

Senate Foreign Affairs, Defence and Trade Legislation Committee

Senate Budget Estimates, June 2011

Questions on Notice: AusAID

Question No.37

Senator Trood asked in writing

- a) In relation to the purchase of executive coaching and/or other leadership training services purchased by each portfolio department and agency, please provide the following information FYTD:
 - i. Total spending on these services
 - ii. The number of employees offered these services and their employment classification
 - iii. The number of employees who have utilised these services and their employment classification
 - iv. The names of all service providers engaged
- b) For each service purchased from a provider listed under (4), please provide:
 - i. The name and nature of the service purchased
 - ii. Whether the service is one-on-one or group based
 - iii. The number of employees who received the service and their employment classification
 - iv. The total number of hours involved for all employees
 - v. The total amount spent on the service
 - vi. A description of the fees charged (i.e. per hour, complete package)
- c) Where a service was provided at any location other than the department or agency's own premises, please provide:
 - i. The location used
 - ii. The number of employees who took part on each occasion
 - iii. The total number of hours involved for all employees who took part
 - iv. Any costs the department or agency's incurred to use the location

Answer:

- a)
 - i. This financial year to date, the Agency has expended \$53,384 on executive coaching and \$436,415 on leadership training programs. Expenditure on executive coaching and leadership training represents 16 per cent of the total learning and development budget allocated to the Agency's training activities.
 - ii. A total of 831 employees were offered these services including: all SES band levels; Executive Level 2; Executive Level 1; and development specialists posted overseas at the Executive Level 1 and APS 6 level or equivalent.
 - iii. A total of 197 employees used these services including: all SES band levels; Executive Level 2; Executive Level 1; and development specialists posted overseas at the Executive Level 1 and APS 6 level or equivalent.

iv. Providers engaged for leadership development services in 2010-11 were: the Australian Public Service Commission (APSC); the Australian Graduate School of Management (AGSM); the London Business School (LBS); Jeff Whalan Learning Groups (JWLG); the National Security College (NSC); Centre for Public Management (CPM); and People and Strategy.

Providers of executive coaching services were: Amanda Horne Pty Ltd; Workplace Research; Foresight; Sue Adams Coaching and Facilitation Services; PEP Worldwide and Dragonfly Consulting and Coaching.

- b) i. Executive coaching services provided as per Question 37 a) iv, are tailored to individual employee needs and use coaching and mentoring techniques to improve work performance.

Leadership development services provided as per Question 37 a) iv, included: Strategic Change Leadership (AGSM); SES leadership (APSC); High Performance Skills for Leaders (LBS); Jeff Whalan Executive Learning (JWLG); National Security Senior Executive Development (NSC); Executive level learning (APSC); Career Development Assessment Centre (APSC); From Management to Leadership (CPM); Managing Teams and Individuals (CPM); and Executive Level Transition (People and Strategy).

ii. Executive coaching services were provided on a one-on-one basis whilst all leadership programs are group based.

iii. A total of 197 employees received executive coaching and leadership training including: all SES band levels; Executive Level 2; Executive Level 1; and development specialists posted overseas at the Executive Level 1 and APS 6 level or equivalent.

iv. Executive coaching and leadership training totalled approximately 785 hours for all employees.

v. This financial year to date, the Agency expended \$489,799 on executive coaching and leadership training programs.

vi. Executive coaching services are charged on a per hour basis whilst fees for all leadership programs are charged on a complete package basis. The fees associated with leadership training included: design and consultation; training delivery; venue and accommodation hire; catering; travel; and evaluation.

- c) i. Training locations that were used externally included: the Australian Public Service Commission locations in the ACT and NSW; National Security College in the ACT; The Carrington Inn in Bungendore, NSW; and The Novotel in Bogor, Indonesia.¹
- ii. A total of 103 employees were trained at external locations.
- iii. Training provided at external locations totalled approximately 674 hours.
- iv. The total cost to deliver training at external locations was \$350,695

¹ Note – the leadership training in Bogor, Indonesia was delivered to posted staff in Indonesia only.