

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS
ATTORNEY-GENERAL'S DEPARTMENT

Question No. 108

Senator Humphries asked the following question at the hearing on 18 October 2011:

Executive Coaching and Leadership Training for the year 2010-11

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 for the year 2010-11:

- 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
- d) The names of all service providers engaged

For each service purchased from a provider listed under (d), please provide:

- e) The name and nature of the service purchased
- f) Whether the service is one-on-one or group based
- g) The number of employees who received the service and their employment classification
- h) The total number of hours involved for all employees
- i) The total amount spent on the service
- j) 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:

- k) The location used
- l) The number of employees who took part on each occasion
- m) The total number of hours involved for all employees who took part
- n) Any costs the department or agency's incurred to use the location

The answer to the honourable senator's question is as follows:

The Australian Human Rights Commission, the Australian Law Reform Commission and the High Court of Australia did not provide executive or leadership coaching in the period 2010-11.

Attorney-General's Department

- a) In relation to the purchase of executive coaching and/or leadership training services please see response to QoN 127. The cost of these services is included in total training costs for the Attorney-General's Department.
- b) Total number of employees offered the services is 1,237 and their employment classifications are APS 5, APS 6, EL1, EL 2 and SES.

- c) The number of employees who have utilised these services is 142, and their employment classifications are APS 5, APS 6, EL1, EL 2, and SES. The amount of study leave granted is not readily available.
- d) The names of service providers engaged are:
 Australian Public Service Commission
 Cranlana
 ODS Management Consulting
 SHL
 Yellow Edge

| (e) name and nature of service | (f) one-on-one or group | (g) number of staff and their classifications | (h) total hours | (i) total costs | (j) description of fees charged |
|--|--------------------------------|--|---|---|--|
| APSC Leadership training | Group | 3 x SES, 1 x EL2 | This information is not readily available | This information is not readily available | Complete package |
| Cranlana Colloquium • Leadership training | Group | 3 x SES | This information is not readily available | \$14,590 | Complete package |
| Foundations of Leadership • Leadership training | Group | This information is not readily available | This information is not readily available | This information is not readily available | Complete package |
| EL2 Development Program • Leadership training | Group | 54 x EL2 | This information is not readily available | This information is not readily available | Complete package |
| Supportive Leadership • Leadership training | Group | This information is not readily available | This information is not readily available | This information is not readily available | Complete package |

| Off-site service | (k) location | (l) no. of employees | (m) total hours | (n) costs incurred to use location |
|-------------------------|---------------------|-----------------------------|------------------------|---|
| EL2 Development Program | Hotel Realm | 54 | Not available | \$16,510 |

The APSC and Cranlana courses were offered off site and organised by the relevant organisation.

Australian Commission for Law Enforcement Integrity (ACLEI)

Refer response to QoN 127 – education expenses.

Australian Crime Commission (ACC)

a) \$374,745 including GST

b) All employees ranging from APS2 – SES Band 3 are offered Leadership Development and/or Executive Coaching services opportunities. Executive Coaching services were primarily offered to SES level staff and key EL2s within the ACC.

c) 159 employees from APS2 – SES Band 3. The amount of study leave granted is not readily available.

Note: Service providers were accessed through the APSC Learning and Development Panel where possible.

| (d) name of service provider | (e) nature of service | (f) one-on-one or group | (g) number of staff and their classifications | (h) total hours | (i) total costs | (j) description of fees charged |
|-------------------------------------|------------------------------|--------------------------------|--|------------------------|------------------------|---|
| Institute of Executive Coaching | Executive Coaching | one-on-one and group based | 1 x SES band 1 7 x EL2 | 80 hours | \$31,258 | SES Coaching 3 sessions \$880 per session 360 tool = \$408 EL2 coaching \$700 per session Team debrief = \$3,000 @ half day LSI debriefs = \$7,350 LSI tool = \$3,160 |
| TW3 Pty Ltd | Executive Coaching Sessions | one-on-one | 1 x SES band 1 | 3 hours | \$1,980 | Coach for SES Band 1 @ \$660 per hour |

| (d) name of service provider | (e) nature of service | (f) one-on-one or group | (g) number of staff and their classifications | (h) total hours | (i) total costs | (j) description of fees charged |
|-------------------------------------|--|--------------------------------|--|------------------------|------------------------|--|
| Tempo Strategies | Executive Coaching Sessions and 360 feedback tool | one-on-one | 1 x SES band 2 | 3 hours | \$2,508 | Coach for SES Band 2 @ \$924 per 1.5hour 360 feedback tool and report = \$660 |
| Joanne Blackburn | Executive Coaching Sessions | one-on-one | 1 x EL2 | 3 hours | \$1,650 | Coach for EL2 @ \$550 per hour |
| AHRI | AHRI Leadership Conference | group based | 1 x EL2 | 7.5 hours | \$329 | \$329 per participant |
| People and Strategy | SDI Team Building workshop | group based | 61 x ranging from APS2 – EL2 | 213.5 hours | \$19,667 | \$322 per participant |
| APSC | Senior executive service orientation program | group based | 1 x SES band 1 | 22.5 hours | \$2,500 | \$2,500 per participant |
| APSC | Band 2 Residential - Leading Across Boundaries Program | group based | 1 x SES band 2 | 22.5 hours | \$8,350 | \$8,350 per participant |
| APSC | Executive Leadership Dimensions EL2 | group based | 1 x EL1 2 X EL2 | 67.5 hours | \$12,490 | \$4,695 (residential) x 2 participant \$3,100 (non residential) x 1 participant |
| APSC | Career Development Assessment Centre (CDAC) | group based | 10 x EL2 | 450 hours | \$129,250 | \$12,925 per participant |
| APSC | EL1 – Master Class (Non-Residential) | group based | 2 x EL1 | 45 hours | \$6,200 | \$3,100 per participant |

| (d) name of service provider | (e) nature of service | (f) one-on-one or group | (g) number of staff and their classifications | (h) total hours | (i) total costs | (j) description of fees charged |
|-------------------------------------|--|--------------------------------|--|------------------------|------------------------|--|
| APSC | Senior Executive Leader to Leader Seminars and other events | group based | 6 x SES band 1 | 10 hours | \$540 | \$540 SES subscription covers all events |
| APSC | Leadership Mastery - SES band 3 Residential | group based | 1 x SES band 3 | 22.5 hours | \$12,965 | \$12,965 per participant |
| APSC | Marketing yourself into an executive level position | group based | 1 x APS6 | 15 hours | \$1,245 | \$1,245 per participant |
| APSC | Senior Executive Transforming Leadership | group based | 1 x SES band 1 | 22.5 hours | \$7,495 | \$7,495 per participant |
| APSC | Executive Level Leadership Network (ELLN) events and membership subscription | group based | 2 x EL1 4 x EL2 | 18 hours | \$2,230 | \$2,230 subscription covers attendance at events |
| APSC | ELS Transition | group based | 1 x EL1 | 7.5 hours | \$635 | \$635 per participant |
| APSC | Essentials for new team leaders | group based | 1 x APS5 1 x EL1 | 30 hours | \$2,490 | \$1,245 per participant |
| APSC | Leadership course panel fees for service | N/A | N/A | N/A | \$5,768 | \$5,768 |
| APSC | Enhancing your performance in the APS | group based | 1 x APS3 1 X APS4 | 15 hours | \$1,270 | \$635 per participant |

| (d) name of service provider | (e) nature of service | (f) one-on-one or group | (g) number of staff and their classifications | (h) total hours | (i) total costs | (j) description of fees charged |
|---|---|--------------------------------|--|----------------------------|------------------------|---|
| Trans-Tasman Business Circle | Boardroom Series and other events | group based | 2 x SES band 1 2 x EL2 | 4 hours | \$2,500 | \$2,500 membership fee covers all places at events. |
| Australia and New Zealand School of Government (ANZSOG) | Executive Master of Public Administration | group based | 1 x EL2 | Over a period of 12 months | \$40,331 | \$40,331 per participant |
| Attorney Generals Department | Foundations of Leadership course | group based | 1 x APS6 | 15 hours | \$530 | \$530 per participant |
| WILES | ACC contribution to the WILES program for 2011-2013. | group based | N/A 1 x EL2 to attend when review finalised | N/A | \$20,500 | \$20,500 |
| Australian Institute of Company Directors | Company Directors Courses | group based | 6 x SES band 1 | 225 hours | \$32,400 | \$5,400 per participant |
| Australian Institute of Management | Leading with Emotional Intelligence and Outstanding Women's Series events | group based | 3 x APS4 1 x APS5 1 x APS6 2 x EL2 | 20 hours | \$2,555 | \$2,555 membership fee covers all places at events. |
| Global Achievers Company | Leading Bold Change Materials | N/A | N/A – resources only | N/A | \$12,339 | \$12,339 for participant guides, Teaching guides and resources. |
| Corporate Challenge International | Team and Leadership Development | group based | 2 x SES band 1 13 x EL2 1 x APS4 | 112 hours | \$920 | \$58 per participant |

| (d) name of service provider | (e) nature of service | (f) one-on-one or group | (g) number of staff and their classifications | (h) total hours | (i) total costs | (j) description of fees charged |
|---|---|--------------------------------|--|---------------------------|------------------------|---|
| Workplace Training & Advisory Australia | Australian Applied Management Colloquium | group based | 1 x EL1 | Over a period of 5 months | \$4,800 | \$4,800 per participant |
| Workplace Training & Advisory Australia | The Leadership Journey 2011 & Regional Leadership Journey | group based | 3 x APS5 7 x EL1 1 x EL2 | 82.5 hours | \$5,305 | \$330 per participant regional x 1 \$497.50 per participant x 10 |
| The Training Facilitation Group | RPL - Diploma of Management | One on one | 1 x EL2 | N/A | \$500 | \$500 (No GST) |

The following information relates to services provided at any location other than the ACC's own premises:

| Off-site service | (k) location | (l) no. of employees | (m) total hours | (n) costs incurred to use location |
|--------------------------------------|--|------------------------------|------------------------|---|
| Executive Coaching team Debrief | Victoria Police Airlie Conference Centre - Melbourne | 6 | 5 hours | \$1045 |
| Executive Coaching Sessions | Punthill Grand Conference room - Melbourne | 2 | 2 hours | \$200 |
| AHRI Leadership Conference | Provided by AHRI - Canberra | 1 x EL2 | 7.5 hours | No cost |
| SDI Team Building workshop | Internal ACC offices Melbourne, Sydney, Canberra, Brisbane, Perth, Adelaide, Darwin | 61 x ranging from APS2 – EL2 | 213.5 hours | No cost |
| Senior executive service orientation | Provided by APSC - Canberra | 1 x SES band 1 | 22.5 hours | No cost |

| Off-site service | (k) location | (l) no. of employees | (m) total hours | (n) costs incurred to use location |
|---|-----------------------------|-----------------------------|------------------------|---|
| program | | | | |
| Band 2 Residential - Leading Across Boundaries Program | Provided by APSC - Canberra | 1 x SES band 2 | 22.5 hours | No cost |
| Executive Leadership Dimensions EL2 | Provided by APSC - Canberra | 1 x EL1 2 X EL2 | 67.5 hours | No cost |
| Career Development Assessment Centre (CDAC) | Provided by APSC - Canberra | 10 x EL2 | 450 hours | No cost |
| EL1 – Master Class (Non-Residential) | Provided by APSC - Canberra | 2 x EL1 | 45 hours | No cost |
| Senior Executive Leader to Leader Seminars and other events | Provided by APSC - Canberra | 6 x SES band 1 | 10 hours | No cost |
| Leadership Mastery - SES Band 3 Residential | Provided by APSC - Canberra | 1 x SES band 3 | 22.5 hours | No cost |
| Marketing yourself into an executive level position | Provided by APSC - Canberra | 1 x APS6 | 15 hours | No cost |
| Senior Executive Transforming Leadership | Provided by APSC - Canberra | 1 x SES band 1 | 22.5 hours | No cost |

| Off-site service | (k) location | (l) no. of employees | (m) total hours | (n) costs incurred to use location |
|--|---|--|----------------------------|---|
| Executive Level Leadership Network (ELLN) events and membership subscription | Provided by APSC - Canberra | 2 x EL1 4 x EL2 | 18 hours | No cost |
| ELS Transition | Provided by APSC - Canberra | 1 x EL1 | 7.5 hours | No cost |
| Essentials for new team leaders | Provided by APSC - Sydney | 1 x APS5 1 x EL1 | 30 hours | No cost |
| Leadership course panel fees for service | Provided by APSC – Melbourne with regional breakdown of costs | N/A | N/A | No cost |
| Enhancing your performance in the APS | Provided by APSC – Alice Springs & Melbourne | 1 x APS3 1 X APS4 | 15 hours | No cost |
| Boardroom Series and other events | Provided by Trans Tasman Business Circle - Canberra | 2 x SES band 1 | 4 hours | No cost |
| Executive Master of Public Administration | Provided by ANZSOG – Melbourne by distance | 1 x EL2 | Over a period of 12 months | No cost |
| Foundations of Leadership course | Provided by AGD - Canberra | 1 x APS6 | 15 hours | No cost |
| ACC contribution to the WILES program for 2011-2013. | N/A – Canberra & Sydney | N/A 1 x EL2 to attend when review finalised | N/A | N/A |
| Company | Provided by | 6 x SES band 1 | 225 hours | No cost |

| Off-site service | (k) location | (l) no. of employees | (m) total hours | (n) costs incurred to use location |
|--|---|---|---------------------------|---|
| Directors Courses | Australian Institute of Company Directors - Canberra | employees | | |
| Leading with Emotional Intelligence and Outstanding Women's Series events | Provided by AIM - Melbourne | 3 x APS4 1 x APS5 1 x APS6 2 x EL2 | 20 hours | No cost |
| Leading Bold Change Materials | N/A – Melbourne & Canberra | N/A – resources only | N/A | N/A |
| Team and Leadership Development | Internal - Sydney | 2 x SES band 1 13 x EL2 1 x APS4 | 112 hours | No cost |
| Australian Applied Management Colloquium | Provided by Workplace Training Advisory Australia – Alice Springs | 1 x EL1 | Over a period of 5 months | N/A |
| The Leadership Journey 2011 & Regional Leadership Journey | Provided by Workplace Training Advisory Australia – Brisbane, Sydney, Melbourne, Darwin | 3 x APS5 7 x EL1 1 x EL2 | 82.5 hours | No cost |
| RPL - Diploma of Management | The Training Facilitation Group - Perth | 1 x EL2 | N/A | N/A |

Australian Customs and Border Protection

2010/2011 financial year – purchase of executive coaching and/or leadership training services.

The following are agency endorsed development programs. Additional leadership/coaching may also be provided as part of individual performance plans, this has not been captured below.

a) \$1, 061, 768

| b) No. of employees offered service and classification level | c) No. of participants in service | d) Name of service provider engaged | e) Name and nature of service purchased | (f) One-on-one or group | (g) No. of participants | (h) Total hours | (i) Total expenditure | (j) Package/hrly rate |
|--|--|-------------------------------------|--|-------------------------|-------------------------|-----------------|--|-----------------------|
| All C+BP staff form CL2 – SES classification offered this program ACT and Regionally = approx 3000 staff | 81 total CL3 = 46 CL4 = 26 CL5 = 6 SES = 3 | Ross Begbie and Associates | Results Through People: Leadership Development Program/Personal effectiveness training | group | 81 | 1944 | \$140,088 | Package |
| CL4 (EL1) = approx 500 | 165 CL4 (EL1) | Centre for Public Management -CPM | Building Management and Leadership Leadership Development Program | group | 165 | 3960 | \$434,450 | Package |
| CL5 (EL2) = approx 200 | 61 CL5 (EL2) | Centre for Public Management -CPM | From Management to Leadership Leadership Development Program | group | 61 | 1464 | \$169,720 | Package |
| Nos of staff unable to be provided. Audience is dependant on program and job requirements and skill set of staff member from CL3 (APS6) – SES classification | 11 | National Security College | National Security College Programs – various Leadership Development Programs | group | 11 | Unavailable | nil | Package |
| CL5 = approx 200 | 18 | SHL | High Talent Program Leadership Development Programs | group | 18 | Unavailable | \$50,000 (bulk of program cost paid in previous FY) | Package |

| | | | | | | | | |
|-------------------------|----|----------------------------|--|----------------------|----|-------------|-----------|--------------------------|
| Unknown | 1 | Cranlana | Leadership Program Leadership Development Programs | group | 1 | Unavailable | \$12,000 | Package |
| Unknown | 3 | Jeff Whalan Learning Group | Leadership Program Leadership Development Programs | group and individual | 3 | Unavailable | \$36,000 | Package – over 12 months |
| Unknown | 1 | ANZSOG | ANZSOG EMPA (Director) Leadership Development Programs | group | 1 | Unavailable | \$40,000 | Package – over 2 years |
| SES Band 2 | 10 | The Leader Factor | Coaching Program Leadership Development | group and individual | 10 | Unavailable | \$106,500 | Package |
| Unknown | 1 | ANZSOG | ANZSOG Executive Fellows Leadership Development Programs | group | 1 | Unavailable | \$27,000 | Package |
| SES Band level 1-3 = 55 | 41 | Offered through the APSC | SES leadership Development Programs - various | group | 41 | Unavailable | \$46,010 | Package |

| (k) Location | (l) No. of participants on each program | (m) Total hours | (n) costs incurred to use location |
|--|--|------------------------|---|
| Yellow Edge training facility | 12 | 1944 | \$39,730 |
| Centre for Public Management | 24 | 3960 | Costs built in to program costs |
| Centre for Public Management | 24 | 1464 | Costs built in to program costs |
| National Security College | 1-3 | unavailable | Costs built in to program costs |
| Customs House | 18 | Unavailable | - |
| Cranlana premises | u/k | Unavailable | Costs built in to program costs |
| Jeff Whalan premises | u/k | Unavailable | Costs built in to program costs |
| (external masters program) Various Universities | u/k | Unavailable | Costs built in to program costs |
| Various venues in ACT | u/k | Unavailable | Approx \$1,000 per venue per day |
| Wellington N.Z. | u/k | Unavailable | Costs built in to program costs |
| APSC premises | u/k | unavailable | Costs built in to program costs |

Australian Federal Police (AFP)

a)– n)

| Type of course | TOTAL COST | COST PER PARTICIPANT | Number of Participants | STUDY LEAVE | Location |
|---|-------------------|--|-------------------------------|--------------------|---|
| SES Orientation | \$17,500 | \$2,500 | 7 | N/A | Contractors premises – Canberra |
| Transforming Leadership | \$15,790 | \$7895 (residential) \$7495 (non-residential) | 2 | N/A | Contractors premises – various in Australia |
| LAFIA - Leading Australia's Future in Asia-Pacific (2010 program focuses on PNG, Solomon Islands and Tonga) | \$77,250 | \$25,750 | 3 | N/A | Various overseas locations |
| Mastering your financial environment | \$1,120 | \$560 | 2 | N/A | APSC Canberra |
| Briefing APS Decision Makers and Ministers | \$1,485 | \$1,485 | 1 | N/A | APSC Canberra |
| Creativity and Strategy for Innovation | \$4,785 | \$4,785 | 1 | N/A | Contractors premises – Sydney |
| Company Directors Course | \$102,600 | \$5400 (members) \$7560 (non-members) | 19 | N/A | Contractors premises – Canberra |
| Australian Business Study Tour | \$9,900 | \$9900 (approx) | 1 | N/A | Various locations within Australia |
| Police Executive Leadership Program (PELP) | \$33,630 | \$8,407 | 4 | N/A | AIPM Sydney |
| Pearl Fisher Programme | \$4,000 | \$4,000 | 1 | N/A | Various locations overseas |
| Masters of | \$8,662 | | 1 | N/A | Contractors |

| | | | | | |
|--|-----------|---|-----------------|-----|----------------------|
| Laws | | | | | premises |
| Management of Serious Crime | \$10,500 | \$3,500.00 | 3 | NA | AFP College |
| Management of Serious Crime | \$7,000 | \$3,500.00 | 2 | NA | AFP College |
| Police Management Development Program | \$59,596 | \$5,417.82 | 11 | NA | AIPM Sydney |
| Masters of Justice | \$5,436 | \$5,436.00 | 1 | N/A | Contractors premises |
| Coaching with the Institute of Executive Coaching | \$28,600 | \$550, \$660 or \$880 per hour, fees dependant on coach experience. | 12 SES, 1 EL | N/A | AFP premises |
| Coaching with YellowEdge Pty Ltd | \$33,688 | \$450 per hour | 17 EL, 8 Band 8 | N/A | AFP premises |
| Coaching with the Centre for Leadership Excellence | \$10,890 | \$495 per hour, \$250 written report | 1 SES | N/A | AFP premises |
| Total | \$432,432 | | | | |

Australian Government Solicitor (AGS)

a)-n) AGS records show expenditure of approximately \$419,000 for 2010-11. These amounts relate to external expenditure by AGS for education across a wide range of activities including in-house and external courses, training, coaching, seminars and conferences and HECS reimbursement. (They do not include internal costs of in-house activities or administrative costs.)

It is not practical for AGS to provide the further details sought having regard to the records kept, the nature of the information sought and AGS's role as a government business enterprise.

Australian Security Intelligence Organisation (ASIO)

a) \$115,800.

b) Executive coaching offered to:

2 – SES Band 3

13 – SES Band 2

6 – SES Band 1

Leadership training was offered to all officers from EL1 – SES Band II (approx. 600).

c) Executive coaching utilised by:

2 – SES Band 3

0 – SES Band 2

6 – SES Band 1

Leadership training was utilised by 273 officers ranging from EL1 to SES Band II.

Leadership training includes in-house leadership courses (246 officers for a total cost of \$671,501) and external leadership programs (27 officers for a total cost of \$337,750).

Study leave is not applicable to any items included in these categories.

d)-n) For reasons of national security, the names of service providers and other details cannot be provided.

The Office of the Director of Public Prosecutions (CDPP)

a)-n) The CDPP's total readily identifiable training expenses for 2010-11 were \$257,438.14.

Training included an ongoing program of leadership and management training tailored to suit employees at all levels, in-house legal and in-house advocacy training for CDPP lawyers, Indigenous cultural awareness training and various skill development training. There was also considerable 'on the job' training, which was not costed. The level of detail requested is not readily identifiable and preparation of the breakdowns requested would involve an unreasonable diversion of resources.

Crimtrac

a)-n) CrimTrac's total readily identifiable training expenses for 2010-11 were \$430,231.77.

CrimTrac does not currently keep records at the level of detail requested. Preparation of the breakdown requested would involve an unreasonable diversion of resources.

Insolvency and Trustee Service Australia (ITSA)

a) \$3,080 including GST

b)

| | | | |
|-----|-----|------|------|
| EL2 | EL1 | APS6 | APS5 |
| 1 | 2 | 1 | 1 |

c) No study leave was used for the corresponding services listed in this question

| | | | |
|-----|-----|------|------|
| EL2 | EL1 | APS6 | APS5 |
| 1 | 2 | 1 | 1 |

d) Access EAP

| (e) name | (e) nature of service | (f) one-on-one or group | (g) No. of employee and classifications | (h) total hours | (i) total costs | (j) description of fees |
|------------|----------------------------------|-------------------------|---|-----------------|-----------------|-------------------------|
| Access EAP | Leadership Development Programme | one on one | 1 EL2 2 EL1 1 APS6 1 APS5 | 9 hrs | \$3,080 | complete package |

| Service | (k) Location | (l) No. of Employees | (m) Total Hours | (n) costs incurred to use location |
|---------|---------------|----------------------|-----------------|------------------------------------|
| | ITSA premises | 5 | 9 | Not applicable |

Office of Parliamentary Counsel (OPC)

a) \$13,465

b) Employees access leadership courses through the arrangements set out in Office of Parliamentary Counsel's (OPC's) Staff Development Plan. Development needs of each employee, which could include leadership training, are incorporated into annual performance agreements in the form of individual development plans. Leadership courses, as with all training and development courses, are approved by the Senior Management Team with reference to meeting the objectives of OPC's Staff Development Plan.

c) Three—Executive Level 2 and two SES Band 1.

d) Australian Public Service Commission (APSC).

| (e) name | (e) nature of service | (f) | (g) | (h) | (i) | (j) |
|---------------------------------|--|------------|--------------|------------|------------|------------------------------|
| Executive Leadership Dimensions | EL2 residential leadership program through the APSC | Group | 1 EL2 | 3.5 days | \$4,690 | Complete package |
| New Leadership Horizons | SES Band 1 residential leadership program through the APSC | Group | 1 SES Band 1 | 3 days | \$7,895 | Complete package |
| Learn to be an effective coach | SES leadership program through the APSC | Group | 1 SES Band 1 | 5 hours | \$880 | Fees charged for 2 sessions. |

| Service | (k) Location | (l) No. of Employees | (m) Total Hours | (n) costs incurred to use location |
|---------------------------------|------------------------------|-----------------------------|------------------------|---|
| Executive Leadership Dimensions | Bowral, NSW | 1 EL2 | 3.5 days | Included in package |
| New Leadership Horizons | Sutton Forest, NSW | 1 SES Band 1 | 3 days | Included in package |
| Learn to be an effective coach | APSC training rooms, Phillip | 1 SES Band 1 | 5 hours | Included in fee |