Australian Government

Australian Pesticides and
Veterinary Medicines Authority

Australian Pesticides and
Veterinary Medicines Authority
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OPERATIONAL PLAN 2008 - 2009

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 chemicals 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 2008–2009

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 principal goals, 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. Comprehensive action plans are also developed by each program. These plans set out specific performance indicators that identify responsible areas and individuals. This allows progress to be monitored.

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 the strategy will be undertaken.

The Balanced Scorecard Methodology

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

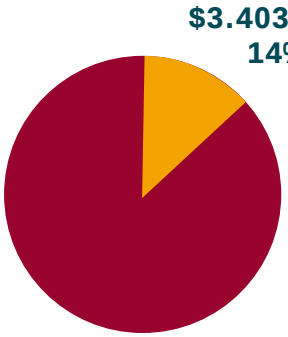
The use of the BSC methodology enhances the planning process, facilitates translation of strategy into action, and allows better communication of strategy, objectives and initiatives with stakeholders and staff. The use of strategy maps allows "visualisation" of strategy.

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

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.

Distribution of the APVMA's budget towards meeting outputs



Total: $24.306M

- Regulatory decisions and information supported by evidence-based risk assessments that are consistent with national and international standards.
- Responsive feedback mechanisms, and quality assurance and compliance programs that support ongoing chemical product quality and conformance with legislation.

Strategic Framework

The APVMA's Corporate Plan identifies six key strategies and two support strategies. The following diagram shows the relationship between these strategies and the APVMA's Outputs and Outcome.

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, with a view to ensuring quality outcomes consistent with legislative requirements and sound scientific principles, encouraging productive communication with clients and stakeholders and 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.

Strategy Map

This Plan contains a series of individual Strategy Maps, all directed to achieving the APVMA's Outputs and Outcomes. Building stakeholder confidence, achieving operational excellence and informing policy development remain central themes within these strategies. Individual Program responsibilities are outlined on page 22.

Key Priorities

The 2008-09 financial year will be an important year for the APVMA to consolidate recent reform, including the governance changes following the move from a Commonwealth Authorities and Companies Act (CAC Act) agency to an agency under the Financial Management and Accountability Act (FMA Act) and implementation of the recommendations from the ANAO Audit Report. Embedding these reforms will make a significant contribution to the improvement of the efficiency and effectiveness of the APVMA operations.

Beginning in 2007-08 and continuing into 2008-09, the APVMA will conduct a review of its cost recovery framework as part of the scheduled review of the Agriculture, Fisheries and Forestry portfolio. The APVMA's costs are recovered via a range of fees and charges, including levies on agricultural and veterinary (agvet) chemical sales, annual fees and application fees. All fees and charges collected by the APVMA will be reviewed.

Another area of strategic focus will be the strengthening of our interaction with stakeholders, particularly the rural sector, through a review of existing stakeholder forums and through better relationship management.

Within the framework of this Operational Plan, a number of key priorities are identified. We will focus on:

Stakeholder Engagement

- By implementing our stakeholder engagement frameworks to provide responsive and relevant engagement with each stakeholder group;
- By building capacity and generating awareness of the importance of meaningfully engaging stakeholders and actively managing relationships; and
- By developing tools and processes to enhance understanding of the work of the APVMA, its risk management approach and the benefits of regulation.

Registration Reform

- By expanding the functionality of the EARS system by designing new software to better manage applications once they have been received by the APVMA;
- By continuing to implement process improvements to the registration system that aim to improve registration timeframes such as trialling a project management approach in the management of major registration applications;
- By undertaking a review of the chemistry risk assessment framework and processes; and
- By completing major components of labelling reform.

International Cooperation

- By building on existing participation at international forums including information exchange with regulator and scientific bodies of other countries; and
- By continuing to advance work share arrangements and broadening the engagement with international agencies to improve efficiency, including Minor Use.

Key Priorities (Cont'd)

Compliance Reform

- By strengthening and improving compliance enforcement tools;
- By completing the review of the Ag QA scheme; and
- By strengthening feedback mechanism.

Regulatory Science Quality

- By continuing to improve science quality through a range of initiatives such as applying a measurement of science quality to assessments provided by external agencies and in the creation of new or strengthened risk assessment methods;
- By addressing new and emerging science issues such as nanotechnology; and
- By exposing existing science-based decision making methodologies to public scrutiny through greater transparency of risk assessment approaches.

Maintaining Capabilities

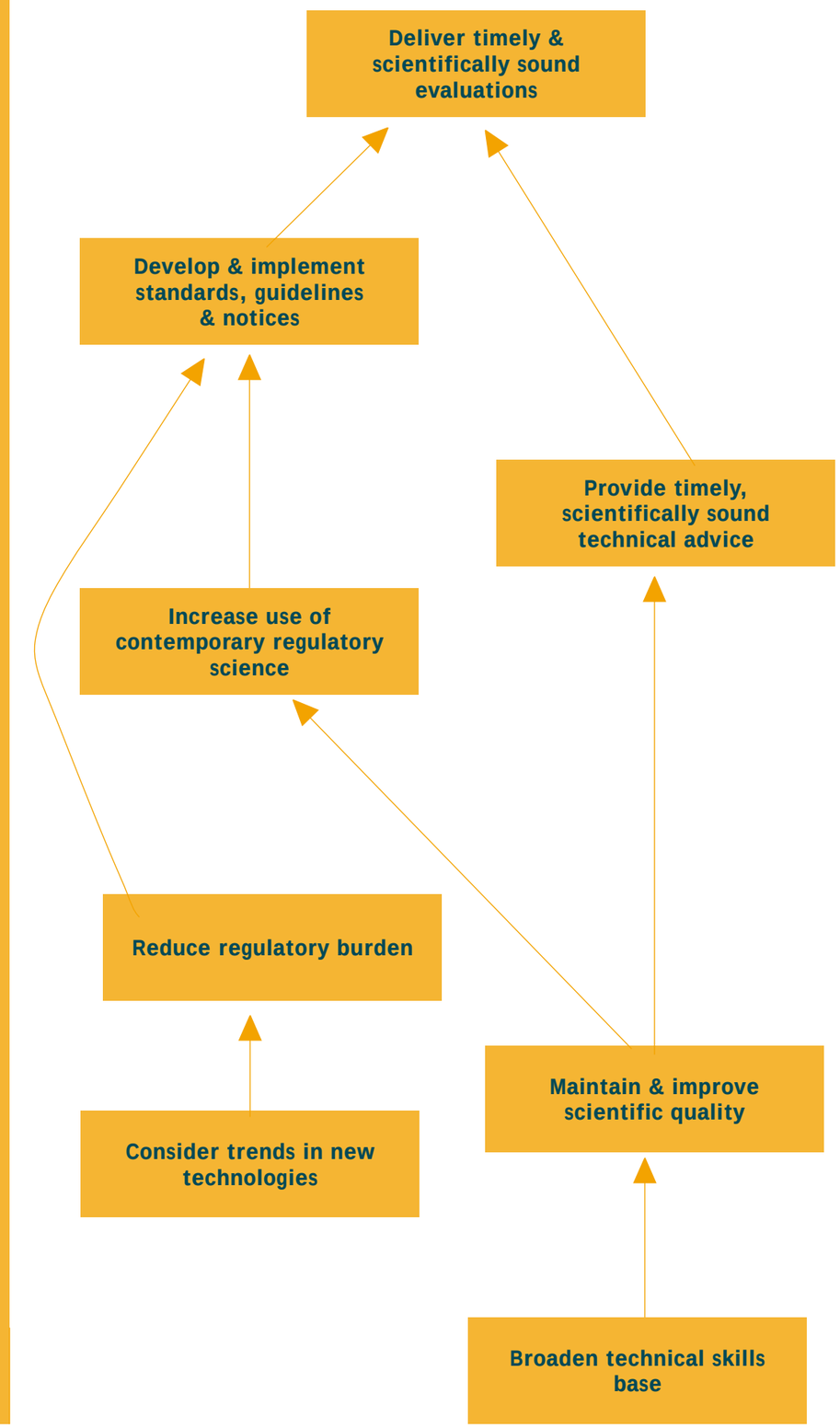
- By undertaking a review of our cost recovery arrangements to ensure they remain cost effective and in accordance within government guidelines;
- By implementing a new Collective Agreement with terms and conditions of employment that seek to attract and retain our staff;
- By incorporating the Integrated Leadership Scheme (ILS) framework into performance management;
- By implementing a new Strategic Learning and Development Framework; and
- By identifying innovative ways to recruit and retain our staff.

Informing Policy

- By identifying and monitoring national issues that may impact on the APVMA regulatory operations;
- By informing government policy-makers about the role of the APVMA in Australian chemicals regulation; and
- By providing high-level input to major policy reforms and reviews.

Strategy 1: Evaluate and consider applications to approve active constituents, register chemicals, approve labels and provide regulatory consents such as permits following scientific evaluation

Stakeholders (Community, Users, Industry and Government)

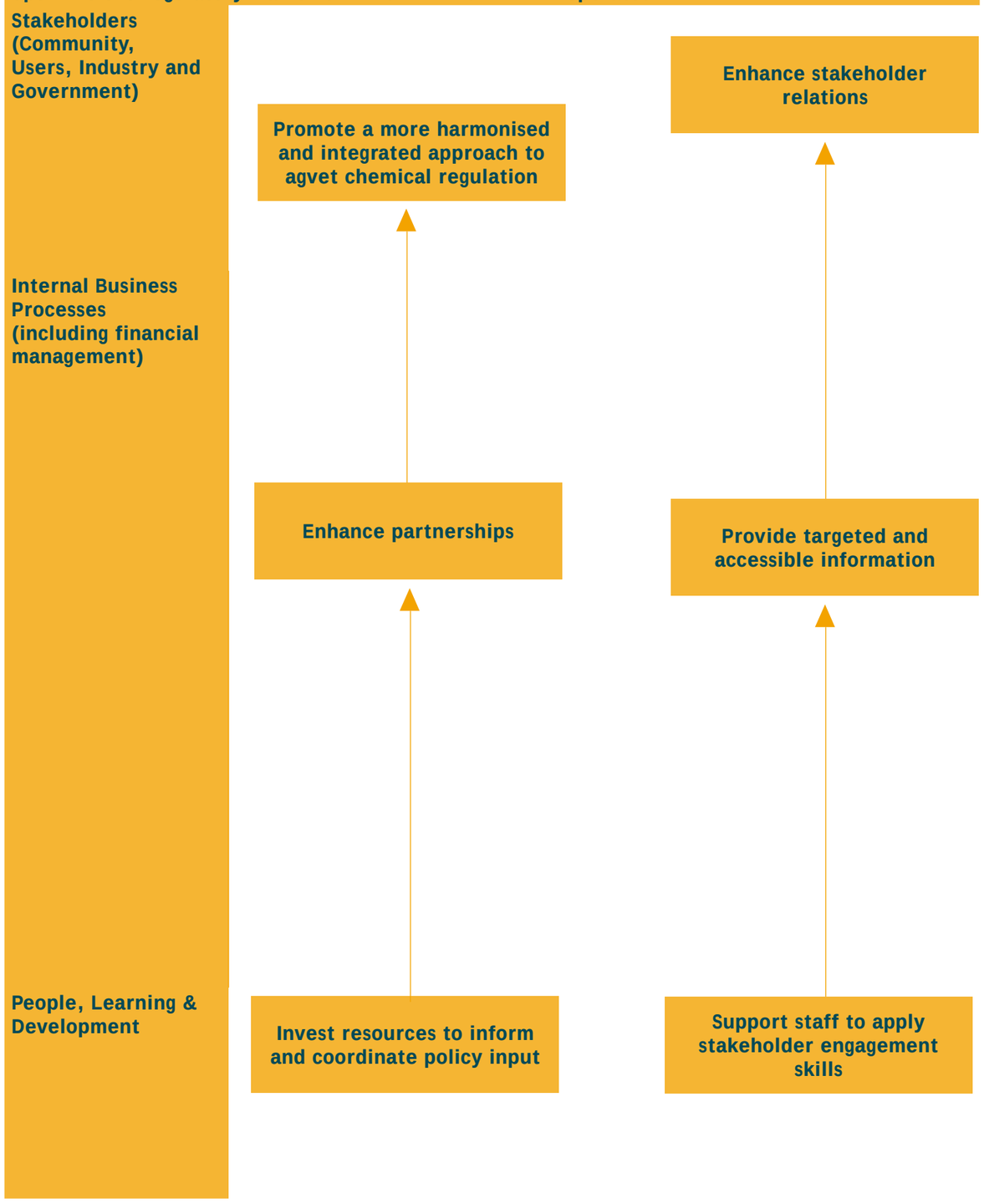


Internal Business Processes (including financial management)

People, Learning & Development

Objective Statement	Measure	Target	Initiatives
Deliver assessment evaluations decisions within the framework of the AgVet Code, maintaining timeframe performance for active approvals, registration and permit applications whilst ensuring appropriate standards of scientific evaluation and legislatively robust decisions	Compliance with statutory timeframes Science quality audits Data protection audits Pilot project management approach for major applications	Regulatory decisions within statutory timeframes No significant defects in audits Project management milestones achieved in pilot study	· Finalise implementation of ANAO recommendations 2 & 3 · Acceptable chemical names project completed · ESI methodology project completed · Further advance contestability initiatives · Develop next stage of EARS (internal applications) · Pilot project management for large applications · Run registration seminar
Develop and implement effective quality standards, regulatory guidelines and operational notices for agvet chemicals and their residues Enable timely access to safe and effective chemicals to meet new demands	Number new policies and guidelines developed Level of assessment for minor use, emergency use and reduced risk chemicals appropriate to risk	MORAG updated as required First draft of Labelling Code completed Complete and implement label regulatory box concept New guidelines for minor use, emergency use and reduced risk chemicals developed	· Develop models for regulatory treatment of low regulatory risk products · Inform policy on ESI advice on labels · Cooperation with FSANZ to streamline MRL processes · Progress with labelling reform · Minor use initiatives · Review of State-based permits completed
Provide timely and scientifically sound technical advice and information to internal and external stakeholders	Timely advice and accurate information provided	Meet Stakeholder Charter guidelines	· Charter revised · Annual assessment of regulatory science quality
Increase the use of contemporary regulatory science and international collaboration in risk assessments	Evaluation reforms based on contemporary science International collaboration and projects Finalise review of chemistry risk assessment framework	3 international workshare projects finalised / 2 other international workshare projects progressed Finalise document	· Maintain active participation at VICH, CODEX, OECD, CIPAC · OECD Workshare · International minor use initiatives · Progress alignment of APVMA submission requirements for ag products with OECD template · Review chemistry risk assessment framework
Maintain and improve science quality and rigour through peer review and adoption of international best practice	Science quality audits completed Peer review Annual assessment of regulatory science quality Agency science quality measures	No significant risks to regulatory science quality discovered in audits No significant issues identified No significant issues identified Best practice science informs the risk assessment process	· Provide expert advice to the CEO · Maintain and expand the Science Fellows Program · Progress development of the manual on the risk management framework for regulatory science · Audit Regulatory Science Quality · Audit the quality of advice provided by external agencies
Reduce regulatory process burden consistent with the risk posed and optimise business process efficiencies to ensure efficient resource utilisation and timely outcomes	Timeframe compliance Reforms introduced to decrease process burden	Statutory timeframes met Process efficiencies achieved	· Progress the Elapsed Time Project (improved workflow for key processes) · Greater use of electronic business tools · Scope of regulations project · Labeling reform · Enhance framework for regulation of low risk products
Consider trends in new technologies and develop strategies to deal with them	Policies and guidelines developed	Nanotechnology regulatory work plan developed	
Broaden technical skills base and increase intellectual capital. Improve training in scientific risk assessment methodologies	Training in risk assessment No of industry visits	Training undertaken 1 visit per year	· Learning and Development Program · Industry visits

Strategy 2: Engage stakeholders to improve awareness and inform policy development and to optimize the regulatory framework within which APVMA operates



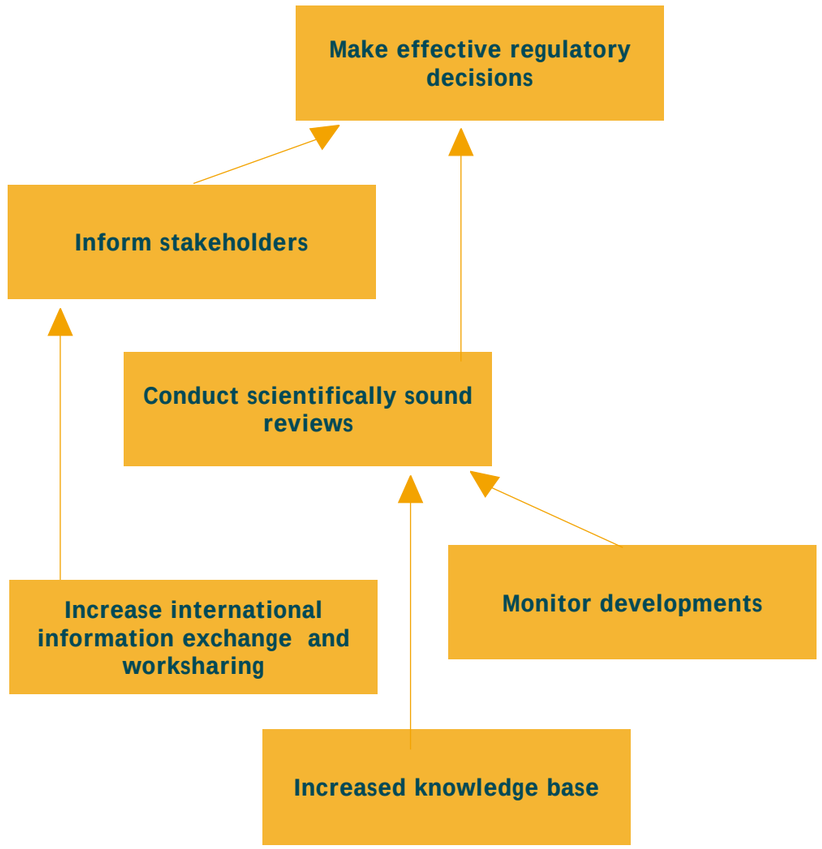
Objective Statement	Measure	Target	Initiatives
Enhance relationships with stakeholders and provide opportunities for involvement	Submissions received Stakeholder feedback Meeting timelines and attendance Stakeholder Survey Contact with representative cross-section	Stakeholder are aware of opportunities for their involvement Regulatory decisions are transparent Ongoing and timely internal and external information exchange Policy development informed by stakeholder views	· Stakeholder Engagement Strategy · Tools and processes to support effective stakeholder involvement including Consultative Committees · Project-specific Stakeholder Involvement Plans
Promote an integrated approach to agvet chemical regulation and risk management throughout Australia	Policies implemented that have APVMA input	APVMA input made to policy reform through the Product Safety & Integrity Committee with NRS partners and elsewhere APVMA input to studies and reviews relevant to chemicals regulation	· Identify and persue policy/legislation refrom through PSIC · With DAFF input to policy initiatives such as Productivity Commission reviews, COAG Chemicals Security etc · Engage with reviews and studies of chemicals regulation.
Provide targeted and accessible information for key stakeholders through a range of communication tools	Corporate style and processes developed and applied consistently to APVMA print and web material User engagement tools used to inform structure, navigation and usability of all major content development on the website Presentations at external forums Media releases Subscription rates Hot Topics and media release website hits	Printed and web material is easily identifiable and accessible for the target audience Web information enhances understanding of regulatory requirements, improves transparency and customer self-service Stakeholder awareness and confidence in APVMA regulatory issues Accurate, timely and effective media management	· Professional publishing and editing standards for printed and web materials · Continuously develop and evaluate the website · Proactively seek opportunities to inform a wide audience, including media
Enhance partnerships within the National Registration Scheme including Australian government agencies, State and Territory governments	Formal agreements with government agencies	MOUs in place or updated with DOHA, DEWHA and State and Territory partners	· Investigate revision of business arrangement with government departments · Interaction increased with other State and Territory agencies (Health, Environment)
Support APVMA staff to apply stakeholder engagement skills	Number of staff trained Stakeholder feedback	Effective stakeholder engagement	· Guidance document and staff training
Invest resources to better inform and provide appropriate input to policy and operational reform activities relevant to the APVMA	Capability to inform policy	Timely, well considered input provided to major policy reforms	· APVMA engagement with government policy processes

Strategy 3: Review registered chemicals on the basis of risk

Stakeholders (Community, Users, Industry and Government)

Internal Business Processes (including financial management)

People, Learning & Development



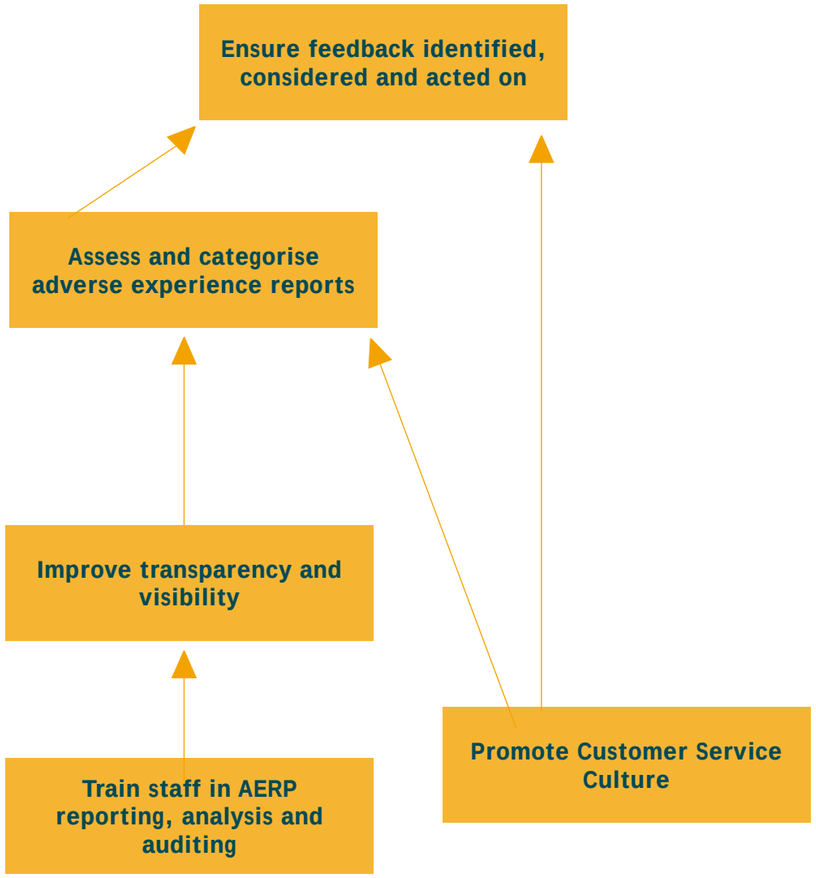
Objective Statement	Measure	Target	Initiatives
Make effective regulatory decisions to ensure registered chemicals comply with contemporary standards	Reviews commenced, progressed and finalised	Five review decisions completed	· Scope priority 1 chemical review nominations
Inform stakeholders to improve awareness of and involvement in review program	Enhanced consultation framework Number of stakeholder forums	Enhanced consultation framework implemented by 30 June 2009 Conduct/participate at five stakeholder forums	· Website enhanced to provide more information about review chemicals · User group forums
Conduct scientifically sound reviews against contemporary standards	Review findings and regulatory outcomes comply with policy framework	100% compliance	· Outline regulatory risk assessment methodologies · Complete analysis of chemical review approach (ANAO Recommendation 6)
Monitor domestic and international developments, emergence of new issues and initiate reviews when warranted	APVMA in step with overseas regulatory counterparts	Issues identified and considered	· Examine new mode of actions studies for Triazine group of compounds · Publication of 'Pest Management in Schools' document
Increase international information exchange and worksharing	Information sharing initiated and work savings achieved	Exchange information with overseas regulators on review chemicals	· Share information about reviews and review schedules with OECD partner agencies
Increased understanding of legislation, agvet chemical use practices and the primary production industry by review staff in both APVMA and advisory agencies	Number of training programs undertaken	2 training programs undertaken	

Strategy 4: Consider stakeholder feedback including adverse experience reporting

Stakeholders (Community, Users, Industry and Government)

Internal Business Processes (including financial management)

People, Learning & Development



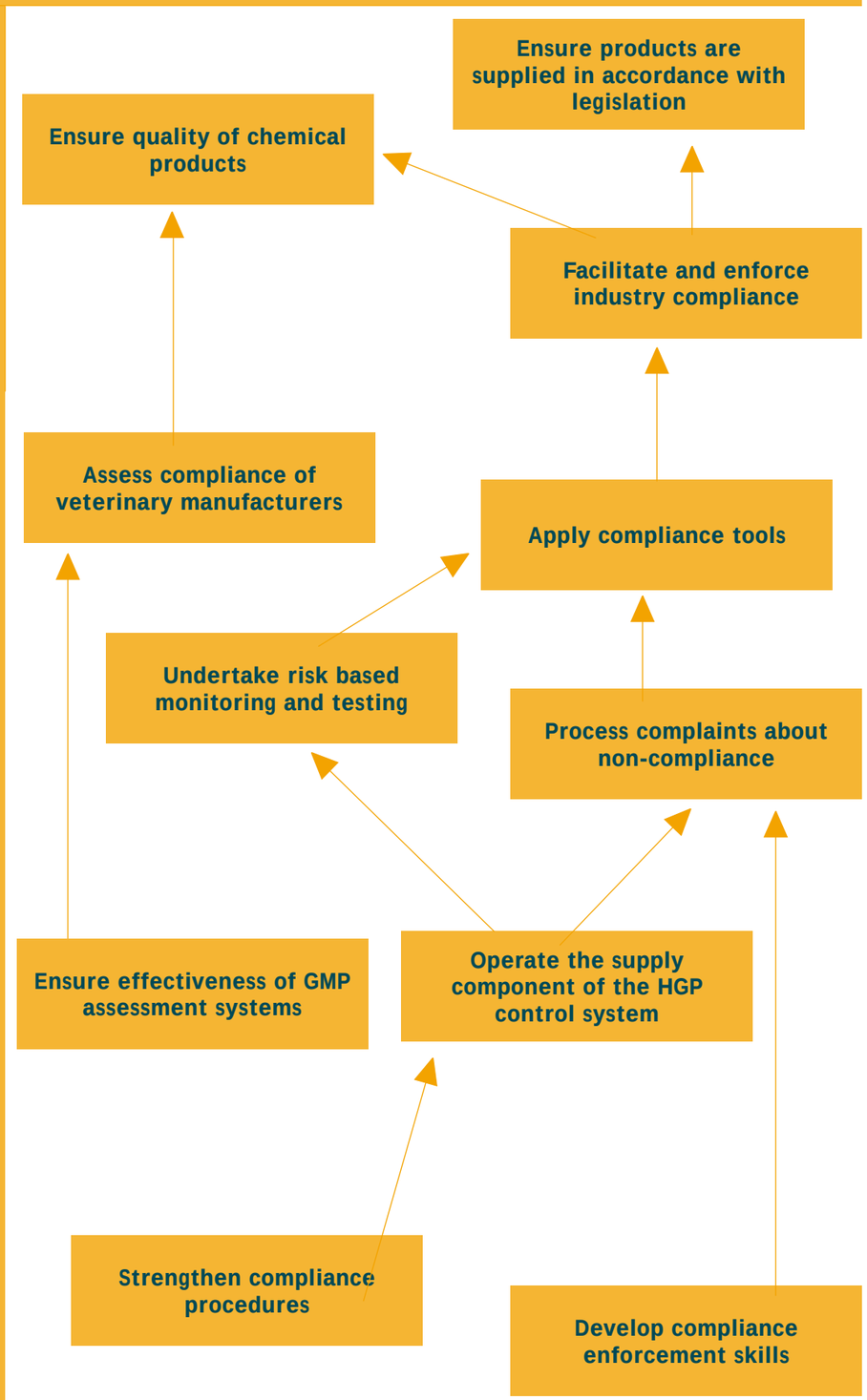
Objective Statement	Measure	Target	Initiatives
Ensure feedback is identified, considered and acted on appropriately	Feedback identified, considered and acted on Stakeholder feedback via other mechanisms considered	100% compliance Feedback responded to as specified in customer charter Positive feedback received	· Develop better APVMA-wide processes to deal with feedback · Stakeholder feedback database developed · Integrated Feedback Project to develop APVMA wide processes to better deal with feedback
Assess and categorise adverse experience reports in a timely manner to ensure that feedback loops are effective	Adverse experience reports considered and addressed Number of adverse experience reports processed	100% reports addressed AERP Ag - 75% finalised within 3 months AERP Vet - >90% finalised within 3 months	· Consolidate AERP key processes and document them. · Identify and develop the collection of AERP's including Poison Information Centre reports. · Investigate international harmonization including VICH
Improve transparency and visibility of AERP to all stakeholders	Extent to which ongoing promotional activities are undertaken	Increased stakeholder awareness	· Raise awareness of AERP scheme – particularly AERP Ag · Implement improved communication strategies of AERP to stakeholders · Review AERP Ag scheme
Promote a customer service culture across the organisation that values feedback	Accepted values	Positive perception of feedback	· Training to support the value of feedback from diverse sources
Recruit, develop and train staff in AERP reporting, analysis and audit processes	Staff competency	Quality staff	· Formalize training documentation

Strategy 5: Ensure industry compliance with the legislation, including maintenance of quality assurance programs

Stakeholders (Community, Users, Industry and Government)

Internal Business Processes (including financial management)

People, Learning & Development



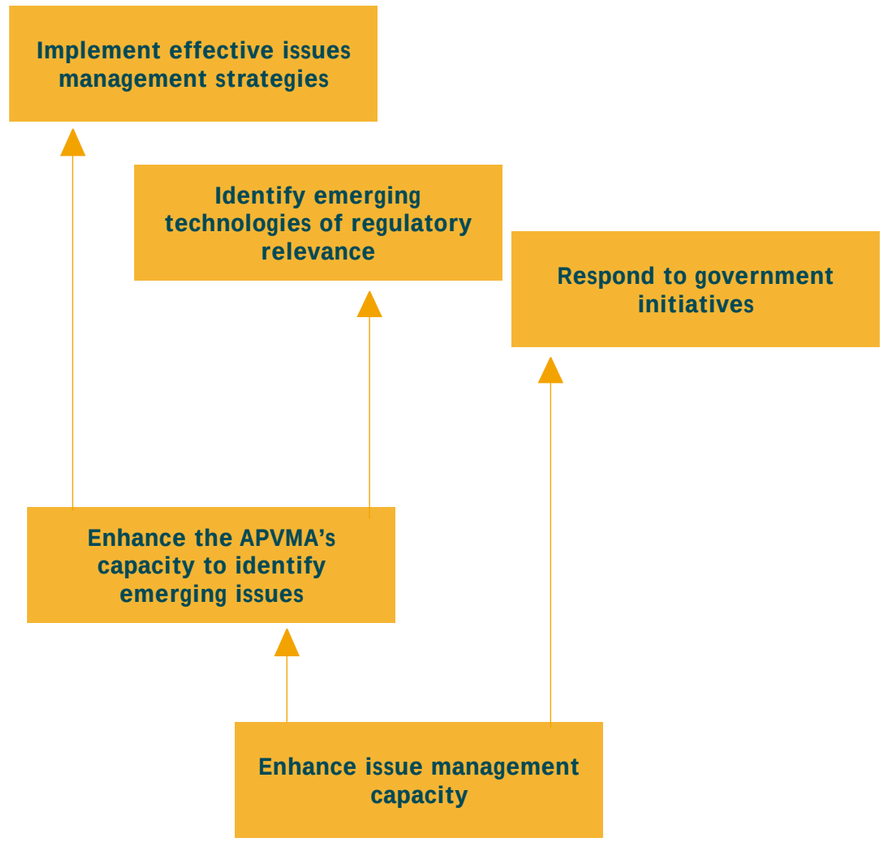
Objective Statement	Measure	Target	Initiatives
Ensure products are supplied in accordance with the agvet legislation	Stakeholder awareness of, and confidence in, APVMA compliance actions	Increased visibility of compliance enforcement	· Improved enforcement · Awareness seminars and website information
Ensure quality of pesticides and veterinary medicines Ensure registered veterinary medicines are manufactured in GMP compliant facilities	Industry compliance with requirements for product quality GMP compliance and response to MLS audit findings	Greater than 95% of ag products meet regulatory standards for quality All audits satisfactorily closed	· Ag QA Scheme · Implementation of ANAO Report Rec No 5 (concerning improvements to the MLS compliance framework) · Update GMP website
Facilitate and enforce industry actions to comply with the regulatory requirements of the Agvet legislation	Escalation of repeat and hazardous non-compliance Compliance with registration and active approval	Decreased reporting of same offenders and products Increased use of conditions of registration and active approval	· Strengthening and improvement of enforcement tools · Website redevelopment · APVMA seminars · Advisory and monitoring visits · Develop and apply conditions of registration and active approval · Scope verification system with ACS and related agencies
Assess compliance of veterinary medicines manufacturers - audit and license local manufacturers of veterinary medicines under the Manufacturing Licensing Scheme (MLS) - assess compliance of overseas manufacturers under Overseas GMP scheme	No of MLS GMP audits No of MLS licences issued, suspended, cancelled and GMP export certificates issued No of post-registration compliance audits on products manufactured at overseas sites	Complete 70 APVMA audits per annum Subject to operational demand 150 products per annum with 90% compliant at first audit	· Un-announced MLS audits · Introduce product audits · Develop improved database for tracking MLS audits
Apply compliance enforcement tools according to assessed hazard	All complaints are risk assessed and appropriate level of enforcement is applied More frequent and effective use of current enforcement tools	Enforcement response is appropriate in all instances More effective and quicker path to closure of cases	· Strengthen and improve enforcement tools · Align legislative compliance powers with those held by other regulators
Undertake risk based monitoring and testing of agvet chemicals against conditions of registration and APVMA Standards relating to quality	Number of assessments completed and reported on for selected products Selected products tested	Complete nominated number of records inspections within timeframes Testing of nominated products undertaken incrementally and completed by 30 June	· Complete review of Ag QA scheme
Process complaints about non-compliance within timeframes and to final compliance	Complaints are satisfactorily resolved within timeframe	90% completed or referred within 90 days Prosecution and administrative actions completed swiftly	· Strengthening and improvement of Toolkit · Strengthen feedback loops to complainant
Operate the supply component of the Hormonal Growth Promotants Control Scheme	Improved compliance by suppliers Timeframes for licensing, auditing and reporting are met	100% compliance on 2nd visit 100% of timeframes met for audits and reporting	· Strengthening and improvement of Toolkit
Ensure effectiveness of GMP assessment systems and strategies	Quality assurance and control of GMP audits Manufacturer feedback on audits	Issues identified and addressed 95% positive feedback	· Annual auditors workshop · Inter-agency co-operation, eg AQIS, TGA · Review Overseas GMP Scheme · Participate in Industry seminars
Strengthen understanding of processes and procedures and improve compliance toolkit through better use of current enforcement procedures and identification of enforcement gaps Strengthen APVMA staff understanding of manufacture and GMP	Procedures reviewed annually and staff trained in changes Current enforcement procedures are used effectively Undertake targeted technical training	100% of procedures are reviewed annually Training completed within 1 month of procedure changes More effective and quicker path to closure of cases GMP and ISO auditor training provided within 2 years of recruitment where required	· Annual review of quality system procedures
Develop skills of inspectors and compliance to improve negotiation and enforcement of compliance requirements	Improved negotiation and enforcement skills	Completion of appropriate training	· Training in negotiation and communicating with influence

Strategy 6: Respond to and manage emerging regulatory issues

Stakeholders (Community, Users, Industry and Government)

Internal Business Processes (including financial management)

People, Learning & Development



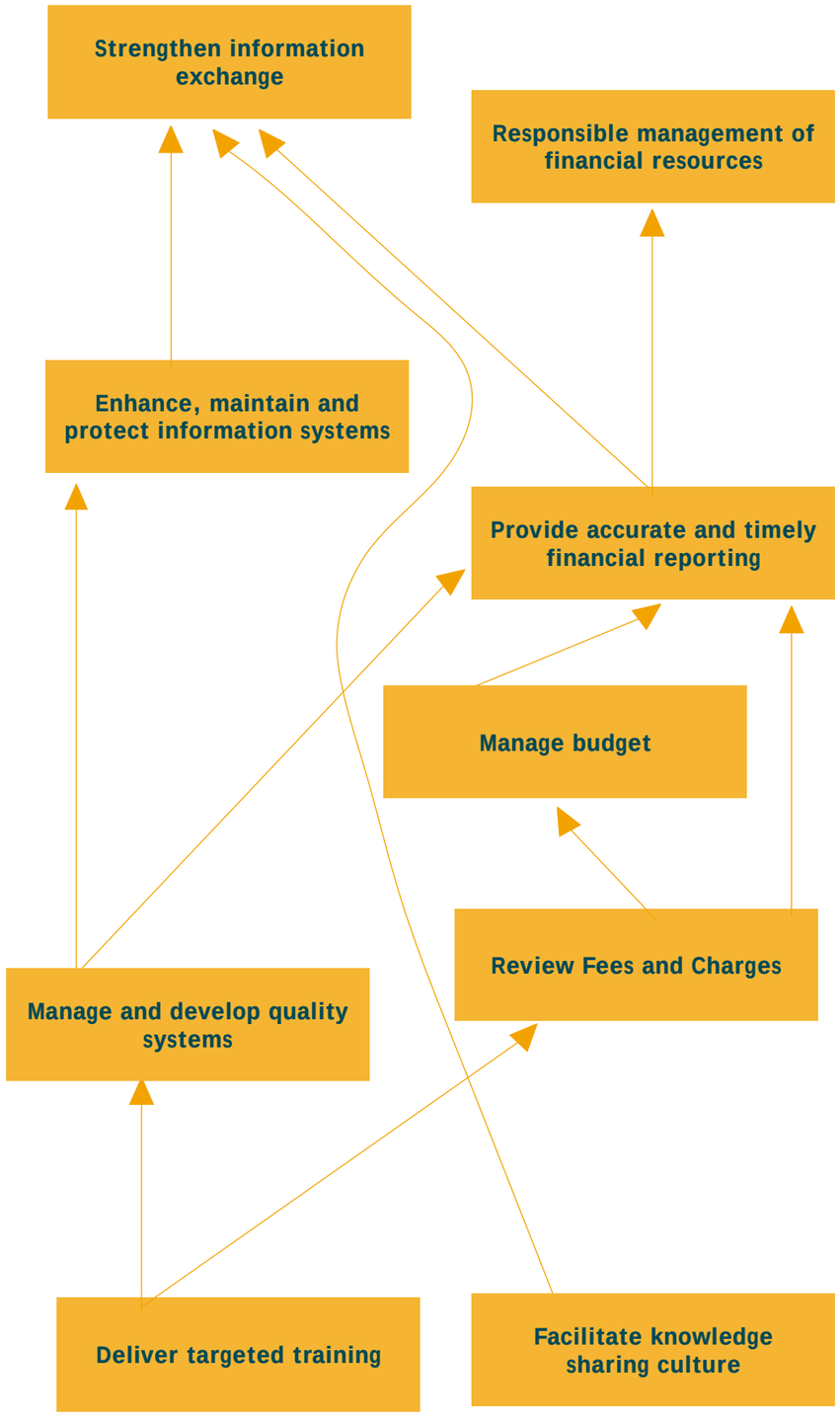
Objective Statement	Measure	Target	Initiatives
Implement effective issues management strategies	Stakeholder feedback	Enhanced stakeholder relationshipsStakeholder confidence	· Development of strategic issue management framework · Enhanced stakeholder engagement
Identify emerging technologies of regulatory relevance	Framework in place to allow regulation of new technologies	Nanotechnology regulatory plan developed	· Refer 'Evaluate and consider applications'
Respond to government initiatives and external reviews	Response to initiatives	Recommendations implemented	· Complete implementation of ANAO Performance Audit recommendations · Engage in external reviews · Implement recommendations associated with Productivity Commission Chemicals and Plastics study
Enhance the APVMA's capacity to identify and respond to emerging regulatory issues	Issues management capability Effective issues management processes	Stakeholder confidence Effective issues management capacity across organisation Capable and effective media performers Heightened state of preparedness	· Media training · Relationship management skill training · Development of issue management strategies · Stakeholder engagement strategy · International information exchange
Enhance issue and relationship management capacity	Issues Management capability Effective issues management processes	Stakeholder confidence Effective issues management capacity across organisation Capable and effective media performers Heightened state of preparedness	· Media training · Relationship management skill training · Development of issue management strategies

Strategy 7: Conduct efficient and effective business management that optimises our use of resources and minimises business risks

Stakeholders (Community, Users, Industry and Government)

Internal Business Processes (including financial management)

People, Learning & Development



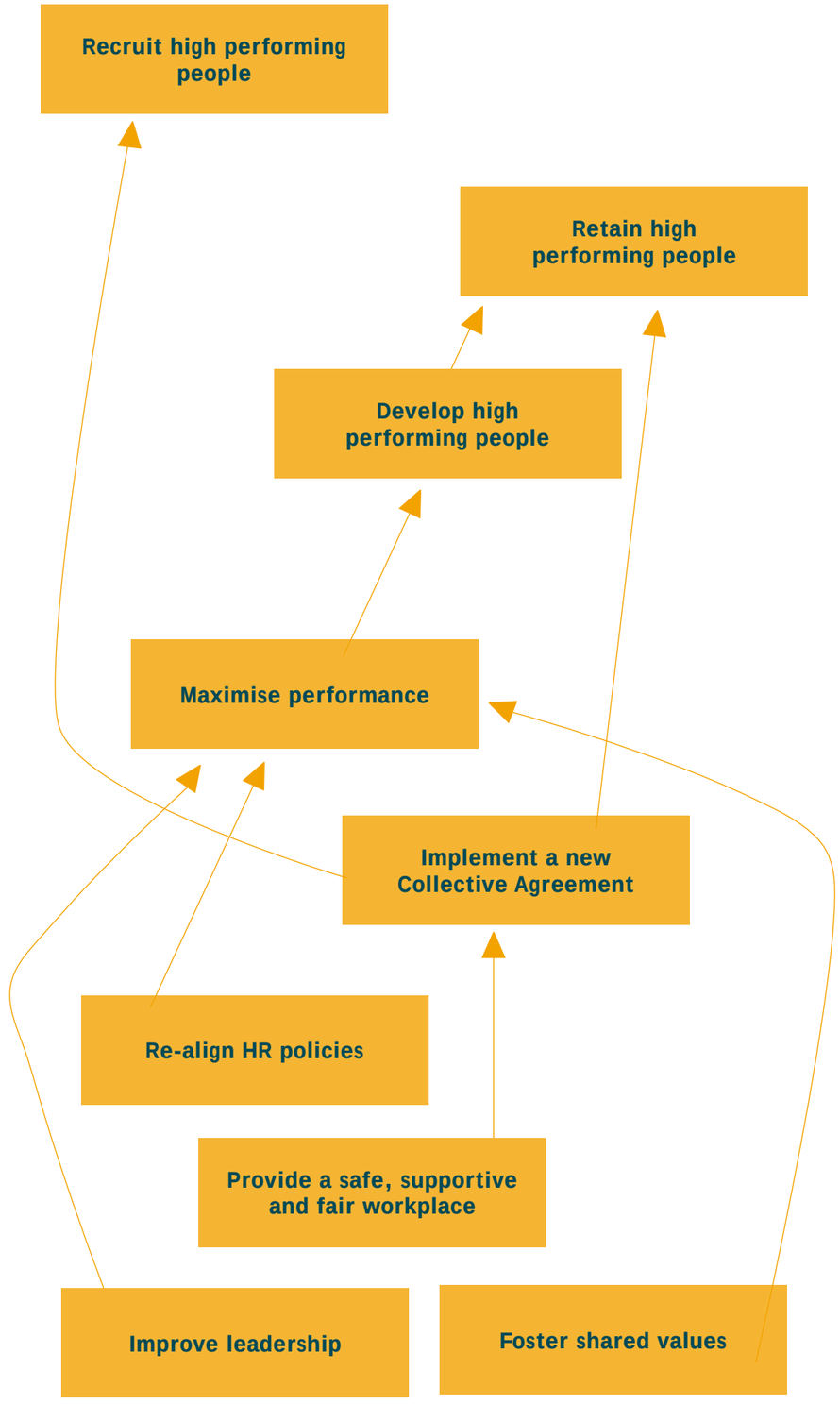
Objective Statement	Measure	Target	Initiatives
Strengthen the information exchange between APVMA and stakeholders	Increase satisfaction of stakeholders with electronic communications	To have a new e-commerce facilitate tested and in place by June 2009 Increased use of the web sitePositive feedback from users	· Implement secure email facility through the use of Sigaba · Migrate e-commerce facility to new service provider by 30 June 2009 · Further improve web site
Ensure responsible management of financial resources and comply with legislation	Internal and external audit reports Creditors overdue Collection of revenue by due date Levy audit report Compliance	No significant findings / unqualified audit result < 5% creditors overdue A decrease in % of late payments Decrease in penalties 100% compliance	· Appropriate adjustments to levy to balance income and expenditure if required
Enhance, maintain and protect information systems including business applications and IT infrastructure	Security audit reports Percentage uptime IT security incidents IT initiatives progressed	No significant findings > 97% No significant incidents Milestones per project plan Prototype of internal EARS completed with testing Appropriate security clearances	· New SAN (storage area network) system · Conduct cost benefit analysis for EDMS · Evaluate options for new fleet of PCs · Upgrade to Office 2007 · EARS internal system developed to prototype · Implement BCP · Ensure compliance with ASCI 33 · Evaluate extension of VOIP
Provide accurate and timely financial reports	Reporting to DOFA Reporting to Management/ Board BAS & FBT returns Certificate of Compliance	Submission within 10 calendar days Distribution within 10 working days Lodged by due date No significant breeches	· Evaluate replacement FMIS · Evaluate the options available with the new e commerce provider · Investigate integration of e-payment with e-lodgement
Manage and develop quality systems which reflect governing legislation and best practice	ISO accreditation and continuous improvement of business process	Accreditation maintained	· Incorporate HR, Finance, information systems permits and project management procedures into quality management systems
Review APVMA Fees and Charges as part of a portfolio wide review of cost recovery arrangements	Review milestones achieved	Draft CRIS completed by 1 September 2008 Final CRIS by 1 November 2009 Implementation by 1 July 2009 subject to Legislation changes	· Complete Cost Recovery Impact Statement (CRIS)
Manage budget efficiently	Variance of actual performance to budget	Variance to budget in line with Executive objectives	
Facilitate a knowledge sharing culture	Improved access to information Compliance with new government record keeping standards	Resources accessible 100% compliance	· Further development of the Intranet · EARS Stage 2 (internal application development)
Deliver targeted training on impact of the cost recovery framework and new library system	Trained staff	Training completed	· Provide staff training on new library system and CRIS

Strategy 8: Recruit, develop and retain valued and high performing people

Stakeholders (Community, Users, Industry and Government)

Internal Business Processes (including financial management)

People, Learning & Development



Objective Statement	Measure	Target	Initiatives
Recruit valued and high performing people	Strong competitive field for each recruitment exercise Recruitment timeframe	Minimum 4 strong candidates to interview per recruitment 80% recruitments completed within 45 days	· Enhance recruitment section of APVMA website · Provide selection training to all staff · Investigate online recruitment tools · Enhance relationship with tertiary institutions · Graduate Program · Develop 2010-13 People Plan
Retain valued and high performing people	Separation rate Staff Attitude Survey	Separation rate less than 15% Staff satisfaction	· New Collective Agreement · Comprehensive Staff Attitude Survey · Investigate family support options · Deferred Salary Scheme
Develop staff	Achievement of business objectives Learning And Development Framework implemented Percentage of employees who achieve training target	Business objectives achieved Complete module development 70% achieve training target	· Strategic Learning and Development Strategy · EL1 /EL2 development program · Scheduled in house training arrangements
Maximise individual and team performance through improvements to the performance management system	Performance appraisal results	Increase in organisational performance	· Pilot on-line performance management system · Implement new performance management system · Incorporate ILS framework into performance management
Implement a new Collective Agreement that delivers attractive conditions of employment, is financially responsible and motivates staff within existing financial constraints	New Collective Agreement effective by expiry date of current agreement Disputes	New agreement in place by 1 July 2008 Nil disputes	· Staff Consultative Committee
Realign HR policies and procedures with the new Industrial Relationship Framework	Compliance with framework	100% compliance	· State of the Service & APSED reporting
Provide a safe and fair workplace that complies with statutory Occupational Health and Safety and Workplace Diversity requirements and facilitates high performance	Number of OH&S or harassment incidents Staff satisfaction	No significant issues Satisfied staff	· Revise OHS committee membership · Health and Wellbeing Strategy · Conduct comprehensive staff survey · Implement new workplace diversity plan
Improve leadership across the organisation	Staff satisfaction	Satisfied staff	· Embed managers induction and probation practices
Foster shared values and behaviours within the culture of APVMA	Staff satisfaction	Satisfied staff	· Engage staff in the development process

RESPONSIBILITIES OF APVMA PROGRAMS

	Veterinary Medicines Program	Pesticides Program	Regulatory Strategy & Compliance Program	Legal Program	Corporate Services Program
Evaluate & consider applications	✦	✦	✦	✦	✦
Engage stakeholders to improve public awareness & policy developments	✦	✦	✦	✦	✦
Review registered chemicals on the basis of risk	✦	✦	✦	✦	✦
Consider stakeholder feedback including AERP	✦	✦	✦	✦	✦
Ensure industry compliance with legislation	✦	✦	✦	✦	✦
Respond to new issues	✦	✦	✦	✦	✦
Conduct efficient & effective business management	✦	✦	✦	✦	✦
Recruit, develop & retain valued & high performing people	✦	✦	✦	✦	✦

✦ - Primary

✦ - Support

GLOSSARY OF TERMS

ACS	Australian Customs Service
AERP	Adverse Experience Reporting Program
Ag QA	Agricultural Quality Assurance Scheme
ANAO	Australian National Audit Office
APS	Australian Public Service
APSED	Australia Public Service Employment Database
APVMA	Australian Pesticides and Veterinary Medicines Authority
AQIS	Australian Quarantine and Inspection Service
BAS	Business Activity Statement
BCP	Business Continuity Plan
CA	Collective Agreement
CAC	Commonwealth Authorities and Companies Act
CAR	Corrective Action Reports
CCC	Community Consultative Committee
CEO	Chief Executive Officer
CIPAC	Collaborative International Pesticides Analytical Council
COAG	Council of Australian Governments
CODEX	Codex Alimentarius Commission
CRIS	Cost Recovery Impact Statement
DAFF	Department of Agriculture, Forestry and Fisheries
DAISY	The APVMA Intranet Facility
DEW	Department of the Environment and Water Resources
DoFA	Department of Finance and Administration
DoHA	Department of Health and Ageing
EARS	Electronic Application Registration System
EDMS	Electronic Document Management System
EI	Export Interval
EL	Executive Level
EPHC	Environment Protection and Heritage Council
ESI	Export Slaughter Interval
FBT	Fringe Benefits Tax
FMIS	Financial Management Information System
FOI	Freedom of Information
FSANZ	Food Standards Australia New Zealand
GHS	Globally Harmonised System for the Classification and Labelling of Chemicals
GMP	Good Manufacturing Practice
HGP	Hormonal Growth Promotant
HR	Human Resources
ILC	Industry Liaison Committee
ILS	Integrated Leadership System
IPAD	Individual Performance and Development
ISO	International Standards Organisation
JECFA	FAO/WHO Joint Expert Committee on Food Additives
L&D	Learning and Development
MLS	Manufacturers Licensing Scheme
MORAG	Manual of Requirements and Guidelines for Registering Agricultural and Veterinary Products
MOU	Memorandum of Understanding
MRL	Maximum Residue Level
NCHEM	National Chemicals Environmental Management
NCR	Non-compliance Report
NRS	National Registration System
NZFSA	New Zealand Food Safety Authority
OECD	Organisation for Economic Cooperation and Development
OH&S	Occupational Health & Safety
PRS	Public Release Summary
PSIC	Product Safety and Integrity Committee
QA	Quality Assurance
RLC	Registration Liaison Committee
SAN	Storage Area Network
TGA	Therapeutic Goods Administration
VICH	International Cooperation on Harmonisation of Technical Requirements for Registration of