

Senate Community Affairs Legislation Committee

SUPPLEMENTARY ESTIMATES - 18 OCTOBER 2012 ANSWER TO QUESTION ON NOTICE

Human Services Portfolio

Topic: Executive Coaching and Leadership Training 2011-12

Question reference number: HS 109

Senator: Boyce

Type of question: Written question

Date set by the committee for the return of answer: 7 December 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 a 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.

Answer:

- a) 1) Total Department of Human Services expenditure on leadership development and coaching services in financial year 2011-12 was \$1,452,444.
- 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 officers who were offered these services by classification in 2011-12 is identified below:

Departmental Headcount (as at 30 June 2012)	
Executive Level 1 and 2	4,044
Senior Executive Service	191
TOTAL	4,235

- 3) The number of employees utilising leadership development and coaching services across the Department of Human Services in the period 1 July 2011 to 30 June 2012 was 604. A summary by program type and classification level is provided below:

Program Type	Number utilising the services	Employee Classification
SES leadership development	57	Senior Executive Service
Executive leadership development	525	Executive Level Officers
Executive coaching	22	Senior Executive Service
TOTAL	604	

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

- 4) The names of all service providers engaged to deliver leadership development and coaching services in 2011-12 are listed below.

Executive Learning and Development	Executive Coaching
Australia and New Zealand School of Government	Amanda Horne
Australian Public Service Commission	Bull and Bear
Bendelta Pty Ltd	Chandler McCloud Pty Ltd
Berrico Consultants	Coach and Co.
Cranlana	Jeffrey Harmer Pty Ltd
Di van Meegan and Associates Pty Ltd	Jelk Solutions
Nous Group Pty Ltd	Margaret Darcey
Social Leadership Australia	Whon Pty Ltd
	Workforce Strategies

- b) 1) The executive coaching and leadership training services purchased by the Department of Human Services in 2011-12 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 utilising 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 582 employees accessed leadership development programs and 22 accessed coaching services.
 - 4) The total number of hours involved in leadership development and coaching was 2,922 hours.
 - 5) The total amount spent on the provision of coaching services was \$45,661. The total amount spent on leadership development was \$1,406,782. The total amount spent on leadership development and coaching was \$1,452,444.
 - 6) Fees for executive coaching and leadership training services were charged on a complete package rate basis.
- 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
Hotel Ibis, Perth, WA
Country Comfort, Canberra, ACT
Tweed Ultima Conference Centre, Tweed Heads, NSW
Club Macquarie, Newcastle NSW
Centre of Public Management Canberra

- 2) A total of 179 employees participated in executive leadership and coaching programs held in external venues arranged by the Department in 2011-12.
- 3) These employees accessed 4,122 hours of leadership development and coaching in external venues.
- 4) In 2011-12 the additional cost of external venues for leadership development or coaching services arranged by the Department totalled \$37,746.