

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

**Portfolio**

**Question No. 102**

**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 2011-12:
  - 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:**

**Financial Year (1/07/2011 – 30/06/2012)**

**Attorney-General's Department**

- 1 a) \$273,174 - 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 127 and their employment classification is APS 5, APS 6, EL1, EL2, 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

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 (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	40 x APS 5-6	600 hours total 15 hours per participant	\$28,464	Complete package	N/A - on site	N/A	N/A	N/A
Yellow Edge	'Supportive Leadership' Leadership training	Group based	41 x EL1 and EL2	615 hours total 15 hours per participant	\$13,200	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 2,c)	Refer to 2,d)	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 2,d)	Included in package
APSC	'Transforming	Group-based	1 x SES B1	26 ½ hours per	\$7,895	Complete	Offsite	Refer to 2,c)	Refer to	Included in

	Leadership’ Leadership training			participant		package	venue at arrangement of APSC		2,d)	package
APSC	‘Essentials for new team leaders’ Leadership training	Group-based	1 x APS 5-6	15 hours per participant	\$1,245	Complete package	APSC venue	Refer to 2,c)	Refer to 2,d)	Included in package
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 2,c)	Refer to 2,d)	Included in package
Refer to 2,c)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 2,c)	Refer to 2,d)	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 2,c)	Refer to 2,d)	Included in package
Cranlana	‘Cranlana Colloquium’ Leadership training	Group-based	2 x SES B1	75 ½ hours total 37 ½ hours per participant	\$11,110	Complete package	Venue at arrangement of Cranlana	1 SES B1 on 3 separate occasions	Refer to 2,d)	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 2,c)	Refer to 2,d)	\$6,570 (incl GST)
LAFIA Asia	Leading Australia’s Future in Asia-Pacific (LAFIA) Asia	Group-based	1x SES B2	Various	\$30,580	Complete package	Venue at Arrangement of LAFIA Asia	1 SES B2 on 2 separate occasions		Included in package
Cranlana	‘Cranlana Colloquium’ Melbourne Leadership training	Group Based	1x SES B2	37 ½ hours per participant	\$6,160	Complete package	Venue at arrangement of Cranlana	Refer to 2,c)	Refer to 2,d)	Included in package

**Australian Crime Commission**

- 1 a) \$246,862 - 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. Staff accessed these services.
- c) A breakdown of classification is provided below; 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
APSC	Career Development Assessment Centre (CDAC) Leadership training	Group based	8 x EL2	315 (45hrs each participant)	\$103,400	\$12,925 per participant	APSC Canberra	Refer to g)	Refer to h)	included in package
APSC	Parliamentary speaker event Leadership training	Group based	2 x SES Band 2	4 (2hrs each participant)	\$110	\$55 per participant	APSC Canberra	Refer to g)	Refer to h)	included in package
Trans-Tasman Business Circle	Boardroom Series and other events Leadership training	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 participant)	\$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 Leadership training	Group based	1 x EL2 1 x EL1	4 (2hrs each participant)	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	Speaker	Group based	1 x SES Band	2hrs	\$60	\$60 per	Canberra	Refer to g)	Refer to	included in

Australasia	Leadership training		1			participant	(provider premises)		h)	package
APSC L&D Panel Fees	Use of the Panel for Institute of Executive for Executive Coaching services	N/A	N/A	N/A	\$5,884	Payment for use of APSC panel service for coaching provider.	N/A	N/A	N/A	N/A
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. Leadership training	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
Institute of Executive Coaching	Executive Coaching services	One-on-one based	5 x SES Band 1	18 hrs (3 hours each participant)	\$11,220	\$2,244 per participant	Various states	Refer to g)	Refer to h)	N/A
Hannah Fitzhardinghe	Executive Coaching services	One-on-one based	1 x SES Band 1	3 hrs	\$1,056	\$1,056 per participant	Perth	Refer to g)	Refer to h)	N/A
APSC	Essentials for New Team Leaders Leadership training	Group based	2 x APS6	2 days	\$2,490	\$1,245 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
APSC	Professional Public Service - An EL1 Masterclass Leadership training	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 Leadership training	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 Leadership training	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 Leadership training	Group based	1 x APS6	1 day	\$635	\$635 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
APSC	Leading your team Leadership training	Group based	1 x EL1	2 day	\$1,245	\$1,245 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
APSC	Leader to Leader Series Leadership training	Group based	3 x SES Band 1	6 hours (2 hours each per participant)	\$255	\$85 per participant	Canberra (provider premises)	Refer to g)	Refer to h)	included in package
Australian Institute of Management	Lead with Emotional Intelligence	Group based	1 x APS6	2 days	\$1,320	\$1,320 per participant	Melbourne (provider premises)	Refer to g)	Refer to h)	included in package
Team Management Systems	TMS Profiles Leadership training	Group based	85 x Various classifications APS3 – SES 1	255 hours (3 hours each participant)	\$11,033	\$129.80 per participant	N/A	N/A	N/A	N/A
Agility Consulting	EL2 Capability Development 360 process & debriefs Leadership training	One-on-one based	76 x EL2	228 hours (3 hours each participant)	\$78,226	\$1,029 per participant	N/A	N/A	N/A	N/A

### **Australian Customs and Border Protection Service**

- 1 a) \$163,266 - value for total spend May – June 2012, including GST (see table below for breakdown). See table below for breakdown.
- b) Total number of employees offered the service is 423 and their employment classification is CL1 – SES B3. 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 Customs and Border Protection’s human resource management system (COMPASS).

**\*\* NOTE:** This Customs and Border Protection response data is provided for the **May-June 2012** period only and is in addition to the data provided in Questions on Notice 135 and 136 from May 2012 Budget Estimates.

<b>Corporate Leadership and Management Program Name</b>	<b>1a) Total value May-June 2012</b>	<b>1b) Total number employees offered service May-June 2012</b>	<b>1b) Total number employees by classification May - June 2012</b>	<b>1c) Study Leave</b>
Results Through People	\$24666	19	CL1 = 9 CL2= 141 CL3 = 131 CL4 = 93 CL5 = 48 SES = 1	N/A
Listen Respect Lead	\$115,000	(numbers provided are from 10 May) 399		N/A
Building Management and Leadership CL4	Nil	Nil		Nil
From management to Leadership CL5	Nil	Nil		Nil
National Security College programs	\$23,600	5		N/A
Leadership Programs – various	Nil	Nil		Nil
ANZSOG EMPA	Nil	Nil		Nil
SES Leadership - various	Nil	Nil		Nil
<b>TOTALS</b>	<b>\$163,266 total cost for corporate leadership development May - June. Does not include Divisionally sourced or specific training. Does not include seminars/workshops.</b>	<b>423 staff</b>	<b>423 staff</b>	N/A

**\*\* NOTE:**

This Customs and Border Protection response data is provided for the **May-June 2012** period only and is in addition to the data provided in QoN 135/136 (1/7/2011-30/4/2012).

<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>
Ross Begbie	<b>Results Through</b>	Group Based	Total = 19	Total Hours = 456	\$24,666	Complete package	N/A – on	12	24hrs	Nil

and Associates	<b>People:</b> Corporate Leadership and Management Program		CL3 = 10 CL4 = 9	CL3 – 240 hrs CL4 – 216 hrs			site			
Centre for Public Management	<b>Listen Respect Lead:</b> Corporate Leadership and Management Program	Group Based	Total = 399 CL1 = 9 CL2 = 141 CL3 = 121 CL4 = 82 CL5 = 45 SES = 1	Total = 3192 hrs CL1 – 72 hrs CL2 – 1128 hrs CL3 – 968 hrs CL4 – 656 hrs CL5 – 360 hrs SES – 8 hrs	\$115,000	Complete package	ACT – Centre for Public Management	20 average	8 hrs	Costs built in to program costs
National Security College	<b>Various Programs:</b> Corporate Leadership and Management Program	Group Based	Total = 5 CL4 = 2 CL5 = 3	Total = 232 hrs CL4 – 80hrs CL5 – 152 hrs	\$23,600	Complete package	National Security College	Varies from 1-3 C+BP participants attending each NSC Program	Programs vary from 16-120 hrs.	Costs built in to program costs

**Australian Federal Police**

- 1 a) \$804,152.03 has been expended on these services between 01/07/2011 – 30/06/2012
- b) 508 employees have accessed these services. Their classifications range from Executive Level – Senior Executive Service Band 3
- 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 required by the Honourable Senator

<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 Police Management (AIPM)	Police Management Development Program Leadership Development Program	Group based	10 x EL	<ul style="list-style-type: none"> <li>• Residential 3072 hours ; 256 per person</li> <li>• Distance learning 3072 hours; 256 per person</li> </ul>	\$55,996.60	Complete package	AIPM premises	Refer to 2c)	Refer to 2 d)	Included in package



AIPM	Police Executive Leadership Program	Group based	5 x SES 1	2 weeks residential and 1 year self-paced	\$43,550.30	Complete package	AIPM premises	Refer to 2c)	Refer to 2 d)	Included in package
Australian Institute of Company Directors (AICD)	Company Directors Course	Group based	9 x SES 1 1 x SES 2	50 days	\$65,440.00	Complete package	AICD	Refer to 2c)	Refer to 2 d)	Included in package
Australian National University (ANU)	National Security College Leadership programs	Group based	5 x EL 1 x SES 1	816 hours	\$122,980.00	Complete package	ANU	Refer to 2c)	Refer to 2 d)	Included in package
Australia New Zealand School of Government (ANZSOG)	Executive Master of Public Administration	Group based	1 x EL	2 years part-time	\$41,419.50	Complete package	ANZSOG premises in various locations	Refer to 2c)	Refer to 2 d)	Included in package
Australian Public Service Commission (APSC)	Career Development Assessment Centre	Group based	3 x EL	9 days	\$38,775.00	Complete package	APSC premises	Refer to 2c)	Refer to 2 d)	Included in package
APSC	Leading Australia's Future in the Asia-Pacific (LAFIA)	Group based	1 x SES 1	26 days	\$25,750.00	Complete package	Various overseas locations	Refer to 2c)	Refer to 2 d)	Included in package
APSC	Learn to be an effective coach	Group based	1 x SES 1	20 hours	\$2,340.00	Complete package	APSC premises	Refer to 2c)	Refer to 2 d)	Included in package
APSC	PSM Program	Group based	1 x EL	1 day	\$8,500.00	Complete package	APSC premises	Refer to 2c)	Refer to 2 d)	Included in package
Centre for Leadership Excellence	Executive Coaching	One-on-one	1 x SES2	14 hours	\$6,930.00	\$495 per hour	On site	Refer to 2c)	Refer to 2 d)	N/A
Centre for Public Management Pty Ltd	360 degree feedback	One-on-One	266 x EL 61 x SES 1 16 x SES 2	80 hours for debriefing	\$212,810.00	Complete package	AFP premises	Refer to 2c)	Refer to 2 d)	Included in package
Coaching and Leadership international	Learning Circles	Group based	55 X SES 1	28 days 3.5 days per group	\$147,598.13	Complete package	AIPM premises	Refer to 2c)	Refer to 2 d)	Included in package
Cranlana Program	The Cranlana Colloquium	Group based	1 x SES 1	40 hours	\$5,170.00	Complete package	Melbourne	Refer to 2c)	Refer to 2 d)	Included in package

Jeff Whalan Learning group	Executive Leadership group	Group based	1 x SES 3 2 x SES 2	84 days	\$45,980.00	Complete package	Various commercial premises	Refer to 2c)	Refer to 2 d)	Included in package
John F Kennedy School of Government, Harvard University	Senior Executives in National and International Security	Group based	1 x SES 3	2 weeks	\$9,950.00	Complete package	Harvard University, USA	Refer to 2c)	Refer to 2 d)	Included in package
Mt Eliza, Melbourne Business School	Leading for Organisational Impact: Through the Looking Glass Program	Group based	1 x EL	1 week	\$9,985.00	Complete package	Melbourne Business School premises	Refer to 2c)	Refer to 2 d)	Included in package
Tempo Mentor	Executive Mentoring	One-on-One	1 x SES 1	SES 1 – 6 hours	\$6,600.00	Complete package	On site	Refer to 2c)	Refer to 2 d)	N/A
The Hon. Michael D. Kirby AC CMG	Leader to Leader Seminar Series	Group based	2 x SES 3 5 x SES 2 18 x SES 1 36 x EL	2 hours	\$5,500.00	Complete package	AFP premises, Canberra	Refer to 2c)	Refer to 2 d)	Included in package
Women & Leadership Australia (WLA)	Advanced Leadership program 2012	Group based	1 x EL	12 month program	\$11,000.00	Half of these fees is a scholarship	WLA premises	Refer to 2c)	Refer to 2 d)	Included in package
YellowEdge	Executive Coaching	One-on-one	2 x SES1	SES 1 - 10 hours	\$4,950.00	\$495 per hour	On site	Refer to 2c)	Refer to 2 d)	N/A

### Australian Human Rights Commission

- 1 a) \$3800, including GST (see table below for breakdown)
- b) Total number of employees offered the service is 1 and their employment classification is EL 1
- c) Refer to 2, c) in table below. Select: 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	Total hours	Total amount	Description of fees	Location used	Number of employees on	Number of hours	Location costs

			<b>and classification</b>		<b>spent</b>			<b>each occasion</b>		
The Benevolent Society	Adaptive Leadership - Intensive	Group	1 x EL 1	3 Days	\$3,800	Complete package	NSW	1	22.05	Included in Package

### Australian Security Intelligence Organisation

- 1 a) \$832,997 - 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 SESB1 – SES 3. 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

1 d)	2 a)	2 b)	2 c)	2 d)	2 e)	2 f)	3a)	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 employees on each occasion	Number of hours	Location costs
National Security College	<ul style="list-style-type: none"> <li>• B1 Dev Program</li> <li>• EL2 Dev Program</li> <li>• EL1 Dev Program</li> <li>• Intro to NSC Community</li> <li>• Risk Management</li> </ul>	Group based	SES 1 x 1 EL2 x 4 EL1 x 5 APS 1 - 6 x 3	Total - 832.5 150 337.5 75 225 45	\$100,000	Complete package	National Security College	Various from 1 - 5	Refer to 2 d)	N/A
All In-house Leadership courses (grouped)	ASIO Leadership Course Managing People Senior Officer Orientation Workshop SES Time Out	Group based	163 Break down of classification not available in current system.	Total - 3060 2317.5 157.5 360 225	\$278,578	Complete package	N/A	Average 9.5	Refer to 2 d)	N/A
Other External Leadership courses	New Leadership Horizons CDAC ANZOG	Group based	SES 1 x 1 EL2 x 11	22.5 111 N/A	\$79,186	Complete Package	N/A	1	Refer to 2 d)	N/A
Executive Coaching	Executive Coaching and Executive 360 program	One-on-one	SESB4 – 1 SESB3 – 2 SESB2 - 12 EL1 - 1	Approx 60	\$140,344	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) \$220,970 including GST (see table below for breakdown)

b) Refer to 2, c) in table below

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 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	6,454.55	Complete package	ACT	1 x SES	N/A	N/A
Tempo	Executive Coaching	One-on-one	1 x EL2	12	3,780	Complete package	N/A – on site	1 x EL2	N/A	N/A
Tempo	Executive Coaching	One –on-one	1 x EL2	4	1,580	Complete Package	N/A – on site	1 x EL2	N/A	N/A
Tempo	Development Program (Coaching component)	One-on-one	18 x EL1	18	5,154.55	Complete Package	N/A – on site	18	N/A	N/A
Tempo	Development Program (Coaching component)	One-on-one	14 x EL2	56.25	16,270	Complete Package	N/A – on site	NA	N/A	N/A
APSC	Panel Administration Fees	N/A	N/A	N/A	6,376	Complete Package	NA	NA	N/A	N/A
Tempo	Leadership Development Program EL1	Group based	18 x EL1	Not captured	8,454	Complete Package	ACT	18	N/A	N/A
Tempo	Leadership Development Program	Group based	Not captured	Not captured	51,054	Complete Package	ACT	Not captured	N/A	N/A
Tempo	EL2 Leadership Development	Group based	14 x EL2	Not captured	90,372	Complete Package	ACT	14	N/A	N/A
Calcomm	Leadership Essentials	Group based	3 x EL1	Not captured	9,900	Complete	NSW	3 x EL1	N/A	N/A

Solutions			6 x APS6			package		6 x APS6		
Workplace Training Advisory	Leadership Journey	Group based	2 x EL2	Not captured	1,298.22	Complete package	ACT	2 x EL2	N/A	N/A
WITEM	Leadership Development	Group based	3 x EL1	Not captured	14,700	Complete package	ACT	3 x EL1	N/A	N/A
Centre for Public Management	Leadership Development	Group based	1 x EL1	Not captured	3,259.99	Complete package	ACT	1 x EL1	N/A	N/A
APS Commission	Team Leadership	Group based	1 x APS4	Not captured	1,245	Complete package	ACT	1 x APS4	N/A	N/A
Not captured	Other non- specified training	Not captured	Not captured	Not captured	1,071	Not captured	Not captured	Not captured	N/A	N/A

### Family Court of Australia

- 1 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 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 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 immersive experience – up to 2 weeks Mentoring – as	\$20,000 + GST	Complete package	APSC – Phillip	1 x SES 2	As per 2 d)	N/A

				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 2 d)	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 2 d)	N/A

### **National Native Title Tribunal**

- 1 a) \$20, 363 as at 30 April 2012. (See table below for breakdown). *Please note that to provide this information for May and June would require an unreasonable diversion of resources*
- b) Total number of employees offered the service is 82 and their employment classification is APSL5, APSL6, EL1, EL2 and SES1
- 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>
APSC	Australian Government	Group based	5 (EL1)	17 hours 30 mins (3 hours and 30	\$4250	Complete package	APSC	5 (EL1)	Refer to 2 d)	Included in package

	Leadership Conference 2011 - Leadership			minutes per person)						
APSC	Shaping Strategic Thought – Leadership	Group based	1 (EL2)	8 hours	\$635	Complete package	APSC	1 (EL2)	Refer to 2 d)	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 2 d)	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 2 d)	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 2 d)	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 2 d)	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 2 d)	Included in package

**Office of the Australian Information Commissioner**

- 1 a) \$40,250, excluding GST (see table below for breakdown)
- b) Total number of employees offered the service is 11 and their employment classification is EL 2 x 9, EL 1 x 4, APS 6 x 1
- 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	One-on-one / Group based?	The number of employees	Total hours	Total amount	Description of fees	Location used	Number of employees	Number of hours	Location costs



	service		and classification		spent (Exc GST)			on each occasion		
P7 Consulting	Executive coaching	One-on-one	1 x EL 2	EL 2 x 1	\$318	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 EL 1 x 5	\$2650	Hourly Rate	OAIC Premises	2 1	2 5	N/A
Australian Public Service Commission	Leadership training  Executive Leadership Dimensions	Group based	6 x EL 2	EL 2 x 22.5	\$25,582	Complete Package	NSW	6	135	N/A
Australian Public Service Commission	Leadership training  Leading and Managing Small Teams	Group based	3 x EL 1	EL 1 x 22.5	\$10568	Complete Package	NSW	3	67.5	N/A
Australian Public Service Commission	Essentials for New Team Leaders	Group based	1 x APS 6	EL 1 x 15	\$1,132	Complete Package	ACT	1	15	N/A

**Office of the Commonwealth Director of Public Prosecutions**

- 1 a) \$19,845.00 - value for total spend, including GST (see table below for breakdown)
- b) Total number of employees offered the service is 119 and their employment classification is APS 4 and above
- 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 spent	Description of fees	Location used	Number of employees on each	Number of hours	Location costs

			<b>classification</b>					<b>occasion</b>		
Law Society of SA (LSSA)	Managing and Leading Lawyers	group based	1 x EL 2 (PLO)	Total - 7.5 hours (EL 2 – 7.5 hours)	\$595	Complete package	LSSA, South Australia	1	See 2d	N/A
Marana Consulting	Performance Management 23/08/2011	group based	5 ( 4 x EL2, 1 x EL1)	7.5 hours (EL 1 – 7.5 hours/participant; EL 2 – 7.5 hours/participant)	\$2,750 (incl GST)	Complete package	N/A – on site	See 2c	See 2d	N/A
Marana Consulting	Performance Management 25/08/2011	group based	8 ( 1 x EL2, 7 x APS 6)	7.5 hours (APS 6 – 7.5 hours/participant; EL 2 – 7.5 hours/participant)	\$2,750 (incl GST)	Complete package	N/A – on site	See 2c	See 2d	N/A
Marana Consulting	Team Management Training 24/05/2012  (2x half day sessions )	group based	30 (6x APS4; 15 x APS 6, 6 x EL1 3x EL2)	Total - 105 hours (APS 4 - 3.5 hours/participant; APS 6 – 3.5 hours/participant; EL 1 – 3.5 hours/participant EL 2 – 3.5 hours/participant)	\$2,750 (incl GST)	Complete package	N/A – on site	See 2c	See 2d	N/A
Marana Consulting	Performance Management Training 12/06/2012	group based	14( 6 x EL2, 8 x EL1)	Total - 105 hours (EL 1 – 7.5 hours/participant; EL 2 – 7.5 hours/participant)	\$2,750 (incl GST)	Complete package	N/A – on site	See 2c	See 2d	N/A
Marana Consulting	Enhancing Performance Training 13/06/2012	group based	11 ( 6 x EL2, 5 x EL1)	Total - 82.5 hours (EL 1 – 7.5 hours/participant; EL 2 – 7.5 hours/participant)	\$2,750 (incl GST)	Complete package	N/A – on site	See 2c	See 2d	N/A
Marana Consulting	Enhancing Performance Training 27/06/2012	group based	10 ( 4 x EL2, 6 x EL1)	7.5 hours (EL 1 – 7.5 hours/participant; EL 2 – 7.5 hours/participant)	\$2,750 (incl GST)	Complete package	N/A – on site	See 2c	See 2d	N/A
Marana Consulting	Managing Change Training 28/06/2012	group based	10 (9 x SES, 1x EL2)	7.5 hours (EL 2 – 7.5 hours/participant; SES – 7.5 hours/participant)	\$2,750 (incl GST)	Complete package	N/A – on site	See 2c	See 2d	N/A

The following agencies have not undertaken any executive coaching and leadership training in 2011-12:

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

### **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.