



## Web section 7

# Non-operational training

This section contains additional detailed information, further to that contained in the print version of the *Defence Annual Report 2006–07*.

Training is administered by Defence Groups, Services and central training agencies. It is delivered using internal resources, commercial training providers, and the national education and training infrastructure, and by providing individual tuition support.

This section contains information about non-operational training that Groups and Services deliver. The information is arranged in alphabetical order by Group/Service.

## ARMY

During 2006–07, 1,701 Cadets participated in courses across Australia. The courses included Junior Leadership Course, Senior Leadership Course, and Cadet Under Officer and Warrant Officer courses.

There were 1,455 students trained in the Army Capability Management System, an application that

provides commanders and staff at all levels with the ability to plan and resource training, measure their performance and take remedial action to overcome deficiencies. This participation level represented some 2,178 training days.

Each year, the Army conducts the Defence Civilian Army Familiarisation Course. The course is targeted at Defence Australian Public Service employees at APS Level 5 to Executive Level 1 whose position supports the Army's outputs and goals. Thirty employees attended in 2006–07 and gained a major insight into how they could enhance their support for the Army's and Defence's objectives.

## CHIEF INFORMATION OFFICER GROUP

During 2006–07, the Chief Information Officer Group carried out non-operational training as summarised in Table Web 7.1.

**Table Web 7.1—CIO Group-specific or Group-administered training (not including military training)**

| Course title  | Category  | Course length (days) | Number of participants |
|---|---|----------------------|------------------------|
| Accrual Accounting—The Basics                       | Financial   | 1                    | 21                     |
| Financial Business Model Workshop                   | Financial   | 1                    | 104                    |
| Financial Delegations                               | Financial   | 0.5                  | 100                    |
| Giving and Receiving Feedback                       | General Management and Administration                   | 1                    | 45                     |
| Winning Presentations and Storytelling              | General Management and Administration                   | 2                    | 16                     |
| ComWeb Training                                     | Information Management, Document and Records Management | 1                    | 48                     |
| Chief Information Officer Group Orientation Seminar | Other   | 1                    | 100                    |
| Contract Management                                 | Procurement and Contracting                             | 2                    | 35                     |
| Preparing a Procurement Approval Submission         | Procurement and Contracting                             | 0.5                  | 60                     |
| Procurement Awareness                               | Procurement and Contracting                             | 1                    | 32                     |
| Risk Assessment                                     | Procurement and Contracting                             | 1                    | 85                     |
| Diploma in Project Management                       | Project Management                                      | 5                    | 30                     |
| Prince 2 Overview                                   | Project Management                                      | 1                    | 24                     |
| Prince 2 Practitioner                               | Project Management                                      | 4                    | 30                     |
| Project Management Board Room Briefing              | Project Management                                      | 0.5                  | 20                     |

## DEFENCE SCIENCE AND TECHNOLOGY ORGANISATION

During 2006–07, DSTO continued to achieve against the DSTO People Priorities, developing leadership and management skills, making job satisfaction a priority, developing a leading-edge science and technology knowledge base and providing a safe and healthy workplace.

DSTO has three leadership and management programs to develop the skills of staff throughout their career: the Executive Leadership Development Program (ELDP); the Graduate Program in Scientific Leadership (GPSL); and the Residential Introduction to Management Course. The year under review saw the embedding of the redeveloped GPSL program, with increased participation rates by DSTO and other Defence Groups to meet current demand. Involvement in ELDP and GPSL by staff from other agencies such as the Commonwealth Scientific and Industrial Research Organisation and the Australian Nuclear Science and Technology Organisation, as well as other Defence Groups, continued to enhance the scope of the topics studied as part of these programs.

The DSTO Pathways Program is a comprehensive suite of learning and development activities for all new DSTO staff, spanning their first five years with the organisation. The program also offers support and training to supervisors of new staff to assist in their personal development. As at June 2007,

there were 650 people registered on the Pathways Program, including 520 staff in science and technology positions and approximately 129 staff working in other areas such as science corporate management and science policy.

In addition to an occupational health and safety induction and training in Working Safely (for all staff) and Managing Safety—Managing OHS (for managers), DSTO staff can also undertake training in safety risk management. A current review of occupational health and safety training is to be completed by December 2007. To align with DSTO's new business process, that is, implementing a new way of providing science and technology support to clients, various learning and development activities were initiated in 2006–07 to inform staff of the changes and train them to undertake new roles and responsibilities. In particular, training for new task leaders was developed and delivered in relation to program reporting and financial management.

The Continuing Education Initiative is a corporate DSTO program aimed at maintaining and enhancing DSTO's science and technology base and research capability. Table Web 7.2 gives a breakdown of the program's participants by category for Semester 2, 2006 and Semester 1, 2007.

Table Web 7.3 shows the number of participants in, and duration of, courses delivered or administered by DSTO.

**Table Web 7.2—Continuing Education Initiative program, 2006–07**

| Type of program                         | Number of participants |                  |
|---|------------------------|------------------|
|   | Semester 2, 2006       | Semester 1, 2007 |
| Master's                                | 103                    | 95               |
| Graduate diploma                        | 13                     | 7                |
| Graduate certificate                    | 20                     | 12               |
| Single course                           | 21                     | 17               |
| Individual case students <sup>[1]</sup> | 2                      | 2                |
| <b>Total participants</b>               | <b>159</b>             | <b>133</b>       |

**Note**

1. Students undertaking award programs outside the main Continuing Education Initiative award stream.

Table Web 7.3—Training in DSTO, 2006–07

| Courses delivered or administered by DSTO       | Course length (days) | Number of Participants |
|---|----------------------|------------------------|
| Executive Leadership Development Program        | 20                   | 24 completed in 2006   |
| 22 currently participating                      |                      |                        |
| Graduate Program in Scientific Leadership       | 20                   | 46 completed in 2006   |
| 48 currently participating                      |                      |                        |
| Residential Introduction to Management          | 5                    | 112                    |
| Interpersonal Foundations Workshop              | 4.5                  | 38                     |
| Advanced Resuscitation                          | 1                    | 14                     |
| Chemical Alert                                  | 1                    | 22                     |
| DSTO Familiarisation                            | 2                    | 208                    |
| Effective Communication                         | 2                    | 27                     |
| Emotional Intelligence                          | 1                    | 16                     |
| Essentials of Supervision                       | 1–2                  | 82                     |
| Graduate Induction                              | 2                    | 68                     |
| Industry Interaction and Intellectual Property  | 0.5                  | 17                     |
| Laser Safety                                    | 10 or 5              | 27                     |
| (2 x 5-day and 25 x 1-day courses)              |                      |                        |
| Liquid Nitrogen                                 | 0.5                  | 12                     |
| Managing OHS                                    | 1                    | 46                     |
| Managing Your Career                            | 1                    | 93                     |
| OHS Committee Training                          | 0.5                  | 8                      |
| OHS Refresher Training                          | 0.5                  | 452                    |
| Working Safely in PC2 Laboratories              | 0.5                  | 19                     |
| Presentation Skills                             | 2                    | 14                     |
| Project Management—Methodical and Judgemental   | 3                    | 21                     |
| Safety Risk Management                          | 0.5                  | 19                     |
| Scientific Report Writing                       | 2                    | 109                    |
| Senior First Aid                                | 1–2                  | 22                     |
| Senior First Aid Refresher                      | 1                    | 8                      |
| Task Safety Risk Management                     | 0.5                  | 16                     |
| Understanding Performance Management            | 0.5                  | 206                    |
| Warden Training                                 | 1                    | 39                     |
| Working in Teams                                | 2                    | 112                    |
| Working Safely                                  | 2                    | 268                    |
| Project Science and Technology Adviser Training | 1                    | 79                     |

## INTELLIGENCE, SECURITY AND INTERNATIONAL POLICY GROUP

The Defence Security Authority (DSA) has defined the whole-of-Defence skill requirements for security training and awareness. Table Web 7.4 outlines the number of personnel DSA has trained by face-to-face training. In addition 3,193 personnel completed online annual training through the CAMPUS online learning program.

**Table Web 7.4—Security training delivered, 2006–07**

| Course Title   | Course length (days) | Total number of participants |
|--|----------------------|------------------------------|
| Unit Security Officers Course                              | 2.5 (average)        | 1,099                        |
| Information Systems Security Liaison Officers Course       | 3                    | 45 (approx)                  |
| Information Systems Security Officers/Certification Course | 3                    | 25 (approx)                  |
| Document Handling Course                                   | 1                    | 881                          |
| Awareness presentations                                    | Various              | 7,677                        |

The following activities support individuals to meet their security responsibilities.

- › Induction—DSA produced the Introduction to Security Handbook for those who commence employment within Defence. DSA also delivers security training as part of induction activities in some regions.
- › Annual security briefings—Annual security briefings are provided by unit security officers (USO). DSA, or the Service Security Authorities, provides training to assist USOs to deliver these briefings.
- › Procedures and guidance for supervisors—For those managing people with security clearances, information is contained in the Supervisors' Security Responsibilities Handbook.
- › USO Course—Competency-based training for the course is under development and will provide five units towards a Certificate IV in Government (Security). This should be completed and ready for delivery in 2008.

## PERSONNEL EXECUTIVE

### Corporate leadership development

Effective leadership plays a key role in the delivery of Defence business outcomes. Defence recognises that a common core of leadership skills is required for sustained corporate performance. Corporate leadership guidance is provided through the Defence Leadership Framework. The framework, derived from the Australian Public Service Commission's Integrated Leadership System, applies to both military and APS executive and senior executive staff and has been extended to identify the leadership capabilities and behaviours from APS 1 through to APS 6 levels.

The framework promotes an integrated approach to leadership development and has been incorporated into joint military leadership doctrine as a basis to develop leadership and management curriculum's. The framework has many practical applications for recruitment, selection, development,

performance management, succession planning, career management and broader organisational development initiatives.

#### VALUES-BASED LEADERSHIP

A continuing organisational commitment to a values-based model of leadership underpins corporate leadership development. Values-based leadership remains a key commitment of the Secretary, the Chief of the Defence Force and Defence's Senior Leadership Group. Their commitment to 'empowering our people through values-based leadership at all levels' was reinforced with the promotion, on 22 May 2007, of Defence's joint vision and key priorities for 2007–08.

Defence's values-based leadership philosophy has three key tenets for leadership development:

- › Defence requires leaders at all levels among its military and APS personnel.
- › Results are achieved through empowering people (see 'Results through People').
- › Leadership is core to enabling and promoting effective business skills (see 'Business skilling').

Values and values-based leadership have been reinforced through an extensive campaign involving face-to-face presentations, printed material, web-enabled media and discussion groups. During 2006–07, programs such as the Capstone Senior Executive Leadership Program, a range of leadership development programs and the Results through People initiative continued to emphasise values-based leadership development for Defence's leaders at all levels.

#### RESULTS THROUGH PEOPLE

Results through People (RtP) is a leadership philosophy that seeks to create a climate for people to be empowered to make sound decisions and work more effectively. RtP promotes the idea that leaders will establish productive working relationships and develop and use appropriate skills and procedures to achieve timely and effective outcomes. Key RtP deliverables include a three-day workshop, a biannual RtP Summit and a national RtP Network.

- › The RtP workshop is one of the tools available to develop middle-level managers. The RtP workshop has been identified as one of the defined management learning activities for Executive Level 1 staff in the *Defence Collective Agreement 2006–09*.
- › An evaluation of the workshop in January 2007 provided evidence that the workshop remains a highly relevant tool for developing middle-level managers. Interest in and attendance at the workshop remained high, with 80 workshops being conducted across Defence. During 2006–07, 453 Defence personnel attended RtP workshops.
- › The RtP Network is a key enabler in Defence's efforts towards 'creating a climate for people to do their best by building better working relationships'. The network is a voluntary association of individuals from all areas of Defence. Regionally, members meet to build effective working relationships and discuss innovative ways to tackle new and existing work challenges. Membership of the network is open to all interested Defence personnel.
- › The biannual RtP Summit brings together Defence representatives from across Australia to discuss ways to improve or change the way Defence achieves its broader outcomes by working more effectively and collaboratively at the local level. The summit is a two-day event with speakers and discussion panels presenting and debating current and future issues affecting Defence. Key themes for 2006–07 Summit were 'Improving Organisational Effectiveness' and 'Building a Successful Workplace Climate'.

#### LEADERSHIP IN THE AUSTRALIAN DEFENCE FORCE

The new Australian Defence Doctrine Publication, *Leadership in the Australian Defence Force*,<sup>1</sup> was published during the reporting year. This is the first time that the ADF has produced a joint leadership doctrine; the publication followed a two-year development process. Canada is the only other nation to have developed such a doctrine. Although the focus is on military leadership, there are many aspects of the publication that are applicable to leadership across the integrated Defence workforce.

1. ADPP 00.6 *Leadership in the Australian Defence Force*.

## FRAMEWORKS, STRATEGIES AND POLICIES

### DEFENCE WORKFORCE DEVELOPMENT FRAMEWORK

During 2006–07, Defence published a new Defence Workforce Development Framework, which articulates overarching Defence policy on the management of all education, training and development activities. Its purpose is to improve the coherence of Defence's numerous education and training programs and policies, and their alignment with a common set of articulated principles and responsibilities.

The framework includes explicit commitments to the systematic, equitable, and adequately resourced training and development of Defence people, and alignment of Defence training with national frameworks and standards. It articulates and commits to the optimal learning culture as recommended in the 2006 ADF Learning Culture Inquiry,<sup>2</sup> and emphasises the responsibilities of Group Heads and Service Chiefs for the training and development of their people as recommended by the 2007 Defence Management Review.<sup>3</sup>

### BUSINESS SKILLING

Defence is continuing to implement and further develop its business skilling strategy. Designated business policy owners are accountable for defining the skills required by users of their business policies and processes, and for ensuring that quality training is accessible to all who need it.

This accountability is complemented by that of Group Heads responsible for ensuring that their employees undertake the training that they require. Notable skilling initiatives by policy owners and Groups are included with their outcomes in the relevant chapters of this report.

The Defence Business Training Centre in Canberra is the corporate training provider for Defence. During 2006–07, it provided facilitated training to more than 15,000 personnel in collaboration with a national network of regional training providers in diverse and specialised areas of business skilling.

2. More information about the inquiry can be found at [www.defence.gov.au/publications/LCReport.pdf](http://www.defence.gov.au/publications/LCReport.pdf).

3. More information about the review can be found at [www.defence.gov.au/dmr](http://www.defence.gov.au/dmr).

Through the use of classroom, e-learning and alternative delivery methods, the Defence Business Training Centre increased accessibility for Defence personnel to undertake training in more locations. The Defence online learning system now offers more than 300 courses covering a broad range of topics in support of business skilling and recorded more than 118,200 completed enrolments in 2006–07.

### DEVELOPING THE DEFENCE AUSTRALIAN PUBLIC SERVICE WORKFORCE

While continuing to provide a wide range of training and development opportunities for its Australian Public Service workforce, Defence has identified the need for a more structured approach, and for improved guidance for employees on their training and development pathways. The *Defence Collective Agreement 2006–09* includes a commitment by Defence business skilling domain owners to establish the skills framework and skilling strategies for each domain by 1 July 2008.

Defence APS training and development policy was developed in 2006–07, and is being implemented and further refined in 2007–08. It incorporates a through-career training and development construct, a common core skills framework, and defined roles and responsibilities.

The Defence policy builds on and contextualises resources from the Australian Public Service Commission, particularly in the areas of leadership and induction to the Australian Public Service. It is linked with the National Training Framework through the Public Sector Training Package 2004.

In 2006–07, Defence established a Regional Learning and Development Support Fund valued at \$0.25m to improve training accessibility for Defence public servants employed in remote locations. The fund is to be extended to \$0.5m in 2007–08, and \$1.5m in 2008–09.

## GRADUATE DEVELOPMENT PROGRAMS

Defence has continued to focus on graduate development programs as an important corporate leadership measure and effective recruitment strategy. The largest graduate intake yet was achieved during 2006–07 when a total of 366 graduates were recruited to the six graduate schemes that Defence administers.

This achievement not only reflects the excellent reputation Defence has in recruiting graduates in a very tight labour market, it also recognises that, as an employer of choice, Defence is committed to the professional development of its workforce. Figures for all graduate schemes are set out in Web Table 7.5.

**Table Web 7.5—Graduate intake figures**

| Graduate programs                                    | 2002–03 | 2003–04 | 2004–05 | 2005–06 | 2006–07 |
|--|---------|---------|---------|---------|---------|
| Graduate development programs                        |         |         |         |         |         |
| General stream                                       | 48      | 37      | 53      | 55      | 50      |
| People stream  | 8       | 3       | 5       | 6       | 5       |
| Business stream                                      | 8       | 10      | 10      | 13      | 11      |
| Infrastructure stream                                | 6       | 2       | 2       | 2       | 2       |
| Information stream <sup>[1]</sup>                    |         | 6       | 4       | 5       | 8       |
| Sub-total  | 70      | 58      | 74      | 81      | 76      |
| Defence Materiel Graduate Scheme                     | 46      | 30      | 33      | 44      | 81      |
| Defence Science and Technology Scheme <sup>[2]</sup> | 36      | –       | 27      | 74      | 79      |
| Defence Signals Directorate Scheme                   | 54      | 29      | 23      | 69      | 69      |
| Defence Imagery and Geospatial Organisation Scheme   | 36      | 21      | 14      | 20      | 51      |
| Navy System Command Scheme <sup>[3]</sup>            | 8       | 5       | 6       | –       | 10      |
| Totals   | 250     | 143     | 177     | 288     | 366     |

### Notes

1. The Information stream began in 2004.
2. The Defence Science and Technology Organisation did not recruit to its graduate program in 2003–04.
3. Navy System Command did not recruit to its graduate program in 2005–06.

## VOCATIONAL AND TECHNICAL EDUCATION

Vocational and technical education is the major means by which Defence creates and sustains its skilled workforce. While this system has a strong focus on warfighting skills, it also addresses skills and knowledge shared with the wider Australian workforce. Defence makes extensive use of the national vocational and technical education system through the National Skills Framework, including seeking to have its specific skills and knowledge needs included within national training packages.

Four Defence Registered Training Organisations work with 30 national training packages. Between them, these organisations issue qualifications from 28 training packages and for a number of accredited courses.

In addition to meeting specific Defence skilling and career development needs, this activity provides members of the ADF with nationally recognised qualifications. ADF members can use these qualifications to assist their effective transition into other employment when they elect to leave Defence. Possession of these qualifications also provides pathways into higher education.

During 2006–07, Defence introduced its Higher Education Advanced Standing Scheme in partnership with 19 Australian universities.<sup>4</sup> In this scheme, members of the ADF are able to take advantage of defined, agreed advanced standing, based on completion of defined Defence vocational and technical education and related work experience, as pathways into higher education programs in a wide range of disciplines.

In allocating advanced standing, each faculty in each participating university has taken account of the breadth, depth and complexity of Defence vocational and technical education provision and related work experience. The extent of advanced standing offered for the same qualification varies between programs and between universities. The scheme offers ADF members a choice of pathways into multiple qualifications in pursuit of their personal, professional or work-related development.

4. More information about the Higher Education Advanced Standing Scheme can be found at [www.defence.gov.au/dsg/organisation/adfheas/index.htm](http://www.defence.gov.au/dsg/organisation/adfheas/index.htm).

## Personnel executive business skilling domains

Under the Defence Business Skilling Strategy, Head Personnel Executive is the policy owner of four business skilling domains: occupational health and safety, human resources, leadership, and general management and administration. The policy owner's role is to define business processes and skill requirements and to ensure that the necessary skilling arrangements are in place, current and functioning effectively. The four business skilling domains are described below.

### OCCUPATIONAL HEALTH AND SAFETY

During 2006–07, the Occupational Health, Safety and Compensation (OHSC) Branch focused on developing and improving a range of learning products and resources including a restructured and updated online OHS Awareness package to replace the existing APS course through the CAMPUS online learning program. The course will include five additional modules specifically tailored to meet the needs of senior leaders, managers and supervisors, contractors, civilians and military personnel. These learning modules are intended to be released on CAMPUS by the end of 2007. In addition, an e-learning pre-primer for the radiation course has been designed to validate candidates' suitability and reduce the course drop-out rate, and an e-learning Safety Risk Management Awareness package is in the final development stage. These are scheduled for completion during July 2007.

Work has been completed on proficiency frameworks and associated competencies for Chief Warden/Emergency Controller (intended for inclusion in AS/NZ standards) and is to be included in Phase Three of the Public Safety Defence Sector project. Due to the success of Hazardous Substances Safety Officer courses developed by OHSC Branch and piloted in 2005–06, discussions are progressing with the Defence Business Training Centre to deliver these courses nationally to education, training and development units through appropriate providers.

## HUMAN RESOURCES

The HR Proficiency Framework has been developed and is available on the Defence intranet. The proficiency framework identifies six core capability areas. It links proficiencies to further guidance and developmental opportunities, including national competencies where appropriate. Further work is being undertaken to develop the intranet site with more information on resources, developmental programs and useful reference sources and tools to support employees, supervisors and, in particular, HR practitioners to utilise the framework.

A self-assessment tool and HR Career Pathways map is being developed to assist and guide HR practitioners and their supervisors in the identification of developmental requirements. It is planned to link indicative training and development opportunities by job role and level and to facilitate HR practitioners to identify career options and the developmental programs that will assist them to achieve their career goals. At this stage the business skilling strategy is primarily focused on APS requirements.

Consultation with key interest groups has begun, following the development of a communications strategy. The work so far has identified areas for multi-domain approaches, post-implementation evaluation discussions and issues related to the obtaining of valid data on employees who work in human resources. Future work involves looking at the feasibility of developing an HR induction course or program for those new to human resources.

## LEADERSHIP

During 2006–07 the Executive Level Leadership Business Skilling Domain was re-titled the Leadership Business Skilling Domain. This was a deliberate refinement to reflect Defence's philosophy that leadership is needed at all levels.

Development across the leadership domain includes:

- › the production of a suite of behavioural checklists for individual and supervisory assessment of personal development needs against the Defence Leadership Framework; this has practical application in the performance exchange process
- › the implementation of an online 360 degree feedback questionnaire and development

suite for senior executives tailored to the behaviours of the framework and supported by individual one-on-one feedback

- › the implementation of a 360 degree Emotional Competency Inventory for specific leadership development at Senior Executive and Executive Level designed to focus on developing leader self-awareness to assist in the cultivation of productive working relationships
- › the mapping of framework behaviours against the existing competency elements of the National Skills Framework to support the skilling framework under development for APS personnel.

## GENERAL MANAGEMENT AND ADMINISTRATION

The general management and administration framework is designed to identify the expected management and administrative capabilities and behaviours expected at all levels in Defence. This domain addresses the skills required of managers, supervisors and individuals, ensuring that skilling interventions are appropriately focused and targeted. Content covers skilling in areas such as planning and organising, problem solving, research and analysis, working in government, quality management and continuous improvement, risk management, change management, resource management, and communication and writing skills. As part of a coherent development strategy, the general management and administration proficiency framework has taken into account related initiatives in the other domains, in particular work that has been completed by the leadership and human resources domains.

The proficiency framework developed to date has four major components:

- › an overarching systems model to guide the development of the domain proficiencies
- › a model that represents the relationships between the domains guiding the development of proficiency frameworks
- › a categorisation of core capabilities and skills
- › a skills matrix that details the skills requirements for each key skill area identified.

The framework is expected to be released in late 2007.

## STRATEGY, COORDINATION AND GOVERNANCE EXECUTIVE

The Strategy, Coordination and Governance Executive is developing a strategic education and development training framework that will focus on improving strategic thinking capability across Defence.

There are a number of initiatives underway, including the development of a three-day Australian Strategic Policy Institute short course. This course aims to provide background information for new staff working in the strategic policy domain and can also be used as a refresher course for experienced personnel. The pilot course was conducted in June 2007 and received positive feedback from participants. Two further courses are planned for October 2007 and April–May 2008. Additionally, three similar courses on Australian strategic and defence policy were conducted in April and May 2007 for the Defence Graduate Development Program (around 78 personnel).

To increase staff knowledge of and exposure to strategic and defence issues, a development and training opportunities site has been created on the Strategy, Coordination and Governance Executive intranet site. This site is accessible to all Defence personnel and provides information on seminars, lectures and training courses. These include opportunities offered by a number of external organisations, including the Australian Defence College, the Australian Strategic Policy Institute and the Australian National University.

All commanders, their key staff and personnel who are to be embedded in coalition headquarters before deploying on Operations Catalyst and Slipper are required to complete training in Australian sensitive matters. This training forms part of their force preparation. The one-day training program is designed to ensure that these key people, before deploying to the Middle East Area of Operations, are aware of Australian sensitive matters and appropriate reporting requirements. The training addresses policy, legal, cultural, public affairs, diplomatic and parliamentary aspects of Australia's commitment to these operations. The course is conducted by Coordination and Public Affairs staff from the Executive.

During 2006–07, 11 training courses were conducted, and individual training was also provided. A total of 143 people were trained in Australian sensitive matters during the year.