

Annexes to the project to map careers, occupations and skills required for the management and maintenance of botanic and historic gardens

December 2005

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Annex A: Job titles, by classification of role.

Job Title	Role Classification	No.
Acting Garden Supervisor, Alpine Section Supervisor	Management	
Acting Nursery Manager	Management	
Apprentice/Student	Skilled staff	
Arboretum Craftsperson	Skilled staff	
Arborist	Supervisor	
Arborist Crew Leader	Skilled staff	
Area Supervisor	Supervisor	(3)
Area Supervisor	Skilled staff	
Area Supervisor/horticultural lecturer	Skilled staff	
Ass. City Centre Service Manager (Horticulture)	Management	
Assistant Arborist	Skilled staff	
Assistant Curator	Management	(3)
Assistant Gardener	Skilled staff	(3)
Assistant Head Gardener	Supervisor	(3)
Assistant Head Gardener	Skilled staff	(3)
Assistant Horticultural Technician	Skilled staff	
Assistant Learning Officer	Skilled staff	
Assistant Park Manager	Management	(6)
Assistant Superintendent of Gardens	Management	
Assistant Supervisor	Skilled staff	
Band A Gardener	Skilled staff	
Band A Rotational Trainee	Skilled staff	(2)
Band C	Skilled staff	
Botanic Gardener	Skilled staff	
Botanic Horticulturist	Skilled staff	
Botanical Gardener	Skilled staff	
Botanical Horticulturalist	Skilled staff	
Botanical Horticulturist	Supervisor	(3)
Botanical Horticulturist	Skilled staff	(5)
Botanical Student	Skilled staff	(2)
Charge Hand - Horticulture	Supervisor	
Charge hand Gardener	Supervisor	(2)
Climbers and Creepers Supervisor	Supervisor	
Collections Horticulturalist	Skilled staff	
Company Foreman	Supervisor	
Conservation Area Manager	Management	
Contract Supervisor	Supervisor	
Craft Gardener	Skilled staff	(3)
Craftsman Gardener	Skilled staff	
Curator	Management	(9)
Curator of Collections	Management	
Curator of Plants	Management	
Deputy Director and Curator	Management	

Deputy Gardens Manager	Management	
Deputy Head Gardener	Management	
Deputy Head Gardener	Supervisor	
Deputy Head Gardener	Skilled staff	
Director	Management	
Director	Owner-manager	
Director of Horticulture	Management	
Director of Operations	Management	(2)
Director of Parks	Management	
Education Officer	Skilled staff	
Estate and Gardens Manager	Management	
Estate Foreman	Skilled staff	
Estate Manager	Management	(10)
Estate Manager	Skilled staff	
Estate/Garden Manager	Management	
Experienced Gardener	Skilled staff	
Experimental Area Assistant	Skilled staff	
Foreman	Supervisor	
Foreman/Head Gardener	Management	
Garden Caretaker/ Chauffeur	Skilled staff	
Garden Curator	Management	(4)
Garden Curator	Supervisor	
Garden Manager	Management	(3)
Garden Manager	Skilled staff	
Garden Secretary	Sales and Administration	
Garden Services	Owner-manager	
Garden Supervisor	Supervisor	(11)
Garden Trainee	Skilled staff	
Garden/Estate Manager	Management	
Garden/Grounds/Golf Manager	Management	
Gardener	Management	
Gardener	Supervisor	
Gardener	Skilled staff	(47)
Gardener	Unskilled staff	(2)
Gardener and Estate Worker	Skilled staff	
Gardener Foreman	Management	
Gardener in Charge	Skilled staff	(2)
Gardener, propagator	Skilled staff	
Gardener/Garden Designer	Owner-manager	
Gardener/Handyman	Skilled staff	
Gardener/Plant Records Officer	Skilled staff	
Gardening instructor/property manager/head gardener	Management	
Gardens Adviser	Management	
Gardens and Estates Operations Manager	Management	
Gardens and Grounds Manager	Management	
Gardens and Landscape Team Student	Skilled staff	
Gardens Assistant Supervisor	Supervisor	
Gardens Manager	Management	(2)

General horticulturalist	Skilled staff	
Glasshouse Gardener	Skilled staff	
Glasshouse Supervisor	Supervisor	
Grounds and Gardens Manager	Management	
Grounds manager	Management	
Grounds man	Supervisor	
Grounds man	Skilled staff	
Head Gardener	Management	(54)
Head Gardener	Supervisor	(18)
Head Gardener	Skilled staff	(27)
Head Gardener (Manager)	Management	
Head Gardener, Charge hand Grade	Supervisor	
Head Gardener/Property Manager	Management	
Head Gardening	Management	
Head of Collections	Management	
Head of Education and Training	Skilled staff	
Head of Parks Services	Management	
Head of Section	Management	
Head of the Arboretum	Management	
Herbaceous Unit Manager	Management	
Higher Botanical Horticulturalist (team leader)	Skilled staff	
Higher Botanical Horticulturist	Skilled staff	
Horticultural Amenity manager	Management	
Horticultural Gardener Trainee	Skilled staff	
Horticultural Manager	Management	
Horticultural Student	Skilled staff	
Horticultural Supervisor	Supervisor	(3)
Horticultural Technician	Skilled staff	(4)
Horticultural Trainee	Skilled staff	
Horticulturalist	Skilled staff	(5)
Horticulturalist & Propagator	Supervisor	
Horticulture Diploma Student	Skilled staff	
Horticulturist	Supervisor	
Horticulturist	Skilled staff	(14)
Interpretation Officer	Skilled staff	
Kew Diploma Horticulture Student	Skilled staff	
Kew Student	Skilled staff	
Kitchen Gardener	Skilled staff	
Label Engraver	Skilled staff	(2)
Landscape Architect	Management	(2)
Landscape Architect	Skilled staff	
Landscape Designer, builder and consultant	Owner-manager	
Landscape Manager	Management	
Landscape Service Supervisor	Supervisor	
Maintenance Operative	Unskilled staff	
Manager	Management	(4)
Manager	Supervisor	
Membership secretary	Sales and Administration	

Micro propagation Unit	Skilled staff	
Nursery and Plant Centre Manager	Supervisor	
Nurseryman/propagator	Skilled staff	
Officer	Skilled staff	
Park Director	Management	
Park Manager	Management	(5)
Parks Development Adviser	Management	
Part time indoor horticulturist	Unskilled staff	
Partner	Owner-manager	
Pathologist/ Hort Scientist	Skilled staff	
Pinetum Craftsperson	Skilled staff	
Plant Health Office	Supervisor	(2)
Plant Records	Skilled staff	
Plant Records Assistant	Skilled staff	(2)
Plant Records Officer	Supervisor	
Plant records officer	Skilled staff	
Plants man and Garden Designer	Owner-manager	
Professional Gardener	Skilled staff	
Project Manager	Management	
Propagation Manager/Assistant Curator	Skilled staff	
Propagator	Supervisor	(2)
Propagator	Skilled staff	(2)
RBG Kew Diploma Student	Skilled staff	
Receptionist	Sales and Administration	
Regional Landscape manager	Management	
Research Support Officer - public programmes	Skilled staff	
Rotational Trainee	Skilled staff	(2)
Science and collections coordinator	Management	
Scientific Officer	Management	
Scientific Officer	Supervisor	
Seed bank manager/laboratory manager	Skilled staff	
Self employed Garden Designer/Landscaper	Owner-manager	
Self employed gardener	Skilled staff	
Self-employed gardener and estate contractor	Skilled staff	
Senior Landscape Manager	Management	
Senior Gardener	Supervisor	(2)
Senior Gardener	Skilled staff	(10)
Senior Gardens Advisor	Management	
Senior Horticulturalist	Management	
Senior Horticulturalist	Supervisor	(3)
Senior Horticulturist	Management	
Senior Horticulturist	Supervisor	
Senior Horticulturist	Skilled staff	(3)
Senior Landscape Advisor	Management	
Senior Propagator	Skilled staff	
Senior Supervisor	Supervisor	(4)
Senior Supervisor Turf Department	Supervisor	
Single Hand Gardener	Unskilled staff	

Single handed gardener	Skilled staff	
Skilled Gardener	Skilled staff	(4)
Skilled Horticulturist	Skilled staff	(11)
Skilled Horticulturist (Tropical)	Skilled staff	
Skilled Horticulturist/Arborist	Skilled staff	
Sole Gardener	Skilled staff	
Sole Trader	Skilled staff	
Student	Skilled staff	(2)
Student craftsperson	Skilled staff	
Student Gardener	Skilled staff	
Student Gardener	Unskilled staff	
Study Centre Administrator	Sales and Administration	
Superintendent of Gardens	Management	
Superintendent	Management	(2)
Superintendent Trials	Management	
Supervisor	Supervisor	(7)
Supervisor Propagation Department	Supervisor	
Team Leader	Supervisor	(3)
Team Leader for Palm House and Water Lily House	Supervisor	
Technical Officer	Management	
Temporary Displays Supervisor	Management	
Trainee Botanical Horticulturalist	Skilled staff	(2)
Trainee Gardener	Skilled staff	(2)
Trainee Horticultural Technician	Skilled staff	(2)
Trainee Horticultural Technician	Unskilled staff	
Trainee Horticulturalist	Skilled staff	
Under Gardener/ Assistant Gardener	Skilled staff	
Volunteer Coordinator	Management	
Walled Garden Supervisor	Supervisor	
Warm Temperate Biome Supervisor	Supervisor	
Wildlife and Environment Recording Coordinator	Management	
Works Supervisor	Supervisor	(2)

Annex B: Other tasks undertaken by role

Job Title	Other Tasks
Management:	
Project Manager	finance
Garden Curator	Finance
Curator	personnel, health & safety
Landscape Manager	landscape management
Senior Landscape Advisor	research influencing others
Head Gardener	park management research
Herbaceous Unit Manager	curation of plant collections Floral/event decoration
Head Gardener	general estate work Set standards
Park Manager	river management, leisure management, licence mgt
"Temporary Displays" Sup.	Exhibit construction, cut flower displays and planting for events Mge waste water plant, manage tenanted farms
Property manager/h g	repairing damage, budget preparation and balancing
Head Gardener	security
Head Gardener	game keeping, property repairs, estate duties
Superintendent Trials	Show displays, open days
Grounds manager	property management
Head Gardener	health & safety inspections audits, risk assessments
Head of Section	Collections management
Science and collections co	plant databases management, interviewing staff
Head Gardener	Swimming Pool maintenance, work with horses
Garden Curator	Consultant/advisor external bodies and organisations
Gards and Est Op Manager	procurement/contract management
Head Gardener	flower arranging
Assistant Park Manager	Supervision of contractors
Head Gardener	lecturing, media contact, liaison with other horticulturalists
Head Gardener	Chemical application, log production, (pigeons)
Estate Manager	Livestock management
Estate Manager	Fund/grant raising, developing estate retail opportunities, management of historic buildings group.
Estate/Garden Manager	River management / liaison with Environment Agency contractor management
Head Gardener	pricing and estimating work costs
Garden/Estate Manager	PR Marketing, Lecturing, Tourism management
Estate Manager	Car parking, Christmas decorations, fishponds, showground's, teamsapes health & safety, human resources
Head Gardener	supervising/liaising with contractors
Estate Manager	Building Project Manager
Horticultural Amenity man	assessing botanic collections, report on students and staff

Manager	trustee meetings, human resources, talks, PR
Head Gardener	Maintenance within the Hall.
Senior Gardens Advisor	Liaison across organisations
Assistant Park Manager	Dev disability access, sports turf, tree inspection.
Technical Officer	apprentice coordinator
Head Gardener	Moving furniture in house etc

Owner/Manager

landscape designer	business development
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Supervisors:

Supervisor	compiling reports and advice on horticultural issues
Supervisor	assessing students
Garden Supervisor	garden security, maintenance tasks
Senior Supervisor Turf Dep	Work that is actually my line manager's responsibility
Head Gardener	Coppicing and woodland work
Glasshouse Supervisor	writing, public speaking, budgeting/financial man
Propagator	managing budgets, horti sundries
Assistant Head Gardener	plant records, IPM
Plant Records Officer	recording living collection to update database
Area Supervisor	maintaining plant database
Supervisor	looking after national collection, working at shows
Walled Garden Supervisor	commercial vegetable growing
Landscape Service Sup	quotes, tenders, deployment
Senior Horticulturalist	Overseas Fieldwork
Warm Temperate Biome	Media Work
Team Leader	Workskills training with adults with disabilities
Garden Supervisor	Seed and plant ordering
Scientific Officer	lab work, sustainability audit, report writing, risk ass

Admin

Study Centre Administrator	education e.g. schools
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Skilled staff

Kew Student	writing assignments
Sole Gardener	Security, looking after owners animals.
Head Gardener	security
Deputy Head Gardener	Providing vegetables for the house
Arborist Crew Leader	Tree pruning operations, varies tree surveying
Experienced Gardener looking	after livestock
Trainee Gardener	garden maintenance and restoration
Gardener	cleaning owners cars
Assistant Head Gardener	plant database management
Head Gardener	managing contractors
Collections Horticulturalist	maintenance and collection of specialist plant collections
Head Gardener	Plant sales, Plant ordering
Skilled Horticulturist	record keeping
Head Gardener	Car park attendant, Property Maintenance

Horticulturist	Arboriculture, tree climbing & pruning
Under Gardener/ Ass G	Packing statue boxes, chopping wood
Gardener	Arboriculture - woodlands
Interpretation Officer	research
Plant Records Assistant	checking and recording living plant collection on database
Horticulturalist	Plant hunt trips to see plants grow in their national habitats.
Skilled Horticulturist	Rainforest management
Estate Foreman	Limited building maintenance
Assistant Gardener	fruit and vet cultivation
Skilled Gardener	integrated pest management, plant trials
Skilled staff	cataloguing archives and library
Horticulturist	union rep
Head Gardener	forestry planting and management
student craftsperson	tree surgery and management
Skilled Gardener	Integrated pest management
Head Gardener	Looking after livestock - sheep and wildfowl
Single handed gardener	Fencing, building maintenance, and animal husbandry
Horticulturist	plant collection documentation
Gardener	management of national collection
Arboretum Craftsperson	planting, monitor weather station
Gardener and Estate Worker	work involving cattle and sheep
Senior Gardener	first aider
Plant Records	plant records - databasing labelling
Skilled Horticulturist	Researching plants/areas, comm. plant collections
Skilled Horticulturist	Rainforest Maintenance
Label Engraver	Engraving of Garden Labels
Pathologist/ Hort Scientist	Research, id. disease/nutritional problems, treatment
Label Engraver	Label & Sign Engraving
Gardener	Pest and disease management, exhibit research
Gardener	general maintenance
Skilled Horticulturist	Record Keeping, research, disease & pest man
Band C	botanical horticulturist/herbarium work

Unskilled

Maintenance Operative	Assisting Engineers
Gardener	grave digging and setting up tiered seating
Gardener	Watering in high summer, clearing litter etc

Annex C: Other industries respondents came from.

From working in other industries, not land-based (27%):

Accountancy
Admin (5)
Advertising (2)
Aero Engineering
Antique restoration
Architecture
Armed Services (4)
Art (3)
Audio Visual/Film Industry
Banking (5)
Bookseller
Broadcasting
Business (2)
Camp site management
Car rental
Catering/Tourism (2)
Chemical industry
Childminding
Civil Engineering
Civil Service
Cleaner
Coal mining
Computers
Construction Industry (3)
Crime Prevention
Education (2)
Electronics (2)
Electroplating
Engineering (4)
Fashion designer
Financial services (6)
Fishing Rod Manufacturer
French polishing
Furniture manufacture/interior design
Geological surveying
Geology
Government Admin
Government Agency
Graphic Design (2)
Hairdressing
Health & overseas development
HM Forces
Holiday/leisure
Hospital pharmacy

Hospitality
Housing charity
Information Technology (4)
Insurance
Journalism (2)
Lab Technician
Leisure Management (2)
Local Authority (6)
Manufacturing Optician
Medical insurance
Medicine - Doctor
National health (2)
Nursing
Oil and gas (2)
Pharmaceutical
Police Service
Printing (2)
Public sector
Publishing (4)
Quantity Surveying
Ministry of Defence
Research in toiletries
Retailing (4)
Royal Navy (2)
Secretarial
Self-employed (3)
Service Industry (2)
Social Services Dept
Steel Industry (3)
Teaching (8)
Telecommunication (2)
Tourism
Town Planning
Training and Education
Travelling
Utility Arboriculture
Wood finishing

Other - before started working in botanic/historic gardening (3%):

Housewife/mother (6)
Promotion within the organisation
Two nervous breakdowns
Unemployed (4)

Annex D: Other land-based sectors respondents came from.

Working in another land-based industry (20%)

Agricultural research
Agriculture/Farming (13)
Amenity Horticulture & Crop Production
Animal care
Arboriculture, ranger (2)
Botany-Ecology Research
Commercial hort. landscape design
Commercial horticulture (nursery) (2)
Conservation
Contract gardening
Contractor
Council
Council gardener
Council Nursery - tree production
Countryside estate conservation
Dudley MBC Parks Dept
English Heritage Site Ranger
Environmental Consultancy
Floristry (2)
Flower farming
Forestry (5)
Garden centre (3)
Garden maintenance, landscaping
Gardener at a school
Glasshouse horticulture
Golf course
Hardy Nursery Stock
Heritage attraction
Hort - Small private garden
Horticultural research
Horticultural Training Officer
Horticulture (3)
Horticulture - private estate
Horticulture/arboriculture
Interior Landscape
Jobbing gardener (2)
Landscape gardener
Landscaping
Local Authority Gardener (3)
Local Authority Grounds Maintenance (2)
Local authority/market garden
Local council
Local Council "Task Force Trees"

National Park
Nature conservation
Nursery work (4)
Nursery/garden centre (2)
Parks department (6)
Plant breeding
Plant nursery
Private design practice
Private estate (4)
Private gardening
Private gardens maintenance
Private horticulture
Private landscape contractor (2)
Retail nursery
Rose breeding
Scientific research
Smallholding and garden maintenance
Soft Fruit farm
Sole trader, gardening business
Temporary gardener, secondary school
Tree nursery
University Grounds
Urban forestry
Vegetable/Flower picking
Wholesale nursery

Annex E - Questionnaire

PROJECT TO MAP CAREERS, OCCUPATIONS AND SKILLS REQUIRED FOR THE MANAGEMENT AND MAINTENANCE OF BOTANIC AND HISTORIC GARDENS

This questionnaire is attached to a letter telling you about the research project which is being conducted independently (through E3 Marketing) for the partners of the Lantra Botanic and Historic Gardens Working Group. You have been selected at random to contribute to this important survey which aims to find out about knowledge, skills, career and training needs of those working in and associated with "high quality horticulture" (the management and maintenance of botanic and historic gardens AND all its associated occupations, eg Arboriculture, Garden Design etc). All responses will be entirely CONFIDENTIAL, and ANONYMOUS and will be combined to provide an overall picture, not referred to individually.

Please can you take a few moments to complete this questionnaire and return it, sealed in the enclosed envelope, to E3 Marketing (via Lantra), by Monday 10th January, 2005.

N.B. If possible, please use a red pen and mark your response with a cross, so that it can be read more easily during inputting.

A. DEMOGRAPHICS:

The first few questions are about demographics, and will not be personally attributable, but used to compare trends and analyse responses:

Q1. Which country are you based in?

- Scotland Wales N. Ireland

England **Q1a. Which region of England:**

- North East North West Yorks & Humberside
 W Midlands E Midlands East
 South West South East London

Q2. Which are you? Male Female

Q3. Which age group are you in?

- 16 - 19 20 - 25 26 - 35 36 - 45
 46 - 55 56 - 65 More than 65

Q4. Would you describe your ethnicity as "White - British"?

Yes

No

Q4a. IF "NO": What is your ethnicity?

Q5. Which ONE of the following best describes the type of company that you work for?

- Sole trader
 Contractor / Facilities Management
 Private Garden Estate
 Institution
 Other public body
 Local Authority
 Commercial company

Q6. Which ONE of the following are you?

- An Employee
 Sole Trader
 Company Owner
 Self Employed Contractor/Facilities Management
 Work as an Employee and as a Private Contractor

Q6a. What type of employees does the company you work for use to carry out practical garden work?

- Sole trader
- Employees only
- Contractors only
- Employees and Contractors

Q7. How many people work for your company/organisation IN ALL DEPARTMENTS?

- 1
- 2 - 5
- 6 - 20
- 21 - 50
- 51 - 100
- 101 - 500
- >500

Q8. How many people work specifically in roles relating to "high quality horticulture" (the management and maintenance of botanic and historic gardens AND all its associated occupations, eg Arboriculture, Garden Design etc)?

- 1
- 2 - 5
- 6 - 20
- 21 - 50
- 51 - 100
- 101 - 500
- >500

Q9. How many separately run gardens do you work in/with on average per week?

Q10. Is/are the garden(s) open to the public?

- Yes
- No
- The majority are/some are not
- A minority are/most are not

Q11. Is/are the garden(s) you work in/with an established botanic/historic garden, or a young/new garden?

- Established botanic/historic garden
- Young/new garden
- Both, historic and new

Q12. Are you contracted to work a certain number of hours per week? Yes No

Q12a. If "YES": How many hours a week are you CONTRACTED to work?

Q13. How many hours on average DO you actually work per week?

Q13a. Are you paid overtime? Yes No Not applicable

Q13b. Have you opted out of the European Time Directive? Yes No Not applicable

Q14. Are your hours flexible, or set to specific working hours (e.g. 9am - 5pm)

- Flexible working hours
- Set working hours

Q14a. Are the days you work flexible or fixed? Flexible days Fixed days

Q14b. Are you on a permanent or temporary contract?

- Permanent
- Temporary
- Not applicable

Q15. What is your current annual gross salary including bonuses? (We need this to assess the level of incomes of people working in your industry, this is anonymous but if you would rather not give this information, then leave this question blank):

£

Q15a. Do you receive any other "benefits" in addition to salary?

- Company vehicle
- Allowance for using own vehicle
- Pension
- Tied/Representative housing
- Other: specify: _____

Q15b. In return for this housing, are you expected to perform "out of hours" duties?

- Yes
- No

B. ABOUT YOUR ROLE:

Q16. What is your job title? _____

Q17. Which of the following categories most fit your role? (Indicate as many as are relevant):

- | | |
|--|--|
| <input type="radio"/> Arboriculturist | <input type="radio"/> Apprentice/Student/Trainee |
| <input type="radio"/> Botanist | <input type="radio"/> Contractor |
| <input type="radio"/> Ecologist | <input type="radio"/> Foreman |
| <input type="radio"/> Forester | <input type="radio"/> Gardener |
| <input type="radio"/> Garden Curator | <input type="radio"/> Garden Manager |
| <input type="radio"/> Garden Supervisor | <input type="radio"/> Groundsman |
| <input type="radio"/> Head Gardener | <input type="radio"/> Landscaper |
| <input type="radio"/> Landscape Architect | <input type="radio"/> Landscape Manager |
| <input type="radio"/> Marketing and retail staff | <input type="radio"/> Parks/Estate Management |
| <input type="radio"/> Plant Centre staff Manager | <input type="radio"/> Property Manager/Director |
| <input type="radio"/> Ranger | <input type="radio"/> Trainer/Assessor |
| <input type="radio"/> Volunteer Co-ordinator | |
| <input type="radio"/> Other: specify: _____ | |

Q17a. Which ONE category would you say is applicable to your role?

- Management
- Owner-manager
- Supervisor
- Sales and Administration
- Skilled staff
- Unskilled staff

Q18. How long: a. Have you worked in high quality horticulture? b. Have you worked for your current employer? c. Have you been in your current role/level regardless of site or employer changes?

	a. Time in high quality horticulture	b. Length of time with current employer	c. Length of time in current role/level
Less than 1 year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1 - 2 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 - 5 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 - 10 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11 - 15 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16 - 20 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More than 20 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19. Which of the following tasks do you carry out on a regular basis (as an individual)?

- Cultivating, cutting grass, grass edging, hedge cutting, border maintenance etc.
- Propagation, growing-on, greenhouse work etc.
- Garden design, historical knowledge of gardens etc.
- Restoration or conservation planning
- Wildlife Conservation/Management
- Dealing with the Public / Visitors
- Unsupervised work/ working on own initiative
- Machinery maintenance
- Hard landscaping
- Managing other staff
- Education of Public
- Training / coaching other staff
- Supervising / liaising with Volunteers
- Office administration
- Telephone communication to access information
- Using IT / Internet to access information
- Event management
- Tidying up after events open to the public
- Project management
- Other tasks: specify: _____

Q20. Does what you currently do match with your expectations of what your role entails?

Yes (Go to Q21.)

No ...If "No":

Q20a. Are you expected to do more, or less, or different tasks than you would expect?

Expected to do MORE than role entails (GO TO 20b.)

Expected to do LESS than role entails (GO TO 20c.)

Tasks undertaken are different from what I would expect (Answer 20b. & 20c)

Q20b. What tasks are you expected to do that you feel fall outside your specific job role?

- Cultivating, cutting grass, grass edging, hedge cutting, border maintenance etc.
- Propagation, growing-on, greenhouse work etc.
- Garden design, historical knowledge of gardens etc.
- Restoration or conservation planning
- Wildlife Conservation/Management
- Dealing with the Public / Visitors
- Unsupervised work / working on own initiative
- Machinery maintenance
- Hard landscaping
- Managing other staff
- Education of Public
- Training / coaching other staff
- Supervising / liaising with Volunteers
- Office administration
- Telephone communication to access information
- Using IT / Internet to access information
- Event management
- Tidying up after events open to the public
- Project management
- Other tasks: specify: _____

Q20c. What other tasks do you think should be included in your role, that are currently excluded?

- Cultivating, cutting grass, grass edging, hedge cutting, border maintenance etc.
- Propagation, growing-on, greenhouse work etc.
- Garden design, historical knowledge of gardens etc.
- Restoration or conservation planning
- Wildlife Conservation/Management
- Dealing with the Public / Visitors
- Unsupervised work / working on own initiative
- Machinery maintenance
- Hard landscaping
- Managing other staff
- Education of Public
- Training / coaching other staff
- Supervising / liaising with Volunteers
- Office administration
- Telephone communication to access information
- Using IT / Internet to access information
- Event management
- Tidying up after events open to the public
- Project management
- Other tasks: specify: _____

Q21. Are you responsible for managing a budget?

- No Yes **Q21a. If "YES": What size is the annual budget?**
 Less than £1,000
 £1,000 - £5,000
 £5,000 - £20,000
 £21,000 - £50,000
 £51,000 - £100,000
 More than £100,000

C. ABOUT YOUR CURRENT SKILLS & QUALIFICATIONS:

Q22. BEFORE entering work relating to high quality horticulture, which of the following formal qualifications did you hold?

- No formal qualifications
 GCSEs/GCEs O'levels A levels
 OND/OND (BTEC ND's) RHS General Certificate
 NCH RHS Diploma
 Botanic Gardens Diploma HNC/HND
 Degree Higher Degree (eg MA, MSc, MBA)
 M.Hort (RHS) Full NVQ/SVQ
 Units towards NVQ/SVQ City & Guilds
 Apprenticeship Certificated Technical Short Courses (NPTC/Lantra)
 Other specify: _____

Q23. Have you gained any of the following formal qualifications SINCE starting working related to high quality horticulture?

IF "NO" cross this box: No other formal qualifications (Go to Q24.)

IF "YES" indicate which:

- GCSEs/ O levels A levels
 ONC/OND (BTEC ND's) RHS General Certificate
 NCH RHS Diploma
 HNC/HND Degree
 M.Hort (RHS) Higher Degree
 Units towards NVQ/SVQ Full NVQ/SVQ
 City & Guilds Certificated Technical Short Courses
 NT Careership Apprenticeship
 NVQ Assessor Kew Diploma
 Other

specify: _____

IF YOU HAVE GAINED FORMAL QUALIFICATIONS SINCE STARTING:

Q23a. How were these funded?

- By my employer/company
 In my own time, funded by me
 Both, some funded by employer, some by me

Q24. IF "NO" not gained any formal qualifications, have you been doing training, to work towards gaining qualifications? Yes No

Q25. Since starting working in high quality horticulture, have you undertaken short courses/workshops that do not have any formal qualification?

- Yes No

SKILLS HELD NOW:

Q26. Which of the following skills do you think you have now. Please indicate whether you think you had them before starting working in high quality horticulture (column 1), or if you have gained them since starting (column 2). If you think this skill has also been further developed whilst working indicate "developed" (column 3).

	1 Held before	2 Since joining	3 Developed
Cultivating, cutting grass, edging, border maintenance etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Propagation, growing-on, greenhouse work etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garden design, historical knowledge of gardens etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wildlife conservation/management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer handling skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time management skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team working skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Problem solving skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business development skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainer/Assessor skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Basic computer literacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advanced IT skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Literacy skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Numeracy skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other skills: specify	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q27. How do you think these current skills have been achieved? (Indicate as many as are applicable):

- Experience gained through work
- Life skills gained outside work
- Formal education
- Previous employment
- From other colleagues
- From line manager/senior staff
- Training whilst at work
- Training away from the work place
- Other: specify and give further details:

SKILLS YOU WOULD LIKE TO DEVELOP:

Q28. Which of the following skills would you like to obtain, OR develop, in the next 12 months, and which would you like to have aquired OR developed within 5 years:

	Within 12 months	Within 5 years
Cultivating, cutting grass, grass edging, hedge cutting, border maintenance etc.	<input type="radio"/>	<input type="radio"/>
Propagation, growing-on, greenhouse work etc.	<input type="radio"/>	<input type="radio"/>
Garden design, historical knowledge of gardens etc.	<input type="radio"/>	<input type="radio"/>
Wildlife conservation/management skills	<input type="radio"/>	<input type="radio"/>
Customer handling skills	<input type="radio"/>	<input type="radio"/>
Communication skills	<input type="radio"/>	<input type="radio"/>
Business management skills	<input type="radio"/>	<input type="radio"/>
Staff management skills	<input type="radio"/>	<input type="radio"/>
Time management skills	<input type="radio"/>	<input type="radio"/>
Team working skills	<input type="radio"/>	<input type="radio"/>
Problem solving skills	<input type="radio"/>	<input type="radio"/>
Business development skills	<input type="radio"/>	<input type="radio"/>
Event management	<input type="radio"/>	<input type="radio"/>
Trainer/Assessor skills	<input type="radio"/>	<input type="radio"/>
Basic computer literacy	<input type="radio"/>	<input type="radio"/>
Advanced IT skills	<input type="radio"/>	<input type="radio"/>
Literacy skills	<input type="radio"/>	<input type="radio"/>
Numeracy skills	<input type="radio"/>	<input type="radio"/>
Don't know	<input type="radio"/>	<input type="radio"/>
Other: specify:	<input type="radio"/>	<input type="radio"/>

D. TRAINING:

Q29. Have you undertaken any formal training at your place of work in the last 12 months? (on-job training)

- Yes - Indicate what training in Q32
- No

Q30. Have you undertaken any formal training away from the workplace in the last 12 months? (off-job training):

- Yes - Indicate what training in Q32
- No

Q31. Whether you have undertaken "formal" training or not, do you consider that you have gained knowledge and skills whilst working and learning from others during everyday work?

- Yes
- Partially
- No
- Don't know

IF "YES" - have had formal training in the past 12 months - indicate what training:

		On-Job	Off-Job
	On-line courses	<input type="radio"/>	<input type="radio"/>
	Correspondence/distance learning	<input type="radio"/>	<input type="radio"/>
	GCSEs	<input type="radio"/>	<input type="radio"/>
	A levels	<input type="radio"/>	<input type="radio"/>
	OND/ONC (BTEC ND's)	<input type="radio"/>	<input type="radio"/>
	HND/HNC	<input type="radio"/>	<input type="radio"/>
	Diploma	<input type="radio"/>	<input type="radio"/>
	Degree	<input type="radio"/>	<input type="radio"/>
	Higher Degree	<input type="radio"/>	<input type="radio"/>
	Certificated technical short course (NPTC etc)	<input type="radio"/>	<input type="radio"/>
	RHS practical training programs	<input type="radio"/>	<input type="radio"/>
	Short course (no certificate)	<input type="radio"/>	<input type="radio"/>
	NVQ/SVQ	<input type="radio"/>	<input type="radio"/>
	NCH	<input type="radio"/>	<input type="radio"/>
	Dip. Hort (RHS)	<input type="radio"/>	<input type="radio"/>
	M.Hort (RHS)	<input type="radio"/>	<input type="radio"/>
	RHS Cert.	<input type="radio"/>	<input type="radio"/>
	Kew Diploma	<input type="radio"/>	<input type="radio"/>
	Apprenticeship	<input type="radio"/>	<input type="radio"/>
Other	Specify other training:	<input type="radio"/>	<input type="radio"/>

Q33. Would you like to undertake any specific training in the next 12 months?

- Yes Possibly No

Q33a . IF "YES" What training would you specifically like to do in the next twelve months?

- Certificated Short Course
- Garden history, design, management of historic landscapes
- Finance/business/project management
- People management and motivation
- Plant knowledge and botany skills
- Tree surveys and management
- Training for Assessing
- IT training
- Further Hort. qualifications (M.Hort, RHS Cert etc)
- Apprenticeship
- Other **specify** _____

Which short course?

- Chainsaw
- Tractor driving
- Brush cutter
- Pesticide
- Other

E. YOUR CAREER:

Q34. When you first started working in a role related to high quality horticulture, where did you come from?

- Straight from leaving school
- Straight from Further Education
- Straight from Higher education
- From outside any land-based industry - Which industry sector? _____
- Working in another land-based industry - Which? _____
- Other; specify _____

Q35. Did you find there were any barriers to finding a permanent position in high quality horticulture?

No

Yes

If "yes"; What barriers were there?

- Lack of careers information
- Inadequate salary offered
- Lack of accomodation
- Too few vacancies
- Perception of horticulture
- Other: specify: _____

Q36. Did you start working as a "volunteer" before getting a permanent position?

Yes No

Q37. Did you start on an Apprenticeship Training scheme?

Yes No

If "yes" was this with:

- Local Authority
- National Trust
- Modern Apprenticeship
- Royal Parks
- RHS
- Other specify: _____

Q38. What age were you when you started working in high quality horticulture?

- 16 - 19 20 - 25 26 - 35 36 - 45 46 - 55 56 - 65 More than 65

Q39. How many employers have you worked for since working in a role relating to high quality horticulture?

- 1 2 3 4 5 More than 5

Q40. How many times have you been promoted since starting your career in high quality horticulture?

- 0 1 2 3 4 5 More than 5

Q41. Have you stayed with the same employer and moved to another site, either at the same grade or for promotion?

No

Yes

Q39a. If yes, was this for promotion, or to the same grade?

- Moved sites for promotion
- Moved sites to same grade
- Moved sites to same grade, hoping for promotion
- Have moved sites both for same grade & promotion

**Q42. What roles do you expect to undertake in 12 months time and in 5 years time:
(indicate as many as are relevant):**

Role in 12 months:

- Arboriculturist
- Apprentice/Student/Trainee
- Botanist
- Contractor
- Ecologist
- Foreman
- Forester
- Gardener
- Garden Curator
- Garden Manager
- Garden Supervisor
- Groundsman
- Head Gardener
- Landscaper
- Landscape Architect
- Landscape Manager
- Marketing and retail staff
- Parks/Estate Manager
- Plant Centre staff Manager
- Property Manager/Director
- Ranger
- Self employed
- Trainer/Assessor
- Volunteer Co-ordinator
- Outside the industry
- Retired
- Don't know
- Other: _____

Role in 5 years:

- Arboriculturist
- Apprentice/Student/Trainee
- Botanist
- Contractor
- Ecologist
- Foreman
- Forester
- Gardener
- Garden Curator
- Garden Manager
- Garden Supervisor
- Groundsman
- Head Gardener
- Landscaper
- Landscape Architect
- Landscape Manager
- Marketing and retail staff
- Parks/Estate Manager
- Plant Centre staff Manager
- Property Manager/Director
- Ranger
- Self employed
- Trainer/Assessor
- Volunteer Co-ordinator
- Outside the industry
- Retired
- Don't know
- Other: _____

Q43. Please summarise, A: What you expect your role to be in one year, and in five years, and B; if this will be with the same or a different employer and C; if this will include promotion or a sideways move, and D; whether this will be in the same or a different industry:

	Role in 12 months	Role in 5 years
A.	Management	<input type="radio"/>
	Owner-manager	<input type="radio"/>
	Supervisor	<input type="radio"/>
	Sales and Administration	<input type="radio"/>
	Skilled role	<input type="radio"/>
	Unskilled role	<input type="radio"/>
	Self employed contractor/consultant	<input type="radio"/>
B.	Same employer	<input type="radio"/>
	Different employer	<input type="radio"/>
C.	Promotion - new role	<input type="radio"/>
	Sideways move - new role	<input type="radio"/>
	Same role	<input type="radio"/>
D.	Same industry	<input type="radio"/>
	Different industry	<input type="radio"/>
Or	Retired	<input type="radio"/>
	Don't know	<input type="radio"/>

Q44. If you are will be "Retired" in one or five years, will you work in the industry in a voluntary capacity?

- Yes Possibly No Don't know

Q45. Do you feel you are given the opportunity to progress your career within high quality horticulture?

- Yes No **If "no, why not?"**

Q46. Have the aspirations you had when you started working in high quality horticulture been met?

- Yes, aspirations met and exceeded
 Yes, aspirations met
 Most aspirations met
 Most aspirations Not met
 No, aspirations not met
 Too early to evaluate
 Don't know

Q47. How "valued" do you feel you, and the work you do, are by your immediate employer, by the industry generally, and by visiting public (if applicable):

	Employer	Industry generally	Visiting public
Highly valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moderately valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not applicable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q48. Has there been any major restructuring within the organisation you work for in the past 3 years?

- Yes No Not applicable

Q48a. IF "YES" there has been restructuring, how has this affected you?

Indicate as many as are applicable:

- | | |
|---|--|
| <input type="radio"/> Increased my workload | <input type="radio"/> Decreased my workload |
| <input type="radio"/> Increased my motivation | <input type="radio"/> Decreased my motivation |
| <input type="radio"/> Improved my chances of career progression | <input type="radio"/> Decreased my chances of career progression |
| <input type="radio"/> Increased salary | <input type="radio"/> Decreased salary |
| <input type="radio"/> Increased value of job | <input type="radio"/> Decreased value of job |
| <input type="radio"/> No effect on my role | |
| <input type="radio"/> Other: specify: _____ | |

Q49. Please sum up where you see your career within high quality horticulture leading, and what you hope to gain in the future, and add any other comments you would like to make which are relevant to the research: NB If you are planning on leaving the industry please say why:

Q50. Would you be willing to possibly be contacted again to take part in further research? Yes No

IF "YES" - Please give details for contact: Name: _____

Telephone number: **Company:** _____

Thank you very much for your time taken to complete the form. Please send it in the enclosed envelope and return to E3 Marketing Ltd (via Lantra) by Monday 10th January 2005.

Annex F The National Trust – Conservation Directorate
Gardeners Skills Analysis
Qualitative Research: October 2003

Executive Summary

1. Demographics:

• **Age, gender and location:**

- 34% of respondents are aged between 36 and 45. Only 6% are aged 25 or under, and only 6% are aged 56 or more, possibly signifying that these two groups are less likely to have responded to the survey.
- 75% are male and 25% are female in the overall sample; there is a higher proportionate response from females in the South NT Territory, significantly lower in Wales and N. Ireland.

• **Role and salary:**

- 27% of those responding are Gardeners Grade 9, 24% are Head Gardeners, 13% Gardeners in Charge, and 12% Assistant Head Gardeners.
- 39% say they have an annual salary of between £10,001 and £15,000, primarily Gardeners Grade 9; 34% say they have a salary of between £15,001 and £20,000, primarily Assistant Head Gardeners, and Gardeners in Charge.
- Those 21% earning more than £20,000 are Head Gardeners and above, more proportionately male. Those 6% earning less than £10,000 are 60% female, Careership Trainees or Gardeners Grade 10 and below.
- 73% (predominantly Gardeners Grade 9 and above) say they receive additional benefits to salary; 48% say they receive a NT pension, and 43% live in “tied” or “representative” housing. In discussion comments were made that this is not necessarily perceived as a “benefit” because of the security duties, lack of privacy and responsibility.

• **Time with the Trust, and in current role:**

- 38% of Head Gardeners have been with the Trust (and 20% in their current role) for over 20 years. 30% have been in their current role for between eleven and 20 years.
- 48% of Gardeners Grade 9 have been with the Trust for between three and ten years, 52% responding say they have been in their current role for between one and five years. 21% have been in their current role for more than eleven years.
- Males are more likely to have long service with the Trust than females, (35% have been with the Trust for 16 years or more, compared to 9% of females).

2. Tasks carried out within role:

• Current tasks:

- The majority (over 56%) consider they regularly do all of the tasks identified on the questionnaire.
- Over 90% say they carry out basic and intermediate gardening tasks, and 60% advanced gardening tasks (more so by those who are Assistant Head Gardeners and above).
- 96% of all respondents say they work on their own initiative, and 75% supervise and liaise with volunteers.
- Managing and training other staff, and educating the public are primarily conducted by those who are Assistant Head Gardeners and above.
- Office administration, telephone communication, and IT are mainly undertaken by those who are Gardeners in Charge and above.
- Less than 50% of Gardeners Grade 8 and below undertake office administration, telephone communication, or use IT.
- 69% say they tidy up after events open to the public, more so 85% of Head Gardeners and 92% of Gardeners Grade 10.
- 42% specify other tasks they undertake which vary from security duties, project management, overseeing contractors to cleaning toilets, dressing up as “Trusty”, and moving furniture in the house.

• Role meeting expectations:

- 78% say the tasks they perform in their role meets with their expectations of their role, significantly more so those who are Gardeners Grade 8 and above.
- 22% say their expectations are not met, more so 31% of Gardeners Grades 9 and 10.
- 17% whose expectations are not met say this is because they feel they undertake tasks which fall outside their role. These are primarily office administration and other tasks from Estate Management to being a toilet attendant.

• Discussion at Focus groups on role: Comments included:

- The Head Gardeners role has become more of a Garden Manager, who needs administration assistance.
- There is a need for the role of a “Handyman/Gardener”.
- Less time in the garden means that those under the Head Gardener are not gaining from his/her knowledge and experience, and in turn they have to take on more responsibilities.
- Gardeners don't always receive information sent regionally or nationally, all do not have access to computers; for any communication to be effective the Head, and Assistant Head, Gardener should be notified, and they will disseminate information.
- No clear job descriptions, there is no clear job succession, no salary progression or clear entitlement to annual increase.

3. Qualifications:

- **Qualifications on joining the Trust:**

- 79% say they held O levels, 32% A levels, 40% City & Guilds, 24% a Diploma, and 20% a Degree when starting with the Trust.

- **Qualifications gained since joining the Trust:**

- 46% say they have gained certificated technical short course qualifications (chainsaw, spraying, forklift truck, tractor driving etc.) since joining the Trust. 17% City & Guilds, 15% a full NVQ, and 14% and RHS Certificate.
- 34% say they have not gained any further formal qualifications since joining the Trust (50% of these have been with the Trust five years or less, 31% two years or less). (N.B. Discussion at focus groups shows that some may not have included technical short course qualifications).
- 68% say these qualifications were funded solely by the Trust. Examples in discussion included City & Guilds, NVQs and certificated short courses.
- 23% say they funded the qualifications jointly with the Trust. Examples in discussion included an RHS Masters, and Open University courses.
- 9% say they funded the qualifications themselves; examples in discussion include an NCH, RHS diploma, and IT qualifications.

4. Skills:

- **Skills held before joining the NT, gained since, and developed:**

- The skills held by the majority (over 50%) of respondents before they started with The National Trust are; basic and intermediate gardening skills, literacy and numeracy skills, communication, team working and problem solving skills, and customer handling skills.
- Since joining the Trust a significant minority, (more than 25%), have gained management and basic computer literacy skills.
- Whilst working for the Trust a significant minority, (more than 25%) have developed skills in team working, management, communication, customer handling, basic computer literacy, and advanced, intermediate and basic gardening skills.
- The majority (more than 60%) do not consider that they have business development or advanced IT skills. A significant minority (more than 25%) do not consider they have skills in advanced gardening, basic computer literacy, or literacy and numeracy.
- Those who are aged under 35, and especially those under 25 have higher computer, IT and numeracy skills than those aged over 35.
- With the exception of gardening skills, Careership Trainees consider they held all the identified skills before starting with The National Trust consistently higher than the sample average.

- Those grades of Head of Gardens, Head Gardeners, Gardens & Parks Advisers, generally have a higher than average holding most skills before starting.
 - With the exception of basic and intermediate gardening skills, Gardeners Grades 10 & 11, Grounds man, (and to lesser extent Gardeners Grade 9) have a higher than average percentage not holding the identified skills.
- **Skills to be developed:**
 - Within one year a minority (more than 15%), want to develop advanced gardening skills (29% in five years), basic computer literacy, advanced IT skills (24% in five years), and management skills (19% in five years).
 - A smaller minority (more than 6%), hope to develop business development skills (20% in five years), intermediate gardening, communication, team working and problem solving skills.
 - A lesser minority (less than 5%), hope to develop basic gardening, customer handling, literacy and numeracy skills.
 - 18% did not give any indication of wanting any skills developed; this includes 20% of Head Gardeners, and 19% of Gardeners Grade 9.

5. Training:

- **Training in the past twelve months:**
 - 30% say they had both training at the workplace and away from the work site in the past twelve months. More so Careership Trainees, Assistant Head Gardeners, Head Gardeners, and Gardens & Parks Advisers. Primarily short courses (certificated and non-certificated).
 - 42% did not indicate that they had had any training at the workplace in the past year, and 53% did not indicate that they had had any training away from the work site in the past year.
 - The above includes 25% who did not indicate having any training in the past twelve months.
- **Training in the next twelve months:**
 - Respondents listed their answers in free form response when asked what training they would like in the next twelve months.
 - 33% did not respond to the question, possibly indicating that they do not feel they require any formal training in the next twelve months. A further 3% indicated they did not require further training.
 - 64% did respond, in summary these include (in order of frequency):
 - IT skills and training, from basic to advanced, including databases, Excel, Power point etc.
 - Technical short course training, including chainsaw & tree surgery, tractor driving, forklift, digger, brush-cutters, first aid etc.
 - Garden history, design, management of historic landscapes.
 - Finance and budgeting training, project management, business studies.
 - Management of landscape and wildlife conservation.
 - People management and motivation.

- Plant knowledge and botany skills, propagation.
- Tree surveys and management.
- Training for assessing.
- Further horticultural qualifications, M. Hort., RHS certificate etc.
- COSH, risk assessment, and health & safety.
- Presenting skills.

6. Career with The National Trust:

• On joining the Trust:

- 50% of all respondents worked as gardeners elsewhere before joining the Trust, and 12% joined from another land-based industry, primarily agriculture, horticulture and arboriculture/forestry. 17% joined from another industry. 8% came from higher education and 7% straight from school.
- 12% say they started with the Trust as a Careership Trainee, those who have finished training are predominantly Head Gardeners or Gardeners Grade 9. 21% of females started on a NT Careership, compared to 9% of males.

• Promotion and number of site moves:

- 46% say they have not been promoted since joining the Trust, more so those who have been with the Trust five years or less. 69% of Gardeners Grade 9, and 29% of Head Gardeners.
- 27% say they have been promoted once and 25% two or more times.
- 64% say they have not moved sites since they joined the Trust.
- Of the 35% who have moved sites, 70% say this was for promotion, 16% moved to the same grade, 7% moved hoping for promotion (50% were promoted), 6% for both promotion and the same grade.

7. Future career:

• Move location to further career:

- In a multi-choice response, 45% say they would move to another region anywhere to further their career. 30% say they would move within their current region, and 24% would move to a neighbouring region.
- 12% say they would not move out of their local area, and 6% would only move within a 25 mile radius.
- 21% indicated the response "I expect to stay where I am and be promoted".

• Workplace in one year, and in five years time:

- 89% say that in one year's time they will be working in the Gardens section of the Trust, 3% say they will be working outside the Trust in gardening, 1% outside the Trust not gardening, and 1% retired.
- 59% of those responding say they will be working in the Gardens section of the Trust in five years' time and 20% of all respondents say they "don't

know” where they will be in five years time. 3% say they will be in another section of the Trust.

- 10% say they will be working outside the Trust in gardening, 3% outside not in gardening, and 6% say they will be retired in five years time.

- **Role in 12 months, and five years compared to present role:**

- 93% of those who are Head Gardeners now expect to still be in the same role in 12 months, as do 65% in five years; when 9% expect to be Head Gardener/Property Managers, 5% Gardens & Parks Curators, and 7% retired.
- 73% of those who are Gardeners in Charge now expect to be in the same role in 12 months, as do 23% in five years; when 50% expect to be Head Gardeners, and 20% Head Gardeners/Property Managers.
- 73% of those who are Assistant Head Gardeners now expect to be in the same role in 12 months, as do 33% in five years; when 48% expect to be Head Gardeners, and 7% Head Gardeners/Property Managers.
- 80% of those who are a Gardener Grade 8 now expect to be in the same role in 12 months, 20% expect to be a Grade 7. In five years 50% expect to be in the same role and 20% expect to be Head Gardeners.
- 64% of those who are a Gardener Grade 9 now expect to still be in the same role in 12 months, as do 17% in five years; by which time 20% expect to be Head Gardeners, and 17% Assistant Head Gardeners.
- 67% of those who are a Gardener Grade 10 now expect to be in the same role in 12 months, as do 8% in five years; when 17% expect to be Senior Gardeners, and 17% Gardener Grade 9, and 17% Retired.
- In 12 months 62% of those who are Careership Trainees expect to be Gardeners Grade 9; in five years 36% expect to be a Gardener in Charge (or higher), 25% expect to be Assistant Head Gardeners, and 25% Gardeners Grade 8, (38% outside the NT).

8. Career progression and valued by The National Trust:

- **Opportunity to progress career within the Trust:**

- 67% say “yes” they are given the opportunity to progress their careers with the Trust. More so those who are Assistant Head Gardeners and above, and males.
- 28% say “no” they are not given the opportunity to progress their career with the Trust. More so those who are Gardeners Grade 8 and below, females, and those aged between 26 and 35.

- **Valued by the Trust:**

- 7% say they feel they, and the work they do are “very highly valued”, and 31% say “highly valued” by the Trust. A view held more so by Assistant Head Gardeners and above, significantly more so by males.
- 37% say they feel “moderately valued”.
- 16% say they feel they, and the work they do are considered as “low value” by the Trust, and 4% say they are “not valued”. A view held more so by Gardeners Grade 8 and below, and by Careership Trainees.
- Discussion at focus groups shows the majority feel valued at a property level, and by visitors, but not necessarily regionally or by the Trust in a

wider sense. Some say they feel “gardeners” as a profession are not valued by the Trust.