

**Report to Canterbury Rebuild  
Safety Charter Steering Group**

# **THE CHARTER WORKER ENGAGEMENT PROJECT**

**(28 April 2015 - 30 October 2015)**

**TOGETHER,  
WE'LL  
REBUILD  
SAFELY**

**CANTERBURY REBUILD  
SAFETY CHARTER**

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SAFETY CHARTER**

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# INTRODUCTION



**CANTERBURY REBUILD  
SAFETY CHARTER**

**The Charter Worker Engagement Project involved six months of research and engagement with construction workers in the Canterbury rebuild on health and safety.**

The project was funded by WorkSafe New Zealand, supported by the other signatories to the Canterbury Rebuild Safety Charter, and facilitated by the New Zealand Council of Trade Unions.

This report outlines the key findings from the Project. It sets out recommended actions to rebuild Canterbury safely.

The primary driver of the project is to identify key site health and safety issues for the Charter to focus on through engaging workers.

## THE APPROACH – WHAT WE DID

- We carried out site visits and at those visits we:
  - o Engaged with workers at all levels and all areas of the rebuild about the Charter and what is involved (socialise the Charter)
  - o Gathered qualitative data via six specific questions on workers' perceptions and views of health and safety
  - o Surveyed workers on rebuild health and safety, and the Charter
  - o Discussed and sought worker involvement in health and safety representative training and roles.
- We engaged Research First to analyse the surveys.

## Acknowledgement and Thank You

- To all the amazing people who have participated in this research project.
- To the Charter signatories for opening the doors to facilitate meetings with people across all levels of the construction industry.
- To the businesses that are not (yet!) Charter signatories and who have been willing to participate in this project.
- To the workers of the rebuild. **You are the reason the Charter exists.**

# FINDINGS AND RECOMMENDATIONS



CANTERBURY REBUILD SAFETY CHARTER

## The Charter as a Model

### A The Charter model is successful

The model of WorkSafe, CTU and other Charter members collectively supporting the six month project has been positively received.

- **Recommendation 1:** This model of Charter members working together in health and safety, including WorkSafe and the CTU, continue for further projects around worker engagement.
- **Recommendation 2:** There is face-to-face support on the ground for Charter signatories e.g. a person/people who provide a link between the Charter in theory, and the Charter in operation and is a liaison between the boardroom and the shop floor.
- **Recommendation 3:** There is Charter branding on all Charter sites and that employees, main (regular) contractors or sub-contractors to a Charter signatory have visible Charter signage on their sites. This would encourage being part of the Charter and lift awareness of it.
- **Recommendation 4:** The current relationship between Worksafe, ACC and the Charter should continue. At present both Worksafe and ACC support the work of the Charter through providing health-based education on the ground.

## Focus on SMEs

### B Positive work around health and safety is occurring

There is a lot of positive work around health and safety in Canterbury and a real willingness to get it right; not just for compliance but in order to ensure that people are genuinely safe and healthy in the workplace.

To continue building on the work that has been done, and broaden the reach of the Charter to the smaller contractors and sub-contractors, we need to demonstrate that the Charter is a place for all construction businesses committed to best practice health and safety regardless of their size.

- **Recommendation 5:** The Charter focuses attention and publicity on attracting SME's, smaller contractors, and sub-contractors to sign up to the Charter.
- **Recommendation 6:** Steering Group Membership - SMEs (6 -30 FTE's) who are signatories to the Charter have a space created for representation on the Steering Group, providing them with a voice at a senior industry level of the rebuild. This would demonstrate commitment to engaging everyone in health and safety.

### C Strong compliance-based focus around health and safety

There appears to be a strong compliance-based focus around health and safety within parts of the industry.

- **Recommendation 7:** Sub-contractors to Charter signatories receive support to increase their health and safety knowledge (with a view to approaching health and safety as an integral part of everyday business) through attending Safe Rebuild Safety Champion training or similar, and that contractors and sub-contractors to Charter signatories are identified and visited with a Charter awareness session.

## Supporting businesses engagement with workers and others on health and safety

### D Achieving genuine worker engagement is an issue

Businesses struggle to create and measure genuine worker engagement. They are not sure how to engage employees, contractors and sub-contractors positively around health and safety and particularly around the new health and safety legislation. By utilising the Charter commitments, there is a real opportunity for business to create and measure genuine worker engagement across all areas of health and safety.

- **Recommendation 8:** That the Steering Group focuses on how to support businesses in their engagement with employees, contractors and sub-contractors positively around health and safety, and particularly around the new health and safety legislation.
- **Recommendation 9:** Hold a worker-focused event bringing together existing health and safety reps from within the Charter signatories. This will provide reps with an opportunity to meet with their peers and identify the common issues that matter to them. They would then report back to the Charter Steering Group on how they envisage utilising the Charter to work together to improve health and safety.

### E Elected health and safety representatives

There is an opportunity to educate all levels of the industry about the role of elected health and safety representatives, what area of the business they are elected from, and the training they need to undergo in order to be elected health and safety reps. Charter Commitment 2 is about worker participation. Electing a health and safety rep is a clear commitment to supporting worker participation.

- **Recommendation 10:** There is an education programme for workers, Charter signatories, contractors and sub-contractors to Charter signatories including but not limited to:
  - o The role of an elected health and safety rep
  - o Where in the business-elected worker reps will come from
  - o How to elect a health and safety rep
  - o What training is required for an elected health and safety rep to fulfil their role and where to access such training

### F More knowledge on how to meet the requirements of the new legislation is required

Contractors and sub-contractors are worried they will not be able to meet the requirements of the new legislation and their business won't survive.

Businesses and workers want to meet their obligations under the new health and safety legislation but they are often not sure if what they are doing is correct.

- **Recommendation 11:** There is an event/series of events for Charter signatories, contractors, and sub-contractors to Charter signatories on what the new health and safety legislation means using the ten Charter commitments as the guide. The focus of this event needs to be positive, continuing to build on work that businesses are already doing, rather than an event that focuses on the punitive factors of the new legislation.

# FINDINGS AND RECOMMENDATIONS continued



CANTERBURY REBUILD SAFETY CHARTER

## Education campaigns

### G Residential repair work, health and safety and home owners

In residential repair work real concern was expressed by workers about the health and safety risks posed by homeowner's lack of knowledge and understanding that, during repair and rebuild, their home becomes a construction site and needs to be treated as such.

- **Recommendation 12:** A public education programme be undertaken, run by the appropriate organisation, focusing on educating the Canterbury public that: 'Your home is now a construction site – what this means for you and your family'.

### H Working at height was the single biggest health and safety issue discussed

Opinion and experience: Once you are off the ground and working off any equipment at height, be it a three-step ladder or a full scaffold, people's views and opinions about how to carry out the job are more firmly held.

Exactly how to work off the ground and with what equipment was a contentious, widely held, and a deeply felt health and safety issue with workers on the ground.

It is difficult to shift people's thinking towards accepting that injury, including serious injury, is possible when working at a lower height. Workers don't think they will be injured when working at a lower height and "only" using a stepladder, three-step ladders, or sawhorse. They argue that it presents no obvious risk and provided the example of getting on and off the back of a ute in the course of their everyday work, which is higher than a three-step ladder.

- **Recommendation 13:** A campaign/education programme on Working from Heights be rolled out across Charter signatories, contractors, and sub-contractors educating about the risks, hazards, and unexpected injuries that can occur whilst working at low heights. There are well established organisations that the Charter can link into to assist with this. Charter support on the ground could provide education in this space.

### I A tidy site is a safe site / Knowing safety but not acting safely

People reported through the survey they know how to do their job safely. However, during face-to-face conversations people said they did not always do their job safely.

We found a clear correlation between a tidy site and positive health and safety behaviour, with people stating that their first impression of a site strongly influenced how they behaved around health and safety. It was clearly more than "A tidy site is a safe site" but that people consciously shift their thinking and behaviour to act more safely on a tidy site.

- **Recommendation 14:** The Charter (or other organisations) run a campaign around 'Always do your job safely,' including changing the message 'A tidy site is a safe site' so that it is clear that tidy sites change people's behaviour positively. Rebranding the current message:

#### 'A tidy site is a safe site' could look like:

- The tidier the site, the safer you are
- The tidier the site, the safer the site
- Tidier sites are safer sites
- A tidy site is a safer site
- Keeping this site clean keeps us all safer

#### 'Always do your job safely' could look like:

- Take pride in doing a safe job
- A safe tradie is a good thing to be
- Take 5 and keep your workplace safer
- Do the job well, do the job safely
- Are you taking 5 to get the job done safely?

# FINDINGS AND RECOMMENDATIONS continued



## J Paperwork and health and safety

Paperwork is seen as a necessary evil in order to be legislatively compliant or paperwork is seen as a barrier to getting on with the real work.

During the six-month project, and at all levels of the construction industry, people talked about paperwork as a barrier to meeting their health and safety obligations. Principals spoke about the challenge of getting contractors and sub-contractors to engage and complete the required paperwork.

Contractors and sub-contractors spoke about the added time pressure caused by the increasing amount of paperwork put on their business in order to meet health and safety obligations. They say there is no way of passing the additional cost of the paperwork on to the client, or back to the principal, they are contracting to.

Workers on the ground talked about the extra time that had to be put into completing paperwork when time constraints are already tight. They spoke frankly about entering the construction industry because they are not 'paper people' and admitted that they would appreciate training and support on how to correctly complete paperwork.

People wanted health and safety paperwork to be practical, have relevance to the job they are doing at the time and to clearly understand the purpose for the information being gathered.

- **Recommendation 15:** The Charter gives consideration to leading a conversation about the benefits of simplifying health and safety paperwork and focussing on how to gather information through other means.

## K Health

The health aspect of health and safety does not capture the same level of attention as the practical day-to-day safety requirements of the construction industry.

- **Recommendation 16:** The Charter seeks to build relationships with community groups who can support workers within the construction industry e.g. Canterbury Men's Centre supporting their work on; 'Healthy workers, making healthy decisions, in healthy communities'.
- **Recommendation 17:** The current relationship between MHERC (Mental Health Education and Resource Centre) and the Charter should continue. At present, MHERC runs education sessions across all levels of the industry. Charter signatories, contractors and sub-contractors are encouraged to attend these MHERC education sessions.

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH



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## **A** The Charter model is successful

The model of WorkSafe, CTU and other Charter members, collectively supporting the six-month project has been positively received.

The model of WorkSafe, Charter signatories and CTU collectively supporting the six-month project works well. This model of engagement should continue for further projects under the Charter that have a focus on worker engagement.

Across all levels of the construction industry the collaborative nature of the project was viewed as evidence that the organisations involved in the Charter are serious about workers health and safety.

People observed Charter members working together, including the regulator, industry, and worker representation to improve health and safety in the construction industry. This sends a strong message that everyone's view matters and everyone's participation is critical to ensuring all workers in the rebuild get home safe.

Participants have responded well to ACC's involvement in the Charter, seeing the educational work ACC is doing on the ground as a positive step in preventing injury and promoting best practice for good health in the industry.

Throughout the project, workers and businesses say they appreciated having someone on the ground that they could liaise with and talk to. These contacts were perceived as being independent yet able to work effectively within a collaborative structure of the regulator, industry, and worker representation.

There is a space for a liaison role on the ground to:

- recruit new businesses to the Charter
- follow up on this report and its recommendations, to measure their implementation, impact and effectiveness
- assist business with understanding their Charter commitments and working with businesses to meet those commitments
- provide new signatories with a positive concrete start to the Charter through a Charter awareness session and educational site visits to workers
- visit contractors and sub-contractors of Charter signatories in an educative role for the ten Charter commitments.

If there is ongoing support on the ground for Charter signatories there are options around utilising this support including:

- providing an assessment/peer review and/or deep slice of signatories to the Charter, new and existing against the 10 Charter commitments
- recruiting new signatories to the Charter
- supporting workers on the ground in practically implementing the 10 commitments of the Charter and educating other construction industry workers they are working alongside about the Charter

The Charter can begin to seek signatories that are willing to undertake either a peer review and/or deep slice of where each signatory sits in meeting its Charter commitments with a similar business.

This approach develops the collaborative and cooperative nature of the Charter where businesses can seek collegial support from one another around health and safety.

An excellent example of collaborative and cooperative information sharing is AGL Scaffolding's Steak Breakfast initiative held in October.

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



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AGL invited other Charter signatories to attend a breakfast event where the company built a number of scaffolds on site to demonstrate:

- examples of best practice in scaffolding
- what to look for when checking whether scaffolding is correct
- processes for documentation with scaffolding
- the role of a certified scaffolder
- a harness rescue from height
- provided resources to other Charter signatories on all of the above.

For the smaller Charter signatories there is room to develop these types of collateral (listed above) under the Charter banner.

## **B** Positive work around health and safety is occurring

There is a lot of positive work around health and safety in Canterbury and a real willingness to get it right in health and safety; not just for compliance but in order to ensure that people are genuinely safe and healthy in the workplace.

To continue building on the work that has been done, and broaden the reach of the Charter to the smaller contractors and sub-contractors, we need to demonstrate that the Charter is a place for all construction businesses committed to best practice health and safety regardless of their size.

To build on the Charter we need to attract groups that are currently not represented. Creating a space for contractors and sub-contractors at the top table sends a clear message that the Charter is an industry commitment to health and safety, valuing all who are involved in the industry and ensuring they have a voice at all levels.

There is an opportunity to bring a wider group into the Charter. Industry leaders have demonstrated and continue to demonstrate their commitment to health and safety in the rebuild with the creation and leadership of the Charter.

## **C** Strong compliance-based focus around health and safety

There appears to be a strong compliance-based focus around health and safety within parts of the industry.

There is a difference between businesses and working people that 'do' health and safety because they have to, (compliance focus) and businesses and working people that integrate health and safety into their philosophy. The challenge is to shift the thinking from a compliance-based approach to philosophy-based health and safety.

Excerpt below from the Nielson Report (Nielson, 2015). *Health and Safety attitudes and behaviours in the New Zealand workforce: A study of workers and employers. 2014. Qualitative research. Cross sector report. (A report to Work Safe New Zealand). Wellington, New Zealand.*

### Page 5 - 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 segmentations are Prosperity and Pressure. There are five typologies for both bosses and workers.*

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# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



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continued from page 9

**1 Pro-Active 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 workplaces 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 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 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.

Page 6: **The heart of Construction lies in Pick and Mix Pragmatists.** Those working in Construction are practical and pragmatic. They cherry pick when it comes to health and safety, using experience and intuition as guiding factors.

## **D** Achieving genuine worker engagement is an issue

Businesses struggle to create and measure genuine worker engagement. They are not sure how to engage employees, contractors and sub-contractors positively around health and safety and particularly around the new health and safety legislation. By utilising the Charter commitments, there is a real opportunity for business to create and measure genuine worker engagement across all areas of health and safety.

A factor identified over the six-month project is that the further away the contractors and/or sub-contractors are from the principal, the harder it is for the principal to manage the relationship around health and safety.

This is leading to some principals making a conscious decision to move closer to contractors and sub-contractors e.g. working with a smaller group of preferred contractors and sub-contractors and building a closer relationship.

For the contractors and sub-contractors whose resources are often limited, providing them with access to free training and support via the established Safe Rebuild Safety Champion training or similar is an opportunity to provide consistent training with a positive education focus.

The Charter can utilise a liaison role on the ground to visit contractors and sub-contractors of Charter signatories to run Charter awareness sessions, which will assist these groups in understanding the principal's commitment to health and safety in a positive way.

The option of becoming part of the Charter for contractors and sub-contractors is something that could be explored at this time.

Health and safety expert Lawrence Waterman, when talking about Leadership and Worker Engagement in May 2013, made the point that health and safety is about harnessing the power of the whole team. Including workers at each stage of any process is one way of increasing engagement and participation at all levels.

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



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It is important to communicate that everyone in the workplace shares responsibility for workplace health and safety. When employers and workers communicate and co-operate on health and safety matters, their workplace will be safer. Worker participation in health and safety is a two-way process which involves workers and employers:

- talking to one another
- listening to one another's concerns
- raising concerns and solving problems together
- seeking and sharing views and information
- discussing issues in good time
- considering what everyone has to say
- making decisions together.

There are opportunities to improve working people's engagement and participation in health and safety processes before implementation on the ground. These opportunities include:

- when toolbox talks are held
- the topics for toolbox talks
- when health and safety meetings are held and the agenda for health and safety meetings
- choosing who chairs the health and safety meetings
- electing the people who sit on the health and safety committee
- the planning of a construction project to include participation from workers about health and safety requirements.

Early engagement avoids situations such as being on site without the proper equipment, the job being held up or people finding a dangerous/unsuitable 'work-around' to get the job done (e.g. a ladder instead of a scaffold because a scaffold has not been priced into the job.)

When writing Standard Operating Procedures (SOPs) and Safety Procedures (SPs), the participants need to be included in the process. This ensures that SOPs and SPs have input and ownership from the people who are going to carry them out on a day-to-day basis. These procedures then make sense on the ground.

When workers are not included in the process, they report that procedures often do not completely take into account the day-to-day requirements of getting the job done. Therefore, in order to get the job done on the ground, people find the work-around, resulting in behaviour or processes that are not always safe.

Commitment 1 of the Charter is, 'Our leaders demonstrate a visible commitment to health and safety'. Leaders are in every layer of the industry.

Are people at all levels and layers of the industry able to contribute and participate on an equal basis?

If not, how do we create equal participation?

Worker quote:

*"It's not often we get to talk about the stuff that matters to us."*

This worker is from a business that is proactive about health and safety. The company has elected health and safety reps and holds regular health and safety meetings. This business genuinely seeks to engage its workers and its workers speak positively about the health and safety within the business.

The recommendation for a worker-focused event bringing together Charter health and safety reps would be to:

- a) continue the work of a collaborative and co-operative model of sharing knowledge and information about what is working in health and safety and moving the Charter from the senior levels to on the ground in the rebuild
- b) provide Charter health and safety reps with an opportunity to consider the question; 'How do we maximize the input of workers in a safe rebuild' and present their thoughts on this question to the Charter Sub Groups and to the Steering Group

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



CANTERBURY REBUILD  
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- c) provide Charter health and safety reps with an opportunity to meet with their peers and identify the common issues that matter to them and how they can utilise the Charter to work together to create improvements
- d) create an immediate network of Charter health and safety reps in Canterbury throughout the construction industry
- e) provide an opportunity for a consistent approach to health and safety education amongst Charter health and safety reps based on the Charter commitments. This could include running a session on the new legislation (steer away from the punitive side of the new legislation and focus on a more education-based approach to the new legislation, as the former is generally not well received by workers or business)
- f) build understanding about the Charter amongst the health and safety reps, who will go back to the workplace and educate their workmates.

## **E** More knowledge on how to meet the requirements of the new legislation is required

Contractors and sub-contractors are worried they will not be able to meet the requirements of the new legislation and as a result their business won't survive.

Businesses and workers want to meet their obligations under the new health and safety legislation but they are often not sure if what they are doing is correct.

Businesses and working people say the nature of messages on the new legislation's requirements are often conflicting and/or inform businesses and workers using an enforcement angle, dwelling on the level of fines for non-compliance. This approach appears to come from a variety of organisations providing advice on health and safety to the construction industry.

This enforcement focused approach may work in some instances, however businesses and workers say an approach focused on education rather than enforcement would be more effective (Nielson, 2015). They want to know what to do and they want somewhere to go to check they are doing things right.

There has been a brief presentation to Charter signatories at the August 2015 Charter event on how meeting the ten Charter commitments line up with meeting requirements under the new health and safety legislation.

Following findings nine and ten, recommendation nine is that there is an event or series of events for Charter signatories, contractors, and sub-contractors to Charter signatories on what the new health and safety legislation means using the ten Charter commitments as a guide.

The focus of these events needs to be positive and continue to acknowledge and build on the work that businesses are already doing. It should not be an event that focusses on the punitive aspects of the new legislation.

## **E** Elected health and safety representatives

There is an opportunity to educate all levels of the industry about the role of elected health and safety representatives, what area of the business they are elected from, and the training they need to undergo in order to be elected health and safety reps. Charter Commitment 2 is about worker participation. Electing a health and safety rep is a clear commitment to supporting worker participation.

Health and safety representatives are likely to be an increasing feature of construction sites under the Health and Safety at Work Act (HSWA) and the associated regulations.

Businesses have identified that they are not sure how to engage employees, contractors and sub-contractors positively around health and safety, particularly around the new health and safety legislation.

A health and safety rep elected by workers, regardless of business size, is a clear commitment to supporting worker participation.

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



CANTERBURY REBUILD  
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Early on we identified that there is a gap in knowledge across all levels of the industry about:

- whether the role of an elected and trained health and safety rep under the legislation is different to an appointed health and safety rep or health and safety manager
- where in the business elected working people reps will come from
- how to nominate and elect a health and safety rep
- what training is required for an elected health and safety rep to fulfil their role and where to access such training

Through face-to-face conversations it became apparent that workers believe they have an elected health and safety rep when the person they are referring to is the health and safety manager for the business.

There is a gap in understanding across all levels of the industry that in order to be an elected health and safety rep you first must be part of the group you are representing e.g. if you are representing working people on the tools, you need to be a working person on the tools.

## Health and safety representatives

Health and safety representatives may be part of an agreed worker participation system. Health and safety representatives' roles are to:

- build positive health and safety management practices at work and good relationships with their employer
- identify hazards and discuss ways to manage them with the employer (If there is no resolution, and they are appropriately trained, they can issue a hazard notice.)
- consult with inspectors on health and safety issues
- promote the interests of workers in a health and safety context, particularly workers who have been harmed at work - representatives can also help to arrange rehabilitation and return to work.
- carry out any duties required by a worker participation system, or by agreement with the employer (including requirements under a code of practice).

## Benefits of health and safety representatives

Worker participation systems that support and encourage health and safety representatives:

- are generally more effective because the people that do the job have a good understanding about what they need in order to be safe
- provide evidence of a workplace trying its best to take all practicable steps to keep workers safe including encouraging workers to take leadership on health and safety
- are likely to have better systems because representatives know the law and can help the employer and workers make sure their workplace complies with it.

## Training health and safety representatives

- Health and safety representatives get at least two days paid leave each year to attend approved health and safety training. The amount of leave can change depending on the size of the organisation and how many health and safety representatives the employer has.
- After training, workers elected/nominated as health and safety representatives are then able to undertake the role.

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



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## **G** Residential repair work, health and safety and home owners

In residential repair work real concern was expressed by workers about the health and safety risks posed by homeowners' lack of knowledge and understanding that, during repair and rebuild, their home is now a construction site and needs to be treated as such.

Across a range of sectors within the construction industry working people and business owners expressed an ongoing level of frustration and concern at dealing with home owners who continue to access the construction site during rebuild and repair as if it is still their home and believe no shift in behaviour is required.

Working people and business understand that as far as the home owners are concerned (and the process for them to get to repair and/or rebuild is likely to have been incredibly stressful) the construction site is their home, their property, and they have every right to access with their children and/or family pet at any time to observe progress and pick up or drop off items.

They observe that children in particular are fascinated by the machinery and tools on site and want to see what is going on.

Workers and business expressed their concern at having to continually monitor home owners and their families accessing the construction site without full understanding of how to be safe on a construction site.

## **H** Working at height was the single biggest health and safety issue discussed

Opinion and experience: Once you are off the ground and working off any equipment at height, be it a three-step ladder or a full scaffold, people's views and opinions about how to carry out the job are more firmly held.

Exactly how to work off the ground and with what equipment was a contentious, widely held, and a deeply felt health and safety issue with workers on the ground.

It is difficult to shift people's thinking towards accepting that injury, including serious injury, is possible when working at a lower height. Workers don't think they will be injured when working at a lower height and "only" using a stepladder, three-step ladders, or sawhorse. They argue that it presents no obvious risk and provided the example of getting on and off the back of a ute in the course of their everyday work, which is higher than a three-step ladder.

A guaranteed conversation starter through the six-month project was to ask about working on the following equipment:

- A ladder
- A small 2-3 step ladder
- A sawhorse
- A platform ladder
- Mobile scaffolding

In conversations with those who regularly work with these types of equipment, some of the most common responses were:

- "This is where health and safety is just 'over the top'."

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



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- “I’ve been climbing up and down ladders for 20 years - I haven’t fallen off yet.”
- “Just use your common sense. It’s a ladder/sawhorse - you go up, you get down.”
- “Are we going to have to sign off and train people how to climb ladders now?”
- “If people can’t figure out how to climb a ladder, they shouldn’t be in construction.”
- “You can’t cure stupid. If they can’t figure out how to climb a ladder or use a sawhorse or not fall off a platform that is only just off the ground, why should the rest of us have to suffer with O’TT [over the top] rules that get brought in about working at height?”
- “Why do I have to go all the way around and get the mobile scaffold when I can just use the three-step ladder/sawhorse, which is just off the ground? I can see what I’m doing; I’m not going to fall off.”
- “We can’t fit a full ladder in a small space - it’s a pain in the arse. We have to get a big ladder or a platform ladder in the bathroom and it takes us three times as long to get the job done. Then we’re pissed off and behind schedule.”

The ladder may be at the centre of much health and safety-related frustration in construction, however it is important to question whether this is the result of a deeper issue/issues with health and safety. This frustration perhaps indicates that the issue of how to best work from height is something that needs to be explored further.

Conversely, injuries at lower heights do occur:

- stepping off the final step of a ladder and tripping on uneven ground
- losing your balance whilst climbing up a small ladder and falling awkwardly hitting your head
- jumping off the small ladder to the ground (*I’ve jumped over a fence at a party in the weekend that was higher than that ladder*) and rolling/breaking your ankle or landing on your hand and breaking your hand thus being off work for months and possibly not recovering full use of the hand.

## **I** A tidy site is a safe site / Knowing safety but not acting safely

We found a clear correlation between tidy construction sites and positive health and safety behaviour, with people citing that their first impression of a site strongly influenced how they behaved around health and safety.

### **Knowing safety but not acting safely**

One of the statements in the survey is “I know how to do my job safely.”

Of the first round of 511 analysed surveys, 99% of workers said they knew how to do their job safely.

In Phase 1, we carried out informal face-to-face conversations in small groups. In Phase 2, we asked six specific questions as part of face-to-face conversations with small groups.

Of the six specific questions asked in Phase 2, one of the questions asked the participants if they always do their job safely. The response during informal and open conversation as part of Phase 1 and Phase 2 was an unequivocal no. This result indicates that people know how to do their job safely, however for a variety of reasons they do not always do their job safely.

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



CANTERBURY REBUILD  
SAFETY CHARTER

When asked a broader question regarding what they need in order to do their job safely, workers specifically identified 'a tidy site' as a lead indicator for how they and others view and subsequently value health and safety on that site.

We explore the importance of 'a tidy site' further in appendix two: "What workers said: a qualitative report on workers views of health and safety in the Canterbury rebuild," on page 25.

The main reasons for not doing their job safely are:

- time pressure
- crowded sites
- financial pressure
- lack of input into the planning of the job
- perceived risk
- lack of training.

## **Time pressure**

Example: A site audit, other contractors waiting to come onto site and do their part of the job, the timeframe that has been allowed for completion of the job.

## **Crowded sites**

Example: A lot of tradespeople competing for space to get their part of the job done leads to people doing what they have to do to get the job done and get off site. Safety is compromised for speed.

## **Financial pressure**

Example: Smaller contractors with very tight margins in a competitive environment will figure out how to do the job as quickly as possible, which means safety is compromised for speed.

## **Input into the planning of the job from site supervisors/foremen is lacking**

This is particularly at the early stages of planning the job where they could have had input into what safety measures are needed e.g. required equipment can be factored into the job.

## **Perceived risk**

An assessment of how long it will take to carry out the task against the risk of how the task will be done. For example, whipping up the ladder to bang a nail in will only take a minute or two rather than wheeling the mobile scaffold around. You're only going to be up the ladder for a minute, if you were going to be banging nails in all day you would probably get the mobile scaffold.

## **Opinion and experience**

Once you are off the ground and working with any equipment at height, be it a three-step ladder or a full scaffold, views and opinions about how to carry out the job are more firmly held. The most contentious health and safety issues raised were exactly how to work at height and what equipment was the most appropriate to use.

Worker Quote:

*"If you go to a site you haven't been to before and everything is tidy, that's a good sign. If the site is untidy and messy, you're looking for hazards, thinking about what can go wrong - you haven't got your mind on the job because you're always keeping an eye out."*

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



CANTERBURY REBUILD  
SAFETY CHARTER

## A tidy site is a safe site

A tidy site is one where all working people on site, regardless of their employment arrangements, conduct themselves in the following ways:

- demonstrate care and respect for their tools
- have good equipment fit for the job they are doing
- have and wear/utilise PPE that is correct and fit for purpose
- communicate with other workers on site about what they are doing whilst on site
- are prepared to listen and amend behaviour around health and safety
- follow the site procedures for sign in, sign out, and check the hazard boards
- ensure their work area is clean and tidy whilst working and clean up after themselves before leaving site
- can and do induct other workers to site if the site supervisor is not available.

### A tidy site has:

- good fencing demonstrating a secure site
- a tidy lockbox with easily found sign in sheets (not wading through a mass of papers falling out of a chock full sign in book to try and find today's sign in sheet)
- clear, updated, and relevant hazard boards
- visible emergency plans
- utilised the universal language of pictures to cater for people with literacy issues or ESOL speakers
- a visible person in charge and if that person is not there a clear 2IC
- health and safety branding reinforcing the message of doing the job safely.

Working people say visible health and safety branding and signage would make them feel more aligned to and part of the Charter, and therefore able to speak with other workers about health and safety on site.

### Recommendations

- Create positive health and safety behaviours from the first moment someone steps on site
- Ensure there is Charter or other safety branded signage available that is clearly visible and well maintained.

Workers report that marketing collateral, namely posters in the portalos, was one of the most common ways they found out about the Charter. This is a good way of disseminating health and safety information – everyone uses the portalos.

Another method for creating awareness about the Charter is to provide vehicle stickers to Charter signatories. Vehicle stickers are visible, easy to apply and easy to distribute.

#### *Worker Quote:*

*“If someone is on the ladder, they're not unsafe until they fall off. So it depends on what you're doing and how long you're doing the job for. If you're up the ladder putting a few screws in then it's not safe but it's not unsafe – because you're not going to be up there for long. So if we're pressured for time we'll use the ladder for the day instead of getting the mobile scaffold around because it's quicker.”*

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH **continued**



**CANTERBURY REBUILD  
SAFETY CHARTER**

## **J** Paperwork and health and safety

Paperwork is seen as a necessary evil in order to be legislatively compliant or paperwork is seen as a barrier to getting on with the real work.

During the six-month project, and at all levels of the construction industry, people talked about paperwork as a barrier to meeting their health and safety obligations. Principals spoke about the challenge of getting contractors and sub-contractors to engage and complete the required paperwork.

Contractors and sub-contractors spoke about the added time pressure caused by the increasing amount of paperwork put on their business in order to meet health and safety obligations. They say there is no way of passing the additional cost of the paperwork on to the client, or back to the principal, they are contracting to.

Workers on the ground talked about the extra time that had to be put into completing paperwork when time constraints are already tight. They spoke frankly about entering the construction industry because they are not 'paper people' and admitted that they would appreciate training and support on how to correctly complete paperwork.

People wanted health and safety paperwork to be practical, have relevance to the job they are doing at the time and to clearly understand the purpose for the information being gathered.

At all levels of the construction industry, people said they had observed what they perceived as an increasing duplication of paperwork.

As noted in Recommendations, principals spoke about the challenge of getting contractors and sub-contractors to engage and complete the necessary paperwork for the level required.

Contractors and sub-contractors spoke about the added time pressures increasing paperwork requirements put on their business, noting that there was no way of passing on the additional cost of the paperwork either to the client or back to the principal they were contracting to.

Workers on the ground spoke about the added time that paperwork requirements put on them when time constraints are already tight. They spoke frankly about entering the construction industry because they are not "paper people" and articulated they would appreciate training and support on how to complete paperwork correctly.

People wanted health and safety paperwork to be practical, have relevance to the job they are doing at the time and to clearly understand the purpose for the information being gathered.

For those people who are not "paper people," it can be challenging for them to ensure that the information they provide is relevant and meaningful and meets the requirements being asked of them.

Gathering, collating, recording, and checking this paperwork, as well as ensuring accuracy is challenging for principals.

Our recommendation is that the Charter gives consideration to leading a conversation about the benefits of simplifying health and safety paperwork and focussing on how to gather information through other means.

# OVERALL THEMES, TRENDS AND FINDINGS – IN DEPTH continued



CANTERBURY REBUILD  
SAFETY CHARTER

## **K** Health

The Health aspect of health and safety does not capture the same level of attention as the practical day to day safety requirements of the construction industry.

Health and safety expert Lawrence Waterman made the statement, “Healthy workers, making healthy decisions, in healthy communities” earlier in 2014 during a visit to Canterbury.

Commitment 10 of the Charter is to actively promote the health, safety and wellbeing of our people.

There is space to build on the Charter work currently being done around the Health side of health and safety and assist signatories in meeting Commitment 10.

One way of doing this is to build relationships via the Charter with established community organisations in Christchurch.

The Charter could provide an easy link for businesses to health-based support organisations and, in doing so, become part of making the statement “Healthy workers, making healthy decisions, in healthy communities” a reality.



# APPENDIX ONE:

## RECOMMENDATIONS SUMMARY



CANTERBURY REBUILD  
SAFETY CHARTER

### The Charter as a model

1. This model of Charter members working together in health and safety, including WorkSafe and the CTU, continue for further projects around worker engagement.
2. There is face-to-face support on the ground for Charter signatories e.g. a person/people who provide a link between the Charter in theory, and the Charter in operation. This individual or individuals will also liaise between the boardroom and the shop floor.
3. There is Charter branding on all Charter sites and that employees, main (regular) contractors or sub-contractors to a Charter signatory have visible Charter signage on their sites. This would encourage being part of the Charter and lift awareness of it.
4. The current relationship between ACC, Worksafe and the Charter should continue. At present ACC and Worksafe support the work of the Charter through health-based education on the ground.

### Focus on SMEs

5. The Charter focuses attention and publicity on attracting SMEs, smaller contractors and sub-contractors to sign up to the Charter.
6. Steering Group Membership - SMEs (6 -30 FTE's) who are signatories to the Charter have a space created for representation on the Steering Group, providing them with a voice at a senior industry level of the rebuild. This would demonstrate the commitment to engaging everyone in health and safety.
7. Sub-contractors to Charter signatories receive support to increase their health and safety knowledge (with a view to approaching health and safety as an integral part of everyday business) through attending Safe Rebuild Safety Champion training or similar, and that contractors and sub-contractors to Charter signatories are identified and visited with a Charter awareness session.

### Supporting businesses engagement with workers and others on health and safety

8. The Steering Group focuses on how to support businesses in their engagement with employees, contractors, and sub-contractors positively around health and safety, particularly around the new legislation.
9. Hold a worker-focused event bringing together existing health and safety reps from within the Charter signatories. This will provide reps with an opportunity to get together with their peers and identify the common issues that matter to them. The reps will then report back to the Charter Steering Group on how they envisage utilising the Charter to work together to improve health and safety.
10. There's an education programme for workers, Charter signatories, contractors and sub-contractors to Charter signatories including, but not limited to:
  - The role of an elected health and safety rep
  - Where in the business elected worker reps will come from
  - How to elect a health and safety rep
  - What training is required for an elected health and safety rep to fulfil their role and where to access such training

# APPENDIX ONE:

## RECOMMENDATIONS SUMMARY continued



CANTERBURY REBUILD  
SAFETY CHARTER

### Education campaigns

11. There's an event/series of events for Charter signatories, contractors, and sub-contractors to Charter signatories on what the new health and safety legislation means using the 10 Charter commitments as the guide. The focus of this event needs to be positive, continuing to build on work that businesses are already doing, rather than an event that focuses on the punitive factors of the new legislation.
12. A public education programme be undertaken by the appropriate organisation, focusing on educating the Canterbury public that: "Your home is now a construction site – what this means for you and your family."
13. It is recommended that a campaign/education programme on Working from Heights be rolled out across Charter signatories, contractors, and sub-contractors, educating these parties about the risks, hazards, and unexpected injuries that can occur whilst working at low heights. There are well-established organisations that can be brought in to assist in delivering this programme. Charter support on the ground could also provide education in this space.
14. The Charter (or other organisations) run a campaign around the key message of 'Always do your job safely.' This would include changing the message 'A tidy site is a safe site' so that it is clear that tidy sites have a positive influence on health and safety behaviour on construction sites.
15. The Charter gives consideration to leading a conversation about the benefits of simplifying health and safety paperwork and focussing on how to gather information through other means.
16. The Charter seeks to build relationships with community groups who can support workers within the construction industry e.g. Canterbury Men's Centre supporting their work on; 'Healthy workers, making healthy decisions, in healthy communities'.
17. The current relationship between MHERC (Mental Health Education and Resource Centre) and the Charter should continue. At present MHERC runs education sessions across all levels of the industry. Charter signatories, contractors and sub-contractors are encouraged to attend MHERC education sessions.



# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD



CANTERBURY REBUILD  
SAFETY CHARTER

### What is qualitative research?

Qualitative research is about finding out not just what people think, but why they think it. It's about getting people to talk about their opinions so you can understand their motivations and feelings.

The objective of qualitative research is:

- to gain an understanding of underlying reasons and motivations
- to provide insights into the setting of a problem, generating ideas and/or hypotheses for later quantitative research
- to uncover prevalent trends in thought and opinion

The sample of people for qualitative research usually involves a small number of non-representative cases. Respondents are selected to give a full quota.

Qualitative research uses unstructured or semi-structured techniques to gather data e.g. individual in-depth interviews or group discussions.

Data analysis of qualitative research is non-statistical. Qualitative research cannot be measured quantifiably.

Qualitative research methods are not as dependent upon sample sizes as quantitative methods; a case study, for example, can generate meaningful results with a small sample group.

### Introduction

Over the six months of the Research Project, we spoke with over 2000 people at all levels of the construction industry that were involved in the Canterbury rebuild.

The research project ran in two phases; Phase 1 from May – July 2015 and Phase 2 from July-October 2015.

In Phase 1, we concentrated on engaging with Charter Steering Group signatories and their contractors and sub-contractors.

We did this because Charter Steering Group signatories were able to facilitate good access with a wide range of workers across the construction industry.

We worked our way through each layer of an organisation, meeting in groups as small as four and up to one group of 280.

From May – July 2015 through Phase 1 we carried out on-site visits and informal conversations with workers. Charter awareness sessions were run by the Charter Project Officer, followed by a self-completion survey with 535 surveys completed.

511 surveys were analysed by independent research company Research First and the findings presented in their report; **Awareness of the Charter and Perceptions of Health and Safety.**

In the self-completion survey, participants were asked if they knew how to do their job safely.

99% of respondents responded that they knew how to do their job safely.

When asked through conversation and informal discussion from May to July 2015, '*Do you always do your job safely?*' respondents said "NO."

This information assisted the development of six specific questions to explore further through qualitative research people's experiences, opinions, and feelings about health and safety.

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



In Phase 2, the Charter concentrated on engaging with Smaller Charter Signatories and non-signatories who were identified using specific criteria.

The criteria for selection is set out in **Methods of information collection and engagement on-site** Pages – 33-40 in Appendix Six.

In Phase 1, of the 511 surveys analysed nearly 40% were senior managers and/or workers not on the tools. These workers included administration staff, site supervisors and foremen.

In Phase 2, the Charter sought to engage with a different group from Phase 1 and focussed on smaller signatories and non-signatories. This gave the Charter access to a wider group of workers that were seen as more representative of those on the tools in the rebuild.

Engaging with a different group provided the Charter with the ability to explore further if the “NO” answer in Phase 1 to the question; ‘Do you always do your job safely?’ remained the same or substantially similar indicating a prevalent trend in thought and/or opinion.

From July to October, we ran an amended survey which provided respondents with a five option graded response scale whereby 1 =Strongly Disagree to 5= Strongly Agree and 0 = Don't Know.

We amended the survey to a grade response scale in order to gather deeper data about how strongly workers identified with the statements in the survey.

In Phase 2, the Charter met and spoke with nearly 900 workers - this was in groups as small as three and up to one group of 300.

We did this through Charter awareness sessions run by the Charter Project Officer. These sessions were followed by a self-completion survey and 204 completed surveys were returned.

On-site visits and conversations with small groups of workers from between two–eight people per group were undertaken for in-depth conversations around the six specific questions developed.

In Phase 1, 99% of workers who completed the self-completion survey said they knew how to do their job safely. However, during informal conversations and discussion, these workers reported that they did not always carry out their job safely.

We wanted to explore this trend further and gain an understanding of underlying reasons and motivations for why, if people know how to do their job safely, they do not always do their job safely.

### **The six specific questions**

The questions were developed with the assistance of Research First and qualitative research on the ground was carried out by the Charter Project Officer.

The questions were structured in the order below to encourage people to first think about what they believe safe is and what they need to be safe on the job.

This led into exploring if they always did their job safely and what the reasons might be for not always doing their job safely.

In doing this we were researching to gain an understanding of underlying reasons and motivations and provide insight into the setting of a problem.

Having explored and discussed all of the above we then asked: ‘What gets you interested in health and safety on the job?’

The reason for including this question was that one of the aims of the Charter is worker participation in health and safety.

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



CANTERBURY REBUILD SAFETY CHARTER

One of the aims of the project was to seek and facilitate greater worker participation in Health and Safety.

Through the qualitative research we sought to gain an understanding of underlying reasons, motivations and interests people have in participating actively in health and safety on the job.

We asked this question at the end of the discussion because by then people have had an in-depth discussion with their workmates exploring their thoughts and experiences around health and safety.

The question was designed to take into account the prior conversation and encourage people to think about the things they would like to see and/or be involved in that would continue to improve health and safety on the job.

### 1. What does safe look like? Feel like?

Worker quote:

*“A tidy site is a safe site. If you go on site and it’s a shit heap - there’s leads everywhere, material lying around, it’s a mess – that reflects on everybody and on everybody’s behaviour. If the site is clean, it makes it easier for everyone - you don’t have to clean up other people’s mess.”*

First impressions are created within seconds due to “a gut feeling”. People talked about the tidiness of a site as being a significant influencing factor on how they perceived health and safety on a site or in a business.

A tidy site demonstrates a well-run organisation where people are competent, trained, and have respect and regard for others. The people at these organisations clean up after themselves, look after their own gear and make sure the site is clean for others to work on.

Worker quote:

*“When you leave the site clean, you always make sure that it’s clean for the people coming after you. Doing this means that the site is safe for you and for the people coming after you.”*

A tidy site leads to people feeling confident and comfortable working around other contractors and sub-contractors.

This in turn means they feel comfortable raising any concerns about health and safety with others on site. Cleanliness, tidiness, and organisation communicates that this is a site where people genuinely pay attention to health and safety.

Therefore, a tidy work site communicates that it is safe to raise a health and safety issue, communicate with others on site about your piece of work, take the time needed to set up properly to do the job, and complete the job safely.

Then, because others are keeping the site clean people follow the pattern that is first experienced when they arrive on site and clean up as they are working and when they leave.

Worker quote:

*“Appearance is a big thing. If you see a nice clean site you think safety – you think it’s safe. If it’s an untidy site you’re watching out all the time.”*

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



CANTERBURY REBUILD SAFETY CHARTER

### 2. What do you need to do your job safely?

Worker quote:

*“Safety takes time. It takes extra gear, planning and thinking. You have to step back and have a look, assess what you’re going to do.”*

While facilitating a master class workshop in Canterbury on October 29th 2015, health and safety expert Lawrence Waterman stressed the importance of clear communication and being direct with people about what you expect them to do.

While discussing what they needed to do the job safely, participants talked about the importance of good and positive communication between themselves and the people they are working with directly on site.

Words and phrases such as: “Being part of a team, friendship, leadership, recognition, being safe with who you’re working with, building a bond, respect for your workmates, teamwork, being able to laugh and have a joke – get along as a team.”

This indicated a trend that people view the culture of the workplace as an integral part of being able to do their job safely.

Worker quote:

*“An environment that’s conducive to being able to approach each other – if you get along as a team it’s easier to say to someone, “Be careful out there – you’re saying it for a reason.”*

They talked about how efficiently the job progressed when regular, clear and positive communication was used. This established the expectations of management and site supervisors so everybody working on the project knew what they were doing, and how their role contributes to the overall project.

People spoke about the importance of having a clear time frame for the job and factoring health and safety into the time needed for job completion e.g. scaffolding required or an awkward hill site that will take longer to work on than a flat site.

When there are clear procedures and systems that everybody is familiar with, people feel a sense of confidence to carry out their job knowing that what they are doing is correct.

Knowing what is expected and where they fit on the site and on the job means people can get on with doing their work. This creates pride in carrying out their craft/trade to a high level and gives workers the satisfaction of a job well done. Workers do not feel rushed to completion with corners cut.

Many workers identified correct gear, good training in using equipment and competent and trained people as factors that can influence their perception and/or belief that the workplace is a safe one.

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



CANTERBURY REBUILD SAFETY CHARTER

### 3. Do you always do your job safely?

Worker quote:

*“If we’re not in a rush we do the job safely.”*

Through the self- completion survey in Phase 1, we have established that 99% of respondents believe they know how to do their job safely.

From informal conversations in Phase 1, many people advised that they did not always do their job safely.

The answer to the question “Do you always do your job safely?” was unequivocally “No” whether asked in informal conversation in Phase 1 or as part of more in- depth research in Phase 2.

We sought, through qualitative research, to gain an understanding of underlying reasons and motivations for why people reported they know how to do their job safely but later admitted they do not always do their job safely.

People do not want to carry out the job in an unsafe manner and they are usually aware that they are carrying out the job in an unsafe manner.

### 4. What are the things that mean you do your job unsafely?

Worker Quote:

*“Pressure - sometimes you sacrifice safety for speed. Instead of driving two hours back to the yard to get scaff you’ll put the ladder up and do it in 40 minutes because you don’t want to have to come back and do it the next day or work Saturday because then you don’t have enough down time to rest properly.”*

One of the main reasons people do their job unsafely is by cutting corners to get the job done due to time pressure.

Sometimes people cut corners on the job knowing that they are doing so in an unsafe way.

Worker quote:

*“Overstretching, reaching over the scaffold to get that little bit you have to finish”.*

Sometimes people believe they are sufficiently experienced at the job to cut corners and they are not doing so in an unsafe way.

Worker quote:

*“I need to know what I am doing – sometimes what I am doing is a bit dangerous but that’s okay because I know what I’m doing.”*

Tight time frames in the construction industry contribute to high levels of time pressure on the job.

Often, the business model of contracting and sub-contracting creates tight margins for small and medium sized operators. They need to maximize their time on site and sacrifice the extra time required for safety to increase the speed of the job.

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



CANTERBURY REBUILD  
SAFETY CHARTER

Time pressure is created by unplanned delays and unexpected findings. For example, opening up the wall to find foil on the wall - this means pink batts could not be installed that day as pink batts cannot be laid directly against the foil.

People do their job unsafely by prioritizing timeliness over following correct processes and doing the job safely.

Worker quote:

*“You think about the duration of the job you are doing – you can stand on one leg for five minutes and you’ll be fine. But if you try and stand on one leg for the whole day, you’re going to fall over. So you make an assessment of how big the risk is against how long the job will take.”*

Men talked about the industry as a “manly industry”. This is a working culture where there is an expectation that men get on and do the job, and that they need to “harden up” if they encounter any difficulties or feel overwhelmed. Raising concerns about health and safety may be seen as wimpish, and not what a man would do.

Worker quote:

*“A lot of things in this industry nobody talks about – it’s a manly industry – you tell someone to get up high and they say alright cause they’re too scared to say no – it’s not manly to say no.”*

### 5. What does unsafe look like? Feel like?

Being unsafe insinuates that people don’t care. Some examples of this type of behaviour are listed below:

- The hazard boards are not up to date
- The site is messy
- Tools are poor quality or in poor condition with out of date testing and tagging
- PPE is minimal and in poor condition.
- People do not have proper access to an area for a rest break, handwashing facilities, and clean water
- Clear procedures and site organisation are not apparent
- The sign- in book is hard to find and not up to date
- An induction is not provided and it is not clear who is in charge of the site

When a site feels unsafe, people do not always feel confident in speaking up if they believe there is a hazard. They have already formed the view that speaking up is unlikely to be listened to.

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



CANTERBURY REBUILD SAFETY CHARTER

Worker quote:

*“You’re cautious – not confident in what you’re doing – impacts on productivity cause you’re always watching and thinking about what could go wrong. You can’t get on with the job”.*

People used words and phrases like “time constraints, inexperienced people, cheap tools, not following procedures, mess everywhere.”

Unsafe feels uncomfortable, a gut feeling that something doesn’t look right, or that something is out of place. The feeling of unsafe can be difficult to define in words and hard to express.

People used words and phrases such as dodgy, ugly, sketchy, out of place, when your heart beats faster, nervous, anxious, to describe the feeling of unsafe.

Worker quote:

*“When your heart starts beating faster - that animal instinct kind of thing - that’s telling you something isn’t safe.”*

Worker quote:

*“Unsafe – if the site is messy or dirty, if you see cheap tools and bad gear. If someone is dirty and scruffy at work - fag hanging out of the corner of their mouth - that’s a warning sign that they aren’t worried about health and safety. If people look professional, have good gear - that makes you lift your game.”*

### 6. What gets you interested in Health and Safety on the job?

The most compelling aspect of health and safety for most workers was the idea of going home to their families after work each day and keeping their workmates safe at work – not letting people down.

Older workers may feel a responsibility towards younger workers on the job who are not yet confident to speak up about health and safety and may not know how to express the feeling they have that something is not right.

People are interested in health and safety when it has relevance to what they are doing and their input is valued and listened to.

Worker quote:

*“Things that get me interested in health and safety are having more of an input - actually being able to say if something is or isn’t safe.”*

Worker quote:

*“It’s one thing to say something to someone in the office, they’re not out on the job so it might sound like a stupid idea. Out on the job it might be a really good idea. Being recognized when you participate – being listened to when you have an idea.”*

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



CANTERBURY REBUILD  
SAFETY CHARTER

### Conclusion

Worker quote:

*“Health and Safety is about your wellbeing, it’s about being able to live a good life.”*

The primary driver of the project was to identify the health and safety issues on the ground in the rebuild for the Charter to focus on.

Through qualitative research across the six months of the project we have sought to gain an understanding of underlying reasons and motivations for why people do what they do and think the way they do.

We have researched qualitatively to identify health and safety issues on the ground for the Charter to focus on. This information will influence the work the Charter does and will have a genuine and positive impact on health and safety in the rebuild.

We have uncovered some prevalent trends in thought and opinion. This information has provided the Charter with a setting for how some issues arise and provided findings and recommendations (Page 4) that the Charter can choose to focus on to improve health and safety in the rebuild.

### Other worker quotes that cross more than one of the questions

Safety is something visible that people observe when they first arrive on a site or to an organisation.

A tidy site creates a direct link in people’s minds that the site is a safe place to work. A tidy site communicates to people that attention has been paid to what happens on site and within the organisation. It also communicates that on this particular job, people care about doing things properly.

The visible observation of a tidy site provides the feeling of safety, which creates confidence and trust in where people are working and who they are working with. People then feel they can safely get on with the job.

Safety takes time. It is important that the time needed for safety is factored into the job at the earliest possible point and continues through to when the job is complete.

Tight time constraints create pressure on the ground. This can lead to shortcuts being taken, which can lead to an unsafe act being carried out and an accident occurring (see James Reasons Swiss Cheese model of accident causation diagram pg 30).

People know how to do their job safely, however they do not always do their job safely. There are a variety of reasons for this.

People tend to carry out their job in an unsafe manner when they are placed under strict deadlines and experience constraints to workflow. This leads them to assess the risk of taking a shortcut against the length of time the job will take to complete and their assessment of their own level of experience.

People are more likely to take a risk when a timeframe to completion is relatively short and people feel they are sufficiently skilled to handle any risk that may arise from taking shortcuts. People may experience a level of discomfort doing this. This behavior can result in the “gut feeling” that many workers felt when what they were doing did not feel safe.

Clear procedures and a high level of good communication around health and safety provides an observable organisational structure that creates the feeling and confidence that the site is a safe one.

# APPENDIX TWO:

## WHAT WORKERS SAID: A QUALITATIVE REPORT ON WORKERS VIEWS OF HEALTH AND SAFETY IN THE CANTERBURY REBUILD continued



CANTERBURY REBUILD SAFETY CHARTER

People need to feel connected and part of a team where their work is valued with positive and clear communication at all levels in order to work safely.

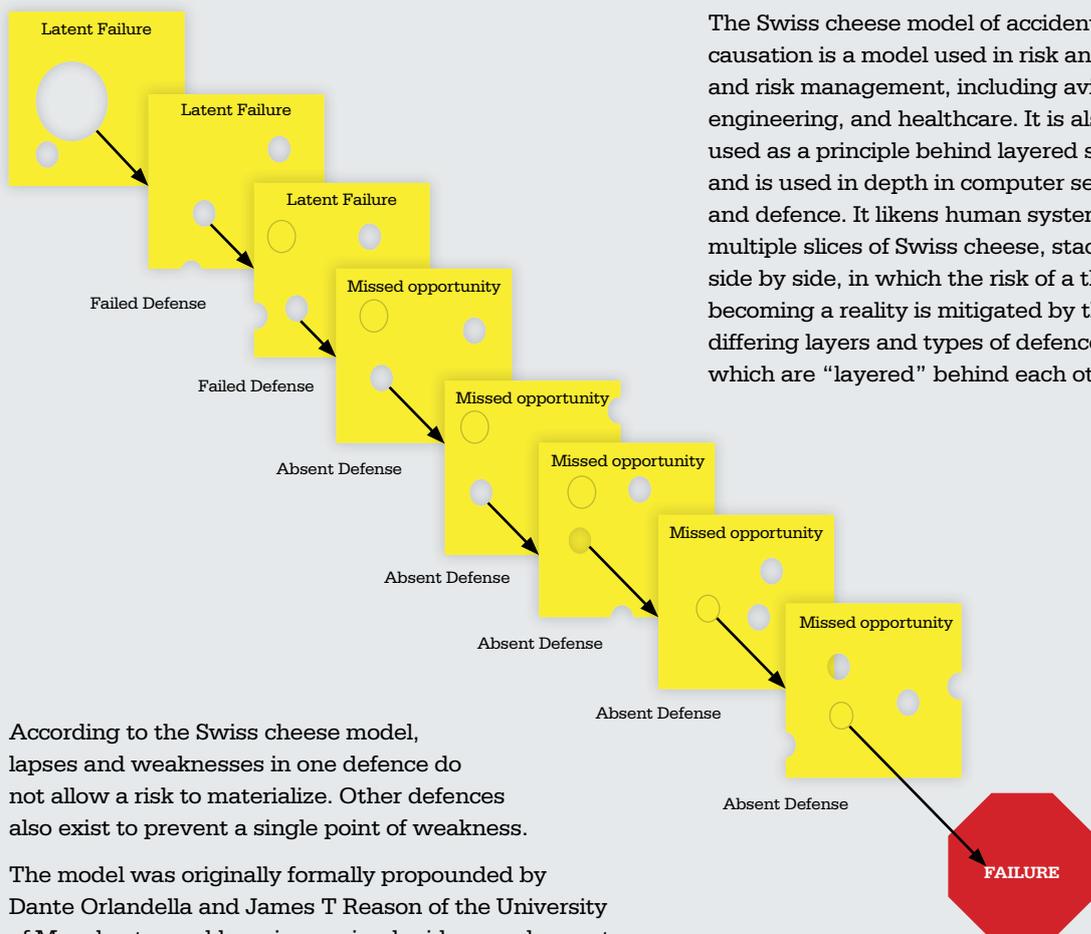
Unsafe practices are poorly organized, unclean and untidy. Unsafe practices give the impression that workers don't care and communicates an attitude that workers should do whatever it takes to get the job done.

Unsafe practices include unclear procedures, a lack of proper training, a lack of clear direction and communication. These practices create the perception in people's minds that if they speak up about health and safety issues on-site, they are unlikely to be listened to.

People are interested in health and safety when they can participate in a way that gives them meaning and purpose.

Health and safety is relevant and has purpose when people can see the practical value of applying good health and safety on the ground every day.

### Swiss Cheese Model of accident causation



The Swiss cheese model of accident causation is a model used in risk analysis and risk management, including aviation, engineering, and healthcare. It is also used as a principle behind layered security and is used in depth in computer security and defence. It likens human systems to multiple slices of Swiss cheese, stacked side by side, in which the risk of a threat becoming a reality is mitigated by the differing layers and types of defences which are “layered” behind each other.

According to the Swiss cheese model, lapses and weaknesses in one defence do not allow a risk to materialize. Other defences also exist to prevent a single point of weakness.

The model was originally formally propounded by Dante Orlandella and James T Reason of the University of Manchester and has since gained widespread acceptance. It is sometimes called the cumulative act effect.

# APPENDIX THREE:

## CHARTER COMMITMENTS



CANTERBURY REBUILD  
SAFETY CHARTER

To achieve our vision of a safe rebuild we're committed to the following:



### 1. Leadership

- Our leaders demonstrate a visible commitment to health and safety.



### 2. Engagement & Consultation

- We have systems in place to encourage and support worker engagement in health and safety.



### 3. Critical Risks

- All critical risk activities are identified, managed and mitigated.



### 4. Site Safety Risks

- We implement and monitor site-specific safety plans.



### 5. Reporting

- We have robust, proactive and accurate health and safety reporting.



### 6. Training

- All our workers receive health and safety training.



### 7. Site Induction

- Everyone is made aware of hazards so they can look after themselves and keep others safe.



### 8. PPE

- PPE is worn at all times by everyone. No exceptions.



### 9. Impairment

- The safety of our people isn't compromised by anyone under the influence of drugs, alcohol or fatigue.



### 10. Health & Wellbeing

- We actively promote the health, safety and wellbeing of our people.

# **APPENDIX FOUR:**

## **WORKER ENGAGEMENT SURVEY DATA SUMMARY**



From April 2015 to October 2015 we met face to face with 1836 people involved in the rebuild. We ran survey sessions and gathered 715 individually completed surveys on workers perceptions about health and safety in the rebuild. These workers included:

- 355 Direct employees
- 269 Contractors
- 29 Sub-Contractors
- 9 Labour Hire workers
- 53 where no category was identified or they were other types of workers.

The surveys were analysed by Research First and presented in their report Canterbury Rebuild Safety Charter Research December 2015.

We carried out 68 on-site visits undertaking Charter awareness sessions during those visits. Those visits included:

- 26 site visits to Steering Group signatories
- 31 site visits to smaller Charter signatories
- 11 site visits to non-signatories

We conducted qualitative research on 22 site visits with smaller Charter signatories and non-signatories (presented in the Charter Officer's final report). Those visits involved 110 workers participating in this qualitative research:

- 11 site visits were to Specialist Trade Organisations with 56 workers participating in the 6 questions and in depth discussion
- 10 site visits were to Group Home Builders with 51 workers participating in the 6 questions and in depth discussion
- 1 site visit was to a Commercial Construction Company with 3 workers participating in the 6 questions and in depth discussion.

Amongst other work we also carried out 9 group presentations raising awareness about the Charter. These were attended by a total of 930 people.

# **APPENDIX FIVE:**

## **METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE**



### **Research was carried out using a variety of methods.**

1. The six month project operated in two phases of approximately 12 weeks for each phase. Phase 1 ran from the beginning of May 2015 – July 2015 and Phase 2 ran from the end of July – October 2015.
2. The employment of a Charter Project Officer to carry out qualitative and quantitative research with workers on the ground in two phases over the six month period.
3. A 5-6 minute confidential paper survey with the Charter Project Officer completed by workers and analysed by independent research company Research First. The survey was amended slightly in Phase 2 to include graded response options instead of yes/no response options.
4. In Phase 1 we concentrated on engaging with Charter Steering Group signatories and their contractors and sub-contractors.
5. From May – July 2015 through Phase 1 we carried out on- site visits and informal conversations with workers, Charter awareness sessions run by the Charter Project Officer followed by a self- completion survey with 535 surveys completed.
6. 511 surveys were analysed by independent research company Research First and the findings presented in their report; Awareness of the Charter and Perceptions of Health and Safety.
7. Following completion of the first phase, 50 phone surveys of non- respondents (people who had not participated in any part of the research) was carried out by Research First. The non-respondents group were taken from Research First's existing data base of builders/ tradespeople in Christchurch.
8. In Phase 2 a set of six specific questions around health and safety was asked of small groups of workers during arranged on- site visits by the Charter Project Officer. On- site visits would often include a Charter awareness session and carrying out the survey first.

This report presents the findings of qualitative and quantitative research carried out by the Charter Project Officer. Over the six month period of the project we have spoken with nearly 2000 workers.

### **In Phase 1 (April to July) quantitative and qualitative research was conducted across a number of groups:**

- Members of the Canterbury Rebuild Safety Charter Steering Group
- Senior leaders in the rebuild who are signatories to the Charter
- Senior managers within businesses that are signatories to the Charter
- Office based staff who are employed by a Charter Signatory
- Direct employees, contractors and sub-contractors to Charter signatories

Total number of people spoken to from May – July 2015: 940+Surveys completed from May – July: 535 (511 analysed by Research First)

# **APPENDIX FIVE:**

## **METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE continued**



**CANTERBURY REBUILD  
SAFETY CHARTER**

### **Phase 2. July – October Engaging with Smaller Charter Signatories and non-signatories**

#### **METHODS OF INFORMATION COLLECTION AND ENGAGEMENT (ON SITE)**

18 Smaller Charter Signatories (between 6 -30 FTE's) identified following advice from Research First.

The criteria for identifying and seeking Smaller Charter signatories to work with were:

- Are either Specialist Trades, Group home builders or Commercial construction companies
- Have between 6 and 19 FTEs
- Do not have reps on the Charter Steering Group or Working Groups
- Are likely to have “tool based” workers

Using the criteria 18 Charter signatories were identified across 3 categories:

- Group Home Builders (5 with 10-19FTE's, 2 with 6-9 FTE's)
- Specialist Trade Organisations (4 with 10-19 FTE's, 1 with 6-9 FTE's)
- Commercial Construction (5 with 10-19 FTE's, 1 with 6-9 FTE's)

4 non-signatories were identified with the assistance of the Safe Rebuild Programme using the below criteria:

- have been through Safe Rebuild Safety Champion training
- are likely to be willing to participate in Charter session and survey
- may work on Charter signatory sites
- focus on residential non signatories

Within the 18 Smaller Charter Signatories were groups of sub- contractors contracting to the Charter signatory.

2 new signatories to the Charter and 3 smaller current signatories were included as part of the research.

#### **Smaller Charter Signatories methods of engagement and level of response.**

Of the 18 Smaller Charter Signatories all those with between 9-30 FTE's received an initial scripted phone call from the Charter Project Officer.

The phone call outlined the project on the ground and sought agreement from the Smaller Signatory to:

- visit their business
- run a Charter awareness presentation/session and/or
- run the Charter survey with staff, contractors, and sub-contractors
- follow up with 2-3 site visits for in depth conversations with staff and/or sub-contractors to the Charter signatory

An email was then sent to all smaller Signatories setting out in writing the request to participate in the Charter Project.

Attached in the email was the introductory letter from Graham Darlow (Chair of Canterbury Rebuild Safety Charter Steering Group) setting out the aims and objectives of the 6 month project and what businesses could expect from Charter Officer site visits.

# APPENDIX FIVE:

## METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE *continued*



CANTERBURY REBUILD  
SAFETY CHARTER

An example of the email is set out below.

*Hello \_\_\_\_\_*

*Following up on our phone conversation this morning attached is the information on the Safety Charter project.*

*The Canterbury Rebuild Safety Charter is in the process of running a 6 month project on the ground to identify H&S issues in the rebuild that we can work on.*

*I am the Project Officer for this particular piece of work and we are now contacting smaller signatories to the Charter to meet and talk with them, staff, and where possible, sub-contractors to the business.*

*I have attached for your information the introductory letter from Graham Darlow, Chair of the Safety Charter Steering Group so you have an outline of what the Canterbury Rebuild Safety Charter Project is.*

*The letter is addressed to the Steering Group members of the Charter, we are now talking with a wider group of businesses including signatories and non-signatories however the work on the ground is very similar to what is outlined in the introductory letter.*

*We are just over 3 months into the project (due to finish in October) and keen to talk with workers in businesses that are smaller signatories to the Charter and also non-signatories to the Charter.*

*The criteria we have used to identify smaller charter signatories to work with is:*

- Are either Specialist Trades, Group home builders, or Commercial Construction Companies*
- Have between 6 and 19FTE's*
- Do not have reps on the Charter Steering Group or Working Groups*
- Are likely to have 'tool based' workers*

*I look forward to hearing from you and to meeting with your team soon.*

*Kind regards*

*Libi Carr,*

*Charter Project Officer,*

*Canterbury Rebuild Safety Charter*

*Mobile: 022 639 2516*

*Email: [libi.carr@safetycharter.org.nz](mailto:libi.carr@safetycharter.org.nz)*

# APPENDIX FIVE:

## METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE *continued*



CANTERBURY REBUILD SAFETY CHARTER

### Breakdown of Smaller Charter Signatories methods of engagement and level of response.

#### GROUP HOME BUILDERS

##### 10-19 FTE'S, TOTAL OF 5 | CONTACTED: 5

Responded and arranged participation on first call:	1
Responded and arranged participation following email and second phone call:	0
Responded and arranged participation following resending of email and third phone call:	1
Responded following resending of email and third phone call but ran out of time to arrange site visits:	2
No response, Charter Officer visit to office for close off:	1
<b>Total number of surveys from this group:</b>	<b>22</b>
<b>Total number of working people Charter Awareness session run with:</b>	<b>22</b>
<b>Total number of working people in depth discussion held with:</b>	<b>6</b>
<b>Total number of site visits:</b>	<b>2</b>

#### GROUP HOME BUILDERS

##### 6-9 FTE'S, TOTAL OF 2 | CONTACTED 1

Already working with this smaller Charter Signatory, identified via Steering Group signatory as proactive in H&S.

Total number of surveys from this group:	7
Total number of working people Charter Awareness session run with:	7
Total number of working people in depth discussion held with:	7
Total number of site visits:	2

#### SPECIALIST TRADE ORGANISATIONS

##### 10 -19 FTE'S, TOTAL OF 4 | CONTACTED 4    6-9 FTE'S, TOTAL OF 1 | CONTACTED: 0

Responded and arranged participation on first call:	2
Responded and arranged participation following email and second phone call:	2
Responded and arranged participation following resending of email and third phone call:	0
Responded following resending of email and third phone call but ran out of time to arrange site visits:	0
No response, Charter Officer visit to office for close off:	0
<b>Total number of surveys from this group:</b>	<b>38</b>
<b>Total number of working people Charter Awareness session run with:</b>	<b>38</b>
<b>Total number of working people in depth discussion held with:</b>	<b>4</b>
<b>Total number of site visits:</b>	<b>5</b>

# APPENDIX FIVE:

## METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE *continued*



**CANTERBURY REBUILD SAFETY CHARTER**

### COMMERCIAL CONSTRUCTION COMPANIES

**10 -19 FTE'S, TOTAL OF 5 | CONTACTED 5    6-9 FTE'S, TOTAL OF 1 | CONTACTED: 0**

Responded and arranged participation on first call:	1
Responded and arranged participation following email and second phone call:	1
Responded and arranged participation following resending of email and third phone call:	1
Responded following resending of email and third phone call but ran out of time to arrange site visits:	0
No response, Charter Officer carried out visit to office for close off:	2

Total number of surveys from this group:	21
Total number of working people Charter Awareness session run with:	21
Total number of working people in depth discussion held with:	8
Total number of site visits:	4

### 2 NEW CHARTER SIGNATORIES INCLUDED AS PART OF PHASE 2

**50 -75 FTE'S, TOTAL OF 2 | CONTACTED 2**

Total number of surveys from this group:	30
Total number of working people Charter Awareness session run with:	100
Total number of working people in depth discussion held with:	30
Total number of site visits:	7

Participation for these 2 new Signatories was arranged following them making contact with the Charter Project Officer.

The businesses arranged all up staff meetings for a Charter Awareness presentation. Site visits and in depth discussion were then carried out with one business.

We ran out of time to conduct site visits with the other business.

NOTE: The ability for the businesses as new signatories to the Charter to be quickly followed up with a Charter Awareness presentation for all staff, and for one business to have site visits and in depth discussion with staff and the Charter Project Officer created a positive introduction to being part of the Charter for staff, contractors, and sub-contractors.

### 3 Current Smaller Charter Signatories included as part of Phase 2.

- Follow up smaller signatories identified through site visits or who have contacted Charter Officer directly.
- 2 smaller Charter signatories have been identified through site visits.
- 1 of those was identified twice, once through site visits and again as one of the 18 Smaller Signatories to work with. This signatory was visited with Charter awareness session, survey, and on site visits with in depth discussion.
- 1 Smaller signatory was identified via site visits to Steering Group sites and recommended by the Steering Group signatory as a pro-active business to contact for further participation. This signatory was visited with Charter awareness session, survey, and on site visits with in depth discussion.
- 1 smaller Charter signatory seeking greater engagement made direct contact with the Charter Project Officer. This signatory was visited with Charter awareness session, survey, and on site visits with in depth discussion.

One of these smaller Charter signatories is already identified and data recorded in Group Home Builders 6-9 FTE's.

# APPENDIX FIVE:

## METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE continued



CANTERBURY REBUILD SAFETY CHARTER

### Other 2 Charter Signatories

Total number of surveys from this group	40
Total number of working people Charter Awareness session run with	40
Total number of working people in depth discussion held with	15
Total number of site visits	12

### Non-signatories methods of engagement and response.

Safe Rebuild Canterbury provided 20 non-signatories to contact based on a Top 10 (most likely to engage) and a Second 10 as backup.

This was a fluid group as Safe Rebuild provided information of other likely to engage businesses following Safety Champion sessions.

This means the Top 10 shifted if identified Top 10 non-signatories contacted did not engage.

Criteria for contacting non-signatories to seek participation in the project:

- have been through Safe Rebuild Safety Champion training
  - are likely to be willing to participate in Charter, survey, and in depth discussion
  - may work on Charter signatory sites
  - focus on residential non-signatories
- 
- 1-5 FTE's total of 1
  - 6-19 FTE's total of 9
  - 20 – 40 FTE's total of 0
  - 50 + FTE's total of 4

#### CONTACTED 14

Responded and arranged participation on first call	2
Responded and arranged participation following email and second phone call	2
Responded and arranged participation following resending of email and third phone call	0
Did not respond following resending of email, third phone call	5
Responded and elected not to participate. Reasons for not participating:	5

- Restructured down to 2 staff – husband and wife
- On the edge of construction e.g. Waste Management
- Felt now was not the right time for their business to participate in a project
- Unable to get the staff together (Labour Hire)

Total number of surveys from this group	16
Total number of working people Charter Awareness session run with	23
Total number of working people in depth discussion held with	16
Total number of site visits	7

# APPENDIX FIVE:

## METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE *continued*



CANTERBURY REBUILD  
SAFETY CHARTER

### Unexpected Positives

- 1 non-signatory contacted moved to become a signatory as a result of Charter Officer contact
- 1 small non signatory that contracts to Steering Group signatory sent staff member to Safe Rebuild Safety Champion training as a result of Charter Officer and Safe Rebuild contact.
- 1 medium non signatory that contracts to Steering Group signatory sent all staff to Safe Rebuild Safety Champion training as a result of Charter Officer and Safe Rebuild contact.
- 1 medium Signatory referred sub-contractors to Safe Rebuild Safety Champion Training as a result of Charter Officer and Safe Rebuild contact.
- 2 businesses referred to Safety Charter via Safe Rebuild have subsequently signed up to the Charter.
- 1 business has become an endorsee of the Charter following Charter Officer contact
- 5 businesses (3 existing signatories) made contact with the Charter Officer as a result of the project on the ground seeking information about the Charter and ways to be more engaged with the Charter.

A detailed breakdown of site visit data from July – October is available in the Appendix as a spreadsheet.

Recorded on the spreadsheet is:

- Date of visit
- Where visited e.g. on site or office visit
- Business visited
- Type of business
- Number of employees
- Employment arrangements e.g. direct employees or sub-contractors
- Other contractors on site
- Charter signatory or non-signatory
- Do they contract to a Charter signatory
- Number of surveys carried out
- Charter sub group report back meetings
- Charter Steering Group meetings
- Meetings with businesses to introduce Charter in preparation for running Charter session with staff

# APPENDIX FIVE:

## METHODS OF INFORMATION COLLECTION AND ENGAGEMENT ON SITE *continued*



CANTERBURY REBUILD SAFETY CHARTER

### Number and demographics of workers engaged via each method

Total number of people spoken to from July – October 2015:	893
Surveys completed from July - October:	204

The 893 includes:

- Contacting and meeting signatories to discuss Charter and arrange site visits
  - Contacting and meeting non-signatories to discuss Charter and arrange site visits
  - Presentations to workers and business – Charter awareness session, run survey
  - Presentations to workers and business – Charter awareness session, no survey
  - Site visits and in depth discussions ( with 6 specific H&S questions)
  - Following up non-respondents (signatories and non-signatories)
- 
- 42 visits were completed across smaller Charter signatories and non-signatories with 22 site visits involving specific qualitative data collection.
  - 110 workers participated in the 6 specific H&S questions and in-depth discussion.
  - 11 site visits were to Specialist Trade Organisations with 56 workers participating in the 6 questions and in-depth discussion.
  - 10 site visits were to Group Home Builders with 51 participating in the 6 questions and in-depth discussion.
  - 1 site visit was to a Commercial Construction Company with 3 workers participating in the 6 questions and in depth discussion.

6 specific questions asked during in-depth discussion when carrying out on-site visits.

1. What does safe look like? Feel like?
2. What do you need to do your job safely?
3. Do you always do your job safely?
4. What are the things that mean you do your job unsafely?
5. What does unsafe look like? Feel like?
6. What gets you interested in H&S on the job?

The results of the qualitative research are included in the final report titled: **What workers said: a qualitative report on works view of Health and Safety in the Canterbury Rebuild.** Pgs 22-30

# APPENDIX SIX: WORKER ENGAGEMENT SURVEY DATA



**CANTERBURY REBUILD  
SAFETY CHARTER**

DATE VISITED	PURPOSE OF VISIT	TOTAL NUMBER ON SITE	WORKER PACKS HANDED OUT	SITE TYPE	SITE INDUCTION	SITE SIGN-IN	TOTAL # OF SURVEYS	DIRECT EMPLOYEES # OF SURVEYS	CONTRACTORS	# OF SURVEYS	SUB-CONTRACTORS	# OF SURVEYS	LABOUR HIRE	# OF SURVEYS	NO COMPANY IDENTIFIED	CHARTER STATUS	# OF SURVEYS	OTHER	# OF SURVEYS	TOTAL # OF SURVEYS ACROSS ALL GROUPS		
Total numbers		1,836	610	0	0	0	715	411	355	216	269	34	29	10	9	32	32	0	17	4	4	715
October	Interview for Charter newsletter	8	8	Residential and Commercial	Yes	Yes	0									Signatory						
October	Charter discussion, smaller signatory, direct employees, distribute worker packs.	5	5	Residential	No	No	5	5	5	0		0				Signatory						
October	Discuss first draft of final report to Steering Group																					
October	Charter discussion, smaller signatory, direct employees & sub-contractors, action research, distribute worker packs.	6	6	Residential	Yes	Yes	0	6	0			0	0			Signatory						
October	Charter discussion, smaller signatory, direct employees, distribute worker packs.	50	50	Residential	No	No	0									Signatory						
October	Charter discussion, smaller signatory, sub contractors, conduct survey, action research, distribute worker packs.	6	6	Residential	Yes	Yes	6	2	2			4	4			Signatory						
October	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	11	11	Residential	Yes	No	11	11	11							Signatory						
September	Steak Breakfast	30		Scaffolding	Done on previous visit, escorted at all times	Yes	0									Signatory						
September	Charter presentation, conduct survey, capturing contractors on site, hand out worker packs	25	25	Commercial	Yes	Yes	25	4	4			21	21			Steering Group						
September	Attend presentation by JTB to contractors on new legislation						0									Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	6	6	Residential	Did not go on site		0									Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	7	6		No	No	6	6	6	0						Signatory						
September	Charter discussion, smaller signatory, direct employees, action research, distribute worker packs.	3	3	Residential	Yes	Yes	0	3	0							Signatory						
September	Presentation on Charter project	25	25				0															
September	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	5	5	Commercial repair	Yes	Yes	5	3	3	2	2					Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	10	10	Demolition & Recycling	No	No	10	10	10	0						Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, action research, distribute worker packs.	2	2	Residential	Yes	Yes	2	2	2	0						Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, action research, distribute worker packs.	8	7	Residential	Yes	Yes	7	8	7	0						Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, action research, distribute worker packs.	4	4	Residential	Yes	Yes	4	4	4	0						Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, action research, distribute worker packs.	5	5	Residential	Yes	Yes	5	5	5	0						Signatory						
September	Drop off site visit report to staff	5	0	Residential	No	Yes	0	0	0	0	0					Signatory						
September	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	9	9	Residential	No	No	9	9	9	0	0					Signatory						
September	Drop off site visit report to staff	2	0	Residential	No	Yes	0									Signatory						

# APPENDIX SIX: WORKER ENGAGEMENT SURVEY DATA continued



**CANTERBURY REBUILD  
SAFETY CHARTER**

DATE VISITED	PURPOSE OF VISIT	TOTAL NUMBER ON SITE	WORKER PACKS HANDED OUT	SITE TYPE	SITE INDUCTION	SITE SIGN-IN	TOTAL # OF SURVEYS	DIRECT EMPLOYEES # OF SURVEYS	CONTRACTORS # OF SURVEYS	SUB-CONTRACTORS # OF SURVEYS	LABOUR HIRE # OF SURVEYS	NO COMPANY IDENTIFIED # OF SURVEYS	CHARTER STATUS	OTHER	TOTAL # OF SURVEYS ACROSS ALL GROUPS
September	Charter presentation to H&S reps doing Level 1 training	16	16	Residential		0									
September	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	10	10	Residential	No	No	10	10	0	0			Signatory		
September	Charter action research, smaller signatory, direct employees & contractors	6	6	Residential Repair	Yes	Yes	6	3	3	2	2	1	1	Signatory	
September	Charter action research, non-signatory, business owners	2	0	Electricians	No	No	0	2	0	0	0		Non-signatory		
September	Charter action research, smaller signatory, direct employees	3	0	Residential Repair	Yes	Yes	0	3	0	0	0		Signatory		
September	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	9	9	Asbestos Removal	No	No	9	9	0	0			Signatory		
September	Charter action research, conduct survey, smaller signatory, direct employees	10	10	Residential repair	Yes	Yes	10	3	3	7	7		Signatory		
September	Attend Stand Up, Be Safe session	9	0		Yes	Yes	0								
September	Charter action research, smaller signatory, direct employees	4	0	Residential repair	Yes	No	0	2	2	0			Signatory		
September	Charter discussion, smaller non signatory, direct employees & contractors, distribute worker packs.	9	9	Electricians	No	No	0	7	2				Non-signatory		
September	Charter presentation to AJ Scott staff and contractors. Introduction to Charter for new signatory	56	0	Residential			0						Signatory		
September	Charter discussion with non signatory, discuss meeting with staff	1	1	Labour Hire			0						Signatory		
September	Charter action research, smaller signatory, direct employees	4	0	Residential	Yes	Yes	0	4	0	0	0		Signatory		
August	Charter Event						0								
August	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs.	16	16	Scaffolding	Yes	Yes	15	15	15	0	0		Signatory		
August	Meet with business signing up to Charter, arrange running Charter awareness session with staff	3	1	Residential	Yes	Yes	0						Signatory		
August	Charter discussion, non signatory, direct employees, distribute worker packs, action research	7	7	Drainlaying	No, drain-layers had just got to site	No	0						Non-signatory		
August	Charter discussion, non signatory, direct employees, conduct survey, distribute worker packs, action research	2	2	Demolition	Yes	Yes	2	2	2	1	0		Non-signatory		
August	Charter discussion, smaller signatory, direct employees, conduct survey, distribute worker packs, action research	7	7	Residential	Yes	No	7	7	7	0	0		Signatory		
August	Charter discussion, smaller signatory, direct employees & contractors, conduct survey, distribute worker packs,	25	25	Residential, plastering	No	No	25	20	20	5	5		Signatory		
August	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey	2	2	Residential	No	No	0						Signatory		
August	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey	1	1	Residential, tiling			0						Non-signatory		
August	Charter discussion, non signatory, direct employees, distribute worker packs, action research	2	2	Demolition	Yes	Yes	0						Non-signatory		
August	Revisit 3 drainlayers from 10 August with follow up questions generated after action research	3	0	Drainlaying	No, drain-layers had just got to site	No	0						Non-signatory		

# APPENDIX SIX: WORKER ENGAGEMENT SURVEY DATA continued



**CANTERBURY REBUILD  
SAFETY CHARTER**

DATE VISITED	PURPOSE OF VISIT	TOTAL NUMBER ON SITE	WORKER PACKS HANDED OUT	SITE TYPE	SITE INDUCTION	SITE SIGN-IN	TOTAL # OF SURVEYS	DIRECT EMPLOYEES # OF SURVEYS	CONTRACTORS # OF SURVEYS	SUB-CONTRACTORS # OF SURVEYS	LABOUR HIRE # OF SURVEYS	NO COMPANY IDENTIFIED # OF SURVEYS	CHARTER STATUS	OTHER	TOTAL # OF SURVEYS ACROSS ALL GROUPS
August	Charter discussion non signatory, direct employees conduct survey, distribute worker packs, action research	2	2	Drainlaying	No	No	2	2	0				Non-signatory		
August	Meet with smaller Charter signatory management, arrange meeting with staff, running Charter awareness session and survey	1	1	Plastering			0						Signatory		
August	Charter discussion, non signatory, direct employees, distribute worker packs, action research	3	3	Drainlaying	Yes	Yes	0						Non-signatory		
August	Charter Progress Report Back meeting						0								
August	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey	1	1	Commercial Waste Collection		Yes	0						Non-signatory		
August	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey	3	3	Demolition			0						Non-signatory		
August	Meet with smaller Charter signatory management, arrange meeting with staff, running Charter awareness session and survey	3	2	Scaffolding	Yes	Yes	0						Signatory		
July	Revisit 4 builders visited on Friday 24 July - met them 24 July following site visit with non signatory working on same site	4	0	Drainlaying			0						Non-signatory		
July	Meet with smaller Charter signatory H&S Officer, discuss option of meeting with staff, running Charter awareness session and survey	1	1	Scaffolding			0						Signatory		
July	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey	1	1	Trenching/ laying cable			0						Non Signatory		
July	Follow up with non signatory on site after meeting with them at their offices that morning. Approach other contractors on site to lift Charter awareness.	10	0	HNZ rebuild	Yes, by builders on site	No	0	0	9	0			Non-signatory		
July	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey + 1 staff member to attend Safe Rebuild Safety Champion Training	2	1	Trenching/ laying cable			0						Non Signatory		
July	Charter Progress Report Back meeting						0								
July	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey	1	1	Residential rebuild/ repair/ new build			0						Non Signatory		
July	Charter presentation to Forum. Q&A on Charter project	25		Labour Hire			0						Signatories & non signatories		
July	Meet with non Charter signatory, discuss option of meeting with staff, running Charter awareness session and survey	1	1	Residential and Commercial waste management			0						Non Signatory		
July	Hilti approached Charter, interested in promoting Charter H&S message, how can we work together?	1	0	Comercial equipment providers			0						Non Signatory		
July	Meet with business owners - new Charter signatories, discuss their tve experience with the Charter, how can we share that, option of meeting with their staff, Charter awareness session	2	2	Residential rebuild/ repair/ new build			0						New Charter Signatories		
July	Charter presentation to contractors, awareness raising	350		Infra-structure			0						Steering Group		
July	Charter Sub Group Report Back meeting						0								
July	Cold call, charter discussion with direct employees, distribute pens, jellybeans and Charter booklet	9	0	Roading	No	No	0	9	0				Steering Group		

# APPENDIX SIX: WORKER ENGAGEMENT SURVEY DATA continued



**CANTERBURY REBUILD  
SAFETY CHARTER**

DATE VISITED	PURPOSE OF VISIT	TOTAL NUMBER ON SITE	WORKER PACKS HANDED OUT	SITE TYPE	SITE INDUCTION	SITE SIGN-IN	TOTAL # OF SURVEYS	DIRECT EMPLOYEES # OF SURVEYS	CONTRACTORS # OF SURVEYS	SUB-CONTRACTORS # OF SURVEYS	LABOUR HIRE # OF SURVEYS	NO COMPANY IDENTIFIED # OF SURVEYS	CHARTER STATUS	OTHER # OF SURVEYS	TOTAL # OF SURVEYS ACROSS ALL GROUPS				
July	Charter power point presentation with direct employees & sub contractors, conduct survey, distribute worker packs	11	11	Community Rebuild	Yes	Yes	11	7	7	4	4		Steering Group						
July	Charter discussion with direct employees & labour hire, conduct survey, distribute worker packs	20	12	Commercial Construction	Done on previous visit, attended that day's toolbox talk	Yes	12	8	8	1	1	2	2	1	1	Steering Group			
July	Briefing and discussion with management - Charter Project & nature of their business, arrange site visits	1	1	Commercial Construction	Yes	Yes	0									Signatory			
July	Follow up H&S Rep Training. Possible signatory to Charter	2	2	Infra-structure			0									Non Signatory			
							0												
June	Follow up visit to contractors who had completed survey	3	0	Infra-structure	Yes	Yes	1	0	2		1	1				Non Signatory			
June	Charter Progress Report Back meeting		0	Regulator	Yes	Yes	0									Endorsee			
June	Briefing to Management to arrange site visit		0	Residential rebuild & demo		Yes	0									Steering Group			
June	Charter presentation to contractors & direct employees & conduct survey, distribute Charter information	250	0	Infra-structure, residential rebuild, residential repair, demo			223	59	59	70	125	Unknown	None identified	19	19	Yes, 8 other CS on site	17	3	3
June	Charter discussion with contractors & direct employees, conduct survey, distribute worker packs	13	0	Infra-structure (Roading)	Yes	Yes	13	2	2	10	10			1	1	Steering Group			
June	Charter presentation to contractors & direct employees, conduct survey, distribute worker packs	50	50	Residential rebuild			41	41	37	Unknown				4	4	Steering Group			
June	Charter discussion with contractors & direct employees, conduct survey, distribute worker packs	22	21	Infra-structure (Roading)	Yes	Yes	21	18	18	0	0	3	3			Steering Group			
June	Charter discussion with contractors & direct employees, conduct survey, distribute worker packs	6	0	Infra-structure (Roading)	No	No	4	2	4	4						Steering Group			
June	Safety Charter awareness presentation, distribute Charter resources	120	Variety of resources	Labour Hire staff			0					All				Signatories and endorseees			
June	Charter awareness discussion, distribute resources no survey	2	2	Residential rebuild	Yes	Yes	0	0		1						Steering Group			
June	Charter awareness discussion, distribute resources no survey	15	Charter handed out	Residential rebuild	No	Yes	0	0	Main contractor	3	1					Steering Group			
June	Charter awareness discussion, distribute resources no survey	4	Charter handed out	Residential repair	Yes	Yes	0	4	Main contractor	1						Steering Group			
June	Follow up visit to collect surveys	15		Commercial Construction	Done on previous visit, recapped	Yes	2	5	2	Unknown						Signatory			
June	Briefing to Management to arrange site visit	15		Commercial Construction	Yes	Yes	0									Steering Group			
June	Charter discussion with direct employees, conduct survey, distribute worker packs	12	4	Commercial Construction	No -escorted at all times	No -escorted at all times	4	4	4	Unknown						Steering Group			
June	Charter awareness discussion, no survey	40	Jellybeans and pens	Commercial Construction	Yes	Yes	2	6	1		1					Signatory			
June	Charter discussion with contractors & direct employees, conduct survey, distribute worker packs	45	50	Residential rebuild	Yes & escorted at all times	Yes	43	12	12	10	23	Unknown		7	7	Steering Group	1	1	
June	Liaise, share information, where can we support each other	5		Industry Provider(s) H&S			0									Steering Group & Safe Rebuild			

# APPENDIX SIX: WORKER ENGAGEMENT SURVEY DATA continued



**CANTERBURY REBUILD  
SAFETY CHARTER**

DATE VISITED	PURPOSE OF VISIT	TOTAL NUMBER ON SITE	WORKER PACKS HANDED OUT	SITE TYPE	SITE INDUCTION	SITE SIGN-IN	TOTAL # OF SURVEYS	DIRECT EMPLOYEES # OF SURVEYS	CONTRACTORS # OF SURVEYS	SUB-CONTRACTORS # OF SURVEYS	LABOUR HIRE # OF SURVEYS	# OF SURVEYS NO COMPANY IDENTIFIED	CHARTER STATUS	# OF SURVEYS OTHER	TOTAL # OF SURVEYS ACROSS ALL GROUPS
June	Charter presentation to Forum. Q&A on Charter project	30		Industry Leaders	No	Yes	0						Steering Group		
June	Charter discussion with direct employees, conduct survey	4		University Campus	Yes	Yes	4	1	0	4	4		Steering Group		
June	Charter presentation to Forum. Q&A on Charter project	9		Infra-structure	No	Yes	0						Steering Group		
June	Charter discussion with contractors & direct employees, conduct survey, distribute worker packs	12	12	Commercial Construction	Yes	Yes	12	8	8	2	2	2	Steering Group		
June	Charter discussion with contractors, conduct survey, distribute worker packs	23	23	Infra-structure	Done on previous visit	Yes	21	18	18	3	3		Steering Group		
June	Charter discussion with contractors, conduct survey, distribute worker packs	23	23	Infra-structure	Done on previous visit	Yes	21	1	1	20	20		Steering Group		
June	Charter discussion with contractors, conduct survey, distribute worker packs	25	25	Infra-structure			25			25	25		Steering Group		
June	Charter discussion with contractors, conduct survey, distribute worker packs	21	21	Infra-structure			21			21	21		Steering Group		
June	Be inducted to visit Fletchers sites	30		Infra-structure		Yes	0						Steering Group		
June	Briefing and discussion with management - Charter Project & nature of their business, arrange site visits			Residential rebuild/new build			0						Signatory		
June	Quarterly Charter Steering Group meeting						0						Steering Group		
June	Quarterly Charter Event						0						Charter Signatories		
June	Briefing and discussion with management - Charter Project & nature of their business, arrange site visits			Infra-structure		Yes	0						Steering Group		
June	Briefing and discussion with management - Charter Project & nature of their business, arrange site visits			Commercial Construction			0						Signatory		
June	Second visit, first visit nobody on site. Charter discussion with contractors, conduct survey, distribute worker packs	2		Residential rebuild	Yes	Yes	2		2	2			Steering Group		
June	Charter discussion with contractors, conduct survey, distribute worker packs	4		Residential rebuild/new build	Yes	Yes	4		4	4			Steering Group		
Monday 8 June 2015	Charter discussion with contractors, conduct survey, distribute worker packs	0		Residential rebuild/new build	Not possible site locked up	Not possible site locked up	0						Steering Group		
June	Charter discussion with contractors and direct employees, conduct survey, distribute worker packs	7	7	Commercial Construction	Yes	Yes	7	3	3	4	4				
June	Was next to commercial construction site, went to Site Office introduced myself to Site Manager, arranged to come back and brief managers			Commercial Construction	No	No	0						Steering Group		
June	Briefing and discussion with management - Charter Project & nature of their business, arrange site visits			Residential rebuild	Yes	Yes	0						Signatory		
June	Briefing and discussion with management - Charter Project & nature of their business, arrange site visits			Residential rebuild and repair			0						Steering Group		
June	Charter discussion with contractors, conduct survey, distribute worker packs	4	4	Residential rebuild/new build	Yes, escorted at all times	Yes	4	0	4	4			Steering Group		
June	Provide update to Helen Kelly on Charter Project			Endorsee			0						Endorsee		
June	Charter discussion with direct employees, conduct survey, distribute worker packs	6	6	Residential rebuild/new build, Commercial Construction	Done on previous visit	Yes	6	6	6	0			Steering Group		

# APPENDIX SIX: WORKER ENGAGEMENT SURVEY DATA continued



**CANTERBURY REBUILD  
SAFETY CHARTER**

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May	Meet with Fletchers management, discussion re facilitating site visits, best contacts, structure of business			EQR, infrastructure, Building and Interiors		0							Steering Group		
May 2015	Meet with Steering Group signatory management discussion re facilitating site visits, best contacts, structure of business			Residential rebuild and repair	Yes, escorted at all times	Yes	0						Steering Group		
May	Charter Project presentation to Leighs H&S Committee	25		Commercial Construction	Yes, escorted at all times	Yes	0						Steering Group		
May	Briefing and discussion with H&S Managers Charter Project & nature of their business, arrange site visits			Residential rebuild/new build			0						Steering Group		
May	Briefing and discussion with management - Charter Project & nature of their business, arrange site visits			Commercial Construction			0						Steering Group		
May	Introduce myself and provide briefing on Charter Project			Industry Leaders		Yes	0						Endorsee		
May	Attend H&S Rep Training Level 2			Industry Provider H&S	Yes	Yes	0						Endorsee		
May 2015	Charter Progress Report Back meeting			Residential rebuild/new build, Commercial Construction		Yes	0						Steering Group and Endorsees		
May	Briefing and discussion with management - Charter Project & nature of their business, how to access Labour Hire staff?			Labour Hire			0						Signatory		
May	Charter discussion with direct employees, conduct survey	30		Residential rebuild/new build, Commercial Construction	Yes	Yes	30	30	30				Steering Group		
May	Make contact, meet H&S Manager, understand nature of their business			Commercial Construction	Yes	Yes	0								
May	Attend Safe Rebuild Safety Champion Training - understand the programme being delivered			Industry Provider H&S	Yes	Yes	0								
May	Attend Hawkins Induction, pass induction, understand the programme being delivered	40		Commercial Construction, residential rebuild and repair, demolition, infrastructure	Yes	Yes	0						Signatory		
April	Attend Site Safe Training, gain SS Passport, understand the programme being delivered			Industry Provider H&S	Yes	Yes	0						Endorsee		
April	Workers Memorial Day, attend WMD Service						0								
April	Familiarisation with industry	25		Residential rebuild	Yes	Yes	0						Steering Group		
April	Familiarisation with industry	6		Residential repair	Yes	Yes	0						Steering Group		

# APPENDIX SEVEN: CITATIONS



When citing this report, please use the following reference:

The Canterbury Worker Engagement Project – A report to the Steering Group of the Canterbury Rebuild Safety Charter (Christchurch, New Zealand) on worker engagement in Health and Safety.

## Acknowledgements

### Written material referred to or used in the development of this report

- Canterbury Rebuild Safety Charter: Awareness of the Charter and Perceptions of Health and Safety. Research First (2015).
- Worksafe New Zealand: Health and Safety attitudes and behaviours in the New Zealand workforce: A study of workers and employers. 2014. Qualitative research. Cross sector report. Nielson (2015).
- Canterbury Rebuild Safety Charter: Final report from Site Safe NZ inc to The Canterbury Rebuild Charter Leadership Working Group. Site Safe (2014).

