

# Senate Standing Committee on Economics

## ANSWERS TO QUESTIONS ON NOTICE

### Treasury Portfolio

#### Additional Estimates

16 February 2012

**Question No:** AET 389 - 391

**Topic:** Executive coaching and leadership training (ATO)

**Hansard Page:** Written

### Senator Bushby asked:

389. 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:
- Total spending on these services
  - The number of employees **offered** these services and their employment classification
  - The number of employees who have **utilised** these services, their employment classification and how much study leave each employee was granted
  - The names of all service providers engaged
390. For each service purchased from a provider listed under (4), please provide:
- The name and nature of the service purchased
  - Whether the service is one-on-one or group based
  - The number of employees who received the service and their employment classification
  - The total number of hours involved for all employees
  - The total amount spent on the service
  - A description of the fees charged (i.e. per hour, complete package)
391. Where a service was provided at any location other than the department or agency's own premises, please provide:
- The location used
  - The number of employees who took part on each occasion
  - The total number of hours involved for all employees who took part
  - Any costs the department or agency's incurred to use the location

### Answer:

389. During the period 1 July 2011 to 31 January 2012 the following executive coaching services and other leadership training was purchased.

(a)

| Service                   | Amount (\$) (GST exclusive) |
|---------------------------|-----------------------------|
| Executive coaching        | 19,408                      |
| Other leadership training | 168,555                     |
| <b>Total</b>              | <b>187,963</b>              |

**(b)**

Participation in executive coaching is limited to 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 employees and their managers. There is no process that unilaterally offers these services to employees – participation is based on individual need.

**(c)**

ATO ongoing employees utilising the services by level:

| <b>Level</b> | <b>Executive coaching</b> | <b>Other leadership training</b> |
|--------------|---------------------------|----------------------------------|
| <b>APS 6</b> | -                         | 5                                |
| <b>EL1</b>   | -                         | 32                               |
| <b>EL2</b>   | 3                         | 82                               |
| <b>SES</b>   | 5                         | 27                               |
| <b>Total</b> | <b>8</b>                  | <b>146</b>                       |

No study leave was granted for these services as they are conducted in work hours.

**(d)**

| <b>Executive coaching providers</b> | <b>Leadership training providers</b> |
|-------------------------------------|--------------------------------------|
| Changedrivers Pty Ltd               | Australian Public Service Commission |
| Emergence International Pty Ltd     | Australian Institute of Management   |
| Institute of Executive Coaching     | Centre for Public Administration     |
| Temact Pty Ltd                      | COPC Australia Inc                   |
| The Leader Factor Pty Ltd           | Harvard Club of Australia            |
| Venessa Tripp                       | Lean Enterprise Australia            |
|                                     | Nous Group                           |
|                                     | Queensland Law Society               |
|                                     | Talent Solutions                     |
|                                     | The Leadership Consortium            |
|                                     | Yellow Edge Pty Ltd                  |
|                                     | Zaffyre International Pty Ltd        |

## 390. (a-f)

Table 1 provides a summary of executive coaching services purchased from a provider for the period 1 July 2011 to 31 January 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 | APS6     | EL1      | EL2      | SES      | Location | Value (GST exclusive) |
|---------------------------------|--------------------|-----|--------------|-----------|----------|----------|----------|----------|----------|-----------------------|
| Changdrivers Pty Ltd            | Executive Coaching | 6.5 | 1            | 6.5       |          |          |          | 1        | ATO Site | \$3,250.00            |
| Emergence International Pty Ltd | Executive Coaching | 1   | 1            | 1         |          |          |          | 1        | ATO Site | \$500.00              |
| Emergence International Pty Ltd | Executive Coaching | 5.5 | 1            | 5.5       |          |          |          | 1        | ATO Site | \$2,750.00            |
| Emergence International Pty Ltd | Executive Coaching | 1   | 1            | 1         |          |          |          | 1        | ATO Site | \$500.00              |
| Institute of Executive Coaching | Executive Coaching | 3   | 1            | 3         |          |          | 1        |          | ATO Site | \$1,551.00            |
| Temact Pty Ltd                  | Executive Coaching | 1   | 1            | 1         |          |          | 1        |          | ATO Site | \$375.00              |
| The Leader Factor Pty Ltd       | Executive Coaching | 2   | 1            | 2         |          |          | 1        |          | ATO Site | \$2,300.00            |
| Venessa Tripp                   | Executive Coaching | 16  | 1            | 16        |          |          |          | 1        | ATO Site | \$8,182.00            |
| <b>TOTAL</b>                    |                    |     | <b>8</b>     | <b>36</b> | <b>0</b> | <b>0</b> | <b>3</b> | <b>5</b> |          | <b>\$19,408.00</b>    |

Table 2 below provides a summary of other leadership training services purchased from a provider for the period 1 July 2011 to 31 January 2012. 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). All services were provided on a group basis.

**Table 2: Other Leadership**

| Provider | Course Name                                                           | Hrs | No. of Staff | Total Hrs | APS6 | EL1 | EL2 | SES | Location                                                                                              | Value (GST exclusive) |
|----------|-----------------------------------------------------------------------|-----|--------------|-----------|------|-----|-----|-----|-------------------------------------------------------------------------------------------------------|-----------------------|
| APSC     | Australian Government Leadership Network - 2011 Government Business   | 14  | 1            | 14        |      |     | 1   |     | Sebel Pier One, 11 Hickson Road, Dawes Point NSW 2000                                                 | \$1,000.00            |
| APSC     | Australian Government Leadership Network - QLD 2011 Annual Government | 14  | 7            | 98        | 3    | 1   | 2   | 1   | Level 9, 215 Adelaide Street, Brisbane QLD 4000                                                       | \$5,136.36            |
| APSC     | Australian Government Leadership Network - The Right Stuff Resilience | 14  | 1            | 14        |      |     |     | 1   | Sebel Pier One, 11 Hickson Road, Dawes Point NSW 2000                                                 | \$1,445.45            |
| APSC     | Australian Government Leadership Conference - Victoria                | 14  | 1            | 14        |      |     | 1   |     | Melbourne Convention & Exhibition Centre, 1 Convention Centre Place, South Wharf, Melbourne, VIC 3006 | \$1,090.91            |

|                                    |                                                                             |      |    |        |   |    |   |    |                                                               |             |
|------------------------------------|-----------------------------------------------------------------------------|------|----|--------|---|----|---|----|---------------------------------------------------------------|-------------|
| APSC                               | 2011 Australian Government Leadership Network (SA) Conference               | 7    | 2  | 14     |   | 1  | 1 |    | Adelaide Zoo, Frome Road, Adelaide SA                         | \$636.36    |
| APSC                               | Australian Government Leadership Conference                                 | 5.5  | 2  | 11     |   | 1  | 1 |    | Burswood Casino, Perth, WA                                    | \$1,400.00  |
| APSC                               | EL1 Masterclass                                                             | 21   | 2  | 42     |   | 2  |   |    | 16 Furzer St, Phillip, ACT 2606                               | \$5,636.36  |
| APSC                               | Executive Leadership Dimensions (residential)                               | 24.5 | 1  | 24.5   |   |    | 1 |    | Peppers Manor House, Kater Road, Sutton Forest, NSW 2577      | \$4,263.64  |
| APSC                               | Executive Leadership Dimensions                                             | 21   | 2  | 42     |   |    | 2 |    | 16 Furzer St, Phillip, ACT 2606                               | \$5,636.36  |
| APSC                               | Leadership Horizons Program                                                 | 21   | 2  | 42     |   |    |   | 2  | Peppers Manor House, Kater Road, Sutton Forest, NSW 2577      | \$14,354.54 |
| APSC                               | SES Orientation Program                                                     | 21   | 5  | 105    |   |    |   | 5  | 16 Furzer St, Phillip, ACT 2606                               | \$11,363.65 |
| APSC                               | Shaping Strategic Thought                                                   | 7    | 5  | 35     |   | 1  |   | 4  | 16 Furzer St, Phillip, ACT 2606                               | \$2,886.35  |
| APSC                               | Transforming Leadership                                                     | 21   | 1  | 21     |   |    |   | 1  | Gibraltar Hotel, Centennial Rd & Boronia St, Bowral, NSW 2576 | \$7,177.27  |
| Australian Institute of Management | Senior Executive Forum XIII                                                 | 28   | 1  | 28     |   |    |   | 1  | The Hyatt Regency Perth Hotel, 99 Adelaide Terrace, Perth WA  | \$7,620.00  |
| Centre for Public Management       | Leading with Strategic Intelligence - mastering strategic thinking & action | 21   | 1  | 21     |   | 1  |   |    | The Briars, 653 Moss Vale Road Bowral, NSW                    | \$2,963.64  |
| COPC Australia Inc                 | High Performance Management Techniques                                      | 21   | 25 | 525    | 1 | 24 |   |    | ATO Site (NSW)                                                | \$25,000.00 |
| SUB-TOTAL                          |                                                                             |      | 59 | 1050.5 | 4 | 31 | 9 | 15 | SUB-TOTAL                                                     | \$97,610.89 |

| Provider                  | Course Name                                                       | Hrs  | No. of Staff | Total Hrs | APS6 | EL1 | EL2 | SES | Location                                                                    | Value      |
|---------------------------|-------------------------------------------------------------------|------|--------------|-----------|------|-----|-----|-----|-----------------------------------------------------------------------------|------------|
| Harvard Club of Australia | Building Leadership Capabilities                                  | 42   | 1            | 42        |      |     |     | 1   | Novotel Sydney Manly Pacific<br>55 North Steyne, Manly NSW 2095             | \$8,550.00 |
| Lean Enterprise Australia | Lean Improvement in the Office and Lean Leadership and Management | 14   | 2            | 28        | 1    | 1   |     |     | Level 40, 140 William Street Melbourne, VIC                                 | \$2,560.00 |
| Nous Group                | One day Senior Leader Development Workshop                        | 7    | 15           | 105       |      |     | 14  | 1   | Level 10, 485 Bourke St, Melbourne, VIC                                     | \$5,236.36 |
| QLD Law Society           | The TAO of Everest: climbing your way to Leadership               | 1.25 | 2            | 2.5       |      |     | 1   | 1   | Law Society House, 179 Ann St, Brisbane, QLD 4000                           | \$140.00   |
| Talent Solutions          | The Human Capital Advisor                                         | 6    | 1            | 6         |      |     | 1   |     | ATO Site (VIC)                                                              | \$768.00   |
| The Leadership Consortium | Senior Executive Forum                                            | 21   | 1            | 21        |      |     |     | 1   | Aitken Hill Conference and Events Venue, 20 Dunhelen Lane, Yuroke, VIC 3063 | \$5,800.00 |

|                               |                                      |    |            |             |          |           |           |           |                      |                     |
|-------------------------------|--------------------------------------|----|------------|-------------|----------|-----------|-----------|-----------|----------------------|---------------------|
| Yellow Edge Pty Ltd           | EL2 Leadership Forum                 | 14 | 56         | 784         |          |           | 56        |           | ATO Sites (QLD, VIC) | \$14,511.82         |
| Zaffyre International Pty Ltd | TPALS Leadership Development Project | 7  | 9          | 63          |          |           | 1         | 8         | ATO Site (ACT)       | \$33,377.46         |
| SUB-TOTAL                     |                                      |    | 87         | 1051.5      | 1        | 1         | 73        | 12        | SUB-TOTAL            | \$70,943.64         |
| <b>TOTAL</b>                  |                                      |    | <b>146</b> | <b>2102</b> | <b>5</b> | <b>32</b> | <b>82</b> | <b>27</b> | <b>TOTAL</b>         | <b>\$168,554.53</b> |

391. (a-d)

Please refer to the response to AET 390 for details of the location and cost of other leadership training for the period 1 July 2011 to 31 January 2012. All executive coaching services for the period 1 July 2011 to 31 January 2012 were provided onsite.