Retaining our People:
Employer Toolkit Retention Pilots
Final Monitoring & Evaluation Report

May 2025

FOOD & FIBRE CoVE
Learner-Focused, Industry-Led, Government-Enabled

Contents

This report summarises the Retention Pilots project, from concept to final results
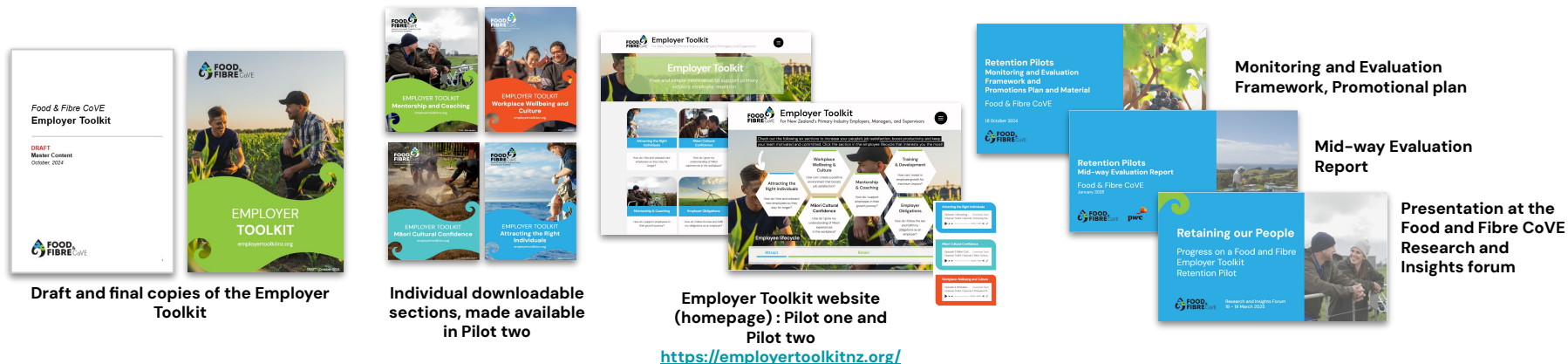
Project outputs

This Pilot project, spanning August 2024 to May 2025, has involved the creation and promotion of the 'Employer Toolkit' in website, downloadable PDF and audio versions. This process has been documented, including the plan for analysis of the Pilot programme aimed at observing how employers, managers and supervisors in the food and fibre sector approach retention issues.

These documents included the Monitoring & Evaluation Framework and Promotional Plan, a Mid-way Evaluation Report, and a presentation at the Food and Fibre CoVE Research and Insights forum. These documents are pictured below. Due to the iterative nature of this Pilot, many elements have evolved from their original conception. More detail on previous versions of the Toolkit, and monitoring and evaluation process can be found in specific documents shown below, which are available on request to Food and Fibre CoVE.

Purpose of this document

This document is the final summative evaluation of the Retention Pilots project. It consolidates findings from both Pilot one and Pilot two, documenting the process, outcomes, and lessons learned. (For details on interim outputs and earlier Toolkit versions, refer to the mid-way evaluation and other project documents.)

This report is complemented by a separate "Retention Pilots Te Ao Māori Final Report," which documents the parallel workstream that developed the *Māori Cultural Confidence* section.

Draft and final copies of the Employer Toolkit

Individual downloadable sections, made available in Pilot two

Employer Toolkit website (homepage) : Pilot one and Pilot two
https://employertoolkitnz.org/

Monitoring and Evaluation Framework, Promotional plan

Mid-way Evaluation Report

Presentation at the Food and Fibre CoVE Research and Insights forum

Executive summary

Executive summary (1 of 3)

This Monitoring and Evaluation report assesses the effectiveness of the Retention Pilots initiative. The evaluation aims to determine the impact of these Pilots on workforce retention. By analysing Pilot activities, stakeholder feedback, and engagement metrics, this report provides actionable insights to inform future workforce development strategies.

Background and context

High turnover in permanent food and fibre roles has long been recognised as an issue (Food & Fibre Skills Action Plan, 2019). The New Zealand food and fibre sector has a one-year retention rate of 42%, indicating that nearly 60% of permanent contract employees leave within their first year (Scarlatti, 2023).

Food and Fibre CoVE's Attraction and Retention Research Programme (2023) evaluated why workforce shortages have persisted in the food and fibre sector and considered what novel opportunities might be available to address these challenges. As part of this work, previous retention efforts were evaluated, and reasons why people leave food and fibre sector employment within 12 months were characterised. Scarlatti found that improving retention, particularly of first-year employees, is an underexploited opportunity to address workforce shortages. Secondly, they concluded that there are many reasons why people leave the sector, each with varying degrees of significance. Several Pilot opportunities were identified which informed this project:

- Building employer capability in developing and supporting employees.
- Managing staff with mental wellbeing challenges.
- Managing Gen Z employees.
- Mentoring / coaching new entrants to the workforce.
- Providing tools and resources to improve recruitment.

Overview of the project

The Retention Pilots initiative aimed to explore the relationship between employer behaviour and workforce retention patterns. Key questions guiding the project included:

- Is high turnover viewed negatively by employers?
- Do employers recognise their role in improving retention?
- Do employers lack information and tools to make changes?

To address these questions, a low involvement, accessible Employer Toolkit was developed and piloted. The Toolkit contained resources for employers to improve key drivers of low retention. This was coupled with a monitoring and evaluation programme to assess its effectiveness. The Toolkit Pilots aimed to answer the following research questions:

| **1.** Will **food and fibre employers engage** in low involvement, accessible support to improve their retention rates? | **2. How will elements of an Employer Toolkit impact** the **perception and confidence** of employers to be able to retain their employees? | **3. What elements are most impactful?** (elements include different sections and examples of cohort applications - school leavers, career changers, and for Māori) |

Executive summary (2 of 3)

Toolkit Development and Pilot Design

The project involved the design, piloting, promotion, and evaluation of an Employer Toolkit — a free and simple resource to help employers address employee issues. The Toolkit was divided into sections, each aligning with areas identified in previous research as potentially supporting retention outcomes.

1 Attracting the Right Individuals
2 Māori Cultural Confidence
3 Workplace Wellbeing and Culture
4 Mentorship and Coaching
5 Training and Development
6 Employer Obligations

A comprehensive desktop research and stakeholder engagement process informed the development of the Toolkit. This process helped identify focus areas and establish six design principles: the Toolkit needed to be free, accessible, simple to use, and relevant to common employee issues to encourage employer engagement.
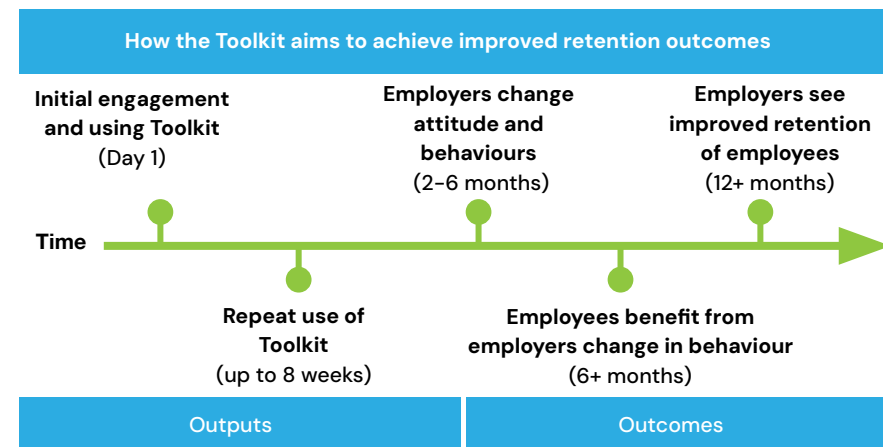
The Pilot design included:

- A monitoring and evaluation framework outlining data collection and analysis methodologies.
- The Toolkit content, providing workplace-related information for distribution.
- A promotion plan to drive awareness and engagement with the Toolkit among the target audience.

At the core of the monitoring and evaluation framework was an Intervention Logic Model (ILM), illustrating the logical progression from Pilot inputs and activities to desired long-term impacts (summarised below). Due to scope and timeframe limitations, short-term outcomes were observed as a proxy for longer-term retention rate impacts.

The evaluation approach comprised mid-way and final evaluations, each with predefined success criteria, examining the Pilot's performance at various user interaction points, including adoption, engagement, feedback, and understanding user demographics.

Figure 1. How the Toolkit aims to achieve improved retention outcomes

How the Toolkit aims to achieve improved retention outcomes

Initial engagement and using Toolkit (Day 1)

Employers change attitude and behaviours (2–6 months)

Employers see improved retention of employees (12+ months)

Time

Repeat use of Toolkit (up to 8 weeks)

Employees benefit from employers change in behaviour (6+ months)

Outputs | Outcomes

Executive summary (3 of 3)

Pilot results and analysis

The final evaluation provides a comprehensive summary and analysis of the Toolkit delivery Pilot, completed after the conclusion of Pilot two. It serves two main purposes:

- To summarise findings from the entire Retention Pilot programme.
- To contrast the outcomes of Pilot one and Pilot two.

Key findings include:

- 214 Toolkit sign-ups across the food and fibre sector, with 139 from the target audience (employers, managers, or supervisors). This was lower than initial targets.
- Industry communication channels outperformed paid promotions, indicating a preference for trusted information sources.
- Google Ads performed better than Meta Ads in converting sign-ups, possibly due to users actively seeking related information.
- The *Attracting the Right Individuals* section consistently received the most site sessions, suggesting a focus on hiring practices.
- Participants engaged with the Toolkit in various ways, including across multiple devices and formats, embracing alternatives like PDF downloads and audio podcast versions.
- Low survey completion rates limited feedback data, but industry stakeholders found the Toolkit useful and offered supportive qualitative feedback.

Overall, both mid-way and final evaluations indicated that the Pilots performed well for users who successfully adopted the Toolkit, despite sign-up numbers falling below targets. Organic search results and persistent sign-ups suggest the Toolkit has the potential to continue as a self-sustaining resource.

Conclusions

- The Toolkit showed potential in enhancing employers' awareness and practices related to workforce retention within the sector, receiving largely positive feedback and interest from industry.
- Despite the Toolkit's availability, overall engagement from employers fell short of expectations, suggesting that retention is not a priority area or the intervention needs to be more involved.
- The accompanying report *Retention Pilots Te Ao Māori Final Report* sets out the results and conclusions drawn from the Te Ao Māori workstream.

Next steps

Through the Pilot, valuable insights were gained on both the Toolkit's performance and the broader retention challenge. The following four areas are suggested for those adopting the Toolkit or exploring other retention initiatives:

- Strengthen distribution and industry partnerships: To achieve broader and more sustained uptake, the Toolkit can be embedded within trusted sector channels and owned by (and adapted for) specific industries.
- Improve accessibility and user experience: Consider even briefer downloadable / printable formats, and a custom AI chatbot to make interacting with the Toolkit as easy as possible, particularly for time poor and non-tech savvy employers.
- Deepen engagement and behaviour change: While the Toolkit has demonstrated that a low-involvement, accessible resource may be beneficial, it would be worth exploring higher involvement formats of learning to support engaging employers in retention-driving topics, such as training courses or workshops.
- Continuously monitor and adapt: Monitor sector retention over time, Toolkit performance over time, and act on feedback and industry trends to keep it up to date and relevant as needed.

1. Overview of the project

Background and context

High turnover in permanent food and fibre roles has long been recognised as an issue (see graph upper right from the Food & Fibre Skills Action Plan, 2019). The New Zealand food and fibre sector faces a one-year retention rate of 42%, indicating that nearly 60% of employees leave within their first year. For perspective a similar sector, construction has a first year retention rate of approximately 55%. (Scarlatti, 2023).

Scarlatti's Attraction and Retention Research Programme (2023) evaluated why workforce shortages have persisted in the food and fibre sector, considering what novel opportunities might be available to address these challenges.

As part of this work, Scarlatti evaluated previous retention efforts and characterised reasons why people leave food and fibre sector employment within 12 months. They found that improving retention, particularly of first-year employees, is an underexploited opportunity to address workforce shortages. Secondly, they came to the conclusion that there are many reasons why people leave the sector, each with varying degrees of significance.

Scarlatti identified several Pilot opportunities, which informed this project:

- Building employer capability in developing and supporting employees.
- Managing staff with mental wellbeing challenges.
- Managing Gen Z employees.
- Mentoring / coaching new entrants to the workforce.
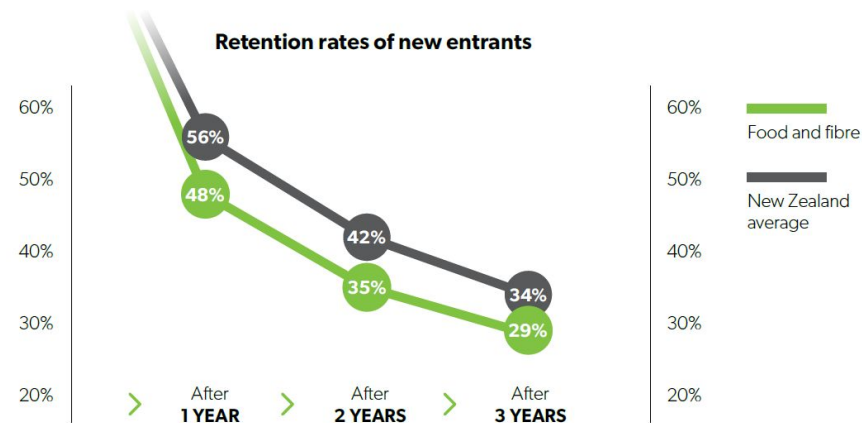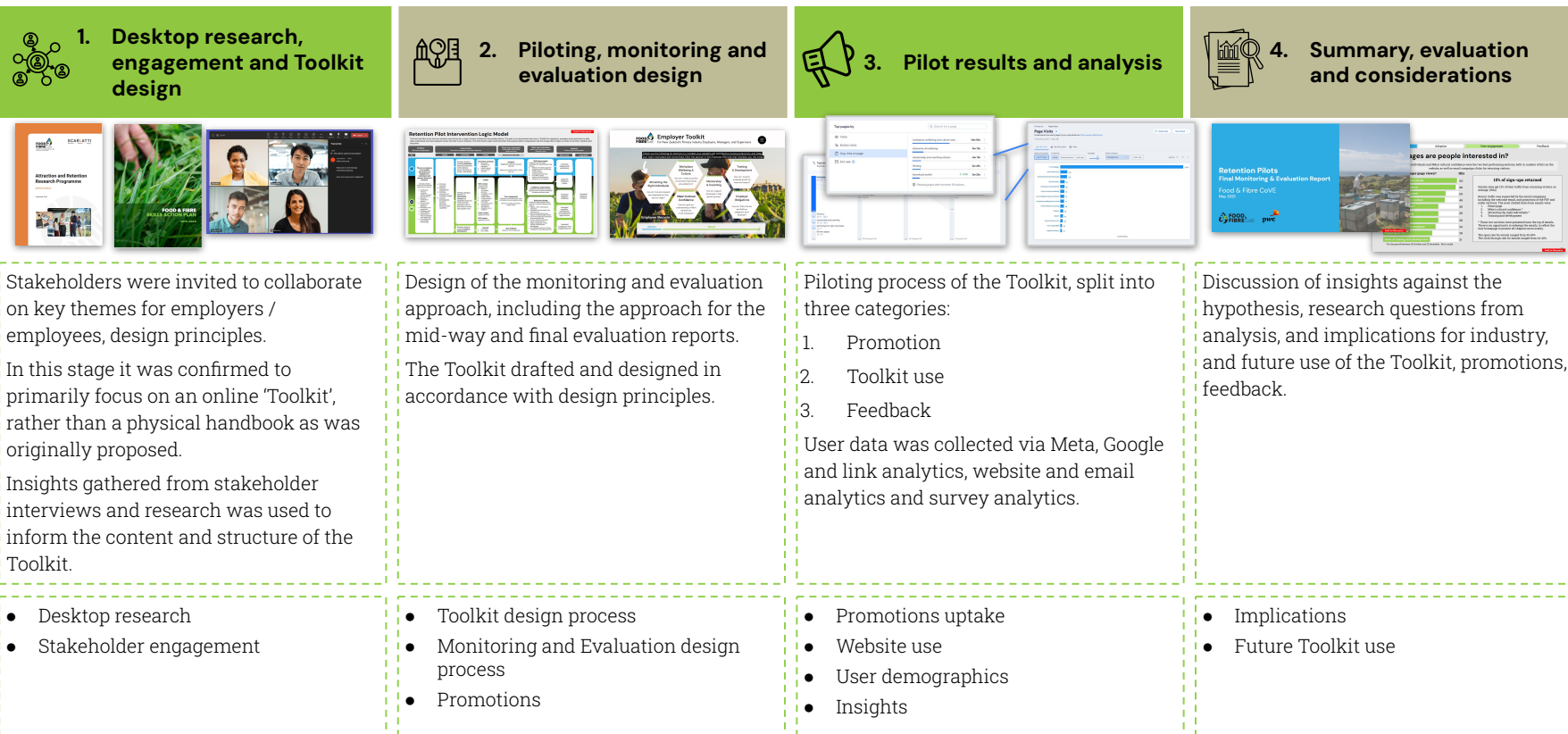- Providing tools and resources to improve recruitment.

Figure 2. Food and Fibre Skills Action Plan, 2019 (Sourced from 2018 IDI Data).

Scarlatti (2023)- Attraction and Retention Research Programme report

The Retention Pilot process

The project can be considered in four different stages. The final evaluation report is split into four sections that correspond with each stage.

| 1. Desktop research, engagement and Toolkit design | 2. Piloting, monitoring and evaluation design | 3. Pilot results and analysis | 4. Summary, evaluation and considerations |

Description

Stakeholders were invited to collaborate on key themes for employers / employees, design principles.	Design of the monitoring and evaluation approach, including the approach for the mid-way and final evaluation reports.	Piloting process of the Toolkit, split into three categories:	Discussion of insights against the hypothesis, research questions from analysis, and implications for industry, and future use of the Toolkit, promotions, feedback.
In this stage it was confirmed to primarily focus on an online 'Toolkit', rather than a physical handbook as was originally proposed.	The Toolkit drafted and designed in accordance with design principles.	1. Promotion 2. Toolkit use 3. Feedback	
Insights gathered from stakeholder interviews and research was used to inform the content and structure of the Toolkit.		User data was collected via Meta, Google and link analytics, website and email analytics and survey analytics.	

Activities

● Desktop research ● Stakeholder engagement	● Toolkit design process ● Monitoring and Evaluation design process ● Promotions	● Promotions uptake ● Website use ● User demographics ● Insights	● Implications ● Future Toolkit use

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2. Desktop research and stakeholder engagement

The food and fibre sector struggles to maintain a steady workforce

The food and fibre workforce has experienced supply challenges, and is rapidly ageing. A quarter of the food and fibre workforce is aged 55+ and 10% of the workforce is aged 65+ [1]. This trend underscores the urgency of attracting and retaining young and new talent to ensure the sector's sustainability.

1. **School leavers (younger workers) have a part to play to fill this gap.** The natural place to look to to fill a gap of an ageing population is with members of the next generation. Young workers, i.e. Gen Z members leaving high school and entering the workforce, provide a new pool of labour resource to draw from. However, Gen Z's values and working culture are different from generations before, and this should be taken into account when hiring and supporting them into the workforce. Research shows that Gen Z require a lot of support to enter into the workforce.

2. **Similarly, career changers could be targeted to bolster the food and fibre workforce.** Career changers are defined as people with previous work experience from outside a particular sector, that join a new workforce. Career changers bring a wealth of diverse skills and perspectives that can drive innovation and growth. These individuals often possess transferable skills from their previous careers, such as project management, marketing, or technical expertise, which can be invaluable in this dynamic sector. When employing career changers, it is essential to provide comprehensive onboarding and training programs to bridge any knowledge gaps related to industry-specific practices and technologies. Additionally, fostering a supportive work environment that encourages continuous learning and professional development is crucial for retention. Providing clear career pathways and opportunities for advancement can further motivate these employees, ensuring their long-term commitment and contribution to the industry.

3. **Māori already make up a significant proportion of the food and fibre workforce, and this proportion is growing.** Analysis on Māori in the workforce, and more specifically in the food and fibre workforce, is examined comprehensively in the Te Ao Māori report.

Given the significance of these three populations for the current and future food and fibre workforce, the Toolkit focuses on reaching employers who might need support with supporting these populations.

A thriving workforce requires a handle on both attraction and retention. Positive retention both decreases the need for attracting newcomers to the workforce, and contributes to being an attractive industry/employer in the first place. Workforce retention is heavily influenced by employee job satisfaction; a worker with high job satisfaction is less likely to experience 'job push' factors out of a position.

'Job pull' factors include external factors that make it favourable to leave an employment situation. Other reasons employees may leave a job (not included in 'job pull' reasons) may include retirement, health, family, or financial issues. While retention rates offer a mechanism to compare retention from year to year, or between organisations, a 'good' level of retention is often subjective. It is widely accepted that an attrition rate of 0% is not, and should not be, the goal.

[1] MBIE Regional Workforce Plan, Priority Pou, Food and Fibre

Retention is heavily influenced by job satisfaction and employer practices

Previous (and ongoing) industry initiatives have reported data on the current workforce issues, and presented areas for focus.
These include:

- Food and Fibre Skills Action Plan 2019-2022
    - **Knowledge**: Generating accurate information on skills and labour needs.
    - **Attraction**: Changing perceptions to attract people with the right skills into food and fibre careers to support a high quality, adaptable and innovative workforce.
    - **Education**: Celebrating the food and fibre sectors with students, teachers, and other stakeholders.
    - **Employment:** Creating workplace conditions to attract and retain talented employees.
- Food and Fibre Workforce: Snapshot (2021) MPI
- Forestry and Wood Processing Workforce Action plan 2020-2024

Retention in the New Zealand food and fibre sector is weaker.
The New Zealand food and fibre sector faces high turnover, as demonstrated by 42% of employees leaving a role within the first year. This is comparable to the 55% of employees in construction and manufacturing industries who leave their role in the first year (Scarlatti, 2023). This results in loss of skills and experience, and can result in unnecessarily high recruitment and training costs, and lost time. Benefits of worker retention include better process efficiency, increased productivity, higher morale, lower costs, and greater profitability (Gallup, 2017). In many cases, employers in the food and fibre sector plan around these high levels of turnover - especially in areas like horticulture - which tends to involve high levels of seasonality, and a large number of workers employed at any one time.

The sector's approach to attraction sets up future retention issues
A common workforce attraction approach in the food and fibre workforce is marketing it as an 'open gates' industry, where anyone is encouraged to join the workforce. This results in a common issue where workers have false or unrealistic expectations as to what jobs involve, resulting in a high first-year churn, which is costly for employers due to lost time and resources involved with frequent onboarding. There is significant research on the psychological effect of cognitive dissonance and the effects of the mismatch between expectations and reality.

However, there is a gap in the literature about attraction specifically relevant to the New Zealand food and fibre sector. Lessons from broad attraction research can be applied to the sector, including solutions such as providing more information to potential future workforce.

Factors that contribute to good employer practice and increased job satisfaction
Raising pay is not the only available mechanism to address low retention rates. Literature shows that coaching, mentoring, protective policies, non-monetary benefits, etc. have a significant impact on retention. Often, these non-monetary benefits are less costly than pay increases, they are important intervention tools for employee retention.

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Engagement with industry supported retention as a pressing problem, and helped hone in on specific employer pain points

2 Workshops with 29 industry reps

Feedback from industry stakeholders confirmed that retention is a significant problem. The two stakeholder engagement workshops aimed to collaborate with the sector – connecting to existing resources (to avoid duplicating effort) – and to understand what type of Toolkit content would be most useful to employers.

People development and workforce leaders from organisations and industry bodies from the food and fibre sector were invited to attend the workshops, bringing both a nuanced workforce perspective, as well as an industry lens. The full list of workshop participants, interviewees and respective organisations is included in Appendix D.

The workshops involved a range of blue-sky thinking exercises about industry views on retention challenges, key drivers, and what they might find useful in a Toolkit. This engagement helped confirm the decision to deliver a primarily online Toolkit (and supplementary printable Toolkit), rather than a main output of a physical handbook-style Toolkit document.

Pain points

- **Pastoral care & employee wellbeing** – e.g., supporting employees' mental health and overall welfare.
- **Intergenerational differences** – differing needs and expectations of younger workers vs. older employers (e.g., flexibility, communication style).
- **Training & development** – providing growth opportunities and clear career pathways.
- **Onboarding/Induction processes** – ensuring new hires are supported early.
- **Cultural support (Māori workforce)** – many employers don't feel well-equipped to support Māori employees in culturally responsive ways.

> Misconceptions around what working in the sector is actually like can mean people leave because they didn't realise the realities of the job.

> Younger generations expect more flexibility [but] employers are more traditional.

> Career changers - Good source of hires to attract as they have better retention rates.

> Culture and pastoral care - for all ages - is becoming a bigger role for employers.

> Retention comes up a lot more in social conversations, and at work.

> On-farm retention is always in the conversation for leadership.

> People are more willing to vote with their feet and leave when things aren't to their individual liking.

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A targeted approach to understanding Māori employer and employee views set up the Pilot to ensure outcomes for Māori

In-depth interviews were conducted with 10 Māori employers and employees across the food and fibre sector who were engaged to understand their views on:

- Qualities and actions of an 'ideal' employer of Māori.
- What are the key challenges Māori face in the food and fibre workplace.
- Tangible solutions to support Māori in the food and fibre workplace.
- Design principles for the Toolkit to tautoko Māori and non-Māori looking to support Māori employees.
- Advice on Toolkit sections.

Engagement strategy
Initially, small wānanga (focus groups) were planned to engage with Māori employees and employers within the food and fibre sector. However, this changed to individual uiui (interviews) to create a more intimate setting, allowing participants to share their experiences and valuable insights more openly and honestly. Through these uiui, the aim was to validate previous research, gain a greater understanding of the Māori experience in the food and fibre sector, identify useful resources, and gather clear examples for the Toolkit. The process involved developing focused interview objectives, conducting interviews, incorporating tikanga Māori where appropriate and analysing the themes that emerged.

" Providing culturally relevant training and leadership opportunities can empower Māori employees and lead to better outcomes for both employers and employees.

Questions asked and why
The questions posed to the interviewees were derived from a significant gap found in existing literature concerning non-Māori to Māori employer-employee relationships. Questions were specifically structured to address this issue:

1. What are the primary challenges that Māori individuals currently face in the food and fibre sector workforce?
2. What opportunities are available for employers to better support their Māori employees?
3. What are the attributes of an employer who effectively supports their Māori employees, particularly in relation to their Māoritanga (sense of identity)?
4. What advice would be given to non-Māori employers looking to upskill and better support Māori employees?

Insights from these interviews helped understand:

- the primary challenges faced by Māori individuals,
- opportunities for employers to support Māori employees,
- characteristics of supportive employers, and;
- advice for non-Māori employers.

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Engagement helped inform Toolkit design principles

The Toolkit resource needed to be free, accessible, and topical in order for employers to pick it up and engage with it.

Sentiment from industry representatives about what would be a useful tool for employers was overwhelmingly to create a straight forward resource with lots of practical tools and tips that employers could turn to quickly.

The design principles outlined below were selected to reduce barriers to Toolkit use, especially for readers that might:

● be short on time,

● not be technologically savvy, or;

● not have a big appetite for reading large chunks of text.

1	2	3	4	5	6
Simple and easy to read (plain English, no jargon)	**Uses visuals** (explaining things through pictures)	**Uses a 'grass roots' tone** (coming from a friend not a corporate)	**Relatable to majority** (examples across industries, big and small business)	**Short in length**	**Easy to navigate** (short titles, different formats)

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3. Piloting, results and analysis

Piloting, monitoring and evaluation design

Delivering the Toolkit Pilot involved designing and delivering 3 components:

1. **The monitoring and evaluation framework** - the methodology for data collection and analysis.
2. **The Toolkit** - writing and collating workplace retention related information to produce a Toolkit resource.
3. **Promotions** - driving awareness and engagement with the Toolkit among the target audience.

This section relates to the design portion of the project, across all three components, as well as the planning for the mid-way evaluation and final evaluation. This is highlighted in the diagram below.

Overarching phase	Design	Delivery				
Monitoring and evaluation	Monitoring and evaluation framework design	Toolkit delivery	Mid-way evaluation	Toolkit delivery	Final evaluation	Toolkit delivery
Promotion	Promotions planning	Active promotion (Meta) Oct 28 - Nov 11 2024	Organic search only	Active promotion (Google) Feb 2 - Mar 3 2025	Organic search only	
Toolkit	Toolkit development	Pilot one Oct 28 to Dec 21 2024	Toolkit development (feedback)	Pilot two Feb 2 to Mar 31 2025	Toolkit remains live	Final version published, handover to industry

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Monitoring and evaluation design

The monitoring and evaluation framework was designed to enable the measurement and monitoring of the effectiveness of the Retention Pilots (Promotion and delivery of a Toolkit). This framework includes:

- an intervention logic model,
- evaluation approach, measures and indicators, and;
- data collection tools, process for collecting data and analysing outcomes.

Overall the framework documents how all information regarding this Pilot was gathered, and how it links to the insights provided. Having a robust monitoring and evaluation framework documented can help facilitate future iterations and improvements of interventions. It also supports an understanding of return on investment.

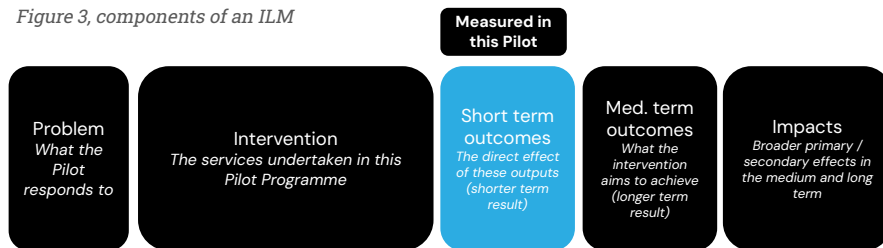**Intervention Logic Model (page 21)**

At the core of the monitoring and evaluation framework is an Intervention Logic Model (ILM), a visual representation of the logical progression from the proposed Pilot inputs and activities, to desired long-term impacts. In initiatives with a substantial time lag between intervention and outcome, such as this Pilot study, the ILM enables the identification of potential leading indicators / short-term outcomes that can serve as proxies to observe for long-term outcomes. Measuring and evaluating the impact on these leading indicators provides insight into the effectiveness of the initiative and its potential to achieve the desired long-term impacts.

The ILM provides a framework for understanding the linkages between the problem, inputs, activities, outputs, short term outcomes, intermediate outcomes, and ultimate long-term impacts related to the Pilot intervention. This framework facilitates a comprehensive evaluation of the intervention's effectiveness and indicates how what is measured is logically related to what has been invested (inputs), what has been done (activities and outputs), and what the Pilot aims to achieve (short, medium, and long term outcomes).

Figure 3, components of an ILM

Measured in this Pilot

Problem
What the Pilot responds to

Intervention
The services undertaken in this Pilot Programme

Short term outcomes
The direct effect of these outputs (shorter term result)

Med. term outcomes
What the intervention aims to achieve (longer term result)

Impacts
Broader primary / secondary effects in the medium and long term

Measuring effect on retention rates

Measuring actual change in retention rates in the sector would require observing an employers' employee headcount pre-intervention, post-intervention (for at least three years), and potentially a need to understand the contributing factors for each employee that leaves. Due to limitations of scope and timeframe, short-term outcomes will be observed instead as a proxy for longer term retention rate impacts. Based on previous research by Scarlatti, these short-term outcomes are known to be contributors to attrition / retention rates in the food and fibre sector.

Engagement and feedback by / from employers through promotions, Toolkit use, and via surveys will indicate any change in these short-term outcomes. There is an assumption that this will then lead to longer term outcomes and impacts (improved retention rates in the food and fibre sector). This assumption / logic is explained via the intervention logic model on page 21.

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Research questions

Research questions (RQ)

1. Will **food and fibre employers engage** in low involvement, accessible support to improve their retention rates?

2. How will elements of an Employer Toolkit **impact the perception and confidence** of **employers** to retain their employees within their first 12 months?

3. **What elements are most impactful?** (elements include different sections and examples of cohort applications - school leavers, career changers, and for Māori).

Figure 4, Research questions and hypotheses

The overarching Retention Pilot programme aims to answer the following research questions (RQ). These research questions were each linked to one (or several) hypotheses (see Appendix C). The **intervention** logic model (ILM) on page 21 outlines how each of the three RQs relate to the problems, intervention, and related outcomes.

Retention Pilot Intervention Logic Model

The food and fibre sector has low retention rates driven by a range of issues (outlined as the problem below). The Pilot is an intervention that uses a 'Toolkit' for employers, managers and supervisors to help them understand and treat employee issues that lead to poor retention. The intervention logic model describes the proposed Pilot's components, and the change that it hopes to create in the short, medium and long term.
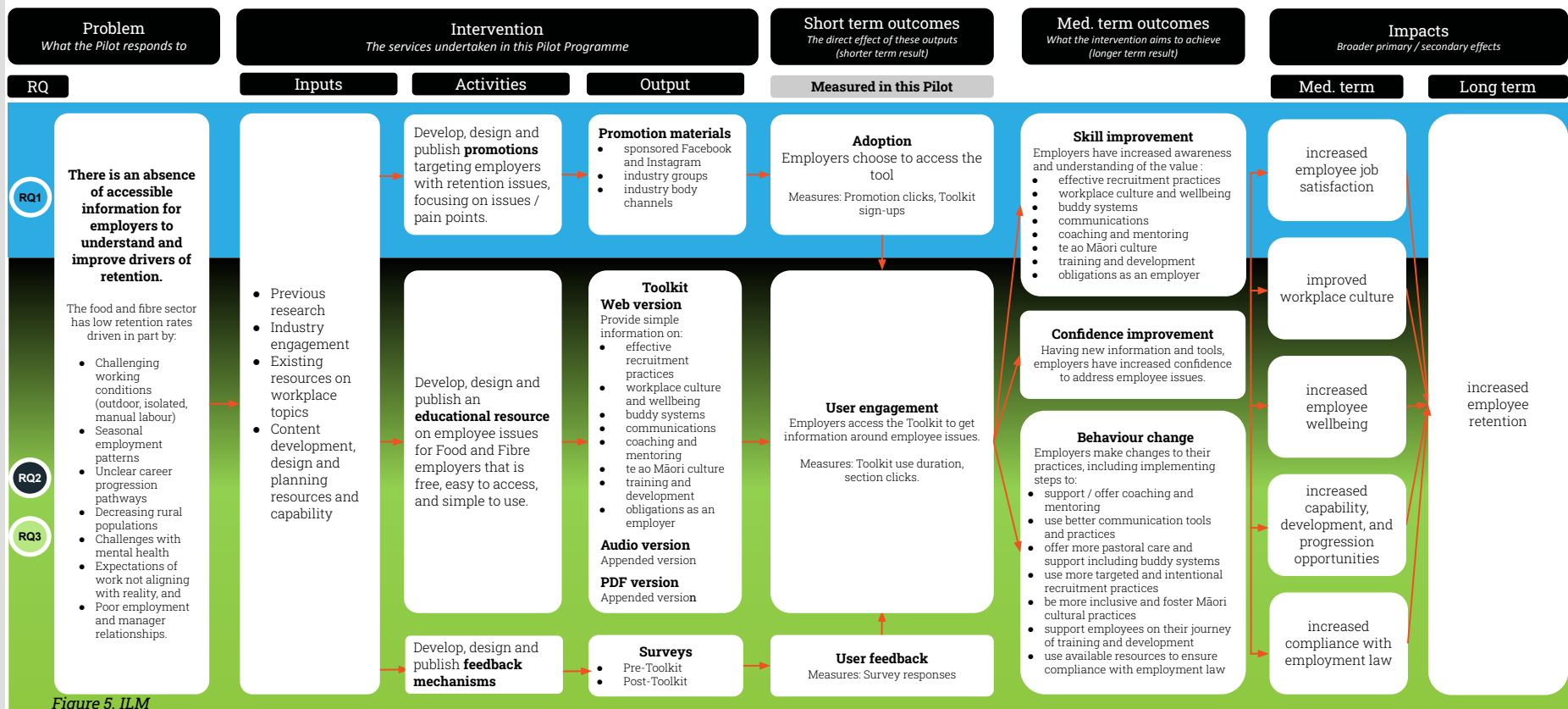
Problem
What the Pilot responds to

Intervention
The services undertaken in this Pilot Programme

Short term outcomes
The direct effect of these outputs (shorter term result)

Med. term outcomes
What the intervention aims to achieve (longer term result)

Impacts
Broader primary / secondary effects

RQ | **Inputs** | **Activities** | **Output** | **Measured in this Pilot** | **Med. term** | **Long term**

RQ1

There is an absence of accessible information for employers to understand and improve drivers of retention.

The food and fibre sector has low retention rates driven in part by:
- Challenging working conditions (outdoor, isolated, manual labour)
- Seasonal employment patterns
- Unclear career progression pathways
- Decreasing rural populations
- Challenges with mental health
- Expectations of work not aligning with reality, and
- Poor employment and manager relationships.

RQ2

RQ3

- Previous research
- Industry engagement
- Existing resources on workplace topics
- Content development, design and planning resources and capability

Develop, design and publish **promotions** targeting employers with retention issues, focusing on issues / pain points.

Develop, design and publish an **educational resource** on employee issues for Food and Fibre employers that is free, easy to access, and simple to use.

Develop, design and publish **feedback mechanisms**

Promotion materials
- sponsored Facebook and Instagram
- industry groups
- industry body channels

Toolkit
Web version
Provide simple information on:
- effective recruitment practices
- workplace culture and wellbeing
- buddy systems
- communications
- coaching and mentoring
- te ao Māori culture
- training and development
- obligations as an employer

Audio version
Appended version

PDF version
Appended version

Surveys
- Pre-Toolkit
- Post-Toolkit

Adoption
Employers choose to access the tool

Measures: Promotion clicks, Toolkit sign-ups

User engagement
Employers access the Toolkit to get information around employee issues.

Measures: Toolkit use duration, section clicks.

User feedback
Measures: Survey responses

Skill improvement
Employers have increased awareness and understanding of the value :
- effective recruitment practices
- workplace culture and wellbeing
- buddy systems
- communications
- coaching and mentoring
- te ao Māori culture
- training and development
- obligations as an employer

Confidence improvement
Having new information and tools, employers have increased confidence to address employee issues.

Behaviour change
Employers make changes to their practices, including implementing steps to:
- support / offer coaching and mentoring
- use better communication tools and practices
- offer more pastoral care and support including buddy systems
- use more targeted and intentional recruitment practices
- be more inclusive and foster Māori cultural practices
- support employees on their journey of training and development
- use available resources to ensure compliance with employment law

increased employee job satisfaction

improved workplace culture

increased employee wellbeing

increased capability, development, and progression opportunities

increased compliance with employment law

increased employee retention

Figure 5. ILM

Evaluation Approach consisted of a mid-way and final evaluation

The table below outlines the intended results from Pilot one and two aligned to the three short term outcomes identified in the ILM (Adoption, User Engagement and Feedback).

	Success in Pilot one looks like…	Mid-way Evaluation will consider…	Success in Pilot two looks like…	Final Evaluation will consider…
Adoption	Meeting anticipated reach and click-rates across a representative sample of the target population (defined in the promotions plan on page 27).	Effectiveness of promotions to achieve the estimated reach and click-rate and that this is broadly representative of the population. Adjustments will be made to the promotion intervention to improve these elements if needed for Pilot two.	Success will be meeting the anticipated reach and click-rates and having a total sample (including Pilot one) that is broadly representative of the target population.	The size of the population, reached sample, and rate of adoption (clicks to the Toolkit) via each channel. Demographic information will be considered for each cohort to determine any representative limitation of the sample (e.g limited participation from dairy farmers).
User engagement	150+ users from the target audience have gained access to the Toolkit and navigated to >1 page of content. This level of engagement is the requirement for statistical significance.	Effectiveness of each section, and each section, based on number of users, time spent, and user journeys through the site. Adjustments will be made based on this information to reframe content that may be less effective, and ensure easy navigation.	150+ users from the target audience have gained access to the Toolkit and navigated to >1 page of content. This level of engagement is the requirement for statistical significance.	Effectiveness of each section, and each section based on number of users, time spent, and user journeys through the site.
User feedback	150+ users have completed the final survey conveying their feedback.	Common feedback themes and fair adjustments to the Toolkit based on these themes.	150+ users have completed the final survey conveying their feedback.	Common feedback themes and recommendations for future interventions based on these themes and engagement measures.
Understanding users	For all participants, accurately tracking sector membership, and basic demographics for paid ad channel.	Used to support understanding of how representative the sample is.	For all participants, accurately tracking sector membership, and basic demographics for paid ad channel.	Used to support understand how representative the sample is. Will also be used to understanding underlying driving factors / clusters of behaviour based on demographic and psychographic characteristics. For example 'do users who have low confidence and are in pastoral sectors engage with certain sections more than other groups'.

Overview of measures and indicators

Building on the overall evaluation approach and alignment to the ILM, the short-term outcomes measured are outlined in the table below, including the various indicators for each (as per the ILM) and the specific measure that will be recorded. Each of these will use a specific data collection method which is outlined at a high level here, and with expanded detail in Appendix A.

Short–term O=outcomes	Indicator	Specific measure / data point	Data collection method
Adoption	Target audience finds a promotion interesting and applicable enough to their situation to find out more about it.	Number of clicks per paid ad. Number of clicks on industry communications links.	Meta Ad analytics including click rates and associated demographic information about those 'reached' and those who clicked'. Link analytics including use and understanding of audiences for industry groups and industry body communications.
Engagement	Users are engaging with various elements of the content in different forms.	Number of views, for what time period, following what user journey through parts of the content. Multiple views from the same user. Access to different formats.	Toolkit use observations via website and email analytics.
Feedback	Users are conveying their preferences for different parts of the content, different formats of content, and overall aspects of the design and delivery of the Toolkit.	Feedback on preferred Toolkit content, format, usefulness, effect on confidence levels, changes made to practice to improve retention.	Survey responses and analytics.
Supporting descriptions and characteristics such as demographics and psychographics	Characteristics such as sector and business maturity / number of employees. Psychographics or attitudes held about retention for their own, and their sector.	Sector, business size, business HR maturity, confidence in addressing employee-related challenges, perceptions on employee turnover challenges in one's workplace and in the sector, main perceived benefit of retention, changes made to practice to improve retention prior to intervention.	Survey responses / analytics and some through Meta Ads analytics (for demographic data).

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Data is collected at all points in the user journey

The figure below shows the process of each Pilot intervention to drive adoption of the Toolkit, engagement with the Toolkit (across multiple uses and different formats) and gathering feedback via the final survey.
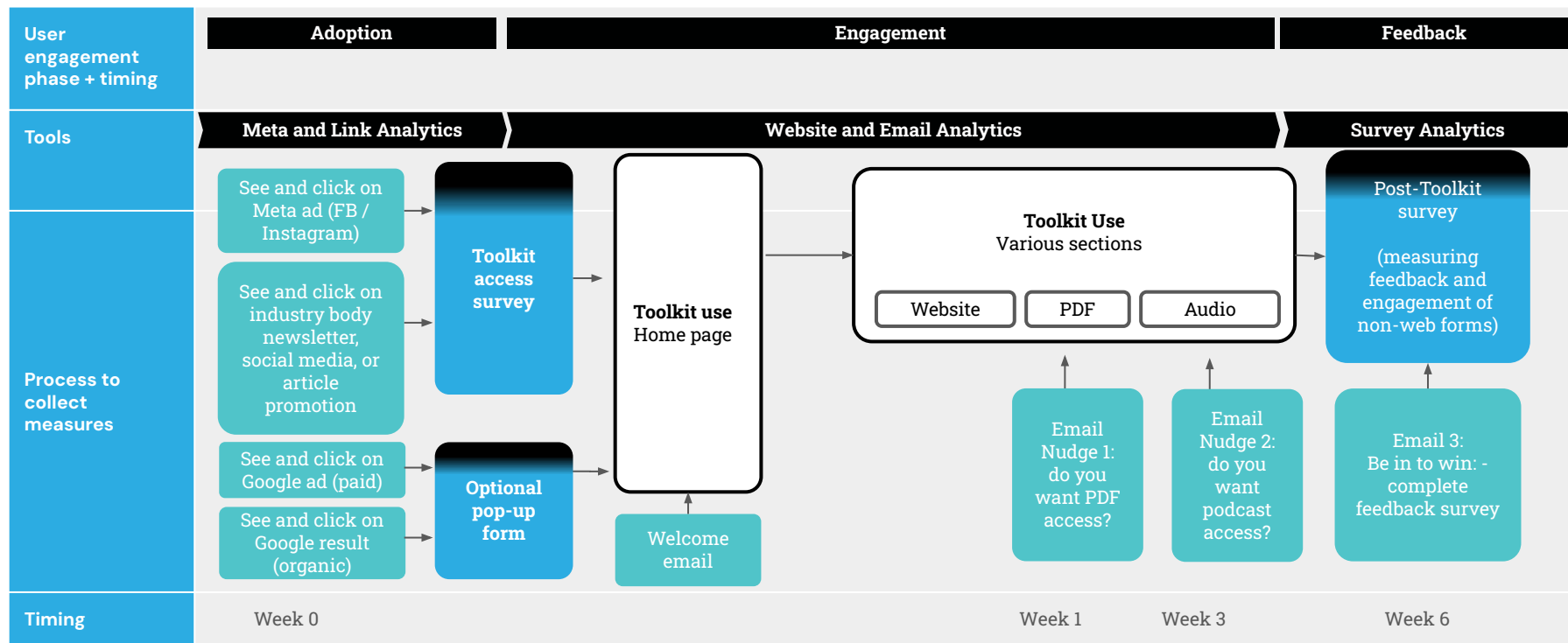
Key

Analytics
Surveys
Email / promo
Using Toolkit

User engagement phase + timing	Adoption	Engagement		Feedback

Tools

Meta and Link Analytics	Website and Email Analytics	Survey Analytics

Process to collect measures

- See and click on Meta ad (FB / Instagram)
- See and click on industry body newsletter, social media, or article promotion
- See and click on Google ad (paid)
- See and click on Google result (organic)

Toolkit access survey

Optional pop-up form

Toolkit use Home page

Welcome email

Toolkit Use Various sections
- Website
- PDF
- Audio

Email Nudge 1: do you want PDF access?

Email Nudge 2: do you want podcast access?

Email 3: Be in to win: - complete feedback survey

Post-Toolkit survey (measuring feedback and engagement of non-web forms)

Timing

Week 0	Week 1	Week 3	Week 6

Figure 6. User journey and data collection

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Promotional Plan and Material

Promotions plan involves driving maximum traffic to the Toolkit

This section provides a summary of the promotional plan and associated material developed in line with the ILM.

Objective of promotions

The promotional material and plan were designed to drive as much traffic from the target population to the Toolkit website. Promotions (via paid ads) were an intervention intended to test the first research question of this Pilot programme: Will food and fibre employers engage in low involvement, accessible support to improve their retention rates? This was done via Meta Ads in Pilot one, and via Google Ads in Pilot two. The rationale behind the change in promotion tool is explained on page 30.

In line with the intervention logic model, this plan set out to deliver promotions to the target audiences, and addressing specific pain points they might be facing related to retaining their employees. Delivering promotions across suitable channels encourages adoption (access) to the Toolkit. Included in this promotional plan summary is an overview of the timing and content of promotions, target population and target audience, targeting methods / channels, and the ad design specifications, including some mockups of the promotions.

Workshop participants shared about several projects that were completed or under development that the Toolkit could include. They commented that industry newsletters are very effective in their user engagement, despite a trend in the sector in which many people may not regularly access digital technology due to access or digital fluency issues.

Target audience

The Toolkit Retention Pilot was created for employers who have 'pain points' related to retention issues. The target audience for the Pilot was employers, managers and supervisors in New Zealand's food and fibre (land and sea based production systems and non-processing) sector.

There are approximately 10,000 - 15,000 employers in the food and fibre sector based on the ~108,000 estimated in the production workforce of which approximately 10% are employers / self-employed [2]. Managers and supervisors were also targeted (as they could use the Toolkit to build capability and improve retention outcomes).

Each Pilot aimed to engage a minimum of 150 people from this employer population in order to provide statistical significance for Toolkit outcomes (sample total over 300). This number was derived from a basic power calculation test in order to calculate minimum sample size of a representative population to infer statistically significant results ($p>0.05$).

[2] MPI (2022) Food and Fibre Workforce: Snapshot www.mpi.govt.nz/dmsdocument/50932-Food-and-fibre-workforce-Snapshot

Promotions plan involved a range of approaches

The two easiest ways to reach the target audience are:

1. **Industry body communication channels.** Productive business owners may be members of industry body groups. These groups have existing communication channels through which they send information to all their members (the target audience). Promotion for the Toolkit was driven through these channels via:

   - Newsletter copy: a ~100 word promo provided for inclusion in industry bodies' email newsletters.
   - Social media posts: social media post copy and images provided to industry bodies, encouraging them to reshare it on their social media platforms to amplify the promotional reach.
   - Magazine / print copy: a ~400 word article about the Toolkit provided which can be used by industry bodies for longer form channels such as industry magazines and news articles.

2. **Paid promotions**

   i) **Meta accounts advertising (paid)*.** Utilised Meta's advertising capabilities to advertise on Instagram and Facebook social media feeds, specifically for members of the target audience.

   ii) **Google search advertising (paid).** Utilised paid Google search promotion capabilities to promote the Toolkit in related subject matter searches to those actively searching for information.

*Not all employers in the food and fibre sector will be on Facebook, however there were 4,457,800 Facebook users in New Zealand in April 2024, 86.1% of the population [3]. Assuming this proportion applies to Food and Fibre employers homogeneously, then gives confidence the target audience can be reached through this channel.

Targeting specifically using Meta Ads
Using Meta Ads, a target audience was selected based on the following categories; interest, demographics, field of study, employers, job title, industry and company size. The target audience was limited to people located in NZ, aged 20+, (unlikely anyone younger will be an employer). Ads would be shown to people who meet at least one of the criteria in the two category lists as shown below.

Shows an interest in, has a job title, employer, industry, field of study that is one of the following:

horticulture, dairy, aquaculture, sheep and beef, forestry, seafood, farming, apiculture, viticulture, deer, shearing, wool handling, nursery production, turf growing, apples, kiwifruit, market gardening, orcharding, cattle, commercial fishing, beef cattle, beekeeping, winery, training (education), logging, agriculture

TARGET AUDIENCE

Shows an interest in, has a job title, or is involved in a company that indicates they are one of the following:

a manager, supervisor, owner, leader, farm boss, general farmers, farm owner / operator

Figure 7. Target audience - Meta

Targeting specifically using Google Ads
Unlike Meta, Google Ads doesn't target by user profile; instead, targeted ad campaigns were promoted (shown at the top of a page) when search queries featured select keywords related to retention issues. This approach was beneficial since the ads would show up when searchers were actively seeking out related information - meaning they were more inclined to use the Toolkit then and there.

[3] NapoleonCat. (2024, April). Facebook users in New Zealand. https://napoleoncat.com/stats/facebook-users-in-new_zealand/2024/04/#:~:text=There%20were%204%20457%20800,group%20(1%20095%20400)

'Pain points' were used to engage the target audience

Pain points method

Paid ads were aimed to target each of the below 'pain points' in equal proportion to see which issues were most relevant to employers. The variation allowed collection of meaningful information about employers' interests (in regards to retention issues) at the promotions stage.

These pain points were designed to test each of the hypotheses related to the three research questions. These align to each section of the Toolkit. Cohorts of interest (younger workers, career changers, Māori) also had relevant pain points to test whether there was specific employer interest in these areas.

Pain points included:

- Difficulty attracting the right employees
- Difficulty retaining employees
    - Difficulty onboarding and retaining younger staff
    - Difficulty onboarding and retaining career changers
- Difficulty training and developing employees
- Difficulty with positive workplace culture and wellbeing
- Difficulty with Māori cultural confidence
- Difficulty with mentoring and coaching employees

Rather than one generic ad, eight ad variations were developed, each highlighting a different retention 'pain point', (e.g. high turnover of young staff, need for better training, etc.), to resonate more specifically with sub-audiences.

Ad budget

The budget was $1000 per Pilot. This was rationed across the promotional periods to manage return and enable adjustments. Indicatively this was planned to achieve an estimated reach of 1.6 - 4.5K accounts daily with a conversion link click of 327 - 977 per day. This approach set up the ad campaigns to far exceed the target sample size.

Ad design

The following design principles were considered as part of the strategy for creating an effective ad:

- **Visuals:** professional, bold titles, good image to text ratio, branding aligned to the branding of the Toolkit / Food and Fibre CoVE, high quality imagery.
- **Tone and imagery**: relatable and inclusive.
- **Style**: simple and clear, consistent and engaging.

Meta Ads were used in Pilot one

Static ads were highly recommended by Meta to generate traffic towards the Toolkit website (as opposed to stories or reels), as they deliver a simple message and effectively increase interest / awareness in the Toolkit brand [4]. The ads were designed to maximise the amount of clicks from the target audience. Research demonstrates that ads are more effective when they are specific to the user [5]. As mentioned previously, eight different ads were circulated, each addressing a specific pain point. All other 'building blocks' included below were standardised.

Ad building blocks

Element	# variations	Purpose
Caption	Aligned with eight variations (based on potential pain points).	Grabs audiences attention, establishes relevance, and motivates the audience to take action.
Primary text		Shows the value proposition.
Fact	Standardised in all ads.	Enables informed decision-making and adds audience relevance.
Ad banner		Quickly informs what the ad is about.
Call to action		Visible and easy access to website.
Background picture		Simple and bold to enhance and complement the main text.

Figure 8. Meta Ad mock-ups
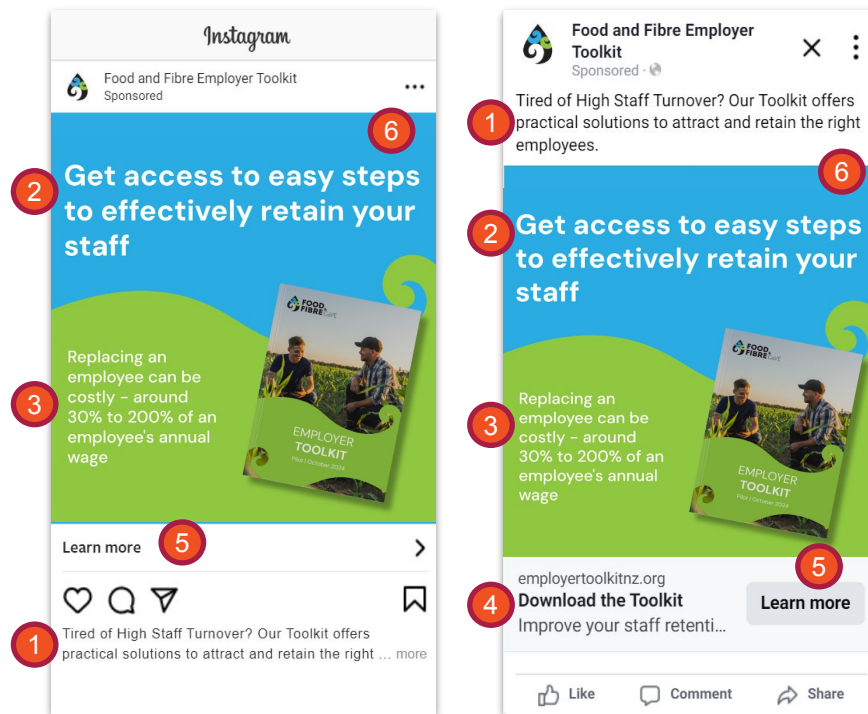
[4] Facebook. (n.d.). About dynamic ads. Facebook Business. Retrieved October 5, 2023, from https://www.facebook.com/business/help/217010726413426?id=1240182842783684

[5] Facebook. (n.d.). Target ads on Facebook. Facebook Business. Retrieved October 5, 2023, from https://www.facebook.com/business/goals/target-ads-on-facebook#step-1

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Google Ads were used in Pilot two

Due to the poor performance of the first Pilot promotions (compared to industry channel promotions), it was decided that Pilot two should utilise Google Ads rather than Meta to trial a different approach to achieve better adoption results. Google Ads are designed to target keywords, rather than specific populations. Individual Google Ad campaigns were developed for each Toolkit section, using keywords (e.g. keywords around 'hiring the right people' for the *Attracting the Right Individuals* section, 'employee wellbeing' for the *Workplace Wellbeing and Culture* section). This relied on the assumption that most people searching for related queries would be part of the target audience of employers, managers and supervisors in the food and fibre sector - but this could not be confirmed unless they filled out a sign-up form on the Toolkit website. Seven different Google Ads were developed and delivered, each related to one of the six Toolkit sections, and a general ad.

Figure 9. Google Ad mock-up

Google Ad building blocks

Similar to the approach for Meta, the following 'building blocks' were used to craft ads that would resonate with specific employers in different industries across the food and fibre sector, according to specific pain points.

Headline 1 - Specific	Headline 2, 3 - Generic	Description 1 - Specific	Description 2 - Generic
Attracting the Right Individuals	Guide for primary industries	Understand how to hire the right employees, from finding, assessing to onboarding.	A free and simple resource to support primary industry managers with employee retention.
Māori Cultural Confidence	Employer Toolkit	Build cultural confidence and support Māori employees in the primary industry workforce.	
Workplace Wellbeing and Culture		Improve employee satisfaction through positive workplace wellbeing and culture.	
Mentorship and Coaching		Access resources to support your employees with coaching and mentoring in your workplace.	
Obligations as an Employer		How do I follow the law and fulfill my obligations as an employer?	
Training and Development		Learn how to invest in employee growth for maximum impact.	
Dealing with employee issues?		Struggling to understand younger employees or career changers?	

Overall, Google was the preferred platform:

- **More likely to reach active seekers.** Google showed the Toolkit to people actively searching for information, capturing users 'in the right headspace' to use the Toolkit.

- **Improving discovery.** Clicks on Google Ads boosted the Toolkit's search ranking (useful for long-term organic search visibility).

- **Even testing** Fixed top-limit budgets per ad campaign enabled more accurate comparison of how sections perform against each other on a like-by-like basis, compared to Meta's dynamic ad style, which preferentially promotes the ads that show early signs of performing better than others.

Pilot results and analysis

The final evaluation primarily focuses on insights from the whole of the Toolkit's life

This section presents a comprehensive summary and analysis from the final evaluation conducted after the completion of Pilot two. It has two main purposes:
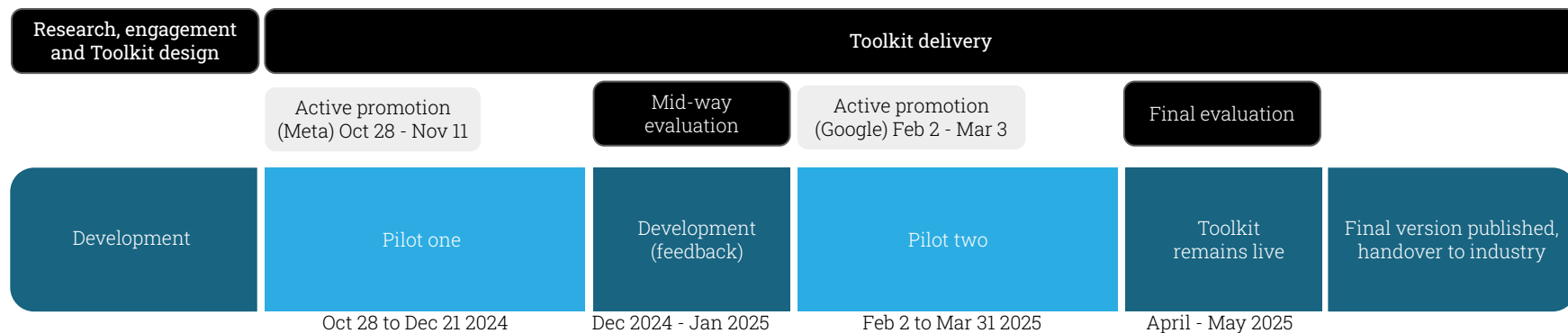
- to summarise findings from the entire Retention Pilot programme.
- to contrast the outcomes of Pilot one and Pilot two.

The final evaluation offers a thorough documentation of results and insights from the full Retention Pilots project. In instances where there were notable differences between the results of Pilot one and Pilot two, these are highlighted and discussed.

Insights were derived from aggregated data across both Pilot phases (Pilot one and Pilot two), unless otherwise specified. For detailed insights and results from Pilot one, refer to the complete mid-way evaluation document, which was conducted at the end of Pilot one. The Toolkit remained live in January and post-March for observation.

Key dates included:

- The entire Pilot programme: October 28 2024 - March 31 2025
- Pilot one: October 28 - December 21 2024
- Pilot two: February 2 - March 31 2025

Research, engagement and Toolkit design	Toolkit delivery				
		Active promotion (Meta) Oct 28 - Nov 11	Mid-way evaluation	Active promotion (Google) Feb 2 - Mar 3	Final evaluation
Development	Pilot one	Development (feedback)	Pilot two	Toolkit remains live	Final version published, handover to industry
	Oct 28 to Dec 21 2024	Dec 2024 - Jan 2025	Feb 2 to Mar 31 2025	April - May 2025	

Industry communication channels outperformed paid promotions

This page summarises the journey to adoption via promotion of the Toolkit on Meta, which ran during the active promotion period in Pilot one spanning October 28 - November 11 on Meta, and on Google in Pilot two spanning February 2 - March 3. The number of impressions of industry body communications are unknown, but industry body related sign-ups are included.
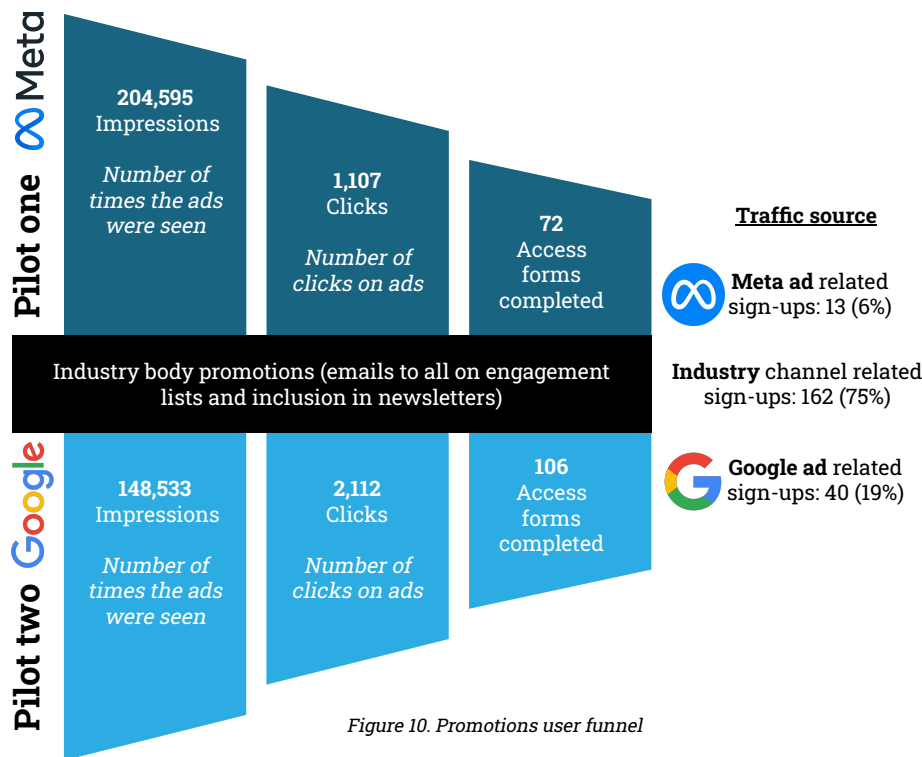
Figure 10. Promotions user funnel

Insights

1. **Google users are more likely to engage than Meta users.** Pilot two's Google Ads outperformed Pilot one's Meta significantly, yielding **more clicks and Toolkit sign-ups, despite fewer impressions** from the same ad budget. This is hypothesised to be (in part) due to users' intent when coming across an ad. Users who click on a Google ad are more likely to be actively seeking out information related to employee issues, while Meta Ads are likely to reach users during leisure time, requiring users to switch task to explore a resource they are not actively seeking out. These users were more likely to click on the Toolkit out of interest but not take the extra step to sign up.

2. **Trusted industry channels drove the majority of Toolkit sign-ups.** Industry channels consistently performed better than independent ads for both Pilots, and was responsible for 75% of total sign-ups. Industry body promotion links converted well in both Pilots, showing that users are more likely to engage with information provided through channels they have an existing relationship with and trust.

3. **Sign-up process was a barrier for users.** There was a high drop off rate from clicks on the Toolkit to sign-up form completion. This was hypothesised to be in part due to the 'barrier' (of time and effort) required to fill out the access form. To promote a higher conversion rate, the access forms were simplified for Pilot two, and an optional pop-up form was used to capture sign-ups from ad traffic. By not 'forcing' sign ups via a landing page, this approach reduced friction and supported a smaller drop off rate between clicks on ads and website use. See full process map on Page 24.

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Paid search promotion on Google outperformed paid ads on Meta

Adoption was measured via two indicators:

1. Meeting anticipated reach (impressions) and click-rates for the Toolkit, and;

2. having a total sample of Toolkit sign-ups that was broadly representative of the target population (300 users total who were employers, managers or supervisors in the food and fibre sector)

The first was easily measured and compared by impressions and click through rates. The second relied on volume of converted clicks into Toolkit sign-ups and is shown on page 33.

As demonstrated in the summary tables to the right, Google Ad campaigns outperformed Meta, with a significantly higher click through rate. The ad campaign with the highest click through rate for Google was the *Māori Cultural Confidence* section. This was true across both promotion platforms, even though impressions were vastly different for the *Māori Cultural Confidence* section.

Promotions via the individual campaigns does not necessarily mirror the performance of the Toolkit content pages themselves, particularly because all ads redirected users to the Toolkit homepage, not individual sections (even when the ad campaign was specific to a certain section). Users would sign-up on the homepage, then navigate to their respective section of interest from there.

This navigation approach was intentionally taken to increase viewership across different pages by showing users what else was available. If ads redirected to particular sections, there would have been higher section site sessions and lower homepage hits observed.

Note: The ad topics differed between Pilot one and Pilot two to reflect the strengths of each platform. Meta Ads (Pilot one) used demographic and interest-based targeting to raise general awareness, so focused on a range of broad pain points like mentoring and Māori cultural confidence. Google Ads (Pilot two), by contrast, were keyword-driven and aligned with specific Toolkit sections, ensuring content appeared when users were actively searching for related topics—making the messaging more targeted and needs-based.

Section specific Meta Ads campaign	Impressions	Clicks	Click-through rate
Mentorship and Coaching	14,429	120	0.78%
Māori Cultural Confidence	13,435	166	1.19%
General (career changers)	12,002	72	0.88%
General (younger staff)	7,002	54	0.85%
Attracting the Right Individuals	5,973	47	0.24%
Training and Development	4,633	23	0.74%
General (retaining your staff)	3,696	29	0.93%
Workplace Wellbeing and Culture	3,384	31	0.77%
Total	**164,644**	**1146**	**0.70%**

Section specific Google Ads campaign	Impressions	Clicks	Click-through rate
General (career changers / young workers)	37,548	480	1.28%
Mentorship and Coaching	34,886	396	1.14%
Training and Development	25,633	371	1.45%
Attracting the Right Individuals	22,442	373	1.66%
Workplace Wellbeing and Culture	20,476	343	1.68%
Obligations as an Employer	6,048	99	1.64%
Māori Cultural Confidence	1,500	50	3.33%
Total	**148,533**	**2112**	**1.42%**

The Toolkit was used widely across the sector

There were 214 access forms completed in total spanning the Toolkit Pilots from October 28 - March 31. Of those, 139 were target audience members; managers, employer or supervisors in the Food and Fibre sector and 76 were 'other' (people who did not identify as being in a these roles, although still could include those performing management functions). The sign-ups spanned a wide range of industries, shown in the figure below. The largest groups of users by industry were in fruit, vegetables, plants and arables (16%), forestry (15%) followed by sheep, beef, livestock (12%), and viticulture (11%). The remaining third were separated across aquaculture, apiculture, dairy, supporting industries (i.e. fertiliser, advisory), and unspecified 'other' industries.

Access form by industry demographics

| Fruit, Veg, Plants, Arables 16% | Forestry 15% | Sheep, Beef, Livestock 12% | Viticulture 11% | Other / unknown 31% |

Dairy 9%
Supporting industries 7%*
Aquaculture 5%
Beekeeping / Apiculture 3%
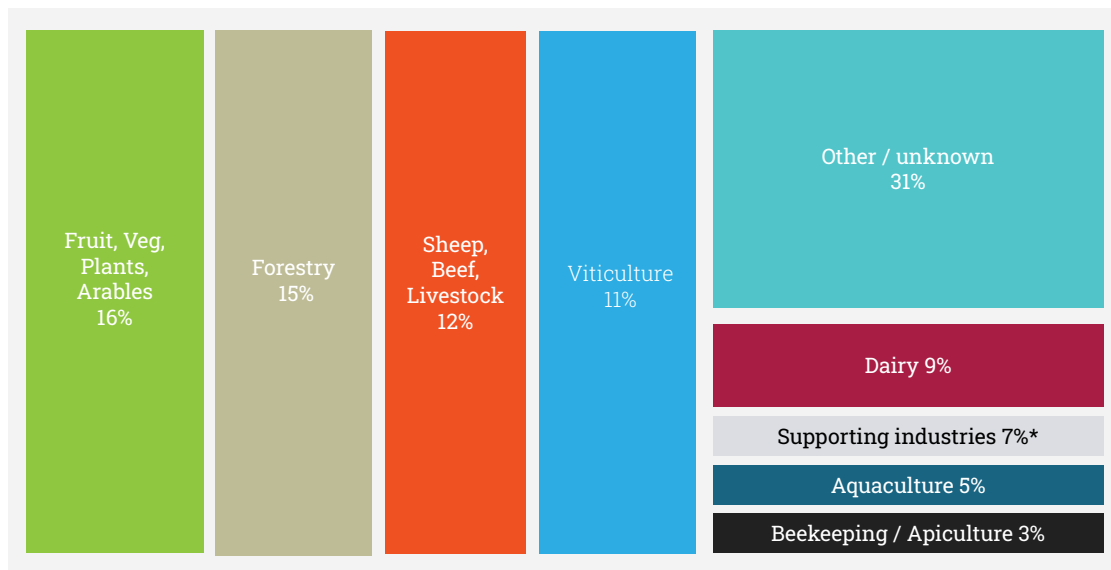
Figure 11. User demographics. Not to scale

214 access forms completed in total

Target Audience:
65% Confirmed Target Audience (139)
35% Other/Unconfirmed (76)

↓ **Top # of downloads**:
Fruit / vegetables / arables / plants (15)
Forestry (12)
Aquaculture (5)

*Supporting industries includes fertiliser, irrigation. The option to select 'supporting industries' was only included in Pilot two. If present in Pilot one, they would be captured under 'Other / unknown'.

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Performance of sections varied across Pilot one and two

Below is a summary of the section rankings and top 10 content pages for each Pilot. As is seen in the column marked 'Change', there was some shifting of the top performing pages, but *Attracting the Right Individuals* consistently performed the best. This is an interesting finding, as it shows employers are most interested in (or having the most trouble with) the hiring / attraction process, rather than focusing on the employee experience itself. Understanding how well different pages performed helps understand what information employers are looking for and implicitly answers the third research question, 'What elements are most impactful?'. The full directory of pages and the respective site sessions for the entire Pilot is included in Appendix B.

Figure 11. Toolkit sections ranked by popularity (# site sessions)*

Rank	Pilot one	#	Pilot two	#	Change
1	Attracting the Right Individuals	74	Attracting the Right Individuals	88	▬ 0
2	Māori Cultural Confidence	68	Mentorship and Coaching	53	▲ 2
3	Workplace Wellbeing & Culture	49	Obligations as an Employer	53	▲ 3
4	Mentorship and Coaching	31	Training and Development	52	▲ 1
5	Training and Development	27	Workplace Wellbeing & Culture	52	▼ 2
6	Obligations as an Employer	18	Māori Cultural Confidence	33	▼ 4

Sector-specific interests were observed: Viticulture and Aquaculture users especially engaged with the *Māori Cultural Confidence* content, while Fruit & Veg, and Forestry industry users were highly interested in *Attracting the Right Individuals* and *Training and Development* sections.

Figure 12. Top 10 content pages (site sessions)*

Pilot one	#	Pilot two	#	Change
Attracting the Right Individuals	74	Attracting the Right Individuals	88	▬ 0
Māori Cultural Confidence	68	Mentorship and Coaching	53	▲ 3
Workplace wellbeing + culture	49	Your obligations as an employer	53	▲ 6
Te Ao Māori at work	36	Training and Development	52	▲ 2
Mentorship + coaching	31	Workplace wellbeing + culture	52	▼ 2
Training and Development	27	Te Ao Māori at work	33	▼ 2
Preparing to hire	27	Māori Cultural Confidence	32	▼ 5
Elements of Te Ao Māori	26	Starting employment	18	▲ 23
Your obligations as an employer	18	Elements of wellbeing	14	▲ 15
Finding the right employees	17	Value of training	9	▲ 11

*Site sessions are visits to the site, and a session ended after 30 minutes of inactivity. This is an alternate measure to page visits, which is the number of times a site page is visited or refreshed. Site sessions tend to be slightly lower than page visits, but tend to be a more meaningful representation of website use, as it is a more detailed and user-centric view of website performance.

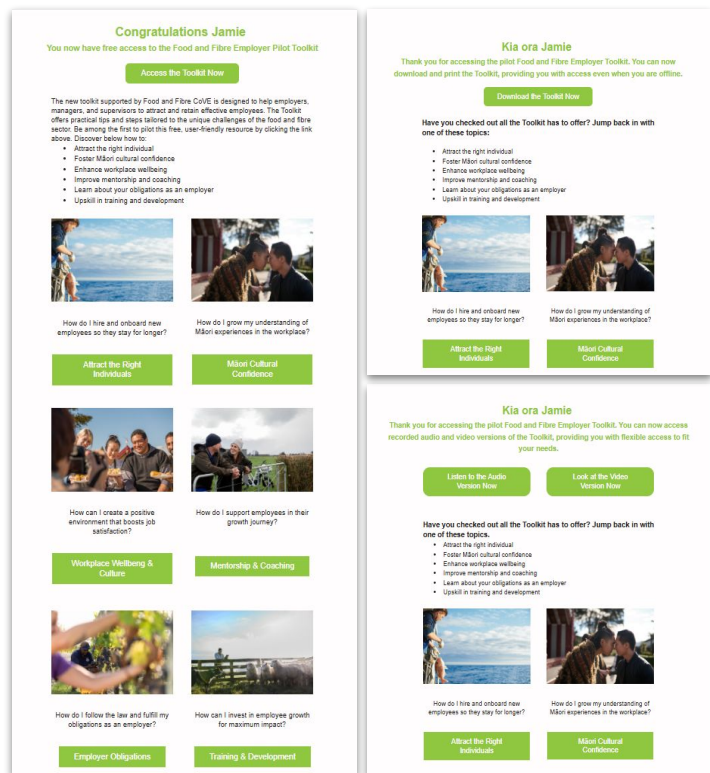# Email campaigns were successful at encouraging users to return

Figure 13. Email campaign screenshots

Three email campaigns were designed to draw users back to the Toolkit after their initial visit and sign-up. The first email was a welcome to the Toolkit, the second let users know that they could download a PDF version of the Toolkit, and the third let users know there were also audio and video podcast episodes.

The open rate for emails ranged from 30-58%, and the click through rate for emails ranged from 22-40%. The Toolkit follow-up emails had an average open rate around 45% and click-through of ~30%, significantly higher than typical industry benchmarks for education and training related emails (36% open, 3% click-through, according to Mailchimp[6]). This indicates strong interest among those who signed up.

Attracting the Right Individuals and *Māori Cultural Confidence* were the two best performing sections, both in number of hits on the website, as well as email campaign clicks for returning visitors.

The most-clicked links in the emails were the Toolkit Home page (encouraging a return browse) and popular sections such as *Attracting the Right Individuals* and *Māori Cultural Confidence* – confirming those sections' appeal. The most clicked links from emails were:

1. Home page (185)
2. *Māori Cultural Confidence* (70)
3. *Attracting the Right Individuals* (68)
4. *Workplace Wellbeing and Culture* (49)

15.3% of total sign-ups returned to the site at least once. This is above average, as similar sites get 12% of their traffic from returning visitors on average, according to Wix. Naturally, return traffic was supported by the email campaigns which served to re-engage users.

[6] https://mailchimp.com/resources/email-marketing-benchmarks/

Pilot participants engaged with the Toolkit in different ways; across multiple devices and formats

The Pilots focused on providing flexible and accessible information at a low cost (free) and therefore easy to access and engage with. Part of this strategy included offering an online site that could be used on desktop and on mobile/tablet. There were alternate ways to engage with the Toolkit, including through PDFs that could be printed and used offline, and audio/video podcasts provided, 'abridged, conversational versions' of the content for absorbing information on the go, and hands-free.

Use by device

64% mobile users
Avg session duration: 2m 30s
Avg pages per session: 1.2

30% desktop users
Avg session duration: 4m 7s
Avg pages per session: 2

6% tablet users
Avg session duration: 38s
Avg pages per session: 1

Figure 14. Use by device

Use by format

Home page

PDF

Audio / video

2,554 site sessions	104 downloads	59 site sessions
Following industry feedback, the homepage was redesigned to make it easier to navigate.	Following industry feedback, individual sections were made downloadable as standalone PDFs.	Following industry feedback, audio podcasts were made downloadable for offline listening.

Figure 15. Use by format

As expected, the web version was the main access point (over 2,500 sessions). In addition, at least 104 instances of users accessing the PDF version and 59 plays/downloads of the audio podcast episodes were measured.

The use of the Toolkit was spread significantly across device types. The most common device to access the Toolkit was from a mobile device, however, users were most likely to spend longer on the Toolkit, and view more pages, if they accessed it via desktop.

To reflect the knowledge that many users were accessing the Toolkit via mobile phones, after Pilot one, improvements were made for phone users (like the homepage redesign and improved mobile layout on select pages).

Session times decreased as the Pilot progressed

Session times, along with number of pages visited per session, are the most telling measures for user engagement. There is a significant difference between these statistics between Pilot one and two, with shorter session times and fewer pages navigated to in Pilot two.

Pilot one
(October 28 2024 – December 21 2024)

The average session duration was **6m 12s.** Average of **1.6** pages visited per session. Bounce rate (visitors who left the site after viewing one page) was 77.0%.
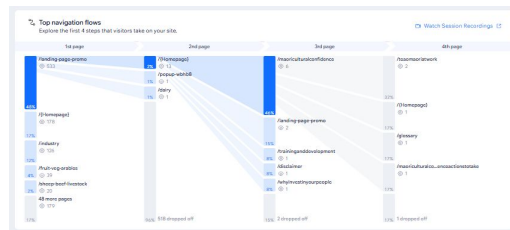
Pilot two
(February 2 2025 – March 31 2025)

The average session duration was **1m 44s.** Average of **1.3** pages visited per session. Bounce rate was 70.0%.
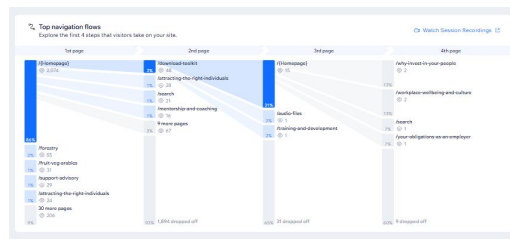
Toolkit total
(October 28 2024 – March 31 2025)

The average session duration was **2m 30s.** Average of **1.4** pages visited per session. Bounce rate was 72.0%.

Figure 16. Average session statistics

Above: Demonstration of average website user flows from page to page
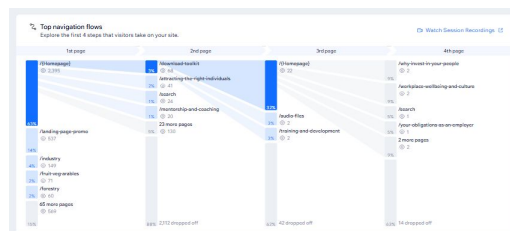
Why might this be?

There are number of reasons why user behaviour shifted so strongly between Pilots.

Hypotheses as to why this behaviour change occurred include:

1. **Google traffic tends to have a different use case for the Toolkit than Facebook traffic.** Pilot one and Pilot two used different methods for promotion. This is likely to have influenced the type of users that are signing up and using the Toolkit. Google search users are more likely to be seeking out specific information and therefore will find the specific pages related to their query, then exit the site. Meta users are more likely to explore the document as they don't have a particular query at the time of sign-up. People who are looking for a specific answer spend a shorter amount of time on the site.

2. **In Pilot two, the homepage redesign and added search bar functionality helped users find what they needed faster.** Again, this helps users answer specific questions quickly. These changes reduce the likely time spent looking / browsing for the right section.

3. **Returning users.** Since the Toolkit was reshared on industry channels, this may have advertised the Toolkit to users who already participated in Pilot one. Returning users are more likely to spend a shorter time exploring the Toolkit, and visit fewer pages.

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Low levels of survey completion limited collection of feedback and demographic information

Offer incentives here… …to boost responses here.

Email delivered (100%) → **Open rate (56%)** → **Click rate (15%)** → **Survey completion rate (0.9%)**
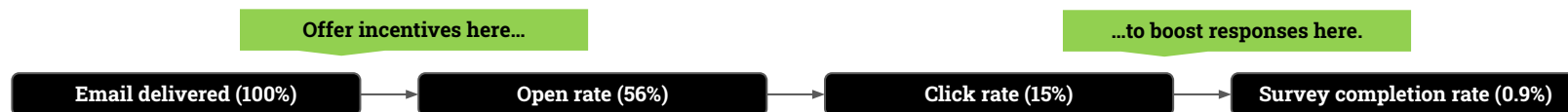
Incentives were unsuccessful at increasing survey completion rates

Given only one survey response was completed in Pilot one, incentives were offered in Pilot two for completion of feedback surveys. This involved entering any survey responses (who opt in) into an draw to win one of five $200 Giftpay vouchers. This monetary incentive was intended to capture attention and convert email views into survey clicks and completion.

This was unsuccessful at improving survey participation, with Pilot two feedback returning only one survey response, an equal response rate to Pilot one. Low survey response rate limited visibility over user demographics, business size, perceptions about retention, and feedback on the Toolkit. It is possible the target audience, having already engaged with the Toolkit and various other industry initiatives, was not willing to spend more time on a survey – an example of engagement fatigue.

This low quantitative feedback required almost sole reliance on the qualitative feedback received from industry and the project's management group, to understand the value of the Toolkit for users (see next page).

A summary of the two survey responses is included below. The two respondents did affirm that retention is a challenge in their workplace and that addressing employee issues would help, but conclusions cannot be drawn to the wider population with a sample size of n=2.

The full list of questions in the feedback survey, including demographic information and prompts about Toolkit use is included in Appendix A.

Demographics	Attitudes towards addressing employee challenges	Perspectives on the benefits of retaining employees	Toolkit	Behaviour change post–Toolkit
Both organisations were 16-50 people, and spent between a small to medium amount of effort on people management and capability.	Both users felt neutral in their confidence in addressing their employee-related challenges before reading the Toolkit.	Maintains relationships, increases productivity, builds a more experienced team, stable team dynamic / culture, saves money (hiring / training), reduces risk.	Both users would recommend the Toolkit to other employers, managers or supervisors in the sector. *"These sections provided me with easily accessible and digestible information that I have otherwise found harder to access online", "I loved the case studies".*	"After using the Toolkit, I made changes to my workplace in the following areas: Workplace Wellbeing and Culture, mentoring and coaching, Employer obligations, training and development".

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Industry stakeholders found the Toolkit useful and offered ideas for iteration

While there was very limited feedback received directly from surveys, the project received good feedback from the management group and industry stakeholders via email. The Toolkit was shared with many industry networks via social media posts, email newsletters, monthly journals and notice boards. Some industry representatives were initially skeptical – one felt the Toolkit was 'a bit generic' and limited by not providing industry-specific insight, and another cautioned that many Toolkits historically end up unused. Nonetheless, a majority of stakeholders found the Toolkit useful and offered constructive suggestions, which were implemented in Toolkit iterations.

The Toolkit sounds very interesting and completely in line with what we are looking at setting up for our employers. **(Industry body member)**

Love the audios, love the videos. Love that the audios work even when you swipe out of the page. **(Management group member)**

Thank you again for this - really interested to see how the Pilot goes. We'd be very keen to link this Toolkit to the Skills Framework in some shape or form in the Feb Pilot. **(Food and Fibre Skills Framework team)**

Might it be possible to have the Toolkit in sections? Our sector is very well resourced, but you have included some things we don't currently include and I think would be valuable additions. **(Industry body member)**

Is there anyway to get the audio files to play offline? I need ability to download in reception or wifi and listen to while on road or planes and think many others would benefit too. **(Industry body member)**

I did not receive any direct feedback other than general appreciation for sharing the resource. **(Industry body member)**

This is not something we need given we have a Māori tikanga-based approach to HR that works very well for us. **(Māori industry body member)**

I think this looks fantastic. It's very easy to navigate and very easy to follow the pathways, each section has a clean and clear look, I think employers are going to find this very useful. **(Industry body member)**

Website loads quickly and is intuitive to use. Phone version can be a bit clunky, can work on improving this. **(Management group member)**

There are some things I really like. Especially the Māori experiences section and the buddy section. The other thing I quite enjoyed was the use of the case studies. It is quite an interesting way of getting people to reflect on how they might be going. **(Industry body member)**

How to write a job advert has too much information, the diagram does not connect, too busy. For the entire section: less is more, simple language, quick and direct. **(Management group member)**

Thank you for sharing this. I'm not sure we'll be promoting it. Government agency toolkits or hubs have been a place where resources go to die since the 2010s. **(Industry body member)**

It feels a bit generic to me, rather than something that offers any particular industry expertise. **(Industry body member)**

The audio files of the Toolkit all in all sound really good - a good pace and summary of each of the sections. **(Management group member)**

The mid-way evaluation showed Pilot one performing well, however number of sign-ups was below the target

Pilot one's mid-way evaluation showed the Toolkit concept was working (engagement levels were reasonable and stakeholder feedback was largely positive), but the number of employer sign-ups was below the initial target (72 versus the 150+ aimed for). It also identified areas to refine in content and delivery. Below is a summary of the mid-way evaluation findings, aligned against the success criteria set for in Pilot one, defined at the outset of the project in the Monitoring and Evaluation Framework. These are broken down for the three short term outcomes (Adoption, User Engagement and Feedback) measured in this project.

	Success in Pilot one looks like…	RAG status	Mid-way evaluation findings	Associated changes for Pilot two
Adoption	Anticipated reach and click-rates (150+ users) are met across a representative sample of the target population (employers, managers, and supervisors in NZ primary industries).		There were 96 sign-ups, under the target of 150. There was a healthy amount of traffic from industry promotions (newsletters, word of mouth, etc), but Meta Ads were not very effective, only resulting in 13 sign-ups. Industry traffic is expected to increase for Pilot two due to many industry bodies waiting for the second version to promote to their members.	Management group suggested this trend may have been due to reluctance to enter personal information, and limitations of Meta Ads. To address limitations and boost adoption, Google Ads were used to drive traffic to the site in Pilot two, and the sign-up process was simplified.
User Engagement	Users from the target audience have gained access to the Toolkit and navigated to >1 page of content.		Average number of pages per session is 1.6. Average session duration is six minutes. *Attracting the Right Individuals* and *Māori Cultural Confidence* are the two most popular sections.	Redesigned Toolkit homepage to present all sections at one glance (no scrolling required), for improved user experience.
User Feedback	150+ users complete the final survey conveying their feedback.		Industry representatives and the Management group provided great qualitative feedback, but only one response was received from the feedback survey.	Introduction of incentives and more email nudges to increase this number in Pilot two.
Supporting descriptions and characteristics	For all participants, accurately tracking sector membership, and basic demographics for paid ad channel.		Toolkit sign-ups provided good insight into sector membership information. While Meta Ads provided good demographic information but this ultimately did not translate into user engagement. Success was also limited by low completion of the final feedback survey, which collected other demographic information.	Expanded industry information in Pilot two by pulling supporting industries out of the 'other' category, i.e. fertiliser / irrigation / advisory. Use of incentives to focus on increasing completion of the final survey.

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Iteration between Pilot one and two focused on improving user experience

The following changes were suggested and / or identified, and improved before Pilot two. These included design changes, tweaks to content to make it more reader-friendly, and additions of alternate ways to engage with the Toolkit.

Change	Rationale	Area
Used Google instead of Meta for promotion	To increase ad conversion and Toolkit sign-ups	Promotion
Split the downloadable PDF into individual section PDF downloads	To enable easier access to offline use for individual sections of interest	Content
Connected the Toolkit with external resources such as the Food and Fibre Skills Framework	To be joined up with more existing resources	
Simplified language, particularly in the job ad section in section one	To make the information clearer	
Added more hyperlinks to flow to other sections	To increase link tracking in the Toolkit, and encourage continued use	
Redesigned the website homepage to present all sections at once (no scrolling required)	To put all sections on the same visual hierarchy and refine user experience	Design
Redesigned job ad example to be less busy	To make the information clearer	
Added menu access to PDF and audio/video versions	To make it easier to find / access	
Refined phone version for better visual experience	To refine user experience	
Added in website search functionality	To assist users finding specific information quickly	

"
Website loads quickly and is intuitive to use. Phone version can be a bit clunky, can work on improving this.
(Management group member)

"
Might it be possible to have the Toolkit in sections? Our sector is very well resourced, but you have included some things we don't currently include and I think would be valuable additions.
(Industry body member)

"
How to write a job advert has too much information, the diagram does not connect, too busy. For the entire section: less is more, simple language, quick and direct.
(Management group member)

Iterations included homepage redesign and addition of search functionality
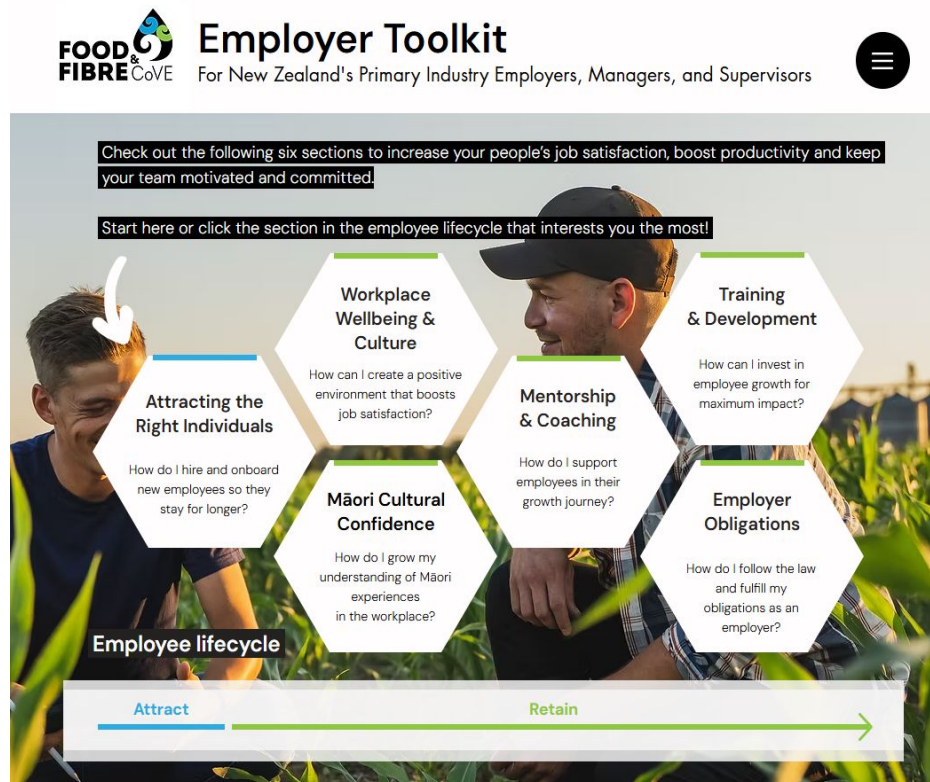
Figure 17. Toolkit homepage
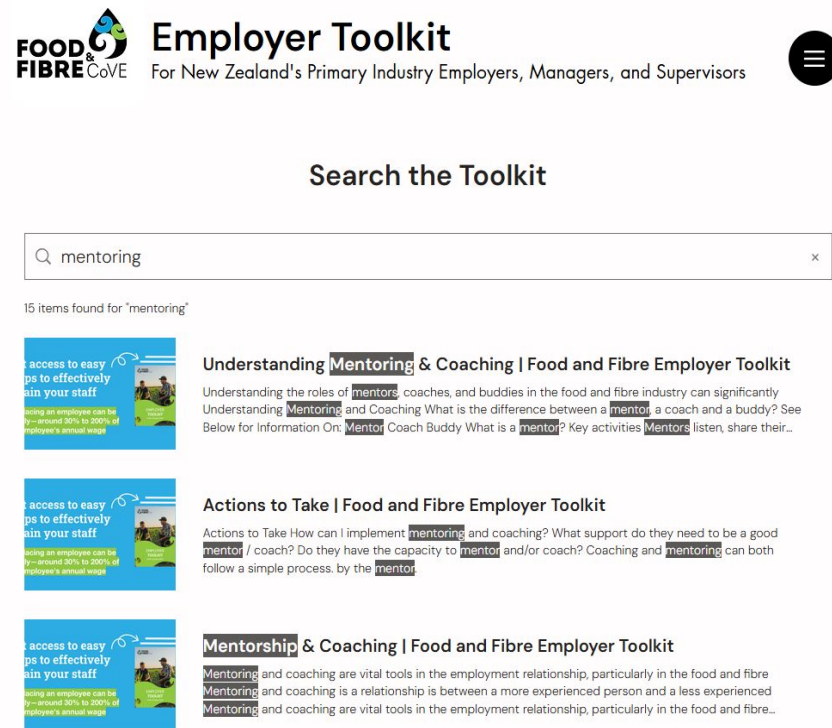
Figure 18. Toolkit search page

The search engine observational Pilot gave insight into what people were searching for organically

The following observational data, illustrates how the Toolkit performed in organic search engine results between mid-November (when Pilot one promotions ended) and February 2025 (when Pilot two promotions began), and the two weeks following the end of Pilot two. The leftmost table includes the top 10 search queries in Google. 16 Toolkit sign-ups were attributed to organic search.

While the site did receive some impressions as shown below in the middle table (content pages presented in Google results), these impressions had a very low click rate when not using paid search promotion. This is understandable because on average, the Toolkit site is appearing around 55th. In organic search, it is estimated that over 99% of searchers only look (and therefore interact) with results from page one of Google Search Engine Results Pages (SERPs).

Since this data relates to the organic search period, low position in search results was understandable, as priority is given to paid ads and established, high-performing websites.

Understanding organic search queries provides insight into what people are looking for - often specific technical questions (such as funding for apprenticeships, implementing buddy systems, what qualifies for leave), rather than core transferable skills.

The rightmost table shows all Google search queries including queries made in the paid promotion period. Naturally, impressions are much higher when including the paid promotion search queries.

Top Google organic search queries (# impressions)

- 🔍 Bereavement leave (56)
- 🔍 Coaching and mentoring (36)
- 🔍 Bereavement leave entitlement (29)
- 🔍 Bereavement leave entitlements (26)
- 🔍 Employee obligations to employer (23)
- 🔍 Compassionate leave (23)
- 🔍 Employment law compliance (20)
- 🔍 Dairy nz wage calculator (18)
- 🔍 Bereavement leave nz (14)
- 🔍 Compassionate leave nz (10)

Top content pages presented (# impressions)

- 🔗 Leave and safety (237)
- 🔗 Obligations as an Employer (72)
- 🔗 Understanding mentoring and coaching (42)
- 🔗 Pay and hours (34)
- 🔗 Value of training and development (22)
- 🔗 Te ao Māori at work (20)
- 🔗 Homepage (5)
- 🔗 Māori Cultural Confidence (5)
- 🔗 Mentorship and Coaching case studies (3)
- 🔗 Māori Cultural Confidence actions to take (3)

Top Google search queries (paid and organic) (# impressions)

- 🔍 Bereavement leave (514)
- 🔍 Training and Development (405)
- 🔍 Buddy system at work (180)
- 🔍 Coaching and mentoring (166)
- 🔍 Bereavement leave entitlements (162)
- 🔍 Value of training (144)
- 🔍 Employment law compliance (118)
- 🔍 Compassionate leave nz (114)
- 🔍 How to integrate Māori culture into work (107)
- 🔍 Employee obligations to employer (99)

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Organic search results and persistent sign-ups shows the Toolkit is, and has the potential to continue as, a self-sustaining resource

Data collected during the natural observation study, and continued activity on the Toolkit post Pilot two shows there is a case for the Toolkit's continued existence, and ability to self-sustain traffic.

The website hits achieved during the Pilot two promotions due to paid promotion, and the organic search performance, likely boosted the Toolkit's ranking on search engines, helping it appear in related searches going forward.

In the two weeks following the end of Pilot two, there was an average of two new sign-up every two days via the Toolkit pop-up form. The pop-up form remains live, but is optional (the form can be bypassed to access the Toolkit freely) during this period. There were 123 unique visitors that visited the site in this two week period, who engaged in 150 site sessions.

Continued delivery of the Toolkit would require maintaining ownership of the employertoolkit.nz domain on Wix.com, but would require no future paid promotion. This is due to industry promotions and links supporting organic direct traffic and organic search traffic being likely to continue to improve over time.

Toolkit use beyond this Pilot programme could be enhanced by updating and developing Toolkit content further, accompanied by continual promotion by industry, such as inclusion in workforce development hubs, resources, and newsletters (see more recommendations on page 54-57). Removing the optional pop-up form would also reduce barriers (or perceived barriers) to entry and use of the Toolkit. Further work on search engine optimisation would also support engagement.
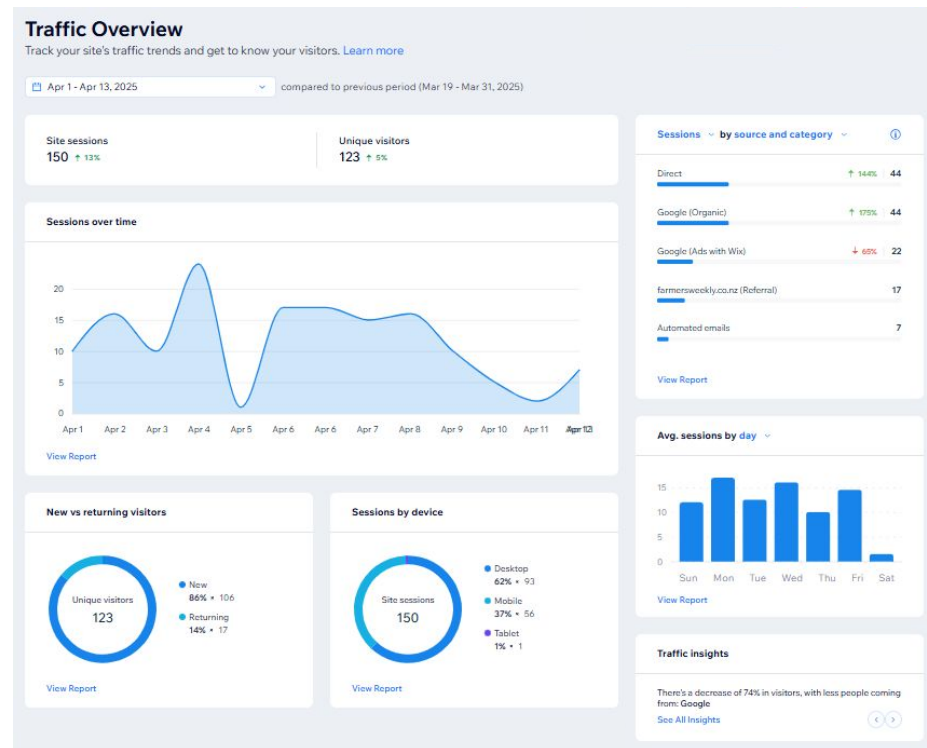

Figure 19. Organic search analytics

Expectations for Pilot two were adjusted based on Pilot one learnings

The evaluation numbers shown below for Pilot two were amended not as formal targets, but as indicative benchmarks of the sample size that would be required to achieve statistical significance (a goal for this project). This adjustment was made following the mid-way evaluation of Pilot one, which highlighted lower-than-expected adoption rates. The revised figures provided a reference point for the scale of engagement needed to draw statistically robust conclusions about the Toolkit's impact only.

	Success in Pilot two looks like…	Changes made to support this…	Final Evaluation will consider…
Adoption	Anticipated reach and click-rates met and having a total sample (including Pilot one) that is broadly representative of the target population.	Used Google (not Meta) for Pilot two promotion. This is forecast to increase ad reach and target those already looking for a resource like the Toolkit.	The size of the population, reached sample, and rate of adoption (clicks to the Toolkit) via each channel. Demographic information will be considered for each cohort to determine any representative limitation of the Pilot sample.
User Engagement	>~~150~~ (188 as Pilot one underperformed) users from the target audience have gained access to the Toolkit and navigated to >1 page of content.	Refined the Toolkit content and design to be easier to navigate. The Toolkit homepage has been redesigned to make it easier to click through to different sections. Added in-site search function.	Effectiveness of each section, and each section based on number of users, time spent, and user journeys through the site.
User Feedback	>~~150~~ (299 as Pilot one underperformed) users have completed the final survey conveying their feedback.	Incentives will be used to increase survey feedback.	Common feedback themes and recommendations for future interventions based on these themes and engagement measures.
Understanding Users	For all participants, accurately tracking sector membership, and basic demographics for paid ad channel.	For ad promotion traffic, collect industry affiliation in pop-up form, at point of Toolkit access and ensure users are in the target audience. Incentivise the feedback survey completion, which collects additional demographic, and psychographic data.	Used to support understanding of how representative the sample is. Will also be used to understanding underlying driving factors / clusters of behaviour based on demographic and psychographic characteristics. For example 'do users who have low confidence and are in pastoral sectors engage with certain sections more than other groups'.

The final evaluation results were similar to the mid-way evaluation, with good feedback from users despite lower than desired sign-ups

Below is a summary of the final evaluation performance evaluation, aligned against the success criteria for Pilot two, defined at the outset of the project in the Monitoring and Evaluation Framework, and then amended in the Mid-way Evaluation report. These are broken down for the three short term outcomes (Adoption, User Engagement and Feedback) being measured in this project.

	Success in Pilot two looks like…	RAG status	Final evaluation findings	Reflections
Adoption	Anticipated reach and click-rates met and having a total sample that is broadly representative of the target population.		Improved engagement and click through rate for promotions. Better adoption than for Pilot one, yet still only 106 sign-ups from Pilot two, which is under the Pilot two goal of 150+. A total of 214 sign-ups across Pilot one, two and the open access period in between.	This is an underperformance of the Pilot two and overall sign-up goal. Low interest from the sector might indicate that employers are not willing (may be due to having other priorities or minimal interest) to engage with such a resource.
User engagement	>150 (188 as Pilot one underperformed) users from the target audience have gained access to the Toolkit and navigated to >1 page of content.		214 people gained access to the Toolkit and navigated to 1.4 pages of content.	The achievement of the usage goal (>1 page of content navigated to) achieved shows that provided people adopt the Toolkit (sign-up), they are willing to engage with a free resource on retention and employee opportunities.\n\nSuccess is limited by under target adoption rates.
User feedback	>150 (300 as Pilot one underperformed) users have completed the final survey conveying their feedback.		Incentives were unsuccessful at increasing survey completion, therefore feedback collected is limited (two responses).	Sector stakeholders did not respond to significant monetary incentivisation of survey completion, and appear to be showing signs of engagement fatigue.
Supporting descriptions and characteristics	For all participants, accurately tracking sector membership, and basic demographics for paid ad channel.		Sector membership featured a good spread across industries. 139/214 sign-ups were in the target audience. Depth of analysis limited by lack of information collected from low survey response rates, which would have provided organisation demographic details and likely ratings of attitudes and perceptions on retention.	The added specificity for industry association in Pilot two enabled more understanding of the 'other ' category, such as for supporting industries such as fertiliser / irrigation / advisory.\n\nLow levels of survey completion meant that visibility over demographic details like organisation size and HR maturity, personal attitudes towards retention are not known for most users.

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4. Summary, considerations, and next steps

Summary of insights across the user journey

The research questions shown at the bottom of the page are discussed in more detail in the following pages. Because of the lack of statistical power due to under target number of Pilot participants, the related hypotheses are not able to be supported with statistical significance, but are elaborated on in Appendix C.

Adoption	Engagement	Feedback
Meta and Google Link Analytics	**Website and Email Analytics**	**Survey Analytics**

Adoption — Meta and Google Link Analytics

1.1 How did promotion methods affect adoption?
- Google was a better tool for promotion of the Toolkit than Meta, likely as its users were actively searching for resources.

1.2 Are employers interested in a retention resource?
- Considering the reach that ad campaigns had (shown by number of ad impressions), interest is somewhat low for this resource.

1.3 Which pain points are people resonating with?
- Highest performing ads were for pain points on Māori cultural confidence and mentorship and coaching in Pilot one, and mentorship and coaching and attracting the right individuals for Pilot two.

Engagement — Website and Email Analytics

2.1 Who is using the Toolkit?
- There was good spread of industries in Toolkit uptake, with Fruit / Vegetables / Arables / Plants with the highest proportion at 16%.
- Attracting the Right Individuals was the top section for Viticulture, Fruit / Vegetables / Arables / Plants, and Forestry.

2.2 What are people interested in?
- *Attracting the Right Individuals* consistently performed the best, with the most site sessions in Pilot one and two.
- Content pages performed better than practical applications (case studies) and collections of existing resources (external links).
- People don't seek out Māori cultural confidence support, but engage when it is presented to them.

2.3 How did people use the Toolkit?
- A majority of users accessed Toolkit on Mobile devices, but were more likely to spend longer on the Toolkit and view more pages on the desktop version.
- Website use was the top approach to engage with the Toolkit, but the PDF download and audio versions were well received.

Feedback — Survey Analytics

3.1 Did the Toolkit make an impact for employers?
- Low engagement with feedback mechanisms limited the ability to observe attitudes and perceptions of employers related to retention.
- Low engagement is hypothesised to be a result of engagement fatigue across the sector.
- Management group and industry feedback as a proxy for employer sentiment, taking feedback more generally.
- Qualitative feedback from industry stakeholders was very supportive of the Toolkit and its purpose of providing an accessible, free resource for dealing with retention issues.

1. Will **food and fibre employers engage** in low involvement, accessible support to improve their retention rates?

2. **What elements are most impactful?** (elements include different sections and examples of cohort applications - school leavers, career changers, and for Māori).

3. How will elements of an Employer Toolkit **impact the perception and confidence** of **employers** to retain employees within the first 12 months?

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Overall, there was low engagement from food and fibre employers with this free, accessible support to improve retention rates

1. Will **food and fibre employers engage** in low involvement, accessible support to improve their retention rates?

There are approximately 10,000 - 15,000 employers in the food and fibre sector as there are ~108,000 estimated in the production workforce and approximately 10% of these are employers / self-employed. Managers and supervisors were also targeted (as they could use the Toolkit to build capability and improve retention outcomes).

Each Pilot aimed to engage a sample total of over 150 people from this employer population in order to provide statistical significance for Toolkit outcomes (sampler total over 300). This number was derived from a basic power calculation test in order to calculate minimum sample size of a representative population to infer statistically significant results (p>0.05).

Given that the reach of the Meta and Google Ads were high (see page 33 for full adoption funnel statistics), the conclusion can be made that while some food and fibre employers are engaging with support to improve retention rates, this is not a majority trend, nor was there great enough engagement to achieve statistical power and assume the sample size is truly representative of the wider food and fibre employer / manager / supervisor population.

This may be due to several reasons, including:

1. employers don't see retention as a problem (for the sector or for their organisation),

2. employers do not think they have a role in retention issues, or;

3. employers are too busy, or aren't prioritising engaging with resources that can support retention rates.

A partial driver of low adoption may be that when the Toolkit was advertised on Meta and Google, these were not perceived as trusted sources that users would expect to access resources from. Promotion through industry body channels may be more effective, however this is likely to occur in offline forums that are not as easily tracked with the same granularity as Google or Meta, such as via impressions.

It could be that a free resource is not perceived as being able to be impactful enough with regards to employee related issues, so employers are not willing to invest time into reading it. If this is the case, it would be interesting to explore how paid resources perform. Examples of these could include paid books / toolkits about employee issues, HR consulting services, and virtual or in-person training courses.

If it is true that employers are more likely to seek out a paid resource than a free one, future pilots or research should focus on the specific subset of the population - employers, managers and supervisors with serious retention problems that are willing to pay for guidance. This may include more involved processes to access support to improve retention, such as a two-day course, management training, etc.

What might this mean going forward?

While there tended to be low volume of users engaging with the Toolkit, this does not reflect the quality of engagement. It appears that those who sign-up are actively engaging with the Toolkit - seen through Toolkit use, including email campaign engagement and return use. The aim of future research should be considered - if quality or quantity of engagement is more valued, and where the tradeoff lies.

People engaged with the *Māori Cultural Confidence* section when presented to them, but did not independently seek it out (1 of 2)

2. **What elements** are **most impactful?** (both sections on different aspects of an Employer Value Proposition, and segments including real examples of cohort applications - school leavers, career changers, and Māori).

The performance of the Māori Cultural Confidence related promotion and Toolkit section revealed the target audience is interested in understanding this topic.
The target audience for the *Māori Cultural Confidence* section ads was a subset of the usual target audience (Employers, Managers and Supervisors in the Food and Fibre sector), people who may be employing or seeking to employ Māori employees, and/or people who were struggling with 'integrating te ao Māori protocols / principles into work environments'

Pilot one used Meta Ads for promotion. The ads highlighted the resource to develop awareness of the Toolkit. *Māori Cultural Confidence* received some negative engagement in the comments section from members of the public. Comments were racially charged and not constructive, and ranged from dismissive comments to paragraph rants. The Meta Ad algorithm prioritises ads that gets reactions or comments, so this boosted the frequency that the target audience were shown this particular ad. Therefore, the 'Māori Cultural Confidence' ad gained significant traction, achieving 21,341 impressions and 253 link clicks (click-through rate of 1.2%). On average in Pilot one, Meta link clicks did not convert well to sign-ups.

It is important to note that despite the negative promotion engagement, the *Māori Cultural Confidence* section performed well across the Toolkit website (2nd highest section page views on website, highest click through rate on email campaigns) analytics measures and feedback from Industry and Management group.

Pilot two used Google Ads for promotion. To be shown a Google ad, it relies on users searching for keywords that are relevant to the subject of the ad.

This differs from Meta, which targets certain people, and pushes ads to users who fall in its 'target demographic'. Therefore, if relevant searches are not occurring, there will be far fewer opportunities to click through. This ad campaign resulted in 1,462 impressions, and 38 total clicks (click-through rate of 2.5%).

This demonstrates that users of different platforms (Google vs Meta) behave very differently, and interact with resources differently.
By comparing the two different promotion platforms, different aspects of behaviour were observed in relation to this section and topic.

The difference in engagement with the Meta and Google Ads featuring the Māori Cultural Confidence section on different promotion platforms shows that people are not going out and searching for content related to employing or looking after Māori employees, but will engage with it when it does come up (as shown in the high click-through rate from email newsletters).

This has implications for future initiatives or pilots regarding Māori topics - and should be considered when creating future promotional material and/or driving engagement to it.

What might this mean going forward?
Topics like this that result in high engagement but little proactive participation are ideal for testing in a pilot format. These are topic areas that people may not realise they need, but once they engage with them, they find them interesting and beneficial. An informative pilot such as this one makes progress if it can identify and fill an audience's blind spots.

Attracting the Right Individuals consistently performed best in both Pilots (2 of 2)

> 2. **What elements** are **most impactful**? (both sections on different aspects of an Employer Value Proposition, and segments including real examples of cohort applications - school leavers, career changers, and Māori).

There was a large proportion of people interested in the *Attracting the Right Individuals* section. It was the top section in both Pilots.
There are some considerations for why this might be.

1. This is the topic that employers genuinely have the most issues with. This is a technical area, and tasks like holding interviews, setting up employment contracts, etc., are not day-to-day aspects of a typical food and fibre job. Particularly for small businesses where HR processes are conducted ad-hoc, this may be where employers struggle the most, and need the most support. The food and fibre sector has traditionally had an 'open-arms' type recruitment style - encouraging all to try jobs in the sector. This often backfires, as it does not set realistic expectations of what the job may entail - which often includes physical labour, hard conditions (early mornings, isolated location, etc), leading to high rates of turnover in the first year, month or even first few days.

2. The reason why this section performed better than others in the Toolkit is not that employers struggle with this more, but simply that they struggle with this first. It could be that employers have issues all along the employee lifecycle, but given relatively short average site sessions on the Toolkit website, choose to spend their browsing time on this section only.

3. The apparent top button on a website homepage is likely to get the most hits. This was the first section presented in the email newsletters, and on the website. In Pilot two, the homepage was redesigned to have less visual hierarchy between sections, however the mobile home page was not redesigned, and

clearly placed *Attracting the Right Individuals* first on the homepage. Reordering the sections was considered, but ultimately it made logical sense for the order to reflect the employee life-cycle progression from hiring to employment.

Content pages performed better than case studies or links to external resources.
However, this is likely to have been influenced by presentation order, as both elements featured at the end of each section. Users on average only navigated to 1.3 pages, therefore, even if they went into a single section, were unlikely to reach the case studies or external links pages.

Qualitative feedback from users showed that case studies were a highly rated feature, a practical and unique way to receive information as if it was advice. Links out to external resources strengthened the legitimacy of the Toolkit, and were necessary for completeness of information, and to create a sense of a 'one-stop shop' for resources on these various topics. While these pages did not perform particularly well, there is a case to keep them in the Toolkit, or trial moving these earlier within the sections.

What might this mean going forward?

Employers may be placing more focus on getting the right people in the door; fewer are initially seeking information on post-hire retention practices, which could indicate a gap in awareness in this topic or a sequence in their approach to learning.

It is difficult to understand how perception and confidence of employers were impacted by the Toolkit given low survey response

3. How will elements of an Employer Toolkit **impact the perception and confidence** of **employers** to retain their employees within their first 12 months?

Given the lack of statistical power from the Toolkit sign-ups (which required 300 sign-ups), this question cannot be answered with statistical confidence - however a range of feedback supports a wider understanding.

Low engagement with feedback mechanisms limited the ability to observe attitudes and perceptions of employers related to retention. Low engagement is hypothesised to be a result of engagement fatigue across the sector.

The Toolkit more broadly performed well in the eyes of industry, as shown by industry feedback via the Management group and industry representatives who shared the Toolkit resource with their networks. These people were employers or people who work very closely with many employers.

Qualitative evidence from these industry stakeholders indicated that the Toolkit did make an impact on confidence around retention challenges. Users of the Toolkit said they would recommend it to employers, managers and supervisors in the sector, and that the Toolkit contained new knowledge that was not already compiled in existing industry body workforce resources and / or Toolkits, implying that they received some personal benefit from engaging with the Toolkit.

An alternative approach to assess the Toolkit's impact, while accounting for drop-off feedback rates, could have involved a controlled intervention using focus group-style sessions.

This could be achieved by testing the promotions and Toolkit in controlled settings where participants took time to use the system and provide feedback in a single session. This would involve recruiting willing employers, managers and supervisors in the sector, likely with a monetary incentive, holding an hour long session where they engage in A/B preference testing for ads, use the Toolkit, and provide feedback and answer a range of questions on the Toolkit and their attitudes / confidence in relation to retention.

This would allow measurement of the impact of the Toolkit, without the drop-off of participation. This however, might introduce a selection bias where the people who opt in to take part in these focus group style interventions answer in a particularly favourable way.

While this measures effects on retention attitudes well, it doesn't reflect or measure adoption in a natural way (since adoption is mandatory and would need to be heavily incentivised).

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There are a range of 'next steps' that industry, employers, government bodies, and education providers could take

Next steps from here

Building upon the insights and findings presented in this report, the following four areas of potential next steps are proposed to further enhance the effectiveness and reach of the Toolkit. These suggestions aim to address identified challenges, leverage opportunities for improvement, and align with the overarching goals of the initiative. Each suggested next step is designed to be actionable and to contribute meaningfully to the ongoing development and success of the Toolkit.

The Te Ao Māori report also contains a set of next steps focused on improving retention of Māori in the food and fibre sector. These are covered only at a high-level here.

1. Strengthen Distribution and Industry Partnerships

To achieve broader and more sustained uptake, the Toolkit can be embedded within trusted sector channels and owned by (and adapted for) specific industries.

Intended for: the Toolkit Owner/Updater

a. **Leverage industry networks:** Prioritise distribution through industry body newsletters, member hubs, and training providers. It was clear through promotion analytics that employers in the sector trust (and actively engage with) information that comes from these trusted channels.

b. **Formalise industry ownership:** Identify a long-term custodian (e.g. Primary ITO, industry body) to manage, update, and promote the Toolkit beyond the Pilots.

c. **Co-design sector-specific versions**: Collaborate with specific industries (e.g. dairy, viticulture, aquaculture) to adapt the Toolkit for their needs and language and pass ownership of these versions to those industry bodies.

d. **Align with broader workforce initiatives**: Continue to keep the Toolkit linked to frameworks and resources like the Food & Fibre Skills Framework to ensure consistency and visibility.

e. **Share the Toolkit with those who are employer facing:** Continue to share with Primary ITO and other training providers, production advisors, and those who work with sector employers for feedback, iteration, and promotion.

There is an opportunity for the Toolkit to deliver a tailored user experience that meets specific industry needs

2. Improve Accessibility and User Experience

Ease of access is essential to engage time-poor employers. Barriers to entry — even small ones — reduce uptake.

Intended for: the Toolkit Owner/Updater

a. **Remove or streamline access barriers:** Keep the Toolkit free, with open access and optional sign-up rather than mandatory forms.

b. **Provide multiple content formats**: Continue offering PDFs, audio and video; introduce:
   - downloadable summaries,
   - infographics, and
   - summary posters with key concepts to circulate and hang in workplace break rooms.

c. **Introduce a custom AI chatbot:** Develop a user-friendly, conversational AI assistant to help employers navigate Toolkit content in real time — including voice-enabled access for those with low literacy.

3. Deepen Engagement and Behaviour Change

To move beyond awareness, the Toolkit must actively support behaviour change through tailored experiences and interactive learning.

Intended for: the Toolkit Owner/Updater, Industry Skills Boards, Industry, and Education Providers.

a. **Create structured learning pathways:** Package Toolkit modules into micro-credentials, or onboarding tools for new managers in the sector.

b. **Pilot in-person and virtual workshops:** Test delivery of Toolkit content in facilitated formats, especially for topics like coaching, onboarding, and cultural confidence.

c. **Build in Toolkit-level feedback tools:** Embed micro-surveys and reactions into sections to capture real-time feedback and measure impact.

d. **Support application through practical tools**: Translate high-performing content (e.g. attraction and onboarding, cultural confidence) into simple, actionable templates and checklists.

Low involvement extension ideas   **High involvement extension ideas**

| Alternate formats, e.g. summary posters for break rooms | Develop support tools for practical application | Virtual / in-person workshop / information session | Virtual / in-person training course (micro-credential) |

The Toolkit is well positioned to further evolve with minimal ongoing resource requirements

4. Embed Continuous Improvement and Evaluation

Improving retention is a long-term challenge. Sustained iteration, tracking and evaluation are needed to understand what works and why.

Intended for: the Toolkit Owner/Updater, Industry Skills Boards

a. **Invest in longitudinal evaluation to monitor sector retention:** Establish a 12–24 month follow-up plan to assess retention impact among users to measure medium and long term outcomes.

b. **Monitor organic search and SEO performance:** Use analytics on Wix and through Google to continuously refine content and boost visibility on common employer search terms.

c. **Act on industry feedback:** Maintain channels for stakeholders to suggest updates, or request new content areas (e.g. supporting employees with impairments).

d. **Addition of more content:** Topics requested for further development include:

   ○ Employing people with impairments, including a case study,

   ○ internships,

   ○ opportunities identified from search queries, and

   ○ pronunciation of Māori terms - introduce an audio version for the glossary.

e. **Capture emerging needs:** Monitor trends in workforce challenges and develop new sections or add-ons as needs evolve.

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5. Appendices

Appendix A: Data Collection (Promotions) (1 of 6)

ILM Short-term outcome What is this measuring?	Activity measured	Response	How this data will be analysed
Promotion stage (Observational via ad analytics)			
Adoption of the Toolkit (Industry communication channels)	Number of clicks on each industry bodies' links for each channel.	Promotion appears in an industry newsletter, or on industry social media. Employers, managers and supervisors click on the link and fill out the industry landing page access form.	Descriptive statistics of population versus sample size and any demographic / psychographic differences.
Adoption of the Toolkit (Meta)	Effectiveness of each of the eight ads sponsored and targeting the target **population** on Facebook / Instagram.	Employers, managers, and supervisors click on the ad to access this resource. The proportion of users clicking on promotions and the demographic / psychographics of those who click versus those who do not are captured.	Descriptive statistics of population versus sample size and any demographic / psychographic differences.
Adoption of the Toolkit (Google)	Effectiveness of each of the seven ads sponsored and targeting **related searches** on Google	Employers, managers, and supervisors click on the ad to access this resource. The proportion of users clicking on promotions and the demographic / psychographics of those who click versus those who do not are captured.	Descriptive statistics of population versus sample size and any demographic / psychographic differences.

Appendix A: Data Collection (Pre-Toolkit Survey) (2 of 6)

ILM Short-term outcome What is this measuring?	Question	Response	How this data will be analysed
Pre-Toolkit survey: (one min survey time to reduce friction to access Toolkit)			
This information is being collected only to track user journeys through repeat access to the website and other formats, and to issue the final survey.	First name	First name	Will not be analysed.
	Email	Email	
User **engagement** and **feedback** - what the user is looking for in the Toolkit	What are your most pressing challenges when it comes to your employees?	Check all that apply (CATA) of section headings	**Descriptive statistics**
This information aims to understand if there are any differences in engagement, and feedback from different parts of the sector.	What industry do you most closely work in? (only if coming from ads as this is observed via tracked link click-rates from industry).	CATA: ● Dairy ● Fruit / Vegetables / Arables / Plants ● Sheep and Beef / Livestock ● Forestry ● Viticulture / Winemaking ● Aquaculture / Seafood ● Apiculture / Beekeeping ● Poultry / Pork ● Supporting Industries / Advisory Services ● Other (optional specify)	Cluster/factor analysis used to determine driving factors of type of engagement / feedback potentially by demographic characteristics such as sector.
This information allows categorisation of users of the website, and only analyses information for employers, managers and supervisors.	Are you an Employer, Manager or Supervisor in the Food and Fibre sector?	● Yes ● No	Ensure understanding of the target population's adoption, engagement, feedback versus others.

Appendix A: Data Collection (Web Observation) (3 of 6)

ILM Short-term outcome What is this measuring?	Activity measured	Response	How this data will be analysed
Toolkit use: Web analytics (observation)			
User **engagement** with the Toolkit	What is the most important content to the user?	First section click	**Descriptive statistics.**
	How is the Toolkit used?	Toolkit views, time in Toolkit, time on each section, number of sections read	Cluster/factor analysis used to determine driving factors.
	What parts of the Toolkit are most popular?		User journey reporting to determine where people 'fall-off' the Toolkit
	What parts are the least popular?		

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Appendix A: Data Collection (Post-Toolkit Survey) (4 of 6)

ILM Short-term outcome What is this measuring?	Question	Response	How this data will be analysed
Post-Toolkit survey, one month later (five min survey time) 15 Questions on Mailchimp. With monetary incentive.			
Demographics section (one min)			
This information aims to understand if there are any differences in engagement, and feedback from different parts of the sector, maturity of business, and number of employees as this will help further refine the target audience for this and future interventions.	What sector do you most closely work in?	CATA: ● Dairy ● Fruit / Vegetables / Arables / Plants ● Sheep and Beef / Livestock ● Forestry ● Viticulture / Winemaking ● Aquaculture / Seafood ● Apiculture / Beekeeping ● Poultry / Pork ● Supporting Industries / Advisory Services ● Other (optional specify)	**Descriptive statistics** Cluster/factor analysis used to determine driving factors of type of engagement / feedback potentially by demographic characteristics such as sector, maturity of business, and number working in business.
	How much effort does your business put towards people management & capability?	A small amount (one person spends one hr a week on HR), a moderate amount, a large amount (dedicated HR team), N/A	
	How many people work in your business?	Under 5, 5 to 15, 16 to 50, over 50, N/A	

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Appendix A: Data Collection (Post-Toolkit Survey cont.) (5 of 6)

ILM Short-term outcome What is this measuring?	Question	Response		How this data will be analysed
Post-Toolkit survey, one month later: Mailchimp cont.				
Psychographics section (two min)				
This information aims to understand if there are any differences in engagement, and feedback from users with different self-perceptions related to retention such as theirs and the sectors confidence and turnover, their perceived benefits of retention, and any previous actions they had made to improve their workplace. This will help refine and evaluate the target audience for this Pilot and future interventions.	Prefaced with: *Prior to using the Food and Fibre Employer Toolkit, how did you feel about the following statements:*			**Descriptive statistics.** Cluster/factor analysis used to determine driving factors
	I think my workplace has a challenge with employee turnover / retention	Strongly agree / strongly disagree. Rate 1-5.		
	The Food and Fibre sector has a challenge with employee turnover / retention			Thematic analysis for free text answers
	I believe solving employee related challenges will increase retention in my workplace			
	I was confident in addressing my employee-related challenges			
	In your opinion, what is the main benefit of retaining good employees?	Select one: ● Saves money (hiring, training) ● Saves time (hiring, training) ● Keeps knowledge in the business ● Stable team dynamic / culture ● Improves workplace reputation	● Builds a more experienced team ● Increases productivity ● Maintains relationships, builds loyalty and friendship ● Able to develop leaders ● Reduces risk ● Other (free text answer)	
	In the last year, I made changes to improve my workplace in the following areas:	CATA of section titles, I made no changes, N/A		

Appendix A: Data Collection (Post-Toolkit Survey cont.) (6 of 6)

ILM Short-term outcome What is this measuring?	Question	Response	How this data will be analysed
Post-Toolkit survey, one month later: Mailchimp cont.			
Toolkit experience section (two min)			
	Which version(s) of the Toolkit did you access?	CATA: Website, downloadable PDF, audio / video podcasts	
User **feedback** (and self-reported **engagement** for other form uses) ● Usefulness of the Toolkit ● Improved confidence managing issues ● Most valuable elements ● Changes preferred to Toolkit ● Indication of changes made to practice, and in which areas	The Toolkit provided me with useful steps / actions to follow	Strongly agree / strongly disagree. Rate 1-5.	**Descriptive statistics** Cluster/factor analysis used to determine driving factors Thematic analysis for free text answers
	I would recommend the Toolkit to employers, managers, or supervisors		
	The Toolkit improved my confidence in addressing employee-related challenges		
	The sections that provided me with the most value were	Multi checkbox of sections Optional free text to explain	
	What changes would you like to see in the next version of the Toolkit?	CATA: ● Have more videos ● Have more visuals ● Have more case studies ● Be easier to navigate ● Be simpler ● Be more detailed ● Be more focused on my industry ● Other (please specify) ● I wouldn't make any changes	
	After reading the Toolkit, I made changes to improve my workplace in the following areas	Multi checkbox of sections, I made no changes, N/A Optional free text to explain	
	General feedback	Free text qualitative feedback	
N/A	Do you want to be in the draw to win?	Yes/no email _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _	Will not be analysed.

Appendix B: Full list of pages and total site sessions (1 of 2)

section	Page title	Site sessions	section	Page title	Site sessions
Attracting the Right Individuals	Attracting the Right Individuals	200	**Workplace Wellbeing and Culture**	Workplace Wellbeing and Culture	121
	Step 1: Preparing	44		Elements of Wellbeing	36
	Step 2: Finding	44		Communication	19
	Step 3: Assessing	26		Buddy Systems	25
	Step 4: Selecting	25		Workplace Wellbeing Case Studies	20
	Step 5: Hiring	22		More information and help	11
	Step 6: Welcoming / Onboarding	35	**Mentorship and Coaching**	Mentorship and Coaching	97
	Attracting Case Studies	25		Understanding Mentoring & Coaching	35
Māori Cultural Confidence	Māori Cultural Confidence	127		What Good Looks Like	28
	Elements of te ao Māori	44		Actions to Take	18
	Te ao Māori at Work	83		Mentorship and Coaching Case Studies	15
	Māori Cultural Confidence Actions	28	**Obligations as an Employer**	Your Obligations as an Employer	90
	Glossary	29		Starting Employment	36
	More information and help	12		Pay & Hours	31
				Leave & Safety	17
				Preventing & Addressing Employment Problems	20

Appendix B: Full list of pages and total site sessions (2 of 2)

section	Page title	Site sessions
Training and Development	Training and Development	98
	Value of Training & Development	33
	Actions to Take	33
	Financial Support	26
	Training and Development Case Studies	28
	More information and help	14
General	Homepage	2554
	Audio Toolkit	59
	Download Toolkit	179
	Disclaimer	7
	Search Toolkit	51

Appendix C: Progress was made on investigating the hypotheses, however many require a longer timeframe for data collection

The Retention Pilot programme has made progress with testing the following hypotheses, however many require observation over medium and long term outcomes. Low levels of survey completion and feedback mean that certain hypothesis cannot be supported with confidence. Instead, the research questions are discussed in detail on page 50-54 The intervention logic model (ILM) on page 21 outlines how each of the three RQs relate to the problems, intervention, and outcomes.

Hypotheses

Hypotheses	Result
1. The development and promotion of employer training in areas employers find problematic could result in the earlier identification of potential issues, leading to timely and more effective remedies which, in turn, results in improved retention of workers.*	Low rates of adoption via Meta and Google indicate that there is potentially low efficacy via these channels while promotion through others (industry communication channels) show more promise and require future testing and development.
2. Effective **coaching and mentoring** results in improved employee engagement, employee confidence and mental wellbeing, productivity, etc., all of which contributes to improved worker retention.*	Unable to confirm or deny given the short time frame of the Pilot programme itself. Requires more observation.
3. More effective **recruitment practices** could improve the quality of employees and increase their likelihood to stay longer in the food and fibre sector.*	Unable to confirm or deny given the short time frame of the Pilot programme itself. Requires more observation.
4. *Synergistic effects exist through the combination of hypotheses one-three.	Unable to confirm or deny given the short time frame of the Pilot programme itself. Requires more observation.
5. Advising employers of Māori employees on the benefits of integrating te ao Māori / mātauranga Māori approaches into their work environments will improve retention of Māori employees.	Unable to confirm or deny given the short time frame of the Pilot programme itself. Requires more observation.
6. Food and fibre employers see the current retention rates as a problem.	Supported tentatively from industry engagement and some survey feedback. Not supported by paid promotions.
7. Food and fibre employers are motivated to, and know how to, improve their retention rates through engaging with the Employer Toolkit.	Supported tentatively from Toolkit use and survey feedback.
8. Food and fibre employers are actively improving their employment practices.	Supported tentatively from survey feedback, search performance results and use of the Toolkit by employers.

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Appendix D: Acknowledgements

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Matt Dolan
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Oliver Ibbetson
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Richard McIntyre

Julie Norton
John Henare
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Maitland Manning
Lisa Rogers
Lyndsey Dance
Olivia Weatherburn
Tracy Paterson
Nicola Crennan
Stuart Fraser

Interviewees

Cheyenne Wilson
Alix Te Kere
Grace Rehu
Wiremu McMillan
Karla Bradley
Wini Geddes
Summer Wynyard
Hiraina Tangiora
Ben Purua
Kerri Ahomiro