

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

Program All

Question No. 109

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

Executive Coaching and Leadership Training FYTD

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 FYTD:

- 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 2011-12 (to 30 September 2011).

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 1,177 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 15 and their employment classification is APS 5 and APS 6. The amount of study leave was 15 hrs / participant.
- d) The name of the service provider is ODS Management Consulting

(e) name and nature of service	(f)	(g)	(h)	(i)	(j)
Foundations of Leadership • Leadership training	Group	15 APS 5 - 6	15 hours per participant	This information is not readily available	Complete package

k)-n) This service was provided on AGD premises

Australian Commission for Law Enforcement Integrity (ACLEI)

Refer response to QoN 127 – education expenses.

Australian Crime Commission (ACC)

a) \$54,070.

b) All employees ranging from APS 3 – SES Band 3 have the opportunity to apply for various coaching and/or leadership development opportunities.

c) Refer to section (g). No study leave granted; employees attend programs during working hours.

(d) name	(e) nature of service	(f) one-on-one or group	(g) No of employees and classification	(h) hours	(i) total cost	(j) cost per person	(k) location
APSC	Career Development Assessment Centre (CDAC)	Group based	4 x EL2	180	\$51,700	\$12,925 per participant	APSC Canberra
APSC	Parliamentary speaker	Group based	2 x SES Band 2	4	\$110	\$55 per participant	APSC Canberra
Trans-Tasman Business Circle	Boardroom Series and other events	Group based	1 x SES Band 1 2 x SES Band 2 2 x SES Band 1 2 x EL1	14	\$2,200	\$2,200 membership fees cover all places at events	Canberra and Sydney
Australian Institute of Management	Outstanding Women's Series Event	Group based	1 x EL1	2	No cost	No cost	Melbourne RACV Club
ICMS Australasia	Speaker- SIG SES Breakfast	Group based	1 x SES Band 1	2	\$60	\$60	Canberra

k) All programs detailed above took place at premises provided by the service provider. To provide the exact location of each event would require manually searching each individual invoice.

l) Refer to g).

m) refer to h).

n) Nil cost to ACC.

Australian Customs and Border Protection

2011/2012 financial year to date – 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) Approx. \$358,930

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 Customs and Border Protection staff from CL2 – SES classification offered this program ACT and Regionally = approx 3000 staff	Total 25 CL3 = 15 CL4 = 7 CL5 = 3	Ross Begbie and Associates	Results Through People: Leadership Development Program/ Personal effectiveness training	group	Total 25 CL3 = 15 CL4 = 7 CL5 = 3	600	\$34,950	package
Pilot workshops scheduled for Nov 2011. CL3 – SES staff targeted.	Approx. 100	Centre for Public Management – CPM The Leader Factor	Listen Respect Lead (development of new program) Leadership/ management development program	group	Approx 100 YTD Pilot workshops scheduled Nov 2011. CL3 – SES staff targeted	800 for 5 pilot workshops of 20 participants each	Approx. \$135,000 YTD for program development	package
CL4 (EL1) = approx 500	16 CL4 (EL1)	Centre for Public Management - CPM	Building Management and Leadership Leadership Development Program	group	16 CL4 (EL1)	384	\$54,860	Package
CL5 (EL2) = approx 220 Program scheduled for Nov 2011	Nil YTD	Centre for Public Management - CPM	From Management to Leadership Leadership Development Program	group	Nil YTD	Nil YTD	Nil YTD	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	7 total CL4 = 3 CL5 = 4	National Security College	National Security College Programs – various Leadership Development Programs	group	7 total CL4 = 3 CL5 = 4	384	\$40,480	Package
Unknown	2	Jeff Whalan Learning Group	Leadership Program Leadership Development Programs	group and individual	2	Unavailable	\$24,000	Package – over 12 months
Unknown	1	ANZSOG	ANZSOG EMPA (Director) Leadership Development Programs	group	1	Unavailable	\$40,000	Package – over 2 years
SES Band level 1-3 = 55	17	Offered through the APSC	SES leadership Development Programs - various	group	17	Unavailable	\$29,540	package

(k) Location	(l) No. of participants on each program	(m) Total Hours	(n) costs incurred to use location
Yellow Edge training facility	12	600	\$11,895
Centre for Public Management	20	800	Costs built in to program costs
Centre for Public Management	24	384	Costs built in to program costs
Centre for Public Management	24	Nil YTD	Costs built in to program costs
National Security College	Varies from 1-3 participants attending from C+BP to participate in full NSC program	384	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
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
National Security College	\$21,230	Average \$7076.66	3	N/A	ANU Canberra
Police Management Development Program	\$16,680	\$5,600	3	N/A	AIPM Sydney
Master of Leadership & Management	\$1,138	\$1,138.00	1	N/A	Contractors premises
Police Executive Leadership Program	\$43,550	\$8,710.06	5	N/A	AIPM Sydney
Coaching with the Centre for Leadership Excellence	\$5,197	\$495 per hour	1 SES Band 2	N/A	AFP premises
Coaching with YellowEdge Pty Ltd	\$1,485	\$495 per hour	1 SES Band 1	N/A	AFP premises
Total	\$89,280				

Note: The costs identified are flat rate costs for the programs and we are not billed for the use of facilities.

Australian Government Solicitor (AGS)

a)-n) AGS records show expenditure of approximately \$61,500 for 2011-12 financial year to 18 October 2012.

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) \$17,600.
- b) Executive coaching offered to:
 - 2 – SES Band 3
 - 13 – SES Band 2
 - All – SES Band 1
 - 1 – EL2

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

- c) Executive coaching utilised by:
 - 2 – SES Band 3
 - 1 – EL2 (complete package \$14,465)

Leadership training utilised by 120 officers ranging from EL1 – SES Band 2.

Leadership training includes in-house leadership courses (109 officers for a total cost of \$101,340) and external leadership programs (11 officers for a total cost of \$52,259).

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

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

The Office of the Director of Public Prosecutions (CDPP)

- n) The CDPP's total readily identifiable training expenses for FYTD were \$25,251.90. Training includes various skill development training, in-house legal and in-house advocacy training for CDPP lawyers. 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 FYTD were \$237,180.26. 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) \$2,420
- b) 8 x EL1
- c) No study leave was used for the corresponding services listed in this question.
- d) Communications for Commerce.

(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
Communications for Commerce	Leading in Changing Times	Group	8 EL1	56 hrs	\$2420	complete package

Service	(k) Location	(l) No. of Employees	(m) Total Hours	(n) costs incurred to use location
	ITSA premises	8	56	Not applicable

Office of Parliamentary Counsel (OPC)

- a) \$7,895
- b) See answer to QoN 128.
- c) One SES Band 1
- d) Australian Public Service Commission (APSC).

(e) name	(e) nature of service	(f) one-on-one or group	(g) No. of employees and classification	(h) total hours	(i) total costs	(j) description of fees
Transforming Leadership	SES Band 1 residential leadership program through the APSC	Group	1 SES Band 1	3 days	\$7,895	Complete package

Service	(k) Location	(l) No. of Employees	(m) Total Hours	(n) costs incurred to use location
Transforming Leadership	Lake Crackenback NSW	1 SES Band 1	3 days	Included in package