

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

Portfolio

Question No. 69

Senator Humphries asked the following question at the hearing on 14 February 2012:

1. In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information for this financial year to date:
 - a) Total spending on these services
 - b) The number of employees offered these services and their employment classification
 - c) The number of employees who have utilised these services, their employment classification and how much study leave each employee was granted
 - d) The names of all service providers engaged
2. For each service purchased from a provider listed under (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
 - 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
 - c) The total number of hours involved for all employees who took part
 - d) Any costs the department or agency's incurred to use the location.

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

Attorney-General's Department (AGD)

1. a) \$79,298, including GST (see table below for breakdown).
- b) All employees ranging from APS 5 through to SES level and equivalent have the opportunity to participate in executive coaching and/or leadership training services (equals approximately 1200 employees).
- c) Refer to section 2. c) (below). No study leave is granted for these activities – employees attend programs during working hours.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|-------------------|--|---------------------------|--|-----------------------------------|--------------------|---------------------|---|---------------------|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Location costs |
| ODS Management | 'Foundations of Leadership' Leadership training | Group-based | 15 x APS 5 and APS 6 | 2 days / participant | \$9,488 | Complete package | N/A | N/A |
| Yellow Edge | 'Supportive Leadership' Leadership training | Group-based | 20 x EL1 and EL2 employees | 2 days / participant | \$4,400 | Complete package | N/A | N/A |
| ANZSOG | 'Executive Fellows' Leadership training | Group-based | 1 x SES Band 2 | Three week residential | \$27,500 | Complete package | Venue in Melbourne at arrangement of ANZSOG | Included in package |
| APSC | 'Executive Leadership Dimensions (EL2 Residential)' Leadership training | Group-based | 3 x EL2 | 3 ½ day residential / participant | \$14,070 | Complete package | Venue in Bowral at arrangement of APSC | Included in package |
| APSC | 'Transforming Leadership' Leadership training | Group-based | 1 x SES Band 1 | 3 ½ day residential | \$7,895 | Complete package | Offsite venue at arrangement of APSC | Included in package |
| APSC | 'Essentials for new team leaders' Leadership training | Group-based | 1 x APS 5-6 | 2 days | \$1,245 | Complete package | APSC venue | Included in package |
| APSC | 'Leading and Managing Small Teams' (non-residential) Leadership training | Group-based | 1 x APS5-6 | 3 days non-residential | \$3,100 | Complete package | APSC venue | Included in package |
| APSC | EL1 MasterClass (non-residential) Leadership training | Group-based | 2 x EL1 | 3 days non-residential | \$6,200 | Complete package | APSC venue | Included in package |
| Cranlana | 'Cranlana Colloquium' Leadership training | Group-based | 1 x SES Band 1 | 5 day residential | \$5,400 | Complete package | Venue in Melbourne at arrangement of Cranlana | Included in package |

Administrative Appeals Tribunal

1. No executive coaching was provided. For leadership training:
 - a) \$3,100 for two year licence or \$386 per participant
 - b) 8 employees at EL2 level
 - c) 8 employees at EL2 level. No study leave as sessions are conducted as a group during business hours.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|---|--|---------------------------|--|-------------------|--------------------|---------------------|------------------------|----------------|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Location costs |
| Monica Redden Consultancy sells the licence in Australia. | A licence to operate a library of 70 topics and content with meeting agendas to be used for small group peer learning through discussion | Group based | 8 employees – EL2 | 12 hours per year | \$3,100 | complete package | N/A | N/A |

Australian Commission for Law Enforcement Integrity

1.
 - a) \$44,052.50 inclusive of GST.
 - b) Seventeen ACLEI staff were offered executive coaching or leadership training in the financial year to date. Refer to section 2 (below) for classifications and hours involved.
 - c) Seventeen ACLEI staff participated in executive coaching and/or leadership training in the financial year to date. Refer to section 2 (below) for classifications and hours involved. No study leave was used.
 - d) Refer to table below.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|--|---|---------------------------|--|--------------------|--------------------|---------------------|------------------------|------------------------------------|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Location costs (Inc. GST) |
| Robert Brennan and Associates Pty. Ltd. | - Leadership development program workshop | Group | 6x EL2 8x EL1 | 2 hrs | \$3,675.00 | Complete package | On-site | N/A |
| | - Team profiling workshop | Group | 2x SES 6x EL2 8x EL1 | 4.5 hrs | \$3,528.00 | Complete package | On-site | N/A |
| | - Executive/leadership coaching | One-on-One | 1x SES 5x EL2 8x EL1 | 18 hrs | \$8,300.00 | Complete package | On-site | N/A |
| | - EL1 leadership development workshop | Group | 7x EL1 | 15 hrs (2 days) | \$9,866.50 | Complete package | Bowral, NSW | Location costs included in package |
| | - EL2 leadership development workshop | Group | 6x EL2 | 15 hrs (2 days) | \$11,003.00 | Complete package | Bowral, NSW | Location costs included in package |
| Centre for Public Management | Teams and leadership course | Group | 1x APS5 | 22.50 hrs (3 days) | \$3,180.00 | Complete package | Bowral, NSW | Location costs 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 | Location costs included in package |

Australian Crime Commission (ACC)

1. a) \$109,971 including GST
- b) All employees as at 29 February 2012 have the opportunity to apply for various coaching and/or leadership development opportunities.
- c) 22. No study leave granted; employees attend programs during working hours.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|------------------------------------|---|---------------------------|--|------------------|--------------------|---|---|---|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Location costs |
| | | | | | | | All programs took place at premises provided by the service provider: | |
| APSC | Career Development Assessment Centre (CDAC) | Group based | 8 x EL2 | 315 (45hrs each) | \$103,400 | \$12,925 per participant | APSC Canberra | Training equipment and venue is included in participant course registration |
| APSC | Parliamentary speaker | Group based | 2 x SES Band 2 | 4 | \$110 | \$55 per participant | APSC Canberra | |
| Trans-Tasman Business Circle | Boardroom Series and other events | Group based | 3 x SES Band 1 2 x SES Band 2 1 x EL2 2 x EL1 | 16 (2hrs each) | \$2,200 | \$2,200 membership fees cover all places at events | Canberra & Sydney (provider premises) | |
| Australian Institute of Management | Outstanding Women's Series Event | Group based | 2 x EL1 | 4 | No cost | No cost places covered till November 2011 from membership paid in 2010-11 | Melbourne RACV club (provider premises) | |
| ICMS Australasia | Speaker | Group based | 1 x SES Band 1 | 2 | \$60 | \$60 | Canberra (provider premises) | |
| 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 | N/A |

Australian Customs and Border Protection Services

1. a) approximately \$698,887 (including GST) - see table below for breakdown.
- b) see table below
- c) refer to section 2c) (below)

| 1. d) | 2. a) | 2. b) | 1. b) | 2. c) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. b) | 3. d) |
|---|---|---------------------------|--|---|-----------------|--|---------------------|--|--|---------------------------------|
| Service providers | Name and nature of service | One-on-one / Group based? | Number of employees offered service | The number of employees who received the service and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Number of participants on each program | Location costs |
| Ross Begbie and Associates | Results Through People: Leadership Development Program/Personal effectiveness training | group | All C+BP staff form CL2 – SES classification offered this program ACT and Regionally = approx 3000 staff | Total 51 CL3 = 25 CL4 = 20 CL5 = 6 | 1125 | \$68,295 | Package | Yellow Edge training facility | 12 | \$35,685 |
| Centre for Public Management – CPM (program development and delivery) The Leader Factor (program development only) | Listen Respect Lead (development of new program) Leadership/management development program | group | 1600 staff CL2 supervisors and all staff at the CL3 classification and above including SES | 330 | 2426 | Approximately \$229,196 (program development and commencement of program delivery) | Package | ACT – Centre for Public Management Regional – Customs premises | 20 | Costs built in to program costs |
| Centre for Public Management - CPM | Building Management and Leadership Leadership Development Program CL4 | group | CL4 (EL1) = approx 500 | 38 CL4 (EL1) | 838 | \$109,720 | Package | Centre for Public Management | 24 | Costs built in to program costs |
| Centre for Public Management - | From Management to Leadership Leadership | group | CL5 (EL2) = approx 220 | 14 CL5 (EL2) | 309 | \$56,576 | Package | Centre for Public Management | 24 | Costs built in to program |

| | | | | | | | | | | |
|----------------------------|---|----------------------|--|---|--|----------|--------------------------|---|---|---------------------------------|
| CPM | Development Program CL5 | | | | | | | | | costs |
| National Security College | National Security College Programs – various Leadership Development Programs | group | Nos of staff unable to be provided. Audience is dependent on program and job requirements and skill set of staff member from CL3 (APS6) – SES classification | 12 total CL3 = 2 CL4 = 4 CL5 = 6 | 492 | \$85,480 | Package | National Security College | Varies from 1-3 participants attending from C+BP to participate in full NSC program | Costs built in to program costs |
| Jeff Whalan Learning Group | Leadership Program Leadership Development Programs | group and individual | SES staff targeted to attend < 55 | 7 | Numerous hours determined b/w individual and service | \$80,080 | Package – over 12 months | Jeff Whalan premises | 1 | Costs built in to program costs |
| ANZSOG | ANZSOG EMPA (Director) Leadership Development Programs | group | SES staff targeted to attend < 55 | 1 | Numerous hours determined b/w individual and service | \$40,000 | Package – over 2 years | (external masters program) Various Universities | 1 | Costs built in to program costs |
| Offered through the APSC | SES leadership development programs - various | group | SES Band level 1-3 = 55 | 17 | Various | \$29,540 | package | APSC premises | 1 | Costs built in to program costs |

Australian Federal Police

1. a) \$213,100.98
- b) See table below
- c) Refer to section 2. c) (below). Study leave n/a.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|-------------------------------------|--|---------------------------|--|--|--------------------|--|--------------------------------------|---------------------|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Location costs |
| ANU | National Security College Various leadership programs | Group based | 12 | 1024 hours | \$132,000 | Complete package | Canberra | Included in package |
| AIPM | Police Management Development Program Leadership development program, | Group based | 3 | 360 hours | \$16,798.98 | Complete package | Canberra | Included in package |
| Cranlana | APS Leadership Capability Leadership program | Group based | 1 | 40 hours | \$5,170 | Complete package | Canberra | Included in package |
| Mt Eliza, Melbourne Business School | Leading for Organisational Impact: The looking glass experience Leadership program | Group based | 1 | 1 week | \$9,985 | Complete package | Melbourne | Included in package |
| Centre for Leadership Excellence | Coaching with the Centre for Leadership Excellence Executive coaching | One-on-one | 1 | 2 hours | \$1,127.50 | Hourly rate including report and preparation and review time | On site | N/A |
| ANZSOG | Executive Master of Public Administration Leadership training | Group based | 1 | 2 years part-time | \$41,419.50 | Complete package | ANZSOG premises in various locations | Included in package |
| | Mentoring | One-on-one | 1 | 6 hours face to face time plus preparation and review time | \$6,600 | complete package | On site | N/A |

Australian Government Solicitor

Please see response to QoN 68 (included below for reference):

AGS records show expenditure of approximately \$159,000 for the 2011-12 financial year to 29 February 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 the further details sought having regard to the records kept, the nature of the information sought and AGS's role as a government business enterprise.

Australian Security Intelligence Organisation

1. a) \$373,811

b) Executive Coaching offered to:

- 1 – SES Band 4
- 2 – SES Band 3
- 13 – SES Band 2
- 51 – SES Band 1
- 1 – EL2

Leadership training offered to all officers from EL1 – SES Band 2 (approximately 600)

c) Executive Coaching utilised by:

- 1 – SES Band 4
- 2 – SES Band 3
- 1 – EL2

Leadership training utilised by 174 officers ranging from EL1 – SES Band 2

Leadership training includes:

- in-house leadership courses – 163 officers
- external leadership programs – 11 officers

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

- d) For national security reasons the names of Service Providers have not been provided, therefore remaining questions not applicable.

AUSTRAC

- 1. a) \$22,400 (see table below for breakdown).
- b) see table below
- c) see table below

| 1. d) | 2. a) | 2. b) | 1. b) | 1. c), 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|--|---|------------------------------------|--|---|---|--------------------|-------------------------------------|-------------------------------|---|
| Service providers | name and nature of service | One-on-one / Group based? | Number of employees offered service | The number of employees and classification | Number of hours | total amount spent | Description of fees | If off-site; location? | Location costs |
| Australian Customs and Border Protection Service currently manages the WILES Secretariat | Women in Law Enforcement Strategy (WILES) Mentoring program | Workshops and one-to-one mentoring | 58 employees. Expressions of interest sought from all EL1 and EL2 female employees | In the financial year to date there were no active mentoring relationships; however, the selection process for the 2011-12 program falls within the period. Three EL1 employees have been selected, for four one-day workshops plus one-on-one mentoring negotiated between the mentor and the mentee | Four one-day workshops plus one-on-one mentoring negotiated between the mentor and the mentee | \$10,000 | Contribution to interagency program | Sydney and Canberra workshops | Nil cost – venue costs met within program |
| Centre for Public Management | From Management to Leadership Leadership program | Group based | One EL1 employee | One EL1 employee, four days | 30 hours | \$4,500 | Complete program | Bowral, NSW | Nil cost – venue costs met within program |
| Australian Public Service Commission | New Leadership Horizons Program Leadership program | Group based | One SES 1 employee | One SES1 employee, three days | 22.5 hours | \$7,900 | Complete program | Bowral, NSW | Nil cost – venue costs met within program |

CrimTrac

- 1. a) \$177,184 (see table below for breakdown).
- b) see table below
- c) Refer to section 2. c) (below). Study leave not applicable.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) |
|-------------------|----------------------------|---------------------------|--|---------------------|--------------------|---|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees |
| Tempo Strategies | Leadership Development | Both | 34 (16 x EL2 & 18 x EL1) | Approximately 1,912 | \$171,820 | Consulting fees for design and facilitation of service, printing of materials, general administration, APSC Capability Development Panel access fee |
| Tempo Strategies | Executive Coaching | One-on-one | 2 (2 x EL2) | Approximately 13.5 | \$5,364 | Complete package |

| 3. a) | 3. b) | 3. c) | 3. d) |
|------------------------|---|--|----------------|
| Location Used | No. of employees who took part on each occasion | Total number of hours involved for all employees | Costs incurred |
| DeVine Function Centre | 18 | 135 | \$1,330 |

National Native Title Tribunal

1. a) Total spending on these services for this financial year to date is **\$20,360**
- b) Total number of employees offered the services is 82 and their employment classification is APSL5, APSL6, EL1, EL2 and SES1
- c) The total number of employees who have utilised these services is 82 and their employment classification is APSL5, APSL6, EL1, EL2 and SES1. For details of study leave granted to each employee see table below.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. e) | 2. e) | 2. f) | 3.a) | 3. d) |
|----------------------------|--|---------------------------|--|--|--------------------|---------------------|---------------------------|----------------|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | 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 | Burswood (Perth) | nil |
| | Shaping Strategic Thought – Leadership | Group based | 1 (EL2) | 8 hours | \$635 | Complete package | Canberra | nil |
| 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 | | |
| | Emerging Leaders Program - Leading a Positive Culture (Sydney) - Leadership | Group based | 14 (APSL 6 – EL2) | 56 hours (4 hours per person) | \$4,200 | Complete package | | |
| | 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 | | |
| 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 | Hyatt Regency (Perth) | nil |
| | Sustainable Indigenous employment | Group based | 3 (APSL 5, EL1 & EL2) | 10 hours 30 mins (3 hours and 30 minutes per person) | nil | Complete package | Pan Pacific Hotel (Perth) | nil |

Office of the Australian Information Commissioner (OAIC)

1. a) \$1990
- b) Coaching Services were available to some Executive Level 1 and Executive Level 2 and SES Band 1 Officers
- c) Four Executive Level or SES Band 1 Officers used coaching services. No study leave was provided for coaching or other leadership training services.

| 1. d) | 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|------------------------------|----------------------------|---------------------------|--|-----------------|--------------------|---------------------|------------------------|----------------|
| Service providers | Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Location costs |
| P7 Consulting | Executive Coaching | One-on-One | Two Executive Level 2 Officers | 1 Hour | \$350 | Hourly Fee | N/A | N/A |
| Centre for Public Management | Executive Coaching | One-on-One | Two Executive Level 2 Officers | 3 Hours | \$1,640 | Hourly Fee | N/A | N/A |

Office of the Commonwealth Director of Public Prosecutions (CDPP)

The CDPP's total training costs for the FYTD is \$99,438.98 (ex GST).

As outlined in Q 68: Training for FYTD includes various skill development training, in-house legal and in-house advocacy training for CDPP lawyers. There was also considerable 'on the job' training, which was not costed. The level of detail requested is not readily identifiable and preparation of the breakdowns requested would involve a significant amount of work.

Office of Parliamentary Counsel

1. a) \$21,734
- b) Employees access leadership courses through the arrangements set out in Office of Parliamentary Counsel's (OPC's) Staff Development Plan. Development needs of each employee, which could include leadership training, are incorporated into annual performance agreements in the form of individual development plans. Leadership courses, as with all training and development courses, are approved by the Senior Management Team with reference to meeting the objectives of OPC's Staff Development Plan.
- c) 1 x SES Band 1 and 3 x SES Band 2. No study leave.

d) Australian Public Service Commission (APSC) and IIR Executive Development.

| 2. a) | 2. b) | 2. c) & 3. b) | 2. d) & 3. c) | 2. e) | 2. f) | 3.a) | 3. d) |
|--|---------------------------|--|-----------------|--------------------|---------------------|------------------------|---------------------|
| Name and nature of service | One-on-one / Group based? | The number of employees and classification | Number of hours | Total amount spent | Description of fees | If off-site; location? | Location costs |
| Transforming Leadership SES Band 1 residential leadership program | group based | 1 x SES Band 1 | 3 days | \$7,895 | complete package | Lake Crackenback, NSW | included in package |
| Leading Across Boundaries SES Band 2 residential leadership program, | group based | 1 x SES Band 2 | 3 days | \$8,350 | complete package | Sutton Forest, NSW | included in package |
| Leadership for Women in Government leadership program | group based | 1 x SES Band 2 | 2 days | \$2,744.50 | complete package | Canberra | included in package |
| Persuasion, Negotiation and Communication leadership program | group based | 1 x SES Band 2 | 2 days | \$2,744.50 | complete package | Canberra | included in package |

Nothing to report from:

- Australian Human Rights Commission
- Australian Institute of Criminology
- Australian Law Reform Commission
- Family Court of Australia
- Federal Court of Australia
- Federal Magistrates Court of Australia
- High Court of Australia
- Insolvency and Trustee Service Australia