

Senate Community Affairs Legislation Committee

ADDITIONAL ESTIMATES – 11 FEBRUARY 2016 ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Executive Coaching and Leadership

Question reference number: HS 53

Senator: Ludwig

Type of question: Written

Date set by the committee for the return of answer: 4 April 2016

Number of pages: 3

Question:

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:

- 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. For each service purchased from these providers, please provide:
 - 1) The name and nature of the service purchased.
 - 2) Whether the service is one-on-one or group based.
 - 3) The number of employees who received the service and their employment classification.
 - 4) The total number of hours involved for all employees (provide a breakdown for each employment classification)
 - 5) The total amount spent on the service
 - 6) A description of the fees charged (i.e. per hour, complete package)
- e) Where a service was provided at any location other than the department or agency's own premises, please provide:
 - 1) The location used.
 - 2) The number of employees who took part on each occasion (provide a breakdown for each employment classification).
 - 3) The total number of hours involved for all employees who took part (provide a breakdown for each employment classification).
 - 4) Any costs the department or agency's incurred to use the location.

- f) 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?
- g) For graduate or post graduate study, please breakdown each approved study leave by staffing allocation and degree or program title.

Answers:

- a) Total departmental expenditure on leadership training for the period 14 September 2015 to 25 February 2016 was \$192,665.
- b) Leadership training programmes are available to all department Executive Level and Senior Executive Service employees. Access is prioritised according to development needs agreed between the individual and their manager during performance management discussions or promotion/transfer to a new classification or function.
- c) The number of employees who utilised these services in the period 14 September 2015 to 25 February 2016 is 45.

A summary by programme type and classification level is provided below:

Programme Type	Number utilising the services	Employee Classification
Leadership training	45	Executive Level and Senior Executive Service Officers
Executive coaching	0	N/A
TOTAL	45	

Formal study leave was not accessed by Senior Executive Service or Executive Level employees to attend these leadership training programmes.

- d) The names of service providers engaged to deliver leadership training services in the period 14 September 2015 to 25 February 2016 are:
- the Australia and New Zealand School of Government (ANZSOG);
 - Yellow Edge;
 - the Australian Public Service Commission (APSC);
 - Bendelta Pty Ltd; and
 - Swinburne University of Technology.
- 1) The name and nature of these services are:
- ANZSOG Executive Masters of Public Administration – to assist future leaders to develop management and policy skills.
 - ANZSOG Executive Fellows Programme – to enable senior executives to strengthen core skills needed to manage public sector organisations effectively.
 - Global Leadership Practices Programme (Yellow Edge) – to expose Australian executives to business practices, the political economy, socio-economic and public policy and innovation in host countries.
 - APSC SES Band 1 Leadership Programme – to build leadership capability for SES Band 1 officers.
 - APSC SES Band 2 Leadership Programme – to build leadership capability for SES Band 2 officers.

- EL2 Talent Development Programme – to build leadership capability for high performing EL2s. This is an internal programme delivered with the external provider Bendelta Pty Ltd.
 - Leader as Coach (Swinburne University of Technology) – to develop participants coaching capability as a leader.
- 2) All services are group based.
 - 3) Three SES Band 2 officers, 14 SES Band 1 officers and 28 EL2s received these leadership training services.
 - 4) The total number of hours involved for all employees receiving leadership training is estimated at 1 687 hours (144.5 hours for SES Band 2, 800.5 hours for SES Band 1 and 742 hours for EL staff).
 - 5) The total amount spent on leadership training services was \$192 665.
 - 6) The fees charged were on a complete package rate basis.
- e) Services provided at any location other than the department's own:
- 1) The department seeks to use internal venues wherever suitable premises are available. There were no external venues used by the department that incurred additional venue costs for leadership training programmes, where this was not a part of a package arrangement with the supplier.
 - 2) A total of 8 employees participated in executive leadership programmes held in external venues in the period 14 September 2015 to 25 February 2016.
 - 3) These employees are estimated to have accessed 801 hours of leadership development in external venues (112.5 hours SES Band 2 and 688.5 hours SES Band 1).
 - 4) In the period 14 September 2015 to 25 February 2016, there was no additional cost for external venues for leadership training arranged by the department.
- f) There are no agreements made with employees to continue employment after training has been completed.
- g) Records about study leave do not provide detail about the type of training undertaken. To provide this level of detail would involve an unreasonable diversion of departmental resources.