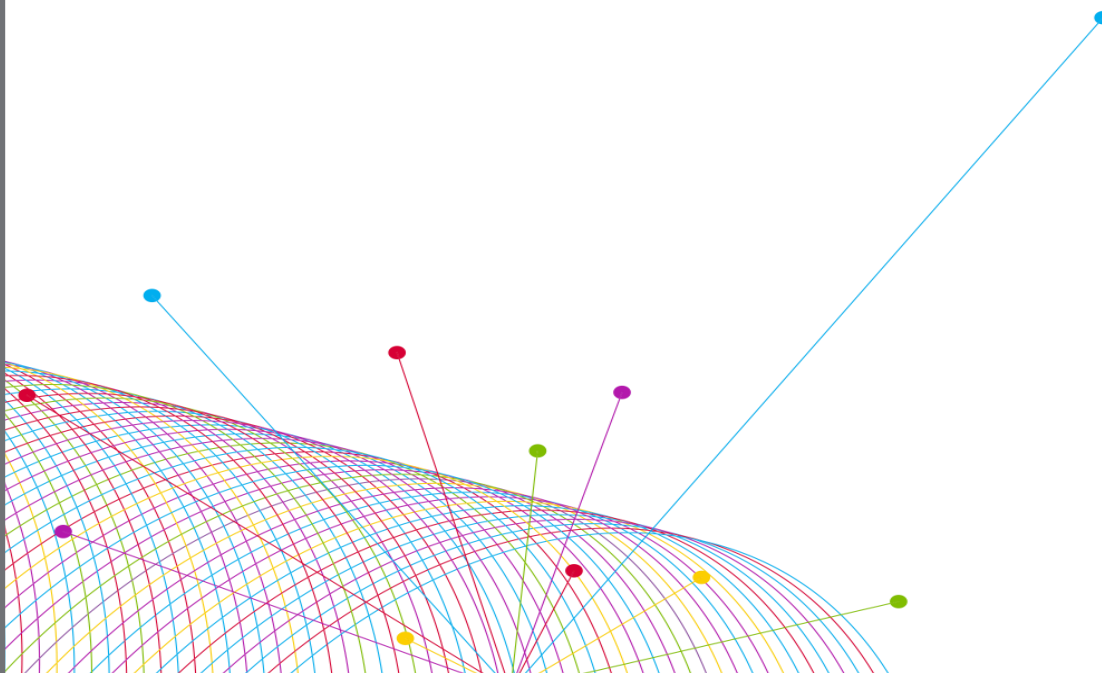# Health and Safety Attitudes and Behaviours in the New Zealand Workforce:
# A Study of Workers and Employers

**2014 QUALITATIVE RESEARCH**

**CROSS-SECTOR REPORT**

nielsen

AN UNCOMMON SENSE
OF THE CONSUMER™

## CITATION

When citing this report, please use the following reference:

# WHAT'S INCLUDED

# 1. EXECUTIVE SUMMARY

# 1. INTRODUCTION

The National Programmes Baseline Research involves engagement with employees and employers in WorkSafe NZ's 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 NZ Priority Sectors. It will also provide benchmark measures that can be tracked over time.

**This report presents cross-sector findings for the Qualitative Research.** The purpose of this research was to investigate key themes with regard to health and safety, including the identification of a spread of attitudes to be confirmed quantitatively.  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.
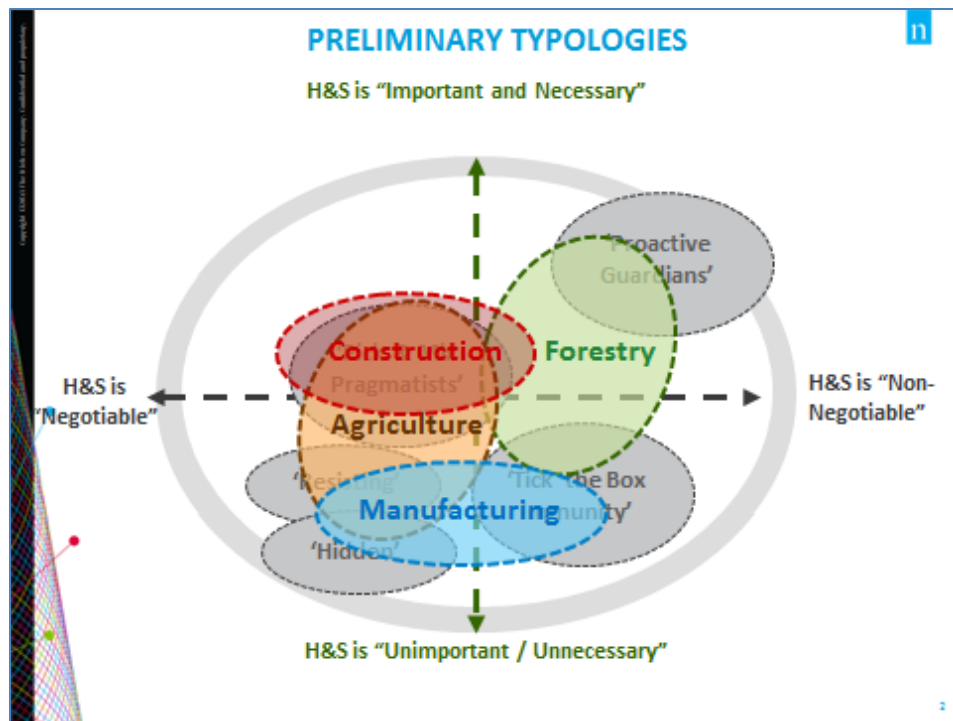
## PRELIMINARY TYPOLOGIES

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

H&S attitudes

*Compliance attitudes*

**H&S is "Negotiable"**

**H&S is "Non-Negotiable"**

'Proactive Guardians'

'Pick & Mix Pragmatists'

'Resisting'

'Hidden'

'Tick the Box Immunity'

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

**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"

H&S is "Negotiable"

H&S is "Non-Negotiable"

H&S is "Unimportant / Unnecessary"

'Proactive Guardians'

Construction

Forestry

'Pragmatists'

Agriculture

'Resisting Community'

'Tick The Box Community'

Manufacturing

'Hidden'

## 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** <br><br> • High sense of risk <br> • View Health and Safety as non-negotiable / highly normalised <br> • Consider Health and Safety to add value to the business / protect assets <br> • Understand importance of Health, as well as Safety <br> • Care about co-workers – not just bottom line <br> • Likelihood of enforcement perceived to be high <br> • 'No blame' culture <br> • High sense of personal responsibility <br><br> **Personal** <br><br> • Good mental and emotional health <br><br> **Practical** <br><br> • Good appreciation of key Health and Safety risks, current causes / rates of accidents/fatalities <br> • Solid understanding of Health and Safety practices, and effective feedback loops (e.g. about 'near misses') <br> • Good training of new entrants; rigorous inductions <br> • Firm commitment to Health and Safety from immediate boss <u>and</u> business owners <br> • Good understanding of workers' rights and responsibilities <br> • Effective Health and Safety systems – e.g. daily briefings, checklists, etc. <br> • Worker-friendly Health and Safety materials / communications <br> • Strong and appropriate penalties for non-compliance <br> • Compliance procedures are simple, cost-effective <br> • Effective and safe channels for whistle blowing / speaking out | **Attitudinal** <br><br> • Low sense of risk <br> • Prepared to compromise Health and Safety to 'get the job done' <br> • Consider Health and Safety a financial drain <br> • Consider Health a private and personal concern <br> • Focused primarily on bottom line <br> • Consider enforcement unlikely <br> • Fear of speaking out <br> • Low sense of personal responsibility <br><br> **Personal** <br><br> • Fatigue; Ill health; Stress/depression; Addictions <br><br> **Practical** <br><br> • Low understanding of risks, current causes / rates of accidents/fatalities <br> • Low/patchy knowledge of Health and Safety practices, and poor feedback loops <br> • Poor supervision and training of new entrants <br> • Production pressure / deadlines <br> • Skills shortages / lack of experienced 'work-ready' employees <br> • Immediate boss not committed to Health and Safety and/or business owner lacks concern <br> • Ad hoc / piecemeal Health and Safety systems <br> • Ineffective communication messages/materials/channels <br> • Weak or inappropriate penalties for non-compliance <br> • Compliance procedures are complex, unnecessarily costly <br> • 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:
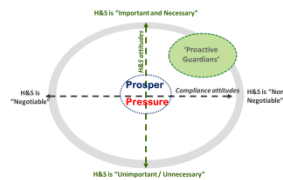
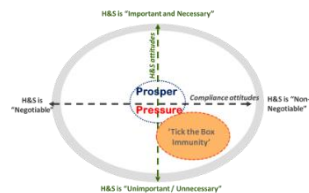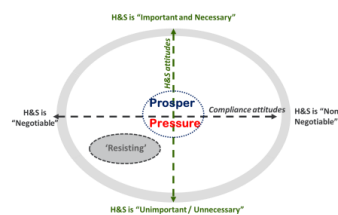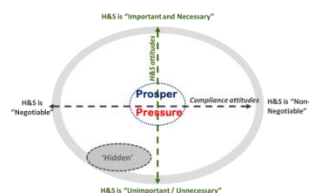| LOOKING FORWARD: DIFFERENT APPROACHES FOR DIFFERENT TYPOLOGIES | |
|---|---|
| **PROACTIVE GUARDIANS**  | The Proactive Guardian does not need motivation to change, but needs acknowledgment, encouragement, rewards, resources and support to continue so they have a positive impact on employees/co-workers …. 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 NZ's 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<br>- Stakeholder consultation | January – March 2014 | - Contextual summary for each sector<br>- 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<br>- 1 Cross-Sector Report<br>- 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 four separate sector reports (Forestry, Agriculture, Construction and Manufacturing) for detailed findings on each sector.

### 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.

**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**<br>- Northland, Waikato, Bay of Plenty, Canterbury and Otago | 22 | 3 | **25** |
| **Forestry**<br>- Nelson, Central North Island, Northland and Christchurch | 15 | 3 | **18** |
| **Construction**<br>- Auckland, Christchurch and Dunedin | 26 | 3 | **29** |
| **Manufacturing**<br>- Auckland and Wellington | 22 | 3 | **25** |
| **TOTAL** | **85** | **12** | **97** |

A full sample description is included in the Appendix.

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

# 3. WORKPLACE HEALTH AND SAFETY IN CONTEXT

# 3.    INTRODUCTION

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

- The relationship between *overall* workplace culture, and Health and Safety culture.

- The relative importance of Health and Safety in the workplace as compared to other business or workplace priorities.

- Views on who is responsible for Health and Safety on worksites.

## 3.1    OVERALL WORKPLACE CULTURE

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

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

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

### *DRIVEN BY PRIDE*

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

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

In **Agriculture**, people take pride in their ability to problem solve and produce results. They continually need to assess their environment and what they are doing. There is the changing weather and landscape to consider and the unpredictability of the animals. Dairy farmers often refer to the pride in rearing cows, caring for them and feeding them so that the milk yields are good and plentiful. Shearers talk about feeling good about working through a number of sheep during the course of a day.

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.

Those working in **Manufacturing** also often express a sense of pride in creating something. For many, both employees and employers there is a sense of satisfaction in having a tangible output to your working week and in having the skills to create.

**In all four 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.

> *"Using raw ingredients, applying thought and making something people will buy." (Owner, Manufacturing)*
>
> *"After a good day you say 'I cut all that up, all those truckloads of wood going, that's me'." (Worker, Forestry)*
>
> *"It's putting your mark on the world, you're proud of it and it's always there." (Sub-contractor, Construction)*

## MASCULINE AND HIERARCHICAL

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

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

- **Comradeship** – Genuine friendship and care for each other's safety.

- **Pragmatism and resourcefulness** – Using good judgment and common sense to stay safe.

- **Discipline** – Working together like a well-drilled army unit; or a team of A-grade rugby players.

- **Straight-talking and direct** – Open and direct communication; pulling 'shirkers' into line.

- **Competition** – Taking pride in good accident / injury rates.

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

- **Overconfidence / Risk-taking - A belief that all you need is 'common sense' to stay safe; being driven by bravado**.

- **Fear of challenging authority / Reluctance to speak out** – Assuming that the 'boss knows best'; not wanting to dent the pride of other men by telling them what to do/pulling them up on unsafe behaviour.

- **Fear of seeming weak** - 'Soldiering on', being reluctant to seek help, even when they need it.

> *"If somebody stuffs up, well they get told about it." (Worker, Forestry)*
>
> *"There's a lot of camaraderie. You get very close as you travel around." (Shearer, Agriculture)*

## UNDER PRESSURE

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

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

- **In Agriculture**, owner-operator farmers never switch off. They seem to have the farm on their mind 24/7, with virtually no boundary between work and home-life. They work all hours, in all seasons and are resistant to taking time off for fear of what will happen to the business. Increasing financial pressures were mentioned by many, especially the farmers themselves. This was seen by some to be related to intensification

- **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.

- **In Manufacturing**, competition from overseas was mentioned by many respondents as having a significant impact on their business, in some cases creating pressure to cut corners.

> *"It's got intensive and the cost of running things has sky-rocketed." (Beef Farm Manager, Agriculture)*
>
> *"We will have a massive shortage of skilled labour in Auckland and Christchurch. Quality builders are becoming a premium." (Good Practice Interview, Construction)*
>
> *"We're competing with China and India who can mass produce with small wages. It's so hard to get a decent wage and safety is falling." (Worker, Manufacturing)*
>
> *"I've had insurance providers going, why the hell would you borrow that sort of money on that sort of contract with that sort of risk and that sort of return. Why would you do it?" (Contractor, Forestry)*

## 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.

> *"An older guy with bad hearing didn't hear the forklift backing up". (Worker, Manufacturing)*
>
> *"China's Health and Safety's clearly not as good … it is a lot safer to work in NZ."* (*Migrant Worker, Construction)*

## IN FORESTRY – COMPETITIVE AND ADRENALIN DRIVEN

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

> *"It's dangerous work so you have to have your wits about you. I think that element of risk and danger is the excitement that keeps you motivated and focused." (Contractor, Forestry)*

## IN AGRICULTURE – INDEPENDENT AND ISOLATED

Farming is a way of life as much as a job. People who work on the land and with animals value the independence and freedom it affords them.

While this is a big positive, isolation can make farmers/farmworkers defensive about rules and regulations – believing that rule makers do not understand the nature of the agricultural life. It can also serve as an excuse for some not to follow the rules – 'I'm out on my own and no-one can see me'.

For some, the element of risk can reflect masculine values and in an area where so much is beyond one's control (weather, interest rates, currency values etc.) it can be a source of escape – e.g. riding the quad bike without the helmet is a manifestation of personal freedom.

*"Other people look in from the outside and they don't understand what Dairy farming is and what it is all about. The Environment Waikato and Bay of Plenty people are like the police." (Sharemilker, Agriculture)*

## IN MANUFACTURING – LACKING COHESION

The many different types of manufacturers and manufacturing processes make it hard to be seen as a cohesive industry – most manufacturers are specialised in what they do and have little to do with each other. The size of the business is therefore often more determining of the culture as is the attitude of management.

*"Big industries can afford it, same with apprenticeships; small companies don't have the money or the people they can spare." (Worker, Manufacturing)*

## 3.2  RELATIVE IMPORTANCE OF HEALTH AND SAFETY

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

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

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

**In Agriculture**, Health and Safety is important but often seen to be something that gets in the way of the day-to-day practicalities of farming.  Further, working outdoors and with livestock means that often there is an unpredicability to work that fosters fatalism and leaves many feeling that Health and Safety is redundant – accidents will happen anyway.

**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.

**In Manufacturing**, Health and Safety is not a top of mind concern for many. Few see their job as risky or dangerous – '*just what we do every day*'. When probed they could see there were things that could cause harm in their jobs but these are considered to be largely mitigated by common sense and sometimes machine guarding and processes.

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

## 3.3    RESPONSIBILITY FOR HEALTH AND SAFETY

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

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

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

**In Agriculture** there is a prevailing view that Health and Safety is the responsibility of the individual and for obvious reasons this is particularly the case with owner-operators. Amongst contractors, including shearers, this sense of the individual responsibility is often the result of the varying standards found on the farms they visit – it can't be assumed that every farm will be set up as a safe environment so the responsibility has to fall back on you if you are going to work on those farms that are perceived to be less safe.  There is a sense that as a contractor one doesn't have the voice to change things.   Many poor practice farmers feel that the safety of the contractor is not their responsibility. On the bigger, well-organised farms there is more likely to be a prevailing view that the boss has to take responsibility for the workers, and there can be a positive sense of stewardship or paternalism, supported by a belief that Health and Safety makes good business sense.

**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

**In Manufacturing,** the boss is seen to be the one who should take the responsibility for Health and Safety overall.  However, many felt that the workers themselves also had a role to play in this regard.  Big organisations were seen to be better set up for taking responsibility for Health and Safety as they have better resources.

*"You're not going to survive for long without an injury unless you have got your wits about you, and you are thinking safety."* (Contractor, Forestry)

*"It all comes down to your experience and common sense, stopping and thinking about what you are doing."* (Sharemilker)

*"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, Christchurch)

*"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'.

## UNDERSTANDING OF ISSUES AND RISKS: FORESTRY

**Overall sense of risk: HIGH**

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

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

**High concern issues and risks**

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

**Medium concern issues and risks**

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

**Low concern issues and risks**

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

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

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

*"The biggest risk in the industry is that younger guys are getting out in situations where they're not competent and they're too scared to say something." (Contractor, Forestry)*

## UNDERSTANDING OF ISSUES AND RISKS: AGRICULTURE

**Overall sense of risk: HIGH to MEDIUM**

Agriculture is seen to be an inherently risky business. However, recognition of risk doesn't necessarily translate to the embracing of Health and Safety and it can lead some to take a rather fatalistic approach. Risk is most associated with machinery, the physical danger posed by unpredicatable livestock, the land and the effects of the weather; and within this accident and injury (including fatality), rather than long-term health problems.  This is the tangible aspect of risk.

**High concern issues and risks**

- Machinery and vehicles – bikes and tractors rolling, crushing by machinery, loss of limbs/digits by machinery, cutting/lacerations with blades (chainsaws/shearing equipment).
- Livestock – kicks and crushing/charging.
- Slips and trips – on the land (wet weather especially), in the sheds.

**Medium concern issues and risks**

- Chemicals – spills and splashes.
- Tiredness – leads to poor decisions and cutting corners.
- Stress/depression – reluctantly recognised but barely talked about.
- Body fatigue – aches/strains/RSI etc. –  from lifting/carrying/repetitive jobs (e.g. milking/shearing) most see as par for the course, comes with the territory.

**Low concern issues and risks**

- Chemicals – long-term problems (e.g.cancer).
- Livestock – diseases but rarely mentioned top of mind.
- Solitude – working on your own – if anything untoward happens you are vulnerable.

*"Everything is a risk – the vehicles, the machinery, the animals, the land." (Sharemilker, Agriculture)*

*"My transport is the biggest risk.  I use a motorbike and that is one of my biggest hazards.  If the farm tracks aren't maintained or they change with the rainfall, there can be a loss of steering and all sorts of things. Riding around in the dark is a risk." (Migrant Worker, Agriculture)*

*"Depression is bad in the country and it's not talked about because farmers keep things to themselves. There's a lot of pressure, especially financial." (Beef Farmer, Agriculture)*

## 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 toolds - 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)*

## UNDERSTANDING OF ISSUES AND RISKS: MANUFACTURING

**Overall sense of risk: LOW**

Many of those working in manufacturing don't see their job as risky or dangerous. When probed they can see that there are things that cause harm in their jobs, but they consider that these are largely mitigated by common sense and sometimes machine guarding and processes.

Although risk not seen to be high, the **most mentioned risks** were:

– Repetition – leads to lapses in concentration
– Constant movement of people and machines in the workplace – have to be vigilant of self and others
– Damage to eyes and ears – noise and welding/cutting/grinding equipment
– General attitudes – sense of knowing it all
– Speed – trying to get things done faster
– ACC – a crutch for risky/unsafe behaviour
– Tiredeness/boredom

> *"It's hard to see how people could die doing what we are doing." (Worker, Manufacturing)*
>
> *"Younger people don't want to do anything – apprentices don't want to listen to have to do anything. The older people are usually good – they know what they are doing and they have general knowledge." (Worker, Manufacturing)*
>
> *"We're meant to be on a 5 day roster (12 hour shifts) but we had a busy period so we went on a 7/14 day roster. This was meant to be for a limited time but we haven't reverted to it yet…" (Worker, Manufacturing)*

## 4.2   UNDERSTANDING OF REGULATIONS AND REQUIREMENTS

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

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

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

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

**In Agriculture**, many of the farmers and farm workers we spoke to had only the flimsiest knowledge and understanding of formal Health and Safety regulations and requirements. However, some had pockets of knowledge picked up in an ad hoc way (e.g. regulations about restricted chemicals, at Fieldays). There was a sense that younger farmers coming out of agriculture colleges would have a more formal understanding of regulations.

**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.

**In Manufacturing**, there appears to be a generally low awareness of Health and Safety requirements, and/or where they could go for information. Some of those with a better understanding of legislation feel that Health and Safety laws are too generic, which makes them somewhat dismissive of the agency's abilities. A number comment that current Health and Safety Guidelines and the people enforcing them are at odds with the straightforward and practical nature of many manufacturers. The 'rules' often feel as though they encourage the separation of Health and Safety and the day to day duties of the job.

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*I've had no Health and Safety training. It's just coming up the steps of farming since I was a young fella. I don't know about the regulations. I've never read them. Nobody has ever told me what they are. Or my rights." (Beef Farm Manager, Agriculture)*

*"I rang OSH once as I was working with ironsand – I don't believe he really knew or understood what I was asking." (Owner)*

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# 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:
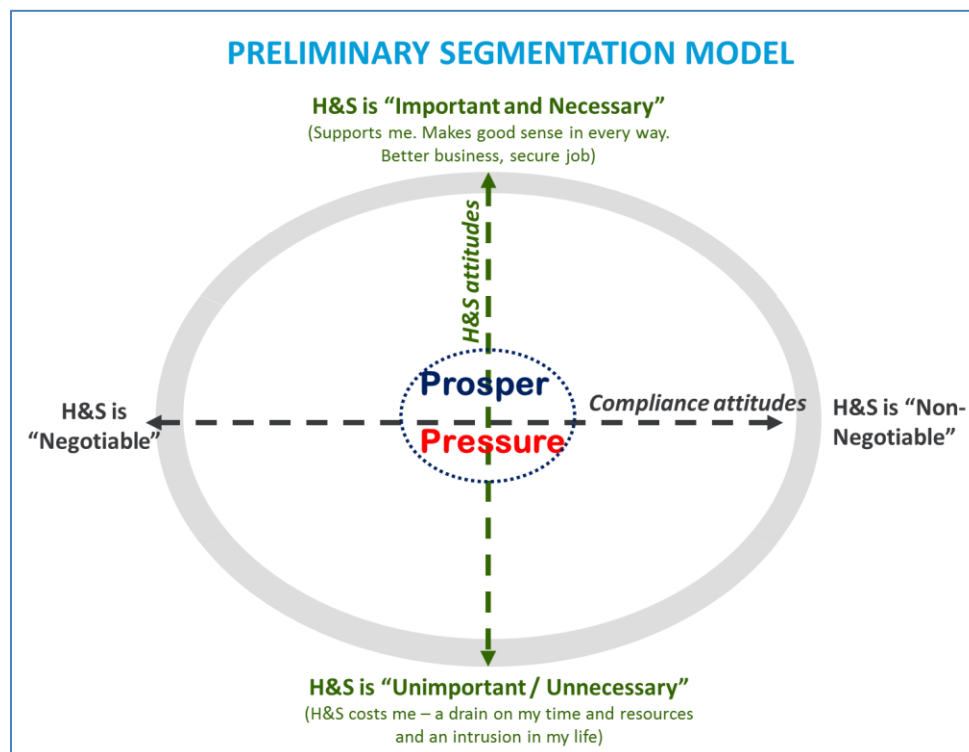
1. **Perceived importance and value of Health and Safety:**

   - **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:**



PRELIMINARY SEGMENTATION MODEL

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

H&S attitudes

Prosper
Pressure

Compliance attitudes

H&S is "Negotiable"

H&S is "Non-Negotiable"

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

## 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. <u>More than compliant</u>

  *"If you take it seriously there is a huge benefit to the business owner.  Lower staff turnover.  Fewer hours lost to staff off with injuries or sickness.  You minimise downtime." (Agriculture)*

- *'Pick and Mix Pragmatists'*: Know what constitutes good Health and Safety and practise it often, <u>but</u> 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. <u>Somewhat compliant</u>

  *"Risks are driven by margins that are tight so you have to get the job done ASAP… it's quicker to use a ladder than a scaffold." (Construction)*

- *'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. <u>Shallow compliance</u>

  *"It's become a system of 'I've covered my arse'. Sweet if any of you guys get hurt it's in your hands. I know I won't be going to court for it because I told you what to do." (Forestry)*

- *'Resisting*: The Resisting are libertarians who kick back against the rules – flouting Health and Safety rules intentionally. <u>Actively non-compliant</u>

  *"It all comes down to profit, making money and finding ways to cut corners." (Manufacturing)*

- *'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. <u>Inadvertently non-compliant</u>

  *"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'

H&S is "Negotiable"

Compliance attitudes

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 and specifics for each individual sector can be found in the Sector Specific reports.

## 5.2   THE FIVE TYPOLOGIES – IN DETAIL



**PROACTIVE GUARDIANS**
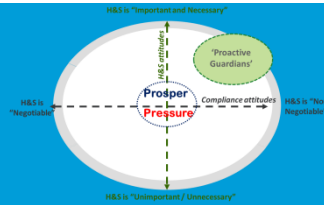
### Motivations and drivers

**Driven by the need and desire to protect**. They instinctively look out for others, anticipating problems, proactively stepping in to help.

**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.

**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.

**This segment may include qualified and experienced ex-pat employers and workers from countries with strong Health and Safety practices**.

**Key attitudinal statements for them would be:**

- *Health and Safety is a priority*

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

- *Health and Safety is core to the business*

- *I look out for others.*


### Behaviours

**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 – a 'no blame' culture is fostered**. 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.

**Employers may downplay production targets and profit to protect workers from too much pressure especially in high risk tasks** e.g., tree falling in forestry

**Health and Safety training is taken seriously**.  New workers are taken through the Health and Safety practices and informed of their rights.

**Behaviours** continued

**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.

**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 unfit 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)*

*"I feel very responsible for each individual guy and they've all got partners and a load of kids. I don't want to see them taking risks or putting other people at risk through actions, inactions, whichever way." (Contractor, Forestry)*

*"The expert on the job is the person doing it – you've got to listen. We have regular meetings, everyone is working to make this a better place, this stops the silence employees can suffer from."(Owner, Manufacturing)*

*"I have really been pushing mental health and wellbeing. It's okay to say that you are not okay. Most people only think of the safety – that's an easy message to promote because it is physical – but for me, health is important too. Take a break if you are having a dizzy spell when you're bending over, don't just limp on." (Good Practice Interview, Agriculture)*

**PICK AND MIX PRAGMATISTS**
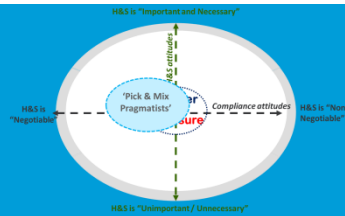
## Motivations and drivers

**The core drivers of Pick and Mix Pragmatists are self-reliance and self-confidence**.  They feel they have been around long enough to know what they are doing. They trust their 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**, they feel responsible towards others.

**They believe that if they apply simple common sense, then it 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.

**They are highly motivated to get through work as quickly and efficiently as possible.**

**Key attitude statements for them would be:**

- *I know the rules but I don't always follow them*
- *Health and Safety is common sense*
- *Health and Safety is fine but not always practical*
- *When you're really busy it's easy to forget about Health and Safety.*

## Behaviours

**Adhere to Health and Safety in an ad hoc manner taking "calculated risks" dependent on the task and competing pressures at the time**.

**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.  **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.

 *"It's not a total disregard. It's not that they won't wear it, they won't bother about it … They arrived in high vis, they didn't think about getting hot, [but it got hot] so they took that off, didn't get the right layers on … You see people walking across the skid site for smoko without a helmet on, because they've got out of a machine."* *(Supervisor, Forestry)*

*"For me it's common sense. Think before you act. Take your time. Watch where you're going. But then you're rushed and that's it – the common sense goes." (Beef Farmer, Agriculture)*

*"There is H&S training but I would have to pay someone, and the cost can be prohibitive to SMEs. $135 per person, 30-50 hours of time lost and then ongoing maintenance." (Supervisor, Manufacturing)*

# TICK THE BOX IMMUNITY
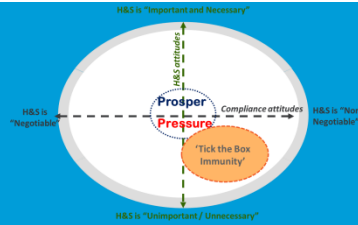


## Motivations and drivers

**Main motivation is immunity from prosecution or censure. They are fearful** – loss of money, the inspectors descending on them, 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.

**Think only about themselves rather than considering the welfare of others**. It is quite a selfish and shallow mind-set. 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.

**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*

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

## 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.

**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.

**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.

**Behaviours** continued

**Employees in this segment do the right thing while the boss is around, but revert to poor Health and Safety if left alone**.

**There is limited, if any, investment in or education** about Health and Safety for workers by the employer.

*"It's became a system of 'I've covered my arse'. Sweet if any of you guys get hurt - it's in your hands. If you get a tree fall on you I know I won't be going to court for it because I told you what to do … So that's where Health and Safety sort of headed to, where contractors were protecting their companies and themselves personally."*
*(Contractor, Forestry)*

*"The helmets are there and they know that they should wear them but if they don't, then that is their business isn't it. I'm not their keeper." (Dairy Farmer, Agriculture)*

*"The managers give you your safety boots and think that they have done their job, tell you to be good if the inspector is coming." (Worker, Manufacturing)*

# RESISTING
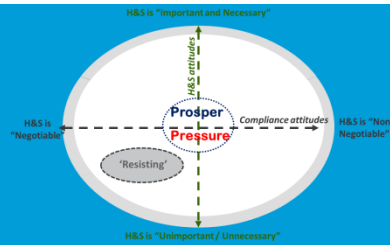


## Motivations and drivers

**The motivation of this segment is primarily to make money**.

**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 feel very strongly that others don't understand them and their work, and why for them, Health and Safety is a hindrance rather than a help**. The Resister has a **carefree attitude** – can't be bothered and doesn't care.

**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.

**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.

**This segment may include some migrant employers** (e.g. from China, India, South-East Asia and Middle East) – focused on meeting extreme budget and time deadlines, who benchmark against country of origin practices and see these as safe enough.

**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.*

## Behaviours

**The Resisting type has an open disregard for Health and Safety.** He/she is likely to overtly put production pressure and profit ahead of Health and Safety concern for workers *and may resort to using bullying and threats of dismissal to intimidate.*

The Resisting types workplace is messy and unkempt. The Resisting will cut corners to save costs, so there will be poor maintenance of machinery and vehicles. There is no pride – it's just about wanting to do the job as quickly as possible.

Those people who find themselves working for a Resisting boss are immediately put in danger.  Not only is there likely to be no safety gear, machine guards etc. but the Resisting boss is likely to push staff beyond their limits – and anyone who doesn't do what he expects is criticised as not being man enough. The lack of respect for Health and Safety touches everything about the workplace. And this can foster a culture of fear amongst the workers who do not want to speak out in case they lose their jobs.

The Resisting worker is a danger to his co-workers as well as to himself. He may come to work  hung-over – or worse still reeking of alcohol and drugged up. He's not in a fit state. If he works for a Proactive Guardian he may be given help, but if not, then his future is a poor one.

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

*"I work for a guy who is absolutely hopeless. We have no chaps because he sees that as a cost. No helmets. My employer is a shocker. The machinery is below standard. He fixes everything but never fixes it properly. He sees maintenance as a cost. I've been driving on bald tyres. He doesn't service the vehicles. He's very, very tight." (Sheep Farm Manager, Agriculture)*

*"They say, 'just run it with the doors open'…but why did they take on the job when you know that it doesn't fit? I have to deal with the consequences. You don't feel like you can say to them 'I can't run this' or they will get rid of you, especially with things like this new 90 day rule." (Worker, Manufacturing)*

## HIDDEN
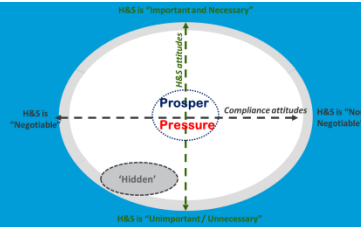


### Motivations and drivers

**The Hidden segment largely comprises migrant workers** - poorly educated labourers with limited or no English, typically from south-east Asia, China, South America, India and the Middle East. It also includes **young, inexperienced New Zealand workers**. Both these types of workers often want to work hard and do well but are largely ignorant of New Zealand practice and work according to the relaxed and/or negligent standards set by their employers. They are at risk on a daily basis from poor practice.

### Key attitude statements would be:

- *I don't know anything about Health and Safety*
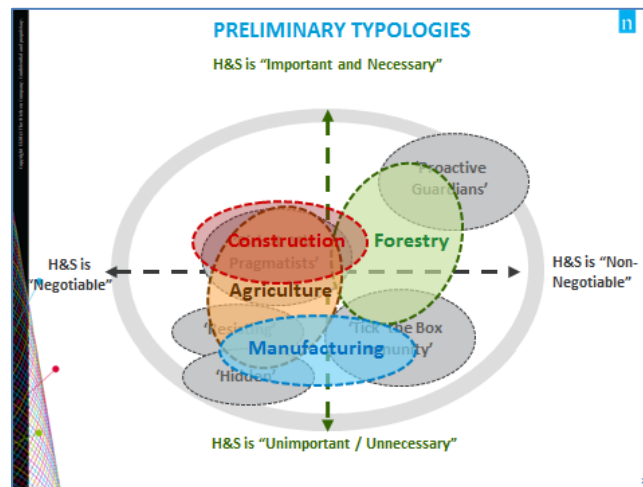- *I assume that everything is okay*

### Behaviours

**The Hidden worker is very vulnerable** because of their lack of knowledge and awareness. They can be quite naïve, going about their work without questioning or considering Health and Safety. If he/she works for Resisting or even Pick and Mix or Tick the Box Immunity employer, there will be little or nothing in place for their safety and the Hidden worker will not question this, either overtly or covertly. They are hostage to their employment situation and will not speak out for fear of repercussions.

**The Hidden workers will do things without necessarily understanding the safety implications**, so unless they have a Proactive Guardian Boss they are at considerable risk.

*"Obviously they don't know any of the rules because they can't, they just learn from others on site not you know go to proper courses and they just learn through mouth." (Migrant Employer, Construction)*

*"New arrivals feel unsafe, they put themselves in danger, their family, no insurance, not covered at all. We expect them to smile on site. They have a chat with their mate that they don't feel safe." (Migrant Employer, Construction)*

## 5.4   HEARTLAND FOR SECTORS



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

- **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.

# 6. COMMUNICATION

# 6. INTRODUCTION

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

- Current information and education sources and perceptions of these.

- Responses to existing advertising / communications material.

- Appropriate information format(s), communications channels, messaging and executions for future communications.

## 6.1 CURRENT INFORMATION AND EDUCATION SOURCES

*CROSS-SECTOR THEMES*

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

- **Visual, interactive, face-to-face demonstrations are considered the most effective means of teaching good Health and Safety practices.** Within all sectors, there appears to be a high proportion of workers who get confused in theoretical training due to limited fluency with the written word. Low literacy contributes to a lack of understanding and retention of safety training.

- **The use of technology to communicate is increasing. Many suggest this could be more widely used to disseminate Health and Safety information, and/or fulfil Health and Safety requirements**. For example, workers can implement Health and Safety practices by text or via 'apps' (e.g. in construction, a ladders app or a 'know your limits' app.)

- **Authentic work stories of harm are a main learning tool, particularly when workers are emotionally connected to the story-teller who has experienced the harm**. Learning how to be more cautious, comes for many from an emotive connection with a worker, his background story, the story of his mishap or near miss and the long term consequences after the accident for his life and family. Real-life stories are considered particularly valuable for young, inexperienced workers, to teach them about risks. Stories can include situations that help them move away from negative peer influences, testimonials of how others have done this, how to recognise some of the main pitfalls (e.g. working at heights or with power tools), and how to resolve these pitfalls, how to plan and think ahead.

- **Workers pay attention to the experienced and mature 'wise men' in their sector**.

- **Many workers have a preference to up-take information that has an entertainment or an emotive component**. Dry and boring information is less likely to 'stick', compared with games, powerful images, humour and so on.

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

*FORESTRY*

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

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

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

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

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

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

- In smaller crews, crew bosses and supervisors do this by keeping close to their men or by keeping their ears and eyes open.

- Crews working for corporates often have easier access to data about incidents and trends; however this depends on the corporate. Some crews find that the information they get is sparse, barely changes and sometimes can be wrong.

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

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

**Most participants seemed to have had some regular training and assessing or they were trainers themselves in the past.** Some want unit standards for Falling in dangerous situations and dealing with difficult trees, and several also talked about the need for refresher courses. A number lament a move towards more theory based training and separation of tasks in training (compared with the holistic and experiential training of the past, where workers learned by their hits and misses in silviculture and thinning before moving to hauler crews). They feel this leaves young workers over-confident because they were good at "felling the perfect tree". Training is considered expensive because it takes workers out of play and this is particularly hard on small crews.

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

**Safer Forest Harvesting Project**

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

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

*"We're using headsets … so you can actually communicate with your guys. In a training situation it's really good because it's noisy with chainsaws going." (Contractor, Forestry)*

*"Incidents happen... It's when they repeat themselves and they keep on coming up." (Contractor, Forestry)*

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

*"Checking to make sure that the Faller's okay and he's had enough sleep and he's got enough food, water for the day." (Contractor, Forestry)*

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

## *AGRICULTURE*

**Many in this industry reject the need for formal information and education about Health and Safety**, based on their belief that Health and Safety is mainly about applying good common sense. These people talk about learning by trial and error, and from this, being able to apply good judgement when faced with tricky situations.

**In most cases, information and education is largely gathered in informal, ad hoc ways e.g. word of mouth, farming publications, and Fieldays**

**There is a belief that younger farmers are learning more formal Health and Safety training via agricultural colleges**.

**Initiatives run by The Dairy Women's Network – 'Health Pit Stops' and 'Mental Health 101' – were mentioned by some women interviewees**, although none of the men spontaneously referred to it and its work.

> *"For some people, the only way they learn is through making mistakes." (Dairy Farmer, Agriculture)*
>
> *"It's through Fieldays. There's been a legislation change. To use chemicals you have to do a course to buy restricted chemicals, so there's that law that I know of." (Dairy Farmer, Agriculture)*
>
> *"It's from magazines, or products that you see advertised – like chaps – and from the news or my neighbour. We just learn from whatever is available." (Beef Farmer, Agriculture)*

## *CONSTRUCTION*

**A consistent theme 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, Construction)*

*"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, Construction)*

*"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, Construction)*

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

*"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, Construction)*

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

## *MANUFACTURING*

**Lack of industry standards knowledge and knowledge of where to go for information was found to be across the board**.

**Health and Safety Guidelines and the people enforcing them often feel at odds with the straightforward and practical nature of many manufacturers**. The 'rules' often feel as though they encourage the separation of Health and Safety and the day to day duties of the job.

**'Good Practice' employers – all of whom were based in large companies employing over 100 staff – tended to be the only people who described strong mechanisms for informing and educating staff.** Their systems and practices included:

- **Not over trivializing Health and Safety or dumbing it down, but steering clear of complicated, written information**.

- **Using demonstrations to teach people Health and Safety practices, rather than relying on written information**. They understand that many people learn by doing, and apply a 'Tell once, show twice' rule.

- **Utilising a peer review process** to teach Health and Safety, giving ownership back to the staff.

- **Customising Health and Safety information and training** resources to their specific workplace.

- **Being firm on consequences for not following procedure**.

- **Catering for high concentrations of Pacific and/or Māori workers by:**

  – Ensuring that training materials are delivered in the indigenous language of the majority as well as in English

  – Advocating that foremen or supervisors are older members of the predominant culture with mana

  – Working to include the family and community of the workforce for issues such as weight, nutrition and diabetes

  – Using Health and Safety speakers who have a connection with, or can demonstrate empathy with, the predominant culture and understand what motivates them (e.g. a manufacturer with a large Pasifika workforce found that messages around back injuries were not being taken on board – until a visiting educator told the predominantly male workforce that back injuries may cause impotence).

*"You can't teach common sense but dumbing it down doesn't work either – it may help the lower end but it disengages everyone else and pisses them off." (Good Practice, Manufacturing)*

*"This poster here says 8 people are maimed a day by machines – do you know anyone that uses the word maim? (Industry Advocate, Manufacturing)*

*"I've seen some videos in training that are straight from the 80's." (Worker, Manufacturing)*


## 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.

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

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

**In Agriculture**, two over arching themes emerged: 1) Current executions are considered to primarily emphasise fear - there is a desire for positive evocations also; 2) A number of farm workers/shearers consider the advertising fails to target the farmer/owner, whom they see as having primary responsibility for Health and Safety practice. (Note: There was some recall of advertising messages around quad bikes but little detail was remembered.)

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

**In Manufacturing**, participants were clear that advertising must be seen as part of the solution, not a silver bullet on its own. Fear-based communications were generally resisted.

## 6.3   LOOKING FORWARD – FUTURE COMMUNICATIONS

*OVERARCHING RECOMMENDATIONS*

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

- **Highlight the positive effect and benefit of Health and Safety as much as fuelling the fear** of not following Health and Safety. In some cases workers feel they have enough fear in their every day job. They will ignore fear to some extent because fear can 'undo them' if it leads to hesitation or loss of confidence. Make clear the line between stupidity and genuine accident. Showing pictures of people with missing limbs invites queries as to whether it was their fault.

- **Challenge complacency in each sector** and create a sense of urgency to get the injury rate and health damage statistics down. Overcome a sense of the inevitability of accidents by framing the harm as a challenge, a problem to be solved.

- **Communicate and show pride for the wins and successes**. Participants suggest ideas such as a 'Points system' for zero harm (e.g. workers can buy tools and travel with points), or financial rewards for zero harm e.g. ACC rebate.

- **Make an emotive connection. This is essential to embed risk and its consequences so that workers learn to practise correct behaviours.** Concerns that are highly emotive and would be impactful for communications include:

- Damage to eyes and eyesight

- Highlighting damaged body parts: backs, lungs, fingers, arteries, limbs

- The lack of control in falling, cutting, crushing, dropping

- Pain from serious harm; broken, bleeding, crushed.

- **Use near misses / feedback loops:** Use near misses as a learning tool - talk about what saved someone as well as what nearly went wrong. Look at ways to create better feedback loops – when accidents happen – getting the 'where, how, what' information out to workers.

- **Focus on specific moments of risk**. Teach situational awareness - how to recognise risk and minimise it. Demonstrate that in every situation there is the potential for harm. Break down barriers to safe practice in each risk situation. In this risk situation demonstrate what makes safe practice easy, what are the typical short-cuts that are risky and what not to do. Tips and best ways to address the situation.

- **Address Health as well as Safety**: Communicating that aches and pains do not have to be par for the course if the right approach is taken; that correct posture/rests etc. can have a role in reducing wear and tear on the body. People need to be made to think about being 'work fit' and ready to do the job – workers included. To overcome the inertia around mitigating health damage, ensure that the stories told make visible the problem (dust, chemicals, noise, stress) and the damage that can be done to heart, lungs, ears or mood. Messages might include:

  - *Get the balance right*

  - *You make the call*

  - *If you let it go, it will get worse*

  - *Get it sorted*

  - *Poor health impacts the bottom line just as much as safety.*

## POTENTIAL COMMUNICATIONS' THEMES AND MESSAGES

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

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

- *'One accident is a tragedy for all of us'*

- *'Health and Safety makes me better skilled, and makes work faster and safer'*

- *'It's part of who I am – skilled, capable, respected – safe mana'*

- *Poor practice is not tolerated because our pride and professionalism is on the line and lives and livelihoods at risk.*

- *Number of injuries this year: ZERO.*

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

- *'Always have your gear available or nearby'.*

- *A tidy farm/site/factory is a safe farm/site/factory*

- *'Look good, stay safe'.*

**In 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'.

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

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

- *If you don't get this right it could cost you and your business a lot of money*

- *Safe practice is easy to do and time efficient - especially when compared to time away from the job*

- *Investing money in Health and Safety saves you in the long run (e.g. no cover from ACC for eye damage if workers are not wearing goggles; half a day to put up scaffolding vs 3 months in a hospital bed without scaffolding)*

- *Health and Safety helps me pull more wood*

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

- *It costs everyone for a moment of stupidity.*

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

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

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

   **Develop situational awareness, or natural caution.** Provide workers with the ability to judge and navigate a constantly changing environment, no matter how they are feeling that day. Encourage workers to stop and think, for them to be situationally aware, especially if they are under pressure. Develop the little voice in their head that checks them out regularly and helps keep them safe, whatever they are doing.

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

   - *Think and look before you do*

   - *Slow down, is saving time worth it?*

   - *Take your time*

   - *Don't rush the job*

   - *Slow down / a steady pace wins the race*

   - *Think about what you are doing*

   - *If you think you shouldn't then you shouldn't.*

   - *Can I do it safely?*

   - *Always / Every-time.*

   **Specify desired behaviours in the relevant risk situation** 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, Construction)*

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.

> *"I really like the Ghost Chips ad and the current ones where he turns down a drink and say "Nah, I'm driving."(Worker)*
>
> *"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 (particularly in Forestry), the defined nature of the work means that communications can be very specific to task, and there is a primary communication style common to all - particularly oral and visual communication and ideally, hands-on demonstrations.

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

   - Visual planning maps in the tailgate meetings ("there be dragons")
   - Refreshing the old OSH cards of illustrations of Health and Safety practices.

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

   - <u>Narrative</u>: specific and detailed - he was felling radiata and he didn't look up and he got smacked in the side of the head by a sailer – he looks up now
   - <u>Testimonies</u>: I was smoking a joint before breaking out on a gnarly woodlot up Jackson's Creek and I ended up ripping my leg open on a stem that flicked out, I was a fecking idiot
   - <u>Scenarios / case studies</u>: 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, Construction)*
>
> *"The average Bushman doesn't want to sit around filling in forms. He doesn't want to sit around being lectured." (Contractor, Forestry)*

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

   – Following an experienced person for a day. The person would naturally point out the hazards, and the junior worker would tap into their experience.

   – Getting the good decision makers together, those who practise situational awareness and let the new workers listen to them.

   – Getting the good farmers together and use them as spokespeople/mentors to spread the word about the positive value of Health and Safety

**Specific channels for 'workers' might include:**

   – Immediate bosses – workers look to the next in line in the hierarchy

   – Face- to- face talks; demonstrations via mobile training buses; BBQs / morning teas etc.

   – Communications that are practical, portable and highly visible (e.g. reminder stickers on equipment and gear)

   – TVCs/radio

   – Local newspapers, the pubs, sports bars, sports clubrooms, iwi communications

   – Sector competitions / expos etc.

   – Mobile phone apps and updates – daily reminders, checklists etc.

**Specific channels for owners and 'bosses' might include:**

   – Professional networks and associations and their newsletters on and offline

   – Suppliers, manufacturers and retail outlets.

# 7. PERCEPTIONS OF WORKSAFE NZ

# 7. INTRODUCTION

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

- Awareness of WorkSafe NZ.

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

## 7.1 AWARENESS OF WORKSAFE NZ

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

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

- 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 NZ with Site Safe.

- In the Agricultural sector, some confused WorkSafe NZ with Farmsafe[1].

- In Manufacturing, there is confusion between WorkSafe NZ and OSH.

> *"Isn't that where you have to register, it was a bugger to find online, I thought they were under the Department of Labour, I found it by accident." (Worker, Forestry)*
>
> *"I have heard of them, they are Site Safe are they? Only guessing. Haven't had to deal with them." (Tradesperson, Construction)*
>
> *"They've probably got courses. Programmes. But I don't have any real associations with them. I have no idea what they do." (Sheep Farmer, Agriculture)*
>
> *"I've done one of their courses a number of years ago… They are into promoting farm safety with the staff. It was a big pitchfork with corks on it wasn't it?" (Sheep Farm Manager, Agriculture)*

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[1] An ACC and Federated Farmers 'industry good' initiative, with the purpose of reducing agriculture and horticulture accidents through training, assessment and consultancy services

## 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

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

**In other sectors,** 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.

> *"They're the police aren't they?" (Contractor, Forestry)*

### INSPECTIONS

Experiences of inspections and the perceived "threat" of inspections are varied across the sectors.  At one end of the scale, in Forestry in particular there is a belief that there is a lot of inspectorate activity and the chance of being inspected is high, whereas in both Agriculture and Manufacturing, few feel that they were likely to be inspected any time soon.  Thus, WorkSafe NZ as a new organisation is not being seen across the

board as tough and increasing inspections in the immediate future.  Many did not feel that they were more likely to be inspected now than in the past.

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

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

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

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

**Those working in Agriculture** are less likely to have direct experiences with inspections.  Some have never seen one either on their farm or in the vicinity. There appears to be considerable antipathy towards inspections amongst the Agriculture sector. Many feel that inspectors are an intrusion, only surfacing when things go wrong. Inspectors are largely seen as a negative force – there to chastise, punish and fine. Many feel that there is potential for agricultural inspectors to play a more positive and encouraging role as well as an enforcement one. This means assisting the farmer in good Health and Safety practices and working with him/her for the common good.

**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.

**In Manufacturing** no-one interviewed had been inspected by WorkSafe NZ.  Very few actually know anything about inspections or the processes involved. Despite this, several express a view that current legislation and inspectors were based in the day-to-day reality of the job. One of the Good Practice interviewees is au fait with inspections and is often an industry point of contact for those about to be inspected looking for advice and information.

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

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

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

*"Do it differently. Don't be arrogant, power-drunk. Don't threaten. We get picked on a bit by them. Encourage us – say: "Your farm's pretty good but your cow shed needs a bit of attention." (Sharemilker, Agriculture)*

## 7.3    LOOKING FORWARD - IMPLICATIONS

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

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

# 8. CONCLUSIONS AND RECOMMENDATIONS

# 8.1   CONCLUSIONS: SUMMARY OF TRIGGERS AND BARRIERS

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

| TRIGGERS | BARRIERS |
| --- | --- |
| **Attitudinal**<br><br>• High sense of risk<br>• View Health and Safety as non-negotiable / highly normalised<br>• Consider Health and Safety to add value to the business / protect assets<br>• Understand importance of Health, as well as Safety<br>• Care about co-workers – not just bottom line<br>• Likelihood of enforcement perceived to be high<br>• 'No blame' culture<br>• High sense of personal responsibility<br><br>**Personal**<br><br>• Good mental and emotional health<br><br>**Practical**<br><br>• Good appreciation of key Health and Safety risks, current causes / rates of accidents/fatalities<br>• Solid understanding of Health and Safety practices, and effective feedback loops (e.g. about 'near misses')<br>• Good training of new entrants; rigorous inductions<br>• Firm commitment to Health and Safety from immediate boss <u>and</u> business owners<br>• Good understanding of workers' rights and responsibilities<br>• Effective Health and Safety systems – e.g. daily briefings, checklists, etc.<br>• Worker-friendly Health and Safety materials / communications<br>• Strong and appropriate penalties for non-compliance<br>• Compliance procedures are simple, cost-effective<br>• Effective and safe channels for whistle blowing / speaking out | **Attitudinal**<br><br>• Low sense of risk<br>• Prepared to compromise Health and Safety to 'get the job done'<br>• Consider Health and Safety a financial drain<br>• Consider Health a private and personal concern<br>• Focused primarily on bottom line<br>• Consider enforcement unlikely<br>• Fear of speaking out<br>• Low sense of personal responsibility<br><br>**Personal**<br><br>• Fatigue; Ill health; Stress/depression; Addictions<br><br>**Practical**<br><br>• Low understanding of risks, current causes / rates of accidents/fatalities<br>• Low/patchy knowledge of Health and Safety practices, and poor feedback loops<br>• Poor supervision and training of new entrants<br>• Production pressure / deadlines<br>• Skills shortages / lack of experienced 'work-ready' employees<br>• Immediate boss not committed to Health and Safety and/or business owner lacks concern<br>• Ad hoc / piecemeal Health and Safety systems<br>• Ineffective communication messages/materials/channels<br>• Weak or inappropriate penalties for non-compliance<br>• Compliance procedures are complex, unnecessarily costly<br>• Ineffective / unsafe channels for whistle blowing / speaking out |

## 8.2 RECOMMENDATIONS: TARGETING TYPOLOGIES

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

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

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

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

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

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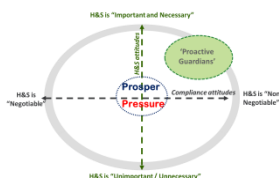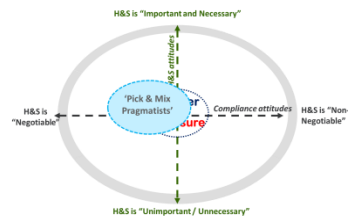
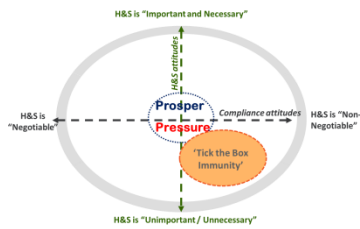| LOOKING FORWARD: DIFFERENT APPROACHES FOR DIFFERENT TYPOLOGIES |
|---|

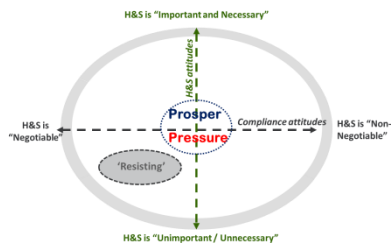| _PROACTIVE GUARDIANS_  | <ul><li>**The Proactive Guardian does not need motivation to change, but needs acknowledgment, encouragement, rewards, resources and support to continue** so they have a positive impact on employees/co-workers …. And don't become disillusioned and lapse into one of the other segments.</li><li>**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.</li><li>**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.</li><li>**Key messages might include**:<br> - _You're getting it right and this means x fewer injuries and y $ saved_<br> - _Well done – keep it up_<br> - _You're leading the way_<br> - _You're one of a growing number of farmers making a difference_<br> - _Share your experience – become a member / mentor._</li></ul> |

| 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…* |
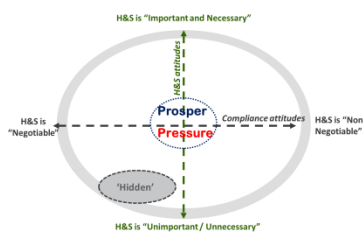|---|---|

| 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….* |

(diagram in top-left cell with labels:)
H&S is "Important and Necessary"
H&S attitudes
Prosper Pressure
Compliance attitudes
H&S is "Negotiable"
H&S is "Non-Negotiable"
'Tick the Box Immunity'
H&S is "Unimportant / Unnecessary"

| 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 Forestry/ Construction/Manufacturing/Agriculture worker.

- **Prosperity**: Build and develop the business case for Health and Safety. Provide statistics and evidence that shows the impact on staff retention, quality/output etc. to prove its worth.

- **Individual responsibility**: Position Health and Safety as 'your problem to be solved'.  Challenge each man to a call to action 'do your bit', 'step up now'.

- **Protect what you love**: Normative messages to reinforce are that we want each worker to 'survive the day' and `go home to your family at night'.

- **Call to leadership**: Worker participation in Health and Safety practice rests on the leadership shown by bosses, on `no blame' communication and on creating a dialogue about responsibilities. Position Health and Safety to mature, experienced workers as 'your responsibility, you know best'.

*RECOMMENDED TONE FOR COMMUNICATIONS*

- **Authentic/True to life**:  Messages need to come from people with authenticity and credibility – people who know and understand them, not distant strangers office-bound in big cities.

- **Entertaining**: The tone is lively, entertaining not boring. Use of humour where appropriate.

*RECOMMENDED FORMAT / CHANNELS*

- Use visual and oral communication where possible

- If written, keep it short, instructional, highly focused/localised

- Use respected industry mentors

- Use near misses/feedback loops

- Focus on specific moments of risk.

# 9. APPENDIX

## PARTNERS IN ACTION PLEDGE

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

- **Agriculture:** With the exception of the Good Practice interviews no-one had heard of the Partners in Action Pledge. They felt that the initiative wasn't really working that well in Agriculture because there is no master organisation that it can sit under.

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

- **Manufacturing**: For most this was just a sign on the door, it lacks 'teeth' and does not have a direct benefit for anyone in the relationship.

## FIVE STAR RATING

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

- **Agriculture:** The Five Star Rating was liked and workers especially thought it would be a good way of identifying good farms and that might influence where you look for employment. This is done informally already but to have it established and organised was thought to be positive. The perception also was that it might encourage farmers into better Health and Safety practices in order to get the stars. Some talked about the desire for some incentivisation also.

- **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.

- **Manufacturing**: Overall, responses to this idea were positive. It could serve as a 'point of pride' for a business (to demonstrate it is a good workplace), and potentially, to benefit businesses financially. Manufacturers stressed that WorkSafe NZ would need to work hard to promote the Safety Star Rating concept to suppliers and providers as a point of difference.

> *"It should be happening anyway…. They said they were going to do all of the crews every three months. That's bullshit and it's an impossible task to do it properly. At that time they did the initial inspection they should have rated the crews and say: 'He's an A-grade contractor, you need to see him once a year, he's a B-grade, I need to see him every six months, he's a C-grade, I need to be there every second month."* (Supervisor, Forestry)*
>
> *"We need something like a Master Builder competence thing, if we could sell ourselves as an accredited logging contractor then prices could better reflect the burden Health and Safety compliance is." (Contractor, Forestry)*

*"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)*

*"Is that like those energy rating stars? Yes. That could work. We might want to get those stars." (Dairy Farmer, Agriculture)*

*"Would be good if it got me business – help me to sell." (Owner, Manufacturing)*

# FORESTRY - ADVERTISING

| RESPONSE TO EXISTING ADVERTISING: FORESTRY | |
|---|---|
| *Images of people harmed* | **Medium-low impact**<br><br>✓ Seeing visuals of people harmed reflected the reality of what could happen when things go wrong<br><br>× Some felt that messages of fear were inappropriate and overly fear-mongering which disempowers and takes away confidence |
| *Speaking Out* | **Medium impact**<br><br>✓ Understood to be important<br><br>× Need to know how to speak out and that there will be support in doing so |
| *Family posters and the TVC* | **Medium impact**<br><br>✓ Emotive and relevant for those with children but desire for positive evocation<br><br>× Limited response from those without children - everyone wants to get home safely and this can be a positive communication across the board |
| *Statistics* | **Low impact**<br><br>× This is the antithesis of the story-telling and visual imagery participants want to see – turning the figures into real people (names and places) felt to be much more impactful potentially |

# AGRICULTURE - ADVERTISING

| RESPONSE TO EXISTING ADVERTISING: AGRICULTURE | |
|---|---|
| *Take care TV* | **High impact** <br><br> ✓ Emotive, hard-hitting and very powerful as well as being multi-layered <br><br> ✓ Made participants think about consequences of poor Health and Safety practices |
| *Dad used to say "She'll be right"…* | **High impact** <br><br> ✓ Thought to convey a strong message. The focus on chemicals was deemed appropriate as many admitted that they don't always take care around chemicals and that there is a lot of risky behaviour <br><br> ✓ The "she'll be right" line was thought to be a relevant reflection of many farmer attitudes and the advertising indicates that this mentality isn't good enough <br><br> × The only criticism, from a couple of participants, was that there was too much text |
| *I'm the lucky one* | **Medium impact** <br><br> ✓ Visual was highly impactful - the loss of limb and the black and white photography. It made participants think <br><br> × After the initial shock there was limited contemplation <br><br> × There was also some mis-interpretation of it |
| *In an ATV crash it protects your head, income, future…This powerful piece of farm machinery…700 kg of beef…* | **Medium impact** <br><br> ✓ Thought provoking, especially the 700kg beef execution (Dairy and Beef Farmers) <br><br> ✓ Felt to accurately reflect the risks that farmers face everyday, but don't necessarily think about it as much as they should do <br><br> ✓ Participants appreciated that they outlined the implications beyond the obvious |
| *When's daddy coming home?* | **Medium impact** <br><br> ✓ These **struck a chord**, for the sense of loss to the children, the emotional loss |
| *If you're injured you take the farm with you* | **Low impact** <br><br> × Although it conveyed a potentially strong message it was thought to lack impact and cut-through |
| *The most important reason for making your workplace safe is not work at all* | **Low impact** <br><br> × Most participants felt that this execution, whilst trying to be emotive, didn't quite hit the mark. It failed to hook people in, it didn't seem hard-hitting or impactful |

# CONSTRUCTION - ADVERTISING

| RESPONSE TO EXISTING ADVERTISING: CONSTRUCTION | |
|---|---|
| *'Falls from Height' toolkit showing good practice `use of ladders'* | **High impact**<br><br>✓ This was memorable due to the magnification of good safety practice, short sentences, large and small pictures.<br><br>*"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**<br><br>✓ Relevant reminders for some.<br><br>✓ 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**<br><br>✓ 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**<br><br>✓ Strong emotive connection to this poster due to the vulnerability each worker has felt as an inexperienced worker.<br><br>✓ Communicated relevant consequences.<br><br>*"A bit of gore goes down well." (Good Practice Interview, Construction)*<br><br>*"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)*<br><br>*"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**<br><br>✓ 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.<br><br>*"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**<br><br>✓ The information appeals<br><br>× Format was too dense for many to read. Workers would appreciate this information as a picture with magnification. |
| *Best practice scaffolding* | **Medium impact**<br><br>✓ 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. |

# MANUFACTURING - ADVERTISING

| RESPONSE TO EXISTING ADVERTISING: MANUFACTURING | |
|---|---|
| *Images of people harmed* | **Medium impact** |
| | ✓ Seeing visuals of people harmed was often affecting – the reality of what could happen when things go wrong. |
| | × Some felt that messages of fear were inappropriate |
| | *"It shouldn't be driven out of fear – it should be a part of the business they should be promoting a new attitude to businesses."(Industry Advocate)* |
| | *"You never think it will be me, you couldn't do your job if you did" (Worker)* |
| *Family posters and the TVC* | **Medium impact** |
| | ✓ Emotive and relevant for those with children |
| | × Limited response from those without children |
| | *"Goes for your heartstrings." (Worker)* |
| | *"It's nothing to do with me, I'm 21." (Worker)* |
| *If you're not sure, ask* | **Medium impact** |
| | × Even though respondents agreed with the message of the communications, many thought it was unrealistic |
| | *"If you're not sure, ask" "Feels like a leap to too far – we are not there yet."(Worker*) |
| | *"Do you target those who will be asked rather those doing the asking?"(Worker)* |

# MASTER DISCUSSION GUIDE

# nielsen

**WorkSafe NZ**

*Discussion Guide*

**January 2014**

***This guide is indicative of the subject matter to be covered.  It is designed to allow freedom within the topic area and for the addition of relevant topics, which may arise during the group, to be covered.***

## *Introduction and Warm up – 5 minutes*

| | |
|---|---|
| *Purpose:*<br>*To relax respondent and make them comfortable* | Cover:<br><br>• Meet and greet – introductions – independent researcher<br>• Briefly outline project – across 4 sectors throughout NZ understanding everything about Health and Safety at work<br>• Talk about timing, gut feelings, open and honest, audio recording, reinforce confidentiality and anonymity – explain that the tape can be turned off if needed, thank people for their participation |

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

*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 (3 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 here and what do you do in your job each day *(jot down tasks)*
- How did you learn your trade, and how did you feel about your training), what did it involve (briefly) *….Probe ….enough? Too light? Arduous etc.*
- Have you had other jobs in X (sector) 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.*
- How long do you see yourself staying here? What would you like to do in the next few years? Because?

## 1b. Their sector and changes they have seen in their sector (3 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 working in x (sector)
- What do you like about it? *Because?*
- What don't you like about it? *Because? Probe emotional ties, personal history -sources of pride, pain etc.*
- What kind of changes have there been while you've been working in x (sector) …it's got more….?…less? *Probe*
- What have these changes meant for you and your job? *Probe (listen for things like increased pressures, better training, poorer conditions, more regulation)*
- How do you feel about that...*(resentment, pride etc.)*
- What support / help do you have at work ….*unprompted probe if needed e.g.*what support do you want / need for what kinds of things?

## 1c. Sector culture (5 minutes)

*Toolkit 1 (sector images)*

- Different workplaces can have a different feel to them, like working in an office compared with working on a building site *(use any sector contrast)* …. ….when you imagine what's like to work in an office ….versus X (their sector) *…….(use photo image of office versus their sector as prompt)*

*Compare and contrast workplace cultures – with emphasis on their sector….how describe each, what makes each different, what kind of mates would you have, how would they look out for each other or not, what work risks do they have, what difference does that make to the way they work together… etc. – we can refer back to this during H&S discussion if needed*


***Toolkit 2*** (random image set)….

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


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

*Purpose: To 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 come up 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)

- When you see these words 'risks at work'….what do you think of...because?
- When does something in the workplace **feel risky to you**…? in what way, …under what circumstances, doing what kinds of things…*unprompted then prompt: (e.g.. functional, social, emotional) e.g. time pressure, being tired, old equipment, mates fooling around, new trainees (write up on sheet to use as reference later on)*
- What are the ways in which this sector is risky? Because?
- **What are the risks in your job**…*unprompted (mind map / write risks down on sheet ….. then prompt risks from sector action plan as  needed – explore gap briefly if any*
- Where are the **high** risks? **Low risks**? "Bad" risks?
- What risks do you worry about most? Because
- What are ones that people say 'be careful' but you think that you don't really have to worry too much? explore
- How do you **figure out how risky** something is? What do you rely on? What helps?
- How confident do you feel in the decisions you have to make in risky situations? What do you do when you don't feel confident?

- What would help?
- What **near misses** have you had?
- How did that make you feel? What did you do as a result of that? *probe - change your behaviour next time you did X*

***Toolkit 3 (verbal)***

- How do you feel when you're in a risky position – *sentence completion….*it feels like? What goes through your mind? *Words, images?*
- How do **you** keep yourself **safe** in your job?
- What **helps you** keep safe? *Prompt: regulations, mates, law, self etc.*
- What kinds of accidents / injuries typically happen in your sector? Because? *(refer back to previous discussion and sheet listing risks as needed)*
- In what way do you think these are avoidable or not? *Probe to nothing*

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

*Purpose: to UNDERSTAND - what do 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)

- When you hear the words 'Health and Safety' what comes to mind?
- How do you feel about H&S?
- What is it all about? What does it include? *Probe all - functional, emotive, social level*
- Why do we have it?
- What's good about it? Not so good? *Explore as needed*
- When is it really important? When have H&S regulations kept you safe?
- When do they feel not so important?   …like you wonder why you're doing it?
- What does good H&S practice look like in this industry? *Probe examples*
- What does poor H&S practice look like? *Probe examples*

*Toolkit 4*

- How would you describe the typical attitudes towards H&S in x (sector)? *Use list of sayings – get respondent to circle as many as needed* – tell me about these …..


*Toolkit 5*

- Where does Health and Safety fit in your life….here we have some cards with different things on them …some are more important to people than others …..put them in order from the things that you worry about most to the things you worry about least….. and place H&S in there as well…*explore*


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

*Toolkit 6* **(photo sorts)**

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


*And repeat for 'relaxed attitude' user*

  - *Profile – e.g. who, what age, role, level experience, personality*
  - *Attitude to H&S*
  - *Behaviour*
  - *Things that get in the way of good H&S*
  - *Barriers to change*
  - ***Motivation to change (explore fully)***
  - *Perception of others who are more concerned about H&S*

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


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

- What is your direct experience with H&S…tell me about that...
- When, where and how do you typically come across H&S in your job on a daily basis…
- What experience have you had with notifiable injury ….you or a workmate? What happened?

- What was the impact of that for them…..and for other people
- What was involved in terms of work, ACC claims? How did that go? Was that what you expected?
- In what way did that change things at work or not, like the way you do that task? Or the way others now do it?
- How do you **learn about H&S**?  *probe on the job training versus other*
- What parts are the easiest to remember? What makes them easy to remember?
- What is the best way to learn about H&S? Because?
- Where do you get H&S information? *Probe all sources verbal, written, experiential (channels)* what would be better?
- In all the H&S messages you have seen what has stood out for you, something that you remember….maybe a picture, a phrase?...because?
- In what way have these helped change the things you did in your job in any way…tell me about that…?
- In what way has your thinking about H&S changed over time? Because?
- Who is the best person to learn from in your workplace – who is the 'go to' guy with all this stuff

*Specific task risks (6 minutes)*

- So **tell me about the regulations**, say for example what are the legal requirements around x (*pick some examples to understand level of knowledge*) …e.g. most risky ones...
- When and **where do you feel uncertain about H&S** regulations in any part of your job? *Explore*
- **If you don't know** what the H&S regulation is, what do you do? Who or what helps? Where would you go?
- What are the statistics in your sector about injuries or deaths in your sector? *Probe as needed* e.g. do you know them; how do you know / hear about them, do you want to know them; in what way is this relevant to you?
- *Show sector stats card*- how do you feel about these – what does this say to you?
- 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?

### 3d. H&S responsibility and perceptions of efficacy (5 minutes)

- Whose responsibility is H&S? In your sector, on-site, day to day?
- What is your part in this?
- What is the role of your mates or the people you work with?
- What is the role of workers versus your boss?
- What kinds of things tell you that H&S regulations are being taken seriously in your workplace?
- What kinds of things tell you that others are not taking things seriously?
- What things have to change for a workplace to take H&S seriously?
- What gets in the way? What needs to happen? For whom?
- When have you seen people change their attitudes towards H&S, what makes people change?
- When do the H&S regulations seem to work really well?
- When do they fall down? *Probe competing interests, distraction, tiredness etc.*

***Toolkit 8 Speaking out Scenario (*5 minutes)**

- So here we have a situation… (*use scenario from sector – something high risk… get photo from google images)…..*
- So in this case what are all the things that can go wrong
    - So let's imagine that the H&S regulations weren't being followed very well……..why would that be?
    - So let's imagine that someone stops and says 'this isn't safe, I'm not doing it'….who is that someone likely to be…(can use user / non user to push the issue…e.g. *what would have to happen for the 'relaxed' person to speak out etc.)*
    - What would he do if he felt things weren't safe?
    - Who would he say this too
    - What back up is there for him? *probe fully*
    - How do the others around him react? What would they say? Do?
        - *Use site group or individual photos to help tell the story…..What are the guys in the background doing, saying, how do they help, not help etc.*
    - So what if he goes to the boss and says this isn't safe - how does everyone feel about him now? What would happen to him?
    - In what way would this change things?

## 3e. Personal experience of speaking out (2 minutes)

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

**Toolkit 7 - provocation 'what ifs' examples (5 minutes)**

- Whose problem is this – who should be sorting this out? Because?
- Who is to blame?
- How could we stop this right now? What has to happen?
    - What if you got paid a bonus every month you / your crew had no injuries
    - What if the  bosses were fined every time someone was hurt
    - What if the crew that someone was working in was fined
    - What if they had an H&S inspector onsite every day
    - What if there were CTV cameras everywhere onsite
    - What if the person injured was fined…..etc.
- What would happen in your workplace if there were no official H&S regulations? *Probe*
- What would it mean for you if there was no H&S? What would change in any way? *Probe*

**3f. Awareness of worker rights (3 minutes)**

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

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

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

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

- So we've talked a lot about risk and H&S…if we could start from scratch and design something that would work well and make sense for you and your work mates *(mind map as you go to create visual)*

- Where would we start?
- What would be most important…what would you say, do, put in place, at what work places or work tasks *prompt as needed…..*
    o Who would lead this?
    o How would you involve all the workers so that they felt connected with H&S? *When, where, why, what*
    o How would you help workers to get into the habit of H&S?
    o What kind of things would have to be happening onsite that would make workers feel that this was really important?
    o How would you talk about H&S? And who would you talk to, when, how often, in what way etc.
        o 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 know if people were keeping to it?
    o So what if people ignore it all – what would you do?
    o In what way would you change the regulations around x task or not….

*Toolkit 8*

- So let's imagine that it's been a year or two down the track and H&S is slipping again, how would you remind people?
- **What kind of messages** would you use to remind people about H&S? Because? *unprompted......Then show themes as needed (to be discussed at briefing day)*
- Which one of these do you feel would be effective in driving home the message about H&S…because?

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

*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)

- Thinking back to the H&S information you have seen…...*show as appropriate to respondent…have you seen…show card???*
    - the Partner in Action Pledge
    - Awareness, perceptions, relevance, effectiveness, what would make it better?
    - the Safety Star Rating
        - Awareness, perceptions, relevance, effectiveness, what would make it better?

### 4b. Creative executions (rotate)

- 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 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.*

*Thank and reinforce confidentiality*

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

*Thank and Koha*

# SAMPLE

Across all sectors the focus was on at risk individuals, with three interviews amongst those exhibiting good practice to understand what motivates in this regard.

## *FORESTRY*

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

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

## AGRICULTURE

- Skew towards Dairy to reflect high incidence of injury

| 1 | At risk | 1 large dairy farmer | Waikato |
|---|---------|----------------------|---------|
| 2 | At risk | 1 large sheep, beef, dairy farmer | Otago |
| 3 | At risk | 1 large beef & dairy farmer | Northland |
| 4 | At risk | 1 small dairy farmer | Waikato |
| 5 | At risk | 1 small dairy farmer | Taranaki |
| 6 | At risk | 1 small sheep farmer | Otago |
| 7 | At risk | 1 small sheep farmer | Southland |
| 8 | At risk | 1 small beef farmer | Waikato |
| 9 | At risk | 1 small beef farmer | Canterbury |
| 10 | At risk | 1 dairy worker – sharemilker | Waikato |
| 11 | At risk | 1 dairy worker – sharemilker | Waikato |
| 12 | At risk | 1 dairy worker – contract milker | Waikato |
| 13 | At risk | 1 dairy worker – contract milker | Taranaki |
| 14 | At risk | Migrant dairy worker paired depth | Otago |
| 15 | At risk | Migrant dairy worker paired depth | Waikato |
| 16 | At risk | Migrant dairy worker paired depth | Waikato |
| 17 | At risk | Shearer | Otago |
| 18 | At risk | Shearer | Otago |
| 19 | At risk | Shearer | Southland |
| 20 | At risk | Dairy farmer's wife | Waikato |
| 21 | At risk | Sheep farmer's wife | Otago |
| 22 | At risk | Beef farmer's wife | Northland |
| 23 | Good | Dairy farmer | Taranaki |
| 24 | Good | Sheep farmer | Otago |
| 25 | Good | Beef farmer | Northland |

*CONSTRUCTION*

- 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 |

## MANUFACTURING

- Spread of manufacturing industries represented as this is such a diverse sector

| 1 | At risk | Owner | Auckland |
|---|---------|-------|----------|
| 2 | At risk | Owner | Auckland |
| 3 | At risk | Owner | Wellington region |
| 4 | At risk | Owner | Auckland |
| 5 | At risk | Owner | Christchurch |
| 6 | At risk | Owner | Christchurch |
| 7 | At risk | Supervisor | Auckland |
| 8 | At risk | Supervisor | Auckland |
| 9 | At risk | Supervisor | Wellington region |
| 10 | At risk | Supervisor | Auckland |
| 11 | At risk | Supervisor | Christchurch |
| 12 | At risk | Supervisor | Wellington region |
| 13 | At risk | General workers 25-45 years | Auckland |
| 14 | At risk | 18-24 year olds | Auckland |
| 15 | At risk | 50+ year olds | Auckland |
| 16 | At risk | Māori/Pacific Islander | Auckland |
| 17 | Good | Owner | Auckland |
| 18 | Good | Supervisor | Auckland |
| 19 | Good | Supervisor | Auckland |

- **Reposition Health and Safety as pride** in skill – something that speaks to people at the heart of their identity, supports them under pressure and helps them prosper

- **Normalise the behaviour** so that everyone feels part of the responsibility and solution – include the whole of New Zealand, even the house-owner that hires a plumber has a role to play

- Drive accountability for compliance throughout the supply chains and bring a sense of fairness back into the discussion ensuring that businesses that put effort into Health and Safety and comply are not undercut by those that don't

- **Create a sense of urgency** – people have been asleep at the wheel, underplaying the threat and leaving it to others.

- *Calibre of new entrants and level of work readiness / Time and resources to get new workers on board*
- *ignorance of risk*
- *Time and cost to document / PAERWORK AND ADMIN / H&S addss cost to the business – esp for owner/operators and SMEs*
- *Worker friendly materians, and ways to empower workers with lower literacy*
- *OLDER VS YOUNGER*
- *PPE Gear not mandatory*
- *Human factoRs: tiredness, stress, addiction*
- *Business FACToRS: Deadlines etc*
- *Being at whim of woners/managers*
- *Systems – no one has responsibility of teaching H&S to new workers*

- In conclusion, there needs to be a **cultural shift** in understanding of Health and Safety. The under 40's are more amenable to the conversation as they have been brought up on social marketing and they understand prevention. However, Health and Safety has been drifting aimlessly. There is a desire to **own Health and Safety in the workplace** if it feels part of being a skilled worker and a successful business. Health and Safety needs to **demonstrate that it supports** –my job, my business under pressure – and helps us all **prosper**. It makes good business sense and it makes the individual look good in terms of being skilled, competent and successful. Health and Safety is something that **the whole of New Zealand must take on board**, because the **whole of New Zealand benefits** from it.

- Overall, barriers to Health and Safety in Forestry **lie mainly in production pressure, the time and cost in documentation, and the time and resources needed to get workers on board**.

- In terms of what participants wanted WorkSafeNZ to be for them, it was crystal clear that they want the organisation to **be positive rather than punitive** and to have an agriculture perspective at its core – so that it **speaks to farmers and farm-workers in their language** and on their terms and with a genuine and evident understanding for what farming is really like. It has to have **credentials and authenticity**.

-

- The shortage of experienced men and the **high demand for production** means that some forest owners, harvesting managers and middlemen, are **turning a blind eye to Health and Safety non-compliance** because it suits their production needs (anecdotal evidence). Y**oung new recruits ending up in these crews are often at risk**.

- These pressures have created a sector where **Health and Safety standards are inconsistent and Health and Safety effort is not always rewarded**. However, it also means that **closing down non-compliant operators is likely to put even more pressure on the remaining operators**. **WorkSafe NZ may need to work alongside some of these crews to help them come up to scratch**.

- **Contractors are particularly squeezed** - **bearing the brunt of the risk to life and limb, the impact of skill shortages, low rates and financial outlay with high debt and no contractual certainty,** and yet some of these contractors **feel that they are being undercut by non-compliant crews**.

**Overall**

- **Seek to raise the profile and understanding of Forestry as a 'profession'** requiring a wide range of skills and mental agility.

- **Rebalance the current fear in the sector** – stop the drift to 'tick the box immunity' mentality.

- Continue to **demonstrate** that **WorkSafe NZ has serious intent to address imbalances in the sector**.

- Help the industry **create strong 'industry good' leadership**.

- Spread the load – **drive the accountability and respect for Health and Safety throughout the supply chain**.

- Encourage a **greater sense of "fairness" in the sectors' pricing structures**.

- **Work to offer incentives and rewards for good practice** (ACC levy reduction).

- Provide **guidance and communicate expectations of standards in Health and Safety compliance**.

- **Continue to work closely with the Polytechs** – they are often embedded in the community – consider using them to facilitate grass roots contractor / worker networks and events.

- **Facilitate more professional pride and skill based moments for celebration and competition** inclusive of **grass roots and unconnected workers** – an annual Forest skills expo?

- Highlight **health issues as equally important as safety**.

- Consider how to **engage local 'community advisors' or the Bushmen alumni in mentoring roles** who can **work alongside and ahead of Inspectors to trouble shoot and give assistance to ad hoc crews especially**.

- Consider how to **manage perceptions that the judicial system is not supporting the inspectors**.

**Unit standard training**

- **Examine the perception of the experience gap in training** – attend more to situational awareness, **difficult and dangerous environments**.

- Consider whether **training needs strengthening in the recognition of the impact and management of human factors**.

- **Consider ways to help contractors manage the strain of supervision** e.g. better preparing new entrants; providing on-site subsidy.

- Ensure that **Health and Safety is positioned as part of ongoing skills development and life-long learning as students move through**.

**WorkSafe NZ and inspections**

- o **In Forestry, WorkSafe NZ is better positioned as a strategic protector / advocate in helping the industry get on its feet**.

- o **The enforcement arm needs to encompass an advisory role**.

- o Continue with development of the **Professional Falling and Professional Breaker out training and especially the monitoring skills**.


- o Likewise the reality of the Manufacturing situation means the worker mix is often a complex one and good leadership is crucial.

- o **The size of the manufacturer needs to be taken into consideration** as compliance can have a significant financial impact on SME's and be a deterrent to compliance.

- o **Workers do not feel empowered to speak out about bosses** if they are privy to or a victim of unsafe workplace practices.

- o **Company Culture is crucial** and good examples are seen in the Protector and sometimes in Pick n Mix segments.

- o Lack of industry standards knowledge and knowledge of where to go for information was found to be across the board.