

Unitec People Strategy 2019 - 2022

Purpose:

Led by Te Noho Kotahitanga we manaaki the success of our students and communities.

Strategic Priorities:

- » Improve the success of all students, achieving parity for Māori, Pacific and Under 25s by 2022, enhancing International student success, and serving the educational needs of the West, Central & North Auckland communities
- » Provide high quality learning, teaching and applied research to develop work-ready lifelong learners and return to Category One
- » Engage and inspire staff so they are proud to work at Unitec and are equipped with the capabilities to support quality learning
- » Build a financially sustainable organisation to invest in the future with an operating surplus by 2022

Principles:

- » Led by the values of Te Noho Kotahitanga
 - Rangatiratanga (Authority and Respect)*
 - Wakaritenga (Legitimacy)*
 - Kaitiakitanga (Guardianship)*
 - Mahi Kōtahitanga (Co-operation)*
 - Ngākau Mahaki (Respect)*
- » Connect people to our values and embed them in everything we do
- » Create a culture that we can be proud of and an environment that will support and enable student success where all staff are accountable
- » Be responsive to the emerging culture and capability needs of the organisation to support the return to Category One
- » Provide the tools, information and resources to empower staff to make the right decisions
- » Partner to ensure inclusiveness, engagement and quality outcomes
- » Apply reflective practice for continuous improvement
- » Focus on getting the basics right
- » Learn from the lessons of the past
- » Smart use of resources to maximise impact ensuring a sustainable future



Goals:

Goal 1: Lift staff engagement and foster a diverse, inclusive, value-based culture where people are proud to work at Unitec

Objectives:

1. Ensure all staff understand and demonstrate the values of Te Noho Kotahitanga by partnering with Maia in the implementation of the Māori Success strategy
2. Support the implementation of Priority Group Success Strategies
3. Continue to improve staff engagement through inclusive leadership at all levels; gather feedback through regular, ongoing staff engagement/pulse surveys, report and implement action items in a timely manner
4. Embed a positive Health and Safety culture through partnering and collaboration
5. Enhance staff wellbeing and build resilience through times of change.
6. Develop and implement a Diversity & Inclusion Strategy that:
 - a. creates a safe, inclusive work environment that enables people to bring their whole self to work
 - b. builds the organisational competence and confidence to understand and meet the diverse needs of our staff, students and communities
7. Recognise, remunerate and reward employees in a fair, timely and transparent manner
8. Build a strong employee value proposition supported by effective people processes to ensure we attract and retain people with the right capabilities and aligned values

Goal 2: Build the capability of all staff to support the success of our students

Objectives:

1. Embed a whole-of-organisation approach to capability development and professional currency with a focus on supporting Unitec-wide development priorities
2. Support the ongoing and continuous development of teacher capability to ensure academic quality and support student success
3. Support the ongoing and continuous development of all support staff to ensure a 'best practice' professional approach in the support provided across the organisation
4. Continue to embed and enhance Performance Partnering to ensure the consistent review and development of performance across Unitec aligned to organisational requirements
5. Provide appropriate support/coaching to empower staff to be successful
6. Integrate and embed competency frameworks (leadership, teaching, research) into people practices
7. Support staff to develop strong partnering relationships and collaborative networks internally and externally (industry, communities, networks)

Goal 3: Review and enhance systems and processes, focussing on continuous improvement

Objectives:

1. Review, enhance and simplify all people processes, policies and procedures to ensure they are fit for purpose.
2. Improve access to and use of systems and processes for staff
3. Develop tools and resources that enable managers to be accountable for all key management processes
4. Foster the development of self-evaluation & reflective practices to support the return to Category One
5. Improve quality, visibility and use of data to inform business decisions and to ensure a sustainable resource model and structure for the future
6. Build collaborative relationships and networks externally to ensure we remain responsive to opportunities.