

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Supplementary Budget Estimates

18 October 2012

Question: SBT 1443-1448

Topic: Executive Coaching and Leadership Training (ATO)

Written: Received from Committee – 26 October 2012

Senator BUSHBY asked:

1443. 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

1444. 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)

1445. 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

1446. 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

1447. For each service purchased from a provider listed under 1446(d), 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)
1448. 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:

1443. In 2012-13 to 31 October 2012, the following executive coaching services and other leadership training were purchased.

(a) & (c)

Table 1 below provides details of coaching and leadership costs together with a breakdown of ATO ongoing employees utilising these services by level.

Table 1: 2012-13 (to 31 October 2012) executive coaching and leadership training

Service	APS6	EL1	EL2	SES	Staff total	Amount (\$) (GST exclusive)
Executive coaching	-	0	1	1	2	2,840
Other leadership training	1	18	15	7	41	49,881
Total					43	52,721

No study leave was granted for these services as they were conducted in work hours.

(b)

Participation in executive coaching is limited to employees at the EL2 and SES level (2,436 employees). Participation in other leadership training is available to employees at all levels.

Participation in executive coaching or leadership training is planned during performance and development conversations and agreements between employees and their managers. There is no process that unilaterally offers these services to employees. Participation is based on individual need.

(d)

Executive coaching providers	Leadership training providers
Emergence International Pty Ltd	Australia and New Zealand School of Government (ANZSOG)
Focused Future	Australian Public Service Commission
	Telesis Events
	The Leadership Consortium

1444.

(a – f)

Table 2 provides a summary of executive coaching services purchased in 2012-13 to 31 October 2012. Fees outlined are the total cost charged by each provider per complete package. The services were provided on a one-on-one basis, onsite at ATO premises.

Table 2: 2012-13 to 31 October 2012 executive coaching

Provider	Course Name	Hrs	No. of Staff	Total Hrs	APS 6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
Emergence International Pty Ltd	Executive Coaching	1	1	1				1	ATO Site	500.00
Focused Future	Executive Coaching	4.5	1	4.5			1		ATO Site	2,340.00
TOTAL			2	5.5	0	0	1	1		2,840.00

Table 3 below provides a summary of other leadership training services purchased in 2012-13 to 31 October 2012. Fees outlined are the total costs charged by each provider per complete package. Services were provided at external locations. There were no costs directly attributed to the ATO for using a location outside ATO premises as these charges were rolled into the overall cost of the course. All services were provided on a group basis.

Table 3: 2012-13 to 31 October 2012 other leadership

Provider	Course Name	Hrs	No. of Staff	Total Hrs	APS 6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
ANZSOG	Women in Leadership	21	2	42			2		Marriott hotel – Corner of Lonsdale and Exhibition Street, Melbourne	7,500.00
APSC	Australian Government Leadership Network Annual Conference - VIC	12	1	12			1		South Wharf Meetings and Events, Docklands, Melbourne	1,181.82
APSC	Australian Government Leadership Network Annual Conference - WA	6	24	144	1	13	9	1	Burswood Convention Center/277 Great Eastern Highway Burswood, WA	14,181.84
APSC	Australian Government Leadership Network Annual Conference 2012 - TAS	6	3	18		1	2		Museum of Old and New Art, 655 Main Road, Berriedale, TAS	1,818.18
APSC	Influencing Skills for Executives	6	4	24		4			16 Furzer St, Phillip, ACT 2606	2,309.08
APSC	SES Orientation	30	5	150				5	16 Furzer St, Phillip, ACT 2606	15,909.10

Telesis Events	Women in Leadership	6	1	6			1		Marriott hotel – Corner of Lonsdale and Exhibition Street	1,180.91
The Leadership Consortium	Senior Executive Forum	18	1	18			1		Aitken Hill Conference Centre, Dunhelen Lane, Yuroke Victoria	5,800.00
TOTAL			41	414	1	18	15	7		49,880.93

1445.

(a - d)

Table 3 in the response to SBT 1444 provides the details of the location and cost of other leadership training conducted in venues outside ATO premises in 2012-13 to 31 October 2012.

1446. In 2011-12, the following executive coaching services and other leadership training was purchased.

(a)

Service	Amount (\$) (GST exclusive)
Executive coaching	33,298
Other leadership training	683,422
Total	716,720

(b)

Participation in executive coaching is limited to employees at the EL2 and SES level (2,436 employees). Participation in other leadership training is available to employees at all levels. Participation in executive coaching or leadership training is planned during performance and development conversations and agreements between employees and their managers. There is no process that unilaterally offers these services to employees. Participation is based on individual need.

(c)

Table 4: ATO ongoing employees utilising the services by level

Service	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Staff total
Executive coaching	-	-	-	-	-	-	5	7	12
Other leadership training	4	45	33	22	122	174	167	58	625
Total									637

No study leave was granted for these services as they are conducted in work hours.

(d)

Executive coaching providers	Leadership training providers
Changedrivers Pty Ltd	Australian Institute of Management
Emergence International Pty Ltd	Australia and New Zealand School of Government (ANZSOG)
Focused Future	Australian Public Service Commission
Institute of Executive Coaching	Centre for Public Administration
Temact Pty Ltd	COPC Australia Inc
The Leader Factor Pty Ltd	Global Achievers Company Pty Ltd
Venessa Tripp	Global Learning Pty Ltd
	Harvard Club of Australia
	Lean Enterprise Australia
	Leishman Associates
	New Horizons
	Nous Group
	Queensland Law Society
	Results Consulting
	Talent Solutions
	The Leadership Consortium
	Yellow Edge Pty Ltd
	Zaffyre International Pty Ltd

1447.

(a – f)

Table 5 below provides a summary of executive coaching services purchased from a provider in 2011-12. Fees outlined are the total cost charged by each provider per complete package. The services were provided on a one-on-one basis, onsite at ATO premises.

Table 5: 2011-12 executive coaching

Provider	Course Name	Hrs	No. of Staff	Total Hrs	APS2	AP S3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
Changedrivers Pty Ltd	Executive Coaching	6.5	1	6.5								1	ATO Site	3,250.00
Emergence International Pty Ltd	Executive Coaching	1	1	1								1	ATO Site	500.00
Emergence International Pty Ltd	Executive Coaching	5.5	1	5.5								1	ATO Site	2,750.00
Emergence International Pty Ltd	Executive Coaching	3.5	1	3.5								1	ATO Site	1,750.00
Emergence International Pty Ltd	Executive Coaching	3	1	3								1	ATO Site	1,500.00
Focused Future	Executive Coaching	2	1	2							1		ATO Site	1,040.00
Institute of Executive Coaching	Executive Coaching	3	1	3							1		ATO Site	1,551.00
Institute of Executive Coaching	Executive Coaching	12	1	12								1	ATO Site	6,000.00

Temact Pty Ltd	Executive Coaching	1	1	1								1		ATO Site	375.00
The Leader Factor P/L	Executive Coaching	4	1	4								1		ATO Site	4,600.00
The Leader Factor P/L	Executive Coaching	4	1	4								1		ATO Site	1,800.00
Venessa Tripp	Executive Coaching	16	1	16									1	ATO Site	8,182.00
Total		12	61.5	0	0	0	0	0	0	0	0	5	7		33,298.00

Table 6 below provides a summary of other leadership training services purchased from a provider in 2011-12. Fees outlined are the total costs charged by each provider per complete package. Services were provided at external locations. There were no costs directly attributed to the ATO for using a location outside ATO premises as these charges were rolled into the overall cost of the course. All services were provided on a group basis.

Table 6: 2011-12 other leadership

Provider	Course Name	Hrs	No. of Staff	Total Hrs	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
AIM	Senior Executive Forum XIII	28	1	28								1	The Hyatt Regency Perth Hotel, 99 Adelaide Terrace, Perth WA	7,620.00
ANZSOG	Leadership in Times of Crisis	14	2	28								2	Melbourne Business School, Carlton, VIC	4,545.46
ANZSOG	Towards Strategic Leadership	70	2	140								2	35 hours - Sebel Albert Park, Melbourne, Vic 35 hours- Crowne Plaza Coogee Beach, Sydney, NSW	36,000.00
ANZSOG	Women in Leadership: Achieving & Flourishing	28	1	28								1	Melbourne Business School, Carlton, Vic	4,090.91
APSC	2011 Australian Government Leadership Network (SA) Conference	7	2	14						1	1		Adelaide Zoo, Frome Road, Adelaide, SA	636.36
APSC	Australian Government Leadership Conference	5.5	2	11						1	1		Burswood Casino, Perth, WA	1,400.00
APSC	Australian Government Leadership Conference - Vic	14	1	14							1		Melbourne Convention & Exhibition Centre, 1 Convention Centre Place, South Wharf, Melbourne, VIC 3006	1,090.91
SUB-TOTAL			11	263						2	2	6		55,383.643

Provider	Course Name	Hrs	No. of Staff	Total Hrs	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
APSC	Australian Government Leadership Network - 2011 Government Business	14	1	14							1		Sebel Pier One, 11 Hickson Road, Dawes Point, NSW 2000	1,000.00
APSC	Australian Government Leadership Network - QLD 2011 Annual Government	14	7	98					3	1	2	1	Level 9, 215 Adelaide Street, Brisbane, QLD 4000	5,136.36
APSC	Career Development Assessment Centre (CDAC)	35	1	35							1		Tuggeranong Homestead, Canberra	11,750.00
APSC	EL1 Masterclass	21	2	42						2			16 Furzer St, Phillip, ACT 2606	5,636.36
APSC	Practical leadership - Leading and managing small teams - EL1 Residential	21	3	63						3			Gibraltar Hotel, Centennial Rd & Boronia St, Bowral, NSW 2576	11,700.00
APSC	Executive Leadership Dimensions	21	2	42							2		16 Furzer St, Phillip, ACT 2606	5,636.36
APSC	Executive Leadership Dimensions (residential)	25	1	24.5							1		Peppers Manor House, Kater Road, Sutton Forest, NSW 2577	4,263.64
APSC	Influencing Skills for Executives	7	1	7						1			16 Furzer Street Phillip Canberra, ACT	577.27
APSC	Leadership Horizons Program	21	2	42								2	Peppers Manor House, Kater Road, Sutton Forest, NSW 2577	14,354.54
APSC	Leading Across Boundaries	21	1	21								1	Peppers Manor House, Kater Road, Sutton Forest, NSW 2578	7,590.91
APSC	LAFIA-Asia	126	1	126								1	Various Overseas locations	27,800.00
APSC	LAFIA - Pacific	90	1	90								1	Various Overseas locations	23,409.09
APSC	SES Band 2 Talent Development Program	84	2	168								2	16 Furzer St, Phillip, ACT 2606 for part, remainder at ATO site (ACT)	41,032.72
APSC	Building & leading a culture for success	1.5	1	1.5								1	16 Furzer St, Phillip, ACT 2606	104.54
SUB-TOTAL			26	774	0	0	0	0	3	7	7	9		159,991.79

Provider	Course Name	Hrs	No. of Staff	Total Hrs	APS 2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
APSC	SES Orientation Program	21	11	231								11	16 Furzer St, Phillip, ACT 2606	25,000.03
APSC	SES Orientation Program (new)	30	2	60								2	17 Furzer St, Phillip, ACT 2606	6,363.64
APSC	Shaping Strategic Thought	7	7	49						1	2	4	16 Furzer St, Phillip, ACT 2606	4,040.89
APSC	Transforming Leadership	21	2	42								2	Gibraltar Hotel, Centennial Rd & Boronia St, Bowral, NSW 2576	14,354.54
Centre for Public Management	Leading with Emotional and Social Intelligence: improving your personal effectiveness	21	1	21						1			The Briars, 653 Moss Vale Road Bowral, NSW	4,686.36
Centre for Public Management	Leading with Strategic Intelligence - mastering strategic thinking & action	21	1	21						1			The Briars, 653 Moss Vale Road Bowral, NSW	2,963.6
COPC Australia Inc	High Performance Management Techniques	21	25	525					1	24			ATO Site (NSW)	25,000.00
COPC Australia Inc	High Performance Management Techniques	21	9	189					3	5	1		ATO Site (Melbourne)	18,309.09
Global Achievers Company Pty Ltd	Leading Bold Change	7	9	63						5	4		ATO Sites - Adelaide, Melbourne and Canberra	4,881.82
Global Learning Pty Ltd	ATO Leadership Programs	7	144	1,008	4	29	17	4	37	39	14		ATO Sites (ACT, QLD, VIC, NSW, SA)	64,206.81
Harvard Club of Australia	Building Leadership Capabilities	42	1	42								1	Novotel Sydney Manly Pacific Manly, NSW 2095	8,550.00
Lean Enterprise Australia	Lean Improvement in Office/ Lean Leadership and Management	14	2	28					1	1			Level 40, 140 William Street Melbourne, VIC	2,560.00
Lean Enterprise Australia	Lean Improvement in Office/ Lean Leadership and Management	7	2	14		1		1					Level 40, 140 William Street Melbourne, VIC	1,280.00
SUB-TOTAL			216	2,293	4	30	17	5	42	77	21	20		182,196.78

Provider	Course Name	Hrs	No. of Staff	Total Hrs	APS 2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
Leishman Associates	John Adair Leadership Masterclass	3.5	7	24.5								7	ATO Sites (VIC, ACT, QLD)	2,513.64
New Horizons	Think on your feet	14	11	154					1	1	9		ATO Sites	7,721.91
Nous Group	Senior Leader Development Workshop	7	15	105							14	1	Level 10, 485 Bourke St, Melbourne, VIC	5,236.36
QLD Law Society	The TAO of Everest: climbing your way to Leadership	1.3	2	2.5							1	1	Law Society House, 179 Ann St, Brisbane, QLD 4000	140.00
Results Consulting	ATO Leadership Programs	14	235	3290	0	15	16	17	76	87	24		ATO Sites (ACT, QLD, VIC, NSW, WA, SA)	174,704.64
Talent Solutions	The Human Capital Advisor	6	1	6							1		ATO Site (VIC)	768.00
The Leadership Consortium	Senior Executive Forum	21	1	21								1	Aitken Hill Conference and Events Venue, 20 Dunhelen Lane, Yuroke, VIC 3063	5,800.00
The Leadership Consortium	The Art of Leadership	21	2	42								2	Campaspe House, Woodend, Victoria	14,400.00
The Leadership Consortium	The Effective Leader	35	1	35								1	Glen Erin Vineyard Retreat, Lancefield, Victoria	7,200.00
The Leadership Consortium	The Influential Leader	35	1	35								1	Glen Erin Vineyard Retreat, Lancefield, Victoria	8,100.00
Yellow Edge Pty Ltd	EL2 Leadership Forum	14	56	784							56		ATO Sites (QLD, VIC)	14,511.82
Yellow Edge Pty Ltd	EL2 Leadership Forum	14	30	420							30		ATO Sites (ACT, NSW)	9,930.87
Zaffyre International Pty Ltd	TPALS Leadership Dev Project	7	9	63							1	8	ATO Site (ACT)	33,377.46
SUB-TOTAL			371	4,982	0	15	16	17	77	88	136	22		284,404.70
TOTAL			624	8,312	4	45	33	22	122	174	166	57		681,976.91

1448.

(a - d)

Please refer to the response to SBT 1447 for details of the location and cost of other leadership training for 2011-12. All executive coaching services in 2011-12 were provided onsite.

There were no costs directly attributed to the ATO for using a location outside ATO premises as these charges were rolled into the overall cost of the course.