

ROADMARKER

The Official Publication of the Roadmarking Industry Association of Australia

EDITION 2

Extending the line **OF GROWTH** Through Finance

Presented by



2018



Extending the Line of Growth
Removable Pavement Marking System
Retro-reflectivity Line Marking



**Roadmarking Industry
Association of Australia Ltd**

PO Box 5070, Hallam
VIC 3803 Australia
Phone: 1300 625 983
Email: info@riaa.com.au
Web: www.riaa.com.au

Roadmarker is published by RIAA

*For information and advertising
bookings please contact:*
Phone: 1300 625 983
Publication No. PP100021068

TERMS AND CONDITIONS

This publication is published by the Roadmarking Industry Association of Australia Ltd (RIAA). Materials in this publication have been created by a variety of different entities and, to the extent permitted by law, the Publisher accepts no liability for materials created by others. All materials should be considered protected by Australian and international intellectual property laws. Unless you are authorised by law or the copyright owner to do so, you may not copy any of the materials.

The mention of a product or service, person or company in this publication does not indicate the RIAA's endorsement. The views expressed in this publication do not necessarily represent the opinion of the RIAA, their agents, company officers or employees. Any use of the information contained in this publication is at the sole risk of the person using that information. The user should make independent enquiries as to the accuracy of the information before relying on that information.

All express or implied terms, conditions, warranties, statements, assurances and representations in relation to the RIAA, its publications and its services are expressly excluded save for those conditions and warranties which must be implied under the laws of any State of Australia or the provisions of Division 2 of Part V of the Trade Practices Act 1974 and any statutory modification or re-enactment thereof. To the extent permitted by law, the RIAA will not be liable for any damages including special, exemplary, punitive or consequential damages (including but not limited to economic loss or loss of profit or revenue or loss of opportunity) or indirect loss or damage of any kind arising in contract, tort or otherwise, even if advised of the possibility of such loss of profits or damages. While we use our best endeavours to ensure accuracy of the materials we create, to the extent permitted by law, the RIAA excludes all liability for loss resulting from any inaccuracies or false or misleading statements that may appear in this publication.

Copyright ©2018 – Roadmarking Industry Association of Australia

CONTENTS

BETWEEN THE LINES 3

AN INTRODUCTION TO OUR NEW RIAA DIRECTORS..... 5

A MINUTE WITH OUR MEMBERS..... 9

NZ ROADMARKERS FEDERATION HOSTS CONFERENCE
DELEGATES IN HAMILTON..... 10

REMOVABLE PAVEMENT MARKING SYSTEM..... 12

SAFER DRIVERS, IN SAFER VEHICLES, ON SAFER ROADS 15

2018 RIAA CONFERENCE REPORT 16

TRAINING: SUPPORTING A PROMISING FUTURE 19

VALE..... 21

UNDERSTANDING THE SMALL BUSINESS
FAIR DISMISSAL CODE..... 22

RETRO-REFLECTIVITY LINE MARKING 25

BULLYING – WHAT IS GOING ON IN AUSTRALIA?..... 30



**Who ever thought
that roadsigns could be cute?**

Photo by: Shannon O’Brien – Roadsigns

Between the Lines

Are we ready to seize the moment?

How did everyone cope with footy finals and the sudden outbreak of "Finals fever" that seems to break out every September?

As I write, it's the middle of Grand Final week. It's so huge, that Melbourne even has a Grand Final public holiday the day before the game to allow for celebrations, parties, parades and the like.

In the AFL, I'm a Richmond fan and they were on top of the ladder all year long, but lost to Collingwood in the knock out grand final qualifier. In the NRL, I'm a Melbourne Storm fan and well done to them as they made the Grand Final again, seemingly without having the best of years. Talk about one team seizing the moment, while the other didn't.

As for my friends in New Zealand, I'm not even going to mention the Bledisloe Cup which has now gone beyond the point of being absurd.

But football and sports provide a great metaphor for other walks of life. Dealing with success, dealing with failure, focussing on the process, not

getting ahead of ourselves, focussing only on what we can control... and of course, seizing the moment.

When I joined the RIAA in April, the Directors stressed the importance of the National Conference. Following that, Directors have asked for my thoughts on the Strategic Direction for the RIAA.

But my thoughts on the RIAA Strategic Direction are not the main concern. The main concern is what our members, the industry at large, our stakeholders, and the wider community need from us in order to be the most effective industry association possible.

So before the end of 2018 I'll be seeking your input into defining the steps the RIAA needs to take. The RIAA will be running Strategic Planning sessions in Perth, Adelaide, Brisbane, Sydney, and Melbourne. The RIAA needs as many members, ex-members, non-members, and wider stakeholders there as possible to provide input. This is the chance to help frame the future of our Association and hopefully our industry.

I spoke earlier in this piece about football and seizing the moment. In 2004 in the AFL, the Hawthorn Football Club literally stated they would draw a "line in the sand" and no longer be bullied. They have since won four premierships and become the envy of many AFL fans.

I'm asking for your help for the RIAA to draw our line in the sand. To look back on the Dubbo National Conference and 2018 as the time that our industry seized the moment presented by vehicle technology and self-driving vehicles.

That we became seen by Safety advocates, Governments, and Regulatory Authorities as a leading and indispensable part of saving lives.

With your help, we can do it.

Paul Robinson
GENERAL MANAGER
ROADMARKING INDUSTRY
ASSOCIATION OF AUSTRALIA

INTRODUCING GRACO'S NEW GRINDLAZER LINE UP!



Graco is excited to introduce an expanded line of scarifiers, cutters and vacuum systems to complete a set of end-to-end solutions for all scarifying applications. Our legacy **GrindLazer™** lineup is now our **High Production Series** and includes high-end features that allow Pavement Maintenance Contractors to get the job done in less time and with less effort. Graco's NEW **Professional Series** includes Graco's first rotary scarifier, the NEW GrindLazer Pro RC813 G, which is ideal for line removal without leaving grooves or "ghost lines".

The **Standard Series** and **Handheld Series** round out the GrindLazer family with compact scarifiers that are ideal for getting into tight locations. And no scarifying system would be complete without a **LazerVac™ Vacuum System** and a **Cyclone™ Separator** – helping Pavement Maintenance Contractors reduce airborne silica dust and meet OSHA requirements for dust suppression.

Graco now has an expanded line-up of cutters to fit the full range of scarifying applications. Regardless of the application, Graco has the complete solution to get the job done right every time!

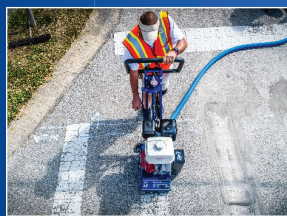
Wire Brush	Steel Star	Steel Beam	Carbide Flail	Carbide Flat	Carbide-Tipped Miller	Full-Carbide Miller	Carbide Pick	Diamond Blade	PCD Flat	PCD Round

POWERFUL SOLUTIONS FOR EVERY SCARIFIER APPLICATION



HANDHELD SERIES

Ideal for touch up, edging, walls, curbs and hard to reach areas.



STANDARD SERIES

Compact drum cutter models for basic surface prep, repairs, and line removal.



PRO SERIES

Heavy-duty drum cutter models for all surface prep, repairs, and line removal needs.



HIGH PRODUCTION SERIES

Ideal for high-production applications including surface prep, line removal, leveling and inlay.

Please contact your Graco Pavement Distributor for more information and to see for yourself how the GrindLazer family of products and Graco's Pavement products will help you grow your business. graco.com/grindlazer

An introduction to our new RIAA Directors

Meet Darren Riley



HOW DID YOU GET INVOLVED IN THE ROADMARKING INDUSTRY?

My older brother Craig is the Managing Director/Owner of Image Linemarking so after helping him on and off as a consultant over the last eight years, we decided 2 years ago that I would come on board full time assisting with the growth of image linemarking

WHAT STRENGTHS DO YOU BRING TO THE RIAA?

I have been involved in a number of government/industry committees before and have an understanding on how they work. I have strong communication skill and a desire to ensure all members are heard and issue's/comments raised by them are resolved appropriately.

WHAT IS YOUR VISION FOR THE RIAA?

My vision for the RIAA is to continue to grow and to expend the RIAA influence within the various government departments decision making process. Working to ensure that the RIAA can, on behalf of its members have a seat at the table when discussion and decisions are made when deciding the future direction of the road marking industry. To work collectively with other members to build effective strategies to ensure the growth of the RIAA and securing its financial foundation to ensure it can remain effective and relevant for all members.

Meet Scott Clune



HOW DID YOU GET INVOLVED IN THE ROADMARKING INDUSTRY?

I previously worked as an Automotive Retail Manager. One night, while intoxicated, I had a long conversation with my Dad, Glenn. He was describing his ever increasing work load in his line marking business. We recognised an opportunity, so I resigned from my job and started my present career. Working in a family business has its hurdles but I've found it very rewarding. I no longer drink with family members.

WHAT STRENGTHS DO YOU BRING TO THE RIAA?

I was attracted to the RIAA when seeking out ways our business could improve. I found RIAA members are keen to share ways we can improve both individually and as an industry.

My purpose for joining the board is to contribute back to the industry that has supported me for so long.

WHAT IS YOUR VISION FOR THE RIAA?

An impressive number of incredibly experienced RIAA members are willing to offer their vast knowledge with their counterparts. I feel it is important to capture this knowledge and make it available for the future line marking generation through strong connectivity. I also believe Continual Improvement is critical of any organisation. The RIAA is positioned to increase support services for members seeking to improve standards, products, application, safety systems and general business.

Extending the line OF GROWTH Through Finance

Presented by



THE WORLD OF FINANCE

Running a business is stressful at the best times, having to wear multiple hats across sales, marketing, HR and operations to drive results. As both business owners and suppliers to the industry, we all understand that funding is central to facilitate growth, however we often don't take the time to plan the best options. The purchase of additional equipment provides a business with the opportunity to drive new revenue streams, become more efficient or keep employees safe. How you finance the equipment can make life easier, by considering:

HOW YOU STRUCTURE THE DEAL • IMPACT ON FUTURE OPPORTUNITIES • SPREAD YOUR FUNDER RISK

HOW YOU STRUCTURE THE DEAL

Ensuring that your funder understands your business and the equipment being financed, is a key to planning ahead for a smooth process. This enables you to take possession of the equipment on time, without the hassle of lost revenue or placing your staff at risk. Historically a bank has been the first port of call, however in recent years, brokers have added significant value to their clients due to:

- Specialist knowledge of the equipment including life cycle, required certifications, maintenance costs, cash flow generated from the equipment being purchased and efficiencies gained.
- The ability to source stand-alone funding to finance the equipment purchase can be completed within days from application to settlement
- Effective communication to manage the process between business owner, supplier and funder
- The ability to provide finance and insurance on each piece of equipment to streamline the process

The quicker the equipment is received on site, the sooner the benefits of the equipment are achieved.

FAQS: Do I need up to date financials to obtain finance for equipment?

No, for transactions under \$150,000 options are available without financial statements as-long-as it is for a business purpose, have an ABN for longer than one day and have a clear credit history.

For suppliers, having a funding option for equipment being sold, can deliver significant increases in sales volumes as the process is managed as part of the sale. Structuring a funding option that provides clients with a conditional approval at the time of sale, allows the process to be streamlined and transparent for all parties involved.

IMPACT ON FUTURE OPPORTUNITIES

Flexible funding options is the key to ensure you do not limit your growth potential when opportunities arise. Whilst paying cash for equipment in good years reduces the commitments or repayments that the business needs to make for the use of the equipment, it may leave the business short on access to cash when the market becomes difficult.

Considering how you're going to fund equipment purchases over the next 12 months, can manage the cash flow of the business more effectively so that you retain your cash and spread the cost of the equipment over an acceptable term. It also reduces your risk to technology changes so that you can invest cash in equipment or assets that provide a greater return on your money.

Key points to consider:

- Will my business benefit by spreading the cost of the equipment over 3-5 years instead of paying cash up-front?
- If I use my overdraft or bank loan to pay for equipment, will this limit other opportunities in the future to purchase equipment?
- By securing this technology today, how do I manage the risk of the technology becoming obsolete in the short term?

FAQS: What is a "Chattel Mortgage" when considering finance for equipment?

A Chattel Mortgage is a commercial finance product where the customer takes ownership of the equipment at the time of purchase. The financier then takes a "mortgage" over the equipment as security for the loan, by registering their interest over it. Once the contract is complete, the security interest is removed giving the customer clear title to the asset.

SPREAD YOUR FUNDER RISK

The old adage of not having all eggs in one basket is 100% correct when considering how you fund the growth of your business, as well as new equipment. By having multiple funders that are great at what they do, you get the options that you need to keep building a fantastic business within the road and line marking industry.

Key benefits of multiple funders include:

- Each funder has a purpose i.e. equipment finance vs transactional banking vs commercial loans
- Stand-alone funders limit the risk of all business assets being captured under one funders security requirements (ensures flexibility)
- When one funder says no, relationships are held with other funding options. Each lender has a maximum they will lend, therefore spreading the funding across multiple lenders increases the options available

FAQS: As a supplier that sells equipment to the industry, can I set-up my own finance option for clients?

Yes, multiple options are available to streamline the finance process for your clients. This option increases the conversion rate of equipment sales as it is tailored to the type of equipment being sold, through a full understanding of the suppliers business.

ABOUT ATLAS EQUIPMENT FINANCE

Established in 2011, Atlas Equipment Finance is one of the fastest growing equipment financing houses in Australia. With over 5000 business clients and greater than \$350 million of equipment assets managed, Atlas provide a specialised solution for equipment finance, business insurance and commercial loans.

Key areas that we are interested to fund (but not limited to) for the RIAA include:

- Road and line marking equipment plus line removal equipment
- Electronic sign lighting equipment and digital billboards
- Safety equipment and new technology
- Trucks plus mounted attenuator
- Commercial vehicles including cars, trucks, utes, earthmoving equipment, skid steers etc
- Relocatable offices
- Supplier funding arrangements as a streamlined funding solution

In addition to funding equipment, Atlas can also provide insurance for each piece of equipment purchased or a full insurance policy that includes public liability insurance and all business assets.

For further details please contact Kristy Noonan – Atlas Equipment Finance Mobile: 0499 110 177 or knoonan@atlasef.com.au

INSURING YOUR BUSINESS AND ITS ASSETS

The world of insurance can often be complicated and overwhelming. All business owners know they must have it, but not many have the time or knowledge to dedicate to searching for the right cover for their business activities. A trusted Insurance broker is essential to a successful business. No Director, Owner or Manager wants to find out that their cover is not suitable or adequate at the time of lodging a claim – but who has the time to find out until it's too late?

Has your business had difficulty in the past getting an insurer to understand your business activities? Many RIAA members have said they have, particularly regarding Public Liability, Plant & Equipment, Business Property, Machinery Breakdown & Professional Indemnity.

Plus61 Insurance can review your current policies and the level of cover, then provide you with a quote for comparable and appropriate cover for your business. As a general Insurer, backed by the strength of the Steadfast Group, they have access to many insurers suitable to the Road & Line marking Industry, who understand the types of equipment you use and the manner in which you use it.

Let Plus61 Insurance save you time, money & stress by assessing, negotiating and managing your insurance needs, allowing you to focus on running your business.

To make contact, please call Melanie Such – Broker Account Manager on 0427 429 298 or msuch@plus61.insure





Night or day, fatigue is as dangerous as drinking

4 secs

sleep at 100kmh equals

111 metres

with your eyes closed*

* Adelaide Centre for Sleep Research



Being awake for 17 hours is like having blood alcohol of 0.05.

Different reason, same result.



ENNIS-FLINT
The Mark of Traffic Safety

*A proud principal partner
of sarahgroup.org*



**National
Road Safety
Week**

6-12 May 2019

A minute with our members



A minute with Jenny Lane

NAME:

Jennyanne Lane

POSITION HELD:

Managing Director

NICK NAME:

Jen

BRIEF WORK HISTORY & HOW YOU GOT INVOLVED IN THE ROADMARKING INDUSTRY:

Started working for Linemarking Services in 1992 doing Accounts Payable, Payroll and Estimating.

When it was bought out by Boral in 1995, we moved the family up to Newcastle and started our own company, Whiteline Road Services.

We have been in the Newcastle area for the past 21 years. I, along with the help of fellow Linemarkers David Eldridge and Tim Keen, taught myself how to drive our Long Line truck and continued to drive longlines for approx 10 years. I have been involved in the RIAA for the past 20 years and at one stage was on the committee for the Linemarking Traineeship. To this day, I still go out on site to drive the long lines in when required. After discussions with numerous RIAA Directors and members over the years, I find that I was possibly the first female Long Liner in Australia.

FAVOURITE FOOD:

Veal Scallopine

PETS:

2 dogs – Maggie and Libby

FAVOURITE TV SHOW:

Mentalist

FAVOURITE MOVIE:

Lion King

FAVOURITE BOOK:

Jessica by Bryce Courtney

WHAT TYPE OF CAR DO YOU DRIVE?

Toyota Landcruiser Ute

IDEAL HOLIDAY:

Relaxing on the Maldives

FAVOURITE SPORT:

Netball and Touch Football

DREAM JOB:

Pharmacist



A minute with Mark Crotty

NAME:

Mark Crotty

POSITION HELD:

National Sales Manager – Wagner / Titan

NICK NAME:

Crotts

BRIEF WORK HISTORY & HOW YOU GOT INVOLVED IN THE ROADMARKING INDUSTRY:

Did my apprenticeship in the building material industry selling timber and cement as well as retail roles at Mitre 10 and Home Timber and Hardware where I oversaw all categories including Paint and Paint accessories.

I have been at Wagner for two years. We have been manufacturing Roadmarking equipment and distributing into resellers in Aust for over 40 years so we are well known. A renewed focus in roadmarking, increased investment in R&D etc. and the consolidation to one brand being 'Titan' has created a lot of exciting opportunities.

FAVOURITE FOOD:

Pot and Parma

PETS:

Rabbit named Coco

FAVOURITE TV SHOW:

Seinfeld

FAVOURITE MOVIE:

Blind Side

FAVOURITE BOOK:

All Quiet on the Western Front

WHAT TYPE OF CAR DO YOU DRIVE?

Pajero

IDEAL HOLIDAY:

Barwon Heads

FAVOURITE SPORT:

AFL/Basketball – can't decide

DREAM JOB:

Selling Titan Line Markers, once they're sold coaching an AFL/NBA team.

NZ Roadmarkers Federation hosts Conference delegates in Hamilton

Hamilton in the Waikato turned on some sparkling spring weather for the 2017 Australasian Roadmarking Conference held on the 23rd and 24th August 2017 at the Distinction Hotel. The Conference was organised by the NZ Roadmarkers Federation.

The conference drew delegates from around NZ and Australia, The US, Germany and Denmark.

Key note address was made by Associate Transport Minister Hon. Tim Macindoe. His electoral office is close to the conference venue and he confused the official welcoming committee by walking to the hotel rather than arriving in a Ministerial limousine.

Elsewhere the conference heard presentations from researchers from Waikato University, Opus and Mackie Research.



FROM LEFT: ASSOCIATE PROFESSOR SAMUEL CHARLTON, DR KYM NEAYLON, OPUS AND DR HAMISH MACKIE, MACKIE RESEARCH

Presentation by NZTA staff highlighted standardisation that is being driven through the implementation of the One Network Road Classification.

There were also presentations on the work of the Automobile Association Research Foundation, procedures for trials of Traffic Control Devices, a summary of roadmarking standards across NZ and Australian States, implementation of speed zones in urban areas, testing of marking materials, paint pump maintenance, cold weather application of waterborne paints and coloured surface installations.

Urban and Transport planning consultant Roger Boulter challenged delegates to think about whether transport planning is about technical predictions, or about policy choices?

Copies of the powerpoint presentations are available on the Conference page of the NZRF website.

The 2017 conference continued to enjoy the support of Damar Industries, as major conference sponsor, and Dow Coatings as proceedings sponsor. Supporting sponsors were Potters Industries, Britesite, RoadData and Ennis Flint and Geveko who exhibited in the Trade display held in conjunction with the conference.





ROB CHURCH AND STEPHEN CLARK IN ACTION DURING THE COMPETITION

Roadmarkers New Zealand takes out Roadmarking Olympics competition

The Roadmarkers New Zealand team of Stephen Clark and Rob Church took out the Roadmarking Olympics competition held as part of the NZRF/ RIAA Roadmarking Conference.

The hotly contested challenge drew teams from Ross Roadmarkers, Coastline Markers and Roadmarkers NZ. Contestants were judged on their knowledge of roadmarking standards, specifications and calculations, accuracy with marking in the hotel carpark and skill at setting out an intersection.

The competition was co-ordinated by Damar's' Rob Dunne and Roadmarkers retained the trophy which was taken out by Brent Connor at the 2009 Nelson conference - the last time the competition was held.



LORENZO BEAZLEY THE APPLICATOR OPERATOR FOR THE ROSS ROADMARKERS TEAM

Removable Pavement Marking System

You Need This Until You Don't

Pavement markings are fundamental to traffic flow, regulation and road safety. The ordered use of roadways depends on clear delineation. While we strive for durability to extend the life of markings, often these markings are only required for a limited time. Work zones, temporary traffic schemes, and special events regularly need special markings for a term, until the road is returned to its original configuration. This may include safety markings, a change in delineation or even event logos such as motor racing grids.



Traditionally permanent pavement marking materials have been utilized for these short-term events with the problem of removal, and pavement damage, when no longer required. Waterborne roadmarking paint itself is often regarded as a temporary product when, in fact, it is a semi long-life material. It has a tenacious bond with most substrates,

three times more durable than thermoplastic for equal film build, and highly UV resistant. Removal of standard waterborne markings will result in excessive surface damage due to the surface bond and material migration through porous surfaces. Blackout of temporary markings is itself a very temporary fix as the black wears through, again exposing the temporary marking. Black markings can also be more visible than the intended travel path during wet weather or low sun angles, leading to a dangerous traffic condition.

There has long been a need for a system that is durable for the term of a temporary traffic scheme with the ability to remove when no longer required without surface damage or residual conflict. Temporary paints tend to display very poor performance, with their own removal issues such as chemical removal. Temporary tapes generally have high performance, although are not suitable for use with turning traffic, particularly multi-axle and skid-steer vehicles. Aerosols are used on many construction sites – not worth discussion here. Changes to conditions should demand

performance equal to permanent markings or better, to ensure the safety of travelling public, rather than a rushed 'what's available' approach.

Our brainstorming of the dilemma with chemist and inventor extraordinaire Phil Filewood has led us to a system that delivers the full performance of regular roadmarking materials with the convenience of being removable when no longer required. This system utilizes a two coat method; consisting of the DTF Base Coat, top coated using standard APAS approved AS4049.3 waterborne roadmarking paint with AS2009 glass beads and/or anti-skid aggregate to Road Authority Specifications. High performance materials and large glass beads are all suitable. In extreme traffic situations Cold Applied Plastic (MMA) may be used as a top coat while still providing the same removal properties.

The base coat is typically applied 50% wider than the desired line width to ensure the entire top coat has a DTF Base Coat, even if tracking of plant is not perfectly aligned. This also provides a shadow line which enhances the visibility of the new markings. The DTF Base Coat is tinted to resemble a road surface shade so that any remnants following removal will blend with the pavement surface. Preferred application method is with conventional airless roadmarking equipment, or may also be applied with a roller.



APPLICATION OF DTF



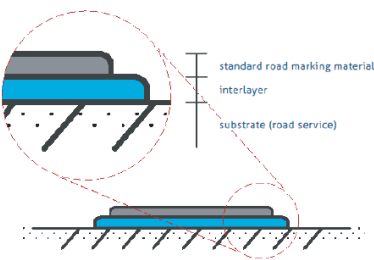
TYPICAL INSTALLATION



APPLICATION OF STANDARD TOP COAT ROADMARKING



TYPICAL INSTALLATION



The DTF Base Coat forms an interlayer which is 'Designed to Fail' during the removal process and this results in minimal damage to the pavement surface. The layers of the Removable Pavement Marking System work symbiotically to provide durability with removability i.e. the DTF provides adequate adhesion until the heat and pressure of the removal process breaks the bond, with the conventional pavement marking material providing it's normal full performance together with protection of DTF interlayer. DTF is not normally used alone as a "temporary paint" as it will not have the durability of standard roadmarking paint nor the retention of bead / anti-skid

aggregates, and will penetrate the substrate as a first coat application. NB: DTF is not standard waterborne roadmarking paint.

A key component of the System is removal by the approved method of hot water blast, generally around 4000psi, with plain water and vacuum recovery. This ensures an environmentally friendly method with no dust or chemicals. Trained operators adjust the temperature and pressure of the water so that it breaks the interlayer bond, removing the marking without damaging the road surface. Ultra-high pressure water blast, cold water blast or grinding is not suitable as surface damage will result. Normal roadmarking material application, chemical handling and injection injury precautions apply.

DTF may also be used as a temporary short-term pavement marking system to blackout permanent pavement markings that will be re-exposed when returning the traffic to the original road configuration. The original road marking is over coated

with a DTF Base Coat which has been tinted to match the pavement surface. Where extra durability is required, follow with a final coat of conventional waterborne black paint with anti-skid aggregate. The Removable Pavement Marking System can be removed leaving the original markings intact.

As with permanent markings, selection of the most appropriate system for an individual situation / surface is imperative. Very new, soft asphalt is far better marked with a temporary tape such as 3M Stamark 710 due to the danger of surface damage until substrate has hardened. This will lead to improved traffic, and pavement, outcomes.

The Road to Success is Always Under Construction.

Enquiries:
Guidance Road Management
02 9525 7833 or
estimating@guidance.com.au

WAGNER

PROUD DISTRIBUTOR OF

TITAN



ProMark 200

PowLiner 3500

PowLiner 8955



Powered by
HONDA

**CONTROL
CONVENIENCE
& COMFORT**

1800 924 637
info@wagneraustralia.com.au
www.wagneraustralia.com.au





Make evidence based decisions with Mobile Retro reflectivity data

- Measured at legal road-speed
- Results displayed on Google earth and excel files
- Built to EN 1436 ASTM E 1710
- Identifies RRPM's
- Picture or video GPS position linked
- IANZ Nata accredited

PHONE || +64 9 813 6603 FAX || +64 9 813 6603
 EMAIL || info@roaddata.co.nz WEB || www.roaddata.co.nz
 ADDRESS || 4 Culperry Rd, Unit L, Glendene, 0602, Auckland



Safer drivers, in safer vehicles, on safer roads

The three pillars of road safety are simple: safer drivers, in safer vehicles, on safer roads. Making Victoria's roads safer doesn't involve transforming every country road into a freeway, there are many lower-cost road initiatives that reduce both the overall frequency and severity of crashes.

The International Road Assessment Program cites Australian research that found shoulder rumble strips reduce the rate of run-off road crashes by more than 20%. The results are not so clear for regular edge lines, with one Austroads study in 2012 finding significant variation in their effectiveness with a 0% to 30% reduction in crashes. Most of their benefits are likely to be in reducing night-time crashes.

RACV has been working on star rating roads, as part of the Australian Road Assessment Program (AusRAP). Star ratings are a simple way to communicate a complex issue. They're

determined by assessing road safety features including, amongst many, the presence of rumble strips, whether shoulders are sealed or unsealed, crash barriers and the proximity of roadside objects and hazards.

Late last year, we were pleased that VicRoads agreed to adopt our star rating system for Victoria's roads, initially focusing on the 20 highest risk roads. Star ratings will not only communicate to Victorians how safe their roads are at present, but also outlines how safety can be improved. Star ratings can be used to demonstrate how the installation of simple measures like rumble strips, sealed shoulders, barriers and centreline solutions can reduce the frequency and severity of run-off road crashes and in some cases, prevent head-on collisions.

But what do Victorians think will make their roads safer? RACV undertook

market research involving people living in country Victoria and asked them to outline three measures that would make regional roads safer. 59 per cent identified more frequent maintenance, while 49 per cent cited more sealed shoulders. 21 per cent of respondents highlighted roadside barriers and 12 per cent rumble strips.

The Government releasing star ratings to the public is a way to clearly communicate the current safety of existing roads, as well as the potential improvement that could be made state-wide, through ongoing programs to install and maintain low cost safety initiatives. This will provide Victorians a clear understanding of what can feasibly be done to make our roads safer.

DAVE JONES

RACV MANAGER, MOBILITY ADVOCACY



RIAA National Conference 2018



The RIAA's biennial National Conference was held on August 28 and 29, 2018, in Dubbo.

The theme of this years Conference was "Drivers of change", as the industry considers technological advances, developments with autonomous vehicles, and the impacts and opportunities that will create for our industry.

Dubbo is a beautiful city in the drought ravaged Central West of New South Wales. The impacts of the drought on Dubbo and surrounding communities were readily apparent.

Dubbo is also home to infrastructure, food, accommodation, and entertainment options that seem beyond its stature. This was most apparent at the Dubbo Regional Theatre and Convention Centre (DRTCC), which provided the opportunity for theatre style presentations from our speakers.

This provided our exhibitors with a dedicated space for their stands and external demonstrations, which have proved fruitful for many exhibitors and beneficial to the many delegates who attended.

We were very fortunate to have speakers and exhibitors from all around the world, including the United States, Europe, and New Zealand. The emphasis on change and the international insights proved valuable to many attendee's. We were also fortunate to welcome some brand new speakers and exhibitors. We hope to enjoy a long and rewarding association with them.

Another benefit was the small town charm of Dubbo; the locals were delighted to have us and often went that extra yard in service or hospitality.

Most of all the Conference is a chance for socialising, networking, renewing acquaintances, and the industry coming together. Our social events at the Old Dubbo Gaol and The Dubbo Zoo were strongly attended and greatly enjoyed by all; even if the mind-reader was a little unnerving (I couldn't get to the back of the room and as far away as possible quick enough).

So now we look forward to supporting our colleagues in New Zealand next year in Rotorua, as they combine their event with the NZ Civil Contractors Conference. We'll keep you all fully informed.

And planning commences on the RIAA National Conference 2020...

PAUL ROBINSON
GENERAL MANAGER
ROADMARKING INDUSTRY ASSOCIATION OF AUSTRALIA



CREDIT: DESTINATION NSW

ABOVE – CONFERENCE DELEGATES ARRIVE IN STYLE AT THE SAVANNAH FUNCTION CENTRE, TARONGA WESTERN PLAINS ZOO, DUBBO



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW

ABOVE AND LEFT – CONFERENCE DELEGATES LEARNING ABOUT PRODUCTS



CREDIT: DESTINATION NSW



RIAA National Conference 2018 in pictures



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CREDIT: DESTINATION NSW



CIVIL CONTRACTORS
NEW ZEALAND



CONFERENCE 2019

31 JULY - 3 AUGUST 2019

ROTORUA ENERGY EVENTS CENTRE, ROTORUA

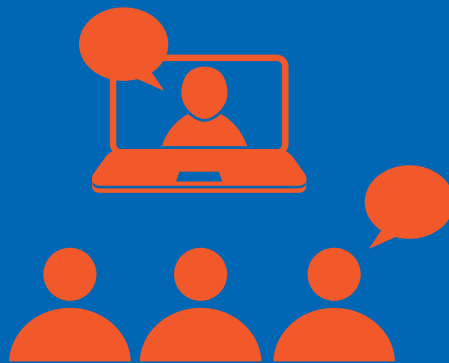
SAVE THE DATE!



Join us at New Zealand's largest civil and infrastructure construction and maintenance conference

- Hear international and national speakers
- Build your networks
- Expand your knowledge at work shops and breakout sessions
- Catch up on the latest innovations at our 50+ trade stands
- Attend great social events including our premier awards night
- Experience the tourist attractions of Rotorua

www.ccnzconference.co.nz



Training: Supporting a Promising Future

The future of the Road marking Industry promises to be one of change, with industry increasingly embracing the integration of new or emerging technology or implementing smarter infrastructure as it meets the continual demand to increase efficiency, productivity and safety.

Collectively, these drivers herald an exciting time ahead for the Civil sector, however they also bring the challenge for employers to properly train new employees or upskill existing employees to be able to effectively operate new technology.

The approach to training is also changing with the traditional approaches to training being replaced with more proactive, industry focused and technology based trainings programs on offer to support the training needs of Industry.

Whilst hands on, skills based training remain the foundation of civil training, technology is playing a greater role in ensuring training is available in a more user friendly format that is easier to understand.

Moving to a technology based platform allows learners to access their training at a time and in a manner that suits their particular training needs. It also allows companies to partner more closely with training providers in developing training programs that a contextualised to their needs.

Print based resources are being replaced by videos, quality graphics and well-written content, with interactive graphics allowing students to gain a greater understanding of the training content and its relationship to their daily work duties. Training sessions are typically shorter and more targeted allowing critical skills and knowledge to be learnt in a timelier manner in line with the needs of the organisations.

There are other benefits for a more accessible training platform too, in today's business environment where organisations are looking for ways to improve their bottom line, the return on the investment in training is critical. A training program that is contextualised for the company's needs, delivered in a manner and at a time which supports the organisation will result in greater employee productivity, improved quality of products, services and innovation within the business, all of which will contribute to greater profitability of the organisation.

Whilst change is inevitable for our industry, it is exciting to know that there is a modern, dynamic training agenda being implemented to support organisations in developing the skills of their employees ensuring their future success.





Roads and Maritime Services is proud to be enabling safe journeys through NSW, ensuring clear and efficient road markings.



Princess Highway at Victoria Creek

For further information visit www.rms.nsw.gov.au

VALE

Max Singleton



Max Singleton carried responsibility for the Potters (and PQ) business across Australia and the Pacific region from the 90's through to his retirement in 2006. Max passed away 4th September after a 10 year cancer battle.

What many people will not appreciate is the enormous contribution this man made to road safety in this country.

Researchers through the late 80's and early 90's revealed a bead with a minimum diameter of 850 microns could provide enhanced visibility during wet-night driving conditions. Commercialisation of this glass bead was made under the Visibead® tradename. Max, being an advocate for improving road safety, took to the road to spread the word to State Road Authority Road Safety and Roadmarking Managers. When Max gave his presentation to Management at the RMS's (aka RTA) Grafton Divisional Office

in early 1994, it was warmly received. The northern region of NSW had been experiencing higher than average rainfall over recent years and it was noted that the roadmarkings were becoming invisible during these wet and rainy nights. In addition, the incidence of traffic accidents and road fatalities on the Pacific Highway (including the two infamous major bus crashes) were on the increase. The rest is history.

A two kilometre length of formal roadmarking trialling, followed by hundreds of kilometres of roadmarking trialling in a variety of environmental conditions, followed by a Value Management Study, followed by a change to the NSW State's Roadmarking Specification to the use of these large sized glass beads. All thanks to Max's pounding-the-pavement style of spreading the word - perhaps considered an unusual approach by

a commercial multinational general manager.

Max decided to conduct an in-house competition amongst staff to create a commercial marketable name for newer versions of the product. The winning entry named the product 'Visi-Max'. The name was adopted. Max later quipped to Sales and Marketing Manager, Colin Yob, that perhaps the next new product could be named after him. Maybe 'Visi-Col', he laughed.

Max was a very approachable and cordial man. He believed in giving back to industry. He never took anything for granted and encouraged his staff to always strive for excellence and to provide a consistent product. An astute businessman, the Asia-Pacific arm of the business prospered under his reign as boss.



**1300 MARKER
(1300 627 537)**

linemarkingequipment.com.au

THE LINE MARKING EQUIPMENT SPECIALISTS

EQUIPMENT FOR:

- ROAD MARKING • LINE MARKING • THERMOPLASTIC • LINE REMOVAL



Understanding the Small Business Fair Dismissal Code



One of the more stressful times for any business operator is having to dismiss an employee. For a small business the issue is further complicated

having less support during the process from in-house experts such as a Human Resource Manager. Also because of this, it is unfortunate that many small business owners are not aware of a section of the Fair Work Act entitled "The Small Business Fair Dismissal Code" (SBFDC).

In a "small business" employees cannot lodge an unfair dismissal application within the first 12 months of their employment. After this period, if an employer has complied with the requirements under the SBFDC whilst dismissing an employee, then it will be considered as fair.

What is a Small Business?

A business is classified as a small business employer if it employs fewer than 15 employees at the time of the dismissal of the employee for misconduct or poor performance. A small business employer will be required to provide evidence of compliance with the SBFDC if the employee makes a claim for unfair dismissal to the Fair Work Commission.

Basically, the SBFDC consists of a checklist that must be followed by a small business to ensure that they comply with the unfair dismissal laws.

What are the types of dismissals?

Summary dismissals

This type of dismissal refers to an employee's termination without providing notice or warning. The SBFDC deems it to be fair to dismiss an employee in this manner if the employer believes that the employee's conduct is sufficiently serious to justify termination. These grounds are justifiable when for example an employee commits:

- theft
- fraud
- violence
- serious breaches of work health and safety procedures

Whilst employers are not required to prove that the conduct occurred, they are required to provide evidence that proves their belief to be true.

Performance or Conduct dismissals

In most other cases, the employer must provide the employee with a verbal or written warning that they may be dismissed. The reason must be a valid one, and based on the employee's conduct and/or capacity to do their job. The employee must be given an opportunity to rectify the problem/issue, which may entail additional training and ensuring that the employee is fully aware of their job expectations. After a reasonable amount of time has lapsed, and the employer is still not fully satisfied with the employee's conduct or performance, the employment contract may be fairly terminated.

Required evidence from the small business employer

In claiming that a dismissal was fair, the employer will be required to provide the following forms of evidence to show that they have successfully met all of elements to the SBFDC:

- A completed checklist;
- Copies of written warnings (not for summary dismissals);
- Termination statements; and
- Signed witness statements.

Ensure you have compliant Employment Contracts and HR Policies

An employment contract is a legally binding agreement between two parties, the employer and the employee, and is designed to give both parties security and protection. Compliant employment contracts provide the employer with the security that the employee is fully aware of their obligations and has agreed to comply with the stated terms.

Also, employees need to have a clear, shared understanding of what is (and is not) acceptable behavior. Setting clear and specific behavioral standards in the form of HR policies and procedures establishes a framework for identifying and addressing violations of those standards.

Some common mistakes

Below are a few of the common mistakes we find small business employers make when dismissing employees.

- **Think they are a small business when they are not**

Many employers think they are a Small Business Employer when they are not. For example, an employer which is 'grouped' with other businesses must include those other businesses' employees in the headcount. Also, regular casual employees who are employed on a 'regular and systematic basis, need to be included in their headcount.

- **Not following the Small Business Fair Dismissal Code**

Many small business employers fail to follow the guidelines set out in the SBFDC. If an employee makes an unfair dismissal claim and a Small Business Employer is not able to demonstrate to the Fair Work Commission that they followed the guidelines in the Code, the claim would most likely fail.

- **Fail to warn the employee**

There is still an expectation that those employers will give a warning that there is a risk of termination to an employee. Failure to provide at least one warning will make an unfair dismissal claim difficult to rebut.

- **Dismissal was not a 'genuine redundancy'**

Also, a relatively little-known fact is that a Small Business Employer is not required to provide redundancy pay. For this reason, some employers try to use this as a 'loophole' to terminate longer-term employees, instead of going through the SBFDC process. An employer cannot make an employee redundant just by calling them redundant.

- **Little or no records**

Without records that a warning was given to an employee, an unfair dismissal claim can become difficult. Records should be kept of any warnings, emails or other communication such as meeting notes.

What Small Business Employers should do

Small Business Employers should familiarize themselves with their rights and obligations in relation to their employees. The SBFDC can be downloaded from our web site for free by following this link, <https://myhronline.com.au/product/small-business-dismissal-code> and can also be found on the Fair Work Commission website.

At myhronline we provide HR support without the hassle – specialising in small to medium sized businesses. Our online shop offers easy access

to a range of HR forms, documents, letters and templates for whatever your business needs. **Downloading is simple and for all members of RIAA we offer a 15% discount on all downloadable documents and HR support and advice. Simply add the promo code RIAA15 at the checkout.**

Need a little more support with HR but not sure where to start? We also offer a free HR Health Check – where we review all your HR documents, processes, contracts to ensure they meet HR Best Practice and most importantly legally compliant. This can be completed online by uploading your documents or via email if you prefer. We then supply a report detailing your current HR compliance and suggested changes plus list any new documents you may require.

For HR support without the hassle visit www.myhronline.com.au or to speak directly to our HR consultant call 1300 123 081.



A fresh approach to creative communication

Strong brand building & targetted visual communication
logos • websites • reports • brochures • flyers • signage and more.

Visit www.designcycle.net.au
Email hello@designcycle.net.au

WOW!   

Designcycle



Drive fatigued
and it's only a matter of time

4 secs

sleep at 100kmh equals

111 metres

with your eyes closed*

* Adelaide Centre for Sleep Research



Being awake for 17 hours is like having blood alcohol of 0.05:

Nod off and you will run off.



ENNIS-FLINT
The Mark of Traffic Safety

*A proud principal partner
of sarahgroup.org*



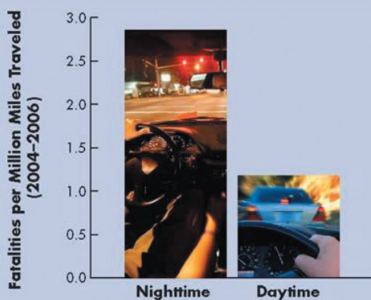
**National
Road Safety
Week**

6-12 May 2019

Retro-reflectivity Line marking

High retro-reflectivity of line-marking is very important to reduce fatalities at night.

A look at FHWA statistic shows that the fatality rate per million miles travelled at night is almost 3 times higher than during daylight.



Source: National Safety Council

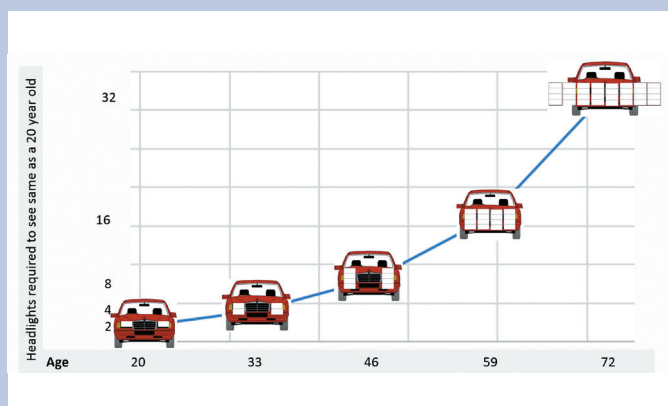
Ninety percent of information required by drivers at night is processed visually. At night, we lose most visual performance and start relying on reflectorized road-marking, RRPM, reflectorized post, and signage.

Another factor decreasing night time visibility is aging.

For every 13 years that we age, our night time visibility reduces by half. To compensate, we could double the light source each 13 year's, which can turn out impractical in practice, as this sample shows.



High quality high retro-reflectivity road-marking can drastically reduce fatalities as a sample Road Safety Marking Association (RSMA) report shows:



In 2007, Road Safety Marking Association (RSMA) published the report « White Lanes Save Lives » which provided a cost-effectiveness Analysis of new road markings in selected counties. Eg : Cheshire Country County decided to apply a wet-night visible marking on a section of the A556 highway which had recorded 16 personal injury accidents during the last three years at an estimated cost of 1'400'000 £. (3'270'000 NZD)

Status	Total accidents	Serious accidents	Minor accidents	Wet-dark accidents
Before Implementation	16	2	14	4
After Implementation	6	0	6	0

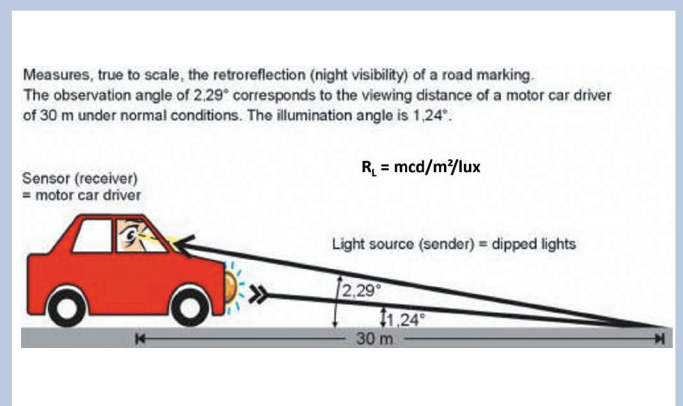
Cost of new Road marking : £ 20 000

How do we measure nighttime retro-reflectivity RL



EN 1436 RL standard 30m geometry

If we look at the preview distance for 105km/h to get a 3.65 s Preview time the retro-reflectivity



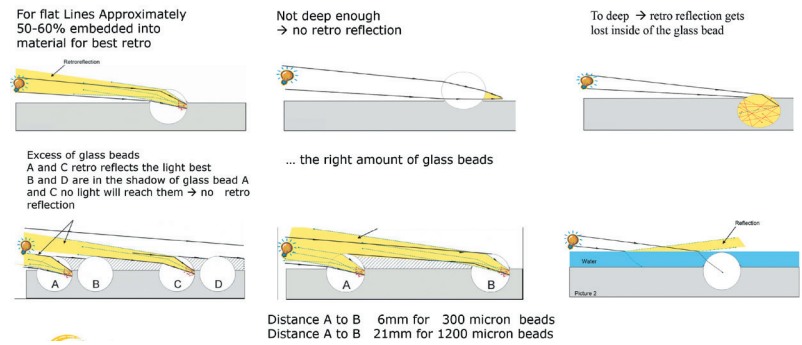
RL would have to be around 340 mcd/m²/lux as seen by Ohio University:

60	16.6m/s	R _L 50	60.59m
90	25.0m/s	R _L 170	91.25m
105	29.1m/s	R _L 340	106.21m
120	33.3m/s	R _L 620	121.54m

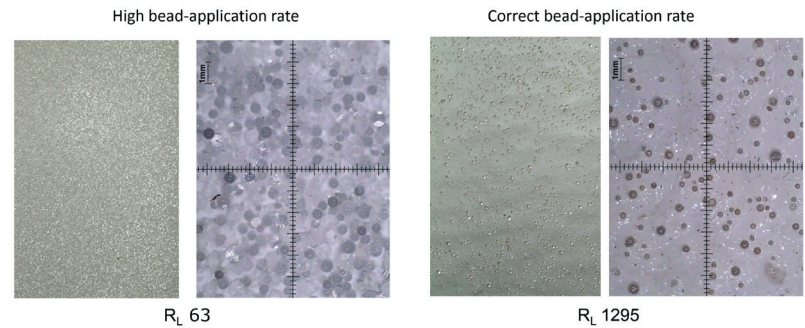
The retro reflectivity is mostly produced by glass-beads dropped in to paint.

Proper application rate of paint, glass-bead and application speed can produce readings over RL 1000 on roads. Thermoplastic and cold applied plastic can also achieve high initial retro-reflectivity even on ATP (Audio Tactile Maring).

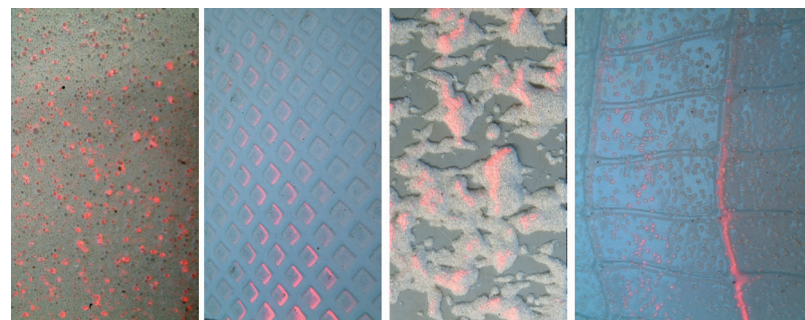
Retro-reflection works through proper embedment and application rate of paint and glass-beads



Correct bead-application is very important as can be seen in this sample.



Only Illuminated areas can produce retro- reflectivity. These samples are illuminated with the 30m geometry (1.24) as specified by EN 1436 RL on flat line-marking pristine Class D beads produce high retro-reflectivity whereas on structure and ATP marking small beads seem to work better on Road-marking tape microbeads are producing high retro-reflectivity values.



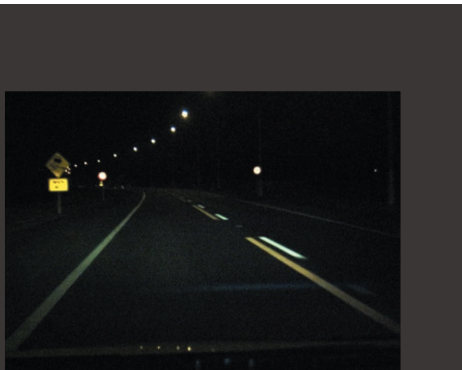
ATP retro reflectivity RL

On 250mm spaced ATP the area producing retro-reflectivity is only 1/10 of the surface area of a flat line. This means the area illuminated on the ATP must be 10 times higher retro-and or reflectivity to achieve the same value as on a flat line as the value R_L is per m².

As the profile is generally rounded; over-beading is not an issue as the beads are less likely to shade the next layer. Experience has shown that small beads are more likely to produce higher retro-reflectivity as the small size is more likely to imbed properly (50-60% in to the material) than big beads which will have to be shot in to the high viscose material.

Small or micro beads seem to produce higher reflectivity on the upright area where no retro-reflectivity is produced.

The beads are more acting as a mirror similar to RRPM's.



70



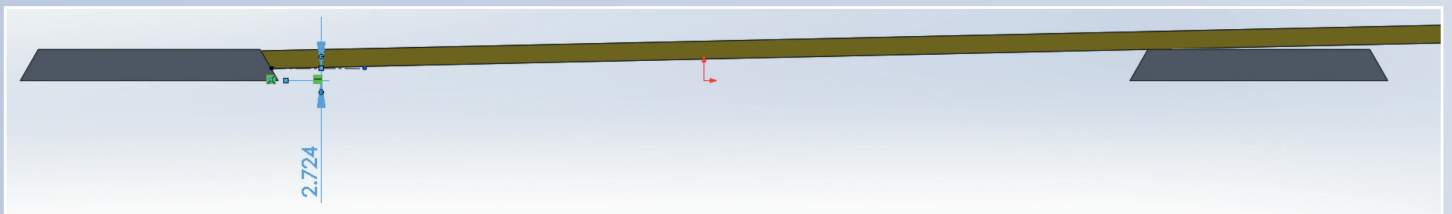
150



340



ATP Retro reflectivity



M24 profile specs height 7mm length 50mm 250mm spacing 2001 Illumination (theoretical shape)

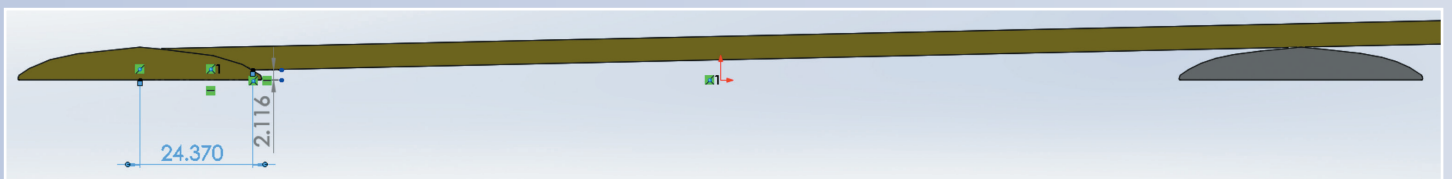
Area for 1m line length 150mm wide profile 0.03m² illuminated

Area for 1m line length 150mm wide paint 0.15m² illuminated

ATP produce a maximum of only 1/5 of the area that can produce retro-reflectivity

Actual Profile height 7mm length 52 mm 250mm spacing (actual shape)

Area for 1m line length 150mm wide profile 0.015m² illuminated



Area for 1m line length 150mm wide paint 0.150m² illuminated

ATP produce a maximum of only 1/10 of the area that can produce retro-reflectivity

Actual Profile height 7mm length 52 mm 500mm spacing (actual shape)



Area for 1m line length 150mm wide profile 0.0075m² illuminated

Area for 1m line length 150mm wide paint 0.150m² illuminated

ATP produce a maximum of only 1/20 of the area that can produce retro-reflectivity

Low retro-reflectivity

Low retro-reflectivity can be caused by the following:

- Measured too early after application (over-beaded, paint overspray);
- Low quality beads (black, un-round and crushed beads);
- Wrongly coated beads;
- Unsuitable material application (not embedded properly, too viscose material, to thin paint application);
- Scouring of beads (glass too soft, lots of gravel, sand on road);
- High traffic loads on Line marking (roads going uphill with lots of traffic crossover, overtaking and merging lanes, tight curves).



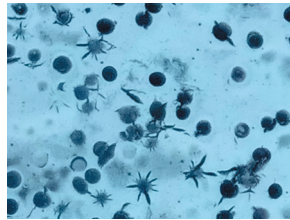
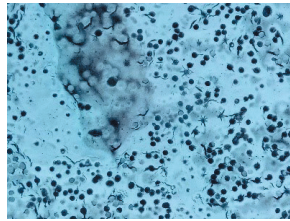
Beads not holding on Chip-seal as most of the road-marking material runs in to the void and only a thin paint film stays on top of the chip not correctly holding the bead 50 to 60% required for good retro-reflectivity.

The high loading on the top of the chip shears the bond between paint and chip. Stone top will not produce retro-reflectivity

Chip-seal has around a 30% higher surface area than a flat surface. This means even if paint thickness is applied correctly on a flat surface as soon as it is applied on chip-seal there will only 70% of the required

paint thickness for proper bead application. If the paint runoff is taken in to account, there will be only a few microns left on the top of the chip to hold the bead and produce retro-reflectivity and the beads will fall off and retro-reflectivity drops.

Incompatible material



The remarking product did not bond with the old marking (Paint over Thermoplastic road-marking MMA paint may work). The new marking looks like swiss cheese. The Beads fall out of the material; uncoated or wrongly coated beads? Material is star-cracking from the beads. Material is unable to hold beads under traffic load.

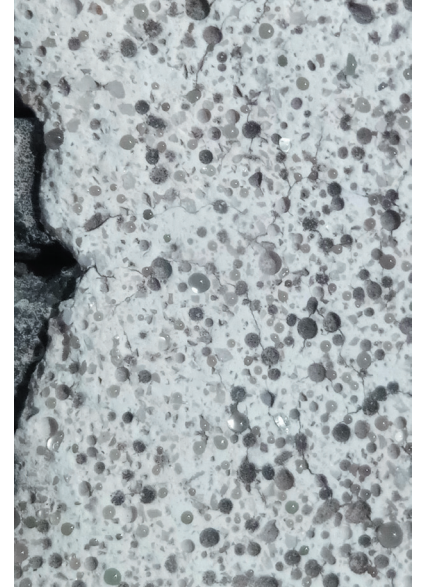
ATP



On ATP profile it is extremely important that the applied material is capable of holding the beads.

It can be an advantage to use small

beads as they are more likely to sink in to the high viscose material and produce retro-reflectivity. On ATP only 10% of the area can produce retro-reflectivity. Even a small bead loss will reduce the retro-reflectivity drastically over the m2 area.



Material is star-cracking around beads and bead loss.

Material is not able to withstand traffic and or temperature conditions.

Checking retro-reflectivity

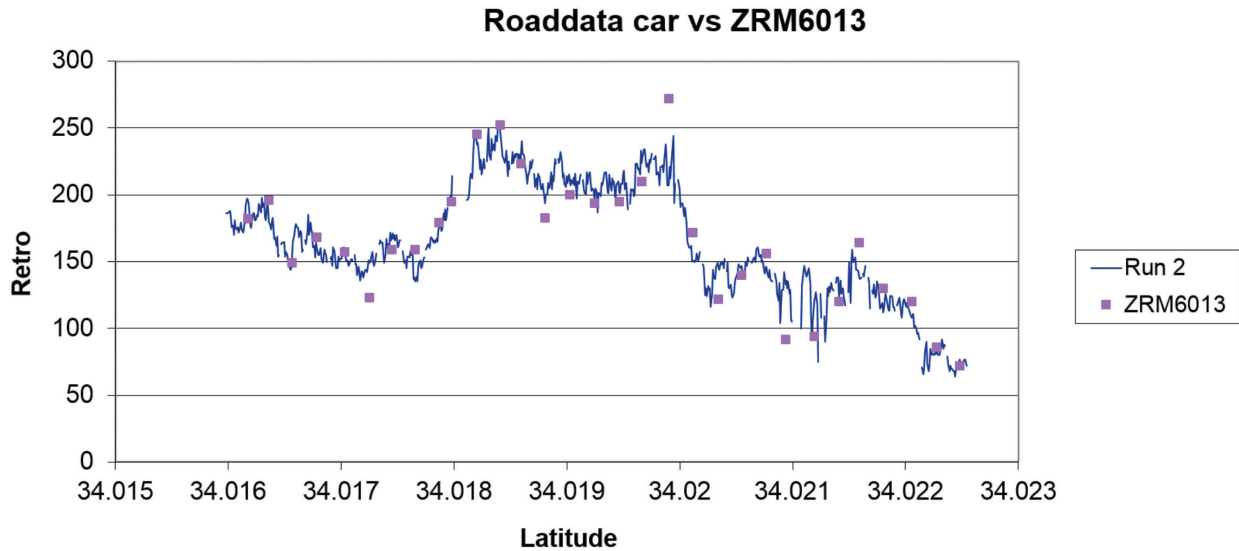
Mobile retro-reflectivity surveying

Mobile retro-reflectivity surveying is a very important tool to survey whole networks. The mobile units measure retro-reflectivity continuously and can produce files for visual display on google earth.

Mobile units come in various models and accuracy and can produce very accurate readings of the condition of the road-marking in the instance of the time and place where the reading was taken.

Validation data taken by a IANZ and NATA **accredited operator** can accurately measure within a few % comparable to a handheld unit ZRM 6013+.

Validation	Run1	Run2	Run3	ZRM6013
Mean	165.7496	165.1894	165.0887	
VV_Avg	165.3426			164.8065
APD	0.246191	-0.09262	-0.15357	
Evaluation	PASS	PASS	PASS	



Even with this high accuracy in comparison the mobile readings must be taken as **indicative only** as Retro-reflectivity readings will be influenced by the environment and won't be fully repeatable if taken on different time and days.

Factors to Influence the readings are:

- Traffic driving over the lines;
- Long dry spell will accumulate dust and road grime on the markings;
- Bleeding and transfer of tar on to the road-marking;
- Cattle crossings;
- Cattle trucks dumping sewage;
- Entries to work or quarrying sites;
- Salting or gritting of roads;
- Drizzle may bind dust to marking;
- Prolonged rain periods will wash the road-markings.

The New Zealand Transport Agency says:

6.3.1 Night Time Visibility

Retroreflectivity (dry – R): A minimum of 150 mcd/m²/lux.

Retroreflectivity (condition of wetness – RW): A minimum of 80 mcd/m²/lux.

Retroreflectivity shall be measured and recorded in accordance with Appendix C of TNZ M/20.

Where retroreflectivity is surveyed by a mobile device, the instrument must be 30 metre geometry. Any areas of concern identified by a mobile retroreflectometer shall be validated by further testing by a hand-held retroreflectometer used in accordance with Appendix C of M/20.

The lines can be washed before handheld measurement to exclude any accumulated dirt.

**URBAN CAMENZIND
MANAGING DIRECTOR**



Ph +64 9 8136603
Mob +64 21 977 898
Australia phone 1800 81 61 83
 Unit L, No 4 Culperry Road
 Glendene 0602
 Auckland
 New Zealand

Bullying – What is going on in Australia?

Workplace bullying is a significant problem in Australian workplaces. Safe Work Australia reports that one in three women and one in five men who claim for a mental disorder stated it involved harassment or bullying. In addition 37% of workers report being sworn or yelled at in the workplace. As the rates of reported bullying are increasing, employers are becoming more concerned about the risks they are facing, both personally and to their company. Despite the increased awareness of bullying issues and complaints, many employers and employees are still very unclear as to what, exactly, bullying is, from a legal perspective.

What is bullying?

Bullying in a work context has four key elements:

1. The act needs to occur at work;
2. The act/s need to be repeated, so a one off incident will not be considered bullying;
3. Unreasonable behaviour; and
4. The act creates a risk to the health and safety of the employee.

Some examples include (but note that this is not a complete list):

- Ongoing aggressive or intimidating behaviour;
- Ongoing belittling or humiliating behaviour;
- Spreading malicious rumours; and
- Unreasonable work expectations

to name a few.

What is not bullying?

Often it is helpful to look at what does not constitute bullying. The main area of confusion, particularly for employees, is when their employer or manager takes reasonable management action against the employee. This means that employers or managers are allowed to manage an employee's behaviour or productivity as long as they do so in a reasonable and respectful fashion. Often such processes can be very uncomfortable for the employee and this discomfort may result in them feeling as though they are being targeted or bullied, however, these actions are excluded from the definition of bullying, and for good reason!

What about out of hours conduct?

We have already noted that one of the four elements of bullying is that the conduct occurs at work and although this is narrowly constructed, it can also include employer authorised activities or events. Separately from bullying, it may be useful to remember that disciplinary action can be taken against employees where their conduct out of hours relates to the employee/employer relationship, or where the conduct impacts the employer generally. The case of O'Keefe v Williams T/A The Good Guys was where an employee posted an expletive laden and threatening rant on Facebook about his work colleagues and their inability to properly calculate this pay. The termination of the employee in this case was held to have been a fair termination.

How employers can minimise the risks

Obviously when we summarise the law and legal risks into a few short paragraphs we must acknowledge that we risk simplifying a very complex area of the law. As Directors are personally liable for Workplace Health and Safety issues, in addition to liability that stems from a company, it is important that employers minimise the risks of bullying in their workplace. They can achieve this by having a lawyer carry out a review on their employment contracts, review or create robust policies and a Code of Conduct, carry out workplace training, and develop a mechanism for fairly managing workplace complaints and investigations. Employers can direct their focus on leading with integrity and professionalism, and creating a culture of zero tolerance to negative workplace behaviours. Employees must appreciate their important role of complying with company policies and protocols and ensure that they treat others respectfully.

For further information or assistance in dealing with workplace issues, from bullying to redundancies to performance management, contact Aileen Challinor, Pivotal Lawyers.

– Aileen Challinor, Pivotal Lawyers

Level 11, 66 Clarence Street
Sydney, NSW, 2000
e: aileen@pivotallaw.com.au
w: www.pivotallaw.com.au
m: 0451 515 702
p: 02 8705 5418



Cash flow on time when you need it

Is your cash flow being effected by significant change events in your business?

- Succession Planning
- Rapid Growth
- Purchasing Competitors
- Starting New Businesses
- Restructures and Turnaround
- ATO Arrears
- Or simply managing the effects of timing differences in everyday cash flow

All of these events have a cash flow effect that can be both positive and negative.

We specialise in helping companies in the following industries finance their change events:

- Transport
- Wholesalers
- Manufacturers
- Distributers
- Importers/Exporters
- Service Industries
- Civil Engineering
- Civil Construction
- Building and Construction
- Professional Services

At Debtor Finance Broker we're connected to a wide range of debtor finance providers in the Australian market and we're well placed to provide a solution to every cash flow need.

We specialise in helping Australian Businesses find the best and fastest solutions to cash flow headaches.

Call now for a professional and tailored solution for your unique requirements.

**Call 1300 887 941 or 0447 474 763
or visit www.debtorfinancebroker.com**

Australia Wide and NZ





18th AAPA International Flexible Pavement Conference & Exhibition

CALL FOR SPONSORS

Our Everlasting Roads:
Enabling Future Mobility

18 – 21 August 2019 | International Convention Centre, Sydney
For more information go to www.aapa.asn.au/ or contact
Tanja Conners on +61 458 664 266



Celebrating
50 Years
of AAPA