

AUT

THRIVING PEOPLE, THRIVING FUTURE

**AUT PEOPLE PLAN
2025-2030**

WHANO, WHANO, HARAMAI TE TOKI! HAUMI E, HUI E, TĀIKI E!

Listen closely to the voices of the People. Thriving People, Thriving Future is a vision built by many hands, from many stories, and shaped by the aspirations of our people.

Thriving People, Thriving Future is our People Plan – a living structure that will guide us through the journey of the next 5 years.

Grounded in the commitments of Te Aronui, this plan directly responds to the people-focused aspirations of Te Kete. It sets out how we will ensure that our workforce is aligned with and supported through the journey ahead.

Thank you to the many voices who have contributed to the development of this plan, incorporating around 5,000 contributions received through the Your Voice Engagement Survey, numerous workshops and conversations across AUT. Your input has been invaluable in shaping this plan, defining our way forward.

Our values: Pono, Tika, and Aroha are foundational – they guide our actions, relationships, and integrity. Together they strengthen and support our collective efforts.

The success of Thriving People, Thriving Future rests on our 3 Pou – the pillars of thriving, future readiness, and belonging:

- Thriving at AUT
- Embracing the Future
- Belonging, Culture, and Values

Together, these pillars support a vision that is bold, grounded, and deeply purposeful. They will strengthen our capacity to contribute meaningfully to Aotearoa New Zealand’s academic, social, and cultural fabric, ensuring that AUT is a leader in education, research and service to our communities. Every contribution strengthens the whole. Together, we build and uplift one another.

Nō reira, nau mai – welcome into this vision, this Kaupapa, and this plan.

THRIVING AT AUT

Success at AUT is determined by individual and collective behaviour and performance.

OBJECTIVES:

- Foster engagement and wellbeing.
- Drive high performance and effectively manage low performance.
- Develop, learn, and grow.
- Grow and increase Māori and Pacific leadership capacity and capability.

EMBRACING THE FUTURE

We innovate with intention to elevate our presence, impact, and readiness for the future.

OBJECTIVES:

- Attract, recruit, develop and lead a future-ready workforce.
- Boost our culture of ideation, strategic innovation, and adaptability to enhance our agility.
- Leverage digital platforms and data-driven insights to amplify our impact.
- Ensure innovation leads to meaningful, effective, and sustainable change.

BELONGING, CULTURE, AND VALUES

AUT’s values-driven culture and community underpins the delivery of Te Kete.

OBJECTIVES:

- Promote fairness & inclusivity.
- Embed the values of pono, tika and aroha into our everyday culture.
- Increase our relationality through whakawhanaungatanga.
- Foster a culturally safe work environment where diversity is seen, welcomed, and celebrated.

EVERYONE WILL...

- **Nurture wellbeing as the foundation of an inclusive and high-performing community.**

We honour the strength in our diversity and recognise that genuine connection and wellbeing are fundamental to engagement and performance.

- **Actively contribute to the success of Te Kete.**

We acknowledge and celebrate the impactful work that advances the objectives of Te Kete, ensuring our contributions to teaching, research, and service are meaningful and aligned with our shared goals.

- **Foster a culture of continuous learning and growth.**

We empower individuals and teams to grow through ako, our learning, teaching, and research that builds capability for now and the future.

- **Encourage feedback and reflection to strengthen performance.**

We embed a culture of constructive feedback, celebrating success and learning from setbacks to drive ongoing improvement.

- **Embrace strategic innovation and diverse ways of working for future readiness.**

We adapt to change, we embrace new ways of working, we embrace mātauranga māori, and we build digital and data literacy to strengthen our impact and future resilience.

- **Centre pono, tika, and aroha in everything we do.**

Steered by Te Aronui, we deepen our culture of trust, collaboration, and inclusive co-creation and decision making for meaningful outcomes.

LEADERS WILL...

- **Lead with clarity, care, and accountability.**

We set clear expectations, model inclusive and values-led behaviour, and respond promptly to performance or conduct concerns.

- **Champion thriving, diverse teams.**

We actively create environments where wellbeing is supported, development is prioritised, and everyone can grow, belong, and contribute meaningfully.

- **Embed Te Aronui through everyday leadership.**

We lead in ways that uphold tika, pono, aroha, and ōritetanga—ensuring optimal representation of Māori staff across all areas and levels, enabling our teams to confidently enact Te Aronui and connect it to their daily work.

- **Cultivate our culture of high performance.**

Through whakawhanaungatanga, we drive performance with regular cycles of planning, reflection, and feedback — celebrating strengths and addressing challenges directly.

- **Recognise and support future-focused innovation.**

We champion and recognise innovation that is inclusive, values-driven, and strategically aligned.

- **Equip teams for the future through digital confidence and smarter ways of working.**

We build digital and data literacy, streamline systems, and remove barriers—unlocking time and capacity for impactful work.

AUT WILL...

- **Invest in development that builds our future-ready, culturally competent, and values-aligned workforce.**

We offer inclusive learning opportunities that grow personal and professional capability—supporting Te Kete and strengthening AUT’s future, including building Māori leadership capability and capacity.

- **Strengthen leadership that inspires, grows, and holds to account.**

We equip leaders with tools and resources to foster high performance, grow cultural competence, respond to performance and conduct concerns, and role-model pono, tika, and aroha in how they lead.

- **Intentionally design a culturally safe working environment.**

We celebrate and support our diverse community of people by fostering an environment that supports everyone to thrive, succeed, and contribute meaningfully.

- **Embrace strategic, people-centred innovation.**

We embed innovation into workforce planning and development—leveraging Te Aronui where appropriate to ensure change is inclusive, aligned, and delivers cultural and sustainable impact.

- **Utilise digital platforms and insights to elevate the employee experience.**

We enhance systems, policies and use data-driven decision-making to support our high-performing, engaged, and adaptable workforce.

- **Grow our capability to engage meaningfully with Te Aronui.**

We support and equip our people to confidently engage with and apply Te Aronui, upholding Te Tiriti commitments in their everyday work.

IMPLEMENTING OUR PLAN

Thriving People, Thriving Future operates within the dynamic landscape of the tertiary sector, alongside other key AUT plans. The plan will be delivered through activities developed in alignment with our annual business planning cycle. Progress will be tracked through both quantitative and qualitative metrics, including the Your Voice Staff Engagement Survey and people metrics.

Each year, will build on the previous one, ensuring continuous progress. Regular feedback loops will be expanded or established to ensure your voice is included in the design and development of initiatives. Your voice is key to our shared success.

If you’re interested in learning more or playing an active role in shaping our 2030 strategic people projects, watch for upcoming communications.

GLOSSARY

Pono – truth, integrity

Tika – ethical and appropriate action

Aroha – empathy, care, compassion

Whakawhanaungatanga – the process of building relationships

Mātauranga – knowledge

Ako – to learn, to teach

Ōritetanga – equality

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