ROAD TRANSPORT NEWS



Fiona Weston, of AutoSense, say in-cab technology makes a huge difference to safety on the road.

Technology and safety

IN-CAB CAMERAS SAVE LIVES

WINTER DRIVING TIPS

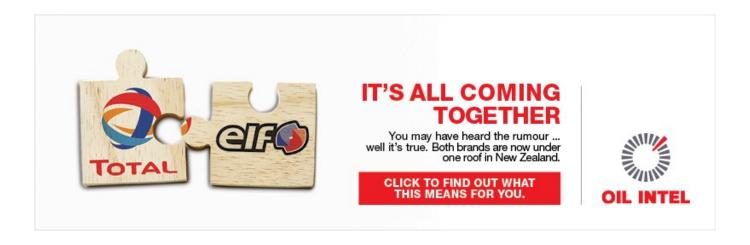
WARNING ON SOCIAL MEDIA

Fatigue on New Zealand roads is a hidden pandemic, industry insiders warn. Here's why your company should be concerned — and what you can do about it.



Principal Road Transport Association NZ Inc. Sponsor

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Events

August 27-28: RTANZ Region 2 and 3 AGMs and North Island Seminar, Wairakei Resort

September 24: Mobil 1 NZ Road Transport Hall of Fame awards dinner, Bill Richardson Transport World, Invercargill.

September 25-26: <u>The Road Ahead: Transporting New Zealand Conference</u>, Ascot Park Hotel, Invercargill.

October 9: TFHBCC—Ride in a Truck Day, Hastings Show Grounds

November 27: Eastland Truck Show & Shine, Gisborne Show Grounds

February 20: The Great Wellington Truck & Transport Show, Trentham Memorial Park, Upper Hutt

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We welcome contributions and feedback for this magazine.

Chief Operating Officer

Protest shows strength of a united voice

By Simon Carson



riday, July 16 saw 57 organised protests around the country where thousands of farmers, tradies, contractors, and a number of transport operators gridlocked many towns and cities across New Zealand. The Howl of a Protest showed our country the effectiveness of a single united voice and what that can achieve when taking on government policies, some of which are deemed unworkable.

Groundswell NZ is not opposed to government action on policy such as improving freshwater quality or sustainable land use, but it wants the government to stay out of local policies leaving regional councils and working groups to identify improvements that can be made. It also objects to the new

Wild weather in July brought extensive damage to the top of the south.

"The chronic skills and people shortage...extends deep into almost every industry across New Zealand."

fuel tax on utes, as people working in transport and trades sectors do not have the luxury of an alternative low-emission vehicle to use for work purposes. It appears there is more to come on this should the government be unable to come up with a satisfactory response.

To give members a heads-up on staff working inside RTANZ regions, recently RTANZ head office has been looking to recruit for positions catering toward membership management in Regions 2 and 5. Running Seek advertisements and listing roles with selected recruitment businesses has seen interest from a diverse cross section of applicants; however, only in small numbers. The chronic skills and people shortage we see as transport operators also extends deep into almost every industry across New Zealand. Nevertheless, the desire to recruit

the right people into available

roles continues at RTANZ. Please contact me should you become aware of individuals that may suit advertised RTANZ Industry Advisor positions.

In Region 2, Graham
Sheldrake has taken up a
part-time role and has spent
time visiting members in the
North Island as he moves
around Region 2. If you get
time to speak with Graham,
please let him know any
industry concerns you may
have which he is working to
resolve locally, or feeding
back to head office for
resolution, or updates.

July also brought another round of wild weather and extreme flooding to the top half of the South Island. The deluge was felt the worst in Buller and Marlborough where the communities of Westport and other regional towns were left devastated after extreme rainfall damaged homes and businesses, while displacing hundreds of people. Farmers were also left counting the costs from lost stock. The storms also brought road closures, isolating towns on State Highways 63, 65, 6, and 7.

RTANZ worked with Waka Kotahi to have the highways reopened and reconnect communities as quickly as possible. Unlike the recent floods across Mid Canterbury, this time there were no detours. Freight businesses unfortunately needed to wait out delays as waters slowly subsided when the extent of the damage became apparent.

The government has now passed the Holidays Amendment Act, which increases the minimum employee sick leave entitlement from five days to 10 days per year. Most employees who have worked for

an employer for six months or more are entitled to sick leave if they, or a dependent, are sick or injured. Currently, employees are entitled to five days of sick leave per year; however, from July 24, this has increased to 10 days per year.

Employees will receive the extra five days when they reach their next entitlement date —either after reaching six months' employment or on their sick leave entitlement anniversary (12 months after they were last entitled to sick leave). If any member requires assistance with further detail on what this means for you, or could use help implementing the new requirements into their businesses, please get in touch with us.

 Call Simon Carson on 027 55 66 099, or email: scarson@rtanz.co.nz.





Road Transport Forum

Time to look at transport resilience

By Nick Leggett, Road Transport Forum chief executive



"We are concerned there won't be enough money in the kitty to fix these blocked and damaged roads."

nother week, another major weather event, a new lot of significant State Highway road damage and communities cut off as a result.

This time, the top of the South Island and parts of the West Coast got hammered by rainfall that closed mountain passes, roads connecting West Coast towns, Blenheim to Nelson, and Picton to anywhere. The clean-up will take months and many dollars.

We are concerned there won't be enough money in the kitty to fix these blocked and damaged roads while roading money is being poured into rail and siphoned off to accommodate the minority road users—cyclists and pedestrians.

I've been up in Northland this week, seeing for myself the appalling state of their State Highway network—above is one of the photos I've taken. As one local operator told me, "there is just no room for error" on these narrow roads with the now all too familiar cracked and pitted surfaces.

We know that substandard road building has taken its toll, but so has maintenance underfunding, and nowhere is that more evident than in the northern tip of our country. Everywhere I looked, I saw the now familiar rutting and cracking, along with those smooth surfaces that appear when you know a road surface is degrading. Coming past Ōkaihau, heading north on State Highway 1, I was appalled how such a long piece of road could be allowed to be in such a poor condition.

Lots of people want to attack Waka Kotahi, but I suspect they are as frustrated as we are. They don't want to let roading quality decline further, as they are responsible professionals.

We have to direct our voices and concern where it will be most effective, and where it belongs —that's with the politicians. While the government has helpfully increased road maintenance funding, in real terms we are still falling behind because costs have increased faster than the money has.



The State Highway network in Northland is in an appalling state, says Nick Leggett.

Our roads are going to continue to decay until Waka Kotahi gets the funding they need. Of course, we know that the more the assets degrade, the more they cost to bring up to the standard we require of them.

RTF is continuing to stand up to ensure money taken off those of you who pay road user charges, is spent where it should be.

The government has a view that if it upgrades rail lines that were allowed to fall into decline because they simply weren't a cost-effective way to move people or freight, they won't need to spend so much on roads, because less freight and cars will be travelling that way and it will miraculously all convert to rail.

New Zealand's surface freight travels over approximately 3,700km of rail track and some 11,000km of State Highway road network. Given the extent of roads and the other benefits provided (door-to-door delivery, efficiency, etc), 93 per cent of New Zealand's freight is moved by road.

A fundamental flaw in the present approach to transport infrastructure policy is a misplaced ideological position that rail freight is a competent competitor to road freight, instead of being seen as a complementary service. This position is based on an irrational assumption that

rail can flourish without road transport support. In reality, it is the opposite. Only six per cent of freight is contestable by rail and it is unlikely that will increase by too many percentage points.

There are some basic infrastructure needs that must be met for our economy to remain competitive and that must include high performing roads for a long time to come.

The reality is that roads connect those places politicians and city-dwelling policy writers seem to conveniently forget about—the South Island and hinterland New Zealand. Yet these areas are where a lot of New Zealand's wealth comes from.

We don't want roads to get run down to the point the rail lines were because the fact is, roads are more important to the economy, connectivity, and individual New Zealanders than rail will ever be. If roads are allowed to deteriorate much more, the cost of bringing them back to a safe standard could be many billions of dollars.

Instead of trying to socially engineer people's behaviour without clear evidence of any kind of benefits, the government would be better to focus on the resilience of the transport network in a small, trading nation with a high natural disaster risk profile.

















Cover story



AutoSense CEO Charles Dawson, above, and AutoSense ambassador Greg Murphy, right, highlight the difference technology can make to safety, at a seminar in Christchurch.



Fatigue on NZ roads a hidden pandemic

"If anyone says 'it's not

absolutely can."

ambassador

-Greg Murphy, AutoSense

going to happen to me,' it

By David Killick

very day, drivers fall asleep at the wheel or get distracted on New Zealand roads. The results can be serious, even fatal. Experts warn that incidents caused by fatigue are nothing less than a hidden pandemic.

However, in-cab technology is reducing crashes, including serious injuries and deaths,

and is also saving big dollars for businesses.

That was the message at #EYESUPNZ, a series of free seminars around the country organised by in-cab technology provider AutoSense. (See page 10 for the next seminar dates.)

Fatigue and stress are huge concerns, said AutoSense chief executive, Charles Dawson. Deaths often occur between 6 am and 10 am, and are confirmed fatigue events. However Guardian Seeing Machines—sophisticated in cab camera technology—are making a big difference, with 3,700 units now on the road.

Lessons from a racing car driver

One guy who knows all about driving and staying safe is motorsport legend and AutoSense ambassador Greg Murphy. A multiple winner of Bathurst, the V8 supercar

championship (including a record for the fastest lap time), Murphy is about to make a comeback as a "wild card" competitor in September.

So, how can a racing car driver help with safety? "I was used to thinking how fast, nothing else," says Murph. "Nothing about hydration, fitness, wellness, just about the

enjoyment of racing supercars."

Now that's changed. "You have to have your body as well tuned as the race car and your mind as well. The last 25 years have seen such an immense change. The equipment, the preparation,

the simulator—the change has happened quickly. The information and telemetrics are used and analysed. There's continuous improvement."

Pressure and stress take it out of you, says Murph. "It's not just physical, you also need to be mentally prepared. The nutrition side of things, being hydrated properly."

Some behaviours are dangerous. "All day, every day out on the roads you see someone on the mobile phone. It's become a culture in this country and has become acceptable.



Rachel Lehen, founder of Fit for Duty, says she had personal motivation to make a difference.

"It's such a contributing factor in some of the statistics. But we have to spread the conversation that it is not acceptable to do this.

"I was staggered to understand what is going on out there in connection to fatigue—it's almost a pandemic."

Technology is an important tool to change behaviour. "It is really important as a professional driver to understand your responsibilities out on the road. Be aware and look at what other road users are doing to keep everyone as safe as possible. You have a huge team of people behind you

to give you as many tools and support as they possibly can.

"A mistake or an error puts you under pressure because the sharks are always circling. When

things aren't going your way it really affects family and friends. We have got to change the attitudes to ensure we are going to be in a better space. If anyone says it's not going to happen to me, it absolutely can."

Fit for Duty

Fit for Duty founder Rachel Lehen says she founded her business because of what happened to her after long hours driving as a rep for a health company. Coffee, turning the stereo up, and winding the window down didn't

help her feel less drowsy. When Rachel reached a straight piece of road, she fell asleep. "I went over the rumble strip, then crossed the centreline. It was just my lucky day there wasn't anyone else on the road. I thought, I am in the health industry but I didn't have a plan, so I quit my job and started a business. I am really passionate about driver fatigue. Sleep is vital."

Hours and quality of less are both important and between 10 pm and 6 am are the best time to sleep. Drivers who are feeling sleepy have been proven to have the same impairment level

as someone who is legally drunk. Sometimes, a tired driver can't remember what they have been doing. "A tanker driver drove from one end of Auckland harbour bridge to the other and couldn't

"I am really passionate about driver fatigue. Sleep is vital."

-Rachel Lehen, Fit for Duty

remember it."

Cardiac stress, diabetes, and other health conditions can also have an impact on driving. Even the work time rule, which requires a minimum number of breaks, doesn't always allow drivers adequate rest opportunities. All Blacks are encouraged to get 10 hours sleep a night.

Rachel says medications can often mask a real problem. However, if a driver has been diagnosed with sleep apnoea, a CPAP machine, which helps a person to sleep better, can help them keep their job.

A buddy in your cab

Fiona Weston, AutoSense's driver education manager, was previously a vet. Her concern for wellbeing now extends to everyone on the road, where she monitors events recorded by in-cab technology.

"Sunday is my quietest day. I am getting a minimum of 20 events per day. I am passionate because I am seeing it every day and it's scary. I've seen some pretty horrific stuff." New Zealand now has over 3,700 Guardian Seeing Machine units installed in trucks. "The great thing about this technology is getting data and we can get a truthful idea of what is going on," says Fiona. "When a driver says, 'I have been driving for 40 years and haven't had a problem,' my response

is you have been bloody lucky."

Less than six hours of sleep in a 24-hour period has the same effect as being over the legal alcohol limit.

Many fatigue events occur during the day, not just at night. A high percentage happen in the first two hours of the shift. Many occur at low speeds on shoulders of straight roads.

"The good thing is that over the four years I have been working, we have seen a decrease in fatigue and distraction. The in-cab alarm works."

AutoSense says there has been a 90 per cent reduction in fatigue events when a program is implemented.

Guardian detects an event in the cab and alerts the driver. Cameras record a driver's head position and how many times and how long they are closing their eyes. The threshold is 15 seconds. Sneezing, sunstrike, yawning, squinting, and laughing do not trigger an alarm. The system also recognises sunglasses.

Distraction includes anything that takes you hands off the wheel, such as using the radio and RT, cell phones, and eating. Guardian also records harsh acceleration and harsh braking.

A few seconds of event footage is transmitted to monitoring centres in Tucson,



Fiona Weston, AutoSense's driver education manager, says Guardian Seeing Machines in cabs record a minimum of 20 events each day.

Arizona, or Canberra. If something risky is confirmed, a warning is sent to the company so that immediate action can be taken.

"It's not there to spy on you, it's a buddy in the cab to keep you safe," says Fiona.

Busting myths

EROAD collects data every few seconds from more than 126,000 connected vehicles. 12.4

billion km are traveled globally in vehicles connected to EROAD hardware—that's about the same as 310,000 times around the Earth, says EROAD's John Collins.

John is eager to bust three common myths. "Myth number one is that transport

businesses need their drivers to drive long shifts to be profitable and maximise revenue. However, the fact is that prioritising safety and reducing fatigue saves money.

"Myth number two is that professional drivers don't suffer from distraction as much as other drivers and are more adherent to road safety and road rules. Fact: you are human, too! Having tools to manage distraction helps all drivers."

The frequency of speeding by EROAD connected drivers has reduced by 54 per cent since 2015.

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"It's not there to spy on

you, it's a buddy in the

cab to keep you safe."

-Fiona Weston, AutoSense.



"Having tools to manage distraction helps all drivers."

-John Collins, EROAD

"Myth number three: it is easy to blame truck drivers for being distracted and fatigued and causing incidents.

"The facts: truck drivers are less likely to be the cause of all incidences, but without the tools and data they are often the scapegoat." In fact, 75 per cent of crashes are deemed to be the fault of the car driver. The benefit for truck drivers is a reduction in insurance premiums—for customers using video, up to 80 per cent.

"Preventing and reducing risk is within your power," says John.

Essential information

The Road Transport Forum (RTF) is the central point of communication for the road freight transport industry. Visit the RTF website here to keep up to date on media releases, Nick's blog, submissions, and advisories.

General information

The COVID-19 website: https://covid19.govt.nz/ has general information including Government support available to businesses.

COVID-19

WorkSafe signed off road freight transport specific guidance and protocols developed by the RTF to help businesses be safe during the COVID-19 alert levels. These remain best practice at this time.

WorkSafe - COVID-19 safety plan

WorkSafe has developed a template to help develop a COVID-19 safety plan, which you can find here.



Hold your breath

Laini Inivale, of NZI, invited seminar attendees to play a game: see if they could hold their breath as long as the driver in the video before the loud snoring starts. It isn't easy. The driver holds his breath for 43 seconds.

"Drivers are often unaware of the fatigue issues that they have," says Laini. Sometimes, they ignore the risk. "Not long ago a truck driver of some 30 years experience came back from his annual leave and was going to do his first graveyard shift. He hadn't had enough time to adjust his sleep from normal daylight hours."

When the driver started to fall asleep, the Guardian machine snapped into action and sounded an alarm. "The

driver, because he had so many years experience, couldn't receive the feedback so got a baseball cap and blocked the sensor."

The 2019 tractor unit and trailer rolled over within 10 minutes. "Fortunately for himself and his family, he escaped without any real injuries. The claims cost was \$750,000—\$250,000 for the tractor; \$250,000 for the trailer; and 250,000 for cargo. If this driver had owned the situation, he wouldn't have cost such a huge loss. And what would his family have said if he hadn't come back from that crash? Can the business afford any more losses like this?"

NZI's data review looked at 16,757 of the commercial vehicle claims and incidents handled by NZI in the past five years: 7,486 involved buses and coaches; 5,746 involved trucks and heavy vehicles; and 3,525 involved light vehicles.

Of those, 20.6 per cent were colliding with an obstruction; 14.1 per cent were manoeuvering; 8.1 per cent sideswiping; and 6 per cent cornering.

For trucks and heavy vehicles, most incidents occurred within the first two hours on shift and most close to the depot.

Laini says incidents recorded as speed-rated may in fact be caused by fatigue. The good news, however, is that Guardian Seeing Machines are working to reduce these serious and potentially deadly events.



Laini Inivale, of NZI, has the figures to show how companies can reduce their insurance claims.

"What would his family have said if he hadn't come back from that crash? Can the business afford any more losses like this?"

-Laini Inivale, NZI

AutoSense Seminars

Seminars have already taken place in Christchurch and Dunedin. Events will also take place in the following locations:

August 10: Hamilton
August 12: Auckland
October 19: Wellington

October 21: Palmerston North

You can register at www.eyesupnz.co.nz/events.

More information:

www.autosense.co.nz www.eroad.co.nz www.fitforduty.co.nz

www.nzi.co.nz



Health & Safety



AutoSense's truck driving simulator provides hands-on experiential training without putting people or expensive trucks at risk.

Driving simulators improve vehicle safety

"How do they react then

defensive?"

and how well do they make

those early decisions to be

By NZI

n our health and safety conscious world, there are still no requirements for heavy vehicle drivers to re-certify their driving qualifications. While airline pilots need constant checks, time-in-flight simulators, and certification for different aircraft types, truck drivers are licensed until they're 75 with as little as an eyesight test at

renewal, and can legally get behind the wheel of a vehicle they have never driven before.

That's why NZI has partnered with AutoSense, the leaders in heavy truck simulation, and driver safety and training, to help identify

risks and improve driver safety and performance in fleets across the country. Their mobile heavy-vehicle simulator travels the country and puts drivers through a series of realistic scenarios that can identify not just safety issues, but how efficiently they drive and how gentle they are on the vehicle.

Advanced simulation

The simulator has such realistic G-forces that many drivers admit to feeling a bit queasy after experiencing it. In fact, there is a blue bucket on the floor—just in case! The technology is the same as that used to train military helicopter pilots, with large wrap-around screens that can

deliver different scenarios and weather conditions to challenge the driver. A cyclist or pedestrian could suddenly appear, or a car could pull out without indicating, just as they might in real life.

in real life.

While drivers recognise this is a simulator, it's not a game. There are real

lessons learnt on the driver's powers of observation, anticipation, and spatial awareness—the vital skills for the road.

The simulator provides hands-on experiential training without putting people or expensive trucks at risk.



While airline pilots need constant checks, simulator training, and certifications, similar regulations do not apply to truck drivers when it comes to renewing their licences.

"We're not interested in how a driver performs on a nice sunny day on a wide-open road," says AutoSense CEO, Charles Dawson. "We want to see how they perform when conditions are challenging and an obstacle appears out of nowhere. How do they react then and how well do they make those early decisions to be defensive?

The importance of driver awareness can't be underestimated. Driving requires your complete attention. Distraction or not being able to make an early evasive decision can be a serious road safety issue.

"The message we want drivers to go away with is that they need to be focused and concentrating when behind the wheel. It is the number one thing they should be doing, and they need to be very aware of their responsibility," says Dawson.

Changing thinking

The narrative is changing as more and more fleets join this journey of continual driver improvement. With sponsorship from NZI, it's easier to get access to this advanced simulator driver training, as Craig Ewens, NZI Fleet Risk Manager, explains: "We see a huge benefit in supporting this training for our clients and over the last six years we've seen a lot of take-up. It's part of our wider Fleet Fit programme which aims to improve driver safety and efficiency."

Like Dawson, Ewens believes ongoing training needs to become just another part of the job. "Go to any transport yard and you will see staff being trained in first aid and all sorts of health and safety matters, but rarely are they being trained to drive more efficiently or more safely. This simulator is designed to change all that."

 Contact your NZI Fleet Risk Manager or broker to see how NZI's Fleet Fit programme can benefit your business and help keep your drivers safe on the road.



Technology

New driver app simplifies life for operators

ith the pressure on profits and the need to keep a close eye on margins these days, most transport business owners know attention to the small things can add up to a big saving.

One of those small things—having drivers input the right information quickly and correctly while out on the job—can save time and create efficiencies every day. When time is money, it all adds up fast.

The MyTrucking team base their business on building simple systems that save transporters time and money. The driver app, part of the MyTrucking system, lets drivers record information at the touch of a button on a mobile phone, whatever the location. It's easy to set up and works on both Apple and Android devices. The real beauty of the app is it keeps working when drivers are out of network range, and will auto-sync when connectivity is reestablished.

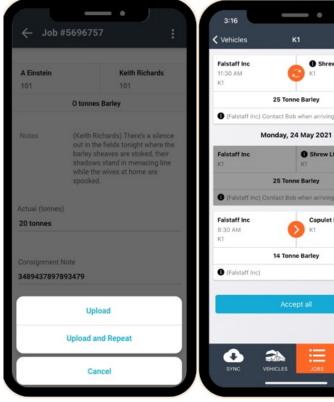
Dispatchers are immediately notified of any changes logged on the app, and it gives the ability to capture vital information like times, weights, images, Proof of Delivery (POD), GPS coordinates, and more. It also saves the office team time communicating with customers—they can be automatically notified and send PoD the moment the driver taps a button in the app at the end of their job.

The driver app has now kicked up a gear with an updated app design, meaning it's easier for drivers to read and edit, as well as the addition of a new save and

repeat feature. This allows drivers to simply upload and repeat jobs, making life even easier for those who do the same job multiple times a day, like those in the civil and logging sectors.

A good example of utilising this new feature is when a driver is tasked with delivering the same job as many times as they can during a day, such as a truck moving material from a quarry to a job site multiple times.

This feature also saves the dispatcher setting up a job each time; the driver just save/repeats, and uploads dockets to the next job.



Upload and repeat is a new feature that makes MyTrucking's driver app even more efficient.

Feedback from MyTrucking customers is that those efficiencies are being seen already.

Corina Mee, of UK bulk transport company, CF Mee Haulage, says she's saving time, and

unnecessary phone calls. "I have just had James my driver come in and say 'app redesign and repeat job is absolutely brilliant.' He said the upload saved him time, and saved him having to ring me to put x

number of loads on.

"All I do is put one job on each day for whatever stone he has to carry, and he keeps repeating it till he completes his tonnage on each size. Just to let you know this is on a job where my driver will do up to 20 loads from and to the same destinations each day, so you have made him and myself very happy.

"Once again, an excellent job from the MyTrucking team."

my trucking

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"The driver app has now

kicked up a gear with an

updated app design."

Ask a lawyer

Firm policy needed on social media

By Amanda Douglas



ometimes inappropriate comments are made on our company's social media page by the public. What can we do about this? And what if a staff member is involved?

The downside of using social media is the potential for negative incidents or comments about your business.

Social media can be valuable for marketing and outreach, but it is public and operates 24/7. Anyone can contribute to your social media platform by making public comments online. Negative comments can spread quickly if not addressed and can sometimes get a lot of publicity.

We recommend having a social media policy as a starting point. It should include guidelines around privacy and acceptable use. It can also include procedures, people responsible, and consequences. This sets out clear expectations for your staff in terms of their own behaviour and acts as a guide on how to manage public comments.

The principles of the Harmful Digital Communications Act 2015 provide a useful starting point for deciding what is not acceptable digital communication. Be aware of what comments are acceptable to you, such as legitimate constructive criticism, and what comments actually breach your terms of use for social media.

According to the principles, examples of unacceptable digital communication include:

- Disclosing sensitive personal facts about an individual;
- Threatening, intimidating, or menacing communication;
- Denigrating an individual based on colour, race, ethnic or national origins, religion, gender, sexual orientation, or disability;
- · Obscene communication.

In addition, we recommend mapping out a response plan on how to manage inappropriate online activity. This should involve creating a process for how your company or organisation manages negative comments.

As a part of managing your business's reputation, you are entitled to "clean up" comments, close comments and the like, to keep control over messaging. In fact, it has

become an added necessity.

It is not a violation of free speech to delete offensive or abusive material that breaches your social media policy. It is also possible to report the abuse to external site moderators.

Organisations like Facebook and Twitter put significant resources into managing

these issues. Netsafe also plays an active role.

Sometimes responding to negative comments can work well, especially if you can take control by responding to the comment helpfully and genuinely. Complaints and questions can offer a chance to make a positive impact on what current and prospective customers think of your business. Resolving a complaint effectively can generate valuable goodwill.

It is important to stay on top of your social media accounts and monitor them at least daily. Setting up alerts can be helpful.

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"The downside of using

social media is the

potential for negative

incidents or comments

about your business."

Managing the behaviour of employees

As described above, a social media policy is a helpful way to set out expectations of your staff and put parameters in place around acceptable behaviour. Your staff are obliged to act in accordance with your social media policy, both at work and in their personal time, and if they act in breach, you can take steps to address the behaviour.

For example, you may provide guidelines for your staff's social media use along the following lines:

- · Express opinions respectfully
- Do not interfere with the interests of the business
- Do not pass off personal views as representing those of the business.

You may have seen the recent publicity around an employee of Mitre 10 who made comments on their personal Facebook page that were offensive to the cycling community, and included mentioning Mitre 10. Mitre 10 chose to apologise for the offensive comments and said that Mitre 10 did not share the employee's views. Some members of the public praised Mitre 10 for taking a stand, while others said the company should not have taken any action over an employee's personal Facebook page.

Personal comments made by employees who have a link to the workplace, for example, recording where they work, can be problematic. Such comments can affect the reputation of the employer and justify disciplinary action also.

Where any incident occurs, it is important to take screenshots of the offending posts and to seek advice on the next steps. Disciplinary steps can be taken against employees who have engaged in inappropriate social media activity both in their work and personal capacities. We can help to advise on whether personal interactions are sufficiently linked to the workplace to address it with them.

Some employers also choose to include social media use in their employment agreements to ensure their employees are aware of the expectations surrounding social media activity. We have helped a number of clients in this way.

The key is to have the right documentation in place and to be vigilant about social media traffic so that you can quickly act if there is an issue.

 If you are a member of RTANZ and have an employment, health and safety related or other legal question, please submit it to Amanda Douglas at Wynn Williams:

amanda.douglas@wynnwilliams.co.nz with the subject line: RTANZ Ask a Lawyer. Feel free to also make use of Wynn Williams' Legal Helpline, in which the first 15 minutes is free for RTANZ members, by calling Amanda on 03 379 7622.





WYNNWILLIAMS

It takes more than logistics to get from A to B!

complicated by the day. Make sure you're across your legal and compliance obligations so you can focus on staying on the road.

For all your business related legal advice, including employment, health & safety, TSL and insurance issues, contact amanda.douglas@wynnwilliams.co.nz +64 3 379 7622

Driving



July and August are often the most hazardous months for driving in New Zealand.

Extra skills needed for winter driving

SBS has some practical tips for drivers.

here's a good reason why winter sports are so popular: It's great fun to glide across snow or ice at speed. But it's not so fun when you're in a vehicle and the road is covered in ice.

New Zealand is renowned for its changeable weather, which means you should plan and

prepare before you find yourself on an icy, wet, or snowbound road. Most of the time New Zealand has a temperate climate.

However, storms can hit the country with little warning, delivering heavy rain, ice,

and snow, especially during the winter months (usually between July and August). This is the most hazardous time of year for driving, with frost and ice occurring throughout the country and snow in the central North Island and the South Island.

The following winter driving tips will help you stay safe on the road.

Preparation and Planning

 Always check the weather forecast and road conditions before you leave;

- Think about where you're going and what route you should take—choose safety over convenience. If travel can't be put off, allow extra time for your journey;
- Plan to drive during daylight hours when visibility is better and hazards such as ice and snow are less likely. Avoid driving at

night when hazards multiply rapidly;

- If travelling long distances, make sure you are well rested and plan where to have a break;
- Dress for the conditions, carry additional warm clothes and keep a survival kit in your vehicle in case you do get stuck;
- Ensure your vehicle is roadworthy and keep at least half a tank of fuel in case you get diverted onto another route or you are forced to turn back;
- Be prepared for snow and carry tyre chains that you know how to fit and use.

RTANZ NEWS 18

"Storms can hit the country

heavy rain, ice, and snow."

with little warning, delivering

Tips for Spotting Ice and Snow

- Look out for shaded areas caused by high banks and tall trees where roads freeze and ice may not thaw during the day;
- Bridges could stay slippery longer than other road surfaces, so slow down when crossing;
- Frost is more severe at daybreak so be prepared for this after it becomes light. While it may not be frosty at 6 am, it could be an hour or two later:
- Another way of detecting ice is to watch the other vehicles around you. If you spot them sliding, or you notice vehicles have veered off the road, you have probably driven into an icy area;
- If you find yourself in a situation that makes you nervous, pull over and either wait for the temperatures to rise or find an alternative mode of transport;
- It's always a good idea to carry a charged mobile phone with you so you can notify people if you've broken down.

Driving Tips

- When driving in icy conditions, you need to leave as much space as possible between you and the vehicle in front. In normal conditions follow the two second rule, but in wet, icy conditions double this reaction time to four seconds;
- If you do hit a patch of ice, and find yourself skidding, steer in the same direction as the rear of your vehicle is sliding;
- Never take your hands off the steering wheel and don't stamp your foot on the brake as this could cause your wheels to lock up. For vehicles without anti-skid braking systems, pump the brake pedal in short rapid bursts rather than pressing long and hard to avoid skidding or sliding;
- Avoid sudden braking or turning that could cause you to skid. Accelerate smoothly and brake gently and use your highest gear when travelling uphill and your lowest gear when travelling downhill;
- As well as other drivers, there could be winter maintenance vehicles on the highway helping to keep the road open. If you come across any of these vehicles, stay a safe



Fog lights must be used correctly so as not to dazzle other drivers.

- distance behind them and don't pass unless you're instructed to;
- When travelling in fog, rain or snow, drive with your lights dipped for increased safety, and if severely reduced, turn on front and rear fog lights (where fitted).

Vehicle Lights

Seeing where you are going is a pretty vital part of driving, particularly in winter when visibility can be reduced even further by adverse weather conditions.

Problems with lighting contribute to around seven deaths and more than 80 injuries each year on New Zealand roads, according to Waka Kotahi NZ Transport Agency.

While it may seem initially to be a simple case of "it's dark, turn on your lights", there are laws around how many lights your vehicle can have fitted and how and when you can actually use them.

Fog Lights

They give off a short, wide beam of light that is designed to penetrate the fog, lighting up the area directly in front of the vehicle, while also illuminating the sides of the road.

They should only be used when visibility is "severely reduced"—technically not just by fog, but also snow and heavy rain—and it is against the law to use them during clear conditions during either day or night, due to the risk of dazzling other drivers.

Broadly the same rules apply to rear fog lights, except that they must be red only.

• For more information, call freephone 0508 424 723 or see: www.safebusiness.co.nz.



Health & Safety

Addressing COVID-19 mental health burnout

By Robyn Bennett



here has been a growing volume of discussion about the health impacts of burnout on workers. Longer hours, expectations to do more, and an ongoing feeling of uncertainty due to COVID-19 fatigue

continue to take their toll. For many, it can seem like a never ending treadmill that is almost impossible to escape.

Two years ago the World Health Organisation (WHO) took the significant step of adding burnout to its International Classification of Diseases—it's defined as a syndrome resulting from unmanaged chronic workplace stress.

Other research from WHO and the International Labour Organisation links long working hours to health impacts, concluding that 55-hour work weeks increase the chance of stroke by 35 per cent and dying from heart disease by 17 per cent, compared with working 35-40 hours. The study was based on pre-

"For many, it can seem like a never ending treadmill that is almost impossible to escape."

COVID data so it's possible the statistics are now higher.

Closer to home, an <u>AUT</u> study by Professor Jarrod Haar found workers under the age of 30 years old are 206 per cent more likely to be burned out and young people can be affected just as much as managers.

Productivity, or actually the lack thereof, is also a drum that continues to be beaten in New Zealand. Leading companies are on average less than half as productive as top companies in other small advanced economies, says the Productivity Commission. And clearly adding hours does not make us more productive; however, it does increase workplace stress, and subsequently worker burnout.

In the workplace, the pressure of catching up after 2020 and coming to terms with a new abnormal brings more burden and can affect performance and productivity, when exactly the

opposite is required. For many, it is becoming a vicious circle.

The challenge is that while we acknowledge burnout is prevalent, very few see it as a workplace risk that needs to be proactively raised and managed, when the opposite is needed.

Burnout should be managed collectively: We should all be comfortable raising our hand and not having to deal with it alone. There are many ways to reduce it, but recognising it as a wider issue and then managing it with fairness, understanding, and support is vital.



Over the last year we've all seen this approach in action. We have been fortunate to have very clear, concise, and direct messaging in response to COVID-19: Be Kind, Stay Home,

Save Lives. This became the foundation for a new language of care that has touched every workplace and home.

It's been a good start but there's also a need to move a step further towards a duty of care for each and everyone around

us. This involves checking in and looking after one another, being honest and open, and not only talking about everyday happenings but being able to express thoughts and feelings without judgment.

The issue of burnout is ubiquitous and the problem insidious. It has crept up on us as we've taken on greater loads while trying our best to make things work during an uncertain time.

We can limit its impact, despite the softer discussion of how we are feeling or coping perhaps being alien or uncomfortable to us.

We all know COVID has been stressful but we

can put misgivings aside

and encourage each other to talk more openly. Whatever our role at work, we all have a part to play. Now is the time to have conversations fairly and truthfully so we can start to address burnout together.

 Robyn Bennett, MPhil (OSH), is President of the New Zealand Institute of Safety Management (NZISM).





"We have been fortunate to have

very clear, concise, and direct

COVID-19: Be Kind, Stay Home,

messaging in response to

Save Lives."

Human Resources

How to engage employees post-COVID

By Claire Arneson, HR Adviser, SBS



n the midst of a global pandemic, different industries have experienced unique challenges in coping with the shift in employee priorities, such as the rise of flexible working and an increased focus on

employee wellbeing. Some employers we have spoken to aren't sure what their employees value anymore or what attracts new employees to their company.

We suggest that it might be time to ask them directly, by way of an employee engagement survey.

Conduct an employee engagement survey

Engagement surveys can help to pinpoint areas of challenge in the company, whether it be a poor culture, a lack of direction, or the remuneration package. Engagement surveys allow the company to receive confidential (read: honest) feedback from employees "at the coal face" and could help to:

- Increase morale, teamwork, and communication
- Improve HR or operational procedures
- Prioritise employee or company initiatives
- Invest in positive cultural change
- Obtain baseline information for future surveys

Five top tips

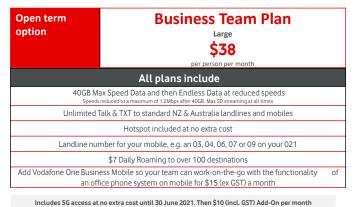
- 1. Go Paperless: There are several online options for employee engagement surveys that are relatively easy to set up and administer. The benefits of web-based surveys are provided in the convenience of survey templates and their ability to turn the raw data into more actionable information. Plus, you don't have to worry about the risk of misplacing a confidential and possibly sensitive handwritten survey and creating another headache for yourself in the process.
- 2. Set a Wide Scope: Some companies make the mistake of asking a limited set of survey questions on a particular area: for example,

employee recognition. It is recommended that engagement surveys cover all facets of the employee experience in order to determine what is working and what can be eliminated.

- 3. Allow Free Text Responses: Although most of the questions in an engagement survey will likely have a multiple-choice response, the information shared in response to an openended question is often the most interesting and insightful. Give employees an opportunity to share these insights by providing one or two questions that seek additional feedback or comments and allow the employee to write the response in their own words.
- 4. Know Your Next Steps: Conducting an employee engagement survey can start to build positive momentum within the organisation, as many employees appreciate being asked for their opinion. Where it can go wrong is if the company conducts the survey and is given reasonable feedback but doesn't take any action to change or improve employee concerns identified in the survey. Companies may want to plan ahead regarding steps following the survey. We suggest these steps include a survey results communication session with employees as well as an action plan with target dates to manage employee expectations. Better still, measure your progress by completing the same survey in a year's time and comparing the results.
- 5. Be Open Minded: The nature of the pandemic has caused many people to reevaluate their lifestyle choices and priorities, so it may be that initiatives that have worked in the past may not represent the same value going forward. Global HR experts are pointing to things like employee health benefits, employee communication strategies and platforms, and the continued evolution of agile or remote working as areas for focus to improve your employees' engagement.
- For more information or a quote to conduct an Employee Engagement Survey in your business, get in touch with a member of the SBS HR Team. Freephone 0508 424 723 or see: www.safebusiness.co.nz.



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usiness often runs at whirlwind pace. And the health and wellbeing of you and your team is often the first to go by the wayside.

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Innovation

Delivering innovation in the e-commerce era

he rapid rise of ecommerce, and changing expectations of its customers, have brought challenge and opportunity for logistics company Aramex, says chief executive officer, Scott Jenyns.

The first few days of the 2020 lockdown were uncertain for Aramex's entire network. In a business that is all about volume, vans still need to run irrespective of whether they are full or not. "Then, the floodgates opened," says Scott. "People embraced online purchasing at a rate that hadn't been experienced before. We prepare for the Christmas season six

months out, but there was no way of preparing for COVID."

Now, e-commerce is even more significant, says Scott. "The rapid growth of e-commerce activity, accelerated by the pandemic, has flipped the industry on its head. Whereas B2B transactions used to make up the bulk of our work, now B2C and

increasingly C2C transactions—those between people buying and selling items on auction websites, for example—make up the larger percentage."

Buying goods online has been normalised in unexpected age groups and geographical zones.



While Aramex is a global business, the Kiwi arm of the operation remains provincially focused.

have meant the logistics industry has had to innovate.

"The other by-product of increased ecommerce activity is that customers expect to receive what they want as quickly as possible. This is very much a 'Generation Now' attitude to the delivery of goods and, by our very nature, we're right at the forefront of that," says Scott.

"There are some great insights to be gained from overseas markets, especially around delivering to apartment complexes or gated communities. As these types of residential solutions become more prominent, especially in

our bigger cities, we need to adapt how we work to suit. That might involve agent delivery for people who live in multi-dwelling environments, or even providing an evening delivery service, so items can be signed for later in the day when more people have finished work and returned home."

"Customers expect to receive what they want as quickly as possible. This is very much a 'Generation Now' attitude."

-Scott Jenyns, CEO, Aramex

A service for 'Generation Now'

It isn't only the way in which people buy that has evolved in a relatively short space of time. Where customers live and work, and their expectations around the speed of the service,

Removing customer painpoints

"We need to devise products that take the pain-points out of the delivery process for customers. Thankfully, Aramex is very proactive when it comes to investing in new technology and opportunities," says Scott.

Among recent products developed by Aramex is Blu Couriers. Scott says this parcel delivery service, which taps into the existing Aramex network and technologies, is effectively the Uber of courier services, allowing individuals the opportunity to work delivering

Every product adaption or release is designed to give the customer more tools.

consignments to customers on their own terms.

"We are also on the verge of introducing new technology that allows customers to change the address an item is being sent to while it's 'in flight'," he says. "This essentially means, in theory, an item could be delivered to someone in their car on their way somewhere else; the possibilities are very broad.

"Every product adaption or release we add to the portfolio is designed to give the customer more tools. We have the technology and the innovation available—in fact, the biggest challenge we face right now in New Zealand is finding the talent. With the borders closed, there is a big demographic among job seekers we're missing out on, so everyone is fighting for the same people."

Keeping a local focus in a global environment

To succeed, courier services need to evolve in tandem with the customer, says Scott. While Aramex is a global business, Scott says the Kiwi arm of the operation remains provincially focused for good reason.

"The global business gives us a strategic direction, but outside of that each country under the Aramex umbrella works in a way that suits them. For us, the franchise model is in our DNA and it's what has proven successful for us over decades," he says.

Beginning life as Fastway Couriers in 1983, the company embraced franchising early, and today remains the only courier operator with this model. Now as Aramex, its national network includes 18 regional franchises and over 250 franchise partners across the country. Barely a corner of New Zealand is left uncovered.

Support from Crombie Lockwood

"The challenges of international freight and logistics involve many variables, and Aramex is at the forefront of managing and planning for these," says Crombie Lockwood Hawke's Bay Executive Broker, Blair Brady.

"Having a similar international reach through the wider Gallagher network helps Crombie Lockwood develop innovative insurance solutions that give Aramex peace of mind in New Zealand and beyond.

"Crombie Lockwood has a long history of brokerage services to provincial businesses from all sectors," says Blair. "Strong partnerships with companies like Aramex, which offer a dynamic service to their customers while protecting their interests and assets, are fundamental for us.

The world has changed a lot in the 37 years since Aramex first started trading as Fastway Couriers in Hawke's Bay. But so have the possibilities for a proud New Zealand company operating in a truly global environment.

Originally published July 2021 on https://www.crombielockwood.co.nz/sure/sure-winter-2021/.



Membership benefits

Special offer from Whale Watch Kaikoura

TANZ is delighted to have secured generous support from Whale Watch Kaikoura in the form of vouchers and special discounts for members.

Whale Watch provided vouchers, which were successfully auctioned at the 31st Annual NZI South Island seminar, in Twizel, on June 26, and will also provide vouchers for the RTANZ North Island Seminar, to be held at the Wairakei Resort, Taupo, on August 28.

Prizes comprise two family vouchers (for two adults and two children) valued at \$420 each. Proceeds from the auction will help raise funds for the Life Education Trust for a new truck.

RTANZ Senior Industry Advisor John Bond says The Road Transport Association supports the Life Education Trust and the work they do with children, promoting health using "Harold the Giraffe".

"We are looking at raising funds, by initiating a Dutch auction at both seminars, to raise money for a second-hand tractor unit to tow their classrooms to their schools within the Canterbury, Marlborough, and Nelson regions."

Whale Watch is also offering a 50 per cent discount package to RTANZ members and their staff and families.

The discounts give members the opportunity to be part of the Kiwi Whale Watchers Club and are valid until October 31, 2022. There is no restriction on the number of tours travelled during the special period, and there is also a 20 per cent discount off any purchases over \$20 at the Whale Watch Gift Shop. (Conditions apply.)

John Bond says he is thrilled with Whale Watch's generous offer. "Throughout both the earthquake and the COVID-19 lockdown periods, our industry drivers were able to





Whale Watch is also offering a 50 per cent discount package to RTANZ members and their staff and families.

continue working, as ongoing service providers...

"The need for our members to take a break, and to enjoy what we have here in this country, is not only vital for our businesses and our members' wellbeing, but also vital in looking after our tourist entities, who many people rely on."

 To take advantage of the Whale Watch special offer, email inquiries to Vicki Harris, <u>vharris@rtanz.co.nz</u> with "Kaikoura Whale Watch" in the subject field.



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Hurry up and slow down, agency says

Sandy Walker, Region Three: Gisborne, Hawke's Bay, Wellington, Wairarapa, Manawatū-Whanganui, Taranaki



urry up and slow down appears to be the mode of Waka Kotahi New Zealand Transport Agency New Zealand-wide. I have never heard so many complaints from drivers and operators. I am normally happy if I

have to slow down for road works-at least something is getting done, however I am less happy when it is because of some safety boffin from God knows where around the world bringing those influencing speed limit reviews to our shores reducing speed in the name of safety. Getting rid of congestion plays a big part in the solution, along with urgently needed infrastructure.

80

Slowing speeds to 80 km/h on state highways adds significant hours to journey times.

If you travel from Auckland to Wellington (660km) at 90km/h, my online distance calculator advises it should take 7 hours 20 minutes. If we slow the speed down to 80km/h, it takes 8 hours 15 minutes—55 minutes longer.

Then if we add a ferry crossing plus travel to Rolleston, south of Christchurch (355km), traveling at 80km/h instead of 90km/h takes 30 minutes longer. That makes the total trip 15 hours 45 minutes, or 85 minutes longer. That is

"Change can be a good thing and going against the tide sometimes brings change that is better for the industry."

without any holdups, road works, or getting stuck behind two old biddies yacking.

Electronic logbooks are being touted as the solution to what is considered fatigue when the reality is every industry needs a shake-up under the chain of responsibility where you get paid for every hour of the day worked, even when you are sitting in a queue waiting to be loaded or unloaded by way of a standing charge. Then they can shag you around as much as they like while you're clipping the ticket, paying your drivers, and receiving the correct revenue for the job. They would tidy their act up, I suggest.

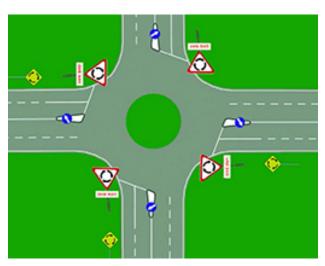
It appears the worse you are, the better you

get looked after, subsidized by the taxpayer (you and me). If you got slugged for RUC evasion and they gave you money out of the collections pot to rehabilitate you, you would be very happy (you may even get your gardens done as well). How does that work?

This country
needs to make good
sound-minded
decisions the same
as your branch
activities and with

AGMs upon us, do not be afraid to put your hands up and have a go instead of sitting on them and complaining.

Change can be a good thing and going against the tide sometimes brings change that is better for the industry. Do not leave it to those who have served us generously with their free time for many years. Get involved, get heard, and be a game changer in an industry that does not stop 24/7.



ABOVE: A roundabout design shown on Waka Kotahi's website. Sandy Walker says he is disappointed at a lack of consultation by Waka Kotahi.

Time does not stand still for anyone and we need to be amongst it with fresh ideas to make it game changing, considering the promotion of rail to the many uninformed New Zealanders—who have no idea of how all these specials they buy get to retailers. Maybe they think it arrives on a railcar.

I happened to be in a meeting in the Wairarapa recently with the mayors and Waka Kotahi where plans were presented for future works in the region, provided funding was available. The drawings of three roundabouts

were included, which looked like something copied and pasted from the internet, with no design elements or lane widths provided.

So I asked if there was going to be any consultation with industry as things progress and was responded to with an outright "THIS IS YOUR CONSULTATION," and no further discussion will be entered.

Plans for wire rope barriers, side rails, and turnaround bays were also presented along with pages of the costs of deaths throughout New Zealand (which is funded out of a different pot).

I could not help but think/suggest that the roundabouts were nothing but a false promise, but would be considered if everyone agreed to the wire rope barriers, etc. I suggest the roundabouts have already been taken off the table due to Labour's spending cuts on infrastructure and funding injections to rail, drug rehabilitation, and renaming of projects which would not fit on a normal business card.

Call Sandy Walker on 027 485 6038 or email: swalker@rtanz.co.nz



South Island seminar hailed a success

John Bond, Region Four: Christchurch, North Canterbury, Buller, Nelson, Marlborough



et me start by mentioning the the 31st annual NZI RTANZ South Island seminar, held on June 26 at the Mackenzie Country Hotel in Twizel. Feedback we have had from members has been very encouraging, with many enjoying the day and the way it was structured, with our guest MC, Doug Kamo, taking a leading role. He was extraordinary in the way he got people to engage, and kept members entertained throughout the day.

This was supported by our guest speakers, who were outstanding, providing a variety of topics, from our main sponsors talking about NZI's relationship with the

"Feedback we have had from members has been very encouraging."

RTANZ, then our guest speakers talking about transport insurance, succession planning, challenging Issues, keeping on top of employment, and other obligations. This was followed by in-cab cameras, life experience from military to civilian, Road to Success, and finally, technology—keeping it simple.

A big thank you goes out to all our guest speakers, who held our attention all day with some inspiring stories which one will remember for some time to come. In between the speeches we had morning tea, lunch, then afternoon tea, with Megan Talarico and her team providing us with the sustenance that everyone enjoyed. I believe this service also provided us with inspiration, no one went hungry, and there were plenty of smiles after each break. So, a big thank you, to Megan and the team at Mackenzie Country Hotel for looking after the Road Transport Association's guests and members as it was very much appreciated.

I would like to express my sincere thanks to Doug Kamo for the professional way he

MCed our seminar, so much so that the feedback forms we have received, requested we invite him to our next one in 2022. How great is that and if this were to be the case, I am sure Doug would not have a problem supporting us.



The Mackenzie Country Hotel in Twizel was the venue for this year's South Island seminar.



Elevate Crane Truck Services' new Truck #7 "The Ninja", is a Hino 5-axle crane truck with impressive performance.

Travelling down to the seminar on Friday, June 25, I had the privilege of hosting our guest speaker, Gary Endacott. From the moment he hopped into the car, the entertainment began and continued for the two days we were at Twizel. On Friday night we had both Doug and Gary at the table and to be honest, very rarely do I ever see one of our life members and his lovely wife laugh as much as I did on that night. I went to bed with sore sides and then had the same problem again on the Saturday night. Gary is a man who can instill hope and success into anyone, especially those with a disability. He is an amazing man whose feats are unbelievable but true, and it was great to have such a person speaking to us on Saturday evening.

It is amazing how one meets new people and then becomes friends just by association or having the privilege to meet such down-to-earth people, who can really inspire others. I hope that those who attended enjoyed themselves as much as I did and we look forward to entertaining you all again next year in 2022. We did have a couple who took offence to Gary's mannerism; however, it is difficult to cater for everyone, and I am sure those who enjoyed the evening will have fond memories.

Finally, I want to thank Paul Harrison, his family, and his team at Elevate Crane Truck Services, for inviting Simon and me to the launch of Truck #7 "The Ninja", at Sign Tech, Philipstown, on July 7. It was great to see this brand new Hino 5-axle crane truck coming into service for the very first time.

We do not often get to see new trucks close up prior to becoming part of the transport industry, so it was a privilege for us to see the size of this Palfinger 65002 SH Crane fitted perfectly on the rear of this vehicle. We were given a demonstration of how far the fully extended crane can reach, which was over 30m, and it can lift some 22,000kg at its safest distance.

Not being a crane operator, I was impressed with the new gear, so congratulations to Paul, and we all wish him and his new investment well for the future. I am sure we will see this beast travelling around the Canterbury region over the next few months.

Call John Bond on 027 444 8136 or email: jbond@rtanz.co.nz









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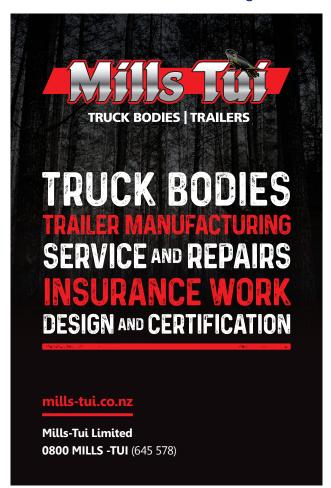
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