

2020 Staff Engagement Survey

Institutional Summary

Te Korowai Kahurangi

November 2020



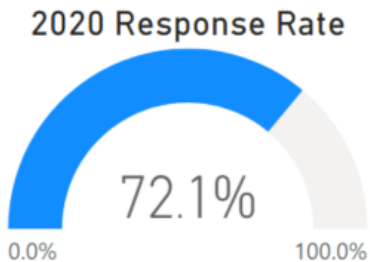
2020 Staff Engagement Survey Executive Summary

- Staff engagement continues to improve with increases shown over the past 3 years to reach 84.5% which is the highest level shown since the survey began in 2014. This signifies a 5 percentage point increase in the past 12 months and 24 percentage point increase since 2017.
- The increase has been driven by continued improvements across all areas at Unitec with particular growth shown in the performance of Executive Leadership, Communications & Change Management and Career and Professional Development opportunities.
- Performance varies by team with academic staff showing significantly lower levels of engagement when compared to non-academic staff. This is driven by lower endorsement towards Executive Leadership, Career Development, Diversity & Inclusion and Communication & Change Management performance when compared to non-academic staff.
- Engagement has improved significantly over the past 12 months for Environmental & Animal Sciences, Mataaho, Trades & Services and Health Care & Social Practice, Te Puna Ako, Reputation & Student Recruitment Leadership, People & Infrastructure Leadership and Student Success teams combined.
- Areas that have the largest impact on staff engagement include Career Development, Diversity and Inclusion and staff being aligned with Unitec's strategy. Improvements in these areas will have the largest impact in driving overall staff engagement further.

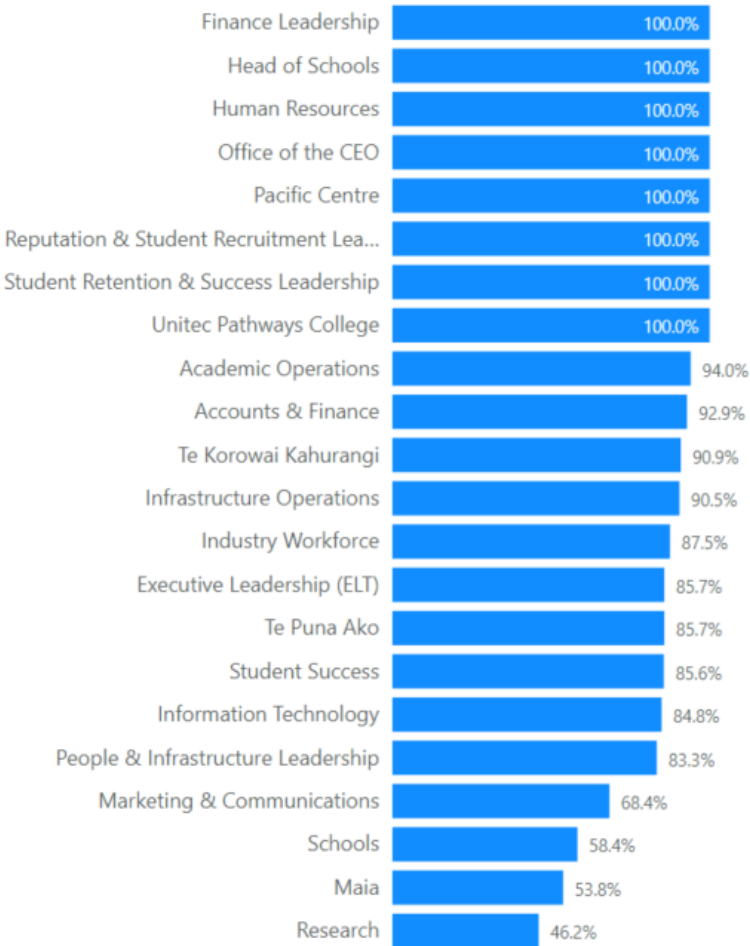
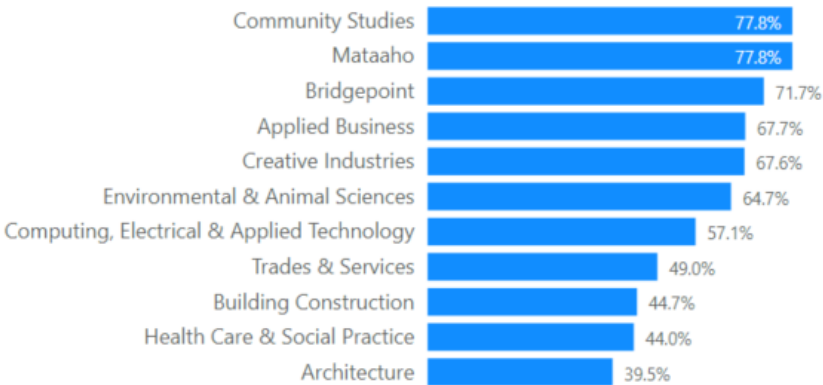
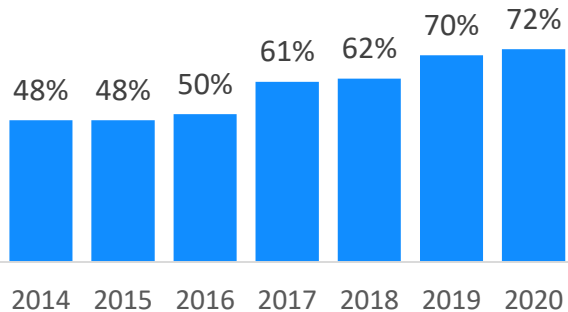


Response Rates

627 staff completed the 2020 survey which equates to a response rate of 72%. This level is the highest achieved since 2014 when the staff engagement survey began. Response rates are significantly higher amongst non-academic teams.



Response Rate Trend



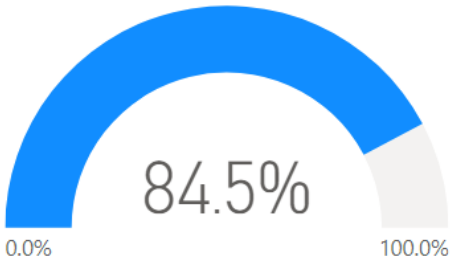
Staff Engagement



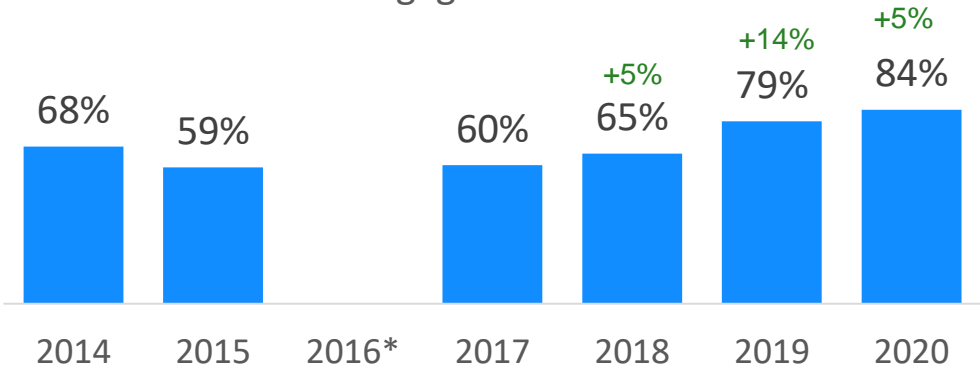
Overall Engagement Continues to Improve

Staff engagement continues to improve with a 5 percentage point increase since last year. This is the highest level shown since reporting began. This increase has occurred across all engagement statements with particular improvement shown in staff being proud to tell people that they are a part of Unitec.

2020 Staff Engagement Score

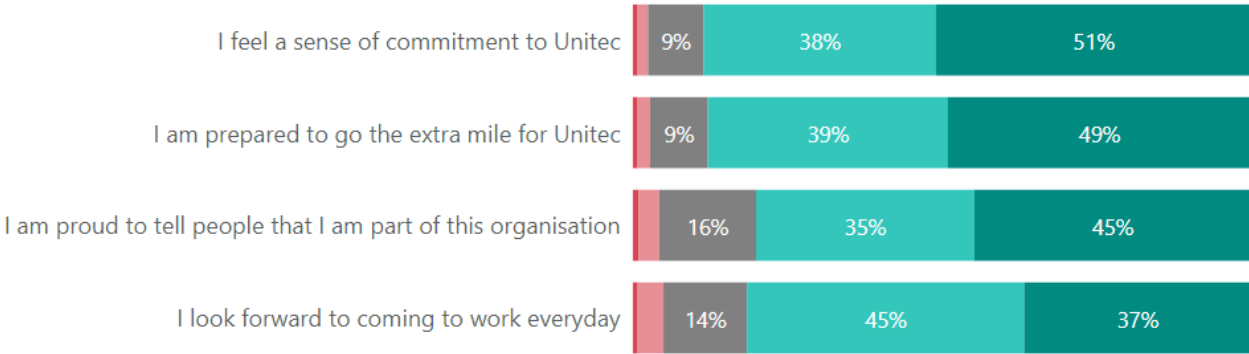


Staff Engagement Score Trend



Engagement Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment (Strongly Agree or Agree)

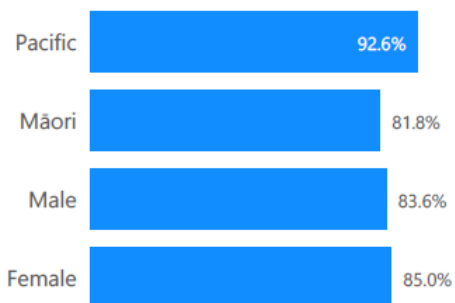
2017	2018	2019	2020	2019-2020 Change
67%	74%	85%	89%	+4
74%	76%	84%	88%	+4
46%	49%	71%	80%	+9
55%	60%	77%	82%	+5



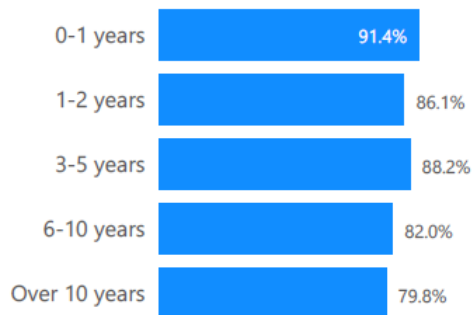
Engagement Profiling

Engagement is significantly higher across non-academic staff and most non-academic teams. Engagement is higher for staff with shorter tenure (less than 5 years).

Staff Demographics



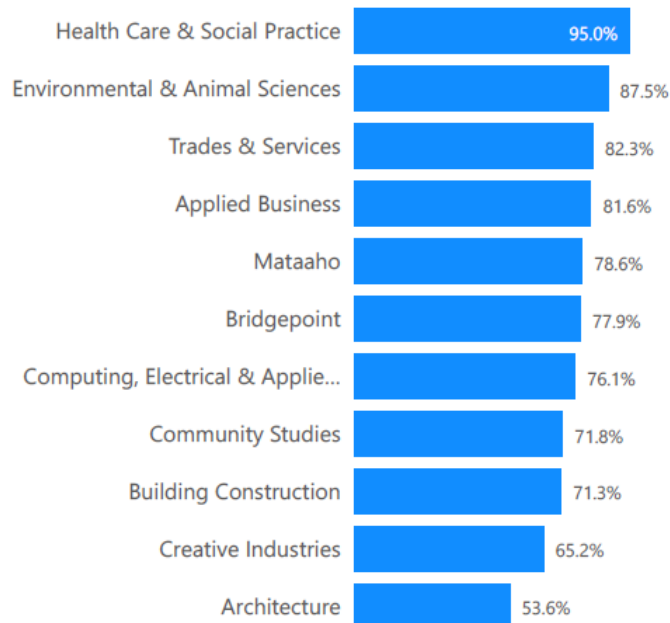
Tenure



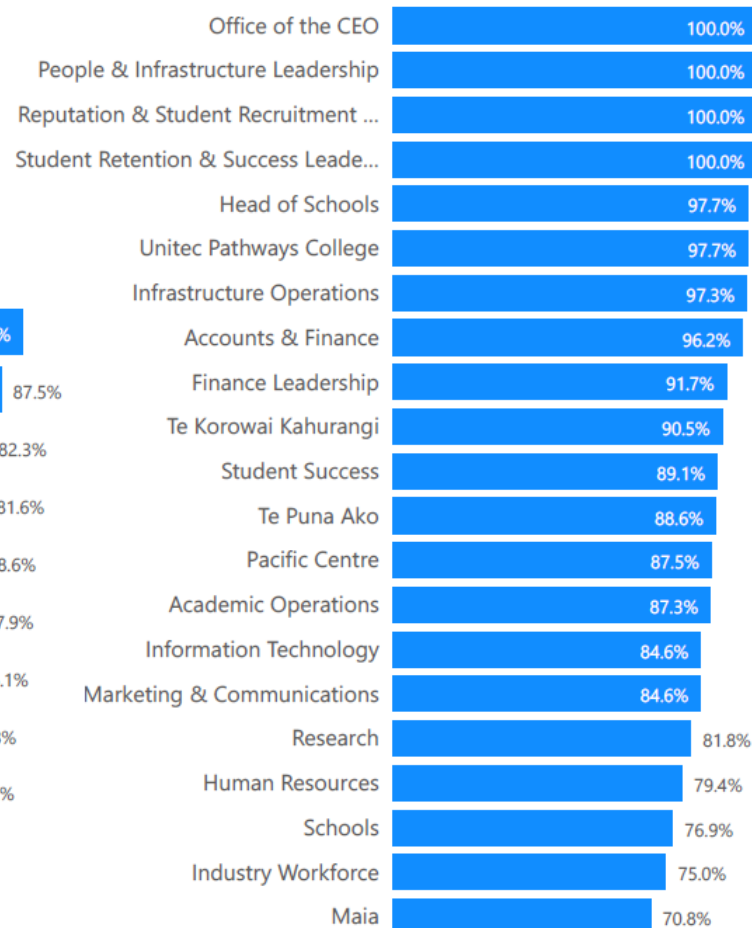
Role



School



Team

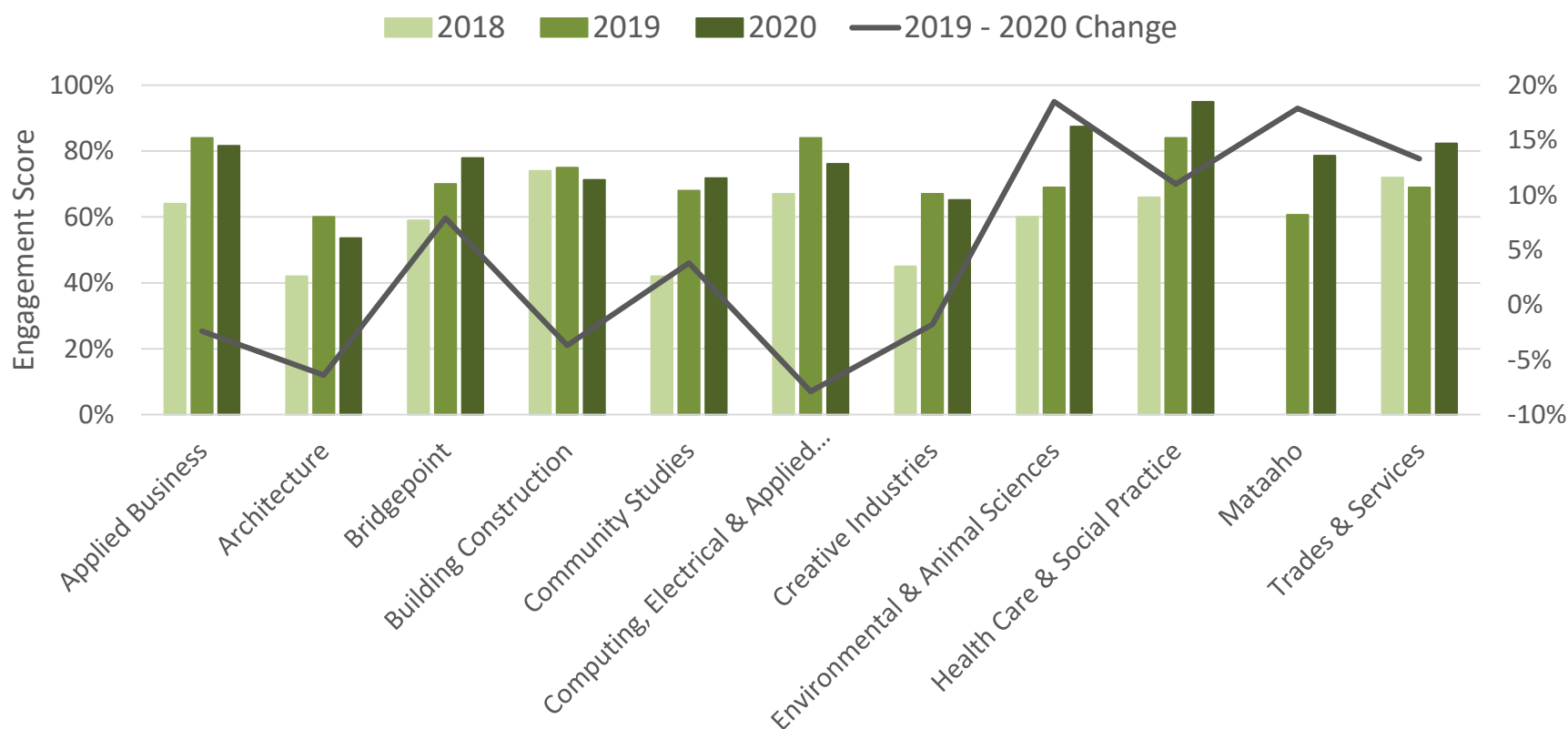


*Only teams with 3 or more responses are shown to ensure staff confidentiality

Engagement Trend by School

Engagement has improved significantly over the past 12 months for Environmental & Animal Sciences, Mataaho, Trades & Services and Health Care & Social Practice.

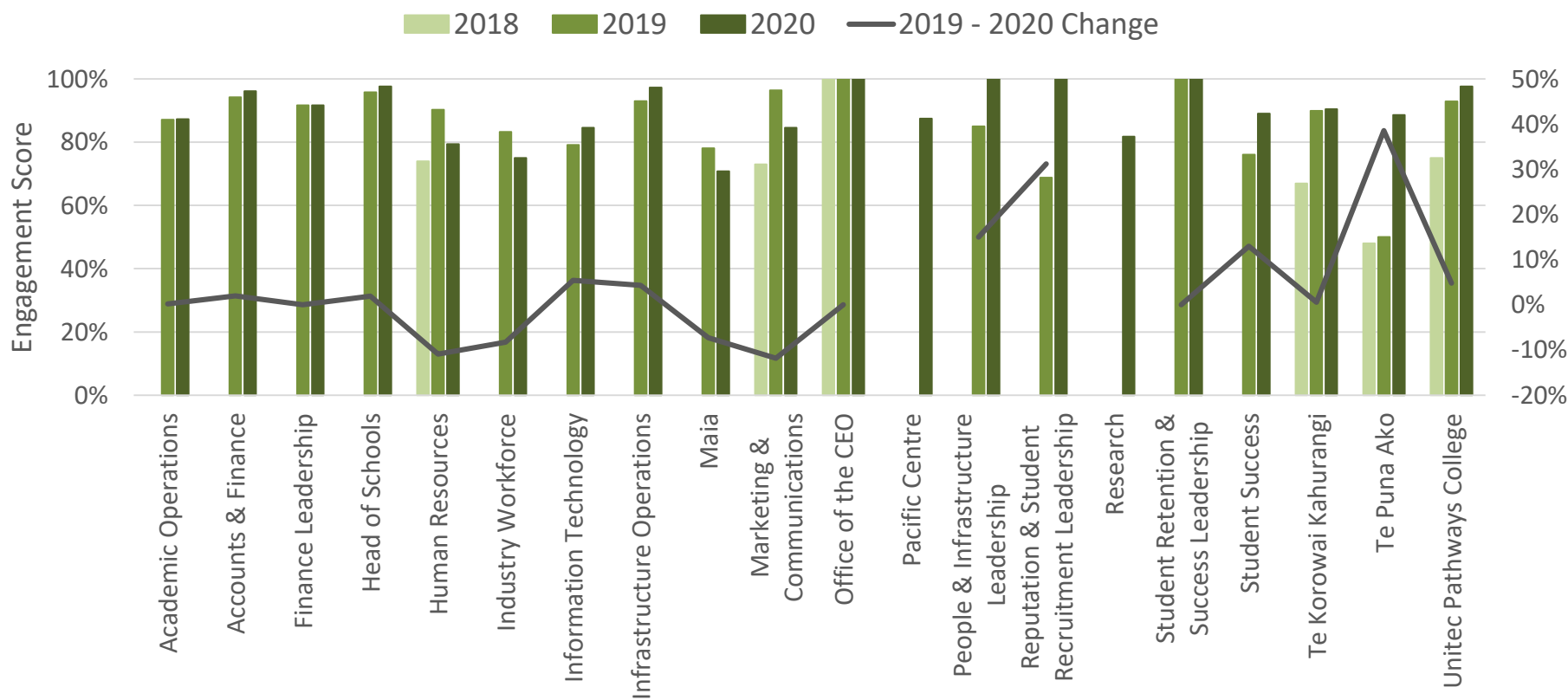
Staff Engagement by School



Engagement Trend by Non-Academic Team

Engagement has improved significantly over the past 12 months for Te Puna Ako, Reputation & Student Recruitment Leadership, People & Infrastructure Leadership and Student Success.

Staff Engagement by Non-Academic Team



Overall Performance

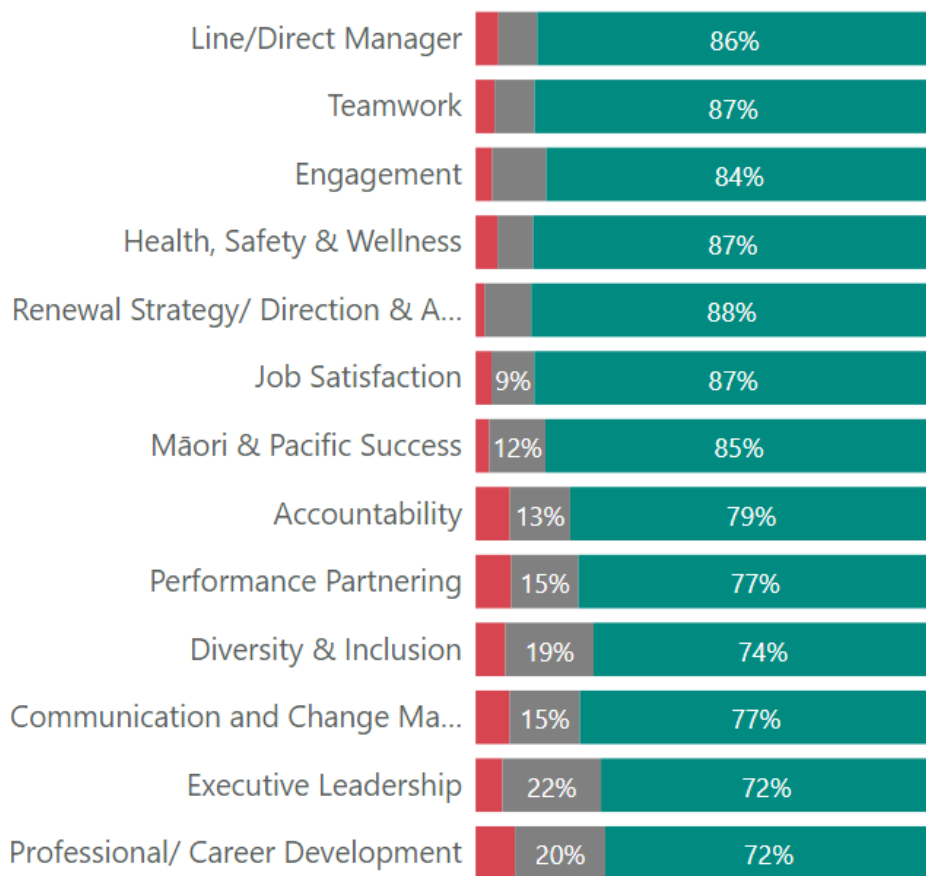


Overall Performance

Staff perceptions towards their line managers and teamwork receive the highest level of endorsement. Ratings continue to improve across all areas with significant gains shown in the last 12 months towards job satisfaction, communication & change management and professional development.

Staff Sentiment of Overall Performance

● Negative ● Neutral ● Positive



% Positive Sentiment (Strongly Agree or Agree)

Overall Performance	2017	2018	2019	2020	Change 2019-2020
Line/Direct Manager	74%	79%	85%	86%	+1
Teamwork	75%	80%	83%	87%	+4
Engagement	60%	65%	79%	84%	+5
Health, Safety & Wellness	69%	73%	82%	87%	+5
Renewal Strategy/ Direction & Alignment	64%	72%	83%	88%	+5
Job Satisfaction	58%	64%	78%	87%	+9
Māori & Pacific Success*			79%	85%	+6
Accountability	65%	70%	76%	79%	+3
Performance Partnering	54%	62%	73%	77%	+4
Diversity & Inclusion	52%	63%	69%	74%	+5
Communication & Change Management	38%	56%	69%	77%	+8
Executive Leadership	21%	52%	66%	72%	+6
Professional/ Career Development	55%	50%	64%	72%	+8

*Māori & Pacific Success statements were introduced in 2019 10



Overall Performance by Role & Staff Demographic

Academic staff show lower ratings across all statements when compared to non-academic staff, especially towards Executive Leadership, Career Development, Diversity & Inclusion and Communication & Change Management performance.

Overall Performance by Role
(% Positive Sentiment)

Grouped Statements	Academic	Non-Academic	Total
Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment	83%	91%	88%
Health, Safety & Wellness	83%	91%	87%
Job Satisfaction	82%	91%	87%
Teamwork	82%	91%	87%
Line/Direct Manager	84%	88%	86%
Māori & Pacific Success	80%	88%	85%
Engagement	78%	89%	84%
Accountability	74%	83%	79%
Performance Partnering	72%	82%	77%
Communication and Change Management	67%	85%	77%
Diversity & Inclusion	66%	81%	74%
Executive Leadership	58%	84%	72%
Professional/ Career Development	65%	77%	72%
Total	74%	86%	80%

Overall Performance by Staff Demographic
(% Positive Sentiment)

Grouped Statements	Female	Male	Māori	Pacific	Total
Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment	89%	85%	86%	87%	88%
Health, Safety & Wellness	89%	86%	88%	84%	87%
Job Satisfaction	89%	85%	91%	90%	87%
Teamwork	89%	85%	83%	90%	87%
Line/Direct Manager	88%	85%	78%	84%	86%
Māori & Pacific Success	89%	78%	91%	85%	85%
Engagement	85%	84%	82%	93%	84%
Accountability	79%	79%	78%	81%	79%
Performance Partnering	79%	75%	79%	75%	77%
Communication and Change Management	80%	73%	84%	79%	77%
Diversity & Inclusion	75%	73%	74%	74%	74%
Executive Leadership	75%	68%	80%	78%	72%
Professional/ Career Development	73%	69%	72%	78%	72%
Total	82%	78%	81%	82%	80%



Overall Performance by School

The schools that receive the highest overall ratings include Health Care & Social Practice and Environmental & Animal Sciences. Lower ratings are shown by Architecture, Creative Industries, Mataaho and Building Construction staff, particularly towards Executive Leadership and Communications & Change Management performance.

Overall Performance by School (% Positive Sentiment)

Grouped Statements	Applied Business	Architecture	Bridgepoint	Building Construction	Community Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
Line/Direct Manager	84%	88%	87%	76%	89%	80%	73%	89%	86%	89%	77%	83%
Health, Safety & Wellness	86%	73%	82%	80%	80%	77%	81%	91%	74%	93%	88%	82%
Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment	83%	68%	89%	75%	83%	81%	76%	85%	95%	66%	80%	82%
Job Satisfaction	84%	64%	89%	80%	85%	74%	74%	85%	85%	86%	83%	82%
Teamwork	80%	71%	83%	75%	84%	77%	69%	91%	89%	75%	82%	80%
Māori & Pacific Success	68%	73%	87%	65%	91%	65%	87%	77%	95%	62%	89%	80%
Engagement	82%	54%	78%	71%	72%	76%	65%	88%	95%	79%	82%	77%
Accountability	77%	60%	78%	67%	78%	77%	71%	70%	82%	73%	68%	73%
Performance Partnering	76%	55%	76%	71%	82%	65%	64%	76%	75%	61%	60%	70%
Communication and Change Management	73%	40%	76%	71%	80%	65%	46%	73%	79%	52%	51%	66%
Diversity & Inclusion	57%	49%	67%	59%	66%	57%	58%	79%	81%	66%	67%	65%
Professional/ Career Development	68%	49%	68%	55%	69%	54%	45%	74%	79%	63%	66%	63%
Executive Leadership	61%	34%	67%	42%	70%	51%	34%	63%	81%	29%	59%	56%
Total	75%	58%	78%	67%	78%	68%	62%	80%	83%	67%	72%	72%



Overall Performance by Non-Academic Team

The Office of the CEO give the highest ratings across the non-academic teams with slightly lower endorsement towards line management. Research staff show lower ratings towards Executive Leadership, Diversity & Inclusion and Communications & Change Management.

Overall Performance by Non-Academic Team (% Positive Sentiment)

Grouped Statements	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
Teamwork	95%	89%	100%	86%	94%	86%	98%	92%	92%
Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment	91%	89%	98%	100%	89%	95%	79%	90%	91%
Job Satisfaction	95%	94%	91%	100%	93%	85%	91%	91%	91%
Health, Safety & Wellness	89%	94%	86%	100%	91%	91%	100%	90%	91%
Engagement	90%	95%	98%	100%	90%	87%	82%	90%	89%
Line/Direct Manager	88%	97%	100%	71%	94%	81%	92%	89%	89%
Māori & Pacific Success	84%	96%	94%	100%	80%	92%	77%	91%	88%
Communication and Change Management	81%	92%	89%	95%	85%	84%	69%	86%	85%
Executive Leadership	75%	91%	98%	100%	89%	82%	63%	83%	83%
Accountability	82%	85%	88%	95%	87%	81%	85%	81%	83%
Performance Partnering	81%	85%	92%	91%	85%	79%	93%	80%	82%
Diversity & Inclusion	73%	90%	89%	100%	84%	80%	64%	78%	80%
Professional/ Career Development	74%	73%	86%	84%	79%	73%	78%	79%	77%
Total	83%	89%	92%	94%	87%	84%	82%	85%	86%

Levers to Drive Engagement



Drivers of Engagement

Areas that have the largest impact on staff engagement include career development, diversity and inclusion and staff being aligned with Unitec’s strategy. Improvements in these areas will have the largest impact on driving overall engagement.

Drivers of Staff Engagement

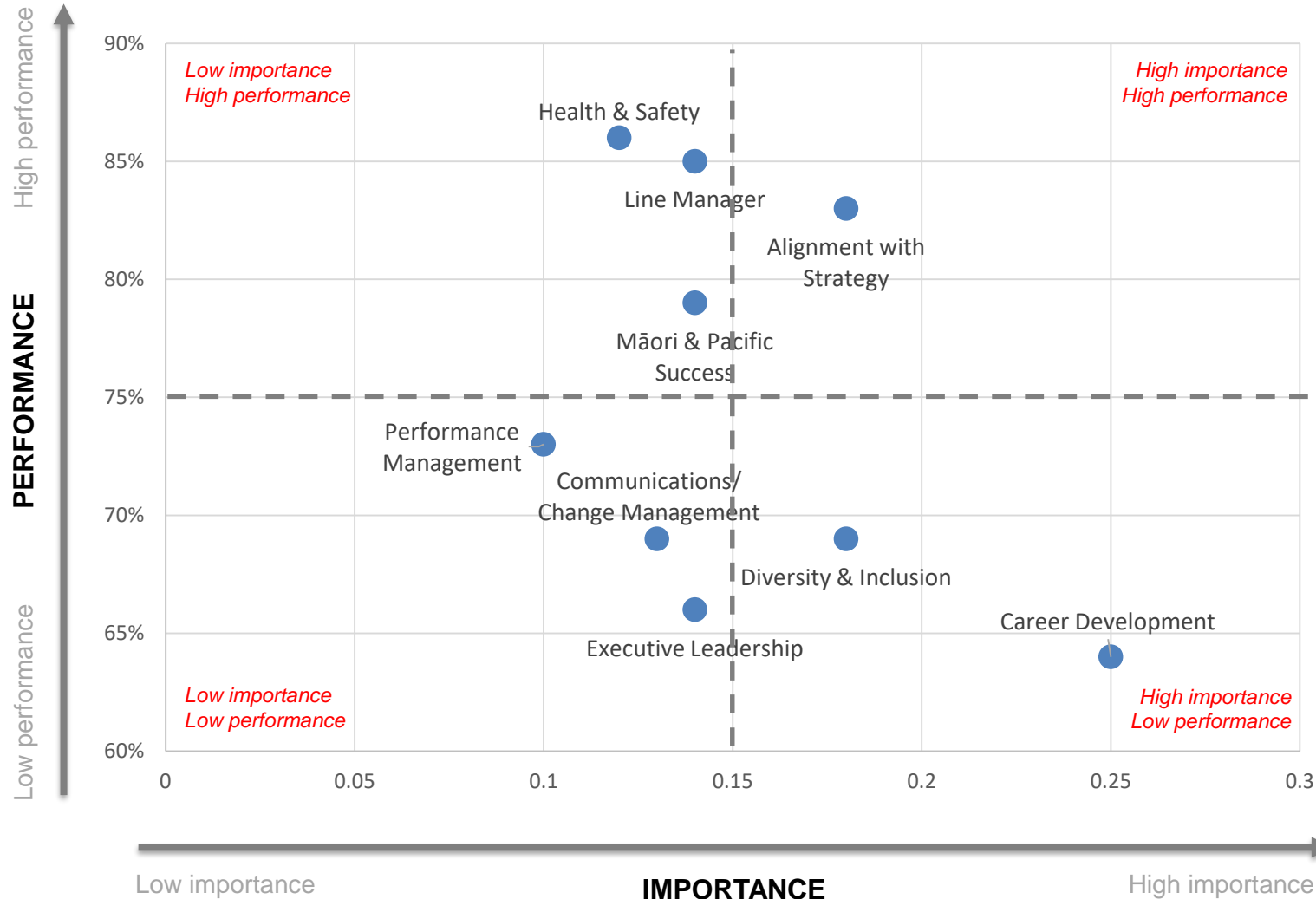
**Staff
Engagement**

Drivers	Impact
Career Development	18%
Diversity & Inclusion	13%
Alignment with Strategy	13%
Line Manager	10%
Executive Leadership	10%
Māori & Pacific Success	10%
Communications/ Change Management	9%
Health & Safety	9%
Performance Management	7%

Factor analysis was conducted with 2019 survey data to develop themes and then regression analysis was run to identify the impact of each theme on overall staff engagement

Engagement Priority Matrix

The levers to drive engagement based off importance and current performance is career development and diversity & inclusion perceptions. Keeping staff aligned with the Unitec strategy is an important strength that needs to be maintained.



The priority matrix plots performance (% positive sentiment) vs importance (driver model impact on engagement).

Categories positioned in top right quadrant have high importance (high impact on driving engagement) and strong performance.

Categories in bottom right quadrant have high importance and relatively lower performance.

Specific Performance Areas

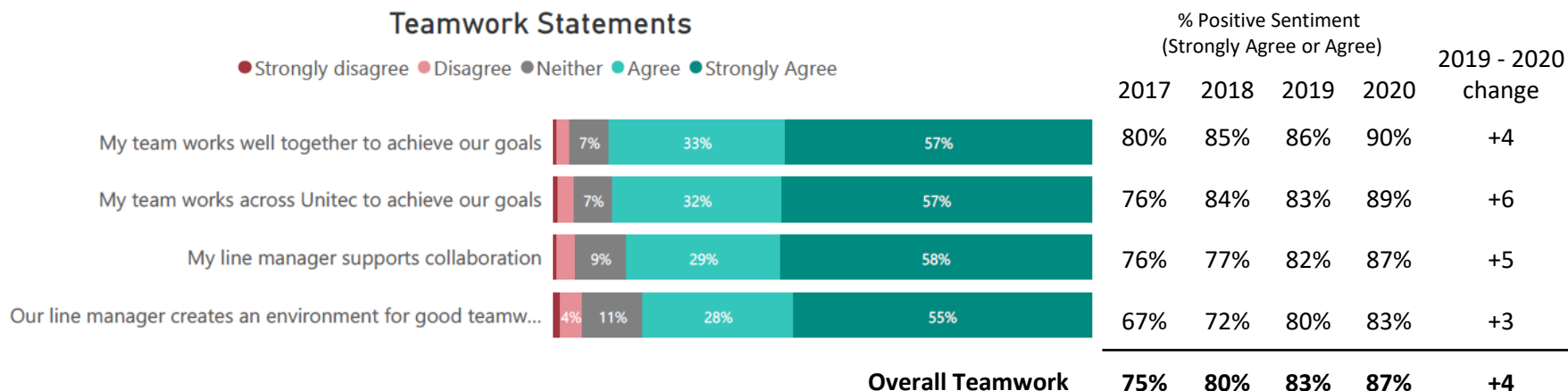


Teamwork

There has been continued growth across all team management metrics this year. Schools that show lower ratings in this area are Creative Industries and Architecture when compared to other schools.

Teamwork Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
My line manager supports collaboration	95%	94%	100%	71%	92%	82%	100%	92%	90%
My team works across Unitec to achieve our goals	95%	88%	100%	100%	96%	94%	92%	95%	95%
My team works well together to achieve our goals	95%	88%	100%	100%	98%	89%	100%	94%	94%
Our line manager creates an environment for good teamwork	95%	88%	100%	71%	92%	77%	100%	87%	87%
Total	95%	89%	100%	86%	94%	86%	98%	92%	92%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architecture	Bridgepoint	Building Construction	Community Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
My line manager supports collaboration	75%	79%	85%	80%	92%	78%	59%	90%	90%	79%	79%	81%
My team works across Unitec to achieve our goals	80%	64%	82%	79%	84%	74%	71%	90%	90%	71%	83%	80%
My team works well together to achieve our goals	90%	64%	89%	70%	77%	83%	79%	90%	90%	71%	96%	83%
Our line manager creates an environment for good teamwork	75%	79%	77%	70%	85%	74%	67%	95%	85%	79%	71%	78%
Total	80%	71%	83%	75%	84%	77%	69%	91%	89%	75%	82%	80%



Teamwork Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about how well your team work together?

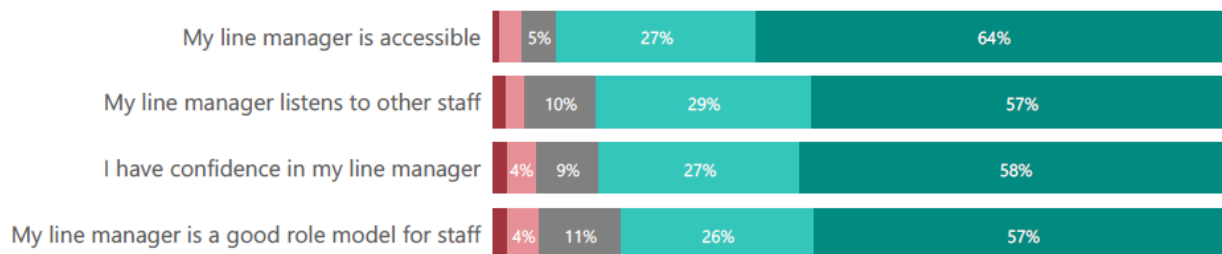
- Mostly positive about how their immediate team works and collaborates together, mixed response about working with teams across Unitec.
- Many like their team and enjoy working with them.
- Good communication from manager makes a team work well.
- It can be challenging to work in diverse teams, but usually positive.
- Restructures, time and location constraints and workload can hinder teamwork.
- Some feel let down by others in their team they perceive as poor performers.
- Some highlight the need for clarity in roles and responsibilities within their teams.

Line/ Direct Manager

There has been continued growth in the perceptions that staff have confidence in their line manager and that their line manager is a good role model.

Line Management Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment (Strongly Agree or Agree)				2019 - 2020 change
2017	2018	2019	2020	
84%	87%	91%	91%	-
75%	79%	85%	86%	+1
70%	75%	83%	86%	+3
65%	73%	80%	83%	+3
Overall Line Manager				+2

% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I have confidence in my line manager	93%	100%	100%	67%	94%	78%	92%	87%	88%
My line manager is a good role model for staff	83%	100%	100%	67%	89%	74%	83%	84%	84%
My line manager is accessible	93%	94%	100%	83%	98%	91%	100%	93%	94%
My line manager listens to other staff	83%	94%	100%	67%	94%	82%	92%	92%	89%
Total	88%	97%	100%	71%	94%	81%	92%	89%	89%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architec ture	Bridgep oint	Building Constructi on	Communi ty Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I have confidence in my line manager	80%	86%	89%	75%	85%	83%	75%	85%	90%	79%	75%	82%
My line manager is a good role model for staff	80%	86%	83%	75%	85%	74%	75%	85%	90%	93%	75%	81%
My line manager is accessible	90%	86%	94%	90%	96%	87%	71%	90%	75%	93%	88%	88%
My line manager listens to other staff	85%	93%	83%	65%	89%	78%	71%	95%	90%	93%	71%	82%
Total	84%	88%	87%	76%	89%	80%	73%	89%	86%	89%	77%	83%



Line/ Direct Manager Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about your line manager?

- Positive feedback themes – supportive, good people skills and leadership style, calming influence, appreciated, accessible, available, collaborative, responsive, well-organised, caring, engaged, respect diversity, high trust, clear.
- Negative feedback themes – distant, disconnected, needs more cultural awareness, needs to be more conciliatory, fixed view, needs management training, needs to delegate, sometimes lacks confidence, burnt out.
- Many observed that their manager was overworked.
- Some observed that they were not sure currently who their line manager was.

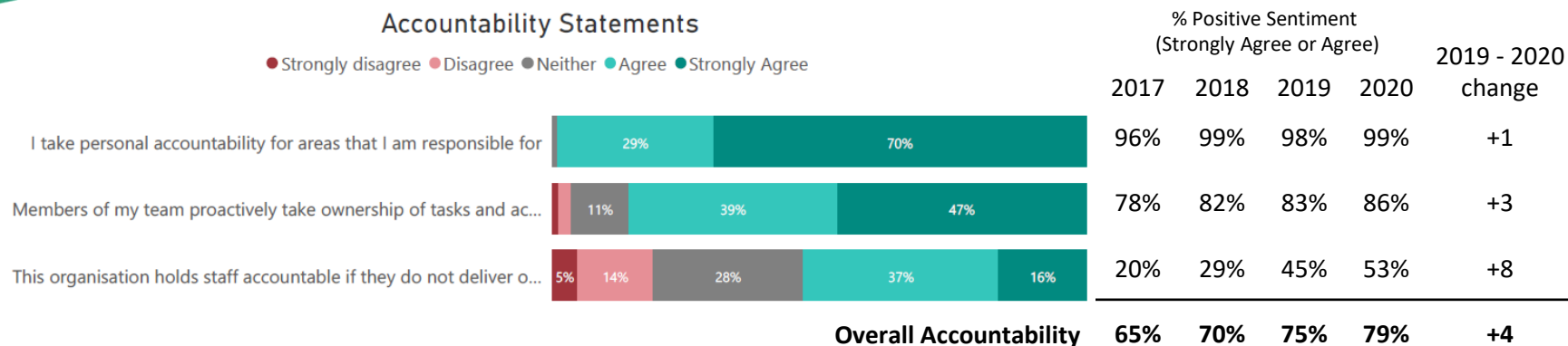


Accountability

There has been strong growth in staff ratings towards Unitec holding staff accountable if they do not deliver on required tasks/ activities. Despite this, ratings are still relatively low across most teams in this area.

Accountability Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I take personal accountability for areas that I am responsible for	98%	100%	100%	100%	98%	100%	100%	100%	99%
Members of my team proactively take ownership of tasks and activities	92%	94%	100%	100%	89%	84%	100%	88%	89%
This organisation holds staff accountable if they do not deliver on required tasks/activities	55%	60%	64%	86%	73%	60%	55%	53%	61%
Total	82%	85%	88%	95%	87%	81%	85%	81%	83%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architecture	Bridgepoint	Building Construction	Community Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I take personal accountability for areas that I am responsible for	95%	100%	100%	100%	100%	100%	100%	100%	100%	93%	96%	99%
Members of my team proactively take ownership of tasks and activities	80%	64%	86%	65%	85%	83%	70%	85%	90%	100%	75%	80%
This organisation holds staff accountable if they do not deliver on required tasks/activities	55%	14%	49%	35%	48%	48%	41%	25%	55%	29%	33%	41%
Total	77%	60%	78%	67%	78%	77%	71%	70%	82%	73%	68%	73%



Accountability Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about accountability in your team/ at Unitec?

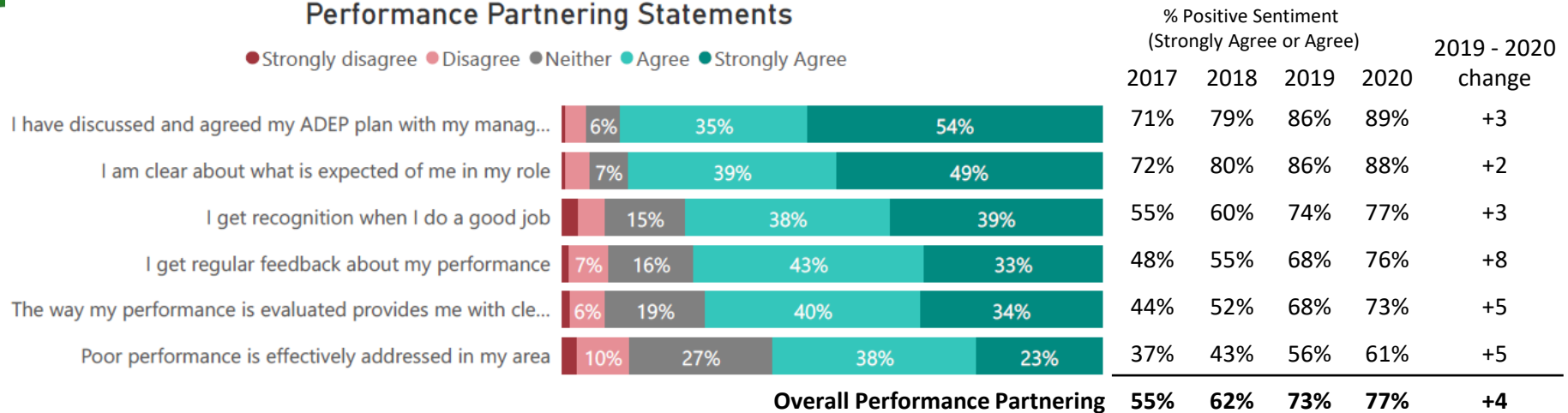
- Many felt that they and their teams were accountable and supportive.
- Concern about overworked and underperforming employees, and unfairly distributed workloads.
- Concern that poor performance is not properly managed and people are not held to account - poor behaviour is rewarded.
- There should be a management focus on accountability and this needs to start at the top.
- More time and care needed for those new to teaching.
- Unitec has got better at accountability but still some way to go in this area.

Performance Partnering

There has been strong growth across all performance partnering metrics this year, especially in terms of getting regular feedback. Architecture staff show lower ratings across most areas when compared to other schools.

Performance Partnering Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I am clear about what is expected of me in my role	90%	94%	100%	100%	94%	90%	100%	90%	92%
I get recognition when I do a good job	88%	94%	91%	100%	87%	73%	100%	78%	82%
I get regular feedback about my performance	78%	69%	100%	80%	84%	77%	92%	80%	80%
I have discussed and agreed my ADEP plan with my manager	93%	87%	100%	80%	93%	91%	100%	87%	91%
Poor performance is effectively addressed in my area	62%	86%	73%	100%	73%	64%	82%	68%	69%
The way my performance is evaluated provides me with clear guidelines for improvement	78%	81%	91%	80%	81%	78%	83%	75%	79%
Total	81%	85%	92%	91%	85%	79%	93%	80%	82%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architecture	Bridgepoint	Building Construction	Community Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I am clear about what is expected of me in my role	85%	79%	86%	85%	92%	74%	73%	80%	90%	79%	71%	82%
I get recognition when I do a good job	80%	71%	74%	65%	81%	52%	61%	90%	75%	50%	63%	70%
I get regular feedback about my performance	70%	43%	74%	75%	81%	70%	61%	75%	70%	57%	63%	69%
I have discussed and agreed my ADEP plan with my manager	90%	79%	88%	84%	92%	82%	86%	100%	90%	86%	74%	87%
Poor performance is effectively addressed in my area	65%	21%	55%	42%	60%	57%	52%	30%	58%	36%	38%	48%
The way my performance is evaluated provides me with clear guidelines for improvement	65%	36%	74%	75%	85%	57%	52%	80%	65%	57%	52%	65%
Total	76%	55%	76%	71%	82%	65%	64%	76%	75%	61%	60%	70%



Performance Partnering Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about how your performance is managed?

- People feel well supported and are grateful for feedback and acknowledgement.
- ADEP meetings keep people current and focused on their PD.
- ADEPs are an inclusive approach to performance
- Recognition from wider Unitec is also important and valued.
- Some feel there is a focus on what hasn't been done rather than their accomplishments.
- Some feel it's a tick box exercise, not effective.
- ADEP is ill-equipped to deal with poor performance.

Health Safety & Wellness

There has been strong growth across all statements this year, especially in terms of Unitec taking a positive action on health & wellbeing and the physical environment allowing staff to do their jobs well.

Health Safety & Wellness Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree

	% Positive Sentiment (Strongly Agree or Agree)					2019 - 2020 change
	2017	2018	2019	2020		
I am clear about my Health and Safety expectations in my r...		73%	81%	89%	93%	+4
I understand the hazards in my work areas		82%	84%	93%	94%	+1
Unitec offers flexible work practices which help me to man...		75%	75%	81%	88%	+7
I know what to do if there is a Health and Safety incident i...		75%	84%	90%	91%	+1
Unitec takes positive action on staff health and well-being		61%	64%	77%	86%	+9
Safety is actively discussed at my team meetings		52%	61%	73%	79%	+6
My physical environment allows me to do my job well		60%	62%	72%	81%	+9
Overall Health Safety & Wellness	68%	73%	82%	87%		+5

% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I am clear about my Health and Safety expectations in my role	93%	88%	100%	100%	95%	97%	100%	94%	95%
I know what to do if there is a Health and Safety incident in my area	88%	88%	91%	100%	93%	92%	100%	91%	92%
I understand the hazards in my work areas	92%	100%	100%	100%	94%	98%	100%	93%	95%
My physical environment allows me to do my job well	79%	100%	73%	100%	93%	86%	100%	84%	87%
Safety is actively discussed at my team meetings	80%	88%	82%	100%	82%	83%	100%	84%	84%
Unitec offers flexible work practices which help me to manage my work-life balance	100%	100%	82%	100%	87%	93%	100%	88%	91%
Unitec takes positive action on staff health and well-being	90%	94%	73%	100%	91%	91%	100%	91%	91%
Total	89%	94%	86%	100%	91%	91%	100%	90%	91%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architec ture	Bridgep oint	Building Constructi on	Communi ty Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I am clear about my Health and Safety expectations in my role	84%	79%	88%	95%	85%	87%	100%	95%	80%	100%	96%	90%
I know what to do if there is a Health and Safety incident in my area	89%	100%	85%	85%	85%	83%	100%	95%	65%	100%	100%	89%
I understand the hazards in my work areas	95%	86%	91%	95%	88%	91%	100%	100%	75%	100%	100%	93%
My physical environment allows me to do my job well	95%	29%	74%	74%	88%	52%	35%	75%	75%	86%	83%	70%
Safety is actively discussed at my team meetings	63%	79%	62%	50%	50%	86%	91%	95%	55%	93%	79%	72%
Unitec offers flexible work practices which help me to manage my work-life balance	89%	86%	89%	85%	85%	78%	65%	95%	80%	79%	79%	83%
Unitec takes positive action on staff health and well-being	84%	57%	86%	75%	77%	61%	74%	85%	90%	93%	79%	79%
Total	86%	73%	82%	80%	80%	77%	81%	91%	74%	93%	88%	82%



Health Safety & Wellness Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about health & safety in your team/ at Unitec?

- Positive feedback about wellbeing initiatives such as yoga, cycling etc.
- Mostly positive feedback about flexible working and ability to work from home.
- Many impressed with Unitec's commitment and proactive and positive approach to health and communication around this.
- The work of the Health & Safety team is appreciated.
- Unitec's focus on inclusion helps people feel safe.
- Cramped, uncomfortable and unhealthy buildings to work from.
- High workload an issue.

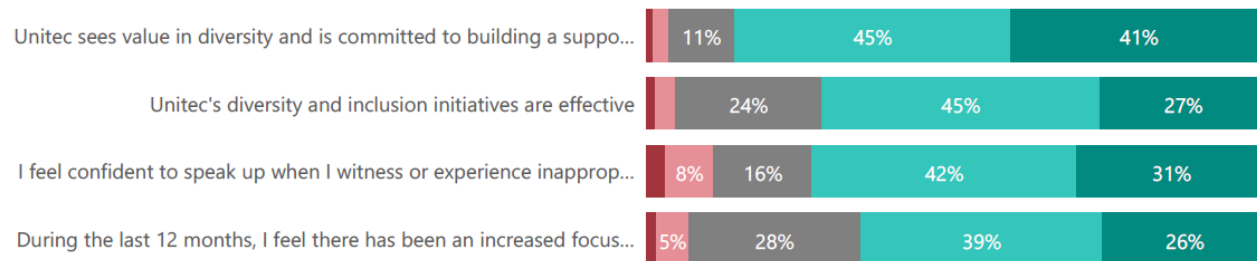


Diversity & Inclusion

There has been strong growth across all diversity and inclusion metrics this year, especially in terms of Unitec's diversity and inclusion initiatives being effective and staff feeling there has been an increased focus in the past 12 months.

Diversity & Inclusion Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment
(Strongly Agree or Agree)

2019 - 2020
change

2017	2018	2019	2020	2019 - 2020 change
		82%	86%	+4
		66%	73%	+7
43%	55%	66%	72%	+6
		63%	66%	+3
Overall Diversity & Inclusion				69% 74% +5

% Positive Sentiment
(Strongly Agree or Agree)

	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
During the last 12 months, I feel there has been an increased focus on inclusive behaviours	68%	71%	82%	100%	80%	74%	45%	73%	74%
I feel confident to speak up when I witness or experience inappropriate behavior	73%	100%	91%	100%	80%	73%	64%	78%	78%
Unitec sees value in diversity and is committed to building a supportive and inclusive environment	83%	94%	82%	100%	92%	93%	73%	90%	90%
Unitec's diversity and inclusion initiatives are effective	70%	94%	100%	100%	83%	81%	73%	73%	79%
Total	73%	90%	89%	100%	84%	80%	64%	78%	80%

% Positive Sentiment
(Strongly Agree or Agree)

	Applied Business	Architecture	Bridgepoint	Building Construction	Community Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
During the last 12 months, I feel there has been an increased focus on inclusive behaviours	37%	29%	53%	42%	58%	55%	45%	55%	75%	57%	65%	53%
I feel confident to speak up when I witness or experience inappropriate behavior	53%	57%	63%	70%	58%	57%	70%	85%	75%	79%	71%	66%
Unitec sees value in diversity and is committed to building a supportive and inclusive environment	79%	71%	83%	75%	85%	65%	70%	95%	95%	79%	75%	79%
Unitec's diversity and inclusion initiatives are effective	58%	38%	69%	47%	65%	52%	48%	80%	80%	50%	58%	60%
Total	57%	49%	67%	59%	66%	57%	58%	79%	81%	66%	67%	65%



Diversity & Inclusion Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about diversity & inclusion at Unitec?

- Unitec is very diverse, more so in some areas than others.
- There are some good initiatives in place and being rolled out, but still a long way to go.
- Still pockets of poor conduct, and a reluctance to Speak Up from some areas, for fear of sanction.
- Sometimes being inclusive of some can make others feel excluded and not seen.
- Some scepticism on the need for D & I initiatives and some comment on some D & I resources being lost.



Professional/ Career Development

There has been continued strong growth across all professional and career development statements over the past 2 years. Architecture and Creative Industries staff show lower endorsement when compared to other schools.

Professional/ Career Development Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree

	% Positive Sentiment (Strongly Agree or Agree)				2019 - 2020 change
	2017	2018	2019	2020	
My line manager encourages my development	70%	66%	78%	84%	+6
I am supported to develop the skills I need in my career	57%	48%	65%	74%	+9
Working at Unitec provides me with experience to remain ...	52%	51%	66%	71%	+5
Unitec helps me stay current in my profession	51%	45%	60%	69%	+9
Working at Unitec enables me to network with others to a...	51%	47%	60%	67%	+7
There are opportunities for me to develop my career at Uni...	48%	43%	57%	64%	+7
Overall Professional/ Career Development	55%	50%	64%	72%	+7

% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I am supported to develop the skills I need in my career	78%	69%	82%	83%	79%	74%	75%	86%	79%
My line manager encourages my development	90%	94%	100%	80%	87%	84%	92%	91%	89%
There are opportunities for me to develop my career at Unitec	61%	67%	91%	83%	79%	63%	67%	72%	70%
Unitec helps me stay current in my profession	70%	69%	73%	71%	73%	75%	58%	75%	73%
Working at Unitec enables me to network with others to advance my career	68%	64%	82%	100%	76%	63%	100%	75%	73%
Working at Unitec provides me with experience to remain highly employable	78%	75%	91%	86%	82%	78%	75%	77%	79%
Total	74%	73%	86%	84%	79%	73%	78%	79%	77%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architec ture	Bridge po int	Building Constructi on	Communi ty Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I am supported to develop the skills I need in my career	80%	62%	68%	55%	81%	57%	39%	80%	75%	71%	63%	66%
My line manager encourages my development	70%	69%	86%	80%	88%	70%	65%	90%	75%	79%	74%	78%
There are opportunities for me to develop my career at Unitec	50%	36%	59%	30%	62%	52%	39%	55%	80%	54%	63%	54%
Unitec helps me stay current in my profession	75%	46%	68%	47%	69%	52%	52%	75%	90%	46%	67%	64%
Working at Unitec enables me to network with others to advance my career	70%	43%	59%	55%	62%	48%	35%	80%	65%	71%	58%	58%
Working at Unitec provides me with experience to remain highly employable	60%	38%	68%	60%	50%	48%	39%	63%	90%	54%	75%	60%
Total	68%	49%	68%	55%	69%	54%	45%	74%	79%	63%	66%	63%



Professional/ Career Development Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about your career development opportunities?

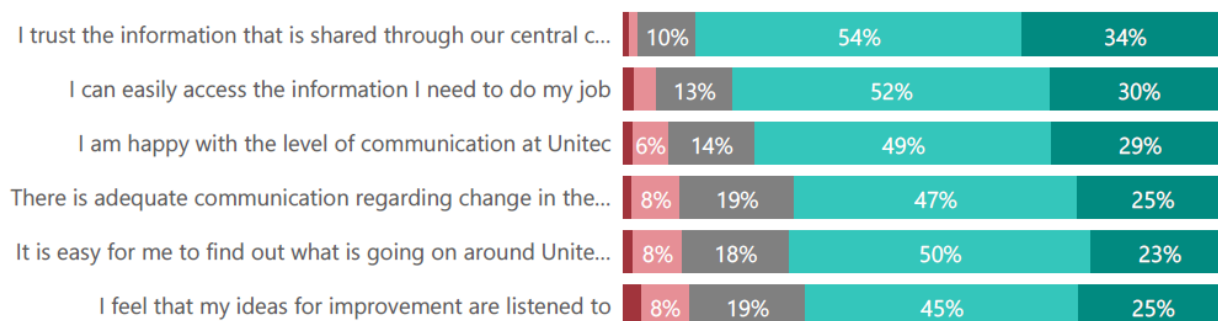
- There was a recognition that Unitec encourages development, gratitude for the amount of PD leave and the range of PD opportunities
- Many felt supported by their manager, team and Unitec in their development.
- Often workload and budget constraints mean that people are not able to take advantage of them.
- PD time in the workload model is often not reflected in reality.
- Feedback about badges include disappointment that 2 were still expected this year given the extra workload
- While some like the badging system others do not.
- People are unhappy that professional membership fees are not being fully covered by Unitec.
- Many acknowledged that a lot of their development was “learning on the job” and secondment was mentioned as an opportunity to develop.
- Te Pūkenga was seen as both a threat and an opportunity.
- An over-focus on compliance was noted.

Communication

There has been strong growth across all communication metrics this year, especially in terms of staff being happy with the level of communication.

Communication Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment (Strongly Agree or Agree)				2019 - 2020 change
2017	2018	2019	2020	
55%	72%	79%	88%	+9
47%	60%	74%	82%	+8
	52%	67%	78%	+11
29%	48%	64%	73%	+9
25%	57%	69%	72%	+3
36%	48%	61%	70%	+9
Overall Communication				+8

% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I am happy with the level of communication at Unitec	85%	94%	100%	100%	86%	82%	82%	85%	85%
I can easily access the information I need to do my job	88%	88%	82%	100%	89%	93%	73%	93%	91%
I feel that my ideas for improvement are listened to	72%	88%	100%	86%	80%	72%	60%	83%	79%
I trust the information that is shared through our central communications channels	93%	94%	100%	100%	93%	97%	73%	91%	93%
It is easy for me to find out what is going on around Unitec that impacts me	73%	94%	82%	100%	81%	83%	64%	83%	81%
There is adequate communication regarding change in the organisation	75%	94%	73%	86%	80%	75%	64%	82%	79%
Total	81%	92%	89%	95%	85%	84%	69%	86%	85%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architec ture	Bridgep oint	Building Constructi on	Communi ty Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I am happy with the level of communication at Unitec	79%	21%	83%	75%	88%	70%	43%	80%	80%	43%	50%	68%
I can easily access the information I need to do my job	74%	62%	80%	75%	81%	78%	43%	65%	60%	71%	58%	69%
I feel that my ideas for improvement are listened to	58%	29%	60%	50%	71%	52%	43%	65%	80%	57%	48%	57%
I trust the information that is shared through our central communications channels	89%	50%	86%	90%	85%	74%	70%	80%	95%	71%	79%	80%
It is easy for me to find out what is going on around Unitec that impacts me	63%	43%	74%	65%	73%	61%	30%	70%	80%	29%	42%	59%
There is adequate communication regarding change in the organisation	74%	36%	71%	70%	81%	57%	43%	75%	80%	43%	29%	61%
Total	73%	40%	76%	71%	80%	65%	46%	73%	79%	52%	51%	66%



Communication Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about communication at Unitec?

- A lot of feedback about the Nest being difficult to navigate and outdated systems that don't "talk" to each other.
- Some people feel listened to. Others feel their ideas and suggestions are not put forward, or not understood or attended to.
- Some say too much is better than too little and there has been a high level of continuous communication.
- Some people don't want any more emails, it takes time to read all the comms.
- Need to stop meetings with lots of information without consideration of audience interest or involvement.
- Need more external comms to manage the external perception of Unitec.

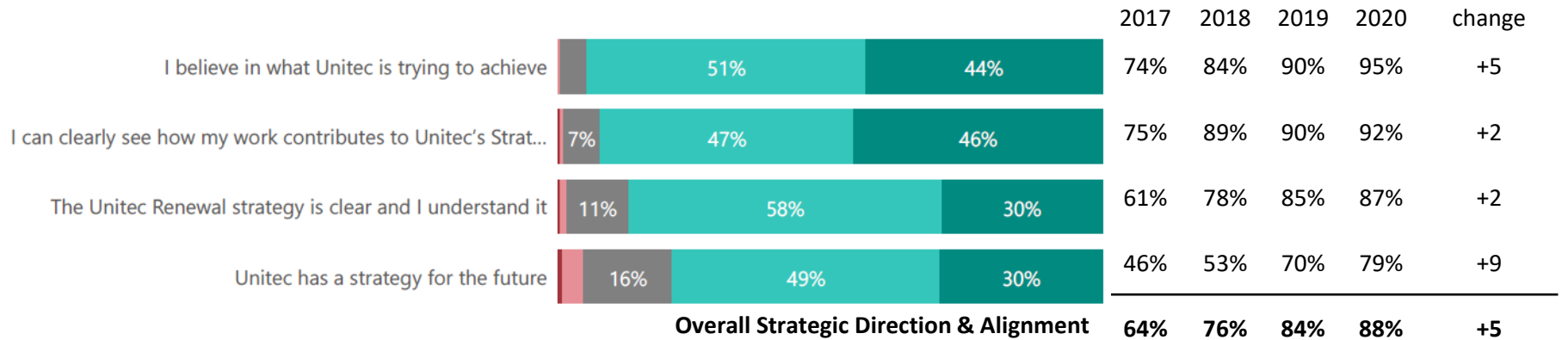


Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment

There has been continued growth across all strategy metrics this year, especially in terms of staff feeling that Unitec has a strategy for the future.

Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I believe in what Unitec is trying to achieve	94%	100%	100%	100%	96%	100%	86%	94%	96%
I can clearly see how my work contributes to Unitec's Strategic Goals	94%	92%	100%	100%	92%	97%	100%	94%	95%
The Unitec Renewal strategy is clear and I understand it	94%	85%	100%	100%	87%	95%	86%	85%	90%
Unitec has a strategy for the future	83%	81%	91%	100%	84%	88%	58%	85%	85%
Total	91%	89%	98%	100%	89%	95%	79%	90%	91%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architec ture	Bridgep oint	Building Constructi on	Communi ty Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I believe in what Unitec is trying to achieve	92%	86%	97%	85%	91%	100%	87%	100%	95%	71%	87%	92%
I can clearly see how my work contributes to Unitec's Strategic Goals	100%	67%	90%	77%	73%	100%	87%	87%	100%	86%	93%	88%
The Unitec Renewal strategy is clear and I understand it	85%	86%	83%	77%	82%	85%	73%	80%	89%	71%	87%	82%
Unitec has a strategy for the future	65%	50%	88%	65%	85%	57%	65%	75%	95%	50%	63%	71%
Total	83%	68%	89%	75%	83%	81%	76%	85%	95%	66%	80%	82%



Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about Unitec's strategic direction?

- We have done well the last 2-3 years, with good communication.
- Unitec is a good place to work and heading in the right direction.
- Good student support but don't forget about those not within priority groups.
- There has been a big focus on saving money and on EER.
- Some feel they have a good understanding of direction, others not at all.
- Now is a time of change, waiting and uncertainty, with MIT and Te Pūkenga.



Māori and Pacific Success

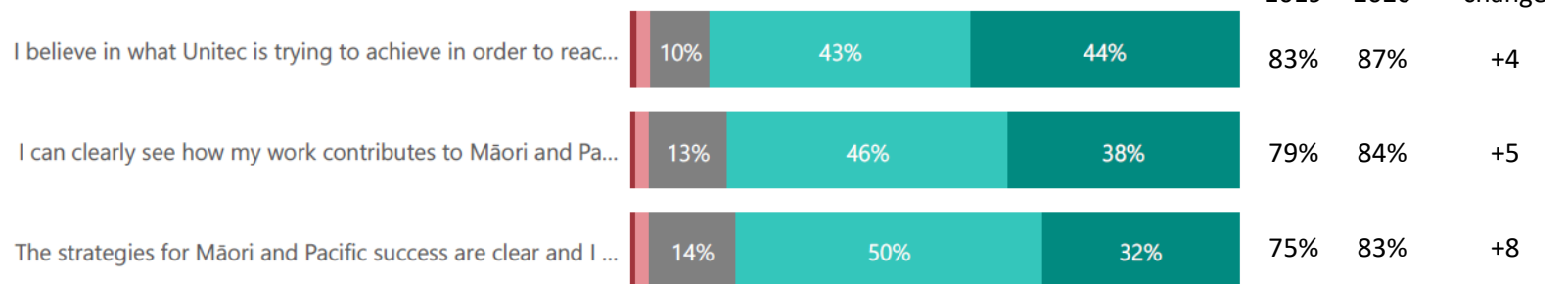
There has been strong growth across all statements regarding Unitec's Māori and Pacific Success.

Māori and Pacific Success Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree

% Positive Sentiment
(Strongly Agree or Agree)

2019 - 2020
change



Overall Māori and Pacific Success

79% 85% +6

% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I believe in what Unitec is trying to achieve in order to reach parity for these groups	90%	100%	100%	100%	83%	93%	67%	93%	90%
I can clearly see how my work contributes to Māori and Pacific success	83%	87%	91%	100%	75%	91%	100%	92%	87%
The strategies for Māori and Pacific success are clear and I understand them	80%	100%	91%	100%	81%	92%	67%	88%	87%
Total	84%	96%	94%	100%	80%	92%	77%	91%	88%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architec ture	Bridg point	Building Constructi on	Communi ty Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I believe in what Unitec is trying to achieve in order to reach parity for these groups	65%	86%	86%	70%	88%	74%	96%	85%	95%	50%	92%	82%
I can clearly see how my work contributes to Māori and Pacific success	75%	62%	88%	60%	92%	70%	91%	65%	95%	71%	92%	80%
The strategies for Māori and Pacific success are clear and I understand them	65%	71%	88%	65%	92%	52%	74%	80%	95%	64%	83%	77%
Total	68%	73%	87%	65%	91%	65%	87%	77%	95%	62%	89%	80%



Māori and Pacific Success Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments about Māori and Pacific success at Unitec?

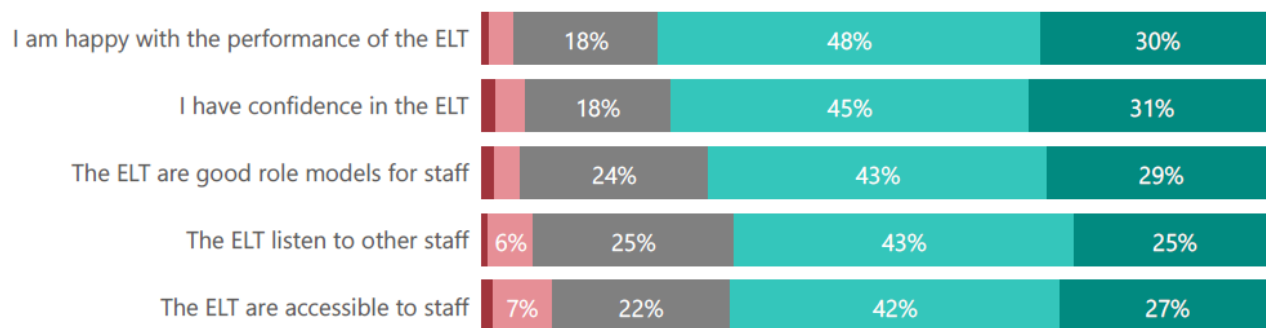
- We are heading in the right direction; more could be done.
- Teachers are interested in the Māori & Pacific approach to learning, and in applying this in their practice.
- Staff are proud of and support Māori & Pacific success initiatives.
- Some teachers feel an unfair burden on them for student success or lack of.
- Risk of alienating other groups by focusing on Māori and Pacific e.g. Asian students.
- Some question that what's good for Māori and Pacific is good for everyone.
- Representation matters / I See Me is great.
- Perception that more scholarships and more experienced teachers are needed, and that the Māori and Pacific centres need to do more.
- There should be training and more support for the Champions.
- We need more success stories.
- Achieving parity is important but perception is that it will be difficult.

Executive Leadership

Staff ratings towards Executive Leadership continue to improve over the last 4 years. Schools that show lower endorsement include Mataaho, Creative Industries and Architecture staff compared to other schools.

Executive Leadership Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree



% Positive Sentiment
(Strongly Agree or Agree)

2017	2018	2019	2020	2019 - 2020 change
------	------	------	------	--------------------

	50%	65%	78%	+13
21%	49%	69%	76%	+7
17%	47%	66%	72%	+5
24%	58%	65%	69%	+4
21%	54%	62%	68%	+6
21%	52%	65%	72%	+7

% Positive Sentiment (Strongly Agree or Agree)	Ako, Teaching and Learning	Finance	Head of Schools	Office of the CEO	People & Infrastructure	Reputation & Student Recruitment	Research	Student Retention & Success	Total
I am happy with the performance of the ELT	78%	93%	100%	100%	92%	90%	67%	86%	88%
I have confidence in the ELT	80%	88%	100%	100%	89%	88%	58%	82%	85%
The ELT are accessible to staff	73%	93%	91%	100%	88%	78%	58%	81%	81%
The ELT are good role models for staff	73%	94%	100%	100%	88%	77%	67%	87%	83%
The ELT listen to other staff	70%	88%	100%	100%	86%	77%	67%	77%	80%
Total	75%	91%	98%	100%	89%	82%	63%	83%	83%

% Positive Sentiment (Strongly Agree or Agree)	Applied Business	Architec ture	Bridgep oint	Building Constructi on	Communi ty Studies	Computing, Electrical & Applied Technology	Creative Industries	Environmental & Animal Sciences	Health Care & Social Practice	Mataaho	Trades & Services	Total
I am happy with the performance of the ELT	67%	36%	80%	40%	86%	52%	38%	80%	85%	21%	71%	63%
I have confidence in the ELT	74%	29%	80%	40%	79%	48%	42%	75%	85%	43%	67%	63%
The ELT are accessible to staff	61%	36%	49%	45%	57%	57%	29%	40%	70%	36%	58%	50%
The ELT are good role models for staff	53%	36%	63%	40%	63%	48%	38%	70%	85%	29%	46%	53%
The ELT listen to other staff	53%	36%	63%	45%	64%	52%	25%	50%	80%	14%	54%	51%
Total	61%	34%	67%	42%	70%	51%	34%	63%	81%	29%	59%	56%



Executive Leadership Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments that you would like to make about the Executive Leadership Team?

- Many positive comments about Merran.
- Many see ELT as approachable, accessible, engaging, professional, demonstrating the values.
- Generally, there is trust and support for ELT.
- Positive comments about how far Unitec has come under the ELT leadership, and direction was clear (until recently).
- Concern about having a new shared CEO and lack of clarity and communication about the new direction of Unitec.
- Mixed response about the visibility of ELT and their understanding of the “coalface”.



Working at Unitec Comments

Below are the themes extracted from staff comments when answering the following question:

Do you have any comments that you would like to make about working at Unitec?

- Many love working for Unitec, are happy, proud and feel fortunate to be here.
- Positivity about how far we have come in the last 2-3 years.
- There is a lot of worry about MIT and Te Pūkenga and request for further communication.
- Appreciation of Unitec's comprehensive Covid response.
- Appreciation of respect of Te Tiriti o Waitangi and commitment to diversity.
- Some are not committed to Unitec but committed to the students and / or the job.
- Some feel Unitec is not committed to them, are disillusioned and unhappy.
- Management of poor performance comes up as an issue again.
- Positive feedback on wellbeing support.
- Excellent campus and facilities.
- High workload issue for many.
- Employees want to see Unitec succeed.



Full List of Statements

Due to some statements in the charts being truncated, below is a full list of statements that the respondent rated.

Teamwork Statements
My team works well together to achieve our goals
My team works across Unitec to achieve our goals
My line manager supports collaboration
Our line manager creates an environment for good teamwork

Line/Direct Manager Statements
My line manager is accessible
My line manager listens to other staff
I have confidence in my line manager
My line manager is a good role model for staff

Health, Safety & Wellness Statements
I understand the hazards in my work areas
I know what to do if there is a Health and Safety incident in my area
I am clear about my Health and Safety expectations in my role
Unitec offers flexible work practices which help me to manage my work-life balance
Unitec takes positive action on staff health and well-being
Safety is actively discussed at my team meetings
My physical environment allows me to do my job well

Professional/ Career Development Statements
My line manager encourages my development
Working at Unitec provides me with experience to remain highly employable
Working at Unitec enables me to network with others to advance my career
I am supported to develop the skills I need in my career
Unitec helps me stay current in my profession
There are opportunities for me to develop my career at Unitec

Performance Partnering Statements
I am clear about what is expected of me in my role
I have discussed and agreed my ADEP plan with my manager
I get recognition when I do a good job
I get regular feedback about my performance
The way my performance is evaluated provides me with clear guidelines for improvement
Poor performance is effectively addressed in my area

Māori and Pacific Success Statements (new statements in 2019 survey)
The strategies for Māori and Pacific success are clear and I understand them
I believe in what Unitec is trying to achieve in order to reach parity for these groups
I can clearly see how my work contributes to Māori and Pacific success

Diversity & Inclusion Statements
During the last 12 months, I feel there has been an increased focus on inclusive behaviours, resulting in a more positive working environment
At Unitec, I feel confident to speak up when I witness or experience inappropriate behaviour or when something doesn't feel right
From my perspective, Unitec sees value in diversity and is committed to building a supportive and inclusive environment
Unitec's equity and inclusion initiatives are effective

Engagement Statements
I am prepared to go the extra mile for Unitec
I feel a sense of commitment to Unitec
I am proud to tell people that I am part of this organisation
I look forward to coming to work everyday

Communication & Change Management Statements
I trust the information that is shared through our central communications channels
I can easily access the information I need to do my job
There is adequate communication regarding change in the organisation
I am happy with the level of communication at Unitec
It is easy for me to find out what is going on around Unitec that impacts me
I feel that my ideas for improvement are listened to

Executive Leadership Statements
The ELT are accessible to staff
The ELT listen to other staff
I am happy with the performance of the ELT
I have confidence in the ELT
The ELT are good role models for staff

Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment
I can clearly see how my work contributes to Unitec's Strategic Goals
I believe in what Unitec is trying to achieve
The Unitec Renewal Strategy is clear and I understand it
Unitec has a strategy for the future

Accountability Statements
I take personal accountability for areas that I am responsible for
Members of my team proactively take ownership of tasks and activities
This organisation holds staff accountable if they do not deliver on required tasks/activities