

Internal and external factors affecting the impact on an organisation of a national staff development program

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Framing the Future is a major staff development initiative of the Australian National Training Authority (ANTA). Since 1997, over 20,000 VET practitioners have participated in the program. This paper reports on research conducted in 2000-2001 on the long-term impacts of the nearly 200 projects funded by Framing the Future in 1999.

Using case study methodology, the research focused on a range of VET organisations that have undertaken four-five Framing the Future projects, to understand how the impacts of Framing the Future are experienced by different staff and in different ways within an organisation. The evaluation focused not just on teaching staff, but on administrative, support and management personnel, in order to identify different types of impacts. The possible benefits of such case study analyses are many. In particular, the case studies helped clarify the relative importance of two sets of factors that affect the impact of Framing the Future: factors that are internal to the organisation, such as its culture and leadership, strategic goals, industry relations and team processes, and factors that are external to the organisation, such as the interventions of the Framing the Future national management team, such as its structured networking arrangements, workshops, project website and publications.