

# Unitec Action Plan 2022 – Enrolment & Academic Operations

Manaakitia te Rito Priorities	Unitec Priorities	2022 Actions	2022 Targets
<b>Improve the success of all learners, achieving parity for Māori, Pacific and under 25s by the end of 2024, enhancing the success of International learners and Disabled learners, and serving the educational needs of Tāmaki Makaurau</b> <b>RANGATIRATANGA Authority and Responsibility</b>	Continue the implementation of our Manaakitia te Rito kaupapa including embedding our culture of 'learners at the centre' and progress towards Māori and Pacific and U25 parity achievement	<ul style="list-style-type: none"> <li>Ensure all staff continue to embed our values into daily practice</li> <li>Continue to refine and embed our various Success Strategies and "I See Me" Initiatives, including professional development badges for all staff</li> <li>Understand Te Pae Tawhiti Action Plan and evaluation, continue further collaboration opportunities with MIT</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve learner NPS</li> <li>Improved staff satisfaction and engagement</li> <li>Improved learner retention, completion and progression rates – 2022 parity targets met</li> <li>Completion of badges to 85%</li> </ul>
	Partner with Te Pūkenga and other subsidiary ITPs to confirm learner journey and experience	<ul style="list-style-type: none"> <li>Form direct links to the Te Pūkenga working groups on these business functions and actively participate in solution design</li> </ul>	<ul style="list-style-type: none"> <li>Actively participate in Te Pūkenga forums and input for learner journey</li> <li>Actively seek out opportunities for Unitec staff to be in Te Pūkenga working groups</li> </ul>
	Deepen and grow partnerships with community, industry, MIT, Te Pūkenga and other subsidiary ITPs, Iwi, and our Pacific communities	<ul style="list-style-type: none"> <li>Continue to implement the Partnership Strategy</li> <li>Form direct links to the Te Pūkenga working groups on these business functions and actively participate in solution design</li> </ul>	<ul style="list-style-type: none"> <li>Actively seek out opportunities for Unitec staff to be in Te Pūkenga working groups</li> </ul>

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<b>Provide high quality learning, teaching and applied research to develop work-ready lifelong learners MAHI KOTAHITANGA Co-operation</b>	High quality learning, teaching and research, including commitment to academic quality, embedded in our best practice culture	<ul style="list-style-type: none"> <li>Continue academic quality emphasis and maintain a 'best practice' culture</li> <li>Quality conversations</li> <li>Deliver our core business well</li> </ul>	<ul style="list-style-type: none"> <li>2022 Student NPS 'Teaching &amp; Learning' target no less than 2021</li> <li>Embed and improve on academic quality</li> <li>Monthly catch ups – ensure more detailed quarterly check ins</li> <li>Deliver to KPI's</li> </ul>
	Contribute to opportunities arising from RoVE and Te Pūkenga	<ul style="list-style-type: none"> <li>Engage proactively with all Te Pūkenga</li> <li>Supporting opportunities to partner with Te Pūkenga &amp; subsidiaries</li> </ul>	<ul style="list-style-type: none"> <li>Early adoption of RoVE initiatives and Te Pūkenga workstreams</li> </ul>

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<b>Engage and inspire staff so they are proud to work at Unitec and are equipped with the capabilities to support quality learning</b> <b>WAKARITENGA</b> <b>Legitimacy</b>	Ongoing development of staff capability	<ul style="list-style-type: none"> <li>Embed a whole-of-organisation approach to professional development including Unitec wide development priorities</li> <li>Recruitment for Maori and Pacific</li> <li>Wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Quality ADEP Plans and Reviews completed within timeframes</li> <li>Achievement of required staff PD badges</li> <li>Engagement score for each team is at a minimum of 85%</li> <li>Lead the conversation with Recruitment as to where our candidates are originating from – ensuring that Māori &amp; Pacific applicants are being made aware of the opportunities pre-application.</li> <li>Staff specifically report in the engagement survey that their wellbeing is a focus and is supported</li> </ul>
	Build change readiness towards integration into Te Pūkenga in 2023	<ul style="list-style-type: none"> <li>Support and participate in change initiatives with Te Pūkenga</li> <li>including change readiness assessments and engagement</li> <li>planning</li> <li>Ensure communication and staff awareness of TP initiatives</li> <li>Continue focus on building change resilience and supporting staff wellbeing through transition</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of increasing staff engagement towards 2023 integration - from Unitec staff engagement survey; quarterly Te Pūkenga staff engagement survey; and number of staff involvement in Te Pūkenga forums and engagement in consultation processes.</li> </ul>
	Increase staff engagement	<ul style="list-style-type: none"> <li>Visible inclusive leadership at all levels – one conversation at a time</li> <li>Ensure communication and active engagement in action planning following engagement survey</li> </ul>	<ul style="list-style-type: none"> <li>Senior managers provide transparent update on Group &amp; institutional matters at fortnightly hui and ad hoc as required</li> <li>Maintain staff engagement at no less than 80%</li> <li>Maintain staff participation in engagement surveys at no less than 80%</li> </ul>
<b>Build a financially sustainable organisation to invest in the future with an annual operating surplus</b> <b>KAITIAKITANGA</b> <b>Guardianship</b>	Achieve budget	<ul style="list-style-type: none"> <li>Ensure costs in line with revenue</li> </ul>	<ul style="list-style-type: none"> <li>Budget achieved by year end</li> </ul>

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2022 Actions	Detail	Responsibility	Timeline
<ul style="list-style-type: none"> <li>Ensure all staff undertake Te Noho Kotahitanga workshop</li> <li>Ensure all staff continue to embed our values into daily practice</li> </ul>	<ul style="list-style-type: none"> <li>Attend Te Noho Kotahitanga workshop</li> <li>Identify positive contribution &amp; alignment to values of others through monthly recognition mechanism</li> </ul>	Operations Senior leadership team	1/08/22
<ul style="list-style-type: none"> <li>Continue to refine and embed our various Success Strategies and “I See Me” Initiatives, including professional development badges for all staff</li> </ul>	<ul style="list-style-type: none"> <li>Completion of 1 Professional development badge</li> <li>Attendance at “I see me” workshops and priority group forums</li> <li>Staff to sit in on at least 1 lecture/ class/ student lessons</li> </ul>	Operations Senior leadership team	1/10/22
<ul style="list-style-type: none"> <li>Understand Te Pae Tawhiti Action Plan and evaluation, continue further collaboration opportunities with MIT</li> </ul>		Director	1/07/22
<ul style="list-style-type: none"> <li>Form direct links to the Te Pūkenga working groups on these business functions and actively participate in solution design</li> </ul>	<ul style="list-style-type: none"> <li>Seek out planning &amp; progress opportunities for all functions under Enrolment &amp; Academic Operations</li> </ul>	Operations Senior leadership team	1/07/22
<ul style="list-style-type: none"> <li>Continue to implement the Partnership Strategy</li> <li>Form direct links to the Te Pūkenga working groups on these business functions and actively participate in solution design</li> </ul>	<ul style="list-style-type: none"> <li>Support UPC, Industry partnerships and the schools with respect to their engagement with the community</li> <li>Seek out planning &amp; progress opportunities for all functions under Enrolment &amp; Academic Operations</li> </ul>	Operations Senior leadership team	24/12/22

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2022 Actions	Detail	Responsibility	Timeline
<ul style="list-style-type: none"> <li>Continue academic quality emphasis and maintain a 'best practice' culture</li> <li>Quality conversations</li> <li>Deliver our core business well</li> </ul>	<ul style="list-style-type: none"> <li>Improved Quality Assurance</li> <li>Report on 1:1s in monthly dashboard</li> <li>Providing data or input from partners to support 1:1 korero</li> <li>Feedback loop on Coaching</li> <li>Ensure Operating Rhythm (coaching, quality, Operating instructions, ADEP's and communication) is delivered</li> </ul>	<p>Operations Senior leadership team</p> <p>Operations Senior leadership team</p> <p>Operations Senior leadership team</p>	<p>1/09/22</p> <p>1/06/22</p> <p>24/12/22</p>
<ul style="list-style-type: none"> <li>Engage proactively with all Te Pūkenga</li> <li>Supporting opportunities to partner with Te Pūkenga &amp; subsidiaries</li> </ul>	<ul style="list-style-type: none"> <li>Support secondment opportunities for Staff where practicable</li> <li>Provide feedback &amp; input on areas of Subject Matter Expertise &amp; actively engage</li> <li>Transparent approach with other ITP's &amp; ITO's</li> <li>Actively progress harmonisation/ standardisation opportunities in Timetabling, Graduation, enrolment &amp; reporting</li> </ul>	<p>Operations Senior leadership team</p> <p>Operations Senior leadership team</p>	<p>1/05/22</p> <p>1/07/22</p>

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2022 Actions	Detail	Responsibility	Timeline
<ul style="list-style-type: none"> <li>Embed a whole-of-organisation approach to professional development including Unitec wide development priorities</li> </ul>	<ul style="list-style-type: none"> <li>Complete all ADEP &amp; badging requirements</li> </ul>	Operations Senior leadership team	24/12/22
	<ul style="list-style-type: none"> <li>Skip level meetings</li> <li>Monthly 1:1 / Face 2 Face</li> <li>Team building</li> <li>Health and safety staff agenda for team meetings</li> <li>Educating staff about what PD is</li> <li>Aligning ADEP goals to values</li> <li>Unitec comms to be completed in team meetings</li> <li>Staff going into next tier level management meeting</li> <li>Staff to attend graduation (Volunteer)</li> <li>Partnering in schools (sit in lectures student lessons)</li> </ul>	Operations Senior leadership team	1/06/22
<ul style="list-style-type: none"> <li>Recruitment for Maori and Pacific</li> </ul>	<ul style="list-style-type: none"> <li>Proactively use word of mouth and networks to promote awareness of and access to Māori &amp; Pacific networks</li> </ul>	Tara Roberts	1/05/22
<ul style="list-style-type: none"> <li>Wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Self-assessment – understanding of when/ where work place assessments are required</li> <li>Complete &amp; embed Flexible Working structure</li> <li>Ensuring staff are reassured of set for remote working</li> <li>Engagement Calendar – Staff event</li> <li>Celebrate our success</li> <li>Ownership of monthly values awards</li> <li>Increased recognition of staff</li> </ul>	Operations Senior leadership team	1/06/22
<ul style="list-style-type: none"> <li>Support and participate in change initiatives with Te Pūkenga</li> <li>including change readiness assessments and engagement planning</li> <li>Ensure communication and staff awareness of TP initiatives</li> <li>Continue focus on building change resilience and supporting staff wellbeing through transition</li> </ul>	<ul style="list-style-type: none"> <li>Each team review in team Meeting</li> <li>Invite H&amp;S co-ordinator to attend &amp; create relationship</li> <li>Overviews of TP update information at Group hui</li> <li>Provide mechanism for change management roles &amp; HR business partner to have access to forums</li> </ul>	Director	1/07/22
<ul style="list-style-type: none"> <li>Visible inclusive leadership at all levels – one conversation at a time</li> <li>Ensure communication and active engagement in action planning following engagement survey</li> </ul>	<ul style="list-style-type: none"> <li>Wider business aspects communicated at fortnightly all of group hui</li> <li>Exec Directors &amp; other Senior managers invited to present/ talk at group hui</li> </ul>	Director	1/08/22
<ul style="list-style-type: none"> <li>Ensure costs in line with revenue</li> </ul>	<ul style="list-style-type: none"> <li>Monthly review sessions with Finance Business Partner</li> <li>Compliance with financial policies &amp; delegations - Critical assessment in decision making</li> </ul>	Operations Senior leadership team	24/12/22