

Senate Standing Committee on Economics
ANSWERS TO QUESTIONS ON NOTICE
Industry, Innovation, Science, Research and Tertiary Education Portfolio
Additional Estimates Hearing 2011-12
15 February 2012

AGENCY/DEPARTMENT: INDUSTRY, INNOVATION, SCIENCE, RESEARCH AND TERTIARY EDUCATION

TOPIC: Executive Coaching and Leadership Training

REFERENCE: Written Question – Senator Bushby

QUESTION No.: AI-244

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
4. The names of all service providers engaged

For each service purchased from a provider listed under (4), please provide:

- a) The name and nature of the service purchased
- 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
- e) The total amount spent on the service
- f) A description of the fees charged (i.e. per hour, complete package)

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
- c) The total number of hours involved for all employees who took part
- d) Any costs the department or agency's incurred to use the location

ANSWER

DEPARTMENT OF INDUSTRY, INNOVATION, SCIENCE, RESEARCH AND TERTIARY EDUCATION

The Department of Industry, Innovation, Science, Research and Tertiary Education (DIISRTE) holds three in-house leadership development programs.

Stepping into Leadership

Two programs were held between 1 July 2011 and 29 February 2012. All Executive Level 1 and APS6 employees were offered the opportunity to attend. A total of \$29,092.04 was spent with 35 participants attending the two programs, not including venue hire. The program is over three days and held at the Boathouse at a cost of \$4,450 and \$4,927 for

each program (approx. \$75 per head per day). A total of approximately 790 participant hours over the two programs at 22.5 hours per participant.

Career Development Program

A 12 month talent management program is held from September to August each year. The program consists of mentoring and coaching, individual development activities and group activities. Depending on the group's needs, different service providers are engaged to deliver specific parts of the program. APS5 to Executive Level 2 employees participate in the program through a nomination process. There were 23 participants in the 2010-2011 program and there are 24 in the program for 2011-2012. A total of \$63,838.14 has been spent on the programs from 1 July 2011 to 29 February 2012. All components of the program were held on our premises. A total of approximately 37 hours per participant per program was spent on formal development sessions.

Management Action Program

A four month program designed for Executive Level 2 employees has been held twice since 1 July 2011. The program includes a 1/2 launch day, 3 1/2 day residential at Sutton Forest at a cost of \$11,880 per program, 1/2 consolidation day and one-on-one coaching. The program is open to all Executive Level 2 employees and high performing Executive Level 1 employees. The launch and consolidation days for the 2011 program were held at Crowne Plaza Canberra at a cost of \$ 4,153.40. The launch day for the 2012 program was held on our premises. A total of \$52,227 has been spent since 1 July 2011 to 29 February 2012 not including venue hire. 20 participants can attend each program. A total of approximately 36.25 hours was spent per participant per program.

All information on providers of our corporately funded learning and development programs can be found on AusTender.

Only Senior Executive Service employees receive executive coaching. No employees undertook coaching during this period.

Executive Level employees can also participate in external leadership development and have access to executive coaching, however, this information is not available.

AUSTRALIAN INSTITUTE OF MARINE SCIENCE (AIMS)

Nil.

IP AUSTRALIA

Question: 1

- a) \$149,062
- b) 20 x EL1 employees and 6 x EL2 employees
- c) 20 x EL1 employees and 6 x EL2 employees. Staff undertaking coaching and leadership training did not require formal study leave.
- d) Bendelta, Right Management, Melbourne Business School, APSC, Australia and New Zealand School of Government (ANZOG)

Question: 2

- a) **Bendelta** – 1 x LT3 Business Leader Leadership Training Program.
- b) This is a group based program
- c) 15x EL1 employees and 3 x EL2 employees

- d) 714 hours in total
 - e) \$50,928
 - f) \$23,505 training provider delivery fees
\$24,890 venue and catering
\$2,533 travel to residential
- a) **Bendelta** – Coaching
 - b) This is an individual program
 - c) 1 x EL2
 - d) 10 hours
 - e) \$7,000
 - f) Coaching package fee to date
- a) **ANZSOG** - Executive Fellows Program
 - b) This is a public course
 - c) 1 x SES1
 - d) 114 hours
 - e) \$27,500
 - f) Course fees
- a) **Right Management** -Talent Management Program
 - b) This is a group based program
 - c) 3 x EL1, 3 x EL2 employees
 - d) 96 hours for assessment and coaching only
 - e) \$51,037
 - f) Assessment and coaching package
- a) **Melbourne Business School** – Accelerated Development for Emerging Managers
 - b) This is a public course
 - c) 1 x EL1
 - d) 38 hours
 - e) \$8307
 - f) Program fee – complete package
- a) **APSC** – EL Residential Masterclass
 - b) This is a public course
 - c) 1 x EL1
 - d) 21.6 hours
 - e) \$4,290
 - f) Program fee – complete package

Question 3:

- a) **LT3** Canberra - Hyatt Hotel, Lake Crackenback
- b) 18 employees took part in this one program
- c) 714 total hours
- d) \$24,890 venue and catering

AUSTRALIAN INSTITUTE OF ABORIGINAL AND TORRES STRAIT ISLANDER STUDIES (AIATSIS)

- 1. \$4734
- 2. 1 SES

3. 1 SES (unknown)
4. Psychology ACT
 - a) Executive coaching
 - b) One on one
 - c) 1 SES
 - d) 20hours
 - e) \$4734
 - f) Per hour

AUSTRALIAN RESEARCH COUNCIL (ARC)

\$4000.

Two staff at SES Level 1.

Two staff at SES Level 1.

One staff member received APSC SES training over 3 days.

One staff member received 4 hours of Executive Coaching.

Australian Public Service Commission

Group based training in relation to SES orientation. This was a three day course held at APSC premises in Canberra. The fee of \$2,500 was based on a complete package.

Pathways to Performance

One on one coaching provided at ARC premises at a cost of approximately \$1,500 for approximately 4 hours.

COMMONWEALTH SCIENTIFIC AND INDUSTRIAL RESEARCH ORGANISATION (CSIRO)

CSIRO classifies executive coaching as a form of training. Detailed information pertaining to the types of courses, costs and participants is not available centrally. A manual check of our records at all of CSIRO's sites for the specified period would be required to provide this information. The Organisation can obtain the information at this level of detail however it would involve a very significant application of the Organisation's resources which mitigate against providing the level of detail sought.

AUSTRALIAN NUCLEAR SCIENCE AND TECHNOLOGY ORGANISATION (ANSTO)

1. Total spend – \$75,625 being:
 - a. \$22,825 on Executive coaching & leadership training
 - b. \$52,800 on Managing@ANSTO (leadership training program)
2. Number staff offered these services - 180 managers have been offered this training
3. 160 have participated as at 29 February 2012. The training is held during the business day, hence nil study leave required
4. Service providers:
 - a. NINOX Consulting
 - b. PeopleNet Pty Ltd
 - c. Wayne Pearce Advantage.

AND

- a. Name & Nature of service purchased - Ninox Consulting: provides facilitators for the Managing@ANSTO, our Management Development Program. Ninox Consulting also coaches three of our senior managers
- b. One-on-one or Group based: Managing@ANSTO is group based and the Coaching training is one-on-one
- c. 160 managers have completed the Managing@ANSTO training and 4 senior managers are currently receiving Coaching training
- d. Total number of hours involved for all employees – 1,120 hours for Managing@ANSTO. The hours for coaching are as deemed necessary
- e. Amount Spent on the service (year to date):
 - i. \$22,825 on Executive coaching
 - ii. \$52,800 for Managing@ANSTO
- f. Managing@ANSTO is run over two days at \$2,400 per day. 11 courses have been run to date
- g. Location used: Novotel Hotel, Wollongong, NSW
- h. Number of employees who took part on each occasion: Day 1 involved 13 staff and day 2, 14 staff
- i. total number of hours involved for all employees who took part: 1 day each for the two groups
- j. Any costs the department or agency's incurred to use the location: \$3,386.32

Please note – as this information is as at 29 February 2012 this does not include figures for Outcome 3 and associated Agencies which is transferring from the Department of Education, Employment and Workplace Relations due to the recent Machinery of Government.