



Australian Government
Australian Pesticides and
Veterinary Medicines Authority



OPERATIONAL PLAN 2010 - 2011

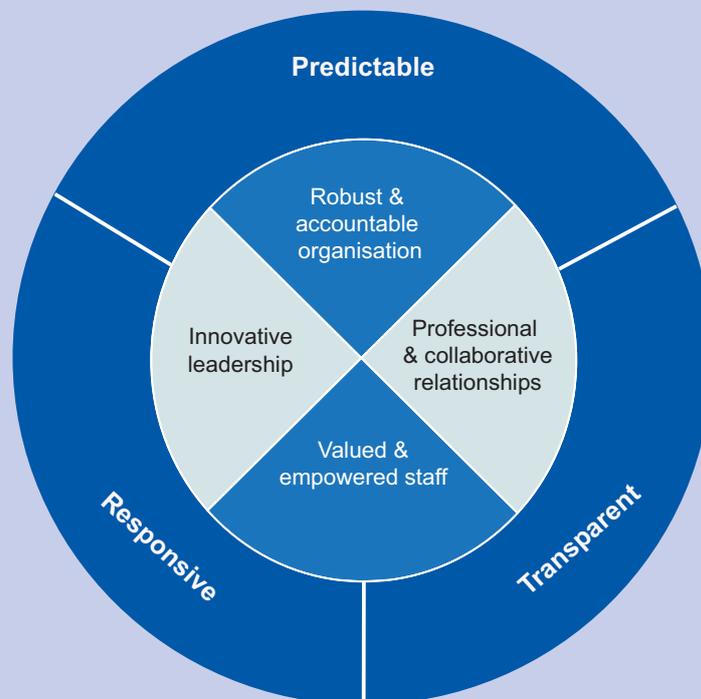
Our Vision

To be recognised nationally and internationally as a best practice regulator of pesticides and veterinary medicines that has the respect and confidence of governments, the community, the rural sector, chemical users and the chemical industry.

Our Mission

To protect the health and safety of people, animals and crops, the environment, and trade, and support Australian primary industries, through evidence-based, effective and efficient regulation of pesticides and veterinary medicines.

Our Values



Operational Plan 2010-11

This Operational Plan underpins the Australian Pesticides and Veterinary Medicines Authority's (APVMA) Corporate Plan, Risk Management Plan and Workforce Plan. The 2009-2012 Corporate Plan provides direction for the authority's activities, the Risk Management Plan outlines the findings of the risk assessment and proposes treatments for the residual risks while the Workforce Plan captures our strategic approach to recruit, develop and retain high performing people. Each of our five operational areas develop comprehensive action plans while individual performance agreements set out key expected results. This allows progress to be monitored at the organisational and individual level.

An overview of the APVMA's Corporate Plan is shown on page 2. A map has been developed for each of the strategies to illustrate the key measures, targets and initiatives identified to deliver each strategy.

The Balanced Scorecard Methodology

This Operational Plan has again been developed using the Kaplan and Norton Balanced Scorecard (BSC) Methodology.

The use of the BSC methodology is designed to enhance the planning process, to facilitate translation of strategy into action, and to allow better communication of strategy, objectives and initiatives to stakeholders and staff. The use of strategy maps allows "visualisation" of the strategy.

Organisational performance management is strengthened through a shared vision and common understanding of strategy. The BSC improves the alignment of key performance measures across all areas of the organisation and enhances performance monitoring by the Chief Executive Officer (CEO) and Executive Management (EM).

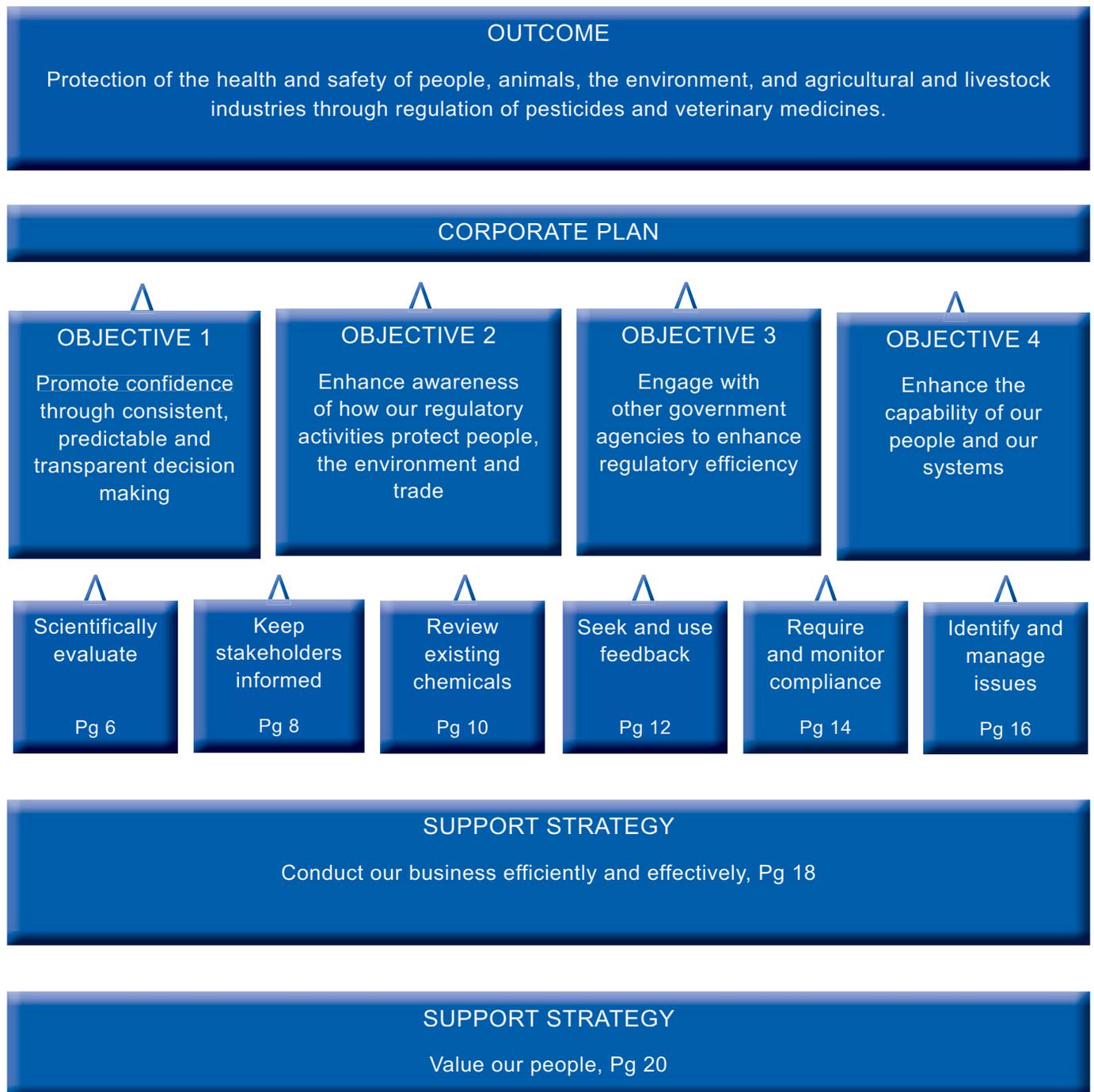
Kaplan and Norton's traditional four perspectives have been modified slightly to the APVMA's particular circumstances. Three perspectives have been used:

1. A Stakeholder Perspective - including the community, chemical users, the chemicals industry and government;
2. An Internal Business Processes Perspective - including financial management; and
3. A People Learning and Development Perspective.

Strategic Framework

The APVMA's Corporate Plan identifies four objectives. The following diagram shows the relationship between these objectives, the eight strategies to achieve the objectives and the APVMA's Outcome.

Strategies



Role of the APVMA

The APVMA is responsible for regulating pesticides and veterinary medicines in Australia up to and including the point of retail sale. We administer the National Registration Scheme for Agricultural and Veterinary Chemicals (NRS) in partnership with the states and territories and with the active involvement of other Australian Government agencies. We evaluate and register pesticides and veterinary medicines and manage quality assurance programs that monitor the ongoing safety and quality of registered products.

The work of the APVMA protects the health and safety of people, animals, the environment and trade. It supports primary industries – agriculture, forestry, horticulture and aquaculture – by assessing the safety and effectiveness of animal health and crop protection products. It also supports consumers by assessing the safety and effectiveness of home garden and household pesticides and pet products.

Our role is important in maintaining confidence in the safety of Australia's food supply, the wellbeing of the environment, and the integrity of our export markets.

The APVMA is guided by the policy direction of the Australian, state and territory governments for the regulation of agricultural and veterinary chemicals (Agvet) as determined by the Primary Industries Ministerial Council (PIMC).

In undertaking its role, the APVMA consults with industry clients and other stakeholders, including primary producers, the broader community and other government agencies.

The CEO is responsible for the governance and management of the authority, including the performance of its functions and exercise of its power. The Advisory Board and the Audit Committee support the CEO.

The role of the Advisory Board is to advise and make recommendations to the CEO by providing an expert consultative mechanism.

The Audit Committee is an essential part of the governance and risk framework. It provides assurance to the CEO in relation to internal controls, compliance, risk, financial management and reporting.

The APVMA looks to continuously improve across all areas of its activities, to optimise efficiency and strive for quality outcomes consistent with legislative requirements and sound scientific principles, to minimise regulatory burden on business, to encourage productive communication with clients and stakeholders and to support and develop staff.

Potential Impact of Government Reviews

The APVMA continues to participate in the Council of Australian Governments (COAG) review of chemicals and plastics regulation. As part of this review COAG has directed the PIMC to develop a proposal for a single national framework to improve the efficiency and effectiveness of the national regulation of Agvet chemicals for its consideration in 2010.

The broader COAG regulatory reform agenda includes the implementation of a number of Early Harvest Reforms. Relevant activities associated with these reforms have been incorporated into this Operational Plan.

In developing the proposal for a single national framework, all aspects of the NRS are being examined including regulations up to the point of retail sale as well as regulations controlling their use once they are sold. In addition the Better Regulation Ministerial Partnership between the Minister for Agriculture, Fisheries and Forestry and the Minister for Finance and Deregulation is evaluating possible reforms to improve the efficiency and effectiveness of the APVMA. The outcome of the Ministerial Partnership will assist the development of a single national framework for the regulation of pesticides and veterinary medicines.

The first of the reforms from the Ministerial Partnership resulted in a suite of legislative reform. The reforms cover how the APVMA approves product labels, label instructions relating to trade, how the APVMA deals with approved persons for an application, consultation on permits and a new process for dealing with minor product variations. Implementation of these reforms is included in this plan.

In May 2010 the Government accepted all the recommendations of the Blue Print for the Reform of Australian Government Administration. Recommendations from the report will be implemented progressively over the agreed timeframe (July 2010 to December 2012).

Key Priorities- within Core Activities

The key priority for the APVMA for 2010-2011 is to focus on core activities and to streamline and strengthen those activities without compromising quality. Responding to new and emerging issues including the Government's regulatory reform agenda while meeting the expectations of our diverse group of stakeholders remains a priority. A focus for our Operational Plan for 2010-11 is to maintain and where possible raise performance and to foster stability within our resources and operating environment.

This plan will focus on a number of key priorities. Within available resources we will focus on:

Stakeholder confidence – responding to what is important \$565,000

Supporting a robust and accountable organisation: effectively manage science and regulatory issues.

Operational excellence – making sure we do the best we can \$1,605,000

Predictability, transparency and responsiveness: focus on the assessment process, in particular screening of applications and implement the COAG Early Harvest Reforms

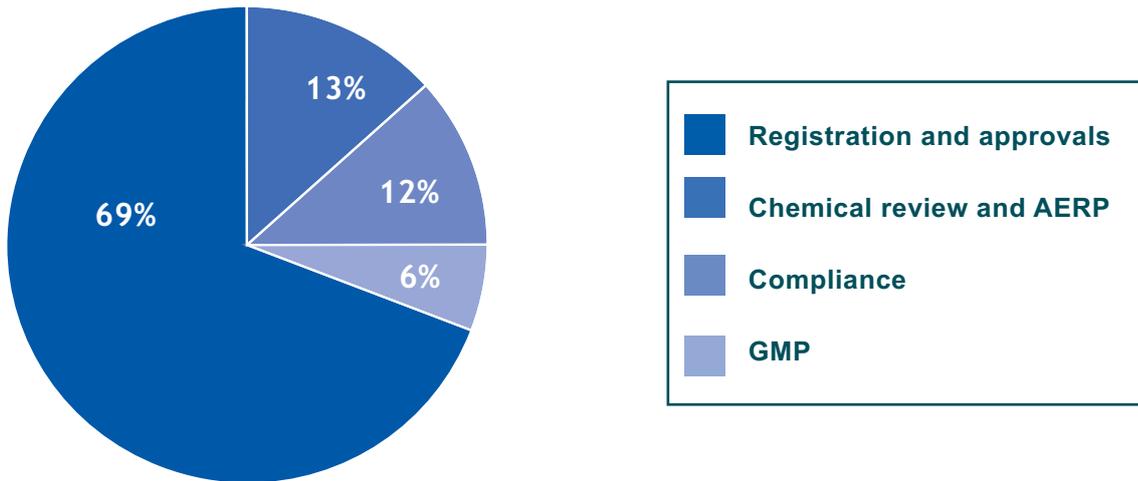
Valuing and empowering staff: integrate talent management processes and focus on workforce planning to maintain a high level of scientific expertise and support staff capability and leadership.

Professional and collaborative relationships: improve timeliness through encouraging industry to plan globally and offer international reports and work share evaluations.

Informing policy – working with our government partners \$550,000

Supporting a robust and accountable organisation: inform and respond to government policy and external reviews

Allocation of resources to core activities



Registration and approvals

Evaluation of applications to approve active constituents, register chemicals, approve labels and provide regulatory consents such as permits

Chemical review and Adverse Experience Reporting Program (AERP)

Reviewing registered chemicals and Adverse Experience Reporting

Compliance

Ensuring industry compliance with the legislation, including maintenance of quality assurance programs

Good Manufacturing Practice (GMP)

Ensuring industry compliance with the Australian Code of Good Manufacturing Practice for Veterinary Medicines

Strategy 1 Use robust risk based methods to scientifically evaluate pesticides and veterinary medicines used in Australia

Stakeholders
(community, users,
industry and
government)

Internal business
processes
(including
financial
management)

People, learning
and development



Activity Statement	Measure	Target	Initiatives
Achieve timely decisions on registration and permit applications	<ul style="list-style-type: none"> Evaluation timeframes 	<ul style="list-style-type: none"> Timeframe performance 86% products 50% active approvals 85% permits 	<p>New</p> <ul style="list-style-type: none"> Implement Early Harvest Reforms <ul style="list-style-type: none"> (i) framework for low risk product classes (ii) MRL in Food Standards Code (iii) New labelling framework
Support submission of high quality applications	<ul style="list-style-type: none"> Quality of applications 	<ul style="list-style-type: none"> Record deficiencies for 12 months Analyse results quarterly 	<p>New</p> <ul style="list-style-type: none"> Measure deficiencies in applications
Maintain and develop quality guidelines and requirements	<ul style="list-style-type: none"> New and revised guidelines meet international best practice 	<ul style="list-style-type: none"> Revise elements of Vet MoRaG parts 5,5B Ag MoRaG Part 5B Finalise and implement revised MoRaG parts 3 and 7 Guidelines accurate, complete and up-to-date 	<p>Continuous improvement</p> <ul style="list-style-type: none"> Revise MoRaG Continue international cooperation <p>New</p> <ul style="list-style-type: none"> Prepare for and implement changes due to FOI reforms Develop a risk framework
Enhance science quality and peer review	<ul style="list-style-type: none"> Evaluation quality audits Peer review Learning from and contributing to international best practice through international collaboration and activities New disciplines in Science Fellows program 	<ul style="list-style-type: none"> No significant adverse audit or peer review findings APVMA's assessment reports accepted and used by overseas agencies APVMA's input accepted in international guidelines and harmonisation activities Science Fellows programs have sufficient disciplines to consider issues 	<p>Continuous improvement</p> <ul style="list-style-type: none"> Science Fellows program Use veterinary medicines Expert Advisory Panel for complex regulatory advice <p>New</p> <ul style="list-style-type: none"> Develop and implement training from training needs analysis for vet med program Develop Expert Advisory Panel for pesticide regulatory science advice
Maintain and enhance efficient processes	<ul style="list-style-type: none"> Screening timeframes Internal timeframes for processes used in handling applications Adherence to quality system and legislative requirements 	<ul style="list-style-type: none"> Improve screening timeframe performance by 5% for each program No significant defects in processes Maintain and enhance joint review workshare projects and major application project planning 	<p>Continuous improvement</p> <ul style="list-style-type: none"> Streamline internal processes used in screening and evaluation Maintain tracking of external reviewers and monitor external agency performance Respond to outcomes of internal and external audits Continue use of project management of large or complex applications <p>New</p> <ul style="list-style-type: none"> Implement Early Harvest Reforms <ul style="list-style-type: none"> (i) framework for low risk product classes (ii) MRL in Food Standards Code (iii) New labelling framework
Train and develop staff	<ul style="list-style-type: none"> Continuous improvement in staff capacity Recruiting and retaining high quality staff 	<ul style="list-style-type: none"> Performance of all staff meets expectations Maintain full complement of effective staff 	<p>Continuous improvement</p> <ul style="list-style-type: none"> Risk management training for evaluators Train and mentor evaluators Enhance guidelines for evaluation reports <p>New</p> <ul style="list-style-type: none"> Improve familiarisation with stakeholder industries Conduct and respond to training needs analyses for evaluators

Strategy 2

Keep all our stakeholders informed of regulatory matters and consider their views

Stakeholders
(community, users,
industry and
government)

Understand stakeholder needs

Provide targeted and accessible
information

Internal business
processes
(including
financial
management)

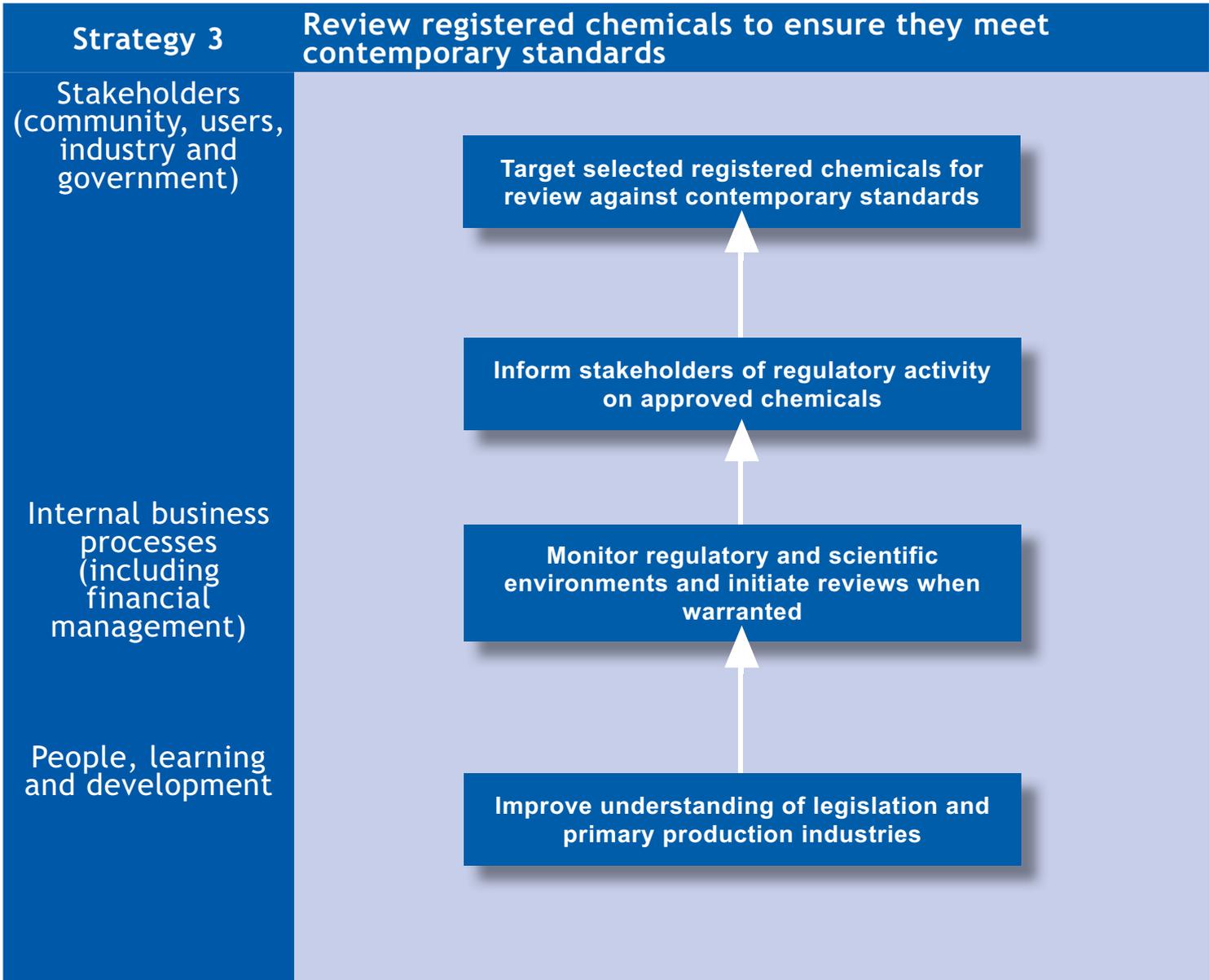
Consider stakeholders views

People, learning
and development

Provide support in developing information
for external audiences



Activity Statement	Measure	Target	Initiatives
Understand stakeholder needs	<ul style="list-style-type: none"> Satisfaction of consultative and liaison committee members 	<ul style="list-style-type: none"> 80% overall satisfaction with committee engagement 	Continuous improvement <ul style="list-style-type: none"> Evaluate effectiveness of committee engagement (Stakeholder Engagement Strategy- SES)
Provide targeted and accessible regulatory information	<ul style="list-style-type: none"> Website compliance with AGIMO accessibility requirements Website visits and media coverage Information tools provided to suit different stakeholder needs 	<ul style="list-style-type: none"> Partnership opportunities developed Ensure all mandatory accessibility requirements are met Different communication tools for different stakeholders 	Continuous improvement <ul style="list-style-type: none"> Enhance website Continue to engage with industry and governments Disseminate information through existing tools New <ul style="list-style-type: none"> Develop partnerships to enhance information delivery to the public (SES)
Consider stakeholder views	<ul style="list-style-type: none"> Staff referral of feedback to the Feedback Register Website feedback evaluated in line with AGIMO standards 	<ul style="list-style-type: none"> 100% of feedback is captured by the Feedback Register 100% of website feedback evaluated 	Continuous improvement <ul style="list-style-type: none"> Raise staff awareness of the Feedback Register Evaluate website usability and accessibility issues raised by stakeholders
Provide support in developing information for external audiences	<ul style="list-style-type: none"> Stakeholder feedback 	<ul style="list-style-type: none"> Communication content, form and delivery match stakeholder preferences 	Continuous improvement <ul style="list-style-type: none"> Provide expertise in reviewing external communications for clarity of message, method and style



Activity Statement	Measure	Target	Initiatives
Target selected registered chemicals for review against contemporary standards for safety and effectiveness	<ul style="list-style-type: none"> Maintain review nomination list. Nominated chemical reviews commenced, progressed or finalised Regulatory decisions developed and implemented Spray drift review priority list 	<ul style="list-style-type: none"> Five review decisions taken 	Continuous improvements <ul style="list-style-type: none"> Continue to implement spray drift reviews Consider alternatives to manage risks without proceeding to formal legislative review
Inform stakeholders of regulatory activity on approved chemicals	<ul style="list-style-type: none"> Use of website, media interactions, and direct stakeholder liaison 	<ul style="list-style-type: none"> Conduct/participate in 5 review stakeholder forums Increased number of review media releases and web page updates Increased website visits to chemical review pages 	Continuous improvements <ul style="list-style-type: none"> Maintain and extend chemical review website information and media interactions
Monitor regulatory and scientific environments and initiate reviews when warranted	<ul style="list-style-type: none"> Information from other jurisdictions and scientific literature monitored and considered for Australian regulation. 	<ul style="list-style-type: none"> Issues identified and considered Improve international information exchange and work sharing Responses developed on basis of monitored information and scientific literature 	Continuous improvements <ul style="list-style-type: none"> Continue to share regulatory information with national and international regulators
Improve staff understanding of legislation and primary production industries	<ul style="list-style-type: none"> Feedback from primary production industries Practical and enforceable regulatory decisions Knowledge of primary production industry 	<ul style="list-style-type: none"> Review decisions implemented Improved access to relevant and timely primary production information Consider industry feedback to improve our knowledge base Undertake 2 targeted field trips 	Continuous improvements <ul style="list-style-type: none"> Training on Agvet Code Training on chemical risk management

Strategy 4

Seek and use stakeholder feedback to inform regulatory activities

Stakeholders
(community, users,
industry and
government)

Internal business
processes
(including
financial
management)

People, learning
and development

Seek feedback from stakeholders about regulatory activities

Collect, use and respond to all feedback

Improve useability of internal resources to increase efficiency

Develop staff awareness and skills in fostering effective relationships

Activity Statement	Measure	Target	Initiatives
Seek feedback from stakeholders about regulatory activities	<ul style="list-style-type: none"> Stakeholder involvement in APVMA activities including consultative committees Completeness and quality of AERP reports submitted to the APVMA Number of reports received as a result of training sector engagement 	<ul style="list-style-type: none"> Consultative and liaison committee meet key performance indicators Fewer than 35% of reports need clarification Training sector includes AERP information in training material 	<p>New</p> <ul style="list-style-type: none"> Implement processes for regular performance reviews of consultative and liaison committees Focussed communication with stakeholders wishing to submit AERP reports Engage with AgVet training sector
Collate, use and respond to all feedback	<ul style="list-style-type: none"> AERP reports received and addressed. 	<ul style="list-style-type: none"> Service Charter targets met Finalise 70% of AERP reports within three months 	<p>Continuous improvement</p> <ul style="list-style-type: none"> Refine processes to share adverse experience information across the APVMA Quarterly AERP News email to all staff
Improve useability of internal resources to increase efficiency	<ul style="list-style-type: none"> Competency in use of database search tool, AERP analysis and audit processes 	<ul style="list-style-type: none"> Staff proficient in data retrieval, information and trend analyses 	<p>Continuous improvements</p> <ul style="list-style-type: none"> Deliver training in data search and data analysis Continue ongoing work on trend analysis work instruction
Develop staff awareness and skills in responding to stakeholder feedback	<ul style="list-style-type: none"> Adherence to APVMA consultation policy (SES) Adverse experience responses developed in line with guidance document Reports and decision outcomes demonstrate consideration of stakeholder views Feedback from staff 	<ul style="list-style-type: none"> 100% of consultations undertaken in line with policy 100% of reports meet requirements Confident staff Training material developed 	<p>New</p> <ul style="list-style-type: none"> Implement the APVMA consultation policy (SES) Develop an in house training manual for AERP processes Training for staff dealing with challenging stakeholder exchanges

Strategy 5

Require and monitor compliance with legislative requirements to maintain confidence in the regulatory framework

Stakeholders
(community, users,
industry and
government)

Internal business
processes
(including
financial
management)

People, learning
and development



Activity Statement	Measure	Target	Initiatives
Provide information on regulatory requirements and how to comply	<ul style="list-style-type: none"> Currency and coverage of regulatory information 	<ul style="list-style-type: none"> Produce three New compliance fact sheets Revise current fact sheets Three targeted distributions of New Compliance Advice Notices 	Continuous improvements <ul style="list-style-type: none"> Revise current fact sheets Consider new delivery options for regulatory requirements and broaden use of electronic Regulatory Update and Gazette New <ul style="list-style-type: none"> Launch Compliance and Enforcement Policy
Raise public awareness of enforcement activities	<ul style="list-style-type: none"> Stakeholder Feedback Non compliance reports received from the general public Compliance related media releases 	<ul style="list-style-type: none"> Increased number of compliance media releases Media releases are picked up and reported accurately by third parties Increased website visits to compliance related pages 	Continuous improvements <ul style="list-style-type: none"> Enhance compliance website information including campaign themes and use of smart forms to report non compliance
Take action in a timely manner through effective use of regulatory tools	<ul style="list-style-type: none"> Harmful or non-compliant products are quickly removed from supply. Non-compliant manufacturers and product registrants are brought into compliance or regulatory action is taken. 	<ul style="list-style-type: none"> Harmful or non-compliant products effectively and efficiently removed from the supply chain All scheduled GMP audits conducted and required evidence of GMP compliance for imported vet products submitted by due date or regulatory action initiated. 	Continuous improvements <ul style="list-style-type: none"> Develop proposal for reform of compliance toolkit Streamline processes for input from technical areas New <ul style="list-style-type: none"> Launch Compliance Management Committee
Conduct risk-based compliance activities	<ul style="list-style-type: none"> Compliance achieved at initial engagement and is maintained. 	<ul style="list-style-type: none"> Minor compliance cases closed within 90 days 	Continuous improvements <ul style="list-style-type: none"> Random monitoring of supplier compliance Develop a formal methodology for dealing with continuing offenders New <ul style="list-style-type: none"> Implement AgQA scheme review recommendations Finalise the Compliance Review
Maintain effectiveness of monitoring systems	<ul style="list-style-type: none"> Monitoring system deficiencies identified 	<ul style="list-style-type: none"> Review and adjust monitoring systems Respond to all issues within agreed timeframes GMP audits conducted in accordance with procedures Positive feedback from manufacturers following routine GMP audit at least 90% 	Continuous Improvements <ul style="list-style-type: none"> Facilitate annual auditors workshop and interagency cooperation Benchmark monitoring systems Review GMP audit documentation New <ul style="list-style-type: none"> Authorise new auditors Align monitoring systems with new compliance and enforcement policy Scope IT solution for management of GMP information on overseas manufacturing sites
Develop the right skills	<ul style="list-style-type: none"> Training needs identified and met 	<ul style="list-style-type: none"> All compliance staff meet AGIS requirements Necessary training completed. 	Continuous improvements <ul style="list-style-type: none"> ASIS training undertaken New <ul style="list-style-type: none"> Develop the Compliance training program

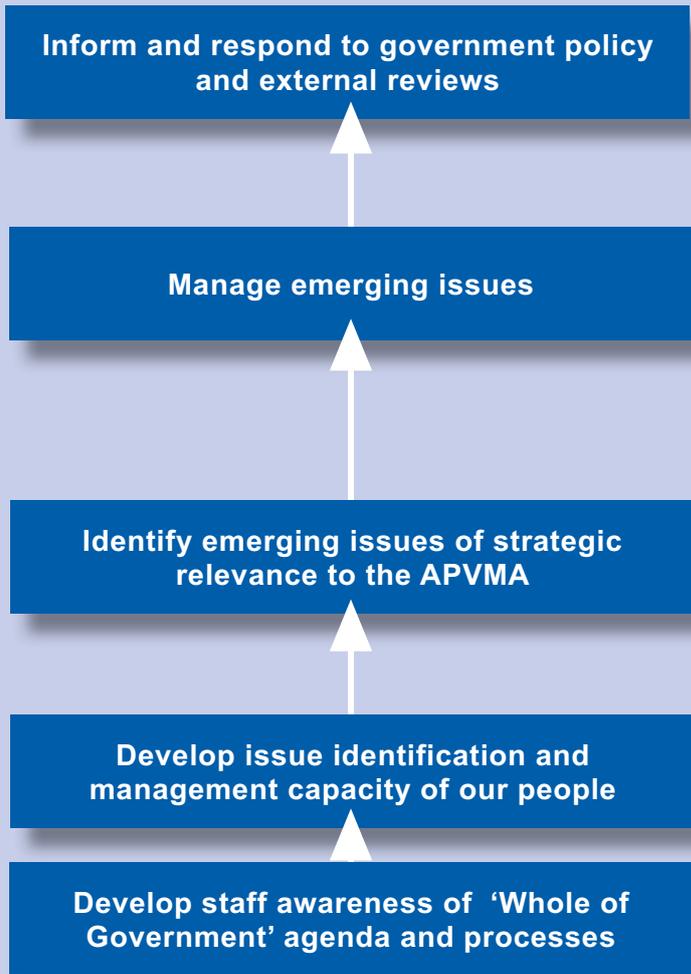
Strategy 6

Identify and manage emerging regulatory issues

Stakeholders
(community, users,
industry and
government)

Internal business
processes
(including
financial
management)

People, learning
and development



Activity Statement	Measure	Target	Initiatives
Inform and respond to government policy and external reviews	<ul style="list-style-type: none"> Active contribution to high level forums 	<ul style="list-style-type: none"> APVMA input reflected in outcomes 	Continuous improvement <ul style="list-style-type: none"> Continue to engage with DAFF, PSIC and regulatory agencies
Manage emerging issues	<ul style="list-style-type: none"> Issues management Currency of business processes, work instructions and forms 	<ul style="list-style-type: none"> Accurate media reporting of APVMA position Stakeholder support for media management initiatives Web material addresses community questions Business processes updated 	Continuous improvement <ul style="list-style-type: none"> Proactively engage with the media Continue to develop website content including <ul style="list-style-type: none"> Chemicals in the News Community questions Business processes, forms and work instructions to consider nanotechnology
Identify emerging issues of strategic relevance to the APVMA	<ul style="list-style-type: none"> Range of issues identified 	<ul style="list-style-type: none"> Relevant issues identified 	Continuous improvement <ul style="list-style-type: none"> Continue issues screening team and weekly EM consideration of emerging issues Create opportunities for others to identify issues
Develop issue identification and management capacity of our people	<ul style="list-style-type: none"> Number of staff actively engaged in identifying issues 	<ul style="list-style-type: none"> Improve active participation of staff in issue identification 	Continuous improvement <ul style="list-style-type: none"> Media training
Develop staff awareness of whole of Government' agenda	<ul style="list-style-type: none"> Strong support from staff for reform agenda Staff attendance at staff briefs 	<ul style="list-style-type: none"> Positive feedback and timely contributions to reform team 	Continuous improvement <ul style="list-style-type: none"> Continue regular staff briefs

Strategy 7

Conduct our business efficiently and effectively

Stakeholders
(community, users,
industry and
government)

Internal business
processes
(including
financial
management)

People, learning
and development



Activity Statement	Measure	Target	Initiatives
Maintain accurate and timely external reporting	<ul style="list-style-type: none"> Annual Financial Statements Portfolio Budget Statement Responses to government surveys and questions on notice 	<ul style="list-style-type: none"> Clearance of audited financial statement by due date Portfolio Budget Statements submitted by due date Responses by due date 	
Comply with legislation and standards	<ul style="list-style-type: none"> Internal and external audit FOI compliance and privacy reporting 	<ul style="list-style-type: none"> No significant audit findings Awareness of Audit Committee's role Maintain ISO accreditation 	Continuous improvement <ul style="list-style-type: none"> Promote benefit of audit activity and continuous improvement Audit Committee meet with representative from each program Comply with revised ISO standard New <ul style="list-style-type: none"> Consider the impact of cost recovery decisions Implement FOI legislation amendments
Enhance, maintain and protect information systems	<ul style="list-style-type: none"> Up time Breaches of security PC fleet refreshed EARS application module in operation 	<ul style="list-style-type: none"> Maintain up time of 97% or greater No significant adverse incidents Install New PC fleet Install New EARS module 	Continuous improvement <ul style="list-style-type: none"> EARS internal development Consolidate and upgrade software Update IT security policy New <ul style="list-style-type: none"> Implement recommendations of ASCI 33 gap analysis Roll out new PC fleet
Responsible management of resources	<ul style="list-style-type: none"> Collection of revenue Management of budget 	<ul style="list-style-type: none"> Collect revenue by due date Maintain expenditure within 10% of budget (excludes accounting adjustments) 	New <ul style="list-style-type: none"> Consider the impact of cost recovery decisions Establish an ICT and IM projects committee
Maintain and enhance efficient processes	<ul style="list-style-type: none"> ISO compliance Currency of Key Processes (KPs) Communication between committee Staff support for QMS 	<ul style="list-style-type: none"> No significant audit findings All PARS resolved within 12 months Strong cross committee attendance and communication Internal auditors are trained and competent 	Continuous improvement <ul style="list-style-type: none"> Documents are accessible through the intranet Review of key ISO processes and forms New <ul style="list-style-type: none"> Establish an ICT and IM projects committee
Knowledge sharing between and within Programs	<ul style="list-style-type: none"> 30 minutes briefs Use of Intranet 	<ul style="list-style-type: none"> Attendance at briefs Currency of information on intranet 	Continuous improvement <ul style="list-style-type: none"> Briefs on the role of internal committees Intranet redevelopment
Targeted training	<ul style="list-style-type: none"> Competency in new standard operating environment (SOE) Key staff training on RecFind 6 Staff proficiency in internal EARS 	<ul style="list-style-type: none"> All staff are trained within 3 months of roll out Key staff are trained in RecFind 6 by December 2010 Well trained staff 	New <ul style="list-style-type: none"> Train staff in: <ul style="list-style-type: none"> New standard operating environment internal EARS FOI requirements Rec Find 6

Strategy 8

Value our people

Stakeholders
(community, users,
industry and
government)

Enhance effectiveness of our people

Collaborative relationships

Internal business
processes
(including
financial
management)

**Provide a safe, supportive and fair
workplace**

**Align policies with legislation and best
practice**

People, learning
and development

Enhance leadership

**Foster values and behaviours
to support robust accountable
organisation**



Activity Statement	Measure	Target	Initiatives
Enhance effectiveness of our people	<ul style="list-style-type: none"> Performance management outcomes Stakeholder feedback 	<ul style="list-style-type: none"> 100% participation in MAAP Implement mandatory training Complete 80% of recruitment processes within 45 days Deliver quarterly stats to EL2s 	Continuous improvement <ul style="list-style-type: none"> Maintain quarterly reporting to EL2s New <ul style="list-style-type: none"> Implement workforce plan
Support collaborative relationships	<ul style="list-style-type: none"> Effectiveness of internal committees 	<ul style="list-style-type: none"> Full membership of all committees Balanced representation of all programs on committees 	Continuous improvement <ul style="list-style-type: none"> Include committee information in induction
Provide a safe, supportive and fair workplace	<ul style="list-style-type: none"> Staff feedback OH&S incidents Accurate and timely remuneration service 	<ul style="list-style-type: none"> Positive survey feedback Reduced number of days away due to incidents Maintain accuracy and timeliness to 100% 	Continuous improvement <ul style="list-style-type: none"> Enhance reporting to EM New <ul style="list-style-type: none"> Negotiate new CA within government reform framework
Align policies with legislation and best practice	<ul style="list-style-type: none"> Annual review of people policies and legislative requirements 	<ul style="list-style-type: none"> 100% compliance 	New <ul style="list-style-type: none"> Consider changes in new CA Consider impact of Australian Government Administration reforms
Enhance leadership	<ul style="list-style-type: none"> Staff feedback Performance appraisals 	<ul style="list-style-type: none"> Positive staff feedback 100% compliance by managers to New starters checklist 	Continuous improvement <ul style="list-style-type: none"> Provide managers with feedback on survey findings New <ul style="list-style-type: none"> Implement workforce plan Develop and implement managers assist tool
Foster values and behaviours to support robust accountable organisation	<ul style="list-style-type: none"> Mutual respect 	<ul style="list-style-type: none"> Prompt remedial action 	New <ul style="list-style-type: none"> Implement Workforce Plan Launch Diversity Plan

Responsibilities of programs, Advisory Board and Audit Committee

Advisory Board						Advice to CEO
	Veterinary Medicines Program	Pesticides Program	Regulatory Strategy & Compliance Program	Legal Program	Corporate Services Program	Audit Committee
Scientifically evaluate	✦	✦	◆	◆	◆	
Keep stakeholders informed	✦	✦	✦	◆	◆	
Review existing chemicals	✦	✦	◆	◆	◆	
Seek and use feedback	✦	✦	✦	◆	◆	
Require and monitor compliance	◆	◆	✦	◆	◆	
Identify and manage issues	✦	✦	✦	◆	◆	
Conduct our business	◆	◆	◆	◆	✦	
Value our people	◆	◆	◆	◆	✦	
Resources \$'000	5 524	10 373	4 438	1 177	4 922	
Total \$'000						26 434*

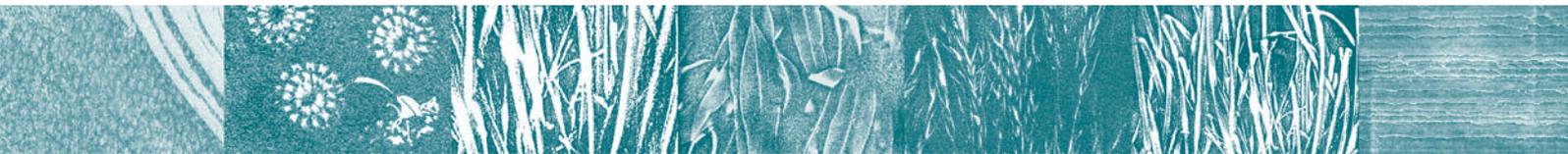
*APVMA budget as reported in 2010-11 PBS is based on the legislative responsibilities as at May 2010

✦ **Primary**

◆ **Support**

Glossary of Terms

ACSI 33	Australian Communication - Electronic Security Manual
AERP	Adverse Experience Reporting Program
AGIMO	Australian Government Information Management Office
AGIS	Australian Government Investigation Standard
AgQA	Agricultural Quality Assurance Scheme
Agvet	Agricultural and Veterinary
Agvet Code	The schedule to the Agricultural and Veterinary Chemicals Code Act 1994
APVMA	Australian Pesticides and Veterinary Medicines Authority
ASIS	Australian Special Information System
BSC	Balanced Scorecard
CA	Certified Agreement
CEO	Chief Executive Officer
COAG	Council of Australian Governments
DAFF	Department of Agriculture, Forestry and Fisheries
EARS	Electronic Application Registration System
EL	Executive Level
EM	Executive Management
FOI	Freedom of Information
GMP	Good Manufacturing Practice
ICT	Information Communication Technology
IM	Information Management
ISO	International Standards Organisation
IS	Information Systems
IT	Information Technology
KPs	Key Processes
MAAP	Mutually Agreed Achievement Plan
MoRaG	Manual of Requirements and Guidelines
MRL	Maximum Residue Level
OECD	Organisation for Economic Cooperation and Development
OH&S	Occupational Health and Safety
PARS	Procedure Amendment Request
PC	Personal Computer
PSIC	Product Safety and Integrity Committee
PIMC	Primary Industry Ministerial Committee
QMS	Quality Management System
RecFind6	Record Management System
RS&C	Regulatory Strategy and Compliance Program
SES	Stakeholder Engagement Strategy
SOE	Standard Operating Environment
Vet Med	Veterinary Medicines



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