

**Senate Economics Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
Industry, Tourism and Resources Portfolio  
Budget Estimates 2006-2007, 29 May 2006

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**AGENCY/DEPARTMENT:** DEPARTMENT OF INDUSTRY, TOURISM AND RESOURCES AND ALL PORTFOLIO AGENCIES  
**TOPIC:** LEADERSHIP TRAINING AND EXECUTIVE COACHING  
**REFERENCE:** WRITTEN QUESTIONS

**QUESTION No.BI-96**

**Senator Ludwig** asked:

The following questions relate to the purchase of executive coaching and/or other leadership training services by the department/agency, broken down for each of the last four financial years. Where available, please provide:

1. Total spending on these services.
2. The number of employees offered these services and their salary level.
3. The number of employees who have utilised these services and their salary level.
4. The names of all service providers engaged.
5. For each service purchased from a provider listed in the answer to the previous question, 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.
  - 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 (e.g. per hour, complete package).
  - g. 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.

**ANSWER**

Details of expenditure on executive coaching and leadership training are provided in the following tables. All figures provided in these tables exclude GST.

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Department of Industry, Tourism and Resources

**DITR 2002-03**

1. Total spend	\$11,746
2. No. employees offered and salary levels	All APS-EL staff with a supervisory role
3. No. employees utilised services and salary levels.	37 employees. Salary range \$56,087 to \$78,472
4. Names of service providers	Yellow Edge Pty Ltd
5.a. Name and nature of service	'Partnership Day' Program designed to assist Managers and Supervisors understand their role in developing and leading their staff and knowledge of the tools available to assist them and their team.
5.b. One-on-one or group based service	Group based.
5.c. No. employees received the service	37
5.d. No. employee hours	296
5.e. Amount spent on service	\$11,746
5.f. Nature of fees	Complete package under cover of a negotiated contract with the service provider.
5.g.i. External locations used	Kamberra Wine Complex, Canberra
5.g.ii. No. employees per session	11, 14, 12
5.g.iii. No. employee hours	296

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**DITR 2003-04**

1. Total spend	\$11,269.45			
2. No. employees offered and salary levels	All SES staff and all APS-EL staff with a supervisory role			
3. No. employees utilised services and salary levels.	34 employees between APS 6 and SES Band 2 Salary Range \$56,087 to \$172,754			
4. Names of service providers	Bayley and Associates Pty Ltd	Interaction Consulting Group	Rosetta Consulting Pty Ltd	Yellow Edge Pty Ltd
5.a. Name and nature of service	'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.	'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.	'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.	a. 'Partnership Day' Program designed to assist Managers and Supervisors understand their role in developing and leading their staff and knowledge of the tools to assist them and their team. b. 'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and one-on-one assistance.
5.b. One-on-one or group based service	One-on-one	One-on-one	One-on-one	a. Group based. b. One-on-one
5.c. No. employees received the service	3	1	3	a. 26 b. 1
5.d. No. employee hours	7	3	9	a. 208 b. 3
5.e. Amount spent on service	\$2,100	\$900	\$2,349	a. \$5,170.45 b. \$750
5.f. Nature of fees	\$300 per hour	\$300 per hour	\$261 per hour	a. Complete package under cover of a negotiated contract with the service provider. b. \$250 per hour
5.g.i. External locations used	Provider's office	Provider's office	Provider's office	a. Kamberra Wine Complex, Canberra b. Provider's office
5.g.ii. No. employees per session	1 per session	1	1 per session	a. 7, 12, 7 b. 1
5.g.iii. No. employee hours	7	3	9	a. 208 b. 3

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**DITR 2004-05**

<b>DITR 2004-05</b>			
1. Total spend	\$15,366.29		
2. No. employees offered and salary levels	All SES staff and all APS and EL staff with a supervisory role		
3. No. employees utilised services and salary levels.	24 employees between APS6 and SES Band 2 Salary Range \$56,087 to \$172,754		
4. Names of service providers	Interaction Consulting Group	Rosetta Consulting Pty Ltd	Yellow Edge Pty Ltd
5.a. Name and nature of service	'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.	'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.	a. 'Partnership Day' Program designed to assist Managers and Supervisors understand their role in developing and leading their staff and knowledge of the tools to assist them and their team. b. 'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.
5.b. One-on-one or group based service	One-on-one	One-on-one	a. Group based. b. One-on-one
5.c. No. employees received the service	6	4	a. 6 b. 8
5.d. No. employee hours	12	10.5	a. 48 b. 24
5.e. Amount spent on service	\$3,505.50	\$3,150	a. \$2,650 b. \$6060.79
5.f. Nature of fees	\$270-\$360 per hour	\$300 per hour	a. Complete package under cover of a negotiated contract with the service provider. b. \$250 per hour + a one-off charge of \$60.79 for taxi fares to provider's office
5.g.i. External locations used	Provider's office	Provider's office	a. Kamberra Wine Complex, Canberra, ACT b. Provider's office
5.g.ii. No. employees per session	1	1	a. 6 b. 1
5.g.iii. No. employee hours	12	10.5	a. 48 b. 24

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**DITR 2005-06**

<b>DITR 2005-06</b>			
1. Total spend	\$23,905		
2. No. employees offered and salary levels	All SES staff and all APS and EL staff with a supervisory role		
3. No. employees utilised services and salary levels.	37 employees between APS6 and SES Band 2. Salary Range \$56,087 to \$172,754		
4. Names of service providers	Interaction Consulting Group	Rosetta Consulting Pty Ltd	Yellow Edge Pty Ltd
5.a. Name and nature of service	'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.	'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.	a. 'Partnership Day' Program designed to assist Managers and Supervisors understand their role in developing and leading their staff and knowledge of the tools to assist them and their team. b. 'Coaching Connections' Program designed to support the professional development of SES employees by providing specific, targeted, confidential and expert one-on-one assistance.
5.b. One-on-one or group based service	One-on-one	One-on-one	a. Group based. b. One-on-one
5.c. No. employees received the service	8	7	a. 5 b. 17
5.d. No. employee hours	19.75	21.75	a. 40 b. 38
5.e. Amount spent on service	\$5,625	\$6,525	a. \$2,315 b. \$9,440
5.f. Nature of fees	\$270-\$360 per hour	\$300 per hour	a. Complete package under cover of a negotiated contract with the service provider. b. \$190-\$250 per hour
5.g.i. External locations used	Provider's office	Provider's office	a. Kamberra Wine Complex, Canberra b. Provider's office
5.g.ii. No. employees per session	Normally one, on two occasions a group of four took part	1	a. 5 b. 1
5.g.iii. No. employee hours	19.75	21.75	a. 40 b. 38

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IP Australia

IP Australia did not have any expenditure on executive coaching or leadership training in 2002-03.

**IP AUSTRALIA 2003-04**

<b>IP AUSTRALIA 2003-04</b>	
1. Total spend	\$71,691
2. No. employees offered and salary levels	260 (total EL1 and EL2 at 01/07/03), salary range \$64,420 to \$90,454.
3. No. employees utilised services and salary levels.	21 employees, salary range \$64,420 to \$90,454.
4. Names of service providers	Interaction Consulting Group
5.a. Name and nature of service	Leadership Professionals Program
5.b. One-on-one or group based service	Group based
5.c. No. employees received the service	21
5.d. No. employee hours	1,197
5.e. Amount spent on service	\$98,416 Note: program and associated costs extended across Financial Years.
5.f. Nature of fees	Daily rate
5.g.i. External locations used	Botanic Gardens ACT Quality Hotel, Belconnen ACT Novotel Lake Crackenback, Jindabyne NSW Carrington Hotel, Bungendore NSW Crowne Plaza, Canberra ACT
5.g.ii. No. employees per session	21
5.g.iii. No. employee hours	1,197

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**IP AUSTRALIA 2004-05**

1. Total spend	\$199,696	
2. No. employees offered and salary levels	174 (total EL1 and EL2 at 01/07/04 minus previous attendees), salary range \$69,009 to \$93,620.	
3. No. employees utilised services and salary levels.	41 employees, salary range \$69,009 to \$93,620.	
4. Names of service providers	Interaction Consulting Group	Interaction Consulting Group
5.a. Name and nature of service	Leadership Professionals Program – Leadership development course	Leadership Professionals Program – Leadership development course
5.b. One-on-one or group based service	Group based	Group based
5.c. No. employees received the service	21	20
5.d. No. employee hours	1,197	1,140
5.e. Amount spent on service	\$116,100 Note: program and associated costs extended across Financial Years.	\$113,685 Note: program and associated costs extended across Financial Years.
5.f. Nature of fees	Daily rate	Daily rate
5.g.i. External locations used	Botanic Gardens ACT Quality Hotel, Belconnen ACT Novotel Lake Crackenback, Jindabyne NSW Carrington Hotel, Bungendore NSW Crowne Plaza, Canberra ACT	Botanic Gardens ACT Quality Hotel, Belconnen ACT Novotel Lake Crackenback, Jindabyne NSW Carrington Hotel, Bungendore NSW Crowne Plaza, Canberra ACT
5.g.ii. No. employees per session	21	2
5.g.iii. No. employee hours	1,197	1,140

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**IP AUSTRALIA 2005-06**

<b>IP AUSTRALIA 2005-06</b>		
1. Total spend	\$193,473	
2. No. employees offered and salary levels	161 (total EL1 and EL2 at 01/07/05 minus previous attendees), salary range \$71,942 to \$97,414.	
3. No. employees utilised services and salary levels.	49 employees, salary range \$71,942 to \$97,414.	
4. Names of service providers	Interaction Consulting Group	Interaction Consulting Group
5.a. Name and nature of service	Leadership Professionals Program – Leadership development course	Leadership Professionals Program – Leadership development course
5.b. One-on-one or group based service	Group based	Group based
5.c. No. employees received the service	24	25
5.d. No. employee hours	1,368	200
5.e. Amount spent on service	\$110,179 Note: program and associated costs extended across Financial Years.	\$18,129 Note: program and associated costs extended across Financial Years.
5.f. Nature of fees	Daily rate	Daily rate
5.g.i. External locations used	Botanic Gardens ACT Quality Hotel, Belconnen ACT Craigieburn Hotel, Bowral NSW Carrington Hotel, Bungendore NSW Crowne Plaza, Canberra ACT	Botanic Gardens ACT Quality Hotel, Belconnen ACT
5.g.ii. No. employees per session	24	25
5.g.iii. No. employee hours	1,368	200



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National Offshore Petroleum Safety Authority

NOPSA commenced operations on 1 January 2005. It did not have any expenditure on executive coaching or leadership training between 2002-03 and 2004-05.

<b>NOPSA 2005-06</b>		
1. Total spend	\$11,200	
2. No. employees offered and salary levels	6 employees at EL2 and SES levels. Salary range \$100,000 to \$190,000.	
3. No. employees utilised services and salary levels.	As above.	
4. Names of service providers	University of WA Extension	APS Commission
5.a. Name and nature of service	Policy, Leadership and Vision	SES Orientation Program
5.b. One-on-one or group based service	Group	Group
5.c. No. employees received the service	2	5
5.d. No. employee hours	32	120
5.e. Amount spent on service	\$1,050	\$10,150
5.f. Nature of fees	Per person	Per person
5.g.i. External locations used	University of WA, Crawley WA	Boathouse by the Lake, Canberra
5.g.ii. No. employees per session	2	5
5.g.iii. No. employee hours	32	120

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Geoscience Australia

Geoscience Australia did not have any expenditure on executive coaching or leadership training in 2002-03.

**GEOSCIENCE AUSTRALIA 2003-04**

1. Total spend	\$76 500	
2. No. employees offered and salary levels	15 at EL1 and EL2 levels. Salary range is \$62,910 to \$104,837.	14 at EL2 and SES equivalent levels. Salary range is \$74,212 to \$149,501.
3. No. employees utilised services and salary levels.	As above	
4. Names of service providers	PALM Consulting	Peter Kennedy and Vanessa Tripp
5.a. Name and nature of service	Leadership development program (including coaching)	Executive coaching
5.b. One-on-one or group based service	Group-based development program plus one-on-one coaching	One-on-one
5.c. No. employees received the service	15	14
5.d. No. employee hours	5 days plus 3 hours of coaching	Approximately 8 hours per employee
5.e. Amount spent on service	\$54,000	\$22,500
5.f. Nature of fees	Package plus a per hour charge for the coaching	Hourly rate of approximately \$200
5.g.i. External locations used	Hill Station, Canberra; Canberra Girls Grammar Yacht Club; Olims Hotel, Canberra	
5.g.ii. No. employees per session	15	
5.g.iii. No. employee hours	As for question 5.d.	

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**GEOSCIENCE AUSTRALIA 2004-05**

1. Total spend	\$83,700
2. No. employees offered and salary levels	15 at salary levels between \$65,111 and \$104,805.
3. No. employees utilised services and salary levels.	As above
4. Names of service providers	PALM Consulting
5.a. Name and nature of service	Leadership development program (including coaching)
5.b. One-on-one or group based service	Group-based development program plus one-on-one coaching
5.c. No. employees received the service	15
5.d. No. employee hours	9 days plus 6 hours of coaching
5.e. Amount spent on service	\$83,700
5.f. Nature of fees	Package plus a per hour charge for the coaching
5.g.i. Locations used	Hill Station, Canberra; Canberra Girls Grammar Yacht Club
5.g.ii. No. employees per session	15
5.g.iii. No. employee hours	As for question 5.d.

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**GEOSCIENCE AUSTRALIA 2005-06**

1. Total spend	\$123,706	
2. No. employees offered and salary levels	15 at salary levels between \$65,111 and \$109,617.	12 at EL1 and EL2 equivalent levels. Salary range is \$68,466 to \$128,024.
3. No. employees utilised services and salary levels.	As above	As above
4. Names of service providers	PALM Consulting and Joint Strategies	SHL
5.a. Name and nature of service	Leadership development program (including coaching)	Psychometric assessment
5.b. One-on-one or group based service	Group-based development program plus one-on-one coaching	Group-based
5.c. No. employees received the service	15	12
5.d. No. employee hours	9 days plus 6 hours of coaching	3 hours for the group
5.e. Amount spent on service	\$50,637 (PALM Consulting); \$51,069 (Joint Strategies)	\$22,000
5.f. Nature of fees	Package plus a per hour charge for the coaching	Package
5.g.i. External locations used	Hill Station, Canberra; Canberra Girls Grammar Yacht Club; Olims Hotel, Canberra	Hill Station, Canberra
5.g.ii. No. employees per session	15	12
5.g.iii. No. employee hours	As for question 5.d.	As for question 5.d

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Tourism Australia

Tourism Australia was formed on 1 July 2004, and therefore information is only available for the financial years 2004-05 and 2005-06. In the 2004/05 financial year Tourism Australia did not spend any monies on executive coaching and/or other leadership training services.

**TOURISM AUSTRALIA 2005-06**

1. Total spend	\$57,921.08	
2. No. employees offered and salary levels	48 Senior Managers and Executives (Tourism Australia Band 4 and above). Salary levels \$89,800 to \$231,500.	
3. No. employees utilised services and salary levels.	As above.	
4. Names of service providers	The Centre for Career Development	The Booth Company and Mitchell Leadership Systems
5.a. Name and nature of service	Management training on giving and receiving feedback	Training on 360° feedback
5.b. One-on-one or group based service	Group-based	One-on-one
5.c. No. employees received the service	36	12
5.d. No. employee hours	35	60
5.e. Amount spent on service	\$20,921.08	\$37,000
5.f. Nature of fees	Fees paid were for the design and delivery of workshops, supply of materials and workbooks and travel and accommodation expenses (Canberra only)	Licence fees for use of 360° feedback instrument and consulting fees on interpretation of results and feedback to individuals
5.g.i. External locations used	Tourism Australia Offices in Sydney and Canberra were used.	Tourism Australia Offices in Sydney and teleconferences with Tourism Australia overseas offices
5.g.ii. No. employees per session	36	1
5.g.iii. No. employee hours	35	5 hours per employee