The Registration Standards 2025

Quality Area 3 -VET workforce

VET workforce management

Standard 3.1

*Outcome Standard*

1. The workforce is effectively managed to ensure appropriate staffing to deliver services.

*Performance Indicators*

1. A registered training organisation demonstrates:
2. how it ensures the number of trainers, assessors and other staff are appropriate for the delivery of the services it offers; and
3. It facilitates access to continuing professional development opportunities to enable organisational staff to perform their roles effectively.

Trainer and assessor competencies

Standard 3.2

*Outcome Standard*

1. Training and assessment is delivered to VET students by credentialled people with current skills and knowledge in training and assessment.

*Performance Indicators*

1. A registered training organisation demonstrates:
2. training and assessment is only delivered by persons who hold the appropriate credentials for the delivery of training and assessment as specified in the Credential Policy;
3. where the Credential Policy permits a person to deliver any training or assessment under direction – the organisation has systems in place that ensure the person does not make assessment judgements and is delivering quality training and assessment; and
4. how it ensures all trainers and assessors undertake continuing professional development to maintain current skills and knowledge in training and assessment, including skills and knowledge relating to engaging and supporting VET students.

Standard 3.3

*Outcome Standard*

1. Training and assessment is delivered by persons with current industry skills and knowledge relevant to the training product.

*Performance Indicators*

1. A registered training organisation demonstrates:
2. all persons delivering training or assessment for, or on behalf of the organisation:
   1. have industry competencies, skills and knowledge that are relevant to, and at least to the level of, the training product being delivered or assessed by the person; and
   2. maintain an understanding of current industry practices relevant to the training or assessment being delivered by the person;
3. where it engages experts for the purposes of delivering training, it does so:
   1. by reference to the requirements of the training product or the specific VET student cohort; and
   2. in response to a specific need for the expert to be engaged;
4. it has a system in place for ensuring:
   1. experts have industry competencies, skills, knowledge and specialised industry or subject matter expertise that is directly relevant to the training product they are delivering;
   2. experts are only authorised to work under the direction of a person with the appropriate credentials to provide direction on the delivery of training and assessment, as specified in the Credential Policy;
   3. where the expert is involved in assessment judgement – they conduct the assessment alongside the trainer or assessor; and
   4. the training or assessment the expert is involved in delivering is subject to oversight by the organisation.

**VET Workforce Management and Development**

**Supporting Quality Outcomes in Training**

Workforce management has always been important in vocational education and training, but the Registration Standards 2025 now make this responsibility explicit. These standards require Registered Training Organisations (RTOs) to actively plan, develop, and support a skilled workforce capable of delivering quality outcomes for all learners.

A well-managed VET workforce includes trainers, assessors, education leaders, and support staff who are not only qualified but current, capable, and aligned with the needs of learners and industry.

**What is Workforce Management?**

Workforce management is a deliberate and coordinated approach to recruiting, developing, and retaining staff. It ensures that the RTO’s workforce is appropriately sized and skilled for its scope of delivery and learner profile.

**Key Components of Effective Workforce Management**

**1. Workforce Planning**

* Identify current and future staffing needs
* Align staffing levels and skills with delivery scale and learner needs
* Respond to industry and regulatory demands

**2. Recruitment and Selection**

* Hire trainers and assessors with relevant industry experience and qualifications
* Ensure staff can engage effectively with diverse learners
* Align selection practices with credential requirements

**3. Professional Development**

* Provide structured learning, mentoring, and industry exposure
* Support continuous improvement in training and assessment skills
* Encourage reflective practice and peer collaboration

**4. Credential and Compliance Management**

* Maintain up-to-date records of qualifications and industry currency
* Ensure compliance with Standards for RTOs (e.g. Certificate IV in TAE)
* Monitor renewal of credentials and professional development

**5. Performance Appraisal and Development**

* Conduct regular reviews of trainer and assessor performance
* Provide constructive feedback and support for improvement
* Align performance expectations with industry and learner outcomes

**6. Succession Planning and Career Pathways**

* Create pathways for staff development and leadership
* Encourage innovation and knowledge sharing
* Build workforce sustainability through progression opportunities

**7. Stakeholder Collaboration**

* Engage with industry, learners, and regulatory bodies
* Align workforce strategies with broader economic and workforce needs
* Use feedback to refine workforce planning and support

**Why It Matters**

An effective workforce strategy ensures your RTO can deliver responsive, high-quality training that meets learner needs and employer expectations.

**The right people, with the right skills, in the right roles, at the right time.**