

Senate Standing Committee on Economics

ANSWERS TO QUESTIONS ON NOTICE

Resources, Energy and Tourism Portfolio

Supplementary Budget Estimates

18 October 2012

Question: SR53

Topic: Executive Coaching and Leadership Training

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Senator Bushby asked:

Financial Year to Date

1. 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:
 - 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
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 (provide a breakdown for each employment classification)
 - 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 (provide a breakdown for each employment classification)
 - c) The total number of hours involved for all employees who took part (provide a breakdown for each employment classification)
 - d) Any costs the department or agency's incurred to use the location

2011-12 Financial Year to Date

1. In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information for 2011-12:
 - 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

2. For each service purchased from a provider listed under (4), please provide:
- The name and nature of the service purchased
 - Whether the service is one-on-one or group based
 - The number of employees who received the service and their employment classification
 - The total number of hours involved for all employees (provide a breakdown for each employment classification)
 - The total amount spent on the service
 - 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:
- The location used
 - The number of employees who took part on each occasion (provide a breakdown for each employment classification)
 - The total number of hours involved for all employees who took part (provide a breakdown for each employment classification)
 - Any costs the department or agency's incurred to use the location

Answer:***The Department***

1. Financial Year to Date:
- The total spend on these services 2012-13 financial year to date is \$200,570.00.
Attachment A provides a breakdown of each service provider, including the name and nature of the service, costs, participants and their classification, total hours of participation, and the delivery method.
 - The number of employees offered these services and their classifications are:
 - 25 SES employee
 - 90 EL2 employees
 - 1 APS 6 employee
 - The number of employees who have utilised these services, their classifications and amount of study leave granted are:

Number of employees	Classification	Amount of study leave
1	SES Band 2	0
1	SES Band 1	0
2	EL2	0
1	APS6	0
 - The names of Providers engaged are:
 - Melbourne Business School
 - Yellow Edge Pty Ltd
 - APS Commission
 - Centre for Public Management

2. Financial Year to Date:

- a) The name of the and nature of the services purchased from each provider are:

Service Provider	Name of the Service (training course)	Nature of the Service
Melbourne Business School	Leading for org impact staff training	Leadership Development
	Leadership Development Program	Leadership Development
	Strategic Thinking and Action Program	Leadership Development
Yellow Edge Pty Ltd	Global Leadership Practises China	Leadership Development
	Global Leadership Practises USA	Leadership Development
APS Commission	Career Development Assessment Centre	Leadership Orientation
	SES orientation	Leadership Assessment
Centre for Public management	Influencing Skills in Leadership: how to change minds	Leadership Development

- b) The services were all group based.

- c) The number of employees who received the service and their classification are:

Number of employees	Classification
1	SES Band 2
1	SES Band 1
2	EL2
1	APS6

- d) The total number of hours involved for all employees are:

Number of employees	Classification	Amount of participation hours
1	SES Band 2	40
1	SES Band 1	40
2	EL2	104
1	APS6	16

- e) The total amount spent on the services is \$200,552.00

- f) A description of the fees charged, for each complete course is:

Service Provider	Name of the Service (training course)	Total fee per course
Melbourne Business School	Leading for organisational impact staff training	\$9,860.00
	Leadership Development Program	\$9,760.00
	Strategic Thinking and Action Program	\$7,880.00
Yellow Edge Pty Ltd	Global Leadership Practises China	\$16,500.00
	Global Leadership Practises USA	\$17,600.00
APS Commission	Career Development Assessment Centre	\$12,925.00
	SES orientation	\$3,200.00
Centre for Public management	Influencing Skills in Leadership: how to change minds	\$1,570.00

3. Financial Year to Date:

- a-b) The location for each service and the number of employees who took part and their classification:

Name of the Service (training course)	Location	Classification of employees who took part
Leading for organisational impact staff training	Mt Eliza	SES Band 2
Leadership Development Program	Mt Eliza	Not attended yet
Strategic Thinking and Action Program	Mt Eliza	Not attended yet
Global Leadership Practises China	Canberra and China	EL2
Global Leadership Practises USA	Canberra and USA	Not attended yet
Career Development Assessment Centre	Tuggeranong/ Canberra	EL2
SES Orientation	Woden/ Canberra	SES Band 1
Influencing Skills in Leadership: how to change minds	Macquarie/ Canberra	APS 6

- c) The total number of hours involved for all employees who took part and their classification are:

Number of employees	Classification	Amount of participation hours
1	SES Band 2	40
1	SES Band 1	40
2	EL2	104
1	APS6	16

- d) There were no costs to the Department to use the location other than the course fees.

1. 2011-12 Financial Year:

- a) Leading Through Coaching for Senior Executive Service (SES) employees: \$33,313.39
Individual Coaching Sessions for SES: \$11,759.67.
- b) Leading Through Coaching services were offered to all 33 SES employees within the Department as follows:

Classification	Number of Positions
SESB3	1
SESB2	8 (1 Temp)
SESB1	24 (2 Temp)
TOTAL	33

Individual coaching was offered to all SES, only 5 Senior Executives at the SES Band 1 level took part.

- c) All participation was in standard hours and no study leave was granted. A total of 21 Senior Executive officers participated in the Leading Through Coaching program consisting of the following classification levels:

Classification	Number of Positions
SESB3	1
SESB2	8
SESB1	12
TOTAL	21

d) The following service providers were engaged in relation to executive coaching and leadership training:

- Australian Public Service Commission
- Centre for Public Management (CPM)
- Executive Central Pty Ltd
- Australian and New Zealand School of Government (ANZSOG)
- Executive Coaching Institute
- Rosetta Consulting Pty Ltd

2. 2011-12 Financial Year:

a-f) (**Attachment B** provides a breakdown of each service provider, including the name and nature of the service, costs, participants and their classification, total hours of participation, and the delivery method.

3. 2011-12 Financial Year:

a-b) Training took place on the Department's premises, except on one occasion where the training took place at the Waldorf Conference Facility, Canberra City, for 12 SES Band 1 officers.

c) Half day sessions of 4 hours each with a total of 8 hours.

d) The cost to the Department was \$858.00 for both the sessions.

Australian Renewable Energy Agency

1. Financial Year to Date:

- a) As at 31 October 2012, \$820 (GST exclusive) has been spent on executive coaching.
- b) One Chief Executive Officer (CEO).
- c) 1- CEO. No study leave was taken
- d) Maura Fay Group.

2-3. Maura Fay Group provided 2 hours of personal coaching as at 31 October 2012. Services provided were one-on-one for the CEO. A total of \$820 (excluding GST) has been paid to Maura Fay Group as a package.

2011-12 Financial Year

Questions relating to the 2011-12 financial year are not applicable because the Australian Renewable Energy Agency was established on 1 July 2012.

Geoscience Australia

1. Financial Year to Date:

- a) The total spend on these services 2012-13 financial year to date is \$75,854.
- b) All employees are able to request coaching and leadership training.

- c) Breakdown of employees who have utilised these services this financial year to date:

Classification	Leadership Training	Executive Training
APS1-6	0	0
EL1	10	10
EL2	7	6
SES Band 1-3	0	0

All participation was in standard hours, no extra leave was granted.

- d) The following service providers have been engaged:

- Joint Strategies Pty Ltd
- Yellow Edge Pty Ltd

2-3. **Attachment B** outlines details of each service.

1. 2011-12 Financial Year

- a) Total spend on these services was \$171,776
- b) All employees were able to request coaching and leadership training.
- c) Number of employees who utilised these service for 2011-12:

Classification	Leadership Training	Executive Training
APS1-6	0	0
EL1	17	17
EL2	16	20
SES Band 2	0	1

All participation was in standard hours, no extra study leave was granted.

- d) The following service providers were engaged:

- Joint Strategies Pty Ltd
- Yellow Edge Pty Ltd

2-3. **Attachment C** outlines details of each service.

Tourism Australia

1. Financial Year to Date:

- a) The total spend on these services 2012-13 financial year to date is \$56,249.
- b-c) Number of employees that were offered/utilised these services:

Number of employees	Classification
Band 5	2
Band 4	9
Band 3	9

No extra leave was granted.

d) The following service providers have been engaged:

- Stepshift Ltd
- Harris Smith & Associates
- The People Development Group

2. Stepshift provided executive coaching services on a one-on one basis. One Band 5 staff accessed their services on Tourism Australia's premises for 2 hours during the month of July 2012 at a cost of \$800.

Harris Smith & Associates provided executive coaching services on a one-on one basis to one Band 5 employee. The service was delivered in monthly sessions of one to two hours on Tourism Australia's premises. The cost for a 12 month agreement was \$10,785, which included the costs of psychometric testing, 360 feedback and structured coaching and development.

The People Development Group delivered a group management and leadership training to 18 Tourism Australia staff (9 x Band 3; 9 x Band 4). The program included 4 days of classroom based delivery as well as psychometric tests and two hours of one-on-one coaching. The total cost of the program was \$44,650.

3. The People Development Group delivered the "Emerging Leaders" program at their premises. 18 Tourism Australia staff (9 x Band 3; 9 x Band 4) attended 4 days of classroom based courses. The cost of the facility was included in the overall program.

2011-12 Financial Year

Stepshift provided executive coaching services on a one-on one basis. One Band 5 staff accessed their services on Tourism Australia's premises for one to two hours a month throughout 2011/12. The total cost was \$5,000.

National Offshore Petroleum Safety & Environmental Management Authority

Financial Year to Date

The National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) has not purchased any executive coaching or leadership training this financial year to date.

2011-12 Financial Year

1. Executive coaching and leadership training for 2011-12:
 - a) A total spend of \$2,495.
 - b) One Executive Level (EL)2 was offered this service.
 - c) One EL2 utilised this service. No study leave was granted.
 - d) IIR Executive.
2. The service provided:
 - a) IIR Executive – leadership training.
 - b) Group based training.
 - c) One EL2 received the training.
 - d) 2 days totalling 15 hours.
 - e) \$2,495 was spent on this service.

- f) The training was a complete package.
3. This training location was in Perth at no additional charge to NOPSEMA.

The Australian Solar Institute

The Australian Solar Institute did not purchase any executive coaching or leadership training services this financial year to date or during the 2011-12 financial year.

ATTACHMENT B**Geoscience Australia's Executive Coaching and Leadership Training this Financial Year to Date**

Service Provider	Name and Nature of the Service (training course)	Group Based / One on One	Employee Classification & Number	Hours	Total Cost	Charged as a Package or Hourly
Joint Strategies Pty Ltd	“GeoPlus” Leadership Program and coaching associated with this program	Group for the leadership program and one on one for the coaching	EL1 x 10 EL2 x 5	350 175	\$45,254	Package for the training and hourly for the coaching component
	Executive Coaching	One on one	EL2 x 6	2	\$600	Hourly
Yellow Edge Pty Ltd	Global Leadership Practices Program	Group based	EL2 x 2	160	\$30,000	Package

Locations for the Training

Service Provider	Name and Nature of the Service (training course)	Location	Employee Classification & Number	Hours	Charged as a Package or Hourly
Joint Strategies Pty Ltd	“GeoPlus” Leadership Program and coaching associated with this program	Tuggeranong Homestead, Richardson ACT	EL1 x 10 EL2 x 5	240 120	Incorporated into the package costs
Yellow Edge Pty Ltd	Global Leadership Practices Program	Shanghai China for the residential component	EL2 x 2	120	Incorporated into the package costs

ATTACHMENT C

Geoscience Australia's Executive Coaching and Leadership Training the 2011-12 Financial Year

Service Provider	Name and Nature of the Service (training course)	Group Based / One on One	Employee Classification & Number	Hours	Total Cost	Charged as a Package or Hourly
Joint Strategies Pty Ltd	"GeoPlus" Leadership Program and coaching associated with this program	Group for the leadership program and one on one for the coaching	EL1 x 17 EL2 x 14	1360 1120	\$133,856	Package for the training and hourly for the coaching component
	Executive Coaching	One on one	EL2 x 6 SES 2 x 1	24	\$7,920	Hourly
Yellow Edge Pty Ltd	Global Leadership Practices Program	Group based	EL2 x 2	120	\$30,000	Package

Locations for the Training

Service Provider	Name and Nature of the Service (training course)	Location	Employee Classification & Number	Hours	Charged as a Package or Hourly
Joint Strategies Pty Ltd	"GeoPlus" Leadership Program and coaching associated with this program	Tuggeranong Homestead, Richardson ACT	EL1 x 17 EL2 x 14	1224 1008	Incorporated into the package costs
Yellow Edge Pty Ltd	Global Leadership Practices Program	Shanghai China for the residential component	EL2 x 2	80	Incorporated into the package costs