



**December 2012**

**Annual Report**

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**Equity Office**  
**Te Ara Tautika**

## Section One: Overview and Summary

Key achievements for the year included the most successful Excellence in Equity Awards to date based on number, range and quality of entries, event attendance and feedback, and dissemination of entries (potentially inspiring others in the University and enhancing our profile in the sector).

Awards were as follows:

- Rangimarie Rawiri, Sustained Achievement (Faculty of Arts)
- Peter Fehl & Property Services, Sustained Achievement (Property Services)
- Sina Greenwood, Sustained Achievement (Faculty of Science)
- Robyn Manuel, Sustained Achievement (Centre for Academic Development)
- School of Environment Tuākana Programme, Sustained Achievement (Faculty of Science, School of Environment)
- Queer/Trans Visibility and Action (Faculty of Education)
- Dr Te Kipa Kepa Brian Morgan, Contribution to Faculty of Engineering (Faculty of Engineering)
- A Research Collaboration to Put Health Equity on the Agenda (Faculty of Medical and Health Sciences plus four district health boards)
- Tātou Tātou/Success for All: Improving Māori Student Success in Health Professional Degree-level Programmes (Faculty of Medical and Health Sciences)
- Life and Living in Advanced Age: a Cohort Study in New Zealand Te Puāwaitanga o Ngā Tapuwae Kia Ora Tonu (Faculty of Medical and Health Sciences, School of Population Health, Department of General Practice and Primary Health Care and Te Kupenga Hauora Māori)
- Working with Communities - the Te Hana Community Project (Immersion Studio) (National Institute of Creative Arts and Industries, School of Architecture and Planning)

Comprehensive recruitment, outreach and support programmes to attract and retain Māori and Pacific students and students with disabilities have been very successful this year. A record 59 schools attended orientation for Business, Engineering, Architecture, Medicine and Science (BEAMS) in November – up by 16 from last year. There have been increases of 22.3% Māori and 31.2% Pacific 'Overall Active Applicants' for 2013 compared with 2011. Student Disability Services have seen a significant increase in students, from 600 in 2011 to 731 students this year. This reflects a concerted effort to encourage students with disabilities to disclose impairments as early as possible in their studies and to benefit, academically and throughout their student experience, from the support available. This parallels successful efforts to encourage Māori and Pacific students to engage early with Tuākana.

New initiatives this year include projects to support Staff and Students from Refugee Backgrounds (SSRB), and Lesbian, Bisexual, Gay, Transgender and Intersex people (LGBTI).

In addition to six submissions to Academic Departmental Reviews, the Equity Office has made three submissions: *IRD Recognising salary trade-offs as income*, to support retention of salary sacrifice for Early Childhood Education Fees; the *Parental Leave and Employment Protection (Six Months' Paid Leave) Amendment Bill* in support of extending Government Paid Parental leave to 26 weeks; and the University's *Review of Academic Standards* to ensure equity considerations, such as recognition of service, were included.

Priorities have included progressing initiatives through consultation meetings with the University community and ensuring effective participation in collaborative projects. This has occurred in a context of embedding the new Equity Office structure to strengthen engagement and alignment across the University. Traffic to the Equity Office website has

increased significantly: a comparison between the 2010 and 2012 Equity Awards shows a 159% increase in visits to the website and a 255% increase in unique visitors. The increased usage has led to more effective use of University resources with queries being directed to the most appropriate person via improved website information.

### **1. Evidence-based equity strategy**

A series of consultative meetings have been held to engage with staff and students on Measuring Indicators of Leadership in Equity (MILIE) principles, indicators and objectives. MILIE will be used to benchmark the University's equity leadership and performance throughout the Equity Cycle.

### **2. a) Stakeholder engagement to increase recruitment of Māori students**

#### **b) Stakeholder engagement to increase recruitment of Pacific students**

#### **Strategic initiative**

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

The Equity Map project is underway. This collates information relating to current Māori and equity group activities across the University. It addresses a current information deficit, which risks inefficient use of resources, and contributes to a more robust evidence base for improved outreach, recruitment, retention and success strategies for Māori and equity group students. The project will also enhance engagement with faculties and service divisions. It is supported by the PVC (Māori) and other key stakeholders.

### **3. a) Recruitment and retention of Māori staff**

The Equity Office, led by the Pou Arahi, held an inaugural hui for Māori academic and professional staff to mitigate the current lack of a Māori staff network at the University. They discussed professional development, career opportunities and contemporary issues for Māori staff. The group is keen to meet regularly and build a Māori staff network that would enhance recruitment and retention. A strong recommendation from the hui was that the University compile and maintain an accurate database of Māori staff and the Pou Arahi will engage with key stakeholders to discuss and agree the best strategy to achieve this.

A web page has been developed to highlight provisions which are available to support Māori staff and managers to implement best employment practice. Consultation has taken place with SODU on ways of incorporating culturally appropriate resources in professional development.

#### **b) Recruitment and retention of Pacific staff**

The Equity Office has commenced a project to enhance the evidence base for Pacific staff recruitment and retention including data analysis, library research and interviews.

The Equity Office initiated and coordinates an Equity/HR Advisory Committee to provide advice to the University's Internal Recruitment Service (IRS). The committee has strongly recommended equity data be collected, analysed and reported to enable monitoring of progress towards achievement of equity objectives.

### **4. Enhanced communications**

The Equity Office has developed a Communications Strategy to ensure its activities are appropriately prioritised and resourced to support the University's strategic objectives and meet Equity Office KPIs.

## **5. Development of Equity Office KPIs**

The Equity Office has invested considerable time in developing its KPIs with the valued assistance of Rachelle Wenden.

## 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			<b>Evidence based equity strategy (also 10 Te Tiriti o Waitangi/Treaty of Waitangi, 13 Excellent people, 20 Planning, Management and Review processes)</b>		
	Low	<p><b>Opportunity</b> 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><b>Risk</b> 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"> <li>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.</li> <li>This will be in partnership with academic expertise from the Statistical Consulting Centre, and with advice from the MILIE cross-faculty advisory group.</li> <li>Compare The University of Auckland with other NZ TEOs/public sector entities with regard to the proportion and level of Māori and Pacific staff.</li> </ul>	The Equity Office has held a series of consultative meetings across the University communities to engage with staff and students on Measuring Indicators of Leadership in Equity (MILIE) principles, indicators and objectives. MILIE will be used to benchmark the University’s equity leadership and performance throughout the Equity Cycle.	Māori staff and students PVC (Māori), DVC (S&E), Department of Statistics, Planning Office, Director Centre for Pacific Studies, Faculties, HR, Equity Committee, Pacific Reference Group (PRG), Rūnanga

			<ul style="list-style-type: none"> <li>The Equity Office will consider the evidence base and make recommendations to the Vice-Chancellor’s Staff Advisory Committee by the end of 2012, on priorities to improve Māori and Pacific staff recruitment and retention.</li> </ul>	<p>Continuing to discuss adequacy/availability of HR data/reporting as a requirement for this work.</p>	
			<p><b>Equity Groups new initiatives</b></p> <ul style="list-style-type: none"> <li>Staff and students from refugee backgrounds</li> <li>Mature age workers</li> <li>Professional staff</li> </ul>	<ul style="list-style-type: none"> <li>A consultation meeting for staff and students from refugee backgrounds has been held; a schedule of regular meetings on the City Campus and at the Epsom Campus have been organised; and a web page on the Equity Office website provides relevant information for current and prospective students.</li> <li>Data has been collated and analysed to benchmark age demographics with research such as the BERL Report.</li> <li>Consultation has taken place with a researcher investigating career development for professional staff to identify issues and develop strategies for retention and best practice in</li> </ul>	

			<ul style="list-style-type: none"> <li>• Lesbian, gay bisexual, transgender and intersex staff and students (LBGTI).</li> </ul>	<p>supporting staff to reach their potential.</p> <ul style="list-style-type: none"> <li>• Consultation meetings have been held for key stakeholders to provide feedback on the LBGTI Project Plan. Initial feedback has included observations on the lack of visibility from a student perspective of staff LBGTI and the reflection of course content and research from an LBGTI perspective would also increase support and visibility and enhance an inclusive and safe environment. A web page for LBGTI staff and students has been developed.</li> </ul>	
			<p>Other BAU related activity:</p> <ul style="list-style-type: none"> <li>➤ The 2009 Review of Equity Groups remains the basis for ongoing 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 lesbian, gay, bisexual, transgender and intersex (LBGTI) staff and students.</li> </ul>		

**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			<b>Stakeholder engagement to increase recruitment of Māori students (also 10 Te Tiriti o Waitangi/The Treaty of Waitangi)</b>		
	Med  Low	<p><b>Opportunity</b> Tertiary Education Commission Equity Funding, expertise in Equity Office, Schools Partnership Office, Office of PVC Māori and enhanced communications capability.</p> <p><b>Risk</b> Inadequate pipeline of qualified students.</p> <p>Potential for duplication of activity across University.</p>	<ul style="list-style-type: none"> <li>Strategic engagement with faculties to support enhanced Māori undergraduate participation.</li> </ul>	<ul style="list-style-type: none"> <li>In Semester 2 an Equity Activities Map project was implemented. This is designed to collate information relating to current Māori and equity group activities across the University. It addresses a current information deficit and will contribute to a more robust evidence base for improved outreach, recruitment, retention and success strategies for Māori and equity group students. The project will also enhance engagement with faculties and service divisions. It is supported by the PVC (Māori) and other key stakeholders.</li> <li>The Equity Office and SPO collaborative relationship has been strengthened and implemented. 0.5 FTE of the Equity Office Māori and Pacific Advisers' capacity has been reallocated to strategic and operational</li> </ul>	PVC Māori, SPO Director Administration, Director Centre for Pacific Studies, DVC (A), Māori and Pacific Recruitment steering group, DVC (S&E), Marketing, Rūnanga, Graduate Studies, Faculties



			<ul style="list-style-type: none"> <li>• 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.</li> <li>• Establish and implement effective collaboration with stakeholders and partners across the University to ensure alignment in strategy and communication to support enhanced postgraduate participation.</li> </ul>	<p>collaboration with the SPO.</p> <ul style="list-style-type: none"> <li>• See Equity Activities Map reference above.</li> </ul>	
			<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Kei a Tātou te Ihi (KATTI) – collaboration with external partners</li> <li>➤ Whaia Te Pae Tawhiti (WTPT) – four day campus experience for senior Māori secondary students</li> <li>➤ Tuākana Contestable Fund for aspiring postgraduate students and current postgraduate students</li> <li>➤ Tuākana Scholarships for high-achieving undergraduate students who wish to pursue postgraduate study</li> <li>➤ STEAM AHEAD and BEAMS</li> <li>➤ Staff attendance at key community events and expos, eg, Polyfest, Ngāpuhi Festival and Ngā Manu</li> </ul>		

			<p>Kōrero</p> <ul style="list-style-type: none"> <li>➤ Tuākana Learning Community</li> <li>➤ The University of Auckland Māori Recruitment Network</li> <li>➤ Participation in Kaitakawaenga</li> <li>➤ CATS Scholarships</li> </ul>		
Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
2 b			<b>Stakeholder engagement to increase recruitment of Pacific students</b>		
	Med  Low	<p><b>Opportunity</b> Tertiary Education Commission Equity Funding, expertise in Equity Office, Schools Partnership Office, Office of PVC Māori and enhanced communications capability.</p> <p><b>Risk</b> Inadequate pipeline of qualified students.</p> <p>Potential for duplication of activity across University.</p>	<ul style="list-style-type: none"> <li>• Strategic engagement with faculties to support enhanced Pacific undergraduate participation.</li> <li>• 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.</li> <li>• Establish and implement effective collaboration with stakeholders and partners across the University to ensure alignment in strategy</li> </ul>	<ul style="list-style-type: none"> <li>• See Equity Map reference above.</li> <li>• The Equity Office and SPO collaborative relationship has been strengthened and implemented. 0.5 FTE of the EO Māori and Pacific Advisers' capacity has been reallocated to strategic and operational collaboration with the SPO.</li> <li>• See Equity Activities Map reference above.</li> </ul>	<p>Director Centre for Pacific Studies, PVC Māori, SPO, Director Administration, DVC (A), DVC (S&amp;E), Māori and Pacific Recruitment steering group, Marketing, Rūnanga, Graduate Studies, Faculties</p>

			and communication to support enhanced postgraduate participation.		
			<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ PILOT – Pacific Island Leaders of Tomorrow</li> <li>➤ Tuākana Contestable Fund for aspiring postgraduate students and current postgraduate students</li> <li>➤ Tuākana Scholarships for high achieving undergraduate students who wish to pursue postgraduate study</li> <li>➤ STEAM AHEAD and BEAMS</li> <li>➤ Staff attendance at key community events and expos, eg, Polyfest, Ngāpuhi Festival and Ngā Manu Kōrero</li> <li>➤ Tuākana Learning Community</li> <li>➤ CATS Scholarships</li> </ul>		

**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			<b>Recruitment and retention of Māori staff</b>		
	Low  High	<p><b>Opportunity</b> Increased capability in Equity Office in staff equity, Māori expertise and advice, and enhanced stakeholder engagement.</p> <p><b>Risks</b> There is a competitive market for the limited pool of qualified Māori staff.</p> <p>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>	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.	<ul style="list-style-type: none"> <li>The Equity Office Pou Arahi held two hui attended by 40 Māori staff. They discussed professional development, career opportunities and contemporary issues for Māori staff. The group is keen to meet regularly and build a Māori staff network that would enhance recruitment and retention.</li> <li>The Equity Office has developed a web page highlighting provisions available to support Māori staff and identify skills managers need to implement best practice. The material is intended to be used both as a resource for staff and as part of professional development training in leadership and relationship building that illustrate best employment practice in achieving Treaty objectives.</li> <li>The Equity Office initiated and coordinates an Equity/HR professional Staff Recruitment Advisory Committee to</li> </ul>	Māori staff, PVC Māori, Human Resources (SODU and EVOLVE)

				<p>provide advice to the University's Internal Recruitment Service (IRS). Participants in the advisory committee provide advice on recruitment of Māori, Pacific, women in senior positions and staff with disabilities and impairments. The committee has strongly recommended equity data be collected, analysed and reported to enable monitoring of progress towards achievement of equity objectives. The Equity Office continues to support the IRS with relationship management, communications and specialist advice.</p>	
			<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Advice provided to managers on request</li> <li>➤ Monitoring of employment processes</li> <li>➤ EVOLVE Guidelines on evaluating Māori, and Pacific and other equity group service contributions</li> </ul>		

**Objective 13: Excellent People**

Ref No.	Risk Level	Opportunity/ Risk	Strategic initiative	Update/Comment	Other faculty/service division relationship
3 b			<b>Recruitment and retention of Pacific staff</b>		
	Med	<p><b>Opportunity</b> Increased capability in Equity Office in staff equity, Pacific expertise and advice, and stakeholder engagement.</p> <p><b>Risks</b> 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.	<ul style="list-style-type: none"> <li>• Consultation has taken place with the Director of the Centre for Pacific Studies.</li> <li>• Data has been collated and analysed.</li> <li>• The next stage includes wider consultation with key stakeholders to identify of barriers to Pacific staff recruitment and retention and develop strategies to assist staff to fulfil their potential.</li> <li>• See Equity/HR Professional Staff Recruitment Advisory Committee above.</li> </ul>	Pacific staff, Director Centre for Pacific Studies, Faculties, Service Divisions, PRG, HR
			<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Participation in the Pacific Reference Group</li> <li>➤ Analysis of Pacific staffing issues</li> <li>➤ Ongoing monitoring of employment processes, eg, promotions, appointments</li> </ul>		
Ref No.	Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
4			<b>Enhanced communication</b>		

	Low	<p><b>Opportunity</b> Increased capability in the Equity Office in communications expertise.</p> <p><b>Risk</b> Resources invested in initiatives will be under-utilised unless the benefits and implications of projects can be communicated effectively to stakeholders.</p>	<p>Enhance stakeholder engagement capability and enhance effective communication to diverse audiences.</p>	<ul style="list-style-type: none"> <li>• Equity Office communications have identified key stakeholders and audiences and strengthened their engagement with and awareness of the wide range of Equity projects, initiatives, resources and activities. This enhanced capability also ensures effective ongoing collaboration and engagement with new and diverse audiences.</li> <li>• Equity Office is building an evidence base to ensure and enhance effective communications to diverse audiences. Equity Office monitoring strategies and tools include online registration to build and communicate with comprehensive and up-to-date database; ongoing reporting and analysis of online engagement with Equity Office website; regular reporting of Equity-focused communications in University communications channels.</li> </ul>	<p>Māori staff and students, Communications and Marketing, DVC (S&amp;E) PVC Māori, Faculties, Service divisions, Equity groups</p>
		<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Briefings/workshops/training provided on equity related topics</li> <li>➤ Communications to key stakeholders including General Staff Managers, HR Managers, HoDs, askhr</li> <li>➤ Activities related to the Combining parenting and a Career programme (network meetings, web information, videos of presenters, CPC Advisers)</li> <li>➤ Participation on relevant committees</li> </ul>			

### 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
			<b>Financial management</b>		
	Low	<p><b>Opportunities</b> Providing effective value in programmes for resources allocated.</p> <p><b>Risks</b> Reputation damage if funds are not used appropriately.</p>	<ul style="list-style-type: none"> <li>Set budgets consistent with expectations and requirements. Ensure internal and external expenditure is within appropriate limits.</li> <li>Evaluate, plan and adjust project requirements in line with strategic priorities and budget, and in collaboration with PVC Māori and Director Centre for Pacific Studies.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of budgets and expenditure ensures both are within appropriate limits and are in line with strategic priorities.</li> <li>Ongoing engagement with PVC Māori and Director Centre for Pacific Studies.</li> </ul>	Finance, PVC Māori, Director Centre for Pacific Studies, The University of Auckland Foundation
			<b>Other BAU related activity:</b>		
			<ul style="list-style-type: none"> <li>➤ Managing and overseeing TECEF</li> <li>➤ Philanthropic funding</li> </ul>		



### 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
			<b>Implementing restructure for enhanced ways of working</b>		
	Low	<p><b>Opportunity</b> The Equity Office restructure in 2011 provides opportunities for enhanced ways of working.</p> <p><b>Risk</b> 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"> <li>• Supporting staff health and wellness in the workplace including through the EVOLVE framework; training and professional development; adjustment of work flow, etc.</li> <li>• Implementing findings of the staff survey in the Equity Office as appropriate.</li> </ul>	Workplace assessments have been provided to staff, and new staff have had comprehensive access to professional development as part of their induction into their new roles. Flexible work arrangements have been provided to staff including working from home. This has enhanced productivity and staff satisfaction in a very busy year.	HR
			<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Reporting back on the disaggregation of data from the Staff Survey</li> <li>➤ Communications including committee participation to disseminate best practice in equity</li> </ul>		

**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
			<b>Development of Equity Office KPIs</b>		
	Low	<p><b>Opportunity</b> Greater accountability and enhanced effectiveness.</p> <p><b>Risk</b> Failure to accurately map strategies within the timeframe.</p>	<ul style="list-style-type: none"> <li>• Identify key objectives and build strategy.</li> <li>• Determine measures and targets.</li> <li>• Develop inventory map and prioritise initiatives.</li> </ul>	The Equity Office has identified key objectives, measures and targets and completed the Strategy Map, Performance Story, OEA and KPI Template.	Planning, PVC Māori, Director Centre for Pacific Studies, HR
			<p><b>Other BAU related activity:</b></p> <ul style="list-style-type: none"> <li>➤ Annual Planning and Reporting</li> <li>➤ Review of the Equity Committee Terms of Reference</li> <li>➤ Review of the Equity Policy</li> <li>➤ Review of the UTAS Policy</li> <li>➤ Submissions to academic reviews</li> </ul>		