

# Report On The Northland Horticultural Employment and Training Forum November 2006



prepared by Enterprise Northland

January 2007



## EXECUTIVE SUMMARY

- The horticulture sector is recognised as a major primary sector, both nationally and at a Northland level, with much potential for growth.
- Training and employment (beyond just the provision of seasonal labour for harvesting) in order to underpin this growth has been identified as an issue, both nationally and regionally.
- Horticulture industry leaders in Northland organised a forum of business owners and other stakeholders to prioritise training and employment issues and develop a range of solutions.
- A further outcome of the forum was the establishment of a group of industry and other stakeholders that would focus on implementing an agreed series of initiatives to address on-going training and employment needs.
- The major issues, in order of priority, that emerged from the forum were as follows:
  1. Industry commitment to training
  2. Training programmes meeting the requirements of the commercial industry
  3. Employer commitment to continued training and development of staff
  4. Industry links with schools
  5. Industry promotion
  6. High quality and professional tutors
  7. Sustained employment for seasonal workers – seamless transitions between seasons
- Some key solutions to these issues were:
  - a variety of different ways of building closer links between schools and industry
  - a range of ideas for improving the image of the sector
  - a list of suggestions for ensuring that both tutors and curricula remained relevant to industry needs
  - a series of ways in which people could make a full-time career in horticulture

## INTRODUCTION

- Horticulture in Northland is an important industry, both economically and socially. Northland has an abundance of fertile soils and a subtropical climate, which makes horticultural ventures in Northland very attractive for a diverse range of crops.
- An on-going national industry issue has been provision of labour, not just the seasonal picking and pruning but the more skilled requirements including management of staff. The range of vegetable, floral and fruit crops planted in Northland brings with it both a diversity and coinciding of seasonal peak times, making the co-ordination of seasonal staff and transfer of skilled and trained staff arduous.
- Each season, producers and horticultural stakeholders face the issue of attracting, training and retaining staff. With Northland's industry expanding by the year, added demands are being placed on the already-stretched Northland horticultural labour force. With unemployment figures nearing all-time lows and the population not matching the increase in demand for fulltime and seasonal staff, it is vital to develop a culture of horticulture being a sustainable and rewarding career choice.
- It was decided to hold an employment and training forum, involving growers and other stakeholders, in order to address this issue by developing and implementing a range of solutions that would meet the needs of Northland growers. The forum was designed to bring together all sectors of the horticultural industry, producers to policy makers, product associations to training providers, and provide an opportunity to express opinions on horticultural staffing and training in Northland and how best to develop the industry in the future.
- The objective of the Northland Horticultural Employment and Training Forum was to address four main issues facing the rapidly expanding Northland horticultural industry:

- What strategies need to be implemented to ensure staffing demands are able to be met in the future?
  - How do we keep skilled and trained horticultural staff in productive employment from season to season?
  - What is the importance of horticultural training in the Northland horticultural industry?
  - What is the ideal way to promote horticulture as a career, for the future of our industry?
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- The Northland Horticultural Employment and Training Forum would be judged successful if the following outcomes were achieved:
    - a range of issues and solutions that met the needs of the horticulture industry were discussed, agreed upon and prioritised
    - a horticulture industry group, working in collaboration with a range of stakeholders, was established to oversee the implementation of a range of initiatives that would contribute to horticulture's future development
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- The forum was held in Whangarei on 30 November 2006 and was attended by more than 35 horticulture owners, managers and other stakeholders. A copy of all materials used and comments from attendees are appended to this report.

## WORKSHOP FINDINGS

- A key part of the forum was a facilitated workshop where delegates were formed into three groups and worked through training and employment issues under the three headings of Attraction, Training and Retention of the right staff.
- Under each of these headings, the workshop objectives were:
  - to identify employment and training issues
  - to prioritise these issues
  - to generate a range of solutions
- Chart 1 overleaf shows the most important issues for the Northland sector, in order of priority.
- Of the seven issues, the most important to emerge was “industry commitment to training” followed closely by “training programmes meeting the requirements of the commercial industry” and “employer commitment to continued training and development of staff”.
- Key industry issues are spread almost equally across the three areas of Attraction, Training and Retention – three deal with Training and two each with Attraction and Retention.
- The five least important issues for the horticulture sector were “high capital outlay to become owner/operator”; “pathway to ownership”; “sexy industry image”; “high quality training facilities” and “legislation and government involvement”. (Chart 2)

## ATTRACTING THE RIGHT PEOPLE

- Chart 3 shows the priority order for a range of issues concerning getting the right people into the sector.
- The most important issue relates to “industry links with schools”, followed closely by “industry promotion”; “training opportunities”; “career progression pathways” and “positive media promotion”.

## TRAINING THE RIGHT PEOPLE

- In terms of training the right people the highest priority issue is “industry commitment to training”. This was followed closely by “training programmes meeting the requirements of the commercial industry” and “high quality, professional tutors”. (Chart 4)

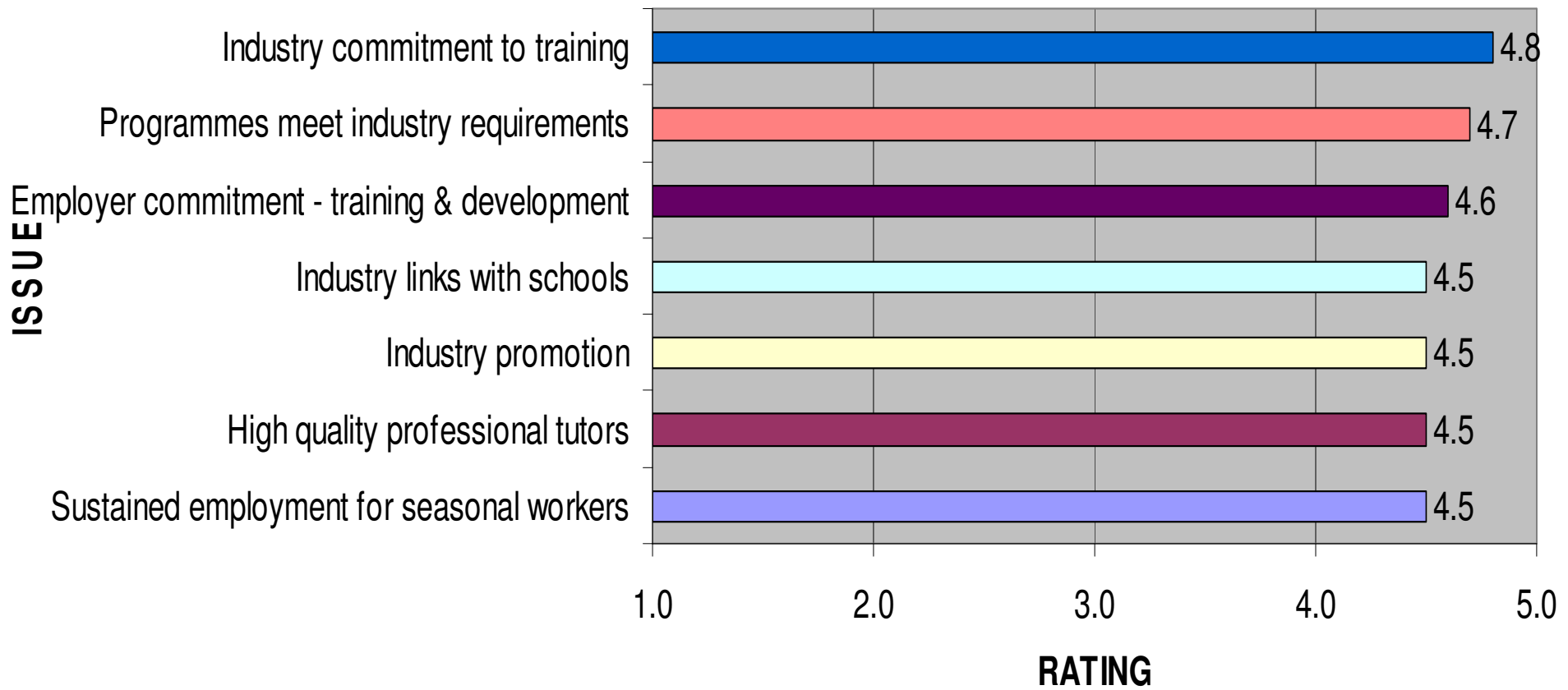
## RETAINING THE RIGHT PEOPLE

- Chart 5 demonstrates that the key priority for retaining the right people is “employer commitment to continued training and development”. “Sustained employment for seasonal workers” and “positive experiences” were also considered important.

# CHARTS

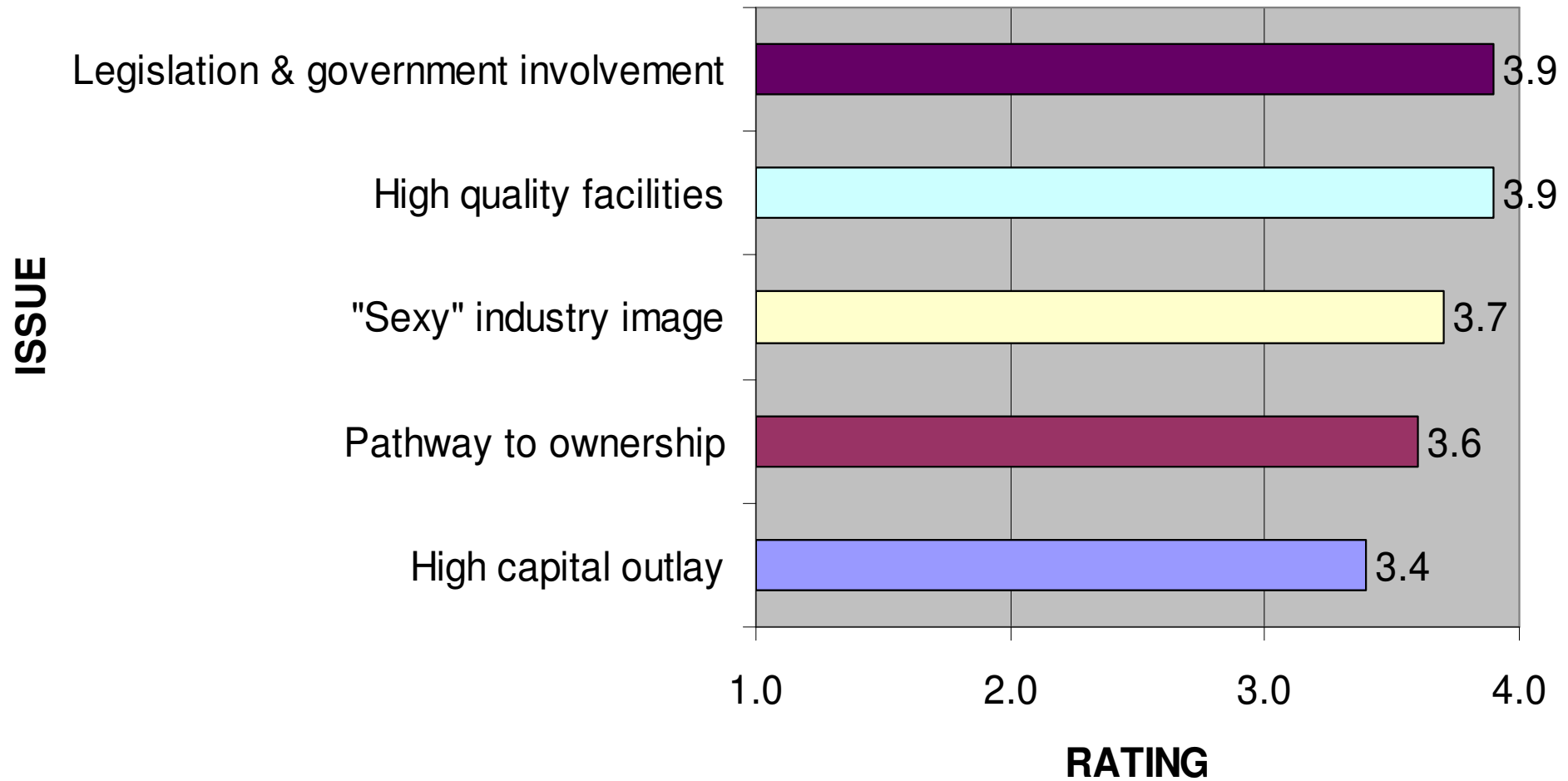
**CHART 1:**

## **FIVE MOST IMPORTANT ISSUES FOR THE NORTHLAND HORTICULTURE SECTOR**

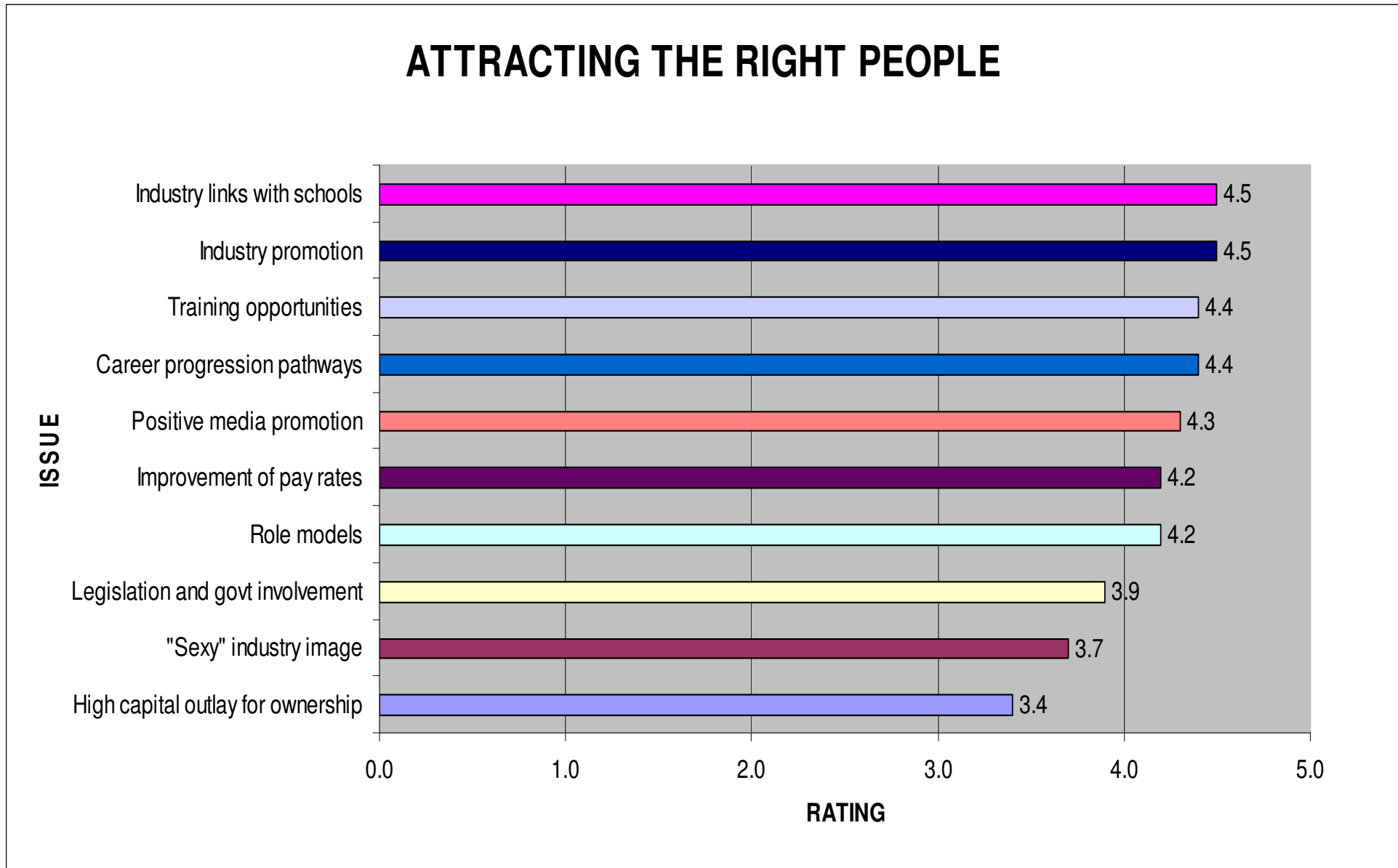


**CHART 2:**

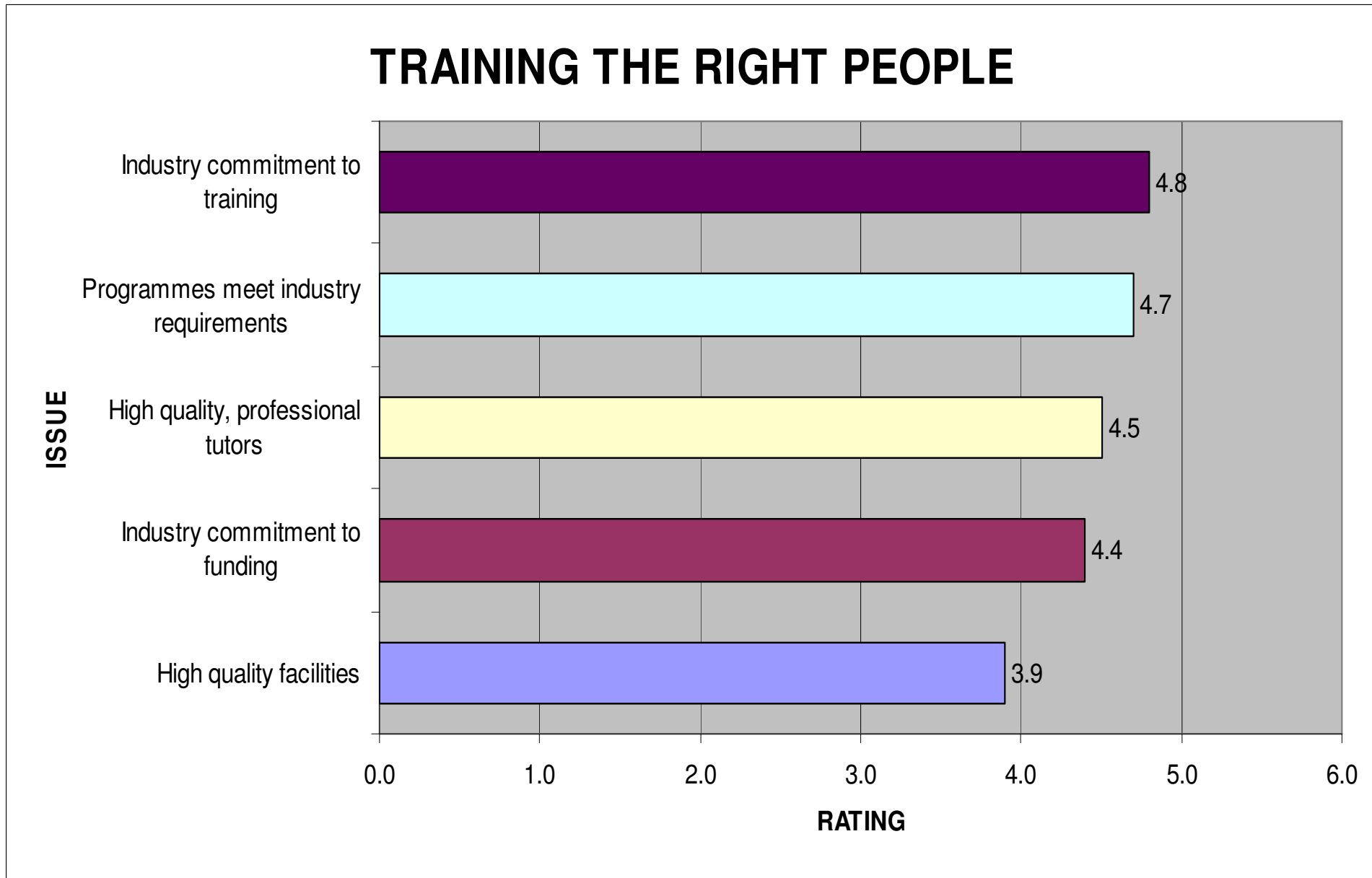
**FIVE LEAST IMPORTANT ISSUES FOR THE NORTHLAND  
HORTICULTURE SECTOR**



**CHART 3:**

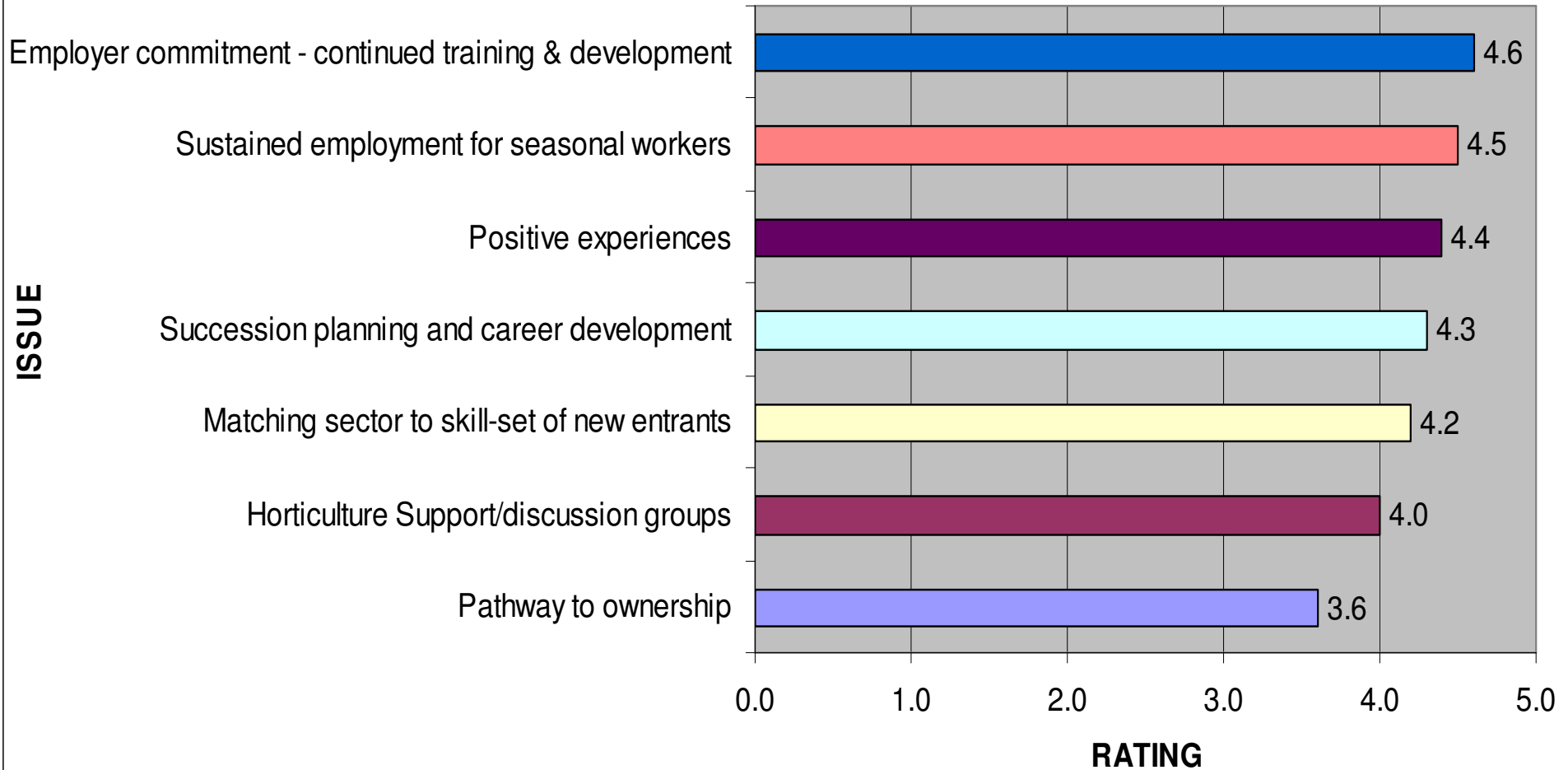


**CHART 4:**



**CHART 5:**

## RETAINING THE RIGHT PEOPLE



# SOLUTIONS

## **FOCUS AREA 1: ATTRACTING THE RIGHT PEOPLE**

### **CREATING PERMANENT EMPLOYMENT OPPORTUNITIES**

- Sell positives of the industry e.g. work outside; can see results; variable, flexible lifestyle
- Develop a seasonal calendar so that people can “see” a fulltime work option
- Contracting teams can offer sustainable year round employment; employers can job share
- Make changes to Work & Income system

### **INDUSTRY LINKS WITH SCHOOLS**

#### **1/ Use Existing School Programmes**

- Link with Gateway programme opportunities
- Provide Gateway work experience for school leavers/school holidays
- STAR funding horticultural courses - may be include industry speakers
- Local employer, deliberate support of Gateway and other in-school activities
- Become more active in the Gateway projects that run in high schools today

#### **2/ Promotion of Horticulture to Careers Advisors & Teachers**

- Better promotion of the industry by school career advisors
- Networking opportunities – industry, owners & employees/career advisors/teachers
- Make parents and students aware of what is available in schools and industry
- ITO give presentations to secondary schools, in particular career advisors
- Employers host career advisors to promote their industry
- Promote horticulture as a desirable career – more input to career advisors
- Bring together career advisors/teachers and employer/businesses who are happy to help educate them and students on their businesses
- HortITO to train career advisors/horticulture teachers on the options available in the industry
- Industry run events for school principals, careers advisers and relevant subject teachers
- Information to careers advisers to promote careers in horticulture
- Industry visits to schools with horticulture classes

#### **3/ Undertake Special Events e.g. Field Trips etc**

- Horticulture safari – take students out for a look
- Invite students to an industry day concentrating on career paths, leaders should be ITO, industry and government agencies
- Industry providing field practical experience – holidays/day release
- Educate potential school leavers with attention grabbing promotions and people
- Career expos
- Could have school kids to do work after school, a look-see possible person for apprenticeship
- More field trip opportunities, funded by industry
- Participate in careers forums with school students
- Field trips to schools for careers advisers and principals
- Industry willing to attend school career events
- Expo Day – invite students who have interest/aptitude for hort/ag from secondary schools, cover all aspects of industry

#### **4/ Students Undertake Work Experience**

- Let school students achieve some unit standards
- Holiday work – mentors for high school horticulture students

#### **5 Ensure Curriculum Is Relevant**

- Encouragement for students for appropriate levels of attainment
- Subject matter that is relevant to horticulture driven by Hort NZ
- More horticulture included in curriculum

#### **6 Information Provided About Jobs/Careers Available**

- Information about industry types of job etc e.g. actual position descriptions
- Promotion material obvious in schools/promotional material available on the net
- Industry presenters visit or talk to the classes
- Awareness of other aspects not just picking or packing
- Top-end entry level opportunities made available
- Use of case studies and examples of recent school leavers highlighting their successes
- Role models speaking in schools to promote industry
- Promotion of horticulture industry in schools as a viable career path

#### **7/ Provide Incentives & Other Forms Of Encouragement**

- Industry scholarships for training opportunities
- Sponsorship of prizes and programmes for the schools
- Make it attractive to them and give them more awareness
- Get students on board as Michelle did in BOP

#### **POSITIVE MEDIA PROMOTION**

- Media liaison officer proactive articles from region
- Talk it up – stories in the paper about getting NZQA credits
- More positive programmes such as Country Calendar
- Success stories, one-off ongoing profile raising personalities
- Positive media stories e.g. graduates, successful recipients of HITO scholarships or other industry organizations, should be doing this regularly and nationally
- Positive profile – media to promote scholarships, success stories, money + lifestyle

#### **“SEXY” INDUSTRY IMAGE/INDUSTRY PROMOTION**

- Young industry champions – high profile role models e.g. Daniel Carter
- Highlight the diverse opportunities, not just hard work
- Showcase the industry
- Industry unity – each sector to speak well of the other; each sector speaks well of whole industry in Northland
- Make Young Horticulturalist of the Year as big as Young Farmer of the Year
- Use Situations Vacant column to write comprehensive descriptive ads that promote tangible information that promotes the job and the industry
- Visits by school horticulture classes to industry operations, using machinery, promotions and one-on-one chats
- Make a DVD or undertake a roadshow
- Blacklist those in the industry who do not comply with the Employment Act
- Alleviate negative perceptions of the industry
- A bigger national push, advertise and inform
- Have entrants for each Horticulture sector in regional competition for YHoTY
- Take successful apprentices into school classes
- Perception of horticulture needs to be improved
- Promote career opportunities through industry promotion and school information kits

## **CAREER PATHWAYS**

- Need to show people via practical demonstration what it is possible to achieve
- Once awareness is raised, information needs to be offered on possible paths
- Employers need to develop succession plans for their businesses so that there is a structured pathway in business
- In conjunction with promotions in schools, there should be a viable career path promoted
- For existing trainees a plan plotted with employer going forward
- Flow charts showing what career paths are available
- Having training pathways documented, illustrated what they are
- Employers, when advertising jobs, promote the benefits or “what’s in it for me” to the applicant and use the situations vacant column to promote the opportunities in their businesses e.g. training, career paths
- Career advisors need to channel their students into a job choice, horticulture or otherwise
- Promote career opportunities in Northland as a package e.g. Horticulture jobs website
- Use ITO career promotions manager i.e. Mike Saunders in Year 10 in schools
- Careful identification of likely people (have real interest in Horticulture industry)
- Prepare information that shows clear career pathways and training to achieve this
- Career pathways promote perception of horticulture as desirable career for school leavers
- Improve tertiary education opportunities
- Need employers to make more effort to train, improve pay rates, commitment to staff etc
- Promote sustainability of positions, not just seasonal work which it is often seen as
- Educating parents and teachers of career opportunities
- Information on the career opportunities – management, production business, research & strategy

## **TRAINING OPPORTUNITIES**

- Cadet scheme take place
- Incentives, financial support / scholarships
- Industry needs to put its money where its mouth is
- Industry to be involved
- Seamless education opportunities
- Develop a better training culture
- Train employers on people management
- Better business skills
- Give employer some good practical training – they will become the ambassadors
- Compliance, legislation is actually helping

## **IMPROVEMENT OF PAY RATES**

- Better business skills
- Finding a role model e.g. Lindsay
- Better business, better profits
- Share of profits concept
- Foster team approach to \$ return
- Create a greater sense of “our industry” responsible for our health
- Right person e.g. at conference other events, motivated speaker
- Take time
- Teams of Stars

## **FOCUS AREA 2: TRAINING THE RIGHT PEOPLE**

### **RELEVANCE OF TRAINING**

- Develop a better filter system to draft out those that aren't really interested
- Run one-day introductory training to give people the basic skills
- Training programme should meet requirements of commercial industry – develop industry and training provider relationships, ensure training is relevant to industry needs, utilise ideas that are already working e.g. BOP, Hawkes Bay & Keri fruitgrowers i.e. specific providers for specific sectors
- Training programmes should meet requirements of commercial industry, employers/provider connection
- Train/invest in training staff to supervisory level; train them in people skills over technical skills i.e. train the trainers
- Encourage employers to be involved in training
- Research examples on how training can increase \$ in the growers' pockets

### **PROFESSIONAL TUTORS**

- High quality professional tutors – importance of ITO moderation, industry support for tutors, pre-requisite for training – practical hands-on experience, industry needs to recognize quality tutors, work together to retain them in the industry
- High quality and professional tutors - NZHITO using moderation/accreditation requirements to ensure quality tutors; industry support for tutors to develop/maintain relevant industry skills; pre-requisites for trainers – practical hands-on experience, passionate, quality teaching skills
- High quality professional tutors
- Industry needs to recognize quality tutors and look after them to stay in the industry

### **CONNECTIONS BETWEEN EMPLOYERS & TRAINERS**

- Local employers develop relationships with local providers (PTEs, NorthTec) to inform training programmes
- Develop a simple “passport” system of training and experience. Holders get “stamps” for different skills and experiences, employers can then identify training needs at a glance
- Setup horticultural training institute on a working block that generates income and supports the classroom training
- Don't re-invent the wheel, use successful models already in practice, e.g. BOP Polytech, Hawkes Bay Polytech etc
- Industry input into curriculum for horticultural courses – what practical skills do employers need
- Consultation between industry/providers/ITO on training programmes for sectors – specific providers for specific sectors

## **FOCUS AREA 3: RETAINING THE RIGHT PEOPLE**

### **POSITIVE EXPERIENCES**

- Having fun and enjoying the job
- Reward trained people with appropriate remuneration
- Employer coaching and post-placement support – enable employee to feel part of the business
- Flexible time, lifestyle versus money, shares
- Reward trained people with good money
- Promote good employer coaching
- Provide post-placement support
- Flexi-time, shares and lifestyle
- Being valued, not just financial

### **EMPLOYER COMMITMENT TO CONTINUED TRAINING AND DEVELOPMENT**

- Group apprenticeships/cadetships e.g. like ETCO for electrical
- Need some kind of horticultural apprenticeship scheme e.g. ETCO
- Sharing of seasonal work between sectors e.g. avocado in summer, kiwifruit in winter, harvest trail, horticulture/shearing
- Succession planning and career development
- Don't underestimate on-going and refresher training for trained people
- Employers helping to facilitate experience days in various industries, giving people a taste and hopefully desire to work and have career in the industry
- Time out from business to upskill
- On-site training every day
- Ensure managers are skilled and motivated as managers, trained in people skills
- Involve workers in the business so they can see the big picture and their role in the industry
- Ensure ITO is delivering what industry really wants
- A designated sum be set aside for employees nominated training courses
- Keep people with positive attitude, skills can be taught
- Make it worth their while, offer permanent work, on-job training, formal training, production bonus, percentage of profit
- Refresher training for staff
- Providing transport
- Training in down times
- Northland industry-wide umbrella different sectors, networking groups, growers and trainers

## OTHER INDUSTRY ISSUES

In addition to the prescribed list of issues, attendees were asked what other issues they felt were important to the horticulture sector. The responses are listed below

### **FOCUS AREA 1: - Attracting The Right People**

- Sell the positives of industry work outside, see results, variable.
- Pay good wages – orchard management getting \$25-\$35/hr, or percentage of profit or production bonus.
- Develop a seasonal calendar hospitality and picking , May, April
- Get sustainable employment within horticulture
- Change policies to recognize seasonal work. E.g. orchids and persimmons
- Contractors give employees continuity. Standard of an orchard work is high.
- Job sharing could be used more amongst employers.
- Rebuild tertiary training
- In-job training/cadetships
- Don't re-invent the wheel e.g. use BOP model
- Career guidance counsellors need to be targeted
- Relevance of training opportunities including links with industry/employers. – perhaps some things work together e.g. industry promotion. Positive media
- How many Northland high school students in Horticulture Training 1990, 2005?
- How many NZ industries compete with their ITO for training?
- Work availability – sustained, constant

### **FOCUS AREA 2: - Training The Right People**

- Develop a simple record of learning – a passport with stamp system
- Run 1 day “intro” programme for lower level jobs
- Train/invest in permanent supervisor level staff
- Get a better ‘filler’ system to weed out those who aren't really interested in working
- No one wants to do the ‘mundane’ jobs
- Set up better reporting systems for employers to reduce administration time
- Mobile tutors to train and assess
- Industry commitment to training (to make sure needs are reflected in Govt tertiary education and ITO decisions re funding and location of training)
- Lift industry image with school leavers
- Improve pay rates
- Focus on training locals (less reliance on immigrants)
- Think there should still be some level of individual perseverance rather than ‘dredging’ people through a system.
- Awareness and enthusiasm are crucial. (trainees and trainers)
- Careful selection of trainers
- Promotion at a level in schools that are achievers – not just the lower levels

- Horticulture as a subject can be used as dumping ground. Good students may not carry on due to this
- Horticulture often perceived as growing veg only – investment from industry
- Not sure if this is industries responsibility before employment, ITO's and Govt agencies joint funding required pre-employment then post placement support needed.
- Need to have supervisors or team leaders/employers that have 'people' skills that can motivate production from its workforce.
- Many of the 'right people' have been emerging in many of our high schools over the last 20-25 years, in Hort classes – from those only interested in Hort as an employment/manual labour careers – Hort as a business – Hort as Research scientists etc.
- Reducing academic/book learning content of practical courses and increasing hands-on learning.
- Keeping course content relevant and up to date
- Government recognition of Hort industry strategic value.
- Industry commitment to development of unit standards and quals through NZHITO
- Government commitment to funding industry
- Industry support for training

### **FOCUS AREA 3: - Retaining The Right People**

- Better pay rates
- Better job security
- Improve skills training
- Pay rates – working conditions, promotion etc are important points in retaining staff – employers must be educated
- Remuneration to match the value of trained person
- Perhaps identification of the right sort of person is needed, not every Hort worker will be able to be an owner/operator of their own business.
- Stamps on passport – record of experience
- Pay for training of staff
- Keep people positive attitude and grow them
- Make it worth their while – offer permanent work – ongoing training on job
- Ensure managers are skilled and motivated, trained in people skills
- Involve workers in business so they can see big picture and their role in industry.
- Ensure ITO's are delivering what industry really wants
- Establish Horticulture Sector group
- Natural groupings with post harvest operators
- Establish industry liaison co-ordinator – one point of contact
- Some negatives necessary to build knowledge
- There will always be a need for 'orchard workers'
- Flexible employment arrangements for women returning to workforce
- Government subsidies for employers taking on apprentices
- A lot of people in the North have chosen to live here/or stay here
- Being happy in your work and being paid well
- Job satisfaction and job security

# APPENDICES

## FORUM INVITATION



6 October 2006

Dear x,

Horticulture in Northland is an important industry, both economically and socially. Northland has an abundance of fertile soils and a subtropical climate, which makes horticultural ventures in Northland very attractive for a diverse range of crops. The range of vegetable, floral and fruit crops planted in Northland brings with it both a diversity and coinciding of seasonal peak times, making the coordination of seasonal staff and transfer of skilled and trained staff arduous.

Each season, producers and horticultural stakeholders face the issue of attracting, training and retaining staff. With Northland's industry expanding by the year added demands are being placed on the already-stretched Northland horticultural labour force. With unemployment figures nearing all-time lows and the population not matching the increase in demand for fulltime and seasonal staff, it is vital to develop a culture of horticulture being a sustainable and rewarding career choice.

As a prominent horticultural stakeholder in Northland, you are cordially invited to the inaugural

## **Northland Horticultural Employment and Training Forum**

**Thursday 30 November**

**A'Fare Reception Lounge**

**197 Lower Dent Street, Whangarei**

The forum is designed to bring together all sectors of the horticultural industry, producers to policy makers, product associations to training providers, and give you an opportunity to express your opinions on horticultural staffing and training in Northland and how best to develop the industry in the future.

The objective of the **Northland Horticultural Employment and Training Forum** is to address four main issues facing the rapidly expanding Northland horticultural industry:

- What strategies need to be implemented to ensure staffing demands are able to be met in the future?
- How do we keep skilled and trained horticultural staff in productive employment from season to season?
- What is the importance of horticultural training in the Northland horticultural industry?
- What is the ideal way to promote horticulture as a career, for the future of our industry?

The **Northland Horticultural Employment and Training Forum** will be judged a success if:

- a range of issues and solutions that meet the needs of our industry are discussed, agreed upon and prioritised
- a horticulture industry group, working in collaboration with a range of stakeholders, is established to oversee the implementation of a range of initiatives that will take horticulture strongly into the future

If you wish to discuss the **Northland Horticultural Employment and Training Forum** in more detail, please phone 09 433 8477 or 021 361 131 or alternatively email [natural.touch@xtra.co.nz](mailto:natural.touch@xtra.co.nz).

To register for this event, please phone Diane on 09 438 5110 or email [diane@enterprisenorthland.co.nz](mailto:diane@enterprisenorthland.co.nz) by 1 November.

Kind Regards



Duane Wells  
Natural Touch Limited General Manager  
**Northland Horticultural Employment and Training Forum Coordinator**

*With thanks to our sponsors HORTEX & HORTITO*

## PROGRAMME



# Northland Horticultural Employment and Training Forum Programme

**9.30am, Thursday 30 November**  
**A'Fare Reception Lounge**  
**197 Lower Dent Street, Whangarei**

<b>9.30am</b>	<b>Registration</b>
<b>10am</b>	<b>Welcome</b> Duane Wells – NTL Horticulture General Manager and Forum Coordinator
<b>10.10am</b>	<b>Human Capabilities in AgHort</b> Sue Pickering - HortNZ Senior Business Manager
<b>10.45am</b>	<b>Employment and Training in New Zealand Horticulture</b> Mike Finlayson - CEO NZ Horticulture Industry Training Organisation
<b>11.20am</b>	<b>Workshop: The Issues, the Solutions, the Priorities</b>
<b>12.30pm</b>	<b>Lunch</b>
<b>1.15pm Perspective</b>	<b>Horticultural Staffing In Northland: A Growers</b> Mike Crum - MP & CJ Crum Ltd - Orchard Management and Bee Keeping
<b>1.40pm</b>	<b>How Do We Move Forward?</b> A discussion on workshop findings
<b>2.30pm</b>	<b>End of Forum</b>

## WORKSHOP OUTLINE

# **NORTHLAND HORTICULTURAL EMPLOYMENT & TRAINING FORUM**

**30 NOVEMBER 2006**

## **WORKSHOP OUTLINE FOR FACILITATORS**

The purpose of the workshop is for the Northland horticulture industry:

1. to identify employment and training issues
2. to prioritise these issues
3. to generate a range of solutions

The structure of the workshop is as follows:

1. Delegates have been divided into three groups which are marked on their nametags. Unregistered attendees will have to be allocated on the day.
2. Each group will have a facilitator and be provided with the following equipment:
  - A3 sheets/whiteboard/marker pens
  - Pens & Post-it Notes for each member
  - Recording Sheets
3. Using the Recording Sheet, members rate the importance of a list of issues and, by analysing these (add together the 'Important' & 'Very Important' scores), the **Top 3** (in each category) in order of importance are identified and written up on the A3 sheet
4. Using Post-it Notes, members then come up with a range of solutions to each issue which is then followed by a general discussion, with a view to finding some agreement on a range of practical, "do-able now" solutions
5. Following the after-lunch speaker, each facilitator will report back to the full forum on his/her group's findings, the purpose being to identify a common list of Priorities/Solutions across the whole forum
6. Can facilitators please ensure they gather up all the Recording Sheets & the A3 sheets with the Post-It Notes and give to John Halse

<b>FACILITATOR</b>	<b>GROUP</b>
Sue Pickering	One
Mike Finlayson <sup>1</sup>	Two
Carol Barnett	Three

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<sup>1</sup> Due to a late cancellation, the facilitator was Sherryl Neale from the NZ HITO

# NORTHLAND HORTICULTURAL EMPLOYMENT & TRAINING FORUM

## RECORDING SHEET

### FOCUS AREA 1:      **Attracting the right people**

ISSUE	Not Very Important	Not Important	Neither	Important	Very Important
Industry links with schools	1	2	3	4	5
Positive media promotion	1	2	3	4	5
Role models	1	2	3	4	5
High capital outlay to become owner/operator	1	2	3	4	5
Improvement of pay rates	1	2	3	4	5
Career progression pathways	1	2	3	4	5
'Sexy' industry image	1	2	3	4	5
Industry promotion	1	2	3	4	5
Legislation and Government involvement e.g. new rules for overseas seasonal workers	1	2	3	4	5
Training opportunities	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

### NOTES

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## FOCUS AREA 2: Training the right people

ISSUE	Not Very Important	Not Important	Neither	Important	Very Important
High quality and professional tutors	1	2	3	4	5
Training programmes meeting the requirements of the commercial industry	1	2	3	4	5
High quality training facilities	1	2	3	4	5
Industry commitment to training	1	2	3	4	5
Industry commitment to funding training	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

### NOTES

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### FOCUS AREA 3: Retaining the right people

ISSUE	Not Very Important	Not Important	Neither	Important	Very Important
Positive experiences	1	2	3	4	5
Succession planning and career development	1	2	3	4	5
Employer commitment to continued training and development of staff	1	2	3	4	5
Sustained employment for seasonal workers – seamless transitions between seasons	1	2	3	4	5
Pathway to ownership	1	2	3	4	5
Matching sector of horticulture to the skill-set of new entrants	1	2	3	4	5
Horticultural support/discussion groups	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

### NOTES

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