

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

**Portfolio**

**Question No. 101**

**Senator Humphries asked the following question at the hearing on 16 October 2012:**

Executive Coaching and Leadership Training

- 1) 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:
  - 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 (provide a breakdown for each employment classification)
  - d) The names of all service providers engaged
  
- 2) For each service purchased from a provider listed under 1) d), 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)
  
- 3) 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

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

**FYTD (1/07/2012 – 30/09/2012)**

**Attorney-General's Department**

- 1 a) \$56,330 - value for total spend, including GST (see table below for breakdown). This figure is for corporate leadership development and does not include Divisionally sourced or specific training.
- b) Total number of employees offered the service is 2 and their employment classification is SES B1 and SES B2.
- c) Refer to 2, c) in table below. Study leave not applicable – employees attend this training as part of their normal work day

<b>1 d)</b>	<b>2 a)</b>	<b>2 b)</b>	<b>2 c)</b>	<b>2 d)</b>	<b>2 e)</b>	<b>2 f)</b>	<b>3 a)</b>	<b>3 b)</b>	<b>3 c)</b>	<b>3 d)</b>
<b>Service provider</b>	<b>Name and nature of service</b>	<b>One-on-one / Group based?</b>	<b>The number of employees and classification</b>	<b>Total hours</b>	<b>Total amount spent (incl GST)</b>	<b>Description of fees</b>	<b>Location used</b>	<b>Number of employees on each occasion</b>	<b>Number of hours</b>	<b>Location costs</b>
LAFIA Asia	Leading Australia's Future in Asia-Pacific (LAFIA) Asia/Pacific	Group-based	1x SES B2 1x SES B1	Various	\$56,330	Complete package	Venue at Arrangement of LAFIA Asia	1 SES B2 on 2 separate occasions 1 SES B1 on 2 separate occasions		Included in package

**Australian Crime Commission**

- 1 a) \$8,130 - value for total spend, including GST (see table below for breakdown).
- b) Information not kept by agency
- c) Refer to 2, c) in table below

1 d)	2 a)	2 b)	2 c)	2 d)	2 e)	2 f)	3 a)	3 b)	3 c)	3 d)
Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and classification	Total hours	Total amount spent	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
Yellow Edge	Executive Coaching	One-one-One	1 x EL2	EL2 – 1 hour	\$495	\$495/hour	Canberra	1 x EL2	EL2 – 1 hour	N/A
APSC	SES orientation Leadership Training	Group based	2 x SES Band 1	SES Band 1 – 33 hours/ participant	\$7,000	Complete package	Canberra	2 x SES Band 1	SES Band 1 – 33 hours/ participant	N/A
APSC	EL Transition Program Leadership Training	Group based	1 x APS 6	APS 6 – 7.5 hours	\$635	Complete package	Canberra	1 x APS 6	APS 6 – 7.5 hours	N/A

**Australian Customs and Border Protection Service**

1 a) \$110,946 - value for total spend FYTD, including GST (see table below for breakdown). See table below for breakdown.

b) Total number of employees offered the service this FYTD is 137 and their employment classification is CL1 – CL5. See table below for breakdown.

c) The table below details the number of employees who have utilised these services, their employment classification and how much “official” study leave each employee was granted. “Study Leave” is defined as leave granted for the purpose of undertaking courses or tertiary studies that is submitted in the Customs and Border Protection human resource management system (COMPASS).

Corporate Leadership and Management Program Name	1 a) Total value FYTD	1 b) Total number employees offered service FYTD	1 b) Total number employees by classification FYTD 2012	1 c) Study Leave FYTD
Results Through People	Nil	Nil	CL1 = 6 CL2= 24	Nil
Listen Respect Lead	\$27,700	110	CL3 = 43 CL4 = 55	N/A
Building Management and Leadership CL4	\$55,746	24	CL5 = 9 SES = 0	N/A

From management to Leadership CL5	Nil	Nil		Nil
National Security College programs	\$27,500	3		N/A
Leadership Programs – various	Nil	Nil		Nil
ANZSOG EMPA	Nil	Nil		Nil
SES Leadership – various	Nil	Nil		Nil
<b>TOTALS</b>	<b>\$110,946 total cost for corporate leadership development FYTD. Does not include Divisionally sourced or specific training. Does not include seminars/workshops.</b>	<b>137 staff</b>	<b>137 staff</b>	N/A

1 d)	2 a)	2 b)	2 c)	2 d)	2 e)	2 f)	3 a)	3 b)	3 c)	3 d)
Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and classification FYTD	Total hours FYTD	Total amount spent FYTD	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
Centre for Public Management	<b>Listen Respect Lead:</b> Corporate Leadership and Management Program	Group Based	Total = 110 CL1 = 6 CL2 = 24 CL3 = 43 CL4 = 30 CL5 = 7 SES = 0	Total = 880 CL1 – 48 hrs CL2 – 192 hrs CL3 – 344 hrs CL4 – 240 hrs CL5 – 56 hrs	\$27,700	Complete package	ACT – Centre for Public Management	20 average	8 hrs	Costs built in to program costs
Centre for Public Management	<b>Building Management and Leadership (CL4):</b> Corporate Leadership and Management Program	Group Based	Total = 24 CL4 = 24	Total = 576 CL4 - 576	\$55,746	Complete package	ACT – Centre for Public Management	24 average	24hrs	Costs built in to program costs

National Security College	<b>Various Programs:</b> Corporate Leadership and Management Program	Group Based	Total = 3 CL4 = 1 CL5 =2	Total = 224 CL4 – 80 hrs CL5 – 144 hrs	\$27,500	Complete package	National Security College	Varies from 1-3 C+BP participants attending each NSC Program	Programs vary from 24-120 hrs.	Costs built in to program costs
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### Australian Federal Police

- 1 a) \$167,187.67 has been expended for these services for the period from 01/07/2012 – 30/09/2012.
- b) 25 employees have been offered these services. Their classification ranges from Executive Level – Senior Executive Service Band 2.
- c) The table below provides a list of service providers, and includes the nature of their service, whether the service was for individuals or group based, the number of employees involved, total hours, total cost, location used and other data required by the Honourable Senator.

1 d)	2 a)	2 b)	2 c)	2 d)	2 e)	2 f)	3 a)	3 b)	3 c)	3 d)
Service provider	Name and nature of service	One-on-one / Group based	The number of employees and classification	Total hours	Total amount spent	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
Australian Institute of Company Directors (AICD)	Company Directors course	Group Based	1 x SES1	5 days	\$5,850.00	Complete package	AICD premises	Refer to 2 c)	Refer to 2 d)	Included in package
Australian Institute Police Management (AIPM)	Australasian Fire and Emergency Service Authorities Council (AFAC) Strategic command program	Group based	1 x EL2	1 week	\$1,409.70	Complete package	AIPM Premises	Refer to 2 c)	Refer to 2 d)	Included in package
AIPM	Police Executive	Group based	5 x SES1	2 weeks residential	\$54,350.77	Complete	AIPM	Refer to 2 c)	Refer to	Included in

	Leadership Program		1 x EL2	& 1 year self-paced		package	Premises		2 d)	package
AIPM	Police Management Development Program	Group based	12 x EL2	<ul style="list-style-type: none"> <li>Residential 3072 hours 256 per person</li> <li>Distance learning 3072 hours 256 per person</li> </ul>	\$68,002.20	Complete package	AIPM Premises	Refer to 2 c)	Refer to 2 d)	Included in package
ANU *	National Security College	Group based	1 x EL 2	80 hours	\$6,875.00	Complete package	ANU location	Refer to 2 c)	Refer to 2 d)	Included in package
APSC	Career Development Assessment Centre	Group based	1 x EL2	6 days	\$12,925.00	Complete package	APSC premises	Refer to 2 c)	Refer to 2 d)	Included in package
APSC	Executive Leadership Dimensions	Group based	1 x EL2	4 days	\$4,690.00	Complete package	APSC premises	Refer to 2 c)	Refer to 2 d)	Included in package
APSC	Executive Leadership Dimensions	Group based	1 x EL2	3 days	\$3,100.00	Complete package	APSC premises	Refer to 2 c)	Refer to 2 d)	Included in package
Mt Eliza, Melbourne Business School	Leading for Organisational Impact: The Looking Glass experience Leadership program	Group based	1 x SES1	1 week	\$9,985	Complete package	Melbourne Business School premises	Refer to 2 c)	Refer to 2 d)	Included in package

AFP Staff participate as part of an agreed commitment to the NSC.

### **Australian Security Intelligence Organisation**

- 1 a) \$179,881- value for total spend, excluding GST (see table below for breakdown).
- b) Total number of employees offered the Executive Coaching service is 15 and their employment classification is SESB2 – 12, SESB3-2, SESB4-1. Leadership training is offered to all officers from EL 1 – SES Band 3 (approximately 600 staff).
- c) Refer to 2 c) in table below. Study leave not applicable.

<b>1 d)</b>	<b>2a)</b>	<b>2 b)</b>	<b>2 c)</b>	<b>2 d)</b>	<b>2 e)</b>	<b>2 f)</b>	<b>3 a)</b>	<b>3 b)</b>	<b>3 c)</b>	<b>3 d)</b>
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Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and classification	Total hours	Total amount spent	Description of fees	Location used	Number employees on each occasion	Number of hours	Location costs
National Security College	<ul style="list-style-type: none"> <li>Intro to Security Challenges</li> <li>Professional Development</li> </ul>	Group based  Group based	EL2 x 2, EL1 x 1, APS 1 - 6 x 3 EL2 x 1	105	\$31,336	Complete package	National Security College	Various from 1 - 6	Refer to h	N/A
All In-house Leadership courses (grouped)	<ul style="list-style-type: none"> <li>ASIO Leadership Course</li> </ul>	Group based	46 Break down of classification not available in current system.	1,127	\$89,000	Complete package	N/A	Average 15	Refer to h	N/A
Other External Leadership courses	<ul style="list-style-type: none"> <li>CDAC</li> <li>Australian Institute of Company Directors</li> </ul>	Group based  Group based	<ul style="list-style-type: none"> <li>EL2 x 1</li> <li>SESB1 x 1</li> </ul>	62.5	\$17,886	Complete Package	N/A	1	Refer to h	N/A
Executive Coaching	Executive Coaching	One-on-one	DG - 1 SESB3 - 2 SESB2 - 11	42	\$41,659	Complete package	N/A	1	N/A	N/A
For national security reasons some names of service providers have not been provided										

### CrimTrac

- 1 a) \$15687.28 including GST (see table below for breakdown)
- b) Total number of employees offered the service is 3 and their employment classification is APS4, APS5 and EL2.
- c) Refer to 2, c) in table below. Study leave not applicable.

1 d)	2 a)	2 b)	2 c)	2 d)	2 e)	2 f)	3 a)	3 b)	3 c)	3 d)
Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and	Total hours	Total amount	Description of fees	Location used	Number of employees on	Number of hours	Location costs

			<b>classification</b>		<b>spent</b>			<b>each occasion</b>		
Centre for Public Management	Teams and Leadership Training	Group based	1xAPS4	Not captured	3,163.64	Complete Package	ACT	1	NA	NA
Centre for Public Management	Team and Leadership Training	Group based	1xAPS5	Not captured	3,163.64	Complete Package	ACT	1	NA	NA
Melbourne Business School Limited	Management Development Program	Group based	1 x EL2	Not captured	9,360	Complete Package	VIC	1	NA	NA

### **National Native Title Tribunal**

- 1 a) \$562.50, including GST (see table below for breakdown)
- b) Total number of employees offered the service is one and their employment classification is EL2.
- c) Refer to 2, c) in table below. Study leave not applicable

<b>1 d)</b>	<b>2 a)</b>	<b>2 b)</b>	<b>2 c)</b>	<b>2 d)</b>	<b>2 e)</b>	<b>2 f)</b>	<b>3 a)</b>	<b>3 b)</b>	<b>3 c)</b>	<b>3 d)</b>
<b>Service provider</b>	<b>Name and nature of service</b>	<b>One-on-one / Group based?</b>	<b>The number of employees and classification</b>	<b>Total hours</b>	<b>Total amount spent</b>	<b>Description of fees</b>	<b>Location used</b>	<b>Number of employees on each occasion</b>	<b>Number of hours</b>	<b>Location costs</b>
Australian Institute of Management (AIM)	Coaching consultation	One-on-one	1 x EL2	1.5 hours	\$562.50	\$562.50 / 1.5hours	On site	1	1.5hours	N/A

### **Office of the Australian Information Commissioner**

- 1 a) \$4016 - value for total spend, excluding GST (see table below for breakdown)
- b) Total number of employees offered the service is 2 and their employment classification is 1 x EL2, 1 x EL1



c) Refer to 2, c) in table below

1 d)	2 a)	2 b)	2 c)	2 d)	2 e)	2 f)	3 a)	3 b)	3 c)	3 d)
Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and classification	Total hours	Total amount spent  (Excluding GST)	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
Attorney General's Department	Coaching and Mentoring	Group based	1 x EL2	EL 2 — 7.5hours	\$116	Complete package	ACT	1	7.5	N/A
Australian Public Service Commission	Masterclass Training Registration  Executive coaching	Group based	1 x EL1	EL 1 — 22.5 hours	\$3,900	Complete package	ACT	1	22.5 hours	N/A

The following agencies have not had any executive coaching and leadership training from 1/07/2011 – 30/09/2012:

- Office of the Commonwealth Director of Public Prosecutions
- Family Court of Australia
- Federal Court of Australia
- Federal Magistrates Court of Australia
- Australian Human Rights Commission
- Australian Institute of Criminology
- Australian Law Reform Commission

**Australian Government Solicitor**

Australian Government Solicitor (AGS) is a government business enterprise operating on a commercial and competitive basis in providing legal and related services to government and its agencies. AGS does not receive any Budget or other appropriations and its employees are engaged outside of the Public Service Act 1999. The question is therefore not applicable to AGS.