



# One RBGV

People Strategy

2020-2022



Royal  
Botanic  
Gardens  
Victoria



**Acknowledgement of Country**

Royal Botanic Gardens Victoria proudly acknowledges Aboriginal people as Australia's First Peoples and as the Traditional Owners and custodians of the lands on which we live, work and learn. We recognise the intrinsic connection of Traditional Owners to Country and acknowledge their contribution in the management of land, water, the natural landscape and our built environments.

# Foreword

At the heart of the Royal Botanic Gardens Victoria (RBGV) is a diverse, passionate and committed workforce. Our values – *creative, open, brave and remarkable* – shape all that we do, and the people we employ.

Those people care for our extraordinary landscapes, deliver innovative public programming and contribute to world-leading botanic, horticultural and conservation research. In 2020, at a time when so many of us feel physically disconnected from our places of work, supporting and valuing our employees has never been more important.

The coronavirus (COVID-19) pandemic has fundamentally shifted the way we work. To some, this shift has been an opportunity. To others, an unwelcome disconnect from what was safe and familiar.

Acknowledging the profound way in which the global pandemic has impacted the way we do things begins to build a bridge between our crisis response and the 'next normal'. At the same time, COVID-19 has highlighted the importance of our work for community health and well-being, and the need to work even more efficiently and effectively.

This is why we are delighted to present *One RBGV* – our first People Strategy.

At its heart, this strategy supports and encourages our people to thrive in an environment where the future of work is changing rapidly. It places value on the role our leaders play in driving positive workplace culture, employee engagement and better outcomes for the community.

While our corporate plans set out the high-level priorities and goals for the organisation, *One RBGV* outlines how we work together to achieve those goals through four strategic priorities: *tend to our culture; nurture our capability; cultivate our leaders, and grow our diversity and inclusion.*

These four strategic priorities were informed by a series of workshops with employees and consultations with senior leaders across the organisation. Our commitment is to continue to listen and to adapt, supporting our employees as they respond to the challenges and opportunities over the next two years.

Our people are our most valuable asset, and through this strategy they will be empowered and supported to give their best and reach their potential.

We look forward to working together to deliver on this ambition.

**Chris Trotman**  
Chairperson,  
Royal Botanic Gardens Board  
Victoria

**Tim Entwisle**  
Director and Chief Executive,  
Royal Botanic Gardens Victoria

# One RBGV

## People Strategy summary

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### One RBGV – People Strategy 2020–22

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**RBGV VISION** Life is sustained and enriched by plants

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**RBGV MISSION** Safeguarding plants for the wellbeing of the people and the planet

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<b>One RBGV strategic priorities</b>	<b>Tend to our culture</b>	<b>Grow diversity and inclusion</b>	<b>Nurture our capability</b>	<b>Cultivate leadership</b>
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<b>Our ambitions</b>	<b>A supportive and engaged culture</b>	<b>An inclusive workforce where everyone can achieve their potential</b>	<b>The right people with the right skills</b>	<b>Accountable, collaborative and inclusive leaders</b>
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<b>Objectives</b>	We are collaborative and work together effectively	We promote a safe and inclusive environment	We have the right skills to deliver on our vision and mission	We understand the role of both leaders and managers
	We feel appreciated and engaged with the organisation	We attract and celebrate people from all backgrounds	We identify talent and develop capability	We are collaborative with a One RBGV view
	We are accountable and act with integrity	We are flexible and remove barriers to employment	We provide opportunities for people to learn and improve their knowledge	Our leadership benefits employees and the organisation

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<b>Our values</b>	<b>Creative</b>	<b>Open</b>	<b>Brave</b>	<b>Remarkable</b>
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# Introduction

RBGV is one of the world's leading botanic gardens and a centre of excellence for impactful horticulture, science, learning and engagement.

It is dedicated to safeguarding plants for the wellbeing of people and the planet, and embraces its place at the nexus of nature, culture and science. We use our two remarkable gardens, our innovative science, and our skills at sharing knowledge to encourage the community to understand and value plants.

That is why everything we do, from world leading plant research to providing natural spaces to enjoy, increases all our understanding and appreciation of plants. Our respected program of biodiversity and conservation research contributes to the national and international body of scientific knowledge.

Our approach to horticulture, landscape design and sustainable water management is at the forefront of practice in these areas and is clearly demonstrated at our Melbourne and Cranbourne sites. We care for our landscapes and our pride and passion in their presentation makes us one of the world's foremost botanic gardens.

RBGV understands that people are the foundation of our success. To meet our strategic objectives, we will continue to build the capability of our people and nurture our positive culture. We will equip employees with the skills and tools they need to be strong and effective leaders.

COVID-19 has rapidly accelerated the transformation that was already underway in how we engage with each other and experience work. As an organisation, we have embraced workplace flexibility, with the majority of our people working remotely throughout the pandemic.

The transformation to virtual meetings and physically distanced teams brings with it new challenges and opportunities. As an organisation, we will need to foster and support a workforce capable of not only meeting these challenges, but also seizing the opportunities that come with workplace flexibility.

Our values, workforce capabilities and the Victorian public sector values are all critical enablers of our strategic direction and support the foundations of the people strategy<sup>1</sup>.

We have a strong base on which we can build a flexible, high-performing workforce, one where all employees feel valued, safe and respected. Better engagement and productivity will in turn create better outcomes for our community and environment.

We know we have room for improvement and welcome the opportunity to keep maturing and evolving as an organisation. *One RBGV* is a call to action to drive focus on our people, so we become known as an Employer of Choice and lead the way in providing an enriching, vibrant, inclusive and diverse workplace.

We are committed to maintaining a workplace that is safe and welcoming for all.

The health and wellbeing of our people is paramount and was one of our highest priorities during the pandemic. We will continue our focus on health and safety through our Occupational Health and Safety strategy.

Cultural Safety, Diversity and Inclusion for our employees are covered in the Reflect Reconciliation Action Plan and the Diversity and Inclusion Plan, both of which are under development.

Our recently launched Child Safety Framework provides the support and assurances needed to create a child-safe workplace where children and young people are free from harm.

Each of these plans will lead to the development of specific internal policies and guidelines that will relate to not only to our people but also RBGV's contractors, tenants, partners and the general public.

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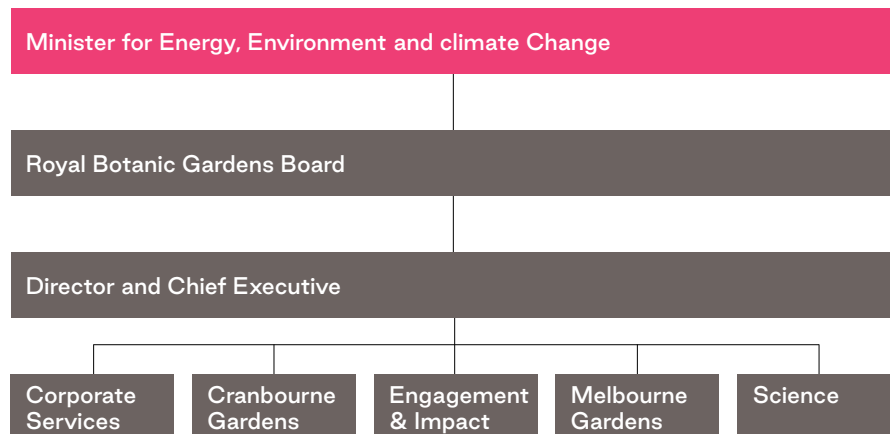
<sup>1</sup> Victorian public sector values are set out in the *Victorian Public Sector Commission's Code of Conduct*

# Our organisation

The Royal Botanic Gardens Board Victoria is responsible to the Minister for Energy, Environment and Climate Change for the overall direction and governance of our organisation. It delegates day-to-day responsibility for operations and administration to the Director and Chief Executive Officer.

Our officers exercise various statutory and regulatory powers delegated by the Board, Ministers and the Secretary of the Department of Environment, Land, Water and Planning.

**Figure 1: RBGV's governance structure**



## Our vision

### Life is sustained and enriched by plants

Our vision is a flourishing community and healthy planet, sustained and enriched by plants. Through iconic landscapes, horticultural excellence and scientific eminence we will make an enduring contribution to this vision.

Plants, along with fungi and algae, are fundamental to life on Earth. They provide the air we breathe, the food we eat, many of the medicines that heal us, and habitat and shelter for our planet's wildlife. They give our lives meaning and inspiration.

We prosper and our planet benefits when we understand, appreciate and protect plants for their life-giving qualities. The actions we all take should be based on our knowledge and respect for plants.

## Our mission

### Safeguarding plants for the wellbeing of people and the planet.

Our mission underscores our commitment to evidence-based social, scientific, educational and economic benefit for the state. In this way, we are an influencer, communicator, collaborator and catalyst for behavioural change, both within Victoria and beyond, through our extensive international networks.

## Our values

### We are creative

- Our curiosity allows us to find considered solutions to challenges.
- We use our resources wisely and draw upon our collective intelligence to answer questions.
- We have a joyful, positive and respectful approach that is expressed with a good sense of humour.
- Our inclusive and engaging style helps us to learn and share our knowledge in new and interesting ways.

### We are brave

- We have the confidence to challenge established ways of thinking if it improves our collective understanding of plants.
- We embrace our responsibility to protect plants and biodiversity, whatever the role we play.
- We have the courage to try new things, and we help each other as we make these changes.
- We are positive, so we turn challenges into opportunities.
- We lead the way to inspire confidence and enthusiasm in others.

### We are open

- To help us achieve our vision we listen to each other and the community.
- We are friendly and respectful of different perspectives.
- We solve problems together because supporting and learning from each other results in better work.
- We share our knowledge because it helps people inside and outside our organisation understand the importance of plants.

### We are remarkable

- We create experiences and special places that help everyone to learn and see the world differently.
- Whether our actions are big or small, they inspire people to think and act.
- We seek out knowledge and apply our learning because we believe in the importance of plants.
- We do things that are different and exciting if they help us achieve our vision.
- We are proud of our past and we are passionate about our future.

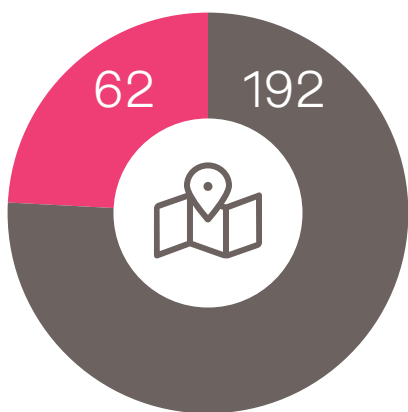
# Workforce snapshot



## 254 Employees

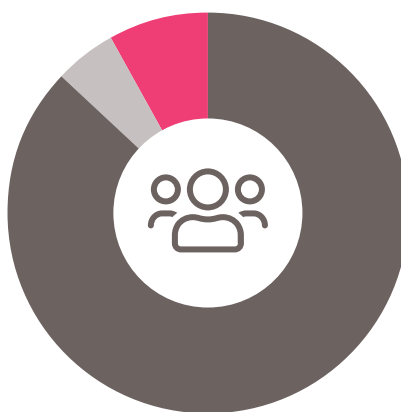
in total as of September 2020 (includes casuals)

**By Location**  
Employees



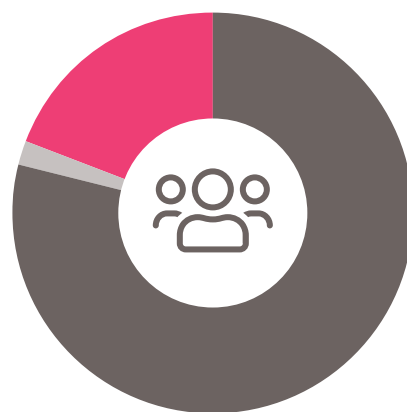
● Melbourne Gardens	76%
● Cranbourne Gardens	24%

**By Job Type**  
Full time employees



● Ongoing	87%
● Fixed term	5%
● Fixed task	8%

**By Job Type**  
Part time employees



● Ongoing	79%
● Fixed term	2%
● Fixed task	19%

**By Gender**  
Total workforce



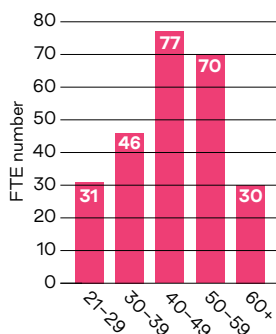
● Man	43%
● Woman	57%

**By Gender**  
Senior leaders



● Man	54%
● Woman	46%

**By Age**



Workforce over 40 is **70%**

Average tenure is **8.8 years**

Average age is **47 years**

**Diversity**

# 1.9%

of our workforce identify as being of **Aboriginal or/and Torres Strait Islander** origin.

# 24%

of our workforce were born in a country **other than Australia**.

# RBGV's Strategic Planning Framework

The People Strategy 2020 is part of RBGV's integrated strategic planning framework and is a critical enabler for achieving our next Corporate Plan and in the interim, the Annual Business Plan 2020–2021.

Our Annual Business Plan 2020–2021 specifically highlights the importance of our culture and our workforce capability in delivering our strategic priorities. It also highlights the need to build specific expertise and capacity to meet both current and future challenges.

These capabilities are essential for fulfilling our vision of life being sustained and enriched by plants.

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## **Our Charter**

Royal Botanic Gardens Act 1991

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## **Organisational direction**

2021–2024 Corporate Plan

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## **Functional Strategies**

Melbourne Gardens Master Plan; Cranbourne Gardens Master Plan; Engagement & Impact Strategy

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## **Our people**

Individual Performance plans





# Our four strategic people priorities

Through employee feedback and consultation with leadership we have identified four key strategic priorities to enable and develop our people with a set of objectives to guide our decisions and actions.

## **Priority 1:** **Tend to our culture**

**Ambition:**  
**A supportive and engaged culture**

**Objectives:**

- We are collaborative and work together effectively
- We feel appreciated and engaged with the organisation
- We are accountable and act with integrity

## **Priority 2:** **Grow Diversity and Inclusion**

**Ambition:**  
**An inclusive workforce where everyone can achieve their potential**

**Objectives:**

- We promote a safe and inclusive environment
- We attract and celebrate people from all backgrounds
- We are flexible and remove barriers to employment

## **Priority 3:** **Nurture our capability**

**Ambition:**  
**The right people with the right skills**

**Objectives:**

- We have the right skills to deliver on our vision and mission
- We identify talent and develop capability
- We provide opportunities for people to learn and improve their knowledge

## **Priority 4:** **Cultivate leadership**

**Ambition:**  
**Accountable, collaborative, and inclusive leaders**

**Objectives:**

- We understand the role of both leaders and managers
- We are collaborative with a One RBGV view
- Our leadership benefits of employees and the organisation

Progress against the objectives in this plan will be monitored and reported to the Board on a quarterly basis. Adjustments will be made as we continue to respond to the coronavirus (COVID-19) pandemic.



# Priority 1: Tend to our culture

Our ambition is to build and maintain a **supportive and engaged culture**.

## Our objectives:

### We are collaborative and work together effectively

Workplace culture is very much defined by the way people communicate, work together and act towards each other in the workplace. RBGV seeks to establish and maintain these positive behaviours in all employees from day one. We work together to achieve positive outcomes for the community and the planet.

### We feel appreciated and engaged with the organisation

We believe that small and simple acts of kindness, appreciation and acknowledgement go a long way. As a workforce, we understand and are aligned with RBGV's strategy and direction, creating a positive and outcomes-driven organisation. We recognise and reward our employees for their achievements through a variety of formal and informal processes. We employ a variety of communication methods, which keeps us connected and informed and improves our ability to achieve our goals. We foster and continually strive to further harness a feedback culture.

### We are accountable and act with integrity

We take ownership for our work and have the confidence and support of colleagues, managers, and executives to do our job. We share our successes and learn from our mistakes. We uphold RBGV and the Victorian public sector values as we know these are the foundations of our success, and community trust. We make decisions fairly and based on merit, giving everyone the opportunity to succeed and achieve their potential in the workplace. We have the mechanisms to speak freely and be heard within a safe environment so that everyone at all levels can and does contribute towards continually improving the organisation's work and culture.

## Actions we will implement to achieve these objectives

No.	Action	Measurement metric
1.1	Develop and communicate a <i>Positive Duty</i> Plan which sets out RBGV's commitment to pro-actively seek out, address and avoid discrimination, harassment and bullying in the workplace. This plan will also outline how RBGV intends to educate all employees on the importance and benefits of positive psychology and positive leadership.	The Director and Chief Executive approves the Positive Duty Plan by December 2021.
1.2	Review and update relevant People and Culture policies and procedures so they clearly outline expectations of behaviour in the workplace.	All People and Culture Policies reviewed and updated by June 2021.
1.3	Conduct regular employee surveys to identify and understand employee experiences, with a commitment to address issues and concerns raised where appropriate. Update employees where actions are taken as a result of their feedback.	Employee participation in People Matters Survey in 2020 and 2021.
1.4	Develop more regular and diverse channels of communication (both formal and informal) to improve employee feedback, engagement and the sharing of information across the organisation.	Improved internal communications options rolled out by December 2021.
1.5	Develop a reward and recognition program which gives all employees the opportunity to be recognised for their positive behaviours and outstanding performance	Reward and Recognition Program approved and rolled out by December 2022.

## We will know we have been successful when:

- Employees have more opportunity to provide feedback and feel more engaged and connected as demonstrated in People Matters and other surveys
- Employees feel a greater sense of being valued and appreciated for performing and behaving at their best as demonstrated by feedback from People Matters and other surveys
- Communication across all levels of the organisation is improved with feedback that messages are clear, consistent and employees are receiving information they need to perform their roles.
- Overall productivity, quality of work and effectiveness increases and is maintained.
- Overall employee satisfaction improves, and employee attrition is reduced.



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The National Herbarium of Victoria is a part of the Royal Botanic Gardens Victoria. It is a non-profit organisation and is supported by the Victorian Government. The Herbarium is open to the public and is a popular destination for visitors to the Royal Botanic Gardens Victoria. It is a place where you can see and learn about the plants of Victoria and the world. The Herbarium is a place where you can see and learn about the plants of Victoria and the world. It is a place where you can see and learn about the plants of Victoria and the world.

# Priority Two: Grow diversity and inclusion

Our ambition is to foster an **inclusive workforce where everyone can achieve their potential**.

## Our objectives

### We promote a safe and inclusive workplace

RBGV will cultivate a climate of psychological and cultural safety, where all forms of diversity are valued, and everyone has opportunity to contribute. We know that each of us may have different needs, and we strive to support and accommodate each other to achieve our best work while celebrating the beauty of differences. Our diversity reflects the community we serve and allows us to be more innovative in our decision making and outcomes. We take our obligations seriously in relation to promoting and ensuring the safety of children and young people in our care and in our workplace.

### We will attract and celebrate people from all backgrounds

We recognise the importance of diversity and actively work to attract and celebrate people from all backgrounds. We value the different skills, knowledge and perspectives our people bring with them.

### We are flexible and remove barriers to employment

We understand our employee needs are varied and offer flexibility in the way we work. We welcome innovation and seek new opportunities to embed this into our work practices.

## Actions we will implement to achieve these objectives

No.	Action	Measurement metric
2.1	Finalise a Reflect Reconciliation Action Plan that sets out our commitment to Aboriginal and Torres Strait Islander people and related plans and guidelines.	Reconciliation Action Plan developed by June 2021.
2.2	Develop a workforce Diversity and Inclusion plan to increase the diversity of our workforce and strengthen our culture of inclusiveness.	Workforce Diversity and Inclusion Plan developed by September 2021.
2.3	Provide cultural awareness training to employees to improve our cultural competence.	Cultural Awareness training completed by December 2021.
2.4	Roll out the Victorian government's Leading the Way program with a focus on promoting a more proactive approach to mental health and wellbeing in the workplace and identifying and addressing occupational violence.	Mental health charter, training & development in mental health and wellbeing, and a framework to prevent and manage occupational violence and aggression are all in place by December 2021.
2.5	Roll out the Child Safety Framework so employees understand their obligations to children on site and in our care.	All employees have completed child safety training, have working with children checks, and have signed the Child Safety Commitment Statement by December 2020.
2.6	Partner with our employees to seek out innovative and flexible ways of working to meet the needs of all parties.	Surveys reflect improved employee satisfaction with flexibility options. Less personal leave taken to address work/life balance needs.

## We will know we have been successful when:

- Employees report a greater increase in feeling psychologically and culturally safe in the workplace.
- Employees report a greater level of satisfaction with the flexibility options in order to improve work life balance.
- There is an increase and retention of existing number of Aboriginal and Torres Strait Islander employees, contractors, and trainees in our workforce.
- There is an increase in diversity and satisfaction of our workforce as per our Diversity and Inclusion plan, including people from varied cultural and socio-economic backgrounds and abilities across the organisation including in leadership roles.



# Priority Three: Nurture our capability

Our ambition is to have the **right people with the right skills** so we can deliver on our vision and mission.

## Our objectives

### We have the right skills to deliver on our vision and mission

We have the skills and capabilities to perform effectively in our roles. We invest in having the right balance between technical and generalist skill sets. We actively look for new ways to work effectively and improve the experience of our employees.

### We identify talent and develop capability

We identify, attract, and build the skills we need now and for the future. The development of our people is a top priority. We plan and invest in the right capabilities in the right place at the right time. We have a strategic and consistent approach to workforce capability and planning. We regularly review our opportunities and risks at all levels of the organisation and put strategies in place to capitalise on or mitigate these. We take an organisation wide approach in succession planning.

### We provide opportunities for people to learn and improve their knowledge

We provide opportunities to develop the knowledge and experiences our people need to successfully contribute to the evolving responsibilities of the organisation. Our business unit plans, and strategies and personal performance plans clearly link to RBGV's strategic direction. We receive as well as give regular feedback from and to our managers on what we do and how we do it and use this as an opportunity for growth.

## Actions we will implement to achieve these objectives

No.	Action	Measurement metric
3.1	Explore opportunities for internal development by encouraging employees to cross train in other areas within the organisation where possible.	Cross training program rolled out by June 2022.
3.2	Establish a mechanism to capture, retain and transfer corporate knowledge when employees (especially long standing) depart the organisation.	Specialist and Critical roles identified, and a succession planning program rolled out by March 2022.
3.3	Increase channels for talent acquisition, to attract and retain candidates from a range of sources.	Increased satisfaction and retention of employees > 1 year of service.
3.4	Embed workforce planning into the organisation's processes as a tool to identify and plan for current and future needs.	Workforce Planning Framework in place by March 2022.
3.5	Implement succession planning and retention strategies.	
3.6	Provide further training and development opportunities with a direct link to improving employee's performance, learning and outputs.	Increase in successful internal appointments into leadership or specialist roles.

### We will know we have been successful when:

- Our employees clearly understand what is expected of them.
- Organisational efficiency is improved.
- We have more successful internal appointments to key roles.
- We manage contingencies better through planned approaches to workforce resourcing.





# Priority Four: Cultivate leadership

Our ambition is to build a workforce of **accountable, collaborative, and inclusive leaders**.

## Our objectives

### We understand the role of both leaders and managers

As managers we understand that we are accountable for our people's development, performance, business outcomes, and creating a safe, healthy and welcoming environment. As leaders we are aware of our role to inspire, lead by example and be responsive to innovation. We believe our success will come from caring for our people and empowering them to perform at their best.

### We are collaborative with a One RBGV view

We work with each other and our teams to achieve our mission and vision. We are willing to broaden our perspective interpersonally and organisationally. We exhibit authentic leadership through self-awareness and upholding the principles of trust and transparency.

### Our leadership benefits employees and the organisation

Leaders at RBGV are innovators and coaches. We focus on empowering and developing our teams and supporting our people to develop their own career. We embrace development as part of a continuous and holistic leadership framework.

We expect all RBGV leaders can anticipate and prepare for changes and are able to respond swiftly.

## Actions we will implement to achieve these objectives

No.	Action	Measurement metric
4.1	Deliver programs targeted at building leadership capability and improving their cross divisional knowledge and understanding.	Surveys reflect improved satisfaction in leadership and in the consistency of messaging.
4.2	Provide development and training to our leaders in understanding their roles as managers, in being consistent in implementing organisational initiatives and in communicating change.	
4.3	Conduct manager/team leader workshops as a way of sharing knowledge and experience.	
4.4	Through succession planning, identify and develop talent to build the next generation of leaders at RBGV.	Talent mapping applied to senior leadership group by December 2021.
4.5	Develop and implement a formal mentoring/coaching program to support the modelling of successful behaviours and improve leadership skills.	Formal mentoring/coaching program in place by October 2021.
4.6	Introduce a Management Induction program for new managers and supervisors.	Management Induction Program introduced and rolled out to all new line managers by March 2021.
4.7	Build leadership capability into recruitment and selection decisions.	More successful internal appointments to key leadership roles.

## We will know we have been successful when:

- Employees feel supported by managers at all levels in achieving their goals.
- There is a consistent approach to leadership amongst all managers across the organisation.
- Managers and supervisors have greater clarity about their roles and expectations of them and feel supported in delivering organisational messages and programs.
- Continued high retention rates amongst managers and supervisors.
- We have more successful internal appointments to leadership roles.

# Measuring our success

The following measures will be monitored and reported annually at the end of each financial year to the Senior Executive Team and the Board in order to measure the implementation effectiveness of the People Strategy.

Measurement	Current	Year 1 target	Year 2 target
Diversity in our workforce:			
Aboriginal and Torres Strait Islander	1.9%	2.5%	3%
— Employees identifying as having a disability	0%	1%	1.5%
— Employees agree diversity and equal employment opportunity are supported	85%	87%	89%
Percentage of female employees in senior roles.	46%	47%	48%
Percentage of employees agreeing that we treat each other with respect	84%	86%	88%
Job satisfaction	72%	65% <sup>2</sup>	67%
Average amount of personal leave (sick and carers) hours taken per annum (per FTE)	42.9	40	38
Excess annual leave (% of employees) <sup>3</sup>	8.3%	7%	6%
WorkCover claims (per financial year) <sup>4</sup>	7	6	5
Percentage of employees who agree RBGV provides them with the opportunity to maintain or increase my professional knowledge and skills	69%	71%	73%

<sup>2</sup> Job Satisfaction is expected to decrease in the 2020 People Matters Survey results due to COVID-19

<sup>3</sup> This measure is reported to the Board via the quarterly People and Culture Dashboard.

<sup>4</sup> This measure is reported to the Board via the quarterly OHS report.





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