

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Supplementary Budget Estimates

17 October – 18 October 2012

Question: SBT 1401-1406

Topic: Executive Coaching and Leadership Training - Treasury

Written: Received from Committee – 26 October 2012

Senator BUSHBY asked:

1401. In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information for this financial year to date (26 October 2012):

- a. Total spending on these services
- b. The number of employees offered these services and their employment classification
- c. The number of employees who have utilised these services, their employment classification and how much study leave each employee was granted (provide a breakdown for each employment classification)
- d. The names of all service providers engaged

1402. For each service purchased from a provider listed under (4), please provide:

- a. The name and nature of the service purchased
- b. Whether the service is one-on-one or group based
- c. The number of employees who received the service and their employment classification
- d. The total number of hours involved for all employees (provide a breakdown for each employment classification)
- e. The total amount spent on the service
- f. A description of the fees charged (i.e. per hour, complete package)

1403. Where a service was provided at any location other than the department or agency's own premises, please provide:

- a. The location used
- b. The number of employees who took part on each occasion (provide a breakdown for each employment classification)
- c. The total number of hours involved for all employees who took part (provide a breakdown for each employment classification)
- d. Any costs the department or agency's incurred to use the location

1404. In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information for 2011-12:

- a. Total spending on these services
- b. The number of employees offered these services and their employment classification
- c. The number of employees who have utilised these services, their employment classification and how much study leave each employee was granted (provide a breakdown for each employment classification)
- d. The names of all service providers engaged

1405. For each service purchased from a provider listed under 1404(d), please provide:

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- a. The name and nature of the service purchased
 - b. Whether the service is one-on-one or group based
 - c. The number of employees who received the service and their employment classification
 - d. The total number of hours involved for all employees (provide a breakdown for each employment classification)
 - e. The total amount spent on the service
 - f. A description of the fees charged (i.e. per hour, complete package)
1406. Where a service was provided at any location other than the department or agency's own premises, please provide:
- a. The location used
 - b. The number of employees who took part on each occasion (provide a breakdown for each employment classification)
 - c. The total number of hours involved for all employees who took part (provide a breakdown for each employment classification)
 - d. Any costs the department or agency's incurred to use the location

Answer:

1401.

- a. The total spend on executive coaching and leadership training services in the financial year to date (26/10/12) was \$132,628.85 (GST inclusive).
- b. Leadership training was offered to 464 staff at the EL1 – SESB3 level, as detailed below:

SES Band 1-3	90
EL 2	160
EL 1	214

- c. Please refer to question 1402(a). Please note, that due to the nature of these programs, staff do not need to access study leave to participate.
- d. The names of the service providers were:

Vantage Point Consulting Pty Ltd
Bendelta Pty Ltd
Deborah May Pty Ltd
Australian Public Service Commission

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1402.

a.

	Provider	# Participants	Levels	Program Costs	Venue
Executive Coaching	Vantage Point Consulting Pty Ltd	1	SES Band 2	\$962.50	No additional cost
	Deborah May Pty Ltd	Not all staff identified	SES Band 3	\$7,177.50	No additional cost
			SES Band 2		
			SES Band 1		
		Executive Level 2			
Leadership Training	Australian Public Service Commission	6	SES Band 3 x 2	\$76,175	No additional cost
			SES Band 2 x 1		
			SES Band 1 x 1		
			Executive Level 2 x 2		
	Bendelta Pty Ltd	25	EL2 x 5	\$48,313.85	\$11,772.39
		EL1 x 20			

- b. Executive coaching is a one-on-one arrangement. Leadership training is based on group sessions.
- c. Refer to 1402(a).
- d. To attempt to provide this level of detail would involve an unreasonable diversion of departmental resources.
- e. Refer to 1402(a).
- f. Fees for executive coaching are based on a per hour cost. Fees for Leadership training are based on a complete package.

1403.

- a. The venue for the leadership training (the Management Development Program – MDP) was the Pavilion on Northbourne.
- b. See the response in question 1402(a).
- c. The Management Development Program involved 7 contact days, or 52.5 hours of training.

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- d. The venue hire for the Pavilion was \$11,772.39 (GST inclusive). The venue costs include room hire, catering and costs of audio visual equipment.

1404.

- a. The total spend on executive coaching services in 2011/12 was \$6,145 (GST inclusive).

The total spend on leadership training services was \$352,799.66 (GST Inclusive).

- b. Executive Coaching is offered to all SES staff within Treasury. The Treasury had 79 SES officers as at 30 June 2012, (as tabled in Treasury's Annual Report 2011-12).

Leadership training was offered to EL1 – SESB3 officers. As at 30 June 2012, (as tabled in Treasury's Annual report 2011-12), the total staff at these levels was 459 broken down into the classifications below:

SES Band 1-3	79
EL 2	174
EL 1	206

- c. Two SES officers and two EL2 officers accessed Executive Coaching in 2011/12.

Sixty-seven officers accessed leadership training at the EL1 – SESB3 classifications. Including:

Program	# Participants	Levels	Program Costs	Total Days
Management Development Program (MDP)	24	7 x EL2, 7 x EL1	\$39,012.66	156
Executive Leadership Program (ELP)	19	EL2	\$171,674.00	247
Awareness Training in Unrecognised Bias	16	11 x SES, 5 EL2	\$49830.00	16
APSC Career Development Assessment Centre	4	EL2	\$51,700.00	16
APSC SESB2 Pilot Talent Development Program	1	SESB2	\$22,568.00	10
ASPC Transformational Leadership Program	1	SESB1	\$7,895.00	4
Cranlana Public Service colloquium	2	SESB1	\$10,120.00	10
	67		\$352,799.66	459

Note: Due to the nature of these programs, staff do not need to access study leave to participate.

- d. The names of service providers engaged include:

Executive coaching

- Centre for Public Management Pty Ltd
- The May Group

Leadership training

- Vantage Point Consulting
- Bendelta
- Australian Public Service Commission
- The May Group
- The Cranlana Program

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1405.

- a. Executive coaching services provide Treasury's SES/EL2 staff with the opportunity to access confidential, targeted and expert guidance on specific issues or to assist in longer-term skills development.

Treasury offers two leadership programs, the first (Management Development Program) is targeted at new and potential managers and provides participants with an understanding of leadership and their responsibilities under the Treasury Management Model. The second (Executive Leadership Program) is targeted at experienced EL2 officers with a strategic and adaptive leadership focus.

Treasury Awareness Training in Unrecognised Bias was a pilot program for the Inclusive Workplace Committee members to assist participants identify and understand underlying and unrecognised biases that may impact on judgements of management, leadership styles and the allocation of work for women in the Treasury.

Treasury also participated in the APSC's leadership programs including the Career Development Assessment Centre, Transformational Leadership and the SESB2 Talent Development Program.

- b. Executive Coaching is a one-on-one service.

Leadership training (MDP & ELP) is based on group sessions.

Awareness Training in Unrecognised Bias consisted of two half day group sessions and a one hour individual session.

- c. See response to question 1404 part (c).

- d. To attempt to provide the total hours staff participated in executive coaching would involve an unreasonable diversion of departmental resources.

Staff participated in leadership programs in 2011-12 for a total of 3,442.5 hours.

Program	# Participants	Levels	Total Hours
Management Development Program (MDP)	24	7 x EL2, 7 x EL1	1170
Executive Leadership Program (ELP)	19	EL2	1852.5
Awareness Training in Unrecognised Bias	16	11 x SES, 5 EL2	120
APSC Career Development Assessment Centre	4	EL2	120
APSC SESB2 Pilot Talent Development Program	1	SESB2	75
ASPC Transformational Leadership Program	1	SESB1	30
Cranlana Public Service colloquium	2	SESB1	75
	67		3,442.5

- e. See response to question 1404 part (a).

- f. The per hour fee for executive coaching services ranged from \$350-\$990.

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The fees charged for internal leadership development programs include program design, delivery and evaluation.

1406.

a. Venues include:

Program	# Participants	Levels	Venues
Management Development Program (MDP)	24	7 x EL2, 7 x EL1	Elizabeth McKay Aquatic Centre
Executive Leadership Program (ELP)	19	EL2	Elizabeth McKay Aquatic Centre, Eagle Hawk, Hotel Kurrajong
Awareness Training in Unrecognised Bias	16	11 x SES, 5 EL2	The Hyatt Hotel Canberra
APSC Career Development Assessment Centre	4	EL2	Tuggeranong Homestead, APSC Aviation House
APSC SESB2 Pilot Talent Development Program	1	SESB2	APSC Aviation House
ASPC Transformational Leadership Program	1	SESB1	APSC Aviation House
Cranlana Public Service colloquium	2	SESB1	Old Parliament House

b. See response to question 1406 part (a).

c. See response to question 1405 part (d).

d. The total cost of utilising these venues was \$29,832.88 (GST inclusive). The venue costs include room hire, catering and cost of audio visual equipment.

Program	Venues	Venue Costs
Management Development Program (MDP)	Elizabeth McKay Aquatic Centre	\$6,438.50
Executive Leadership Program (ELP)	Elizabeth McKay Aquatic Centre, Eagle Hawk, Hotel Kurrajong	\$22,311.00
Awareness Training in Unrecognised Bias	The Hyatt Hotel Canberra	\$1,083.38
APSC Career Development Assessment Centre	Tuggeranong Homestead, APSC Aviation House	Included in Program Fee
APSC SESB2 Pilot Talent Development Program	APSC Aviation House	Included in Program Fee
ASPC Transformational Leadership Program	APSC Aviation House	Included in Program Fee
Cranlana Public Service Colloquium	Old Parliament House	Included in Program Fee
		\$29,832.88