

**Senate Finance and Public Administration Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
**SUPPLEMENTARY BUDGET ESTIMATES 2012-2013**

**Finance and Deregulation Portfolio**

**Department/Agency:** Department of Finance and Deregulation

**Outcome/Program:** General

**Topic:** Executive Coaching and Leadership Training

**Senator:** Ryan

**Question reference number:** F93

**Type of question:** Written

**Date set by the committee for the return of answer:** Friday, 30 November 2012

**Number of pages:** 5

**Question:**

a) 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:

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

i) 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)

ii) 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
- b) 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
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  - 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

**Answer:**

a) For the period 1 July– 30 September 2012:

- 1. \$78,867
- 2. All Finance Staff  
APS1 – SES Band 3
- 3. 86 participants  
APS4 - 4

APS5 - 21

APS6 - 16

EL2 – 39

SES1 – 6

Nil study leave

4. Adept Career Moves Pty Ltd  
The Australian Public Service Commission  
Results Consulting  
Well Spoken  
Wisdom Learning  
Yellow Edge

i)

- a) Executive coaching  
Leadership programs
- b) Executive coaching: One-on-one  
Leadership programs: Group based
- c) 86 participants  
APS4 – SES Band 1
- d) Total: 1225.5 hours  
APS4: 30 hours  
APS5: 152.5 hours  
APS6: 120 hours  
EL2: 856 hours  
SES Band 1: 67 hours
- e) \$78,867
- f) Executive coaching: Hourly rate  
Leadership programs: Complete package

ii)

- a) Wisdom Learning training facilities  
Australian Public Service Commission training facilities
- b) Total: 43 participants  
EL2: 38 participants  
SES Band 1: 5 participants
- c) Total hours: 920 hours  
EL2: 855  
SES Band 1: 65
- d) Included in overall program cost

b) For 2011 – 2012:

1. \$365,357
2. All Finance Staff  
APS1 – SES Band 3

3. 128 participants
  - APS3: 2
  - APS4: 11
  - APS5: 10
  - APS6: 19
  - EL1: 24
  - EL2: 51
  - SES Band 1: 11
  - Nil study leave
4. Adept Career Moves Pty Ltd  
 Allegany Consulting Pty Ltd  
 The Australian Public Service Commission  
 Be Learning  
 Building Effectiveness Pty Ltd  
 Centre for Public Management  
 Cranlana  
 Deborah May  
 Effective People  
 Interaction Consulting  
 The Leadership Consortium  
 Lee Kuan Yew School of Public Policy  
 The Nous Group  
 Results Consulting  
 See Change Consulting  
 Yellow Edge

i)

- a) Executive coaching  
 Leadership programs
- b) Executive coaching: One-on-one  
 Leadership programs: Group based
- c) 128 participants  
 APS3 – SES Band 1
- d) Total: 2,487 hours  
 APS3: 9.5 hours  
 APS4: 78 hours  
 APS5: 65 hours  
 APS6: 136 hours  
 EL1: 486.5 hours  
 EL2: 1,101.5 hours  
 SES Band 1: 610.5 hours
- e) \$365,357
- f) Executive coaching: Hourly rate  
 Leadership programs: Complete package

ii)

- a) The Carrington Inn, Bungendore  
Kamberra Winery, Canberra  
Atken Hill, Victoria  
Shanghai  
Papua New Guinea, Samoa and Vanuatu  
Singapore & Beijing  
Melbourne, Victoria
- b) Total: 67 participants  
EL1: 21 participants  
EL2: 40 participants  
SES Band 1: 6 participants
- c) Total hours: 2,004 hours  
EL1: 473 hours  
EL2: 975  
SES Band 1: 556
- d) \$4,446 (one program only)  
The remainder were included in overall program costs

**Senate Finance and Public Administration Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
**SUPPLEMENTARY BUDGET ESTIMATES 2012-2013**

**Finance and Deregulation Portfolio**

**Department/Agency:** Australian Electoral Commission

**Outcome/Program:** General

**Topic:** Executive coaching and leadership training

**Senator:** Ryan

**Question reference number:** F93

**Type of question:** Written

**Date set by the committee for the return of answer:** Friday, 30 November 2012

**Number of pages:** 3

**Question:**

- a) 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:
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
- i) For each service purchased from a provider listed under (4), please provide:
- a) The name and nature of the service purchased
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  - e) The total amount spent on the service
  - f) A description of the fees charged (i.e. per hour, complete package)
- ii) 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

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

- a) From 1 July 2012 to 30 September 2012:
1. \$2,865.12
  2. This service was offered to all AEC employees from APS 1 to SES
  3. One APS 6 level employee received this service. Nil study leave was used
  4. Yellow Edge Pty Ltd
- i)
- |  |             |
|--|-------------|
| a) & b) Executive Coaching                   | One-on-one  |
| Coaching                                     | One-on-one  |
| c) One APS 6 employee received this service  |             |
| d) This information is not readily available |             |
| e) \$2,865                                   |             |
| f) Executive coaching                        | Hourly rate |
| Coaching                                     | Hourly rate |

- ii)
- a) Ringwood, Victoria
  - b) One APS 6 employee took part
  - c) 8 hours
  - d) Nil
- b) For 2011 – 12:
- 1. \$91,671
  - 2. This service was offered to all AEC employees from APS 1 to SES
  - 3. 13 APS 6 to SES level employees received this service. Nil study leave was used
  - 4. Yellow Edge Pty Ltd
    - Australian Public Service Commission
    - Sue Adams
    - Institute of Executive Coaching
    - Executive Intelligence Group
    - Whon Pty Ltd (Jeff Whalan Learning Group)
- i)
- a) & b)
 

Executive Coaching	One-on-one
Coaching	One-on-one
LAFIA Program	Group based
Leadership program	Group based
Interview Skills	Group based
Executive Coaching Training	Group based
Executive Learning	Group based
  - c) 13 APS 6 to SES level employees received this service
  - d) This information is not readily available
  - e) \$91,671
  - f)
 

Executive Coaching	Hourly rate
Coaching	Hourly rate
LAFIA Program	Complete package
Leadership Program	Complete package
Interview Skills	Complete package
Executive Coaching Training	Complete package
Executive Learning	Membership fees
- ii)
- a) & b)
 

Canberra, ACT	EL2 x 3, EL1 x 1
Braybrook, Vic	APS6 x 1, APS3 x 1, APS2 x 1
Melbourne, Vic	EL1 x 1, APS6 x 1
Papua New Guinea, Vanuatu, Samoa	PEO x 1
  - c) This information is not readily available.
  - d) Nil.



**Senate Finance and Public Administration Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
**SUPPLEMENTARY BUDGET ESTIMATES 2012-2013**

**Finance and Deregulation Portfolio**

**Department/Agency:** ComSuper

**Outcome/Program:**

**Topic:** Executive Coaching and Leadership Training

**Senator:** Ryan

**Question reference number:** F93

**Type of question:** Written

**Date set by the committee for the return of answer:** Friday, 30 November 2012

**Number of pages:** 2

**Question:**

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ii) Where a service was provided at any location other than the department or agency's own premises, please provide:

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

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**Answer:**

- a) No executive coaching and/or other leadership training services have been purchased by ComSuper for the current financial year to date.
- b) Please refer to the Budget Estimates 2011-12, Question reference number F118 a)—c).

**Senate Finance and Public Administration Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
**SUPPLEMENTARY BUDGET ESTIMATES 2012-2013**

**Finance and Deregulation Portfolio**

**Department/Agency:** Commonwealth Superannuation Corporation

**Outcome/Program:**

**Topic:** Executive coaching and leadership training

**Senator:** Ryan

**Question reference number:** F93

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**Date set by the committee for the return of answer:** Friday, 30 November 2012

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**Answer:**

a) No coaching, but 1 x leadership training service has been purchased this financial year to date: 1 July - 30 Sept 2012

1. \$6,400.
2. 22 senior executives and senior managers.
3. 1 (Senior Executive level); no study leave beyond the 5 day offsite program.
4. Fund Executives Association Ltd (FEAL) in association with Melbourne Business School.

i)

- a. FEAL MBS Executive Education Program – module on Managerial Judgement (May 2012).
- b. Group based amongst superannuation/ finance industry peers.
- c. 1; Senior Executive level.
- d. 40 hours (Senior Executive level).
- e. \$6,400.
- f. Complete package – i.e. cost of course, 5 days on campus, meals and accommodation.

ii)

- a. Melbourne Business School.
- b. 1 (Senior Executive).
- c. 40 (Senior Executive).
- d. Nil.

b) N/A.

**Senate Finance and Public Administration Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
**SUPPLEMENTARY BUDGET ESTIMATES 2012-2013**

**Finance and Deregulation Portfolio**

**Department/Agency:** Future Fund Management Agency

**Outcome/Program:**

**Topic:** Executive coaching and leadership training

**Senator:** Ryan

**Question reference number:** F93

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**Answer:**

a)

1. Euro 27,000
2. All employees at all levels are offered training in various in-house and external programs
3. 1 SES employee. No study leave.
4. INSEAD

i)

- a) Transition to General Management
- b) Group Based
- c) One. SES
- d) 2x2 weeks
- e) As above
- f) Complete package

ii)

- a) INSEAD Campus, France
- b) One. SES
- c) As above
- d) None, other than travel

b)

1. USD 11,000
2. All employees at all levels are offered training in various in-house and external programs.
3. 1 SES employee. No study leave.
4. Harvard Business School

i)

- a) Leadership Best Practice
- b) Group Based
- c) One. SES.
- d) 5 days
- e) As above
- f) Complete package

ii)

- a) Harvard Business School, USA
- b) As above.
- c) As above.
- d) None other than travel.