

**SENATE EMPLOYMENT, WORKPLACE RELATIONS AND EDUCATION
LEGISLATION COMMITTEE**

**2006-2007 BUDGET SENATE ESTIMATES HEARING
29TH AND 30TH MAY 2006
EMPLOYMENT AND WORKPLACE RELATIONS PORTFOLIO**

QUESTIONS ON NOTICE

Outcome: Corporate

Question Number: W176-07

Question:

Senator Mason asked in writing:

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 fees charged (eg 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:

Providing the requested information for all executive coaching and leadership training services used by the department over the last four financial years would involve an unreasonable diversion of resources.

However, DEWR has provided information regarding the Executive Leadership Programme at [Attachment A](#) and the Middle Management Leadership Development Programme at [Attachment B](#). Please note that this information is provided per calendar year, as the programmes run on a calendar year basis.

Executive Leadership Programme 2006

1. Total expenditure on consultancies for the Executive Leadership Programme (ELP) for the 2006 calendar year is estimated at \$400,599 as stipulated in the contract. Travel, accommodation and venue hire are estimated to cost \$95,000 over the calendar year.
2. 53 employees ranging from APS 6 to SES Band 1 were nominated for the programme.
3. 51 employees commenced the programme. These employees range from APS 6 to SES Band 1.
4. The Nous Group Pty Ltd was engaged through an open tender process to provide the ELP for three years commencing 1 January 2006.
5.
 - a. The Nous Group Pty Ltd were engaged to develop and deliver the department's Executive Leadership Programme.
 - b. The delivery of the programme is predominantly group based, with the exception of individual coaching sessions totalling three hours for non SES participants and six hours for SES participants.
 - c. 47 employees are currently receiving the service
 - d. The programme consists of approximately 89 hours of formal sessions in the form of master classes and a residential workshop, three hours of coaching sessions for non SES officers and six hours for SES officers. Participants are also required to participate in peer partner sessions on an ad hoc basis, complete a Myers Briggs Type Indicator taking approximately 20 minutes, participate in a 360 degree feedback questionnaire taking approximately 30 minutes and are required to familiarise themselves with compulsory readings prior to each master class.
 - e. Total expenditure on this service for the entire year is estimated at \$495,599 including venue hire, accommodation and travel expenses.
 - f. The fees for the 2006 ELP are predominantly charged as a complete package, however, some components are charged on a 'per participant' basis, and production of Workshop reports are charged on an hourly basis.
 - g. Launch Day – 24 February 2006
 - i. The launch day was held at the Member's Dining room, Old Parliament House.
 - ii. 51 participants attended the launch.
 - iii. The event lasted 5.5 hours.

Residential Programme – 2 to 4 May 2006

- i. The residential programme was held at Rydges, Capital Hill, Forrest.
- ii. 51 participants attended the residential programme.
- iii. The event lasted three days.

Master Class 1 – 27 June 2006

- i. Master Class 1 was held at the Carrington of Bungendore.
- ii. 44 participants attended.
- iii. The event lasted for one day.

Master Class 2 – 25 July 2006

- i. Master Class 2 will be held at the Hyatt Hotel, Canberra.
- ii. 47 participants are expected to attend.
- iii. The events will last for one day.

Master Class 3 – 24 August 2006

- i. The venue for this master class is still to be finalised.
- ii. 47 participants are expected to attend.
- iii. The events will last for one day.

Master Class 4 – 28 September 2006

- i. Master class 4 is to be held at the Hyatt Hotel, Canberra
- ii. 47 participants are expected to attend.
- iii. The events will last for one day.

Master Class 5 – 14 November 2006

- i. The venue for this master class is still to be finalised.
- ii. 47 participants are expected to attend.
- iii. The events will last for one day.

Recall Day – 12 December 2006

- i. Recall day is to be held at the Member's Dining room, Old Parliament House.
- ii. 47 participants are expected to attend.
- iii. The events will last for one day.

Executive Leadership Programme 2005

1. Total expenditure for the Executive Leadership Programme (ELP) for the 2005 calendar year was \$318,103.
2. 58 employees ranging from APS 6 to SES Band 1 were nominated for the programme.
3. 30 employees commenced the programme with 28 employees completing the programme. These employees ranged from APS 6 to SES Band 1.
4. Chris Farrell Consulting Pty Ltd was engaged through an open tender process to provide the ELP for two years with the contract commencing in November 2003 and ending in January 2006.
5.
 - a. Chris Farrell Consulting Pty Ltd was engaged to develop and deliver the department's Executive Leadership Programme.
 - b. The delivery of the programme was predominantly group based, with the exception of individual coaching sessions and voluntary mentoring sessions.
 - c. 28 employees received the service for the full year.
 - d. The programme consisted of approximately 98 hours of formal sessions in the form of two day workshops and a three day residential, three coaching sessions for non-SES participants and an additional five coaching sessions for SES participants. Participants were also required to complete a 360 degree feedback questionnaire taking approximately 30 minutes and were required to familiarise themselves with compulsory readings prior to each workshop.
 - e. Total expenditure on this service for the 2005 calendar year was \$318,103, including venue hire, accommodation and travel expenses.
 - f. The fees for the 2005 ELP were charged as a complete package.
 - g. Launch Day – 8 December 2004
 - i. The launch day was held at the Member's Dining room, Old Parliament House.
 - ii. 30 participants attended the launch.
 - iii. The event lasted 5.5 hours.

Governance Workshop – 22 and 23 February 2005.

- i. This event was held in the Member's Dining room, Old Parliament House.
- ii. 29 participants attended the workshop.
- iii. The event duration was two days.

Strategic Issues Workshop – 27 and 28 April 2005.

- i. This event was held at Cuppacumbalong Station, Tharwa.
- ii. 24 participants attended the workshop.
- iii. The event duration was two days.

Leadership and Teamwork Workshop – 6 to 8 June 2005.

- i. The residential programme was held at Craigieburn, Bowral.
- ii. 25 participants attended the residential programme.
- iii. The event duration was three days.

Work / Life Balance Workshop – 2 and 3 August 2005.

- i. This event was held at Hill Station, Hume.
- ii. 20 participants attended this workshop.
- iii. The event duration was two days.

Talent Management Workshop – 20 and 21 September 2005.

- i. This event was held at Cuppacumbalong Station, Tharwa.
- ii. 24 participants attended this workshop.
- iii. The event duration was two days.

Performance Management Workshop – 16 and 17 November 2005.

- i. This event was held in the Member's Dining room,
Old Parliament House
- ii. 23 participants attended this workshop.
- iii. The event duration was two days.

Recall Day - 13 December 2005.

- i. This event was held at the Member's Dining room, Old Parliament House.
- ii. 28 participants attended the recall day.
- iii. The event duration was 3.5 hours

Executive Leadership Programme 2004

1. Total expenditure for the Executive Leadership Programme (ELP) for the 2004 calendar year was \$317,598.
2. 25 employees ranging from APS 6 to SES Band 1 were nominated for the programme.
3. 25 employees commenced the programme with 25 employees completing the programme. These employees range from APS 6 to SES Band 1.
4. Chris Farrell Consulting Pty Ltd was engaged through an open tender process to provide the ELP for two years from November 2003 to January 2006.
5.
 - a. Chris Farrell Consulting Pty Ltd was engaged to develop and deliver the department's Executive Leadership Programme.
 - b. The delivery of the programme was predominantly group based, with the exception of individual coaching sessions and voluntary mentoring sessions.
 - c. 25 employees received the service for the full year.
 - d. The programme consisted of approximately 98 hours of formal sessions in the form of two day workshops and a three day residential, three coaching sessions for non-SES participants and an additional five coaching sessions for SES participants. Participants were also required to complete a 360 degree feedback questionnaire taking approximately 30 minutes and were required to familiarise themselves with compulsory readings prior to each workshop.
 - e. Total expenditure on this service for the 2004 calendar year was \$317,598, including venue hire, accommodation and travel expenses.
 - f. The fees for the 2004 ELP were charged as a complete package.
 - g. Launch Day – 8 December 2003.
 - i. The launch day was held at the Member's Dining room, Old Parliament House.
 - ii. 25 participants attended the launch.
 - iii. The event duration was 5.5 hours.

Strategic Issues Workshop – 25 to 27 February 2004.

- i. This event was held at Hill Station, Hume.
- ii. 25 participants attended this workshop.
- iii. The event duration was two days.

Talent Management Workshop – 5 and 6 April 2004.

- i. This event was held at Hill Station, Hume.
- ii. 21 participants attended this workshop.
- iii. The event duration was two days.

Leadership and Teamwork Workshop – 17 to 19 May 2004.

- i. The residential programme was held at Milton Park Country House Hotel Bowral.
- ii. 23 participants attended the residential programme.
- iii. The event duration was three days.

Performance Management Workshop – 21 and 22 July 2004.

- i. This event was held at Hill Station, Hume.
- ii. 21 participants attended this workshop.
- iii. The event duration was two days.

Work / Life Balance Workshop – 22 and 23 September 2004.

- i. This event was held at The Carrington, Bungendore.
- ii. 21 participants attended this workshop.
- iii. The event duration was two days.

Governance Workshop – 10 and 11 November 2004.

- i. This event was held at Rydges Lakeside, Canberra.
- ii. 23 participants attended this workshop.
- iii. The event duration was two days.

Recall Day – 14 December 2004.

- i. The recall day was held at the Hyatt Hotel, Canberra.
- ii. 20 participants attended the Recall Day.
- iii. The event duration was 3.5 hours.

Executive Leadership Programme 2003

1. Total expenditure for the Executive Leadership Programme (ELP) for the calendar year was \$322,709.
2. 30 employees ranging from APS 6 to SES Band 1 were nominated for the programme.
3. 30 employees commenced the programme with 30 employees completing the programme. These employees range from APS 6 to SES Band 1.
4. Chris Farrell Consulting Pty Ltd was engaged to provide the ELP 2003.
5. a. Chris Farrell Consulting Pty Ltd was engaged to develop and deliver the department's Executive Leadership Programme.
 - b. The delivery of the programme was predominantly group based, with the exception of individual coaching sessions and voluntary mentoring sessions.
 - c. 30 employees received the service for the full year.
 - d. The programme consisted of approximately 98 hours of formal sessions in the form of two day workshops and a three day residential, three coaching sessions for non-SES participants and an additional five coaching sessions for SES participants. Participants were also required to complete a 360 degree feedback questionnaire taking approximately 30 minutes and were required to familiarise themselves with compulsory readings prior to each workshop.
 - e. Total expenditure on this service for the 2003 calendar year was \$322,709, including venue hire, accommodation and travel expenses.
 - f. The fees for the 2003 ELP were charged as a complete package.
 - g. Launch Day and Assessment Day – 20 and 21 March 2003
 - i. The launch day was held over two days at Goolabri Country Resort, Sutton and The Griffin Hotel, Kingston.
 - ii. 27 participants attended the launch.
 - iii. The event duration was two days.

Leadership and Teamwork Workshop – 21 to 23 July 2003.

- i. The workshop was held at Briars, Bowral.
- ii. 19 participants attended the residential programme.
- iii. The event duration was three days.

Governance Workshop – 13 and 14 November 2003.

- i. This event was held at Hill Station, Hume.
- ii. Approximately 24 participants attended the workshop.
- iii. The event duration was two days.

Strategic Issues Workshop – 5 to 7 May 2003.

- i. This event was held at Goolabri Country Resort, Sutton and the Griffin Hotel, Kingston.
- ii. 28 participants attended.
- iii. The event duration was three days.

Work / Life Balance Workshop – 23 and 24 October 2003.

- i. This event was held at The Carrington, Bungendore.
- ii. 19 participants attended this workshop.
- iii. The event duration was two days.

Talent Management Workshop –12 and 13 June 2003

- i. This event was held at Comfort Inn Lincoln Downs, Batemans Bay.
- ii. 19 participants attended this workshop.
- iii. The event duration was two days

Performance Management Workshop – 1 and 2 September 2003.

- i. This event was held at Hill Station, Hume.
- ii. 20 participants attended this workshop.
- iii. The event duration was two days.

Recall Day – 14 December 2003.

- i. The recall day was held at the Hyatt Hotel, Canberra.
- ii. Attendee numbers are not available.
- iii. The event duration was 3.5 hours.

Middle Management Leadership Development Programme 2006

1. Total expenditure on consultancies for the Middle Management Leadership Development Programme (MMLDP) for the calendar year is estimated at \$290,640. Travel, accommodation and venue hire are estimated to cost \$192,000 for the 2006 calendar year.
2. The programme is offered to all employees at the APS6 to EL1 level.
3. 102 employees participated in the programme from 1 January to 30 June 2006, ranging from APS 6 to EL1. It is anticipated that a total of 165 employees will participate in the programme over the 2006 calendar year.
4. Global Learning were engaged through an open tender process to provide the MMLDP for three years commencing 1 January 2006.
5.
 - a. Global Learning were engaged to develop and deliver the department's Middle Management Leadership Development Programme.
 - b. The programme is delivered to participants as a group.
 - c. 102 employees have participated in this programme between 1 January and 30 June 2006. It is anticipated that a total of 165 employees will participate in the programme over the 2006 calendar year.
 - d. The programme involves approximately 65 hours per participant, including a four day residential, online work and a recall day.
 - e. Total expenditure on this service for the entire year is estimated at \$482,640 including venue hire, accommodation and travel expenses.
 - f. The fees for the MMLDP are charged as a complete package, however, some components, such as provision of materials, are charged on a 'per participant' basis.
 - g. Programme 1 – Residential – 6 to 9 March 2006
 - i. The residential programme was held at the Carrington at Bungendore.
 - ii. 21 participants attended this workshop.
 - iii. The event duration was approximately four days.

Programme 1 Recall Day was held on DEWR premises.

Programme 2 – Residential – 13 to 16 March 2006

- i. The residential programme was held at the Carrington at Bungendore.
- ii. 21 participants attended this workshop.
- iii. The event duration was approximately four days.

Programme 2 – Recall Day – 12 May 2006

- i. The recall day was held at Cliftons training rooms
- ii. 21 participants attended this workshop.
- iii. The event duration was approximately one day.

Programme 3 – Residential – 15 to 18 May 2006

- i. The residential programme was held at Rydges Eaglehawk.
- ii. 21 participants attended this workshop.
- iii. The event duration was approximately four days.

Programme 3 Recall Day will be held on DEWR premises.

Programme 4 – Residential – 22 to 25 May 2006

- i. The residential programme was held at the Carrington at Bungendore.
- ii. 21 participants attended this workshop.
- iii. The event duration was approximately four days.

Programme 4 Recall Day will be held on DEWR premises.

Programme 5 – Residential – 26 to 29 June 2006

- i. The residential programme was held at Goolabri Country Resort.
- ii. 18 participants attended this workshop.
- iii. The event duration was approximately four days.

Programme 5 Recall Day will be held on DEWR premises.

Programme 6 – Residential – 21 to 24 August 2006

- i. The residential programme will be held at Goolabri Country Resort.
- ii. 21 participants are expected to attend this workshop.
- iii. The event duration will be approximately four days.

Programme 6 Recall Day will be held on DEWR premises.

Programme 7 – Residential – 25 to 28 September 2006

- i. The residential programme will be held at the Carrington at Bungendore.
- ii. 21 participants are expected to attend this workshop.
- iii. The event duration will be approximately four days.

Programme 7 Recall Day will be held on DEWR premises.

Programme 8 – Residential – 23 to 26 October 2006

- i. The residential programme will be held at Goolabri Country Resort.
- ii. 21 participants are expected to attend this workshop.
- iii. The event duration will be approximately four days.

Programme 8 Recall Day will be held on DEWR premises.

Middle Management Leadership Development Programme 2005

1. Total expenditure for the Middle Management Leadership Development Programme (MMLDP) for the calendar year was \$46,574.
2. The programme was offered to all employees at the APS6 to EL1 level.
3. 21 employees participated in the programme in 2005.
4. Global Learning was engaged through an open tender process to provide the MMLDP from 1 May 2001 to 30 June 2005.
5.
 - a. Global Learning were engaged to develop and deliver the department's Middle Management Leadership Development Programme.
 - b. The programme is delivered to participants as a group.
 - c. 21 employees participated in the programme in 2005.
 - d. The programme involved approximately 57.5 hours per participant, including a three day residential, online work and a recall day.
 - e. Total expenditure on this service for the 2005 calendar year was \$46,574, including venue hire, accommodation and travel expenses.
 - f. The fees for the MMLDP were charged as a complete package, however, some components, such as provision of materials, were charged on a 'per participant' basis.
 - g. Programme 1 – Residential – 9 to 11 March 2005
 - i. The residential programme was held at Country Comfort, Greenway.
 - ii. 21 participants attended this workshop.
 - iii. The event duration was approximately three days.

Middle Management Leadership Development Programme 2004

1. Total expenditure for the Middle Management Leadership Development Programme (MMLDP) for the calendar year was \$151,149.
2. The programme was offered to all employees at the APS6 to EL1 level.
3. 92 employees participated in the programme in 2004.
4. Global Learning was engaged through an open tender process to provide the MMLDP from 1 May 2001 to 30 June 2005.
5. a. Global Learning were engaged to develop and deliver the department's Middle Management Leadership Development Programme.
b. The programme is delivered to participants as a group.
c. 92 employees participated in the programme in 2004.
d. The programme involved approximately 57.5 hours per participant, including a three day residential, online work and a recall day.
e. Total expenditure on this service for the 2004 calendar year was \$151,149, including venue hire, accommodation and travel expenses.
f. The fees for the MMLDP were charged as a complete package, however, some components, such as provision of materials, were charged on a 'per participant' basis.
g. Programme 1 – Residential – 18-20 February 2004
 - i. The residential programme was held at Country Comfort, Greenway.
 - ii. 18 participants attended this workshop.
 - iii. The event duration was approximately three days.

Programme 2 – Residential – 21-23 April 2004

- i. The residential programme was held at Rydges Eaglehawk.
- ii. 18 participants attended this workshop.
- iii. The event duration was approximately three days.

Programme 3 – Residential – 23-25 June 2004

- i. The residential programme was held at Country Comfort, Greenway.
- ii. 21 participants attended this workshop.
- iii. The event duration was approximately three days.

Programme 4 – Residential – 25-27 August 2004

- i. The residential programme was held at Rydges Eaglehawk.
- ii. 17 participants attended this workshop.
- iii. The event duration was approximately three days.

Programme 5 – Residential – 1-3 November 2004

- i. The residential programme was held at Goolabri Country Resort.
- ii. 18 participants attended this workshop.
- iii. The event duration was approximately three days.

Middle Management Leadership Development Programme 2003

1. Total expenditure for the Middle Management Leadership Development Programme (MMLDP) for the calendar year was \$151,584.
2. The programme was offered to all employees at the APS6 to EL1 level.
3. 66 employees participated in the programme in 2004.
4. Global Learning was engaged through an open tender process to provide the MMLDP from 1 May 2001 to 30 June 2005.
5. a. Global Learning were engaged to develop and deliver the department's Middle Management Leadership Development Programme.
b. The programme is delivered to participants as a group.
c. 66 employees participated in the programme in 2004.
d. The programme involved approximately 57.5 hours per participant, including a three day residential, online work and a recall day.
e. Total expenditure on this service for the 2003 calendar year was \$151,584, including venue hire, accommodation and travel expenses.
f. The fees for the MMLDP were charged as a complete package, however, some components, such as provision of materials, were charged on a 'per participant' basis.
g. Programme 1 – Residential – 2-4 April 2003
 - i. The residential programme was held at the Griffin Hotel.
 - ii. 16 participants attended this workshop.
 - iii. The event duration was approximately three days.

Programme 1 – Recall Day – 15 May 2003

- i. The recall day was held at the Saville Hotel.
- ii. 16 participants attended this workshop.
- iii. The event duration was approximately one day.

Programme 2 – Residential – 30 April - 2 May 2003

- i. The residential programme was held at Rydges Eaglehawk.
- ii. 18 participants attended this workshop.
- iii. The event duration was approximately three days.

Programme 2 – Recall Day – 12 June 2003

- i. The recall day was held at the Saville Hotel.
- ii. 18 participants attended this workshop.
- iii. The event duration was approximately one day.

Programme 3 – Residential – 16-18 June 2003

- i. The residential programme was held at Goolabri Country Resort.
- ii. 13 participants attended this workshop.
- iii. The event duration was approximately three days.

Programme 3 – Recall Day – 24 July 2003

- i. The recall day was held at the Saville Hotel.
- ii. 13 participants attended this workshop.
- iii. The event duration was approximately one day.

Programme 4 – Residential – 3-5 September 2003

- i. The residential programme was held at Rydges Eaglehawk.
- ii. 17 participants attended this workshop.
- iii. The event duration was approximately three days.

Programme 4 – Recall Day – 12 June 2003

- i. The recall day was held at the Saville Hotel.
- ii. 17 participants attended this workshop.
- iii. The event duration was approximately one day.