



Draft Practice Guide

VET Workforce Management

(Standard 3.1)

Ver 1.0
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Outcome Standards for Registered Training Organisations

Quality Area 3 – VET Workforce

What are the key concepts?

The following key concepts are covered in this practice guide:

Standard 3.1

- Identifying appropriate staffing levels
- Professional development for staff

Achieving this Standard in practice

The following table lists examples of activities that may demonstrate compliance with the Standard, as well as risks to avoid. These examples are not a complete list of every activity or risk, nor do all the activities listed need to be completed to achieve compliance. Rather, they are a guide and should be considered within the context, size, scale and student cohorts of your RTO's operations.

Standard 3.1: Effective workforce management ensures appropriate staffing to deliver the services.	
Performance indicators	Example activities and considerations for compliance
<p>The RTO demonstrates:</p> <p>a. how it ensures the number of trainers, assessors and other staff is appropriate for the delivery of services</p> <p>b. it facilitates access to continuing professional development for staff to enable them to effectively perform their roles.</p>	<ul style="list-style-type: none"> • You can demonstrate what factors you have considered when determining the appropriate number of trainers, assessors and other staff required – for example: <ul style="list-style-type: none"> ○ mode of delivery ○ number and type of training products offered ○ student cohort size and composition ○ scheduled delivery hours ○ assessment dates. • You can demonstrate how you define the different roles within your RTO and the skills and knowledge needed for each. • You can demonstrate how your strategies are effective in ensuring that third parties engaged by your RTO are maintaining adequate levels of appropriately skilled staff. • You can demonstrate the plans you have in place to respond to sudden or unexpected personnel changes within your RTO. • You have documented systems, policies and processes for attracting, recruiting, verifying and retaining knowledgeable and appropriately skilled staff.

	<ul style="list-style-type: none"> • You can demonstrate how you invest in staff professional development – for example by: <ul style="list-style-type: none"> ○ using a professional development framework ○ ensuring trainers and assessors are allocated time to complete professional development ○ providing resources to assist in staff professional development, for example by purchasing licences to industry journals ○ conducting annual reviews of the skills and knowledge required for trainers and assessors with local industry representatives ○ supporting trainers and assessors to participate in communities of practice, industry exchanges or placements ○ supporting staff to undertake professional development in specific areas relating to their role, such as VET reporting systems, cultural awareness and promoting wellbeing, or to obtain higher level VET qualifications. • You can demonstrate how you identify and respond to the professional development needs of your workforce, including new employees, long-term staff, subcontractors and third-party providers. • You have systems in place to regularly monitor and review staff performance to determine if the amount of professional development offered is sufficient to enable them to effectively perform their roles.
	Known risks to quality outcomes
	<ul style="list-style-type: none"> • Failing to determine an appropriate skill set and workload for all roles, including third parties and contractors. • Failing to undertake due diligence or verify credentials of applicants during the recruitment of new staff. • Not having a succession plan in place to ensure there are sufficient trainers and assessors available for future intakes or if a trainer and assessor is no longer able to train and assess allocated cohorts. • Having a staff to student ratio that does not adequately support students through their training and assessment pathway. • Not having a systematic approach to measuring the performance of your staff and addressing their professional development needs. • Not providing staff with time to undertake professional development. • Failing to provide staff with professional development that is relevant to their role in your RTO.

Self-assurance questions

1	What are the keys risks to your workforce over the next five years and what strategies do you have in place to mitigate these risks?
2	How do you know that you have the right number and mix of staff to deliver quality training and assessment?
3	How are you assuring yourself that your third parties and contractors are maintaining adequate staffing levels with the necessary skills and knowledge?
4	How do you identify and address gaps in the number and/or capability of your staff?
5	How do you monitor and review the performance of your staff to identify opportunities for improvement / professional development?
6	How do you facilitate access to continuing professional development for your staff?