

Senate Community Affairs Legislation Committee

SUPPLEMENTARY BUDGET ESTIMATES – 23-24 OCTOBER 2014 ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Executive Coaching and Leadership Training

Question reference number: HS 131

Senator: Ludwig

Type of question: Written

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Number of pages: 3

Question:

Since Budget Estimates in June 2014, please provide the following information in relation to executive coaching and/or other leadership training services purchased by each department/agency:

- 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. For each service purchased from a provider listed under (d), 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).
- e) 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.

- f) 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?
- g) For graduate or post graduate study, please breakdown each approved study leave by staffing allocation and degree or programme title.

Answer:

- a) Total departmental expenditure on purchased executive coaching and leadership training for the period 5 June to 31 October 2014 was \$102,579.
- b) Leadership training 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.
- c) The number of employees utilising leadership training programmes and executive coaching services in the period 5 June to 31 October 2014 is 41.

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

Programme Type	Number utilising the services	Employee Classification
Leadership training	41	Executive Level Officers and Senior Executive Service
Executive coaching	0	N/A
TOTAL	41	

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

- d) The names of all service providers engaged to deliver leadership training and coaching services in the period 5 June to 31 October 2014 are listed below.
- The Australia and New Zealand School of Government (ANZSOG)
 - Australian Public Service Commission (APSC)
 - Bendelta Pty Ltd
 - Nous Group Pty Ltd

The following services were purchased from the listed providers:

- 1) ANZSOG Executive Workshop: Coping with a Changing Authorising Environment – build on leadership capability for Senior Executives.
 APSC SES Band 1 Leadership Program – build leadership capability for SES Band 1 officers.
 APSC SES Band 1 Talent Development Program – build leadership capability for high performing SES Band 1 officers.
 ANZSOG Driving High Performance: Managing Organisations and People – build leadership capability for Senior Executives.
 EL2 Talent Development Program – build leadership capability for high performing EL2s. This is an internal programme delivered with the external provider Bendelta Pty Ltd.
 Leading for Excellence across DHS – leadership training targeted to EL. This is an internal programme delivered with the external provider Nous Group Pty Ltd.
- 2) All employees utilising these services did so as part of a group

- 3) 1 SES Band 2 officer, 7 SES Band 1 officers and 33 ELs received the leadership training services
 - 4) The total number of hours involved for all employees receiving leadership training was 1,244 hours (74 hours for SES Band 2, 512 hours for SES Band 1 and 658 hours for EL staff).
 - 5) The total amount spent on leadership training was \$102,579.
 - 6) The fees charged were on a complete package rate basis.
- e) 1) The department seeks to use internal venues wherever suitable premises are available. There were no external venues used by the department that incurred additional venue costs for leadership training programmes, where this was not a part of a package arrangement with the supplier.
- 2) A total of eight employees participated in executive leadership programmes held in external venues arranged by the department in the period 5 June to 31 October 2014.
 - 3) These employees accessed 586 hours of leadership development in external venues (74 hours SES Band 2 and 512 hours SES Band 1 officers).
 - 4) In the period 5 June to 31 October 2014, there was no additional cost for external venues for leadership training arranged by the department.
- f) 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.
- g) While the department records study leave, the study qualification is not recorded. To attempt to provide this level of detail would involve an unreasonable diversion of departmental resources.