

Senate Community Affairs Legislation Committee

ADDITIONAL ESTIMATES - 27 FEBRUARY 2014 ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Executive Coaching and Leadership Training

Question reference number: HS 71

Senator: Ludwig

Type of question: Written

Date set by the committee for the return of answer: 24 April 2014

Number of pages: 3

Question:

- a) In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information from Supplementary Budget Estimates in November 2013 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 (provide a breakdown for each employment classification).
 - 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 (provide a breakdown for each employment classification).
 - 5) The total amount spent on the service.
 - 6) A description of the fees charged (i.e. 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 (provide a breakdown for each employment classification).
 - 3) The total number of hours involved for all employees who took part (provide a breakdown for each employment classification).
 - 4) Any costs the department or agency's incurred to use the location.

- d) In relation to education/executive coaching and/or other leadership training services paid for by the department what agreements are made with employees in regards to continuing employment after training has been completed?
- e) For graduate or post graduate study, please breakdown each approved study leave by staffing allocation and degree or programme title.

Answer:

- a) 1) Total departmental expenditure on purchased leadership development training and executive coaching service for the period 1 December 2013 to 28 February 2014 was \$58,493.
- 2) Leadership development and coaching programmes are available to all department 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.
- 3) The number of employees utilising leadership training programmes and executive coaching services in the period 1 December 2013 to 28 February 2014 is 45.

A summary by programme type and classification level is provided below:

| Programme Type | Number utilising the services | Employee Classification |
|----------------------------------|--------------------------------------|--------------------------------|
| SES leadership development | 2 | Senior Executive Service |
| Executive leadership development | 43 | Executive Level Officers |
| Executive coaching | 0 | |
| TOTAL | 45 | |

Formal study leave was not accessed by senior executive service officers or executive level employees to attend purchased leadership training programmes.

- 4) The names of all service providers engaged to deliver leadership development training and coaching services in the period 1 December 2013 to 28 February 2014 are listed below:
- Australia New Zealand School of Government (ANZSOG).
 - Bendelta Pty Ltd.
 - Nous Group Pty Ltd.
- b) 1) The executive coaching and leadership training services purchased by the Department of Human Services in the period 1 December 2013 to 28 February 2014 were for the design and development of leadership programmes, for facilitation and/or programme delivery.
- 2) The majority of employees utilising these services did so as part of a group.
- 3) See answer (a)(3).
- 4) The total number of hours involved in leadership development training and coaching was 517 hours. Two SES Band 1 officers undertook 76 hours, and 43 Executive Level staff undertook 441 hours.
- 5) There was no spending on the provision of coaching services for the period 1 December 2013 to 28 February 2014. The total amount spent on leadership development training was \$58,493.

- 6) Fees for executive coaching are normally charged on an hourly rate basis and leadership training services were charged on a complete package rate basis.
- c) Not applicable. No external locations used.
- d) In relation to education/executive coaching and/or other leadership training services, there are no agreements made with employees to continue employment after training has been completed.
- e) The department does not currently record this data. To attempt to provide this level of detail would involve an unreasonable diversion of departmental resources.