

**Senate Standing Committee on Environment and Communications**  
**Legislation Committee**  
Answers to questions on notice  
**Environment portfolio**

**Question No:** 131  
**Hearing:** Additional Estimates  
**Outcome:** Corporate  
**Programme:** Corporate Strategies Division (CSD)  
**Topic:** Executive coaching and leadership training  
**Hansard Page:** N/A  
**Question Date:** 19 February 2016  
**Question Type:** Written

**Senator Ludwig asked:**

Since the change of Prime Minister on 14 September, 2015:

Please provide the following information in relation to executive coaching and/or other leadership training services purchased by each department/agency:

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 for each service purchased from a provider listed under (4) please provide:
  - a) The name and nature of the service purchased
  - b) Whether the service is one-on-one or group based
  - c) The number of employees who received the service and their employment classification
  - d) The total number of hours involved for all employees (provide a breakdown for each employment classification)
  - e) The total amount spent on the service
  - f) A description of the fees charged (i.e. per hour, complete package)
5. Where a service was provided at any location other than the department or agency's own premises, please provide:
  - a) The location used
  - b) The number of employees who took part on each occasion (provide a breakdown for each employment classification)
  - c) The total number of hours involved for all employees who took part (provide a breakdown for each employment classification)
  - d) Any costs the department or agency's incurred to use the location
6. 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?
7. For graduate or post graduate study, please breakdown each approved study leave by staffing allocation and degree or program title.

**Answer:**

**Department of the Environment**

1. The Department of the Environment spent \$151,060 (including GST) on Executive coaching and leadership training services between 14 September 2015 and 31 December 2015.
2. Executive coaching and leadership training services were offered to all SES, Executive Level and APS 6 employees in the Department.
- 3.

<b>No of employees</b>	<b>Employment classification</b>
1	SES Band 2
7	SES Band 1
2	Executive Level 2
16	Executive Level 1
16	APS Level 6

- 4.

<b>Provider</b>	<b>(a) Name and nature of service purchased</b>	<b>(b) One-on-one/group</b>	<b>(c) No. of Employees</b>	<b>Employment Classification</b>	<b>(d) Hours</b>	<b>(e) \$ Total</b>	<b>(f) Per Hr/ Package</b>
Bendelta	SES Leadership Resilience (pilot)	Group	6	SES Band 1 and SES Band 2	37.5	\$55,648	Package
Katrina Howard	Executive coaching	One-on-one	1	SES Band 1	5	\$1500	5 sessions package
Team HR	APS 6 Leadership	Group	16	APS 6	23.5	\$26,772	Package
Centre for Public Management	Executive Level 1 Leadership	Group	16	Executive Level 1	26.5	\$51,160	Package
Craniana Programme	Executive Colloquia	Group	1	SES Band 1	45	\$5980	Package
Australian Public Service Commission	Leadership Expansion Program	Group	2	Executive Level 2	45	\$10,000	Package

5.

<b>Name of course</b>	<b>(a) Location</b>	<b>(b) No of employees</b>	<b>Employment classification</b>	<b>(c) Hours involved per person</b>	<b>(d) Cost for location</b>
SES Leadership Resilience	Barton	6	SES Band1 and SES Band 2	37.5	Included in course package cost
Executive Colloquia	Melbourne	1	SES Band 1	45	Included in course package cost
APS 6 Leadership	Australian National University, Acton	16	APS 6	23.5	Included in course package cost
Executive Level 1 Leadership	AIM Training Rooms, Civic	16	Executive Level 1	26.5	Included in course package cost
Leadership Expansion Program	APSC Training Rooms, Woden	2	Executive Level 2	45	Included in course package cost

6. No agreements were made with employees in regard to continuing employment after training was completed.
7. No staff have completed graduate or postgraduate study in leadership during the period of 14 September 2015 to 31 December 2015.

#### **Sydney Harbour Federation Trust**

1. Nil.
2. Not applicable
3. Nil.
4. Not applicable.
5. Not applicable.
6. Not applicable.
7. Not applicable.

**Great Barrier Reef Marine Park Authority**

1. Nil.
2. Not applicable
3. Nil.
4. Not applicable.
5. Not applicable.
6. Not applicable.
7. Not applicable.

**Clean Energy Regulator**

1. \$34,734.98 (including GST)
2. Executive coaching and leadership training services were offered to all SES, Executive Level and APS employees in the agency where appropriate.
- 3.

<b>Course name</b>	<b>No of employees</b>	<b>Employment classification</b>
Leadership Conversations	3	APS level 4
	4	APS level 6
	10	Executive level 1
	14	Executive level 2
	2	Senior Executive
APS6 Leadership Programme	8	APS Level 6
EL1 Leadership programme	1	APS level 6
	3	Executive level 1
Coaching workshop	2	APS level 4
	1	APS level 5
	1	Executive level 1
	1	Executive level 2
	3	Senior Executive
One-on-One coaching	1	Executive level 1
	1	Senior Executive
Group workshop	2	APS level 4
	1	APS level 5
	1	Executive level 1
	1	Executive level 2
	3	Senior Executive
Planning and coaching workshop	1	Executive level 2
	3	Executive level 1
Coaching	1	Executive level 1
	1	Executive level 2
Career Counselling	1	Executive level 2

4.

Provider	(a) Name and nature of service purchased	(b) One-on-one/group	(c) No. of Employees	Employment Classification	(d) Hours	(e) \$ Total	(f) Per Hr/ Package
Interaction Consulting Group	Leadership Conversations	Group	3 4 10 14 2	APS level 4 APS level 6 Executive level 1 Executive level 2 Senior Executive	6	\$5,776.68	Per hour
Interaction Consulting Group	Coaching	One-on-one	1	Executive level 1	1	\$437.50	Per hour
Interaction Consulting Group	Coaching	One-on-one	1	Senior Executive	2.5	\$1,093.75	Per hour
Interaction Consulting Group	Workshop	Group	2 1 1 1 3	APS level 4 APS level 5 Executive level 1 Executive level 2 Senior Executive	2.5	\$1,093.75	Per hour
Centre for Public Management	Executive Level Leadership and Management training	Group	1 3	APS level 6 Executive level 1	22.5	\$9,301.80	Package
Team HR (Australia) Pty Ltd	APS6 Leadership and Management training	Group	8	APS level 6	15	\$6,149	Package
Bull and Bear	Career Counselling	Individual	1	Executive Level 2	11	\$3,500	Per Hour
Workforce strategies	Coaching	Individual	1	Executive level 2	1	\$495	Per hour
Interaction Consulting Group	Planning and coaching workshops	Group and Individual	3 1	Executive level 1 Executive level 2	7.5	\$5,137.50	Package
Interaction Consulting Group	Coaching	Individual	1 1	Executive level 1 Executive level 2	2	\$1,750	Per hour

5.

Name of course	(a) Location	(b) No of employees	Employment classification	(c) Hours involved per person	(d) Cost for location
APS6 Leadership and Management training	Common Room, University House, ANU	8	APS6	15	\$6,149 (included in total package cost)
EL1 Leadership and Management training	AIM, 14 Childers Street, Canberra.	4	Executive Level 1	22.5	\$9,301.80 (included in total package cost)

6. No agreements were made with employees in regard to continuing employment after training was completed.

7.

APS Level	No. of Employees	Course Name	Certificate
APS 4	1	Honours	Under Graduate
APS 5	1	Bachelor of Arts	Under Graduate
APS 5	2	Bachelor of Communications	Under Graduate
APS 5	1	Bachelor of Web Design and Production	Under Graduate
APS 5	1	Masters of Climate Change	Post Graduate
APS 5	1	Masters of Environment	Post Graduate
APS 6	1	Master of Australian Forests	Post Graduate
APS 6	2	Bachelor of Communications	Under Graduate
APS 6	1	Bachelor of Photovoltaic and Solar Energy (Honours) Engineering	Under Graduate
APS 6	1	Bachelor of Science	Under Graduate
A/g 6	1	Masters in Human Resources	Post Graduate
APS 6	2	Masters in Business Administration	Post Graduate
APS 6	1	Master in Law	Post Graduate
APS 6	1	Masters of Actuarial Studies – Life Contingencies	Post Graduate
APS 6	1	Masters of Economics	Post Graduate
APS 6	1	Masters of renewable Energy	Post Graduate
A/g EL 1	1	Certified Practicing Accountant (CPA)	Post Graduate
EL 2	1	Data Science Specialisation	Course work
EL 2	1	Masters of Business School	Post Graduate

**Climate Change Authority**

1. \$6,600.00
2. Two – CEO and SES Band 1
3. One.

Course name	No of employees	Employment classification	Study Leave
Executive Leadership Coaching	1	CEO	N/A

4. Nil

Provider	(a) Name and Nature	(b) One-on-one/group	(c) No. of Employees	Employment Classification	(d) Hours	(e) \$ Total	(f) Per Hr/ Package
Executive Central	Executive Leadership Coaching	One on one	One	CEO	6 hours	\$6600	N/A

5. Executive Leadership Coaching was provided at the Climate Change Authority's office.
6. No agreements were made with employees in regard to continuing employment after training was completed.
7. Not applicable

**Bureau of Meteorology**

1. \$ 31,985.00 (including GST) for the period 30 September to 31 December 2015.
2. Executive coaching and leadership training services were offered to all SES, Executive Level and APS 6 employees in the Department.
- 3.

No of employees	Employment classification	Average Study leave per Participant (hrs)
1	SES Band 1	32
6	EL2	24
22	EL1	11
14	APS6	13
6	APS5	11
2	APS4	9
1	APS3	2

4.

Provider	(a) Name and Nature	(b) One-on-one/group	(c) No. of Employees	Employment Classification	(d) Hours	(e) \$ Total	(f) Per Hr/ Package		
Franklin Covey Australia & New Zealand	7 Habits Advanced Practices (Webinar).	Group Based	1	EL2	2	\$1,275.00	Facilitator costs – charge per complete course		
			4	EL1	8				
5 Choices for Extraordinary Productivity (Course).		Group Based	1	APS6	2	\$3,600.00	Facilitator costs – charge per complete course		
			1	APS5	2				
			1	APS4	16				
			1	EL2	16				
			7	EL1	112				
DDI International	Leader as Coach (Course)	Group Based	5	APS6	80	\$11,000.00	Facilitator and course resources – charge per participant		
			3	APS5	48				
			1	APS4	16				
			2	EL2	32				
Genos International	Science of EI (Course)	Group Based	6	EL1	96	\$2,200.00	Facilitator costs – charge per complete course		
			6	APS6	96				
			1	APS5	2				
			1	APS4	2				
			1	APS3	2				
APSC	Australian Government Leadership Network Workshop	Group Based	1	EL1	8	\$710.00	Fixed Price per attendee		
			1	SES B1	32				
			2	EL2	96				
SES Orientation Program			1	EL2	96	\$10,000.00	Fixed Price per attendee		
			2	EL2	96				
EL2 Leadership expansion			1	EL2	96	\$10,000.00	Fixed Price per attendee		
			2	EL2	96				

	Program						
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5.

Name of course	(a) Location	(b) No of employees	Employment classification	(c) Hours involved per person	(d) Cost for location
Australian Government Leadership Network Workshop	Melbourne	1	EL1	8	Nil – included in course cost
SES Orientation Program	Canberra	1	SES B1	32	Nil – included in course cost
EL2 Leadership expansion Program	Canberra	2	EL2	48	Nil – included in course cost

6. In relation to education/executive coaching and/or other leadership training services paid for by the department there are no agreements made with employees in regards to continuing employment after training has been completed.

7.

Employment classification	Degree / Program Title	No of employees
EL 2 and a/EL 2	MBA Master of Information Systems Management Master of Law (Intellectual Property Law) Master of Project Management Grad. Dip. In Applied Corporate Governance CPA	1 1 1 1 1 1
EL 1 and a/EL 1	MBA Grad. Certificate of Business Administration	2 2

	PhD  Master of Energy Systems  Master of Marketing	3  1  1
APS 6	MBA  Grad. Certificate in Geographic Information Systems  Bachelor of Psychology  Graduate Certificate in Management	2  1  1  1
APS 5	Bachelor of Business Management  Master of Urban Planning and Environment	1  1
APS 3	Bachelor of Science (Physics and Nanotechnology)	1

### **Clean Energy Finance Corporation**

1. \$16,500 (inclusive of \$1,500 GST).
2. The service was provided to the Chief Executive Officer which is a statutory appointment. No employees were offered this service.
3. See the answer to question 2 above.
4.
  - a) Executive coaching program.
  - b) The service was one-on-one.
  - c) See the answer to 2. above.
  - d) The service was provided for a fixed rate with no cap on the number of hours provided over a three month period to the Chief Executive Officer.
  - e) The total amount spent on the service was \$16,500 (inclusive of \$1,500 GST).
  - f) The fee was charged as a fixed fee arrangement covering a three month period, with no cap on the hours available for meetings and discussions during the term of the arrangement.
5. The service was provided at the Corporation's premises at 1 Bligh Street Sydney and at 167 Macquarie Street, Sydney (which is walking distance from the Corporation's Bligh Street office) or via communications devices with no incremental cost to the Corporation.

6. If this question is meant for the Department, then the question should be directed to the Department. If this question is meant for the CEFC despite the wording to the contrary, please see the answer to no 2 above.
7. The CEFC currently has five non-executive staff studying graduate/ post graduate qualifications for whom study support has been approved. Each employee is eligible for one study leave day and one exam leave day per subject.

<b>No of Employees</b>	<b>Staffing Allocation</b>	<b>Course Name / Certificate</b>
1	Non-executive staff	Graduate Diploma of Applied Risk Management and Corporate Governance
1	Non-executive staff	Masters of Commerce
1	Non-executive staff	Masters of Business Administration
1	Non-executive staff	Masters of Applied Finance
1	Non-executive staff	Graduate Diploma of Governance & Risk