

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

Question: BET 1114 - 1116

Topic: Executive coaching and leadership training (ATO)

Hansard Page: Written (13/6/12)

Senator BUSHBY asked:

1114. 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:

- 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

1115. 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)

1116. 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

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

Answer:

1114. During the period 1 July 2011 to 31 May 2012, the following executive coaching services and other leadership training were purchased.

(a) & (c)

The table below provides details of coaching and leadership costs together with breakdown of staff utilising these services by level.

Service	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Staff total	Amount(\$) (GST exclusive)
Executive coaching	0	0	0	0	0	0	3	6	9	28,958
Other leadership training	4	45	33	22	122	174	167	54	621	586,552
Total									630	615,510

No study leave was granted for ongoing employees utilising these services as they are conducted during work hours.

(b)

Participation in executive coaching is limited to ongoing employees at the EL2 and SES level (2,436 employees). Participation in other leadership training is available to employees at all levels.

Participation in executive coaching or leadership training is decided during performance and development conversations and agreements between ongoing employees and their managers. There is no process that unilaterally offers these services to employees – participation is based on individual need.

(d)

Executive coaching providers	Leadership training providers
Changedrivers Pty Ltd	Australian Institute of Management
Emergence International Pty Ltd	Australia and New Zealand School of Government (ANZSOG)
Institute of Executive Coaching	Australian Public Service Commission
Temact Pty Ltd	Centre for Public Administration
The Leader Factor Pty Ltd	COPC Australia Inc
Venessa Tripp	Global Achievers Company Pty Ltd
	Global Learning Pty Ltd
	Harvard Club of Australia
	Lean Enterprise Australia
	Leishman Associates

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

	New Horizons
	Nous Group
	Queensland Law Society
	Results Consulting
	Talent Solutions
	The Leadership Consortium
	Yellow Edge Pty Ltd
	Zaffyre International Pty Ltd

1115.

(a – f) Table 1 provides a summary of executive coaching services purchased from providers for the period 1 July 2011 to 31 May 2012. Fees outlined are the total cost charged by each provider per ‘complete package’. The services were provided on a one-on-one basis, onsite at ATO premises.

Table 1: Executive coaching

Provider	Course name	Hrs	No. of staff	Total hrs	EL2	SES	Location	Value (\$) (GST exclusive)
Changedrivers Pty Ltd	Executive coaching	6.5	1	6.5	0	1	ATO site	3,250
Emergence International Pty Ltd	Executive coaching	1	1	1	0	1	ATO site	500
Emergence International Pty Ltd	Executive coaching	5.5	1	5.5	0	1	ATO site	2,750
Emergence International Pty Ltd	Executive coaching	3.5	1	3.5	0	1	ATO site	1,750
Institute of Executive Coaching	Executive coaching	3	1	3	1	0	ATO site	1,551
Institute of Executive Coaching	Executive coaching	12	1	12	0	1	ATO site	6,000
Temact Pty Ltd	Executive coaching	1	1	1	1	0	ATO site	375
The Leader Factor Pty Ltd	Executive coaching	4	1	4	1	0	ATO site	4,600
Venessa Tripp	Executive coaching	16	1	16	0	1	ATO site	8,182
TOTAL			9	52.5	3	6		28,958

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

Table 2 below provides a summary of other leadership training services purchased for the period 1 July 2011 to 31 May 2012. These were provided to groups for ATO staff in house or to ATO staff to attend public programs. Fees outlined are the total costs charged by each provider per 'complete package'. (Except where notated, services were provided at external locations (the cost of which was incorporated into the cost of the services as indicated)).

Note: Training shown for staff at APS2 - APS5 levels relate to introductory leadership programs, which are provided in house and targeted at development of new leaders or staff at lower levels with leadership potential. These sessions are open to all ongoing staff with the agreement of their manager. The providers run a range of leadership courses ranging from introductory to the more advanced, hence there is a range of classifications attending programs by the same provider.

Table 2: Other leadership training

Provider	Course name	Hrs	No. of staff	Total Hrs	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (\$) (GST exclusive)
AIM	Senior Executive Forum XIII	28	1	28								1	The Hyatt Regency Perth Hotel, 99 Adelaide Terrace, Perth WA	7,620
ANZSOG	Leadership in Times of Crisis	14	2	28								2	Melbourne Business School, Carlton, VIC	4,545
ANZSOG	Towards Strategic Leadership	70	2	140								2	35 hours - Sebel Albert Park, Melbourne, Vic 35 hrs - Crowne Plaza Coogee Beach, Sydney, NSW	36,000
ANZSOG	Women in Leadership: Achieving & Flourishing	28	1	28								1	Melbourne Business School, Carlton, Vic	4,091
APSC	2011 Australian Government Leadership Network (SA) Conference	7	2	14						1	1		Adelaide Zoo, Frome Road, Adelaide SA	636
APSC	Australian Government Leadership Conference	5.5	2	11						1	1		Burswood Casino, Perth, WA	1,400

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

Provider	Course name	Hrs	No. of staff	Total hrs	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (GST exclusive)
APSC	Australian Government Leadership Conference - Vic	14	1	14							1		Melbourne Convention & Exhibition Centre, 1 Convention Centre Place, South Wharf, Melbourne, VIC 3006	1,091
APSC	Australian Government Leadership Network - 2011 Government Business	14	1	14							1		Sebel Pier One, 11 Hickson Road, Dawes Point NSW 2000	1,000
APSC	Australian Government Leadership Network - QLD 2011 Annual Government	14	7	98					3	1	2	1	Level 9, 215 Adelaide Street, Brisbane QLD 4000	5,136
APSC	Australian Government Leadership Network - The Right Stuff Resilience	14	1	14								1	Sebel Pier One, 11 Hickson Road, Dawes Point NSW 2000	1,445
APSC	Career Development Assessment Centre (CDAC)	35	1	35							1		Tuggeranong Homestead, Canberra	11,750
APSC	EL1 Masterclass	21	2	42						2			16 Furzer St, Phillip, ACT 2606	5,636
APSC	Practical leadership - Leading and managing small teams - EL1 Residential	21	3	63						3			Gibraltar Hotel, Centennial Rd & Boronia St, Bowral, NSW 2576	\$11,700
APSC	Executive Leadership Dimensions	21	2	42							2		16 Furzer St, Phillip, ACT 2606	5,636
APSC	Executive Leadership Dimensions (residential)	25	1	24.5							1		Peppers Manor House, Kater Road, Sutton Forest, NSW 2577	4,264
APSC	Influencing Skills for Executives	7	1	7						1			16 Furzer Street Phillip Canberra ACT	577

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

Provider	Course name	Hrs	No. of staff	Total hrs	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (GST exclusive)
APSC	Leadership Horizons Program	21	2	42								2	Peppers Manor House, Kater Road, Sutton Forest, NSW 2577	14,355
APSC	Leading Across Boundaries	21	1	21								1	Peppers Manor House, Kater Road, Sutton Forest, NSW 2578	7,591
APSC	SES Band 2 Talent Development Program	84	2	168								2	16 Furzer St, Phillip, ACT 2606 for part, remainder at ATO site (ACT)	41,033
APSC	Building & leading a culture for success	1.5	1	1.5								1	16 Furzer St, Phillip, ACT 2606	105
APSC	SES Orientation Program	21	11	231								11	16 Furzer St, Phillip, ACT 2606	25,000
APSC	Shaping Strategic Thought	7	7	49						1	2	4	16 Furzer St, Phillip, ACT 2606	4,041
APSC	Transforming Leadership	21	2	42								2	Gibraltar Hotel, Centennial Rd & Boronia St, Bowral, NSW 2576	14,355
Centre for Public Management	Leading with Emotional and Social Intelligence: improving your personal effectiveness	21	1	21						1			The Briars, 653 Moss Vale Road Bowral, NSW	4,686
Centre for Public Management	Leading with Strategic Intelligence - mastering strategic thinking & action	21	1	21						1			The Briars, 653 Moss Vale Road Bowral, NSW	2,964
COPC Australia Inc	High Performance Management Techniques	21	25	525					1	24			ATO Site (NSW)	25,000

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

Provider	Course name	Hrs	No. of staff	Total hrs	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (GST exclusive)
COPC Australia Inc	High Performance Management Techniques	21	9	189					3	5	1		ATO Site (Melbourne)	18,309
Global Achievers Company Pty Ltd	Leading Bold Change	7	9	63						5	4		ATO Sites - Adelaide, Melbourne and Canberra	4,882
Global Learning Pty Ltd	ATO Leadership Programs	7	144	1008	4	29	17	4	37	39	14		ATO Sites (ACT, QLD, VIC, NSW, SA)	54,619
Harvard Club of Australia	Building Leadership Capabilities	42	1	42								1	Novotel Sydney Manly Pacific Manly NSW 2095	8,550
Lean Enterprise Australia	Lean Improvement in Office/ Lean Leadership and Management	14	2	28					1	1			Level 40, 140 William Street Melbourne, VIC	2,560
Lean Enterprise Australia	Lean Improvement in Office/ Lean Leadership and Mgt	7	2	14		1		1					Level 40, 140 William Street Melbourne	1,280
Leishman Associates	John Adair Leadership Masterclass	3.5	7	24.5								7	ATO Sites (VIC, ACT, QLD)	2,514
New Horizons	Think on your feet	14	11	154					1	1	9		ATO Sites	7,722
Nous Group	Senior Leader Development Workshop	7	15	105							14	1	Level 10, 485 Bourke St, Melbourne, VIC	5,236
QLD Law Society	The TAO of Everest: climbing your way to Leadership	1.3	2	2.5							1	1	Law Society House, 179 Ann St, Brisbane, QLD 4000	140
Results Consulting	ATO Leadership Programs	14	235	3290	0	15	16	17	76	87	24		ATO Sites (ACT, QLD, VIC, NSW, WA, SA)	145,994
Talent Solutions	The Human Capital Advisor	6	1	6							1		ATO Site (VIC)	768

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Treasury Portfolio

Budget Estimates 2012

30 May 2012

Provider	Course name	Hrs	No. of staff	Total hrs	APS2	APS3	APS4	APS5	APS6	EL1	EL2	SES	Location	Value (GST exclusive)
The Leadership Consortium	Senior Executive Forum	21	1	21								1	Aitken Hill Conference and Events Venue, 20 Dunhelen Lane, Yuroke, VIC 3063	5,800
The Leadership Consortium	The Art of Leadership	21	2	42								2	Campaspe House, Woodend, Victoria	14,400
The Leadership Consortium	The Effective Leader	35	1	35								1	Glen Erin Vineyard Retreat, Lancefield, Victoria	7,200
The Leadership Consortium	The Influential Leader	35	1	35								1	Glen Erin Vineyard Retreat, Lancefield, Victoria	8,100
Yellow Edge Pty Ltd	EL2 Leadership Forum	14	56	784							56		ATO Sites (QLD, VIC)	14,512
Yellow Edge Pty Ltd	EL2 Leadership Forum	14	30	420							30		ATO Sites (ACT, NSW)	8,931
Zaffyre International Pty Ltd	TPALS Leadership Dev Project	7	9	63							1	8	ATO Site (ACT)	33,377
TOTAL			621	8,050	4	45	33	22	122	174	167	54		\$586,551

1116.

(a - d) Refer to the response to BET 1115 for details of the location and cost of other leadership training for the period 1 July 2011 to 31 May 2012. All executive coaching services for the period 1 July 2011 to 31 May 2012 were provided onsite.