stakeholders and responded to their feedback to ensure the Equity Office supports achievement of strategic priorities for The University of Auckland.

Section Two Service Division – Strategic Activities:

Objective 1: International standing

Ref No	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
1 & 3			Evidence based equity strategy (also 10 Te Tiriti o Waitangi/Treaty of Waitangi, 13 Excellent people, 20 Planning, Management and Review processes)		
	Low	<p>Opportunity High quality decision-making will be informed by a comprehensive evidence base. The Equity Office's analytical capability has been enhanced through the restructure.</p> <p>Risk There is potential for ineffective use of resources on equity initiatives if there is an inadequate evidence base.</p>	<ul style="list-style-type: none"> Continue development of the Measuring Indicators of Leadership in Equity (MILIE) tool (including reporting/ analysis/ planning) to benchmark The University of Auckland progress across the Equity Cycle. This will be in partnership with academic expertise from the Statistical Consulting Centre, and with advice from the MILIE cross-faculty advisory group. Compare The University of Auckland with other NZ TEOs/public sector entities with regard to the proportion and level of Māori and Pacific staff. The Equity Office will consider the evidence base and make 		PVC (Māori), DVC (S&E), Department of Statistics, Planning Office, Director Centre for Pacific Studies, Faculties, HR, Equity Committee, Pacific Reference Group (PRG), Rūnanga

			recommendations on priorities to the Vice-Chancellor's Staff Advisory Committee, by the end of 2012, on priorities to improve Māori and Pacific staff recruitment and retention.		
			Other BAU related activity: <ul style="list-style-type: none"> ➤ The 2009 Review of Equity Groups remains the basis for on-going planning and review. Equity groups whose requirements need to be established and monitored include students from non-English speaking backgrounds; students from rural areas; mature-age students; students with multiple group membership; older employees; male students in Education and Nursing; and gay, lesbian, bisexual, transgender and intersex (GLBTI) staff and students. The review of the Equity Policy has recommended that refugee students are included as an equity group. 		

Objective 9: Create and maintain an outstanding teaching and learning environment

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
2 a			Stakeholder engagement to increase recruitment of Māori students (also 10 Te Tiriti o Waitangi/The Treaty of Waitangi)		
		Opportunity Tertiary Education Commission Equity Funding,	<ul style="list-style-type: none"> • Strategic engagement with faculties to support enhanced Māori undergraduate 		PVC Māori, SPO

	<p>Med</p> <p>Low</p>	<p>expertise in Equity Office, Schools Partnership Office, Office of PVC Māori and enhanced communications capability.</p> <p>Risk Inadequate pipeline of qualified students.</p> <p>Potential for duplication of activity across University.</p>	<p>participation.</p> <ul style="list-style-type: none"> • Establish and implement effective strategic and operational collaboration with Schools Partnership Office including via the relationship with the Pou Ārahi – Senior Māori Adviser – and the Kaitakawaenga Māori – Māori Liaison Officer – to ensure alignment in strategy, communication, outreach and recruitment activities. • Establish and implement effective collaboration with stakeholders and partners across the University to ensure alignment in strategy and communication to support enhanced postgraduate participation. 		<p>Director Administration, Director Centre for Pacific Studies, DVC (A), Māori and Pacific Recruitment steering group, DVC (S&E), Marketing, Rūnanga, Graduate Studies, Faculties</p>
			<p>Other BAU related activity:</p> <ul style="list-style-type: none"> ➤ Kei a Tātou te Ihi (KATTI) – collaboration with external partners ➤ Whaia Te Pae Tawhiti (WTPT) – four day campus experience for senior Māori secondary students ➤ Tuākana Contestable Fund for aspiring postgraduate students and current postgraduate students ➤ Tuākana Scholarships for high-achieving undergraduate students who wish to pursue postgraduate study ➤ STEAM AHEAD and BEAMS ➤ Staff attendance at key community events and expos. eg Polyfest, Ngāpuhi festival and Ngā Manu Kōrero ➤ Tuākana Learning Community ➤ The University of Auckland Māori Recruitment Network ➤ Participation in Kaitakawaenga ➤ CATS Scholarships 		

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
2 b			Stakeholder engagement to increase recruitment of Pacific students		
	Med Low	<p>Opportunity Tertiary Education Commission Equity Funding, expertise in Equity Office, Schools Partnership Office, Office of PVC Māori and enhanced communications capability.</p> <p>Risk Inadequate pipeline of qualified students. Potential for duplication of activity across University.</p>	<ul style="list-style-type: none"> • Strategic engagement with faculties to support enhanced Pacific undergraduate participation. • Establish and implement effective strategic and operational collaboration with Schools Partnership Office via the Pacific Equity Adviser to ensure alignment in strategy, communication, outreach and recruitment activities. • Establish and implement effective collaboration with stakeholders and partners across the University to ensure alignment in strategy and communication to support enhanced postgraduate participation. 		Director Pacific Studies, PVC Māori, SPO, Director Administration, DVC (A), DVC (S&E), Māori and Pacific Recruitment steering group, Marketing, Rūnanga, Graduate Studies, Faculties
			<p>Other BAU related activity:</p> <ul style="list-style-type: none"> ➤ PILOT – Pacific Island Leaders of Tomorrow ➤ Tuakana Contestable Fund for aspiring postgraduate students and current postgraduate students ➤ Tuākana Scholarships for high achieving undergraduate students who wish to pursue postgraduate study ➤ STEAM AHEAD and BEAMS ➤ Staff attendance at key community events and expos. eg Polyfest, Ngāpuhi festival and Ngā Manu Kōrero ➤ Tuākana Learning Community ➤ CATS Scholarships 		

Objective 10: Te Tiriti o Waitangi/The Treaty of Waitangi.

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
3 a			Recruitment and retention of Māori staff		
	Low	<p>Opportunity Increased capability in Equity Office in staff equity, Māori expertise and advice, and enhanced stakeholder engagement.</p> <p>Risks There is a competitive market for the limited pool of qualified Māori staff.</p>	In response to feedback from staff, instigate a project to develop culturally appropriate resources for Māori staff and those who line-manage them. To be completed by June 2012.		PVC Māori, Human Resources (SODU and EVOLVE)
	High	There is risk to reputation if staff are not managed appropriately as well as a risk of breaching the Human Rights Act and Employment Agreements , and also risk to the University's commitment to working in partnership.			
			<p>Other BAU related activity:</p> <ul style="list-style-type: none"> ➤ Advice provided to managers on request. ➤ Monitoring of employment processes. ➤ EVOLVE Guidelines on evaluating service. 		

Objective 13: Excellent People

Ref No.	Risk Level	Opportunity/ Risk	Strategic initiative	Update/Comment	Other faculty/service division relationship
3 b			Recruitment and retention of Pacific staff		
	Med	<p>Opportunity Increased capability in Equity Office in staff equity, Pacific expertise and advice, and stakeholder engagement.</p> <p>Risks There is a competitive market for limited pool of qualified Pacific staff and a risk of losing staff to other organisations.</p>	Engage with Pacific stakeholders to contribute to the evidence base which will enable identification of barriers to Pacific staff recruitment and retention.		Director Centre for Pacific Studies Faculties, Service Divisions, PRG, HR
			<p>Other BAU related activity:</p> <ul style="list-style-type: none"> ➤ Participation in the Pacific Reference Group ➤ Analysis of Pacific staffing issues ➤ On-going monitoring of employment processes e.g. promotions, appointments 		

Objective 13: Excellent People

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
4			Enhanced communication		
	Low	<p>Opportunity Increased capability in the Equity Office in communications expertise.</p> <p>Risk Resources invested in initiatives will be under-utilised unless the benefits and implications of projects can be communicated effectively to stakeholders.</p>	Enhance stakeholder engagement capability and enhance effective communication to diverse audiences.		Communications and Marketing, DVC (S&E) PVC Māori, Faculties, Service divisions
			<p>Other BAU related activity:</p> <ul style="list-style-type: none"> ➤ Briefings/workshops/training provided on equity related topics ➤ Communications to key stakeholders including General Staff Managers, HR Managers, HoDs, askhr. ➤ Activities related to the Combining parenting and a career' programme (network meetings, web information, videos of presenters, CPC Advisers) ➤ Participation on relevant committees 		

Objective 16: Safeguard the long-term viability and autonomy of The University of Auckland through excellent financial management.

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
			Financial management		
	Low	<p>Opportunities Providing effective value in programmes for resources allocated.</p> <p>Risks Reputation damage if funds are not used appropriately.</p>	<ul style="list-style-type: none"> • Set budgets consistent with expectations and requirements. Ensure internal and external expenditure is within appropriate limits. • Evaluate, plan and adjust project requirements in line with strategic priorities and budget, and in collaboration with PVC Māori and Director Centre of Pacific Studies. 		Finance, PVC Māori, Director for Pacific Studies, The University of Auckland Foundation
			Other BAU related activity:		
			<ul style="list-style-type: none"> ➤ Managing and overseeing TECEF ➤ Philanthropic funding 		

Objective 19: Promote governance and management practices consistent with mission and values of The University of Auckland

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
			Implementing restructure for enhanced ways of working		
	Low	<p>Opportunity The Equity Office restructure in 2011 provides opportunities for enhanced ways of working.</p> <p>Risk Recruitment, retention and workplace morale can be disadvantaged if employees do not believe management is responsive to their well-being and aspirations.</p>	<ul style="list-style-type: none"> Supporting staff health and wellness in the workplace including through the EVOLVE framework; training and development; adjustment of work flow etc. Implementing findings of the staff survey in the Equity Office as appropriate. 		HR
			<p>Other BAU related activity:</p> <ul style="list-style-type: none"> ➤ Reporting back on the disaggregation of data from the Staff Survey ➤ Communications including committee participation to disseminate best practice in equity. 		

Objective 20: Operate planning and review processes that drive achievement of the University's strategic objectives.

Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
			Development of Equity Office KPIs		
		<p>Opportunity Greater accountability and enhanced</p>	<ul style="list-style-type: none"> Identify key objectives and build strategy. 		Planning, PVC Māori,

	Low	effectiveness. Risk Failure to accurately map strategies within the timeframe.	<ul style="list-style-type: none"> • Determine measures and targets. • Develop inventory map and prioritise initiatives. 		Director Centre for Pacific Studies, HR
			Other BAU related activity: <ul style="list-style-type: none"> ➤ Annual Planning and Reporting. ➤ Review of the Equity Committee Terms of Reference. ➤ Review of the Equity Policy . ➤ Review of the UTAS Policy. ➤ Submissions to academic reviews. 		