

Senate Finance and Public Administration Legislation Committee
ANSWERS TO QUESTIONS ON NOTICE
BUDGET ESTIMATES 2014-15

Finance Portfolio

Department/Agency: All
Outcome/Program: General
Topic: Executive coaching and leadership training

Senator: Ludwig
Question reference number: F218
Type of question: Written
Date set by the committee for the return of answer: Friday, 11 July 2014

Number of pages: 8

Question:

In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information from Additional Estimates in February, 2014 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 For each service purchased form a provider listed under (4), please provide:
 - a) The name and nature of the service purchased.
 - b) 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:

For the period 25 February to 31 May 2014:

Department/ Agency	Response
Finance	<ol style="list-style-type: none"> 1. \$123,890.00. 2. All Finance staff. APS1 – SES Band 3. 3. 314 participants. <ul style="list-style-type: none"> • APS1 – Nil • APS2 – 1 • APS3 – 4 • APS4 – 9 • APS5 – 22 • APS6 – 14 • EL1 – 47 • EL2 – 173 • SES1 – 38 • SES2 – 5 • SES3 – 1 • Nil study leave. 4. <ul style="list-style-type: none"> • Australian Government Solicitor • Australian Public Service Commission • Centre for Public Management Pty Ltd • Communicorp Group Pty Ltd • Effective People Pty Ltd • Interaction Consulting Group Pty Ltd • Workforce Strategies Pty Ltd • Jeff Whalan Learning Group • Yellow Edge Pty Ltd • The May Group a) Coaching Leadership programs b) Coaching: one-on-one Leadership programs: group based c) 314 participants APS2 – SES Band3 d) Total: 2318 hours <ul style="list-style-type: none"> • APS1 – Nil • APS2 – 7.5 hours • APS3 – 30 hours • APS4 – 42 hours • APS5 – 199.75 hours • APS6 – 115.5 hours

Department/ Agency	Response
	<ul style="list-style-type: none"> • EL1 – 254.25 hours • EL2 – 1280 hours • SES1 – 344 hours • SES2 – 37.5 hours • SES3 – 7.5 hours <p>e) \$123,890.00</p> <p>f) Coaching: hourly rate Leadership programs: complete package</p> <p>5.</p> <ul style="list-style-type: none"> a) Australian Public Service Commission arranged training facility b) Total: 3 participants SES1 – 3 participants c) Total: 100 hours SES1 – 100 hours d) Nil – included in overall program cost <p>6. Nil.</p> <p>7. Total study leave taken was 428.23 hours by 84 individuals. A breakdown of these figures is set out in <u>Attachment A</u>.</p>
Australian Electoral Commission	<p>1. \$9,250.</p> <p>2. The service was offered to all AEC staff in leadership roles, this may include staff at the executive level or in higher level APS roles.</p> <p>3. One Executive Level 1 and three APS6 employees received this service. Nil study leave was used.</p> <p>4.</p> <ul style="list-style-type: none"> a) Coaching: Yellow Edge Pty Ltd, Bull & Bear Special Assignments. Course Work: Australian Institute of Police Management. b) One-on-one and Group Based work. c) Four employees received this service, one Executive Level 1 and three APS 6. d) Executive Coaching Five hours. One hour for two APS 6, three hours for one APS 6 .Group Based: 15 days for Executive Level 1. e) \$9,250. f) Hourly rate for coaching and complete package for group based. <p>5.</p> <ul style="list-style-type: none"> a) Canberra, Sydney. b) One Executive Level 1, and three APS 6. c) Five hours. One hour for two APS 6, three hours for one APS 6 and 15 days for Executive Level 1. d) Nil. <p>6. There are no specific arrangements made with employees in regards to continuing employment after training has been completed as these are opportunities provided as retention strategies and for building capabilities within the APS.</p> <p>7. One EL1 undertook a Graduate Certificate in Applied Management.</p>
ComSuper	<p>1. \$49,000</p> <p>2. Four employees were offered these services. Classification levels vary from EL 1 to SES Band 1.</p> <p>3. Four employees utilised these services at the EL 1, EL 2 and SES Band 1 level. No study leave was required or provided – course hours are set out below.</p> <p>4. i) Australia and New Zealand School of Government (ANZSOG).</p>

Department/ Agency	Response
	<ul style="list-style-type: none"> a) Courses were Women In Leadership, Achieving and Flourishing, and Towards Strategic Leadership. b) Group based. c) One employee attended Women In Leadership, Achieving and Flourishing at the EL 2 level, and two employees attended Towards Strategic Leadership at the EL 2 level and SES Band 1 level. d) 101 hours (EL 2, 26 hours, EL 2, 37.5 hours and SES Band 1, 37.5 hours). e) \$45,120. f) Charges were per person, i.e. complete package. <p>4. ii) Service Provider: Centre for Public Management (CPM)</p> <ul style="list-style-type: none"> a) Leading With Strategic Intelligence b) One-on-one. c) One employee, EL 1. d) EL 1, 24 hours. e) \$3,880. f) Charges were per person, i.e. complete package. <p>5. Yes</p> <ul style="list-style-type: none"> a) Women In Leadership, Achieving and Flourishing – Melbourne, Towards Strategic Leadership – Sydney, Leading with Strategic Intelligence – CPM Canberra training centre. b) Women In Leadership, Achieving and Flourishing – 1 x EL 2, Towards Strategic Leadership – 1 x EL 2, 1 x SES Band 1, Leading with Strategic Intelligence – EL 1. c) 125 hours (EL 1, 24 hours, EL 2, 26 hours, EL 2, 37.5 hours and SES Band 1, 37.5 hours). d) No additional cost for venue hire. <p>6. Employment arrangements, including supplementary development opportunities, are discussed regularly with managers as part of the formal Performance Agreement process.</p> <p>7. N/A – these training courses were not included in graduate or post graduate programs.</p>
Commonwealth Superannuation Corporation	<ul style="list-style-type: none"> 1. \$1,950.00. 2. 1 Senior Executive. 3. 1 Senior Executive, no study leave is applicable. 4. <ul style="list-style-type: none"> a) The Open Door Coaching Group Pty Ltd, Executive Coaching. b) One on one. c) 1 Senior Executive. d) 3 hours – Senior Executive. e) \$1,950. f) Per hour. 5. N/A (on premises). 6. All arrangements regarding employment are included in each employee’s contract of employment. 7. Legal Assistant – Masters of Law; Tax Analyst – Chartered Accountants Program; Fund Accountant – Certified Practicing Accountants Program; Investment Analyst – Masters of Applied Finance; Senior Investment Operations Analyst – Chartered Alternative Investments Analyst program; Assistant Secretary – Bachelor of Commerce; Senior Analyst, Legal and

Department/ Agency	Response
	Compliance - Graduate Certificate in Management.
Future Fund Management Agency	<ol style="list-style-type: none"> 1. \$33,103. 2. All employees at all levels are offered training in various in-house and external programs. 3. 3 x EL2, 1 x SES. No study leave taken. 4. Human Chemistry, Harvard University. <ol style="list-style-type: none"> a) Human Chemistry: Coaching and Development Centre. Harvard University: Organizational Leadership program. b) Coaching: one-on-one, Development Centre: one-on-one. Organisational Leadership program: group based. c) 3 x EL2, 1 x SES. d) EL2 = 4 hrs, 2 EL2 = 12 hrs, 1 SES = 6 days. e) Human Chemistry coaching = \$2,750. CHuman Chemistry development centres = \$14,300. Harvard University Leadership program: \$16,053. f) Complete package. 5. <ol style="list-style-type: none"> a) Human Chemistry = Sydney, Australia, Harvard = United States of America. b) Human Chemistry = 1 on each occasion x 2, Harvard = 1. c) Human Chemistry = 12 x 2 = 24, Harvard = 6 days. d) None or included in the above. 6. Employees are required to reimburse their formal study expenses if the employee leaves within 12 months of finishing the study/subject(s). 7. See table at <u>Attachment B</u>.

ATTACHMENT A – Department of Finance

Qualification	Number of Studiers
Advanced Diploma of Accounting	1
Bachelor of Accounting	2
Bachelor of Advanced Computing	1
Bachelor of Applied Economics	1
Bachelor of Arts	1
Bachelor of Arts (Internet Communications)	1
Bachelor of Arts (Politics and International Relations)	1
Bachelor of Business Administration	3
Bachelor of Business Administration (Management)	1
Bachelor of Business Administration and Bachelor of Science	1
Bachelor of Commerce	8
Bachelor of Commerce & Bachelor of Arts	1
Bachelor of Commerce and Science Psychology	1
Bachelor of Communication in Advertising	1
Bachelor of Economics	2
Bachelor of Economics/Bachelor of Arts	1
Bachelor of Economics/Bachelor of Law	1
Bachelor of Human Resource Management	2
Bachelor of Information Technology	1
Bachelor of Journalism	1
Bachelor of Justice Studies	1
Bachelor of Laws (Graduate)	1
Bachelor of Management	4
Bachelor of Management and Bachelor of Science in Psychology	1
Bachelor of Politics and International Relations	2
Bachelor of Science in Psychology	1
Bachelor of Software Engineering	1
Certificate IV in Human Resources	1
Certificate IV in Information Technology Networking	1
Certificate IV in Professional Communication	1
Certificate IV in Government	1
Certified Practising Accountant	1
CPA Program	8
Diploma in Library and Information Services	1
Diploma of Human Resources Management	1
Graduate Certificate in Accounting	1
Graduate Certificate in Economic Policy	2
Graduate Certificate in Public Policy	1
Graduate Certificate of Chartered Accounting	1
Graduate Diploma in International and Development Economics	1
Juris Doctor	2

Qualification	Number of Studiers
Masters of Business Administration	2
Masters of Business Leadership	1
Masters of Economics	2
Masters of Government and Commercial Law	1
Masters of Laws	1
Masters of Management	2
Masters of Politics and Policy	1
Masters of Professional Accounting	1
Masters of Public Administration	1
Masters of Public Policy	4
Masters of Applied Economics	1
Masters of Government and Commercial Law	1

ATTACHMENT B – FUTURE FUND

Name	Date From	Date To	# Days	Course
Employee 1	29/04/2014	29/04/2014	1	Master of Applied Finance
Employee 2	16/04/2014	16/04/2014	0.5	Graduate Certificate of Business Management (Executive Administration)
Employee 3	30/04/2014	30/04/2014	1	CPA Program Workshop Strategic Management Accounting
Employee 4	26/05/2014	26/05/2014	1	Master of Applied Finance
Employee 5	2/06/2014	2/06/2014	1	CFA
Employee 6	26/05/2014	27/05/2014	2	Master of Applied Finance
Employee 7	17/04/2014	17/04/2014	0.5	Graduate Certificate of Business Management (Executive Administration)
Employee 8	17/06/2014	17/06/2014	1	Graduate Diploma of Applied Corporate Governance