

SENATE LEGAL AND CONSTITUTIONAL LEGISLATION COMMITTEE
ATTORNEY-GENERAL'S DEPARTMENT

Question No. 2

Senator Ludwig asked the following question at the hearing on 25 May 2006:

The following questions relate to the purchase of executive coaching and/or other leadership training services by the department/agency, broken down for each of the last four financial years.

Where available, please provide:

- a) Total spending on these services.
- b) The number of employees offered these services and their salary level.
- c) The number of employees who have utilised these services and their salary level.
- d) The names of all service providers engaged.
- e) For each service purchased from a provider listed in the answer to the previous question, please provide:
 - (i) The name and nature of the service purchased.
 - (ii) Whether the service is one-on-one or group based.
 - (iii) The number of employees who received the service.
 - (iv) The total number of hours involved for all employees.
 - (v) The total amount spent on the service.
 - (vi) A description of the fees charged (e.g. per hour, complete package).
- f) Where a service was provided at any location other than the department or agency's own premises, please provide:
 - (i) The location used
 - (ii) The number of employees who took part on each occasion
 - (iii) The total number of hours involved for all employees who took part.

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

The following Agencies did not purchase any executive coaching or other leadership training over the past four financial years:

- Australian Institute of Criminology and Criminology Research Council
- Australian Law Reform Commission
- Federal Magistrates Court
- High Court of Australia
- Human Rights and Equal Opportunity Commission
- Office of Parliamentary Counsel
- Office of the Privacy Commissioner

Attorney-General's Department

a) The department provides access to executive coaching and leadership training services to employees through a department-wide learning and development program. Details of cases where similar services may have been made available to employees outside of these arrangements are not readily available.

2005/2006	\$138,646
2004/2005	\$134,172
2003/2004	\$148,959
2002/2003	\$73,000
Total	\$494,777

b) Access to leadership training services is available to all Executive Level and Senior Executive Service Employees through the department's learning and development program on a needs basis subject to support of the relevant work area manager. There are currently 452 employees within this group.

Salary levels of employees offered these services commence from \$71,242 (base salary Executive Level 1).

c) The number of employees who have utilised these services and their salary level.

2005/2006	Approximately 46
2004/2005	Approximately 83
2003/2004	Approximately 26
2002/2003	Approximately 21
Total	Approximately 176

Salary levels of employees who used these services commence from \$71,242 (base salary Executive Level 1).

d)

2005/2006	Alliance Consulting
	Australian Public Service Commission
	Hudson
	Deborah Nanschild and Associates
	VT Coach Pty Ltd

	Australian Davos Connection
	ANZSOG
2004/2005	Alliance Consulting
	Australian Public Service Commission
	Hudson
	Deborah Nanschild and Associates
	Australian Davos Connection
	ANZSOG
2003/2004	Alliance Consulting
	Hudson
	Deborah Nanschild and Associates
	Australia and New Zealand School of Government (ANSZOG)
2002/2003	Alliance Consulting
	Australian Public Service Commission

- e)
- (i) The name and nature of the service purchased
 - (ii) Whether the service is one-on-one or group based
 - (iii) The number of employees who received the service
 - (iv) The total number of hours involved for all employees
 - (v) The total amount spent on the service
 - (vi) A description of the fees charged (eg. per hour, complete package)

	(i)	(ii)	(iii)	(v)	(vi)
Alliance Consulting	Management Skills Program	Group	Approx 75	\$95,736	Complete Package
	<ul style="list-style-type: none"> • Leadership Training 				
Hudson	AXIS (SES development program)	Group	105	\$68,825	Complete Package
	<ul style="list-style-type: none"> • Leadership Training 				
Deborah	Psychometric Analysis	One-on-	19	\$41,831	Complete

Nanschild and Associates	and Feedback	one			Package
	<ul style="list-style-type: none"> • SES Development/Coaching 				
Australian Davos Connection	<ul style="list-style-type: none"> • Leadership Training 	Individual Attendance	10	\$21,200	Complete Package
Australian Public Service Commission	Career Development Assessment Centre	One-on-one	20	\$196,000	Complete Package
	<ul style="list-style-type: none"> • Leadership Training 				
ANZSOG	<ul style="list-style-type: none"> • Leadership Training 	Individual Attendance	3	\$69,948	Complete Package
VT Coach Pty Ltd	<ul style="list-style-type: none"> • Executive Coaching 	One-on-one	3	\$1,237	Per Hour

(iv) Data is not available on the total number of hours involved for all employees.

f) In-house programs and services are held on the Department's own premises. Employees attending leadership training through the Australian Public Service Commission and ANZSOG attend these courses off site as organised by the relevant organisation.

Administrative Appeals Tribunal

The requested information is provided in the following tables. The current pay scales for the levels captured within this information are:

SES \$132,495

EL2 \$85,381 – 97,067

EL1 \$70,083 – 83,928

Financial Period 1 July 2005 to 30 June 2006

a) \$96

b) Unknown.

c) SES x 1

- d) APSC
- e) (i) Moral Leadership
 - (ii) Presentation
 - (iii) One
 - (iv) 2
 - (v) \$96
 - (vi) Attendance fee
- f) (i) Unknown
 - (ii) 1
 - (iii) 2

Financial Period 1 July 2004 to 30 June 2005

a) \$1,885.

b) Unknown.

c)	SES	EL 1	EL 2
d)	Institute of Public Administration	Institute of Public Administration	APSC
e)	Regeneration, New Challenges, New Capabilities	Courage in the Public Sector	Improving Leadership
(i)	Conference	Presentation	Presentation
(ii)	1	1	2
(iii)	15	4	8
(iv)	\$720	\$175	\$990
(v)	Attendance fee	Attendance fee	Attendance fee
(vi)			
f)	National Convention Centre,	Convention Centre, Adelaide	Unknown
(i)			

	Canberra		
(ii)	1	1	2
(iii)	15	4	16

Financial Period 1 July 2003 to 30 June 2004

- a) \$360.
- b) Unknown.
- c) SES x 2
- d) APSC
- e) (i) Leadership Seminar
 - (ii) Presentation
 - (iii) 2
 - (iv) 7.5
 - (v) \$360
 - (vi) Attendance fee
- f) (i) Unknown
 - (ii) 2
 - (iii) 15

Financial Period 1 July 2002 to 30 June 2003

- a) \$770.
- b) Unknown.
- c) SES x 1
- d) Synergy Plus Training
- e) (i) Women leading with influence

- (ii) Presentation
 - (iii) 1
 - (iv) 7.5
 - (v) \$770
 - (vi) Attendance fee
- f) (i) Unknown
- (ii) 1
 - (iii) 7.5

Australian Crime Commission

(a) Total spending on these services.

2005-2006 – Total \$46,875

2004-2005 – Total \$76,410

2003-2004 – No records

2002-2003 – No records

(b) The number of employees offered these services and their salary level.

2005-2006

EL1-2: 144 employees

SES1-2: 10 employees

2004-2005

EL1-2: 140 employees

SES1-2: 8 employees

2003-2004 – No records

2002-2003 – No records

(c) Total employees who utilised these services in the following salary areas:

2005-2006

EL1-2: 22 employees

SES1-2: 1 employee

2004-2005

EL1-2: 23 employees

SES1-2: 3 employees

2003-2004 – No records

2002-2003 – No records

(d) The names of all service providers engaged.

2005-2006

Australian Public Service Commission

Centre for Public Management

Institute of Public Administration

People & Strategy Consultancy

South Australia Police

2004-2005

Australian Public Service Commission

Centre for Public Management

2003-2004 – No records

2002-2003 – No records

(e) For services purchased from the providers listed:

Service	Provider	Year	One on One or Group	No of employees	Hours	\$	Fees charged
The Leadership Mystique	APSC	2004-2005	Group	2	7.25	\$620.00	Package
Orientation to SES	APSC	2004-2005	Group	1	14.50	\$1,120.00	Package
Executive Leadership	APSC	2005-2006	Group	3	14.50	\$2,760.00	Package

Group Vic							
Teams & Leadership	CPM	2004-2005	Group	2	21.75	\$4,760.00	Package
		2005-2006		1		\$2,650.00	
From Management to Leadership	CPM	2004-2005	Group	20	29	\$69,360.00	Package
		2005-2006		9		\$32,350.00	
Public Sector Management	APSC	2005-2006	Group	1	108.75	\$5,500.00	Package
Essentials for New Supervisors	People & Strategy	2005-2006	Group	3	14.50	\$3,615.00	Package
Career & Leadership Forum	SAPol	2005-2006	Group	1	7.25	No Cost	Package
The Essential Guide for APS Executives	APSC	2004-2005	Group	1	7.25	\$550	Package

(f) Service provided at other location

Service	Location	No of Employees	Total Hours
Teams & Leadership	The Briars Bowral	1 per course	2004-2005 – 152.25hrs 2005-2006 – 36.25hrs
From Management to Leadership	The Briars Bowral	1 per course	2004-2005 – 638hrs 2005-2006 – 261hrs
Institute for Public Administration	Brisbane	1 per course	2004-2005 – 7.25hrs
Public Sector Management	Australian Graduate School of Management and NSW Premier's Department – Sydney	1 per course	2005-2006 – 108.75hrs
The Leadership Mystique	APSC Canberra	2	2004-2005 – 14.50hrs
Orientation to SES	APSC Canberra	1	2004-2005 – 14.50hrs
Executive Leadership Group Victoria	Four Points Sheraton Geelong	3	2005-2006 – 43.50hrs

Career and Leadership Forum	SAPol	1	2005-2006 – 7.25hrs
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Australian Customs Service

Customs financial system does not capture data to this extent. It would require a significant diversion of resources to extract the data requested.

Australian Federal Police

Financial Period 1 July 2005 to 30 June 2006

- a) Total spending on these services: \$844,162
- b) The number of employees offered these services and their salary level:

Difficult to measure. A range of selection processes were conducted as follows:

- Offered to all SES Band 1-2 (approx 55)
- Nominated by Senior Executive
- Offered to all staff as Expressions of Interest (4,500)
- Participants selected from the Emerging Leaders talent pool (120 employees)
- Salary level range
 - a. SES Band 1 - \$110,000 to \$135,000
 - b. SES Band 2 - \$140,000 to \$165,000
 - c. SES Band 3 - \$175,000 to \$190,000
 - d. Band 9 - \$80,535 – \$95,665

The number of employees who have utilised these services and their salary level:

289 employees
 SES Band 1-3 range
 Band 9 (Coordinator/Superintendent level – equivalent EL1/EL2)

- c) The names of all service providers engaged:

Australian Institute of Police Management (AIPM)
 Harvard University
 Federal Bureau of Investigations (FBI)
 Australian Graduate School of Management (AGSM)
 Stolmack Group
 Teleran Group
 Harris Smith
 YellowEdge
 Ian Laing Productive Training

Charles Kovess

d)

(i) The name and nature of the service purchased:

Australian Institute of Police Management	Leadership training
Harvard University	Leadership training
Federal Bureau of Investigations – (FBI)	Leadership training
Australian Graduate School of Management	Leadership training
Stolmack Group	Executive Coaching
Teleran Group	Management Coaching
Harris Smith	Management Coaching
YellowEdge	Management Coaching
Ian Laing Productive Training	Leadership training
Charles Kovess	Leadership training

(ii) Whether the service is one-one-one or group based:

Australian Institute of Police Management	Group based
Harvard University	Group based
FBI (LEEDS, NEI, NA	Group based
Australian Graduate School of Management	Group based
Stolmack Group	One-on-one and group based
Teleran Group	One-on-one and group based
Harris Smith	One-on-one and group based
YellowEdge	One-on-one and group based
Ian Laing Productive Training	Group based
Charles Kovess	Group based

(iii) The number of employees who received the service:

Australian Institute of Police Management	24
Harvard University	2
FBI	4
Australian Graduate School of Management	9
Stolmack Group	12
Teleran Group	22
Harris Smith	5
YellowEdge	16
Ian Laing Productive Training	160
Charles Kovess	35
Total	289

(iv) The total number of hours involved for all employees

The following represents face to face contact for participants. It does not include:

- any distance pre and post work (research, readings, assignments)
- weekend and after hours work (during residential)

- travel time, particularly overseas programs
- time taken to submit applications to attend
- time committed to coordinating programs and administration.

Australian Institute of Police Management	2,960
Harvard University	48
FBI	720
Australian Graduate School of Management	232
Stolmack Group	392
Teleran Group	312
Harris Smith	60
YellowEdge	160
Ian Laing Productive Training	2,560
Charles Kovess	280
Total	7,724

(v) The total amount spent on the service:

Australian Institute of Police Management	71,603
Harvard University	14,600
FBI	15,000
AGSM	50,985
Stolmack Group	213,838
Teleran Group	289,636
Harris Smith	49,000
YellowEdge	101,000
Ian Laing Productive Training	31,500
Charles Kovess	7,000
Total	\$844,162

(vi) A description of the fees charged (eg per hour, complete package):

Australian Institute of Police Management	Complete package
Harvard University	Complete package
FBI	Complete package
AGSM	Complete package
Stolmack Group	Complete package, additional consulting fees \$350 per hr
Teleran Group	Complete package, additional consulting fees \$350 per hr
Harris Smith	Complete package
YellowEdge	Complete package
Ian Laing Productive Training	Complete package
Charles Kovess	Complete package

e)

(i) The location used:

Australian Institute of Police Management	Manly, Sydney
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Harvard University	Cambridge, UK
FBI	Quantico, Virginia, USA
AGSM	Sydney
Teleran Group	Canberra, Sydney, Melb, Bris, Perth

(ii) The number of employees who took part on each occasion:

Australian Institute of Police Management	24
Harvard University	2
FBI	4
AGSM	9
Teleran Group	22
Total	61

(iii) The total number of hours involved for all employees who took part:

The following represents face to face contact for participants. It does not include:

- any distance pre and post work (research, readings, assignments)
- weekend and after hours work (during residential)
- travel time, particularly overseas programs
- time taken to submit applications to attend
- time committed to coordinating programs and administration.
- Note: 1 week represents 40 hrs, 1 day represents 8 hrs

Australian Institute of Police Management	2,960
Harvard University	48
FBI	720
Australian Graduate School of Management	232
Teleran Group	312
Total	4,272

Financial Period 1 July 2004 to 30 June 2005

a) Total spending on these services: \$574,075

b) The number of employees offered these services and their salary level.

Difficult to measure. A range of selection processes were conducted as follows:

- a) Offered to all SES Band 1-2 (approx 50)
- b) Nominated by Senior Executive
- c) Offered to all staff as Expression of Interest (4,000)
- d) Salary level range
 - a. Band 1 - \$100,000 to \$125,000
 - b. Band 2 - \$125,000 to \$150,000
 - c. Band 3 - \$165,000 to \$171,000
 - d. Band 9 - \$77,437 - \$91,986

c) The number of employees who have utilised these services and their salary level.

79 employees
 SES Band 1-3 range
 Band 9 - Coordinator/Superintendent level – (equiv EL1/EL2)

d) The names of all service providers engaged:

Australian Institute of Police Management (AIPM)
 Federal Bureau of Investigations (FBI)
 Australian Graduate School of Management (AGSM)
 Mt Eliza Business School
 Macquarie Graduate School of Management (MGSM)
 Bailey Allsop
 Stolmack Group
 Teleran Group

e)

(i) The name and nature of the service purchased.

Australian Institute of Police Management	Leadership training
Federal Bureau of Investigations – (FBI)	National Academy (NA) – leadership program
Australian Graduate School of Management	Leadership training
Mt Eliza Business School	Leadership training
Macquarie Graduate School of Management	Strategic Leadership Program
Bailey Allsop	New leadership frameworks
Stolmack Group	Executive Coaching
Teleran Group	Management Coaching

(ii) Whether the service is one-one-one or group based:

Australian Institute of Police Management	Group based
FBI (NA)	Group based
Australian Graduate School of Management	Group based
Mt Eliza Business School	Group based
Macquarie Graduate School of Management	Group based
Bailey Allsop	Group based
Stolmack Group	One-on-one and group based
Teleran Group	One-on-one and group based

(iii) The number of employees who received the service:

Australian Institute of Police Management	25
FBI	1
Australian Graduate School of Management	14
Mt Eliza Business School	1
Macquarie Graduate School of	1

Management	
Bailey Allsop	2
Stolmack Group	18
Teleran Group	17
Total	79

(iv) The total number of hours involved for all employees.

The following represents face to face contact for participants. It does not include:

- any distance pre and post work (research, readings, assignments)
- weekend and after hours work (during residential)
- travel time, particularly overseas programs
- time taken to submit applications to attend
- time committed to coordinating programs and administration.

Australian Institute of Police Management	3,000
FBI	480
Australian Graduate School of Management	200
Macquarie Graduate School of Management	24
Mt Eliza Business School	40
Bailey Allsop	16
Stolmack Group	504
Teleran Group	228
Total	4,492

(v) The total amount spent on the service:

Australian Institute of Police Management	86,970
FBI	3,000
Australian Graduate School of Management	119,846
Macquarie Graduate School of Management	6,044
Mt Eliza Business School	7,850
Bailey Allsop	4,840
Stolmack Group	173,171
Teleran Group	172,354
Total	\$574,075

(vi) A description of the fees charged (eg per hour, complete package):

Australian Institute of Police Management	Complete package
FBI	Complete package
Australian Graduate School of Management	Complete package
Macquarie Graduate School of Management	Complete package
Mt Eliza Business School	Complete package
Bailey Allsop	Complete package

Stolmack Group	Complete package, additional consulting fees \$350 per hr
Teleran Group	Complete package, additional consulting fees \$350 per hr

f)

(i) The location used:

Australian Institute of Police Management	Residential component, Manly, Sydney
FBI	Quantico, Virginia, USA
Australian Graduate School of Management	Sydney
Macquarie Graduate School of Management	Melbourne
Mt Eliza Business School	Melbourne
Bailey Allsop	Melbourne
Teleran Group	Canberra, Sydney, Melb, Bris, Perth

(ii) The number of employees who took part on each occasion:

Australian Institute of Police Management	25
FBI	1
Australian Graduate School of Management	14
Macquarie Graduate School of Management	1
Mt Eliza Business School	1
Bailey Allsop	2
Teleran Group	17
Total	61

(iii) The total number of hours involved for all employees who took part:

The following represents face to face contact for participants. It does not include:

- any distance pre and post work (research, readings, assignments)
- weekend and after hours work (during residential)
- travel time, particularly overseas programs
- time taken to submit applications to attend
- time committed to coordinating programs and administration.

Australian Institute of Police Management	3,000
FBI	480
Australian Graduate School of Management	200
Macquarie Graduate School of Management	24
Mt Eliza Business School	40
Bailey Allsop	16
Teleran Group	228

Total	3,988
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Financial Period 1 July 2003 to 30 June 2004

a) Total spending on these services: \$118,820

b) The number of employees offered these services and their salary level:

Difficult to measure. A range of selection processes were conducted as follows:
a) Offered to all SES Band 1-3 (approx 45)
b) Nominated by Senior Executive
c) Offered to all staff as Expressions of Interest (3,000)
d) Salary level range
a. Band 1 - \$96,000 to \$115,000
b. Band 2 - \$110,000 to \$135,000
c. Band 3 - \$146,500 to \$165,000
d. Band 9 - \$74,459 - \$88,448

c) The number of employees who have utilised these services and their salary level:

22 employees
SES Band 1-3 range
Band 9 - Coordinator/Superintendent level – (equiv EL1/EL2)

d) The names of all service providers engaged:

Australian Institute of Police Management (AIPM)
Australian Graduate School of Management (AGSM)

e) For each service purchased from a provider listed in the answer to the previous question, please provide:

(i) The name and nature of the service purchased:

Australian Institute of Police Management	Leadership training
Australian Graduate School of Management	Leadership training

(ii) Whether the service is one-one-one or group based:

Australian Institute of Police Management	Group based
Australian Graduate School of Management	Group based

(iii) The number of employees who received the service:

Australian Institute of Police Management	18
Australian Graduate School of Management	4
Total	22

(iv) The total number of hours involved for all employees:

The following represents face to face contact for participants. It does not include:

- any distance pre and post work (research, readings, assignments)
- weekend and after hours work (during residential)
- travel time, particularly overseas programs
- time taken to submit applications to attend
- time committed to coordinating programs and administration.

Australian Institute of Police Management	2,080
Australian Graduate School of Management	1,600
Total	3,680

(v) The total amount spent on the service:

Australian Institute of Police Management	85,500
Australian Graduate School of Management	33,320
Total	118,820

(vi) A description of the fees charged (eg per hour, complete package):

Australian Institute of Police Management	Complete package
Australian Graduate School of Management	Complete package

f)

(i) The location used:

Australian Institute of Police Management	Manly, Sydney
Australian Graduate School of Management	Sydney

(ii) The number of employees who took part on each occasion:

Australian Institute of Police Management	18
Australian Graduate School of Management	4
Total	22

(iii) The total number of hours involved for all employees who took part:

The following represents face to face contact for participants. It does not include:

- any distance pre and post work (research, readings, assignments)
- weekend and after hours work (during residential)
- travel time, particularly overseas programs
- time taken to submit applications to attend
- time committed to coordinating programs and administration.

Australian Institute of Police Management	2,080
Australian Graduate School of Management	1,600
Total	3,680

Financial Period 1 July 2002 to 30 June 2003

Information unknown.

Australian Government Solicitor

- a) 2005-06 - \$43,331
- 2004-05 - \$48,535
- 2003-04 - \$34,061
- 2002-03 - \$24,422

b) Leadership and management training skills development is open to all AGS employees and is not offered to a specific number of employees or to employees at particular salary levels. Employees discuss their professional development needs with their supervisors and identify suitable learning and training programs to meet those needs.

c) The number of employees who have received leadership training and/or executive coaching services are:

- 2005-06 - 6 employees; average salary \$102,000
- 2004-05 - 8 employees; average salary \$97,000
- 2003-04 - 20 employees; average salary \$137,000
- 2002-03 - 5 employees; average salary \$81,000

d) 2005-06 - Mt Eliza Centre for Executive Education; Australian Graduate School of Management

2004-05 - Mt Eliza Centre for Executive Education; Australian Graduate School of Management; Beaton Consulting; Perform Group

2003-04 - Mt Eliza Centre for Executive Education; Australian Graduate School of Management; United Learning; Hugh Watson Consulting

2002-03 - Mt Eliza Centre for Executive Education; WA Dept of Premier & Cabinet

e)

Year	Provider	(i) Name	(ii) 1-1 or group	(iii) Total no of employees	(iv) Total time	(v) Total cost	(vi) Fee basis
2005-06	Mt Eliza Centre for Executive Education (CEE)	Foundations of Leadership	Group	2	48 hrs	\$8,325	Package
2005-06	Mt Eliza CEE	Leadership in	Group	3	120 hrs	\$21,506	Package

Year	Provider	(i) Name	(ii) 1-1 or group	(iii) Total no of employees	(iv) Total time	(v) Total cost	(vi) Fee basis
		Action					
2005-06	Australian Graduate School of Management (AGSM)	Senior Manager Development Program	Group	1	80 hrs	\$13,500	Package
2004-05	Mt Eliza CEE	Foundations of Leadership	Group	2	48 hrs	\$8,460	Package
2004-05	Mt Eliza CEE	Leadership in Action	Group	2	80 hrs	\$14,400	Package
2004-05	AGSM	General Manager Program	Group	2	88 hrs	\$19,600	Package
2004-05	Beaton Consulting	Learning to Lead	Group	1	24 hrs	\$3,950	Package
2004-05	Perform Group	Communications skills	One-to-one	1	7 hours	\$2,125	Per hour
2003-04	Mt Eliza CEE	Foundations of Leadership	Group	2	48 hrs	\$8,100	Package
2003-04	United Learning	Leadership Development Program	Group	16	384 hrs	\$22,120	Package
2003-04	Hugh Watson Consulting	Executive coaching	One-to-one	2	6 hours	\$3,841	Per hour
2002-03	Mt Eliza CEE	Foundations of Leadership	Group	2	48 hrs	\$7,706	Package
2002-03	Mt Eliza CEE	Leadership in Action	Group	2	80 hrs	\$11,716	Package
2002-03	WA Dept of Premier & Cabinet	Leadership Enhancement Program	Group and one-to-one	1	38 hrs	\$5,000	Package

f)

(i) The locations of the services not provided at AGS premises are:

Mt Eliza CEE courses - Melbourne

AGSM courses - Sydney

Beaton Consulting (Learning to Lead) - Sydney

United Learning (Leadership Development Program) - Sydney and Bungendore, NSW

WA Dept of Premier & Cabinet (Leadership Enhancement Program) - Perth

(ii) See response to part e), part (iii).

(iii) See response to part e), part (iv).

Australian Security Intelligence Organisation

a) – f) As reported in the *Report to Parliament 2004–05*, ASIO invested \$3,613,963 (about 2.8% of our budget), on the training and development of staff, including leadership and management.

Further details are available on pages 61 of the *Report to Parliament 2004–05* and also in our submission to the Parliamentary Joint Committee on Intelligence and Security (PJCIS) review of Administration and Expenditure Number 4 February 2006, which are available from the ASIO website.

AUSTRAC

The answers below only apply to the 2005-2006 financial years. There was no spending in this area for the 2002-03, 2003-04 and 2004-05 financial years.

- a) \$19,000 Inclusive of GST.
- b) Total of 4. (3 SES1's, 1 SES2).
- c) Total of 4. (3 SES1's, 1 SES2).
- d) Media Gurus.
- e)
 - i. Media Coaching – How to handle the media in general. This training consisted of key message development and media training for the Director and Deputy Directors including a half-day, intensive one-on-one media training session for the Director. The package was introduced to coincide with the agency's change management plans and to maximise public relations opportunities as part of a long-term strategic media communications strategy.
 - (ii) The training was group based.
 - (iii) 4 employees.
 - (iv) 64 Hours in total for all employees.
 - (v) \$19,000 Inclusive of GST
 - (vi) Complete package fee.
- f)
 - (i) Training provided at The Radisson Hotel, Melbourne; Saville, Chatswood and Brassy Hotel, Canberra.
 - (ii) 3 employees at Radisson Hotel, Melbourne; 1 employee at Brassy Hotel, Canberra and 1 at Saville Hotel, Chatswood.
 - (iii) 64 Hours in total for all employees.

CrimTrac

- a) **2005-06:** \$6,300 **2004-05:** \$27,481 **2003-04:** \$11,648 **2002-03:** No figures are available.
- b) **2005-06:** 3 (EL1-SES) **2004-05:** 5 (EL1-SES) **2003-04:** 5 (EL1-SES) **2002-03:** No figures are available.
- c) **2005-06:** 3 (EL1-SES) **2004-05:** 5 (EL1-SES) **2003-04:** 5 (EL1-SES) **2002-03:** No figures are available.
- d) Australian & New Zealand School of Government, Australian Public Service Commission, Beyond Success, Corporate Expression.
- e) and f)

Name & Nature	One on one or group	No. of employees	No. of hours	Amount \$	Fees	Location
Managing IT in the public sector	Group	1	14	5,091	Package	Parkville
SES snapshot strategic communications	Group	1	7	209	Package	Canberra
Leading your team	Group	1	14	900	Package	Canberra
Executive workshop	Group	1	2	100	Package	Canberra
SES snapshot	Group	2	7	455	Package	Canberra
SES snapshot	Group	1	2	59	Package	Canberra
Leaderships on the line	Group	1	7	1,745	Package	Canberra
Develop your executive capabilities	Group	1	14	1,950	Package	Canberra
Career development and assessment conference	Group	1	20	9,000	Package	Canberra
Career development and assessment conference	Group	1	20	9,000	Package	Canberra
Personal and professional training program	Both	1	400	5,273	Package	Canberra
Leadership development network	Group	1	7	91	Package	Canberra
SES snapshot	Group	1	7	227	Package	Canberra
Executive coaching	1 on 1	1	96	3,273	Package	Canberra
Leadership styles	Group	1	7	330	Package	Canberra
Career development and assessment conference	Group	1	20	7,727	Package	Canberra

Director of Public Prosecutions

The following information is provided in relation to leadership training services. The CDPP did not provide access to any executive coaching services.

a)

2005-2006	2004-2005	2003-2004	2002-2003	Total Inc. GST
\$689.00	\$4,617.00	\$20,101.58	\$2,875.72	\$28,283.30

b) All CDPP staff were offered appropriate management/leadership training.

c) Thirty seven employees utilised these services and their salary levels were between SLO/EL1 to SES Band 2.

d) Australian National University
Public Sector Development
Australian Institute of Management
Centre for Public Management
Skillpath Seminars
Australian Public Service Commission
Chamber of Commerce Northern Territory

e)

Year	(i)	(i)	(ii)	(iii)	(iv)	(v)	(vi)
<u>2005-2006</u>	Australian Public Service Commission	Integrated Leadership System Program	Group	1	7.35	95.00	Complete Package
	Chamber of Commerce Northern Territory	Effective Supervision	Group	1	14.70	594.00	Complete Package
<u>2004-2005</u>	Skillpath Seminars	Leadership Development	Group	4	29.40	1,076.00	Complete Package
	Skillpath Seminars	Leadership & Team Building	Group	1	7.35	299.00	Complete Package
	Skillpath Seminars	Management Skills Seminar	Group	1	14.70	695.00	Complete Package
	Australian Public Service Commission	Senior Management Seminar	Group	1	7.35	77.00	Complete Package
	Centre for Public Management	Leadership & Emotional Intelligence	Group	1	22.05	2,470.00	Complete Package
<u>2003-2004</u>	Skillpath Seminars	Management Training Skills	Group	1	14.70	695.00	Complete Package

Year	(i)	(i)	(ii)	(iii)	(iv)	(v)	(vi)
		Training					
	Australian Public Service Commission	Management Directions Training	Group	13	191.10	4,916.58	Complete Package
	Centre for Public Management	Leadership Convention	Group	1	7.35	700.00	Complete Package
	Centre for Public Management	Leadership Development Program	Group	1	36.75	8,030.00	Complete Package
	Centre for Public Management	Leadership & Emotional Intelligence	Group	1	22.05	2,470.00	Complete Package
	Centre for Public Management	Management Training	Group	1	7.35	3,290.00	Complete Package
<u>2002-2003</u>	Australian National University	Managing & Leading in Workplace	Group	1	14.70	175.00	Complete Package
	Public Sector Development	Public Sector Leadership Convention	Group	1	7.35	748.00	Complete Package
	Australian Institute of Management	Management Training Program	Group	7	51.45	1,952.72	Complete Package

f) (i) Canberra, Melbourne, Brisbane, Darwin, Perth, Bungendore

(ii) Canberra 1
Melbourne 9
Brisbane 17
Darwin 1
Perth 7
Bungendore 2

(iii) 455.70

Family Court of Australia

This reply assumes courses targeted at EL1 and above but includes APS 5 & 6 officers who participated in these courses.

a) Total spending on these services:

2002/03	2003/04	2004/05	2005/06*	total
\$106,135	\$113,446	\$117,692	\$33,233	\$370,505

* the 2005/06 amount is based on 31 May 2006 year to date expenditure and includes GST.

b) The number of employees offered these services and their salary level: 258; APS5-SES Band 2.

c) The number of employees who have utilised these services and their salary level: 70; APS5-SES Band 2.

d) The names of all service providers engaged:

The Australian & New Zealand School of Government;
Australian Public Service Commission;
Mount Eliza Business School;
Centre for Public Management;
Van Meegan & Associates;
Pathways to Performance;
Results Consulting;
Catherine Lennon;
Insead; and
London Business School.

e)

2005/06

Results Consulting

- (i) Design & Facilitate Registry Leadership Conference.
- (ii) Group based.
- (iii) 9.
- (iv) Not available.
- (v) \$5,940.
- (vi) Complete Package.

Van Meegan & Associates

- (i) Leadership workshop for Managers Mediation.
- (ii) Group based.
- (iii) 6.
- (iv) 48 hours for entire group.
- (v) \$7,507.
- (vi) Complete Package.

Catherine Lennon

- (i) Executive Coaching.
- (ii) One on One.
- (iii) 1.
- (iv) 2 hours for individual involved.
- (v) \$400.
- (vi) Per hour.

Pathways to Performance

- (i) Development of a Coaching training package.
- (ii) Group.
- (iii) 9.
- (iv) 117 hours for entire group.
- (v) \$5,280.
- (vi) Complete Package.

Pathways to Performance

- (i) Executive Coaching.
- (ii) One on One.
- (iii) 1.
- (iv) 10 hours for individual involved.
- (v) \$2,201.
- (vi) Per hour.

Centre for Public Management

- (i) Leadership and emotional intelligence
- (ii) Group based.
- (iii) 2.
- (iv) 45 hours for pair involved.
- (v) \$5,380.
- (vi) Complete Package.

Centre for Public Management

- (i) Teams and leadership
- (ii) Group based.
- (iii) 1.
- (iv) 22.5 hours for individual involved.
- (v) \$2,775.
- (vi) Complete Package.

Centre for Public Management

- (i) Management to leadership.
- (ii) Group based.
- (iii) 1.
- (iv) 30 hours for individual involved.
- (v) \$3,750.
- (vi) Complete Package.

2004/05**Results Consulting**

- (i) Leadership Development training for Court Managers.
- (ii) Group based.
- (iii) 9.
- (iv) 432 hours for entire group.
- (v) \$22,327.
- (vi) Complete Package.

Insead

- (i) Advanced Management Program.
- (ii) Group based.
- (iii) 1.
- (iv) 294 hours for individual involved.
- (v) \$46,206.
- (vi) Complete Package.

Mt Eliza Business School

- (i) Leadership Development.
- (ii) Group based.
- (iii) 1.
- (iv) Not available.
- (v) \$7,793.
- (vi) Complete Package.

Centre for Public Management

- (i) Teams and leadership
- (ii) Group based.
- (iii) 2.
- (iv) 45 hours for pair involved.
- (v) \$5,100.
- (vi) Complete Package.

Centre for Public Management

- (i) Leadership and emotional intelligence
- (ii) Group based.
- (iii) 1.
- (iv) 22.5 hours for individual involved.
- (v) \$2,640.
- (vi) Complete Package.

The Australian and New Zealand School of Government

- (i) Executive Master of Public Administration
- (ii) Group based.
- (iii) 1.
- (iv) Not available.
- (v) \$33,626.
- (vi) Complete Package.

2003/04

Results Consulting

- (i) Leadership Development training for Court Managers.
- (ii) Group based.
- (iii) 9.
- (iv) 4320 hours for entire group (including unit attendance and study).
- (v) \$51,079.
- (vi) Complete Package.

London Business School

- (i) Senior Executive Program.
- (ii) Group based.
- (iii) 1.
- (iv) 312 hours for individual involved.

- (v) \$45,120.
- (vi) Complete Package.

Centre for Public Management

- (i) Teams and leadership.
- (ii) Group based.
- (iii) 4.
- (iv) 90 hours for entire group.
- (v) \$9,520.
- (vi) Complete Package.

Australian Public Service Commission

- (i) Career Development Assessment Centre.
- (ii) Group based.
- (iii) 1.
- (iv) 43 hours for individual involved.
- (v) \$7,727.
- (vi) Complete Package.

2002/03

Results Consulting

- (i) Leadership Development training for Court Managers.
- (ii) Group based.
- (iii) 9.
- (iv) 4776 hours for entire group (including short courses, unit attendance and study).
- (v) \$85,144.
- (vi) Complete Package.

Insead

- (i) Executive Development Program.
- (ii) Group based.
- (iii) 1.
- (iv) 144 hours for individual involved.
- (v) \$20,991.
- (vi) Complete Package.

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

- (i) The location used

Sydney region, Canberra, Adelaide region, Queensland, France, United States, England.

(ii) The number of employees who took part on each occasion

Sydney region (2),

Canberra (8),

Adelaide region (9),

Queensland (1),

France (1),

United States (1),

England (1).

(iii) The total number of hours involved for all employees who took part: 10,753 hours.

Federal Court of Australia

The Court does not currently retain records which would enable it to provide all of the information sought. The Court is however, installing a program that will allow the retention of more detailed training records in future.

The following points apply to coaching/leadership training for the entire 2002/03 – 2005/06 period:

- From the records available it is evident that a relatively small proportion of the Court's training budget has been spent on coaching/leadership training. For example, it is estimated that in 2005/06 the Court spent \$14,099 on coaching/leadership training out of \$264,918 spent on general training. This ratio of spending would be typical of all years from 2002/03 – 2005/06.
- The Court has not provided Coaching/Leadership training to groups of staff – the training has been 'one off' typically involving an individual staff member attending an externally-run course.
- The salary/classification levels of the employees involved would generally be from the APS 5 level to the SES Band 2 level.
- Staff typically attend coaching/leadership training by either self-nomination or nomination by their manager. Generally this would be where the person has identified a need for this sort of training in their Performance and Development Agreement for the year.
- Expenditure generally relates to courses ranging from half a day to 2 days duration except where otherwise indicated below.

2005 – 2006

Total training expenditure - \$264,918

Total executive coaching/leadership expenditure – \$14,099 (may not be all inclusive)

- Institute of Executive Coaching - \$8,527 (7 sessions for 1 employee)
- Australian Public Service Commission (APSC) Leadership Course - \$1,627
- APSC SES Orientation Course - \$1,845
- APSC SES Orientation Course - \$2,100

2004 – 2005

Total training expenditure - \$230,898

Total executive coaching/leadership expenditure - \$8,590 (may not be all inclusive)

- AIM Senior Management Course (x 2) – \$500 x 2 = \$1,000
- AGSM Corporate Communication Executive Program - \$3,600

- Leadership Course - \$1,400
- APSC – Managing and Leading in the APS - \$2,590

2003 – 2004

Total training expenditure - \$272,000

Executive coaching/leadership expenditure - \$8,346 (may not be all inclusive)

- Public Sector Development (PSD) Management Course (x 3) - \$955 x 3 = \$2,865
- APSC Supervision and Leadership in the APS - \$750
- Centre of Leadership and Management – Workload Management - \$390
- IPMA – Growing the Leader Within - \$722
- AIM – Young Manager Program - \$1,099
- AGSM – Executive Program - \$2,520

2002 – 2003

Total training expenditure - \$247,000

Executive coaching/leadership expenditure - \$6,389 (may not be all inclusive)

- Centre for Public Administration – Teams and Leadership - \$2,072 x 2 = \$4,144
- Canberra Centre for Public Administration - \$2,245

Insolvency and Trustee Service Australia

This reply assumes courses targeted at EL1 and above but includes APS 5 & 6 officers who participated in these courses.

- (a) Total spending on coaching and other leadership services is as follows:

Financial Year	\$
2005/06	20,647.75
2004/05	147,667.47
2003/04	223,747.50
2002/03	115,818.00
Total	507,880.72

- (b) Leadership development has been offered through ITSA's Leadership Development Program which was open to all employees from APS5 and above.

The current number of employees at the APS5 – SES level in ITSA is 167.

Classification	No.
APS5	54
APS6	51
EL1	33
EL2	23
SES	6
Total	167

- (c) The table below outlines the number of employees who have undertaken ITSA's Leadership Development Program during the last four financial years. The salary levels provided are for 2005-06.

Classification	Salary Range \$ (2005-06)	Number
APS5	52,443 – 56,641	15
APS6	58,051 – 65,066	22
EL1/SLO	69,157 – 88,351	28
EL2/PLO	83,747 – 98,123	18
SES	107,999 – 126,325	8
Total		89

(d) Enterprise Development Network Pty Ltd

(e) The table below answers each component of this question, i.e. (e) i, ii, iii, iv, v:

Date	Provider	(i) Name & Nature of the Service	(ii) Group vs 1-1	(iii) No. Attending	(iv) Total Hours	(v) Total Spent
5/05/2003	Enterprise Development Network	ITSA Leadership Development Program: Residential Workshop	Group	20	750	\$ 115,818
27/08/2003	Enterprise Development Network	ITSA Leadership Development Program: Recall Day	Group	19	142.5	\$ not available
20/10/2003	Enterprise Development Network	ITSA Leadership Development Program: Residential Workshop	Group	20	750	\$ 120,046
17/03/2004	Enterprise Development Network	ITSA Leadership Development Program: Recall Day	Group	19	142.5	\$ not available
29/03/2004	Enterprise Development Network	ITSA Leadership Development Program: Residential Workshop	Group	17	637.5	\$ 103,702
18/08/2004	Enterprise Development Network	ITSA Leadership Development Program: Recall Day	Group	16	120	\$ 17,481
17/10/2004	Enterprise Development Network	ITSA Leadership Development Program: Residential Workshop	Group	20	700	\$ 114,508
2/03/2005	Enterprise Development Network	ITSA Leadership Development Program: Recall Day	Group	20	100	\$ 15,679
30/11/2005	Enterprise Development Network	360 Degree Reassessment for Leadership Development Program Participants	1-1	20	13.5	\$ 7,494
31/03/2006	Enterprise Development Network	360 Degree Reassessment for Leadership Development Program Participants	1-1	22	44	\$ 13,150

vi) All fees were charged as a complete package.

(e) Information on off-site services arranged by ITSA is as follows:

Service	Location	No. Employees	Total hours
Leadership Development Program 1	The Retreat, Wisemans Ferry	20	37.5x20=750
Leadership Development Program 1 Recall Day	ANU, Canberra	20	7.5x19 = 142.5
Leadership Development Program 2	The Retreat, Wisemans Ferry	20	37.5x20 = 750
Leadership Development Program 2 Recall Day	Crowne Plaza, Coogee, NSW	19	7.5x19 = 142.5
Leadership Development Program 3	The Retreat, Wisemans Ferry	17	37.5x17 = 127.5
Leadership Development Program 4	The Retreat, Wisemans Ferry	20	37.5x20 = 750
Leadership Development Program 4 Recall Day	Australian Museum, Sydney	20	7.5x19 = 142.5

National Native Title Tribunal

a)

2005/06	2004/05	2003/04	2002/03
\$41,520	\$52,296	\$23,650	\$32,865

b) This information is not available.

c)

	2005/06	2004/05	2003/04	2002/03
Registrar	0	1	1	0
SES	1	3	0	2
EL 2	5	15	1	2
EL 1	23	3	0	4

d)

1. Catalyst Group
2. Horizons Management Consulting
3. ANZSOG
4. Melbourne Business School
5. Global Leaders Network
6. AIM WA
7. APSC
8. Centre for Public Management
9. John Kotter Seminars
10. University of Adelaide

e) (i),(ii), (iii), (iv), (v), (vi)

See attached Table A.

f) (i), (ii), (iii)

See attached Table B.

TABLE A: Item (e)

e) For each service purchased from a provider listed in the answer to the previous question, please provide:						
Financial Period	(i) The name and nature of the service purchased.	(ii) Whether the service is one-on-one or group based.	(iii) The number of employees who received the service.	(iv) The total number of hours involved for all employees	(v) The total amount spent on the service. \$	(vi) A description of the fees charged (e.g. per hour, complete package).
2005/06	Catalyst Group - coaching	one on one	1	9	5,300	package
2005/06	Horizons Management Consulting - coaching	one on one	1	4	1,815	package - employee ceased before completion
2005/06	Horizons Management Consulting - coaching	one on one	1	12	5,350	package
2005/06	Catalyst Group - coaching	one on one	1	9	5,300	package
2005/06	Global Network Leaders – leadership training	group	23	80.5	7,130	package
2005/06	APSC CDAC 67- leadership training	group	1	20	11,825	package
2005/06	WA Public Sector Leadership Convention 2005– leadership training	group	4	21	1,210	package
2005/06	19th QLD Heads of Govt forum – leadership training	group	2	44	2,600	package
2005/06	Leadership through Policy and Change - leadership training	group	1	15	990	package
2004/05	AIM WA – leadership training	group	8	48	7,972	package
2004/05	AIM WA – leadership training	group	20	60	5,582	package
2004/05	Catalyst Group - coaching	one on one	1	9	5,170	package
2004/05	Catalyst Group - coaching	one on one	1	9	4,180	package
2004/05	Cracking the Generational Code – leadership training	group	8	180	7,920	package
2004/05	Authentic Leadership in the 21st Century – leadership training	group	2	16	572	package
2003/04	ANZSOG Executive Fellowship - leadership training	group	1	168	22,000	package
2003/04	Catalyst Group - coaching	one on one	1	9	4,180	package

2003/04	ANZSOG Executive Fellowship - leadership training	group	1	144	22,550	package
2002/03	Senior Management Program Melbourne Business School – leadership training	group	1	96	16,225	package
2002/03	Centre for Public Management – leadership training	group	4	120	13,160	package
2002/03	John Kotter – leadership training	group	3	24	2,385	package
2002/03	Strategic Leadership for Managers – leadership training	group	1	16	1,095	package

TABLE B: Item (f)**f) Where a service was provided at any location other than the department or agency's own premises, please provide:**

2005/06	2004/05	2003/04	2002/03	(i) The location used	(ii) The number of employees who took part on each occasion	(iii) The total number of hours involved for all employees who took part.
				Hotels: Perth, Melbourne, Sydney, Brisbane (Leadership Mystique Seminar)	23	80.50
2005/06				Tuggeranong Homestead, ACT (APSC CDAC 67)	1	20.00
2005/06				Perth (WA Public Sector Leadership Convention 2005)	4	21.00
2005/06				Gold Coast (19th QLD Heads of Govt forum)	2	44.00
2005/06				Canberra (Leadership through Policy and Change)	1	15.00
2004/05				University of Melbourne (ANZSOG)	1	144.00
2004/05				AIM WA (Perth)	9	54.00
2004/05				AIM WA (Perth)	21	63.00
2004/05				Perth (Cracking the Generational Code)	8	180.00
2004/05				Perth (Authentic Leadership in the 21st Century)	2	16.00
2003/04				Macquarie University, Sydney (ANZSOG Executive Fellowship)	1	168
2002/03				Melbourne Business School (Senior Management Program)	1	96.00
2002/03				Bowral, NSW (From Management to Leadership-Making the New PS Work)	4	120.00
2002/03				Perth (Leading Change - What Leaders Really Do)	3	24.00
2002/03				University of Adelaide (Strategic Leadership for Managers)	1	16.00

Office of Film and Literature Classification

The following answer relates to spending on executive coaching and/or other leadership training services by the Office of Film and Literature Classification (OFLC) over the last four financial years.

No executive coaching or leadership training was undertaken by OFLC in the financial years 2002/03, 2003/04 and 2004/05.

During the financial year 2005/06:

- a) The total amount spent on executive coaching and/or other leadership training services by the OFLC was \$990.
- b) One employee (Executive Level 1 – salary \$71,038) was offered this service.
- c) One employee (Executive Level 1 – salary \$71,038) utilised this service.
- d) The service provider was the Australian Public Service Commission
- e)
 - (i) Training Course entitled “Leading Your Team”.
 - (ii) Group training.
 - (iii) One employee received the service.
 - (iv) The training course was delivered over a period of 2 days.
 - (v) The total amount spent on the service was \$990.
 - (vi) Fees were charged for a complete package.
- f)
 - (i) The training was conducted in Canberra.
 - (ii) One employee participated.
 - (iii) The training course was delivered over a period of 2 days.