University of Waikato
Diversity and Inclusion Programme 2016-2018

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1. Introduction
This Diversity and Inclusion Programme 2016-2018 provides goals and actions for the University for the next three years. It is underpinned by the Equal Employment Opportunities (EEO) Policy and is in accordance with New Zealand legislative requirements. It has been subject to extensive consultation and incorporates feedback from the PVC Māori, the Director – Māori Advancement, the Senior Policy Advisor Pacific and a number of individuals and groups.

1.1 New Zealand Legislative Framework
The relevant statutory requirements are:
- State Sector Act Amendment (No 2) 2004
- Human Rights Act 1993
- Employment Relations Act 2000
- Education Amendment Act 1993
- Equal Pay Act 1972

The State Sector Act requires the University to be a ‘good employer’ by operating a personnel policy containing provisions generally accepted as necessary for the fair and proper treatment of employees in all aspects of their employment. This includes provisions for:

- good and safe working conditions;
- an equal employment opportunities programme;
- impartial selection of suitably qualified persons for appointment;
- recognition of:
  (i) The aims and aspirations of the Māori people;
  (ii) The employment requirements of the Māori people;
  (iii) The need for greater involvement of the Māori people in the Education service;
- opportunities for the enhancement of the abilities of individual employees;
- recognition of the aims and aspirations, and the cultural differences, of ethnic or minority groups;
- recognition of the employment requirements of women; and
- recognition of the employment requirements of persons with disabilities.

1.2 University commitment to Diversity and Inclusion
The following principles inform the Diversity and Inclusion Programme. In the spirit of ko te tangata, the University is committed to:

i. A workplace in which everyone is able to participate and compete equitably, to develop to their full potential and be rewarded fairly for their contribution regardless of gender, ethnicity, disability, sexual orientation, age or family circumstances.

ii. Supporting all staff by providing an inclusive and accessible environment with equal opportunities for all to fulfil their potential and make their contribution, and making a commitment to embrace and understand diversity and inclusion;

iii. Maximising the skills, strengths and opportunities of all staff but having special regard for women, Māori, Pacific peoples and people with disabilities;

iv. Ensuring that merit is the overriding criterion for decisions affecting individuals. In doing so the University will give careful attention to definitions of merit, recognising that the distribution of talent does not favour any particular class, gender or ethnic group;
v. Valuing and recognising the cultural leadership that various Māori staff contribute to the distinctiveness of the University, in addition to their standard work-related responsibilities;
vi. Meeting our commitment to Māori as Treaty of Waitangi partners by providing fair and equitable distribution of resources to achieve equitable outcomes for Māori.

vii. Recognising that diversity enables the University and members of its community to benefit from encountering and understanding people from a wide range of backgrounds, who hold a multiplicity of beliefs and opinions, and contribute in a variety of ways;

viii. Instilling a culture of respect, with no tolerance for unfair discrimination or harassment; and

ix. Recognising and addressing systemic disadvantage.

1.3 Diversity and Inclusion objective:

Our aspiration is a workplace where all staff – from a wide range of ethnicities, linguistic/religious/socio-cultural groups and gender diversity – can develop and contribute to their full potential.

This can only be achieved over time through a strong commitment from all within the University. The Diversity and Inclusion Programme 2016-2018 outlines goals and actions for progressing this objective. Our target groups are women, Māori, Pacific peoples and people with disabilities because these groups have traditionally been disadvantaged in employment opportunities.
2. Diversity and Inclusion Programme 2016-2018

2.1 2016-2018 Goals

1. Strengthen the University’s commitment to equal opportunity by ensuring that diversity and inclusion principles are incorporated into organisational development, recruitment, retention, promotion/advancement, succession planning and professional development

2. Strengthen the University of Waikato as an inclusive workplace that fosters and supports equity, diversity and inclusion in the University community

3. Provide learning development across ethnicities, linguistic/religious/socio-cultural groups and genders to improve career opportunities and a diversity of representation in leadership positions

4. Provide support for target groups

2.2 Diversity and Inclusion programme 2016-2018 - Goals and Actions

<table>
<thead>
<tr>
<th>Goals</th>
<th>Actions</th>
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<tr>
<td>Strengthen the University's commitment to equal employment opportunity by ensuring that diversity and inclusion principles are incorporated into organisational development, recruitment, retention, promotion/advancement, succession planning, and professional development</td>
<td>Increase awareness and communicate diversity and inclusion issues and activities to managers and staff</td>
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<td>Develop mechanisms to enhance the academic and leadership success of new and emerging members of target groups</td>
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<td>Encourage and support equity provisions in the Academic Workload Guidelines at the local School/Department level</td>
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<td>Encourage recognition of the contribution by Māori to organisational culture and distinctiveness</td>
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<td>Recognise the importance of all ethnic, linguistic, religious, socio-cultural, and gender diverse (includes transgender) people and value this diversity in the University</td>
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<td>Monitor the distribution of gender remuneration at the University</td>
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<td>2</td>
<td><strong>Strengthen the University of Waikato as an inclusive workplace that fosters and supports equity, diversity and inclusion in the University community</strong></td>
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<td>Embed diversity and inclusion as shared values in the University’s organisational culture, increase awareness and encourage staff to participate in and contribute to relevant activities.</td>
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<td>Incorporate the importance of diversity and inclusion into induction</td>
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<td>3</td>
<td><strong>Provide learning development across ethnicities, linguistic/religious/socio-cultural groups and genders to improve career opportunities and a diversity of representation in leadership positions</strong></td>
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<td>Develop support options for those in leadership roles</td>
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<td>Provide leadership and career development opportunities</td>
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<td>Investigate the introduction of a coaching programme appropriate for diverse ethnicities, linguistic/religious/ socio-cultural groups and genders</td>
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<td>Encourage networks and Professional Learning Communities</td>
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<td>4</td>
<td><strong>Provide support for EEO target groups</strong></td>
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<td>Work with PVC Māori Office and Director - Māori Advancement to improve representation and opportunities for Māori and Pacific peoples</td>
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<td>Increase the leadership capacity of women and other target groups in middle and senior management positions</td>
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<td>Provide researcher development opportunities for new and emerging academics in target groups</td>
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<td>Strengthen the University’s mentoring scheme ensuring that it is relevant to Māori and Pacific peoples</td>
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<td>Provide support to EEO target group activities</td>
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4. Indicators and Reporting

4.1 Indicators of progress

The following indicators were informed by the EEO Career Progression Survey which included interviews with Deans and senior leaders and was carried out over 2013-2014¹:

1. **Increase the research quality and success of female academics.** Indicators: PBRF data, publications and citations

2. **Increase the percentage of women in senior positions and demonstrate actions to achieve this.** Indicators:
   a. Increased percentage of women in senior academic staff (Professors and Associate Professors);
   b. Increased percentage of women in organisational senior leadership positions; and
   c. Demonstrated actions towards achievement of a and b²

3. **Link to Goal 4 of Māori Advancement Plan** - which aims to:
   *Strengthen the University’s Māori staff profile with a focus on excellence and leadership*
   Indicators:
   a. Increased number of Māori staff in senior positions
   b. Demonstrated actions towards achievement

4. **Improvement in perceptions of equal employment opportunity.**
   Indicators: increased number of positive responses to the Staff Engagement Survey items:
   a. There is equal opportunity for all staff in the University of Waikato.
   b. The University of Waikato demonstrates commitment to gender equity.

4.2 Reporting

Progress will be:

1. Reported in the University Annual Report.
2. Reported to staff through the Diversity and Inclusion Newsletter, website and online community.

¹ The Career Progression Survey was a stated action in the EEO Programme 2012-2015
² Important due to low staff turnover