

## Senate Community Affairs Legislation Committee

### ADDITIONAL BUDGET ESTIMATES – 16 FEBRUARY 2012 ANSWER TO QUESTION ON NOTICE

#### Human Services Portfolio

**Topic:** Executive Coaching and Leadership Training 2011-12

**Question reference number:** HSW 56

**Senator:** McKenzie

**Type of question:** Written

**Date set by the committee for the return of answer:** 29 March 2012

**Number of pages:** 3

#### **Question:**

- a) In relation to executive coaching and/or other leadership training services purchased by each portfolio department/agency, please provide the following information financial year to date:
  1. Total spending on these services.
  2. The number of employees offered these services and their employment classification.
  3. The number of employees who have utilised these services, their employment classification, and how much study leave each employee was granted.
  4. The names of all service providers engaged.
- b) For each service purchased from a provider listed under (4), please provide:
  1. The name and nature of the service purchased.
  2. Whether the service is one-on-one or group based.
  3. The number of employees who received the service and their employment classification.
  4. The total number of hours involved for all employees.
  5. The total amount spent on the service.
  6. A description of the fees charged (ie. per hour, complete package).
- c) Where a service was provided at any location other than the department or agency's own premises, please provide:
  1. The location used.
  2. The number of employees who took part on each occasion.
  3. The total number of hours involved for all employees who took part.
  4. Any costs the department or agency incurred to use the location.

**Answer:**

- a) 1. Total departmental expenditure on leadership development and coaching services in financial year 2011-12 to 31 December 2011 is \$658,355.78.
2. Leadership development and coaching programs are available to all portfolio executive level employees and senior executive service officers. Access is prioritised according to development needs agreed between the individual and their manager during formal performance management discussions or promotion/transfer to a new classification or function.

The number of substantive executive level employees and senior executive service officer who were offered these services by classification as at 31 December 2011 is identified below.

<b>Departmental Headcount</b>	
Executive Level	3,940
Senior Executive Service	200
<b>TOTAL Executive Level employees and Senior Executive Service officers</b>	<b>4,140</b>

3. The number of employees utilising leadership development and coaching services across the department in the period 1 July to 31 December 2011 is 325. Study leave utilised by Executive Level employees range from 7.5 – 60 hours. Formal study leave was not accessed by senior executive service officers. A summary by program type and classification level is provided below.

<b>Program Type</b>	<b>Number utilising the services</b>	<b>Employee Classification</b>
SES leadership development	43	Senior Executive Service Band 1 and 2
Executive leadership development	261	Executive Level 1 and 2
Executive Coaching	20	Senior Executive Service
<b>TOTAL</b>	<b>325</b>	

4. The names of all service providers engaged to deliver leadership development and coaching services 1 July to 31 December 2012 are listed below.

<b>Executive Learning and Development</b>	<b>Executive Coaching</b>
ADC Leadership Australian Public Service Commission Australian Graduate School of Government Di van Meegan and Associates P/L Growth Connection P/L Integral Development P/L Nous Group P/L Results P/L Social Leadership Australia Southern Cross University Sam McCue Writing Services P/L Teleran Group P/L Total Leader and Coach Solutions P/L Franklin Covey P/L	Amanda Horne Bull and Bear Chandler McCloud P/L Coach and Co P/L Jeffrey Harmer Pty Ltd Jelk Solutions Margaret Darcey WHON P/L

b) 1. The executive coaching and leadership training services purchased by the department 1 July to 31 December 2011 were for the design and development of leadership programs, for facilitation and program delivery and for the provision of coaching services.

2. The majority of employees accessing these services did so as part of a group with the exception of coaching which was accessed as a one-on-one service.

3. The department has identified that 304 employees accessed leadership development programs and 21 accessed coaching services.

4. The total number of hours involved in leadership development and coaching was 6,609 hours.

5. The total amount spent on the provision of coaching services was \$44,562.50. The total amount spent on leadership development was \$613,793.28. The total amount spent on leadership development and coaching was \$658,355.78.

6. The fees charged were predominately a complete package rate.

c) 1. The department attempts to use internal venues wherever suitable premises are available. The external venues which have been used by the department that incurred additional venue costs for leadership training programs, where this was not a part of a package arrangement with the supplier, are listed below.

Eltham Gateway, Melbourne, Victoria
West Convention Centre, Newcastle, NSW
Old Wool Store, Hobart, Tasmania
The Glades Conference Centre, Warners Bay NSW

2. A total of 153 employees participated in executive leadership and coaching programs held in external venues arranged by the department as at 31 December 2011

3. These employees accessed 2,816 hours of leadership development and coaching in external venues, compared with 3,770.5 hours in departmental premises.

4. As at 31 December 2011, the additional cost of external venues for leadership development or coaching services arranged by the department totalled \$11,478.00.