

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

Portfolio

Question No. 76

Senator Humphries asked the following question at the hearing on 30 May 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

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.

The following agencies have nil responses: Australian Institute of Criminology, Australian Law Reform Commission, Office of the Director of Public Prosecutions (CDPP), Family Court of Australia, Australian Federal Circuit Court, High Court of Australia

Financial Year To Date (FYTD): 1 July 2012 to 31 May 2013

Attorney-General's Department:

- 1) \$489,346 GST Inclusive
- 2) Total number of employees offered the service is 234.
- 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
Yellow Edge	Intensive Leadership Program	Group Based	8 x SES B1	50 hours	\$102,696 (\$3,112 per participant)	Complete package	Venue in Canberra at arrangement of Yellow	Refer to 4,c)	Refer to 4,d)	N/A

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
			25 x EL2/PLO				Edge			
Yellow Edge	Global Leadership Practices USA Program	Group Based	2 x SESB1	81 hours	\$22,000	Complete package	Venue in USA at arrangement of Yellow Edge	Refer to 4,c)	Refer to 4,d)	N/A
Yellow Edge	Supportive Leadership	Group Based	1 x EL2 4 x SLO/EL1	15 hours	\$9,488	Complete package	N/A – On site	Refer to 4,c)	Refer to 4,d)	Included in package
ODS Management	Foundations of Leadership	Group Based	4x EL1 6 x APS5-6 LO 4 x APS 5-6 1 x APS 4	15 hours	\$4,400	Complete package	N/A – On site	Refer to 4,c)	Refer to 4,d)	Included in package
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’	Group based	60 x EL1 and EL2	900 hours total	\$17,600	Complete package	N/A – on site	N/A	N/A	N/A

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
	Leadership training			15 hours per participant						
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’	Group-based	1 x SES B1	26 ½ hours per	\$7,895	Complete package	Offsite venue at	Refer to 4,c)	Refer to 4,d)	Included in package

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
	Leadership training			participant			arrangement of APSC			
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) Leadership training	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
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						

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
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 4,c)	Refer to 4,d)	Included in package
Cranlana	'Cranlana Colloquium'	Group-based	2 x SES B1	75 ½ hours total	\$11,110	Complete package	Venue at arrangement of Cranlana	Refer to 4,c)	Refer to 4,d)	Included in package
	Leadership training			37 ½ hours per participant						
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	Various	\$56,330	Complete package	Venue at Arrangement of LAFIA Asia	Refer to 4,c)	Refer to 4,d)	Included in package
			2x SES B1							

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
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) \$136,298
- 2) All employees have the opportunity to apply for various coaching and leadership development opportunities.
- 3) Refer to 4, c) in table below. 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
Institute of Executive Coaching	Executive Coaching Training - Level 1	One-on-one	1 x EL2	EL2 – 22.5 hours	\$2,800	Complete package	Sydney	1 x EL2	1 x EL2 at 22.5 hours	N/A
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 Leadership Training	Group based	3 x SES Band 1	SES Band 1 – 33 hours/ participant	\$10,500	\$3,500 per participant. Complete package	Canberra	3 x SES Band 1	SES Band 1 – 33 hours/ participant	N/A
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

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
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
Institute of Executive Coaching	Certificate IV in Coaching Skills for the Workplace	One-on-one	1 x EL2	Not recorded (external online learning)	\$3,562	Complete package	Sydney	1 x EL2	Not recorded (external online learning)	N/A
HOCOLEA Agreement	WILES Program 2013- Mentors	One-on-one mentoring including group based development workshops	3 x EL1	EL1s – 28.5 hours	\$0	Complete package	Canberra	3 x EL1	3 x EL1 at 9.5 hours each	N/A
HOCOLEA Agreement	WILES Program 2013 - Mentees	Group Based	2 x SES Band 1	SES1 – 4 hours	\$0	Complete package	Canberra and Sydney	2 x SES1	2 x SES1 at 2 hours each	N/A
pdTraining	Mentee Training	Group Based	5 x EL1 2 x APS6 4 x APS5 3 x APS4	EL1 – 10 hours APS6 – 4 hours APS5 – 8 hours APS4 – 6 hours	\$2,258.50	Complete package	Agencies own location	5 x EL1 2 x APS6 4 x APS5 3 x APS4	5 x EL1 at 2 hours each 2 x APS6 at 2 hours each 4 x APS5 at 2 hours each 3 x APS4 at 2 hours each	N/A

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
			2 x APS3	APS3- 4 hours				2 x APS3	2 x APS3 at 2 hours each	
pdTraining	Mentor Training	Group Based	3 x SES Band 1	SES1 – 6 hours	\$2,258.50	Complete package	Agencies own location	3 x SES1	3 x SES1 at 2 hours each	N/A
			6 x EL2	EL2 – 12 hours				6 x EL2	6 x EL2 at 2 hours each	
			2 x EL1	EL1 – 4 hours				2 x EL1	2 x EL1 at 2 hours each	
			1 x APS6	APS6 – 2 hours				1 x APS6	1 x APS6 at 2 hours each	
APSC	Career Development Assessment Centre	Group Based	2 x EL2	EL2 – 75 hours	\$27,500	\$13,750 per participant. Complete package	Canberra	2 x EL2	2 x EL2 at 37.5 hours each	N/A
AFP	Management of Serious Crime (MOSC) Program	Group Based	2 x EL1	EL1 – 300 hours	\$8,000	\$4,000 per participant. Complete package	Canberra	2 x EL1	2 x EL1 at 150 hours each	N/A
Australian Institute of Police Management (AIPM)	Australia New Zealand Police Leadership Strategy (ANZPLS)	Group Based	1 x SES Band 2	Not Recorded	\$16,104	Complete package	Canberra	1 x SES2	Not Recorded	N/A
Australian Institute of Management	Influencing Skills Course	Group Based	1 x EL1	EL1 - 15 hours	\$1,200	Complete package	Melbourne	1 x EL1	1 x EL1 at 15 hours	N/A

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 Management	The New Manager	Group Based	1 x EL1	EL1 - 22.5 hours	\$1,760	Complete package	Perth	1 x EL1	1 x EL1 at 22.5 hours	N/A
APSC	SES Orientation Program	Group Based	2 x SES Band 1	SES1- 66 hours	\$7,000	\$3,500 per participant. Complete package	Canberra	2 x SES1	2 x SES1 at 33 hours each	N/A
APSC	ELLN Secretaries Panel Seminar	Group Based	1 x SES Band 1	SES1- 2 hours	\$230	\$115 per participant.	Canberra	1 x SES1	1 x SES1 at 2 hours	N/A
			1 x EL2	EL2 – 2 hours		Complete package		1 x EL2	1 x EL2 at 2 hours	
Australian and New Zealand School of Government (ANZSOG)	Executive Master and Public Administration Program 2013 (EMPA)	Group Based	1 x EL2	Not Recorded	\$42,790	Complete package		1 x EL2	Not Recorded	N/A

Australian Customs and Border Protection Service (does not include any additional training/services from March – May 2013):

- 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 Management	Listen Respect Lead: Corporate Leadership and Management Program	Group	CL1 = 16 CL2 = 41 CL3 = 55 CL4 = 34 CL5 = 8 TOTAL = 154	CL1 = 128 CL2 = 328 CL3 = 440 CL4 = 272 CL5 = 64 TOTAL= 1,232	\$37,916	Delivery of complete package	ACT- Centre for Public Management	Average 22	8 hrs	Costs built in to program

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
Customs and Border Protection in partnership with facilitator from Ernst and Young	Leading People at the Frontline – Experienced Supervisors’ Program (Pilot): Corporate Leadership and Management Program	Group	CL2 = 11 CL3 = 4	CL2 = 440 CL3 = 160	\$13,758	Delivery of complete package	N/A	15	40 hrs	Costs built in to program
			TOTAL = 15	TOTAL = 600						
Centre for Public Management	Building Management and Leadership (CL4): 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 College	Various programs in National Security Community Leadership	Group Based	CL3 = 1 CL4 = 3 CL5 = 2 SES =1	520	\$60,000	Delivery of complete package	National Security College	Varies from 1 – 3 C+BP participants on any one program	Programs vary from 24 – 160 hrs in duration	Costs built in to program

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
	Training		TOTAL = 7	TOTAL = 520						
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

Australian Commission for Law Enforcement Integrity:

- 1) \$36,735, excluding GST (see table below for breakdown)
- 2) Seven 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 financial year to date

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 d)
Service	Name and	One-on-	The number	Total hours	Total	Description	Location used	Number of	Number of	Location

provider	nature of service	one / Group based?	of employees and classification		amount spent (excl GST)	of fees		employees on each occasion	hours	costs
Australian Institute of Police Management	Police Executive Leadership Program	Group Based	1xSES1	512 hours over 10 months (indicative)	\$19,518	Complete Package	Distance education / via correspondence 12 days residential at the Australian Institute of Police Management, Manly, NSW	Refer to 4 c)	Refer to 4 d)	N/A
Informa Corporate Learning	From Technical Professional to Manager & Leader	Group Based	1xEL2	15 hrs (2 days)	\$2,295	Complete Package	Medina Hotel – Canberra City	Refer to 4 c)	Refer to 4 d)	N/A
Australian Public Service Commission	SES Band 1 Leadership Program	Group Based	1xSES1	45 hrs (6 days over 5 months)	\$10,000	Complete Package	Australian Public Service Commission - Canberra	Refer to 4 c)	Refer to 4 d)	N/A
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		2hrs15mins	\$115	Complete Package	Australian War Memorial	Refer to 4 c)	Refer to 4 d)	N/A

4)	4 a)	4 b)	4 c)	4 d)	4 e)	4 f)	5) a)	5 b)	5 c)	5 d)
Service	Name and	One-on-	The number	Total hours	Total	Description	Location used	Number of	Number of	Location
	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 Attorney-General's Department	Teams and leadership course Foundations of leadership	Group	1xAPS4	22.5hrs (3 days)	\$3,480	Complete Package	Bowral, NSW	Refer to 4 c)	Refer to 4 d)	Included in package
		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 Commission	Executive Level Leadership Network	Group	1xEL2	4 x 2hrs	\$627	Complete Package	Various	Refer to 4 c)	Refer to 4 d)	N/A

Australian Federal Police:

- 1) \$615,189.39 - 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 109 and their employment classification is Executive Level 1 (EL1), Executive Level 2 (EL2), and Senior Executive Service (SES) 1, 2 and 3.
- 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	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
Australian Institute Police Management (AIPM)	Australasian Fire and Emergency Service Authorities Council (AFAC) Strategic command program	Group based	1 x EL2	1 week	\$1,500.00	Complete package	AIPM Premises	Refer to 4 c	Refer to 4 d	Included in package
Australian Institute Police Management (AIPM)	Australia New Zealand Police Leadership Strategy 2012/13 (ANZPLS)	Group based	2 x SES3 4 x SES1	Study over a 18 month period	\$63,229.09	Complete package	AIPM premises	Refer to 4 c	Refer to 4 d	Included in package

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 Institute of Company Directors	Company Directors Course	Group based	8 x SES1 1 x EL2	45 days	\$60,696.00	Complete package	AICD premises	Refer to 4 c	Refer to 4 d	Included in package
Australia New Zealand School of Government (ANZSOG)	Executive Master of Public Administration	Group based	1 x EL2	2 years part-time	\$42,789.50	Complete package	ANZSOG premises in various locations	Refer to 4 c	Refer to 4 d	Included in package
Australian Public Service Commission (APSC)	Career Development Assessment Centre	Group based	2 x EL2	6 days	\$23,500.00	Complete package	APSC premises	Refer to 4 c	Refer to 4 d	Included in package
Australian Public Service Commission (APSC)	SES Band 2 Talent Development Program	Group based	1 x SES2	16 days	\$18,100.00	Complete package	APSC premises	Refer to 4 c	Refer to 4 d	Included in package
Coaching and Leadership international	Learning Circles	Group based	6 X SES 1	1 days	\$3,850.00	Complete package	Hotel Kurrajong Canberra	Refer to 4 c	Refer to 4 d	Included in package

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
Effective People Pty Ltd	Executive Coaching	One-on-one	1 x SES1	1 hour	\$396.00	\$396.00 per hour	On site	Refer to 4 c	Refer to 4 d	N/A
Harvard Business School	Leadership Best Practices	Group based	1 x SES1	5 days	\$10,852.79	Complete package	Harvard School premises	Refer to 4 c	Refer to 4 d	N/A
Mt Eliza, Melbourne Business School	Vincent Fairfax Fellowship Program	Group based	1 x SES1	Study over a 12 month period	\$24,500.00	Complete package	Melbourne Business School premises	Refer to 4 c	Refer to 4 d	Included in package
YellowEdge	Executive Coaching	One-on-one	1 x EL1	3 hours	\$1,155.00	\$385.00 per hour	On site	Refer to 4 c	Refer to 4 d	N/A
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

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 Institute of Police Management (AIPM)	Australasian Fire and Emergency Service Authorities Council (AFAC) Strategic command program	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
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	Residential 3072 hours 256 per person Distance learning 3072 hours 256 per person	\$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 1 x SES 1	40 days	\$48,675.00	Complete package	ANU location	Refer to 4 c	Refer to 4 d	Included in package

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
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 Dimensions	Group based	1 x EL2	4 days	\$4,690.00	Complete package	APSC premises	Refer to 4 c	Refer to 4 d	Included in 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

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
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

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
Mt Eliza, Melbourne Business School	Senior Executive Master of Business Administration	Group based	1 x SES2	Study over a 2 year period	\$65,000	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

Australian Human Rights Commission:

- 1) \$2750
- 2) Total number of employees offered the service is 1
- 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
Zavesky Consulting	Media Spokesperson Training	One-on-One	1 Statutory Office Holder	4 hours	\$2,750	All inclusive	AHRC Premises	One	4	Nil

Australian Security Intelligence Organisation:

- 1) \$568,064 - 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	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
National Security College	EL2 Program; Introduction to NS Challenges; Introduction to NS Community	Group based	EL2 x 2 EL1 x4 APS6 x1	525	\$10,000	Complete package	National Security College	Various from 1–6	Refer to 4d	N/A
All In-house Leadership courses (grouped)	N/A									
Other External Leadership courses	CDAC	Group based	3 x EL2	67.5	\$35,250	Complete package	N/A	1	Refer to 4d	N/A
Executive Coaching	N/A									
National	Intro to Security	Group based	EL2 x 4	300	\$104,546	Complete	National	Various from 1 -6	Refer to	N/A

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
Security College	Challenges Professional Development		EL1 x 5 APS1-6 x 3			package	Security College		4d	
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 SESB2 - 11	72	\$73,659	Complete package	N/A	1	Refer to 4d	N/A
For national security reasons some names of service providers have not been provided										

CrimTrac:

- 1) \$77,098.28
- 2) Total number of employees offered the service is 36
- 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 (GST Excl)	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
The Australian & New Zealand School of Government	Management Development Program	Group	1 x EL2	Not captured	\$39,301.00	Complete Package	VIC	1	NA	NA
Tempo Strategies	Management Development Program	One-on-one	1 x EL2	Not captured	\$360.00	Complete Package	ACT	1	NA	NA
APS Commission	Career Development Assessment Centre (CDAC) program for EL2's	Group	1 x EL2	Not captured	\$11,750.00	Complete Package	ACT	1	NA	NA
Centre for Public Management	Teams and Leadership Training	Group based	1xAPS4	Not captured	\$3,163.64	Complete Package	ACT	1	NA	NA

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 (GST Excl)	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
Centre for Public Management	Team and Leadership Training	Group based	1xAPS5	Not captured	\$3,163.64	Complete Package	ACT	1	NA	NA
Melbourne Business School Limited	Management Development Program	Group based	1 x EL2	Not captured	\$9,360	Complete Package	VIC	1	NA	NA
Australian Public Service Commission	SES Development Program	Group based	1 x Acting SES	Not captured	\$10,000	Complete Package	ACT	1	NA	NA

Federal Court of Australia:

- 1) \$40,250
- 2) Total number of employees offered the service is 7
- 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
SHL	Leadership	both	6 employees,	Not	\$40,250		Court	1-Jun	Not	NIL

(The CEB Talent Management Solution)	workshops plus one to one coaching sessions			recorded			training room and SHL company location		recorded	
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Office of Parliamentary Counsel:

- 1) \$29,540
- 2) Total number of employees offered the service is 4
- 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 Public Service Commission	SES Orientation program	Group based	1 SES Band 1	3 days	\$3,200	Complete package	ACT	1	3 days	Included in package

Australian Public Service Commission	Leading Australia's Future in Asia/Pacific 2013	Group based	1 SES Band 3 (equivalent)	3 days (to 31 May) and a further 16 days (to 30 June 2013)	\$21,000	Complete package	ACT and study tour overseas in June	1	3 days (to 31 May) and a further 16 days (to 30 June 2013)	Included in package
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 Education	Forum— leadership skills	Group Based	1 x SES Band 2	3 days	\$650	Tuition	Sydney	1	3 days	Nil

Insolvency and Trustee Service Australia:

- 1) \$16,912.20 - value for total spend, including GST (see table below for breakdown). This figure is for external sourced leadership development only.
- 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 classification	Total hours	Total amount spent	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
APSC	Supervision and Management in Public Sector	Group	2 * APS6	15	\$1,160	Complete	APSC Level 3 148 Frome Street ADELAIDE SA 5000	2	15	nil
Attorney General's Department	Coaching and Mentoring Skills	Group	1*EL1	7.5	\$127	Complete	AGD National Circuit Barton ACT	1	7.5	nil
APSC	SES Orientation Program	Group	1*SES1	15	\$3,200	Complete	APSC 16 Furzer Street Phillip ACT 2606	1	15	nil

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
Attorney General's Department	Foundations of Leadership	Group	1*APS6	15	\$475	Complete	AGD National Circuit Barton ACT	1	15	Nil
Arenelle Pty Ltd	Senior Officer Support and Executive Coaching	One on one	2*SES1	52.75	\$10,604	Per hour	ITSA Level 4 201 Elizabeth Street Sydney NSW 2000 Level 16 340 Adelaide Street Brisbane QLD 4000	1	52.75	Nil
Communications for Commerce	Executive Coaching Sessions	One-on-one	1x EL2	4 hours	\$866.25	Consultant costs	Sydney	1	4 hours	N/A

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
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) \$4,016 – 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.

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 (Excluding GST)	Description of fees	Location used	Number of employees on each occasion	Number of hours	Location costs
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 Service Commission	Masterclass Training Registration Executive coaching	Group based	1 x EL1	EL 1 — 22.5 hours	\$3,900	Complete package	ACT	1	22.5 hours	N/A