2021 Staff Engagement Survey

Institutional Summary

December 2021

2021 Staff Engagement Survey
Executive Summary

- Staff engagement for this 2021 survey was 80%. This is slightly down on the 2020 survey result of 84% engagement, and slightly up on the 2021 May Pulse Survey (78%*). This years result signifies a four percentage point decrease on 2020, but a twenty (20) percentage point increase since 2017.

- The decrease has been driven by lower scores for Renewal Strategy / Direction & Alignment, Communication & Change Management and Executive Leadership. Staff remain satisfied with their Direct Managers, Teamwork, and the organisation's approach to Health, Safety & Wellness.

- Performance varies by team, with academic staff showing slightly lower levels of engagement compared to non-academic staff. This is driven by lower endorsement towards Executive Leadership, Career Development, Strategy Direction / Alignment and Communication & Change Management performance, compared to non-academic staff.

- Engagement has improved over the past 12 months for Trades & Services, Creative Industries, and Computing, Electrical & Applied Technology. Likewise, engagement increased in Human Resources, Industry Workforce, Information Technology, Maia, and the Marketing & Communications teams.

- Areas that have the largest impact on staff engagement include Career Development, Diversity and Inclusion and staff being aligned with Unitec's strategy. Strategy in particular was an area where staff reported having low clarity, given the transition to Te Pūkenga. Improvements in these areas are likely to have the largest impact in driving overall staff engagement increases.

* Note: As measured by one question: "I feel a sense of commitment to Unitec"

2021 Staff Engagement Survey Reporting Framework

The team structures and team names used throughout this report are summarised in this table.

All teams with 5 or more responses (to ensure staff confidentiality) receive a specific team report and reports are also built for broader teams/ departments.

For teams that don't receive 5 or more responses, their responses are rolled up into the broader team report.
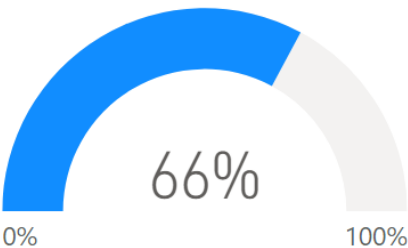
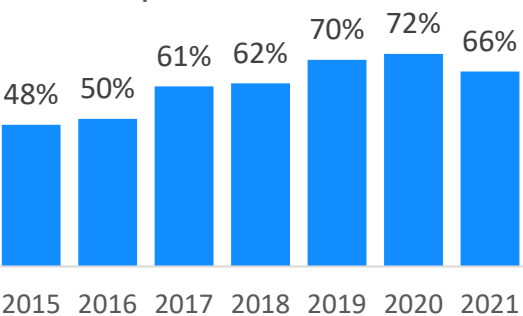|		
Corporate Governance	Office of CEO	
Schools and Performance	Schools & Performance Leadership	
	Schools	Applied Business
		Architecture
		Bridgepoint
		Building Construction
		Community Studies
		Computing, Electrical & Applied Technology
		Creative Industries
		Environmental & Animal Sciences
		Health Care & Social Practice
		Mataaho
		Trades & Services
	Nga Wai a Te Tui	
Academic	**Academic Leadership**	
	Tūāpapa Rangahau	
	Te Puna Ako	
	Te Korowai Kahurangi	
Learner Experience and Success	**Learner Experience and Success Leadership**	
	Unitec Pathways College	
	Maia	
	Student Success	**Student Success Leadership**
		International Student Support
		Learning & Achievement
		Learner Outreach Project
		Library & Learning Commons - Customer Services
		Library & Learning Commons - Resources
		Student Central
		Student Council
		Student Experience - Student Comms & Events
		Student Support & Scholarships
		Student Wellbeing
Operations	**Operations Leadership**	
	Finance	
	Information Technology	Information Technology
		IT Infrastructure
		IT Solutions Delivery
		IT Desktop Support
	Infrastructure Operations	Copy Centre
		Goods & Transport
		Facilities Management
		Maintenance
		Security
		Sports Centre
Pasifika, Partnerships & Support	**Pasifika, Partnerships and Support Leadership**	
	Marketing & Communications	
	Pacific Centre	
	Industry Workforce	
	Academic Operations	**Academic Operations Leadership**
		Enrolment Processing
		Student Finance
		Academic Registry & Graduation
		Timetabling
People and Culture	Human Resources	
	Health and Safety	
	Learning and Development	

Response Rates

569 staff completed the 2021 survey which equates to a response rate of 66%. While slightly down on the last 2 years, this is a small improvement on the 2018 response rate. Response rates are higher amongst non-academic teams.
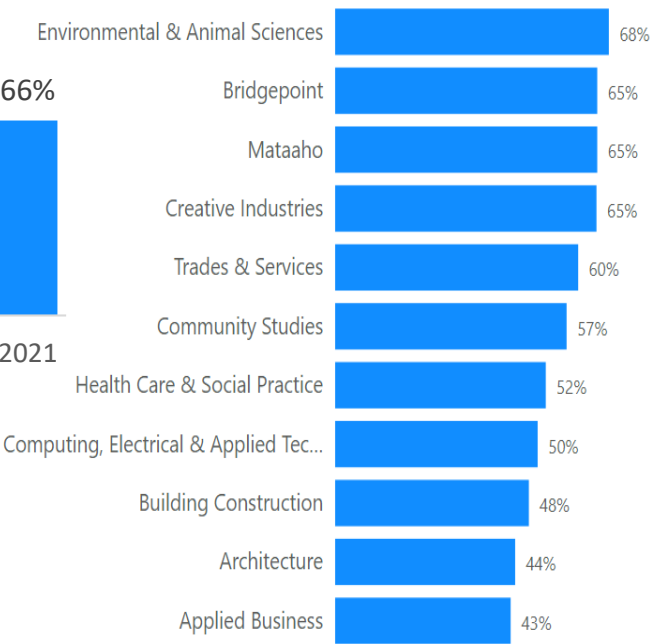
2021 Response Rate

66%

0%   100%
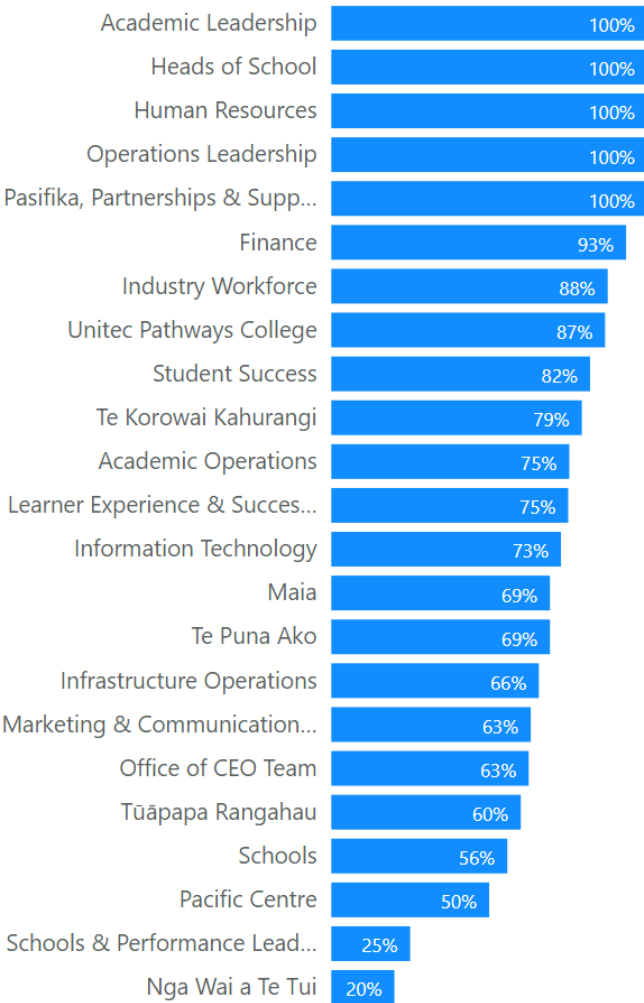
Response Rate Trend

2015	2016	2017	2018	2019	2020	2021
48%	50%	61%	62%	70%	72%	66%

Response Rate by Role

Role	Rate
Non-Academic Staff	78%
Academic Staff	55%

Response Rate by School

School	Rate
Environmental & Animal Sciences	68%
Bridgepoint	65%
Mataaho	65%
Creative Industries	65%
Trades & Services	60%
Community Studies	57%
Health Care & Social Practice	52%
Computing, Electrical & Applied Tec...	50%
Building Construction	48%
Architecture	44%
Applied Business	43%

Response Rate by Team

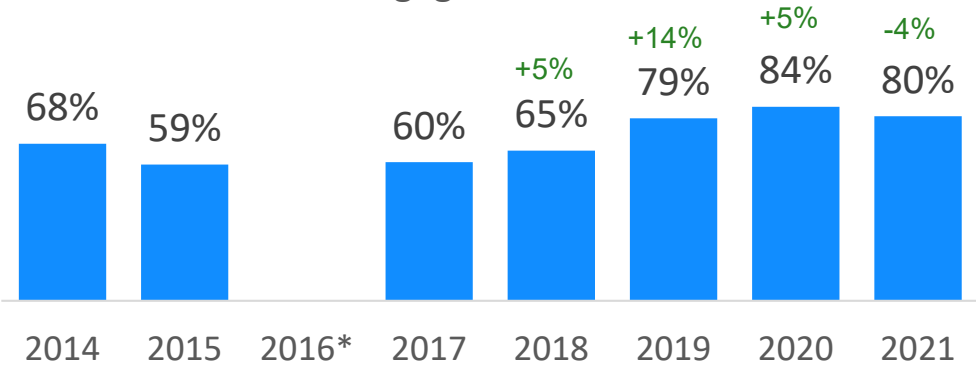| Team	Rate
Academic Leadership	100%
Heads of School	100%
Human Resources	100%
Operations Leadership	100%
Pasifika, Partnerships & Supp...	100%
Finance	93%
Industry Workforce	88%
Unitec Pathways College	87%
Student Success	82%
Te Korowai Kahurangi	79%
Academic Operations	75%
Learner Experience & Succes...	75%
Information Technology	73%
Maia	69%
Te Puna Ako	69%
Infrastructure Operations	66%
Marketing & Communication...	63%
Office of CEO Team	63%
Tūāpapa Rangahau	60%
Schools	56%
Pacific Centre	50%
Schools & Performance Lead...	25%
Nga Wai a Te Tui	20%

Staff Engagement

Overall Engagement

Staff engagement has decreased slightly since last year, and is now comparable with the 2019 result. All engagement statements experienced a decrease, with staff "looking forward to coming to work" experiencing the biggest decrease at -7%.
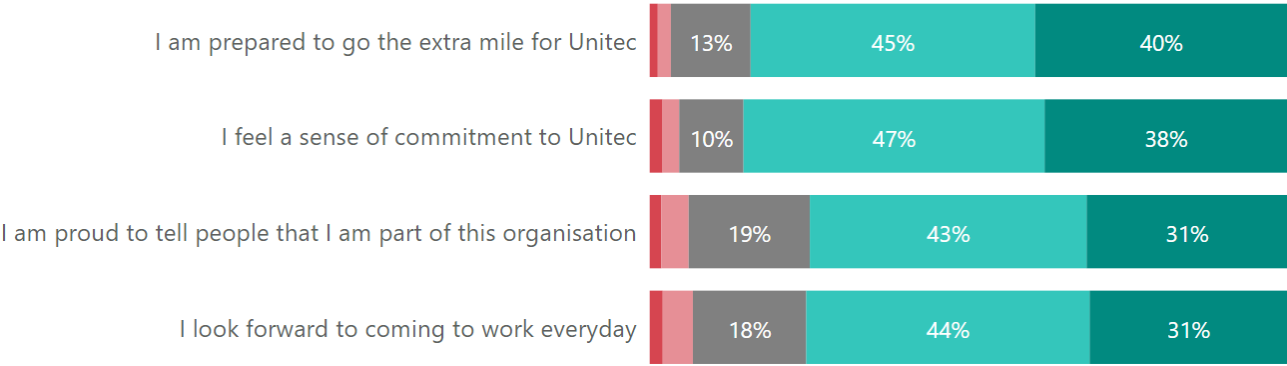
2021 Staff Engagement Score

0%   80%   100%
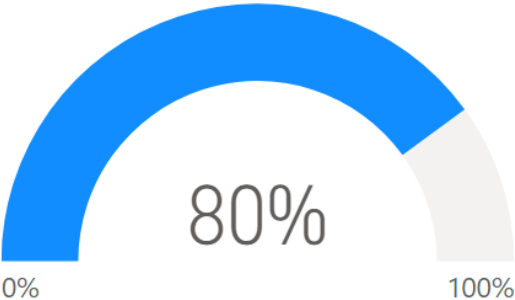
Staff Engagement Score Trend

2014	2015	2016*	2017	2018	2019	2020	2021
68%	59%		60%	65% +5%	79% +14%	84% +5%	80% -4%

2021 Engagement Statements

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

I am prepared to go the extra mile for Unitec — 13% Neither, 45% Agree, 40% Strongly Agree

I feel a sense of commitment to Unitec — 10% Neither, 47% Agree, 38% Strongly Agree

I am proud to tell people that I am part of this organisation — 19% Neither, 43% Agree, 31% Strongly Agree

I look forward to coming to work everyday — 18% Neither, 44% Agree, 31% Strongly Agree

% Positive Sentiment (Strongly Agree or Agree)

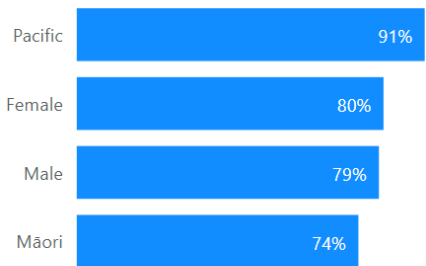|	2018	2019	2020	2021	2020-2021 Change
I am prepared to go the extra mile for Unitec	76%	84%	88%	85%	-3
I feel a sense of commitment to Unitec	74%	85%	89%	85%**	-4
I am proud to tell people that I am part of this organisation	49%	71%	80%	74%	-6
I look forward to coming to work everyday	60%	77%	82%	75%	-7

- Engagement Questions not asked in 2016
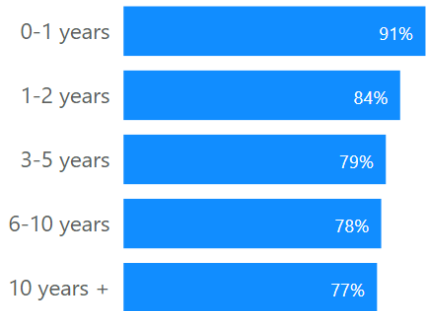** Note: Also measured in the 2021 May Pulse Survey (78%)

Engagement Profiling

Engagement is higher across non-academic staff and most non-academic teams. Engagement is higher for staff with shorter tenure (<1 year).
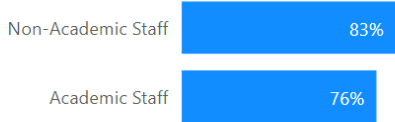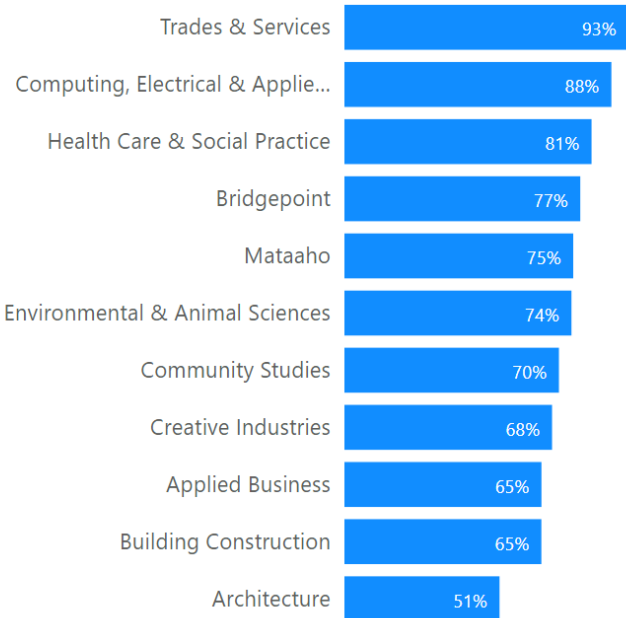
Engagement by Demographics

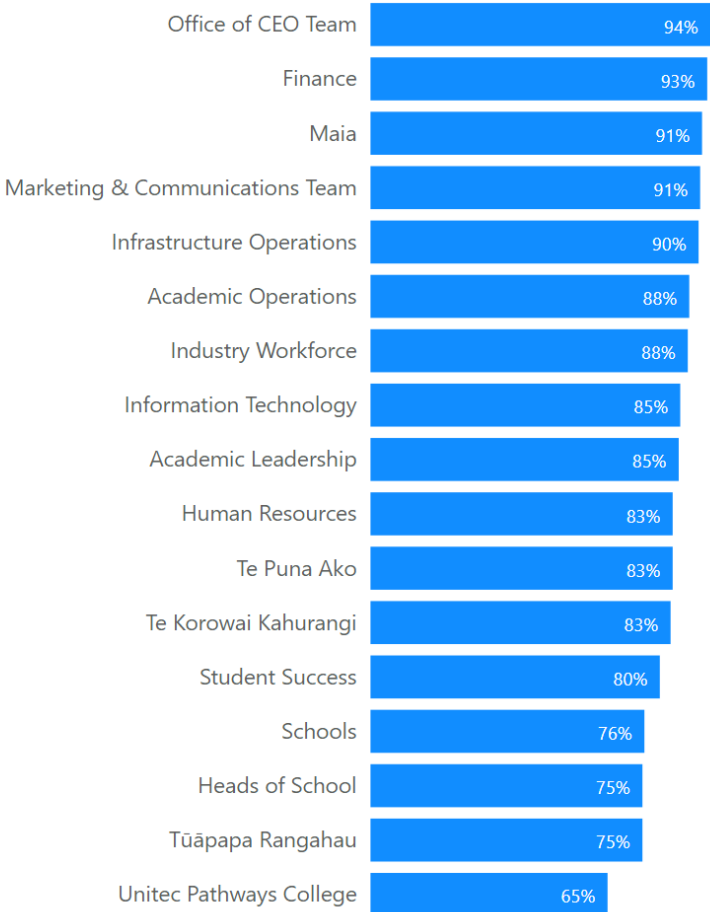|	
Pacific	91%
Female	80%
Male	79%
Māori	74%

Engagement by Tenure

0-1 years	91%
1-2 years	84%
3-5 years	79%
6-10 years	78%
10 years +	77%

Engagement by Role

Non-Academic Staff	83%
Academic Staff	76%

Engagement by School

Trades & Services	93%
Computing, Electrical & Applie…	88%
Health Care & Social Practice	81%
Bridgepoint	77%
Mataaho	75%
Environmental & Animal Sciences	74%
Community Studies	70%
Creative Industries	68%
Applied Business	65%
Building Construction	65%
Architecture	51%

Engagement by Team

|	
Office of CEO Team	94%
Finance	93%
Maia	91%
Marketing & Communications Team	91%
Infrastructure Operations	90%
Academic Operations	88%
Industry Workforce	88%
Information Technology	85%
Academic Leadership	85%
Human Resources	83%
Te Puna Ako	83%
Te Korowai Kahurangi	83%
Student Success	80%
Schools	76%
Heads of School	75%
Tūāpapa Rangahau	75%
Unitec Pathways College	65%

*Only teams with 5 or more responses are shown to ensure staff confidentiality. Responses for teams with less than 5 responses are included and reported in the broader department results.

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Engagement Trend by School

Engagement has been mixed over the past 12 months, with the highest increases in Trades & Services and Computing, Electrical and Applied Technology, and largest decreases in Applied Business, Environmental & Animal Sciences and Healthcare & Social Practice

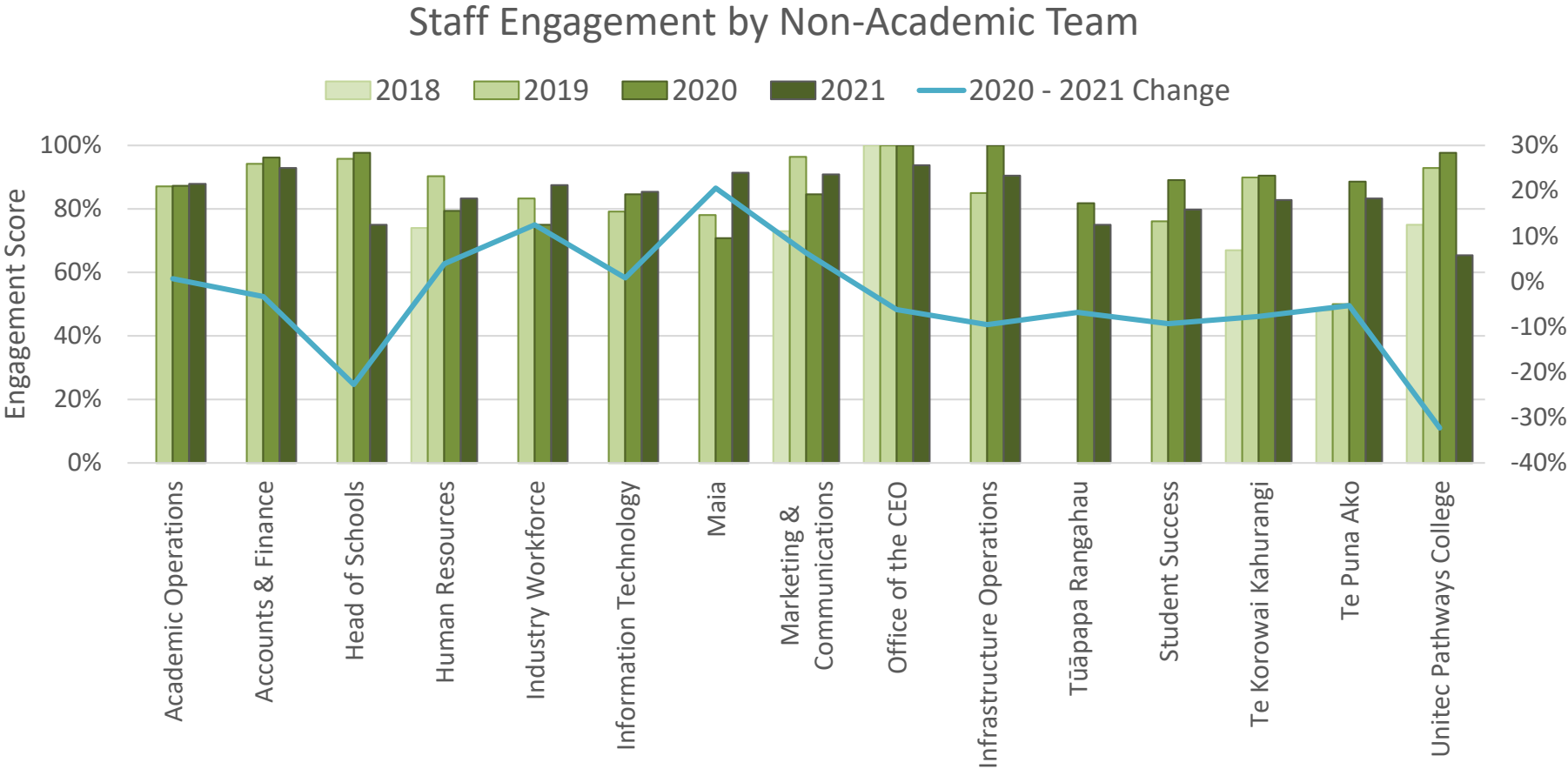## Staff Engagement by School

Legend: 2018 · 2019 · 2020 · 2021 · 2020 - 2021 Change
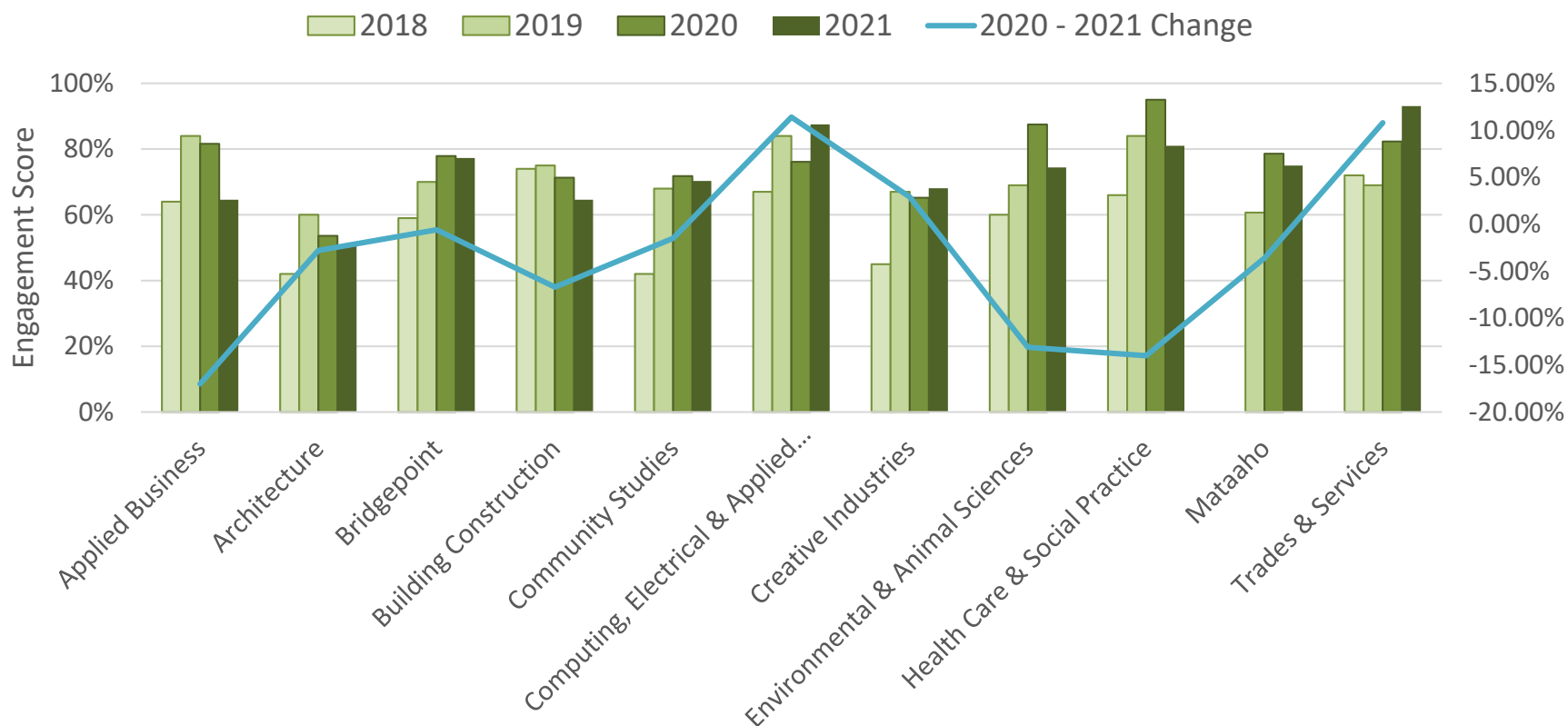
Engagement Trend by Non-Academic Team

Engagement has improved over the past 12 months for Human Resources, Industry Workforce, Information Technology, Maia, and Marketing & Communications teams.

Staff Engagement by Non-Academic Team

Legend: 2018, 2019, 2020, 2021, 2020 - 2021 Change
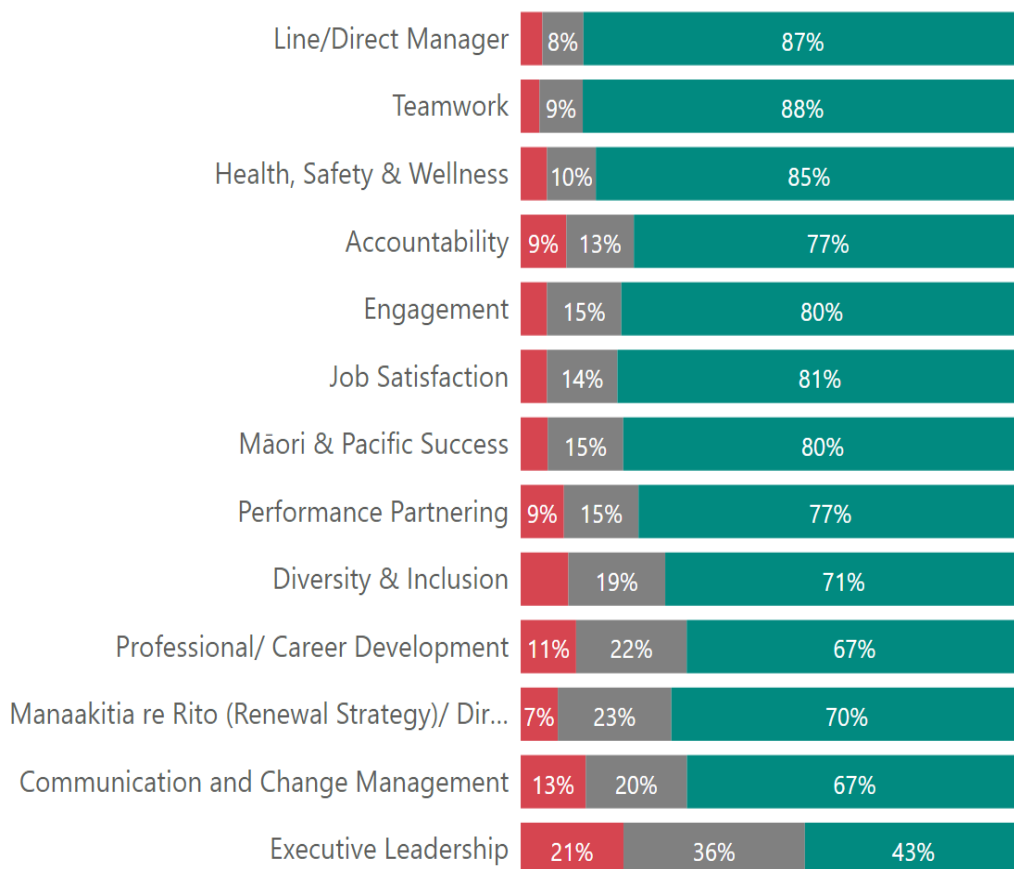
Overall Performance

Overall Performance

Staff perceptions towards their 'Line/Direct Manager' and 'Teamwork' received the highest level of endorsement. Apart from 'Performance Partnering' which remained steady, all other areas decreased on last year, with Executive Leadership experiencing the most notable decrease (and remains relatively consistent with the mid-2021 Pulse Survey score).

Staff Sentiment of Overall Performance

● Negative ● Neutral ● Positive

Category	Negative	Neutral	Positive
Line/Direct Manager		8%	87%
Teamwork		9%	88%
Health, Safety & Wellness		10%	85%
Accountability	9%	13%	77%
Engagement		15%	80%
Job Satisfaction		14%	81%
Māori & Pacific Success		15%	80%
Performance Partnering	9%	15%	77%
Diversity & Inclusion		19%	71%
Professional/ Career Development	11%	22%	67%
Manaakitia re Rito (Renewal Strategy)/ Dir...	7%	23%	70%
Communication and Change Management	13%	20%	67%
Executive Leadership	21%	36%	43%

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% Positive Sentiment (Strongly Agree or Agree)

Overall Performance	2018	2019	2020	2021	Change 2020-2021
Line/Direct Manager	79%	85%	86%	87%	1%
Teamwork	80%	83%	87%	88%	1%
Health, Safety & Wellness	73%	82%	87%	85%	-2%
Accountability	70%	76%	79%	77%	-2%
Engagement	65%	79%	84%	80%	-4%
Job Satisfaction	64%	78%	87%	81%	-6%
Māori & Pacific Success*		79%	85%	80%	-5%
Performance Partnering	62%	73%	77%	77%	0%
Diversity & Inclusion	63%	69%	74%	71%	-3%
Professional/ Career Development	50%	64%	72%	67%	-5%
Renewal Strategy/ Direction & Alignment	72%	83%	88%	70%	-18%
Communication & Change Management	56%	69%	77%	67%	-10%
Executive Leadership	52%	66%	72%	43%	-29%

*Māori & Pacific Success statements were introduced in 2019

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, Strategy Direction / Alignment and Communication & Change Management performance.

Overall Performance by Role
(% Positive Sentiment)

Grouped Statements	Academic Staff	Non-Academic Staff	Total
Teamwork	83%	91%	**88%**
Line/Direct Manager	85%	89%	**87%**
Health, Safety & Wellness	80%	89%	**85%**
Job Satisfaction	76%	85%	**81%**
Engagement	76%	83%	**80%**
Māori & Pacific Success	78%	81%	**80%**
Accountability	74%	80%	**77%**
Performance Partnering	72%	80%	**77%**
Diversity & Inclusion	64%	77%	**71%**
Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment	61%	76%	**70%**
Professional/ Career Development	62%	71%	**67%**
Communication and Change Management	59%	73%	**67%**
Executive Leadership	37%	49%	**43%**
Total	**69%**	**78%**	**74%**

Overall Performance by Staff Demographic
(% Positive Sentiment)

Grouped Statements	Female	Male	Māori	Pacific	Total
Teamwork	89%	86%	81%	88%	**88%**
Line/Direct Manager	87%	88%	81%	90%	**87%**
Health, Safety & Wellness	86%	84%	80%	88%	**85%**
Job Satisfaction	83%	77%	82%	90%	**81%**
Engagement	80%	79%	74%	91%	**80%**
Māori & Pacific Success	83%	74%	78%	83%	**80%**
Accountability	78%	77%	72%	75%	**77%**
Performance Partnering	79%	73%	64%	82%	**77%**
Diversity & Inclusion	73%	68%	64%	76%	**71%**
Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment	72%	67%	69%	81%	**70%**
Professional/ Career Development	71%	61%	64%	79%	**67%**
Communication and Change Management	70%	63%	66%	75%	**67%**
Executive Leadership	43%	44%	44%	52%	**43%**
Total	**76%**	**72%**	**69%**	**80%**	**74%**

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	100%	73%	78%	84%	89%	84%	87%	98%	79%	82%	83%	**84%**
Teamwork	85%	72%	79%	62%	81%	89%	93%	95%	82%	86%	78%	**82%**
Health, Safety & Wellness	79%	71%	83%	69%	74%	84%	76%	80%	80%	81%	89%	**80%**
Māori & Pacific Success	81%	71%	81%	63%	88%	77%	88%	73%	80%	70%	79%	**78%**
Job Satisfaction	75%	47%	80%	68%	81%	82%	56%	76%	80%	73%	93%	**76%**
Engagement	65%	51%	77%	65%	70%	88%	68%	74%	81%	75%	93%	**76%**
Accountability	78%	60%	73%	66%	69%	85%	75%	76%	72%	76%	75%	**73%**
Performance Partnering	87%	47%	70%	66%	78%	69%	73%	77%	76%	77%	69%	**71%**
Diversity & Inclusion	67%	47%	61%	51%	75%	70%	63%	60%	65%	52%	78%	**64%**
Professional/ Career Development	72%	50%	64%	53%	62%	49%	50%	69%	73%	58%	69%	**62%**
Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment	52%	37%	71%	50%	57%	65%	35%	51%	63%	69%	71%	**60%**
Communication and Change Management	64%	40%	66%	56%	73%	64%	45%	44%	57%	38%	79%	**59%**
Executive Leadership	40%	18%	47%	39%	36%	51%	16%	21%	33%	33%	53%	**37%**
Total	**73%**	**53%**	**71%**	**61%**	**71%**	**72%**	**63%**	**68%**	**70%**	**65%**	**77%**	**68%**

Overall Performance by All Departments

The Office of the CEO give the highest ratings across the departments with lower endorsement of Performance Partnering. Schools & Performance staff show lower ratings towards Executive Leadership, Renewal Strategy Direction / Alignment and Communications & Change Management.

Overall Performance by All Departments
(% Positive Sentiment)

Grouped Statements	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
Teamwork	92%	91%	100%	88%	92%	100%	83%	**88%**
Line/Direct Manager	84%	89%	88%	87%	92%	98%	85%	**87%**
Health, Safety & Wellness	85%	86%	93%	95%	90%	92%	80%	**85%**
Job Satisfaction	88%	84%	100%	82%	86%	86%	75%	**81%**
Engagement	82%	77%	94%	89%	86%	83%	75%	**80%**
Māori & Pacific Success	80%	86%	100%	74%	80%	86%	77%	**80%**
Accountability	79%	77%	92%	82%	81%	90%	74%	**77%**
Performance Partnering	74%	80%	59%	78%	83%	94%	72%	**77%**
Diversity & Inclusion	63%	73%	88%	77%	85%	93%	64%	**71%**
Communication and Change Management	63%	67%	100%	80%	75%	90%	59%	**67%**
Professional/ Career Development	60%	78%	88%	63%	71%	80%	61%	**67%**
Executive Leadership	36%	45%	100%	50%	57%	59%	36%	**43%**
Total	**72%**	**77%**	**90%**	**78%**	**81%**	**87%**	**69%**	**74%**

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
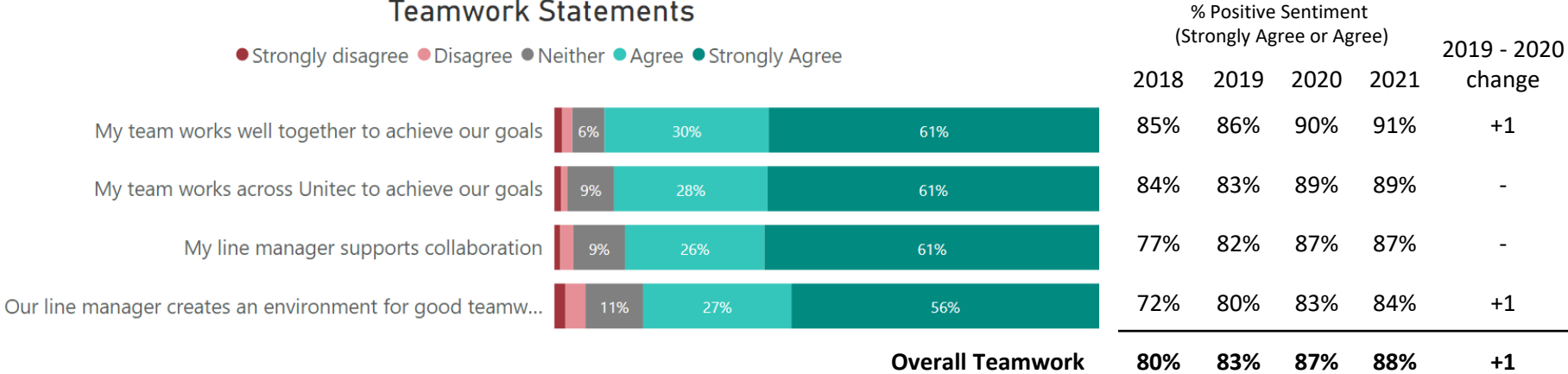
Specific Performance Areas

Teamwork

All team management metrics are stable this year compared to last year. Schools that show lower ratings in this area compared to other schools are Building & Construction, followed by Architecture.

Teamwork Statements

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

Statement	Neither	Agree	Strongly Agree
My team works well together to achieve our goals	6%	30%	61%
My team works across Unitec to achieve our goals	9%	28%	61%
My line manager supports collaboration	9%	26%	61%
Our line manager creates an environment for good teamw…	11%	27%	56%

% Positive Sentiment (Strongly Agree or Agree)

	2018	2019	2020	2021	2019 - 2020 change
My team works well together to achieve our goals	85%	86%	90%	91%	+1
My team works across Unitec to achieve our goals	84%	83%	89%	89%	-
My line manager supports collaboration	77%	82%	87%	87%	-
Our line manager creates an environment for good teamw…	72%	80%	83%	84%	+1
Overall Teamwork	**80%**	**83%**	**87%**	**88%**	**+1**

% Positive Sentiment (Strongly Agree or Agree)	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
My team works well together to achieve our goals	98%	94%	100%	92%	92%	100%	86%	**91%**
My team works across Unitec to achieve our goals	98%	93%	100%	94%	92%	100%	82%	**89%**
My line manager supports collaboration	88%	90%	100%	83%	92%	100%	84%	**87%**
Our line manager creates an environment for good teamwork	85%	86%	100%	84%	90%	100%	79%	**84%**
Total	**92%**	**91%**	**100%**	**88%**	**92%**	**100%**	**83%**	**88%**

% 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 team works well together to achieve our goals	85%	81%	87%	63%	75%	95%	95%	100%	84%	91%	83%	**86%**
My team works across Unitec to achieve our goals	85%	75%	80%	58%	75%	91%	89%	91%	79%	80%	86%	**81%**
My line manager supports collaboration	85%	75%	80%	60%	94%	86%	100%	95%	84%	91%	72%	**83%**
Our line manager creates an environment for good teamwork	85%	56%	70%	65%	81%	82%	89%	95%	80%	82%	72%	**77%**
Total	**85%**	**72%**	**79%**	**62%**	**81%**	**89%**	**93%**	**95%**	**82%**	**86%**	**78%**	**82%**

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?

- Strong appreciation for good teamwork demonstrated through tough COVID lockdowns throughout the year, while acknowledging the difficulties of maintaining face-to-face connections. Some feel that lockdowns have created a poor team culture.
- Overall, positive comments about teamwork collaboration, supportiveness, efficiencies when working together, and the desire to provide strong support for students.
- Mixed comments around working with other teams across the institution.
- Some people perceive unfair workload distribution among team members, which leads to team members appearing siloed from others.
- Heavy workloads and resource constraints seem to negatively affect some teamwork.
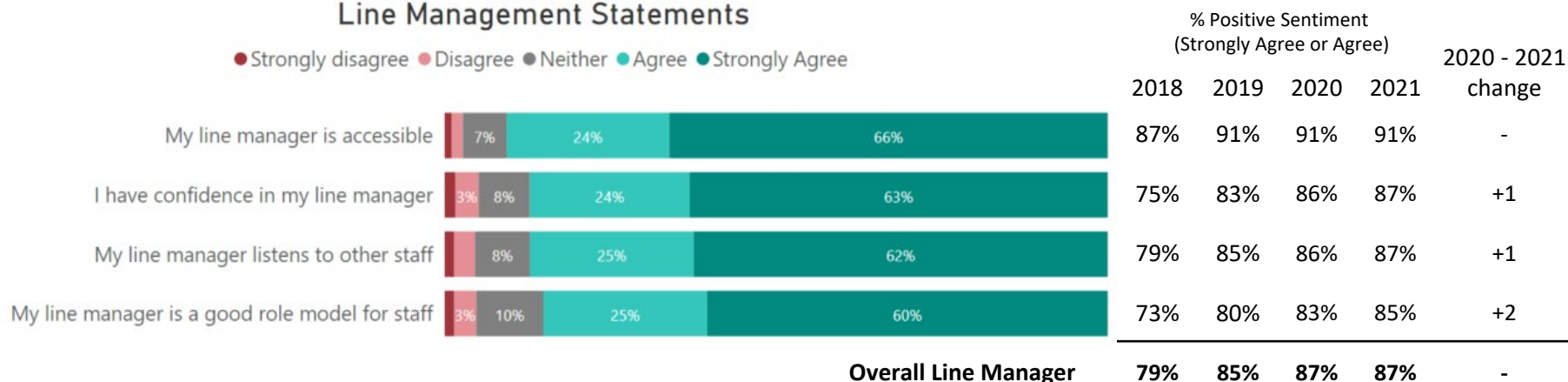
Line/ Direct Manager

The perceptions that staff have confidence in their line manager, and that their line manager is a good role model, are largely stable compared to last year.

Line Management Statements

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

Statement		% Positive Sentiment (Strongly Agree or Agree)				2020 - 2021 change
		2018	2019	2020	2021	
My line manager is accessible	7% / 24% / 66%	87%	91%	91%	91%	-
I have confidence in my line manager	3% / 8% / 24% / 63%	75%	83%	86%	87%	+1
My line manager listens to other staff	8% / 25% / 62%	79%	85%	86%	87%	+1
My line manager is a good role model for staff	3% / 10% / 25% / 60%	73%	80%	83%	85%	+2
Overall Line Manager		**79%**	**85%**	**87%**	**87%**	**-**

% Positive Sentiment (Strongly Agree or Agree)	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
My line manager is accessible	88%	91%	75%	89%	95%	100%	89%	**91%**
I have confidence in my line manager	86%	86%	100%	89%	94%	100%	84%	**87%**
My line manager listens to other staff	80%	91%	75%	86%	91%	95%	85%	**87%**
My line manager is a good role model for staff	80%	88%	100%	86%	88%	95%	82%	**85%**
Total	**84%**	**89%**	**88%**	**87%**	**92%**	**98%**	**85%**	**87%**

% 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 is accessible	100%	81%	88%	90%	94%	95%	89%	91%	76%	73%	97%	**89%**
I have confidence in my line manager	100%	75%	75%	80%	88%	86%	84%	100%	80%	82%	76%	**83%**
My line manager listens to other staff	100%	69%	75%	85%	88%	77%	89%	100%	80%	91%	86%	**84%**
My line manager is a good role model for staff	100%	69%	75%	80%	88%	77%	84%	100%	80%	82%	72%	**81%**
Total	**100%**	**73%**	**78%**	**84%**	**89%**	**84%**	**87%**	**98%**	**79%**	**82%**	**83%**	**84%**

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?

- Vast majority of comments related directly to how staff feel supported by their manager as well as their overall performance. Majority of these comments were positive – most staff feel very confident in their manager's leadership style and communication. Common words used to describe line managers were: supportive, accessible, kind, good listeners, approachable, engaged, respectful, and flexible.
- Many comments discussed how their managers have fostered a good team culture. The few negative comments related to micro-management and being time-poor.
- A strong handful of comments related directly to their line manager's accessibility and visibility. Majority were positive, stating that line managers were overall, very accessible and demonstrated strong visible leadership.
- The few negative comments acknowledged both Covid lockdowns and high workloads with limited resources, which has led to some line mangers being less accessible than they previously were.
- There were quite a few comments noting increased and high workloads for line managers as noticed by their staff. Many acknowledged how hard line managers have been working due to heavy workloads and decreased resources.
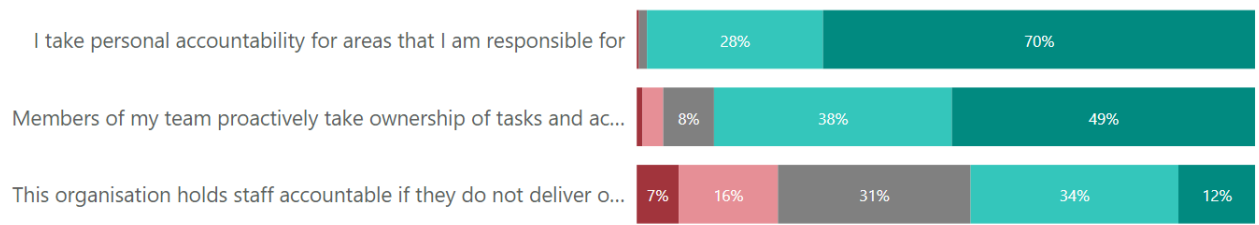
Accountability

Opinions have reverted to 2019 levels for staff ratings towards Unitec "holding staff accountable if they do not deliver on required tasks/ activities". Ratings are relatively low across most teams in this area.

Accountability Statements

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

Statement	Strongly disagree	Disagree	Neither	Agree	Strongly Agree
I take personal accountability for areas that I am responsible for				28%	70%
Members of my team proactively take ownership of tasks and ac…		8%		38%	49%
This organisation holds staff accountable if they do not deliver o…	7%	16%	31%	34%	12%

% Positive Sentiment (Strongly Agree or Agree)

	2018	2019	2020	2021	2020 - 2021 change
I take personal accountability for areas that I am responsible for	99%	98%	99%	98%	-1
Members of my team proactively take ownership of tasks and ac…	82%	83%	86%	88%	+2
This organisation holds staff accountable if they do not deliver o…	29%	45%	53%	46%	-7
Overall Accountability	**70%**	**75%**	**79%**	**77%**	**-2**

% Positive Sentiment (Strongly Agree or Agree)

	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
I take personal accountability for areas that I am responsible for	100%	95%	100%	98%	99%	100%	99%	**98%**
Members of my team proactively take ownership of tasks and activities	95%	88%	100%	92%	86%	100%	84%	**88%**
This organisation holds staff accountable if they do not deliver on required tasks/activities	40%	46%	75%	57%	57%	71%	38%	**46%**
Total	**79%**	**77%**	**92%**	**82%**	**81%**	**90%**	**74%**	**77%**

% 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	100%	100%	100%	95%	100%	100%	100%	100%	96%	100%	100%	**99%**
Members of my team proactively take ownership of tasks and activities	92%	67%	83%	63%	75%	91%	89%	100%	76%	91%	86%	**83%**
This organisation holds staff accountable if they do not deliver on required tasks/activities	42%	13%	37%	37%	31%	62%	37%	27%	44%	36%	38%	**37%**
Total	**78%**	**60%**	**73%**	**66%**	**69%**	**85%**	**75%**	**76%**	**72%**	**76%**	**75%**	**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?

- Overall, the main theme was that many staff feel that while their own team members are generally held accountable and take ownership, they do not feel other teams across the organisation are.
- Some acknowledged having heavy workloads, especially due to Covid, which made it more difficult to hold people accountable.
- Some feel that poor performance is not often addressed.
- Many feel that accountability management needs to start from the top and filter down.

Performance Partnering

Results for performance partnering metrics are mixed this year, with ADEP completion improving but addressing poor performance rated lower compared to last year. Architecture staff show lower ratings compared to other schools.

Performance Partnering Statements

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

Statement	Disagree/Neither/Agree distribution	2018	2019	2020	2021	2020-2021 change
I have discussed and agreed my ADEP plan with my manag...	42% / 50%	80%	86%	88%	89%	+1
I am clear about what is expected of me in my role	7% / 38% / 51%	79%	86%	89%	92%	+3
I get recognition when I do a good job	15% / 38% / 38%	60%	74%	77%	76%	-1
I get regular feedback about my performance	7% / 16% / 42% / 31%	55%	68%	76%	74%	-2
The way my performance is evaluated provides me with cle...	7% / 19% / 40% / 31%	52%	68%	73%	71%	-2
Poor performance is effectively addressed in my area	7% / 10% / 27% / 34% / 22%	43%	56%	61%	56%	-5
Overall Performance Partnering		**62%**	**73%**	**77%**	**77%**	**-**

% Positive Sentiment (Strongly Agree or Agree)

% Positive Sentiment (Strongly Agree or Agree)

	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
I am clear about what is expected of me in my role	93%	93%	50%	90%	95%	90%	85%	**89%**
I have discussed and agreed my ADEP plan with my manager	87%	92%	33%	90%	96%	95%	93%	**92%**
I get recognition when I do a good job	78%	80%	100%	78%	81%	100%	69%	**76%**
I get regular feedback about my performance	73%	77%	50%	68%	85%	95%	69%	**74%**
The way my performance is evaluated provides me with clear guidelines for improvement	68%	72%	33%	70%	78%	95%	67%	**71%**
Poor performance is effectively addressed in my area	45%	63%	75%	69%	64%	89%	47%	**56%**
Total	**74%**	**80%**	**59%**	**78%**	**83%**	**94%**	**72%**	**77%**

% 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	100%	56%	87%	75%	88%	68%	89%	95%	96%	91%	86%	**85%**
I have discussed and agreed my ADEP plan with my manager	100%	75%	90%	89%	94%	95%	100%	95%	88%	100%	93%	**92%**
I get recognition when I do a good job	85%	50%	63%	65%	81%	68%	74%	68%	64%	91%	69%	**69%**
I get regular feedback about my performance	92%	31%	73%	60%	75%	59%	74%	82%	76%	82%	62%	**69%**
The way my performance is evaluated provides me with clear guidelines for improvement	77%	50%	70%	65%	69%	68%	58%	77%	80%	64%	55%	**67%**
Poor performance is effectively addressed in my area	67%	19%	33%	45%	62%	53%	42%	40%	52%	36%	50%	**45%**
Total	**87%**	**47%**	**70%**	**66%**	**78%**	**69%**	**73%**	**77%**	**76%**	**77%**	**69%**	**71%**

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?

- Some feel that the ADEP process is too time-consuming and is not an effective way to measure performance. This was a particularly common theme for Academic staff.
- Many Academic staff measure their own performance by the success and wellbeing of their students.
- Recognition and reward was a common theme throughout. There seems to be a strong desire for more recognition of quality work.
- Some comments were about adapting and revamping the ADEP process to include more frequent dialogue and feedback throughout the year. Many view it as a "tick box" activity.
- Many staff are clear about their role and responsibilities and seem to receive quality feedback and support from their line managers throughout the year, independent of the ADEP process.

Health Safety & Wellness

This year, while there was strong growth in staff actively discussing safety during team meetings, staff rate their physical environment lower this year, under the ongoing Covid-19 restrictions. Academic staff in particular are likely to rate this lower.

Health Safety & Wellness Statements

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

Statement	Agree	Strongly Agree	2018	2019	2020	2021	2020 - 2021 change
I understand the hazards in my work areas	52%	43%	84%	93%	94%	95%	+1
I am clear about my Health and Safety expectations in my r...	47%	47%	81%	89%	93%	93%	-
I know what to do if there is a Health and Safety incident i...	48%	42%	75%	81%	88%	90%	+2
Unitec offers flexible work practices which help me to man...	38%	48%	84%	90%	91%	86%	-5
Unitec takes positive action on staff health and well-being	45%	33%	61%	73%	79%	78%	-1
Safety is actively discussed at my team meetings	43%	36%	64%	77%	86%	79%	+7
My physical environment allows me to do my job well	44%	31%	62%	72%	81%	74%	-7
Overall Health Safety & Wellness			**73%**	**82%**	**87%**	**85%**	**-2**

% Positive Sentiment (Strongly Agree or Agree)

	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
I understand the hazards in my work areas	97%	96%	100%	97%	95%	95%	94%	**95%**
I am clear about my Health and Safety expectations in my role	90%	92%	100%	98%	96%	100%	92%	**93%**
I know what to do if there is a Health and Safety incident in my area	88%	94%	100%	95%	87%	90%	88%	**90%**
Unitec offers flexible work practices which help me to manage my work-life balance	95%	80%	100%	97%	97%	90%	79%	**86%**
Unitec takes positive action on staff health and well-being	78%	82%	75%	89%	87%	90%	68%	**78%**
Safety is actively discussed at my team meetings	77%	82%	100%	90%	82%	81%	72%	**79%**
My physical environment allows me to do my job well	68%	75%	75%	95%	86%	95%	63%	**74%**
Total	**85%**	**86%**	**93%**	**95%**	**90%**	**92%**	**80%**	**85%**

% 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 understand the hazards in my work areas	75%	100%	100%	100%	81%	95%	95%	95%	92%	91%	100%	**94%**
I am clear about my Health and Safety expectations in my role	83%	93%	87%	85%	94%	100%	95%	95%	88%	82%	97%	**91%**
I know what to do if there is a Health and Safety incident in my area	91%	80%	87%	79%	75%	86%	89%	95%	88%	91%	93%	**87%**
Unitec offers flexible work practices which help me to manage my work-life balance	83%	60%	77%	75%	81%	82%	67%	82%	92%	73%	83%	**79%**
Unitec takes positive action on staff health and well-being	75%	53%	90%	55%	63%	77%	47%	59%	64%	73%	83%	**69%**
Safety is actively discussed at my team meetings	67%	73%	79%	33%	44%	76%	84%	95%	56%	82%	86%	**72%**
My physical environment allows me to do my job well	82%	36%	63%	53%	80%	68%	53%	36%	80%	73%	83%	**65%**
Total	**79%**	**71%**	**83%**	**69%**	**74%**	**84%**	**76%**	**80%**	**80%**	**81%**	**89%**	**80%**

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?

- One of the main themes throughout this section was flexible working arrangements. Opinions were mixed: some greatly appreciate flexible working and it works well for them and their teams. Others feel that it is not sustainable with the work they need to complete. There was an acknowledgment of it being a high trust model, which worked well for some but for poor performers, this made it difficult to hold them accountable for tasks.
- Common theme of high staff fatigue from the ongoing Covid lockdown at the end of the year. Concerns around returning to campus in workspaces that will have many people in the same areas at the same time.
- Good support and appreciation of the wellbeing activities offered online throughout Covid lockdown.
- Some complaints over building maintenance regarding ventilation and worn furnishings.
- Concerns with heavy workloads in relation to overall staff wellbeing.

Diversity & Inclusion

Three diversity and inclusion metrics have decreased this year, with staff less likely to agree that "Unitec sees value in diversity and is committed to building a supportive and inclusive environment"

Diversity & Inclusion Statements

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

Statement	Strongly disagree	Disagree	Neither	Agree	Strongly Agree
Unitec sees value in diversity and is committed to building a suppo…			14%	49%	30%
During the last 12 months, I feel there has been an increased focus…		6%	20%	48%	23%
Unitec's diversity and inclusion initiatives are effective		5%	25%	45%	22%
I feel confident to speak up when I witness or experience inapprop…	5%	9%	18%	43%	25%

% Positive Sentiment (Strongly Agree or Agree)

	2018	2019	2020	2021	2020 - 2021 change
Unitec sees value in diversity and is committed to building a suppo…		82%	86%	79%	-7
During the last 12 months, I feel there has been an increased focus…		66%	73%	71%	-2
Unitec's diversity and inclusion initiatives are effective	55%	66%	72%	67%	-5
I feel confident to speak up when I witness or experience inapprop…		63%	66%	68%	+2
Overall Diversity & Inclusion		69%	74%	71%	-3

% Positive Sentiment (Strongly Agree or Agree)

	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
Unitec sees value in diversity and is committed to building a supportive and inclusive environment	78%	79%	100%	81%	91%	100%	72%	79%
During the last 12 months, I feel there has been an increased focus on inclusive behaviours	63%	71%	100%	76%	85%	90%	64%	71%
I feel confident to speak up when I witness or experience inappropriate behavior	51%	74%	100%	74%	77%	90%	61%	68%
Unitec's diversity and inclusion initiatives are effective	59%	68%	50%	76%	86%	90%	58%	67%
Total	63%	73%	88%	77%	85%	93%	64%	71%

% 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
Unitec sees value in diversity and is committed to building a supportive and inclusive environment	75%	40%	67%	68%	75%	82%	78%	68%	76%	64%	83%	72%
During the last 12 months, I feel there has been an increased focus on inclusive behaviours	67%	40%	63%	56%	88%	64%	61%	64%	60%	45%	86%	65%
I feel confident to speak up when I witness or experience inappropriate behavior	67%	60%	60%	50%	69%	68%	61%	59%	52%	55%	72%	61%
Unitec's diversity and inclusion initiatives are effective	58%	47%	53%	32%	69%	68%	50%	50%	72%	45%	72%	58%
Total	67%	47%	61%	51%	75%	70%	63%	60%	65%	52%	78%	64%

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?

- Strong support for diversity and inclusion, however, some concerns over other groups being alienated.
- Many feel that Unitec has good practices in play, however there is still room for improvement.
- Many see diversity and inclusion as a top priority but there is more to be done.
- Many would like to have more visibility of diverse staff in certain areas of the organisation. However, many commented they feel that Unitec is overall very welcoming of diverse cultures.
- Some pointed out that there is work to be done particularly in the disability space.

Professional/ Career Development

Ratings have decreased across all professional and career development statements since last year. Unitec helping staff to "stay current" in their profession had the largest decrease, with CE&AT staff giving the lowest ratings

Professional/ Career Development Statements

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

		% Positive Sentiment (Strongly Agree or Agree)				2020 - 2021 change
		2018	2019	2020	2021	
My line manager encourages my development	14% / 37% / 45%	66%	78%	84%	82%	-2
I am supported to develop the skills I need in my career	9% / 18% / 42% / 29%	48%	65%	74%	71%	-3
Working at Unitec provides me with experience to remain …	6% / 25% / 40% / 27%	51%	66%	71%	67%	-4
Unitec helps me stay current in my profession	11% / 23% / 39% / 23%	45%	60%	69%	63%	-6
Working at Unitec enables me to network with others to a…	8% / 27% / 40% / 22%	47%	60%	67%	62%	-5
There are opportunities for me to develop my career at Uni…	13% / 25% / 36% / 21%	43%	57%	64%	58%	-6
Overall Professional/ Career Development		**50%**	**64%**	**72%**	**67%**	**-5**

% Positive Sentiment (Strongly Agree or Agree)

Statement	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
My line manager encourages my development	80%	92%	75%	71%	83%	95%	79%	82%
I am supported to develop the skills I need in my career	64%	83%	100%	67%	71%	86%	66%	71%
Working at Unitec provides me with experience to remain highly employable	67%	79%	100%	63%	78%	76%	57%	67%
Unitec helps me stay current in my profession	57%	77%	100%	61%	67%	81%	55%	63%
Working at Unitec enables me to network with others to advance my career	46%	74%	75%	56%	64%	71%	60%	62%
There are opportunities for me to develop my career at Unitec	46%	65%	75%	60%	63%	71%	53%	58%
Total	60%	78%	88%	63%	71%	80%	61%	67%

% Positive Sentiment (Strongly Agree or Agree)

Statement	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 encourages my development	83%	67%	77%	70%	81%	77%	78%	90%	76%	91%	79%	78%
I am supported to develop the skills I need in my career	75%	60%	67%	55%	75%	59%	53%	77%	76%	64%	72%	67%
Working at Unitec provides me with experience to remain highly employable	67%	33%	69%	47%	44%	32%	37%	64%	80%	55%	69%	56%
Unitec helps me stay current in my profession	75%	47%	60%	45%	69%	27%	37%	59%	76%	36%	66%	55%
Working at Unitec enables me to network with others to advance my career	75%	47%	62%	47%	53%	59%	58%	64%	68%	45%	66%	60%
There are opportunities for me to develop my career at Unitec	58%	47%	52%	53%	47%	41%	42%	59%	60%	55%	62%	53%
Total	72%	50%	64%	53%	62%	49%	50%	69%	73%	58%	69%	62%

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?

- Many said they feel supported to grow in their roles at Unitec; however, some feel development is limited due to heavy workloads, funding barriers, and time restrictions.
- An increase in staff fatigue this year is noted, suggesting that less staff are taking Personal Development leave and are taking Annual Leave instead.
- Some note that many line managers are supportive of staff career growth and development.
- Academic staff feel they are supported to grow in teaching but less so in research due to high teaching workloads.
- Some feel, (particularly Support staff), that their options for growth and development will increase with future Te Pūkenga opportunities.
- Generally, the comments are quite mixed – some feel stagnant in their current roles with limited opportunities for growth, while others feel very supported for advancement.

Communication

There have been decreases across all communication metrics this year, especially in terms of staff feeling there is adequate change communication, and being happy with the overall level of communication.

Communication Statements

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

Statement	Bar		% Positive Sentiment (Strongly Agree or Agree)				2020 - 2021 change
			2018	2019	2020	2021	
I can easily access the information I need to do my job	7% / 13% / 55% / 23%		60%	74%	82%	79%	-3
I trust the information that is shared through our central c...	16% / 54% / 24%		72%	79%	88%	78%	-10
I am happy with the level of communication at Unitec	10% / 22% / 49% / 15%		52%	67%	78%	64%	-14
I feel that my ideas for improvement are listened to	5% 8% / 24% / 44% / 19%		48%	61%	70%	63%	-14
It is easy for me to find out what is going on around Unite...	14% / 22% / 44% / 17%		57%	69%	72%	61%	-11
There is adequate communication regarding change in the...	5% / 15% / 24% / 43% / 13%		48%	64%	73%	57%	-16
Overall Communication			**56%**	**69%**	**77%**	**67%**	**-10**

% Positive Sentiment (Strongly Agree or Agree)

	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
I can easily access the information I need to do my job	78%	77%	100%	90%	90%	95%	70%	**79%**
I trust the information that is shared through our central communications channels	80%	75%	100%	81%	87%	95%	73%	**78%**
I am happy with the level of communication at Unitec	54%	69%	100%	81%	69%	81%	56%	**64%**
I feel that my ideas for improvement are listened to	61%	66%	100%	76%	69%	95%	52%	**63%**
It is easy for me to find out what is going on around Unitec that impacts me	56%	63%	100%	75%	73%	86%	50%	**61%**
There is adequate communication regarding change in the organisation	46%	53%	100%	75%	60%	90%	50%	**57%**
Total	**63%**	**67%**	**100%**	**80%**	**75%**	**90%**	**59%**	**67%**

% 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 can easily access the information I need to do my job	75%	47%	77%	55%	88%	82%	72%	55%	76%	36%	79%	**70%**
I trust the information that is shared through our central communications channels	75%	60%	73%	65%	88%	67%	67%	50%	84%	73%	90%	**73%**
I am happy with the level of communication at Unitec	50%	27%	70%	65%	69%	64%	39%	45%	48%	36%	79%	**57%**
I feel that my ideas for improvement are listened to	67%	36%	52%	45%	56%	60%	28%	45%	56%	55%	69%	**52%**
It is easy for me to find out what is going on around Unitec that impacts me	58%	33%	63%	45%	69%	59%	28%	32%	44%	9%	79%	**50%**
There is adequate communication regarding change in the organisation	58%	40%	63%	60%	69%	50%	39%	36%	32%	18%	76%	**51%**
Total	**64%**	**40%**	**66%**	**56%**	**73%**	**64%**	**45%**	**44%**	**57%**	**38%**	**79%**	**59%**

Communication Comments

Below are the themes extracted from staff comments when answering the following question:
Do you have any comments about communication at Unitec?

- Many people do not find the Nest particularly user-friendly when it comes to trying to find information and end up avoiding it altogether.
- Generally, there were a mix of opinions on communication. Some find it not enough and requested more from ELT and their relevant HOS/Directors.
- A few found there to be a bit too much communication. Some are satisfied with the level of communication or are apathetic, with a few saying that while communication has improved this year, there is still room for improvement.
- Many would like more updates and communications from Te Pūkenga regarding strategic direction.

Manaakitia re Rito (Renewal Strategy)/ Direction & Alignment

There has been across the board decreases in strategy metrics this year, especially in terms of staff feeling that Unitec has a strategy for the future which has reverted to 2018 levels

Manaakitia re Rito Direction & Alignment Statements

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

Statement	Chart	2018	2019	2020	2021	2020 - 2021 change
I can clearly see how my work contributes to Unitec's Strat...	11% / 60% / 27%	89%	90%	92%	87%	-5
I believe in what Unitec is trying to achieve	15% / 62% / 22%	84%	90%	95%	84%	-11
The Unitec Renewal strategy is clear and I understand it	24% / 59% / 12%	78%	85%	87%	71%	-16
Unitec has a strategy for the future	11% / 32% / 41% / 12%	53%	70%	79%	53%	-26
Overall Strategic Direction & Alignment		**76%**	**84%**	**88%**	**70%**	**-18**

% Positive Sentiment (Strongly Agree or Agree)

% Positive Sentiment (Strongly Agree or Agree)	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
I can clearly see how my work contributes to Unitec's Strategic Goals	84%	95%	100%	86%	92%	100%	80%	87%
I believe in what Unitec is trying to achieve	89%	88%	100%	94%	92%	100%	70%	84%
The Unitec Renewal strategy is clear and I understand it	100%	72%	67%	77%	76%	77%	61%	71%
Unitec has a strategy for the future	48%	58%	75%	57%	64%	62%	46%	53%
Total	**73%**	**75%**	**85%**	**75%**	**79%**	**82%**	**60%**	**70%**

% 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 can clearly see how my work contributes to Unitec's Strategic Goals	80%	50%	81%	80%	71%	100%	60%	67%	85%	100%	82%	80%
I believe in what Unitec is trying to achieve	60%	50%	71%	80%	71%	80%	40%	67%	67%	80%	76%	70%
The Unitec Renewal strategy is clear and I understand it	40%	50%	57%	80%	57%	60%	40%	44%	62%	80%	76%	60%
Unitec has a strategy for the future	42%	27%	72%	26%	44%	45%	26%	41%	52%	45%	59%	46%
Total	**52%**	**37%**	**71%**	**50%**	**57%**	**65%**	**35%**	**51%**	**63%**	**69%**	**71%**	**60%**

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?

- Overall, there is an overwhelming sense of uncertainty and confusion in this section about what direction Unitec is headed.
- Many feel that the future of Te Pūkenga is unclear and that there is not a clear direction from them.
- Some feel that the Unitec strategy is overshadowed and no longer a clear focus.
- Some are still confused by the relationship between Unitec and MIT and differing strategic directions.
- A few comments relating to budgetary concerns – some feel this has been the main focus lately.

Māori and Pacific Success

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

Māori and Pacific Success Statements

● Strongly disagree ● Disagree ● Neither ● Agree ● Strongly Agree
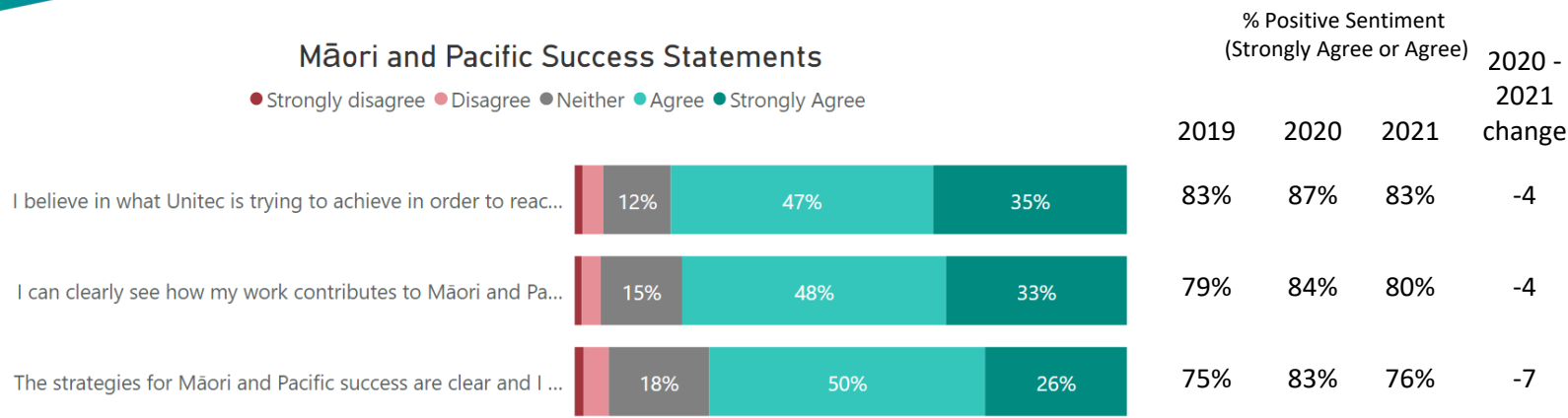
Statement	Neither	Agree	Strongly Agree	2019	2020	2021	2020 - 2021 change
I believe in what Unitec is trying to achieve in order to reac...	12%	47%	35%	83%	87%	83%	-4
I can clearly see how my work contributes to Māori and Pa...	15%	48%	33%	79%	84%	80%	-4
The strategies for Māori and Pacific success are clear and I ...	18%	50%	26%	75%	83%	76%	-7
Overall Māori and Pacific Success				**79%**	**85%**	**80%**	**-5**

% Positive Sentiment (Strongly Agree or Agree)

% Positive Sentiment (Strongly Agree or Agree)

Statement	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
I believe in what Unitec is trying to achieve in order to reach parity for these groups	85%	87%	100%	77%	87%	95%	79%	83%
I can clearly see how my work contributes to Māori and Pacific success	85%	88%	100%	71%	79%	81%	79%	80%
The strategies for Māori and Pacific success are clear and I understand them	68%	83%	100%	74%	75%	81%	74%	76%
Total	**80%**	**86%**	**100%**	**74%**	**80%**	**86%**	**77%**	**80%**

% Positive Sentiment (Strongly Agree or Agree)

Statement	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 believe in what Unitec is trying to achieve in order to reach parity for these groups	83%	80%	80%	58%	88%	82%	95%	68%	84%	73%	83%	80%
I can clearly see how my work contributes to Māori and Pacific success	92%	73%	86%	59%	88%	68%	89%	82%	80%	73%	76%	79%
The strategies for Māori and Pacific success are clear and I understand them	67%	60%	77%	72%	88%	82%	79%	68%	76%	64%	79%	75%
Total	**81%**	**71%**	**81%**	**63%**	**88%**	**77%**	**88%**	**73%**	**80%**	**70%**	**79%**	**78%**

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?

- Many strongly support the initiatives that have been put in place to support Māori and Pacific students and that they are two extremely important priority groups.
- Some feel that staff are doing all that they can with the resources that they have, but acknowledging that sometimes this is not always enough. Suggestions of more needing to be done outside of just the classroom.
- Contrary to this, some acknowledged the good focus on welcoming Māori and Pacific at the start of their journey with Unitec through onboarding and relationship-building, however more focus is needed throughout the learning experience on teaching and assessments.
- Some comments around concern with the risk of alienating other groups of students on campus by focusing on Māori and Pacific.
- Some references to the COVID lockdown and how this has proved to be an additional challenge for Māori and Pacific success.

Executive Leadership

Staff ratings towards Executive Leadership, which had grown over the previous four years, have since reversed. Schools that show lower endorsement include Creative Industries, Architecture & Environmental & Animal Sciences staff

Executive Leadership Statements

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

Statement	Strongly disagree	Disagree	Neither	Agree	Strongly Agree	2018	2019	2020	2021	2020 - 2021 change
The ELT listen to other staff	6%	12%	37%	35%	10%	58%	65%	69%	45%	-24
I have confidence in the ELT	6%	15%	35%	33%	11%	49%	69%	76%	44%	-32
I am happy with the performance of the ELT	6%	13%	38%	33%	10%	50%	65%	78%	43%	-35
The ELT are good role models for staff	6%	13%	39%	33%	10%	47%	66%	72%	42%	-34
The ELT are accessible to staff	6%	20%	31%	31%	11%	54%	62%	68%	42%	-26
Overall Executive Leadership						**52%**	**65%**	**72%**	**43%**	**-29**

% Positive Sentiment (Strongly Agree or Agree)

% Positive Sentiment (Strongly Agree or Agree)	Academic	Learner Experience & Success	Office of CEO	Operations	Pasifika, Partnerships & Support	People and Culture	Schools & Performance	Total
The ELT listen to other staff	34%	51%	100%	48%	59%	62%	36%	**45%**
I have confidence in the ELT	39%	44%	100%	53%	53%	57%	37%	**44%**
I am happy with the performance of the ELT	37%	38%	100%	54%	58%	57%	37%	**43%**
The ELT are good role models for staff	38%	44%	100%	47%	55%	67%	34%	**42%**
The ELT are accessible to staff	30%	48%	100%	48%	58%	52%	34%	**42%**
Total	**36%**	**45%**	**100%**	**50%**	**57%**	**59%**	**36%**	**43%**

% 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
The ELT listen to other staff	31%	13%	53%	40%	50%	50%	20%	19%	28%	27%	57%	**38%**
I have confidence in the ELT	46%	25%	48%	42%	38%	55%	20%	27%	32%	18%	53%	**39%**
I am happy with the performance of the ELT	46%	19%	44%	40%	38%	55%	15%	23%	40%	45%	47%	**38%**
The ELT are good role models for staff	46%	13%	47%	35%	31%	45%	10%	23%	32%	36%	50%	**35%**
The ELT are accessible to staff	31%	19%	44%	40%	25%	50%	16%	14%	32%	36%	57%	**35%**
Total	**40%**	**18%**	**47%**	**39%**	**36%**	**51%**	**16%**	**21%**	**33%**	**33%**	**53%**	**37%**

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?

- Overall, there was some dissatisfaction still with the change in leadership style, but staff have the desire to build up trust and there was acknowledgement of the good work the ELT have done during a challenging year.

- Number of staff who either do not know who the ELT are or feel they only know their own ELT member. Some staff feel that previous ELT were very accessible, hence comparisons in this area. Some positive comments around staff feeling comfortable engaging and speaking with ELT.

- Acknowledgement of ELT seeming to be stretched too thin. Many comments attributed this to going between Unitec and MIT. Some comments on too many decisions being finance-based rather than people-based. Some comments around the uncertainty of Te Pūkenga.

- Communication thought to be more written rather than in person. There was some acknowledgement of Covid interruptions throughout the year that made in-person communication more difficult. Also some comments around ELT communications seeming distant and not directly addressing staff.

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?

- By far the most prevalent theme was ongoing comments about heavy fatigue that has set in due to the long COVID lockdown. Many have attributed increasingly high workloads to the lockdown. There is an acknowledgment of a "shift" felt throughout this past year.
- Some do not feel as confident as they normally do at the end of the year with uncertainty around Te Pūkenga. Some are asking for more clarity about Unitec's strategic direction.
- Some feel that poor performance of others is still not being addressed.
- Some are committed to Unitec but feel disillusioned by budget cuts and high workloads.
- Many positive comments in support of good team environment and collaboration.
- Many Academic staff are committed to their students and the community.
- Some positive comments about Unitec's work-life balance and flexible working policy.

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