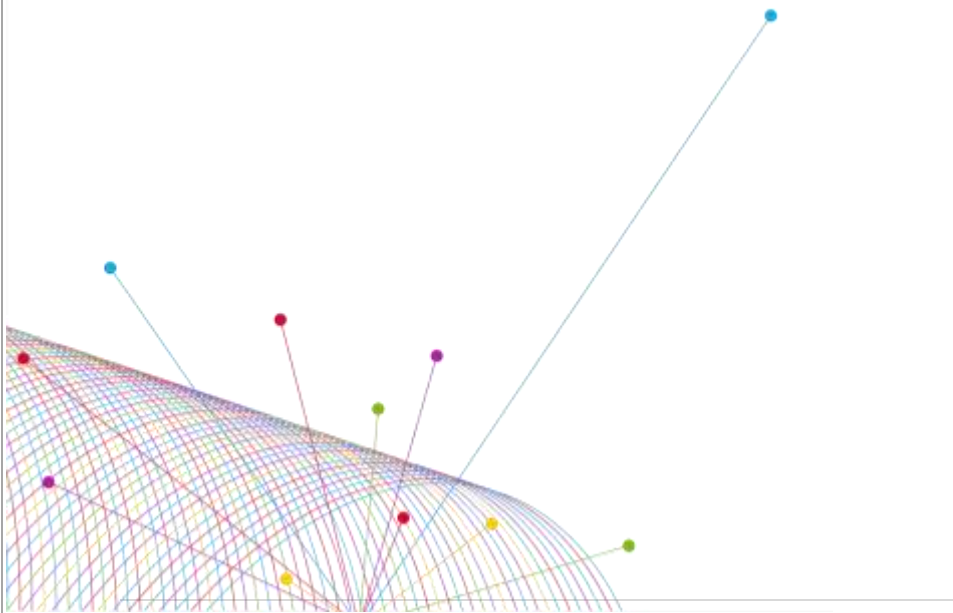


Health and Safety Attitudes and Behaviours in the New Zealand Workforce: A Study of Workers and Employers

2014 QUALITATIVE RESEARCH
FORESTRY REPORT

APRIL 2015



CITATION

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1. EXECUTIVE SUMMARY



1. INTRODUCTION

The National Programmes Baseline Research involves engagement with employees and employers in WorkSafe Priority Sectors. It has three stages: 1) Desk Research; 2) Qualitative Research; 3) Quantitative Research. It will inform National Programme design and development, at an overall level and for each of the WorkSafe Priority Sectors. It will also provide benchmark measures that can be tracked over time.

This report presents Forestry sector findings for the Qualitative Research. The purpose of this research was to investigate key themes with regard to Health and Safety, including the identification of a spread of attitudes to be confirmed quantitatively. The total qualitative research sample involved 97 in-depth interviews and mini-groups, conducted 3-28 March 2014 inclusive. 15 interviews were conducted in the Forestry sector.

1.2 WORKPLACE HEALTH AND SAFETY IN CONTEXT

High risk sectors share common cultural characteristics including being: driven by pride; masculine and hierarchical; under pressure; and increasingly diverse. Characteristics that are unique to particular sectors include: being competitive and adrenalin driven (mainly in Forestry); being independent and isolated (mainly in Agriculture); and lacking cohesion (mainly in Manufacturing).

Across and within sectors there are widely varying views on the relative importance of Health and Safety. The way Health and Safety is seen also fluctuates depending on business and personal pressures. Across the board health is generally seen to be a personal issue rather than something that has broader implications

- **In Forestry**, Health and Safety is a number one driver in many businesses, and relatively high publicity of accidents/fatalities means even newcomers recognise it as an inherently risky industry
- **In Agriculture**, Health and Safety is considered important but something that can get in the way of day-to-day farming. Unpredictability of agricultural work may foster a fatalistic attitude
- **In Construction**, Health and Safety is one risk dealt with in the daily routine. The sector seems complacent about Health and Safety and lacking urgency about current accident/injury rates
- **In Manufacturing**, Health and Safety is not a top of mind concern and few see their job as risky. Dangers are largely seen to be mitigated by common sense, machine guarding and processes.

Views on who is responsible for Health and Safety are also mixed. In many business structures, the immediate boss often sets the tone for employees in terms of how Health and Safety is regarded.

1.3 KNOWLEDGE AND UNDERSTANDING

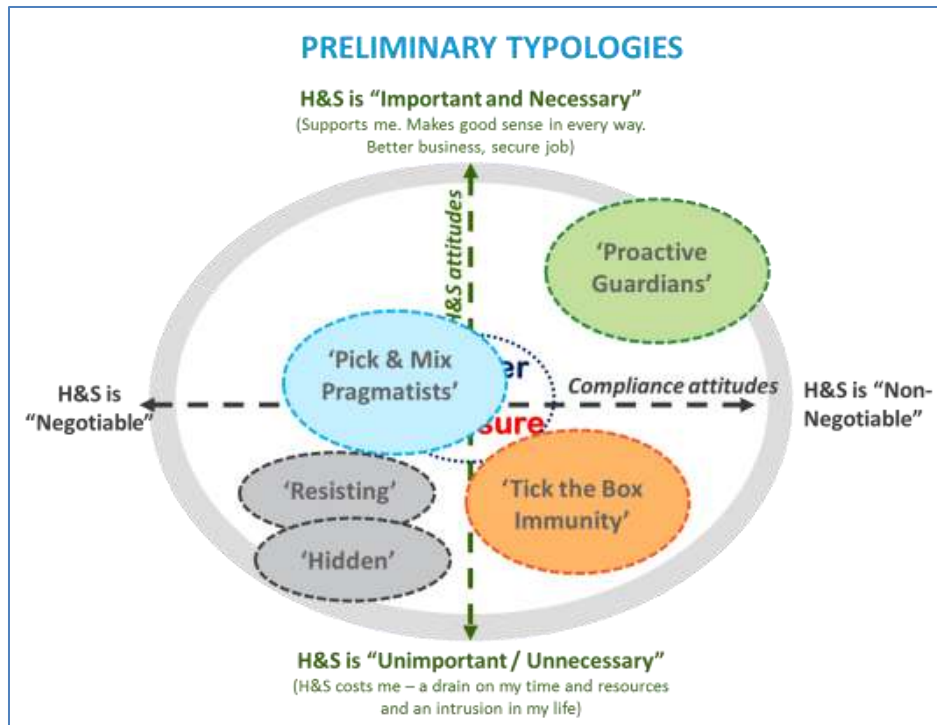
Attitudes to and perception of risk is fluid and subjective. Some people are very risk-averse whereas others actively seek out risk and regard it as a fundamental element of masculinity and freedom. Even for those who shun risk, complacency can set in easily, most often when a task is habitual, when people are under pressure and when experience leads to over-confidence.

Awareness and understanding of the rules and regulations is patchy in all sectors excepting Forestry. The majority perceive there are more rules than required. No-one said that more regulations are required.

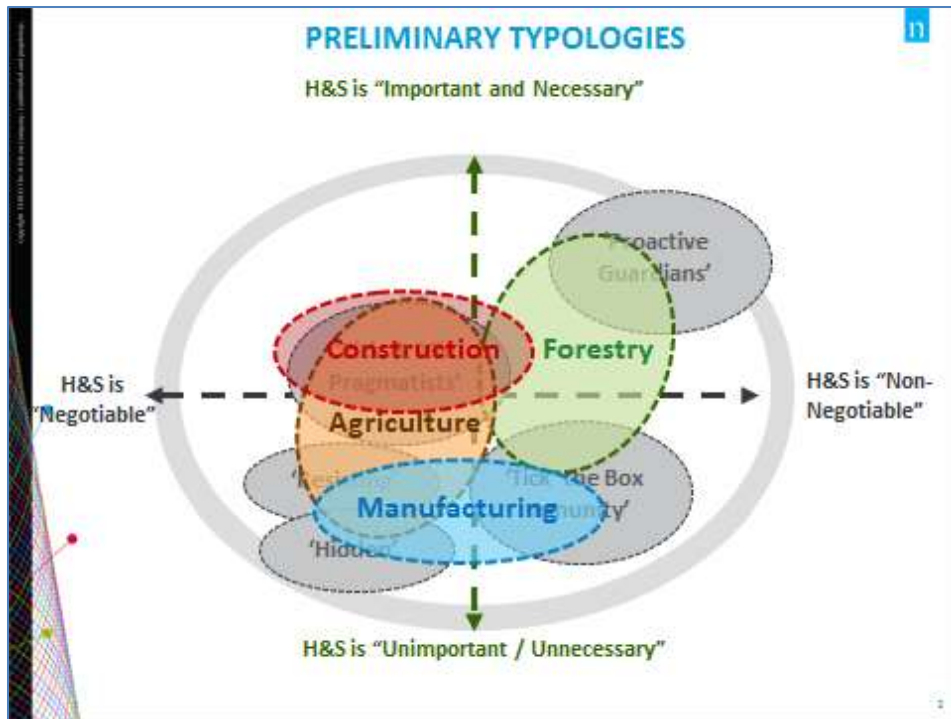
1.4 SEGMENTATION

A qualitative segmentation has been developed which positions workers and bosses in one of four quadrants according to attitudes and behaviour. This is an indicative segmentation and the spread of attitudes will be confirmed quantitatively. At the heart of the segmentation are Prosperity and Pressure. There are five typologies for both bosses and workers:

1. **Proactive Guardians** – driven by the need to protect. They actively embrace Health and Safety and it is as important as profit. These people see its role and value in the workplace and how it contributes positively to the business. Health and Safety makes good business sense.
2. **Pick and Mix Pragmatists** – driven by self-reliance and self-confidence. They trust their own intuition and experience above all and take calculated risks. They value Health and Safety but they only adhere to it when they want to and feel that if they apply common sense then Health and Safety will be taken care of. They are likely to feel that some of the rules go too far.
3. **Tick the Box Immunity** – driven by fear of prosecution or censure. They want to cover their tracks. They adhere to Health and Safety rules but there is no positive emotional engagement. They think only about themselves rather than the welfare of others.
4. **Resisting** – driven by the need for freedom. They are libertarians with a streak of anti-authority. They reject Health and Safety and they talk of the nanny/police state. For them, Health and Safety is a hindrance rather than a help. They are essentially fatalistic.
5. **Hidden** – driven by ignorance. They mostly are unaware of Health and Safety rules. Mostly they are young, inexperienced workers and migrants with limited or no English, typically from South-East Asia, China, South America, India and the Middle East. These people are very vulnerable.



Forestry has its heart in Proactive Guardians and it straddles into Tick the Box Immunity. The nature of Forestry work and the fact that it is seen by those in the industry to be high risk, means that there is a strong representation of Proactive Guardians who are vigilant regarding Health and Safety and ensuring that the sector is as safe as possible. However, the microscope that the industry has been under, coupled with mounting rules and regulations, is forcing many into Tick the Box Immunity where they are paying lip-service to Health and Safety so as being seen to be doing the right thing, but not inherently believing in it.



1.5 COMMUNICATIONS

There are considerable sector differences in the nature and amount of Health and Safety information and education sources received, and perceptions of these. However, some constant themes emerge as follows:

- Visual, interactive, face-to-face demonstrations are considered the most effective means of teaching good Health and Safety practices.
- The use of technology to communicate is increasing. Many suggest this could be more widely used to disseminate Health and Safety information, and/or fulfil Health and Safety requirements.
- Authentic work stories of harm are a main learning tool, particularly when workers are emotionally connected to the story-teller who has experienced the harm.
- Workers pay attention to the experienced and mature 'wise men' in their sector.
- Many workers have a preference to up-take information that has an entertainment or an emotive component. Dry and boring information is less likely to 'stick', compared with games, powerful images, humour and so on.

Looking forward, the key messages from communications should centre on: The positive effect of Health and Safety; A challenge to complacency; Pride for wins and successes; An emotional connection (family, lifestyle, freedom, being able to do what I love); Health as well as Safety.

Potential future communication themes might include: Pride; Prosperity; Individual responsibility; Protecting what you love; and A call to leadership.

1.6 PERCEPTIONS OF WORKSAFE NZ

Awareness and understanding of WorkSafe NZ is low. Most people, except those in Forestry, had not heard of WorkSafe NZ, so there is no real sense of what the organisation was doing, and how it might differ from previous regulators. Many want WorkSafe NZ to take the role of 'trusted expert advisor and ally', rather than to have an overly policing role.

1.7 SUMMARY AND RECOMMENDATIONS






The following table provides a summary of key triggers and barriers to workplace Health and Safety, at a cross-sector level.

TRIGGERS	BARRIERS
<p><u>Attitudinal</u></p> <ul style="list-style-type: none"> • High sense of risk • View Health and Safety as non-negotiable / highly normalised • Consider Health and Safety to add value to the business / protect assets • Understand importance of Health, as well as Safety • Care about co-workers – not just bottom line • Likelihood of enforcement perceived to be high • ‘No blame’ culture • High sense of personal responsibility <p><u>Personal</u></p> <ul style="list-style-type: none"> • Good mental and emotional health <p><u>Practical</u></p> <ul style="list-style-type: none"> • Good appreciation of key Health and Safety risks, current causes / rates of accidents/fatalities • Solid understanding of Health and Safety practices, and effective feedback loops (e.g. about ‘near misses’) • Good training of new entrants; rigorous inductions • Firm commitment to Health and Safety from immediate boss <u>and</u> business owners • Good understanding of workers’ rights and responsibilities • Effective Health and Safety systems – e.g. daily briefings, checklists, etc. • Worker-friendly Health and Safety materials / communications • Strong and appropriate penalties for non-compliance • Compliance procedures are simple, cost-effective • Effective and safe channels for whistle blowing / speaking out 	<p><u>Attitudinal</u></p> <ul style="list-style-type: none"> • Low sense of risk • Prepared to compromise Health and Safety to ‘get the job done’ • Consider Health and Safety a financial drain • Consider Health a private and personal concern • Focused primarily on bottom line • Consider enforcement unlikely • Fear of speaking out • Low sense of personal responsibility <p><u>Personal</u></p> <ul style="list-style-type: none"> • Fatigue; Ill health; Stress/depression; Addictions <p><u>Practical</u></p> <ul style="list-style-type: none"> • Low understanding of risks, current causes / rates of accidents/fatalities • Low/patchy knowledge of Health and Safety practices, and poor feedback loops • Poor supervision and training of new entrants • Production pressure / deadlines • Skills shortages / lack of experienced ‘work-ready’ employees • Immediate boss not committed to Health and Safety and/or business owner lacks concern • Ad hoc / piecemeal Health and Safety systems • Ineffective communication messages/materials/channels • Weak or inappropriate penalties for non-compliance • Compliance procedures are complex, unnecessarily costly • Ineffective / unsafe channels for whistle blowing / speaking out

TARGETING TYPOLOGIES

At the core of the segmentation model is the drive to PROSPER, coupled with PRESSURE to succeed. WorkSafe NZ interventions and messages need to show: 1) *“This will help you prosper”*; and 2) *“We understand the realities of working under pressure”*....and *“Here are the techniques and tools to deal with pressure situations”*. Key recommendations for targeting each typology are summarised below:

LOOKING FORWARD: DIFFERENT APPROACHES FOR DIFFERENT TYPOLOGIES

<p>PROACTIVE GUARDIANS</p> 	<p>The Proactive Guardian does not need motivation to change, but needs acknowledgment, encouragement, rewards, resources and support to continue so they have a positive impact on employees/co-workers And don't become disillusioned and lapse into one of the other segments.</p>
<p>PICK & MIX PRAGMATISTS</p> 	<p>There is the potential for high levels of motivation to change if Pick and Mix Pragmatists are reminded that good Health and Safety is the right thing to do, and given the tools to do it quickly and cost-effectively.</p>
<p>TICK THE BOX IMMUNITY</p> 	<p>If employing others, the Tick the Box Immunity individual will be motivated by the business argument. They may also be motivated to change if they are persuaded to reflect on mateship and everyone pulling together and how important this is in a field of work that is inherently risky and dangerous. An entry point might be their looking out for others younger than them.</p>
<p>RESISTING</p> 	<p>Enforcement is a key motivator for the Resisting type. They need to be made aware of the reality of penalties and fines. There may also be the potential to 'name and shame'. Ultimately, for the hardcore Resisting individuals it is peer group pressure that is most likely to effect a change.</p>
<p>HIDDEN</p> 	<p>The Hidden need education to be made aware of the rules and their rights as workers and they also need support e.g. an anonymous migrant helpline for advice, information etc.</p>

2. INTRODUCTION



2.1 THE NATIONAL PROGRAMMES BASELINE RESEARCH

WorkSafe NZ has commissioned Nielsen to undertake a multi-stage research study: 'The National Programmes Baseline Research'. The study involves engagement with employees and employers in WorkSafe Priority Sectors.

The overall purpose of the National Programmes Baseline Research is to:

- Inform National Programme design and development, at an overall level and for each of the Priority Sectors.
- Provide a benchmark measure of attitudes and behaviours that can be tracked over time.

Key objectives for the National Programmes Baseline Research are to understand and assess:

1. Sector audience understanding of Health and Safety issues within the sectors.
2. Target audience understanding and state of knowledge of regulations, legal requirements and employment rights with a special focus on high risk worker groups in each sector including Māori, Pacific Island and immigrant workers (nationally) and target audiences working on the Canterbury Rebuild.
3. Sector audience understanding of specific risk factors within the sectors and how these can be mitigated.
4. The relative importance of Health and Safety in the workplace as compared to other business or workplace priorities.
5. Views on who is responsible for Health and Safety issues on worksites.
6. The perceived barriers to greater Health and Safety performance on worksites and key business or personal motivators that could inform programme design.
7. Awareness of the Health and Safety programmes, interventions and/or resources available to the sectors.
8. The most effective way of delivering Health and Safety information, guidance and standards for target audiences within each sector including:
 - a. Current sources of information and education
 - b. The information needs and preferences of different target audiences within the core sectors
 - c. The most appropriate information format including style, format, tone and language (including identifying any literacy skills gaps that may influence communication effectiveness)
 - d. The most effective communication channels
 - e. The most effective communications, messaging or creative executions with the target audience groups.

The National Programmes Baseline Research has three key stages as shown in the table below.

NATIONAL PROGRAMMES BASELINE RESEARCH			
STAGE	ACTIVITIES	TIMING	OUTPUTS
1. Desk research and framework development	<ul style="list-style-type: none"> - Desk research - Stakeholder consultation 	January – March 2014	<ul style="list-style-type: none"> - Contextual summary for each sector - Detailed Research Framework
2. Qualitative research	<ul style="list-style-type: none"> - In-depth interviews and focus groups with employees and employers in 4 Priority Sectors 	March – June 2014	<ul style="list-style-type: none"> - Presentation of Interim Findings - 1 Cross-Sector Report - 4 Sector Reports
3. Quantitative research	<ul style="list-style-type: none"> - Online and self-completion surveys with employees and employers in Priority Sectors 	June – August 2014	<ul style="list-style-type: none"> - Measurement of key factors

2.2 QUALITATIVE RESEARCH: PURPOSE, METHOD & SAMPLE

PURPOSE

The overall purpose of the qualitative research component of the study was to provide in-depth and detailed information and insights to inform programme design and development, both at an overall level, and specific to each of the four sectors. The qualitative research was also used to inform the design of quantitative survey questionnaires.

The qualitative research is intended to complement the quantitative research. It was based on a small, purposive sample – so findings are indicative, rather than definitive. The quantitative surveys will provide robust measures that can be tracked over time.

This Forestry sector report may be read in conjunction with the Cross-sector report for sector comparisons.

METHODOLOGY

In-depth individual interviews were conducted with those working in Forestry. These lasted 1-1.5 hours. Interviews were undertaken by a team of experienced qualitative researchers, using semi-structured discussion guides (included in the Appendix). Fieldwork was conducted 3-28 March 2014 inclusive.

SAMPLE

The qualitative research sample is summarised in the table below. The sample included employers and employees from four Priority Sectors, from a range of locations. It was weighted towards those deemed 'At Risk' - indicated via self-selected attitudinal statements and word of mouth community network recruitment. Within each sector three 'Good Practice' interviews were undertaken in order to understand how Health and Safety is currently successfully implemented in the workplace.

Across each sector there was a representation of ethnicities – Pacific Island, Māori and immigrants including Chinese, Filipino and Indian peoples.

QUALITATIVE RESEARCH SAMPLE			
SECTOR / LOCATIONS	'AT RISK' INTERVIEWS	'GOOD PRACTICE' INTERVIEWS	TOTAL
Agriculture - Northland, Waikato, Bay of Plenty, Canterbury and Otago	22	3	25
Forestry - Nelson, Central North Island, Northland and Christchurch	15	3	18
Construction - Auckland, Christchurch and Dunedin	26	3	29
Manufacturing - Auckland and Wellington	22	3	25
TOTAL	85	12	97

A full Forestry sample description is included in the Appendix.

Please note that there was a limitation to the number of extreme risk/really bad practice individuals Nielsen interviewed, as by their nature they fly under the radar and are resistant to talking about the issue of Health and Safety. Thus, much of what these people are like in terms of their behaviours and attitudes has been extrapolated from what the people we spoke to had observed or experienced (e.g. an employee might talk about a current/former poor Health and Safety boss, but we were unable to access an interview with that individual; a colleague might refer to workmates who exhibit very risky behaviour in the workplace).

3. WORKPLACE HEALTH AND SAFETY IN CONTEXT



3. INTRODUCTION

This section of the report presents insights about the context for Health and Safety attitudes and behaviour. It covers:

- The relationship between *overall* workplace culture, and Health and Safety culture.
- The relative importance of Health and Safety in the workplace as compared to other business or workplace priorities.
- Views on who is responsible for Health and Safety on worksites.

3.1 OVERALL WORKPLACE CULTURE

Culture can be defined as having shared beliefs and values about what is normal, having common characteristics, practices and activities that shape and enforce actions.

The qualitative research has highlighted the huge impact that workplace culture has on Health and Safety practice in high risk sectors. At a fundamental level, workplace culture drives prevailing attitudes towards Health and Safety and it can facilitate or impede compliance and Good Practice. Workplace culture also frames individual and company-wide responses to WorkSafe NZ interventions and communications' strategies.

A brief snap-shot of key cultural characteristics of high risk sectors is presented below.

DRIVEN BY PRIDE

Across the sectors for many employers and employees there is strong pride in the nature of the work that people do and the sense of personal prowess and satisfaction. They are proud of their contribution to the economy, their skills, their ability to problem solve, their authenticity and physical selves. Men and women in these sectors see themselves as the heart of New Zealand, using their 'can do will do' attitude and acumen to make, shape and grow the fundamentals of life and living. At heart, there is the satisfaction of a tangible job well done.

Those working in Forestry are passionate and communicative about their profession. Good skills are highly respected and earned with pride, and there is a competitive spirit that goes with that - who has the "mintest stumps", who can pull the most wood, who has "safe mana".

Employees and employers expressed a sense that those outside the sector underestimate their achievements and the inherent risks and challenges of their worksites. In particular, those involved in physical work can sometimes feel dismissed by outsiders who often underestimate the talent and problem solving needed to bring goods to market.

"After a good day you say 'I cut all that up, all those truckloads of wood going, that's me'." (Worker)

MASCULINE AND HIERARCHICAL

Employees and employers from all four sectors describe the prevailing workplace culture as masculine and hierarchical. People working within the sectors consider themselves staunch, stoic and strong.

In relation to Health and Safety, the positive aspects of a more masculine, hierarchical culture include:

- **Comradeship** – Genuine friendship and care for each other's safety.
- **Pragmatism and resourcefulness** – Using good judgment and common sense to stay safe.
- **Discipline** – Working together like a well-drilled army unit; or a team of A-grade rugby players.
- **Straight-talking and direct** – Open and direct communication; pulling 'shirkers' into line.
- **Competition** – Taking pride in good accident / injury rates.

The negative aspects of a more masculine, hierarchical culture may include:

- **Overconfidence / Risk-taking - A belief that all you need is 'common sense' to stay safe; being driven by bravado.**
- **Fear of challenging authority / Reluctance to speak out** – Assuming that the 'boss knows best'; not wanting to dent the pride of other men by telling them what to do/pulling them up on unsafe behaviour.
- **Fear of seeming weak** - 'Soldiering on', being reluctant to seek help, even when they need it.

"If somebody stuffs up, well they get told about it." (Worker)

UNDER PRESSURE

Employers and employees from all sectors describe themselves and their business as being under significant pressure.

In Forestry, many participants mention that business risks have increased and rewards decreased, especially for contractors who are weighing heavy debt, contractual uncertainty and the usual variables in weather and worker capability.

"I've had insurance providers going, why the hell would you borrow that sort of money on that sort of contract with that sort of risk and that sort of return. Why would you do it?" (Contractor)

INCREASINGLY DIVERSE

Intergenerational differences in Health and Safety attitudes and behaviours are apparent. Under 40 year olds tend to be more accepting of Health and Safety messages and are used to being the target for other social messages. Younger people also appear more likely than older workers to have had formal Health and Safety training. However, their lack of experience and under-developed skills may place them at greater risk of safety issues.

Older workers benefit from experience, but may be resistant to ‘unnecessary’ Health and Safety regulations, thinking that they know better. Older workers’ declining health may also place them at greater risk of Health and Safety issues. An ageing workforce and poor health such as the obesity/diabetes epidemic is a concern particularly for larger employers.

Cultural and ethnic differences across the workforce also influence Health and Safety attitudes and behaviours. In particular, unskilled, non-English speaking migrants or migrants with limited English are often mentioned as a high risk group. Key issues include:

- Little or no understanding of New Zealand Health and Safety practices. This becomes more of an issue if the country of origin has more relaxed practices than New Zealand.
- Limited exposure to protective gear. No habits of wearing gloves, masks or goggles.
- Lack of understanding of the chemicals or products being used.
- Little or no formal training, or formal training not reinforced.

COMPETITIVE AND ADRENALIN DRIVEN

Many of those working in Forestry talk about the exhilaration and sense of freedom that comes from working outdoors. Some also talk of the ‘adrenalin buzz’ that comes from working with power tools and the inherent risks involved in Forestry. There is also a strong competitive element to Forestry work.

“It’s dangerous work so you have to have your wits about you. I think that element of risk and danger is the excitement that keeps you motivated and focused.” (Contractor)

THE PULL OF THE OUTDOORS, FREEDOM, FUN AND MATESHIP

Men drawn to Forestry talk easily of their limited schooling and early struggles with reading and writing. These men felt confined and bored in classrooms and longed for the freedom and honesty of the outdoors especially when it involved fishing, and pig and deer hunting with close mates. The culture of being in the bush is has traditionally been about freedom, independence, fun, exhilaration and friendship.

“Out of a crew of 5 all of us do hunting, fishing and diving, it’s a bit of freedom.” (Contractor)

“I’m majorly into outdoors, I was really into fishing, diving, hunting, pig hunting and a lot of the guys in the Forestry are into that same sort of aspect as well, so you ...it all sort of blends in really.” (Worker)

OPEN AND DIRECT

Forestry workers are known for being straight-up, there’s no room for being ‘politically correct’. Open and direct oral communication, honesty, integrity, genuine friendship and care for each other’s safety, are part of the Forestry crew culture at its best. Clowns and “dickheads” are quickly “shown the road” - in a high risk environment the need to trust and rely on each other is imperative.

“Blunt people, they call a spade a spade. But you get used to it. You’ve got to be honest with what’s going on and if somebody stuffs up, well they get told about it.” (Worker)

“In smaller crews you genuinely care about each other. You get an atmosphere or a culture where you go fishing, diving, hunting together. I go to work knowing that I have given my guys the best chance of having an incident free day. It’s all about trust, you have to trust each other.” (Contractor)

CHALLENGING AND TESTING

Forestry is seen to challenge mind, body and soul in equal parts and both satisfies and exhausts workers because of this. Forestry is not for the faint hearted or the reckless. Workers feel that those outside of Forestry completely underestimate the mental agility and constant decision making and problem solving needed.

Many Forestry workers are still putting in long hours. The work is often hard, in windy, dusty, hot difficult terrain...and you’re expected to pull your weight. This is especially so in smaller crews where people have to be multi skilled and generalists. Shirkers get pulled into line very quickly. In this way there is a strong sense of fair play in crews.

With the physical demands of putting your “balls on the line” comes a mental and physical toughness, and that can mean work hard, play hard for some.

*“For sure they go hard, they work hard, play hard. They don’t have two beers after work, they have two boxes....working the chainsaw you have to build up a mental toughness, you become quite hard.”
(Contractor)*

“There’s no such thing as a minor accident. If you get hit by a machine...our light machines are 12 tonnes, our heavy machines are 20 or 30 tonnes. Chainsaws... if you get hit by a chainsaw, a chain at speed it cuts wood, and skin really doesn’t slow it down much. And then even if you just walking around... a spike of a log, a branch sticking out ...just a foot long ...you walk into that with your leg it takes a big hole out of your leg... it takes a fair bit of skin.” (Worker)

TEAM WORK NEEDED FOR SURVIVAL

Forestry is a masculine culture and men can be “hard” but it is not macho. Heroes get cut down to size because you “can’t bullshit your way through” and each member of the crew relies on another. Everyone has to play their part like a team of A grade Rugby players.

“You need to work as one. To trust that they’re not going to fell one towards you. You’ve got to have a pretty good idea on what he’s like working to put your trust in him because he’s got to watch your back as much as you’ve got to watch theirs, because of the amount of risk involved. So you’ve got to know a certain amount of him on his personal level to form that trust.” (Contractor)

3.2 RELATIVE IMPORTANCE OF HEALTH AND SAFETY

The core motivation to participate in Health and Safety is continuance of business for employers and certainty of livelihood for employees. As such, Health and Safety sits within a context of financial survival. For many, it is being assessed reactively and tactically as a cost to the business – “can we afford to do this?” - especially if the market is seen to reward non compliers. Health and Safety attitudes and behaviour may also be compromised by *personal* pressures, such as ill-health, stress, being in debt, etc.

The Health and Safety conversation is largely focused around *safety*. ‘Health’ barely gets a look in unless people are working with hazardous materials or in dangerous environments where risks to health have been independently identified and processes are in place. Health is also generally seen to be a *private* issue for individuals.

In Forestry, Health and Safety is a number one driver in many of the businesses because the physical risk is the business risk. For many, debt loads are so high that loss of income due to shut down is unthinkable and loss of life - of their friends, their mates - is unbearable.

“I say Health and Safety is the most important thing in our industry because there’s nothing worse, and especially for me being an owner of a crew - than someone getting hurt or dying in your crew. I couldn’t live with that because they’ve become some of my best mates and their partners, like we’re a family.”
(Contractor))

3.3 RESPONSIBILITY FOR HEALTH AND SAFETY

In many business structures, the immediate boss often sets the tone for employees in terms of how Health and Safety is regarded. It can be a case of leading – for good or bad – by example. If the boss prioritises Health and Safety above the other considerations then this flows through to the workers.

In Forestry, everyone is seen to be responsible for Health and Safety; for their own safety and for others. It is a matter of life and death in a fast moving and ever changing environment. Even experienced crews that resist Health and Safety compliance know the need to operate safely (first hand report). Untrained newcomers, unfamiliar with Forestry but 'handy with a chainsaw' are less aware of the risks involved.

Many in the sector comment that the responsibility for Health and Safety ought to belong to everyone in the supply chain, but this is currently not happening. They perceive a degree of complicity within the supply chain where some are turning a blind eye to Health and Safety compliance to suit their own needs. The ideal is that each part of the supply chain becomes more accountable to the other; delivering on promises, being fair and not compromising Health and Safety by passing problems down the line.

“You’re not going to survive for long without an injury unless you have got your wits about you, and you are thinking safety.” (Contractor)

4. KNOWLEDGE AND UNDERSTANDING



4. INTRODUCTION

This section of the report presents preliminary qualitative insights in relation to:

- Knowledge and understanding of key issues and specific risks, in relation to Health and Safety
- Knowledge and understanding of Health and Safety regulations and requirements.

4.1 UNDERSTANDING OF ISSUES AND RISKS

CROSS-SECTOR THEMES

Concerns are primarily driven by personal experience or the perception of the seriousness of the harm suffered.

While some sectors and tasks are seen as inherently riskier than others, in the absence of objective standards, perception of risk is subjective and fluid. It is influenced by personal experience and confidence; workplace and cultural norms, the functional and emotional support and resources available, and human factors such as wellbeing and focus. Employers or employees may view a high risk task as low risk because they feel that they have taken every precaution, have experience and feel confident. Some people view risk in terms of the functional requirements e.g. X task is dangerous because the blade is sharp, while others view risk in terms of the human factors - any task will be more risky if the operator is tired, ill, poorly trained etc.

Across all sectors, people can become complacent to risk especially if the task is habitual and if they are under pressure. Working closely and often with physical risk can give people a strong sense of self confidence which results in the risk being downplayed.

Perceiving that a sector is inherently 'high risk' has both positive and negative impacts. On the positive side, it means there is a grounded rationale for Health and Safety messages in the industry. The negative side is that it can generate the attitude that if everything is a risk you can't cover for all eventualities.

Some employers and employees are risk-seekers, rather than risk averse. For some, the element of risk can reflect masculine values – bravery, being staunch, etc. For others, risk can be a source of escape in sectors where so much is beyond one's control (weather, interest rates, currency values etc.) – e.g. riding the quad bike without the helmet is a manifestation of personal freedom.

In all sectors, new and inexperienced workers are seen to be particularly vulnerable to risk, as a result of:

- Not understanding the risks or consequences of the risks / overconfidence
- Not having the foundation skills required such as dexterity, intuitive understanding, love of tools, problem-solving
- Not having learnt the regulations or struggling to make sense of the regulations
- A lack of real commitment to learning Good Practice
- Being afraid to speak out for fear of being stigmatized, or losing their job
- No-one on a site taking on the responsibility of role modelling good behaviours
- Susceptibility to negative peer influence. Learn to see near misses as a 'laugh'.

UNDERSTANDING OF ISSUES AND RISKS: FORESTRY

Overall sense of risk: HIGH

The current harm in Forestry is causing alarm for everyone. It is recognised to be a high risk industry. Risk and team work mean that many rely on developing a 'sixth sense'. There is risk all the time and risk assessment and decision making in Forestry is subjective – at every moment someone has to make a judgement call. Risk awareness is particularly high for people managing smaller crews where a lot of effort is taken in assessing and accommodating the stress levels of workers. There is a sense that in bigger crews and in machines that people will be protected by procedures, technology and metal and that the feeling of exposure to risk is lessened.

Despite the general consensus that Forestry is a high-risk industry, it should be noted that all participants talked of having taken shortcuts at various times, and taking 'calculated' risks – particularly in response to production pressures.

High concern issues and risks

- Emotional and physical stress (including fatigue and dehydration): lapses of concentration can lead to accidents (being in the wrong place, driving/operating machinery without due care) – crushing and death
- Production pressure, leading to corners being cut and complicity in the supply chain (where good practitioners are being undercut by non-compliant crews). Also including younger fallers and new recruits who are trying to 'please the boss' and meet expectations.
- Inadequate supervision and variable training (in felling and breaking out, in particular)
- Variability/unpredictability of trees/trees falling: risk being hit by them leading to severe injury and death
- Machinery: if not used or maintained properly then loss of limb, death
- Hang-up: crushed limbs, death
- Rolling logs: crushing, squashing of limbs
- Butt flicking back out: physical injury, death
- Sailers: head/limb injury, death
- Fatigue: same as above

Medium concern issues and risks

- Loneliness: can lead to drink/drug use, potentially depression
- Debris and changing weather in the forest - slips and trips, skin grazes

Low concern issues and risks

- Exposure to mud, cold, wind, rain, dust and sun: exhaustion and fatigue leads to mistakes being made

"One is the variability of everything. So every tree is different. The topography of the location where people are working is highly variable, and it's also affected by the weather. So you're dealing with things that can move without notice." (Contractor)

“I had my accident too, near the very end of the day, because you’re getting tired and then as you get fatigued your concentration levels drop considerably if there’s a lot of pressure to produce, particularly in the hotter weather.” (Supervisor)

“The biggest risk in the industry is that younger guys are getting out in situations where they’re not competent and they’re too scared to say something.” (Contractor)

4.2 UNDERSTANDING OF REGULATIONS AND REQUIREMENTS

Although those in Forestry were aware of the approved Code of Practice for Health and Safety in forest operations, across the other three sectors there was only limited to no awareness of Health and Safety rules and regulations. The Good Practice employers were more likely to know about rules and to share these with their workforce. Individuals did not claim to feel exposed or necessarily vulnerable and many seem to be quite pragmatic. No-one seemed to believe that there are not enough regulations and a number had a sense that there were probably too many even if they could not articulate them. Further, there was a general lack of confidence in relation to feeling that individuals know what they need to know. Few said they could list the rules and regulations if required. Workers (and especially migrant and inexperienced workers) tended not to know their rights, and even if they had a vague understanding of them, these rights were felt to be hollow in the presence of a bad practice boss and the need to earn a wage to make a living. Good Practice employers do ensure that their workers know their rights and will share these rights with the worker when they start on the farm, on site at the factory etc.

The qualitative research did not involve a detailed exploration of participants’ understanding of Health and Safety regulations and requirements. Some high level findings are noted below.

In Forestry, all research participants knew of the approved Code of Practice for Health and Safety in forest operations and welcomed it as a step towards standardisation of work practice in the sector. Younger newly certificated workers and contractors in charge of larger and more visible workplaces were more familiar with the details of ACOP’s regulations than older experienced workers. Knowledge of ACOP regulations was based on frequency of task – e.g. high knowledge and adherence where tasks were common (e.g. tree felling and the two tree length rule), and less knowledge when tasks were uncommon (e.g. rules around tree driving).

In general, the Health and Safety regulations in Forestry are seen as fit for purpose, although some tweaks are suggested. Some are fearful that the current anxiety around fatalities is prompting rule changes that *“aren’t well thought through”* – and that rules are being ‘dumbed down’ for the ‘lowest common denominator’. The 20 metre retreat rule is cited as an example where giving a precise measure may backfire. There is also mention of the requirement to wear gloves to sharpen saws, and the difference in thinning versus pruning.

5. SEGMENTATION



5. INTRODUCTION

This section of the report provides a description of a preliminary segmentation model, and the five audience segments that are evident within it. The model accounts for perceptions of both employers and employees.

During the qualitative research discussions a huge variety of attitudes were expressed and behaviours revealed – both across and within sectors, and different working roles. Despite this variation, some clear **typologies** emerged, characterised by similar mind-sets and behavioural patterns. Typologies were analysed carefully to understand their similarities and differences at an *underlying* level – i.e. the core motivational drivers. On the basis of this analysis, a **preliminary model** for segmenting the target audience has been developed.

The purpose of the segmentation model is to provide a framework to underpin future strategies for WorkSafe NZ interventions and communications strategies. A range of different audience typologies means that a ‘one-size-fits-all’ approach will not suffice. An in-depth understanding of different segments will allow WorkSafe NZ to prioritise its efforts to gain maximum returns, through targeted and tailored approaches.

5.1 OVERVIEW OF THE PRELIMINARY SEGMENTATION MODEL

At the heart of the model is a core motivation that is common to all employers and workers across all sectors, at all levels: the drive to PROSPER. For employers, this means sustaining and growing the business, striving to be more competitive, protecting reputations. For employees, this means job security, opportunities for personal success and financial rewards, job satisfaction and career advancement.

Intrinsically linked to the drive to prosper, and also sitting at the heart of this model, is PRESSURE to succeed and perform – and how this impacts on Health and Safety behaviour. Pressure is experienced by employers and workers from across all sectors, at all levels. It comes from a complex array of internal and external sources and is constantly fluctuating. Key segments can essentially be defined by how they respond to Health and Safety when under pressure.

The preliminary segmentation model is based on two key dimensions. These form continuums that tease the different attitudes apart:

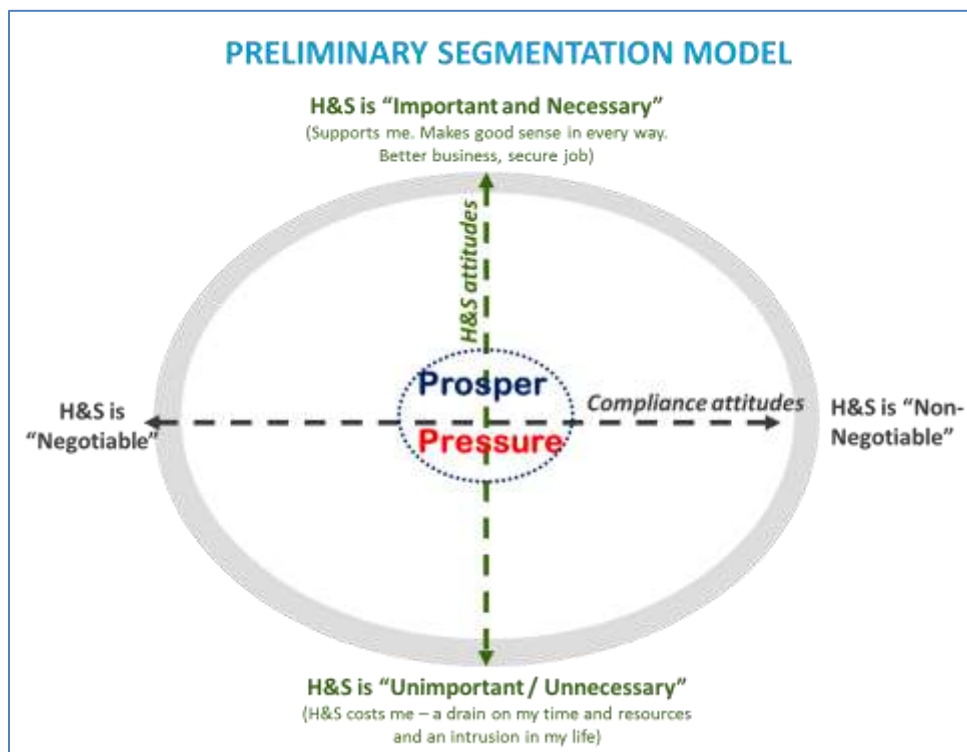
1. Perceived importance and value of Health and Safety:

- The core motivational driver of those who fall at the HIGH end of this spectrum is: **“Health and Safety Supports and Protects me”**. Health and Safety is seen to make good sense in every way – contributing to a better business and more secure jobs. A deep understanding of Health and Safety risks often underpins this core belief
- The core motivational driver of those who fall at the LOW end of this spectrum is: **“Health and Safety Costs me”**. Health and Safety is seen as a drain on time and resources, and an intrusion in terms of running the business, or getting one’s job done. A shallow understanding of Health and Safety risks often underpins this core belief.

2. Perceived importance and value in complying with Health and Safety requirements:

- The core belief of those who fall at the HIGH end of this spectrum is: **“Health and Safety compliance is non-negotiable”**. Health and Safety is fully accepted as ‘the rules of the land’
- The core belief of those who fall at the LOW end of this spectrum is: **“Health and Safety compliance is negotiable”**. Health and Safety can be compromised if necessary, to suit business or personal needs.

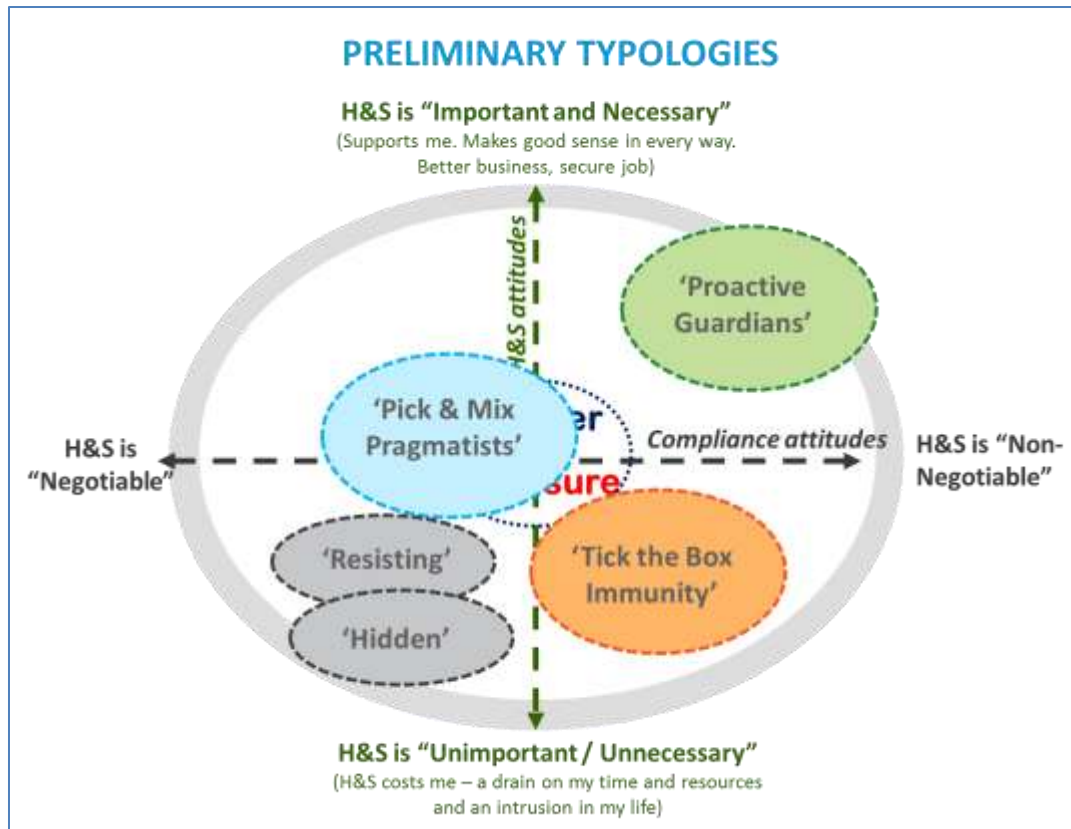
The preliminary segmentation model is summarised in the diagram below:



OVERVIEW OF THE FIVE QUALITATIVE TYPOLOGIES

The preliminary segmentation model includes five typologies, occupying a different space on the framework as shown below. Each has been given a working title that captures the core expression:

- **'Proactive Guardians'**: Champions of Health and Safety who are fully connected with the rationale for Health and Safety, and realise its value in terms of how it can help the business as well as keeping the individual safe. Driven by genuine care, prepared to go the extra mile. More than compliant
- **'Pick and Mix Pragmatists'**: Know what constitutes good Health and Safety and practise it often, but prepared to compromise when they are pushed and under time/financial pressure – the Goal Conflict Scenario. At heart, believe Health and Safety is 'common sense' and 'calculated risks' are acceptable in order to get the job done. Somewhat compliant
- **'Tick the Box Immunity'**: Fearful of the financial consequences of not adhering to Health and Safety but emotionally quite unengaged as they see it as an expensive drain on the business. Do the basics and 'tick the box' for accountability, rather than embracing Health and Safety. Shallow compliance
- **'Resisting'**: The Resisting are libertarians who kick back against the rules – flouting Health and Safety rules intentionally. Actively non-compliant
- **'Hidden'**: The Hidden are those who are unaware of Health and Safety practices, so their non-compliance is inadvertent. This group tends to be inexperienced young workers and some migrant workers. Inadvertently non-compliant



Each segment is described in detail in the following pages and specifics for each individual sector can be found in the Sector Specific reports.

5.2 THE FIVE TYPOLOGIES – IN DETAIL

PROACTIVE GUARDIANS



Motivations and drivers

- **Motivation:** to create **sustainable business / job** and **safeguard workers / “look after my mates”**
- Driven by **integrity and a need to care**
- They want to **avoid emotional distress (business / job or loss of life)**

Behaviours

- At an individual level, a worker in a crew may be someone who **fervently ‘looks out for his mates’**, someone who **thinks about ‘the next guy in line’**, someone who **steps forward to contribute** in tailgate meetings.
- At the **smaller end** of the sector – contractors who are Proactive Guardians in independent crews often get involved in their workers’ personal lives trying to **help workers with things like budgeting, relationships, parenting and literacy**.
- These people **put the well-being and safety of their workers ahead of production targets**. **Proactive Guardians can sometimes get burned** from getting too involved with their workers problems, and find that they have to back away to more neutral ground.
- At the **larger end** of the sector, **Proactive Guardians are people who are using systems to embed Health and Safety accountability into every part of their business** in a way that makes it easy for workers to comply and capture information so that it can be used to feed-back insight to the business.

Portrait

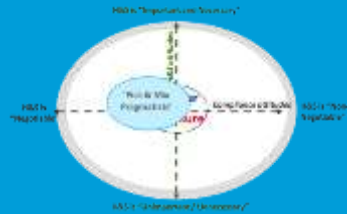
- These people can be **individual workers who participate actively in Health and Safety and strive to look out for their mates**.
- Or they are **typically experienced bosses, contractors and supervisors** who feel a **great deal of responsibility towards their workers and their businesses** and they are **strong advocates** of Health and Safety.

Portrait continued

- They believe that **good Health and Safety helps 'grow' their workers, ensures a sustainable business and drives more efficient and easier work.**
- They are **emotionally and financially invested in the problem solving** around Health and Safety, they see the benefits clearly and they **put an extraordinary amount of effort** in.
- They **strive to create a Health and Safety culture within the business**; for them Health and Safety is **not just about compliance, it is fundamentally about respect and care for self and others**, and they are the **mainstay of good and caring Health and Safety practice.**
- **They are equally motivated by the needs of workers and the business.**
- They are **constantly seeking ways to bring more efficacy and safety into work practice** by looking at how **machinery, equipment and technology can be better designed and used, and how technology can be used to provide systems that guide people through compliance**, like alarms for people to call in and note contact times with the Faller.

"One of the boys today stayed out late last night so he was a bit tired and I noticed he wasn't doing things properlyI sort of said to him 'you a bit tired bro?' and then I took the slack.... I picked up the work for him, because I didn't want him to hurt himself...it was almost the end of the day but you've got to watch out for that sort of stuff, He was like 'ohh I'm alright'. I was like nah bro... because you notice what level people can do till the end of the day. You get to know he can go hard until 1 and then he's buggered." (Worker)

PICK & MIX PRAGMATISTS



NOTE: While this segment is typified by older Bushmen, all participants at some time have slipped into this segment driven by fatigue and production pressure and also, new entrants to the sector can start off here.

Motivations and drivers

- **Motivation:** To get **through the work as quickly as I can.**
- **Driven by self-reliance and the need for efficiency.**
- They **want to avoid** waste in time mainly.

Behaviours

- These men are often set in their ways and have habitual and sometimes idiosyncratic ways of doing things.
- They are often resistant to the need for documentation and they fail to understand the need to take note of everything and communicate it.
- Typically they fail to mention near misses unless reminded, seeing them as inconsequential, *'you call that a near miss!...in my day...'*, and they will default to verbal conversations around hazard identification.
- These men are more often likely to take "calculated risks", that is, they feel comfortable flouting the rules at times because of their perception of the risk taken at that time.
- They can **cause a lot of issues** for their bosses, because some days they adhere to the rules and some days they don't.

"Oh you know, you hop out without your steel cap boots on, you know that's a no-no, I know I get told off for that regularly, but to me the machine is parked up and there's no way anything can get me because I've got the machine between the working surface and where I'm going. And you know all I want is some more liquid, but no you've got to have your boots on." (Worker)

"It's just when you're working around machines, a couple of ones there, pretty much extreme a couple of things...well you're not allowed to walk around machines or anything, but you think, if you know where you're walking you'll be sweet, I've been told off a couple of times" (Worker)

Portrait

- This segment is more often older Bushmen who have been around for a long time. They usually have a lot of experience and they have learned their skills working directly with older hands in the bush. The bush is a lifestyle and vocation for them.
- Some feel trapped; it is physically harder for them but they can't afford to stop, they can't switch easily to another industry, and they are often semi-literate and not computer literate.
- While they appreciate the improvements in safety equipment like chainsaw mounts, mitts and chaps, they find much of Health and Safety a bit over the top – they feel the young ones should just toughen up and they regard documentation as bureaucracy gone mad.
- They are more likely to talk about risk assessment being “common sense” – if it looks dangerous be careful – although this is rare in Forestry these days where risk assessment is more often talked about as an “uncommon sense”. The trouble with “common sense” is that it is fine “*as long as common sense prevails*” but it collapses under pressure.

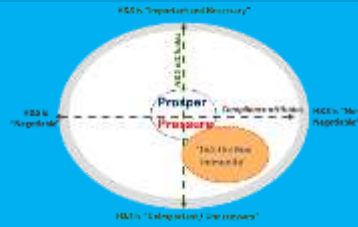
“Common sense only lasts so long. It prevails as long as you are in the right frame of mind.” (Worker)

- These men sit at the cusp of change and find it hard to understand the classroom training and the ease of certification compared to the years of hands-on experience that it took them.

“When they first started you know this national certificate system, they had two national certificates and it used to take you a few years to get them. And I worked through....it took me five years to get my first national certificate and then it took me another year to get my next two and when I went to get the presentation ceremony there was these 16-17 year olds who'd been through this Polytech course. I thought okay, I'm collecting two national certificates, this should be good and they collected six or seven and they were only 16 or 17. They'd done this 12 month course and they had supposedly enough experience to get you know all these national certificates. To me you get a national certificate when you are capable of doing it not when you've done a course and you've participated in the course. And that took the whole value off this national certificate, it just wiped the whole value as far as I was concerned.” (Worker)

- They can **cause a lot of issues** for their bosses, because some days they adhere to the rules and some days they don't.

TICK THE BOX IMMUNITY



Finding people to talk to who were overtly ‘at risk’ proved challenging in the Forestry research. Participants skirted the edges of this segment in the research but they had a lot to say about their perception that the “system” was in danger of encouraging shallow compliance.

Motivations and drivers

- **Motivation:** to avoid prosecution and safeguard the business reputation, cover my back.
- Driven by fear and a need for security.
- They want to avoid loss to the bottom line.

Behaviours and Portrait

- A ‘Tick the box’ response is driven by fear and being used as a way of off-loading responsibility to others, and it is taking the focus off the heart of Health and Safety i.e. the need to create a robust, inclusive and integrated Health and Safety culture.
- The drift to ‘Tick the Box Immunity’ attitudes is complex and confounded by some of the issues in the sector as a whole.
- The main issue is that in Forestry, compliance is almost a baseline indicator of Health and Safety – it says little about a robust and integrated Health and Safety culture BUT it is the ‘stuff that covers you in court’.

“It’s become a system of ‘I’ve covered my arse’. Sweet if any of you guys get hurt it’s in your hands. If you get a tree fall on you I know I won’t be going to court for it because I told you what to do Contractors and even myself, I used to look at this and think shit I’ve covered my arse today, I’ve done everything right, you guys get hurt I won’t be going to court with you’s. Then if the worker gets hurt, an accident because of his mate well those two will go to court but I won’t go to court because I covered my arse. So that’s where Health and Safety sort of headed to, where contractors were protecting their companies and themselves personally.” (Contractor)

“It’s just everyone’s trying to cover everyone’s arse. Like the bosses are putting more paperwork.. just to cover themselves. Like in the last say 3-4 months we’ve had 6 audits done by WorkSafe and 3 by the company getting private fallers in to do audits on me. We had 3 in one week, when you add that up that’s like 3 hours a day. You can’t tell them to go away, it slows you down.” (Worker)

- The perception of variance in standards is adding to the anxiety and confusion around compliance.

Behaviours and Portrait continued

- This is confirmed by experiences where Good Practice operators are feeling aggrieved at being given notices for things they see as trivial – this is sending a mixed message to the sector.
- On one hand operators are unable to get any real information about fatalities or prosecutions that could enable them to adjust their practice in a meaningful way and on the other hand, notices for “trivialities” are in fact are being interpreted as a tick the box exercise by Government.

“In part this is caused by the lack of feedback regarding how accidents have happened or why prosecutions are happeningwe almost have to ignore the fatalities because we don’t know what’s caused them, in terms of us focusing on any particular area.....” (Contractor)

- The conversation about ‘tick the box’ attitudes is particularly relevant in Forestry. The areas of most risk - Felling and Breaking out - are the areas that rely most on subjective judgement from the workers. These workers are often the ones who are most disengaged from compliance issues, because of a host of issues: literacy, the type of language used, personalities, backgrounds, self-esteem, self-management etc.
- To compound this, anecdotal evidence suggests that workers are often signing paperwork they have little understanding of.

“With the employees it’s more whether they absorb it, and whether they are able to stay focused all day every day, and whether they’re taking ownership of it...It’s people being responsible for their own actions, its people being alert and noticing things that pose a risk for them, and dealing with it appropriately....there’s significant training.. induction... monthly safety meetings and tailgate meetings... contractors fund a system where each employee gets assessed each quarter and gets a rating, and then prizes... the problem is that we have to be able to prove that we’ve told them things, so you have to give them a piece of paper and get them to sign it otherwise you can’t prove that you’ve told them about it.” (Supervisor)

- This is an ongoing headache for Contractors who care, but an easy ‘hospital pass’ for ones that don’t.

Behaviours and Portrait continued

“You know it’s very much the written word we know that guys, numbers of them struggle to read and you do wonder whether sometimes they’re putting their initials to it rather than you know, fully understanding it.” (Contractor)

“Well they’re beating the system you know. They’re pretty clever guys too you know, they’ve got the gift of the gab and they’re just ticking the box. Maybe they have a generic set of safety minutes or something, I don’t know but they must do something.” (Contractor)

- Complacency can also lead to ‘tick the box’ attitude, driven by boredom; for example, in a large plantation with little hazards compared with an untended woodlot on steep land where hazard identification is high and ongoing.

*“It can be boring ..I know it needs to be done, and sometimes you go okay we’re going to have a Health and Safety meeting yeah we’ve got some issues to talk about but **it can become boring when your jobs are quite pre-set, already quite easy to do. When you know 100% of the hazards it can be fucking boring shit.**” (Contractor)*

RESISTING



Finding people to talk to, who don't want to be found, proved challenging in the Forestry research. Thus no one in this segment was talked to directly but many people talked about these crews.

Experienced workers are more likely to have come across operators in this segment. People estimate that this segment represents between 5% and 20% of operators.

"Look the only way is to say if you don't follow the rules you're going to get shut down. And you won't have a crew, that's the only way to put it. If you don't follow the rules you're going to get caught and you're going to get shut down and then you've got no job." (Worker)

Motivations and drivers (similar to Hidden)

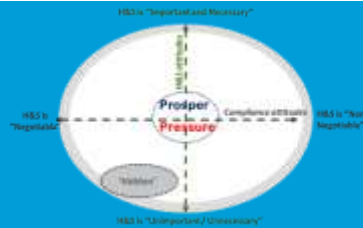
- **Motivation:** To make money.
- **Driven by independence and the need for freedom from authority.**
- They want to **avoid constraints.**

Behaviours and Portrait (anecdotal)

- **Not all crews** that eschew Health and Safety are **"bad bosses" and unsafe.**
- Anecdotal evidence suggests that some operators who are dismissive of Health and Safety from *"those on high in Wellington"* actually run a **"tight and safe ship using experienced workers"**.
- These operators talk of **"hundreds and thousands of man hours incident free"** and see **Health and Safety paperwork and documentation** as unnecessary **time and expense**. The issue for them is more about **disregard for the messenger than the message.**
- Participants comment that *"you'd be surprised"* at these operators - some of them are **experienced and large, implying some degree of complicity within the supply chain** where others are turning a **blind eye** to Health and Safety **compliance to suit their own needs.**

"I know a contractor and he doesn't have a Health and Safety policy, doesn't do audits, doesn't have safety meetings. He can't be bothered. He's really casual. But in saying that you see he's done hundreds of thousands of hours with no accidents ... He runs a tight ship, he makes sure that those guys are there bright eyed and bushy tailed otherwise he just gets rid of them..... the reality is if he had an accident, a major, he'd be in deep custard but his argument is well I ain't going to have an accident....And don't get me wrong he's getting beaten up by his employer that he works for....but he just ignores it." (Supervisor)

HIDDEN



Motivations and drivers (similar to Resisting)

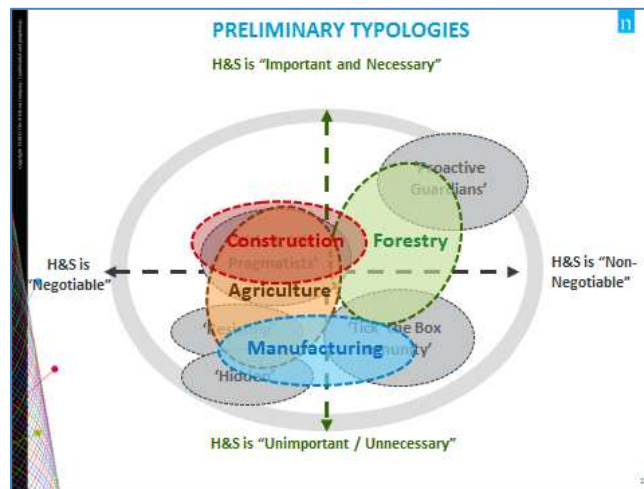
- **Motivation:** To make money.
- Driven by independence and the need for freedom from authority.
- They want to avoid constraints.

Typical profile, and behaviour (Variation One based on first hand report - crews that can't get work elsewhere due to drug and alcohol Issues)

- In contrast to all that is honourable and true in many crews, these operators are **driven by debt and desperation**, driving production as hard and fast as they can, **dismissive of Health and Safety and with scant regard for crew welfare**.
- These operators **pose high risk to the new entrants** who end up in their crews, where they are cowed into accepting **rough treatment, abuse and threats of dismissal**.

"You'll find there's quite a few contractors around New Zealand at the moment....because they've been burnt by forest managers and probably by the uncertainty of the market and the cost in the past.. A lot of these lower rate contractors that are around now have been through all that and they've had to really scrape through by their fingernails just to earn a living. Some of them are in that much debt that they can't stop, they can't afford to stop which means they are forced to make decisions based on what they've got in front of them, and they can't employ well because they've got shit gear and no one wants to work for them. The guys they get are either old and experienced but with issues like drugs, alcohol whatever or they're men of no experience striving to get into the industry." (Contractor)

5.4 HEARTLAND FOR SECTORS



Forestry has its heart in Proactive Guardians and it straddles into Tick the Box Immunity. The nature of Forestry work and the fact that it is seen by those in the industry to be high risk, means that there is a strong representation of Proactive Guardians who are vigilant regarding Health and Safety and ensuring that the sector is as safe as possible. However, the microscope that the industry has been under, coupled with mounting rules and regulations, is forcing many into Tick the Box Immunity where they are paying lip-service to Health and Safety so as being seen to be doing the right thing, but not inherently believing in it.

6. COMMUNICATION



6. INTRODUCTION

This section provides a summary of key insights about communicating with the sectors, from the qualitative research. It includes:

- Current information and education sources and perceptions of these.
- Responses to existing advertising / communications material.
- Appropriate information format(s), communications channels, messaging and executions for future communications.

6.1 CURRENT INFORMATION AND EDUCATION SOURCES

CROSS-SECTOR THEMES

There are considerable sector differences in the nature and amount of Health and Safety information and education sources received, and perceptions of these. However, some constant themes emerge as follows:

- **Visual, interactive, face-to-face demonstrations are considered the most effective means of teaching good Health and Safety practices.** Within all sectors, there appears to be a high proportion of workers who get confused in theoretical training due to limited fluency with the written word. Low literacy contributes to a lack of understanding and retention of safety training.
- **The use of technology to communicate is increasing. Many suggest this could be more widely used to disseminate Health and Safety information, and/or fulfil Health and Safety requirements.** For example, workers can implement Health and Safety practices by text or via ‘apps’ (e.g. in construction, a ladders app or a ‘know your limits’ app.)
- **Authentic work stories of harm are a main learning tool, particularly when workers are emotionally connected to the story-teller who has experienced the harm.** Learning how to be more cautious, comes for many from an emotive connection with a worker, his background story, the story of his mishap or near miss and the long term consequences after the accident for his life and family. Real-life stories are considered particularly valuable for young, inexperienced workers, to teach them about risks. Stories can include situations that help them move away from negative peer influences, testimonials of how others have done this, how to recognise some of the main pitfalls (e.g. working at heights or with power tools), and how to resolve these pitfalls, how to plan and think ahead.
- **Workers pay attention to the experienced and mature ‘wise men’ in their sector.**
- **Many workers have a preference to up-take information that has an entertainment or an emotive component.** Dry and boring information is less likely to ‘stick’, compared with games, powerful images, humour and so on.

“We have people who are not literate. They don’t read much and they can’t write. They can fill in a form and are good tradespeople. 90% of the workforce can’t understand it.” (Good Practice Interview, Construction)

In Forestry some operators have toolbox / tailgate meetings every morning without fail, and rely on them for planning. Others have them as needed, for example, once a week depending on the terrain. While they can be seen as boring for some people, especially if working in low hazard terrain, they are valued as the compass bearing for Health and Safety discussions. These enable bosses to bring in other Health and Safety tools like accident stories to teach the Health and Safety message. One participant wants tailgate meetings to be mandatory every morning to lend weight to their importance.

Many crews feel quite isolated. Information flow is haphazard and much of the sector is low tech in terms of communications. This is particularly so for smaller crews who are working long hours and have no resources for dedicated Health and Safety trainers or help in any way. They feel 'outside the loop' and hungry for information.

Innovations like 'wireless' headsets that help communication are highly valued for those who can afford them and use them during training situations.

Visual aides are seen as more effective than written words. Several participants cited examples of using drawings to teach workers about Health and Safety risks.

The most important channel for Health and Safety information in Forestry is incident stories. Real and personal stories of incidents – 'everything that has gone wrong before' - convey the Health and Safety message and are highly valued. Stories are effective in enhancing situational awareness and aiding preparation for the unexpected and unfamiliar present in every day forest operations. Stories, twenty years old, are retold as if they happened yesterday; in many smaller crews especially, near misses, hazards and accidents are talked about every day. In some cases stories are also told in pictorial form.

Another Health and Safety information tool is 'pattern hunting' – looking for trends that show a weakness in a crew in a particular area or in an individual's work habits.

- In smaller crews, crew bosses and supervisors do this by keeping close to their men or by keeping their ears and eyes open.
- Crews working for corporates often have easier access to data about incidents and trends; however this depends on the corporate. Some crews find that the information they get is sparse, barely changes and sometimes can be wrong.

'Near Misses' play an important role in learning and assessing risk for all crews. All participants reported a relatively standard process for documenting near misses: written in hazard forms, talked about in tailgate meetings, revisited in monthly Health and Safety checks. Such is the expectation of near misses happening in the work that some Contractors and Supervisors know that if they have none to report that they will be looked on with doubt. (The exception is some older workers who are "stuck in their ways" and think of near misses as minor incidents that don't warrant discussion. This is slowly changing as older workers also understand the need to document near misses in part to find patterns and use them as learning tools.)

For workers new to a crew, inductions seem to be undertaken by most employers. Inductions seem to be a standard part of business as participants are anxious to ensure that new entrants know as soon as possible what's going on and where they stand to avoid naive actions.

Most participants seemed to have had some regular training and assessing or they were trainers themselves in the past. Some want unit standards for Falling in dangerous situations and dealing with

difficult trees, and several also talked about the need for refresher courses. A number lament a move towards more theory based training and separation of tasks in training (compared with the holistic and experiential training of the past, where workers learned by their hits and misses in silviculture and thinning before moving to hauler crews). They feel this leaves young workers over-confident because they were good at “felling the perfect tree”. Training is considered expensive because it takes workers out of play and this is particularly hard on small crews.

Māori working in Forestry talk about 3rd and 4th generations of workers which has created an extensive mentoring and knowledge base to call on. Retired Bushmen pass on advice and informally mentor newer contractors and workers. These men are particularly effective in passing on the non-technical skills, teaching younger men the importance of caring for their workers and looking out for signs of stress and loss of concentration.

Safer Forest Harvesting Project

- A few participants had heard of this project and **while mechanisation is seen as a panacea for safety** for several participants, **there are many questions.**

“Reports, you know even if they can’t read, the Health and Safety guy will read it out to them and say well look, he’ll draw them pictures, and they learn from that.” (Contractor)

“We’re using headsets ... so you can actually communicate with your guys. In a training situation it’s really good because it’s noisy with chainsaws going.” (Contractor)

“Incidents happen... It’s when they repeat themselves and they keep on coming up.” (Contractor)

“We record all of our near hits and hazards and accidents in a database, and we have since 2002.... Every six months we analyse to see where our trends are, what we can focus on.” (Supervisor)

“Checking to make sure that the Faller’s okay and he’s had enough sleep and he’s got enough food, water for the day.” (Contractor)

“It’s probably a waste of money (Safer Forest Harvesting Project), it’s all stuff that we’re doing anyway, and it’s just somebody trying to reinvent the wheel to me. They should join all those things (Partners in Action and Safer Forest Harvesting) together I believe and then just concentrate on what’s happening and get the information out to the contractors. We’re hungry for information and we can’t get it. That’s why we’re having these accidents.” (Contractor)

6.2 RESPONSES TO ADVERTISING CONCEPTS

In New Zealand and internationally, a range of different advertising approaches have been used by regulators to promote workplace Health and Safety. Examples of these were used to explore broad approaches and themes with participants (see Appendix). Participants were not asked to judge or evaluate the executions, or provide a detailed response to individual creative approaches. Instead they were asked about the overall approach taken, use of imagery, the key theme and whether it resonated.

KEY THEMES

Across the sectors the use of fear is to be used judiciously. While it can be impactful and powerful, over-use can desensitise people and lead to a *“That won’t happen to me”* response. The heart-pulling emotion of the family is evocative for the majority of those with families, but younger, single individuals, whilst recognising the value of such an approach, felt that it lacked relevance and saliency to them. Further, some believe that advertising needs to target the boss/owner and their responsibility, as much as the worker.

In Forestry, individuals claimed to be motivated by positive messages more than negative ones. Scare tactics were easily dismissed and injuries can be romanticised as the scars of the job and manliness.

6.3 LOOKING FORWARD – FUTURE COMMUNICATIONS

OVERARCHING RECOMMENDATIONS

A number of potential communication themes are put forward in the section below. Whichever theme is eventually adopted by WorkSafe NZ, some overarching recommendations are to:

- **Highlight the positive effect and benefit of Health and Safety as much as fuelling the fear** of not following Health and Safety. In some cases workers feel they have enough fear in their every day job. They will ignore fear to some extent because fear can ‘undo them’ if it leads to hesitation or loss of confidence. Make clear the line between stupidity and genuine accident. Showing pictures of people with missing limbs invites queries as to whether it was their fault.
- **Challenge complacency in each sector** and create a sense of urgency to get the injury rate and health damage statistics down. Overcome a sense of the inevitability of accidents by framing the harm as a challenge, a problem to be solved.
- **Communicate and show pride for the wins and successes.** Participants suggest ideas such as a ‘Points system’ for zero harm (e.g. workers can buy tools and travel with points), or financial rewards for zero harm e.g. ACC rebate.
- **Make an emotive connection. This is essential to embed risk and its consequences so that workers learn to practise correct behaviours.** Concerns that are highly emotive and would be impactful for communications include:
 - Damage to eyes and eyesight
 - Highlighting damaged body parts: backs, lungs, fingers, arteries, limbs
 - The lack of control in falling, cutting, crushing, dropping
 - Pain from serious harm; broken, bleeding, crushed.

- **Use near misses / feedback loops:** Use near misses as a learning tool - talk about what saved someone as well as what nearly went wrong. Look at ways to create better feedback loops – when accidents happen – getting the ‘where, how, what’ information out to workers.
- **Focus on specific moments of risk.** Teach situational awareness - how to recognise risk and minimise it. Demonstrate that in every situation there is the potential for harm. Break down barriers to safe practice in each risk situation. In this risk situation demonstrate what makes safe practice easy, what are the typical short-cuts that are risky and what not to do. Tips and best ways to address the situation.
- **Address Health as well as Safety:** Communicating that aches and pains do not have to be par for the course if the right approach is taken; that correct posture/rests etc. can have a role in reducing wear and tear on the body. People need to be made to think about being ‘work fit’ and ready to do the job – workers included. To overcome the inertia around mitigating health damage, ensure that the stories told make visible the problem (dust, chemicals, noise, stress) and the damage that can be done to heart, lungs, ears or mood. Messages might include:
 - *Get the balance right*
 - *You make the call*
 - *If you let it go, it will get worse*
 - *Get it sorted*
 - *Poor health impacts the bottom line just as much as safety.*

POTENTIAL COMMUNICATIONS’ THEMES AND MESSAGES

1. **PRIDE:** Reposition Health and Safety as being about worker pride, part of the high standards and skill set of a Forestry/ Construction/Manufacturing/Agriculture worker. Position high accident rates and death statistics as a problem to be solved and as a source for a loss of pride for the sector. Reflect workers as skilled professionals, not ‘labourers’ or ‘bushmen’. Build sector disapproval for resistance.

Communicate where effort has resulted in positive outcomes and show respect for businesses or workers who have achieved the reduction in harm goals they set. Key messages could include:

- *‘One accident is a tragedy for all of us’*
- *‘Health and Safety makes me better skilled, and makes work faster and safer’*
- *‘It’s part of who I am – skilled, capable, respected – safe mana’*
- *Poor practice is not tolerated because our pride and professionalism is on the line and lives and livelihoods at risk.*
- *Number of injuries this year: ZERO.*

Encourage good habits and pride in relation to tidy worksites and personal protective gear. Show how the gear can be individualised. WorkSafe NZ could consider negotiating with suppliers for deals for the sector on gear that looks good. Great looking protective gear then becomes part of the pride for the sector. Key messages could include:

- *'Always have your gear available or nearby'.*
- *A tidy farm/site/factory is a safe farm/site/factory*
- *'Look good, stay safe'.*

In Forestry, draw from professionalism in sports (like an A grade rugby team) or the Army (tight unit, disciplined, responsible, capable). These teams/units are always learning (learning is equated with pride in skills). Taking short cuts means you're losing it – sense of shame - tired, lazy, sloppy. The 'hero' has to be Forestry and the respect for skill - Health and Safety needs to be imbued in professionalism and care.

- 2. PROSPERITY:** Build and develop the business case for Health and Safety. Provide statistics and evidence that shows the impact on staff retention, quality/output etc. to prove its worth. Poor practice or inconsistent practice means business owners stand to lose their business or workers their wages. Communicate the fines for not practising Good Practice.

- *If you don't get this right it could cost you and your business a lot of money*
- *Safe practice is easy to do and time efficient - especially when compared to time away from the job*
- *Investing money in Health and Safety saves you in the long run (e.g. no cover from ACC for eye damage if workers are not wearing goggles)*
- *Health and Safety helps me pull more wood*
- *Health and Safety supports high production, not get in the way*
- *It costs everyone for a moment of stupidity.*

Make health communications more relevant, by linking them to loss of livelihood. Frame health communications as being 'fit for work', aiding productivity and performance gain. Draw the link between ill health and loss of livelihood. Unskilled workers in particular, may pay more attention to health impacts that will cause loss of wages or loss of immediate physical prowess.

- 3. INDIVIDUAL RESPONSIBILITY / COPING WITH PRESSURE:** Position Health and Safety as 'your problem to be solved'. Challenge each man to a call to action 'do your bit', 'step up now'.

Address that Health and Safety knowledge is innate 'common sense' or that 'calculated risk taking is ok'. Challenge the illusion of knowledge and over confidence on sites. Show how 'common sense' can be overridden when distracted, tired or rushing to get the job done.

Develop situational awareness, or natural caution. Provide workers with the ability to judge and navigate a constantly changing environment, no matter how they are feeling that day. Encourage workers to stop and think, for them to be situationally aware, especially if they are under pressure.

Develop the little voice in their head that checks them out regularly and helps keep them safe, whatever they are doing.

Providing inexperienced workers with short cut memes appears critical – i.e. sayings/rules of thumb/reminders that support good habits, stay focused and/or break through autopilot bad habit (e.g. *'Eliminate, minimise, isolate'*; *'Take 5'*; *'Failing to plan is planning to fail'*; *'Make sure you finish it'*; *A tidy site is a safe site*). Other ideas include:

- *Think and look before you do*
- *Slow down, is saving time worth it?*
- *Take your time*
- *Don't rush the job*
- *Slow down / a steady pace wins the race*
- *Think about what you are doing*
- *If you think you shouldn't then you shouldn't.*
- *Can I do it safely?*
- *Always / Every-time.*

Specify desired behaviours in the relevant risk situation

Also show the consequences by situation, of what workers will lose by not practising the desired behaviours.

- 4. PROTECT WHAT YOU LOVE:** Key normative messages to reinforce are that we want each worker to 'survive the day' and 'go home to your family at night'. Both the positive or negative family posters are good examples of these messages and both work to deliver these messages. Most workers could play back messages about going home safely to family at night. While these messages are relevant it is likely that the phrasing has become tired and does not involve workers emotively.

Affirm and remind the sector with key messages about the seriousness of Health and Safety practice, responsibilities to family and loss of enjoyment/lifestyle caused by injury.

Key messages are:

- *Health and Safety is number one*
- *Don't be a dick*
- *It's not just you who is affected*
- *It's there for us to enjoy life, can't enjoy life in a wheelchair.*

Good Practice business owners found fresh ways to communicate and raise awareness of danger, for example: *"don't be a gorilla about safety or we will go ape on you"*. Other ideas might include:

- *He came home tonight*
- *Family - go home to your families every night*

- *Younger – your girl / your life is waiting*
- *It's everyone's responsibility*
- *No more excuses*
- *Get to play another day (e.g. freedom - pig hunting, fishing, diving).*

Protecting what you love can also encompass 'looking out for mates' 'looking out for your crew'.

Workers respond to images that show them as part of a tight, highly functioning work crew. Position Health and Safety as 'our problem to be solved'. Be responsible so your actions don't hurt other workers, be responsible to point out hazards others have not seen. Be vigilant on your work mates' behalf if they lapse in concentration or work on autopilot. Tell others to 'take 5'. The emotive pay-off is the feelings of 'heroism'. Workers are a 'legend' in the eyes of others. Demonstrate through the stories told how to take advice. Role model how to take on board others correcting unsafe behavior. Introduce buddy systems for young workers.

- *It's not just you, there are others around*
- *Keep an eye on each other*
- *It's not a laughing matter.*
-

5. **CALL TO LEADERSHIP:** Worker participation in Health and Safety practice rests on the leadership shown by bosses, on 'no blame' communication and on creating a dialogue about responsibilities. Position Health and Safety to mature, experienced workers as 'your responsibility, you know best'. Challenge them to be the leaders on site and remind them that inexperienced workers copy what they do. Encourage them to be role models, watch out for inexperienced workers and supervise them even if they are busy or have other priorities. Remind experienced workers that 'It's ok' for inexperienced workers to express doubts. Remind them of the consequences if inexperienced workers get hurt, the damage done to young families, extra form filling, inviting scrutiny of their business.

Main messages could include:

- *It's your responsibility for care*
- *Encourage a dialogue, between each other and with you*
- *Young vulnerable workers copy what you do, role model right practice*
- *It's ok to express doubts*
- *You know best*
- *Mature, experienced workers, live up to your responsibilities*
- *Practise what you preach*
- *Tell your crew: Ask if they don't understand; there's no such thing as a dumb question.*

RECOMMENDED TONE FOR COMMUNICATIONS

1. **AUTHENTIC / TRUE TO LIFE:** Messages need to come from people with authenticity and credibility – people who know and understand them, not distant strangers office-bound in big cities. This means:

- **Looking like us / No stock images** – ‘You’ll get my complete attention’ if it’s about actual events and situations that happened to real people in different set ups and regions in New Zealand. Show pain on faces, connect workers emotively to the faces used in communications. Māori crews want to see Māori faces and, for some, Māori language. Pākeha want to see Pākeha faces – the highest impact comes from seeing, hearing, reading about ‘people like me in situations I face every day’ - otherwise the message is for someone else. Us, we, the crew, my mates, together.
- **Sounding like us - True, real, personal** - Real-life stories and incidents, not dry statistics. Workers respond to language that mimics their direct, spoken New Zealand dialect. Use vernacular specific to the sector. Use low production values – no high gloss. The ‘look and feel’ is local, personal, intimate, respectful.

Risk minimisation is normalised when it becomes part of everyday conversations between workers. Training content and videos could encourage workers to have these conversations. Content and videos using real workers will make the regulations feel less imposed and more in touch with the realities of the work site. Relaxed – mates talking, banter.

- **Customised** - All communications and learning tools should be relevant and up to date and where possible customised for each industry type. Ideally, tailor the message to the region and crew make up – big, small, ground based, manual etc.
2. **ENTERTAINING / SALIENT / HUMOROUS:** The tone is lively, entertaining not boring. Don’t forget humour is okay – it has to feel like normal life – light and dark, and a beer after work. Judicious use of humour can break barriers and make the messages more accessible. It can also make an issue a talking point – getting it out in the open and something that people can acknowledge and embrace. It can take away the taboo.

RECOMMENDED FORMAT / CHANNELS

1. **USE VISUAL AND ORAL COMMUNICATION WHERE POSSIBLE:** In many cases (particularly in Forestry), the defined nature of the work means that communications can be very specific to task, and there is a primary communication style common to all - particularly oral and visual communication and ideally, hands-on demonstrations.

Visuals include illustrations, images, graphic novel style. In Forestry, this might include:

- Visual planning maps in the tailgate meetings (“there be dragons”)

- Refreshing the old OSH cards of illustrations of Health and Safety practices.

Oral: Personal, instructional stories that can be told and retold - what happened, how, what was the consequence, what should have happened, what would I have done? Different types of storytelling as resources for crews – situation, consequences and the right behaviour:

- Narrative: specific and detailed - he was felling radiata and he didn't look up and he got smacked in the side of the head by a sailer – he looks up now
- Testimonies: I was smoking a joint before breaking out on a gnarly woodlot up Jackson's Creek and I ended up ripping my leg open on a stem that flicked out, I was a fecking idiot
- Scenarios / case studies: invite question and answer – what could happen, what should he do?

Demonstrate the desired behaviour: Workers emphasise experiential learning and the importance of passing on experience to others through mentoring and coaching. Provide mock up site/simulations and mock up scenarios. Provide experiential learning and learn by seeing and doing. Ideas suggested by participants include:

- Offering mobile safety instruction. Experienced workers going to sites to show how to use tools safely
- Taking workers through a bad site, showing them the risks.

"The average Bushman doesn't want to sit around filling in forms. He doesn't want to sit around being lectured." (Contractor)

2. IF WRITTEN, KEEP IT SIMPLE, SHORT, INSTRUCTIONAL: What was the situation, what happened, what could have been done better. One message at a time.

3. USE RESPECTED INDUSTRY MENTORS: Communications should come through respected industry mentors (e.g. using the Bushmen alumni in mentoring and story-telling). Show deference and respect for wise men in the industry and urge the inexperienced workers to 'listen to them'. Consider creating a project of oral story telling – collecting the stories that can role model 'safe mana'. Ideas suggested by workers include:

- Following an experienced person for a day. The person would naturally point out the hazards, and the junior worker would tap into their experience.
- Getting the good decision makers together, those who practise situational awareness and let the new workers listen to them.
- Getting the good people together and use them as spokespeople/mentors to spread the word about the positive value of Health and Safety

Specific channels for 'workers' might include:

- Immediate bosses – workers look to the next in line in the hierarchy
- Face- to- face talks; demonstrations via mobile training buses; BBQs / morning teas etc.

- Communications that are practical, portable and highly visible (e.g. reminder stickers on equipment and gear)
- TVCs/radio
- Local newspapers, the pubs, sports bars, sports clubrooms, iwi communications
- Sector competitions / expos etc.
- Mobile phone apps and updates – daily reminders, checklists etc.

Specific channels for owners and ‘bosses’ might include:

- Professional networks and associations and their newsletters on and offline
- Suppliers, manufacturers and retail outlets.

7. PERCEPTIONS OF WORKSAFE NZ



7. INTRODUCTION

This section provides a summary of qualitative findings relating to WorkSafe NZ and its activities. It includes:

- Awareness of WorkSafe NZ.
- Perceptions of WorkSafe NZ performance (e.g. in key areas such as inspections, educating employees/employers, etc.).

7.1 AWARENESS OF WORKSAFE NZ

Awareness of the WorkSafe NZ brand appears to be low overall. There appears to be slightly higher awareness in the Forestry sector, however most Forestry participants only have a vague idea that they know the organisation – a feeling that they might have “seen something in the newspaper”. Forestry participants who are not aware of WorkSafe NZ typically talk about the Department of Labour and OSH.

In other sectors, only a handful of qualitative research participants claim to have heard of WorkSafe NZ. There is slightly higher awareness of WorkSafe NZ amongst ‘Good Practice’ interviewees.

“Isn’t that where you have to register, it was a bummer to find online, I thought they were under the Department of Labour, I found it by accident.” (Worker)

7.2 PERCEIVED ROLE OF WORKSAFE NZ

VIEWES OF PREVIOUS REGULATOR(S)

Historical perceptions of Health and Safety regulator(s) appear to have been mainly positioned around rules, regulations and fear (compliance), rather than partnership and trust. The historical focus is also seen to have been around *physical* loss – accidents and injuries, rather than better business – which for most is insufficiently motivating.

In the past, Health and Safety seemed distant to many because the messenger and the delivery of the message indicated to them that the regulator “doesn’t understand” them. They see themselves as the heart of New Zealand – they are practical, visual and emotional and they love what they do, yet they also feel compromised, stressed, financially vulnerable and time pressured. They feel that the regulator doesn’t understand any of this, indeed, conspires against them by making the job harder. Many feel that Health and Safety is something that is put upon them. It comes from those on high in Wellington, people in suits who sit at desks and have no inclination of the realities of life on the land, in the forest, on the construction site or in the factory.

Many express the view that the previous regulator was often heavy handed, unfair and inconsistent. However, there is also a sense among many that there have been insufficient penalties to root out the “cowboys” in the past.

VIEWS OF WORKSAFE NZ

In Forestry, there are mixed views of WorkSafe NZ. Some totally equate WorkSafe NZ with the inspectorate arm. Others see it as the ‘champion of contractors’, working to help ease their burden. In lieu of a strong industry leader in Forestry, some look to WorkSafe NZ for help as a potential facilitator of information and networks in the industry. For others, WorkSafe NZ has a potential role to play as an advocate of Health and Safety in Forestry –to be an advisor, not just an enforcer, and to give a ‘pat on the back’ when it is due.

“They’re the police aren’t they?” (Contractor)

INSPECTIONS

Experiences of inspections and the perceived “threat” of inspections are varied across the sectors. At one end of the scale, in Forestry in particular there is a belief that there is a lot of inspectorate activity and the chance of being inspected is high. Thus, WorkSafe NZ as a new organisation is not being seen across the board as tough and increasing inspections in the immediate future. Many did not feel that they were more likely to be inspected now than in the past.

In Forestry, most participants had been visited by a ‘Bush inspector’. Many crews enjoy being ‘tested’ – they enjoy audits and inspections because it feeds into their sense of pride AND, it gives crew bosses the clout to push the message. There is some very high respect given to some of the individuals and inspectors within WorkSafe NZ.

However, many have grumbles about the inspections, feeling confused and aggrieved by the way in which some inspections are being carried out. Many feel that there is too much variation in standards and a lack of information regarding standards between different individual inspectors. This creates anxiety and uncertainty around compliance and what is expected. Operators currently feel that while everyone should be holding Health and Safety in the highest regard, the primary concern at the moment is making sure “we’re doing it right by the inspectors”. This is creating a strong drift to ‘tick the box’ correctness where the accent is on “passing the test”. In part, this is why people are so keen to hear information as to the ‘who, why, where, and what’ of current inspections.

There is a resounding call in the Forestry sector for more inspections and audits: to root out serial Health and Safety offenders who bring the sector into disrepute and to provide feedback to crews: how are we doing, compared to others? What should we be doing?

Note: Many crews also get audited by the Forestry companies and/or the “logging Sharks”. These can place strain on crews: not only does it double the time taken up but there is a strong sense of the Forestry companies making rules up and using them in their favour.

"No worries, wish they were here more often, that would keep us real sharp." (Supervisor)

"I want a good liaison ... tell us a bit about yourself ... a good working relationship." (Supervisor)

"I think there's definitely different standards out there. I think it will change under the current pressure that's being applied from WorkSafe." (Contractor)

7.3 LOOKING FORWARD - IMPLICATIONS

WorkSafe NZ is largely unknown and yet to be proven and this poses a real opportunity for alignment with businesses and workers, so that WorkSafe NZ is seen as a facilitator.

The new WorkSafe NZ has the potential to be a positive and inclusive force for good. It must initiate a conversation, not deliver a monologue.

8. CONCLUSIONS AND RECOMMENDATIONS



8.1 CONCLUSIONS: SUMMARY OF TRIGGERS AND BARRIERS

The table provides a summary of key triggers and barriers to workplace Health and Safety, at a cross-sector level.

TRIGGERS	BARRIERS
<p><u>Attitudinal</u></p> <ul style="list-style-type: none"> • High sense of risk • View Health and Safety as non-negotiable / highly normalised • Consider Health and Safety to add value to the business / protect assets • Understand importance of Health, as well as Safety • Care about co-workers – not just bottom line • Likelihood of enforcement perceived to be high • ‘No blame’ culture • High sense of personal responsibility <p><u>Personal</u></p> <ul style="list-style-type: none"> • Good mental and emotional health <p><u>Practical</u></p> <ul style="list-style-type: none"> • Good appreciation of key Health and Safety risks, current causes / rates of accidents/fatalities • Solid understanding of Health and Safety practices, and effective feedback loops (e.g. about ‘near misses’) • Good training of new entrants; rigorous inductions • Firm commitment to Health and Safety from immediate boss <u>and</u> business owners • Good understanding of workers’ rights and responsibilities • Effective Health and Safety systems – e.g. daily briefings, checklists, etc. • Worker-friendly Health and Safety materials / communications • Strong and appropriate penalties for non-compliance • Compliance procedures are simple, cost-effective • Effective and safe channels for whistle blowing / speaking out 	<p><u>Attitudinal</u></p> <ul style="list-style-type: none"> • Low sense of risk • Prepared to compromise Health and Safety to ‘get the job done’ • Consider Health and Safety a financial drain • Consider Health a private and personal concern • Focused primarily on bottom line • Consider enforcement unlikely • Fear of speaking out • Low sense of personal responsibility <p><u>Personal</u></p> <ul style="list-style-type: none"> • Fatigue; Ill health; Stress/depression; Addictions <p><u>Practical</u></p> <ul style="list-style-type: none"> • Low understanding of risks, current causes / rates of accidents/fatalities • Low/patchy knowledge of Health and Safety practices, and poor feedback loops • Poor supervision and training of new entrants • Production pressure / deadlines • Skills shortages / lack of experienced ‘work-ready’ employees • Immediate boss not committed to Health and Safety and/or business owner lacks concern • Ad hoc / piecemeal Health and Safety systems • Ineffective communication messages/materials/channels • Weak or inappropriate penalties for non-compliance • Compliance procedures are complex, unnecessarily costly • Ineffective / unsafe channels for whistle blowing / speaking out

8.2 RECOMMENDATIONS: TARGETING TYPOLOGIES

At the heart of the segmentation model is a core motivation that is common to all: the drive to PROSPER.

- WorkSafe NZ can leverage this core emotional driver to influence employers and employees, through interventions and messages that show *“This will help you prosper”*.

Intrinsically linked to the drive to prosper, and also sitting at the heart of the model, is PRESSURE to succeed and perform.

- WorkSafe NZ interventions and messages need to demonstrate *“We understand the realities of working under pressure”*....and *“Here are the techniques and tools to deal with pressure situations”*.

Across and within sectors, a range of typologies are evident, reflecting differing attitudes about the *need* for Health and Safety; and the importance and value of *complying* with Health and Safety.

- WorkSafe NZ interventions and messages need to be targeted to reflect the different drivers of different segments, within this overall framework. For some segments, the emphasis is on increasing perceptions of the importance of Health and Safety. For other segments, the emphasis is on increasing willingness to comply. And in some cases, both of these areas need to be addressed.

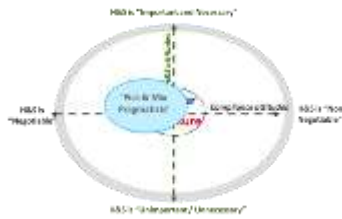
LOOKING FORWARD: DIFFERENT APPROACHES FOR DIFFERENT TYPOLOGIES

PROACTIVE GUARDIANS



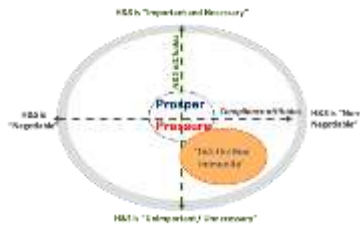
- The Proactive Guardian does not need motivation to change, but needs acknowledgment, encouragement, rewards, resources and support to continue so they have a positive impact on employees/co-workers And don't become disillusioned and lapse into one of the other segments.
- They need to feel that the whole of New Zealand is with them - e.g. visible adherence to Health and Safety in the media; evidence of effective enforcement, etc.
- They can be used as industry mentors – wise people who have much positive knowledge and experience to impart. They are willing to share their stories, talk about the business case and front the worker stories.
- Key messages might include:
 - *You're getting it right and this means x fewer injuries and y \$ saved*
 - *Well done – keep it up*
 - *You're leading the way*
 - *You're one of a growing number of farmers making a difference*
 - *Share your experience – become a member / mentor.*

PICK & MIX PRAGMATISTS



- There is the potential for high levels of motivation to change if Pick and Mix Pragmatists are reminded that good Health and Safety is the right thing to do.
- Respect what Pick and Mix Pragmatists are doing already in regard to Health and Safety and build on it. Build on their common sense and explain why there has to be more than that. Play to their strengths and encourage them to do more and to get into the habit of Health and Safety always (cf. *Clunk click every trip* for seatbelts UK campaign).
- Challenge calculated risks that they are taking and show what could happen if it goes wrong.
- Remind them constantly without nagging them.
- Above all keep messages fresh. Key messages might include:
 - *It's pride in skills and good auto-pilot - always and everytime*
 - *You know it's the right thing to do*
 - *Get into the habit*
 - *Remind them of the consequences of not doing the right thing*
 - *One slip, one mistake, one life*
 - *Common sense doesn't last long under pressure*
 - *Is it self-reliance or laziness?*
 - *You think you're not at risk? Let me share some stories with you...*

TICK THE BOX IMMUNITY



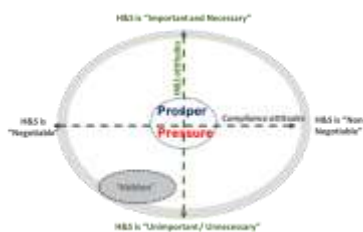
- **If employing others, the Tick the Box Immunity individual will be motivated by the business argument** – that Health and Safety isn't about losing money if you don't do it, but about making more money if you do it properly. Being more guardianlike isn't about being soft and woolly but is central to successful business – there is a \$ value to it. Giving examples of businesses that prove this point will reinforce the message: higher productivity, fewer staff days off from injury/illness etc. This also takes the fear out of the issue and can effect a positive response and encourage engagement.
- **Tick the Box Immunity workers may be motivated to change if they are persuaded to reflect on mateship** and everyone pulling together and how important this is in a field of work that is inherently risky and dangerous. An entry point might be their looking out for others younger than them.
- **Key messages might include:**
 - *It's better to do the right thing than not*
 - *100% of businesses in (your area) comply*
 - *Compliance is good for you and your business*
 - *Health and Safety sustains my business and protects my job*
 - *Well done for following the law*
 - *You think you're not at risk? Let me share some stories with you....*

RESISTING



- **Enforcement** is a key motivator for the Resisting type, even if this is with a degree of kicking and screaming. They need to be made aware of the reality of penalties and fines
- There may also be the potential to ‘name and shame’ which may cause some to reconsider their behaviour. For those with employees, there is a role for communication that delivers a message about their role and responsibilities
- **Ultimately, for the hardcore Resisting individuals it is peer group pressure that is most likely to effect a change.** When they see that everyone else is doing it and that they are the only ones not adhering to Health and Safety then there may well be fundamental instigation to change.
- **Resisting employees require a communication strategy that relates to fit for work and responsibility to your workmates** – it’s not just you that you put in danger if you flout Health and Safety, but it’s others too. Also, show the positive value of Health and Safety gear e.g. this helmet is a life-saver not a nuisance – it stopped my skull cracking to smithereens...
- **Consequences** – highlight the implications of their behaviour and leverage this to build a sense of responsibility.
- **Key messages might include:**
 - *It’s not just about you*
 - *We’re coming, we will get you, and it will hurt*
 - *Everyone else knows what to do, what’s stopping you?*

HIDDEN



- **The Hidden need education to be made aware of the rules and their rights as workers** and they also need support e.g. an anonymous migrant helpline for advice, information etc.
- **Key messages might include:**
 - *You have rights – did you know*
 - *Get up to speed with Health and Safety the New Zealand way*
 - *We’re here to help you*
 - *We’ll show you in a way you understand.*

8.3 RECOMMENDATIONS: FUTURE COMMUNICATIONS

OVERARCHING RECOMMENDATIONS

- **Highlight the positive effect and benefit of Health and Safety** as much as fuelling the fear of not following Health and Safety.
- **Challenge complacency in each sector** and create a sense of urgency to get the injury rate and health damage statistics down.
- **Communicate and show pride for the wins and successes. An emotive connection is essential to embed risk and its consequences so that workers learn to practise correct behaviours.**
- **Address Health as well as Safety:** Communicating that aches and pains do not have to be par for the course if the right approach is taken; that correct posture/rests etc. can have a role in reducing wear and tear on the body.

POTENTIAL COMMUNICATIONS' THEMES AND MESSAGES

- **Pride:** Reposition Health and Safety as being about worker pride, part of the high standards and skill set of a Forestry/ Construction/Manufacturing/Agriculture worker.
- **Prosperity:** Build and develop the business case for Health and Safety. Provide statistics and evidence that shows the impact on staff retention, quality/output etc. to prove its worth.
- **Individual responsibility:** Position Health and Safety as 'your problem to be solved'. Challenge each man to a call to action 'do your bit', 'step up now'.
- **Protect what you love:** Normative messages to reinforce are that we want each worker to 'survive the day' and 'go home to your family at night'.
- **Call to leadership:** Worker participation in Health and Safety practice rests on the leadership shown by bosses, on 'no blame' communication and on creating a dialogue about responsibilities. Position Health and Safety to mature, experienced workers as 'your responsibility, you know best'.

RECOMMENDED TONE FOR COMMUNICATIONS

- **Authentic/True to life:** Messages need to come from people with authenticity and credibility – people who know and understand them, not distant strangers office-bound in big cities.
- **Entertaining:** The tone is lively, entertaining not boring. Use of humour where appropriate.

RECOMMENDED FORMAT / CHANNELS

- Use visual and oral communication where possible
- If written, keep it short, instructional, highly focused/localised
- Use respected industry mentors
- Use near misses/feedback loops
- Focus on specific moments of risk.

9. APPENDIX



PARTNERS IN ACTION PLEDGE

- A few participants had heard of this, while the idea is valued and participants are looking for new ideas, the experience has been disappointing for some.

FIVE STAR RATING

- No one had really heard about this but participants like the idea, especially as it would bring reward for Health and Safety effort into the supply chain.

“It should be happening anyway.... They said they were going to do all of the crews every three months. That's bullshit and it's an impossible task to do it properly. At that time they did the initial inspection they should have rated the crews and say: ‘He’s an A-grade contractor, you need to see him once a year, he's a B-grade, I need to see him every six months, he's a C-grade, I need to be there every second month.”
(Supervisor)

“We need something like a Master Builder competence thing, if we could sell ourselves as an accredited logging contractor then prices could better reflect the burden Health and Safety compliance is.” (Contractor)

FORESTRY - ADVERTISING



RESPONSE TO EXISTING ADVERTISING: FORESTRY

<i>Images of people harmed</i>	<p>Medium-low impact</p> <ul style="list-style-type: none"> ✓ Seeing visuals of people harmed reflected the reality of what could happen when things go wrong × Some felt that messages of fear were inappropriate and overly fear-mongering which disempowers and takes away confidence
<i>Speaking Out</i>	<p>Medium impact</p> <ul style="list-style-type: none"> ✓ Understood to be important × Need to know how to speak out and that there will be support in doing so
<i>Family posters and the TVC</i>	<p>Medium impact</p> <ul style="list-style-type: none"> ✓ Emotive and relevant for those with children but desire for positive evocation × Limited response from those without children - everyone wants to get home safely and this can be a positive communication across the board
<i>Statistics</i>	<p>Low impact</p> <ul style="list-style-type: none"> × This is the antithesis of the story-telling and visual imagery participants want to see – turning the figures into real people (names and places) felt to be much more impactful potentially



FORESTRY DISCUSSION GUIDE



WorkSafe NZ

Forestry Sector Discussion Guide
(Workers, supervisors and contractors)

28th February 2014

This guide is indicative of the subject matter to be covered. It is designed to allow freedom within the topic area and for the addition of relevant topics to be covered. Questions will be tweaked according to role and responsibility level.

INTRODUCTION

- Meet and greet – introductions – independent researcher

- Briefly outline project – across 4 sectors throughout NZ understanding everything about Health and Safety at work
- Talk about timing, gut feelings, open and honest, audio recording, reinforce confidentiality and anonymity – explain that the tape can be turned off if needed, thank people for their participation

CONTEXT – THEIR STORY AND PERCEPTIONS OF THE SECTOR CULTURE – 10 minutes

1a. Where they are at (3 minutes)

***Purpose:** to relax people, begin to build a picture of their world and understand their emotive and functional drivers*

- **Tell me about yourself** – e.g. family, where are you from, what brought you to this place, what do you like to do when you're not at work? **what's important in your life....what's your focus right now** (*like making money, having a great social life, being healthy and fit, etc*)
 - *Supervisor / contractor – what are the things that are the main focuses at present for their business (eg productivity, profitability, Health and Safety)*
- **How long** have you being **working here** and what do you **do in your job** each day (*jot down tasks*)
- How did you **learn your trade**, and how did you **feel about your training**, what did it involve (briefly)*Probeenough? Too light? Arduous etc.*
- Have you had **other jobs** in Forestry or have you stayed in the same role – or have you **moved between industries**.....*tell me about that probe why... dedicated, trapped, better opportunities, itinerant, etc.*

1b. Forestry and the changes they have seen in their sector (3 minutes)

***Purpose:** to begin to build understanding of their sector and the changes have they seen in the sector and what this has meant for them. This will start to deepen the context around support (safety) and set up the discussion around risk*

- How do you **feel about** working in **Forestry**?
- What do you **like about it**? *Because?*
- What **don't you like about it**? *Because?*

- Probe emotional ties, personal history -sources of pride, pain etc.
- **What's the reality of working in Forestry now versus the expectations you had** before you started working in the sector.
- How long do you **see yourself staying here?** What would you like to do in the next few years? Because?
 - Probe... do they see a future for themselves in Forestry? Why and why not...
- **What kind of changes** have there been while you've been working in Forestry ...it's got more....?...less?
- What have these **changes meant for you and your job?**
 - Probe (listen for things like increased pressures, better training, poorer conditions, more regulation)
- How do you **feel about these changes...**(resentment, pride etc.
- **What support / help do you have at work ...probe if needed e.g. what support do you want / need for what kinds of things?** Probe: **where do they feel vulnerable if at all, what role of other workers is**

1c. Forestry workplace culture (5 minutes)

***Purpose:** Begin to build picture of cultural nuances, esp. top of mind comments regarding risk culture, (before sensitised by discussion). This will also help us flush out metaphors, archetypes, images, themes to inform future communications*

Toolkit 1 (Office and Forestry workplace images)

- Different workplaces can have a different feel to them, like working in an office compared with working in a forest.... ..when you imagine what's like to work in an office(use photo image of office versus Forestry as a prompt)versus working in a forest

Compare and contrast workplace cultures with the emphasis on Forestry....

- How would we describe what working in an office would be like compared with Forestry, what would be different / similar?
- What kind of mates would you have, how would they look out for each other or not, (please clarify if this is referring to working in an office or working in Forestry)
- What kind of work risks do they have, what difference does that make to the way they work together... etc.

Toolkit 2 (random images)

- Here we have all sorts of images**when you think about risk in the workplace and office workers.....** pick an image that jumps out at you....when you think of your sector and the risks you encounter...pick one

- Tell me about these...

PERCEPTION OF RISKS AT A PERSONAL LEVEL AND ON THE JOB: AT FUNCTIONAL, EMOTIONAL AND SOCIAL LEVEL – 10 minutes

***Purpose:** To further understanding about how people think about and manage risk, what is risky to them - when and why and where? How risk is perceived in Forestry – what is the cultural code and what motivates people to keep safe regardless of poor H&S culture (for example). Again this gives strong cues for segmentation and communications*

2a Perception of risk in Forestry and how managed at personal level (10 minutes)

- Let's put Health and Safety aside for the moment - When you see these words '**risks at work**'what do you think of...because?
- When does something in the workplace **feel risky to you...**? in what way, ...**under what circumstances, doing what kinds of things...**
 - unprompted then prompt: (functional, social, emotional levels) e.g. time pressure, being tired, old equipment, mates fooling around, new trainees, stress, drugs, bullying, etc (write up on sheet to use as reference later on)
- What are the **ways in which working in Forestry is risky?** Because?
- How do **you deal with the unexpected?**
- **How do people deal with things when the pressure is on?**
- **What frustrates you the most at work**
- **Does this make you angry**
- **How do you deal with that**
- **To what extent do you feel safe at work?** Tell me about that
- **In what way do you feel Forestry is getting safer or more dangerous?**
- **What are the biggest threats to your safety in the workplace?**
- **What are the risks in your job**
 - unprompted (mind map / write perceived risks down on sheet
 - then prompt risks from Forestry action plan as needed (written on cards if needed to help discussion)
 - *Felling, Breaking out (machine, cable), Extraction, Skid work, Trimming, Maintenance, Road use, Moving Plant, Loading, Helicopter op, Tree felled for processing or through clearing, Chainsaw saw, Vegetation, Front end loaders, log-handling plant, Excavators, backhoes,*

other digging plant, Trucks, semi-trailers, lorries, Traffic and ground surfaces, Other cutting, sawing, slicing machinery

- – explore gap if any)

- Where are the **high** risks? **Low** risks? “bad” risks?
- **How do you manage these, the high risks, the low risks**
- **What risks do you worry about most?** Because
- How do you **figure out how risky** something is? What do you rely on? what helps?
- How confident do you feel in **the decisions you have to make in risky situations?** **What do you do when you don’t feel confident?**
- **What would help?**

- What **near misses** have you had?
- How did that make you feel? **What did you do as a result of that?** *probe - change your behaviour next time you did X*
- **Do you report near miss incidents?**
- **How ere the near miss incidents investigated?**
- **What action was taken as a result of investigation into near miss incidents?**
- **Was the action take effective was the risk of harm eliminated, isolated or minimised?**

Toolkit 3 (verbal sentence completion)

- How do you feel when you’re in a risky position – *sentence completion....it feels like?* What goes through your mind? *Words, images?*
- How do **you** keep yourself **safe** in your job?
- What **helps you keep safe?** *Prompt as appropriate: regulations, mates, law, self ..training, certification, clearer understanding of what’s expected, better visibility / monitoring of what the problems are (stats), better reminders, updates, more inspectorate visibility etc...*
 - *Using personal protective equipment provided*
 - *Reporting accidents and near misses*
 - *Identifying Health and Safety risks*
 - *Discuss with managers, supervisors, co-workers*
 - *Remove hazards*
 - *Make work practices safe – how do they do this?*

- What kinds of **accidents / injuries typically happen** in Forestry? Because? (*refer back to previous discussion and sheet listing risks as needed*)
- In what way do you think these are **avoidable or not?** *Probe to nothing...*
- **What about injuries like:...***prompt as needed*
 - *Open wounds, Fractures, Sprains and strains of joints and muscles, Dislocations, amputation, spinal injuries*
- **How do you feel when you see someone with scars from old injuries** – what does it tell you? How are they viewed? *Probe martyrdom / heroic / pride / shame/ lesson learnt*

HEALTH AND SAFETY: AWARENESS, ATTITUDES, KNOWLEDGE, EXPERIENCE, NEEDS, MOTIVATIONS AND BARRIERS – 25 minutes

Purpose: to get under the skin of how Health and Safety is viewed in Forestry and in their job. to understand what people know, where the gaps are, what are they interested in, when Health and Safety matters to them?

What are the subconscious perceptions and attitudes, we will refer back to these projections as needed throughout discussion. Throughout we will try and find out where and what the influencers are in motivating good Health and Safety practice

3a. Awareness of, and attitudes to Health and Safety (5 minutes)

- When you hear the words 'Health and Safety' **what comes to mind?**
 - **Probe 'health' and 'safety' separately** e,g occupational health risks like hearing, respiratory, etc
- How do you **feel about Health and Safety?**
- What is it **all about?** What does it **include?**
 - Probe all - functional, emotive, social level
- **What comes to mind when you think of health issues in Forestry** explore fully
- **What comes to mind when you think of safety issues in Forestry** explore
- **Why do we have Health and Safety?**
- What's **good about it? Not so good about Health and Safety?** Explore as needed

- When is it really important? **When have Health and Safety regulations kept you safe?**
- **When do they feel not so important?** ...like you wonder why you're doing it?

- What does **good Health and Safety** look like in Forestry? Probe examples
- **What happens when no one's watching?**
- What does **poor Health and Safety practice** look like? Probe examples
- **If you are in a workplace that has poor H&S what do you fear the most? Because?**
- **How would that impact on your life and the people in it?**

- **How do you feel about keeping yourself safe outside work**
- **Do you follow the standard in keeping yourself, friends, family outside work**

For supervisors/ contractors probe the following if not covered and as appropriate

- **In what way is H&S considered a high priority**
- **In what way do you have regular H&S checks, what do these look like**
- **Do you have a hazard register (how often is it reviewed/updated)?**

- Do you hold formal H&S meetings with staff, how regular? Are they documented?
- Do you search for best practice information on Health and Safety, where? What sort of topics, what helps?
- Do you attend and/or send staff of Health and Safety training courses.
- Have you made changes to your Health and Safety in the last 12 months?
- What prompted you to make changes, was a inspector visit one of the prompts in any way
- Can you recall any visits by Forestry inspectors since the project began in September last year.
 - *This will help us to gauge coverage achieved, and/or if the visits registered with them*
- What particular issues or barriers, if any, do you face in trying to make or improve Health and Safety practices

Toolkit 4 (use attitude cards as a prompt)

- How would you describe the **typical attitudes towards workplace Health and Safety in Forestry?** Use attitude lists as a prompt – circle as many as needed – tell me about these any missing?

3b. Health and Safety user /'non user' profile (6 minutes)

Toolkit 5 (Forestry images used as a prompt)

- Here we have photos of lots of **different Forestry workers onsite**, some in groups, some by themselves, we don't know these people....but we **can imagine** that they all have **different attitudes to Health and Safety**
 - **when you think of people who always do the "right" thing** (*use term appropriate to respondent*) in H&S ...what kind of people are they, we're just generalising.....pick a photo
 - and now **...thinking of people that have a "relaxed" attitude to Health and Safety** (*use term appropriate to respondent*)pick a photo
- Let's talk about the kind of people who do the "right" thing by H&S....using our imagination.... probe
 - **Profile** – e.g. *who, what age, role, level experience, personality*
 - *Behaviour and Attitude to Health and Safety – approach to tasks, language used*
 - **Motivations for good Health and Safety behaviour**
 - *Perception of others who are less concerned about Health and Safety*

And repeat for 'relaxed attitude' user

- **Profile** – e.g. *who, what age, role, level experience, personality*
- *Behaviour and Attitude to Health and Safety – approach to tasks, language used, justifications*

- *Things that get in the way of good Health and Safety*
- *Barriers to change*
- **Motivation to change (explore fully)**
- *Perception of others who are more concerned about Health and Safety*

Compare and contrast as needed, and refer to in later discussions as needed

3c. Personal experience of H&S, information and education (7 minutes)

- What is **your direct experience with Health and Safety** ...tell me about that... *remember to probe 'health' and 'safety' separately e,g occupational health risks as well (briefly)*
- **When, where and how do you typically come across Health and Safety in your job on a daily basis...**
- **When do you find yourself having to improvise H&S in your job?** And what prompted you to do this?

- What **experience have you had with notifiable injury**you or a workmate?.....What happened?
- What was the **cause?** *probe rushing, frustration, fatigue, complacency*
- What was the **impact of that** for them.....and for other people

- **When someone returns to work after an work-related injury** – what sort of welcome do they get,
- **In what way does it change them / their behaviour on the job?**
- **How do you prepare the injured person for return to work?**
- **How do you prepare the crew for the person returning?**

- **What was involved** in terms of work, **ACC claims?**
- How did that go? Was that what you expected?
- **In what way did that change things at work or not**, like the way you do that task? Or the way others now do it?

- **Have you or a workmate suffered a long term health problem that resulted from working in Forestry? Tell me about that?** (*compare and contrast with perception of injury versus health problem*)

- How do you **learn about Health and Safety?** *probe on the job training versus other*
- **What parts are the easiest to remember? What makes them easy** to remember?
- What is the **best way to learn about Health and Safety?** Because? probe
 - *Lecture*
 - *Reading Text*
 - *Audio-visual representation*
 - *Website cell videos*
 - *Demonstration*
 - *Discussion group – social media*
 - *Learning by doing*
 - *Teaching others*

- Where do you get **Health and Safety information?**

- Probe all sources verbal, written, experiential (channels) **what would be better?**
- In all the **Health and Safety** messages you have seen **what has stood out for you**, something that you remember....maybe a picture, a phrase?...because? *We want to understand both the method of delivering the information here (e.g. the format and channel) as well as the message.*
- **In what way have these helped change the things you do** in your job in any way...tell me about that...?
- In what way has **your thinking about Health and Safety changed over time?** Because?
- Who is the **best person to learn from** in your workplace – who is the ‘go to’ guy with all this stuff
- **Who do you trust or would listen to in your industry** – *probe the union, a particular spokesperson*
- **Have you heard of WorkSafe NZ? What do you know about them, what are you expecting from them?**
- **Have you received formal Health and Safety training / assessment?**
- **What training / assessment have you received?**
 - eg tree felling training, chainsaw operating training, Breaking out, machine operating
- **What period of time would a forest industry trainer / assessor be engaged on at your worksite / month?**

3d. Specific task risks and knowledge levels (6 minutes)

- So **tell me about the regulations**, say for example what are the legal requirements around x (*pick some examples to understand level of knowledge*) ...e.g. most risky ones...
- When and **where do you feel uncertain about Health and Safety** regulations in any part of your job?
Explore
- **If you don't know** what the H&S regulation is, what do you do? Who or what helps? Where would you go?
- **What are the numbers of** injuries or deaths in Forestry?
 - *Probe as needed, e.g. do you know them; how do you know / hear about them, do you want to know them; in what way is this relevant to you? Does this affect you? How?*
- **What do you think are the major causes of injury/harm in Forestry?** *Prompt fatigue, boring work, unsafe procedures, lack of training, poor supervision, drugs/alcohol, time pressure, old / dangerous machinery*
- **Show sector stats card in picture form** – (*fig 3 in Forestry Sector Action plan*)
 - **How do you feel about these – what does this say to you?**
 - **What is the impact of death and injury in Forestry** - who hurts because of it?
 - *If families / partners mentionedwhat do they say to you about this? How do they feel about it?*

3e. Health and Safety responsibility and perceptions of efficacy (5 minutes)

- **Whose responsibility is Health and Safety?** In Forestry, on-site, day to day?
 - What is **your part in this?**
 - What is the **role of your mates** or the people you work with?

- What is **the role of your bosses?**
- **The government?**
- **The unions?**
- **What kinds of things** tell you that Health and Safety regulations are being taken **seriously in your workplace?**
- **What kinds of things** tell you that others are **not taking things seriously?**
- **What things have to change** for a workplace to take **Health and Safety seriously?**
- **What gets in the way?** What needs to happen? For whom?

- **How do you cope with the long hours, at work, driving**
- **When have you seen people change their attitudes** towards **Health and Safety, what makes people change?**
- **When do the Health and Safety regulations seem to work really well?**
- **When do they fall down?** *Probe competing interests, distraction, tiredness etc. ie how and when do things change under pressure and what kind of pressure*

- **Let's imagine that we had a set of cards that each person onsite carried around...these cards were H&S / risks reminders.....say we had three cards....what would be put on these cards to create a kind of shorthand bible of H&S**

Toolkit 6 Speaking out Scenario (5 minutes)

- So here we **have a situation... (Image of cable hauling).....** so in this case what are all the things that can go wrong
 - **So let's imagine that the Health and Safety regulations weren't being followed very well.....why would that be?**
 - So let's imagine that **someone stops and says 'this isn't safe' What would he do if he felt things weren't safe?**
 - **Who would he say this to, what would happen?**
 - What **back up is there for him?** *probe fully*
 - **How do the others around him react? What would they say? Do?**
 - *Use site group or individual photos to help tell the story.....What are the guys in the background doing, saying, How do they help, not help etc.*
 - **When does the crew stand up and say something?**
 - **What does a crew do if they feel H&S standards aren't being met?**
 - So **what if he goes to the boss and says this isn't safe** - how does everyone feel about him now? What would happen to him?
 - **In what way would this change things?**

 - **How does this make you feel about speaking out about something that could be a safety issue**
 - **Do you feel confident about reporting potential hazards, near misses and accidents to colleagues/supervisors?**

 - **Do you know how to report them, and to whom? Tell me**
 - **Have you identified hazards in the past and if so, what happened, ie what action was taken.?**
 - **How do you encourage everyone in the crew to talk about work problems, problems outside work that may affect work**
 - **Do you encourage and talk about issues or problems that are outside work**

3f. Personal experience of speaking out (2 minutes)

- **When have you spoken up** or seen others speak up about the risks that are being taken? What happened? What changed? What would happen next time?
- **What would make people feel easier about speaking out?**

Toolkit 7 - provocation 'what if' examples (verbal) to push further reactions if needed (5 minutes)

- **Whose problem is this –(H&S injuries)** who should be sorting this out? Because?
- **How could we stop this right now?** What has to happen?
 - What if you got paid a bonus every month you / your crew had no injuries
 - What if the bosses were fined every time someone was hurt
 - What if the crew that someone was working in was fined
 - What if they had an H&S inspector onsite every day
 - What if there were CTV cameras everywhere onsite
 - What if the person injured was fined.....etc.
- **What would happen in your workplace if there were no official Health and Safety regulations?**
Probe
- **What would it mean for you if there was no Health and Safety? What would change in any way?**
Probe
- **Imagine if there is another death....**we see the newspaper what do the headlines say? In the article what do The H&S inspectors say? What do the families say?

3g Awareness of worker rights (3 minutes)

- **What do employers have to do for you as an employee in H&S?**
- **Employers has duties under the Health and Safety act....**are you aware of this, what does this mean to you, what do employers have to do for you in terms of Health and Safety?

Show card with the following information and probe; **awareness, implication for them, how that looks from their perspective, what known, missing** etc.

- *NZ law stipulates the following for workers:*
 1. *Your employer should provide you with information and an induction before you start work. This will include the hazards present and what is in place to reduce the risk of someone getting hurt.*
 2. *They must also provide you with the appropriate personal protective equipment which you need to do the job safely.*
 3. *If you believe your Health and Safety is at risk let your supervisor or manager know immediately. Under law you have a right to refuse to undertake any work you believe will put you in danger*

3.h Health and Safety user centred design (7 minutes)

- So we've talked a lot about risk and **Health and Safety ...if we could start from scratch, what would you do that would work well and make sense for you and your work mates** (*mind map as you go to create visual*)
 - *Listen for and probe: leadership, responsive dialogue, participatory structures, sense of fairness of authority, indications that H&S is valued and appreciated*
- **Where would we start?**
- **What would be most important...**what would you say, do, put in place, at what work places or work tasks *prompt as needed.....*
 - Who would lead this?
 - **How would you involve all the workers** so that they **felt connected** with **Health and Safety?** *When, where, why, what*
 - **How would everyone work together** – owners, managers, supervisors, contractors, fellers, machine operators, etc
 - **What would you create so that people felt they could stop operations if safety was an issue**
 - **Who would have 'stop the job' authority** ...(anyone? all? Why? Why not?)

 - **How would you help workers to get into the habit of Health and Safety?**
 - **What kind of things would have to be happening onsite that would make workers feel that this was really important?**
 - **How would you talk about Health and Safety?** And who would you talk to, when, how often, in what way etc.
 - Prompt as appropriate: *Posters on-site, competitions, inspector visits, training days, posters, websites, texts, protective gear / clothing, trade magazines, Safety campaigns, Self-assessment materials, Peer-assessment materials, Injury or hazard Report apps. Community awareness campaigns – especially with regard to untrained builders. Supporting small businesses specifically, Sector engagement via guest speakers. Action pledges.*
 - **How would you know if people were keeping to it?**
 - **So what if people ignore it all – what would you do?**
 - **In what way would you change the regulations around x task or not....**

Toolkit 8 (prompted communications themes generated throughout discussion)

- **So let's imagine that it's been a year or two down the track and Health and Safety is slipping again, how would you remind people?**
- **What kind of messages** would you use to remind people about H&S? Because? *Prompt with potential themes that have emerged during discussion*
- **Which one of these do you feel would be effective in driving home the message about Health and Safety ...because?**

RESPONSES TO HEALTH AND SAFETY INITIATIVES AND COMMUNICATION CONCEPTS – 10 minutes

***Purpose:** to continue the previous discussion and understand what themes, images etc. will work best for Forestry workers and what are the communications rules are here*

4a. H&S programmes (contractors and supervisors, workers as appropriate)

- Thinking back to the Health and Safety information you have seen.....show as appropriate to respondent...have you seen...show card of the following as appropriate
- - **The Partner in Action Pledge**
 - Awareness, perceptions, relevance, effectiveness, what would make it better?
How they would feel about joining, how they would feel about an employer signing – would it make a difference
 - **The Safety Star Rating**
 - Awareness, perceptions, relevance, interest, effectiveness, what would make it better?
 - **The Safer Forest Harvesting Project**
 - Awareness, perceptions, relevance, interest, effectiveness, what would make it better?

4b. Creative executions print and TVC (introduce one at a time – rotate order for each interview)

- **Here we have some different ways that other industries talk about Health and Safety**
 - What do you **feel** when you see this?
 - What does this **remind you of?** **Make you think of?**
 - What does it make you **want to do?**
 - Would it **make you do anything differently?**
 - Does it make **you want to know more?**
 - probe impact on others, immediacy of risk etc
 - **What is this saying?**
 - **What stands out?** In what way?
 - What **feels confusing in any way?** Not clear?
 - In what way does this **idea feel relevant**or not for you ...in Forestry....
 - What **would feel more relevant?**
 - Probe images / words / themes that would make it relevant in Forestry), language, tone, style etc.

Compare and contrast with other themes that may have come up spontaneously – what themes are more effective and why etc

Final Questions – 2 mins

We are going to be doing a survey of hundreds of workers in your industry soon and we will be sending people a letter in the mail asking them to fill out a survey. We need to work out how to encourage as many people like yourself working in the industry to fill it in.

- We are going to have a prize draw for all who complete it – what would work best:
 - A new iPad or iPhone
 - Supermarket vouchers
 - Warehouse vouchers
 - Something else
- We are going to be sending out a letter asking people to fill in the survey. Do you think more people would be likely fill in a survey if it:
 - Explains that too many people are dying or being seriously injured at work and the survey is trying to find out what workers think might cause these accidents or injuries to happen. They will use this information to try and reduce the number of accidents
 - Do you think this will turn them off and they would more likely to fill in one that is more vague – for example, a survey about ‘working in New Zealand ‘
- The letter is going to be from WorkSafe NZ but could also have the support of a union, or an industry body, if this will encourage workers to fill it in. Are there any specific people or organisations that are really respected in your industry so if they said they supported the survey, it would encourage people to fill it in?

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Thank and reinforce confidentiality

Ask if we can re-contact them if we need to clarify anything

Koha and close interview

SAMPLE



FORESTRY

- All in harvesting – tree felling, breaking-out, cable-hauling

1	At risk	Contractor	Northland
2	At risk	Contractor	Central North Island
3	At risk	Contractor	Christchurch
4	At risk	Supervisor	Northland
5	At risk	Supervisor	Central North Island
6	At risk	Supervisor	Nelson
7	At risk	Paired Depth Worker – Māori	Northland
8	At risk	Worker	Northland
9	At risk	Paired Depth Worker – Māori	Central North Island
10	At risk	Worker	Central North Island
11	At risk	Worker – Māori	Nelson
12	At risk	Worker	Christchurch
13	At risk	Worker	Nelson
14	At risk	Worker	Northland
15	At risk	Worker	Northland
16	Good	Contractor	Rotorua/Taupo
17	Good	Contractor	Rotorua/Taupo
18	Good	Contractor	Rotorua/Taupo