

**This document is designed to assist applicants as they prepare applications for project funding from Reframing the Future in 2008.**

An Application Form may be completed on-line or downloaded as a 'Word' document, filled in and uploaded on the website.

**Applications must be submitted by COB Fri 14 March 2008 on [www.reframingthefuture.net](http://www.reframingthefuture.net)**

A separate application form must be submitted for each project proposal.

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## Overview of Reframing the Future

Reframing the Future is a major workforce development initiative of the Australian and State and Territory Governments. It assists in building the capacity of the Australian vocational education and training (VET) system to support the implementation of the national training system and the aims of the Council of Australian Governments (COAG) and its national reform agenda.

The *national training system* provides the skilled people required by industry and business to keep Australia's economic growth strong. The training system aims to be a world class, forward-looking system responsive to the ever-changing needs of industry.

For current information on the *national training system* please see:

The Department of Education, Employment and Workplace Relations (DEEWR) website  
[www.dest.gov.au/sectors/training\\_skills](http://www.dest.gov.au/sectors/training_skills)

The new Australian government's 'Skilling Australia for the future' Policy Document at:

[www.alp.org.au/download/campaign\\_launch\\_skills\\_policy.pdf](http://www.alp.org.au/download/campaign_launch_skills_policy.pdf)

The *national reform agenda* promoted by COAG is aimed at further raising living standards and improving services by lifting the nation's human capital levels, productivity and workforce participation over the next decade. Reframing the Future is one of the national mechanisms for assisting the achievement of the *national reform agenda* in the field of vocational education and training.

For more information on the *national reform agenda* please see the COAG website:

[www.coag.gov.au/meetings/100206/index.htm](http://www.coag.gov.au/meetings/100206/index.htm)

The National Quality Council (NQC) through one of its standing committees will provide strategic advice on national priorities to the program, ensuring that the Reframing the Future program is aligned with the plans of the NQC. The NQC is a committee of the Ministerial Council for Vocational and Technical Education (MCVTE) which oversees and supports the current and future quality of vocational and technical education across Australia. It is critical to ensuring the successful operation of the national training system. Two key elements of the national system that are NQC responsibilities are the Australian Quality Training Framework (AQTF 2007) and Training Packages.

For more information on the NQC please visit the website [www.nqc.tvetaustralia.com.au](http://www.nqc.tvetaustralia.com.au)

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## The Reframing the Future 2008 Program

The 2008 program is linked to the mission of Reframing the Future and has three components:

1. **Funded Projects.** Around 200 professional development and change management projects will be funded. A call for submissions will be advertised in mid-February 2008 and applications will be due in mid-March. Registered Training Organisations (RTOs) and other VET related organisations in Australia may apply for funding,

2. **Engaging VET Practitioners Forums.** These are held in August and November and all VET providers and practitioners can register an interest in participating.
3. **Publications and Resources.** Current and new publications and resources in a range of formats are available free through the Reframing the Future website.

## Funded Projects – key information for applications in 2008

Reframing the Future's program design for funded projects in 2008 is new.

To increase its impact on the national training system, in 2008 the program is organised around **seven national priority areas** which will enable VET organisations undertaking a project to achieve at least one of the **three goals** of the Reframing the Future program. Each of these goals and priority areas support the implementation of the national training system.

Projects will use one of the **methodologies** which the program supports. These methodologies are based on proven theory and extensive practice, and have been continuously evaluated and improved by the Reframing the Future program for the Australian VET sector over some years.

Organisations making an application to Reframing the Future for funding in 2008 will need to:

- explain how the project will meet at least one of the three goals of the program
- indicate which one of seven priority areas their proposed project addresses, and explain why it is important to their organisation's strategic directions
- identify which of the eight project methodologies will be used, and how it will be used
- indicate how project processes and outputs as well as staff learning and organisational outcomes will be evaluated.

As an example, a project proposal might:

<i>aim to meet this program goal:</i>	develop staff capabilities to continuously improve the quality of competency based training and assessment
<i>be directed at this priority area:</i>	developing the quality and consistency of competency based assessment practices
<i>use this methodology:</i>	action learning

**Set out below is further information on the overall goals for projects funded in 2008, the national priority areas that projects may address, and the methodologies they can use.**

### Goals

The Reframing the Future program of professional development and change management in 2008 will enable VET providers to achieve at least one of the following goals:

To develop staff capabilities to continuously improve the quality of competency based training and assessment

To be innovative in responding to the needs of students, and the emerging skill needs and workforce development requirements of industry and communities

To increase the productivity of the VET workforce and contribute to the productivity of the Australian workforce.

## Priority areas

Reframing the Future will provide funding and methodological support for projects that focus on one of the following **priority areas**:

1. **Quality:** using effective approaches to implement the Australian Quality Training Framework (AQTF 2007) essential quality standards and indicators
2. **Training Packages:** innovatively and flexibly implementing a new, recently revised or rationalised Training Package
3. **Assessment:** developing the quality and consistency of competency based assessment practices
4. **Employability skills:** strengthening provider capability in teaching, learning, assessing and reporting in relation to employability skills
5. **Skills shortages:** increasing the responsiveness, quality and quantity of training in skills shortage areas, particularly for trades occupations
6. **Partnerships:** developing partnerships or new ways of working between RTOs, industry, enterprises and/or communities to develop more responsive approaches to training
7. **Diversity:** enhancing practitioners' capabilities to work with an increasingly diverse client base, in particular with aboriginal, disability and other equity groups.

## Methodologies

A breadth of methodologies is required to accommodate the variety of challenges faced by VET providers and practitioners and to improve their capabilities to implement the national training system and respond to COAG's national reform agenda.

The predominant learning approach used by Reframing the Future project teams is workbased learning. Workbased learning describes a range of different staff development methodologies and techniques, from action learning to the use of appreciative inquiry, knowledge management, communities of practice and networking, mentoring and coaching.

In the Australian VET sector, workbased learning is an umbrella term that refers to structured learning that is managed by the organisation. The focus of workbased learning is learning through work. Given this broad definition of workbased learning, it could be said that those personnel involved in change agency, change management and strategic management are simultaneously engaged in workbased learning.

For further descriptions of workbased learning see: *A new model of workbased learning in the VET sector*

The eight methodologies listed below are supported by Reframing the Future and are described in detail in various Reframing the Future publications. They are:

**Methodology 1 – Action Learning.** Action learning is a professional development technique for learning from current activities and involves the use of the cycle of experiencing, reviewing, concluding and planning. See *Action Learning in the VET Sector: core ideas*

**Methodology 2 – Appreciative inquiry.** Appreciative inquiry is a methodology for influencing change that concentrates on the positives within an organisation and on a vision of what is possible rather than an analysis of what is not. It is based on asking questions at four stages of inquiry: the discovery stage, the dream stage, the design stage and the destiny stage. See *Appreciative inquiry and the national training system: core ideas*

**Methodology 3 – Communities of practice.** Communities of practice are groups of people bound by a shared experience and a common sense of purpose, such as the

pursuit of a solution to a problem. Sometimes communities are formed within the one organisation or group, and sometimes they stretch across organisational boundaries. See *Communities of practice and the national training framework: core ideas*.

**Methodology 4 – Networking.** Membership of a network implies a commitment to a group and its work and to cooperation. Networking implies a group connection, based around trust, understanding, and mutuality, that supports collaborative action. A network often takes a member beyond his or her own workplace, and involves interacting with members from other organisations. See *Networks and the national training system: core ideas*.

**Methodology 5 – Knowledge management.** Knowledge management focuses on processes such as acquiring, creating and sharing knowledge. A key aspect of knowledge management in the VET context is knowledge transformation, which includes the process of internalising information and research and then applying the new knowledge to practice. See *Knowledge management and the national training system: core ideas*.

**Methodology 6 – Strategic management.** Strategic management is the process of identifying, choosing and implementing activities that will enhance the long-term performance of an organisation. See *Strategic management and change management and the national training system: core ideas*.

**Methodology 7 – Change management.** Change management is the process of modifying or transforming organisations in order to maintain or improve their effectiveness. See *Strategic management and change management and the national training system: core ideas*.

**Methodology 8 – Change agency.** The term change agent refers to anyone involved in initiating or implementing change. Change agency refers to the ability of an agent of change to affect the way an organisation responds to change. See *Change Agents and the national training system: core ideas*.

The Reframing the Future publications referred to above, and other relevant publications, are available at: [www.reframingthefuture.net/publications](http://www.reframingthefuture.net/publications)

**Further information and an application form are available from the website at [www.reframingthefuture.net](http://www.reframingthefuture.net)**

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## Funds available

**Reframing the Future funding is specifically intended to support staff development activities. An organisational contribution must be made by the sponsor and must at least match the allocation from Reframing the Future (with the exception of Change Agency).**

### Budget Allocation

Each **methodology** is allocated a maximum funding amount as indicated on the table below.

Methodology	Funding amount up to	Number of projects
1. Action learning	\$10,000	50
2. Appreciative inquiry	\$15,000	20
3. Communities of practice	\$15,000	25
4. Networking	\$15,000	35
5. Knowledge management	\$15,000	15
6. Strategic management	\$23,000	30
7. Change management	\$23,000	
8. Change agency	\$10,000	15

## The Application Process

The project application must:

- detail all aspects of the proposed project as required in the application form (including a statement confirming the proponent organisation's support for the project);
- be submitted on-line or uploaded to Reframing the Future [www.reframingthefuture.net](http://www.reframingthefuture.net) by COB Friday 14 March 2008 in the prescribed application format.

Receipt of an application will be acknowledged within 3 working days via email and will include notification of your project reference number. **Please quote this project reference number in all correspondence regarding the project.**

Applicants will be informed of the selection panel's decisions in late April 2008.

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## The Selection Process

The selection panel will review project applications using the following essential and other criteria.

### Essential selection criteria

To be considered for funding, a project proposal must:

- explain how the project will meet at least one of the three goals of the Reframing the Future program
- indicate which one of seven priority areas the proposed project addresses, describe the intended outcomes in relation to the priority area and explain why it is important to the organisation's strategic plan
- identify which project methodology will be used, from the eight methodologies supported by the program, and explain how it will be used to develop the participants
- indicate how the project processes and outputs as well as staff learning and organisational outcomes will be evaluated both qualitatively and quantitatively. For further information on evaluation please see the Reframing the Future publication *Evaluating Projects*
- involve RTO staff and, where appropriate, industry and community participants
- provide an appropriate project budget (see section below on 'Formulating the project budget').

### Other selection criteria

The selection panel will also consider, where appropriate:

- the relevance of the selected methodology to the priority area and intended project outcomes
- the extent to which the proposal demonstrates an understanding of and commitment to the chosen methodology
- the level of organisational contribution - participants' time and/or funding committed to the project.
- the potential level of impact within the participating organisations - number and type of participants, number and extent of the proposed activities within the project.

- the extent to which RTO sessional/casual/hourly paid staff or workplace trainers are involved.
- the extent to which industry/training provider relationships are established or reinforced.
- the extent to which other collaborative arrangements or strategic partnerships for the implementation of the national training system are established or reinforced
- the extent to which the project relates to VET equity strategies.
- the extent to which the outputs/products of the project will be useful in a range of VET contexts.
- the extent to which collaborative links are made with state/territory training authorities in relation to local staff development directions and initiatives.
- The extent to which RTO staff and industry and/or community representatives (where appropriate) are involved.

The selection of projects will take into account the spread of projects across the seven priority areas; the need to represent public and private providers and a range of industry areas as well as the need for a geographical spread of projects.

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## **Project contract requirements**

If an application is selected for funding, as part of the contract, the sponsoring organisation must undertake to:

- Provide a revised Application (if required), an Action Plan, a Mid-term Report and a Final Report by the contracted dates.
- Participate in a start-up workshop as advised by the national project team.
- Participate in a mid-term workshop as advised by the national project team.
- Contribute to any evaluations conducted by, or for, Reframing the Future or DEEWR.
- Undertake to complete the project activities (including final reporting) by Tuesday 25 November 2008.

Sponsors of funded projects will be forwarded contract documents for signing. These should be signed and returned to the Reframing the Future office without delay. All projects will be allocated a project reference number, and all correspondence regarding the project must quote this number.

### **Key dates**

- Applications close – Friday 14 March 2008
- Project selection - April 2008
- Notification by – late April 2008
- Start up Workshops – early to mid May 2008
- Action Plan due – Tuesday 27 May 2008
- Mid Term Workshops (where relevant) early - mid September 2008
- Mid-term Report due – Tuesday 19 August 2008
- Final Report due – Tuesday 25 November 2008

## Formulating the project budget

**Funds sourced from Reframing the Future are specifically intended to facilitate and support VET staff development and change management activities.**

The organisation(s) contribution must be costed, and may include in-kind or out-of-pocket contributions such as administrative support, project management costs, venue hire and catering, travel/accommodation and financial auditing.

No portion of the Reframing the Future grant should be allocated to cover the cost of releasing permanent/ongoing staff to participate in the program. This should be covered as part of the organisation(s) contribution. However, a portion of the grant funds from Reframing the Future can be used to assist in covering the cost of participation for sessional/casual/hourly paid staff.

No portion of the overall budget can be allocated for the:

- purchase of capital items of equipment
- purchase or development of information technology infrastructure
- purchase or development of curriculum or learning resources for students.

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Applications for Change Agency are not required to provide in-kind matching funds, however the sponsoring organisation may provide details of their contribution.

### Project Budget – *Example only*

Common items	Reframing the Future grant contribution (total up to \$X)	Organisation(s) contribution (total must match Reframing the Future contribution, except Change Agency)	Other source(s) contribution	Project Total
Facilitator				
Permanent staff participation	N/A			
Casual staff participation				
Other participants				
Project Management or administration				
Meeting expenses				
Teleconference/ Videoconference / Webconferencing				
Guest speaker/expert				
Travel / Accommodation				
Conference attendance				
Office expenses	N/A			
Resources	N/A			
Total	\$	\$	\$	\$

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## Contact us

The Reframing the Future team provides assistance and advice on all aspects of the Reframing the Future Program. Please do not hesitate to contact us at any time.

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**Before submitting an application please remember to check that all required aspects of the application form have been completed.**

**Applications must be completed on-line on [www.reframingthefuture.net](http://www.reframingthefuture.net) or uploaded on [www.reframingthefuture.net](http://www.reframingthefuture.net) by COB Friday 14 March 2008.**

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## Recommended reading

Prior to developing/submitting an application, applicants are advised to:

- Read the relevant literature about the national training system
- Read those publications relevant to the methodology you have selected.

Suggested reading from these two categories is set out below.

### ***Literature about the national training system***

*The following list is indicative only.*

COAG documents are available at:

- <http://www.coag.gov.au/meetings/100206/index.htm>

View the new Australian government's *Skilling Australia for the Future* Policy Document at:

- [www.alp.org.au/download/campaign\\_launch\\_skills\\_policy.pdf](http://www.alp.org.au/download/campaign_launch_skills_policy.pdf)

View also:

- [A New National Reform Agenda](#)
- [A New National Approach to Apprenticeships, Training and Skills Recognition](#)

View National Quality Council (NQC) documentation at <http://www.nqc.tvetaustralia.com.au/>

ANTA, DEST and DEEWR documents below are available from the DEEWR website: [www.dest.gov.au](http://www.dest.gov.au) and include:

- Australian Government, Department of Education, Science and Training (DEST) (2005) *Skilling Australia, New Directions for Vocational Education and Training*, DEST, Canberra
- Australian National Training Authority, (2003) *High Level Review of Training Packages, Phase 3 Consultation*, ANTA, Melbourne
- Australian National Training Authority, (2003), *Shaping our Future, Australia's National Strategy for vocational education and training 2004-2010*, ANTA, Brisbane.
- Schofield, K. & McDonald, R. (April 2004), *Moving On...Report of the High Level Review of Training Packages*, Australian National Training Authority, Melbourne.

Australian Quality Training Framework (AQTF 2007) documents are available from: [www.training.com.au](http://www.training.com.au)

Information about Training Packages is available from:  
Training Packages @ Work <http://www.tpatwork.com/> and  
Industry Skills Councils [www.isc.org.au](http://www.isc.org.au)

A useful document is:

Training Packages @ Work *Back to Basics, Edition 3*, (May 2007) DETA Qld available from <http://www.tpatwork.com/Default.asp>

### ***Literature about methodologies, prepared by Reframing the Future***

*Those people preparing applications are expected to read at least the 'core ideas' publication on the methodology you have selected for your proposed project.*

*Additional publications available from Reframing the Future are listed under each methodology, for further reading.*

*The references list at the end of each 'core ideas' publication provides further suggested reading.*

*Generic Reframing the Future publications, cited below, contain useful information about methodologies (previously known as sub-programs) and how VET organisations have used them to develop capability in implementing the national training system.*

*The Action Plans from projects funded in 2006 and 2007 are available on the Reframing the Future website as an additional resource.*

Reframing the Future publications can be downloaded or ordered (free) from the website [www.reframingthefuture.net](http://www.reframingthefuture.net), and most are also available on the Reframing the Future Publications and Resources CD ROM 2006 and 2007.

## Methodology 1 – Action Learning

Key publication:

- *Action Learning and the national training system: core ideas*

Other reading:

- *Learning@Work*
- *Facilitating Workbased Learning Groups*, Reframing the Future flyer
- *Participating in Workbased Learning Groups*, Reframing the Future flyer

## Methodology 2 – Appreciative Inquiry

Key publication:

- *Appreciative Inquiry and the national training system: core ideas*

Other reading:

- *RPL Done Well*
- *Continuous Improvement in VET*

## Methodology 3 – Communities of practice

Key publication:

- *Communities of Practice and the national training system: core ideas*

Other reading:

- *The Potential for Communities of Practice to underpin the National Training Framework*
- *Effectively structuring communities of practice*
- *Communities of Practice: Reshaping Professional Practice and Improving Organisational Productivity in the Vocational Education and Training (VET) Sector: Resources for Practitioners*

## Methodology 4 – Networking

Key publication:

- *Networking and the national training system: core ideas*

Other reading:

- *Building Industry Training Networks*, renamed recently as *Networks in VET: how to form, benefit from and sustain networks*
- ANTA publication available from Reframing the Future, *Assessor Networks in Action: information, case studies and other resources*

## Methodology 5 – Knowledge Management

Key publication:

- *Knowledge Management and the national training framework: core ideas*

Other reading:

- *Applying Information and Research, Good Practices from 2005*
- *Applying Information and Research – Good Practices from 2003*

## Methodologies 6 & 7 – Strategic Management and Change Management

Key publication:

- *Strategic and Change Management and the national training system: core ideas*

Other reading:

- *Strategy-making in Turbulent Times*
- *The Never-ending Quest: Effective Strategy-making and change management for high-performing VET organisations*

## **Methodology 8 – Change agency**

Key publication:

- *Change agents and the national training system: Core ideas*

Other reading:

- *The Skilling of VET Change Agents*, ANTA, Melbourne

## **Other Reframing the Future publications for further reading**

- *A new model of workbased learning in the VET sector*
- *A new model of workbased learning in the VET sector: core ideas*
- *Continuous Improvement in VET – a set of resources*
- *Emerging Futures: Innovation in Teaching and Learning in VET*
- *Evaluating Projects*
- *Evidence of High-Skilled VET Practitioners and High-performing VET Organisations*
- *High-skilled High-performing VET*
- *How VET Enhances Human Capital: 31 Examples*
- *Human Capital Enhanced by VET*
- *Innovation and the national training system: core ideas*
- *Making the Connections: progressing equity in the national vocational education and training system*
- *New Capabilities in VET*
- *New Ways of Working in VET*
- *Professional Judgment in VET – a set of resources*