Australian Government

Australian Pesticides and Veterinary Medicines Authority

OPERATIONAL PLAN
2009-2010

CORPORATE STATEMENT

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.

Operational Plan 2009-2010

This Operational Plan underpins the Australian Pesticides and Veterinary Medicines Authority's (APVMA) Corporate Plan, People Plan and Risk Management Plan. The Corporate Plan defines the organisation's desired outcomes and objectives, the People Plan captures our strategic approach to ensure that we recruit, develop and retain high performing people, while the Risk Management Plan outlines the findings of the risk assessment and proposes treatments for the residual risks. Each operational area or program within the APVMA, develops comprehensive action plans (page 22). These plans set out specific performance indicators that identify responsible areas and individuals. 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. For each of the strategies and organisational support goals a strategy map has been developed to illustrate how each strategy will be delivered.

The Balanced Scorecard Methodology

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

The use of the BSC Methodology enhances the planning process, facilitates the translation of strategy into action, and allows better communication of strategy, objectives and initiatives with stakeholders and staff. The use of strategy maps allows 'visualisation' of strategy.
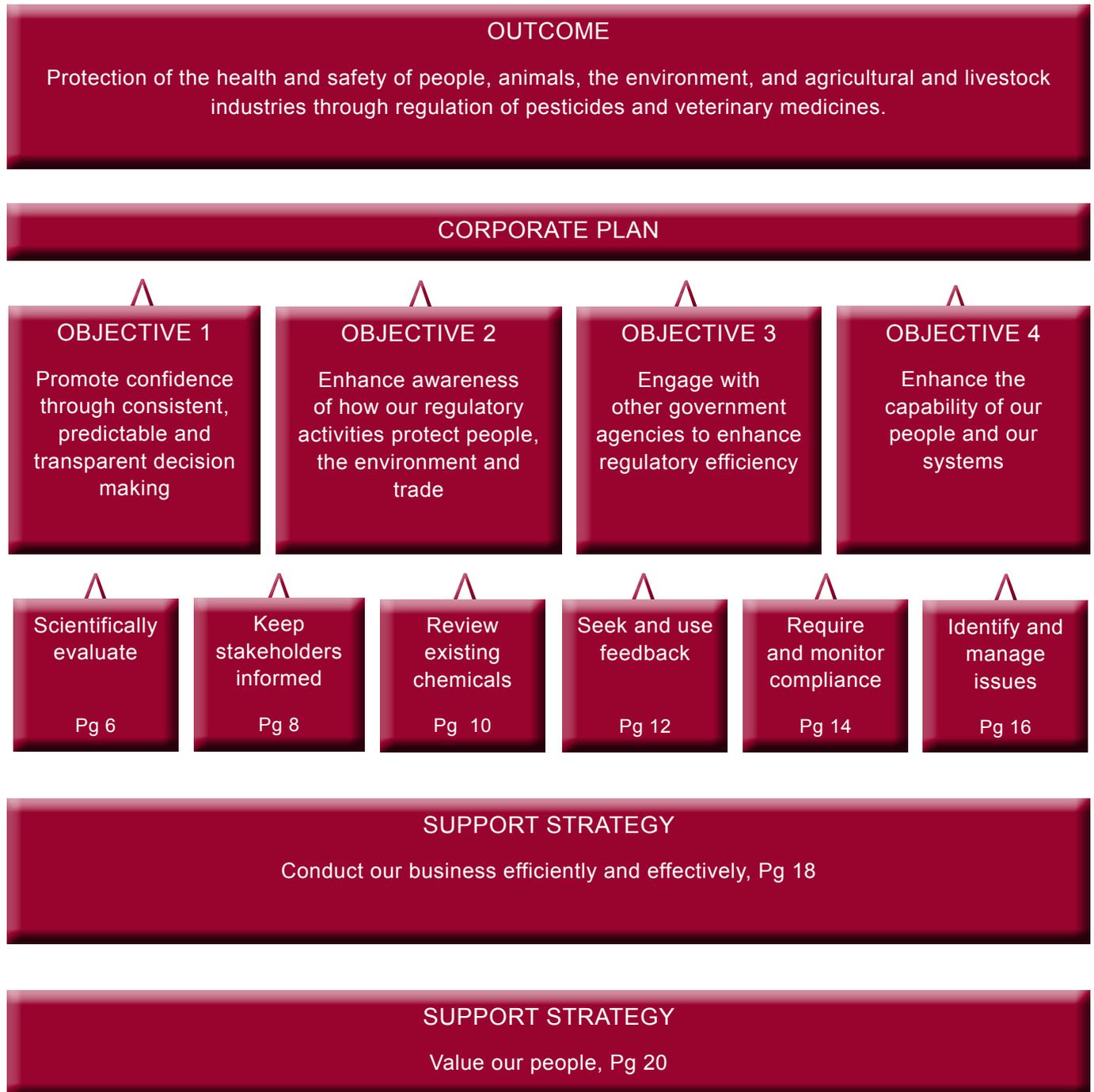
Organisational performance management is strengthened through a shared vision and common understanding of the strategy. The BSC Methodology improves the alignment of key performance measures across all areas of the organisation and enhances performance monitoring by the APVMA's Chief Executive Officer (CEO) and Executive Management Team.

Kaplan and Norton's traditional four perspectives have been modified slightly to meet 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

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.

OUTCOME

Protection of the health and safety of people, animals, the environment, and agricultural and livestock industries through regulation of pesticides and veterinary medicines.

CORPORATE PLAN

OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3	OBJECTIVE 4
Promote confidence through consistent, predictable and transparent decision making	Enhance awareness of how our regulatory activities protect people, the environment and trade	Engage with other government agencies to enhance regulatory efficiency	Enhance the capability of our people and our systems

Scientifically evaluate	Keep stakeholders informed	Review existing chemicals	Seek and use feedback	Require and monitor compliance	Identify and manage issues
Pg 6	Pg 8	Pg 10	Pg 12	Pg 14	Pg 16

SUPPORT STRATEGY

Conduct our business efficiently and effectively, Pg 18

SUPPORT STRATEGY

Value our people, Pg 20

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 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 aim to ensure 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 allowing the supply of safe, effective animal health and crop protection products. It also supports consumers by allowing the supply of safe, effective 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.

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

The APVMA devotes considerable attention to continuous improvement across all areas of its activities. This is to ensure quality outcomes consistent with legislative requirements and sound scientific principles, encouraging productive communication with clients and stakeholders and promoting staff development.

The APVMA is guided by the policy direction of the Australian, State and Territory Governments for the regulation of agricultural and veterinary chemicals as determined by the Primary Industries Ministerial Council.

In fulfilling its legislated obligations to protect public health, the environment and trade, the APVMA seeks to reduce the regulatory burden on business wherever practical.

We welcome the views of chemical users, consumers and the chemicals industry, recognising the diversity of views that exist about the regulation of pesticides and veterinary medicines.

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

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

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

Strategy map

This plan contains a series of individual strategy maps, all directed to achieving the APVMA's objectives and outcome. Building stakeholder confidence, achieving operational excellence and informing policy development remain central themes within these strategies. The responsibilities of individual programs are outlined on page 22.

Key priorities within core activities

Recent changes have put many demands on the APVMA. These include the change to its governance framework, the active engagement in and implementation of the Government's regulatory reform agenda, and its need to respond to new and emerging issues while meeting the expectations of our diverse group of stakeholders. As a result, some of our core activities, such as delivering on registration timeframes, have been under intense pressure. The focus for our Operational Plan for the financial year 2009-10 is to raise performance and foster stability within our resources and operating environment.

The 2009-10 financial year will be the year that the APVMA concentrates on core work, the reform agenda of the Council of Australian Governments (COAG) and finalising recommendations from the Australian National Audit Office's audit report. We will focus on performance and our people, and pursue technical and ethical excellence.

Beginning late in 2007-08 and continuing throughout 2008-09, the APVMA conducted a review of its cost recovery arrangements. This was part of the scheduled review of the Agriculture, Fisheries and Forestry Portfolio. Changes to the cost recovery arrangements are scheduled for phased implementation from financial year 2009-10, with all changes proposed to be in place by July 2011 (subject to legislative changes). These changes will underpin the efficiency and effectiveness of our business.

Within the framework of this plan a number of key priorities are identified. Within available resources we will focus on:

Stakeholder confidence	$800 000

- Stakeholder engagement: complete the stakeholder engagement strategy and implement key initiatives
- Compliance: finalise AgQA and form the legislation review working group
- Scientific quality: enhance regulatory science quality within the APVMA

Operational excellence	$1 200 000

- Predictability: enhance responsiveness and predictability of the evaluation process for new and existing chemicals and completion of applications within legislative timeframes
- Value our staff: enhance leadership and risk management skills
- External scientific service provider performance: improve external service provider quality and cost effectiveness including use of international reports and work share evaluations
- Cost recovery: implement system and process changes

Informing policy	$220 000

- COAG agenda: progress initiatives under the regulatory reform agenda including input to the development of a scheme for national control of use

Other activities	$440 000

- Finalise the ANAO Audit Recommendations
- Advance the Electronic Applications and Registration System (EARS) initiative

These key priorities account for ten percent of the APVMA budget for financial year 2009-10.

Allocation of resources to core activities

Legend:
- Registration and approvals — 69%
- Chemical review and AERP — 13%
- Compliance — 12%
- GMP — 6%
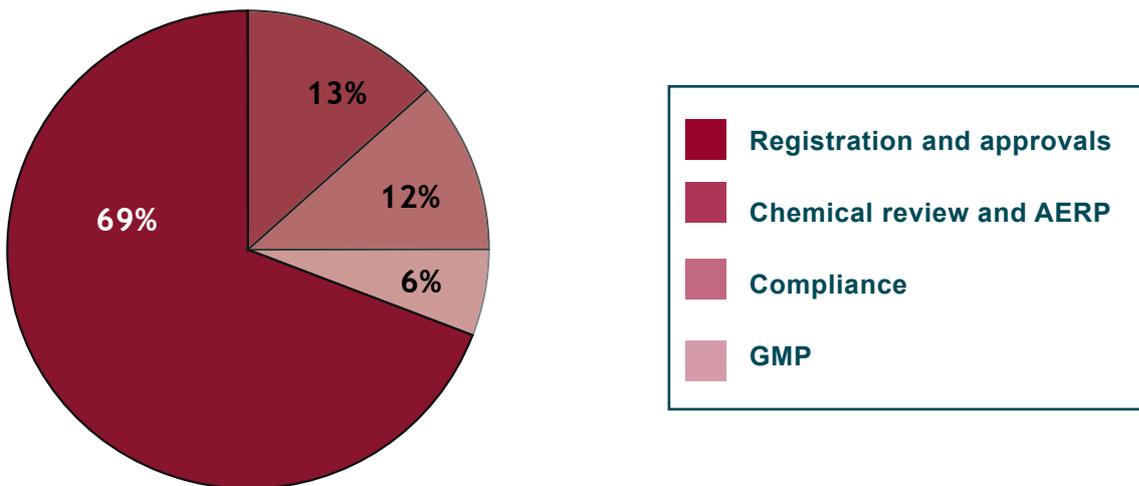
Registration and approvals
Evaluation of applications to approve active constituents, register chemicals, approve labels and provide regulatory consents such as permits
Chemical review and Adverse Experience Reporting Program (AERP)
Reviewing registered chemicals and Adverse Experience Reporting
Compliance
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

Timely and scientifically sound decisions on registration and permit applications

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Enhance and maintain quality guidelines and requirements

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Maintain and improve science quality and peer review

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Maintain and enhance efficient processes

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Train and develop staff

Activity Statement	Measure	Target	Initiatives
Timely and scientifically sound decisions on registration and permit applications	Quality evaluations completed within statutory timeframes	Improve timeframe performance to: • 90% for products • 70% for active approvals • 85% for permits	Develop framework to evaluate low risk chemicals Heighten transparency with applicants on progress of evaluations Increase use of overseas assessment reports provided by applicants Encourage submission of overseas assessment reports by applicants
Enhance and maintain quality guidelines and requirements	Guidelines and requirements developed and maintained	Revise elements of MORAG: • Registration process • Volume three • Volume seven	Refine MORAG and ISO processes, including relevant differentiation of process for veterinary and agricultural products Continue international harmonisation initiatives Implement reforms to ESI assessment and communication
Maintain and improve science quality and peer review	Evaluation of quality audits by Principal Scientist Participation in international activities	Deliver consistently high quality evaluations and advice Maintain and enhance joint review/ workshare projects	Increase use of Science Fellows program Use Veterinary Medicine Expert Advisory Panel on complex registration issues Review chemistry processes for pesticides Implement formal veterinary pharmaceutical capacity in first quarter 2009-2010
Maintain and enhance efficient processes	Internal timeframes meet for administrative processes used in handling applications Adherence to data protection requirements	Improve timeframe performance for actives, products and permits compared with 2008-09 Improve consistency of advices and briefs Ensure no substantial defects	Increase tracking of external reviewers and monitor external agency performance Carry out data protection audit Streamline internal processes used in evaluation Promote use of project management of large or complex applications Measure deficiencies in applications at screening per ANAO recommendation Carry out clock audit
Train and develop staff	Improved staff capability Improved staff retention	Achieve consistent staff performance Reduce staff turnover Achieve full staff complement	Risk management training Industry visits Conduct training needs analysis for product evaluators Improve training and mentoring Enhance use of Minors Team for veterinary evaluations

Strategy 2	Keep all our stakeholders informed of regulatory matters and consider their views.

Stakeholders (community, users, industry and government)

Build new and strengthen existing relationships

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Internal business processes (including financial management)

Provide targeted and accessible information

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Integrate feedback mechanisms

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People, learning and development

Develop staff awareness and skills in fostering effective relationships

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Empower staff with information

Activity Statement	Measure	Target	Initiatives
Build new and strengthen existing relationships	Increased contact with representative stakeholders Number of website hits Increase subscription rates Stakeholder feedback Involvement in APVMA activities, including consultative committees	Stakeholders are aware of APVMA regulatory matters Ongoing and timely information exchange	Develop a stakeholder engagement strategy that: • defines who our stakeholders are, what they need to know and how they want to interact with us • identifies new opportunities for engagement Implement the stakeholder engagement strategy
Provide targeted and accessible information	Responses to media enquiries Number of media releases Number of presentations at external forums Website and publication standards applied Stakeholder feedback Number of website hits	Regulatory decisions are transparent Communication content, form and delivery match stakeholder preferences Meets or exceeds AGIMO mandatory requirements for web publishing	Implement enhanced information delivery as an output of the stakeholder engagement strategy Continue to improve accessibility and functionality of website
Integrate feedback mechanisms	Feedback, responses and action taken is documented	Consideration of feedback is coordinated and transparent Improved visibility of feedback received from all sources	Review feedback mechanisms across the APVMA Scope requirements for enterprise, wide data capture
Develop staff awareness and skills in fostering effective relationships	Staff survey carried out Positive stakeholder feedback Staff attendance/percentage of staff trained	Staff are aware of who our stakeholders are, what they need to know and how to best meet those needs	Assess staff understanding and identify gaps Hold tailored staff awareness and training sessions
Empower staff with information	Staff survey carried out Internal consultation activities carried out Staff briefing sessions carried out	Improved internal communication	Review internal communication channels

Strategy 3	Review registered chemicals to ensure they meet contemporary standards.
Stakeholders (community, users, industry and government)	**Develop and implement regulatory decisions**
Internal business processes (including financial management)	**Inform stakeholders of regulatory activity on existing chemicals**
	Monitor regulatory actions in other jurisdictions and initiate reviews when warranted
People, learning and development	**Deliver training on legislation and primary production industries for APVMA staff and advisory agencies**

Activity Statement	Measure	Target	Initiatives
Develop and implement regulatory decisions using best available risk assessment methodology	Potential chemical reviews considered Nominated chemical reviews commenced, progressed and finalised	Five review decisions: • Carbaryl • Chlorpyrifos • Dichlorvos • Nicarbazin • Triazines	Continue priority one chemical review nominations Focus on key reasons for nominations Consider targeted reviews
Inform stakeholders of regulatory activity on existing chemicals	Enhanced consultation including increased website use and feedback and improved stakeholder liaison	Conduct/participate in review decision meetings and stakeholder forums	Enhance website to provide relevant information about existing chemicals
Monitor domestic developments and regulatory actions in other jurisdictions and consider their relevance for Australia. Initiate reviews when warranted	Information from other jurisdictions monitored and considered for Australian regulation	Identify and consider issues Improve international information exchange and work sharing	Build international relationships
Deliver training on legislation and primary production industries for APVMA staff and advisory agencies	Training delivered	Undertake two training programs and targeted field trips	Deliver training on legislation Deliver risk management training Deliver primary production industry training

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 responding to stakeholder feedback

Activity Statement	Measure	Target	Initiatives
Seek feedback from stakeholders about regulatory activities	Consultation activities undertaken Submissions received from representative stakeholders Feedback received Involvement in APVMA activities, including consultative committees Reporting of adverse experiences Completion of AERP Ag registrants component review	Improve visibility and timely notification of opportunities for consultation, feedback and involvement Increase the trend in reporting from affected parties Implement recommendations of AERP Ag registrants component review	Refine stakeholder consultation processes in line with the stakeholder engagement strategy Review effectiveness of current contact and feedback mechanisms including AERP promotional trials Target promotional activities, including field days Develop process and documentation to address review outcomes
Collect, use and respond to all feedback	Demonstrated consideration of stakeholder feedback AERP reports received and addressed	Regulatory activities informed by stakeholder views Service Charter standards are met Ensure that stakeholders are aware of how their feedback affected the decision Finalise 85% of AERP reports within three months Improved use of internal databases	Review mechanisms to capture and consider stakeholder feedback Web publishing of feedback received through identified submission processes Increase targeted reporting Develop formal request and reporting format for internal inquiries
Improve useability of internal resources to increase efficiency	Increased competency in use of database search tool, AERP analysis and audit processes	Improve capacity to search data bases, implement analyse trends and training in audit processes	Deliver training in data search and data analysis Trend analysis work instruction
Develop staff awareness and skills in responding to stakeholder feedback	Responses developed in line with guidance document	Ensure Service Charter standards are met Increase stakeholder support for consultation processes	Develop guidance documents

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

Raise public awareness of industry compliance

Facilitate and enforce industry compliance

Ensure effective use of regulatory tools

Conduct risk based audits and monitoring visits

Ensure effectiveness of monitoring systems

Develop the right skills in our people

Maintain a quality focused culture

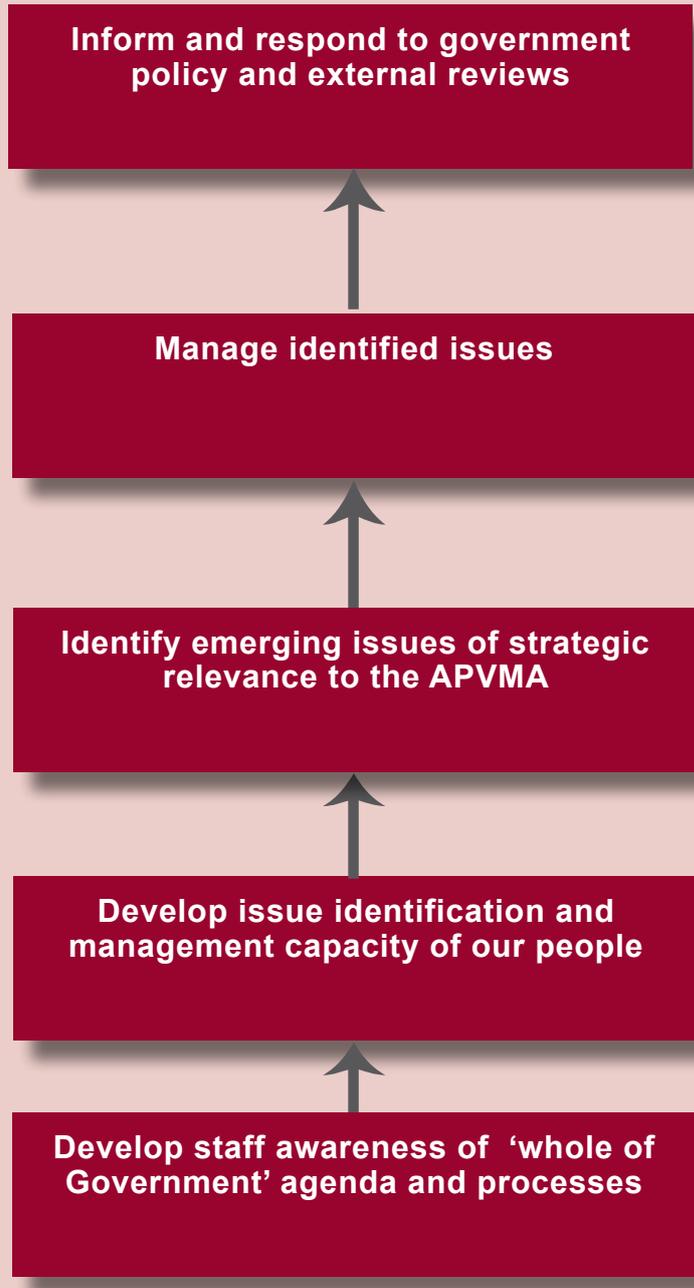| Activity Statement	Measure	Target	Initiatives
Facilitate industry compliance by transparently advising compliance requirements and ensuring that information about how to comply is readily available	Revision of current fact sheets and guidelines and development of new facts sheets when necessary	Produce five new facts sheets Revise current fact sheets	Revise fact sheets and past notices on the website Broaden use of *Regulatory Update* and *Gazette* Enhance website information Participate in industry seminars Develop policies and guidelines that explain our enforcement philosophy and processes
Raise public awareness of APVMA enforcement activities by increasing awareness of effects of compliance interventions	Stakeholder feedback Improved compliance	Increased number of media releases Increased number of articles and notices promulgated	Make better use of *Regulatory Update, Gazette* and annual report Consolidate compliance activity reporting via website
Effective investigation and use of recall, injunctions, licence conditions, cancellation and suspension to minimise harm and reduce non-compliance	Harmful or non-compliant products of concern are effectively and quickly removed from supply Non-compliant manufacturers are brought into compliance or regulatory action is taken	Take regulatory action in a timely manner Develop proposal for reform of compliance toolkit	Improved liaison with technical areas to decrease response timeframes Form Legislation Review Working Group
Conduct risk-based product testing, monitoring and audits of manufactures, importers, suppliers and permit holders. Escalate to investigation when necessary	Compliance is achieved at initial engagement and is maintained	Complete monitoring, testing and audit programs Limited critical GMP non-conformance Increase proportion of registrants able to supply evidence of GMP compliance for overseas manufacturers within compliance at first audit to 90% Deal with at least 40% of non-compliance reports in first instance	Carry out annual random survey of supplier compliance Evaluate targeted and random audit and monitoring strategy Develop improved GMP database Complete review of AgQA scheme Strengthen audits of permit holders and continuing offenders
Ensure effectiveness of monitoring systems	Key issues identified Compliance with internal procedures and legislation.	Respond to all key issues Increase positive feedback from manufacturers following routine GMP audit to 95%	Develop methodology for selection of sector issues for compliance resolution Facilitate an annual auditors workshop Facilitate interagency cooperation
Maintain a quality focused culture	Continuing ISO compliance Staff commitment to quality	Maintain ISO accreditation Increase attendance at training sessions to 90%	Carry out annual review of key processes Deliver training in quality systems
Develop the right skills in our people	Targeted training needs identified	Increase attendance at training sessions to 90%	Develop the Compliance Training Manual Deliver identified training in compliance processes, procedures and negotiation

Strategy 6	Identify and manage emerging regulatory issues.

Stakeholders (community, users, industry and government)

Internal business processes (including financial management)

People, learning and development

Inform and respond to government policy and external reviews

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Manage identified issues

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Identify emerging issues of strategic relevance to the APVMA

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Develop issue identification and management capacity of our people

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Develop staff awareness of 'whole of Government' agenda and processes

Activity Statement	Measure	Target	Initiatives
Inform and respond to government policy and external reviews	Participation in high level forums	Progress COAG reform agenda Finalise ANAO recommendations	Prioritise policy forum engagements Develop joint work plan with DAFF to ensure policy development relevantly informed
Manage identified issues	Issues managed effectively	Issue management strategies developed for priority issues Allocate issues to issue managers Change policy or operational practice following response to issue	Ensure a standing item is placed on EM agenda to consider issue management strategies for priority issues Develop a formal process of allocating issues to issue managers
Identify emerging issues of strategic relevance to the APVMA	Range of issues identified	Identify issues of relevance to the APVMA effectively Increase stakeholder confidence	Ensure a standing item is placed on consultative committee agendas to identify issues Develop issue screening team Ensure a standing item is placed on EM agenda to consider and prioritise emerging issues
Develop issue identification and management capacity of our people	Number of staff actively engaged in identifying and managing issues	Improve active participation of staff in issue identification and management	Deliver targeted training in issue identification and management to APS 5/6
Develop staff awareness of 'whole of Government' agenda and processes	Staff survey undertaken Staff attendance at training sessions	Improve staff awareness and preparedness	Hold staff awareness sessions

Strategy 7 Conduct our business efficiently and effectively.

Stakeholders (community, users, industry and government)

Ensure accurate and timely external reporting

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Comply with legislation and standards

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Internal business processes (including financial management)

Enhance, maintain and protect information systems

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Ensure responsible management of resources

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People, learning and development

Encourage knowledge sharing

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Deliver targeted training

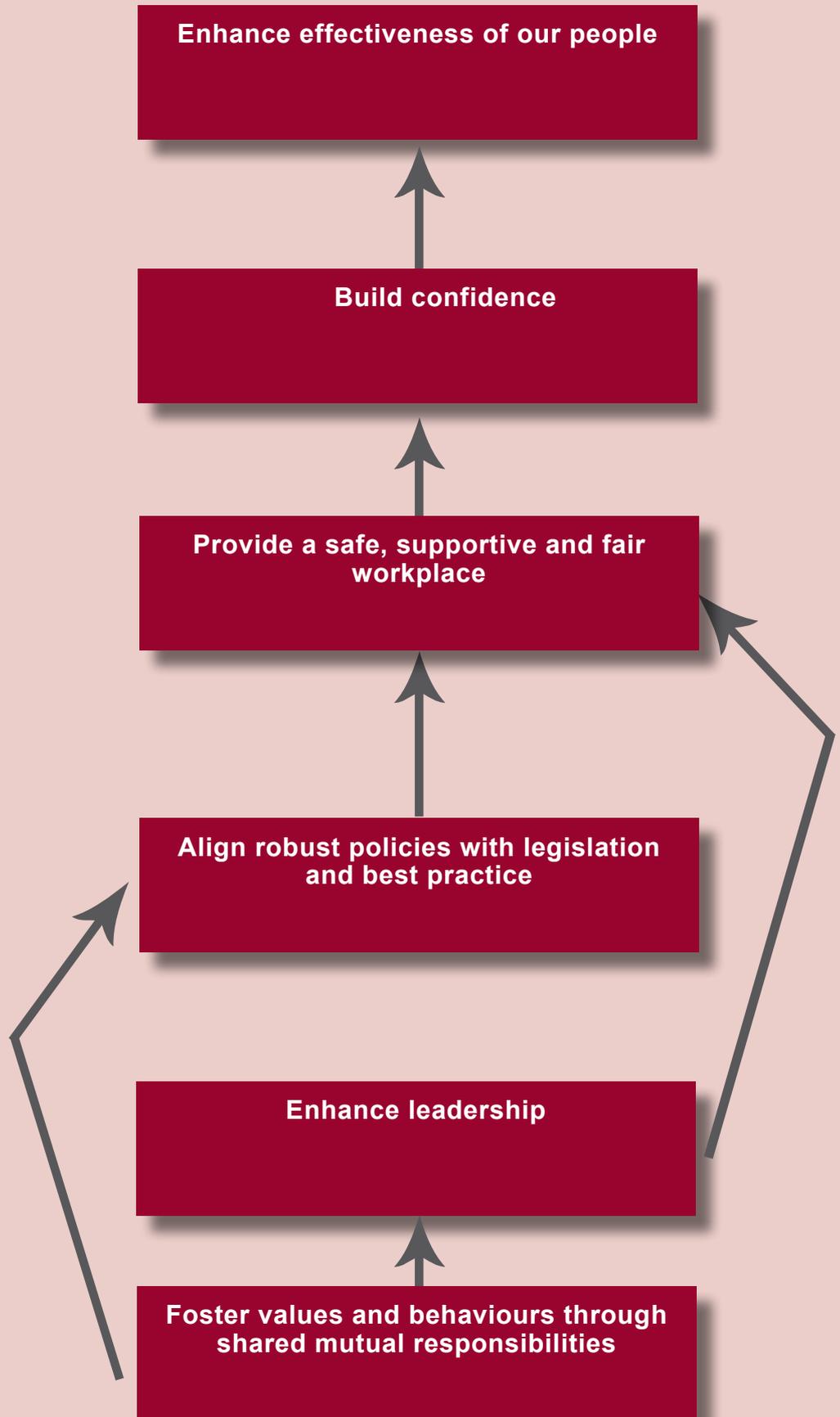| Activity Statement	Measure	Target	Initiatives
Ensure accurate and timely external reporting	Annual financial statements Portfolio Budget Statement Respond to central government surveys Freedom of Information and privacy reporting	Approve audit of financial statements by due date Clear Portfolio Budget Statements by due date	Prepare for and implement reforms
Comply with legislation and standards	Maintain internal and external audit	Ensure no significant adverse audit findings Maintain ISO accreditation Raise awareness of Audit Committee's role	Prepare for cost recovery implementation Promote benefit of audit activity and continuous improvement Audit Committee Chair to meet with each program Implement FOI legislation amendments
Enhance, maintain and protect information systems	Maintain up time No breaches of security New PC fleet installed New EARS application module in operation	Maintain up time of 97% or greater Ensure no significant adverse incidents Install new PC fleet by June 2010 Install new EARS module by June 2010	Prepare for cost recovery implementation Update IT security policy Roll out new PC fleet Continue EARS internal development Develop IT and IS strategic plans Migrate from old to new data base server
Ensure responsible management of resources	Collection of revenue Management of budget Staff accommodated in existing building	Collect revenue by due date Maintain expenditure within 10% of budget (excludes accounting adjustments) Accommodate all planned staff in current building	Prepare for cost recovery (CRIS) implementation Implement OLAF Action accommodation changes
Encourage knowledge sharing	QMS supported by all staff 30-minute briefs	Ensure no significant adverse audit findings Ensure internal auditors are trained and competent Encourage strong attendance at briefs	Ensure documents are accessible through the intranet Undertake data protection audit
Deliver targeted training	Training of staff in new PC fleet environment Key staff training on RecFind 6	Ensure all staff are trained by June 2010 Ensure all key staff trained in RecFind 6 by September 2009	Install RecFind 6 Train staff in new PC environment

Strategy 8	Value our people.

Stakeholders (community, users, industry and government)

Internal business processes (including financial management)

People, learning and development

Enhance effectiveness of our people

Build confidence

Provide a safe, supportive and fair workplace

Align robust policies with legislation and best practice

Enhance leadership

Foster values and behaviours through shared mutual responsibilities

Activity Statement	Measure	Target	Initiatives
Enhance effectiveness of our people	Performance management outcomes	Ensure 100% compliance to new framework	Implement new performance management scheme and pilot online software
	Staff feedback	Increase in staff satisfaction	Enhance staff engagement
	Improve recruitment processes	Complete 80% of processes within 45 days	Evaluate recruitment application tracking system
	Enhance Human Resource reporting	Deliver quarterly statistics to EL2s	Implement quarterly reporting to EL2s
Build confidence	Increase in internal promotion	Increase internal promotion rate	Targeted training
	Corporate citizenship	Full membership of all committees	Include in induction
			Organisation wide development
	Separation Rate	Less than 20% separation	Continue graduate program
Provide a safe, supportive and fair workplace	Satisfied staff	Positive staff satisfaction measures	Maintain and enhance reporting to EM
		Increased participation in exit surveys	Deliver exit surveys to all separating staff
	OH&S incidents	Reduced number of days away from work due to incidents	Enhance the OH&S management arrangements
	Maintain staff committees	Increase staff engagement in committees	Reinvigorate workplace diversity network
	Accurate and timely remuneration service	Maintain accuracy and timeliness to 100%	Enhance knowledge management of remuneration services
Align robust policies with legislation and best practice	Annual review of people, policies and compliance	Ensure 100% compliance	Reinvigorate reward and recognition scheme
			Implement new performance management scheme
			Improve probationary practices
			Implement deferred salary scheme
Enhance leadership	Reduce staff turnover	Ensure managers attend identified training and implement learnings	Provide managers with feedback on survey findings
			Enhance manager induction processes
	Improved performance appraisals	Satisfied staff	Implement new performance management scheme
			HR partnering with line managers
Foster values and behaviours through shared mutual responsibilities	Positive survey results	Alignment of staff and organisational values	Design and implement workforce planning recommendations
		Improve corporate citizenship	

Responsibilities of APVMA programs

	Advisory Board					Audit Committee
	Veterinary Medicines Program	**Pesticides Program**	**Regulatory Strategy & Compliance Program**	**Legal Program**	**Corporate Services Program**	
Scientifically evaluate	Primary	Primary	Support	Support	Support	
Keep stakeholders informed	Primary	Primary	Primary	Support	Support	
Review existing chemicals	Primary	Primary	Support	Support	Support	
Seek and use feedback	Primary	Primary	Primary	Support	Support	
Require and monitor compliance	Support	Support	Primary	Support	Support	
Identify and manage issues	Primary	Primary	Primary	Support	Support	
Conduct our business	Support	Support	Support	Support	Primary	
Value our people	Support	Support	Support	Support	Primary	
Resources $'000	5 013	10 959	4 611	1 266	4 487	
Total $'000					26 336	

◆ **Primary**

◆ **Support**

Glossary of Terms

AERP	Adverse Experience Reporting Program
AGIMO	Australian Government Information Management Office
AgChem	Agricultural Chemical
AgQA	Agricultural Quality Assurance Scheme
ANAO	Australian National Audit Office
APS	Australian Public Service
APVMA	Australian Pesticides and Veterinary Medicines Authority
BSC	Balanced Scorecard
CEO	Chief Executive Officer
COAG	Council of Australian Governments
CRIS	Cost Recovery Impact Statement
DAFF	Department of Agriculture, Forestry and Fisheries
EARS	Electronic Application Registration System
EL	Executive Level
EM	Executive Management
ESI	Export Slaughter Intervals
FOI	Freedom of Information
GMP	Good Manufacturing Practice
HR	Human Resources
ISO	International Standards Organisation
IS	Information Systems
IT	Information Technology
MORAG	Manual of Requirements and Guidelines
MRL	Maximum Residue Level
NRS	National Registration Scheme
OECD	Organisation for Economic Cooperation and Development
OLAF	Online Levy and Application Fees
PBS	Portfolio Budget Statement
PC	Personal Computer
QMS	Quality Management System
RecFind6	Record Management System
Vet Med	Veterinary Medicines