

# CHAPTER 5

## THE ORGANISATION

### EXECUTIVE MANAGEMENT AND STRUCTURE

The executive management team is the senior committee in the APVMA that uses the collective skills and experience of the Executive to develop and consider strategic initiatives and address operational issues that are of strategic importance to the APVMA.

The APVMA's executive management team oversees the agency's business and compliance performance by overseeing development of key corporate plans and strategies, monitoring and reviewing organisational performance and risk, and ensuring that the APVMA meets its regulatory requirements.

The APVMA's executive management team consists of the CEO and the five program managers. The Principal Scientists provide support to management on complex scientific issues and

in maintaining scientific standards. The executive management team and their areas of responsibility as at 30 June 2008 are described below.

**Dr Eva Bennet-Jenkins** BSc (Hons) PhD GAICD  
*Chief Executive Officer*

The CEO consults with the APVMA Advisory Board and main stakeholders to set the organisations vision, objectives and strategies to meet its legislative responsibilities. The CEO's principal responsibilities are to approve the preparation of strategic, financial and operational plans and budgets; monitor financial and operational performance; and oversee program performance to ensure that the APVMA meets its objectives.

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

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

**Mr James Suter** BA (Hons) LLB  
**General Counsel**

The General Counsel is responsible for ensuring that the APVMA fulfils its legislative objectives, that the APVMA operates accountably and can respond effectively to legal challenge. The General Counsel oversees the development of the APVMA's governing legislation and is responsible for ensuring that the APVMA's decisions are lawful and that the organisation complies with its legislative responsibilities.

**Dr Raj Bhula** BSc (Hons) PhD (Chemistry)  
**Program Manager, Pesticides Program**

The Program Manager, Pesticides has overall responsibility for managing the APVMA's activities related to evaluation, registration and review of pesticides. The program now includes the chemistry section, pesticide residues section and Adverse Experience Reporting Program.

Key responsibilities include providing timely services and managing issues related to assessing applications to register or permit the use of pesticides. Additionally, the position 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.

**Mrs Joanne Mitchell** BBus CPA  
**Program Manager, Corporate Services**

The Program Manager, Corporate Services provides strategic advice to the CEO on finance and administration, human resources, information services and information technology.

Key responsibilities include providing timely and accurate financial data, and preparing financial plans, budgets and strategies that maximise the organisation's ability to deliver quality services with the funds available.

The position is also responsible for the library, records management, archive system, and e-commerce.

**Mr Neville Matthew** Grad Cert Pol Studies, Grad Cert PSL  
**Program Manager, Regulatory Strategy and Compliance**

The Program Manager, Regulatory Strategy and Compliance is responsible for ensuring manufacturers and suppliers of agricultural and veterinary medicines comply with the Australian registration requirements set out in the Agvet Code. This responsibility extends to, and includes, the point of retail sale, after which state and territory laws apply.

The Program Manager, Regulatory Strategy and Compliance is also responsible for negotiating and managing the scientific and compliance service provision arrangements with various Australian and state government agencies. The occupant of this position is also responsible for the APVMA's Public Affairs function.

**Mr Martin Holmes** BVSc GradDip (PSM) GAICD  
**Program Manager, Veterinary Medicines**

The Program Manager, Veterinary Medicines have responsibility for the APVMA's activities related to evaluation, registration and review of veterinary medicines.

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

Key responsibilities include providing timely services and managing issues related to assessing applications to register or permit the use of veterinary medicines. Additionally, the position 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. Further responsibilities are the manufacturing licensing program for veterinary medicines, the application management and enquiries section and residues.

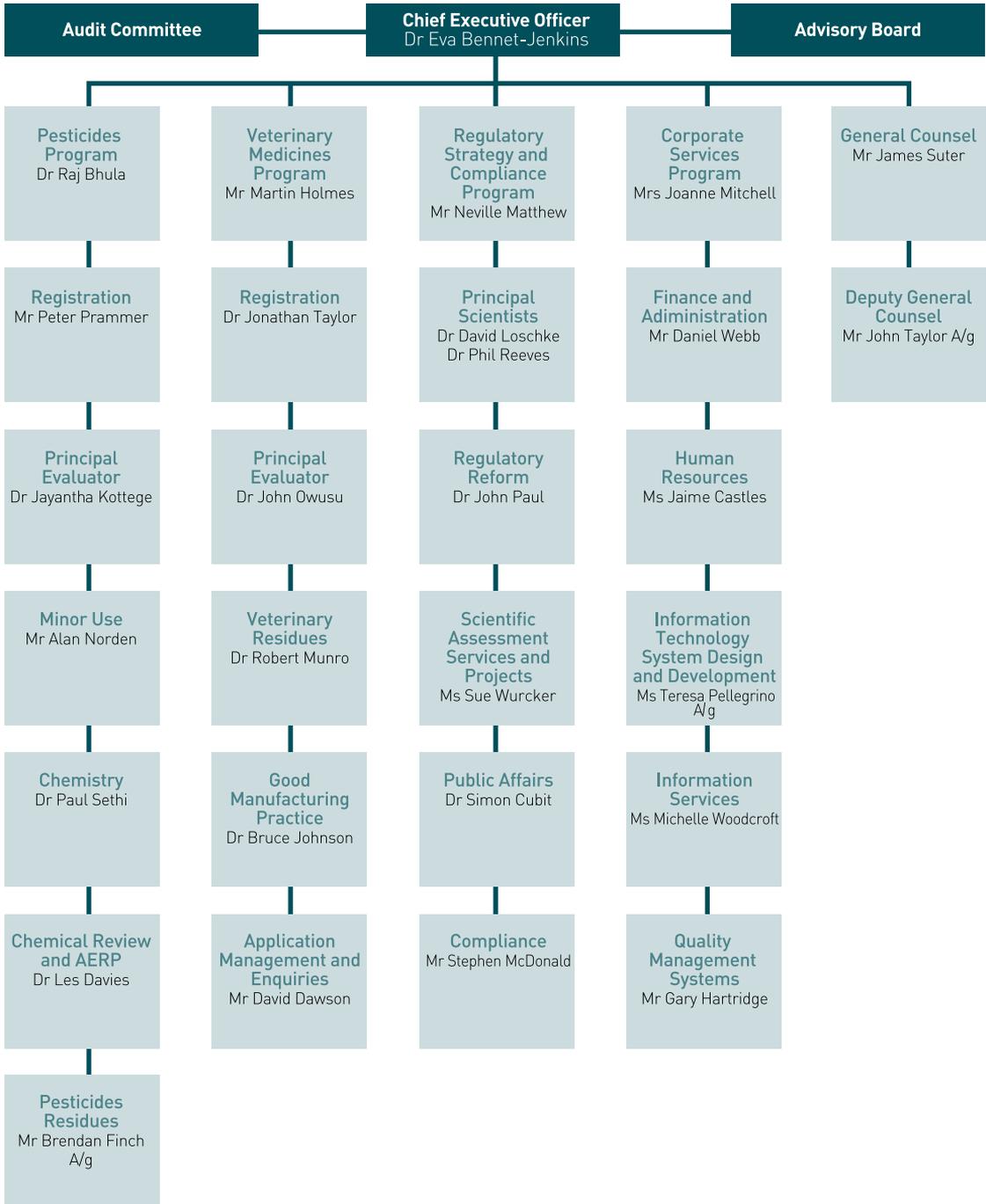
**Dr David Loschke** BSc PhD  
**Principal Scientist, Agricultural Chemicals**

The Principal Scientist, Agricultural Chemicals is responsible for maintaining and improving the quality of science from the Pesticides Program and for leading the provision of scientific advice on pesticides across the APVMA.

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

The Principal Scientist, Residues and Veterinary Medicines is responsible for maintaining and improving the quality of science for Residues and the Veterinary Medicines Program and for leading the provision of scientific advice on veterinary medicines, animal health, and residues across the APVMA.

Figure 10 Organisation Chart as at 30 June 2008



## APVMA ADVISORY BOARD

An Advisory Board supports the CEO of the APVMA. The role of the Advisory Board is to provide advice and make recommendations to the CEO. The Advisory Board does not have decision-making power, but assists to inform the CEO and provides an expert consultative mechanism. The CEO is responsible for the governance and management and of the authority, including the performance of its functions and the exercise of its powers. Arrangements for the Advisory Board's appointment, function and procedure, as well as its interaction with the CEO are prescribed by legislation.

The Advisory Board consists of up to nine part-time members. Advisory Board members are appointed by the Minister for their experience in specific fields prescribed by legislation. These fields include the regulation of chemical products at state and territory level, the agricultural chemical industry, the veterinary medicine industry, primary production, environmental toxicology, protection of consumer interests, public health and occupational health and safety. The Minister also has the discretion to appoint an additional Board member who has experience in a field relevant to the APVMA's functions.

The experience of the Advisory Board complements the role and responsibilities of the APVMA and includes representation from each key stakeholder sector. The Hon. Sussan Ley MP, Parliamentary Secretary to the then Minister for Agriculture, Fisheries and Forestry appointed the inaugural APVMA Advisory Board on 1 August 2007 for a term of up to three years. The current members are:

- **Mr Mark Allison** is a former Chairman of CropLife Australia and a former Director of the APVMA, was appointed as a member of the Advisory Board having experience in the agricultural chemical industry and as Chair of the APVMA Advisory Board.
- **Mr Simon Robinson** the former Chairman and President of the Animal Health Alliance, has broad experience in the veterinary medicines industry. He was appointed as a member of the Advisory Board having experience in the veterinary medicine industry.
- **Mr Wayne Cornish** is a farmer, Chairman of ChemCert Australia and the South Australian Farmers Federation and former Chairman of the National Farmers' Federation Farm Chemicals Sub-committee and *drumMUSTER*. He has broad expertise in primary production. Mr Cornish was appointed as a member of the Advisory Board having experience in primary production.
- **Ms Jenni Mack** is the Chair of CHOICE (Australian Consumers' Association) and is the former Chairperson of the APVMA's Community Consultative Committee. She has extensive experience in protecting consumer interests. Appointed as the member of the Advisory Board having experience in protection of the interests of consumer.
- **Professor Michael Moore** is Director of the National Research Centre for Environmental Toxicology and has broad experience in environmental and health issues. Appointed as the member of the Advisory Board having experience in occupational environmental toxicology, including knowledge of chemicals on ecosystems.
- **Mr Claude Gauchat** is the Managing Director of direct2 Pty Ltd and a former Executive Director of Avcare Ltd. He has extensive experience in all aspects of agricultural and veterinary medicine regulation. Appointed as one of two members of the Advisory Board having experience in the regulation of chemical products under the law of a State or Territory.
- **Mr Roger Toffolon** is the Manager of the Biological and Chemical Risk Management Unit within the NSW Department of Primary Industries. He is an expert in the regulation of farm chemicals. Appointed as one of two members of the Advisory Board having experience in the regulation of chemical products under the law of a state or territory.

- **Dr Richard Russell** is the Managing Director of RAR Investments Pty Ltd. He has extensive experience in public health and occupational health and safety. Appointed as the member of the Advisory Board having experience in public health and occupational health and safety.

Prior to 1 July 2007 a Board of Directors, comprising a similar range of skills and experiences to those of the current APVMA Advisory Board, determined The APVMA's focus and strategic direction.

The CEO is required to hold as many meetings with the Advisory Board as are necessary for the efficient performance of the APVMA's functions. The Advisory Board may also meet of its own accord where necessary for the efficient performance of the Board's functions. In 2007–08 the Advisory Board met on four occasions—with the CEO and of its own accord. (For details see Appendix A).

## HUMAN RESOURCE MANAGEMENT

### People strategies

The APVMA's *People Plan 2006–2009* was approved in July 2006 and its implementation has progressed over the past two years. Final projects are planned for 2008–09. The People Plan supports the APVMA's Corporate and Annual Operational Plans and sets out the people management values, policy framework, delivery model, goals and organisational strategies for the APVMA.

## Machinery of government

As part of the reform of the APVMA's governance arrangements following the Uhrig review, APVMA staff employment arrangements were transferred to the *Public Service Act 1999* (PS Act) on 1 July 2007.

The Human Resources (HR) section has undertaken extensive work to ensure that the APVMA complies with the requirements of the PS Act and associated directions. Human resources policies and practices have been revised to align with PS Act requirements.

## Staff

The following tables provide details of Australian Public Service (APS) employees (ongoing and non-ongoing) employed under the *Public Service Act 1999* in 2007–08.

The APVMA had a total of 156 staff at 30 June 2008, including full-time and part-time officers. A detailed breakdown by position level is shown in Table 13. Staff movements, including recruitments, resignations and retirements (excluding internal transfers and promotions), are shown in Table 14.

Table 13 APVMA staffing at 30 June 2008

CLASSIFICATION	FULL-TIME (ONGOING)	PART-TIME (ONGOING)	NON-ONGOING AND CASUAL	TOTAL
CEO	1	0	0	1
Senior Executive Officer	5	0	0	5
Principal scientist	2	0	0	2
Executive Level 2	19	0	0	19
Executive Level 1	25	1	1	27
APS Level 6	39	4	6	49
APS Level 5	11	2	3	16
APS Level 4	16	0	2	18
APS Level 3	8	4	7	19
APS Level 2	0	0	0	0
<b>Total</b>	<b>126</b>	<b>11</b>	<b>19</b>	<b>156</b>

The above figures include 12 employees on long-term leave, 10 on maternity leave and two on long service leave.

Table 14 Staff movements at APVMA 2007-08

CLASSIFICATION	SEPARATED	RECRUITED
CEO	0	0
Senior Executive	2	2
Principal scientist	0	0
Executive Level 2	4	1
Executive Level 1	3	1
APS Level 6	11	15
APS Level 5	0	7
APS Level 4	4	9
APS Level 3	12	11
APS Level 2	1	1
<b>Total</b>	<b>37</b>	<b>47</b>

The employee initiated separation rate for 2007–08 was 12.46 per cent, compared to 7.9 per cent in 2006–07.

## New Collective Agreement

A new Collective Agreement (CA) negotiated under the Australian Government Employment Bargaining Framework, comes into effect in July 2008 and will expire on 30 June 2011. The new collective agreement will provide pay rises (increases of 4 per cent per annum) to staff over the life of the agreement and improve some conditions. The cost of the agreement is offset by productivity improvements.

## Australian Workplace Agreements (AWA) Common Law Contracts (CLA)

The APVMA implemented the *Workplace Relations Amendment (Transition to Forward with Fairness) Act 2008* ensuring that no new Australian Workplace Agreements (AWAs) were offered or made effective.

**Table 15 Number of staff employed under AWAs, CLAs, CA as at 30 June 2008**

	AWA	CLA	CA	TOTAL
Senior Executive Service (SES)	2	4		
Non-SES	10	48	91	156

**Table 16 Salary range by classification as at 30 June 2008**

CLASSIFICATION	MINIMUM	MAXIMUM
Senior Executive Band 3	\$211 000	\$260 000
Senior Executive Band 1	\$140 000	\$168 000
Chief Research Scientist Grade 1	\$130 000	\$140 000
Executive Level 2	\$93 699	\$111 088
Executive Level 1	\$77 140	\$92 913
APS Level 6	\$63 710	\$76 119
APS Level 5	\$58 187	\$64 836
APS Level 4	\$52 818	\$56 399
APS Level 3	\$45 211	\$52 448
APS Level 2	\$38 022	\$43 435
AWA/CLA	\$60 000	\$127 150

**Table 17 Non-salary benefits**

Access to the Employee Assistance Program
Flexible working hours
Extended maternity leave
Parental leave
Extended purchased leave
Flextime
Study Assistance
Support for professional and personal development
Award Scheme
Reimbursement of eyesight testing and eyewear costs prescribed specifically for use with screen-based equipment
Influenza vaccinations
Access to an onsite gymnasium
Access to an onsite family/carer's room
Annual Health and Wellbeing Program
Car parking

## Attraction and retention

The APVMA places great emphasis on enhancing the authority's profile as an employer of choice including the attraction of new employees through innovative recruitment practices. The authority has implemented streamlined recruitment processes to help attract and engage the best candidates as well as continually improve the comprehensive induction program that has improved the retention of new starters.

## Graduate Program

A graduate program was developed and implemented in 2007–08. The selection process included rigorous assessment and interviews. From February 2008 the six successful candidates undertook comprehensive induction and external Australian Public Service (APS) development. During the 12-month program, each graduate will have four rotations and work across various programs.

## Learning, development and performance

During 2007–08 the APVMA continued its strong commitment to learning and development. The APVMA has begun to implement a holistic Learning and Development Framework with a comprehensive, blended learning approach. The framework incorporates targeted evaluator training as well as strategies to assist with succession management, career progression, knowledge management and skills transfer practices. The first stage of the framework will be implemented over the coming 12 months and other stages will be implemented progressively.

The APVMA has enhanced relations with Charles Sturt University (CSU) to increase the authority's profile, to attract new staff and to help current staff with practical training and technical expertise. The relationship has resulted in 10 staff commencing or continuing university studies. This will assist with succession management, career progression and retention.

The Study Encouragement Scheme has continued to support staff to gain relevant tertiary qualifications. This will ensure that the APVMA continues to promote scientific excellence. During the financial year, 13 employees were also sponsored to undertake tertiary study.

The APVMA Performance Management Scheme provides a framework for managing individual performance with a clear link between individual performance and organisational objectives. This financial year strategies were put in place to enhance performance including practical tools to help managers and employees to improve performance. During 2008–09 the APVMA will make more improvements by incorporating aspects of the Integrated Leadership System into the Performance Management Scheme.

**Table 18 Aggregate performance-linked bonus payments by number of affected staff**

NUMBER OF STAFF: APS 2–SES	AMOUNT
92	\$245 080

### *Learning and development framework*

In 2008 the APVMA began to put in place a customised Learning and Development Competency-based Framework to ensure the authority’s capability for growth and to achieve corporate objectives.

The objective of the Learning and Development Framework is aligned to the APVMA’s mission of ensuring effective and efficient regulation of pesticides and veterinary medicines.

The framework has five major components:

1. Online delivery of appropriate and effective e-learning materials and assessments to allow new starters to achieve a prescribed level of assumed knowledge prior to receiving one-on-one training.
2. A formal one-on-one training program to reinforce and expand on the new starter’s online training and to assess their knowledge.

3. A workplace mentor program to provide ongoing workplace support for new starters until they can be considered ‘operational’.
4. A train-the-trainer system for staff and subject matter experts who wish to participate in the workplace mentor program or who wish to become qualified workplace trainers themselves.
5. Competency-based training to ensure training objectives is achieved, to facilitate staff development and to minimise potential risk to the organisation.

## Workplace diversity

Workplace diversity recognises the value of individual differences and the importance of managing them in the workplace. It is about fairness, equity, flexibility, respect and a safe and rewarding workplace. The APVMA continues to demonstrate and celebrate our commitment to workplace diversity strategies to maximise the contribution and inclusion of our people.

The APVMA’s key objectives for workplace diversity over the financial year have been to:

- promote an environment of cooperation
- eliminate barriers
- build an understanding of the benefits of encouraging and valuing diversity in the workplace
- educate staff on what constitutes harassment, discrimination and bullying in the workplace
- embrace a range of cultural perspectives displayed in multicultural Australia and the key issues impacting on workplace communication
- raise awareness of the legislation and employee responsibilities in terms of workplace conduct including the implementation of APS Values and Code of Conduct.

The APVMA has demonstrated this commitment by ensuring that all staff participated in three specific training sessions:

- Working with Respect
- Indigenous Cross Cultural Communication
- Introduction to the Australian Public Service

As part of our induction program, new staff are able to demonstrate an understanding of their responsibilities by completing an on-line course that has been designed to inform and educate them on this important issue.

Seven new diversity champions undertook 'harassment contact officer' group training with the Australian Public Service Commission. The APVMA's diversity champions have recently begun developing a new Workplace Diversity Program that will be released later in 2008.

**Table 19 provides a breakdown of staffing by gender**

CLASSIFICATION	MALE	FEMALE	TOTAL
CEO	0	1	1
Senior Executive Officer	3	2	5
Principal scientists	2	0	2
Executive Level 2	14	5	19
Executive Level 1	15	12	27
APS Level 6	24	25	49
APS Level 5	1	15	16
APS Level 4	7	11	18
APS Level 3	2	17	19
APS Level 2	0	0	0
<b>Total</b>	<b>68</b>	<b>88</b>	<b>156</b>

**Table 20 EEO profile of the APVMA's staff at 30 June 2008\* non-English speaking background and disability**

CLASSIFICATION	PEOPLE OF NON-ENGLISH SPEAKING BACKGROUND	PEOPLE WITH A DISABILITY
CEO	1	0
Senior Executive Officer	1	0
Principal scientists	0	0
Executive Level 2	7	0
Executive Level 1	7	0
APS Level 6	13	1
APS Level 5	3	0
APS Level 4	3	0
APS Level 3	1	0
APS Level 2	0	0
Trainee	0	0
<b>Total</b>	<b>35</b>	<b>1</b>

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

## Occupational Health and Safety

The APVMA is committed to a systematic approach to the occupational health and safety of its employees and recognises the importance of positive interventions aimed at improving employee health and safety.

Following amendments to the *Occupational Health and Safety Act 1991* and the *Safety, Rehabilitation and Compensation Act 1988*, the APVMA continues to demonstrate a strong commitment to Health and Safety Management, addressing changes to relevant legislation. The APVMA welcomed a new framework to its existing Health

and Safety Committee structure that ensures our sub-committees to provide regular updates on activities and facilitates collective input to the implementation of strategies.

The Health and Wellbeing Committee hosted another successful health week with a 90 per cent satisfaction survey result. An annual wellbeing program was launched during the financial year and aims to raise awareness and improve the prevention of various health issues that potentially affect our staff.

**Table 21 Reportable accidents and dangerous occurrences in the APVMA, 2007–08**

Accidents resulting in death	0
Accidents causing serious personal injury	0
Accidents causing incapacity of five days or more	0
Dangerous occurrences not resulting in death, serious personal injury or incapacity	0

There was one employee compensation claim at 30 June 2008.

## Commonwealth Disability Strategy

The APVMA incorporates the principles of the Commonwealth Disability Strategy in its Workplace Diversity Plan and other people 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 chair selection exercises undergo training that includes raising awareness of issues relevant to people with disabilities, including specific reference to the principle of reasonable adjustment.