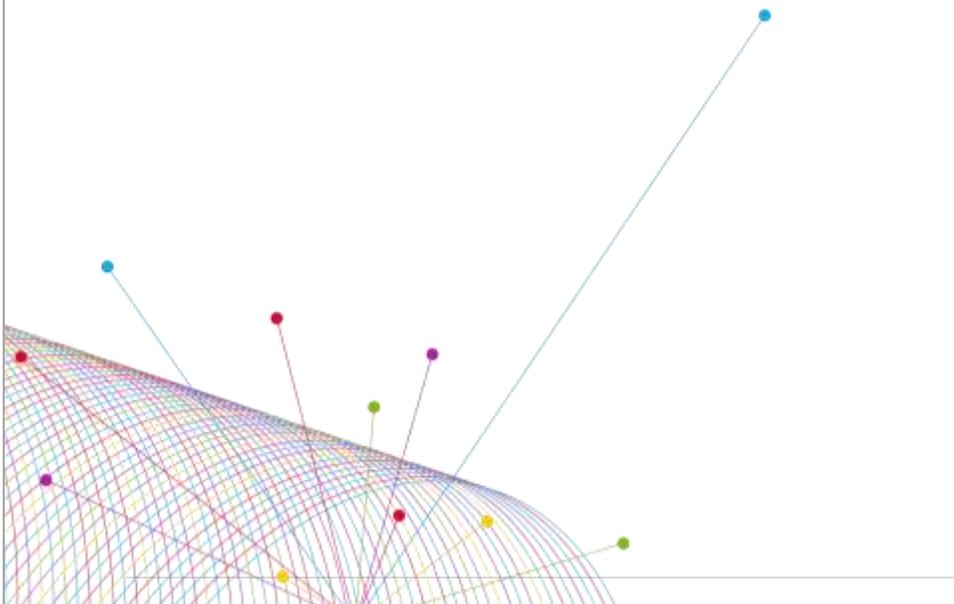


# Health and Safety Attitudes and Behaviours in the New Zealand Workforce: A Study of Workers and Employers

2014 QUALITATIVE RESEARCH  
AGRICULTURE REPORT

APRIL 2015



## CITATION

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# 1. EXECUTIVE SUMMARY



## 1. INTRODUCTION

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

**This report presents Agricultural sector findings for the Qualitative Research.** The purpose of this research was to investigate key themes with regard to Health and Safety, including the identification of a spread of attitudes to be confirmed quantitatively. This qualitative research involved 97 in-depth interviews and mini-groups, conducted 3-28 March 2014 inclusive. 25 interviews were conducted in the Agricultural sector.

### 1.2 WORKPLACE HEALTH AND SAFETY IN CONTEXT

**The high risk sectors of Forestry, Agriculture, Construction and Manufacturing share common cultural characteristics** including being: driven by pride; masculine and hierarchical; under pressure; and increasingly diverse. Characteristics that are unique to the Agricultural sector include being independent and isolated.

**Across the sectors there are 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 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

**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.

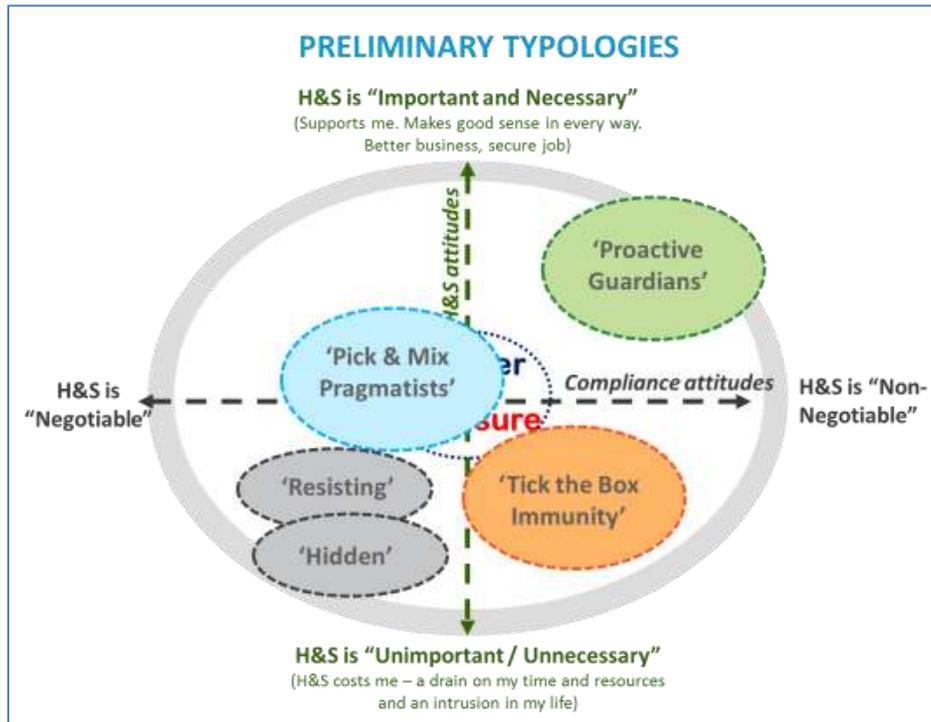
**Awareness and understanding of the rules and regulations is patchy.** The majority perceive there are more rules than required. No-one said that more regulations are required.

## 1.4 SEGMENTATION

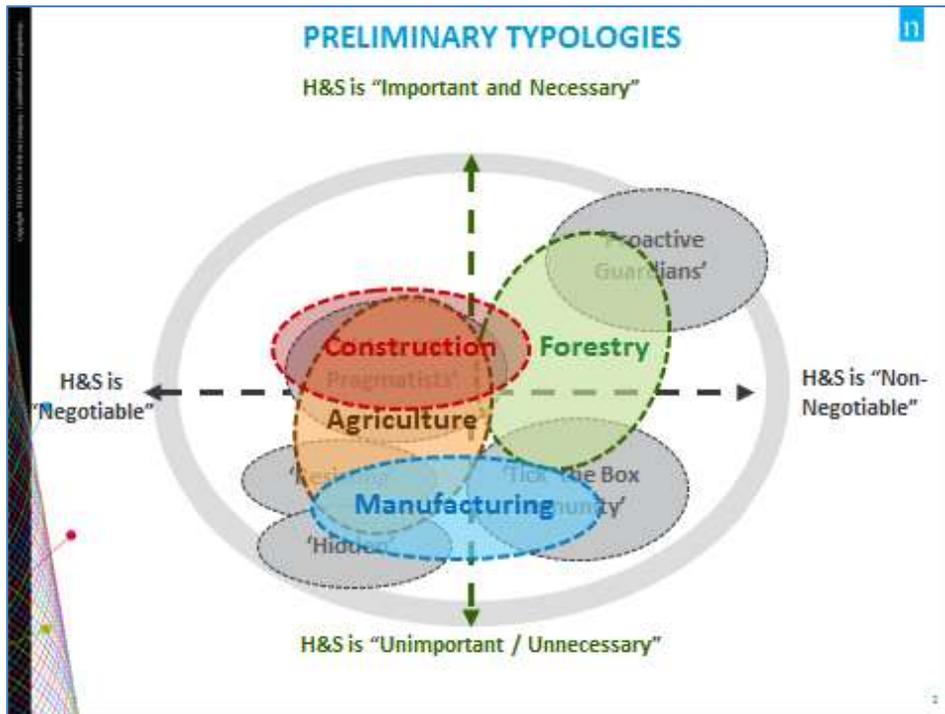
A qualitative segmentation has been developed which positions workers and bosses in one of four quadrants according to attitudes and behaviour. This is an indicative segmentation and the spread of attitudes will be confirmed quantitatively. At the heart of the segmentation are Prosperity and Pressure.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

The aforementioned preliminary types are mapped out in the diagram below.



**Agriculture** sees its heart in Pick and Mix Pragmatists and Resisting. (See diagram overleaf.) 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.



## 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

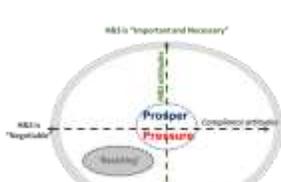
The following table provides a summary of key triggers and barriers to workplace Health and Safety, at a cross-sector level.

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

## 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><b>PROACTIVE GUARDIANS</b></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><b>PICK &amp; MIX PRAGMATISTS</b></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><b>TICK THE BOX IMMUNITY</b></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><b>RESISTING</b></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><b>HIDDEN</b></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 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"> <li>- Desk research</li> <li>- Stakeholder consultation</li> </ul>	January – March 2014	<ul style="list-style-type: none"> <li>- Contextual summary for each sector</li> <li>- Detailed Research Framework</li> </ul>
2. Qualitative research	<ul style="list-style-type: none"> <li>- In-depth interviews and focus groups with employees and employers in 4 Priority Sectors</li> </ul>	March – June 2014	<ul style="list-style-type: none"> <li>- Presentation of Interim Findings</li> <li>- 1 Cross-Sector Report</li> <li>- 4 Sector Reports</li> </ul>
3. Quantitative research	<ul style="list-style-type: none"> <li>- Online and self-completion surveys with employees and employers in Priority Sectors</li> </ul>	June – August 2014	<ul style="list-style-type: none"> <li>- Measurement of key factors</li> </ul>

## 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 focuses on the Agriculture sector and should be read in conjunction with the Cross-Sector report for sector comparisons.

### *METHODOLOGY*

In the Agriculture sector face-to-face and telephone in-depth individual or paired depth interviews were conducted. These each lasted 1-1.5 hours. Interviews were undertaken an experienced qualitative researcher, using a semi-structured discussion guide (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
<b>Agriculture</b> - Northland, Waikato, Bay of Plenty, Canterbury and Otago	22	3	25
<b>Forestry</b> - Nelson, Central North Island, Northland and Christchurch	15	3	18
<b>Construction</b> - Auckland, Christchurch and Dunedin	26	3	29
<b>Manufacturing</b> - Auckland and Wellington	22	3	25
<b>TOTAL</b>	<b>85</b>	<b>12</b>	<b>97</b>

A full Agriculture sector 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 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.

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

**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.

*"I love being in control – manipulating – if you don't feed the cows properly you don't get the milk." (Dairy Farmer)*

## **MASCULINE AND HIERARCHICAL**

Employees and employers 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.

There is a strong seam of stoicism that runs through the Agriculture sector. Farmers and farm-workers do not overly reach out for help and assistance. This is reflected in the "she'll be right" and "number 8 wire" mentality, which is a positive in terms of resilience and getting things done, but can be a major barrier to taking on board Health and Safety.

Farmers' wives though do have an influence and whilst not softening the culture per se, they do bring a different perspective (and some will encourage and nag husbands!) and farmers' wives have been instrumental in some Health and Safety initiatives. The Dairy Women's Network was mentioned by some women interviewees, although none of the men spontaneously referred to it and its work.

*"There's a lot of camaraderie. You get very close as you travel around. You are together a lot longer than 9-5. It's long days. We travel away and stay for a week and you really get to know each other." (Shearer)*

*"People look out for each other. It's friendship rather than workmates. If a neighbour needs a hand we'll go over and help them do jobs." (Migrant Worker)*

*"My boss is 75 and he says it was ten times harder in his day. So you feel that you have to work harder and push your weight even when you feel you shouldn't." (Contract Milker)*

*"You don't want the boss to be angry with you. He could not like you and you could lose your job. You feel like as a worker if you bring it up you are just whinging." (Dairy Farm Worker)*

*"The Dairy Women's Network did Health Pit Stops for BBQ and Blood Pressure and Mental Health 101." (Good Practice Interview)*

## **UNDER PRESSURE**

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

*"It's got intensive and the cost of running things has sky-rocketed." (Beef Farm Manager)*

*"There's a lot more pressure now on the money." (Beef Farmer)*

## **INCREASINGLY DIVERSE**

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

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

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

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

*“There is a push for more general awareness of Health and Safety. Younger people are more aware because it is being drummed into them. We’re more complacent (older people). We’ve never worn ear-muffs.”  
(Sheep, Beef and Dairy Farmer)*

### **INDEPENDENT AND ISOLATED**

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

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

People work long hours and often on their own which means that there can be a sense of unaccountability – it’s just me, I don’t need to report to anyone.

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

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

*“I make my own decisions. I don’t want Big Brother looking over me.” (Beef and Dairy Farmer)*

*“It’s a lower class of land. It’s really isolated, poorer cell connection and less likely to have internet which makes it a very difficult sector to engage with.” (Good Practice Interview)*

### **STILL CONSERVATIVE BUT DAIRY MORE PROGRESSIVE**

For many there is an inherent resistance to and suspicion of change. There can be a prevailing mentality of doing things a certain way because that is the way they have always been done. This can hamper Health and Safety uptake. Dairy farmers are generally more progressive (but certainly not always) and there is a belief that the big dairy farms tend to have more processes and systems in place, which is equated with better Health and Safety. There is also a perception that dairy is awash with money, something which sheep/beef quietly resent and causes a tension. Further, dairy is seen to have become infiltrated with new people who don’t understand the industry and are just out to make a quick dollar. Do not assume therefore that the different sub-sectors will follow the same Health and Safety learning curve at the same speed.

*“We are traditionally conservative people. We don’t like change. We certainly don’t like fast change.”  
(Good Practice Interview)*

## WORKPLACE AND HOME CROSS-OVER

The farm is not just the workplace it is also the home environment. Children grow up on the farm and generally this was felt to be a positive. Many are exposed to the working environment – e.g. accompanying dad to the paddock, and they are expected to contribute and help. This has implications in terms of considering addressing the Health and Safety of the whole family, not just those who are paid workers. The farmer may well be aware of what he has to do for his own safety (often because he uses his experience and just knows what to do) but could be blind to the risks posed for others. There may be a role for communications that address the issue of safety for children/visitors to the farm.

*“It’s a good way of bringing up young kids. They get out and about...learn stuff...” (Beef Farmer)*

*“Some don’t realise. We don’t see hazards on farms because it’s always been there. The side of the hill is the side of the hill. There’s just a lot of stuff you know because it’s your farm and you have the experience. So you don’t point it out to others because you don’t see it, because you’ve lived with it your entire life. They don’t mean not to tell. They just don’t see it. (Good Practice Interview)*

## 3.2 RELATIVE IMPORTANCE OF HEALTH AND SAFETY

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

The Health and Safety conversation is largely focused around *safety*.

The key determining factor regarding how people viewed Health and Safety related to which segment (see Segments section) they fell into. An owner-operator one-man farmer can see a formal Health and Safety requirement as irrelevant to the way he/she runs the business. In other business farm-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 farm owner prioritises Health and Safety above the other considerations then this flows through to the farm workers. The way Health and Safety is seen also fluctuates depending on business pressures. When time and money is squeezed, Health and Safety can often be compromised. So there can be a huge variation on the perceived importance of Health and Safety. Further, when interviewing, many individuals cited other issues such as family, friends, having time out, not being in debt as key concerns. Health was often mentioned, especially those with partners and children, in relation to “*being there for my family*”. It was seen to be a private concern. Very few at all mentioned health specifically, spontaneously as a priority.

No-one wants to get hurt, but that doesn't mean that they all understand the role and value of Health and Safety. Health and Safety is very often seen to be bureaucratic overload with mandates delivered from people who don't understand the agricultural business. Most farmers/farm-workers do not like being inside, sitting in the home/farm office and filling in forms or filing things on the computer. So this aspect of Health and Safety is an intrusion and often resisted.

Time and again, people talked of how Health and Safety is intertwined with common sense and that this is most important. Common sense is seen to come with experience – which raises the question of how you protect new people coming in who don't have that experience, for which most do not have an answer. People talk about learning by trial and error and from this, being able to apply judgement when facing potentially risky situations.

There are differences in scale. As we have outlined, a farmer and his wife are likely to claim that they find Health and Safety systems and process incongruous with the informal way they run their business, compared with someone running a large or multiple farms. And because things are more unstructured on the smaller farms, approaches can be much more lax and dismissive of the fundamentals of Health and Safety.

Health and Safety is often not on the radar until something happens so there is a reactive rather than proactive response for many. Health and Safety has an injury focus mainly. People tend to consider accidents and fatalities first and foremost.

Health is a factor in terms of stress and mental health and a number of farmers talked about depression and suicide in the agricultural community. But it is not much understood generally and they felt that is largely a taboo.

Other aspects of health and wellbeing are not considered in regard to Health and Safety. Long-term physical ailment and problems are seen to be par for the course. Health is seen as the softer side of Health and Safety and many do not understand how it fits within the whole scheme of things.

In farming, Health and Safety also relates to those who don't work on the farm, most obviously the children. Here the focus has to be on ensuring that all the areas that they play in or help to work on are child-proof and that everything is done to protect them.

There is also a hierarchy of Health and Safety needs – starting with the most urgent and working through. For example, the outright resistor to Health and Safety will not take on board good and sun-smart health messages if he/she hasn't yet embraced the need to protect from imminent danger to life and limb. Accidents happen and do cause reappraisal to views on Health and Safety, but this is reactive and the clear need is for positive, engaging, proactive communications.

*"It's (Health and Safety) just rules and regulations. It's pretty hard to understand what this place is like unless you've been here, so how can they know when they make the rules."*

*"All the paperwork. It's just another workload that can bulk you down. It's paperwork, bureaucracy and lack of practicality. If I'm taking the penicillin to the cows in the paddock and the only bike is the quad bike I'm not going to get a helmet if there isn't one there. It's time-consuming and the people that make the rules don't understand that. They don't understand me." (Dairy Farmer)*

*“Health and Safety is common sense, using your brains, thinking about what you are doing before you do it.”  
(Dairy Farmer)*

*“I think mainly of injuries – broken bones, crushing, electric shocks, slips and things like that.” (Sharemilker)*

### 3.3 RESPONSIBILITY FOR HEALTH AND SAFETY

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

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

# 4. KNOWLEDGE AND UNDERSTANDING



## 4. INTRODUCTION

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

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

### 4.1 UNDERSTANDING OF ISSUES AND RISKS

#### *CROSS-SECTOR THEMES*

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

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

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

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

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

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

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

**For those in Agriculture, machinery, vehicles and animals** were most top of mind in terms of risk factors and they were felt to be very visible. The risks posed with tractors and quad bikes in particular was regularly mentioned.

**Dealing with livestock is seen to be fraught with unpredictability.** While animals are recognised to be a danger, it is easy for some farmers and farm-workers to be quite fatalistic. Some consider the health risk posed by animals, but most focused on the physical risk.

Many participants did not really consider risk in terms of long-term debilitation – they tended to **focus on injury and accidents**. There was a prevailing sense that **wear and tear on the body is par for the course** and that there is little that can be done to avoid it. Mechanisation can be good in terms of less physical activity, so reduced wear and tear on limbs, but it also can increase the sense of risk in terms of being harmed by the machine e.g. if not used properly.

The **risk of depression and suicide** is apparent – the cumulative effect of workloads, isolation, stoicism and factors affecting the business that the farmer has no control over. A number of farmers talked of debt. The dry weather at the time of interviewing was a major concern in the North Island. Sheep and beef farmers talked about not having the money to employ staff and this increases workload and exposes them to stress and tiredness. Participants were aware of the risk of depression and suicide in their industry, but it is something that few felt comfortable talking about. Depression and suicide are taboo in a culture that relishes its stoicism and can-do attitude. Farmers need permission to seek help, to know that it is not a weakness. At the time of writing the John Kirwan Farmer campaign was just launched and certainly this would appear to be a big step in the right direction. Further, a locum style system to allow owner-operator farmers to take time off might be of relevance and benefit and may be worth consideration for development.

Also, **working on your own** can be a risk in terms of there being no-one to keep an eye on you and no-one to help you out if anything untoward happens. Or to remind you to keep safe.

A small number mentioned **chemicals** spontaneously, but most did not think of chemicals until prompted. The main risk here was seen to be sprays and splashes. Some considered longer-term health hazards but most did not.

**In Agriculture often the workplace crosses over with the home environment** – or at least elements of the workplace are close to home and divisions become blurred. The risks posed to children are not often recognised or noticed. There can be an attitude that children have to cut their teeth and learn the ropes. There was evidence of double standards and people don't always think things through, so that accidents do happen to children. Some talked about the need for children to learn the risks if they are to live and grow up on the farm and that this is about risk management. When it goes wrong the consequences can be chilling.

## UNDERSTANDING OF ISSUES AND RISKS: AGRICULTURE

### Overall sense of risk: HIGH to MEDIUM

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

### High concern issues and risks

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

### Medium concern issues and risks

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

### Low concern issues and risks

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

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

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

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

## 4.2 UNDERSTANDING OF REGULATIONS AND REQUIREMENTS

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

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

*"If I had to physically write down the regulations I don't think I could. I could tell you the broad guidelines if I thought about it." (Dairy Farmer)*

*"I know that there are some regulations, but I don't know what they are." (Beef Farmer)*

*"When I arrived I had a meeting regarding Health and Safety. My boss told me and made sure that I knew what I had to do to keep safe of the farm." (Migrant Worker)*

*"The inspectors only come when there's a problem. I think farmers would feel better if they were there to help us, not to tell us off. You need a carrot as well as a stick." (Sheep Farmer)*

# 5. SEGMENTATION



## 5. INTRODUCTION

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

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

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

### 5.1 OVERVIEW OF THE PRELIMINARY SEGMENTATION MODEL

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

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

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

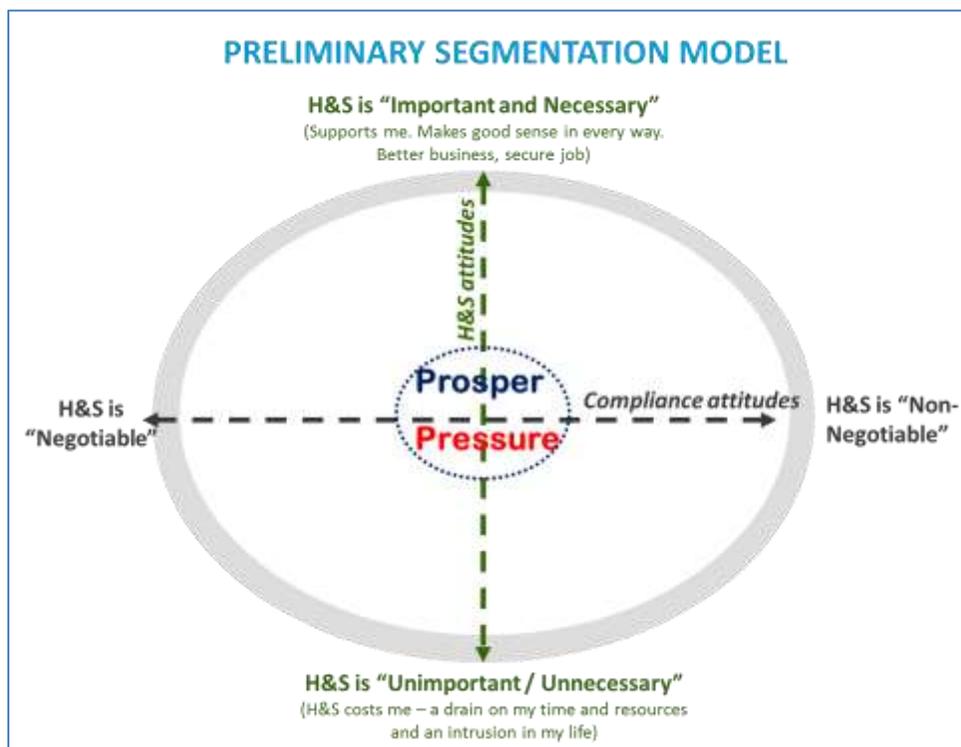
1. Perceived importance and value of Health and Safety:

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

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

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

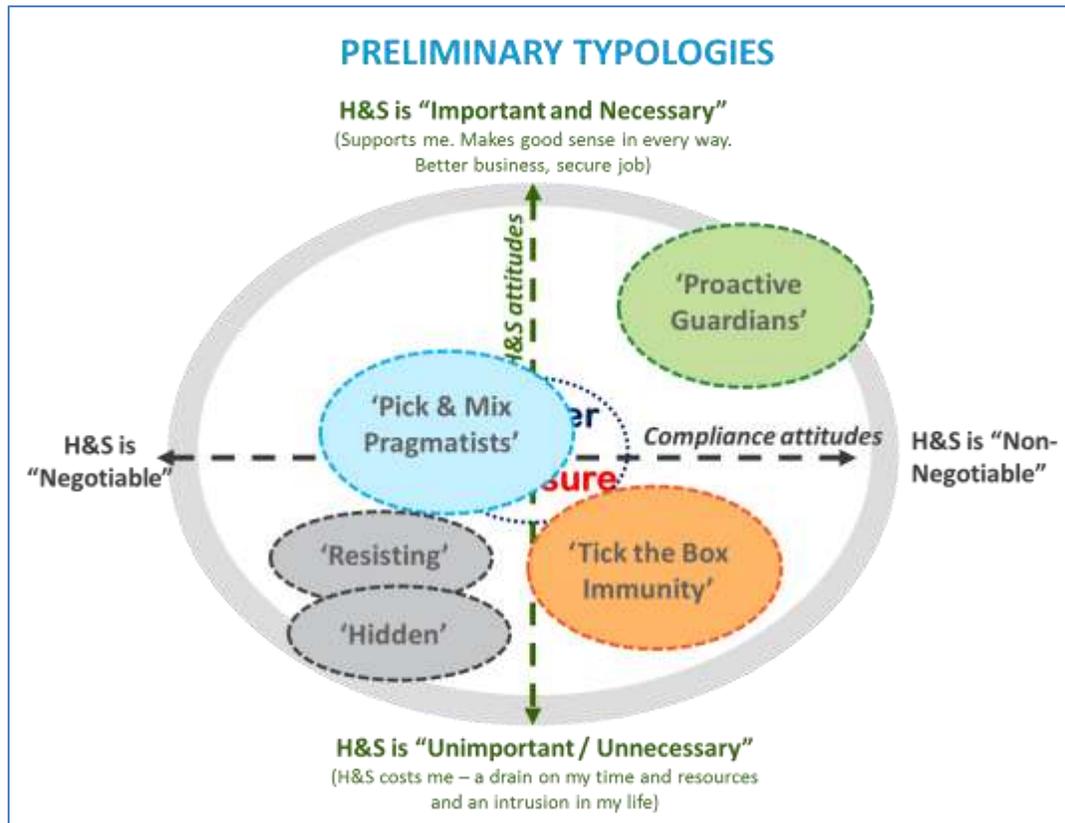
The preliminary segmentation model is summarised in the diagram below:



## OVERVIEW OF THE FIVE QUALITATIVE TYPOLOGIES

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

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



Each segment is described in detail in the following pages.

## 5.2 THE FIVE TYPOLOGIES – IN DETAIL

### PROACTIVE GUARDIANS



#### Motivations and drivers

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

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

**Value and understand the role of good health and wellbeing – including mental health – as much as safety.** They derive pleasure and satisfaction from knowing that the workplace is safe and conducive to good health.

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

- *Health and Safety is a priority*
- *I get satisfaction from knowing we have a safe working environment*
- *Health and Safety is core to the business*
- *I look out for others.*

#### Behaviours

If a farm owner is a Proactive Guardian then he/she will go the extra mile to ensure that all Health and Safety requirements are in place. Health and Safety is **integral to the business** – whether a large, corporate farm or an owner-operator farm. It is embedded in everything that he/she does. It is all encompassing and comes from the top down. The owners and managers walk the talk. Health and Safety is talked about regularly. When new workers come onto the farm they are taken through the Health and Safety practices and informed of their rights. Proactive Guardians look at **the human factor**. They value and understand the role of good health and wellbeing.

### Behaviours continued

The farm will be clean and tidy, all the appropriate safety gear and equipment will be to hand and machinery/vehicles will be well maintained. Health and Safety messages may be evident e.g. booklets in the milkshed, stickers on the tractors. There will be a **zero tolerance** to those not adhering to Health and Safety on the farm.

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

The Proactive Guardian boss will encourage **open discussion about Health and Safety**, so that it is the norm. Proactive Guardians take pride in doing things properly and wearing the right gear. It is second nature. Further, where Proactive Guardians are bosses there is **permission to say – no**, this isn't right.

The Proactive Guardian understands the fundamental importance of Health and Safety to the business as well as valuing it for the human factor.

If a worker is a Proactive Guardian then he/she will have strong principles in regard to Health and Safety. He/she will take care of him/herself but also of others. This type of person will talk to other workers who may not adhere as rigorously to Health and Safety rules. This type of worker is likely to be **very supportive**. However, the Proactive Guardian may feel very frustrated and vulnerable if he/she finds themselves working for a farm owner who falls into one of the other segments. The Proactive Guardian worker is unlikely to stay working for long for a Resisting farmer, although the need to earn a living may mean that he/she often compromises him/herself.

### Pen Portraits

LIZ

Liz is a Dairy farmer in the Waikato. She has 5000 cows across a number of farms. She has a husband and four grown-up children. Her family and her livestock and her business are important to her. She likes to do things properly. Way back when, she used to be a nurse and these principles guide her. But it's not just the soft side. She wants to be ahead of the game and good Health and Safety is part and parcel of that. She knows that it makes sense on every level. So much so that she invested in an outside provider who has set up Health and Safety on the farms to a high standard. She had to pay quite a bit for him, but she sees that as an investment. When workers come on board they are given a thorough induction. She makes it clear from the start that Health and Safety is a priority and that if people don't like that then they won't stay. She talks about the consequences of poor Health and Safety because she believes that her workers need to know why it's so important. You have to have the workers on board. She encourages the workers on each farm to all have lunch together everyday, and everyone makes sure that everyone else is okay, and if there are any issues or problems they can be discussed. For Liz, there is satisfaction and pleasure in knowing that she is trying to do the best she can by creating a really safe working environment, so that people will want to come and work on her farms and that her business will flourish. Sometimes though she feels that she is a bit of a lone voice crying in the wind. It would be great if Health and Safety became an important issue for all New Zealanders.

### Pen Portraits continued

TAMATI

Tamati is a shearer in Otago. He's in his late twenties and has a partner. They're hoping to marry next year. He loves shearing – the physicality of it and the satisfaction of a job well done. He takes pride in what he does. Health and Safety is really important to him because shearing can be so dangerous. He knows a lot of shearers don't do what they should – some of them are a bit messed up. He tries to talk to them, to listen to them and to help them because we all have to support each other. Tamati thinks that most farmers are okay but he's been on quite a few farms that are shockers – rotten platforms and dirty water to say the least. But he doesn't know where to go. You don't want to lose your contract. He's heard farm workers say as much – how can you dob in the farmer if you're going to lose your job and home? Tamati feels that there needs to be some legal or financial support, so that people feel they can report the farmers who don't take care.

*"Everyone looks at the mechanics, the bike, the tractor, but I look at the human factor. Farmers need to talk to farmers about farmer problems. You've got to give people permission to say 'I have a problem. I need someone to talk to.' It's as important as the accidents." (Good Practice Interview)*

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

*"I try to help the guys who are in trouble, you know, the ones taking the drugs and drinking, you keep talking to them and you try to help make life easier for them, so they don't turn up on the farm in a state." (Shearer)*

## PICK AND MIX PRAGMATISTS



### Motivations and drivers

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

**At heart, they value Health and Safety try to abide by it where possible – they do not want to see anyone get hurt,** they feel responsible towards others.

**They believe that if they apply simple common sense, then it follows that Health and Safety will be taken care of. They feel they know most of the rules, however, they may feel that some of them are stupid, go too far and don't take into account 'the real world' – or what's really important for a business, or at a work-site.**

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

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

### Behaviours

**They adhere to Health and Safety in an ad hoc manner taking "calculated risks" dependent on the task and competing pressures at the time.** So, for example, they might wear a helmet on the quad bike most of the time, but if it's a quick run across the paddock and they're in a hurry, they won't – rationalising that they're not going fast and it's a flat run. Similarly, if they are handling chemicals in the shed and the door is wide open and there's a breeze maybe they don't need to wear a mask and they'll go carefully so no need for gloves.

**Common sense can go out of the window when Pick and Mix Pragmatists are tired, stressed and under pressure** to get the job done. This is the goal conflict scenario – when the pressure over-rides the Health and Safety. They are then open to risk of danger.

**If a Pick and Mix Pragmatist doesn't understand the reason for the rule then they may choose to ignore it** and expose themselves and their staff to danger.

### Pen Portrait

JIM

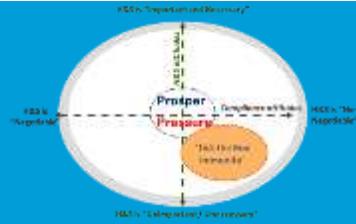
Jim is in his mid-forties. He has a wife and two children and runs a beef farm. He loves his job. It's great being out with the animals and it's a good way of bringing up children. Jim feels that he pretty much knows what you need to do for Health and Safety on the farm. But to him it all comes down to common sense. If you use that when you go about your job then there is no risk. You use your experience and that's what gets people by. Jim prides himself on being able to judge a piece of land immediately – whether it's safe to take a bike on it or not. There are things that you just know as well as the things that you know you ought not to do. As long as you have common sense about you, you are pretty right. He's had a couple of near misses over the years and he knows they were because he was tired. Common sense tends to go out of the window when you're pushed. That's a reality of life. You just have to get the job done as best you can.

*"Not having accidents is all about common-sense." (Dairy Farmer)*

*"I am just aware of the dangers. I assess the situation. You learn after a while. It's about being older and wiser. I do think about it, but I don't fill in the log books because I don't have the time." (Sheep Farmer)*

*"Everybody's slack at some point. You do it right and then you're pushed or you're tired and that's when an accident or near-miss happens." (Sheep Farmer)*

## TICK THE BOX IMMUNITY



### Motivations and drivers

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

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

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

- *You have to be seen to be doing Health and Safety*
- *I only do it because I have to*
- *I am worried that I will get into trouble if I don't follow Health and Safety rules.*

### Behaviours

A Tick the Box Immunity will implement or follow Health and Safety because it is there and has to be done. Ostensibly, those who work for a Tick the Box Immunity individual will have a degree of protection, but because it is not embedded in the culture it has its limitations, as the farmer will not proactively look out for his/her workers and will not overtly support them. There will be no investment in or education about Health and Safety for workers by the farmer.

A Tick the Box Immunity worker has only the most rudimentary sense of mateship. An essentially shallow and selfish approach to Health and Safety means that the Tick the Box Immunity worker will not particularly consider those around him/her. Dangers and risks to others will be ignored or simply not picked up – as long as the Tick the Box Immunity worker is covered and doing what has to be done. He may do the right thing when the boss is around but revert to bad practice when the boss is out of sight.

For all Tick the Box Immunity individuals engagement with Health and Safety is minimum. **Health and Safety may literally sit in a drawer – a policy and a set of strategic behaviours that create an illusion of good Health and Safety practice.**

### Pen Portrait

BRUCE

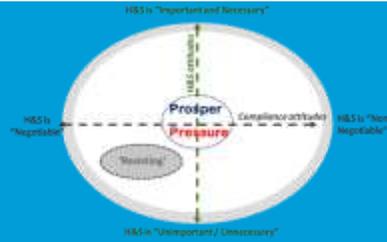
Bruce is in his late forties. He is married with two children. He's been in Dairy for 24 years. His father is still a farmer and he'll die with his boots on. Bruce really respects him. The important things in life for Bruce are having time to himself and having the money. The farm is there to make money so that he and the family can relax – have good holidays, go fishing and diving. He worries a lot. He worries about the weather and interest rates and how much he's getting paid for his milk. All farmers worry, he knows that, but he feels he worries more than most. He also worries about the regulations. There have been so many of them lately that he doesn't know where to start. Health and Safety is a big one. Bruce knows that you have to have Health and Safety, but since he started in farming there's just been one more rule after another. To tell you the truth he gets worried by it all. It's what might happen if you get it wrong and don't do what you're supposed to do. If he got reported or if someone got injured or hurt then there's be an investigation and a fine. He doesn't want that because it would hit the business hard. And the bad press would be terrible.

*"I've heard of other guys who've been inspected and then the farm's been closed and I don't want that to happen to me." (Dairy Farmer)*

*"You do what you have to do because you have to do it. That's the rules and you don't want to be caught out." (Sheep Farmer)*

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

## RESISTING



### Motivations and drivers

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

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

**They see themselves as invincible ... but often possess a contradictory pervading sense of fatalism** which undermines the basic tenets of Health and Safety, because there is a belief that accidents will happen anyway. It's as if Resisters are looking for a rationale and excuses for why Health and Safety is not relevant to them.

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

### **Key attitude statements would be:**

- *I can't be bothered with Health and Safety*
- *Health and Safety is a waste of money*
- *Health and Safety doesn't stop accidents happening.*

### Behaviours

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

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

### Behaviours continued

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

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

### Pen Portraits

#### JASON

Jason is in his early thirties. He is married and has 2 young children. He's grown up in a farming family and did OE before he came back and settled down. Jason considers his family and having financial security to be the two most important things to him. He's stretched financially at the moment but he hopes things will get better. What he likes most about farming is being his own boss and not having to answer to anybody. He likes to make his own decisions. He doesn't want Big Brother watching over him. He gets quite angry though. He's angry with the government – taxation and employment law for one. And then there's all this Health and Safety stuff. It's just an excuse for red tape and lining other people's pockets. He doesn't see the point of all these Health and Safety laws. It's PC gone mad. The bureaucrats think that riding a bike without a helmet is a crime, but Jason thinks it's a matter of personal choice. People shouldn't be telling you what to do. Yes, farming is dangerous. He's aware of that. But you use your brains and you get the job done, don't you? And accidents will happen no matter how much Health and Safety you have. Jason doesn't want to wrap the kids in cotton wool either. Kids learn better if they are exposed to some risk – it's about managing that. Farm kids take more risks than townfolk. It's a fact of life.

#### BEN

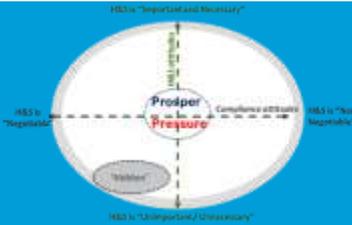
Ben is twenty and a shearer. He's single and feels that life is for living now. He doesn't really think about the future. Work is okay. He doesn't think about Health and Safety at all. If someone gave him a talk to about it, he'd tell them to piss off – if he didn't mind losing his job. He doesn't like being told what to do. Shearing is long hours and it's very tiring. When Ben gets in at the end the day he wants to chill. He finds that hard to do without some beers and a smoko. Weed really helps him get to a space that is good. Some days he just feel like he can't be bothered, so he has a smoke before shearing. It takes the edge off things. He doesn't see the harm. It doesn't affect the others. He can still do his job. He doesn't think anyone notices anyway.

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

*"It comes down to the fact that they can't afford it. They want to do everything as cheaply as possible. They don't care and maintain their machinery. My boss doesn't understand that the PTO shaft needed a cover, as long as it worked without a cover." (Contract Milker)*

*"I've had near misses hundreds of times. It gets hard on your ticker. The country just catches you out. Everybody's got stories to tell." (Sheep Farmer)*

## HIDDEN



### Motivations and drivers

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

### **Key attitude statements would be:**

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

### Behaviours

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

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

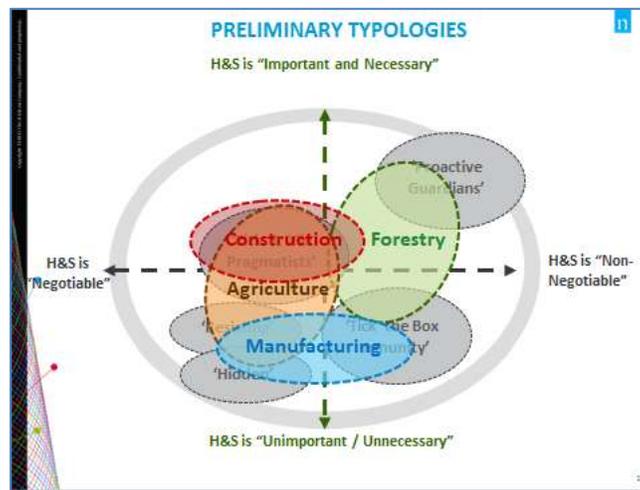
### Pen Portrait

RAAHI

Raahi is twenty-two. He is from India and has been in New Zealand for a year. His uncle suggested he come over for a better life. Raahi likes to play sports, especially volleyball but he doesn't get much time for that as he is so busy with work on the farm. Raahi's dream is to become a New Zealand farmer. It will be a big day when he becomes a resident of New Zealand. He thinks that without good health and fitness you can't do anything. He thinks he is safe but he doesn't know what the rules are to keep safe. The farmer he works for has never told him anything about Health and Safety on the farm. No-one ever talks about it. He always wears gumboots but not helmets or protective gear when he's with chemicals. Aren't most sprays non-poisonous? If someone told him what to do then Raahi would do it because he wants to do well.

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

## 5.4 HEARTLAND FOR SECTORS



**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.

# 6. COMMUNICATION



## 6. INTRODUCTION

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

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

### 6.1 CURRENT INFORMATION AND EDUCATION SOURCES

#### *CROSS-SECTOR THEMES*

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

- **Visual, interactive, face-to-face demonstrations are considered the most effective means of teaching good Health and Safety practices.** Within all sectors, there appears to be a high proportion of workers who get confused in theoretical training due to limited fluency with the written word. Low literacy contributes to a lack of understanding and retention of safety training.
- **The use of technology to communicate is increasing. Many suggest this could be more widely used to disseminate Health and Safety information, and/or fulfil Health and Safety requirements.** For example, workers can implement Health and Safety practices by text or via 'apps' (e.g. in construction, a ladders app or a 'know your limits' app.)
- **Authentic work stories of harm are a main learning tool, particularly when workers are emotionally connected to the story-teller who has experienced the harm.** Learning how to be more cautious, comes for many from an emotive connection with a worker, his background story, the story of his mishap or near miss and the long term consequences after the accident for his life and family. Real-life stories are considered particularly valuable for young, inexperienced workers, to teach them about risks. Stories can include situations that help them move away from negative peer influences, testimonials of how others have done this, how to recognise some of the main pitfalls), 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.

## AGRICULTURE SPECIFIC THEMES

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

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

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

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

*"Agri has the highest rate of people with learning difficulties. People are bright and good at farming, but we are not big readers. We understand pictures better. It may be simple, but if it gets people down the right path." (Good Practice Interview)*

*"For some people, the only way they learn is through making mistakes." (Dairy Farmer)*

*"It's through Fielddays. There's been a legislation change. To use chemicals you have to do a course to buy restricted chemicals, so there's that law that I know of." (Dairy Farmer)*

*"It's from magazines, or products that you see advertised – like chaps – and from the news or my neighbour. We just learn from whatever is available." (Beef Farmer)*

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

## 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 the 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.*

*“Remind farmer how important this is. ‘If you don’t get this right it could cost you and your business a lot of money.” (Good Practice Interview)*

*“You can talk about Health and Safety at the Fielddays – listening to someone face-to-face, listening to other farmers’ stories about what they have done and what was good about it.” (Dairy Farmer)*

## 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 an Agriculture worker. Position high accident rates and death statistics as a problem to be solved and as a source for a loss of pride for the sector. Reflect workers as skilled professionals, not ‘labourers’. 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 Agriculture 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 is a safe farm*
- *'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. Show how ‘common sense’ can be overridden when distracted, tired or rushing to get the job done.

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

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

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

**Specify desired behaviours in the relevant risk situation. Also show the consequences by situation,** of what workers will lose by not practising the desired behaviours. For example cleaning the hoof of a cow that kicks out causing the knife to cut an artery, or a severe spinal injury sustained in a quad bike accident back means the farmer or worker loses the ability to work in Agriculture and now works at a desk job.

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

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

Key messages are:

- *Health and Safety is number one*
- *Don’t be a dick*

- *It's not just you who is affected*
- *It's there for us to enjoy life.*

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' for some in Agriculture, especially jobs like shearing.** 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 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.
- **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 Agriculture. 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 DVDs could encourage workers to have these conversations. Content and DVDs using real workers will make the regulations feel less imposed and more in touch with the realities of the workplace. Relaxed – mates talking, banter.

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

## RECOMMENDED FORMAT / CHANNELS

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

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

- Narrative: specific and detailed - he was riding his bike without a helmet when he came off and cracked his head open – he wears a helmet now.
- Testimonies: I was doped up while shearing and I fell off the platform; I nearly cut my throat with the shears.
- 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 farm/simulations and mock up scenarios. Provide experiential learning and learn by seeing and doing.

**Talk about the positive aspect of safety gear:** a lifesaver.

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. Be direct ‘wear your ear muffs’ not the indirect instruction ‘ear muffs must be worn’.
3. **USE RESPECTED INDUSTRY MENTORS:** Communications should come through respected industry mentors (e.g. using the farmer alumni in mentoring and story-telling). Show deference and respect for wise men in the industry and urge the inexperienced farmers and workers to ‘listen to them’. Consider creating a project of oral story telling – collecting the stories that can role model ‘safe mana’. Ideas include:
  - Following an experienced person for a day. The person would naturally point out the hazards, and the junior worker would tap into their experience.
  - Getting the good decision makers together, those who practise situational awareness and let the new workers listen to them.
  - Getting the good farmers together and use them as spokespeople/mentors to spread the word about the positive value of Health and Safety

**Specific channels for ‘workers’ might include:**

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

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

**Specific channels for owners and ‘bosses’ might include:**

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

For all, the following organisations were respected for Health and Safety messages: Federated Farmers, Dairy NZ, AgriTech, Young Farmers and for those part of the co-operative, Fonterra

# 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

**Apart from the Good Practice Interviews** who were knowledgeable of WorkSafe NZ, people either had not heard of the organisation or claimed that they knew WorkSafe NZ, but on probing it became apparent that they were getting confused with Farmsafe\*.

*“I’ve never heard of them. I don’t know them.” (Sheep Farmer)*

*“They’ve probably got courses. Programmes. But I don’t have any real associations with them. I have no idea what they do.” (Sheep Farmer)*

*“I’ve done one of their courses a number of years ago. It was the same time as the chemical certificate. They are into promoting farm safety with the staff. It was a big pitchfork with corks on it wasn’t it? (Sheep Farm Manager)*

\*An ACC and Federated Farmers “industry good” initiative, with the purpose of reducing agriculture and horticulture accidents through training, assessment and consultancy services.

### 7.2 PERCEIVED ROLE OF WORKSAFE NZ

#### **VIEWS OF PREVIOUS REGULATOR(S)**

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

**In the past, Health and Safety seemed distant to many because the messenger and the delivery of the message indicated to them that the regulator “doesn’t understand” them.** They see themselves as the heart of New Zealand – they are practical, visual and emotional and they love what they do, yet they also

feel compromised, stressed, financially vulnerable and time pressured. They feel that the regulator doesn't understand any of this, indeed, conspires against them by making the job harder. Many feel that Health and Safety is something that is put upon them. It comes from those on high in Wellington, people in suits who sit at desks and have no inclination of the realities of life on the land.

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

### **VIEWS OF WORKSAFE NZ**

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

### **INSPECTIONS**

**In Agriculture** few feel that they are 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.

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

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

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

## 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.

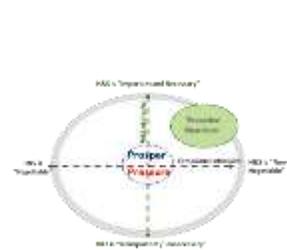
- WorkSafe NZ interventions and messages need to demonstrate *“We understand the realities of working under pressure”*....and *“Here are the techniques and tools to deal with pressure situations”*.

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.

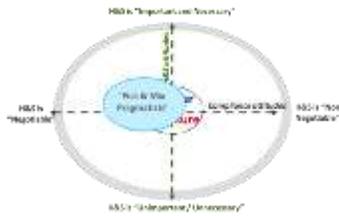
### LOOKING FORWARD: DIFFERENT APPROACHES FOR DIFFERENT TYPOLOGIES

#### PROACTIVE GUARDIANS



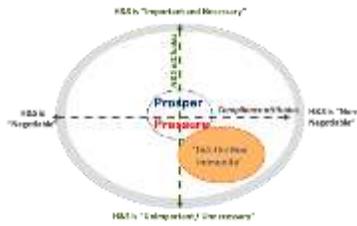
- The Proactive Guardian does not need motivation to change, but needs acknowledgment, encouragement, rewards, resources and support to continue so they have a positive impact on employees/co-workers .... And don't become disillusioned and lapse into one of the other segments.
- They need to feel that 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



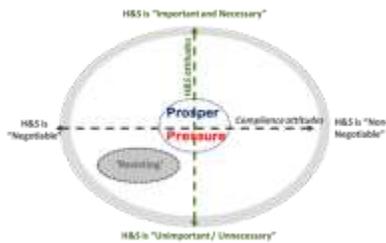
- There is the potential for high levels of motivation to change if Pick and Mix Pragmatists are reminded that good Health and Safety is the right thing to do.
- Respect what Pick and Mix Pragmatists are doing already in regard to Health and Safety and build on it. Build on their common sense and explain 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



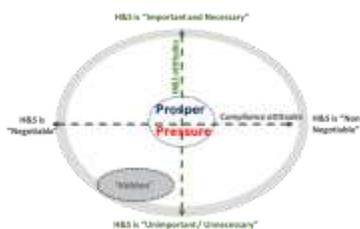
- **If employing others, the Tick the Box Immunity individual will be motivated by the business argument** – that Health and Safety isn't about losing money if you don't do it, but about making more money if you do it properly. Being more guardianlike isn't about being soft and woolly but is central 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 the 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 farmer or farm 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**

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

### **FIVE STAR RATING**

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

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

# AGRICULTURE - ADVERTISING



## RESPONSE TO EXISTING ADVERTISING: AGRICULTURE

<i>Take care TV</i>	<p><b>High impact</b></p> <ul style="list-style-type: none"> <li>✓ Emotive, hard-hitting and very powerful as well as being multi-layered</li> <li>✓ Made participants think about consequences of poor Health and Safety practices</li> </ul>
<i>Dad used to say “She’ll be right”...</i>	<p><b>High impact</b></p> <ul style="list-style-type: none"> <li>✓ Thought to convey a strong message. The focus on chemicals was deemed appropriate as many admitted that they don’t always take care around chemicals and that there is a lot of risky behaviour</li> <li>✓ The “she’ll be right” line was thought to be a relevant reflection of many farmer attitudes and the advertising indicates that this mentality isn’t good enough</li> <li>× The only criticism, from a couple of participants, was that there was too much text</li> </ul>
<i>I’m the lucky one</i>	<p><b>Medium impact</b></p> <ul style="list-style-type: none"> <li>✓ Visual was highly impactful - the loss of limb and the black and white photography. It made participants think</li> <li>× After the initial shock there was limited contemplation</li> <li>× There was also some mis-interpretation of it</li> </ul>
<i>In an ATV crash it protects your head, income, future...This powerful piece of farm machinery...700 kg of beef...</i>	<p><b>Medium impact</b></p> <ul style="list-style-type: none"> <li>✓ Thought provoking, especially the 700kg beef execution (Dairy and Beef Farmers)</li> <li>✓ Felt to accurately reflect the risks that farmers face everyday, but don’t necessarily think about it as much as they should do</li> <li>✓ Participants appreciated that they outlined the implications beyond the obvious</li> </ul>
<i>When’s daddy coming home?</i>	<p><b>Medium impact</b></p> <ul style="list-style-type: none"> <li>✓ These <b>struck a chord</b>, for the sense of loss to the children, the emotional loss</li> </ul>
<i>If you’re injured you take the farm with you</i>	<p><b>Low impact</b></p> <ul style="list-style-type: none"> <li>× Although it conveyed a potentially strong message it was thought to lack impact and cut-through</li> </ul>
<i>The most important reason for making your workplace safe is not work at all</i>	<p><b>Low impact</b></p> <ul style="list-style-type: none"> <li>× Most participants felt that this execution, whilst trying to be emotive, didn’t quite hit the mark. It failed to hook people in, it didn’t seem hard-hitting or impactful</li> </ul>

# AGRI DISCUSSION GUIDE



**WorkSafe NZ**

*Agricultural Sector Discussion Guide*

**12 February 2014**

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

### ***Introduction and Warm up – 5 minutes***

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#### ***Purpose:***

*To relax  
respondent and  
make them  
comfortable*

#### **Cover:**

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

## CONTEXT – THEIR STORY AND PERCEPTIONS OF THE SECTOR CULTURE – 7 minutes

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

### 1a. Where they are at (2 minutes)

- Tell me about yourself – e.g. family, where are you from, what interests you, what is important to you in life right now, (family, having a good time, mates, making money, being fit and healthy etc.), what keeps you awake at night
- *Farmers* - How long you have been on the farm, did you take it over from your parents, if so, how did that feel, how many generations have been on the farm, where do you see the farm going in the future, what about the next generation? What are the things that are the main focus at present for your business (e.g. productivity, profitability, health & safety, environmental sustainability etc.)
- *Sharemilkers/contract milkers* – How long have you been a sharemilker/contract milker? How long do you intend to continue working like this? Do you have ambitions to have your own farm one day? Why/why not?
- *Farmworkers & Shearers* - How long have you being working here and what do you do in your job each day? How did you learn your job, and how did you feel about your training, what did it involve? Have you had other jobs or have you stayed in the same role? How long do you see yourself staying here? What would you like to do in the next few years? Why?

### 1b. Their sector and changes they have seen in their sector (2 minutes)

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

- How do you feel about working in agriculture?
- What do you like about it and why?
- What don't you like about it and why?
- What kind of changes have there been while you've been working in this sector? How do you feel about this?
- What have these changes meant for you and the work you do? And how do you feel about that?
- What support / help do you have at work and what support do you want / need for what kinds of things?

### 1c. Sector culture (3 minutes)

### **Toolkit 1 (sector images)**

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

*Compare and contrast workplace cultures – with emphasis on their sector....how describe each, what makes each different, what work risks do they have, what difference does that make to the way they work together... etc.*

### **Toolkit 2 (random image set)**

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

## **PERCEPTION OF RISKS AT A PERSONAL LEVEL AND ON THE JOB: AT FUNCTIONAL, EMOTIONAL AND SOCIAL LEVEL – 8 minutes**

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

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

### **2a Perception of risk in sector and how managed at personal level (8 minutes)**

- When you see these words 'risks at work' what do you think of and why?
- [We are keen to find out if there was a formal or informal process undertaken to inform them of the risks] e.g. When you started in your current job, did you receive any induction, what did you know about the risks you may encounter? How did you learn about the risks?
- When does something on the farm **feel risky to you**...? In what way and under what circumstances, doing what kinds of thing?
- What are the ways in which working on a farm is risky? Why do you say that? What are the visible risks and what are the hidden risks?
- **What do you see as the risks in your job?**
- Where are the **high** risks? **Low risks**? "bad" risks?
- What risks do you worry about most? Why?
- What are the visible vs the invisible risks? What is the importance/significance of risk from injury compared with risk to health/well-being?
- 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 **near misses** have you had?
- How did that make you feel? What did you do as a result of that?

### **Toolkit 3 (verbal)**

- How do you feel when you're in a risky position? What goes through your mind?
- How do **you** keep yourself and others **safe** on the farm?
- *Farmers* - What about others on the farm e.g. your workers, your kids and other kids? Do you think about risk in relation to them? What risks might they be put at? What is the difference between wrapping kids in cotton wool and encouraging their freedom and development?
- What **helps you** keep safe?
- What kinds of accidents / injuries typically happen on the farm? Why?
- In what way do you think these are avoidable or not?
- If you are unable to work on the farm for a while as a result of injury/accident, what happens?
- What are the consequences of an injury/ill-health related to work on the farm? What are the consequences you fear the most? Who and what is affected by your injury/ill-health? How do those people feel?
- What do other people in the workplace think when someone takes time off work as a result of a workplace injury or work-related 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?

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

*Purpose: to UNDERSTAND - what do they know, where are the gaps, what are they interested in, when does it matter to them?*

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

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

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

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

- When you hear the words 'Health and Safety' what comes to mind?
- How do you personally feel about H&S? What does it conjure up in your mind?

- What are the different aspects of H&S and probe: physical injuries, long-term problems, stress, mental well-being etc.
- What is the reason for H&S - why do we have it?
- What's good about it? Not so good?
- When is it really important? When have H&S regulations kept you safe?
- When do they feel not so important?
- What does good H&S practice look like in agriculture?
- What does poor H&S practice look like?

#### **Toolkit 4**

- How would you describe the typical attitudes towards H&S in agriculture?
- *Use list of sayings – get respondent to circle as many as needed – tell me about these .....*
- Thinking about your life overall, what are the things that are important to you, what do you most worry/fret about...and where, if at all, does H&S fit in?

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

#### **Toolkit 5 (use photo sorts)**

- Here we have photos of lots of different images of people...
  - When you think of people who always do the “right” thing what kind of people are they?
  - And now ...thinking of people that have a “relaxed” attitude – who are they? [I
- Let's talk about the people who always do the “right” thing...
  - *Profile – e.g. who, what age, role, level experience, personality*
  - *Attitude to H&S*
  - *Behaviour*
  - *Motivations for good H&S behaviour*
  - *Perception of others who are less concerned about H&S*

#### **And repeat for 'relaxed attitude' user**

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

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

### 3c. Personal experience of H&S, information and education (5 minutes)

- What is your direct experience with H&S?
- When, where and how do you typically come across H&S on the farm?
- How would you define a serious injury? And what would you see as a serious health issue?
- What experience have you (or *farmers* - any of your workers) had with serious injury or health issue at work? What happened?
- What was the impact of that for them and for other people?
- What was involved in terms of work, ACC claims? How did that go? Was that what you expected?
- In what way did that change things on the farm or not?
- Where do you receive most of your information about farming from?
- How do you **learn about H&S**? 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**?*
- What parts are the easiest to remember? What makes them easy to remember?
- **What is the best way to learn about H&S? Why?**
- **Where do you get H&S information? Where do you want to get health & safety information from?**
- In all the H&S messages you have seen what has stood out for you, something that you remember....maybe a picture, a phrase?...why?
- In what way have these helped change what you do on the farm in any way? How and why?
- Have you heard of WorkSafe NZ? If you have, what does it mean to you? What does WorkSafe NZ stand for and do?
- Who would you most listen to and trust in the agri sector regarding H&S? Why?

### *Specific task risks (6 minutes)*

- So **tell me about the regulations**, say for example what are the legal requirements around what you have to do on the farm to comply with H&S?
- When and **where do you feel uncertain about H&S** regulations?
- **If you don't know** what the H&S regulation is, what do you do? Who or what helps? Where would you go?
- What are the statistics for injuries or deaths agriculture? Do you know what the most common accidents/injuries are? *Probe as needed* e.g. do you know them; how do you know / hear about them, do you want to know them; in what way is this relevant to you?
- **Show agriculture stats card**- how do you feel about these – what does this say to you?
- What is the impact of serious injury, health issues or death amongst farmers and farmworkers? Who hurts because of it? *If families / partners mentioned* ....what do they say to you about this? How do they feel about it?

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

- Whose responsibility is H&S?
- What is your part in this?
- What things have to change for farmers/farm workers to take H&S seriously?
- What gets in the way? What needs to happen? For whom?
- When have you seen farmers/farm workers change their attitudes towards H&S, what makes people change?
- When do the H&S regulations seem to work really well?

- When do they fall down?
- Let's imagine that we had a set of cards that every farmer/farmworker 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...What would be the three key things you'd want farmers/farm workers to be reminded of that would keep them safe?

### 3e. For Farmworkers - Personal experience of speaking out (3 minutes)

#### **Toolkit 6 - provocation 'what ifs' examples (5 minutes)**

- Whose problem is this – who should be sorting this out? Why?
- How could we stop this right now? What has to happen?
- What would happen on the farm if there were no official H&S regulations?
- What would it mean for you if there was no H&S? What would change in any way?

### 3f Awareness of rights (3 minutes)

- Farmers have duties under the Health and Safety act....are you aware of this, what does this mean to you as a farmer/farmworker?

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

#### *EMPLOYEES*

- *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*

#### *EMPLOYERS*

- *NZ law stipulates the following:*
  4. *As an employer should provide your workers with information and an induction before they start work. This will include the hazards present and what is in place to reduce the risk of someone getting hurt.*
  5. *You must also provide workers with the appropriate personal protective equipment which they need to do the job safely.*

6. *If a worker believes his/her Health and Safety is at risk they must let their supervisor or manager know immediately. Under law workers have a right to refuse to undertake any work they believe will put them in danger*

### **3g. Health and Safety user centred design (5 minutes)**

- So we've talked a lot about risk and H&S, if we could start from scratch, what would you do that would work well and make sense for you on the farm, where would we start?
  - What would be most important? What would you say, do, put in place? Who would lead this?
  - What kind of things would have to be happening on the farm that would make farmers/workers feel that this was really important?
  - How would you talk about H&S? And who would you talk to, when, how often, in what way, what reminders would you want and in what ways?
    - Prompt as appropriate: *Competitions, fridge magnets, t-shirts/caps/clothing, inspector visits, training days, posters, websites, texts, protective gear, Fencepost/NZFarmer.co.nz articles, safety campaigns, self-assessment materials, peer-assessment materials, injury or hazard report apps.*
  - 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 7**

- So let's imagine that it's been a year or two down the track and H&S is slipping again, how would you get it back to the fore?
- **What kind of messages** would you want to remind you/people on the farm about H&S? Why? Which one of these do you feel would be effective in driving home the message about H&S. Why?

## RESPONSES TO HEALTH AND SAFETY INITIATIVES AND COMMUNICATION CONCEPTS – 15 minutes

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

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

- **Thinking back to the H&S information you have seen.....show as appropriate to respondent...have you seen...show card**
- - *[I think that this initiative may be coming to the end of its useful life]the **Safety Star Rating (show card)***
    - *(like the energy efficiency rating e.g. the more stars the better recognition of H&S effort) Awareness, perceptions, interest, relevance, effectiveness, what would make it better?*

### 4b. Creative executions (rotate)

- Here we have some different ways that we can 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?
  - What would feel more relevant?
  - What kind of images / words / themes would most encourage you to think about H&S? *Probe language, tone, style etc.*
  - *Would this cause you to consider Health and Safety differently or act differently at work?*

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

**4c. Round-up**

- From everything we have discussed today, what would most encourage farmers/farmworkers like you to really get on board with H&S? What would most encourage farmers/farmworkers to minimise risky behaviour on the farm?

**Final Questions – 2 minutes**

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
  - Do you think this will turn them off and they would more likely to fill in one that is more vague – for example, a survey about ‘working in New Zealand ‘
- The letter is going to be from WorkSafe NZ but could also have the support of a union, or an industry body, if this will encourage workers to fill it in. Are there any specific people or organisations that are really respected in your industry so if they said they supported the survey, it would encourage people to fill it in?

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*Thank and reinforce confidentiality*

*Ask if OK to share tape with WorkSafe (confidentially – nothing to identify respondent or where they work)*

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

*Koha and close interview*

# SAMPLE



## AGRICULTURE

- Skew towards Dairy to reflect high incidence of injury

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