



THE ORGANISATION

ORGANISATIONAL STRUCTURE

The APVMA is divided into six programs, each of which reports through a program manager to the CEO who in turn reports to the APVMA Board of Directors. Each program is divided into sections that have responsibility for specific operational or administrative functions.

The Principal Scientist—Pesticides and Principal Scientist—Residues and Veterinary Medicines are responsible for the maintenance of scientific standards of excellence.

Figure 10. APVMA organisational and program structure at 30 June 2005



APVMA BOARD OF DIRECTORS

The APVMA's focus and strategic direction is determined by a Board of Directors comprising a Chairperson and eight other directors. All Board appointments are on a part-time, non-executive basis. Other than the Chairperson, directors are appointed to bring experience to the Board in the following areas:

- regulation of chemical products at State or Territory level
- the agricultural and veterinary chemicals industry
- protection of consumer interests
- primary production
- occupational health and safety
- development or administration of Australian Government policy, or the operation or management of an Australian Government statutory authority.

The current Board was appointed in accordance with the Administration Act by Senator the Hon. Judith Troeth, Parliamentary Secretary to the Minister for Agriculture, Fisheries and Forestry on 16 October 2002 for a term expiring on 15 October 2005.

It should be noted that Directors are not appointed to represent particular organisations or interest groups. The Board of Directors constitutes the APVMA and acts in its corporate interest by providing direction and overseeing its operations for the regulation of agricultural and veterinary chemical products up to and including the point of retail sale. The Board ensures that the APVMA exercises its functions, powers and responsibilities consistent with the Administration Act, related Australian Government legislation and government policy direction. In so doing, the Board receives information from stakeholders and through public consultation, and receives technical advice from other Australian Government agencies, the States and Territories, and from within the APVMA. Responsibility for day-to-day operations rests with the CEO.

Details of Board meetings, attendance and declared interests are at Appendix A.



Dr Kevin Sheridan AO

B AgrSc, MS, PhD
Chairperson

Chairman of Advisory Committee for the Centre for Rural and Remote Mental Health; Director of Bactron Pty Ltd; Director

General of NSW Agriculture (1988–2002); Chief Executive of the NSW Rural Assistance Authority (1996–2002); member of the Murray-Darling Basin Commission (1988–2002); Chairman of the Farrer Memorial Trust (1988–2002) and the Helen Newton Turner Trust (1993–2002). Has been involved in policy and use of pesticides and veterinary medicines for the past 30 years.



Dr Lyn Fragar AO

MBBS, MPH, DipAgEc, DTM&H, FAFPHM, FRIPH, MAICD
Deputy Chairperson

Public health and occupational health physician; Director of the Australian Centre for

Agricultural Health and Safety (University of Sydney); Secretary of Farmsafe Australia Inc; member of the Farm Health and Safety Industry Research and Development Advisory Committee of the Rural Industries Research and Development Corporation, and the International Association of Agricultural Medicine and Rural Health.



Dr Gardner Murray PSM

PSM, DVMS, BVMS, FAIM, MRCVS, FAICD

Qualifications in veterinary medicine and surgery and in management; has held a number of senior government positions

including Executive Director, Australian Quarantine and Inspection Service and Bureau of Rural Sciences; currently Special Adviser to the Australian Government Department of Agriculture, Fisheries and Forestry and Australia's Chief Veterinary Officer. Has extensive experience in animal and plant health, and in public health including food safety and international trade; is involved in a wide range of national and international committees.



Dr Catherine Hollywell

BSc (Hons), PhD

Director Agriculture Development, Department of Primary Industries (Victoria); experienced in the regulation of chemical products under

a law of a State or Territory; currently chairs the Victorian Agricultural Chemicals Advisory Committee; from 1996–2003 represented Victoria's interests as a signatory to the ministerial agreement which underpins the National Registration Scheme for agricultural and veterinary chemicals; member of the National Signatories Working Group on agricultural and veterinary chemicals (1999–2003).



Tony Bates AM

BComm, FCPA, FCIS, FAICD

Broadly experienced business manager; previously Managing Director of Cyanamid Australia and Cyanamid of New Zealand; former

Chairman of Arthur Websters Pty Ltd; past President of Australian Business Limited; inaugural Chair of the Australian Government's Biotechnology Consultative Committee; former Chairperson of Australian Rural Research and Development Corporation; Director of Technico Pty Ltd; Director of CCI Holdings Ltd and Young Achievement Australia. Experienced in the development, registration and marketing of research-based life science technologies through to full commercialisation into global markets, especially in Australia and Asia.



Professor JG

(Jock) McLean

BVSc, PhD, HDA (Hons)

Veterinary surgeon and Professor Emeritus, Swinburne University of Technology; Chairperson, Racing Analytical Services Ltd; member of the

Commonwealth Advisory Committee on Pesticides and Health and the Joint Food and Agriculture Organization/ World Health Organization Expert Committee on Food Additives (Veterinary Drugs); member of the APVMA Board since 2000. Experienced in the regulation of chemical products under the law of a State or Territory.



Mara Bún

BA

Experienced in technology investment banking, management of non-profit organisations and consumer advocacy. General Manager, CSIRO Business

Development; previously a consultant with the Allen Consulting Group; held senior management positions in the Australian Consumers' Association and Greenpeace Australia; former Director of the National Office for the Information Economy, the Public Interest Advocacy Centre and the Australian Bush Heritage Fund. Has extensive experience in the protection of consumer interests.



Hutch Ranck

BS Economics

Managing Director of DuPont Australia and New Zealand; Vice-President of Avcare; the Business Council of Australia's appointee to the Prime Minister's

Science, Engineering and Innovation Council. Has broad experience in several industries in sustainable development, product stewardship and quality systems.



Anne Story

B App Sc (Hort Tech) (Hons)

Horticulturist, specialising in the handling, distribution and marketing of fresh produce; Managing Director, Story Horticultural Services Pty Ltd; Business Manager

at Story Fresh, a large vegetable production and processing operation on the Darling Downs; Deputy Chancellor of the University of Southern Queensland; Executive Officer of Australian United Fresh Transport Advisory Committee Ltd.

APVMA SENIOR MANAGEMENT

The APVMA's senior management team comprises the CEO and six program managers. The Principal Scientists provide support for management on complex scientific issues and in the maintenance of scientific standards. The management team and their areas of responsibility, as at 30 June 2005, are described below.



Chief Executive Officer *Dr Joe Smith*

BSc (Hons), PhD, FRACI, GAICD

The CEO consults with the APVMA Board and main stakeholders to set the organisation's vision, objectives and strategies

to meet its legislative responsibilities. The CEO's principal responsibilities are to oversee the preparation of strategic, financial and operational plans and budgets for Board approval; monitor financial and operational performance; and oversee program performance to ensure the APVMA meets its objectives.

A large part of the CEO's time involves communicating with stakeholders, including State and Australian Government agencies, community groups, farming organisations, the chemical industry and key international agencies.

The CEO takes a leadership role for the organisation, particularly in ensuring that a quality service is provided to clients.



General Counsel and Program Manager, Legal and Governance *James Suter*

BA (Hons), LLB

The General Counsel is responsible for ensuring that the APVMA fulfils

its legislative objectives, operates as an accountable organisation and can respond effectively to legal challenge. The position oversees the development of the APVMA's governing legislation and acts as the Corporate Secretary to the APVMA Board. The General Counsel is responsible for ensuring that Board decisions are lawful and that the Board complies with the CAC Act.

As Program Manager, Legal and Governance, the holder of the position is also responsible for Corporate Governance and the provision of Board secretariat services.



Program Manager, Chemistry and Residues *Dr Trevor Doust*

BVSc, MACVSc, GAICD

The Program Manager, Chemistry and Residues has overall responsibility for the evaluation of chemistry

and residue data and the assessment of the potential risk to trade for chemicals used on food animals and crops. The position oversees the setting of MRLs and withholding periods related to the use of chemicals in food commodities and is responsible for the approval of agricultural and veterinary active constituents included in registered products.

The Program Manager, Chemistry and Residues provides strategic advice to the APVMA CEO and Board on chemistry, residues, MRLs, trade risk, Codex matters and minor use reform.



Program Manager, Corporate Services *Tony de la Fosse*

BA, MBA, G Dip HRM, GAICD

The Program Manager, Corporate Services provides strategic advice to the APVMA CEO and Board on

finance and administration, human resources, information services, information technology and public affairs.

Key responsibilities include provision of timely and accurate financial data, and preparation of financial plans, budgets and strategies that maximise the organisation's ability to deliver quality services within the constraints of its funding.

The position is also responsible for the library, records management, archive system, website administration, e-commerce and effective communication with stakeholders.



**Program Manager,
Pesticides**
Dr Eva Bennet-Jenkins
BSc, PhD

The Program Manager, Pesticides has overall responsibility for management of the

APVMA's activities related to the evaluation, registration and review of pesticides.

Key responsibilities include provision of timely services and management of issues related to the assessment of applications to register or permit the use of pesticides. The program manager is responsible for the ongoing review of existing products to determine whether they continue to meet contemporary standards and for continuous improvement to enhance the efficiency and effectiveness of the registration and review processes.

The position has responsibility for providing leadership and strategic advice to the CEO and Board in relation to pesticides and broader organisational issues as part of the APVMA executive team.



**Program Manager,
Veterinary Medicines**
Martin Holmes
BVSc, G Dip PSM

The Program Manager, Veterinary Medicines has overall responsibility for the APVMA's activities

related to the evaluation, registration and review of veterinary medicines.

Key responsibilities include provision of timely services and management of issues related to the assessment of applications to register or permit the use of veterinary medicines. The program manager is responsible for the ongoing review of existing products to determine whether they continue to meet contemporary standards and for continuous improvement to enhance the efficiency and effectiveness of the registration and review processes.

The position has responsibility for providing leadership and strategic advice to the CEO and Board in relation to veterinary medicines and broader organisational issues as part of the APVMA executive team.



**Program Manager,
Quality Assurance
and Compliance**
Dr Timothy Dyke
BVSc, Dip Vet Clin Studies,
MVSc, PhD, MBA, FACVSc,
Diplomate American College
of Veterinary Clinical
Pharmacology

The Program Manager, Quality Assurance and Compliance is responsible for ensuring manufacturers and suppliers of agricultural and veterinary chemical products comply with the Australian registration requirements set out in the Agvet Code, and for a manufacturing licensing program for veterinary chemicals and an adverse experience reporting program for agricultural and veterinary chemicals. This responsibility extends up to and includes the point of retail sale, after which State laws apply.

The position is also responsible for negotiation and management of the scientific and compliance service provision arrangements with various Australian and State government agencies.



**Principal Scientist,
Agricultural Chemicals**
Dr David Loschke
BSc, PhD

The Principal Scientist, Agricultural Chemicals is responsible for maintaining and improving the quality

of science from the Pesticides Programs and for leading the provision of scientific advice in relation to pesticides across the APVMA.



**Principal Scientist,
Residues and
Veterinary Medicines**
Dr Phil Reeves
BVSc, PhD, FACVSc

The Principal Scientist, Residues and Veterinary Medicines is responsible

for maintaining and improving the quality of science from both the Veterinary Medicines and Chemistry and Residues Programs and for leading the provision of

scientific advice in relation to veterinary medicines, animal health, and chemistry and residues across the APVMA.

HUMAN RESOURCE MANAGEMENT

Staff

The APVMA had a total of 133 staff at 30 June 2005. The total staffing of the APVMA according to full- and part-time status and temporary status is shown in Table 8. Staff movements, including recruitments, resignations, retirements, retrenchments, redundancies and dismissals are shown in Table 9.

While the number of full-time (permanent) positions increased over the period (there were only 110 full-time positions in 2003–04) the number of part-time positions dropped (in 2003–04 there were a total of eight part-time positions).

It should be noted that included in the above figures are seven employees currently on long-term leave, six being on Maternity Leave and the remainder on leave without pay to complete tertiary studies.

The separation rate during 2004–05 was 10.2 per cent.

This compares to 8.4 per cent in 2003–04, 13.2 per cent in 2002–03 and 16.1 per cent in 2001–02.

Table 9 Staff movements at APVMA during 2004–05

Classification	Separated	Recruited
Executive	0	0
Senior Management	0	0
Principal Scientists	0	0
Band 6	1	2
Band 5	4	2
Band 4	4	4
Band 3	2	1
Band 2	1	0
Band 1	0	0
Total	12	9

Table 8 APVMA staffing at 30 June 2005

Classification	Full-time (permanent)	Part-time (permanent)	Temporary and Casuals	Total
Executive	1	0	0	1
Senior Management	6	0	0	6
Principal Scientists	2	0	0	2
Band 6	24	0	1	25
Band 5	26	1	0	27
Band 4	31	1	3	35
Band 3	20	2	4	26
Band 2	2	1	8	11
Band 1	0	0	0	0
Total	112	5	16	133

Workplace diversity

The APVMA recognises that its people—with their diverse abilities, skills, languages, cultures and backgrounds—are its greatest resource. The APVMA is committed to promoting and supporting diversity in the workplace.

This commitment allows the APVMA to uphold an outstanding international reputation for scientific excellence and reliability as a regulatory body. The APVMA's reputation hinges upon a commitment to employing the best people, basing recruitment practices upon merit and in providing a work environment in which people are valued and able to contribute to the best of their abilities.

During 2004–05 the revised Workplace Diversity Plan was implemented, improving organisational diversity. The plan comprises a number of initiatives which have resulted in the following achievements:

- improving employee awareness of workplace diversity
- training staff in diversity and discrimination
- promoting and supporting workplace diversity
- developing a disability employment strategy
- reviewing and rewriting the harassment policy
- creating an Indigenous traineeship and providing further work experience opportunities for Indigenous people
- improving facilities for mothers returning to the workplace, including the creation of a parents room
- promoting health and wellbeing
- collecting and recording statistics.

Table 10 gives a breakdown of staffing by gender, and a profile of staff according to representation of equal employment opportunity (EEO) groups appears at Table 11.

Table 10 APVMA staffing at 30 June 2005 by gender

Classification	Male	Female	Total staff
Executive	1	0	1
Senior Management	5	1	6
Principal Scientists	2	0	2
Band 6	18	7	25
Band 5	18	9	27
Band 4	17	18	35
Band 3	4	22	26
Band 2	2	9	11
Band 1	0	0	0
Total	67	66	133

Table 11 EEO profile of APVMA staff as at 30 June 2005*

Classification	People of non-English speaking background	People with a disability
Executive	0	0
Senior Management	1	0
Principal Scientists	0	0
Band 6	2	0
Band 5	6	1
Band 4	1	1
Band 3	5	2
Band 2	0	1
Band 1	0	0
Total	15	5

Note: * Based on voluntary disclosure of EEO information by staff.

Occupational health and safety (OHS)

The APVMA continued to demonstrate a strong commitment to OHS. This included facilitating an active OHS committee comprising management and employee representatives as well as the relevant union.

During the year the APVMA requested that Comcare undertake a comprehensive OHS audit of the organisation to benchmark the APVMA's OHS policies and practices against best practice. The APVMA received a positive 'report card' from them and a number of recommended enhancements are being implemented.

Additional achievements during the reporting period include:

- substantially improving the OHS induction program
- introducing innovative training courses on OHS, including the use of on-line learning
- providing flu injections
- conducting emergency evacuation drills
- continuing workstation assessments
- providing ergonomic furniture and other equipment
- running a health week program with activities including health assessments, fitness assessments, sporting activities, health and wellbeing lectures, work/life balance and office injury prevention
- facilitating an active Fitness and Recreation Sub-committee (of the OHS committee)
- providing case management and support for employees with non-compensable medical conditions
- testing and tagging of all electrical equipment.

The APVMA's proactive approach to OHS has been acknowledged by Comcare in the form of a significant reduction in its annual premium.

There are three current employee compensation claims and one pending a determination (see Table 12).

Table 12 Reportable accidents and dangerous occurrences 2004–05

Accidents resulting in death	Nil
Accidents causing serious personal injury	Nil
Accidents causing incapacity of five days or more	1
Dangerous occurrences not resulting in death, serious personal injury or incapacity	3

Commonwealth disability strategy

The APVMA incorporates the principles of the Commonwealth Disability Strategy in its Workplace Diversity Plan and other management practices. Applicants for job vacancies are invited to advise the selection committee of any disability when making application to ensure this is appropriately considered. All employees who will chair selection exercises must undergo training that includes raising awareness of issues relevant to people with disabilities, including specific reference to the principles of reasonable adjustment.

During 2004–05 the APVMA, in conjunction with the Commonwealth Rehabilitation Service, provided three people with disabilities with the opportunity to gain work experience in order to assist with return to work programs.

Staff survey

The APVMA conducted a comprehensive staff survey to gauge the level of employee satisfaction and to benchmark the results against the staff surveys conducted in 2003 and 2000. The response to the survey was positive with 74.6 per cent of employees completing it.

The results provided management with a good indication of the areas of high staff satisfaction and information on where improvements might be made. The APVMA is developing a plan to address these areas and individual program managers are working with their staff to address their particular needs.



APVMA CEO Joe Smith and HR Manager Peter McFarlane accepting the award for Excellence in People Management

- application of professional knowledge
- ethical behaviour.

On 19 August 2004 the APVMA won the AHRI national award for excellence in people management within the public sector/small enterprise category.

The award provides formal recognition of the very substantive achievements brought about by the implementation of the APVMA People Plan. This plan builds capabilities, fosters performance and promotes achievement of

corporate goals. Attracting and retaining highly skilled, well-credentialed staff has been, and continues to be, crucial to the delivery of the APVMA mission. Additionally, the award recognised the success the APVMA has had in integrating people management into the strategic and operational planning process.

The APVMA has made a serious commitment to performance improvement and staff development with a significant and diverse investment in the development of all employees. Corporate programs are arranged to meet specific needs that are directly linked to the Corporate Plan, study assistance is available, achievement is recognised and development needs are tailored to individual requirements.

The People Plan is supported by an innovative certified agreement, contemporary HR policies and procedures, a strong focus on occupational health and safety, and a comprehensive Workplace Diversity Plan.

The APVMA is very proud to be judged the national winner of this prestigious award and will continue to pursue excellence in people management.

AWARDS FOR EXCELLENCE IN PEOPLE MANAGEMENT

The Australian Human Resource Institute (AHRI) is the national association representing human resource and people management professions in Australia. With a financial member and stakeholder base in the order of 25 000, AHRI assumes responsibility for leading the direction and fostering the growth of the human resource profession nationally. The AHRI Awards for Excellence in People Management seek to identify and reward organisations that have demonstrated a holistic approach to the human resource function and honour the contribution made by the HR function in the achievement of business outcomes.

After being judged the Territory/State winner of this award in early 2004, the APVMA competed with other State winners across the nation for the national award. The national judging panel consisted of senior HR practitioners, business leaders and academic specialists with recognised expertise and experience across a wide range of industries.

The competition was strong and the criteria were based on the AHRI best practice model for people management. Criteria included:

- business outcomes and organisational performance focus
- strategic and systems thinking
- communication and influencing
- stakeholder focus

Overall, the results of the survey were very positive with significant improvement and/or positive trends in results from the 2005 survey compared with the 2003 and 2000 findings in the following areas:

- 87.6 per cent of staff satisfied/extremely satisfied with the APVMA as a place to work
- 72.7 per cent of staff satisfied/extremely satisfied with APVMA direction
- occupational health and safety
- teamwork
- communication strategy
- induction program
- attitudes towards performance appraisal.

Certified Agreement

The APVMA Certified Agreement 2004–2007 was implemented throughout the year. It is well balanced, with a strong focus on responsible financial management and performance improvement, and includes initiatives to attract and retain quality employees.

Management practices

The APVMA has a range of management practices in place that define key corporate processes. To ensure that these management practices are contemporary and consistent with the current Certified Agreement, the practices were reviewed during 2004–05 and, where appropriate, new practices have been developed. The following new management practices were developed during 2004–05:

- sporting and leisure activities
- parenting room
- capability management framework
- strategy to avoid yearnings (STAY) program
- account manager scheme.

Performance, training and selection

The APVMA Performance Management Scheme provides a framework for managing individual performance with a clear link between individual performance and organisational priorities. Four full cycles of the Performance Management Scheme have been completed and the results indicate that the system has been successful. This year's staff survey results also evidence this success.

During 2004–05 the APVMA continued its strong commitment to training, including the Study Encouragement Scheme. The scheme has been successful in assisting staff to gain relevant tertiary qualifications to ensure the APVMA continues to promote scientific excellence. Eight employees were sponsored to undertake further tertiary study.

A development program for Band 2 and 3 officers (APS 2 and 3, 4 and 5 equivalents) was completed during 2004–05 and a follow-up program for Band 6 officers (EL 2 equivalent) has been developed and commenced delivery in 2004–05. This will continue into next year.

Training courses in giving and receiving feedback, recruitment and selection, and IPAD development and assessment were provided across the organisation.