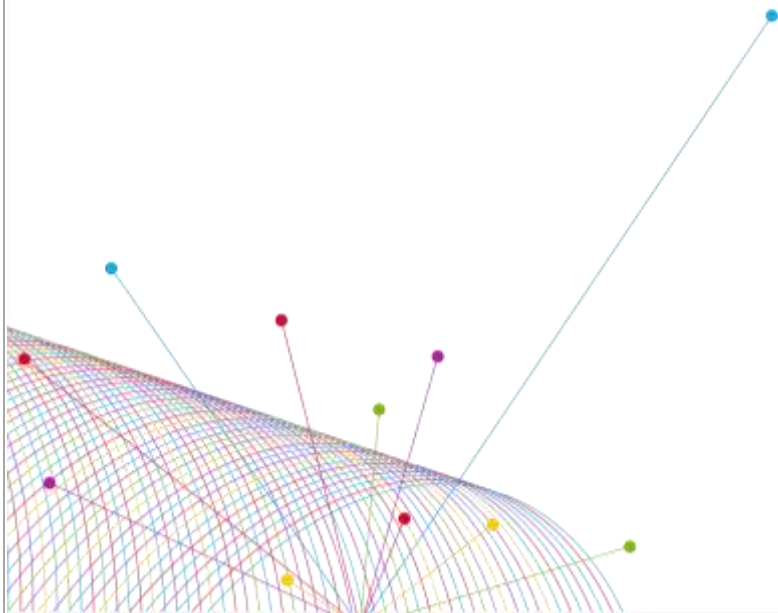# Health and Safety Attitudes and Behaviours in the New Zealand Workforce:
A Study of Workers and Employers

2014 QUALITATIVE RESEARCH CONSTRUCTION REPORT

APRIL 2015

CITATION

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WHAT'S INCLUDED

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 general findings and findings specific to the Construction sector 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. This qualitative research involved 97 in-depth interviews and mini-groups, conducted 3-28 March 2014 inclusive.

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. Unpredicability 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.
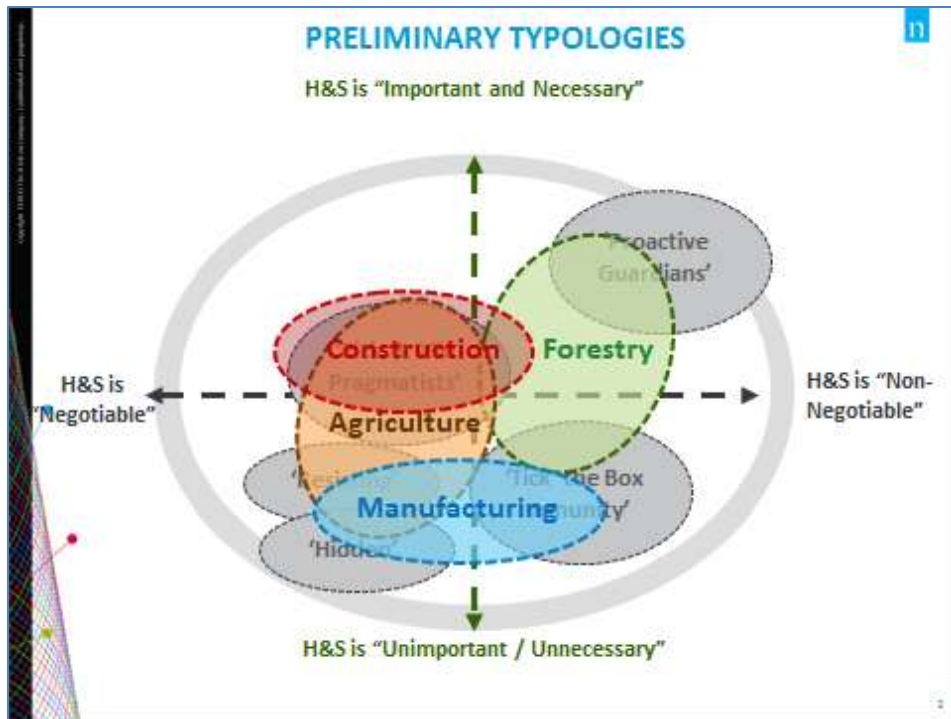
PRELIMINARY TYPOLOGIES
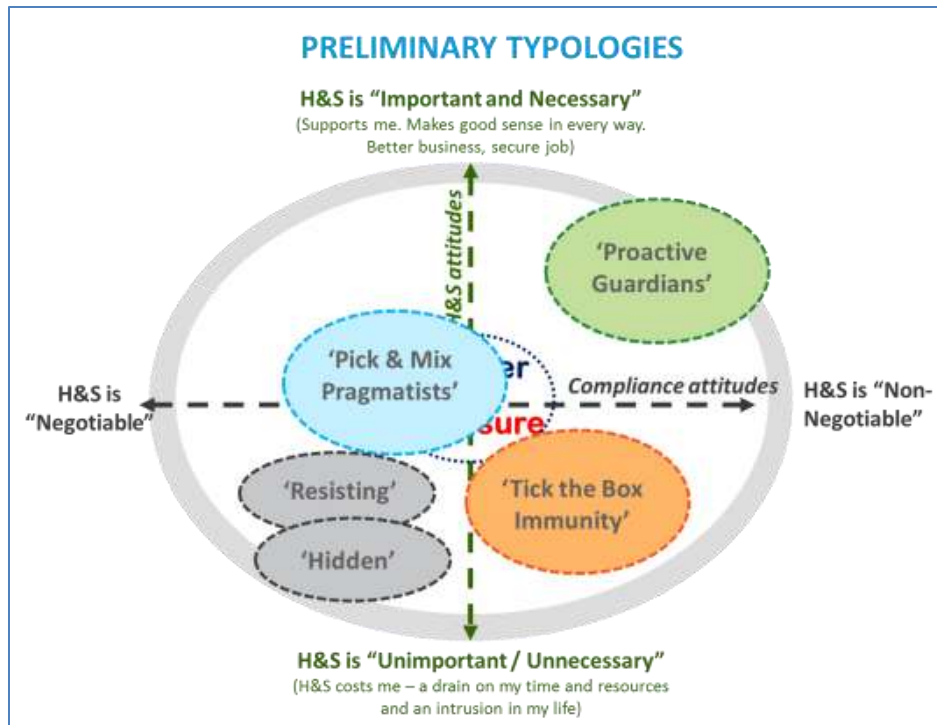
Forestry has its heart in Proactive Guardians and it straddles into Tick the Box Immunity. The nature of forestry work and the fact that it is seen by those in the industry to be high risk, means that there is a strong representation of Proactive Guardians who are vigilant regarding Health and Safety 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.

Agriculture sees its heart in Pick and Mix Pragmatists and Resisting. The prevailing view that common sense is all, means that farmers and farm-workers are largely a pragmatic bunch, using their own judgment to assess the need for Health and Safety in situations. The isolated nature of much of farming (*no-one can see* mentality), coupled with a strong streak of individualism and libertarianism means that there is a marked representation in the Resister segment.

The heart of **Construction** lies in Pick and Mix Pragmatists. Those working in Construction are practical and pragmatic. They cherry pick when it comes to Health and Safety, using experience and intuition as guiding factors.

In **Manufacturing** we see the heart in Resisting and Tick the Box Immunity. The smaller organisations and one-man owner-operators tend to be defensive and feel that Health and Safety is an intrusion and not to be bothered with. Larger organisations, especially those with off-shore interests toe the line, ticking the box so that they can be seen to be complying.

PRELIMINARY TYPOLOGIES

H&S is "Important and Necessary"

'Proactive Guardians'

Construction

Forestry

H&S is "Negotiable"

H&S is "Non-Negotiable"

'Pragmatists'

Agriculture

'Tick The Box'

Manufacturing

'Hidden'

H&S is "Unimportant / Unnecessary"

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
Attitudinal • 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 **Personal** • Good mental and emotional health **Practical** • 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 and 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	**Attitudinal** • 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 **Personal** • Fatigue; Ill health; Stress/depression; Addictions **Practical** • 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	
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.
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, and given the tools to do it quickly and cost-effectively.
TICK THE BOX IMMUNITY 	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.
RESISTING 	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.
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.

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	- Desk research - Stakeholder consultation	January – March 2014	- Contextual summary for each sector - Detailed Research Framework
2. Qualitative research	- In-depth interviews and focus groups with employees and employers in 4 Priority Sectors	March – June 2014	- Presentation of Interim Findings - 1 Cross-Sector Report - 4 Sector Reports
3. Quantitative research	- Online and self-completion surveys with employees and employers in Priority Sectors	June – August 2014	- 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 report should be read in conjunction with the overall Cross-sector Report for sector comparisons.

METHODOLOGY

A mixed methodology was used, comprising face-to-face in-depth individual or paired depth interviews, telephone/Skype in-depth interviews and mini-groups. Individual and paired depths lasted 1-1.5 hours and mini-groups lasted 2 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**

The Construcion 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.

Workers in the **Construction** sector are drawn to it by their love of creating a building from scratch and leaving it as a legacy. They put their hearts and souls into creating New Zealand's future buildings and take pride in pointing out to others what they have built. They see themselves as intelligent problem solvers, hard-working and willing to go the extra mile. This applies to the majority of the tradesmen spoken with. For most of the subbies (plumbers, roofers, electricians etc.), but not all, it was about the satisfaction of a job well done or getting the job done on time and to specification.

In Construction, and the other sectors, however, 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.

"It's putting your mark on the world, you're proud of it and it's always there." (Sub-contractor)

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.

UNDER PRESSURE

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

In Construction, the high volumes of work and strongly competitive market place mean that many businesses are feeling squeezed. They are working at speed to get the job done using less experienced men, watching costs and cutting costs where they can. Business owners note that good, talented people appear to be in short supply with a bigger supply of untrained and inexperienced workers adding to the pressures by requiring supervision. A common belief is that at present on some sites, leadership is lacking or is ineffectual due to a loss of depth in the industry and the time pressures faced by experienced workers.

> *"We will have a massive shortage of skilled labour in Auckland and Christchurch. Quality builders are becoming a premium."* (*Good Practice Interview*)
>
> *"No I really enjoy plumbing, but I do feel like I struggle with the business side of it. I'm a plumber. I'm a hands on person that's why I sort of got into the trades to start with but being a business orientated person was never me, it's lucky I've got my wife in there for that, she's the brain behind the outfit."* (*Tradesperson, Auckland*)

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 e.g. at agricultural colleges, etc. 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.

> *"China's Health and Safety's clearly not as good … it is a lot safer to work in NZ."* (*Migrant Worker, Construction*)

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 Construction, Health and Safety is one risk that business owners deal with as part of the daily routine. The sector seems complacent about Health and Safety and lacks a sense of urgency about the seriousness of the accident and injury rate in Construction or the urgency to address it. There is a sense that Health and Safety in this sector has come a long way since the 1990's, so everything is alright. There is a lack of belief in high harm rates.

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 Construction, the immediate boss is seen to be responsible for Health and Safety, but there is also recognition of the individual's responsibility. Employees and employers tend to think very locally, rather than nationally or even regionally. There was no awareness of WorkSafe NZ. The Department of Labour was occasionally mentioned. It was seen as a rule enforcer and particularly keeping an eye on and prosecuting the worst infringers. There was no spontaneous mention of any industry organisations, except once in passing to Master Builders, and there was no reference to Unions. Fletchers was referenced in terms of their role in setting work and safety standards for those working on their sites i.e. their expectations of what sub-contractors needed to know and do to be able to work for them.

> *"I don't know, it depends on the situation I guess. I mean, I'd assess the risks and figure it out, but I guess I don't, yeah, I don't 100% know the risks, but yeah, looked to me like running across the thing wasn't a big deal after watching them do it a lot of times so I did it." (Unskilled Worker Group)*
>
> *"Big industries can afford it, same with apprenticeships. Small companies don't have the money or the people they can spare." (Workers)*

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'.

The Construction sector seems particularly complacent about Health and Safety and lacks a sense of urgency about the seriousness of the accident and injury rate or the urgency to address it.

Change in Health and Safety practice has occurred within the sector and the gains have meant that the inherent dangers of working on a construction site have lessened. The perception is that working in the Construction sector is safer than it once was and to a certain extent this has led to some complacency in the sector overall. Gains have included compulsory training through Site Safe and the use of personal protective equipment and other safety equipment, notably the increasing use of scaffolding, edge protection, nets, caps on sharp objects and three monthly checks on power tools. **Importantly though, there is no awareness of the statistics of harm in the sector or any sense of urgency to drive down the numbers.**

Construction workers don't generally drive to their sites thinking about risk, harm, or with some exceptions Health and Safety. It does not fit with their everyday occupation of creativity and problem solving and for many is at odds with getting the daily job done. In Construction, Health and Safety is something 'extra' to the business, an intrusion and a nuisance. What matters in minimising risk for mature and experienced workers is their own experience and 'common sense' approach to tasks and for unskilled workers being guided and learning the job at hand.

Indeed, Health and Safety is viewed somewhat negatively by many. It feels imposed and the antithesis of the independent minded, down to earth, physically adept, self-reliant construction worker. In some cases, rules and regulations are perceived to hinder safety or impose impossible costs on a business, for example harness ropes can become a trip hazard, power-tools needing to be certified safe every 3 months or the requirement to have two people when working in a confined space or at heights imposes time and dollar costs.

> *"Health and Safety do-gooders trying to look after you just trying to do your job. But they're not helping. I've been running all over roofs for 18 years, and have never come off. Now they are putting all sorts of what they perceive as safety measures in place, but it probably will make it more dangerous than safe."* (*Tradesperson, Christchurch*)
>
> *"I'm doing something which is deemed to be by the nanny state, dangerous, then I've got to go and get scaffolding or I've got to go and get this and I've got to go and get that, whereas if you're sensible about it, it doesn't have to be dangerous, it's just we're catering to the lowest common denominator and unfortunately that's just blown out the window." (Sub-contractor, Christchurch)*
>
> *"Health and Safety risks are driven by margins that are tight so guys have to get jobs done. It's quicker to use a ladder than a scaffold. There is a cost involved in maintaining Health and Safety. If margins are low then Health and Safety comes out of costing." (Good Practice Interview)*
>
> *"All they're thinking about is their pocket aye. Yeah, pretty much bottom line isn't it. We did a job and the entire thing was priced to be scaffolded. And they gave us a portable unit to wheel round the entire motel, just cause it was like cents compared to dollars sort of thing in price, but shortcuts like that could have caused an accident." (Unskilled Worker Group, Christchurch)*

Most workers in the research discussion report that at the heart of Health and Safety, lies self-preservation. Construction workers do not deliberately set out to cause themselves harm or to be injured or killed. However a prevalent attitude is that risk taking is "*part of the job*" and contributes to mastery of a task.

UNDERSTANDING OF ISSUES AND RISKS: CONSTRUCTION

Overall sense of risk: MEDIUM

For business owners there is a medium sense of risk in Construction – it is not top of mind but runs just beneath the surface. Businesses and workers can feel disheartened at the perceived lack of acknowledgement for the risk they bear and perceived lack of encouragement for effort taken.
For workers, risk taking is commonly thought of as an individual act. There is less understanding about a crew being responsible for each other or having conversations with each other to minimise risk, except for the most inexperienced workers.

High concern issues and risks

- Life-threatening serious harm impacting on livelihoods/disability/death
- Working at heights – falling
- Working with power tools - Cuts to arteries, fingers and limbs
- Working in confined spaces - Being crushed
- Trips and slips; Eye-damage – Splinters, sparks
- Working alone
- Other workers – dropping objects
- Electrocution
- Asbestos dust (Christchurch mainly)
- Untidy sites
- Alcohol/drug hangovers

Medium concern issues and risks

- None mentioned – risks divided between high and low

Low concern issues and risks

- Traffic accidents
- Deafness and noise related harm
- Working with treated woods
- Dust
- Stress
- Bullying
- Use of wrong/damaged equipment
- Infection (plumber)
- Damage to backs from heavy lifting
- Mould from liquefaction (Christchurch)
- Depression
- Minor cuts to hands and limbs
- Long-term intangible health effects – e.g. handling glues/solvents, working in poorly ventilated rooms.

> *"The main one is ladders and access, always see people leaning over on ladders or on top rung of the ladder, or lifting more than they should." (Unskilled worker, Construction)*
>
> *"Hitting the ground. A lot of the roofing accidents aren't roofers they are other trades getting up on the roof, the sparky with inappropriate footwear and slips off the roof." (Good Practice Interview, Construction)*
>
> *"Biggest risk is other people. I know what I am doing, I am real careful and cautious and know the limits of my tools. I have had nails shot close to my head and been dropped on from heights. I always pay attention to who the idiots are and stay away from them." (Sub-contractor, Construction)*

It could be argued that at an emotive level the image of Health and Safety fails to fit with the sectors tough, hard-working image and therefore is creating a further disconnect.

- For older people

- Being picky

- Makes you slow

- Annoying

- Obsessive

- Time-wasting

- For shirkers

- For someone who lives at home with Mum.

However, Health and Safety practice was prioritised by some of these owners who had made a business case for good practice, seeing it as adding value to the business by being able to bid for contracts or mitigating possible losses through worker injury or prosecution. Importantly though, those businesses that follow good practice feel penalised and undercut by businesses that do not cost for Health and Safety or cost for it in their quote but do not use what has been quoted for. A common example given, is to cost for scaffolding in the quote but not use it on the job, therefore making more money from the job.

> *"There is a lot of good education and more tolerance to Health and Safety. We used to get mocked for wearing ear muffs but now the guys mocking are old and deaf." (Good Practice Interview, Auckland)*

Ultimately, the business case for Health and Safety is not fully developed or understood. It is not top of mind as `good for business', rather many think the opposite.

Communications needs to challenge the complacency in the sector and create a sense of urgency to get the injury rate and health damage statistics down. Workers are not necessarily focused on the sector nation-

wide but more on their local area. Relevant statistics for local areas, Christchurch, Auckland (and within that local Auckland e.g. North Shore) or Dunedin are more likely to be noticed that nation-wide.

CANTERBURY RE-BUILD AND HEALTH AND SAFETY PRACTICE

Christchurch at-risk construction workers view the situation in Christchurch as being unique compared with the rest of the country. They perceive that the `spotlight' is on Christchurch with large amounts of money being spent. There are a number of alternative views of Health and Safety practice in Christchurch. One view is that due to the number of commercial project managers, managing the residential builds, Health and Safety practice is seen as better managed than the rest of the country. As well, the higher standards set by facilitating companies such as Transfield Services and Fletcher Construction means that companies who would not have otherwise done so, need to pay attention to good practice.

> *"In Christchurch if we don't have a good Health and Safety rating we won't get the work. If we lose days through accidents, that will affect the amount of work." (Good Practice Interview)*

The alternative view is that due to the amount of work available and the perception of `money to be made' there are now numbers of low quality and inexperienced new entrants in Christchurch. Supervisors and hands-on owners are very busy and stretched and unable to supervise despite the good will of wanting to do so.

> *"The London Olympics have zero deaths, it's the same money here as was spent on the London Olympics." (Good Practice Interview)*
>
> *"They all go through Site Safe and through heights training, it opens their eyes up to what could go wrong. A lot of them haven't had any back-ground, trying to get them thinking that way." (Roofer Christchurch)*

Amongst the qualitative sample of Christchurch construction workers there was no awareness of the Canterbury Rebuild Safety Charter.

> *"Not really heard of it. Not sure if they mentioned it in this meeting this morning or not." (Good Practice Interview)*

4.2   UNDERSTANDING OF REGULATIONS AND REQUIREMENTS

In the Construction sector 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 <u>high level findings</u> are noted below.

In Construction, overall there was seen to be too many regulations. Some are grudgingly accepted (such as scaffolding) but others not so much e.g. having two people for a task, where one keeps watch, working at heights. Most don't give a second thought to knowing the regulations. There is no anxiety or fear that they do not have enough information or are not being informed or do not know the regulations. Generally they are complacent. Young, inexperienced workers lack understanding on many things, including an in-depth knowledge of their rights. All they want to do is build or learn their trade. One of the barriers to learning is written literacy – those who are highly competent with their hands often struggle with the written word. The priority is learning about the technical aspects of their trade, not rules and regulations. It is understood that migrant workers who cannot speak English are ignorant of everything relating to the New Zealand working and employment situation.

In some cases, Construction sector rules and regulations are considered to hinder safety or impose impossible costs on a business (e.g. harness ropes becoming a trip hazard, power-tools needing to be certified safe every 3 months or the requirement to have two people when working in a confined space or at height.

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 <u>complying</u> 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.

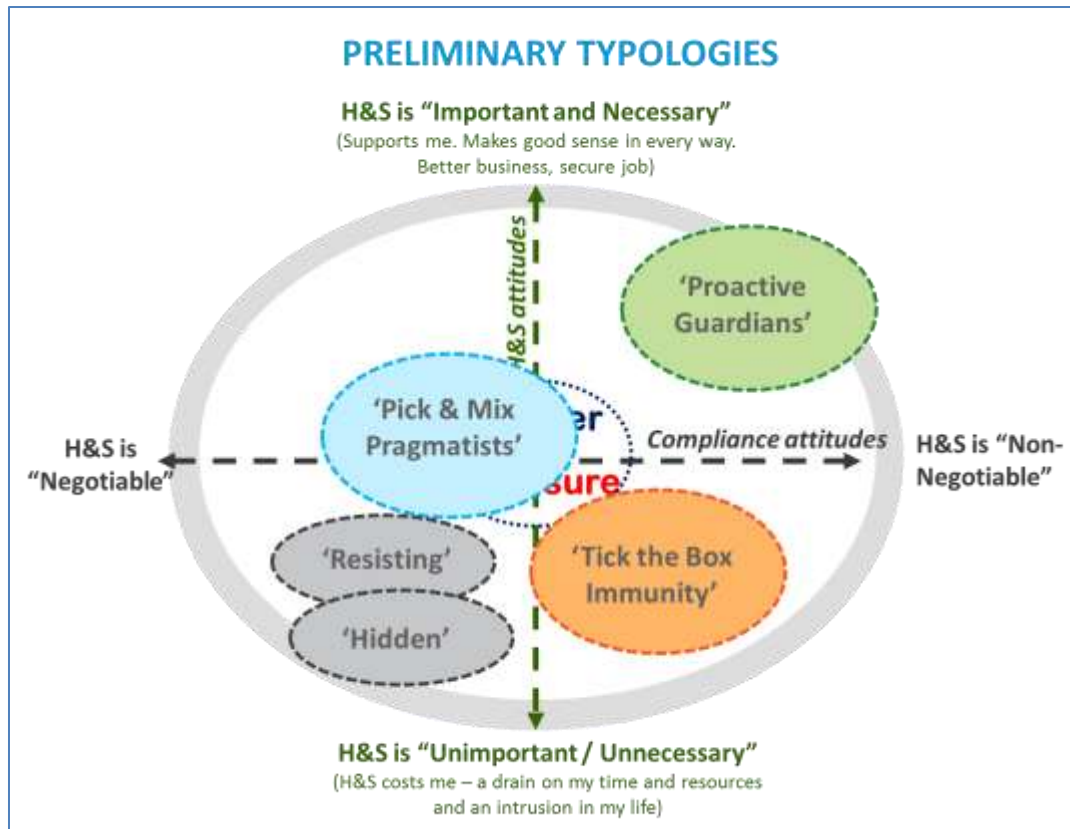**The preliminary segmentation model is summarised in the diagram below:**
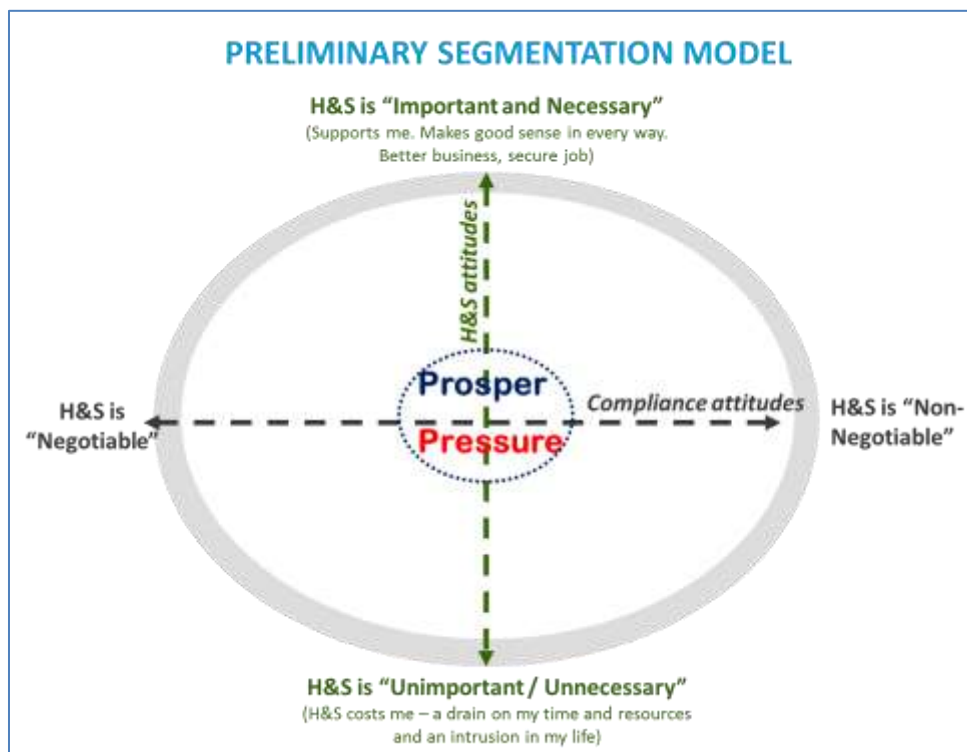
OVERVIEW OF THE FIVE QUALITATIVE TYPOLOGIES

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

  "My boss has never mentioned Health and Safety regulations. I don't know what they are." (Migrant Worker)

PRELIMINARY TYPOLOGIES

H&S is "Important and Necessary"
(Supports me. Makes good sense in every way. Better business, secure job)

H&S attitudes

'Proactive Guardians'

'Pick & Mix Pragmatists'

Compliance attitudes

H&S is "Negotiable"

H&S is "Non-Negotiable"

'Resisting'

'Tick the Box Immunity'

'Hidden'

H&S is "Unimportant / Unnecessary"
(H&S costs me – a drain on my time and resources and an intrusion in my life)

Each segment is described in detail in the following pages.

5.2 THE FIVE TYPOLOGIES – IN DETAIL

PROACTIVE GUARDIANS
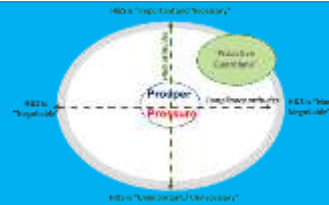
Motivations and drivers

Driven by the need and desire to protect. They instinctively look out for others, anticipating problems, proactively stepping in to help. Business owners do not appear to be tolerant of excuses for not wearing protective gear or other infringements and will stop a worker from starting a task if he is not wearing the right gear such as ear-muffs, goggles, sunglasses. They personally feel accountable for their workers and role model good practice or employ site supervisors and foremen who have a strong mentoring streak. Younger workers are given an innate sense of the danger of construction and are taught daily how to keep themselves safe.

They view Health and Safety as a business priority – as important as profit. Indeed Health and Safety is seen to contribute to profit because it makes good business sense: fewer hours lost to staff illness and injury, positive image within the industry, increased productivity etc. Health and Safety is embedded into the business and is intrinsically valued.

They value and understand the role of good health and wellbeing – including mental health – as much as safety. They derive pleasure and satisfaction from knowing that the workplace is safe and conducive to good health. They are particularly focused on being `ready to work' meaning they ensure that workers are rested and eat well and are addiction and stress free.

Key attitudinal statements for them would be:

- *Health and Safety is a priority [before making money]*

- *I get satisfaction from knowing we have a safe working environment*

- *Health and Safety is core to the business*

- *I look out for others*

- *Its OK not to work while we wait for the correct personal equipment or scaffolding*

- *I prioritise the tidiness of my site and the identification of hazards. I ensure that my workers have personal protective gear available despite the cost to the business.*

The Inexperienced Proactive Guardians would also state:

- *I won't work on tools that I'm not trained on*

- *Getting injured costs you wages*

- *Working too fast is a risk*

- *I expect to be corrected. I know how to take direction from those I respect. I look forward to getting tips and advice.*

The Inexperienced Proactive Guardians would also state continued**:**

- *I am not afraid to raise doubts when I feel unsafe as I know I will not be bullied or stigmatized*

- *I know my company abides by the act*

- *I have strong trust in company leadership and deference for more experienced /qualified workers*

- *I have developed habits to ensure my PPE gear is always available and I wear it with pride e.g. keeps goggles on head.*

<u>Behaviours</u>

Health and Safety is integral to the business and embedded at all levels. It is all encompassing and comes from the top down. The owners and managers walk the talk.

Health and Safety is talked about regularly and openly. The Proactive Guardian boss will encourage open discussion about Health and Safety, so that it is the norm. Further, where Proactive Guardians are bosses there is permission to say – 'no, this isn't right'. Proactive Guardian workers are supportive of others, and will try to influence those who do not adhere as rigorously to Health and Safety rules.

Health and Safety training is taken seriously. New workers are taken through the Health and Safety practices and informed of their rights. Business owners place a strong emphasis on their crew's training, ensuring they attend all required courses. They will often 'translate' the rules and regulations into relevant language. Proactive Guardians have developed many of their own resources and use the internet to look for what others outside New Zealand are doing. Toolbox meetings can be a daily occurrence and are characterised by hazard identification for the day and workers speaking up and telling their personal stories.

Health and Safety is well-resourced, and visible. Proactive Guardians take pride in doing things properly and wearing the right gear. It is second nature. They keep the workplace clean and tidy, and machinery/vehicles will be well maintained. They have all the appropriate safety gear and equipment to hand. Health and Safety messages may be evident e.g. booklets in staffrooms, stickers on machinery.

Proactive Guardians have low or zero tolerance for those not adhering to Health and Safety. They will feel frustrated and vulnerable if they find themselves working for someone who falls into one of the other segments.   The Proactive Guardian worker is unlikely to stay working for long for a Resisting employer, although the need to earn a living may mean that he/she compromises him/herself.

Behaviours continued

Workers who have problems that impact on Health and Safety will be looked after before being chastised (e.g. encourage to re-hab if drinking/drugged up). However, workers who continue to turn up not being fit for work will be dismissed (after appropriate warnings) by the Proactive Guardian boss.

"I feel personal responsibility for my guys. My biggest worry is losing a guy. We look after each other." (Good Practice Interview, Construction)

"It's also pride; you want to go through a job without any accidents or issues." (sub-contractor, Christchurch]

"If you speak out they would sort it out and ring the foreman. It happens heaps, if they can't sort out, we will leave the site. We never work in the rain, we have good access. Our supervisor rings the foreman of the site and then the supervisor goes to the site himself, there is always dramas, because they think our job is easy." (Unskilled Māori Worker, Auckland)

Pen Portrait

BILL

Bill is the owner of a building business with one other carpenter and one apprentice. He is very hands on. Bill is focused on 'running lean' to keep his costs down and his business sustainable. He loves Construction and the people he works with, 'the best salt of the earth' types. He is dismissive of those who pay lip-service to Health and Safety because he takes it seriously. It's the most important thing to his business because if he has an injury or accident on his site or loses a worker to ill-health, it puts his business at risk. He will often say that `to lose a guy would be the ruination of my business'. That means he is not making money. Bill puts himself in his workers shoes, not wanting to see them hurt for the sake of their families. He also realises that not being harmed makes for a happier workforce. This is important to him.

Bill's acquaintance Andrew is similar to him but has really gone a lot further with his Health and Safety practices. This is partly because he works in Christchurch and feels the spotlight is on Construction in Christchurch. His third year apprentice often runs the tool box meeting. He has issued his guys with iPads to make form filling and hazard ID as easy as possible. He trawls the internet for ideas from other countries and has used several messages on Health and Safety he found on a Canadian site.

Bill and Andrew's young apprentices Karl and Lucas, look up to their bosses. They respect them and feel lucky to be employed by them. Both boys can rattle off the `sayings' they have learnt to help keep themselves safe. A memorable saying is `take 5' reminding them to think and plan ahead before starting a task.

PICK & MIX PRAGMATISTS
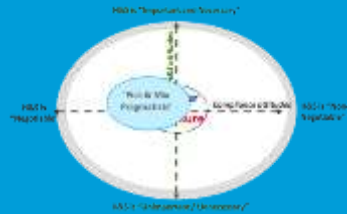
Motivations and drivers

The core drivers of Pick and Mix Pragmatists are self-reliance and self-confidence. They feel that they have been around long enough and know what they are doing. They trust their own intuition and experience above anything else.

At heart, they value Health and Safety and try to abide by it where possible – they do not want to see anyone get hurt and they feel responsible towards others. They are the self-appointed experts of Construction. They are empowered by their past experience which they consistently use as a benchmark in any given risk situation. Pick and Mix make up their minds about risk on a case by case basis. They will not follow Health and Safety practice when they see it as imposing time or cost inefficiencies.

They believe that if they apply simple common sense, then if follows that Health and Safety will be taken care of. They feel they know most of the rules, however, they may feel that some of them are stupid, go too far and don't take into account 'the real world' – or what's really important for a business, or at a work-site. These workers want to project an image of good Health and Safety practices. They will say they are very Health and Safety conscious but on probing will admit to some harmful practices or admit they have had a few accidents.

Key attitude statements for them would be:

- *I know the rules but I don't always follow them*

- *Health and Safety is common sense. I feel qualified to make the right judgements*

- *Health and Safety is fine but not always practical*

- *When you're really busy it's easy to forget about Health and Safety*

- *I feel qualified to assess the risk of a situation and to determine what to do*

- *I dont lke being told what to do by others particularly in authority*

Behaviours

Pick and Mix Pragmatists adhere to Health and Safety in an ad hoc manner taking "calculated risks" dependent on the task and competing pressures at the time. In any given situation or 'moment of risk' they are making decisions on Health and Safety, based on time available, effort costs and money costs, weather, type and nature of the situation e.g. pitch of the roof or coming up with pragmatic solutions to mitigate risk that save money, time, and effort. A typical thought process in any given risk situation may

Behaviours continued

consist of the following thinking:

- Can I take this risk? Is it worth it?

- How many times have I done this before and completed the task safely without following the rules?

- The job is worth $100 but it will cost me $500 to hire scaffolding. However the roof is very steep, maybe I should charge more and hire the scaffolding? Maybe I can do it safely this time using a ladder?

Common sense can go out of the window when Pick and Mix Pragmatists are tired, stressed and under pressure to get the job done. This is the goal conflict scenario – when the pressure over-rides the Health and Safety. They are then open to risk of danger. Some have bad habits which they practise uncorrected such as never wearing goggles or masks. They often operate on auto-pilot behaviour, wanting to get through the day and onto the next task. They will typically minimise the risk of a situation to get the job done *"not really that dodgy".*

If a Pick and Mix Pragmatist doesn't understand the reason for the rule then they may choose to ignore it and expose themselves and their staff to danger. There are often no formal toolbox talks as it is considered *"a bit of an overkill."*

They will often start work before safety equipment is available.

"No-one can do it by the book. The reality is to get a job done." (Tradesperson, Auckland)

"He doesn't do it (cutting corners) to be blasé, there is a genuine feeling that just getting on with the job and using common sense is better." (*Good Practice Interview*)

"If I'm doing something which is deemed to be by the nanny state dangerous, then I've got to go and get scaffolding or I've got to go and get this and I've got to go and get that, whereas if you're sensible about it, it doesn't have to be dangerous… it's just we're catering to the lowest common denominator and unfortunately that's just blown out the window." (Sub-contractor Christchurch)

"You don't need a scaffold to get up on a roof, it's just pathetic." (Tradesperson, Christchurch)

Pen Portrait

BRENT

Brent runs his own business and wears many hats. He likes being his own boss and being in charge of his own destiny. He is a strong believer in his own skills having honed them early on with his father who was also a builder. He is good at thinking on his feet and making something work. He is also a strong believer in having common sense and having an intuitive feel for a situation. Brent does a professional job and is very distrustful working with people he does not know. Other people can harm you if you are not careful.

He doesn't think too much about Health and Safety as he has too many other things going on. A Construction site is a lot safer than driving around. A certain amount of risk comes with the territory and if he really thought about it he would never get through his busy day. He would feel terrible if something

happened to his young apprentice. He wouldn't let his apprentice get into any situation that would harm him and does all the risky jobs himself. Having said that he is just too busy to supervise him all the time. If his apprentice hurts himself it would probably be because he was being silly. He doesn't want any trouble from his young guy and doesn't expect him to express any doubts. If he did, Brent would probably be OK the first time but after that he is not too sure.

He almost never considers health risks and makes up his mind about the safety of a situation on a case by case basis. His partner once hurt himself cutting pipes when he didn't wear his safety goggles. That has made Brent try to wear his more often, though last time he couldn't find them so did the cutting job anyway.

Brent knows his wife and family, his work partner and apprentice rely on him to keep the business going and bring in a good income. He knows that he would seriously risk his livelihood if he was badly injured but it's just not at the forefront of his mind when he is under pressure to get the job done.

Brent has been to some good training in the past but at the end of the day it's experience that counts, not training.

TICK THE BOX IMMUNITY
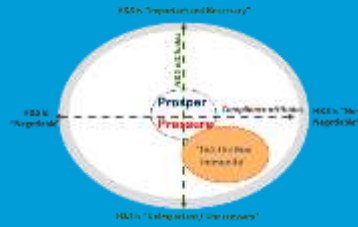
Motivations and drivers

Main motivation is immunity from prosecution or censure. They are fearful of loss of money, the inspectors descending on them, or the business being closed etc. They want to **cover their tracks** rather than proactively embrace Health and Safety practices. There is no positive emotional engagement with Health and Safety.

They think more about themselves rather than considering the welfare of others. They get the job done and do what has to be done to keep safe, but there is almost a reluctance and resistance to it because they don't really value it beyond the *"covering my arse"* mentality. For some this leads to a reluctance to hire permanent staff, but rather to take on contractors where they feel they have less responsibility in regard to Health and Safety and employment rights.

Focus on Health and Safety is about the business at the end of the day – ie minimising paperwork if there is an accident, increasing chances of quotes being accepted by big contractors, not losing social standing within business community and not losing self-respect.

Key attitude statements for them would be:

- *You have to be seen to be doing Health and Safety*

- *I only do it because I have to; If you follow the rules you will be left alone by the inspectors*

- *I follow some rules especially when I know the inspectors are driving around*

- *It's easier to follow the rules even if I don't agree with them*

- *I am worried that I will get into trouble if I don't follow Health and Safety rules*

- *Training costs my business money*

- *I wouldn't go on the courses if I didnt have to*

- *I am really angry that I go to all the efort to comply and others do not.*

Behaviours

Health and Safety may literally sit in a drawer – a policy and a set of strategic behaviours that create an illusion of good Health and Safety practice.

Health and Safety is carried out to the minimum level required, and no further. Ostensibly, those who work for a Tick the Box Immunity individual will have a degree of protection, but because it is not embedded in the culture it has its limitations. Workers learn that good practice is not to be taken seriously in all cases and that it is Ok to cut corners to avoid costs when others are not looking.

Employers will put workers under pressure but will cover themselves in terms of compliance so it looks like they are not compromising Health and Safety. They can be short-tempered when Health and Safety compliance adds time or dollar costs. While employers will often say that it is OK for their workers to voice doubts about safety, in practice workers feel intimidated and will be derided if they do so.

Employers and workers with this mind-set will not not proactively look out for his/her employees or co-workers and will not overtly support them.

Dangers and risks to others will be ignored or simply not picked up as long as the Tick the Box Immunity employer or worker is covered and doing what has to be done.

Employees in this segment do the right thing while the boss is around, but revert to poor Health and Safety if left alone. They will comply when being scrutinised or when they feel anxious that they might get caught out for non-compliance but they will often 'forget' to wear safety equipment or state that it is uncomfortable especially in the heat. Health and Safety knowledge is not actively sought and attendance at training courses is not viewed as important. Workers are likely to state they have trouble paying attention or retaining what they have learnt.

There is limited, if any, investment in or education about Health and Safety for workers by the employer. Health and Safety is synonymous with excessive paperwork, dense wordy documents and training that is mandated but not seen as relevant to the reality of the sites they work on.

"Its also the PC thing. When I put my tender in they go 'oh this guy is big on safety'. Bottom line is it doesnt really matter but it can affect the bottom dollar." (Good Practice Interview)

"As an employer it's my responsibility to keep them safe, but ultimately it's like giving someone a car, you should probably wear a seatbelt but it's your choice." (*Tradesperson, Dunedin*)

Pen Portrait

SHAUN

Shaun is a busy subcontractor in the Construction industry. He has a workforce of 5 including one apprentice. His wife works in the business and is office based taking care of the paperwork which he hates. She's the one that's into all the legalities as "*have to otherwise, they could give you a big fine".* Shaun thinks that bottom line the nanny state is way over the top with the rules and regulations. He deliberately does not socialise with his crew, wanting to keep some distance between them and him as he is often in a position of having to `tell them off' when he sees them without a harness or standing the wrong way when cutting. When he does so, he doesn't hold back and has been known to use a cuss word or two. Shaun tries

Pen Portrait continued

to be vigilant about his workers safety, having invested heavily in all the gear he provides them. He has even bought his own scaffolding which was a considerable outlay.

Shaun's crew is sent on courses which occasionally make him feel resentful as its time away from the job. He teaches them the basics himself. He points out when they are not complying but ultimately he can't `have eyes in the back of his head' and if they hurt themselves it's their fault. He is not much on the tools these days, driving between his sites to ensure that work is up to scratch and people are doing what they are told, meaning that his most inexperienced workers can be on their own for a good part of the day. Shaun's anger and frustrations surface quickly when he talks about Health and Safety and the imposition on him and his business. Health concerns don't really cross his mind, except asbestos. Safety costs, buying harnesses, scaffolding and other expenses ultimately cost him money and he feels some of these things actually can cause accidents. You can easily trip over a rope of a safety harness. It would cost him more in fines if he didn't do these things and more importantly he wouldn't get work if he didn't follow the rules. A few years ago he was penalised for late payment of his licence fees and that fact is against his name on the OSH website. One of his friends saw it during an internet search which made him feel embarrassed as he runs a good outfit. He is working hard to clear his name. He's also had several meetings with the Fletchers guys so he can understand what he needs to do to be able to get work from them.

RESISTING
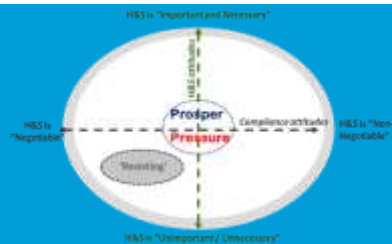
Motivations and drivers

The Resisting individuals are libertarians, driven by the need for freedom. They have a streak of anti-authority that is almost (but not) anarchistic. They reject Health and Safety as an uneccessary cost, an intrusion and an affront to individual freedoms. It is almost an infringement of human rights for these people and they frequently talk of the nanny and police state.   They do not want to be told what to do.

They view accidents and injuries as 'bad luck' and the fault of the individual injured. Alternatively there is dissociation from injuries and relief that it was not them who was hurt. Health practices to avoid damage to health are not considered.

They are typically driven by profit and are labelled by other businesses as `cowboys' or `boy racers' due to sometimes relaxed attitudes to producing quality work as well as consistently cutting corners to get the work done. In a cost/benefit analysis, good practice is viewed as time-wasting, adding dollars to the business.

They see themselves as invincible … but often possesss a contradictory pervading sense of fatalism which undermines the basic tenets of Health and Safety, because there is a belief that accidents will happen anyway. It's as if Resisters are looking for a rationale and excuses for why Health and Safety is not relevant to them.   There are consistent feelings of *"she'll be right", "we'll sort that out", "I'll be ok if I'm careful", "It wont happen to me".*

Resisting individuals are deeply suspicious of others coming onto their worksites/land – especially if they are from government, who they see as an enemy not an ally or support. The older Resisting individual has an attiude that centres on "*having always done it this way"* and "*I had it bloody hard so you will too"*. It is a cost that they are not prepared for and they don't consider the consequences. The Resisting worker will openly flout Health and Safety where he can – it's a nuisance and not for real men.

Key attitude statements would be:

- *I can't be bothered with Health and Safety*
- *Health and Safety is a waste of money*
- *Health and Safety doesn't stop accidents happening*
- *I want to make a profit at all costs*
- *I want to win work in a highly competitive environment [despite short cuts needed to do so]*

Key attitude statements would be: continued

- *If it can't be seen then it is Ok to cut corners (workmanship, materials and Health and Safety practices)*

- *I don't believe I am doing anything wrong*

- *I don't have time to learn my duties under the Health and Safety Act*

- *The most important thing in my business is to meet my deadlines and to provide a low cost quote.*

Note: This is an extremely hard segment to communicate to as they are either mature workers with ingrained bad habits, or are migrant employers/workers with limited English.

Behaviours

Businesses who disregard Health and Safety, take undue risks and place their workers at risk on a daily basis. They have little or no regard for Health and Safety practice. Some may have relaxed attitudes to working hours, whilst others pressure their workers into working long hours often without breaks. Alcohol and drug abuse can be tolerated.

They are unwilling to engage in or practice situational awareness. They put limited planning or forethought into tasks. Little to no effect is made to engage with rules and regulations. They are unlikely to have tool box meetings.

On the job there is limited use of scaffolding and any height protection, no sign in on sites, no hazard boards and limited personal protection gear. They do the job in a way that is quickest and easiest.

"I haven't done a lot of training to be honest, toolbox meetings are Friday at the pub. If I am about to get given a job I get told by the person and then I do it." (Unskilled Worker, Christchurch)

"Well I guess the Chinese community is too big to control … you could get everyone to go on a course or whatever but a week later they'll just go back to their habits." (Migrant employer, Auckland)

"Another thing as well is like you've got to learn how to fall, you've got to get hurt first then you'll know that you won't do it again. I mean like a child you've got to like touch the element first before oh no that's hot, you know I'm not going to touch that. If I fall off the ladder oh make sure I don't lean over like that again. But if you already put all these safety things in place then they don't know, they don't know why we're doing that." (Migrant Employer, Auckland)

"First of all once you start training them it takes time and then once you've finished training them up they will sometimes go away and then like get their own jobs so you've wasted all that money." (Migrant Employer, Auckland)

Pen Portrait

MING

Ming is an employer of Chinese and Vietnamese workers on Auckland new building sites. He was born in China and has been in New Zealand for ten years. He works solely for other Chinese businesses who demand that jobs be done to prices they specify and in a time frame they expect. The best way he has found to make money is to get the job done in the fastest possible time he can. That means hiding what can't be seen, using lower quality materials and both him and his workers, working long hours sometimes till midnight. If he did not work like this he would never win any work.

Ming is vague about his duties under the Health and Safety act though he does have some masks somewhere on the site. If he did everything he was required to do on a site, he would never get any work done. He believes it's important to get the balance right. He intuitively knows what he should do in certain situations. Everybody knows if you are sanding you should wear a mask, but he hardly ever does as he has got used to the dust. He has been to the Site Safe course and remembers the stories of what could go wrong, but about a week later went back to how he has always done things. Ming believes training is a waste of time for his workers as they come and go from his employ very quickly. Most of them can't really understand what they are being taught. He shows them what to do and they are expected to follow his instructions without question. It's hard to find good workers. Anyway, his workers need to learn how to fall in case they do fall off a ladder. He would not report anything unless he has to. His bosses would be annoyed. They have a saying, 'take a teaspoon of cement and harden up'.

Ming has seen some of the communications in Chinese. He says he can read Chinese but his Chinese workers either can't read Chinese or will only read what they want to read. At the end of the day it's all about impressing the bosses.

5.4   HEARTLAND FOR SECTORS
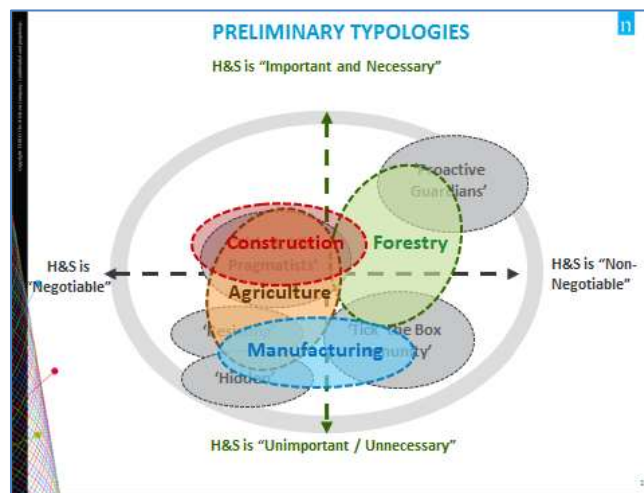
PRELIMINARY TYPOLOGIES

- The heart of **Construction** lies in Pick and Mix Pragmatists. Those working in Construction are practical and pragmatic. They cherry pick when it comes to Health and Safety, using experience and intuition as guiding factors.

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 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)*

A consistent theme in Construction is the importance of active and regular discussions about safety, both on and off the worksite, to embed Health and Safety practice. Active and regular discussions on site, in the van or at the pub are important signs of a healthy culture of harm reduction. Indicators of active risk discussions are:

- The discussion of risk occurs spontaneously on site, in the van, at the pub.

- The business culture encourages workers to raise doubts. Owners are open to the discussion of Health and Safety practices and invite discussion. Younger workers listen to experienced workers respectfully and are invited to ask questions.

- Toolbox meetings where risk is discussed are a good indicator that business owners take risk minimisation seriously. On a daily basis the discussion of risk and hazards are the first item on the meeting agenda.

- Communication happens in a way that crew can understand i.e. action orientated, simple language.

Sayings and 'rules of thumb' are common ways to communicate in Construction. 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*.

Credible communicators are wise, experienced workers, head builders, Construction site supervisors and foremen. There is derision for *"wankers from Auckland"* or similar communicating Health and Safety messages.

Site Safe was perceived to lack relevance to specific site situations for some, to be too broad and basic, lacking detail about exact risks.

Written communications on safety are often perceived as too wordy and difficult to understand. A perceived lack of relevance and wordiness in information and communication causes an inability to retain information. Construction workers often stated they felt overwhelmed by too many words.

- Workers can digest more easily written communications that are in small 'chunks'. Workers respond to short, simple sentences. Posters with dense wording are seen as a 'class room' format not for hands on people.

- Workers prefer visual communications, short movies, diagrams, cartoons and games.

- They want instructions that show an ordered process. Workers like to 'tick off' safety practices in an ordered way, e.g. the '5 things to do in putting up a ladder'.

- The word "risk" was not understood by some of the unskilled workers. Even the words Health and Safety are not familiar terms in Construction for some.

Business owners and educated, literate workers like to communicate in short email messages.

"The best way to deliver messages is personal, in small groups." (Best Practice Interview)

"Safety at Heights training stood out. Horizon took it, we had half a day in the classroom, but then the second half of the day, they took us in to a massive obstacle course, you had to manoeuvre through it safely…If you sit in a classroom they aren't going to remember it." (Tradesperson)

"Hawkins, have '5 & 5'. Take 5 steps back and take 5 minutes to think about it. That really rubbed off on me, I do that now." (Tradesperson)

"We don't talk about safety, we talk about what stupid people do." (Tradesperson)

"Site Safe training could be better. It's a bit junior…If you don't know you should not smoke next to a propane tank, shouldn't be in Construction. Bit kindergarten, toughen it up a bit." (Tradesperson)

"Site Safe – tick the box. Nothing has sunk in. Piece of paper." (Tradesperson)

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 judicously. 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 Construction, reinforcement of good practice was welcomed and appreciated. Punchy executions with minimum amount of text had high impact.

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 Construction 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 Construction, position Health and Safety practice and equipment as contributing to 'doing a good job'. Using the metaphor of `right tools' may help the communication of this concept in the Construction sector. Health and Safety practice is another good tool to 'get the job done well'.

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; half a day to put up scaffolding vs 3 months in a hospital bed without scaffolding)*

   - *Health and Safety supports high production, not get in the way*

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 e.g. when to have two people present, when workers should wear a harness**. Also show the consequences by situation**, of what workers will lose by not practising the desired behaviours. For example cutting an artery when a skill saw kicks back means the worker loses the ability to work in Construction and now works at a desk job.

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.*

> *"I think it should be your job as a team to say if you see someone doing something wrong. Don't just carry on. Just be like: 'Hey mate, what are you doing wrong?' 'I've got no handrails on my scaffolding'. 'Yeah that's right. Put them up there, just like that."(Unskilled worker)*

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 each sector (e.g. in construction, words such as 'muppet' 'don't be a dick', 'idiot' 'stupid' 'silly' are common place, when talking about risk. 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.

> *"If I see someone not using their goggles I say – 'Got a spare pair of eyes at home do ya mate?'"(Worker)*

RECOMMENDED FORMAT / CHANNELS

1. **USE VISUAL AND ORAL COMMUNICATION WHERE POSSIBLE:** In many cases 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. This might include:

   - Visual planning maps

   - 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 wasn't wearing his goggles andhe was hit in the eye; he wears his goggles now

   - Testimonies: he came to the site hungover and nearly fell off the roof; what 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.

"I haven't read a word, mostly looked at the pictures." (Tradesperson)

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. An example given by an employer working in construction is to construct messages in direct sentences, to say directly 'wear your ear muffs' not the indirect instruction 'ear muffs must be worn'.

3. **USE RESPECTED INDUSTRY MENTORS**: Communications should come through respected industry mentors. 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.

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 is no awareness of WorkSafe NZ amongst Construction workers. Most cite the Department of Labour, OSH or ACC as having oversight for workplace Health and Safety in New Zealand. Some confuse WorkSafe with Site Safe.

"I have heard of them, they are Site Safe are they? Only guessing. Haven't had to deal with them." (Tradesperson)

7.2 PERCEIVED ROLE OF WORKSAFE NZ

VIEWS 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

Few participants have a clear understanding of WorkSafe NZ's main role and responsibilities. However, it was evident, when WorkSafe NZ was explained to participants, that the majority of workers and employers want the organisation to be an ally rather than for it to fulfil a police-dominant role.

INSPECTIONS

Experiences of inspections and the perceived "threat" of inspections are varied across the sectors. 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.

Construction is seen to have a number of inspections. Many feel that the inspectors don't always appreciate the working environment and the issues construction workers face and that they pick up on the flouting of what are "silly" rules.

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.

Partnering with other organisations would make WorkSafe NZ immediately more accessible.

"People relate to PlaceMakers, they go and see them, they actually go there every day, so they have a relationship with them, and therefore they're more like their friends. Compared to a government department or someone who's poking around and wants to find information. If PlaceMakers was on board it must be pretty cool but if it's a government thing then just think big brother who doesn't really understand me and my business." (Subcontractor, Christchurch)

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
Attitudinal • 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 **Personal** • Good mental and emotional health **Practical** • 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	**Attitudinal** • 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 **Personal** • Fatigue; Ill health; Stress/depression; Addictions **Practical** • 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 <u>targeted</u> to reflect the different drivers of different segments, within this overall framework. For some segments, the emphasis is on increasing perceptions of the <u>importance</u> of Health and Safety. For other segments, the emphasis is on increasing willingness to <u>comply</u>. And in some cases, <u>both</u> 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* 　- *Share your experience – become a member / mentor.*
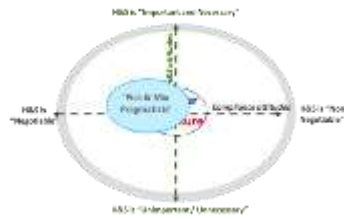
| PICK & MIX PRAGMATISTS	
	There is the potential for high levels of motivation to change if Pick and Mix Pragmatists are reminded that good Health and Safety is the right thing to do. **Respect what Pick and Mix Pragmatists are doing already in regard to Health and Safety and build on it**. Build on 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	
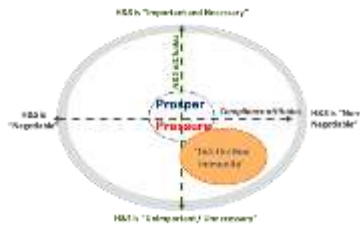
	• **If employing others, the Tick the Box Immunity individual will be motivated by the business argument** – that Health and Safety isn't about losing money if you don't do it, but about making more money if you do it properly. Being more guardianlike isn't about being soft and woolly but is central 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 buld 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	
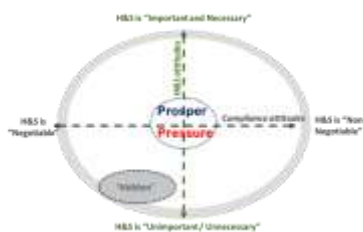
	• **The Hidden need education to be made aware of the rules and their rights as workers** and they also need support e.g. an anonymous migrant helpline for advice, information etc.
	
	• **Key messages might include**:
	  - *You have rights – did you know*
	  - *Get up to speed with Health and Safety 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 Construction 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

- **Construction:** No awareness of the initiative. Not felt to be particularly motivating.

FIVE STAR RATING

- **Construction**: Responses were polarised. Mainly compliant Construction workers were generally positive towards the idea (as long as it did not add to the burden of documentation), seeing it as having the ability to highlight problem areas to zone in on. Some sub-contractors like the idea of a safety rating for sites they are working on.

Other mainly at-risk Construction workers were ambivalent about the idea, based on the perception that it could penalise businesses by creating extra work and act as a barrier to winning work.

> *"That's scary, I don't want to see any more work around Health and Safety, its difficult running a small business, I can see the merit but I don't want another box ticking exercise to get 5 stars." (Tradesperson, Construction)*

CONSTRUCTION - ADVERTISING

RESPONSE TO EXISTING ADVERTISING: CONSTRUCTION

'Falls from Height' toolkit showing good practice `use of ladders'	**High impact** ✓ This was memorable due to the magnification of good safety practice, short sentences, large and small pictures. *"You can pick that up and in about 30 seconds you can actually rate yourself. And you go "Out of the 6 points there I do 5 of those, I guess I could do that as well." So you'll go away and you might do that next time, so that's good." (Subcontractor, Construction)*
Toolbox tips	**High impact** ✓ Relevant reminders for some. ✓ Simple, easy to read format that would fit on a site, could be hung up in the smoko room.
When will you bring up safety concerns at work?	**High impact** ✓ Very relevant poster showing a messy site, no caps on the spikes and clear consequences of a fall.
I was new and afraid to ask	**High impact** ✓ Strong emotive connection to this poster due to the vulnerability each worker has felt as an inexperienced worker. ✓ Communicated relevant consequences. *"A bit of gore goes down well." (Good Practice Interview, Construction)* *"That fella that's lost his arm, apart from that he can't be a builder anymore, it's a constant badge. …It's like a demerit point to you, it's like you're not a full 10 anymore … for your trade, you're not." (Subcontractor, Construction)* *"It is shocking but way of getting people to realize this will happen. Graphic nature don't want to know about it, won't happen to me." (Tradesperson, Construction)*
If you are injured you take the farm with you	**High impact** ✓ This communication from the farming sector taps into a key anxiety of small business owners, that they will be out of action and will lose their livelihood. *"I don't want to be injured as I can't work. It's hard to run a business being injured." (Tradesperson, Construction)*
Roofers using chainsaws	**Medium impact** ✓ The information appeals × Format was too dense for many to read. Workers would appreciate this information as a picture with magnification.
Best practice scaffolding	**Medium impact** ✓ Contained useful reminders.

Workplace hero	**Medium impact** ✓ The idea of being heroic and looking out for co-workers was appealing × The execution was not credible due to the communicator not looking like an authentic Construction worker *"He does not look like a real tradie, fake" (Worker, Construction)*
Images of happy family scenes / crying children	**Medium impact** ✓ Positive images of happy family scenes worked for some and negative images of crying children worked for some family men.

CONSTRUCTION DISCUSSION GUIDE

WorkSafe NZ

Construction Discussion Guide

30th January 2014

General feedback:

- *Requires better clarity/distinction between Health and Safety (seems safety focused – as discussed with the other guides)*
-

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, which may arise during the group, to be covered.

Introduction and Warm up – 3 minutes

Purpose:

To relax respondent and make them comfortable

Cover:

- 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 recorder can be turned off if needed, thank people for their participation

CONTEXT – THEIR STORY AND PERCEPTIONS OF THE SECTOR CULTURE

Purpose: to look for clues that will help us with segmentation: who are they, where are they at, why do they work in the sector, how well trained do they feel;

1a. Where they are at (2 minutes)

- 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?
- How long have you being working in the job you are in?
- Have you had other jobs in construction 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.*
- **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*
  - *If a business owner – what are the things that are the main focuses at present for their business (eg productivity, profitability, Health and Safety, environmental sustainability)*

1b. Construction and changes they have seen in construction (2 minutes)

What changes have they seen in the sector and what are the implications of this – provides context for H&S. This will start to deepen context about support (safety) e.g. do migrants, contractors feel they are not supported versus full time employees etc. Begin to build picture of cultural nuances, esp. top of mind comments re risk culture, (before sensitised by discussion) plus metaphors, archetypes etc. to inform future communications

- How do you feel about your job in construction?
- What do you like about it? *Because?*
- What don't you like about it? *Because?*
- In what ways do you feel the construction industry is getting safer or more dangerous?

1c. Sector culture (2 minutes)

Comparing workplaces

- Different workplaces can have a different feel to them, like working in an office compared with working on a building site. Imagine an office worker came a spent a day in your job. What would be the things that would shock them the most in terms of:

  - *The people they worked with on a building site?*
  - *How the people on the site work together?*
  - *Attitudes to work and the risks you encounter?*

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

Purpose: To establish what they think about, manage risk, what is risky to them - when and why and where? How is risk perceived in their industry – what is the cultural code, how do they keep 'safe' (social, emotional, functional) versus when are they at risk….is there a difference/

H&S is likely to comeup here but try and understand what risk is about emotively aside from H&S regulations etc. What matters to them WHY do they try and keep safe? Where do they need help? How does risk-taking at work feel to them, how are they describing it...

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

- What **kinds of accidents / injuries and health risks typically happen** in **construction? Let's think of high risk, moderate risk and low risk**…*unprompted (mind map / write risks down on sheet ….. then prompt risks: slips, trips, falls from height etc – explore gaps briefly if any*

- *Are any of these risks unavoidable when working in construction? [There is a potential risk with leading in with the question below that we frame some risks as unavoidable while the respondent may not see it this way]*
- Can you sort these risks into different groups of risk, any way that makes sense to you. PROBE:
- Differences between groups
- Avoidable vs unavoidable risks
Health risks vs safety risks

- **What are the biggest threats to** <u>your</u> **safety in the workplace? Repeat for health.** What risks do you worry about most yourself – what are you most aware could happen to you? Because?
- What do you feel are the <u>root or main causes</u> of most construction mishaps?
    - *unprompted then prompt: (e.g.. functional, social, emotional) e.g. time pressure, being tired, old equipment, mates fooling around, new trainees*
    - *untrained labour only workers*
    - *language or literacy issues*
    - *dissatisfaction*
    - *lack of clarity around regulations*
    - *cultural attitudes to safety*
    - *unusual tasks or conditions – e.g asbestos handling*

- How do **you** keep yourself **safe** in your job?   What **helps you** keep safe? *Prompt: regulations, mates, law, self etc.*
- What **near misses** have you had or witnessed? What health concerns 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*
- 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?
- **How do you feel when you see someone with scars from old work injuries / health related damage**– what does it tell you? **How are they viewed**? *Probe martyr / hero / pride / shame / lesson learnt etc*
- **What is the impact of death and injury in this industry** - who hurts because of it? *If families / partners mentioned* ….what do they say to you about this? How do they feel about it?

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

Purpose: to understand what they know, where are the gaps, what are they interested in, when does it matter to them?

Start to get under the skin of how H&S is viewed in their job, their sector

What are the subconscious perceptions and attitudes – refer back to these projections as needed throughout discussion. Throughout try and find out where and what the influencers are in motivating good H&S practice

Keep language very neutral – avoid whistle blower terminology or any villain / hero language

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

- How is **H&S viewed in the construction industry generally**? *Probe 'health' and 'safety' separately e,g occupational health risks like hearing, respiratory, etc Probe examples*
- How do **you feel about H&S yourself**? *Probe 'health' and 'safety' separately*

Toolkit 4

- How would you describe the typical attitudes towards workplace H&S in x (sector)? What do people say about it? *Use list of sayings – get respondent to circle as many as needed* – tell me about these
- Where would the culture have to change for H&S to be taken more seriously? At the coalface or further up the chain? How?

3b. Health and Safety user /'non user' profile (10 minutes)

Purpose: to allow the respondent to project their feelings in an emotionally safe way

- I imagine you know a lot of people in construction. And I can imagine that they all have different attitudes to H&S….

  - I want you to think of someone you know who always does the "right" thing *(use term appropriate to respondent)* in H&S… can you think of someone?

- Let's talk about this person from your point pf view:
  - *Profile – e.g. who, what age, role, level experience, personality*
  - *Attitude to H&S*
  - *Behaviour*
  - *Motivations for good H&S behaviour – why do they think this way?*
  - *How is this person perceived by others who work with him?*
- And now ...thinking about someone you know who has a more "relaxed" *(use term appropriate to respondent)* attitude to H&S… can you think of someone?
- Let's talk about this person from your point pf view:
  - *Profile – e.g. who, what age, role, level experience, personality*
  - *Attitude to H&S*
  - *Behaviour*
  - *Motivations for relaxed H&S behaviour – why do they think this way?*
  - *What stops them taking H&S more seriously?*
  - *How is this person perceived by others who work with him?*
- **What would need to happen for this person to change their attitude? (explore fully)**

- Which of these guys do you feel you relate to more?

3c. H&S information and education (3 minutes)

- What Health and Safety training have you received?
- What did you connect with? What did you feel was not so good. Give me some examples?
- How do you **learn about H&S or get information about H&S**? When? *probe on the job training versus other*
- What programmes, courses or training have you experienced? What if any, achieved lasting change for you/your fellow crew?
- Have you ever attended a "Toolbox talk"? *Probe perceptions of value. If attended a 'good' toolbox talk, what made it good? Have they ever attended a "Toolbox talk" on Health and Safety?*
- In all the H&S messages, campaigns or training you have seen **what has stood out for you**, something that you remember….maybe a picture, a phrase, an approach?...because?
- In educational material on any subject (not just H&S), what has stood out in the past? What did it do for you?

- **Who provides credible, believable information that you trust or would listen to in your industry** – *probe the union, a particular spokesperson*
- For you, what is the **best way to learn about H&S**? Because?
    - What works best?
    - Off site courses
    - Expert on site
    - On the job
    - Printed material
    - Online (e.g. through a YouTube video)
    - etc
- When is the best **time** to receive information or learn about H&S?
- **Have you heard of WorkSafe NZ**? What do you know about them, what are you expecting from this?

3d. H&S responsibility and perceptions of efficacy (3 minutes)

- Whose responsibility is H&S in your job?
    - What is **your part in this**?
    - What is the **role of your mates or the people you work with**?
    - **The government?**
    - **The unions?**
    - **The boss?**
- What gets in the way of a real H&S culture in the construction industry?
    - Is it the bosses not walking the talk?
    - Is it the workers not caring?
    - Is it the authorities not understanding the realities?
    - Is it the environment you work in?
    - Etc
- Despite H&S systems being place, when do they **fall down**?
    - *Probe how and when things change under pressure and what kind of pressure causes this?*

3e. Speaking out (3 minutes)

- Have you ever seen or experienced a health and / or safety issue on site when someone should have spoken out? At this time how did you feel?
- **When have you spoken up** or seen others speak up **about the risks on a site**?
- **What happened**? What changed? What would would have to happen to make you eventually speak out
- How do you feel about speaking out if you feel at risk or see risky situations at work?

- What is stopping you or your crew from speaking out?? What would make people **feel easier about speaking out**?

3f Awareness of worker rights (3 minutes)

- What do employers have to do for employees in H&S?
- **Employers have 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 H&S?
    1. Does your employer: *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. *Does your employer 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*
- How do these rules work in the real world?

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

- So we've talked a lot about risk and H&S…**what if we could start from scratch – what would you do that would work well and make a difference for you and your work mates** – something that would address the key issues for H&S in construction as you see them.

Listen for and probe leadership, responsive dialogue, participatory structures, sense of fairness of authority, indications that H&S is valued and appreciated

- **WHAT**
    - o **At an overall level, what issue/s would you want to address? What is important and has to be tackled?**
    - o **What impact will this have?**

- **HOW**
    - o How would we address this?
    - o What are we going to do differently?
    - o What would you say, do, put in place?
    - o What tools or methods are you suggesting we use?
        - ▪ 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.*
> - o **How would you convince your workmates that this plan was important?**

- **WHO**
  - o Who would lead this?
  - o Who would support this?
  - o Who would be the biggest threat to this happening?
  - o What would be the role of authorities?

RESPONSES TO HEALTH AND SAFETY INITIATIVES AND COMMUNICATION CONCEPTS

> ***Purpose****: to understand what themes, images etc. will work best for them and their sector and what are the communications rules here*

4a. H&S programmes (rotate each time) (2 minutes)

- ***Canterbury Rebuild Safety Charter***
  - ▪ *Awareness, perceptions, relevance, effectiveness, what would make it better? How they would feel about joining, interest, how they would feel about an employer signing – would it make a difference*
- ***The Safety Star Rating (show card)***
  - ▪ *(like the energy efficiency rating e.g. the more stars the better recognition of H&S effort)* Awareness, perceptions, interest, relevance, effectiveness, what would make it better?
- ***Falls From Heights Tool-Kit***
  - ▪ *Awareness, perceptions, relevance, effectiveness, what would make it better? How they would feel about joining, interest, how they would feel about an employer signing – would it make a difference*

4b. Creative executions (rotate) (5 minutes)

- **Here we have some different ways that other industries talk about H&S….**
  - What do you **feel when you see this**?
  - What does this **remind you of**? Make you **think of**?...(*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 your industry….
- *What does it make you want to do? Would it make you do anything differently? Does it make you want to know more?.*
  - What would feel **more relevant**?
  - **What kind of images / words / themes …would make it relevant in X sector**) *probe language, tone, style etc.* **Compare and contrast with other themes that may have come up spontaneously – what is 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: (tick)
  - ❑ 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: (tick)
  - ❑ 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?

…………………………………………..

…………………………………………..

…………………………………………..

…………………………………………..

Thank and reinforce confidentiality

Ask if we can re-contact them if we need to clarify anything   ❑ YES   NO❑

Koha and close interview

SAMPLE

- Focus on residential (under-invested in Health and Safety) and tradespersons as this is where there are the highest injury rates

1	At risk	Carpenter	Tauranga
2	At risk	Builder	Dunedin
3	At risk	Builder	Tauranga
4	At risk	Carpenter	Dunedin
5	At risk	Unskilled Māori worker	Auckland
6	At risk	Unskilled Māori worker	Auckland
7	At risk	Unskilled Māori worker	Christchurch
8	At risk	Unskilled Māori worker	Christchurch
9	At risk	Asian Employer	Auckland
10	At risk	Unskilled Asian - paired depth	Auckland
11	At risk	Unskilled Migrant - paired depth	Christchurch
12	At risk	Migrant Employer	Christchurch
13	At risk	Tradesperson – Plumber	Auckland
14	At risk	Tradesperson – Carpenter	Auckland
15	At risk	Tradesperson – Electrician	Auckland
16	At risk	Tradesperson – Roofer	Auckland
17	At risk	Tradesperson – Plumber	Christchurch
18	At risk	Tradesperson – Carpenter	Christchurch
19	At risk	Tradesperson – Electrician	Christchurch
20	At risk	Tradesperson – Roofer	Christchurch
21	At risk	Unskilled Workers – mini-group	Auckland
22	At risk	Unskilled Workers – mini-group	Christchurch
23	Good	Construction Firm Manager	Auckland
24	Good	Principal Contractor Manager	Auckland
25	Good	Contractor Manager	Christchurch