

RMCG



Nursery & Garden Industry
Australia

Attracting, retaining and developing a nursery industry workforce

Key project findings and strategy plan

Industry webinar 17 April, 2019

**Hort
Innovation**
Strategic levy investment

**NURSERY
FUND**



Why is this project important?

- Identified as the key issue for businesses in the nursery industry
- Labour is a vital resource to keep the industry thriving
- More than 85% of workforce is 40 or older
- Approximately 25,000 full, part-time and casual employees
- Look at different approaches to attract, develop and retain staff

How does it align to the Hort Innovation Strategic Investment Plan?

- One of five Outcomes is Better Career Development
- First project commissioned to address this outcome
- Confirmation of the challenges and opportunities
- Development of the strategy
- Next stages – strategy to Hort Innovation for review and implementation

What is the problem?

Attracting, retaining and developing a skilled workforce is a challenge to horticultural industries Australia wide

- Low attainment of agriculture and horticulture qualifications
- Labour competition (mining and coal seam gas)
- Poor promotion of the industry
- Small to medium enterprises need multi-disciplined managers
- Seasonal and casual nature of the work
- Industry image, employment conditions (incl. remuneration)

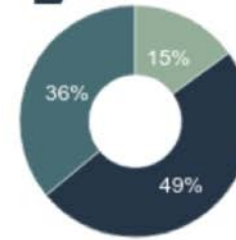
So what?

Gender



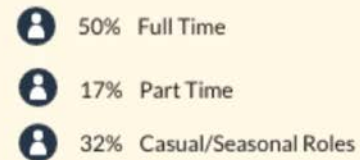
72% Male 28% Female

Workforce Age



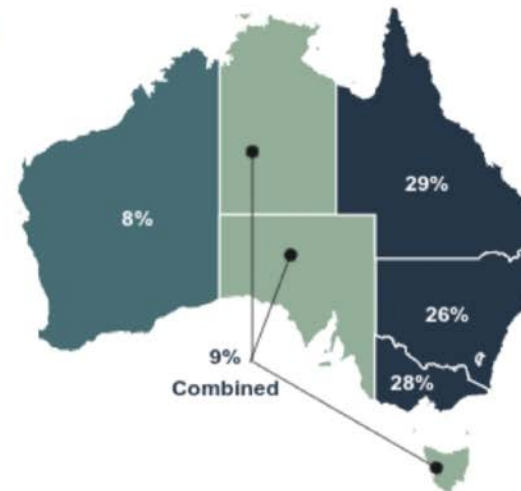
Employment

27,000 people (or 19,000FTE) are employed by the Nursery Industry on a full time, part time and casual basis



Where the nursery industry operates

83% OF THE NURSERY INDUSTRY OPERATES FROM THE EASTERN STATES OF AUSTRALIA



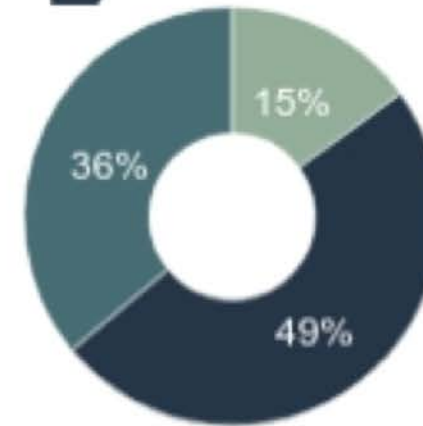
So what?

Gender



72% Male 28% Female

Workforce Age



- 18 - 39 years 15%
- 40 - 59 years 49%
- 60 years + 36%

How do we define “skilled”

	Job Level	Types of roles	Entry pathways	Job examples
<div> <div>“Decider”</div> <div>“Doer”</div> </div>	<div> Managerial jobs (“skilled”) </div> <div> Mostly permanent jobs </div>	<ul style="list-style-type: none"> • Planning • Deciding • Coordinating • Supervising • Documenting 	<ul style="list-style-type: none"> • Family connection • From a similar role in a related sector • Internal recruitment • Graduate recruitment • Traineeship • Word of mouth recruitment • Headhunting / poaching 	<div> <ul style="list-style-type: none"> • Owner Manager • General Manager </div> <div> <ul style="list-style-type: none"> • Nursery Manager / 2IC • Leading hand / foreman / supervisor / team leader </div>
	<div> Non-managerial jobs (“unskilled”, “semi-skilled”) </div> <div> Includes casual and permanent jobs </div>	<ul style="list-style-type: none"> • Doing • Supervising • Documenting 	<ul style="list-style-type: none"> • Family connection • External recruitment • Labour hire • Word of mouth local recruitment 	<div> <ul style="list-style-type: none"> • Nursery hand • Retail worker • Casual worker </div>

Adapted from: Santhanam-Martin and Cowan, 2017

What have we done?

What do we need to do to attract, retain and develop a workforce for the Australian nursery industry?

- Explored the established evidence – *Desktop review*
- Spoke to those in the know – *Key informant interviews*
- Encouraged everyone to have their say – *Online survey*
- Pub-tested our findings – *Industry workshop*
- Validation and direction – *Nursery SIAP*
- #didwegetitright – *Fresh grad's perspectives*

The current situation

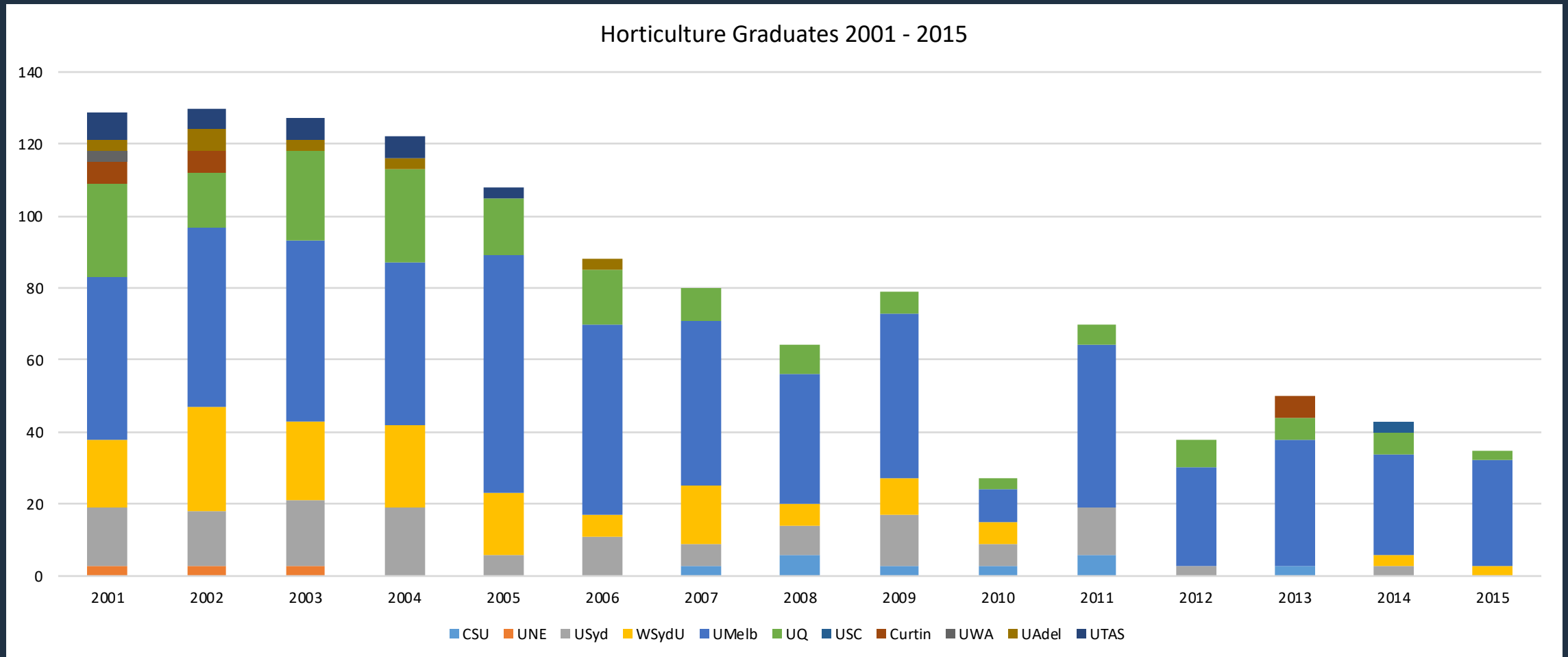
Vocational Education Training Courses

Code	Title
AHC20816	Certificate II in Retail Nursery
AHC20716	Certificate II in Production Nursery
AHC31216	Certificate III in Retail Nursery
AHC31116	Certificate III in Production Nursery
AHC40716	Certificate IV in Retail Nursery
AHC40616	Certificate IV in Production Nursery
AHC50916	Diploma of Retail Nursery Management
AHC50816	Diploma of Production Nursery Management

Tertiary Qualifications

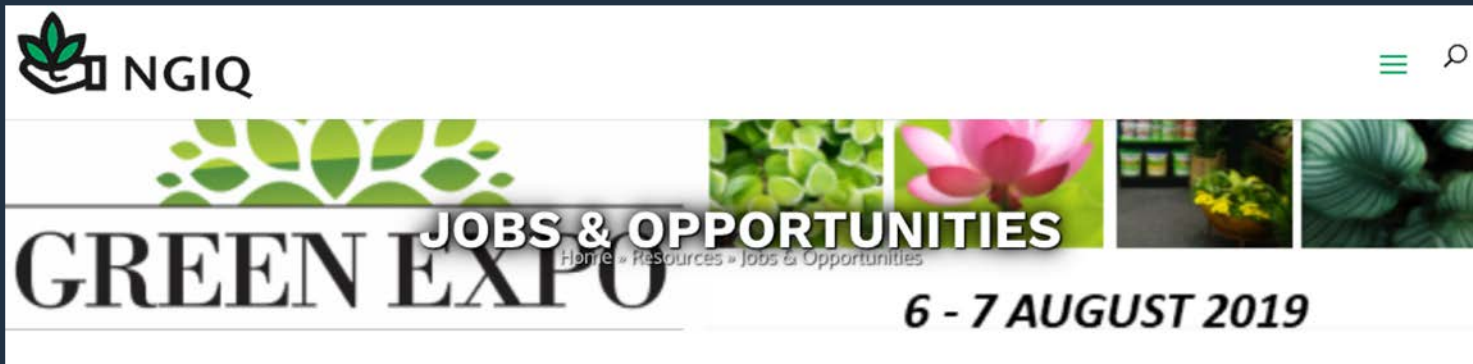
Institution	Degree
Charles Sturt University	Bachelor of Horticulture
University of Melbourne	Master of Urban Horticulture
University of Queensland	Bachelor of Applied Science (Urban Horticulture of Horticulture major)
University of New England	Bachelor of Agriculture (Plant Production major)
University of Sydney	Bachelor of Science in Agriculture (Plant Production specialisation)
Western Sydney University	Bachelor of Sustainable Agriculture and Food Security
University of Tasmania	Bachelor of Agricultural Science (Horticulture major)

Tertiary qualification graduations



Pratley, 2017

Current strategies: Attraction



Production Nursery Pathways

- ▶ CERTIFICATE III IN PRODUCTION NURSERY (APPRENTICE) – AHC31116
- ▶ CERTIFICATE IV IN HORTICULTURE – AHC40416
- ▶ DIPLOMA OF HORTICULTURE/DIPLOMA OF APPLIED HORTICULTURAL SCIENCE – AHC50416/22260VIC
- ▶ BACHELOR OF HORTICULTURE

Qualification

CERTIFICATE III IN PRODUCTION NURSERY (APPRENTICE) AHC31116
Entry Requirements
Industry employed as an apprentice.

CERTIFICATE IV IN HORTICULTURE AHC40416
Entry Requirements
None.
Credit Points
NA, RPL may be applied

DIPLOMA OF SPORTS TURF MANAGEMENT AHC50416/22260VIC
Entry Requirements
None.
Credit Points
NA, RPL may be applied

BACHELOR OF HORTICULTURE

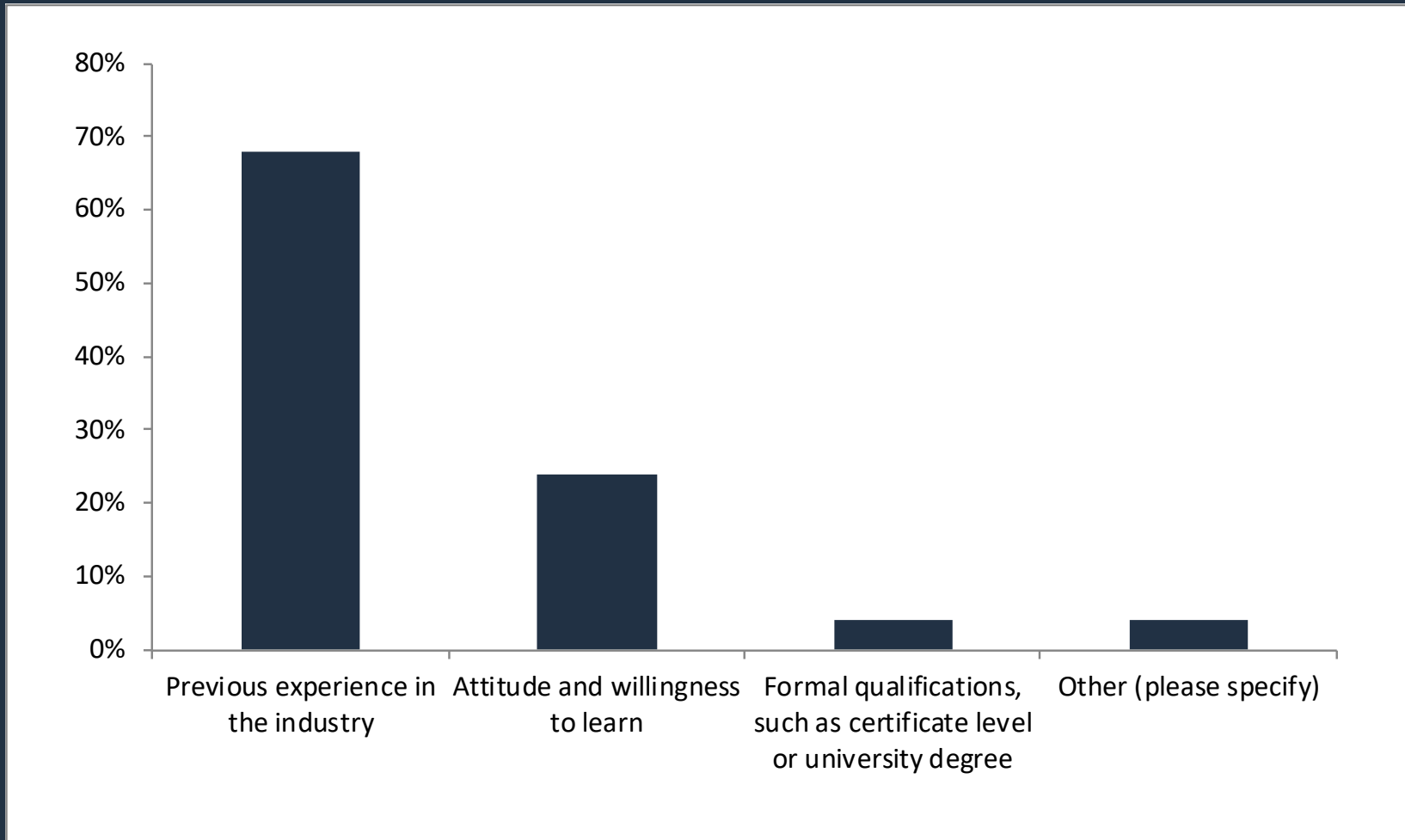
Career outcomes

- ▶ Production Nursery Worker
- ▶ Retail Nursery Worker
- ▶ Garden Maintenance
- ▶ Gardener.

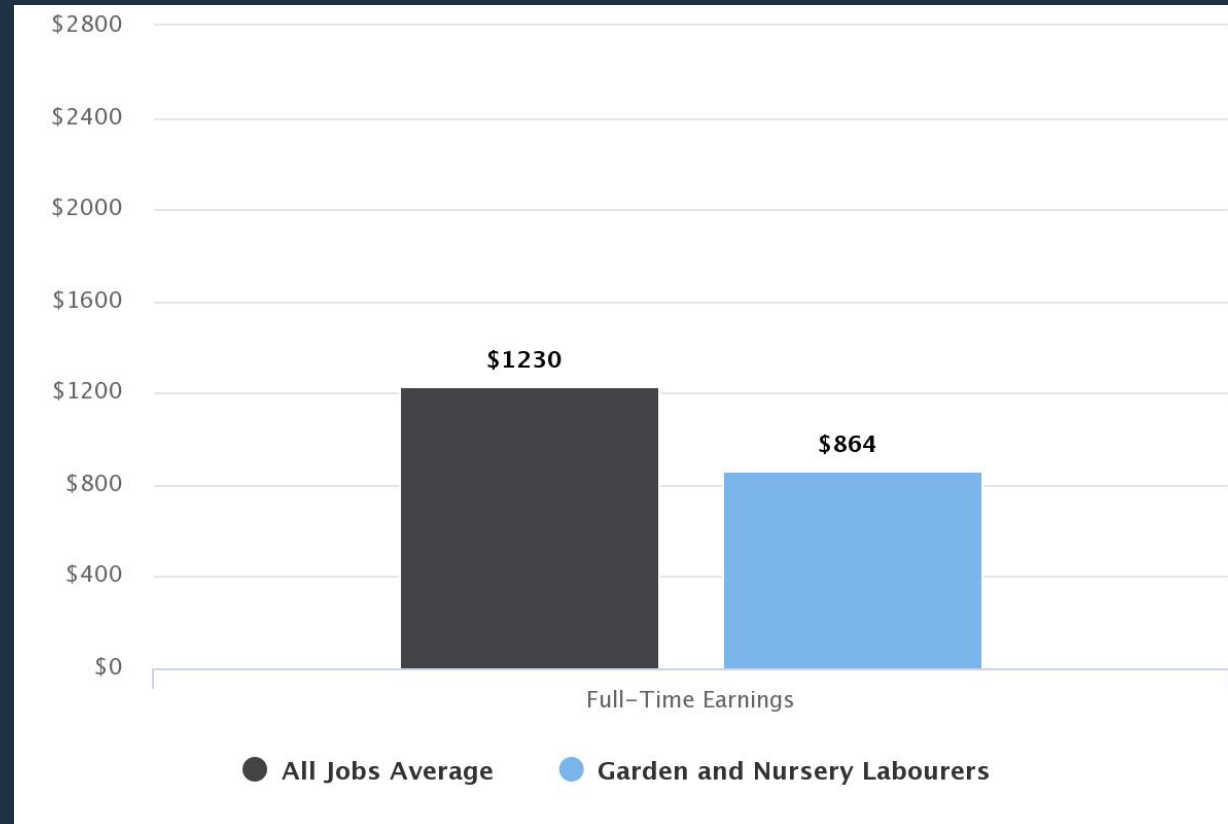
- ▶ Maintenance Gardener
- ▶ Horticultural Enterprise Supervisor
- ▶ Gardener
- ▶ Landscape Designer
- ▶ Parks & Gardens Team Leader
- ▶ Owner Operator garden Maintenance Business,
- ▶ Municipal/City Gardener
- ▶ Horticulturist

- ▶ Senior Horticulturist Parks and Garden Manager,
- ▶ Horticulture Enterprise Manager
- ▶ Gardener
- ▶ Landscape/Garden Designer
- ▶ Horticultural Consultant

When recruiting new skilled staff what is the main quality, skill or attribute that you look for?



Current strategies: Retention



Weekly earnings

Source: Australian Government (2019) Jobs Outlook, Garden and Nursery Labourers

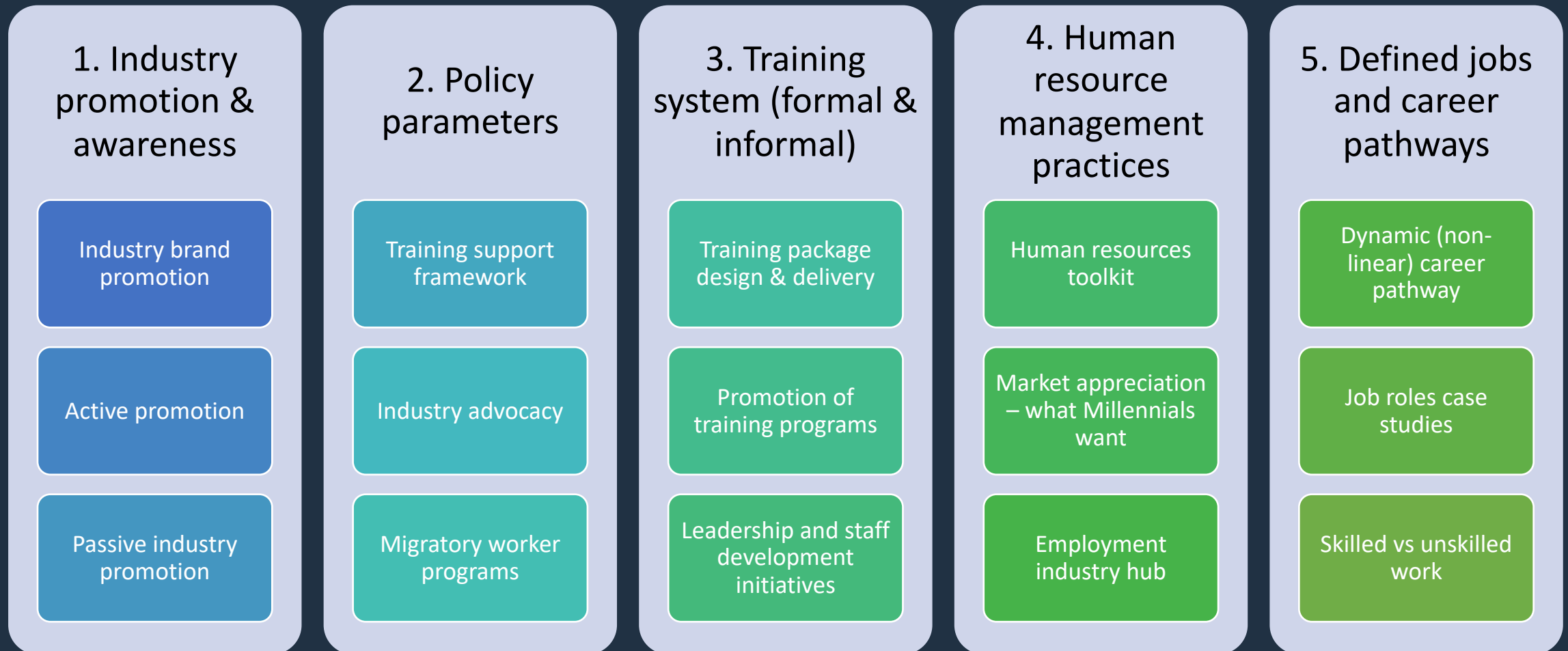
Current strategies: Development



What did we find?

- Shortage of skilled labour - supervisory roles
- Lost workforce generation - 85% workforce over 40 years
- Preference for good work ethic and demonstrated past experience
- Skills gaps are focussed on people development (soft) skills, rather than technical production (hard) skills
- Remuneration, conditions and limited opportunities for career growth are barriers

How do we address this challenge?

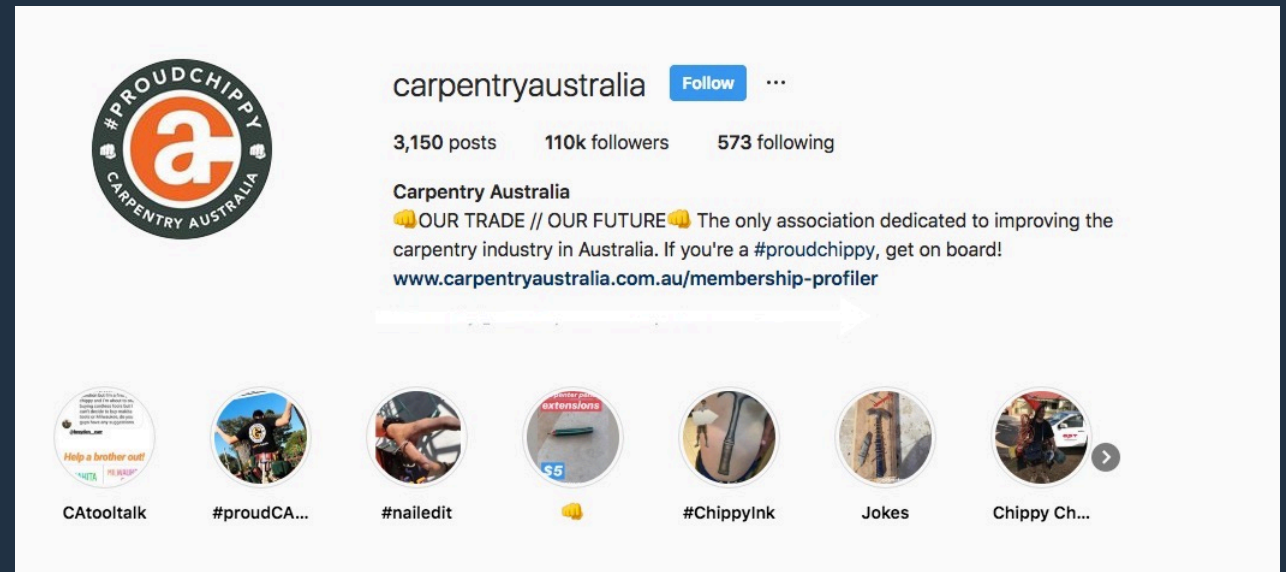


1. Industry promotion & awareness

Industry brand promotion

Active promotion

Passive industry promotion



2. Policy parameters

Training support framework

Industry advocacy

Migratory worker programs

**Free TAFE
for lots of jobs**



Nursery industry data &
statistics project

UNDERWAY.



3. Training system (formal & informal)

Training package design & delivery

Promotion of training programs

Leadership and staff development initiatives

Certificate II in Production Nursery – Core Modules

Unit Code	Unit Title
AHCCHM201	Apply chemicals under supervision
AHCIRG217	Assist with pressurised irrigation operations
AHCNSY201	Pot up plants
AHCNSY202	Care for nursery plants
AHCNSY203	Undertake propagation activities
AHCPCM201	Recognise plants
AHCPMG201	Treat weeds
AHCPMG202	Treat plant pests, diseases and disorders
AHCWHS201	Participate in work health and safety processes



4. Human resource management practices

Human resources toolkit

Market appreciation – what Millennials want

Employment industry hub



Dairy Australia Webinars Farm Safety Subscribe Contact Us Google Custom Search

Dairy Australia
The People in Dairy

Employment Starter Kit initiative

Find an Advisor Real Stories What's New FAQ Modules

Getting the people management part of a dairy farm sorted and keeping it up to date can be a sizeable task, especially if you are starting from scratch.

The Employment Starter Kit (ESKi) provides easy access to the information & documents you need to start employing someone. As well as accessing the ESKi online, you can order a folder.

Order Now **Keep your ESKi folder up to date:** updates are listed below & sent via email.

Download: 2019 March ESKi update (87 pgs) - inc. all ESKi folder updates made from July 2018 (pay rates) and includes a guide of what's changed in the ESKi folder and read the [overview](#) of updates across the website. [Pastoral Award 2010](#) (print double sided) - look for 21 Nov 2018 at the top of the document. *Note: Pastoral Award has been updated with casual conversion information*

ESKi
EMPLOYMENT STARTER KIT INITIATIVE

THE LAW	EMPLOYING SOMEONE	PAYROLL	LEAVE
Rights and responsibilities Minimum entitlements	Recruitment Induction Probation & retaining	Pay rates Classifications Rosters & record keeping	Annual and personal leave Long service entitlements
LEARN MORE	LEARN MORE	LEARN MORE	LEARN MORE

IFA	TERMINATION	SAFETY	PASTORAL AWARD 2010
Individual flexibility agreement Better off overall test (BOOT) Flat pay rates	Dismissal & redundancy Notice periods Employee separation	WH&S Injury and incident register Safety tips & risk	Legal obligations Hours of work Public holidays
LEARN MORE	LEARN MORE	LEARN MORE	LEARN MORE

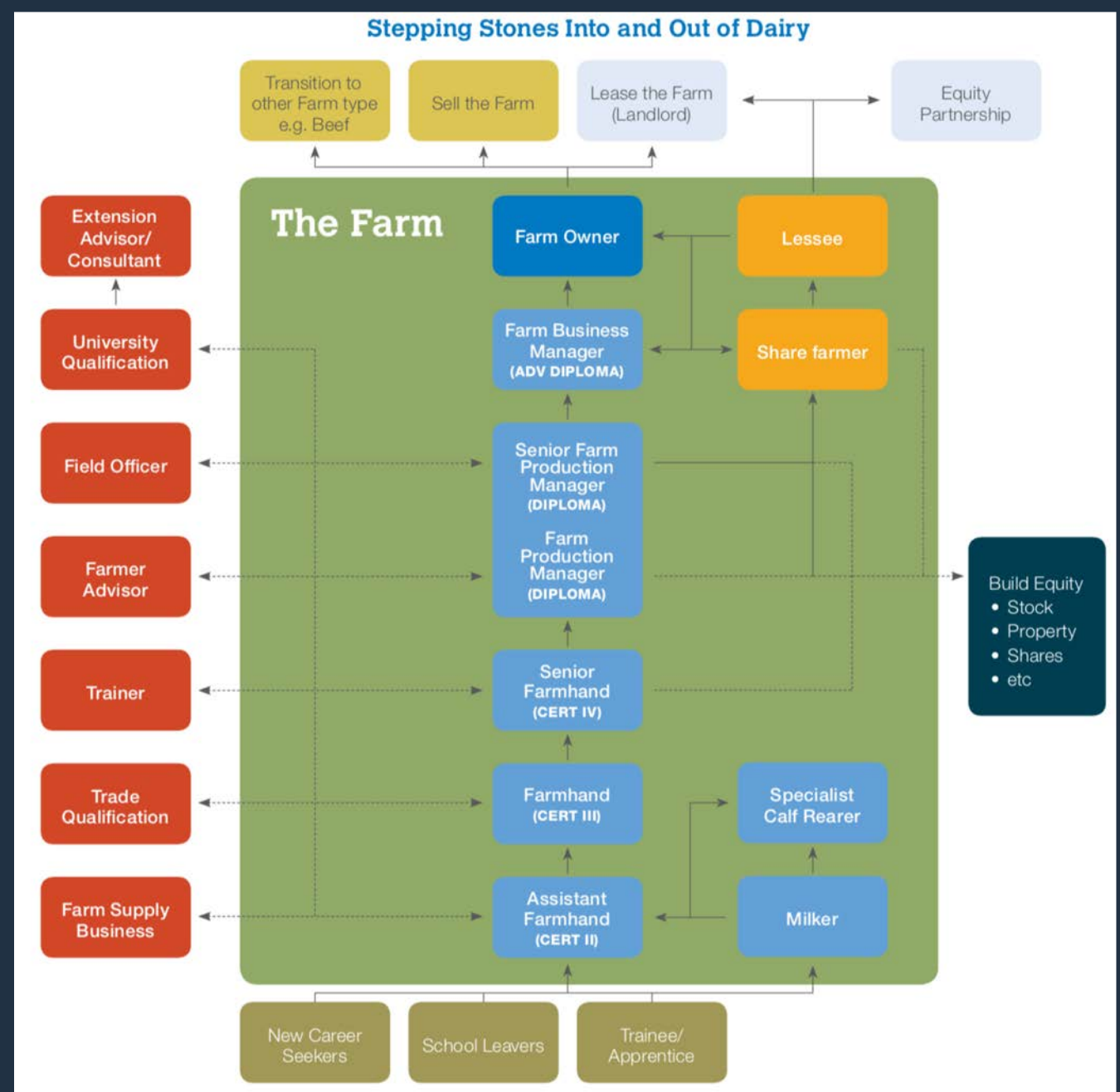
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5. Defined jobs and career pathways

Dynamic (non-linear) career pathway

Job roles case studies

Skilled vs unskilled work



Next steps...

- Strategy provided to industry
- Recommendations for implementation and delivery, including:
 - Coordinated delivery
 - Partnership implementation
 - Resource support through Nursery R&D Levy
- Tri-annual review

Questions?



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