

Senate Community Affairs Legislation Committee

BUDGET ESTIMATES - 4 JUNE 2013 ANSWER TO QUESTION ON NOTICE

Human Services Portfolio

Topic: Executive Coaching and Leadership

Question reference number: HS 70

Senator: Smith

Type of question: Written

Date set by the committee for the return of answer: 26 July 2013

Number of pages: 3

Question:

- a) 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:
 - 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.
- b) For each service purchased from a provider listed under (4), 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).
- c) 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.

Answer:

- a) 1) Total departmental expenditure on purchased leadership development training and executive coaching services in the financial year 2012-13 to 31 March 2013 is \$395,778.
- 2) Leadership development and coaching programs are available to all Department executive level employees and senior executive service officers. Access is prioritised according to development needs agreed between the individual and their manager during formal performance management discussions or promotion/transfer to a new classification or function. The number of substantive executive level employees and senior executive service officers who were offered these services by classification as at 31 March 2013 is identified below:

Departmental Headcount (as at 31 March 2013)	
Executive Level 1 and 2	3,940
Senior Executive Service Band 1, 2 and 3	183
TOTAL	4,123

- 3) The number of employees utilising leadership training programs and executive coaching services in the period 1 July 2012 to 31 March 2013 is 282. A summary by program type and classification level is provided below:

Program Type	Number utilising the services	Employee Classification
SES leadership development	138	Senior Executive Service
Executive leadership development	141	Executive Level Officers
Executive coaching	3	Senior Executive Service
TOTAL	282	

Formal study leave was not accessed by senior executive service officers or executive level employees to attend purchased leadership training programs.

- 4) The names of all service providers engaged to deliver leadership development training and coaching services in the period 1 July 2012 to 31 March 2013 are listed below.

Executive Learning and Development	Australian Public Service Commission (APSC) Australia New Zealand School of Government (ANZSOG) Bendelta Pty Ltd Nous Group Pty Ltd The Cranlana Programme Social Leadership Australia
Executive Coaching	Beaton Group Pty Ltd Jeffrey Harmer Pty Ltd Vantage point Consulting Pty Ltd VT Coach Pty Ltd

- b) 1) The executive coaching and leadership training services purchased by the Department of Human Services in the period 1 July 2012 to 31 March 2013 were for the design and development of leadership programs, for facilitation and/or program delivery and for the provision of coaching services.
- 2) The majority of employees utilising these services did so as part of a group, with the exception of coaching which was accessed as a one-on-one service.
- 3) The Department has identified that 279 employees accessed leadership development programs and three employees accessed coaching services.
- 4) The total number of hours involved in leadership development training and coaching was 6,114.5 hours.
- 5) The total amount spent on the provision of coaching services was \$3,296. The total amount spent on leadership development training was \$392,482.
- 6) Fees for executive coaching were charged on an hourly rate basis and leadership training services were charged on a complete package rate basis.
- c) 1) The Department attempts to use internal venues wherever suitable premises are available. The external venues which have been used by the Department that incurred additional venue costs for leadership training programs, where this was not a part of a package arrangement with the supplier, are listed below.

Blundstone Arena Function Centre, Hobart, TAS
Hotel Grand Chancellor, Melbourne, VIC
Park Royal, Parramatta, NSW
Phillip Smith Centre, Hobart, TAS
Sunshine Convention Centre, Sunshine, VIC
Tweed Ultima Conference Centre, Tweed Heads, NSW

- 2) A total of 32 employees participated in executive leadership programs held in external venues arranged by the Department (as at 31 March 2013).
- 3) These employees accessed 672 hours of leadership development in external venues.
- 4) As at 31 March 2013, the additional cost of external venues for leadership development arranged by the Department totalled \$21,437.