



THE UNIVERSITY OF  
**AUCKLAND**  
Te Whare Wānanga o Tāmaki Makaurau  
NEW ZEALAND

# Service Division Plan 2019 - 2021

## The Equity Office – Te Ara Tautika

## Section 1: Overview

### Overview

The Equity Office contributes to the University being a safe, inclusive and equitable place to study and work.

Recent achievements include establishing a university-wide programme to ensure physical, digital, work and study environments are safe, accessible and inclusive for staff and students with disabilities; enhanced equity communications; and developing equity training with key stakeholders. Unconscious bias and family violence training continue to be provided across the University. The PVC Equity is a member of the Universities New Zealand working group on preventing sexual violence in the sector.

The Equity Office's leadership enhances the University's reputation, helps attract, retain and support talented people and contributes to New Zealanders' economic and social wellbeing. The Pro Vice-Chancellor, Equity provides strategic equity leadership and advises Council and the Vice-Chancellor on fulfilling statutory and compliance obligations.

The Equity Office's relationship with the Office of the Pro Vice-Chancellor Māori and the Rūnanga support the University to meet its commitment to the Treaty of Waitangi. The relationship with the Director Pacific Strategy and Engagement and the Centre for Pacific Studies advances priorities for Pacific staff and students.

Equity Office activities include equity governance, strategy, policy, programmes, projects, resources, training, monitoring and reporting, maintaining networks and providing advice. Leadership and coordination of the Equity Leadership Committee, Equity Community of Interest, Tuākana Learning Community and the Undergraduate Targeted Admission Schemes (UTAS) Community of Interest and managing Student Disability Services are key functions.

The Equity Office's work uses robust evidence and strong relationships with staff, students and other stakeholders - including those engaged in governance, research, teaching and learning.

Key student and staff equity priorities are to increase the recruitment, retention and success of Māori, Pacific and LGBTI students and staff, low socio-economic background students, students and staff with disabilities and students from refugee backgrounds.

2019 objectives include:

- Enhancing the knowledge and skills of students and staff to ensure a safe, inclusive and equitable University
- Contributing to increased gender equity for staff and students
- Enhancing the success of staff and students with disabilities
- Strengthening engagement of prospective and current Māori and/or Pacific students

### Objectives

#### *Objective 1:*

**Enhancing the knowledge and skills of students and staff to ensure a safe, inclusive and equitable University**

#### Significant achievements and major challenges:

Significant achievements:

- Establishment of the Disability Programme, Communications and Digital Accessibility work stream

- Survey of 10,000 students on awareness of University disability services
- Development of Staff Equity web pages
- Increased awareness of students from a refugee background

Major challenges:

- Changes in digital technology
- Enhancing equity awareness and implementation given competing demands on time
- Lack of consistency across the University in implementing best practice in equity

Strategic initiatives to improve/maintain performance and address challenges:

- Enhancing communications and training
- Identifying awareness of support and resources, through feedback from staff and students
- Increasing the awareness of support for students from refugee backgrounds
- Strategic review of resources and interventions aimed at addressing unconscious bias, with emphasis on priority audiences

KPI that measures the achievement of the objective:

- Evaluations of unconscious bias workshops indicate participants' positive motivation to reduce harmful biases

Objective 2:

**Contributing to increased gender equity for staff and students**

Significant achievements and major challenges:

Significant achievements:

- Providing a comprehensive suite of policies that support gender equity
- ECE centres kohanga reo and kohungahunga provision
- Combining Parenting and a Career Programme
- Women in Leadership Programme (including promotions training)
- Monitoring and reporting on academic promotions by gender
- Unconscious bias training
- Gender-based Harassment Working Group outcomes
- Name changes for trans and gender diverse students
- Gender Transitioning at Work Guidelines
- Compliance with the New Zealand standard for rainbow-inclusive workplaces

Major challenges:

- Gender imbalance in some faculties, schools and departments, service divisions and also within certain groups such as Māori and Pacific students, senior academics and occupational groupings
- Gender based harassment and discrimination

Strategic initiatives to improve/maintain performance and address challenges:

- Developing strategic interventions with SLT to increase the participation and success of professional and academic women in the University
- Advising on the Pay Equity Project

- Advising Human Resources on monitoring and reporting on the gender pipeline, including applicants, longlists, short lists and appointments of professional and academic female staff

**KPI that measures the achievement of the objective:**

- All faculties and service divisions have gender equity objectives to achieve University goals

*Objective 3:*

**Enhancing the success of staff and students with disabilities**

**Significant achievements and major challenges:**

Significant achievements:

- Establishment of the Disability Programme
- Access to staff disability data

Major challenges:

- Low levels of disclosure of staff with disabilities

**Strategic initiatives to improve/maintain performance and address challenges:**

- Implementing actions in the Disability Programme
- Developing a website resource for prospective students with disabilities

**KPI that measures the achievement of the objective:**

- Increase use of website resource for prospective students with disabilities
- Identify gaps between compliance and best practice in physical environment accessibility
- Identify gaps between compliance and best practice in digital environment accessibility
- Increase the rate of disclosure for staff with disabilities

*Objective 4:*

**Strengthening engagement of prospective and current Māori and/or Pacific students**

**Significant achievements and major challenges:**

Significant achievements:

- Good attendance and high satisfaction from participants at outreach events
- Assistance to faculties, helping ensure strong participation with the Tuākana Learning Community
- University Te Reo Māori Policy adoption

Major challenges:

- Uneven success of Māori and Pacific students
- Better data capture of Pacific identities

### Strategic initiatives to improve/maintain performance and address challenges:

- Equity Office targeted outreach events for Māori and Pacific school students, encouraging them to attend the University
- Strategic communications, and collaboration with the Communications and Marketing Community of Practice, to increase awareness of Māori and Pacific language weeks
- Work to ensure the percentage of Māori and Pacific student registration with Student Disability Services is at a level that matches their proportion of the total student body
- Enhancing strategic and culturally appropriate support for Māori and Pacific student leaders
- Student Retention Strategy and review of UTAS
- Strategic advice and input into the University Te Reo Māori Policy and Procedures implementation

### KPI that measures the achievement of the objective:

- Increase the percentage of Māori and Pacific students attending Equity Office outreach events who indicate they will apply to study at the University
- Increase visits to Equity Office social media platforms during Māori and Pacific language weeks
- Increase the number of Māori and Pacific students registered with Student Disability Services
- Increase satisfaction with support for Māori and Pacific student leaders

### Operational risks

Capacity and capability resourcing.  
Complex stakeholder engagement.

### Prioritisation of resources

The Equity Office assigns resources to achieve strategic priorities.  
The Equity Leadership Committee supports achievement of equity priorities across the University.

### Budget strategies to remain within current levels of resourcing

Continued management of budgets across the office.

## Section 2: Monitoring performance related to the University’s strategic objectives (Budget 2019 & Forecast 2020-2021)

### Service Division Plan KPIs

KPI		2016	2017	2018	2019	2020	2021
		actual	actual	forecast	target	target	target
1	Evaluations of Unconscious Bias workshops indicate participants’ positive motivation to reduce harmful biases	N/A	N/A	N/A	70%	80%	80%
2	All faculties and service divisions have gender equity objectives to achieve University goals	N/A	N/A	N/A	3 faculties and 3 service divisions have objectives	5 faculties and 5 service divisions have objectives	8 faculties and all service divisions have objectives
3	Increase use of website resource for prospective students with disabilities	N/A	N/A	Website material developed	Website material online	Usage to increase by tbc	Usage to increase by tbc
4	Identify gaps between compliance and best practice in physical environment accessibility	N/A	Work commenced	Work progressing	Initial draft completed	Achieved	N/A
5	Identify gaps between compliance and best practice in digital environment accessibility	N/A	Work commenced	Work progressing	Initial draft completed	Achieved	N/A
6	Increase the rate of disclosure for staff with disabilities	N/A	N/A	Baseline 143	Increase by 3%	Increase by 4%	N/A
7	Increase the percentage of Māori and Pacific students attending Equity Office outreach events who indicate they will apply to study at the University	67%	69%	72%	75%	77%	80%
8	Increase visits to Equity Office social media platforms during Māori and Pacific language weeks	N/A	N/A	Establish baseline	Increase usage by 1%	Increase usage by 1%	Increase usage by 1%

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9	Increase the number of Māori and Pacific students registered with Student Disability Services	N/A	N/A	Establish baseline	Increase baseline	Increase baseline	Achieved parity
10	Increase satisfaction with support for Māori and Pacific student leaders	N/A	N/A	Develop measurement mechanism	Satisfaction at least 80%	Satisfaction at least 80%	Satisfaction at least 80%