

**Senate Standing Committee on Education Employment and Workplace Relations**

**QUESTIONS ON NOTICE  
Supplementary Budget Estimates 2012-2013**

**Cross Portfolio**

**DEEWR Question No.** EW0491\_13

**Senator Back provided in writing.**

**Question**

**Executive Coaching and Leadership Training - 2011-12 (as at 30 June 2012)**

In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information for 2011-12: 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 (provide a breakdown for each employment classification) 4. The names of all service providers engaged For each service purchased form 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) 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 (provide a breakdown for each employment classification) iii. The total number of hours involved for all employees who took part (provide a breakdown for each employment classification) iv. Any costs the department or agency's incurred to use the location

**Answer**

During the 2011-12 financial year, DEEWR had spent **\$328,481.20** on executive coaching and **\$706,726.50** on other leadership training services.

Details of the amount of study leave granted for each employee is provided in DEEWR's response to Question on Notice EW0486\_13, Education Expenses.

Table 1 details the staffing levels to whom executive coaching and leadership training services are offered to within DEEWR and Education, Employment and Workplace Relations (EEWR) portfolio agencies.

Table 2 provides a summary of expenditure for DEEWR and EEWR portfolio agencies, noting the figures are GST inclusive.

Tables 3 and 4 outline executive coaching and other leadership training services that were conducted in the 2011-12 financial year by provider and classification. The tables also outline whether the services provided were at a location other than the department or portfolio agency and any costs incurred to use the location.

**Table 1 Employees offered executive coaching and/or other leadership training services**

<b>Department / portfolio agency</b>	<b>Offered to</b>
Department of Education, Employment and Workplace Relations (DEEWR)	Australian Public Service (APS) 6, Executive Level (EL) 1 and 2 and Senior Executive Service (SES) officers.
Australian Curriculum, Assessment and Reporting Authority (ACARA)	EL and SES officers.
Australian Institute for Teaching and School Leadership (AITSL)	APS6, EL1, EL2 and SES officers.
Comcare	EL and SES officers.
Fair Work Australia (FWA)	APS6, EL and SES officers.
Fair Work Building and Construction (FWBC)	APS6, EL and SES officers.
Fair Work Ombudsman (FWO)	EL and SES officers.
Safe Work Australia (SWA)	Executive coaching and leadership training services are not generally promoted within SWA and are instead offered on an identified need basis.

**Table 2 Summary of expenditure for 2011-2012 financial year**

<b>Department / portfolio agency</b>	<b>Executive coaching</b>	<b>Leadership training</b>	<b>Total</b>
DEEWR	\$328,481.20	\$706,726.50	1,035,207.7
ACARA	\$24,475	\$12,980.00	37,455
AITSL	\$16,225.00	\$29,994.81	46,219.81
Comcare	\$183,653.25	\$292,318.47	475,971.72
FWA	\$42,945.00	\$45,490.93	88,435.93
FWBC	\$5,000.00	\$44,506.00	49,506
FWO	\$0.00	\$52,586.00	52,586
SWA	\$0.00	\$0.00	\$0.00
Department and portfolio agencies' totals	<b>600,779.45</b>	<b>1,184,602.71</b>	<b>1,785,382.16</b>

**Table 3 Executive coaching expenditure for DEEWR and EEW portfolio agencies, 2011-2012 financial year.**

Executive coaching								
Department /portfolio agency	Provider	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
DEEWR	Geoff Garrett & Associates Pty Ltd	1:1	Canberra	12	SES	241.5	\$99,116.71	Package
DEEWR	Manifest Consulting Pty Ltd	1:1	Canberra	1	SES	6.5	\$3,932.50	Package
DEEWR	Accelerated Excellence Performance Coaching and Leadership Development Specialist	1:1	Canberra	1	SES	6	\$4,400.00	Package
DEEWR	Institute of Executive Coaching	1:1	Canberra	1	EL	45	\$7,260.00	Package
DEEWR	VT Coach	1:1	Canberra	1	SES	2	\$1,282.00	Participant
DEEWR	Yellow Edge	1:1	Canberra	2	SES	4	\$2,610.00	Package
DEEWR	WHON Pty Ltd	Group	Various locations	19	SES and EL	760	\$209,879.99	Package
<b>DEEWR Totals</b>				<b>37</b>		<b>1065</b>	<b>328,481.20</b>	

Executive coaching								
Department /portfolio agency	Provider	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
ACARA	Coach in a Box	1:1 and Group	n/a	13	EL and SES	59	\$24,475.00	Participant
<b>ACARA Totals</b>				<b>13</b>		<b>59</b>	<b>\$24,475.00</b>	

Executive coaching								
Department /portfolio agency	Provider	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
AITSL	Coach-in-a-box	1:1	Melbourne	4	SES	4	\$13,695.00	Package
AITSL	Coach-in-a-box	1:1	Melbourne	1	SES	4	\$1,265.00	Participant
AITSL	Coach-in-a-box	1:1	Melbourne	1	SES	4	\$1,265.00	Participant
<b>AITSL Totals</b>				<b>6</b>		<b>12</b>	<b>\$16,225.00</b>	
Comcare	Executive Central Group	1:1	Canberra	15	EL	36	\$50,853.00	Participant
Comcare	Yellow Edge Pty Ltd	1:1	Canberra	1	EL	1	\$495.00	Participant
Comcare	APSC	1:1	Canberra	3	EL SES CEO	8	\$2,670.00	Participant
Comcare	Kirribilli Partners	1:1	Canberra	1	EL	3	\$869.00	Participant
Comcare	VT Coach Pty Ltd	1:1	Canberra	1	SES	6	\$4,080.00	Participant
Comcare	The Benevolent Society	1:1	Canberra	1	SES	4.5	5,472.50	Participant

Executive coaching								
Department /portfolio agency	Provider	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
Comcare	Forrester Taylor & Associates	1:1 Group	Canberra Melbourne	8	SES	240	\$119,213.75	Participant
<b>Comcare Totals</b>				<b>30</b>		<b>298.5</b>	<b>\$183,653.25</b>	

Executive coaching								
Department /portfolio agency	Provider	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
FWA	Cognitive Solutions	1:1	Melbourne	3	EL	6	\$2,400.00	Package
FWA	Focused Future	1:1	Melbourne	2	EL and SES	12	\$5,520.00	Package
FWA	Cognitive Solutions	1:1	Melbourne	1	EL	10	\$4,000.00	Package
FWA	Lesley Armstrong – Executive Coaching	1:1	Melbourne	1	SES	2	\$800.00	Participant
FWA	Cognitive Solutions	1:1	Melbourne	2	EL	13	\$5,720.00	Package
FWA	Eyres and Associates	1:1	Melbourne	1	EL	3	\$1,155.00	Participant
FWA	Focused Future	1:1	Melbourne	1	EL	15.5	\$7,161.00	Package
FWA	Communicorp	1:1	Queensland	1	EL	27	\$10,989.00	Package

Executive coaching								
Department /portfolio agency	Provider	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
FWA	Focused Future	1:1	Melbourne	1	SES	10	\$5,200.00	Package
<b>FWA Totals</b>				<b>13</b>		<b>98.5</b>	<b>\$42,945.00</b>	
FWBC	Australian Public Service Commission	Group	Canberra	2	SES	45	\$5,000.00	Package
<b>FWBC Totals</b>				<b>2</b>		<b>45</b>	<b>\$5,000.00</b>	



**Table 4 Leadership programs expenditure for DEEWR and DEEWR portfolio agencies, 2011-12 financial year**

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
DEEWR	Australian National University Policy Innovation Challenge	Group	Canberra	6	SES	138	\$33,000.00	Package
DEEWR	Australia and New Zealand School of Government Executive Session	Group	Canberra	27	SES	40.50	2,200.00	Package
DEEWR	Australian Public Service Commission APS Talent Development Program SES Band 2	1:1	Canberra	1	SES	Unknown, the hours will depend on the development activities selected by the participant	\$22,568.00	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
DEEWR	Social Leadership Australia Adaptive Leadership	Group	Sydney	1	EL	15	\$1,600.00	Package
DEEWR	Australian Public Service Commission Career Development Assessment Centre	Group	Canberra	9	EL	405	\$116,325.00	Package
DEEWR	Australian Public Service Commission Leading Across Boundaries	1:1	Sydney	1	SES	22.5	\$8,350.00	Package
DEEWR	Australian Public Service Commission Leading Australia's Future in Asia	1:1	Various Canberra, Singapore, China and Mongolia	1	SES	217.5	30,580.00	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
DEEWR	Australian Public Service Commission Leading Australia's Future in Asia-Pacific	1:1	Various Canberra, Papua New Guinea, Solomon Islands and Tonga	1	SES	135	\$25,750.00	Package
DEEWR	Australian Public Service Commission EL2 Transition	1:1	Canberra	1	EL	7.5	635.00	Participant
DEEWR	Australian Public Service Commission Essentials for new team leaders	1:1	Canberra	1	EL	15	\$1,245.00	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
DEEWR	Australian Public Service Commission MOU funding for Strategic Centre for Leadership, Learning and Development and Workplace Relations reviews		Canberra		N/A	N/A	\$310,200.00	Package
DEEWR	Australian Public Service Commission Learning and Development Panel Transaction Fees for Leadership Programs		Canberra		N/A	N/A	\$11,983.58	Package
DEEWR	Amanda Horne Pty Ltd	1:1	DEEWR	19	EL and SES	38	\$880.00	Package
DEEWR	Emotional Intelligence Worldwide Leading With Emotional Intelligence	Group	Sydney	1	EL	15	\$1,204.00	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
DEEWR	Full Circle Degree Feedback Ltd Pty 360 Degree Program	Group	Various	83	SES	124.5	30,756.00	Package
DEEWR	John Robinson Pty Ltd Developing Leadership Program	Group	DEEWR	85	APS and EL	1,275	\$45,200.00	Package
DEEWR	John Robinson Pty Ltd Expanding Leadership Program	Group	DEEWR	23	EL	782	\$25,200.00	Package
DEEWR	The Cranlana Programme The Cranlana Colloquium	Group	Canberra	1	SES	37	\$4,950.00	Package
DEEWR	Yellow Edge Global Leadership Practices China	1:1	Canberra/ Shanghai	1	SES	64	\$16,500.00	Package
DEEWR	Yellow Edge Global Leadership Practices USA	1:1	Canberra USA	1	SES	60	\$17,600.00	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
<b>DEEWR Totals</b>				<b>263</b>		<b>3,391.5</b>	<b>\$706,726.50</b>	
ACARA	Australian Institute of Company Directors	Group	Sydney	2	SES	70	\$12,980.00	Package
<b>ACARA Totals</b>				<b>2</b>		<b>70</b>	<b>\$12,980.00</b>	

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
AITSL	Australian Council for Educational Leaders	Group	Adelaide	1	EL	15	\$850.00	Package
AITSL	Centre for Strategic Education	Group	Brisbane	3	SES and EL	18	\$1,485.00	Participant
AITSL	Chartered Secretaries Australia Certificate in Governance Practice	Group	Melbourne	1	SES	14	1,620.00	Package
AITSL	Chartered Secretaries Australia Graduate Diploma in Applied Corporate Governance	Group	Melbourne	1	SES	27	\$1,650.00	Package
AITSL	GerrardBown Tailored six month Leadership Development Program	Group	Melbourne	11	EL	77	\$24,389.81	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
<b>AITSL Totals</b>				<b>17</b>		<b>151</b>	<b>\$29,994.81</b>	
Comcare	SHL Australia Pty Ltd	1:1 Group	Canberra Melbourne	38	APS and EL	32	\$66,852.30	Package
Comcare	Executive Central Group Pty Ltd	1:1	Canberra	12	EL	23.50	\$35,970.00	Package
Comcare	Triple Connect Pty Ltd	Group	Canberra	20	EL	173.5	\$75,625.00	Package
Comcare	Global Leadership Foundation	Group	Canberra	20	EL	54.50	\$30,596.51	Package
Comcare	The Benevolent Society	Group	Canberra	20	EL	90	\$54,837.08	Package
Comcare	University of NSW	Group	Sydney	1	SES	32	\$6,380.00	Participant



Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
Comcare	Centre for Public Management	Group	Bowral	1	EL	24	\$3,260.00	Participant
Comcare	Nous Group	Group	Melbourne	29	EL and SES	16	\$18,797.58	Package
<b>Comcare Totals</b>				<b>141</b>		<b>445.50</b>	<b>1,791,721.17</b>	
FWA	Australian Institute of Management Creative Thinking & Problem Solving	Group	Melbourne	1	APS	7	\$1,025.45	Participant
FWA	Australian Public Service Commission Australian Government Leadership Network	Group	Melbourne	1	EL	14	\$427.27	Package
FWA	Australian Public Service Commission Australian Government Leadership Network	Group	Melbourne	4	EL	56	\$4,181.82	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
FWA	Committee for Economic Development of Australia Conference	Group	Melbourne	1	EL	1	\$99.00	Participant
FWA	Institute of Public Administration Australia, Victoria Registration	1:1	Melbourne	1	APS	1	\$500.00	Participant
FWA	AIM – The New Supervisor	1:1	Melbourne	2	APS	32	\$3,018.18	Package
FWA	Win Win Workplace Strategies Peer Learning Workshop Training	Group	Melbourne	22	APS, EL and SES	7	\$3,467.49	Package
FWA	Wizard Corporate Training Productivity & Self Development	1:1	Melbourne	1	APS	3	\$445.45	Participant

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
FWA	Communicorp – Workplace Mental Health for Managers	Group	Melbourne	41	APS and EL	8	\$3,679.00	Package
FWA	APSC – Career Development Assessment Centre	1:1	ACT	1	EL	28.5	\$11,750.00	Package
FWA	Comcare – Work Health & Safety for Managers	Group	Melbourne	51	APS, EL and SES	8	\$4,727.27	Package
FWA	Australian Institute of Company Directors	Group	Melbourne	34	APS, EL and SES	8	\$9,350.00	Package
FWA	Australian Institute of Management - Leading with Emotional Intelligence	1:1	Melbourne	1	APS	8	\$1200.00	Participant
FWA	IPPA Victoria - Leading in Public	1:1	Melbourne	1	APS	4	\$400.00	Participant
FWA	Australian Institute of Management - Leading with Emotional Intelligence	1:1	Sydney	1	APS	8	\$820.00	Participant

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
FWA	IPPA Victoria - Strategic Thinking	1:1	Melbourne	1	APS	4	\$400.00	Participant
<b>FWA Totals</b>				<b>164</b>		<b>197.5</b>	<b>\$45,490.93</b>	
FWBC	Australian Public Service Commission People and Strategy Executive Level Dimensions Program	Group	Melbourne	21	APS and EL	472.5	\$41,676.00	Package
FWBC	Australian Institute of Management Leadership Development	Group	Perth	1	EL	37.5	\$2,830.00	Package
FWBC	Office of the Australian Building and Construction Commission CEO/EL Dialogue (Internal Workshop)	Group	Sydney	32	APS, EL and SES	15	\$0.00	Package
<b>FWBC Total</b>				<b>54</b>		<b>525</b>	<b>45,490.93</b>	

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
FWO	Yellow Edge FWO Leadership Innovation Program	Group	Melbourne Sydney	70	EL and SES	840	\$15,528.00	Package
FWO	Australian Public Service Commission Australian Government Leadership Network Conference	Group	Melbourne	1	SES	15	\$1,150.00	Package
FWO	Australian Public Service Commission Senior Executive Service Orientation	Group	Canberra	1	SES	21	\$2,500.00	Package

Leadership Programs								
Department /portfolio agency	Provider / course	1:1 or group	Location	No. of employees	Classification	Total hours	Total spent (includes GST)	Fees charged
FWO	Australian Public Service Commission LAFIA - Pacific	Group	Various Canberra, Papua New Guinea, Solomon Islands and Tonga	1	SES	80	\$7,913.38	Package
FWO	Australian Public Service Commission SES Band 1 Residential New Leadership Horizons	Group	Canberra Bowral	1	SES	24	\$7,895.00	Package
FWO	Yellow Edge Global Leadership Practices Program USA	Group	Canberra USA	1	SES	72	\$17,600.00	Package
<b>FWO Totals</b>				<b>75</b>		<b>1,052</b>	<b>\$52,586.00</b>	