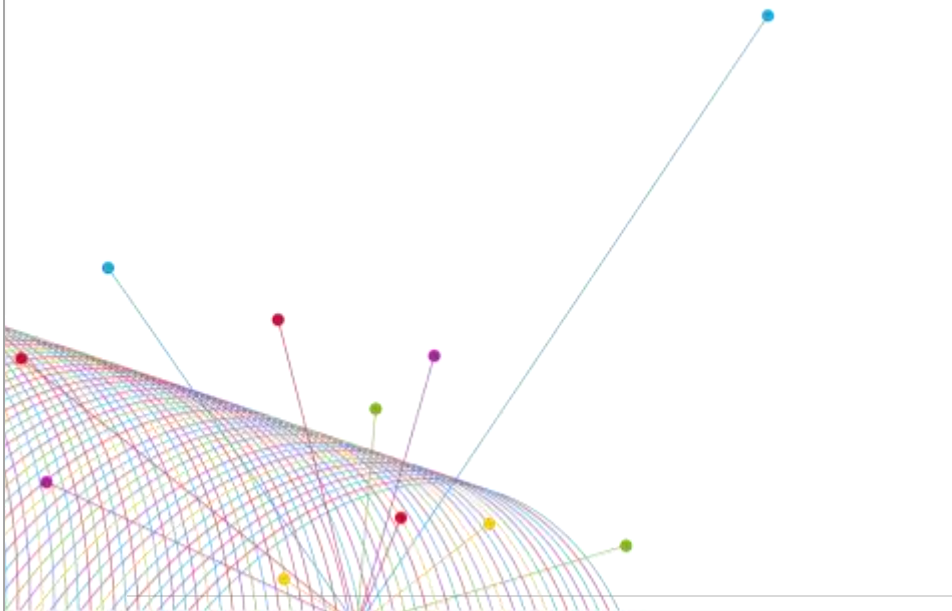


Health and Safety Attitudes and Behaviours in the New Zealand Workforce: A Study of Workers and Employers

2014 QUALITATIVE RESEARCH
MANUFACTURING REPORT

APRIL 2015



CITATION

When citing this report, please use the following reference:

Nielsen. (2015). *Health and safety attitudes and behaviours in the New Zealand workforce: A study of workers and employers. 2014 Qualitative Research. Manufacturing report.* (A report to WorkSafe New Zealand). Wellington, New Zealand: Author.

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1. EXECUTIVE SUMMARY



1. INTRODUCTION

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

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

1.2 WORKPLACE HEALTH AND SAFETY IN CONTEXT

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

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

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

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

1.3 KNOWLEDGE AND UNDERSTANDING

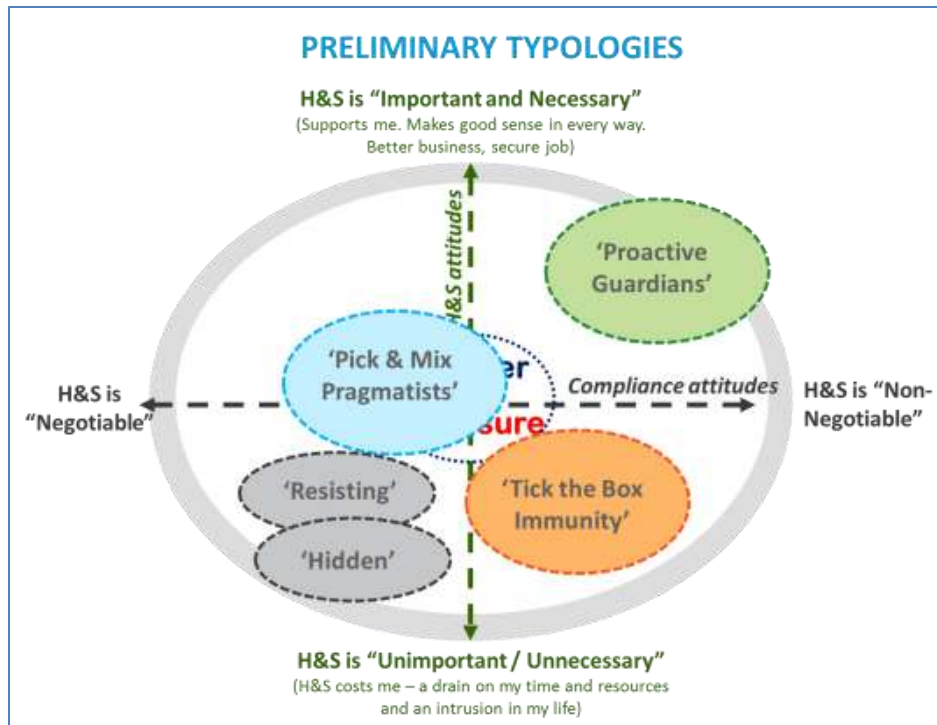
Attitudes to and perception of risk is fluid and subjective. Some people are very risk-averse whereas others actively seek out risk and regard it as a fundamental element of masculinity and freedom. Even for those who shun risk, complacency can set in easily, most often when a task is habitual, when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

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

1.4 SEGMENTATION

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

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

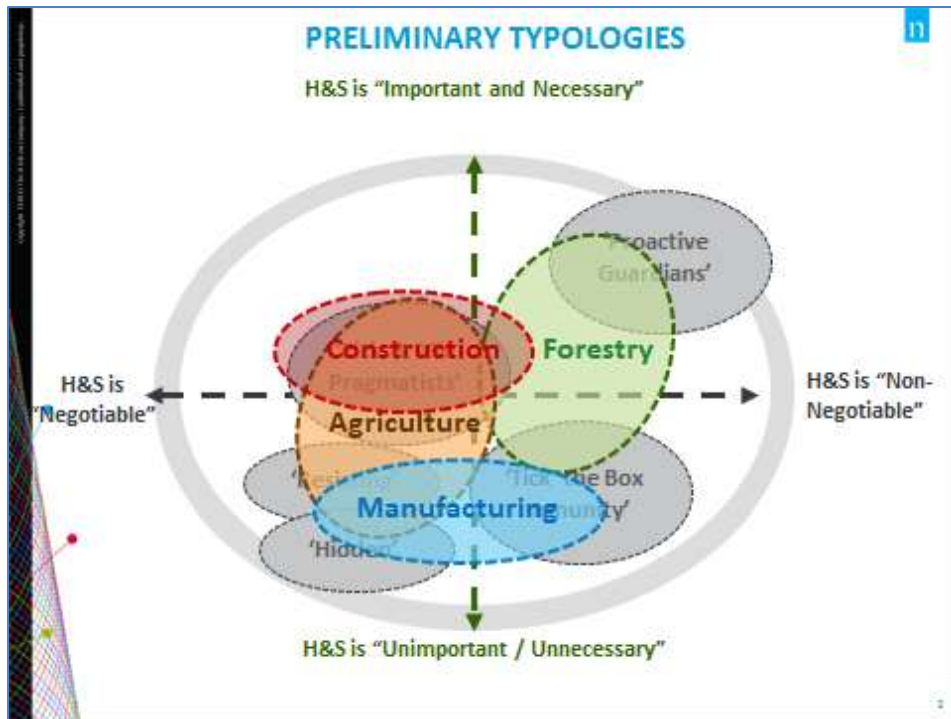


Forestry has its heart in Proactive Guardians and it straddles into Tick the Box Immunity. The nature of forestry work and the fact that it is seen by those in the industry to be high risk, means that there is a strong representation of Proactive Guardians who are vigilant regarding Health and Safety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

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.



1.5 COMMUNICATIONS

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

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

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

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

1.6 PERCEPTIONS OF WORKSAFE NZ

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




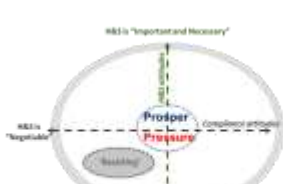

1.7 SUMMARY AND RECOMMENDATIONS

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

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

TARGETING TYPOLOGIES

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

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

2. INTRODUCTION



2.1 THE NATIONAL PROGRAMMES BASELINE RESEARCH

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

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

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

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

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

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

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

2.2 QUALITATIVE RESEARCH: PURPOSE, METHOD & SAMPLE

PURPOSE

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

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

This report should be read in conjunction with the Cross-sector Report.

METHODOLOGY

A mixed methodology was used, comprising face-to-face in-depth individual or paired depth interviews, telephone/Skype in-depth interviews and mini-groups. Individual and paired depths lasted 1-1.5 hours and mini-groups lasted 2 hours. Interviews were undertaken by a team of experienced qualitative researchers, using semi-structured discussion guides (included in the Appendix). Fieldwork was conducted 3-28 March 2014 inclusive.

SAMPLE

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

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

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

A full Manufacturing 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 **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)

MASCULINE AND HIERARCHICAL

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

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

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

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

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

UNDER PRESSURE

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

In 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.

“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)

INCREASINGLY DIVERSE

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

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

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

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

“An older guy with bad hearing didn’t hear the forklift backing up”. (Worker, Manufacturing)

The many different types of manufacturers and manufacturing processes in the industry 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 as “manufacturers”. It is also important to note that where businesses manufacture the same type of product they are in competition with each other and are therefore very unlikely to have a relationship with each other.

The size of the business is therefore often more determining of the culture as is the attitude of management. Sole traders vs large corporates need to be equally responsible for Health and Safety but currently many SMEs and sole traders feel like they operate ‘under the radar’ providing a key target audience for Worksafe NZ.

Manufacturing is predominantly a masculine culture and this can mean that we see some of the positive traits of masculinity such as comradeship and pragmatism. However we also see some of the negative traits at play that have a detrimental impact on Health and Safety being implemented, considered or even consistent in a workplace for example:

- Lack of communication about everyday workplace issues which means communication forum is more difficult and limited – communication therefore needs to be timely, functional and have a focus on “What’s In It For Me?” for all involved.

- Men not wanting to dent the pride of other men by telling them what to do/pulling them up on unsafe behaviour. This understanding was not overtly discussed by participants but was observed by the researcher. Communications therefore need to be in a tone and manner that mirrors the workplace dialogue, and to speak of the job that everyone in the workplace has to keep each other and themselves safe.

Manufacturers often operate with an underlying sense of trust that everyone is doing their job correctly – everyone plays a part in the making of the product but they may not directly interact with each other. Many of the manufacturers spoken to had solitary roles. Fostering a sense of teamwork and community will be important moving forward.

Manufacturers are generally pragmatic and practical people who are focused on getting the job done. Pay is often linked to productivity so there is little consideration for processes that slow things down and feel unnecessary. Any interactions with WorkSafe NZ have to fit in with how people work.

There are many different levels of involvement in a manufacturing environment, from people who have trained and have specialist expertise in particular jobs or with machinery to those doing menial jobs with low skill levels. Good Practice workplaces work to create a culture that makes everyone accountable as part of a team, they try to instill a sense of pride in a job done safely and well.

The Manufacturing workplace is often a noisy, busy place where workers need to concentrate, making discussions something that need to be scheduled. Health and Safety is therefore on the periphery of everyday work unless it is **integrated into the job** as in Good Practice workplaces.

Manufacturing can feel undervalued as an industry, comments from research participants included feeling '*looked down upon*' by those in the corporate world, to not feeling understood or acknowledged by society/lawmakers/Government. This disconnection can lead to disengagement which WorkSafe NZ will need to work hard to overcome.

There is an overall lack of guidelines and training for many Manufacturing industries and apprentices, the culture is very much one of 'learn as you go/on the job'. Owners and managers spoke of not knowing where they could go to access information or skills, a fear that the cost of engaging expertise would be prohibitive and an overall lack of knowledge about any industry associations that they could be part of and learn from. WorkSafe NZ has the opportunity to connect manufacturers with each other and with resources with a "Here's why and what it in it for you" perspective.

Manufacturing is not an industry that has a high profile in the wider community. This, and the long hours and often demanding or conversely boring work means it sometimes struggles to attract an engaged workforce. Therefore we have a base level of workers who might not be engaged or see the benefit of Health and Safety or be aware that they have rights in the workplace.

Many small to medium manufacturers can easily operate 'under the radar', demonstrated by the proportion of respondents who had never had a workplace inspection, taken part in workplace training or had any idea of employer responsibilities with regard to workplace safety. This does not necessarily mean that these workplaces are engaging in any unsafe or untoward behaviour but it does mean WorkSafe NZ will need to work harder to include them in any initiatives.

Manufacturing therefore is a disparate industry where one size does not fit all. There is an opportunity for WorkSafe NZ to recognize the ability and contribution manufacturers make to the economy and also the responsibility that owners and managers have for those staff in their care.

“When they talk innovation they talk IT, nothing about what we are doing.”(Owner)

“You’re working together to make something, a community vs. an office which is kind of self-absorbed and individual.” (Worker)

“We have everyone in the factory from Engineers like me to Pacific Island women doing menial work making cans on an assembly line.”(Supervisor)

CHANGES IN MANUFACTURING – COMPUTERISATION AND COMPETITORS PROVIDING MORE FOR LESS

When asked about the changes they had experienced or could foresee in the industry respondents spoke about:

Competition from Overseas Manufacturing was mentioned by many respondents as having a significant negative impact on their business. Whilst globalization has many benefits it also means materials and products can be sourced cheaper in other markets for less cost. The feeling from locally based manufacturers is that although the products are cheaper clients are motivated by the cheaper price.

Many saw the future including **increasing computerisation** which was seen as a double edged sword. On the one hand it can make the job easier and more efficient, on the other it can lead to jobs and skillsets becoming redundant.

Increasing Health and Safety requirements are also a double edged sword and can feel at odds with the day to day requirements of getting the job done. Most owners/managers do not have expertise or experience in this area and currently lack guidance from an industry/Government body as to what they should be doing and why. It therefore becomes a pain point for many.

Many participants spoke of a lack of training/common sense – a **general lack of breadth in workers thinking across the board which makes both the job and teaching and adhering to Health and Safety procedures more difficult.**

An ageing workforce is a concern particularly for larger employers who feel ‘hamstrung’ by policies around part timing injured or elderly workers who are no longer ‘fit for purpose’.

General poor health such as the obesity/diabetes epidemic in NZ. This is particularly pertinent to large employers with significant Maori/Pacific Island workforces. Good Practice Manufacturers had endeavored to address some of these issues by trying to engage the family in discussions around healthy choices and providing health checks in the workplace.

“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)

“They (workers) see what is right in front of them but have to be taught to identify risks.” (Supervisor)

“(The future will be)Computers making everything and no one having a job, it will be office workers and robots.” (Worker)

“Everything used to be loose in terms of rules and regulations, you used to jump on a forklift but now you’re in a cage and harnessed etc. It’s good because in hindsight we were unsafe but it was quick and easy. Things take longer and there’s more detail that needs to be filled in and more red tape – probably means you get a more consistent product.”(Supervisor)

“My focus is on trying to earn a living rather than on H&S changes.” (Supervisor)

3.2 RELATIVE IMPORTANCE OF HEALTH AND SAFETY

The Manufacturing industry in general has a low level of engagement with Health and Safety.

Unless they have a moral code which speaks to taking care of themselves and others there is no real ‘What’s In It For Me?’ in Health and Safety for many workers/owners/supervisors other than a financial penalty if something goes wrong. Owners said they would welcome a reward for good/safe behaviour and support to get it right rather than instant fines if they get it wrong.

The requirement of a demonstration of ‘What’s In It For Me’ is something we see increasingly in many markets that we deal with as general marketers. **Health and Safety often requires extra effort and investment beyond the day to day elements of your actual job and just ‘being safe and healthy’ is not enough of a motivator.** Owners were looking for statistics and evidence that shows the impact on staff retention, quality/output etc. to prove its worth.

Current Health and Safety policy and processes feel driven from fear and a reactionary stance. Therefore the people we spoke to want a proactive approach from WorkSafe NZ. This means acknowledging the businesses’ role as expert in their industry and working with them to create policy and procedures specific to their workplace – **one size does not fit all was a key theme of the respondent feedback.**

Demonstrations of the following are required to successfully engage workplaces:

- More responsibility given to owners/managers and consequences if they don’t follow rules
- Legislation that they have to comply with that protects workers and clear communication of this information in a public forum
- Work with employers and supervisors to ensure Health and Safety is integrated into the workplace every day rather than an extra chore to endure

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.

Likewise the reality of the Manufacturing situation means the worker mix is often a complex one and good leadership is crucial but often lacking. There is an opportunity for WorkSafe NZ to encourage and develop Leadership as a skill.

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. Very large manufacturers were more likely to have a person with Health and Safety compliance and education in their job description as well as more vigorous processes and guidelines.

Company Culture is crucial and good examples are seen in the Protector and sometimes in Pick n Mix segments. Role-modelling these companies to show less compliant manufacturers how it can look in similar sized industries.

Lack of industry standards knowledge and knowledge of where to go for information was found to be across the board. There were no mentions of industry support or information.

"There are laws but you are relying on young and inexperienced people and unskilled labour."(Worker)

"OSH visits motivate worry, not safety." (Worker)

"The rules themselves feel like the people who write them don't work in the industry. What you need is co-creation, making it relative and not redundant – blanket rules don't work."(Worker)

"It creates derision amongst the industry. It's a way to cover their ass. If they make a rule and the rule gets broken they are covered. But it doesn't reflect the job/reality but they are covered. So you've got to break the rule to do the job." (Supervisor)

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 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.

"The ventilation is not strong enough on hot days the factory is full of glue fumes. They must know but I guess the problem hasn't gone too far...but they must know."(Supervisor)

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.

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: 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
- Tiredness/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

In Manufacturing (and all sectors apart from Forestry) 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 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.

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

5. SEGMENTATION



5. INTRODUCTION

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

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

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

5.1 OVERVIEW OF THE PRELIMINARY SEGMENTATION MODEL

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

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

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

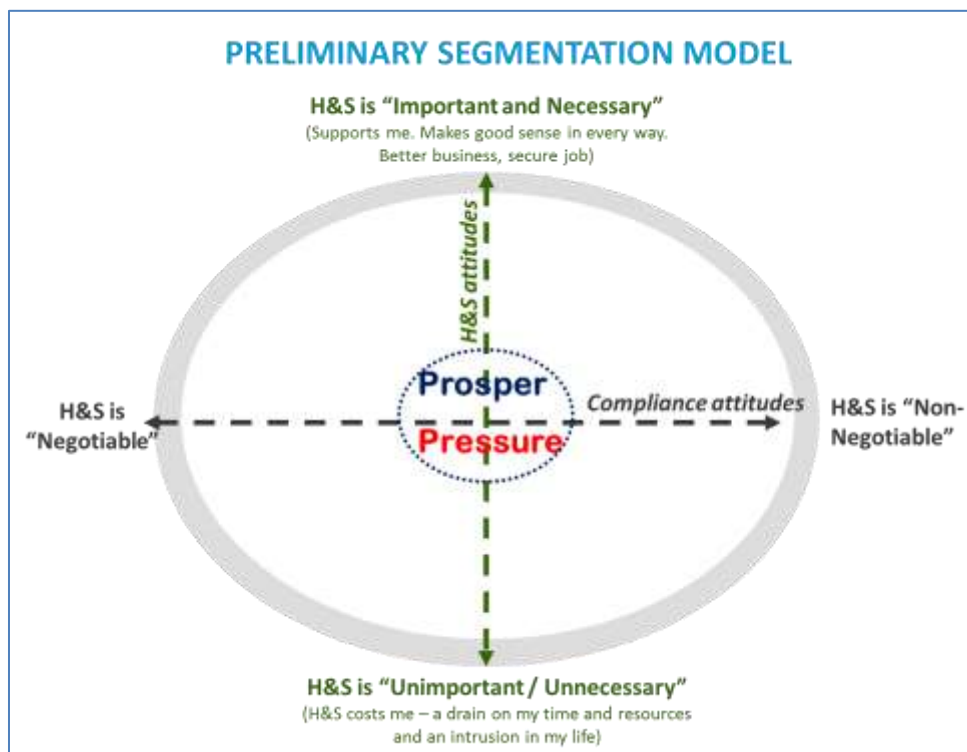
1. Perceived importance and value of Health and Safety:

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

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

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

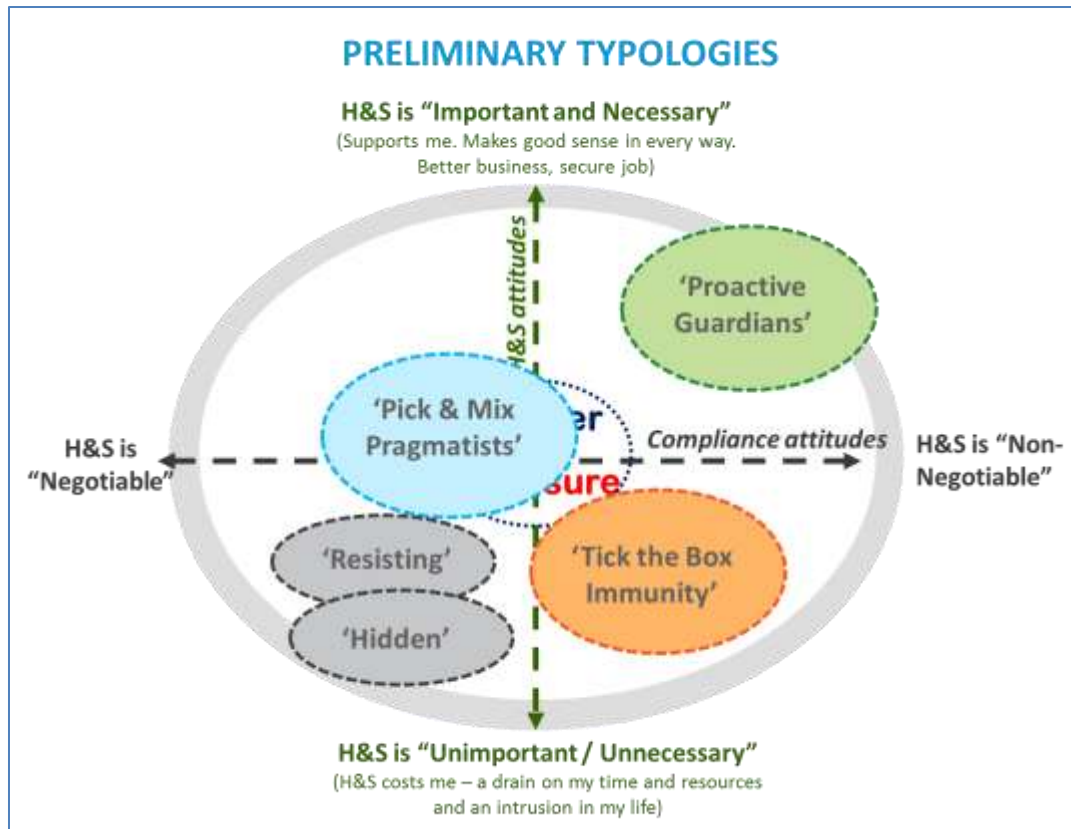
The preliminary segmentation model is summarised in the diagram below:



OVERVIEW OF THE FIVE QUALITATIVE TYPOLOGIES

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

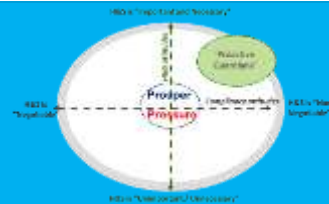
- **'Proactive Guardians'**: Champions of Health and Safety who are fully connected with the rationale for Health and Safety, and realise its value in terms of how it can help the business as well as keeping the individual safe. Driven by genuine care, prepared to go the extra mile. More than compliant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



Each segment is described in detail in the following pages.

5.2 THE FIVE TYPOLOGIES – IN DETAIL

PROACTIVE GUARDIANS



Motivations and drivers

- A strong moral core
- Being the best at what they do – often goal driven
- Sees H&S holistically, both at a community and people level

“I can’t get my head around anyone who is not concerned for their own wellbeing.”(Supervisor)

“This is all about building better communities and changing centuries of attitudes. It’s got to be about my actions, what I expect from other people and the world I want to leave for my grandkids. We need a goal.”(Owner)

Behaviours

- Involving staff in H&S each day.

“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)

“Thursday is tidy up day, we’re doing it for ourselves, we’re craftspeople.” (Owner)

- Making staff feel valued.

“Safety is number 1 over \$, it’s a family oriented business and it makes me feel pretty good, they take care of you.” (Worker)

“They listen at work if you have a suggestion, we’re all part of the chain.”(Worker)

“The owner is a good family man, he understands. He values us and respects our work.”(Worker)

- Empowering staff to solve problems and talk.

“Everything I have suggested he’s for it, like sealing the factory and getting an extractor for fumes. I don’t think I’m overly cautious as I don’t think you can be.” (Supervisor)

- The buck stops with them.

“A boss can’t morally expect people to work in a place that could injure them.”(Owner)

- Often have thorough processes and practical reasons behind them.

Behaviours continued

“Nothing gets done without a material safety data sheet if we are using chemicals etc. so that we know what we are using and the safest way to use it. We also have standard operation procedures, at each workstations there is a laminated sheet with how to do the job, photos of how to do it, in bullet points and instructions on how to leave the workstation and where the safety button is.”(Worker)

“It was full on at my old work, there were checks and standards, you knew if you stepped out of line it was your fault, there were expectations of you vs rules.”(Worker)

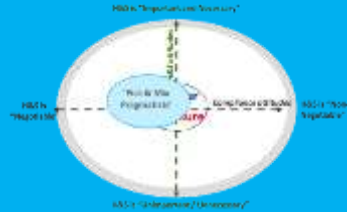
- Understanding that the process takes time – in for the long haul.

“This is hard. It requires strong leadership and it’s slow.”(Good Practice)

Pen Portrait

Sally works in food production in New Plymouth. It’s a small family owned business that has been around since the 60’s. Sally has always been involved in and interested in manufacturing, she is proud of being able to create and use her hands. Running a business is hard work and staff management is a large part of the hardship. She has had no formal training in management and learns as she goes. Sally has a confident yet nurturing attitude to being the boss – the buck stops with her but she wants to encourage pride in her workforce and a care for each other and the final product. Sally works alongside her workers so she can see and hear any issues that arise first hand, she also has weekly Friday night drinks/wind down sessions so that staff can talk freely about anything on their mind. She receives no support from her industry or the government for running a business and instead is motivated to be the best boss she can be. She has a strong sense of what is fair and right and Health and Safety are integral parts of the working day.

PICK & MIX PRAGMATISTS



Motivations and drivers

- My body is my business, this makes safety a priority.
- I'll do what makes sense to me and what I can manage within the time frame and budget.
- Can be sole operators therefore H&S isn't a conversation but a way of working.

Behaviours

- Largely safe, uses common sense and experience.
"It's about being careful where you put your hands, slowing down. I don't take shortcuts as I don't have a boss to push me." (Owner)
- Rarely have accidents because of this.
"I have been in business over 25 years and we have not had a serious accident." (Owner)
- Know the best way to get the job done.
- H&S is often self-taught or learned on the job.
"Injuring yourself is annoying, you can't do things to the best of your potential." (Worker)
"I don't want to be deaf and I don't want to have bad eyesight. Broken bones make you immobile." (Worker)
- Allow workers leeway which can lead to lack of Health and Safety enforcement.
"You've got to give them the independence to make the job and the workplace comfortable." (Owner)
- Health and Safety costs can be prohibitive and there is often a lack of support to initiate change.
"I can't tell someone 2+2 = 4 50 times a year and they can't monitor that I have done it." (Owner)
"The industry has probably become overly compliant which isn't a bad thing but it comes at a cost." (Supervisor)
"There is H&S training but I would have to pay someone, and the cost can be prohibitive to small to medium sized businesses, \$135 per person, 30-50 hours of time lost and then ongoing maintenance." (Supervisor)

Pen Portrait

Mike works in Auckland as a canvas maker. There are only 2 of them in the business, him and his boss. He's learned his craft over about 16 years and is pretty good at what he does. H&S is important to him, if he can't work he can't earn a living. He has concerns about some of the chemicals used in his work as he doesn't know what the effects of these might be over time. Some of the H&S procedures you are meant to follow are a bit silly, like having to have 3 contact points on a ladder when you are trying to change a lightbulb...Mike feels he doesn't take too many shortcuts as he doesn't have a boss who pushes him to do so. He has seen friends have accidents and their cavalier tune changes pretty quickly. Customisation and flexibility would go a long way to making him feel like some of the Health and Safety guidelines have credibility.

TICK THE BOX IMMUNITY



Motivations and drivers

- If employing others, the Tick the Box Immunity boss will be motivated by the business argument. Tick the Box workers may be motivated to change if they are persuaded to reflect on mateship and an entry point might be them looking out for others younger than them.
- Other motivations:
 - Being penalized financially
 - Being randomly inspected
 - Being helped to do what they have to do
 - Financial rewards if they do comply

Behaviours

- Go by the book.
- Health and Safety put to the forefront but often don't really believe or understand the reasons why.
- Blanket policies

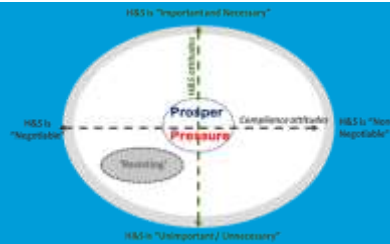
"The managers give you your safety boots and think that they have done their job, tell you to be good if the inspector is coming." (Worker)

"With the ACC levy if your accident rate is down it's less. I don't know if this is a good or bad incentive. The good thing is that everyone gets a half day holiday, the bad thing is that small injuries don't get reported."(Supervisor)

Pen Portrait

Gavin works a medium sized branch of a multinational manufacturer in Wellington. H&S became a focus for the company when it became a focus for the parent company in Singapore. Now there is a lens on H&S but it is a bit OTT. The industry probably used to be a bit unsafe , people did things in a quick and easy way and while it's better to be safe it can feel like a lot of red tape. H&S can feel like blanket rules from high above and this doesn't help to break down the 'them and us' barriers between office and factory staff. Health and Safety doesn't seem to have acknowledged that the crux of manufacturing rests on things being produced at a certain speed.

RESISTING



Motivations and drivers

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

- Focused on other parts of the business and making money in spite of approach.
"A lot of our workers are through Tradestaff/Coverstaff, they have no say, they are getting paid through the agency."(Worker)
"There's not enough profit being made so he is cutting corners" (Worker)
- Resentful of the cost of H&S and can't see how it will positively influence the bottom line.

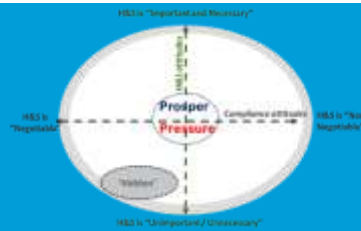
Behaviours

- Ignores H&S or does not know what is required of them.
"Some machines are 100 years old and have no guards."(Worker)
"I'm not sure whose job it is to protect us from the fumes from the chemicals and glue. We don't complain, we work for the man."(Worker)
- "Put up or shut up" mentality towards staff.
"We might speak up if we knew there was backing behind us and he couldn't just sack us."(Worker)
- Makes decisions that impact worker Health and Safety with no consultation.
"They say, 'just run it (machine) 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, they don't have to give a reason."(Worker)

Pen Portrait

Brian runs a reasonable sized factory in Auckland. He has carved out a niche for himself in a competitive industry. For him it's all about getting the orders in and getting the job done for a good margin. General staff are not a priority for Brian, they are a means to an end and he is comfortable letting staff go if they are not happy with the way the workplace is run or if he does not have enough work coming in to keep them busy. He expects staff to provide their own safety equipment and clothing. There are adequate safety precautions in place but if pushed would grudgingly admit he doesn't have enough to go around. Brian makes his own modifications such as providing sunblock for workers rather than UV protective suits. He hires a lot of inexperienced or young staff and reckons he's got a good enough supervisor to tell them what they need to do. Health and Safety is an unnecessary expense.

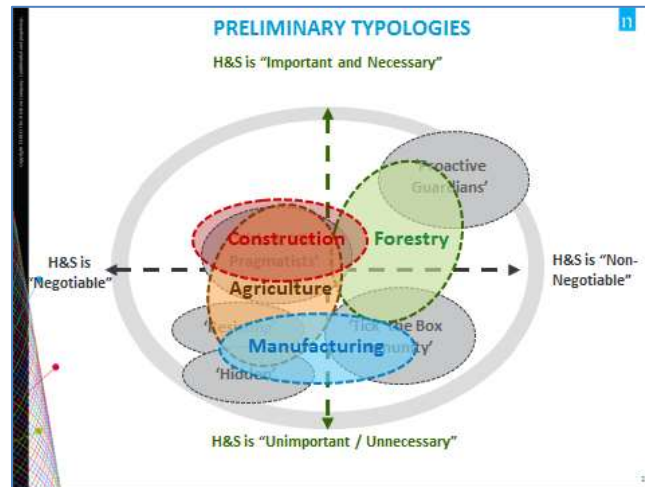
HIDDEN – NONE SPOKEN TO



Motivations and drivers (likely to be similar to Resisting)

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

5.4 HEARTLAND FOR SECTORS



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'.
- **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, 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.

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)

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

“I’ve seen some videos in training that are straight from the 80’s.” (Worker)

6.2 RESPONSES TO ADVERTISING CONCEPTS

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

KEY THEMES

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

In 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 Manufacturing 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’. 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'.*

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’). 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 safety gear. **Also show the consequences by situation**, of what workers will lose by not practising the desired behaviours.

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

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

Key messages are:

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

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

- *He came home tonight*
- *Family - go home to your families every night*
- *Younger – your girl / your life is waiting*
- *It’s everyone’s responsibility*
- *No more excuses*
- *Get to play another day (e.g. freedom - pig hunting, fishing, diving).*

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

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

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

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

Main messages could include:

- *It’s your responsibility for care*
- *Encourage a dialogue, between each other and with you*
- *Young vulnerable workers copy what you do, role model right practice*
- *It’s ok to express doubts*
- *You know best*

- *Mature, experienced workers, live up to your responsibilities*
- *Practise what you preach*
- *Tell your crew: Ask if they don't understand; there's no such thing as a dumb question.*

RECOMMENDED TONE FOR COMMUNICATIONS

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

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

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

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

“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 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:

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

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

- Narrative: specific and detailed. He didn't wear ear muffs and now his hearing's stuffed up. He tells his workmates to make sure they wear theirs.
- Testimonies: he came to work hungover and nearly mashed his hand in the machine.
- Scenarios / case studies: invite question and answer – what could happen, what should he do?

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

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

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 is to construct messages in direct sentences, to say directly 'wear your ear muffs' not the indirect instruction 'ear muffs must be worn'.

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

- Following an experienced person for a day. The person would naturally point out the hazards, and the junior worker would tap into their experience.
- Getting the good decision makers together, those who practise situational awareness and let the new workers listen to them.

Specific channels for ‘workers’ might include:

- Immediate bosses – workers look to the next in line in the hierarchy
- Face- to- face talks; demonstrations via mobile training buses; BBQs / morning teas etc.
- Communications that are practical, portable and highly visible (e.g. reminder stickers on equipment and gear)
- TVCs/radio
- Local newspapers, the pubs, sports bars, sports clubrooms, iwi communications
- Sector competitions / expos etc.
- Mobile phone apps and updates – daily reminders, checklists etc.

Specific channels for owners and ‘bosses’ might include:

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

7. PERCEPTIONS OF WORKSAFE NZ



7. INTRODUCTION

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

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

7.1 AWARENESS OF WORKSAFE NZ

Awareness of the WorkSafe NZ brand appears to be low overall.

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.

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

“I have no idea about WorkSafe NZ or how to be a part of it.” (Owner)

7.2 PERCEIVED ROLE OF WORKSAFE NZ

VIEWES OF PREVIOUS REGULATOR(S)

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

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

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

VIEWS OF WORKSAFE NZ

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

“We want WorkSafe NZ to work with unions etc. and be a part of Manufacturing – work with us not police us.” (Owner)

INSPECTIONS

Experiences of inspections and the perceived “threat” of inspections are varied across the sectors. In 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 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.

7.3 LOOKING FORWARD - IMPLICATIONS

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

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

8. CONCLUSIONS AND RECOMMENDATIONS



8.1 CONCLUSIONS: SUMMARY OF TRIGGERS AND BARRIERS

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

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

8.2 RECOMMENDATIONS: TARGETING TYPOLOGIES

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

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

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

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

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

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

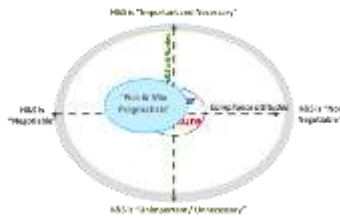
LOOKING FORWARD: DIFFERENT APPROACHES FOR DIFFERENT TYPOLOGIES

PROACTIVE GUARDIANS



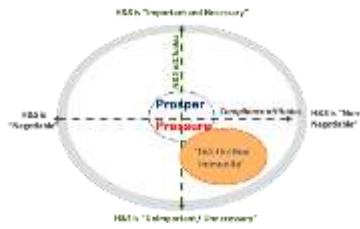
- The Proactive Guardian does not need motivation to change, but needs acknowledgment, encouragement, rewards, resources and support to continue so they have a positive impact on employees/co-workers And don't become disillusioned and lapse into one of the other segments.
- They need to feel that the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

PICK & MIX PRAGMATISTS



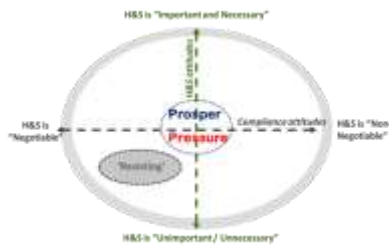
- There is the potential for high levels of motivation to change if Pick and Mix Pragmatists are reminded that good Health and Safety is the right thing to do.
- Respect what Pick and Mix Pragmatists are doing already in regard to Health and Safety and build on it. Build on their common sense and explain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

TICK THE BOX IMMUNITY



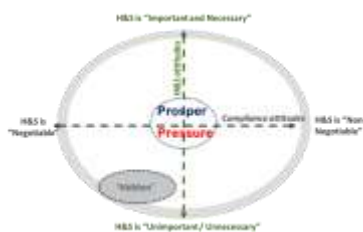
- **If employing others, the Tick the Box Immunity individual will be motivated by the business argument** – that Health and Safety isn't about losing money if you don't do it, but about making more money if you do it properly. Being more guardianlike isn't about being soft and woolly but is central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

RESISTING



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

HIDDEN



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

8.3 RECOMMENDATIONS: FUTURE COMMUNICATIONS

OVERARCHING RECOMMENDATIONS

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

POTENTIAL COMMUNICATIONS' THEMES AND MESSAGES

- **Pride:** Reposition Health and Safety as being about worker pride, part of the high standards and skill set of a Manufacturing 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

- **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

- **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.

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

MANUFACTURING - ADVERTISING



RESPONSE TO EXISTING ADVERTISING: MANUFACTURING

<p>Images of people harmed</p>	<p>Medium impact</p> <ul style="list-style-type: none"> ✓ 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 <p><i>“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)</i></p> <p><i>“You never think it will be me, you couldn’t do your job if you did” (Worker)</i></p>
<p>Family posters and the TVC</p>	<p>Medium impact</p> <ul style="list-style-type: none"> ✓ Emotive and relevant for those with children × Limited response from those without children <p><i>“Goes for your heartstrings.” (Worker)</i></p> <p><i>“It’s nothing to do with me, I’m 21.” (Worker)</i></p>
<p>If you’re not sure, ask</p>	<p>Medium impact</p> <ul style="list-style-type: none"> × Even though respondents agreed with the message of the communications, many thought it was unrealistic <p><i>“If you’re not sure, ask” “Feels like a leap to too far – we are not there yet.”(Worker)</i></p> <p><i>“Do you target those who will be asked rather those doing the asking?”(Worker)</i></p>

MANUFACTURING - DISCUSSION GUIDE





WorkSafe

Manufacturing Sector Discussion Guide

30th January 2014

Key Objectives

- ☐ How do you relate to Health and Safety, if at all, and what does it mean to you?
- ☐ What will encourage you to adopt good Health and Safety practices at work? (This might be self-behaviour but also lead/direction/support from others e.g. supervisors/bosses taking it seriously, interventions.)
- ☐ What communications will most facilitate better Health and Safety?

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

INTRODUCTION

- Meet and greet – introductions – independent researcher

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

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

1a. Where they are at (3 minutes)

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

- **Tell me about yourself** – e.g. family, where are you from, what brought you to this place, what do you like to do when you're not at work? what's important in your life...what's your focus right now (*like making money, having a great social life, being healthy and fit, etc*)
 - *Supervisor/Owner– what are the things that are the main focuses at present for their business (e.g. productivity, profitability, Health and Safety)*
- **How long** have you being **working here** and what do you **do in your job** each day (*jot down tasks*)
- How did you **learn your trade**, and how did you feel about your training, what did it involve (briefly)*Probeenough? Too light? Arduous etc.*
- Have you had **other jobs** in Manufacturing 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 well were your expectations when you went into the job met (or not)?
-

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

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

- How do you **feel about** working in **Manufacturing**?
- 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.*
- How long do you **see yourself staying here**? What would you like to do in the next few years? *Because?*
 - *Probe... do they see a future for themselves in Manufacturing? Why and why not...*
- **What kind of changes** have there been while you've been working in Manufacturing ...it's got more....?...less?
- What have these **changes meant for you and your job**?
 - *Probe (listen for things like increased pressures, better training, poorer conditions, more regulation)*

- How do you **feel about these changes...**(resentment, pride etc.)
- **What support / help do you have at work**
 - *probe if needed e.g. what support do you want / need for what kinds of things?*
Probe: where do they feel vulnerable if at all, what role of other workers is

1c. Manufacturing workplace culture (5 minutes)

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

Toolkit 1 (Office and Manufacturing workplace images)

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

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

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

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

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

2a Perception of risk in Manufacturing 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: (functional, social, emotional levels) 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 Manufacturing is risky?** Because?
- How do you deal with the unexpected?
- How do people deal with things when the pressure is on?
- **To what extent do you feel safe at work?** Tell me about that

- Do you think there are any health risks from your work? Tell me about that
- **In what way do you feel Manufacturing is getting safer or more dangerous?**
- **What are the biggest threats to your safety in the workplace?**
- **What are the biggest threats to your health in the workplace**
- **What are the risks in your job?**
 - *Unprompted (mind map / write perceived risks down on sheet*
 - *Then prompt risks from Manufacturing action plan as needed (written on cards if needed to help discussion)*
 - *E.g. Vehicles, machinery ,bright lights, noise, smells, repetition, tiredness, lack of training, other workers, exposure to chemicals, dusts etc.*
- What risks do you worry about most? Because
- How do you **figure out how risky** something is? What do you rely on? What helps?
- How confident do you feel in **the decisions you have to make in risky situations?** What do you do when you don't feel confident?
- **What would help?**
- *What about new staff? How are others introduced to risks in your workplace?*
- 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*
- How do **you** keep yourself **safe** in your job?
- What **helps you keep safe?** *Prompt as appropriate: regulations, mates, law, formal training, advice (who from), self training, certification, clearer understanding of what's expected, better visibility / monitoring of what the problems are (stats), better reminders, updates, more inspectorate visibility etc, injury/near miss, health impacts...*
 - *Using personal protective equipment provided*
 - *Reporting accidents and near misses*
 - *Identifying Health and Safety risks*
 - *Discuss with managers, supervisors, co-workers*
 - *Remove hazards*
 - *Make work practices safe – how do they do this?*
- What kinds of **accidents / injuries typically happen** in Manufacturing? Because? *(refer back to previous discussion and sheet listing risks as needed)*
- *Are you are aware of any impacts to health that have occurred from exposure at work? E.g., people getting more frequent headaches, skin reactions/ allergies, hearing loss, memory loss, cancer., stress*
- In what way do you think these are **avoidable or not?** *Probe to nothing...*
- What about injuries or health issues like:...*prompt as needed*
Open wounds, hearing loss, trapping, radiation, burns etc. - "Health" includes stress, noise induced hearing loss, illness due to chemical exposure, diseases, skin conditions etc
- **How do you feel when you see someone with scars from old workplace injuries** what does it tell you? How are they viewed? *Probe martyrdom / heroic / pride / shame / lesson*
- **What about those who have suffered health effects (incl hearing loss, allergies)?**– what does it tell you? How are they viewed? *Probe martyrdom / heroic / pride / shame / lesson*

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

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

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

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

- When you hear the words 'Health and Safety' **what comes to mind?** Probe 'health' and 'safety' separately e.g. occupational health risks like hearing, respiratory, etc
- How do you **feel about Health and Safety?** Probe 'health' and 'safety' separately
- 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 Health and Safety regulations kept you safe?**
- **When do they feel not so important?** ...like you wonder why you're doing it?
- What does **good Health and Safety practice** look like in Manufacturing? Probe examples
- What happens when no one's watching?
- What does **poor Health and Safety practice** look like? Probe examples
- If you are in a workplace that has poor H&S what do you **fear the most?** Because? How would that **impact on your life and the people in it?**
- What sort of Health and Safety training did you receive when you started working in your current workplace?

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

- In what way is H&S considered a high priority
- In what way do they have regular H&S checks
- Do they have a hazard register (how often is it reviewed/updated)?
- Is there any monitoring of exposure to health risks? (e.g., noise monitoring, dust, chemicals)?
- Is there any monitoring of health – e.g., hearing testing, lung function, blood or urine tests
- Hold formal H&S meetings with staff (how regular? Are they documented?)
- How are new staff brought up to speed on risks and Health and Safety issues? Probe induction training, information etc.
- Search for best practice information on Health and Safety (where do they search? What sort of topics do they search for)
- Attend and/or send staff of Health and Safety training courses.
- Made changes to their Health and Safety in the last 12 months?
- What particular issues or barriers, if any, do you face in trying to make or improve Health and Safety practices

Toolkit 4 (use attitude cards as a prompt)

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

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

- What is **your direct experience with Health and Safety** ...tell me about that... *remember to probe 'health' and 'safety' separately e.g. occupational health risks as well (briefly)*
- When you began your current job, how would you describe your understanding of the risks? How did you find out about them? *(probe formal and informal)*
- When, where and how do you typically come across Health and Safety in your job on a daily basis...
- When do you find yourself having to improvise H&S in your job? And why did you do this?
- What **experience have you had with notifiable injury**you or a workmate?.....What happened?
- What was the **cause**? *probe rushing, frustration, fatigue, complacency*
- What was the **impact of that** for them.....and for other people
- What do other people in your workplace think when someone takes time off work because of a work related injury or health issue?
- When someone returns to work after a work-related injury – how are they treated, in what way does it change them / their behaviour on the job?
- **What was involved** in terms of work, **ACC claims**?
- How did that go? Was that what you expected?
- **In what way did that change things at work or not**, like the way you do that task? Or the way others now do it?
- **Have you or a workmate suffered a long term health problem** that resulted from working in Manufacturing? Tell me about that? *(compare and contrast with perception of injury versus health problem)*
- How do you **learn about Health and Safety**? *probe on the job training versus other*
- **What parts are the easiest to remember? What makes them easy** to remember?
- What is the **best way to learn about Health and Safety**? Because? probe
 - *Lecture*
 - *Reading Text*
 - *Audio-visual representation*
 - *Website cell videos*
 - *Demonstration*
 - *Discussion group – social media*
 - *Learning by doing*
 - *Teaching others**Probe if they prefer learning individually or with others? Structured courses or self-paced learning?*
- Where do you get **Health and Safety information**? *Probe all sources verbal, written, experiential (channels). Also probe frequency and when they receive information what would be better?*
- How many workshops/training session or team meetings have you attended in the last two years that have included H&S?
- In all the **Health and Safety** messages you have seen **what has stood out for you**, something that you remember.....maybe a picture, a phrase?...because?
- **In what way have these helped change the things you do** in your job in any way...tell me about that...?
- In what way has **your thinking about Health and Safety changed over time**? Because?
- Who is the **best person to learn from** in your workplace – who is the 'go to' guy with all this stuff
- Who do you trust or would listen to in your industry – *probe the union, a particular spokesperson*

- Have you heard of WorkSafe NZ? What do you know about them, what are you expecting from this?

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

- So **tell me about the regulations**, say for example what are the legal requirements around x (*pick some examples to understand level of knowledge*) ...e.g. most risky ones...also HSNO?
- When and **where do you feel uncertain about Health and Safety** regulations in any part of your job?
Explore
- **If you don't know** what the H&S regulation is, what do you do? Who or what helps? Where would you go?
- **What are the numbers of** injuries or deaths in Manufacturing?
 - *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?
- **What do you think are the major causes of injury/harm in Manufacturing?** *Prompt fatigue, boring work, unsafe procedures, lack of training, poor supervision, drugs/alcohol, time pressure, old / dangerous machinery, high exposure to noise or chemicals?*
- **107 people died from injury between 2002-2009 in manufacturing. There are around 33,000 claims per year with ACC.**
 - How do you feel about these – what does this say to you?
 - **What is the impact of death and injury in Manufacturing** - who hurts because of it?
 - *If families / partners mentioned*what do they say to you about this? How do they feel about it?

It is estimated that an even greater number of people die every year from health impacts from exposure to health risks in manufacturing. How do you feel about this?

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

- **Whose responsibility is Health and Safety?** In Manufacturing, on-site, day to day?
- What is **your part in this**?
- What is the **role of your mates** or the people you work with?
- What is **the role of your bosses**?
- **The government?**
- **The unions?**
- **What kinds of things** tell you that Health and Safety regulations are being taken **seriously in your workplace**?
- **What kinds of things** tell you that others are **not taking things seriously**?
- **What things have to change** for a workplace to take **Health and Safety seriously**?
- **What gets in the way?** What needs to happen? For whom?
- When have you seen people change their attitudes towards **Health and Safety, what makes people change**?
- **When do the Health and Safety regulations seem to work really well?**
- **When do they fall down?** *Probe competing interests, distraction, tiredness etc. ie how and when do things change under pressure and what kind of pressure*

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

Toolkit 6 Speaking out Scenario (5 minutes)

- So here we **have a situation...** (*use example as discussed with respondent*)..... so in this case what are all the things that can go wrong
 - **So let's imagine that the Health and Safety regulations weren't being followed very well.....why would that be?**
 - So let's imagine that **someone stops and says 'this isn't safe'** What would he do if he felt things weren't safe?
 - **Who would he say this to, what would happen?**
 - What **back up is there for him?** *probe fully*
 - **How do the others around him react? What would they say? Do?**
 - **When do the workmates stand up and say something?**
 - **What do workmates do if they feel H&S standards aren't being met?**
 - So **what if he goes to the boss and says this isn't safe** - how does everyone feel about him now? What would happen to him?
 - **In what way would this change things?**
 - **How does this make you feel about speaking out if you see something unsafe?**
 - **Have you personally seen something unsafe in the workplace?** *What did you do? Why?*
 - **What about if someone was injured or there was a near miss, would that change things?**
How?

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

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

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

- **Whose problem is this – (Health in the workplace and workplace injuries)** who should be sorting this out? Because?
- **How could we stop this right now?** What has to happen?
- **What would happen in your workplace if there were no official Health and Safety regulations?**
Probe
- **What would it mean for you if there was no Health and Safety? What would change in any way?**
Probe
- **Imagine if there is another death....we see the newspaper what do the headlines say? In the article what do The H&S inspectors say? What do the families say?**
- What would your family or wife/husband think or do if they knew you were doing something unsafe at work?

3g Awareness of worker rights (3 minutes)

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

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*

Do you think your employer is aware of their responsibilities? How well would you say they meet their responsibilities to keep their employees safe from health issues or injuries in your workplace?

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

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

- Prompt as appropriate: *Posters on-site, competitions, inspector visits, training days, posters, websites, texts, protective gear / clothing, trade magazines, Safety campaigns, Self-assessment materials, Peer-assessment materials, Injury or hazard Report apps. Community awareness campaigns – especially with regard to untrained builders. Supporting small businesses specifically, Sector engagement via guest speakers. Action pledges.*
- **How would you know if people were keeping to it?**
- **So what if people ignore it all – what would you do?**
- **In what way would you change the regulations around x task or not....**

Toolkit 8 (prompted communications themes generated throughout discussion)

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

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

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

4a. H&S programmes (as appropriate)

- Thinking back to the Health and Safety information you have seen.....*show as appropriate to respondent...have you seen...show card of the following as appropriate*
 - the **Partner in Action Pledge.**
 - *Awareness, perceptions, relevance, effectiveness, what would make it better? How they would feel about joining, how they would feel about an employer signing – would it make a difference*
 - the **Safety Star Rating**
 - *Awareness, perceptions, relevance, interest, effectiveness, what would make it better?*
 - **Have your workplace been visited by a Health and Safety inspector within the last two years? If so, do you know what they were focused on?** *Probe around machine guarding if relevant.*

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

- *Here we have some different ways that other industries talk about Health and Safety*

- What do you **feel when you see this**?
- What does this **remind you of? Make you think of?**.
 - *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 Manufacturing....
- What **would feel more relevant?**
 - *Probe images / words / themes that would make it relevant in Manufacturing), language, tone, style etc.*
 - *What does it make you want to do after seeing this? Probe: find out more, take action (what?), change behaviour, what does it make you think of?*

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

Final Questions – 2 mins

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

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

.....
.....
.....
.....

Thank and reinforce confidentiality

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

Koha and close interview

SAMPLE



- 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

FINAL THOUGHTS

- **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 materiains, 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.

- 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.

- Highlight **health issues as equally important as safety**.
- Consider how to **engage local ‘community advisors’**
- 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

- **The enforcement arm needs to encompass an advisory role.**
- The reality of the Manufacturing situation means the worker mix is often a complex one and good leadership is crucial.
- **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.
- **Workers do not feel empowered to speak out about bosses** if they are privy to or a victim of unsafe workplace practices.
- **Company Culture is crucial** and good examples are seen in the Protector and sometimes in Pick n Mix segments.
- Lack of industry standards knowledge and knowledge of where to go for information was found to be across the board.