

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

Portfolio

Question No. 136

Senator Humphries asked the following question at the hearing on 24 May 2012:

Executive Coaching and Leadership Training

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

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 (provide a breakdown for each employment classification)
- 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 (provide a breakdown for each employment classification)
- m) The total number of hours involved for all employees who took part (provide a breakdown for each employment classification)
- 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 following agencies did not undertake any Executive coaching or leadership training:

- Australian Human Rights Commission
- Australian Institute of Criminology
- Australian Law Reform Commission
- Federal Court of Australia
- Federal Magistrates Court of Australia

- High Court of Australia
- Insolvency and Trustee Service Australia
- Office of the Commonwealth Director of Public Prosecutions

The attached tables identify spending for the 2011-12 financial year as at 30 April 2012.

Attorney-General's Department

- a) \$222,546 - 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 108 and their employment classification is APS 5, APS 6, EL1, EL2, SES B1 and SES B2.
- c) Refer to g) in table below. Study leave not applicable – employee's attend this training as part of their normal work day

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and classification	Total hours	Total amount spent (incl GST)	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
ODS Management	'Foundations of Leadership' Leadership training	Group based	31 x APS 5-6	465 hours total 15 hours per participant	\$18,976	Complete package	N/A - on site	N/A	N/A	N/A
Yellow Edge	'Supportive Leadership' Leadership training	Group based	33 x EL1 and EL2	495 hours total 15 hours per participant	\$8,800	Complete package	N/A – on site	N/A	N/A	N/A
ANZSOG	'Executive Fellows' Leadership training	Group-based	1 x SES B1 1 x SES B2	240 hours total 120 hours per participant	\$55,000	Complete package	Venue in Melbourne at arrangement of ANZSOG	Refer to g)	Refer to h)	Included in package
APSC	'Executive Leadership Dimensions (EL2 Residential)' Leadership training	Group-based	4 x EL2	106 hours total 26 ½ hours per participant	\$18,760	Complete package	Venue in Bowral at arrangement of APSC	1 x EL2 on 4 separate occasions	Refer to h)	Included in package
APSC	'Transforming Leadership' Leadership training	Group-based	1 x SES B1	26 ½ hours per participant	\$7,895	Complete package	Offsite venue at arrangement of APSC	Refer to g)	Refer to h)	Included in package
APSC	'Essentials for new team leaders'	Group-based	1 x APS 5-6	15 hours per participant	\$1,245	Complete package	APSC venue	Refer to g)	Refer to h)	Included in package

	Leadership training									
APSC	'Leading and Managing Small Teams' (non-residential) Leadership training	Group-based	1 x APS 5-6	22 ½ hours per participant	\$3,100	Complete package	APSC venue	Refer to g)	Refer to h)	Included in package
APSC	EL1 MasterClass (non-residential) Leadership training	Group-based	2 x EL1	45 hours total 22 ½ hours per participant	\$6,200	Complete package	APSC venue	Refer to g)	Refer to h)	Included in package
APSC	SES Band 2 Talent Development Program Pilot Leadership training	Group-based	1 x SES B2	Various	\$22,568	Complete package	APSC venue	Refer to g)	Refer to h)	Included in package
Cranlana	'Cranlana Colloquium' Leadership training	Group-based	2 x SES B1	75 hours total 37 ½ hours per participant	\$11,110	Complete package	Venue at arrangement of Cranlana	1 SES B1 on 2 separate occasions	Refer to h)	Included in package
SHL	EL2 Development Program Leadership training	Group-based	30 x EL2	Various	\$68,892	Complete package	On-site and at Hotel Realm	Refer to g)	Refer to h)	\$6,570 (incl GST)

Administrative Appeals Tribunal

- a) \$22,945 including GST (see table below for breakdown).
- b) Total number of employees offered the service is 9 and their employment classifications is EL1 and EL2.
- c) Refer to g) in table below. Study leave not applicable

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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 Graduate School of Management	Leading Change with Impact Leadership training	Group based	1 x EL1	24 hours	\$5,775 (incl GST)	Complete package	UNSW CBD Campus, Sydney	1 x EL1	refer to h)	Included in package
Australian Public Service Commission	Executive Leadership Dimensions Leadership training	Group based	3 x EL2	72 hours (EL2 – 24 hours / participant)	\$14,070 (incl GST)	Complete package	Bowral	3 x EL2	refer to h)	Included in package
Licence purchased from Monica Redden Consultancy	“Coach Ourselves” package Leadership training	Group based	8 x EL2	Up to 96 hours (EL2 – 12 hours / participant)	\$3,100 (incl GST)	Complete package	N/A – on site	N/A	N/A	N/A

Australian Commission for Law Enforcement Integrity

- a) \$54,652.95 - value for total spend, including GST (see table below for breakdown).
- b) Total number of employees offered the service is 18 and their employment classifications are listed in the table below.
- c) Refer to g) in table below.

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
Robert Brennan and Associates Pty. Ltd.	- Leadership development program workshop	Group	6x EL2 8x EL1	2 hrs	\$3,675.00	Complete package	N/A – on site	N/A – on site	N/A – on site	N/A
	- Team profiling workshop (2 sessions)	Group	2x SES 6x EL2 8x EL1 2xAPS4	6.5 hrs	\$4,905.98	Complete package	N/A – on site	N/A – on site	N/A – on site	N/A
	- Executive/leadership coaching	One-on-One	1x SES 5x EL2 8x EL1	33 hrs	\$11,549.97	Complete package	N/A – on site	N/A – on site	N/A – on site	N/A
	- EL1 leadership development workshop	Group	7x EL1	15 hrs (2 days)	\$9,866.50	Complete package	Bowral, NSW	refer to g	refer to h	included in package
	- EL2 leadership development workshop	Group	6x EL2	15 hrs (2 days)	\$11,003.00	Complete package	Bowral, NSW	refer to g	refer to h	included in package
	- Management style team leadership workshop	Group	1 x SES 5x EL2 8x EL1	4 hrs	\$1,312.50	Complete package	N/A – on site	N/A – on site	N/A – on site	N/A
Centre for Public Management	Teams and leadership course	Group	1x APS5	22.5 hrs (3 days)	\$3,180.00	Complete package	Bowral, NSW	refer to g	refer to h	included in package
	Leading with strategic intelligence	Group	1xEL1	22.5 hrs (3 days)	\$3,880.00	Complete package	Bowral, NSW	refer to g	refer to h	included in package
Australia and New Zealand School of Government	Executive workshop – women in leadership	Group	1x EL2	30 hrs (4 days)	\$4,500.00	Complete package	Sydney CBD, NSW	refer to g	refer to h	included in package

Attorney-General's Department	Foundations of leadership	Group	1xAPS5	15 hrs (2 days)	\$530.00	Complete package	Attorney-General's Department, Barton, ACT	refer to g	refer to h	None
	Supportive Leadership	Group	1xEL1	15 hrs (2 days)	\$250.00	Complete package	Attorney-General's Department, Barton, ACT	refer to g	refer to h	None

Australian Crime Commission

- a) \$139,579 - value for total spend, including GST (see table below for breakdown).
- b) All employees have the opportunity to apply for various coaching and leadership development opportunities.
- c) 36 staff accessed these services. A breakdown is provided below:

Classification	Number of staff receiving services	Amount of study leave granted
APS4	1	Study leave not applicable
APS6	2	Study leave not applicable
EL1	6	Study leave not applicable
EL2	13	Study leave not applicable
SES Band 1	7	Study leave not applicable
SES Band 2	6	Study leave not applicable
SES Band 3	1	Study leave not applicable

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
APSC	Career Development Assessment Centre (CDAC)	Group based	8 x EL2	315 (45hrs each)	\$103,400	\$12,925 per participant	APSC Canberra	Refer to g)	Refer to h)	included in package
APSC	Parliamentary speaker event	Group based	2 x SES Band 2	4	\$110	\$55 per participant	APSC Canberra	Refer to g)	Refer to h)	included in package
Trans-Tasman Business Circle	Boardroom Series and other events	Group based	1 x SES Band 3 2 x SES Band 2 3 x SES Band 1 2 x EL2 2 x EL1	20 (2hrs each)	\$2,200	\$2,200 membership fees cover all places at events	Canberra & Sydney (provider premises)	Refer to g)	Refer to h)	included in package
Australian Institute of Management	Outstanding Women's Series Event	Group based	1 x EL2 1 x EL1	4 (2hrs each)	No cost	No cost places covered till November 2011 from membership paid in 2010-11	Melbourne RACV club (provider premises)	Refer to g)	Refer to h)	included in package
ICMS Australasia	Speaker	Group based	1 x SES Band 1	2	\$60	\$60 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
APSC L&D Panel Fees	Use of the Panel for Institute of Executive for Executive Coaching services	N/A	N/A	N/A	\$4,201	Payment for use of APSC panel service for coaching provider.	N/A	Refer to g)	Refer to h)	included in package

Women in Law Enforcement Strategy (WILES)	WILES Mentoring program aims to develop and implement strategies to encourage women from Heads of Commonwealth Operational Law Enforcement Agencies (HOCOLEA) to pursue careers and senior positions in law enforcement and regulatory agencies.	One-on-one based	Mentors: 1 x SES Band 2 4 x SES Band 1 Mentees: 1 x EL2 2 x EL1	1hr a month per mentor & mentor Mentoring conversations at adhoc arrangements.	\$0	There are no program or registration costs for individuals accepted to participate in the WILES program ACC contribution for WILES education program as part of HOCOLEA agreement fund WILES. We paid in 2010-11 to cover the next three years.	Launch of program held Sydney & Canberra (provider premises)	Refer to g)	Refer to h)	N/A
Trish Bergin Consulting	Executive Coaching services	One-on-one based	1 x EL2	1hr	\$220	\$220 per hour	ACC Canberra office	Refer to g)	Refer to h)	N/A
APSC	Essentials for New Team Leaders	Group based	1 x APS6	2 days	\$1,245	\$1,245 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
APSC	Professional Public Service - An EL1 Masterclass	Group based	1 x EL1	3 days	\$4,290	\$4,290 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
APSC	SES Band 2 Talent Development Program - Pilot	Group based	1 x SES Band 2	79 hours	\$22,568	\$22,568 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package

APSC	Leading Small Teams	Group based	1 x APS4	1 day	\$650	\$650 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
APSC	Management Essential	Group based	1 x APS6	1 day	\$635	\$635 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package

Australian Customs and Border Protection Service

- a) \$1,004, 106, 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 1420 and their employment classification is CL1 – SES B3.
- c) Refer to g) in table below. Study leave not applicable.

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
Ross Begbie and Associates	Results through People Leadership Training	Group based	50 total ¹ CL2 - 0 CL3 - 27 CL4 - 19 CL5 - 4 SES -0	1,200 total hrs (3 day program) CL3 – 648 hrs CL4 – 456 hrs CL5 – 96 hrs	\$68,295	Delivery of Complete package	Yellow Edge Training Facility	12	24hrs	\$35,685
Centre for Public Management	Listen Respect Lead Leadership Training	Group based	1273 total CL1 - 73 CL2 - 353 CL3 - 469 CL4 - 259 CL5 - 86 SES – 33	10,184 total hrs (1 day program) CL1 – 584 hrs CL2 – 2824 hrs CL3 – 3752 hrs CL4 – 2072 hrs CL5 – 688 hrs	\$487,305	Continued development of program and delivery of Complete package	ACT – Centre for Public Management Regional – on site	20	8hrs	Costs built in to program costs

¹ It has been discovered that the data reported as at 29 February 2012 in QoN 69 was inaccurate. The data reported here has been amended.

				SES – 264 hrs						
Centre for Public Management	Building Management and Leadership CL4 Leadership Training	Group based	40 total CL4 - 40	960 total hrs (3 day program)	\$ 109,720	Delivery of Complete package	Centre for Public Management	24	24hrs	Costs built in to program costs
Centre for Public Management	From Management to Leadership CL5 Leadership Training	Group based	14 total CL5 - 14	336 total hrs (3 day program)	\$ 56,576	Delivery of Complete package	Centre for Public Management	24	24hrs	Costs built in to program costs
National Security College	Various Programs Leadership Training	Group based	18 total CL3 - 3 CL4 - 7 CL5 - 7 SES - 1	1294 total hrs	\$122,800	Delivery of Complete package	National Security College	Varies from 1-3 participants from C+BP participating in NSC programs	NSC programs vary from 2 days for Professional Development programs to 4 weeks for SES programs	Costs built in to program costs
Jeff Whalan Learning Group	Leadership Program Leadership Development Programs Executive coaching	Group and individual	7 – SES staff targeted to attend	Numerous hours determined b/w individual and service	\$89,870	Delivery of Complete package over 12 months	Jeff Whalen premises	1	Numerous hours determined b/w individual and service	Costs built in to program costs
ANZSOG	ANZSOG EMPA (Director) Leadership Development Programs Executive coaching	Group	1 - SES staff targeted to attend	Numerous hours determined b/w individual and service	\$40,000	Delivery of Complete package over 2 yrs	(External masters Program) Various Universities	1	Numerous hours determined b/w individual and service	Costs built in to program costs
Offered through APSC	SES Leadership Development Programs – various Executive coaching	Group	17 – SES Band Level 1 - 3	Various	\$29,540	Delivery of Complete package	APSC premises	1	Various	Costs built in to program costs
TOTAL FIGURES			1420	13,974hrs + SES hrs	\$1,004,106					

Australian Federal Police

- a) Total expenditure of \$380,931 is recorded for these services. Period from 01/07/2011 – 30/04/2012.
- b) Total number of employees offered the service amounts to 53. Employment classification range from AFP Band 6 – Senior Executive Service Band 2. Study leave is not applicable under executive coaching and leadership training provided through AFP central funding.
- c) A list of service providers engaged by AFP is included in the table below. The table includes a list of providers classified according to service provider, nature of service, whether the service was one on one or group based, the number of employees, total hours, total cost, location used and other data as requested.

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
Centre for Leadership Excellence	Executive Coaching	One-on-one	1 x SES2	14 hours	\$6,930	\$495 per hour	On site	Refer to g	Refer to h	N/A
YellowEdge	Executive Coaching	One-on-one	2 x SES1	SES 1 - 10 hours	\$4,950	\$495 per hour	On site	Refer to g	Refer to h	N/A
Tempo Mentor	Executive Mentoring	One-on-one	1 x SES1	SES1 – 6 hours	\$6,600	Complete package	On site	Refer to g	Refer to h	N/A
Mt Eliza, Melbourne Business School	Leading for Organisational Impact: The looking glass experience Leadership program	Group based	1 x EL2	1 week	\$9,985	Complete package	Melbourne Business School premises	Refer to g	Refer to h	Included in package
Australian Institute Police Management (AIPM)	Police Management Development Program Leadership development program	Group based	10 x EL2	1200 hours. 120 per person	\$55,996.60	Complete package	AIPM Premises	Refer to g	Refer to h	Included in package

AIPM	Police Executive Leadership Program	Group based	5 x SES1	2 weeks residential & 1 year self-paced	\$43,550.30	Complete package	AIPM Premises	Refer to g	Refer to h	Included in package
Cranlana Program	APS Leadership capability	Group Based	1 x SES1	40 hours	\$5,170.00	Complete package	Canberra	Refer to g	Refer to h	Included in package
The Australia and New Zealand School of Government (ANZSOG)	Executive Master of Public Administration Leadership training	Group based	1 x EL2	2 years part-time	\$41,419.50	Complete package	ANZSOG premises in various locations	Refer to g	Refer to h	Included in package
ANU	National Security College Various leadership programs	Group based	2 x Band 6 6 x EL 1 4 x EL 2 3 x SES1	1279 hours	\$155,980.00	Complete package	ANU location	Refer to g	Refer to h	Included in package
APSC	Career Development Assessment Centre	Group based	2 x EL2	6 days	\$25,850	Complete package	APSC premises	Refer to g	Refer to h	Included in package
Coaching & Leadership International	Learning Circles	Group based	14 x SES1 LC 1 & 2	7 days	\$24,500	Complete package	AIPM premises	Refer to g	Refer to h	Included in package

Australian Government Solicitor

Please see response to QoN 135 (included below for reference).

AGS records show expenditure of approximately \$262,000 for the 2011-12 financial year to 30 April 2012. This amount relates to all external expenditure by AGS for education across a wide range of activities including in-house and external courses, training, coaching, executive coaching and leadership, seminars and conferences and HECS reimbursement. (It does not include internal costs of in-house activities or administrative costs.) It is not practical for AGS to provide further details having regard to the records kept and AGS's role as a government business enterprise.

Australian Security Intelligence Organisation

- a) \$734,312 - value for total spend, excluding GST (see table below for breakdown).
- b) Total number of employees offered the Executive Coaching service is 68 and their employment classification is EL 2 – SES 3. Leadership training is offered to all officers from EL 1 – SES Band 3 (approximately 600 staff).
- c) Refer to g) in table below. Study leave not applicable.

[illegible]

AUSTRAC (Australian Transaction Reports and Analysis Centre)

- a) \$22,400 – value for total spend, including GST (see table below for breakdown).
- b) Total number of employees offered the service is 58 x EL1–EL2 and 1 x SES1.
- c) Refer to g) in table below. Study leave is not applicable for these trainings; employees attended as part of a normal work day.

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
WILES Secretariat (Australian Customs and Border Protection Service currently manages the WILES Secretariat)	Women in Law Enforcement Strategy (WILES) (Mentoring program)	One-on-one <i>and</i> group based	3 x EL1	45 hours (EL1 – 15 hours/participant)	\$10,000	Complete package	Australian Government agencies' premises other than AUSTRAC premises – Sydney and Canberra	3 x EL1	45 hours (EL1 – 15 hours /participant)	N/A
Centre for Public Management	From Management to Leadership (Leadership program)	Group based	1 x EL1	30 hours (EL1 – 30 hours /participant)	\$4,500	Complete package	Bowral, NSW	1 x EL1	30 hours (EL1 – 30 hours /participant)	Included in package
Australian Public Service	New Leadership Horizons Program (Leadership program)	Group based	1 x SES1	22.5 hours (SES1 – 22.5 hours /participant)	\$7,900	Complete package	Bowral, NSW	1 x SES1	22.5 hours (SES1 – 22.5 hours /participant)	Included in package

CrimTrac

- a) \$9780.00, including GST (see table below for breakdown).
- b) Total number of employees offered the service is two and their employment classification is SES and EL2
- c) Refer to g) in table below. Study leave not applicable

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
Veritas Alliance	Executive coaching	One-on-One	1 x SES	10	\$6000	Complete package	Yarralumla ACT	1 x SES	10	N/A
Tempo	Executive Coaching	One-on-One	1 x EL2	12	\$3780	Complete package	N/A – on site	1 x EL2	N/A	N/A

Family Court of Australia

- a) \$40,700 - value for total spend, including GST (see table below for breakdown).
- b) Total number of employees offered the service is 4 and their employment classification is EL2, SES Band 1 and SES Band 2.
- c) Refer to g) in table below: Study leave not applicable

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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 Public Service Commission	SES Band 2 Talent development program Leadership training and coaching	Group based and one on one	1 x SES 2	Face to face learning – 6 days Group Coaching – 12 hours Group project – as required Individual	\$20,000 + GST	Complete package	APSC – Phillip	1 x SES 2	As per h)	N/A

				immersive experience – up to 2 weeks Mentoring – as required Job shadowing – up to 3 months Individual coaching – up to 12 hours						
Jeff Whalan Learning Group	Senior Officer Learning Groups – EL2s Leadership and coaching	Group based	2 x EL2s	2 days @ 4 times a year	\$8,500 + GST	Complete package	location of meetings varies and are arranged to suit each Group (to date @ Sutton Forest, Wollongong, Melbourne)	2 x EL2	As per h)	N/A
Jeff Whalan Learning Group	Senior Officer Learning Groups – SES Band 1 Leadership and coaching	Group based	1 x SES 1	2 days @ 4 times a year	\$8,500 + GST	Complete package	Bowral, Melbourne, Canberra	1 x SES 1	As per h)	N/A

National Native Title Tribunal

- a) \$20, 363 for total spend, including GST (see table below for breakdown).
- b) Total number of employees offered the service is 82 and their employment classification is APSL5, APSL6, EL1, EL2 and SES1
- c) Refer to g) in table below. Study leave not applicable.

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
APSC	Australian Government Leadership Conference 2011 - Leadership	Group based	5 (EL1)	17 hours 30 mins (3 hours and 30 minutes per person)	\$4250	Complete package	APSC	5 (EL1)	Refer to h)	Included in package
APSC	Shaping Strategic Thought – Leadership	Group based	1 (EL2)	8 hours	\$635	Complete package	APSC	1 (EL2)	Refer to h)	Included in package
Proteus Leadership centres	Emerging Leaders Program - Leading a Positive Culture (Perth) - Leadership	Group based	40 (APSL 6 – EL2 & SES)	160 hours (4 hours per person)	\$6,300	Complete package	On site	40 (APSL 6 – EL2 & SES)	Refer to h)	Included in package
Proteus Leadership centres	Emerging Leaders Program - Leading a Positive Culture (Sydney) - Leadership	Group based	14 (APSL 6 – EL2 & SES)	56 hours (4 hours per person)	\$4,200	Complete package	On site	14 (APSL 6 – EL2 & SES)	Refer to h)	Included in package
Proteus Leadership centres	Emerging Leaders Program - Leading a Positive Culture (Brisbane) - Leadership	Group based	14 (APSL 6 – EL2 & SES)	56 hours (4 hours per person)	\$4,200	Complete package	On site	14 (APSL 6 – EL2 & SES)	Refer to h)	Included in package
IPPA	Public Sector Leadership: Concepts and Skills for the Future - Leadership	Group based	5 (EL1 & EL2)	17 hours 30 mins (3 hours and 30 minutes per person)	\$775	Complete package	IPPA	5 (EL1 & EL2)	Refer to h)	Included in package
IPPA	Sustainable Indigenous employment	Group based	3 (APSL 5, EL1 & EL2)	10 hours 30 mins (3 hours and 30 minutes per person)	Nil	Complete package	IPPA	3 (APSL 5, EL1 & EL2)	Refer to h)	Included in package

Office of the Australian Information Commissioner

- a) \$1990, including GST (see table below for breakdown).
- b) Total number of employees offered the service is four and their employment classification is Executive Levels 1 & 2
- c) Refer to g) in table below. Study leave not applicable

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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
P7 Consulting	Executive coaching	One-on-one	1 x EL 2	EL 2 x 1 Hour	\$350	Hourly Rate	OAIC Premises	1	1	N/A
Centre for Public Management	Executive coaching	One-on-one	2 x EL 2 1 x EL 1	EL 2 x 2 Hours EL 1 x 2 Hours	\$1640	Hourly Rate	OAIC Premises	2 1	2 1	N/A

Office of Parliamentary Counsel

- a) \$21,734, including GST (see table below for breakdown).
- b) Total number of employees offered the service is 3 and their employment classification is SES Band 1 and 2.
- c) Refer to g) in table below. Study leave not applicable.

d)	e)	f)	g)	h)	i)	j)	k)	l)	m)	n)
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 Public Service Commission	Transforming Leadership Leadership training	Group based	1 x SES B1	3 days (22.5 hours)	\$7,895 (incl GST)	Complete package	Lake Crackenback, NSW	refer to g)	refer to h)	‘included in package’
Australian Public Service Commission	Leading Across Boundaries Leadership training	Group based	1 x SES B2	3 days (22.5 hours)	\$8,350 (incl GST)	Complete package	Sutton Forest, NSW	refer to g)	refer to h)	‘included in package’
IIR Executive Development	Leadership for Women in Government Leadership training	Group based	1 x SES B2	2 days (15 hours)	\$2,744.50 (incl GST)	Complete package	Canberra	refer to g)	refer to h)	‘included in package’
IIR Executive Development	Persuasion, Negotiation and Communication Leadership training	Group based	1 x SES B2	2 days (15 hours)	\$2,744.50 (incl GST)	Complete package	Canberra	refer to g)	refer to h)	‘included in package’