



Tasmanian Independent Training Industry Workforce Development Plan 2018-2021



Supported by:



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Foreword

The private or 'independent' Vocational Education and Training (VET) sector in Tasmania services a wide range of industries. This 'independent' VET sector is made up of many small, privately owned Registered Training Organisations as opposed to the government owned and operated public sector.

The independent VET sector in Tasmania recognise that ongoing relationships with industry is key to their success and that building and maintaining relationships is a primary function of the VET sector.

The independent VET sector also acknowledges that their success is contingent on providing quality training and a level of expertise which exceeds the needs of those industries they service.

The full range of the VET industry potential is reliant upon the capacity and capability of its workforce. VET needs people; VET needs specialists – it needs trainers, assessors, designers, administrators, compliance experts, business developers and business managers. In order to deliver on increasing expectations, and meet the demands of future opportunities, it is essential for the independent VET industry and its partners to consider the actions required to maintain the relevance and ability of its workforce.

The Tasmanian VET Network Independent Training Industry Workforce Development Plan is a key initiative to support the VET industry. It identifies the priority state-wide challenges facing the VET and VET practitioners. In doing so, it draws on the experiences of Tasmanian businesses and specialists across the state.

The Plan provides strategies and actions aimed at resolving these pressing workforce challenges to ensure ongoing growth and quality outcomes. Importantly, it offers a mechanism for bringing industry, government and VET industry stakeholders together to collaborate on actions to provide a skilled and available workforce.

The actions taken under this Plan will position the industry for sustainability and viability. We endorse the Plan and look forward to its successful implementation.

Simon Wiggins,
President
Tasmanian VET Network



Executive summary

Establishment of The Tasmanian VET Network (TVN)

TVN is the industry membership association for Tasmanian independent training providers including RTOs, individuals and industry partners. TVN exists to promote the industry internally through professional development and networking opportunities, and externally through liaison and dialogue with industry strategic partners and regulators including Skills Tasmania, the Australian Council for Private Education, Australian Government Department of Education and Training and the Australian Skills Quality Authority (ASQA).

Whilst there is a strong desire to see a vibrant and functioning independent VET Network in Tasmania, many of our RTOs are small and uncertain about what the future looks like and whether it be through lack of resources or fear of competition, struggle to come together cohesively. A network that is supported by both the industry and Government, will help drive the brand and lead to better outcomes and compliance.

Overview of Project

The TVN, with a project grant from Skills Tasmania, commissioned this research to develop a Training Industry Workforce Plan for the period 2018 – 2021.

VET in Tasmania – Background

VET in Tasmania is highly compliance driven and must respond to multiple competing stakeholder needs. The independent VET sector has a desire to:

- Work collaboratively
- Invest in professional development
- Continuously improve the industry workforce and relationships

It is vital that Tasmanian VET practitioners be actively involved in the change they wish to see, particularly if they wish to remain relevant to the industries they serve. VET practitioners will determine the face of VET in Tasmania and therefore a more pro-active approach is required.

Additionally, in a small state such as Tasmania, Government participation and support is critical.

Tasmanian Independent VET Priorities

Through industry consultation TVN has identified five theme areas of industry specific need or priority that align with Skills Tasmania strategic priorities. These form the basis of the Workforce Development Plan. The Five Workforce Development Priorities are noted as follows:

1. Professional Development
2. Compliance Support
3. Business Skills
4. Networking
5. Advocacy

Based on these priority areas, research results and industry suggestions, recommendations have been developed to support workforce development for VET in Tasmania.

Recommendations that support the industry priorities are as follows:

1. Test a VET Trainer/Practitioner mentoring program, using a Skills Tasmania Priority Industry for 2019, with the intent to further roll-out the mentoring program for all independent VET Practitioners in Tasmania
2. Create a VET Database and Professional Association, via a TVN Website, to incorporate a VET Practitioner profile, and a VET Knowledge Hub for the purpose of sharing vital VET information and industry collaboration
3. Develop an Advocacy Framework, via a TVN Website, to promote the industry and facilitate stakeholder engagement.
4. Complete three TEST Professional Development events state-wide with the intent of using these events to help determine structure, content and industry approval / commitment for a Professional Development Calendar
5. Create an Industry Networking calendar to 'piggy-back' on Professional Development events state-wide
6. Engage with Skills Tasmania to contribute to, collect, collate, and share industry data to improve knowledge and understanding of industry results and needs.

A Workforce Development Plan, using the above recommended actions, has been designed to ensure the industry priorities are addressed.

Support for the Workforce Development Plan will be sought from industry and Skills Tasmania to ensure successful implementation. It is intended that TVN, as the representative body, will manage the implementation of these projects.

1.0 An overview of the VET industry

Vocational Education and Training (VET) is a tertiary education pathway that enables individuals to gain skills and qualifications towards employment. At its most basic, VET supports individuals to 'get a job or get a better job'.

VET is industry led and delivered by industry professionals. It is based on a strong industry and government alliance to provide employers with a skilled workforce.

Registered Training Organisations (RTOs) are the 'providers' of VET. They provide assessing of nationally recognised training that has been registered by the Australian Skills Quality Authority (ASQA). Only RTOs can issue nationally recognised qualifications.

RTOs are at the core of the VET system and must establish and nourish relationships with multiple stakeholders with often diverging expectations and needs. RTOs need to meet:

- Government expectations
- Regulatory standards
- Industry needs for currency and employment forecasts
- Skills requirements for learners to meet employment demands

Learners (or employees) as the primary end user of VET, use the framework to gain real world skills and to improve their employment opportunities, with upwards of 80% of students seeking to improve their job and career prospects. *(Refer to Appendix Table 1 - NCVER – Understanding Quality in the VET Sector 2016).*

The focus of VET is on quality outcomes. These quality outcomes may be regulated (as mandated by government), or unregulated (as determined by employees and employers). This quality focus is the primary driver for all VET stakeholders. Due to their differing needs, meeting all stakeholders' expectations in regard to quality outcomes can prove challenging.

Governing bodies such as ASQA are responsible for ensuring quality standards are met. They regulate courses, qualifications, and training providers.

Industry and employers current and future needs form the basis of the whole framework of VET training. Employers will use VET to meet differing demands and may include such diverse reasons as providing job skills, meeting regulatory requirements and/or industry standards, and improving the services they provide. *(Refer to Appendix Table 2 – NCVER, Reasons for using the VET system by type of training in 2017).*

2.0 VET in Tasmania

VET in Tasmania is highly compliance driven and must respond to multiple competing stakeholder needs. The independent VET sector has a desire and need to:

- Work collaboratively
- Invest in professional development
- Continuously improve the industry workforce and relationships

There is a strong demand to see a vibrant and functioning independent VET Network in Tasmania, however, many of our RTOs are small and resources are limited. Uncertainty about future industry directions, government changes, and compliance requirements means that RTOs struggle to keep up with competing challenges.

Additionally, in a small state such as Tasmania, Government participation and support is critical. Most RTOs are heavily reliant on government funding and are vulnerable to changes in government, as well as funding processes and policies.

According to the 2017 Skills Tasmania RTO Census, of the 152 RTOs surveyed, 47 percent relied on state government funding as their primary source of income. This funding approach leaves Tasmanian independent RTOs vulnerable to future government changes and may impact growth opportunities and future investment in staff. *(Refer to Appendix Figure 1. Source of revenue, 2016).*

There are currently over 150 Skills Tasmania endorsed RTOs in Tasmania that are eligible to apply for Tasmania Government subsidies under Skills Tasmania's grant programs. As Tasmania's training authority, Skills Tasmania's role is to develop strategies and provide support, advice, opportunities and funding to deliver quality training to meet the needs of Tasmanians and Tasmanian industries.

74 RTOs have head offices located in Tasmania.

A National Centre for Vocational Education and Research (NCVER) 2017 summary of estimated number of students by state indicates that Tasmanian student numbers are reducing, with a significant decline seen of 15.5%: from 64,000 in 2016 to 54,000 in 2017.

VET industry and practitioner engagement is vital to a successful VET industry, particularly if they wish to remain relevant to the industries they serve. VET practitioners will shape the future of VET in Tasmania and therefore a more collaborative and participative approach is required for sustainability.

3.0 Supporting the Tasmanian VET industry

In early 2015, after informal discussions with a cross-section of independent Registered Training Organisation owners and managers, the directors of Avidity Training and Development agreed to initiate a formal survey of Tasmanian training providers to gauge the level of interest and commitment in forming an industry association. Surveys were sent out across the state to determine interest in and need for networking. A total of 35 responses were received. Although the number of respondents was small, the responses can be seen as indicative of industry opinion. The respondents were uniformly divided into Northern and Southern regions. (Refer Appendix Table 3 Head Office Locations – TVN Surveys March 2015).

Importantly, 91% of respondents were interested in joining a Tasmanian VET Practitioners network.

The industry consultation also showed that the *independent* VET sector would welcome the following:

- Support for professional development for industry practitioners
- Potential for cost-reductions through use of a local, Tasmanian based industry body
- Improved communications between *independent* VET industry and the government
- Establishing and maintaining dialogue with ASQA with a view of assisting with auditing and compliance requirements

Surveys revealed the following areas of high interest, (Refer Appendix Table 4 – Topics and issues Tasmanian VET practitioners would like to discuss at networking events – TVN Surveys March 2015) noted in order of greatest response:

- a. Validation and moderation
- b. Compliance and NVR standards
- c. Professional development opportunities
- d. Industry collaboration

Furthermore, surveys identified skills and knowledge gaps amongst Tasmanian VET practitioners and also suggested the areas of greatest risk to RTOs. (Refer Appendix Table 4 – Topics and issues Tasmanian VET practitioners would like to discuss at networking events – TVN Surveys March 2015)

Encouragingly, an emerging appetite for collaboration within the industry has been confirmed.

As a result of this VET practitioner feedback, the TVN was established as a not-for-profit industry association to represent the interests of the *independent* vocational education and training providers based in Tasmania. It consists of a board of volunteers and was incorporated in November 2015.

The TVN was established to:

- Advocate on behalf of the Tasmanian VET industry
- Increase the industry’s capacity and capability to achieve identified government priorities relating to workforce development and productivity, in particular the government policy on ‘Investing in Skills for Growth’
- Provide a coordinated professional development framework to support industry sustainability and increase compliance with national standards
- Promote the benefits of quality training and assessment available to other Tasmanian industries.

3.1 Workforce plan objectives

The Tasmanian VET Network (TVN), with a project grant from Skills Tasmania, commissioned this research project to develop an Independent Training Industry Workforce Plan for the period 2018 – 2021.

The objectives of this Workforce Plan are as follows:

Objectives
To improve the understanding of what the industry needs to attract, retain and develop the VET workforce
To develop strategies to promote the capacity, participation and productivity of individuals within the VET workforce
To support a quality framework of the VET workforce to enhance Skills Tasmania ERTO outcomes
To identify strategies that improve the VET workforce capability to meet other Tasmanian industry workforce development needs

It is important to note that a previous workforce development plan was completed for the VET industry in 2011. Since its completion, little has been done to implement the recommendations made in the plan, primarily due to the absence of industry-wide engagement and assistance via a representative body. The creation of the TVN should ensure that there is greater capacity to advocate and implement change in the future.

3.2 Methodology

A mix of both qualitative and quantitative information was sought to:

- Determine overarching issues relating to the Tasmanian VET workforce and to VET in general
- Identify Tasmanian VET workforce trends

A combination of surveys, forums, and desktop research was employed to ensure enough information could be collected, and as many stakeholders could be involved as possible.

Survey completion and forum attendance are valuable sources for collection of information, however, they are highly dependent on active stakeholder participation. A known risk to the completion of the plan is that it is difficult to find suitable, knowledgeable and willing participants.

Additionally, data on the VET industry in Tasmania is either difficult to find or specific to one subject area only. Available data may not provide enough detail to give a clear picture of the industry as a whole or for a specific purpose, such as workforce development.

Resources for information included:

- Skills Tasmania – information on VET issues and resources in Tasmania
- NCVET – information relating to students, completion rates, qualifications
- ASQA – information relating to RTO compliance

During July 2017, the TVN President, Executive Officer and Board Members prepared and conducted targeted but informal consultations with Tasmanian VET Industry representatives in the North West / North, and South of Tasmania.

These consultation events introduced the Workforce Development Plan project (WDP) and initial feedback was sought from industry stakeholders.

The purpose of holding the consultations was to:

- Gain qualitative information on industry needs and issues direct from practitioners
- Provide an open forum for capturing feedback from stakeholders
- Engage with industry stakeholders
- Confirm common issues or areas of concern
- Identify gaps or industry needs
- Determine appetite for collaboration among stakeholders

The consultation attendees were strongly weighted towards trainers and assessors in all regions of Tasmania. As such, their views of workforce development were consistently slanted towards networking, sharing knowledge, and learning from others.

RTO Managers in attendance had a stronger focus on business development, compliance, and professional development of their teams. This remains consistent with initial surveys completed with this stakeholder group prior to the establishment of the TVN. (*Refer Appendix Table 5. Locations and Attendees – TVN Industry Forums 2017*).

3.3 Consultation feedback

- A local industry body is needed to support Workforce Development gaps

- Smaller RTOs and individuals are focused on Professional Development needs, whereas larger RTOs want advocacy
- Support exists for a paid membership based Tasmanian entity (80% of survey respondents have indicated they would take on membership)
- There is an understanding in industry that advocacy and Workforce Development go hand in hand
- There is appetite to share resources in the industry – skills, knowledge, tools, specialists

It is significant to note that feedback also identified a negative Tasmanian VET ‘brand’, or reputation, resulting from constant policy and regulatory changes as well as issues around poor ‘quality’ employer outcomes, and compliance. This environment of uncertainty, combined with inconsistency and negative employer experiences, gave rise to a lack of confidence in the VET sector. This negative brand continues to be a concern, as identified by Skills Tasmania in their formal 2017 RTO Census.

The forum format allowed for collection of qualitative rather than quantitative information. This has been tabled into Five Workforce Development Priorities and includes industry suggestions in Table 6. *(For clarification of the Workforce Development Priorities, refer to Appendix A).*

Feedback and suggestions received from the TVN industry forums was consistent with the 2017 Skills Tasmania RTO Census. Specific themes emerged from the feedback and suggestions received from participants. Incorporation of the suggestions will ensure that industry has useful mechanisms for future advocacy, networking, and quality improvement to support VET in Tasmania. *(See Table 1 below for the collated feedback).*

Table 1. The Five Workforce Development Priorities – Industry Suggestions

Priority (Theme)	Industry Suggestions
1. Professional Development	Recognition of different needs based on who you are in VET. Potential for customisation.
	Create a set of best practice principles
	Have PD targeted for different levels (NOT 1 size fits all)
	Create skills gaps analysis tools
	Identify pool of individuals to acts as mentors from within Tasmania
	Create standards for PD to ensure contractors and PD are consistent
	RTOs can share resources - materials, speakers, facilities etc.
	Need for clear pathways into the industry to attract potential workforce
2. Compliance	
	Create systems that help with interpretation of standards
	Rectification processes - issues identified through audit
	Sharing of compliance officer/Compliance collaboration
	How to manage currency and PD at the same time
	Use TVN to create a point of contact with regulators to support RTOs
	Create joint validation of assessment and moderation - adds to currency
	Create systems that help with interpretation of standards
	Sharing of rectification processes - issues identified through audit
	Sharing of compliance officer/Compliance collaboration

	How to manage currency and PD at the same time
	Use TVN to create a point of contact with regulators to support RTOs
	Create joint validation of assessment and moderation - adds to currency
3. Business Skills	
	Look at industry connections and how to develop business
	Be aware of emerging/growth industry needs
	Managing PD for contractors
	Understanding for RTOs on how to get training contracts, extensions, as well as trainer contracts and sharing trainers
	Understand how to set up systems for compliance
	Support with funding, admin, applications, compliance
	Create a pool of experts to seek advice
4. Networking	
	Support industry in finding suitable trainers and assessors
	Help identify potential trainer and assessor candidates
	Create a mentoring program to support trainers acquire qualification and on-skilling
	Map the capability for trainers via a common network
	Create a referral network (similar to Linked in)
	Create a network of trainers in Tasmania (online database)
	Have a repository of information and knowledge to share - member directory
	Networking events to support all practitioners
	Support industry in finding suitable trainers and assessors
5. Advocacy	
	Develop and promote a quality BRAND of VET (address issues of reputation)
	Set industry benchmarks to improve overall industry quality and perception
	Look at a Code of Practice (ETHICS)
	Online access to resources (funding, compliance, training plans, templates etc)
	Address common issues through one point, one voice, one body
	Support with funding process and applications for consistent, responsive funding
	Promote vocational pathways and quality outcomes (consistency)

3.4 Industry surveys and forecasts

Further surveys conducted in October/November 2018 sought to expand on the following:

- a) Industry or industries serviced by the RTO
- b) AQF level on scope
- c) Staff numbers required in the next 12 months
- d) Roles of staff required in the organisation
- e) Completion of Skills Gaps Analysis
- f) Skills needed according to Job Role

This information, although from limited participants, can be used as indicators to help forecast specific role and skills needs for the *independent* VET sector.

The largest portion of respondents focussed on Cert 3 or AQF level 3 qualifications followed closely by AQF level 4 qualifications.

Table 2. Industry Surveys - TVN 2018

Scope	# of Responses	Percentage
AQF level 2	13	40.6%
AQF level 3	23	71.9%
AQF level 4	20	62.5%
AQF level 5	15	46.9%
Other	3	9.4%
N/A	6	18.7%
Staff required in next 12 months (2019)	Average 5 staff	Total 132
Roles required:		
Admin	9	31%
Design	1	3.4%
Trainer	5	17.2%
Assessor	3	10.2%
Trainer and Assessor	17	58.6%
Compliance	2	6.9%
Business Development	2	6.9%
Business Management	1	3.4%
N/A	6	20.7%
Skills Gaps Analysis completed for individual or business	46.% YES 53.1% NO	
Skills Needed	#	%
'Paperwork'	10	32.3%
Funding process	9	29%
Knowledge of VET standards	12	38.7%
VET practice/Good practice	14	45.1%
Training products	11	35.5%
Developing online resources	5	16%
Delivery skills	9	29%
Research skills	2	6.5%
Student engagement and welfare	6	19%
Rules of evidence	9	29%
Assessment validation	15	48%

Learning theory	5	16%
Quality assurance	12	38.8%
Marketing	6	19%
Industry/employer expectations	7	22.6%
Funding	4	13%
Business operations	4	13%
Understanding training packages	7	22.6%
Subject area expertise (currency)	13	41.9%
Innovation in VET	11	25.5%
Other	0	0

Skills needed corresponded directly to results from TVN forums, and to the 2017 Skills Tasmania RTO Census.

The skills listed in Table 2 were taken from VET Practitioner position descriptions and were expanded to include not only Trainers and Assessors but also practitioners in management, compliance, administration and support roles.

The survey results are still heavily focussed on Trainer and Assessor roles.

4.0 Tasmanian VET industry challenges and recommendations

One of the most crucial requirements of this plan is to summarise the collected information and interpret this into a meaningful plan for actioning. The findings below are by no means exhaustive but are reflective or central challenges facing the independent VET industry.

Specific VET practitioner and industry challenges are analysed below in sections 4.1- 4.4. Recommendations are included to address the issues raised.

When analysed, we can see that there is often an ‘overlapping’ of challenges affecting more areas of the industry. What affects one area will often impact another.

4.1 Tasmanian VET practitioners

VET practice in Tasmania supports a variety of roles and skills areas, including administration, training and assessing, compliance, product design, business development and business management roles.

Workforce development activities tend to focus on professional development of trainers and assessors, however, there is a need for development of the entire workforce to ensure quality outcomes. Additionally, ‘there is a general lack of understanding of the responsibilities involved in the provision of training and workforce development for industry employees.’ (2017 Skills Tasmania RTO Census)

A VET workforce snapshot for Tasmania shows that ‘there are 1,718 people employed in the VET sector in Tasmania with 68 per cent of all workers being involved directly with training and assessment. Of the Tasmanian training and assessment staff, 40 per cent are male and 60 per cent are female. The majority of staff are employed on a permanent basis; 46 per cent are full time and 24 per cent are part time. The remainder are fixed term or casual. The

RTO sector's workforce is ageing; 68 per cent (809 people) are aged over 45 years of age (37 per cent are aged 45 to 54 and 31 per cent 55 or older). Considerable workforce planning will need to be undertaken to address the challenges of the age profile of the RTO workforce in addition to current challenges of attracting and retaining quality trainers and assessors with relevant industry experience' (Refer Appendix Figure 2. Employment status, direct involvement in training activity in Tasmania, 2016 and Appendix Figure 3. Age structure, employees with direct involvement in training activity in Tasmania, 2016).

Although the VET workforce is considered an ageing workforce, this may not necessarily be considered detrimental, due to the need for vocational experience of VET practitioners. Age in this instance, can be considered to contribute to a level of experience and credibility for the industry. However, the age profile combined with difficulty in finding appropriately qualified trainers and assessors with relevant industry experience needs to be addressed through identification of potential new talent within industry, who can be mentored to take on VET trainer qualifications and roles. Evidence suggests that finding individuals with the combination of training experience and industry currency is difficult, often putting RTOs in direct competition with each other for qualified staff. An industry-wide approach needs to be considered for long-term success.

Recommendation #1: Mentoring

The addition of mentoring programs to increase retention, improve overall trainer quality, and support new talent through the Training and Education qualification process would be advantageous for the industry. Mentoring would focus on career paths, development opportunities and support.

The VET practitioner workforce is immensely diverse, more-so than the teaching workforce in schools and universities, primarily because of the variety of industry and career paths of VET trainers. Additionally, continuous improvement is mandated via Continuing Professional Development (CPD) requirements of practitioners who hold a TAE qualification. VET by its' very nature encourages lifelong learning and development.

In Tasmania, of all staff directly involved in training, over 75% have completed a training and assessment (TAE) related qualification. (Refer Appendix Figure 4. Status of training and assessment qualifications, staff directly involvement in training activity in Tasmania, 2016)

At this stage, there is a single qualification, the Certificate IV level Training and Education (TAE), that is available to all administrative and frontline VET staff. (For those in a management position, a Diploma of Education and Training is available for completion). It is not known whether the TAE is flexible and functional enough to support VET practitioners operating in increasingly varied, complex learning environments, where creativity and innovation are required. Considering the overall complexity of the VET industry and the large scope of skills to be found, a workforce development plan needs to bear in mind the skills that are specific to each role, as well as what common skills may be required across the industry.

A national approach to VET workforce development does not exist. Due to the considerable variety seen within VET Practitioner skills, it must be asked whether it is possible to develop a strategy to upskill or develop the entire workforce.

Recommendation #2: Professional Association and Industry Database

A long-term approach to workforce development, including short term initiatives should be considered. The establishment of a VET professional association in Tasmania, which among other responsibilities, would oversee professional development programs, establish capability frameworks and register practitioners via a database is seen as highly beneficial and supportive of this approach. Sharing of vital industry related information, tools, and systems would be recommended. Additionally, Tasmanians would prefer local, face to face options for their representation, with a focus on understanding the local market.

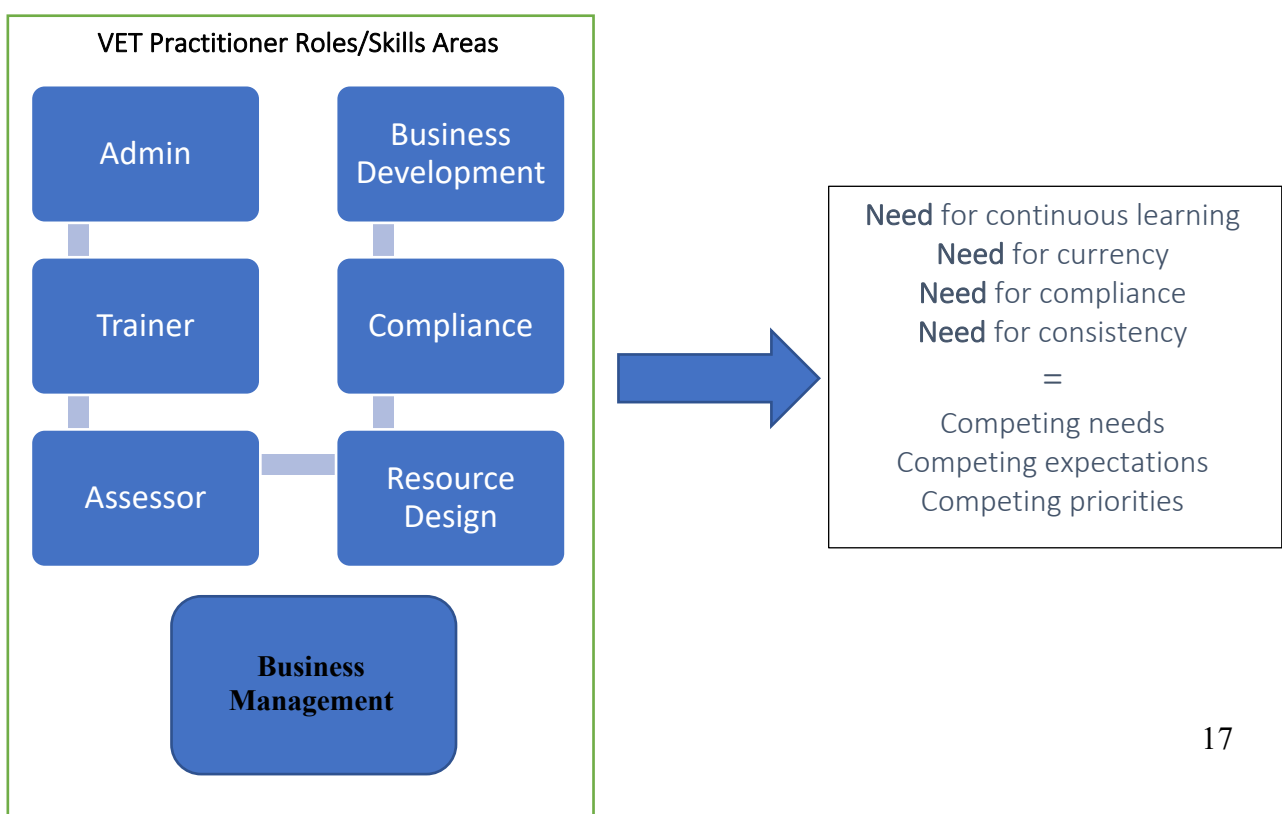
Within the scope of developing the VET workforce, the opportunity also exists to support the competency of practitioners with endorsement by Skills Tasmania. Virtually all professions have mandatory Continuing Professional Development (CPD) requirements, often overseen by a professional body and which is considered as not only keeping its' members up to date, but also providing public accountability.

Professional development does not suit a 'one size fits all' approach. Practitioners will have varying skills, experience and knowledge which needs to be considered. Certainly, their capabilities need to be measured and an industry-wide skills analysis review would be recommended. Benchmarks and baselines need to be established.

Additionally, the interpretation of and implementation of standards vary amongst VET practitioners. Much is open to interpretation and leaves the industry open to risk from complaints and non-compliance.

Conflicting needs of the VET Practitioner create friction within the industry and within RTOs. Prioritisation and application vary greatly. Figure 5 below outlines the link between the various VET practitioner roles and their competing needs.

Fig. 1 VET Practitioner Roles/Skills Areas



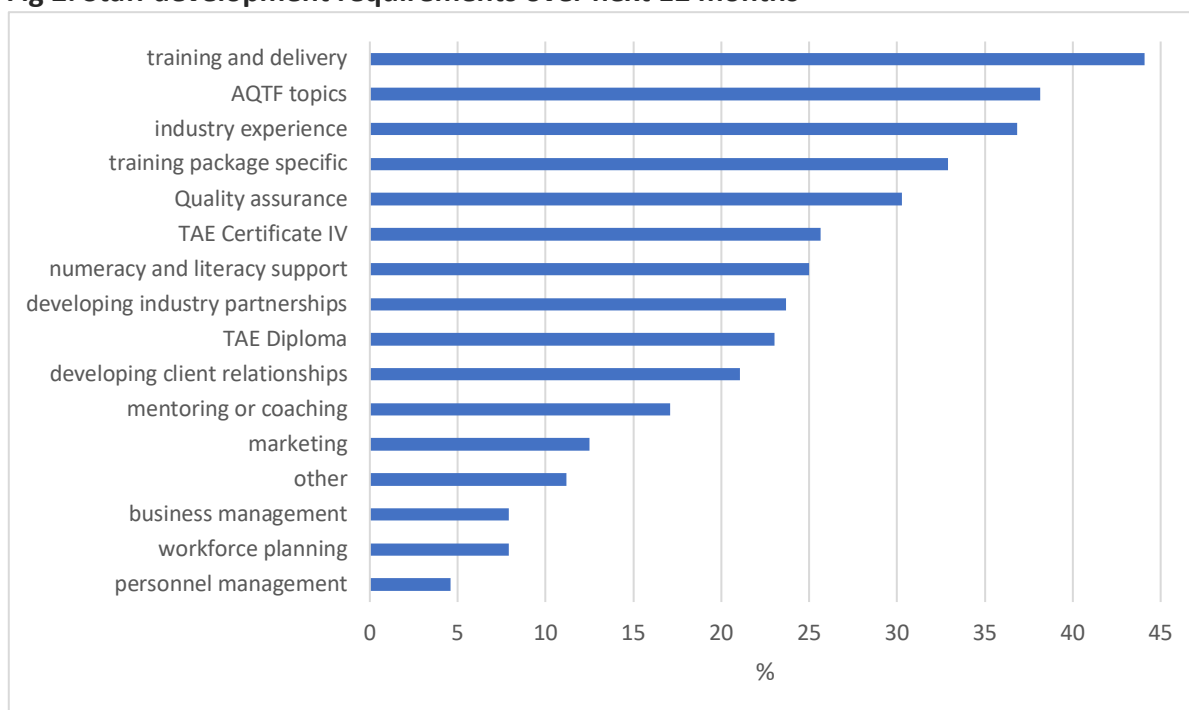
Recommendation #3: Advocacy Framework

Establish an industry framework to support professional development, RTO compliance, industry relations and to help set industry benchmarks to improve quality and VET brand. The promotion of the Tasmanian 'Quality' VET Brand should be a primary objective.

4.2 VET practitioner needs

According to Skills Tasmania 2017 RTO Census, Over the next 12 months, training and delivery is identified as the area in greatest need of workforce development by 44 per cent of RTOs, followed by AQTF topics (38 per cent), industry experience (37 per cent), training package specifics (33 per cent) and quality assurance (30 per cent). Other areas for staff workforce development support identified include diversity training, ICT, professional learning, first aid, industry updates and TAE.

Fig 2. Staff development requirements over next 12 months



In terms of investment in workforce development and training, 42 per cent of the RTOs (61 providers) commit less than five per cent of their annual turnover to staff development, 26 per cent invest between five and ten per cent and 18 per cent were not aware of the level of investment in workforce development by their organisation. (2017 Skills Tasmania RTO Census).

RTOs reported a reliance of employers on funding for training rather than taking a broader approach to investing in workforce development. In addition, employers may have a general lack of understanding of the responsibilities involved in the provision of training and workforce development for their employees. Employers are also in need of developing their own business skills, particularly in the areas of business development and income management.

Workforce development is not restricted to professional development. Consideration should be given to current vs future skills needs, experience, knowledge, ability and currency. Additionally, professional development focus will differ according to which role the VET practitioners has within and RTO. (see Appendix C for Professional Development Focus). Having access to an external source of training and networking would reduce some of the pressures on RTOs to develop their own training and would allow experts to share their knowledge across a broader base of practitioners.

Recommendation #4 – Professional Development Calendar

Any professional development opportunities will need to cater to a variety of roles and responsibilities, as well as support current qualification requirements. Additionally, professional development events could incorporate the above subjects (2017 Skills Tasmania RTO Census), along with subjects identified as industry priorities through consultation with VET practitioners by TVN. The development of a calendar of professional development, available to all VET practitioners would be beneficial and satisfy ASQA Professional Development requirements. Once again, a local focus and local events are preferred and recommended.

Recommendation #5 – Networking

The power of networking and sharing knowledge and experience is valuable to all industries. Networking allows collaboration and spreads information and resources efficiently. Networking can support career development, improve business culture, address knowledge gaps, and improve business results. Including a networking calendar into the PD calendar would be an easy way to address multiple issues.

According to the industry regulator, ASQA, professional development ‘can include participating in courses, workshops, seminars, and conferences: trainers and assessors can attend both external and internal courses. Additionally, participation in learning networks—there are various professional associations which provide educative forums about vocational training and assessment’.

4.3 VET compliance

VET in Tasmania, as in the rest of the nation, is a compliance driven industry. Compliance requirements, together with community and funder expectations for high standards of training outcomes, accountabilities and strategic leadership have grown across the public and independent VET sectors. Nationally-driven industry reform informs specific requirements and tailored approaches for the independent training industry in Tasmania.

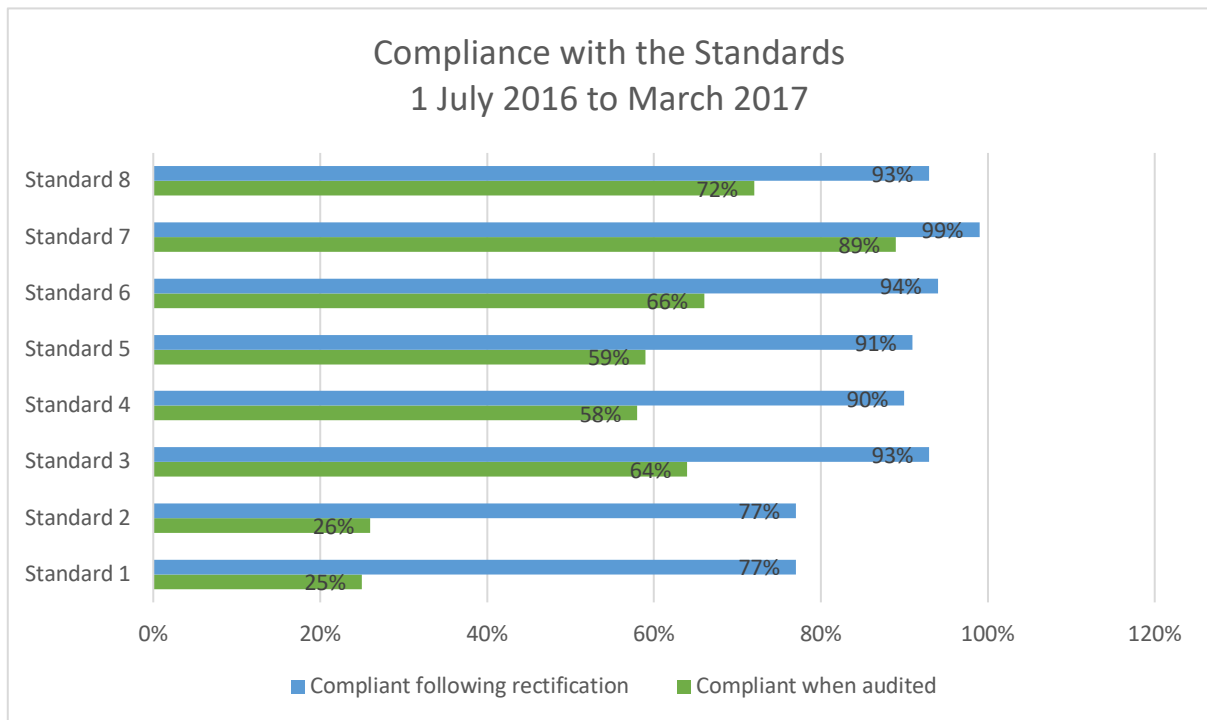
Accordingly, compliance remains an area of risk for the Tasmanian VET industry. Based on the Standards for Registered Training Organisations (RTOs) 2015 the eight areas of compliance can be briefly interpreted as follows:

- Standard 1 - Responsive RTOs training and assessment strategies
- Standard 2 - Quality assured RTO operations
- Standard 3 - RTO documentation in accordance with standards
- Standard 4 - Accurate and accessible RTO information is available

- Standard 5 - Learners are properly informed and protected
- Standard 6 - Effective and transparent complaints and appeals processes
- Standard 7 - Effective RTO governance and administration
- Standard 8 - RTO cooperates with VET regulator and is legally compliant

These standards are used in all ASQA auditing processes and RTOs must demonstrate compliance for all standards. According to and ASQA 2017 trainer provider briefing, there are some areas of compliance that need to be addressed as a matter of priority. We can assume from the data in Fig. 3 that these national compliance issues are also reflected in Tasmania.

Fig. 3 Compliance issues reported by ASQA – Trainer provider briefings 2017 presentation



Based on the issues around compliance, it is important to include relevant professional development subjects into the Professional Development Calendar as a matter of priority. (See Recommendation # 4)

4.4 VET data and access to industry information

Accessing information is vital to RTOs to ensure that they can respond pro-actively to changes in the state. Overall, collection of relevant data and industry information is an issue in the VET industry, particularly for the Tasmanian region. Although Skills Tasmania conducts audits and commissions workforce development reports, these are neither frequent nor complete enough to provide a comprehensive picture of VET in Tasmania. Having relevant information, and working co-operatively with Skills Tasmania with regards to information, allows the VET sector to advocate and act accordingly. Although we do have data and

information that can be accessed, collection of the following additional information would be useful to collate in a single, easily accessible annual industry report:

Demographics

- How big is the industry and what roles exist in VET?
- How many RTOs with Head Office outside of Tasmania providing services in Tasmania?
- Geographic location within Tasmania (can get this from the TGA report)
- Number of RTOs with Head Office in Tasmania who have Endorsed RTO Status

Income

- Do we look at data from ABS also with regard to value of the industry / contribution to *the Tasmanian economy*?
- Business register counts
- Overall industry turnover
- Percentage of income via fee for service – recognised training / non-recognised training
- Percentage of income via purchasing agreements – Tasmania – by stream
- Percentage of income from other sources – consultancy, resource development, other

Employment

- How many people working within each RTO – against functional areas / job roles (include administration, management, training, assessing, marketing etc)
- How are these people engaged with the RTO – contract, award, outsource
- What earnings / average pay scales for each functional area
- How many hours per week worked
- Occupations in demand – difficulty accessing staff in any of the job roles
- Staff turnover in each functional area – admin / training and assessing / marketing
- Recruitment models
- Age of Trainers and Assessors
- Qualifications of Trainers and Assessors

Scope

- What qualifications are available through RTOs with a Head Office in Tasmania
- Are there areas that are not covered? Overlay with Tasmanian industries identified as priority industries for growth
- Training and assessment falling outside of the nationally recognised training framework
- How many are working in other states
- How many are working in other countries – which countries, what industries, preparedness to share strategies with other RTOs
- How many RTOs work with other regulators – which regulators – what issues do they have

Purchasing contract capability

- Number of RTOs with Head Office in Tasmania with purchasing contracts with Skills Tasmania
 - User Choice
 - Skills Fund – various streams
 - Seasonal Industries

Recommendation #6 – Data Collection and Reporting

It is vital that industry can collect and use data to help keep up to date on changes, needs, trends and issues. Information will give industry the power to be more pro-active in regard to business development and in turn potentially reduce their reliance on government funding. Engaging industry and Skills Tasmania to contribute to, collect, collate, and share industry data to improve knowledge and understanding of industry results and needs would be seen as vital to the sustainability of VET in Tasmania. This data feeds directly into RTO strategies, action plans, and workforce development. As part of this data collection it is recommended that an annual Workforce Development review, update and report be conducted with support from Skills Tasmania.

5.0 Tasmanian VET industry priorities

The 2017 Skills Tasmania RTO Census indicates that Skills Tasmania has the opportunity for:

- Promotion of the sector
- Co-ordination of professional development
- Supporting industry compliance
- Improving the VET brand

In consideration of the combined information of the 2017 RTO Census, the research and feedback collated by TVN (*Refer to section 3.3 Consultation Feedback*), and analysis of the industry challenges, there is a strong case for Skills Tasmania, the Tasmanian VET Network, and the independent VET industry to work collaboratively to build confidence and capability in the VET sector.

TVN has previously identified five areas of industry specific priority that align with Skills Tasmania strategic priorities, address industry concerns, and respond to skills gaps. These form the basis of the Workforce Development Plan. (*Refer to Table 1. The Five Workforce Development Priorities – Industry Suggestions*).

The priorities are as follows:

Industry Priority or Theme

1. Professional Development
2. Compliance Support
3. Business Skills
4. Networking
5. Advocacy

These themes or priorities appear repeatedly and consistently in the independent VET industry and should remain areas of focus for future reports, collection of data, and projects. (Refer to Appendix A – VET Priorities – Clarification of Industry Priorities).

It is important to note that priority areas overlap in regard to their impact on the industry. As noted in section 4.0, what affects one area of the industry will often impact on another. Therefore, we can see for example that the challenges around compliance are similarly reflected in the challenges in professional development or in advocacy.

6.0 Initiatives – Workforce Development Plan and industry priorities

The recommendations in this report have been drawn from industry analysis and form the basis of the workforce development plan. Each of the initiatives below has been linked to a related industry priority to ensure that these are addressed as fully as possible.

Processes for the implementation of this workforce development plan still need discussion and require process refinement, which may be heavily influenced by the Steering Committee and Skills Tasmania. Regular reviews are recommended to ensure implementation is on track and issues can be addressed as required.

The initiatives have been framed to ensure that they can be commenced quickly, easily, and with greatest impact for the independent VET workforce. Each recommendation has been converted into an ‘Industry Initiative’ for actioning.

These initiatives are as follows:

Initiative 1. Create a test mentoring program

Desired Goals: Test and develop a Trainer and Assessor mentoring program for roll-out to the VET industry.

Industry Priority Addressed: Professional Development, Compliance, Business Skills

Action Items	Start date and Completion date	Stakeholders	Potential Funding Source	Risks
<ol style="list-style-type: none"> 1. TEST project for a Skills Tasmania Priority industry (see Skills Tasmania Strategy report 2018) 2. Select industry with a Tasmanian based industry body 3. Identify issues around attraction, retention and training 4. Develop an industry mentoring program in 	<p>Medium term. Recommend start consultation with stakeholders April 2019 with test completion by March 2020.</p>	<p>Industry – RTOs Skills Tasmania TVN Industry:</p> <ul style="list-style-type: none"> • Employers • Employees <p>VET Trainers</p>	<p>Industry Employers VET Industry Skills Tasmania</p>	<p>Lack of stakeholder participation. Timeframes not suitable. Funding not available.</p>

conjunction with the industry body				
5. Implement and report findings (minimum 6 - month implementation period recommended)				

Initiative 2: Create a VET database and professional industry association via TVN Website, to share skills, knowledge, tools, resources.

Desired Goals: to support quality in the VET industry, improve collaboration, and provide a single point of contact for industry related information and support

Industry Priority Addressed: Advocacy, Compliance, Professional Development

Action Items	Start date and Completion date	Stakeholders	Potential Funding Source	Risks
<ol style="list-style-type: none"> 1. Collect and Include Tasmanian VET Practitioners and Profiles and Capabilities (member and specialists directory) 2. Include a network knowledge hub to provide: <ul style="list-style-type: none"> • Skills analysis tools • Compliance support and collaboration • Shared documentation (HR, contracts, compliance, reports, training plans) • Pool of experts to support business – compliance, audits • An online point for validation and moderation of assessment 	Long term. Recommend start February/March 2019 with completion by 2021.	Industry – RTOs Skills Tasmania TVN Regulators Industry bodies SSOs	VET practitioners Skills Tasmania TVN	Stakeholders unwilling to participate or low participation rates. Costs of suitable online platforms.

Initiative 3: Create an advocacy framework for Tasmanian VET practitioners

Desired Goals: to promote industry, and facilitate engagement between VET, industry, regulators and government

Industry Priority Addressed: Advocacy

Action Items	Start date and Completion date	Stakeholders	Potential Funding Source	Risks
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Develop an Advocacy Framework, via TVN Website, to include the following: <ul style="list-style-type: none"> • VET Practitioner Code of Ethics and Conduct • Industry Best Practice • Tasmanian VET Brand promotion strategies • Regulatory contacts and updates • Skills Tasmania RTO and Trainer endorsement 	Medium term activity. Recommend start consultation with stakeholders June 2019 with aim of completing by July 2020. Review and extension into 2021.	Industry – RTOs VET practitioners Skills Tasmania TVN SSOs	VET practitioners Skills Tasmania TVN	Low stakeholder engagement.
Notes: It will be recommended that this framework be open to input, feedback and participation of both the independent and public VET sectors. This would be to ensure that there is a ‘whole of industry’ approach. Both the independent and public sectors would benefit from a consistent Tasmanian VET approach. Consideration will need to be given to how and what the public sector may access.				

Initiative 4: Create a professional development calendar with 3 TEST sessions

Desired Goals: ensure relevancy of PD sessions that address immediate industry needs and skills gaps, with the intent of extending the calendar for the following 12-month period.

Industry Priority Addressed: Professional Development, Networking, Business Skills, Advocacy

Action Items	Start date and Completion date	Stakeholders	Potential Funding Source	Risks
<ol style="list-style-type: none"> 1. Create test events for 3 concepts (see appendix B) 2. Request feedback from industry/attendees 3. Collate feedback, 4. Adapt future subjects and content as required, 5. Provide feedback to Skills Tasmania and Industry, distribute and advertise calendar. <p>Events to be focused on face to face interactions to ensure greatest participation for attendees. PD Events should be:</p> <ol style="list-style-type: none"> a. Held regionally (N/NW/South locations) b. Facilitated where possible by local Tasmanian experts 	<p>Recommend start February/March 2019 onward.</p> <p>Complete test program by end of July 2019.</p> <p>Review and roll-out of further events by September 2019.</p>	<p>Industry – RTOs VET practitioners Skills Tasmania TVN</p>	<p>Industry – RTOs VET practitioners Skills Tasmania TVN</p>	<p>No or low industry uptake. Funds not available to hold events.</p>

c. Hosted by Tasmanian VET organisations				
<p>Notes: Priority subject options include:</p> <ul style="list-style-type: none"> ▪ Industry Best Practice – targeted at all VET Practitioners (recommended as a priority subject that aligns with Skills Tasmania strategic plan and 2017 RTO Census report) ▪ Leadership across VET – targeted at all VET Practitioners ▪ Quality Assurance in VET – targeted at all VET Practitioners ▪ Assessment in VET – targeted to all VET Practitioners ▪ Understanding training packages – targeted at all VET Practitioners ▪ Compliance for RTOs (systems, funding, support, expert advice)– targeted at management level ▪ Assessment validation – targeted at all VET Practitioners 				

Initiative 5: Create a networking calendar (recommend as a combined calendar with PD events)

Desired Goals: improve industry collaboration and sharing of information

Industry Priority Addressed: Networking, Advocacy

Action Items	Start date and Completion date	Stakeholders	Potential Funding Source	Risks
<ul style="list-style-type: none"> • Link networking with PD Events – same day, post PD session • Use events to co-ordinate mini forums: industry changes/updates, current needs • Provide feedback to and from government, regulators and industry 	Recommend start February/March 2019 onward. Complete test program.	Industry – RTOs VET practitioners Skills Tasmania TVN	Industry – RTOs VET practitioners Skills Tasmania TVN	Low stakeholder participation. Inadequate communication. Lack of funds for ongoing participation.
Note: see Appendix B – Proposed Professional Development and Networking Calendar				

Initiative 6: Engage with Skills Tasmania and Industry stakeholders to collect and collate industry specific data annually.

Desired Goals: To address information and data gaps in the industry; to support industry decision making processes with relevant data and enable advocacy based on verifiable needs.

Industry Priority Addressed: Compliance, Advocacy, Business Skills

Action Items	Start date and Completion date	Stakeholders	Potential Funding Source	Risks
Engage with Industry and Skills Tasmania to improve the collection of data. Focus on: <ul style="list-style-type: none"> • Addressing information gaps 	Long term activity Recommend start May 2019 onward. Ongoing activity.	Industry – RTOs VET practitioners Skills Tasmania TVN	Industry – RTOs VET practitioners Skills Tasmania TVN	Low industry response or issues with industry engagement. Funding not adequate.

<ul style="list-style-type: none"> • Determining what stakeholders wish to see and use • Engage stakeholders to collect data regularly • Collating data in one location or as a single resource/report • Engaging stakeholders to share data and improve where required • Completing an annual Workforce Development Plan review and update with support and funding from Skills Tasmania 				
<p>Note: Data can be collected from networking and PD events. See Appendix B – Proposed Professional Development and Networking Calendar</p> <p>Note: Data should allow for creation of updated Workforce Development plans – annual rather than ad hoc</p> <p>Note: Data to be collected should include:</p> <p>Demographics</p> <ul style="list-style-type: none"> • How big is the industry and what roles exist in VET? • How many RTOs with Head Office outside of Tasmania providing services in Tasmania? • Geographic location within Tasmania (can get this from the TGA report) • Number of RTOs with Head Office in Tasmania who have Endorsed RTO Status <p>Income</p> <ul style="list-style-type: none"> • Do we look at data from ABS also with regard to value of the industry / contribution to the state • Business register counts • Overall industry turnover • Percentage of income via fee for service – recognised training / non-recognised training • Percentage of income via purchasing agreements – Tasmania – by stream • Percentage of income from other sources – consultancy, resource development, other <p>Employment</p> <ul style="list-style-type: none"> • How many people working within each RTO – against functional areas / job roles (include administration, management, training, assessing, marketing etc) • How are these people engaged with the RTO – contract, award, outsource • What earnings / average pay scales for each functional area • How many hours per week worked • Occupations in demand – difficulty accessing staff in any of the job roles • Staff turnover in each functional area – admin / training and assessing / marketing • Recruitment models • Age of Trainers and Assessors • Qualifications of Trainers and Assessors <p>Scope</p> <ul style="list-style-type: none"> • What qualifications are available through RTOs with a Head Office in Tasmania • Are there areas that are not covered? Overlay with Tasmanian industries identified as priority industries for growth • Training and assessment falling outside of the nationally recognised training framework • How many are working in other states 				

- How many are working in other countries – which countries, what industries, preparedness to share strategies with other RTOs
- How many RTOs work with other regulators – which regulators – what issues do they have

Purchasing contract capability

Number of RTOs with Head Office in Tasmania with purchasing contracts with Skills Tasmania

- User Choice
- Skills Fund – various streams
- Seasonal Industries

Appendix Table 1 – NCVER Quality in the VET Sector

Main reason for undertaking training, by provider type for total VET graduates, 2016 (%)					
	Provider type				
	TAFE	University	Community education provider	Private training provider	All graduates
Employment related	80.7	70.9	81.9	86.3	84.0
Get a job	26.6	24.3	27.2	21.9	23.6
To develop or start my own business	6.2	5.2	8.5	7.2	6.9
Try for a different career	12.6	8.2	11.9	10.5	11.1
Get a better job or promotion	7.1	6.7	4.7	7.6	7.3
It was a requirement of my job	12.7	11.3	11.2	18.0	15.9
Gain extra skills for current job	15.5	15.1	18.3	21.2	19.2
Further study: to get into another course of study	6.3	16.1	2.4	2.0	3.8
Personal development	13.0	13.1	15.7	11.6	12.3
To improve my general education skills	9.1	10.3	9.1	8.3	8.6
To get skills for community/voluntary work	1.5	1.6	4.0	1.4	1.5
To increase my confidence/self-esteem	1.7	0.8	2.3	1.5	1.6
For recreational reasons	0.7	0.3	np	0.3	0.4
Other	0.1	np	0.2	0.2	0.2

1. Notes: Np Not published. NCVER does not report on estimates based on five or fewer respondents because the estimates are unreliable.

Appendix Table 2 NCVER 2017

Reasons for using the VET system by type of training in 2017 (%)

Reasons for using nationally recognised training ¹ (Base: all employers using nationally recognised training)	2017
To provide the skills required for the job	47.0
Legislative, regulatory or licensing requirements	34.6
To meet and maintain professional/industry standards	26.3
Staff career development	25.5
To improve the quality of goods and services provided	12.3
Formalise qualifications and skills	8.9
To develop and maintain a flexible and responsive workforce	6.1
To remain competitive	2.8*
To improve staff morale and retention	1.9*
In response to new technology	np
Other reasons	3.2*
Reasons for using unaccredited training (Base: all employers using unaccredited training)	2017
To provide the skills required for the job	54.4
To meet and maintain professional/industry standards	30.8
To meet highly specific training needs	22.0
To improve the quality of goods and services provided	15.7
Legislative, regulatory or licensing requirements	16.4

To develop and maintain a flexible and responsive workforce	14.2
In response to new technology	12.2
To remain competitive	2.8
Staff career development	2.5
Other reasons	5.9

Notes: 1 Nationally recognised training is defined as nationally recognised training that is not part of an apprenticeship or traineeship. For the purposes of this survey, employers with apprenticeships and traineeships are reported separately.

Np Not published. NCVET does not report on estimates based on five or fewer respondents because the estimates are unreliable.

* The estimate has a relative standard error equal to or greater than 25% and should be used with caution.

Source: NCVET (2017).

Appendix Table 3 Head office locations – TVN Surveys March 2015

Head Office Location	% / #
Hobart	43.75%
	14
Launceston	46.88%
	15
Devonport	6.25%
	2
Burnie	3.13%
	1

Appendix Table 4 Topics and issues Tasmanian VET practitioners would like to discuss at networking events – TVN Surveys March 2015

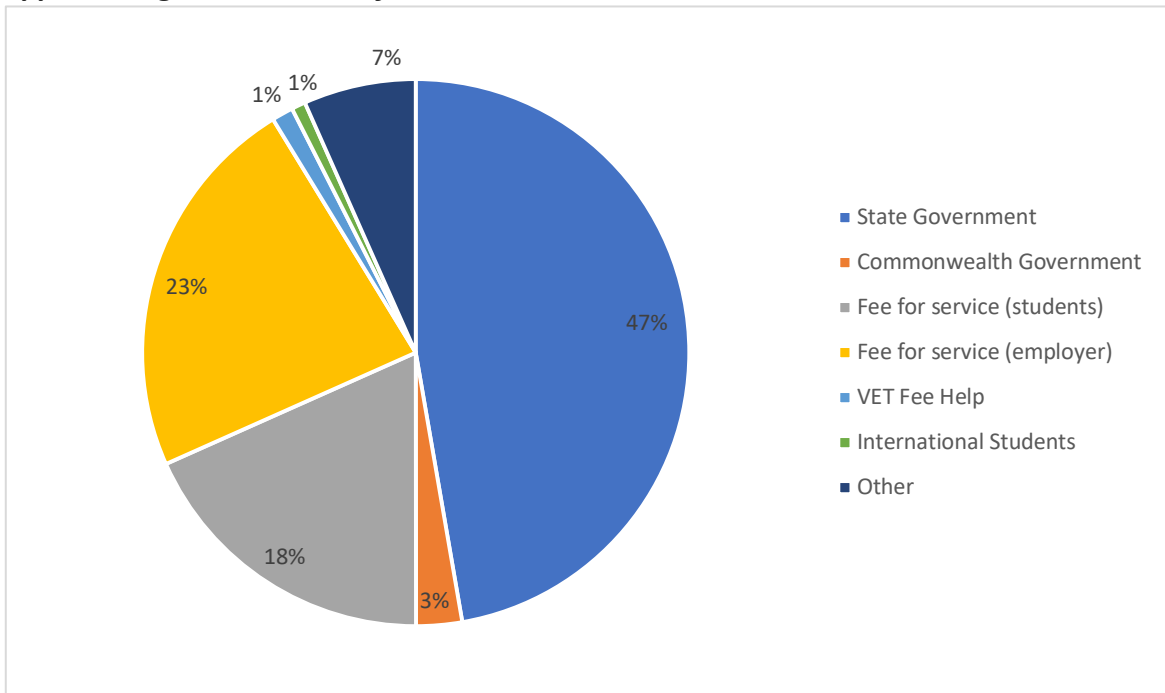
Topics and issues they would like to discuss	I am very interested in this issue –	I am interested in this issue –	This issue does not relate to me –	I am not interested in this issue –	Total –
	32.26%	61.29%	6.45%	0.00%	
Resource development	10	19	2	0	31
	67.65%	32.35%	0.00%	0.00%	
Compliance and NVR standards	23	11	0	0	34
	73.53%	26.47%	0.00%	0.00%	
Validation and moderation	25	9	0	0	34
	22.58%	70.97%	6.45%	0.00%	
Workplace training	7	22	2	0	31
	16.13%	83.87%	0.00%	0.00%	
Classroom training	5	26	0	0	31
	51.61%	45.16%	0.00%	3.23%	
Language literacy and numeracy issues	16	14	0	1	31
	45.16%	51.61%	3.23%	0.00%	

Assessment strategies	14	16	1	0	31
	43.33%	53.33%	0.00%	3.33%	
Engagement and training strategies	13	16	0	1	30
	50.00%	50.00%	0.00%	0.00%	
Practitioner collaboration	16	16	0	0	32
	46.88%	53.13%	0.00%	0.00%	
VET Practitioner Capability Framework	15	17	0	0	32
	62.50%	34.38%	0.00%	3.13%	
Industry collaboration	20	11	0	1	32
	34.48%	55.17%	6.90%	3.45%	
Pre-assessment	10	16	2	1	29
	25.81%	67.74%	6.45%	0.00%	
Exploring different resources	8	21	2	0	31
	20.00%	70.00%	10.00%	0.00%	
Program design	6	21	3	0	30
	24.14%	55.17%	17.24%	3.45%	
Lesson planning	7	16	5	1	29
	36.67%	53.33%	10.00%	0.00%	
Program evaluation	11	16	3	0	30
	27.59%	51.72%	13.79%	6.90%	
Adult learning principles	8	15	4	2	29
	63.64%	30.30%	3.03%	3.03%	
Professional development opportunities	21	10	1	1	33

Appendix Table 5. Locations and Attendees– TVN Industry Forums 2017

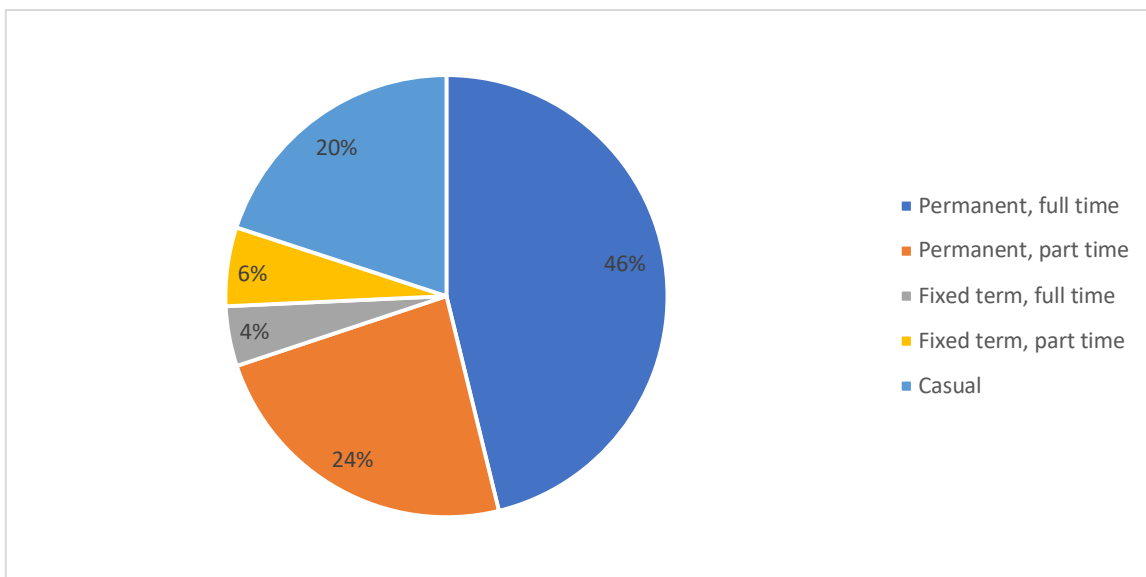
Region	Date	# of Attendees	Locations
NWest - Ulverstone	7 July 2017	11	Ulverstone Neighbourhood House
North - Launceston	7 July 2017	24	Avidity Training
South - Hobart	7 July 2017	19	Shipwrights Arms Hotel

Appendix Figure 1. Source of revenue, 2016



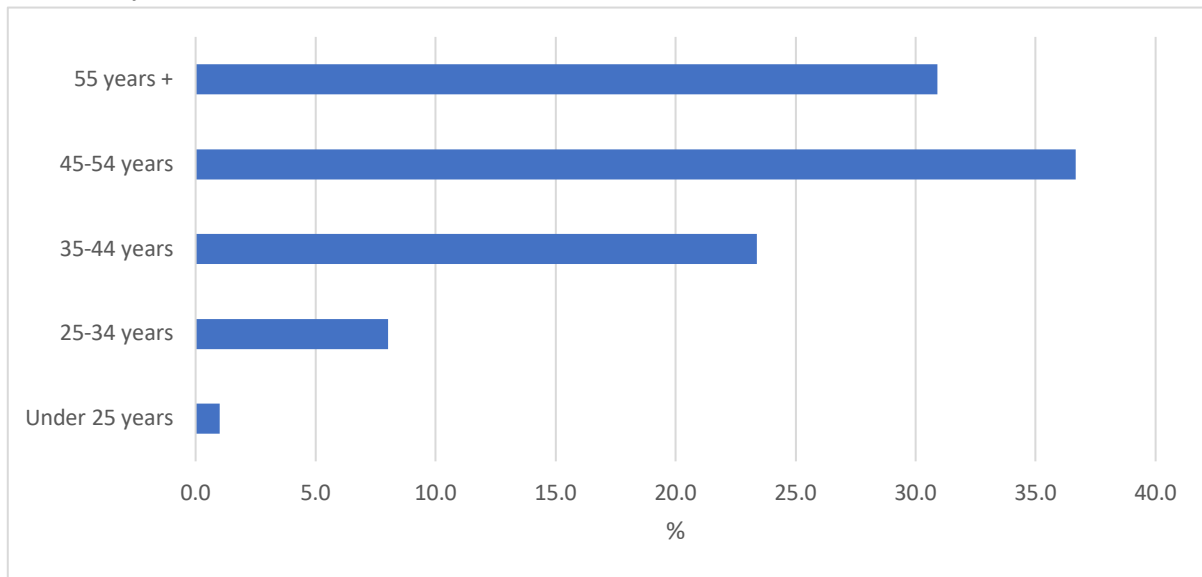
Skills Tasmania RTO Census 2017

Appendix Figure 2. Employment status, direct involvement in training activity in Tasmania, 2016



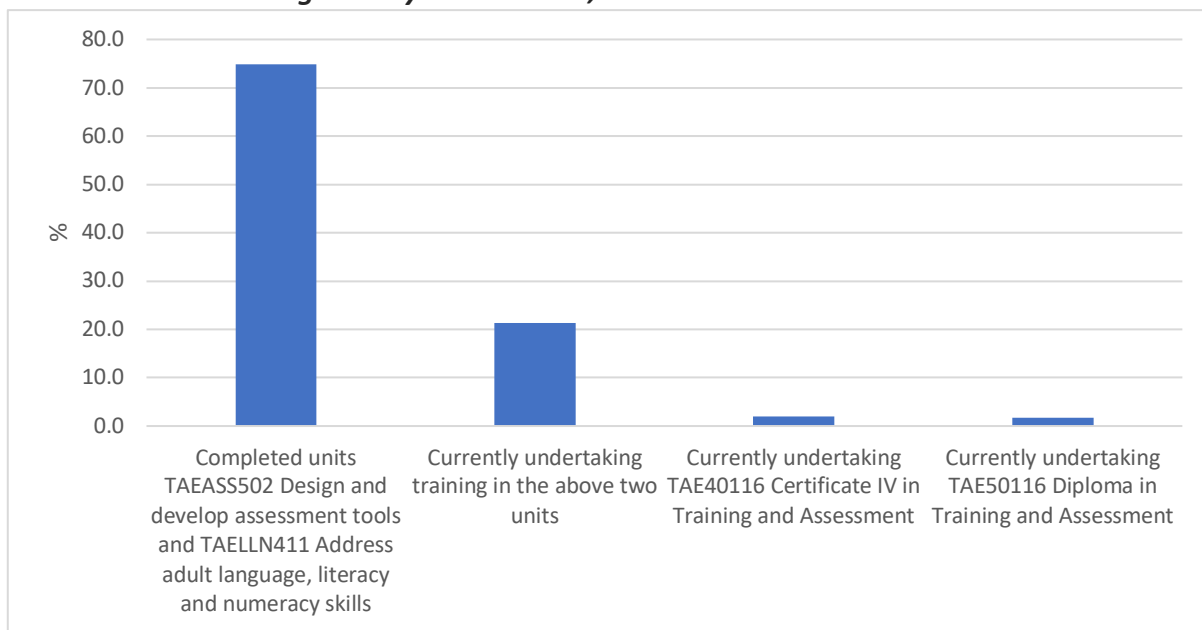
Skills Tasmania RTO Census 2017

Appendix Figure 3. Age structure, employees with direct involvement in training activity in Tasmania, 2016



Skills Tasmania RTO Census 2017

Appendix Figure 4. Status of training and assessment qualifications, staff directly involvement in training activity in Tasmania, 2016



The majority of staff involved directly in training activity in Tasmania (75 per cent) have completed units TAEASS502 (design and develop assessment tools) and TAELLN411 (address adult language, literacy and numeracy skills).

Appendix A – VET Priorities – Clarification of Industry Priorities

VET Priority
<p>1 - Professional Development</p> <p>Professional Development can be described as an intensive and collaborative means of receiving and exchanging information to improve industry knowledge and professional performance output. Many areas of common interest to the <i>independent</i> training industry could be delivered effectively throughout Tasmania if a resource was available to organise professional development events.</p>
<p>2 - Compliance Support</p> <p>The Australian Skills Quality Authority's compliance audit is accepted as an obligatory part of operating within the training industry. However, it can be an administratively heavy task for businesses, especially for small RTOs where administrative resources are limited. Compliance is seen as an expensive burden. Additional guidance and support to RTOs to better prepare support documents and evidence for meeting compliance obligations may assist the auditing process for all parties.</p>
<p>3 - Business Skills</p> <p>Business skills required whilst managing a range of micro and small businesses activities that are subject to income generation. In any industry, the good practitioners do not necessarily make good business operators. Practitioners could benefit from improving their business skills. Further, businesses may improve their cash-flow if individual businesses can be brought together and harness the benefits of their collective buying power in areas of common cost e.g. insurances.</p>
<p>4 – Networking</p> <p>To network in this sense is to interact with others to exchange information and develop professional or social contacts, and support others. Networking can also include mentoring for the purpose. As Tasmania's <i>independent</i> training sector is comprised of a diverse range of micro and small businesses, often operating in varying degrees of isolation, networking is an especially important activity to remain current across industry issues. Furthermore, being able to share experiences with contemporaries within the same industry is of immense value and can help affirm currency and provide support to new VET practitioners. A mechanism for organising and managing networking opportunities would be of benefit to the Tasmanian <i>independent</i> training industry. This may be used in conjunction with professional development events.</p>
<p>5 – Advocacy</p> <p>Advocacy – the act of representation on behalf of the Tasmanian <i>independent</i> training sector – enables the issues and interests of government, regulatory authorities and the industry to be communicated effectively and quickly. Information exchange at high level and a single point of contact provides a better level of engagement by the industry to decision makers on strategic areas of interest. This includes for policy, regulation and design and delivery of training materials. Moreover, to provide more uniform delivery of engagement, governments and government agencies may often welcome the opportunity to liaise via a whole-of-industry mechanism, rather than with individual businesses/operatives, when it is more effective to do so. Establishing a portal for this type of engagement could be an advantage to the Tasmanian <i>independent</i> training industry and its practitioners.</p>

Appendix B – Proposed Professional Development and Networking Calendar

Date	Location	PD - Subject and Content	Target Audience
February/March 2019	N/NW/South	TEST Event - Skills Gap Analysis: setting the baseline for skills and PD in VET	Managers, Auditors, RTO Owners
April/May 2019	N/NW/South	TEST Event – Assessment standards and ASQA expectations	ALL
June/July 2019	N/NW/South	TEST Event – Quality Assurance in VET. What it means for your role in VET	ALL
August 2019	N/NW/South	Good practice in VET	ALL
October 2019	N/NW/South	Innovation for VET Practitioners	ALL
December 2019	N/NW/South	Training and Delivery – addressing LLN issues	Trainers and Assessors
February 2020	N/NW/South	Pending feedback	
April 2020	N/NW/South	Pending feedback	
June 2020	N/NW/South	Pending feedback	

Appendix C Professional Development Focus - Overview

