
VICNEWS

SPRING 1994



QUARTERLY NEWSLETTER OF THE ROYAL AUSTRALIAN
INSTITUTE OF PARKS & RECREATION (INC.)
VICTORIAN REGION:

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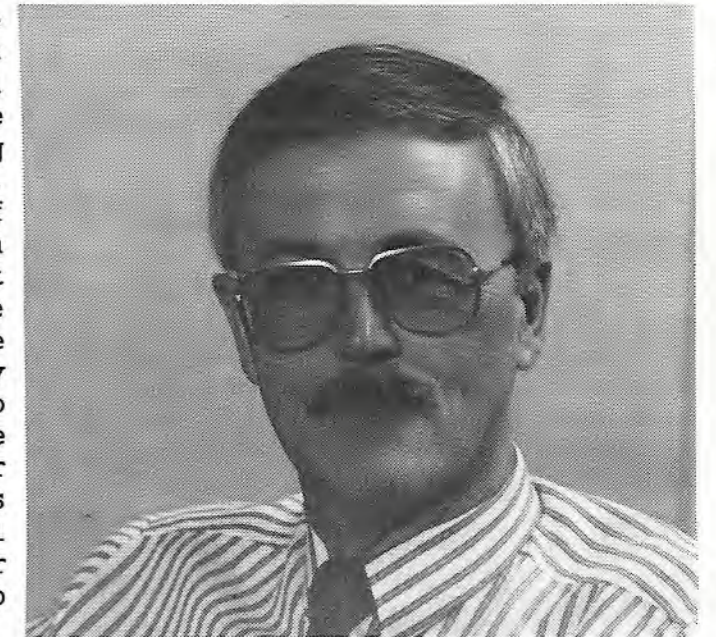
President's Message	1
Victorian Regional Council	2
Editor's Page	3
First International Best Practice Conference Update	3
Victorian Region Activities	4
Memberships	4
Total Productive Maintenance - David Aldous	5
IFPRA - Peter Harrison	7-9
Report - National Conference - James Orange	10-11
Report - Contract Tendering Seminar	11
Paper - Towards A Definition Of The Horticultural Professional, by James Hitchmough	13-19
R.A.I.P.R. Publications List	20

VicNews is produced by the Victorian Region of the Royal Australian Institute of Parks and Recreation as a benefit to its members for information and promotion of the Institute's activities.

The Victorian Region is not responsible for statements made or views expressed by individuals writing, reported or advertising in this newsletter.

PRESIDENT'S MESSAGE

For the benefit of all those members not able to be present at the recent Annual General Meeting, I would like to take this opportunity of repeating some of my remarks that evening. In acknowledging the honour of being elected President, I made a commitment to work hard at improving the services to you the members and to continue the initiatives introduced by my predecessor Anne Binkley. To achieve that I ask that you take every opportunity to convey your thoughts, ideas and suggestions to myself or any of the Regional Councillors, our details appear in each edition of VicNews so contact is easy.



Any general comments (perhaps about the administration) or specific suggestions (say for a seminar topic) will be welcomed and considered, whether critical or praising they are all essential for us to know.

Most of us at one time or another have said "why don't they...?", so now is the time to take responsibility for making things better, communicate!

On the topic of communication, we have decided to assist the frequency, topicality and speed of information to you by introducing three news-sheets (similar to the National newsletter) during the year. As a consequence there will be three, instead of four, editions of VicNews annually. I am delighted that James Orange is keen to continue as editor and urge you to help him and your fellow members by contributing an item of news, an achievement or some technical information. A single effort by every member once a year would generate diverse newsletters and make James' task a lot easier and rewarding. Don't just think about it, do it!

Any member interested in offering their services to help with the various Institute activities would be warmly received. As you are aware a number of one day seminars are usually organised - assistance even with just one would be much appreciated and help share the load.

In lieu of the National Seminar the Victorian Region is scheduled to hold next year, I am pleased to be able to announce that RAIPR are joining with Melbourne Parks and Waterways and the Australian Quality Council to stage the First International Best Practice Conference on urban parks and waterways. It will be held at the Sheraton Hotel, Southgate from 26 February to 1 March 1995. More information on the event is presented elsewhere in VicNews.

JOHN SENIOR
PRESIDENT - VICTORIAN REGION

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1994/95**

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EDITOR'S PAGE

Change, one of the most commonly used words in local government at present. How will you cope with it, manage it?



With amalgamations well down the track, change is on its way. Organisational restructures and redundancies are topics on the lips of most parks and recreation professionals in local government.

If you have any information or comments on any current issues, write to "The Editor" C/- VicNews.

Note

Change in VicNews format.

VicNews in 1995 will be produced three times backed up by three newsletter (one page) publications. If you have any comments you would like to add, write to "The Editor" C/- VicNews.

Merry Christmas and a Happy New Year.

JAMES ORANGE
EDITOR

VicNews
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MONT ALBERT VIC 3027

CONFERENCE UPDATE

A renowned keynote speaker for the First International Urban Parks and Waterways Best Practice Conference has been secured, Mr Rodney Chadwick. His theme will be 'Managing and Structuring a Best Practice Business'.

Rodney is Chief Executive of South Pacific Tyres, Australia and New Zealand's largest tyre manufacturer, but it is in his role as Chairman of the Best Practice Committee of the Australia Manufacturing Council that he is best known.

He devotes much of his spare time to proclaiming the benefits of Beyond Best Practice to organisations who wish to succeed in the competitive 90's.

It is this management philosophy, the natural successor to Best Practice, that Chadwick believes will set the direction for companies up to and beyond 2000.

Securing such an internationally respected speaker is a major coup for the conference organisers (Melbourne Parks & Waterways, Australia Quality Council and the Royal Australian Institute of Parks and Recreation) and is sure to attract delegates who are serious about integrating best practice philosophies into their organisations.

VIC. REGION ACTIVITIES

DECEMBER 1994

Christmas Function, Monday 12th, at 5:30PM
Science Works - 2 Booker St, Spotswood Melways 56 B1
Adults \$15.00 Children under 14 \$7.00
R.S.V.P. P O Box 333, Mont Albert, 3127
Contact: Michael Hoy (03) 898 6058



26 FEBRUARY - 1 MARCH 1995

First International
Urban Parks and Waterways Best Practice Conference



Sheraton Towers Melbourne, Victoria.
Contact: Neil McCarthy
Melbourne Parks and Waterways,
378 Cotham Road, Kew, Melbourne, Vic. 3101
Tel (03) 816 6814 Fax (03) 816 7099

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MEMBERSHIPS

Associate

- * Robert Nahon - Bushland Gardener, City of Knox
- * Vicki Hertaeg - Recreation Project Officer (Part Time), City of Werribee

Member

- * Suzannah Blundell - Landscape Horticulturalist
- * Philip Pegler - Environmental Officer, Melbourne Parks & Waterways
- * Paul Grimes - Lead Gardener, Royal Melbourne Zoo
- * Rosemary James - North East Area Manager,
Department of Conservation & Natural Resources
- * Paul Sandells - Customer Program Manager, Melbourne Parks & Waterways
- * Lynette Hannan - Urban Designer, City of Caulfield
- * Sean Macaskill - Hants, Teacher in Arboriculture
Northern Metropolitan College of TAFE

Commercial Member

- * Haulaway Recyclers
- * Muirfield Pty Ltd
- * Agricultural Buying Service Pty Ltd

Corporation Member

- * Shire of Woorayl
- * Shire of Lilydale (Lillydale Lake)
- * VCAH Dookie College
- * Ballarat General Cemeteries Trust

Student Member

- * Pianne Cassar

TOTAL PRODUCTIVE MAINTENANCE (TPM)

PROGRAMMING FOR OPEN SPACE MANAGEMENT

David E Aldous
V C A H-Burnley

Many park managers are currently involved with the processes leading to Compulsory Competitive Tendering (CCT) in an effort to improve productivity, and to be able to compete effectively with outside interests. In park and recreation management, when we talk about productivity we usually think about the productivity of staff rather than the productivity of the physical assets. However, the productivity of capital equipment is just as important to maintain those assets to deliver optimum efficiency.

Because park maintenance is often a day-to-day activity it has been viewed as mundane, rather than a discipline in its own right, leading the charge in the new quality approach to park maintenance is a management philosophy called Total Productive Maintenance (TPM) and is essentially the application of Total Quality Management (TQM) principles to maintenance. The TPM concept, as such, had its origins in Japan in the 1970's, and addresses itself to maximising equipment and machinery effectiveness, through establishing a thorough system of preventing maintenance for the lifespan of equipment. It involves all employees involved in the park maintenance program through motivational sessions and small group activities, as well as the operator of the equipment who will assume the ultimate responsibility for its care and efficiency. The aim of TPM is to achieve superior availability,

reliability and 'maintainability' of equipment with the objective of reducing the total cost of the maintenance operation.

The author would like to hear from park and recreation managers who are involved in applying the principles and practices of Total Productive Maintenance (TPM) to park maintenance operations in an effort to ensure best practice.

LIFT YOUR GAME - SAFELY

Fork-lifts are used in many nurseries these days but how many of the operators have a licence to drive this type of equipment. It is not only illegal to operate a fork-lift without a licence, it could also be an unsafe practice.

D & A Mansfield recently used the services of Geoff Rendell, a consultant and examiner who works on behalf of the Occupational Health and Safety Authority, to assess and licence their driver and they were impressed with the result.

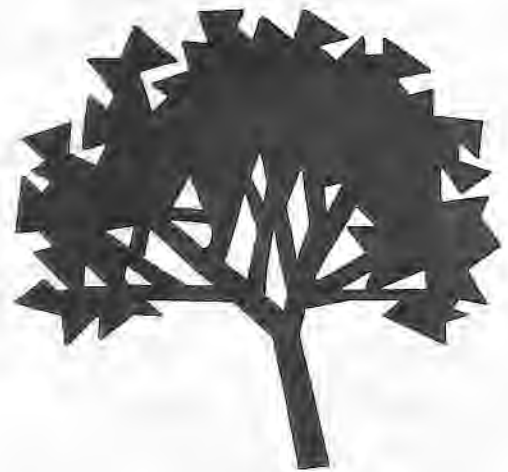
Geoff Rendell will visit your nursery and advise and assist your unlicensed fork-lift driver to use the equipment efficiently and safely in the environment he is used to working in. Safety is the main issue but his expert advice will also ensure that by adopting the right practices, the work will be easier.

Geoff is qualified to then issue a licence on the spot to the driver and the cost of this service is only \$50 - obviously a wise investment in both safety and efficiency. Geoff can be contacted on (052) 21 3912 or mobile (018) 593 526.

Courtesy - Groundswell.

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Australia, and in particular Victoria, is moving at a rapid pace in terms of the change to the management structure of local government. However we are not the first to undergo this process. The experience in other countries goes before us, and in many instances provides an opportunity for us to learn of the positive and negative aspects of those changes.

In the UK the changes have been in place for at least five years and in New Zealand for three. The experience in the USA has been for longer, although the reasons for change have been different. In some cases the imperative has been a financial one and in others political. The need for governments to break certain political situations has led to the wholesale change to local government structures. Other cultures such as the Japanese are structured in tradition, and the change process is yet to be an imperative, however one would suspect that as their society comes under pressure and the world trade and economy places strain on their system, then they also will undergo the change.

How can we learn and benefit from the results of others, and whilst we go through the change at the behest of a central government, can we be in a position to forecast outcomes, or be able to modify actions to benefit the change process.

This is but one issue which confronts us, and there are many more which we may not be aware of and will one day find on our doorstep.

The International Federation of Parks and Recreation Administration (IFPRA) is a world body of professionals who work to bring information and individuals together for the purpose of improving recreation and leisure services in all member countries.

IFPRA was formed in 1957 and is now 37 years in operation. It has 459 members representing 43 nations of which 23 have Commissioners to represent them on the World Executive.

The prime objective is to provide a means for professionals to promote an international exchange of information and co-operation.

The general aims and objectives are;

- (1) The advancement of Parks and leisure services.
- (2) Seeks to collect and disseminate information, to promote the establishment of Parks and Recreation Associations. For example the Asia Pacific executive is working to assist China to form a National body.
- (3) To organise and conduct international congresses. For example the world congress in Antwerp, Belgium in 1995 will be followed by a world congress in Melbourne in 1998.
- (4) Promote applicable research. The Institute of Leisure and Amenity Management (ILAM) is presently conducting a wide ranging study into safety issues in parks and leisure facilities.
- (5) Publish journals and bulletins. There are 4 world bulletins, 4 European bulletins and 4 Asia Pacific bulletins produced. The Japanese body POSAJ has agreed to finance the publishing of a book which will reflect the history and future directions of parks and recreation of member nations.

- (6) Facilitate the exchange of students.
- (7) Adopt internationally acceptable training and qualification standards.
- (8) Establish regional sectors. To this end there is now a European sector and an Asia/Pacific sector with plans to establish an American continent sector.

ILAM is the central point for secretarial services to IFPRA and is employed to conduct the day to day operation of the world body. ILAM has at its disposal some 40,000 publications able to be sent to members of IFPRA, with its database continuing to expand with up to date information from around the world.

There are a number of categories of membership ranging from Affiliate which is for National Associations such as RAIPR, to professional members, corporate members and retired members. Australia presently has 1 affiliate (RAIPR), 3 corporate, (Cities of Melbourne, Adelaide and Randwick), and 38 professional members.

The fees for membership are relatively low, being 20 pounds for professional, 90 pounds for corporate, and 10 pounds for retired people. Compared to membership of RAIPR, the rate for a professional at 20 pounds or about 40 dollars, is excellent value.

Therefore, if you would like to be at the forefront in terms of the world scene, or enable for your local authority to be in a position to obtain contact and information from other authorities, or for you as an individual professional, be able, in a short time frame, become exposed to world trends and the latest information, then I invite you to consider becoming a member of IFPRA.

I would be pleased to forward your application to the world secretariat seeking approval and opening up the opportunity for you to link into this world network of information and valuable personal contacts.

I will on request send to you or your local authority an application form. My address is:

5 Avalon Avenue
Glen Waverley 3150

PETER HARRISON
IFPRA Commissioner for Australia.

The following are extracts from a report to the National Council on IFPRA activities for the period March to August, 1994.

IFPRA World Congress Schedule

Antwerp 1995. Planning for the congress 3-18th September is proceeding with the speakers program in the final stages of selection. The submission of papers exceeded expectations and the congress organisers have had to do some pruning.

Melbourne 1998. The steering committee for the preparation of the 1998 congress, October 18th-24th continues to meet on a monthly schedule.

Membership of the committee has been expanded to assist with the workload and to broaden the knowledge and experience base. The committee now consists of; P Harrison Chairman, Graeme Mustow Secretary and Venue Liaison, Ian Taylor Travel, Accommodation and Tours, Michael Hoy Chair of the Industry subcommittee, Anne Binkley Chair of Program and Speakers subcommittee jointly with John Brandenburg, John Senior Chair of Promotion and Publicity subcommittee, Mark Collins Chair Finance and Sponsorship subcommittee, Andrew Taylor and Steven Bourke representing regions from South Australia and New South Wales.

World Commission Meeting Berne June 1994

As with the operation of business in any country the impact of global economics and change, demands a sound knowledge and keeping abreast of the competitors. The operation of IFPRA is a key opportunity for member countries and individual members to be in a strong position to be ahead of the rest. This is a key focus of the World Commission and in particular the finances of the Commission. The strength of the Commission and the opportunities it can provide to those who wish to put themselves at the forefront of global activities, is important.

Honorary Life Memberships

Honorary life membership was bestowed on Mr Trevor Arthur and Mr Gilbert Briscoe in recognition for their long and valuable service to the Federation.

Summary

The changes which society is going through has significant impact on all aspects of peoples life and lifestyle. The global changes and the reorientation of business to becoming global operations is very evident. Those changes and the change in focus lead to the real danger that the profession of parks Gardens and Recreation, unless it is able to adopt the global focus, will be left behind. The Australian situation is one of catching up. the only truly global company in Australia is probably BHP, however many other companies have recognised the need to change and are doing so. We work within the overall environment of business operations and must therefore keep abreast of the happenings. To avoid doing this will leave us vulnerable. This makes an organisation like IFPRA essential to furthering the strength in society of open space and its management. All too often, with the changes which local government goes through, the position of the open space manager is diminished and the role of open space and recreation is left behind in the wake of restructure and the desire to save money.

The relationship of the Commissioner and the RAIPR is one whereby the strength and the benefits of being a member of IFPRA is dependent upon continuous input. The role of the commissioner takes some time to become apparent and for me, the period from 1992 when I was elected, has been one of coming to understand the role and the significance of the Federation and its relationship with RAIPR.

The value of IFPRA can only be realised and achieved if members and potential members are able to recognise the opportunities and take advantage of them. Like all organisations the benefits result from the involvement of the members. I have come to the firm view that to miss the opportunities will leave us insular and vulnerable to the processes of change.

PETER C HARRISON
IFPRA Commissioner for Australia

— REPORT —

R.A.I.P.R. CONFERENCE 'BACK TO BASICS' -
MANAGING RESOURCES FOR PARKS, RECREATION AND PEOPLE

By James Orange

Introduction

1994 National Conference 'Back to Basics'- Managing Resources for Parks, Recreation and People, convened by the Royal Australian Institute of Parks and Recreation was held in Wagga Wagga, New South Wales.

Conference Details

The conference was held over a period of four days starting on Sunday 25th September, 1994 and finishing on Wednesday 28th September, 1994.

It was attended by a wide cross-section of parks and recreation professionals from within Australia and overseas.

The conference was structured in the form of lectures, workshops, field trips and industry displays. Keynote addresses were given by overseas academics and professionals.

Dr. Mary Lou Cappel (Co-Ordinator of Recreation Administration at California State University) spoke on the six secrets for self improvement which she related to personal style of self management influencing work management. She also spoke on stress management, how to identify symptoms and how to deal with it.

Mr Alan Smith (Director of the Institute of Leisure and Amenity Management - United Kingdom) commented on leisure and the benefits of it to the community, especially with the amount of leisure time people have available, the increasing availability of money from individuals for structured leisure activities.

Another topic covered by Alan Smith was Competitive Tendering in the United Kingdom - the comment was made that there was the good and bad. Contract periods are 3 to 5 years, yet the large multi-national contractors would prefer 8 to 10 years. There is a need for standard documentation of contracts to create a level playing field and contract size to be split down so there can be more competition, not a monopoly as there is now by multi-national companies. Standards in park maintenance have dropped relating to minimal local input, no personal contact and a very mobile workforce.

Organisational restructuring was covered by Errol Chadwick, Principal of Errol Chadwick & Associates - Organisation Restructuring Consultants. His very practical approach showed how structures should be set up with well defined accountability and information technology that is both relevant and timely. Issues such as the consequences of an ineffective structure were discussed leading on to what needs to be done to introduce a new structure. This covered areas from starting at the top, accountability, span of control, who is my boss, removal of grey areas and that the hierarchy is universally understood.

Economic rationalism - the future of parks and recreation managed was conveyed by Russell Hoyer, Lecturer at Victoria University of Technology. Divisions between public and private sectors are blurring, privatising needs to be appropriate, suitable and have the desired impact. Corporatisation to promote greater recovery of costs, reform of inefficient work practices and more focus placed on core activities.

Mr Laurie Flack, Human Resources Manager for Wagga Wagga City Council (whose last position was working for V.E.C.C. in Melbourne) informed the audience on enterprise bargaining, industrial agreements and workforce training. This related to productivity, the organisation, flexibility, union issues and public safety. A checklist for employers and employees to use when negotiations are in progress for enterprise bargaining. Starting from knowledge of the award, objectives, strategies, negotiating team and business plans.

Conference Report Cont.

The area of risk management was covered by Brian Simpson, a consultant in risk management. How to identify, assess, form a strategy, monitor, correct defects, and minimise cost and likelihood of risk safety audits, require a checker to check the checker.

The area of playground safety and asset management was covered by Mr Rob Wilson of Park Management Systems. He spoke on new software available for recording detailed inventories and asset management relating to cost, worth of asset, management strategies and use of information as a management tool.

Other areas covered in the conference that I attended were, outdoor recreation and sun exposure, strategic planning of trees in towns, amenities and recreation horticulture competencies standards, and developments in education and training for outdoor local government state.

The field trip was to Wagga Wagga Botanic Gardens where we inspected and discussed the integration of private and public facilities and the relationships between horticulture, recreation and tourism for regional cities.

Industry displays totalled 30 in number which were staffed every day, making suppliers of materials, equipment and technology readily available. Displays of interest included computerised park management (asset) systems and new technology for solar irrigation controllers and turf management.

Summary

The conference was a very informative and educational experience with the highlights being in the areas of organisational restructuring, stress management and competitive tendering.

JAMES ORANGE

SUCCESSFUL CONTRACT TENDERING SEMINAR

The Victorian region recently ran another successful seminar entitled "Contract preparation and dealing with contractors" on October 5th 1994, at the Holmesglen College of Tafe, Waverley campus. Following a welcome from Mr John Senior, Victorian President, Mr Terry Makings, Manager, Environmental Services with the City of Melbourne, spoke on "Contract Tendering at the City of Melbourne". Terry was followed by Mr Graeme Johnstone, Works Planner with the Shire of Lillydale, who provided a fine presentation on the "Contract Tendering experiences with the Shire of Lillydale". Mr Paul Hedger, Contracts and Purchasing Administrator from the City of Berwick, extended on the theme and provided information on "Contract and purchasing procedures" and Mr Andrew O'Connell, Work Team Co-ordinator with the City of Knox, spoke on "Compulsory contract tendering - the Knox experience".

Interesting afternoon sessions were presented by Mr Graeme Mustow, Manager, Horticultural Development, City of Melbourne and Mr John Reed, Superintendent of Parks and Client Services, Shire of Flinders. Graeme spoke on "Whole Park Concept Specifications" and John ran a workshop "Specifications and Tender Writing". In all a most worthwhile seminar dealing with recent issues being faced by many organisations, associations and local government.

Appreciation also needs to be expressed to Mr Trevor Arthur and Mr Paul Reeves, both who capably chaired their sessions and made the seminar such a success.



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TOWARDS A DEFINITION OF THE HORTICULTURAL PROFESSIONAL

James Hitchmough*

ABSTRACT

The characteristics of professions, and the need for professionalisation in the landscape and nursery production sectors of horticulture are discussed, and the relationships between professionalisation and professionalism investigated. When compared with the broadly accepted vital attributes of professions, horticulture as a discipline can clearly not be considered as such. The vast bulk of people who currently describe themselves as horticulturists are involved at the occupational or semi-professional level, only a few sub-groups satisfy the criteria associated with true professions. Horticulture contains so many disparate sub-groups both in terms of sector of activity and secondly educational level that it presents the community and other disciplines involved in the landscape with a very confusing picture. This is a particular problem for degree graduates as it "greys" the distinctions between themselves and horticulturists with much more basic levels of training. If horticulture as a discipline does not embrace increasing professionalisation, then it faces the possible loss of management positions and skill areas, traditionally occupied by horticulturists, to more educated disciplines.

The present and future role of educational institutions, the horticultural industry, and professional bodies in influencing the development of professionalisation, and professionalism in landscape and nursery production horticulture is discussed.

INTRODUCTION

This paper has its origins in the growing awareness that as we move towards the 21st century, a range of issues that horticulturists have traditionally not paid too much attention to, will ultimately determine the role of and nature of horticulture as a discipline in the future. Some of the most significant of these issues are education and training, relationships with other disciplines also involved directly or indirectly in the landscape, their role in the community and their professional status.

If horticulture is to continue to develop as a discipline, and become more effective in the landscape, it is necessary to look closely, and ask ourselves some difficult questions. Until we have a clearly articulated view of what horticulture has been, currently is, and might be in the future, it is extremely difficult to make headway on the issues mentioned earlier. In this paper these deliberations are targeted at the sectors of horticulture that broadly deal with the management of the urban landscape and the production of ornamental plants.

The starting point for the self examination is to look at those very loosely applied words profession, professional, professionalisation, and finally professionalism. Many of the horticulturists I know consider themselves to be members of the "profession" of horticulture.

I myself, (Hitchmough, 1988) and my colleagues, for example (Aldous, 1988), have referred to horticulture as such in previous papers. The question remains however, is horticulture really a profession and are the people who work in the discipline area professionals?

The traditional view of what a profession is can be found in work of Shaw (1985) who defines professional status as: "an aspiration or a claim to enjoy certain privileges, social esteem, a level of salary, a style of relating to other people who are seen as clients and not customers together with a degree of autonomy in the workplace". As previously mentioned this is a fairly conservative view of what constitutes a profession and excludes a number of occupations. A more effective way of deciding whether workers in a discipline are members of an occupation, or a profession is to apply the criteria in Table 1.

* Dr James Hitchmough, Senior Lecturer in Environmental Horticulture, VCAH-Burnley, Swan Street, Richmond, Victoria, 3121

Table 1 A comparison of the characteristics of occupations as opposed to professions

Characteristics:	In occupations:	In professions:
Theory/intellectual technique	absent	present
Training period	typically short	typically long
	non specialised	specialised
	involves things	involves ideas
	sub-culture unimportant	sub-culture important
Relevance to social values:	Not relevant	relevant
Motivation	self interest	service
Workplace autonomy	typically absent	typically present
Commitment	short term	long term
Sense of community	low	high
Code of ethics	under-developed	highly developed

(adapted from Murphy 1984)

As one evaluates the discipline of horticulture against this model, it becomes obvious that horticulture does not consist of one relatively cohesive (in terms of the value set they share) group of individuals as does for example landscape architecture, planning, architecture or civil engineering. By virtue of the extremely wide range of training of people who call themselves a horticulturist (from none to those with Ph.D's) horticulture as a discipline is a very multi-headed beast composed of numerous sub-cultures, the values and views of which are strongly divergent (in some cases positively antagonistic) to those of other sub-cultures.

Some of the sub-culture groups within horticulture can, by applying the criteria of Murphy (1984) be considered as worthy of professional status whilst many clearly can not. In the minds of the community at large there is clearly a well accepted link between professional status and tertiary education at the level of degree and above. The reasons for this view are clearly demonstrated by reference to Table 1, for example, the education of true professionals pays attention to ideas rather than just things, and develops a strong sub-culture based on a long term view of the discipline, its community context and ultimate development. In most disciplines, education at degree level is generally the reference point for these ideas to be strongly developed; however it is clear that in horticulture some individuals who have pursued less academic training develop the professional values previously alluded to during the course of their careers.

Ignoring for a moment the question of the adoption of professional values versus experience in the work place, it would appear inappropriate to consider many of the sub-cultures in horticulture as members of a profession, simply on the basis of the level of educational attainment, as the vast majority of those who describe themselves as horticulturists have not been trained at degree level or above. Table 2 illustrates the relative numbers of graduates with various levels of training in 1986.

In view of the fact that in most states the higher levels of education in horticulture are a fairly recent phenomenon, degree level and above graduates make up only a tiny percentage of the total Australian workforce in horticulture. It is also worth noting that most of the Masters, and Ph.D level students shown in Table 2 are not pursuing research in the sectors of horticulture under discussion.

Table 2 Numbers of students enrolled in various levels of horticultural training-education Australia wide in 1986 (from Greenhough, 1986)

Level of training/education	Numbers of enrolled students:
Ph. D	18
Masters Degree	39
Post-Graduate Diploma	31
Bachelors Degree	439
Diploma	70
Associate Diploma	830
Horticultural certificates	3600
Trade Certificate	3000
Non certificate	5148

Taken as a whole, it is therefore apparent that by the accepted criteria, horticulture cannot be considered to constitute a profession. From a numerical perspective, most horticulturists are involved in an occupation, with a significant number of para-or semi-professionals, and a much smaller group who could form the nucleus of a profession.

The aim of the analysis thus far is not to suggest some form of hierarchical "goodness" of one sub-group over another, with those with a claim to be "professionals" god like at the top and those in the occupational group wretched at the bottom, but rather to try and introduce some clarity into how the community at large, members of related disciplines and horticulturists themselves perceive horticulture as a discipline. In the final analysis, how we perceive ourselves is less important than how outside groups regard us.

Given the variety of tasks-problems that have to be faced by horticulturists, from the intellectual to the hands on practical, it is inevitable, and indeed essential, that a wide variety of education levels are available. It is also essential that training/education should be excellent at all levels, as success in the workplace is very often dependent on how those with different levels of training perform, communicate and co-operate, rather than on the skills of any one group.

However the fact remains that a great divergence of educational levels (and resultant value sets) amongst a group who use the same word to describe what they do is unfortunate, as it confuses and ultimately prevents the development of a clear image in the minds of other groups and disciplines with who horticulturists interact.

Does it matter that horticulture cannot really be considered to be a true profession. If one has no clearly defined sense of the future of horticulture nor exposure to the day to day frustrations that horticulture's lack of status generate, then the answer is no. If one has, then the converse is true, especially for the development of horticulture in the areas of large organisations, be they within the public or private sector.

In areas such as local government a problem that many horticulturists face is that when it comes to the crunch, they are not taken as seriously by dominant controlling disciplines (such as engineering) as are other disciplines with a better developed professional image, such as for example, landscape architecture, and planning. The fact that horticulture is numerically dominated by occupational and para-professionals, is obvious to other disciplines, and when combined with the fact that amateur gardening is widely seen as synonymous with professional horticulture, these result in horticulture being seen as a very junior discipline.

This situation is undesirable not because it represents a blow to the horticulturists ego, but because it interferes with the horticulturists' capacity to use their expertise to facilitate the success of landscape projects.

At present horticultural input into major decisions that affect the landscape, and environment in general, often come after rather than before the event. One of the means of counteracting this disenfranchisement, is to demonstrate by publication, participation at conferences, and greater liaison at a professional body level that there are at least sub-groups in horticulture than can be considered truly professional.

If horticulture shows it cannot do this, in the long term it is quite likely that the more senior positions it has traditionally occupied will increasingly be filled by professionals from other disciplines.

Similarly skills (and in particular the more technical and management based ones), currently seen as the prerogative of horticulturists will be incorporated into the curriculum of other disciplines, and horticulture may be reduced to a core of manual skills that the past twenty years of educational developments have been striving to break out from. It is not so very long ago that some of the skills that now rest with landscape architecture were seen as a major part of horticulture. The question must be asked why shouldn't some of the more intellectual skills of horticulture become absorbed by resource management courses, engineering, ecology, landscape architecture, recreation and botany. In northern Europe this latter group, seen as so chaste and academic in Australia, now play an increasingly practical role in the management of the urban landscape.

Whilst the idea may offend some, it appears to the author that whether the vegetation management skills that form the core of horticulture will be applied at the required level in the landscape will ultimately depend on the structural relationships previously discussed. In turn, the structural relationships that are required can only come about via the professionalisation of horticulture via degree level graduates. Excellence at lower levels of training whilst desperately required will not materially affect these overall, structural relationships.

Raising status has other benefits too of course, the possibility for raising salary levels to those enjoyed by related disciplines. This is not necessarily an end in itself (although it does aid in establishing professional parity with other groups); but is vital to attract the best and brightest to courses such as the Bachelor of Applied Science Degree in Horticulture at VCAH (which is a very much in demand course with academic entry standards above those of many pure science degrees at the traditional universities). Compared with the Bachelor of Landscape Architecture at RMIT, in terms of demand it is far less in vogue. Students apply in enormous numbers to this later course because it is seen to be the entry point into a discipline that has professional status, style and the capacity to exert a major influence on the landscape and environment. For students of horticulture there are no such real or imagined certainties.

The writing is on the wall, either accept that for strategic reasons, irrespective of other concerns, it is essential for horticulture to delineate its membership, support and promote the development of a professional group within its ranks. Whilst it is true that there is a strong element of elitism for elitism's sake in professions, to reject the importance of professionalisation on the basis of egalitarian sentiment, will only continue to see future horticulturists occupying positions of low status, with little real opportunity to influence major landscape decisions.

So much for professions, professionals and professionalisation, what about professionalism?

Professionalism can be defined in a number of ways, but I like to think of it as approaching a problem or carrying out a task to a high or, perhaps more importantly punitive or otherwise. In short it is the pursuit of appropriate excellence. One can demonstrate professionalism without being the member of a profession, and this is very much the case with many horticulturists. One should not however, confuse the two concepts.

Whilst in itself professionalism is a highly desirable trait, it is however a relative as opposed to absolute concept. For example, the apparent professionalism of one horticulturist may be regarded as unprofessional by another because the information or value set which guided the activities are no longer considered as being appropriate or desirable. For example, a mowing gang may believe (because their level of training never exposed them to any contrary ideas) that it is most unprofessional to raise the mowing height in a parkland situation, despite pressure from a new manager who has a more in depth view of turf biology and a broader view of what public open space grasslands might look like. The mowing crew feel they are being very professional in doing their job well as they see it, the manager is extremely frustrated by what he sees as the antipathy of professionalism.

The pursuit of professionalism without a well defined context is one of the recurring problems of horticulture, but despite the capacity to go off the rails, it is clearly a very desirable goal for horticulturists at all levels to pursue.

How does one go about developing both the professional status of horticulture and secondly professionalism?

There are basically three main levers one can turn to influence the achievement of these aims. These are Education, Industry, and Professional Bodies.

Education

There have been enormous changes in horticultural education in the 1980's with a number of institutions offering new courses from advanced certificates through to post-graduate qualifications. These changes are discussed at greater length in subsequent papers. Whilst many of these new courses have been extremely successful in their own right, from the perspective of developing horticulture as a profession, and potentially achieving structural changes in horticulture, potentially the most significant of these courses have been various degree courses set up on horticultural management, not traditional horticultural science, and graduates have had a very applied outlook, as well as possessing the intellectual culture that will hopefully gradually lead to the development of a literature and other components necessary for the professionalisation of horticulture.

There is no doubt that many of the educational structures necessary to create a body of horticulturists with a profound commitment towards professionalisation is almost in place. Educational institutions have on the whole been much less successful at explaining and promoting the new educational products to industry and the community in general. This has in turn retarded the uptake of some of these new types of horticulturist to the detriment of the professionalisation process. Boyd-Squires (1989) in a study of the attitudes of horticultural graduates and employers, came to the conclusion that significant numbers of employers had difficulties in recognising the differing skills of horticultural tradespeople and degree graduates.

The success of horticultural education institutions in engendering the spirit of professionalism (ie striving for excellence) in their products is much harder to assess, even though presumably all educational institutions see this as one of the key attributes to develop in students. The author's experience over the past 9 years, and that of many of his colleagues is that, for a small percentage of students, the concept of professionalism is initially an alien concept. In many of these individuals however, the values of professionalism have been accepted to some degree by the end of their course. The fervour with which the pursuit of professionalism is embraced by students, is determined by many factors, not least the value set of the person in question, however incorporation of these great ideas into the modus operandi of a person appears to be greatest with courses of long as opposed to short duration.

Industry:

Educational institutions involved in applied disciplines such as horticulture, ultimately exist to meet both short and long term needs of industry. How has the industry responded to the changes in horticultural education and secondly what are its views of professionalisation and professionalism? Professionalisation in particular, can only come about if the new products can gain employment in appropriate positions within the industry.

The industry is not a homogeneous beast, both in terms of the area of horticulture, eg parks and recreation versus nursery production, and also in terms of the educational and cultural make up of the participating individuals and groups. Views of members of industry course advisory committees tend to be representative of the progressive rather than the typical members of industry. This is particularly so in a conservative industry such as horticulture. The most significant problems appear to exist at the degree level, with the conservatives uncomfortable with the new breed of horticulturist and their emphasis on intellectual rather than practical skills. The other side of the coin is that the brightest students coming out of educational institutions are often very uncomfortable with the thought of working in organisations which, rightly or wrongly, they believe do not share many of their values.

Overall the picture is mixed with excellent take up of graduates in some areas and very slow acceptance elsewhere. Acceptance has probably been least in the nursery industry, where the small size of many units and the tradition of family business tends to restrict the opportunity to employ a manager at a professional level.

It is important to emphasise that the professionalism that this new breed of horticulturists can bring, depends upon recognition that there must be structural and other changes in industry if the right people are to be attracted. Neither of these are easy to achieve but would appear to be a prerequisite for the future of horticulture.

Professional Bodies:

Many of the groups under the horticultural umbrella are really industry associations rather than professional bodies per se. Those that see themselves under the latter heading are probably RAIPR (Royal Australian Institute of Parks and Recreation), AIH (Australian Institute of Horticulture) and IPPS (International Plant Propagators Society). What effect have these had on the drift of horticulture towards professional status, and secondly on professionalism in general.

With RAIPR and IPPS membership is conditional on satisfying certain minimum requirements. In the case of IPPS new members have to be proposed by other members, consequently there is some form of, albeit rather toothless, peer review. With RAIPR the minimum educational level of membership is the possession of an apprenticeship, although there are various levels of membership (Associate and Fellow) based on level of experience and attainment in the industry. At present there is no distinction between ordinary members with degrees and postgraduate qualifications and those with a trade certificate.

With the AIH in Victoria there are no restrictions on membership.

Clearly there are both advantages and disadvantages in having essentially open membership, but in the context of the professionalisation of horticulture, it would appear that the current arrangements are far from satisfactory. Many (but not all) professional bodies operate on the basis of restricted membership, or categories of membership. These restrictions are generally based on achievement of a certain level of education (generally a degree in the discipline area in question) plus a period of professional experience in the industry. In some cases individuals lacking the specified educational background can gain entry via an examination or after invitation in recognition of their contribution to the field. Restrictions on membership serve several purposes, they contribute to the development of a group of people who are likely to share certain values, and (thirdly) they act as stimulus to students etc to undertake education and develop their own professionalism. Professional bodies with restricted entry are also potentially divisive but this must be weighed against some of the benefits previously referred to.

Bodies like RAIPR in contrast to the likes of AILA (Australian Institute of Landscape Architects) have open membership because they evolved over a period of time when there was no tertiary education in horticulture and it is now very difficult to risk alienating substantial portions of the Institute by raising the issue of more restrictive membership. With the now considerable numbers of degree and above graduates entering the marketplace there is growing concern amongst these people that bodies such as the RAIPR do not represent them.

These views are likely to strengthen as more and more of these graduates are produced, and if in the future AILA was to adopt the approach of the landscape Institute in Britain and open itself up to graduates from horticulture-landscape management, then it is quite likely that significant numbers of these types of member would be diverted from bodies such as the RAIPR.

Alternatively perhaps a new professional body is required to represent the aspirations of the new professionals, plus perhaps a change of name from horticulture to Landscape Management. The latter is currently happening in Britain, and is likely in the long term to deprive horticulture of the intellectual professional bodies such as the RAIPR will ultimately be the losers.

Whilst little progress has been made over the past decade on tackling the issue of professionalisation, the professional bodies mentioned have made considerable progress in the pursuit of professionalism via the organisation of significant numbers of seminars and conferences. The RAIPR in particular has been very active in this area, however it is clear that most of the staff who attend these seminars are generally those operating at the lower levels in the organisation. This is potentially a concern, as many of the positive changes in organisations that such seminars are ultimately meant to sponsor, require the support of the more senior people in the organisation which may not be forthcoming if only junior staff have received the message.

SUMMARY

Professionalisation of horticulture is necessary not only to provide a better service to the community, but also to counter the possibility of horticulture losing out both in terms of positions and curriculae in the future. It is impossible to professionalise industry and professional bodies without generating considerable angst. Award restructuring and other issues such as professional registration are beyond the scope of this paper but may well prove to be extremely important in the pursuit of professionalisation in the future. It is clear that there are no ready solutions to these complex, rarely articulated and to some intangible problems, but the need to start looking is well and truly upon us.

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