

Senate Standing Committee on Economics
ANSWERS TO QUESTIONS ON NOTICE
Innovation, Industry, Science and Research Portfolio
Budget Estimates Hearing 2011-12
30 May 2011

AGENCY/DEPARTMENT: INNOVATION, INDUSTRY, SCIENCE AND RESEARCH

TOPIC: Executive coaching and leadership training

REFERENCE: Written Question-Senator Abetz

QUESTION No.: BI-66

- 1) 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:
 - a) Total spending on these services
 - b) The number of employees offered these services and their c) The number of employees who have utilised these services and their employment classification
 - d) The names of all service providers engaged
- 2) 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)
- 3) 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 INNOVATION, INDUSTRY, SCIENCE & RESEARCH (DIISR)

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

Stepping into Leadership

Two programs were held between 1 July 2010 to 31 May 2011. All Executive Level 1 and APS6 employees were offered the opportunity to attend. A total of \$29,194 was spent with 20 participants per program not including venue hire. The program is over three days and held at the Boathouse at a cost of \$4,738.50 per program (\$75 per head per day). A total of approximately 900 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 groups 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 28 participants in the program for 2009-10 and 23 participants are in the program for 2010-2011. A total of \$81,368 has been spent on the programs since 1 July 2010 to 31 May 2011. All components of the program are held on our premises except for the final 1/2 day for the 2009-10 program which was held at the National Convention Centre at a cost of \$2416.80. 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 was held four times since 1 July 2010. The program includes a 1/2 launch day, 3 1/2 day residential at Sutton Forest at a cost of \$10,800 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 are held at Crowne Plaza Canberra at a cost of \$ 3,640 for the four programs. A total of \$188,000 has been spent since 1 July 2010 not including venue hire. 20 participants can attend each program. A total of approximately 36.25 hours 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 received executive coaching. A total of \$3,742 was spent on 2 employees in 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

1)

- a) \$25,000 for in house delivery of leadership training to executive level employees. No in house training offered to SES and all other leadership training delivered via open courses offered through the APSC.
- b) 12 EL1 employees participated in 1 in- house leadership pilot program.
- c) 12 EL1 employees participated in one in-house leadership pilot program.
- d) Bendelta.

2)

- a) Bendelta – 1 x Pilot LT3 Business Leader Leadership Training Program.
- b) This is a group based program
- c) 12 x EL1 employees
- d) 441 hours in total
- e) \$91,800
- f) \$25,000 training provider delivery fees
\$10,100 venue and catering
\$5,000 travel and accommodation

\$51,700 training provider course development costs

- 3)
 - a) Canberra - Hyatt Hotel, APSC, Hotel Heritage
 - b) 12 employees took part in this one occasion
 - c) 441 total hours
 - d) \$10,100 venue and catering

AUSTRALIAN RESEARCH COUNCIL (ARC)

- 1)
 - a) \$5937 spent on executive coaching.
 - b) Three employees from acting EL2 to SES B1.
 - c) Coaching for three employees from acting EL2 to SES B1.
 - d) Services from nCompassHr and Pathways to Performance and Australian Public Service Commission.

- 2)
 - a) Services from nCompassHr and Pathways to Performance and Australian Public Service Commission (APSC).
 - b) Services from nCompassHr and Pathways to Performance are one-on-one executive coaching and services from the APSC was a residential group Leadership program.
 - c) Three employees received one-on-one coaching. One employee was an SESB1 and the other two were EL1s, acting EL2. One EL2 employee accessed APSC Leadership training.
 - d) A total of 13.8 hours of one-on-one coaching. A total of 35 hours leadership program through the APSC, including a three-day residential program.
 - e) One employee received one-on-one coaching through nCompassHR at a total cost of \$2631 and two employees received one-on-one coaching through Pathways to Performance at a total of \$3306. One employee accessed APSC Leadership training at a total cost of \$5740.
 - f) Coaching is charged on an hourly rate and also includes limited travel time. The APSC residential program is a fixed cost, including accommodation and meals.

- 3)
 - a-d)
Executive coaching was provided on the ARC premises.

The APSC course included a residential program at Peppers Manor, Sutton Forest and other components at the APSC training facilities in the ACT. The program was accessed by one employee, for 35 hours at a cost of \$5740. The costs of the residential program are included in the fee.

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

Nil Response

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. Such checks would require a significant diversion of CSIRO's staff resources.

AUSTRALIAN NUCLEAR SCIENCE AND TECHNOLOGY ORGANISATION (ANSTO)

1)

a) \$30,850

b) 35

c) 21 at SES level; 14 at EL level

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

2)

Advanced influencing

- o Group-based
- o 8 participants
- o 5 SES; 3 EL
- o Hours: 8
- o Cost: \$5500

Advanced advisor

- o Group-based
- o 7 participants
- o 7 EL
- o Hours: 16
- o Cost: \$5500

Boardroom impact

- o Group-based
- o 4 participants
- o 4 SES
- o Hours: 4
- o Cost: \$5500

Leadership – Engineering

- o Group-based
- o 1 participant
- o 1 EL
- o Hours: 40
- o Cost: \$7000

Leadership Personal effectiveness: On time/In control

- o Group-based
- o 15 participants
- o 12 SES; 3 EL
- o Hours: 16
- o Cost: \$7350

3) N/A