

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

**Portfolio**

**Question No. 107**

**Senator Humphries asked the following question at the hearing on 12 February 2013:**

Executive Coaching and Leadership Training

In relation to executive coaching and/or other leadership training services purchased by each department/agency, please provide the following information for this financial year to date:

1. Total spending on these services
2. The number of employees offered these services and their employment classification
3. 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)
4. The names of all service providers engaged

For each service purchased from a provider listed under (4), 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)
5. Where a service was provided at any location other than the department or agency's own premises, please provide:
    - a) The location used.
    - b) The number of employees who took part on each occasion (provide a breakdown for each employment classification).
    - c) The total number of hours involved for all employees who took part (provide a breakdown for each employment classification).
    - d) Any costs the department or agency's incurred to use the location.

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

**FYTD: 1/07/2012 to 31/01/2013**

**Attorney-General's Department**

- 1) \$350,762 - 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.
- 2) Total number of employees offered the service is 173 and their employment classification is APS 5, APS 6, EL1, EL2, SES B1 and SES B2
- 3) Refer to 4, d) in table below. Study leave not applicable – employees attend this training as part of their normal work day

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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	61 x APS 5-6	915 hours total  15 hours per participant	\$37,952	Complete package	N/A - on site	N/A	N/A	N/A
Yellow Edge	'Supportive Leadership'  Leadership	Group based	60 x EL1 and EL2	900 hours total  15 hours per participant	\$17,600	Complete package	N/A – on site	N/A	N/A	N/A

	training									
ANZSOG	‘Executive Fellows’  Leadership training	Group-based	1 x SES B2	120 hours total	\$27,500	Complete package	Venue in Melbourne at arrangement of ANZSOG	Refer to 4,c)	Refer to 4,d)	Included in package
ANZSOG	‘Towards Strategic Leadership’  Leadership training	Group-based	2 x SES B1	240 hours total  120 hours per participant	\$39,600	Complete package	Venue in Melbourne at arrangement of ANZSOG	Refer to 4,c)	Refer to 4,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	Refer to 4,c)	Refer to 4,d)	Included in package
APSC	‘Transforming Leadership’  Leadership training	Group-based	1 x SES B1	26 ½ hours per participant	\$7,895	Complete package	Offsite venue at arrangement of APSC	Refer to 4,c)	Refer to 4,d)	Included in package

APSC	'Essentials for new team leaders'	Group-based	1 x APS 5-6	15 hours per participant	\$1,245	Complete package	APSC venue	Refer to 4,c)	Refer to 4,d)	Included in package
	Leadership training									
APSC	'Leading and Managing Small Teams' (non-residential)	Group-based	1 x APS 5-6	22 ½ hours per participant	\$3,100	Complete package	APSC venue	Refer to 4,c)	Refer to 4,d)	Included in package
	Leadership training									
APSC	EL1 MasterClass (non-residential)	Group-based	2 x EL1	45 hours total	\$6,200	Complete package	APSC venue	Refer to 4,c)	Refer to 4,d)	Included in package
	Leadership training			22 ½ hours per participant						
APSC	SES Band 2 Talent Development Program Pilot	Group-based	1 x SES B2	Various	\$22,568	Complete package	APSC venue	Refer to 4,c)	Refer to 4,d)	Included in package
	Leadership training									
Cranlana	'Cranlana	Group-based	2 x SES B1	75 ½ hours total	\$11,110	Complete	Venue at arrangement	Refer to 4,c)	Refer to	Included in

	Colloquium'  Leadership training			37 ½ hours per participant		package	of Cranlana		4,d)	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 4,c)	Refer to 4,d)	\$6,570 (incl GST)
LAFIA Asia	Leading Australia's Future in Asia-Pacific (LAFIA) Asia/Pacific	Group-based	2x SES B2 2x SES B1	Various	\$56,330	Complete package	Venue at Arrangement of LAFIA Asia	Refer to 4,c)	Refer to 4,d)	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 4,c)	Refer to 4,d)	Included in package
APSC	Career Development Assessment Centre CDAC	Group Based	2x EL2	65 hours  32 ½ hours per participant	\$25,850	Complete Package	Venue at APSC	Refer to 4,c)	Refer to 4,d)	Included in package

## Administrative Appeals Tribunal

- 1) \$19,910 including GST for leadership training (see table below for breakdown). Executive coaching services were not purchased.
- 2) Total number of employees offered the service is 4 and their employment classifications are EL1 and EL2
- 3) Refer to 4, c) in table below.

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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 Graduate School of Management	Leading Change with Impact  Leadership training	Group based course	1 x EL1  1 x EL 2	30 hours face to face plus 15 hours in own time	\$11,550 (incl GST)	Complete package	UNSW CBD Campus, Sydney	1 x EL1  1 x EL 2	refer to 4d)	Included in package
Australian Public Service Commission	Executive Leadership Dimensions  Leadership training	Group based course	2 x EL2	48 hours (EL2 – 24 hours / participant)	\$8,360 (incl GST)	Complete package	Bowral	2 x EL2	refer to 4d)	Included in package

### Australian Crime Commission

- 1) \$20,835 - 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.
- 2) All employees have the opportunity to apply for various coaching and leadership development opportunities.
- 3) Refer to 4, c) in table below for a breakdown in employees and classifications. Study leave not applicable as employees attend this training as part of their normal work day

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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
Yellow Edge	Executive Coaching	One-one-One	1 x EL2 2 x EL1	EL2 – 1 hour EL1 – 9 hours	\$4,950	\$495/hour	Canberra	1 x EL2 2 x EL1	EL2 – 1 hour EL1 – 4 hours EL1 – 5 hours	N/A
APSC	SES orientation	Group based	3 x SES	SES Band 1 – 33 hours/	\$10,500	\$3,500 per	Canberra	3 x SES	SES Band 1 – 33	N/A

	Leadership Training		Band 1	participant		participant.		Band 1	hours/ participant	
APSC	EL Transition Program  Leadership Training	Group based	1 x APS 6	APS 6 – 7.5 hours	\$635	Complete package	Canberra	1 x APS 6	APS 6 – 7.5 hours	N/A
AFP	Management of Serious Crime (MOSC)	Group based	1 X EL1	EL1 – 150 hours	\$4,000	Complete package	Canberra	1 x EL1	EL1 - 150 hours	N/A
APSC	Shaping Strategic Thought	Group based	1 x EL1	EL1 – 7.5 hours	\$635	Complete package	Canberra	1 x EL1	EL1 – 7.5 hours	N/A
APSC	ELLN Secretaries Panel Seminar	Group based	1 x EL2	EL2 – 2 hours	\$115	Complete package	Canberra	1 x EL2	EL2 – 2 hours	N/A
<b>Total</b>					<b>\$20,835</b>					

**Australian Commission for Law Enforcement Integrity**

- 1) \$4,922, excluding GST (see table below for breakdown).
- 2) Four employees were offered this training. Employment classifications are listed in the table below.
- 3) Refer to 4 c) in table below. No study leave was granted for this training.



4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 d)
Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and classification	Total hours	Total amount spent (excl GST)	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
Institute of Public Administration Australia	Executive Leadership	Group	1xSES1	1.5hrs	\$55	Complete Package	Parliament House, Barton ACT	Refer to 4 c)	Refer to 4 d)	N/A
Australian Public Service Commission	SES Event – Leadership Conversation Finn Pratt	Group	1xSES1	2hrs15mins	\$115	Complete Package	Australian War Memorial	Refer to 4 c)	Refer to 4 d)	N/A
	SES Event – Leadership Conversation Mike Mrdak	Group		2hrs15mins	\$115	Complete Package	Australian War Memorial	Refer to 4 c)	Refer to 4 d)	N/A
Centre for Public Management	Teams and leadership course	Group	1xAPS4	22.5hrs (3 days)	\$3,480	Complete Package	Bowral, NSW	Refer to 4 c)	Refer to 4 d)	Included in package
Attorney-General's Department	Foundations of leadership	Group	1xAPS5	15 hrs (2 days)	\$530	Complete package	Attorney-General's Department, Barton, ACT	Refer to 4 c)	Refer to 4 d)	N/A
Australian Public Service	Executive Level Leadership	Group	1xEL2	4 x 2hrs	\$627	Complete	Various	Refer to 4 c)	Refer to 4 d)	N/A

Commission	Network					Package			d)	
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### Australian Federal Police

- 1) \$363,637.13 - 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
- 2) Total number of employees offered the service is 79 and their employment classification is Executive Level 2 (EL2), Senior Executive Service (SES) 1 and SES 2.
- 3) Refer to 4 c) in table below. Study leave not applicable – employees attend this training as part of their normal work day

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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
Australian Institute of Company Directors (AICD)	Company Directors course	Group based	2 x SES1	10 days	\$12,710.00	Complete package	AICD premises	Refer to 4 c	Refer to 4 d	Included in package
Australian Institute of Police Management (AIPM)	Australasian Fire and Emergency Service Authorities	Group based	1 x EL2	1 week	\$1,409.70	Complete package	AIPM Premises	Refer to 4 c	Refer to 4 d	Included in package

	Council (AFAC) Strategic command program									
AIPM	Police Executive Leadership Program	Group based	5 x SES1 1 x EL2	2 weeks residential & 1 year self-paced	\$54,350.77	Complete package	AIPM Premises	Refer to 4 c	Refer to 4 d	Included in package
AIPM	Police Management Development Program	Group based	12 x EL2	<ul style="list-style-type: none"> <li>Residential 3072 hours 256 per person</li> <li>Distance learning 3072 hours 256 per person</li> </ul>	\$68,002.20	Complete package	AIPM Premises	Refer to 4 c	Refer to 4 d	Included in package
ANU *	National Security College	Group based	3 x EL 2 1 x SES 1	40 days	\$48,675.00	Complete package	ANU location	Refer to 4 c	Refer to 4 d	Included in package
APSC	Career Development Assessment Centre	Group based	1 x EL2	6 days	\$12,925.00	Complete package	APSC premises	Refer to 4 c	Refer to 4 d	Included in package
APSC	Executive Leadership	Group based	1 x EL2	4 days	\$4,690.00	Complete package	APSC premises	Refer to 4 c	Refer to 4 d	Included in

	Dimensions									package
APSC	Executive Leadership Dimensions	Group based	1 x EL2	3 days	\$3,100.00	Complete package	APSC premises	Refer to 4 c	Refer to 4 d	Included in package
APSC	Executive Leadership Dimensions	Group based	1 x SES 1	5.5 days	\$10,000.00	Complete package	APSC premises	Refer to 4 c	Refer to 4 d	Included in package
Charles Sturt University	Masters of Business Leadership	Group Based	1 x SES 2	Study over a 2 year period	\$24,000.00	Complete Package	Various locations	Refer to 4 c	Refer to 4 d	Included in package
Coach & Co Pty Ltd	Executive Coaching	One on One	2 x SES 1	6 hours	\$1,800.00	Complete package	AFP premises	Refer to 4 c	Refer to 4 d	Included in package
Coaching & Leadership International	Learning Circles	Group based	31 x SES 1	2 days	\$19,363.46	Complete package	Various locations	Refer to 4 c	Refer to 4 d	Included in package
Institute of Executive Coaching and Leadership	Executive Coaching	One on One	4 x SES 1 2 x SES 2	17 hours	\$13,640.00	Complete package	AFP premises	Refer to 4 c	Refer to 4 d	Included in package
Margie Darcy Coaching, Consulting & Psychological Services	Executive Coaching	One on One	4 x SES 1	12 hours	\$6,600.00	Complete package	AFP premises	Refer to 4 c	Refer to 4 d	Included in package

Mt Eliza, Melbourne Business School	Leading for Organisational Impact: The Looking Glass experience Leadership program	Group based	1 x SES1	1 week	\$9,985	Complete package	Melbourne Business School premises	Refer to 4 c	Refer to 4 d	Included in package
Mt Eliza, Melbourne Business School	Senior Executive Master of Business Administration	Group based	1 x SES2	Study over a 2 year period	\$65,000.00	Complete package	Mt Eliza premises	Refer to 4 c	Refer to 4 d	Included in package
Tempo Strategies Pty Ltd	Executive Coaching	One on One	3 x SES 1	9 hours	\$5,901.00	Complete package	AFP premises	Refer to 4 c	Refer to 4 d	Included in package
Yellow Edge Pty Ltd	Executive coaching	One on One	1 x EL2	3 hours	\$1,485.00	Complete package	AFP premises	Refer to 4 c	Refer to 4 d	Included in package

\*AFP Staff participate as part of an agreed commitment to the National Security College.

### Australian Security Intelligence Organisation

- 1) \$522,814 - 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
- 2) Total number of employees offered the service is 15 and their employment classification is SESB2 – 12, SESB3 – 2, SESB4 – 1. Leadership training is offered to all officers from EL 1 – SES Band 3 (approximately 600 staff)..

3) Refer to 4, c) in table below. Study leave not applicable – employees attend this training as part of their normal work day

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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
National Security College	Intro to Security Challenges Professional Development	Group based	EL2 x 4 EL1 x 5 APS1-6 x 3	300	\$104,546	Complete package	National Security College	Various from 1 - 6	Refer to 4d	N/A
All in-house leadership courses (grouped)	ASIO leadership courses	Group based	125 Breakdown of classification not available in current system	3065	\$326,712	Complete package	N/A	Average 13	Refer to 4d	N/A
Other external leadership courses	CDAC Australian Institute of Company Directors	Group based	EL2 x 1 SESB1 x 1	62.5	\$17,886	Complete package	N/A	1	Refer to 4d	N/A
Executive coaching	Executive coaching	One-on-one	DG – 1 SESB3 – 2	72	\$73,659	Complete package	N/A	1	Refer to 4d	N/A

			SESB2 - 11							
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For national security reasons some names of service providers have not been provided

### Australian Transaction Records and Analysis Centre (AUSTRAC)

- 1) \$3,623.76 – 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.
- 2) Total number of employees offered the service is 58 x EL1–EL2. The figures refer to the 2012 WILES program. The 2013 WILES Program commences in March 2013.
- 3) Refer to 4, c) in table below. Study leave not applicable – employees attend this training as part of their normal work day.

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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
WILES Secretariat (Australian Customs and Border Protection Service currently	Women in Law Enforcement Strategy (WILES) (Mentoring program)	One-on-one <i>and</i> group based	3 x EL1	45 hours (EL1 – 15 hours/participant)	\$3,623.76	Complete package	Australian Government agencies' premises other than AUSTRAC premises – Sydney and	3 x EL1	45 hours (EL1 – 15 hours /participant)	N/A

manages the WILES Secretariat)							Canberra			
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### CrimTrac

- 1) \$25,687.28 - value for total spend, including GST
- 2) Total number of employees offered the service is four and their employment classification is EL2, APS5 and APS4.
- 3) Refer to 4, c) in table below. Study leave not applicable – employees attend this training as part of their normal work day.

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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
Centre for Public Management	Teams and Leadership Training	Group based	1xAPS4	Not captured	3163.64	Complete Package	ACT	1	NA	NA
Centre for Public Management	Team and Leadership Training	Group based	1xAPS5	Not captured	3163.64	Complete Package	ACT	1	NA	NA
Melbourne Business School	Management Development	Group based	1 x EL2	Not captured	9360	Complete Package	VIC	1	NA	NA



Limited	Program									
Australian Public Service Commission	SES Development Program	Group based	1 x Acting SES	Not captured	10000	Complete Package	ACT	1	NA	NA

### Australian Customs and Border Protection Service

- 1) \$234,752- 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.
- 2) Total number of employees offered the service is 219 and their employment classifications range from CL1 - SES Band 1
- 3) Total number of employees offered the service is 219. Study leave not applicable – employees attend this training as part of their normal work day

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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
Centre for Public	<b>Listen Respect Lead:</b> Corporate Leadership and	Group	CL1 = 16 CL2 = 41	CL1 = 128 CL2 = 328	\$37,916	Delivery of complete	ACT- Centre for Public	Average 22	8 hrs	Costs built in to

Management	Management Program		CL3 = 55 CL4 = 34 CL5 = 8  TOTAL = 154	CL3 = 440 CL4 = 272 CL5 = 64  TOTAL= 1,232		package	Management			program
Customs and Border Protection in partnership with facilitator from Ernst and Young	<b>Leading People at the Frontline – Experienced Supervisors’ Program (Pilot):</b> Corporate Leadership and Management Program	Group	CL2 = 11 CL3 = 4  TOTAL = 15	CL2 = 440 CL3 = 160  TOTAL = 600	\$13,758	Delivery of complete package	N/A	15	40 hrs	Costs built in to program
Centre for Public Management	<b>Building Management and Leadership (CL4):</b> Corporate Leadership and Management Program	Group	CL4 = 42  TOTAL = 42	1008  TOTAL = 1008	\$113,078	Delivery of complete package	ACT-Centre for Public Management	Average 21	24hrs	Costs built in to program
National Security	Various programs in National	Group Based	CL3 = 1	520	\$60,000	Delivery of complete	National Security	Varies from 1 – 3 C+BP	Programs vary from	Costs built in to

College	Security Community Leadership Training		CL4 = 3 CL5 = 2 SES =1 TOTAL = 7	TOTAL = 520		package	College	participants on any one program	24 – 160 hrs in duration	program
Delivered through APSC	SES Leadership Development Programs	Group	SES Band 1 = 1 TOTAL = 1	Various	\$10,000	Delivery of complete package	APSC Premises	1	Various	Costs built in to program

### Insolvency and Trustee Service Australia

- 1) \$1346.20 - value for total spend, including GST (see table below for breakdown). This figure is for corporate leadership development and does not include business line sourced or specific training
- 2) Total number of employees offered the service is 2 and their employment classification is EL2.
- 3) Refer to 4, c) in table below. Study leave not applicable – employees attend this training as part of their normal work day

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 d)
Service provider	Name and nature of service	One-on-one / Group based?	The number of employees and	Total hours	Total amount spent (incl GST)	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs

			<b>classification</b>							
Communications for Commerce	Executive Coaching Sessions	One-on-one	1x EL2	4 hours	866.25	Consultant costs	Sydney	1	4 hours	N/A
Graeme J Schache & Assoc	Executive Coaching Session	One-on-one	1x EL2	2 hours	479.95	Consultant costs	Melbourne	1	2 hours	N/A

### Office of the Australian Information Commissioner

- 1) \$4016 – value for total spend, excluding GST (see table below for breakdown). This figure is for corporate leadership development and does not include divisionally sourced or specific training.
- 2) Total number of employees offered the service is 2 and their employment classification is 1 x EL2, 1 x EL 1.
- 3) Two, see 4 c) in table below.

<b>4)</b>	<b>4 a)</b>	<b>4 b)</b>	<b>4 c)</b>	<b>4 d)</b>	<b>4 e)</b>	<b>4 f)</b>	<b>5) a)</b>	<b>5 b)</b>	<b>5 c)</b>	<b>5 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 (Excluding GST)</b>	<b>Description of fees</b>	<b>Location used</b>	<b>Number of employees on each occasion</b>	<b>Number of hours</b>	<b>Location costs</b>
Attorney General's Department	Coaching and Mentoring	Group based	1 x EL2	EL 2 — 7.5hours	\$116	Complete package	ACT	1	7.5	N/A
Australian Public	Masterclass Training	Group based	1 x EL1	EL 1 — 22.5	\$3900	Complete	ACT	1	22.5	N/A

Service Commission	Registration			hours		package			hours	
	Executive coaching									

### Office of Parliamentary Counsel

- 1) \$5,340 - 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.
- 2) Total number of employees offered the service is 2 and their employment classification is EL 2 and SES B2.
- 3) Refer to 2, c) in table below. Study leave not applicable – employees attend this training as part of their normal work day.

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 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
Australian Public Service Commission	Executive leadership dimensions	Group Based	1 x EL 2	3 days	\$4,690	Complete package	Bowral	1	3 days	Nil
Landmark	Forum—leadership	Group Based	1 x SES	3 days	\$650	Tuition	Sydney	1	3 days	Nil

Education	skills		Band 2							
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**The following agencies have nil responses:**

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

The **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.