



Currency Excuses Don't Wash

By John Walley

The tired argument that we can do nothing about an overvalued currency has been well and truly worn out. Comments from the Reserve Bank and the Government that although the currency has had a bad impact on growth, this must simply be tolerated are hard to fathom when there are countries actively intervening in their currencies.

The recent coverage about 'currency wars' is in fact the position New Zealand has been in for a number of years. While other countries either pegged their currencies or ran loose monetary policy to keep them down, our tradeable sector bore the brunt of the capital inflows caused by New Zealand's comparatively high interest rates. No action was taken then and there is still no desire for change now.

Reserve Bank Governor Alan Bollard commented at the Finance and Expenditure Select Committee that in terms of intervening in the foreign exchange market:

"The times we feel we can be effective are when we are around the peak or trough of the cycle and also when the exchange rate setting may be fundamentally driven by domestic policy distortions."

November 2010

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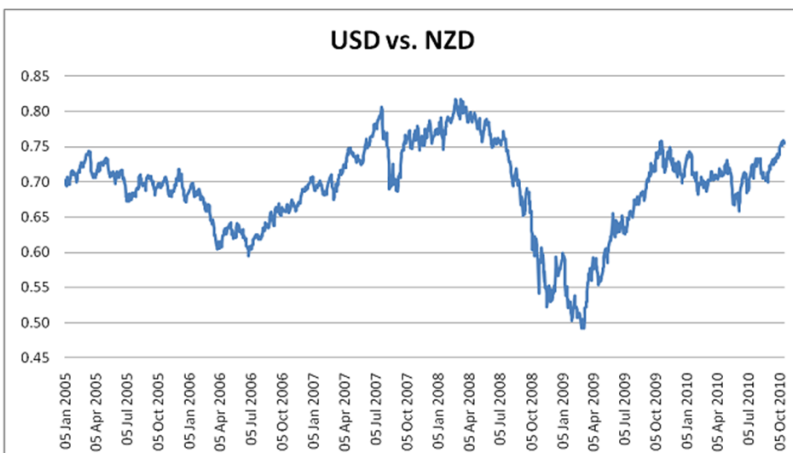
With a dollar this volatile some more proactive policy is required.

This quote from Business and Economic Research Limited's October Monthly Monitor sums up the situation:

"On the grounds that New Zealand is too small to move 'the market', our authorities have traditionally opposed intervention notwithstanding the fact that sterilised intervention is a long established concept in finance literature and widely implemented around the world of course, it can run into trouble when authorities are trying to maintain an over-valued exchange rate, without adequate foreign currency reserves with which to intervene."

But when the intervention is to prevent over-valuation, the only limit is the supply of a central bank's own currency. This is not a problem for a truly independent central bank that is not facing inflationary pressures. When countries as small as Mauritius are intervening to stabilise their exchange rate and are being complimented on it by the IMF, one wonders why the New Zealand authorities think it is beyond them."

If the Government and its officials are serious about rebalancing the economy the currency must be the number one issue. The so called rebalancing we have seen so far has simply been imports declining at a faster rate than exports as consumers struggle to afford them. The latest merchandise trade statistics showed that exports had declined 2.5 percent since the September quarter last year, to turn these numbers around we need a new approach.



Sales Up But Margins Shredded

The latest New Zealand Manufacturers and Exporters Association (NZMEA) Survey of Business Conditions completed during October 2010, shows total sales in September 2010 increased 23% (export sales increased by 16% with domestic sales increasing 28%) on September 2009.

The NZMEA survey sample this month covered NZ\$432m in annualised sales, with an export content of 35%.

Net confidence dropped to -11, down from the 40 result reported last month.

The current performance index (a combination of profitability and cash flow) is at 99.5, down from 107.5 in August, the change index (capacity utilisation, staff levels, orders and inventories) remained at 100, and the forecast index (investment, sales, profitability and staff) is at 103.5, down on August's result of 104.75. Anything less than 100 indicates a contraction.

Constraints reported were 78% markets, 11% capital and 11% skilled staff.

Staff numbers for October increased year on year by 6%.

"Sales numbers have continued to grow this month despite toughening trading conditions," says NZMEA Chief Executive John Walley. "Sales volumes are slowly increasing, but respondents have reported difficulty in converting interest into sales due to the uncertain environment."

"This difficulty and increasing concerns about the currency moving ever higher have seen the confidence rating turn negative for the first time in 2010."

"Growth depends on patchy market strength and margins on the lottery of currency movements. Manufacturers buying materials in US dollars and selling to Australia are doing well at the moment, but anyone selling in US dollars and Euros is having a really tough time."

"Skill shortages are starting to reappear with hands on engineers and software developers hard to recruit. There is the potential for these to get much worse with the Government removing 55 million dollars of apprentice training. If these funding cuts to the trades are persistent, expect to see serious shortages in five years or so."

"The major difficulty for export investment remains the high currency. While other export dependent nations seem ready to try any measure to maintain the international competitiveness of their currency. New Zealand perpetuates the myth that nothing can be done."

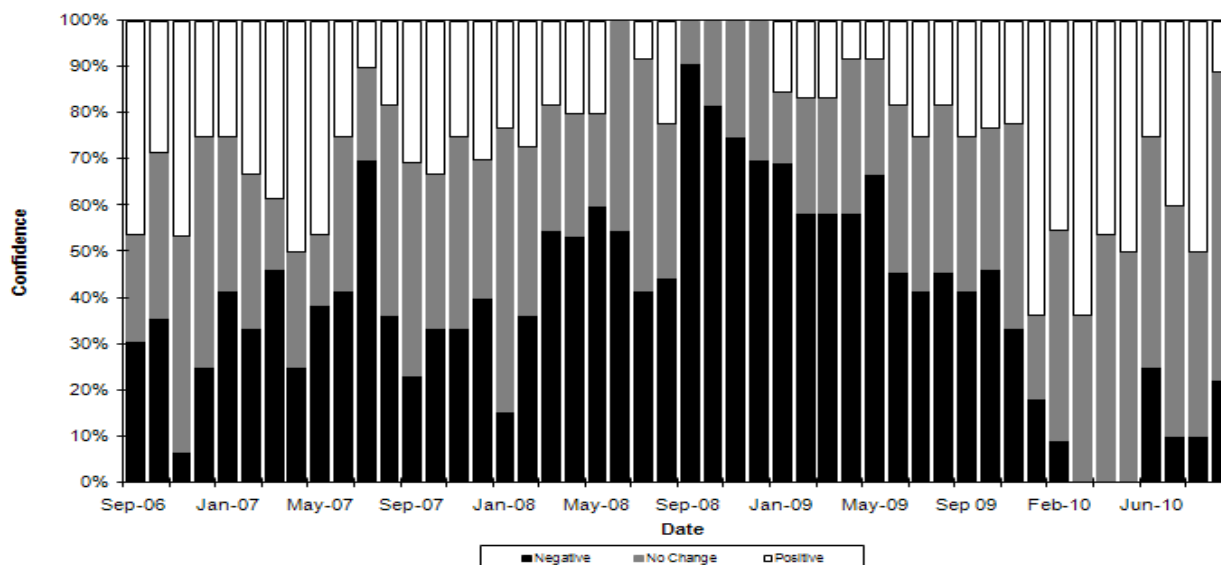
A recent comment from BERL in their Monthly Monitor sums up the situation:

"When countries as small as Mauritius are intervening to stabilise their exchange rate and are being complimented on it by the IMF, one wonders why the New Zealand authorities think it is beyond them."

"The argument that nothing can be done is an abdication of responsibility; the damage that the exchange rate is doing to our tradeable sector is irrevocable."

The New Zealand Manufacturers and Exporters Association survey gathers results from members around New Zealand. It provides a monthly snapshot of manufacturers and exporters' sales and sentiment.

Confidence



Coordinating Large Patent Portfolios – Single Family (Part II)

A lack of coordination in a patent portfolio can lead to massive cost blow-outs, inconsistency between patents, invalidity concerns and fragmented protection. The converse however, not only avoids the above problems, but also can lead to a tight package that can be readily worked, licensed or sold.

As an IP owner, you need to ensure that your investment in large portfolios is focused appropriately. It may be helpful for you to compare your IP attorney practices against these commonsense guidelines.

Communication

Receiving letters in a piecemeal fashion from your attorney in relation to a portfolio can be confusing.

Provision of tables which include actions, costs and dates for each country can assist the process. Regular meetings to discuss the coordination of the portfolio also work well and are important as the business strategy in a particular market may have changed.

National Phase Applications - Prosecution

The issues identified with coordinating the Patent Cooperation Treaty (PCT) and New Zealand applications are magnified when multiple applications are filed across many countries. However, if a favourable PCT examiner's report has been issued, then the issues are lessened (explored in my article on "Getting Value through the PCT process").

It should be appreciated that the examiners in each of the countries can raise different objections, conduct further searching, and operate unrelated timelines.

Therefore, it is important to have a single attorney managing a whole patent family portfolio. That way, the attorney is familiar across the portfolio with issues that have been raised by one patent office and whether it could be relevant in the prosecution of patent applications in other patent offices.

Coordinating prosecution of these multiple applications can include something as simple as reviewing an entire portfolio to provide prior art for a US Information Disclosure Statement (IDS), to juggling the timing of critical actions depending on feedback from certain jurisdictions.

For example, when an Examination Request is due to be paid by a particular date, a decision to proceed with this can depend upon whether a favourable report is received from another jurisdiction. Various techniques can be used in this instance including requesting expedited examination in some jurisdictions, and extension of times in others.

One simple technique is to submit claims with an Examination Request that has already been approved in other jurisdictions thereby saving adverse Examination Reports coming back in the first instance. The "Modified Examination" process in Australia takes this concept further.

Conclusion

A good attorney should be working with you hand-in-hand to ensure progress of each application is aligned with what is happening in your individual markets.

The next edition looks at the end of the process and also explores validity, scope and litigation issues across a portfolio.

This article was provided by James & Wells. If you require further information relating to this topic please contact us on email: mea@mea.org.nz or you can phone 0800 353 2540.

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Outsourcing Your Health, Safety and Wellness

How outsourcing could save you money and minimise the risk of a prosecution and huge fines?

“*Scientia potestas est* - Knowledge is power” is a truism for all aspects of life.

Accessing knowledge and skills to support and drive the health and safety effort in a business is a challenge for many employers. That there is a perceived need for a specific health and safety coordination role in the management structure is evidenced by the average salary for such positions rising each year to now exceed \$74,000 [Safeguard Survey 2009]. While there are an increasing number of individuals acquiring experience and knowledge in the broad field of health and safety, according to recent surveys less than a third have formal qualifications. Their experience is often limited to a narrow industry or workplace employment history. Dual roles of Human Resource / Health and Safety responsibility are common and tend to focus on the administrative functions rather than the practical needs. Finding an individual with good skills and knowledge across the health and safety spectrum is difficult.

Effective health and safety management requires more than just an operating system of policies and procedures. There is an ongoing need for technical knowledge and practical experience in the successful recognition and management of workplace hazards and the needs of the business requires are invariably greater than the in-house resources can deliver.

Many businesses have already found the way to resolve this issue. That is by “**outsourcing**”. Outsourcing typically means – contracting desired services from a third party.

Outsourcing typically involves contracting a health and safety organisations to manage the day to day safety activities of the organisation. These contracts can be as little as 2-4 hours a week/month depending on the size of the organisation and the risks to be managed. The average cost for outsourcing the health and safety function can be as little as \$100-\$200 dollars a week.

Trend of workplace fatalities by age groups

Age group	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	Grand Total
14 and under	3	3	4	3	3	2	3	2	2		25
15-24	4	7	8	8	5	8	4	10	10	3	67
25-34	7	14	11	8	3	10	7	6	6	4	76
35-44	7	8	14	12	12	15	8	6	7	6	95
45-54	5	14	17	10	6	13	15	13	12	5	110
55-64	8	19	13	9	8	5	14	7	11	9	103
65 and over	5	8	7	7	5	6	3	8	6	3	58
Unknown	2			5	5	6	1	1	1	1	22
Total Fatalities	41	73	74	62	47	65	55	53	55	31	556

However it is not possible to outsource all of the organisations health and safety responsibilities because they are entwined in legislation:

- The accountability for ensuring compliance remains with the organisation that has the responsibility at law.
- The penalties for getting it wrong are severe and potentially destructive to the organisation:
 - ⇒ Low culpability: a fine up to \$50,000.
 - ⇒ Medium culpability: a fine between \$50,000 and \$100,000.
 - ⇒ High culpability: a fine between \$100,000 and \$175,000.
 - ⇒ Extremely high culpability: a fine exceeding \$175,000.
- Businesses can (and do) outsource the management of their health and safety functions to a third party specialist and have them advise management, audit, run committee meetings, lead hazard management and investigate any accidents or incidents ensuring legislative compliance, and best practice standards are being met.
- There are inexpensive online compliance software programmes which are available to support the successful management of health and safety .

Outsourcing can save you money, minimise the risk of a prosecution and give access to cost effective health, safety, and wellness solutions by:

- Minimising the likelihood of a workplace serious harm injury to a team member.
- Ensuring that the technical expertise is available and idle capacity is eliminated.
- Reducing the time taken to document, implement and manage safety.
- Minimising overhead costs by not having the set-up costs and overheads associated with a full-time salaried position. The average health and safety Advisor salary is \$74k.
- Enabling access to a much wider and coherent range of health & safety knowledge and skills than can be found in individuals.
- Utilising online compliance software programmes that support the organisation and the Health and Safety specialist to monitor the organisations risks remotely and while on site.

This article was provided by TriEx Workplace Health, Safety & Wellness. If you require further information relating to this topic please contact us on email: mea@mea.org.nz or you can phone 0800 353 2540.

Able-X Exerciser Assists Rehabilitation

A computer game based arm rehabilitation device developed by IRL has won first prize in the prototype category of the 2010 Engineers Australia, College of Biomedical Engineering Better Technology Awards.

Led by Research Engineer Marcus King the device was developed by IRL's Assistive Devices Team in Christchurch and is being commercialised through Wellington based partner company Im-Able Ltd.

"It was a very special feeling to be recognised in front of the large group of scientific peers for excellence in the field that the conference was based around," says Marcus King.

The winning entry comprised a system of arm rehabilitation devices that allow a person with arm disability resulting from neurological injury to exercise their arm while playing engaging computer games.

"This award gives credibility to our research and shows that we are leading the way in rehabilitation science – an essential requirement for securing future funding," says Marcus King.

In collaboration with Christchurch based companies Stickmen Studios and Pukka Design Studio, Marcus developed a rehabilitation system that comprises a suite of three devices and is suitable for people across a range of disabilities, from very severely paralysed to almost able-bodied.

The system has undergone a clinical pilot trial at the University of Otago's Rehabilitative Exercise and Activity for Life Neurology Research Group, which has shown very promising results.

"We're getting significant movement benefits from almost all of the people that have taken part in the trials," says Marcus King. "We've had reports of people that might have had one arm paralysed and have been having to drive their car single-handed and they can now use both hands on the steering wheel at once."

The Able-X will be the first product to be prototyped for production with a market release planned for late 2010. It incorporates an inertial sensor game console developed by Taiwanese based IRL collaborator the Industrial Technology Research Institute (ITRI) and enables a bilateral exercise regime to be created.

CEO of Im-Able Ltd Sunil Vather says the launch of Able-X is eagerly anticipated.

"Our first batch of prototypes were sold within days and we are currently in full scale production. Feedback from users has been very positive and the award will help validate our offering."

The award was presented at the recent Australian Rehabilitation and Assistive Technology Association's National Conference in Hobart, at which Marcus presented a paper detailing a computerised table-top exerciser for stroke survivors.

This article was provided by Industrial Research Limited. If you require further information relating to this topic please contact us on email: mea@mea.org.nz or phone 0800 353 2540.



The NZMEA appreciates the support of those members who participate on our monthly and quarterly Survey of Business Conditions.

Our survey is the only survey, that we are aware of in New Zealand, that compares actual performance current month against the same month last year and contrasts that with a current measurement of confidence. As such the NZMEA survey has unique value when compared to the other "opinion and feeling" surveys conducted by other organisations. Without the open support of our members the survey would not be possible.

The survey is used to comment on performance, confidence and the relationship of the two and as a vehicle to promote NZMEA policy.

Monthly Survey of Business Conditions

The survey triggers media interest and enquiry on manufacturing and exporting issues on a periodic basis. Without the survey it would be difficult to keep the media profile we have been able to generate to date.

If you would like to participate as a regular contributor to our surveys please contact Trudy Diggs on 03 353 2542 or via email at trudydiggs@mea.org.nz. The survey is circulated electronically. Confidentiality of sensitive information is assured.

Forums

Forum start times vary but generally sessions run for 90 minutes. Forums are open to all members of your staff, and to both members and non-members of the NZMEA. For more information and to register on-line visit: www.mea.org.nz, select **Events/Training** for the full list of events. Or you can contact us on 0800 353 2540 or email: mea@mea.org.nz.

Visual Performance Management

Tuesday 16 November, 4:00pm, Auckland

This Forum will teach you how using good numbers and real time data collection will help you make effective decisions that will solve problems and take frustration out of the workplace.

Who should attend? Anyone who is managing a team and would like to understand how to use visual systems effectively.

Facilitator: **Nilesh Pandit** is a business management professional with qualifications in engineering, operations management and information systems with 20+ years of experience in manufacturing industries.

Emissions Trading Scheme - Are You Ready?

Tuesday 16 November, 4:00pm, Christchurch

On the 1st July 2010 the Emissions Trading Scheme (ETS) came into effect putting a price on greenhouse emissions. Since the release of the Government's framework for an Emissions Trading Scheme, there have been significant announcements and proposed solutions.

Who should attend? Anyone involved in or interested in the Emissions Trading Scheme.

Facilitators: **Murray Harrington** leads the South Island Climate Change team working closely with the national PricewaterhouseCoopers Climate Change specialists. Murray and the team have worked with a number of clients throughout the South Island providing both assurance and advisory services in relation to the ETS.

Risk Management in Uncertain Times

Thursday 18 November, 4:00pm, Auckland

You need to protect your business from the demise of some of your own customer base, and quickly get to grips with handling liquidators, receivers and administrators to help maximise returns.

Let this Forum show you how you can help your business limit its risks and exposure in these uncertain times, and to help your business survive the demise of a customer by enhancing your negotiating position with an insolvency practitioner.

Who should attend? Owners, managers, financial and credit controllers.

Facilitator: **Shaun Adams**, Head of Restructuring and Insolvency from KPMG, has been in the insolvency profession for more than 25 years, assisting companies and individuals with severe financial pressures.



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Certified in Production & Inventory Management (CPIM): Strategic Management of Resources **Starts Thursday 24 February, Christchurch, 5 half days**

Explore the relationship of existing and emerging processes and technologies to manufacturing strategy and supply chain-related functions. The course addresses three main topics: aligning resources with the strategic plan, configuring and integrating operating processes to support the strategic plan, and implementing change.

Topics Include:

- Competitive Market Issues
- Choices Affecting Facilities, Supply Chain, Information Technology, and Organisational Design
- Configuring and Integrating Internal Processes
- Evaluating and Managing Projects.
-

Who should attend? Supply chain professionals wanting to complete their CPIM qualification, Master Planners and Schedulers, Operations Managers, Sales and Marketing Managers, because of the depth on demand planning and Demand Managers.

Registration Closes Thursday 17 February.

For further details on this programme and to register online visit www.mea.org.nz and go to Events/Training.



Technology Transfer Voucher - Applications Now Open

New funding to access high-quality science and research expertise to realise innovative ideas is now within reach for more Kiwi businesses.

Vouchers will be awarded to businesses with limited or no in-house research and development (R&D) capability, and with well-defined problems or ideas that will benefit from the R&D expertise and services in a research organisation.

The programme is run by the Foundation for Research, Science and Technology's TechNZ business investment programme and will provide a business with 50 per cent funding to work with an accredited R&D partner. Businesses are required to pay the other half.

Vouchers will be awarded through an on demand process – so it's first in, first served for businesses which meet the eligibility criteria and fit the objectives of the programme.

The Technology Transfer Voucher is additional to \$70 million of R&D funding already available to business in 2010/2011 through TechNZ. To apply for a Technology Transfer Voucher, go to www.technzvoucher.co.nz.

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NZMEA Member Profile: Diecasting Solutions Limited

A change from building plastic mould tools to diecasting has paid off for Diecasting Solutions. They have proved that word of mouth marketing and efficient manufacturing are still a recipe for success.

Co-Director of Diecasting Solutions (NZ) Ltd David Dale says that; "A lack of knowledge of the die casting industry has made it difficult to attain funding for new machines", but despite this, and little marketing effort, they have managed to expand business.



Products vary from angle brackets, to LPG bottle screws, fence strainers.

The journey for Diecasting Solutions started in the back of an old North Shore factory. Mr Dale had identified an absence of players in the Australasian die casting industry and set about converting a plastic moulding machine into a die casting machine. From there word of mouth has lifted demand to the point where four machines are now used.



The die casting process consists of injecting 430 degree molten metal (zinc in Diecasting Solution's case), under high pressure, into water cooled moulds made out of hardened tool steel. Once the die is filled the pressure is maintained until the casting has solidified. The die is then opened and the castings are ejected.



Diecasting Solutions have adopted Throughput Live and Lean Manufacturing processes to reduce their overheads. Their fast die casting machines also allow them to run up to five dies at a time and they can change dies in nine minutes.

The lack of die casting in New Zealand means that new staff members must be trained on site taking about six months, but Dale says "it is the ability to manage the process from design to manufacture that ensures quality. Well trained staff are key to this process."

The low overheads combined with the speed and quality of manufacture provides the point of difference that sets Diecasting Solutions apart according to Dale. "We have secured every job we have quoted on in the past two years despite lower labour costs in China," he says.

Now that there is a proven die casting market in Australasia and further afield, Diecasting Solutions are looking to expand their marketing and even to set up a manufacturing cell in Australia.

The MEA would like to thank David Dale of Diecasting Solutions (NZ) Ltd for his time in helping us prepare this article. If you require any further information relating to this article please contact the NZMEA at mea@mea.org.nz or 0800 353 2540.

Management and Board Separation

An all too frequent complaint on the performance of some Boards is their tendency to become heavily involved in the day-to-day management of the business and consequently lose sight of their primary tasks. This can be particularly evident when the Board is composed primarily of owners or executives, who remain deeply attached to providing advice on how management should perform its duties.

When is Heavy Board Involvement Valid?

As the primary function of a Board is the protection of the interests of the shareholders, and therefore the growth and future survival of the business, the Board needs be more deeply involved in the short term only when the business is under threat. This is not to take over management's role, but to give that depth of experience briefly required to see the business through the crisis.

Examples of such situations are:

- Failure of management to achieve the annual plan.
- Unexpected consequences of a recession or currency crisis.
- Natural disasters like earthquakes where the business is threatened.

In these cases, the Board joins management as a short term crisis action team to give support and guidance to the recovery of the business and to resuming being on track of the annual plan. The Board then reverts to its primary functions while monitoring management's performance of its tasks rather than advising on how it should carry them out.

What Keeps the Board Focused on its Tasks?

A sound method of ensuring the Board sticks to its primary functions is to define its roles and duties in clear governance board policies and developing a Board meeting agendas around fulfilling those pre agreed obligations.

These Board policies would usually cover:

- How the Board operates and behaves.
- The setting and implementation of the strategic direction of the business.
- The engagement and review of management.
- Gives boundaries to management and the annual plan.
- Provides safeguards against major risks.
- Protection to major strategic relationships.

Board policies can be developed gradually over time or fast tracked by the use of templates, focusing on those of greatest urgency. Usually a Board can cope with two or three policies for consideration or adoption at each Board meeting and with a comprehensive set comprising thirty or so, it can be seen to be a solid task over well over a year.

Policies should state their review time frame which is in line with the organisation's annual programme of activities. For example, the strategic direction policy is reviewed immediately prior to the resetting of the strategic direction for the company, or major insurance cover changes occur near the time of their annual review.

Another major benefit of formal Board policies is the provision of a structure for the review by the Board of major risks to the business including that of statutory compliance either through external audit or the use of a Board Audit Committee. This can apply to health and safety, dangerous goods and the numerous other Acts individual businesses must comply with. Many business failures can be seen to have originated by the Board not being aware of whether the business is meeting its statutory requirements nor knowing what was actually going on in the business.

Also, the company's founders can define the critical determinants of the strategic direction of the business and its culture within Board policies that management contracts to fulfill, with the Board retaining control over what matters to them. The Board pre agrees on the expected outcomes of the business and measures the results against those outcomes.

This removes the issue of the Board relying only on the information management chooses to give them, as the Board has predetermined its information needs and laid down what it regularly wishes to monitor. In this way the Board is able to delegate the running of the enterprise and to hold management accountable for achieving pre agreed outcomes. Expectations have been predetermined by Board policies and there is no confusion as to what is acceptable. Sound Board policies certainly pay off.

This article was provided by the Livingstone Business Coaching Group. If you require further information relating to this topic please contact us on email: mea@mea.org.nz or phone 0800 353 2540.

Huge Damages Awarded to Employer

Employers Can Sue Employees in Employment Relations Authority

Readers will be well aware that the Authority deals with all personal grievances and other claims brought by employees against employers. However, many might not be aware that the Authority also has jurisdiction to award damages against employees who breach their employment agreements. This means that if an employee breaches their employment agreement and causes loss to the employer, the employer can sue the employee in certain circumstances the employee to recover damages in the Authority. This can be a very handy tool for employers because the Authority process is generally faster and more “*user friendly*” than the District Court or High Court.

Bank Sues Negligent Manager

A striking example of an employer’s ability to use the Authority to sue an employee came with the recent case of *ANZ National Bank v Hussain* (AA 34/10; Member Arthur; 29/1/10). The Bank had employed Mr Hussain as a mobile mortgage manager from January 2005 to September 2007. In August 2007 he was suspended while the Bank investigated allegations that Mr Hussain had breached Bank procedures for processing mortgage applications. Shortly after his suspension, and before completion of the disciplinary process, Mr. Hussain resigned from his employment.

The Bank applied to the Authority for orders requiring Mr Hussain to pay penalties for breaching his terms of employment and declaring him liable to pay damages for the losses resulting from those breaches. The Bank claimed that Mr Hussain did not properly check valuation reports and other information on which it relied to lend money to some customers who it later identified as part of an organised fraud scheme. The Bank claimed that Mr Hussain either knew about the fraud or that he did not exercise the care and skill required of him under the terms of employment agreement when checking the reports and other information provided by those customers. Mr Hussain denied the Bank’s claim and raised a personal grievance for constructive dismissal.

After investigating the matter, the Authority was not satisfied that Mr Hussain was knowingly involved in the fraudulent scheme, but it was satisfied that he had breached the terms of his employment by not carrying out his duties with reasonable diligence and that he had “*prejudiced the safe and proper conduct of the employer’s business.*”

The Authority was also satisfied that Mr Hussain’s breaches had caused the Bank significant losses and, in an initial decision issued in January this year, ordered him to pay penalties totaling \$54,000.00 to the Bank. After a further investigation meeting in July this year, the Authority issued a further decision in which it ordered him to pay damages of \$1.28 million to the Bank.

Law Cuts Both Ways

The amounts ordered for penalties and damages in the *Hussain* case are, as far as we are aware, unprecedented for the Authority. However, the decision is based on the very well-known principle that if a party breaches a contract and causes loss to the other party, the party in breach will have to pay damages where they are as a direct result and are not too remote. This basic principle of contract law applies equally to employment agreements. Most cases that go to the Authority deal with claims of breach of obligations owed by employers to employees and the employee seeking compensation. However, the general legal principle cuts both ways and if an employee breaches their employment duties and causes the employer loss, the employer can use the Authority to recover damages from the employee.

Commonplace examples of employee breaches causing loss to employers are vehicle accidents caused by employee carelessness, traffic fines, damage to goods, failure to invoice correctly, or employer incurring liability for a third party through employee negligence. Employee carelessness may also give rise to disciplinary inquiries resulting in warnings or dismissal, but disciplinary action is not necessarily the employer’s only recourse; the employer can also require reimbursement of the loss from the employee. If satisfactory arrangements cannot be negotiated, the employer has the right to recover the loss via the Authority, even if the employment relationship is continuing.

This article was provided by Lane Neave Lawyers. If you require further information relating to this topic please contact us on email: mea@mea.org.nz or phone 0800 353 2540.

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| <ul style="list-style-type: none">➤ Strategic Business Development➤ Business & Technology Planning➤ Business Coaching➤ Market Research & Marketing➤ Export Marketing➤ Advertising & Branding➤ Communications & PR➤ Import & Export➤ Customs, Logistics & International Freight Forwarding Services, Including Part Container Services➤ Finance, FOREX & Banking➤ Accounting, Payroll & Tax➤ Investment Capital➤ Insurance Services➤ Debt Collection➤ Business Sales & Valuation➤ Research & Development Services➤ Product & Prototype Development➤ Product Design Process➤ Intellectual Property Risk Assessment & Commercialisation➤ Intellectual Property Patent Registration➤ Engineering Analysis, CAD & FEA➤ Project Management➤ Operations Management➤ Theory of Constraints➤ Lean Manufacturing Programmes➤ Competitive & Agile Manufacturing➤ Kanban, Production Planning & Scheduling | <ul style="list-style-type: none">➤ Condition Monitoring - Products & Services➤ Risk Management➤ ERP, MRP Solutions➤ Supply Chain Management & Certified in Production & Inventory Management (CPIM)➤ IT Systems - Design & Implementation➤ Website & Software Development➤ Industrial Automation & Control➤ Recruitment & Selection➤ Human Resources Management➤ Conflict Resolution & Mediation➤ Employee & Immigrant Settlement Management➤ Management, Leadership & Team Training➤ Training Analysis➤ Knowledge & Information Management➤ Employment Law➤ Change Management➤ Temporary Staff➤ Technical Publications➤ Business Graphics & Printing➤ Energy, Water & Waste Auditing➤ QC & QS Management➤ Health & Safety Systems & Training➤ International Travel➤ Fire Evacuation & Compliance➤ Drug Testing➤ Maintenance & Asset Management➤ Factory & Plant Efficiency & Utilisation➤ Strategic Pricing➤ Company Boards & Governance |
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We facilitate relationships and transactions between manufacturers and exporters FREE of charge.

Where the Association facilitates a transaction with Associate Members a standard charge, or referral fee applies. This is invoiced to the Associate Member providing the service. These fees vary between Associates and reflect a wide variety of pricing models. The fee is constructed to be less than the usual marketing overhead recovery component of an Associate's pricing which enables a saving for Associates while using competitive market pricing which benefits all parties involved.



Membership Benefits

Awareness: The opportunity to attend member only, free events, with leading speakers on issues of interest to manufacturers and exporters.

Networking: Probably the key activity of the NZMEA, your participation in any NZMEA event will build your network with people who have similar experiences or problems and some will have solutions.

If you have any questions regarding our Membership Benefits please contact us:
website: www.mea.org.nz, phone: 0800 353 2540, email: mea@mea.org.nz

what's on

Monday	Tuesday	Wednesday	Thursday	Friday
<p>1 Marlborough Anniversary</p> <p>Programme: National Diploma in Competitive Manufacturing (Auckland)</p> <p>November</p>	<p>2 Programme: National Diploma in Competitive Manufacturing (Auckland)</p>	<p>3 Workshop: Leading and Coaching Teams (Christchurch)</p> <p>Engineers Industry Group Meeting (Christchurch)</p>	<p>4</p>	<p>5</p>
<p>8</p>	<p>9 Forum: Intellectual Property Perspectives (Christchurch)</p>	<p>10 Workshop: HSNO Approved Handler Training (Christchurch)</p>	<p>11</p>	<p>12 Canterbury Anniversary</p>
<p>15 NZMEA Executive Meeting (Auckland)</p>	<p>16 Forum: Emissions Trading Scheme - Are You Ready? (Christchurch)</p> <p>Forum: Lean Manufacturing Visual Performance Management (Auckland)</p>	<p>17</p>	<p>18 Forum: Risk Management in Uncertain Times (Auckland)</p>	<p>19</p>
<p>22</p>	<p>23 Forum: Lean Manufacturing Visual Performance Management (Christchurch)</p>	<p>24</p>	<p>25</p>	<p>26</p>
<p>29 Chatham Islands / Westland Anniversary</p>	<p>30</p>	<p>1</p> <p>December</p>	<p>2 Programme: National Diploma in Competitive Manufacturing (Christchurch)</p>	<p>3 Furniture Trade Group Meeting</p>
<p>6 Programme: National Diploma in Competitive Manufacturing (Auckland)</p> <p>Programme: First Line Management (Christchurch)</p>	<p>7 Programme: First Line Management (Christchurch)</p>	<p>8</p>	<p>9</p>	<p>10</p>
<p>13 NZMEA CEO Forum (Christchurch)</p>	<p>14</p>	<p>15</p>	<p>16</p>	<p>17</p>
<p>20</p>	<p>21</p>	<p>22</p>	<p>23 NZMEA Office closes 5pm and reopens 10 January 2011</p>	<p>24</p>
<p>27 Christmas Day Holiday Observed</p>	<p>28 Boxing Day Holiday Observed</p>	<p>29</p>	<p>30</p>	<p>31</p>