

Senate Community Affairs Legislation Committee

BUDGET ESTIMATES – 29 MAY 2012 ANSWER TO QUESTION ON NOTICE

Human Services Portfolio

Topic: Executive Coaching and Leadership Training 2011-12

Question reference number: HS 85

Senator: McKenzie

Type of question: Written

Date set by the committee for the return of answer: 27 July 2012

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 for this 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 (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 incurred to use the location.

Answer:

- a) 1. Total Department of Human Services expenditure on leadership development and coaching services in financial year 2011-12 to 31 May 2012 is \$2,156,779.80.
2. Leadership development and coaching programs are available to all executive level employees and senior executive service officers. Access is prioritised according to development needs agreed 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 could potentially access these services by classification as at 31 May 2012 is identified below.

Departmental Headcount	
Executive Level	4,035
Senior Executive Service	195
TOTAL Executive Level employees and Senior Executive Service officers	4,230

3. The number of employees utilising executive coaching and/or leadership training services across the department in the period 1 July 2011 to 31 May 2012 is 991. Time spent in these arrangements ranged from 4 – 160 hours. Formal study leave was not accessed by senior executive service officers.

A summary by program type and classification level is provided below.

Program Type	Number utilising the services	Employee Classification
SES leadership development	55	Senior Executive Service
Executive leadership development	912	Executive Level 1 and 2
Executive Coaching	24	Senior Executive Service
TOTAL	991	

4. The names of all service providers engaged to deliver leadership development and coaching services 1 July 2011 to 31 May 2012 are listed below.

Executive Learning and Development	Executive Coaching
Australian and New Zealand School of Government Australian Public Service Commission Bull & Bear Special Assignments Pty Ltd Di van Meegan and Associates Pty Ltd Ethos CRS Franklin Covey Growth Connection Pty Ltd Integral Development Pty Ltd Laurie Wilson & Associates Pty Ltd Nous Group Pty Ltd Results Consulting Pty Ltd Sam McCue Writing Services Skill Path Pty Ltd SMS Management & Technology Pty Ltd Social Leadership Australia Southern Cross University The Teleran Group Total Leader and Coach Solutions Pty Ltd WA Institute of Public Administration	Amanda Horne Bull and Bear Pty Ltd Chandler Macleod Pty Ltd Coach and Co Pty Ltd Jeffrey Harmer Pty Ltd Jelk Solutions Margaret Darcey Whon Pty Ltd Workforce Strategies

- b) 1. The executive coaching and leadership training services purchased by the department 1 July 2011 to 31 May 2012 were primarily 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 executive coaching sessions and the Preparing to Appear before Parliament Workshop, which were accessed as one-on-one services.
3. The department has identified that 967 employees accessed leadership development programs and 24 accessed coaching services.
4. The total number of hours involved in leadership development and coaching was 25,206.5 hours.
5. The total amount spent on the provision of coaching services was \$47,790.50 and the total amount spent on leadership development was \$2,108,989.30. The combined total amount was \$2,156,779.80.
6. The fees charged were predominately a complete package rate.
- c) 1. The department attempts to use internal venues wherever possible. The external venues used by the department that incurred additional venue costs that were not part of package arrangements with the supplier, are:

Eltham Gateway, Melbourne, Victoria
West Convention Centre, Newcastle, NSW
Old Wool Store, Hobart, Tasmania
The Glades Conference Centre, Warners Bay, NSW
Hotel Ibis, Perth, WA
Country Comfort, Canberra, ACT

2. As at 31 May 2012, a total of 214 employees participated in executive leadership and coaching programs held at the external venues identified above.
3. These employees accessed 4,401.5 hours of leadership development in the external venues identified above.
4. As at 31 May 2012, the additional cost of external venues for leadership development services arranged by the department totalled \$21,511.25.