

## The organisation





# Organisational structure

The APVMA is structured into six programs, each of which reports through a program manager to the CEO who in turn reported to the APVMA Board of Directors in 2006–07. Each program is divided into sections that have responsibility for specific operational or administrative functions (see Figure 10).

The Principal Scientist for Agricultural Chemicals and the Principal Scientist for Residues and Veterinary Medicines are responsible for maintaining scientific standards of excellence.

**Figure 10: APVMA organisational and program structure as at 30 June 2007**



## APVMA Board of Directors

In 2006–07, the APVMA's focus and strategic direction was determined by a Board of Directors comprising a Chairperson and eight other Directors. All Board appointments were part-time, non-executive. Other than the Chairperson, Directors were appointed for their experience in a range of disciplines, but not to represent particular organisations or interest groups. The disciplines set down in the Administration Act are experience in:

- the regulation of chemical products under the law of a state or territory
- the agricultural and veterinary chemicals industry
- protection of the interests of consumers
- primary production
- occupational health and safety
- the development or administration of Australian government policy, or in the operation or management of an Australian statutory authority.

The Board operating in 2006–07 was appointed in accordance with the Administration Act by Senator the Hon Richard Colbeck, former Parliamentary Secretary to the Minister for Agriculture, Fisheries and Forestry on 16 October 2005.

The Board of Directors constituted the APVMA and acted in its corporate interest by providing direction and overseeing its operations for the regulation of agricultural and veterinary chemical products up to and including the point of retail sale. The Board ensured that the APVMA exercised its functions, powers and responsibilities consistent with the Administration Act, related Australian Government legislation and government policy direction. In so doing, the Board received information from stakeholders and through public consultation, and received technical advice from other Australian Government agencies, the states and territories, and from within the APVMA. Responsibility for day-to-day operations rests with the CEO.

With the implementation of new governance arrangements on 1 July 2007, the Board of Directors was dissolved on 30 June 2007. The Board of Directors is to be replaced in 2007–08 with a new Advisory Board comprising up to nine part-time members providing advice and recommendations to the CEO relating to the functions of the APVMA and the exercise of power by the APVMA.

Details of Board of Directors' meetings, attendance and declared interests in 2006–07 are at Appendix A.

**Chairperson****Dr Kevin Sheridan AO**

B AgrSc, MS, PhD

Dr Sheridan has been involved in policy and use of pesticides and veterinary medicines for more than 30 years. He is Chairman of the Advisory Committee for the Centre for Rural and Remote Mental Health; Director, Bactron Pty Ltd; Director-General, NSW Agriculture (1988–2002); Chief Executive, NSW Rural Assistance Authority (1996–2002); member of the Murray–Darling Basin Commission (1988–2002); Chairman, Farrer Memorial Trust (1988–2002) and the Helen Newton Turner Trust (1993–2002).

**Deputy Chairperson****Dr Lyn Fragar AO**

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

Public health and occupational health physician; Director of the Australian Centre for Agricultural Health and Safety (University of Sydney); Secretary of Farmsafe Australia Inc; member of the Farm Health and Safety Industry Research and Development Advisory Committee of the Rural Industries Research and Development Corporation, and the International Association of Agricultural Medicine and Rural Health.

**Dr Catherine Hollywell**

BSc (Hons), PhD

Dr Catherine Hollywell, Executive Director Agriculture Development, Department of Primary Industries (Victoria). Represents Victoria's interests, as a signatory to the Ministerial Agreement, which underpins the National Registration Scheme, past member of the National Signatories Working Group. Chair, Victorian Agricultural Chemicals Advisory Committee. Experienced in the regulation of chemical products under a law of a state or territory.

**Mr John Mollison**

Deputy General Manager, Environment Division, Department of Tourism, Arts and Environment (Tasmania). Former Tasmanian Registrar of Chemical Products, Department of Primary Industries and Water with responsibility for administering agricultural and veterinary chemicals control of use legislation in Tasmania. Former member of the Product Safety and Integrity Committee. Extensive experience in the regulation of dangerous goods and hazardous substances.

**Mr Hutch Ranck**

BS Economics

Mr Hutch Ranck is Managing Director of DuPont Australia and New Zealand. Mr Ranck is the Business Council of Australia's (BCA) appointee on the Prime Minister's Science, Engineering and Innovation Council (PMSEIC) and Chair of the BCA Education, Skills and Innovation Task Force. Mr Ranck is a member of the Business Roundtable on Sustainable Development and a Director of the Australian Bush Heritage Foundation.



**Mr Claude Gauchat**

BscAg, MBA, FAIAST, FAICD

Mr Claude Gauchat is Managing Director of direct2 Pty Ltd, President and Chairman of the Board of the Australian Institute of Agricultural Science and Technology and a Director of ChemCert (NSW) Ltd. He has held many industry positions including Executive Director, Avcare Ltd (1992–2005), Deputy Chair of Agrifood Awareness (1999–2005), member of the Ministerial Agricultural Advisory Council (NSW) on Gene Technology (2002–2005) and member of the CropLife Asia Council (1996–2005). Mr Gauchat has extensive experience in all aspects of the crop production and animal health industries in Australia as well as overseas, with particular focus on industry stewardship programs and corporate governance.



**Ms Mara Bún**

BA

Mara Bún is currently Head of Research and Consumer Services with financial services research group Cannex (Aust) Pty Ltd. She has had a varied career in technology investment banking, management of non-profit organisations and consumer advocacy. She has held senior management positions with CSIRO Business Development, the Allen Consulting Group, the Australian Consumers' Association and Greenpeace Australia. Former Director of the National Office for the Information Economy, the Public Interest Advocacy Centre and the Sustainable Energy Development Authority. Board member, Australian Bush Heritage Fund. She has extensive experience in the protection of consumer interests.



**Mr Wayne Cornish**

Farmer and President of the South Australian Farmers Federation. Former Chairman of the National Farmers' Federation (NFF) Farm Chemicals Sub-Committee and *drumMuster*. He has broad experience and expertise in primary production.



**Mr Steve McCutcheon**

BS Economics

Steve McCutcheon has postgraduate qualifications in public law and public policy. He has worked for the Australian Government Department of Agriculture, Fisheries and Forestry (and its predecessor organisations) since 1987. In May 2005 he was appointed Executive Manager, Product Integrity Animal and Plant Health Division. The Division's area of responsibility covers national policy and programs in relation to animal (including aquatic animal) health and welfare, plant health and protection, and on-farm food safety and farm inputs (agricultural and veterinary chemicals, fertilisers, animal feedstuffs). The Division also leads the department's contribution to the development of international standards for animal health and welfare, plant protection and food standards.

## APVMA senior management

The APVMA's senior management team comprises the CEO and six program managers. The Principal Scientists provide support to management on complex scientific issues and in maintaining scientific standards. The management team and their areas of responsibility as at 30 June 2007 are described below.



### **Chief Executive Officer**

**Dr Joe Smith** (resigned 8 June 2007)

BSc (Hons), PhD, FRACI, GAICD

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

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

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



### **General Counsel and Program Manager, Legal and Governance**

**Mr James Suter**

BA (Hons), LLB

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

As Program Manager, Legal and Governance, the holder of the position is also responsible for corporate governance and providing Board secretariat services.



### **Program Manager, Chemistry and Residues**

**Dr Trevor Doust**

BVSc, MACVSc, GAICD

The Program Manager, Chemistry and Residues has overall responsibility for evaluating chemistry and residue data and assessing the potential risk to trade of chemicals used on food animals and crops. The position oversees the setting of maximum residue limits (MRLs), withholding periods and export slaughter intervals related to the use of chemicals in food commodities and is responsible for approving agricultural and veterinary active constituents included in registered products.

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



**Program Manager, Corporate Services**

**Mr Tony de la Fosse**

BA, MBA, G Dip HRM, GAICD

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

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

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



**Program Manager, Pesticides**

**Dr Eva Bennet-Jenkins** (Acting CEO 4–30 June 2007)

BSc (Hons), PhD, GAICD

The Program Manager, Pesticides has overall responsibility for managing the APVMA's activities related to evaluation, registration and review of pesticides.

Key responsibilities include providing timely services and managing issues related to assessing applications to register or permit the use of pesticides. Additionally, the position is responsible for the ongoing review of existing products to determine whether they continue to meet contemporary standards and for continuous improvement to enhance the efficiency and effectiveness of the registration and review processes.

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



**Program Manager, Quality Assurance and Compliance**

**Dr Timothy Dyke**

BVSc, DipVCS, MVSc, PhD, MBA, GAICD, FACVSc, Diplomate ACVCP

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

The position is also responsible for negotiating and managing the scientific and compliance service provision arrangements with various Australian and state government agencies.



**Program Manager, Veterinary Medicines**

**Mr Martin Holmes**

BVSc, G Dip PSM GAICD

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

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

Key responsibilities include providing timely services and managing issues related to assessing applications to register or permit the use of veterinary medicines. Additionally, the position is responsible for the ongoing review of existing products to determine whether they continue to meet contemporary standards and for continuous improvement to enhance the efficiency and effectiveness of the registration and review processes.



**Principal Scientist, Agricultural Chemicals**

**Dr David Loschke**

BSc, PhD

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



**Principal Scientist, Residues and Veterinary Medicines**

**Dr Phil Reeves**

BVSc, PhD, FACVSc

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

## **Human Resource Management**

### **People Strategies**

The APVMA's *People Plan 2006–09* was approved in July 2006 and implementation has commenced. The people plan supports the APVMA's corporate and operational plans. The strategy sets out the people management values, policy framework, delivery model, goals and strategies of the organisation for the next three years.

### **New Collective Agreement**

A new Collective Agreement was negotiated under the work choices provisions of the *Workplace Relations Act 2006* and came into effect in January 2007. The new collective agreement will provide pay rises to staff over the life of the agreement and improve some conditions. The cost of the agreement is offset by productivity improvements.

### **Machinery of Government**

As part of the reform of the APVMA's governance arrangements after the Uhrig Executive Management template, APVMA staff will be employed under the Public Service Act. The Human Resources (HR) section has undertaken extensive preparatory work to ensure the APVMA is prepared for the new arrangements.

This preparatory work ensured that the organisation is aligned to the requirements of the Public Service Act and associated directions. HR policies and practices were revised, and staff consulted and educated about the new arrangements.

### **Retention**

The APVMA's induction program has been redesigned to improve the engagement and retention of new employees. The program consists of the enhanced participation of managers throughout the initial 12-week program as well as changes introduced from the current Collective Agreement and the APVMA's move to its new location.

### **Human Resource Management Information System**

System improvements have streamlined the leave application process for staff, providing all staff with online access to most leave applications.

## Staff

The APVMA had a total of 146 staff at 30 June 2007, including full-time and part-time officers. A detailed breakdown by position level is shown in Table 14. Staff movements, including recruitments, resignations, retirements, retrenchments, redundancies and dismissals, are shown in Table 15.

**Table 14: APVMA staffing at 30 June 2007**

Classification	Full-time (permanent)	Part-time (permanent)	Temporary and casuals	Total
CEO	1*	0	0	1
Senior management	5	0	0	5
Principal scientists	2	0	0	2
Band 6	19	1	0	20
Band 5	24	2	3	29
Band 4	38	3	6	47
Band 3	20	2	1	23
Band 2	8	2	8	18
Trainee	0	0	1	1
Total	117	10	19	146

\* Acting

The above figures include seven employees currently on long-term leave, four on maternity leave and three on long service leave.

**Table 15: Staff movements at APVMA 2006-07**

Classification	Separated	Recruited
CEO	1	0
Senior management	0	0
Principal scientists	0	0
Band 6	4	1
Band 5	3	4
Band 4	7	15
Band 3	0	3
Band 2	0	6
Trainee	0	1
Total	15	30

The separation rate during 2006–07 was 10.3 per cent. This includes a number of retirements. It compares to 19.6 per cent in 2005–06, 10.3 per cent in 2004–05, 8.4 per cent in 2003–04, 13.2 per cent in 2002–03 and 16.1 per cent in 2001–02.

## Workplace diversity

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

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

During 2006–07 the Workplace Diversity Plan was progressively implemented, including:

- improving employee awareness of workplace diversity
- training staff in diversity and discrimination
- maintaining an Indigenous traineeship
- providing a workplace carer's room
- providing a workplace gymnasium
- promoting health and wellbeing.

Table 16 provides a breakdown of staffing by gender, and a profile of staff according to representation of equal employment opportunity (EEO) groups appears at Table 17.

**Table 16: APVMA staffing at 30 June 2007 by gender**

Classification	Male	Female	Total Staff
CEO	0	1	1
Senior management	5	0	5
Principal scientists	2	0	2
Band 6	15	5	20
Band 5	17	12	29
Band 4	23	24	47
Band 3	3	20	23
Band 2	1	17	18
Trainee	0	1	1
Total	66	80	146

**Table 17: EEO profile of APVMA staff at 30 June 2007\*: non-English speaking background and disability**

Classification	People of non-English speaking background	People with a disability
CEO	0	0
Senior management	1	0
Principal scientists	0	0
Band 6	4	0
Band 5	7	0
Band 4	9	2
Band 3	6	1
Band 2	1	0
Band 1	0	0
Total	28	3

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

### **Occupational Health and Safety (OH&S)**

The APVMA continued to demonstrate a strong commitment to OH&S. This included facilitating an active OH&S committee comprising a mix of management and employee representatives.

The APVMA relocated to new accommodation during the year. A risk analysis was carried out to ensure that the organisation complied with all legal requirements.

Additional achievements included:

- maintaining OH&S education via the use of online learning
- continuing the influenza vaccination program
- conducting emergency evacuations and first aid drills
- continuing workstation assessments and providing ergonomic furniture and equipment as applicable
- running a program of specific health activities including health assessments, fitness assessments, sporting activities, health lectures and office injury prevention
- facilitating an active Health and Fitness Sub-committee (of the OH&S committee)
- providing case management and support for employees.

## APVMA Wins National Award for Excellence in Risk Management

In November 2006, the APVMA won Comcover's national Award for Excellence in risk management. While a number of agencies were highly commended, the APVMA was the only agency to win an excellence award in 2006.

The award recognised the APVMA's cutting edge approach to risk management by applying the 'balanced scorecard' methodology to its Risk Management Plan.

The APVMA has created a 'best practice' risk management plan through the use of strategy maps, a comprehensive and multi-layered set of performance indicators and an integrated performance-monitoring framework.

A 'risk dashboard' enhances the management and reporting of key strategies for tackling risk. The balanced scorecard approach also enhances monitoring and better integration of risk management and organisational performance.



APVMA image

*Tony de la Fosse accepts the award on behalf of the APVMA from the Hon Gary Nairn MP, Special Minister of State*

**Table 18: Reportable accidents and dangerous occurrences in the APVMA, 2006–07**

Accidents resulting in death	0
Accidents causing serious personal injury	0
Accidents causing incapacity of five days or more	1
Dangerous occurrences not resulting in death, serious personal injury or incapacity	0

There were two employee compensation claims and one pending a determination at 30 June 2007.

## Commonwealth Disability Strategy

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

## Performance, training and selection

The APVMA Performance Management Scheme provides a framework for managing individual performance, with a clear link between individual performance and organisational priorities. Six full cycles of the Performance Management Scheme have been completed and the results indicate that the system has been successful.

During 2006–07 the APVMA continued its strong commitment to learning and development. The Study Encouragement Scheme has been successful in helping staff to gain relevant tertiary qualifications to ensure that the APVMA continues to promote scientific excellence. During the year 13 employees were sponsored or partially sponsored to undertake further tertiary study.

Additional initiatives that are in place to promote a culture of learning are:

- Online Learning
- Rotation and Mobility Program
- Mentoring Program
- Individual Development and Innovation Award
- Induction Program.

Training courses in minute taking, cultural awareness, change management, dealing with change, information technology, freedom of information and administrative law were provided across the organisation.