



# AT WORK

A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS

*Sijb Dros, BKN Coast & Sea Ports planner, working on the Texel dike improvement project*

## FROM SETBACK TO SOLUTION - TRUST IS THE BASIS



"I am responsible for planning the Texel dike improvement project. This means that I have combined all the permit and contract requirements together with the information from the design into a schedule. I have included the execution method and the quantity of material to be moved in it. This schedule is the guiding red thread for the contractor. But all kinds of things happen along the way, and it is my job to keep adjusting the schedule accordingly.

That is where my work is relevant to NINA. In the work, you have setbacks. That is part of the process. What matters is how you handle them. I have now been working at Boskalis for 3.5 years, and basically have been raised with the NINA programme. I have noticed that I take the NINA

approach into other work than just work safety. For example, I have indicated that, for various reasons, we were not able to complete the work in a certain dike section on time. In time means in the open season. This is because dike work cannot be done in the autumn or winter due to the risks of storms. There are different things you can do about this. I choose the NINA approach: opening yourself up to other insights, entering into dialogue, making issues discussable. As a team, we look for solutions to complete the work in the closed season in a responsible way. And we are completely open in the discussions with the client. It is about trust. And I am certain that the NINA approach contributes to this."

*Jeffrey Erkelens, Offshore Contracting superintendent*

## NINA AS MASCOT



"On board the Rockpiper, my job is to define the main points of the task beforehand and then to check that it is executed accordingly and that everything is right. I am the contact point for the customer and the project manager. Good communication is the basis for mutual trust. I have to be able to trust that people will ask me questions if they encounter an issue. And they have to be able to trust that I will respond properly to their questions. NINA helps with this. Because if you bring something up, you are not personally held responsible for it. NINA functions as a mascot, to whom you can attribute your words. There is a reason that the cardboard cut-out of NINA comes along to every meeting; it makes it easier to raise issues.

For me, NINA also means 'fit for duty'. In early 2016, we were surprised by foul weather in the German Bight: freak waves lashed the windows of the crew quarters, causing a lot of damage. Now, we pay closer attention to the weather forecast and there is less chance of that kind of surprises. The advantage is that you are better rested, because you sleep better. And that is important. If something stands out on my screen, I go to the bridge: is that right? Then it cannot be the case that I am tired or seasick, because then I would miss things. We cannot forget that the right choices have to be made on ships and projects; after all, that is where the money is earned! That is why 'fit for duty' is important for safety and for doing the work."

*Assistant Salvage Master Richard Robertson shares his thoughts and experiences.*

# BRIDGING THE GAP BETWEEN TWO COMPLETELY DIFFERENT SAFETY CULTURES

"Last year I was involved in the refloating of the Transocean Winner, an oil rig that had run aground off the Western Isles of Scotland. Our client being Transocean, an offshore oil and gas company, meant safety was at the forefront of any planning or operation. Given that all our operations are permeated with safety as well, this should not have been a problem. However, when someone else has a different definition of safety, this can pose a dilemma.

## PROCEDURES VERSUS DECISIONS ON THE SPOT

We had to work in conjunction with the rig crew. They wanted us to adopt their safety culture, with its procedures, rules and paperwork, while we are used to making decisions on the spot. Time was of the essence because the rig was in an emergency situation. If you only have ten days until the next spring tide, why 'waste' five on a risk assessment when we can do it in an hour? We openly discussed the scenarios with the client. With their approach, we would only be able to prepare the operation in ten days, with our approach we could refloat the rig in that time.

## DOING DANGEROUS THINGS SAFELY

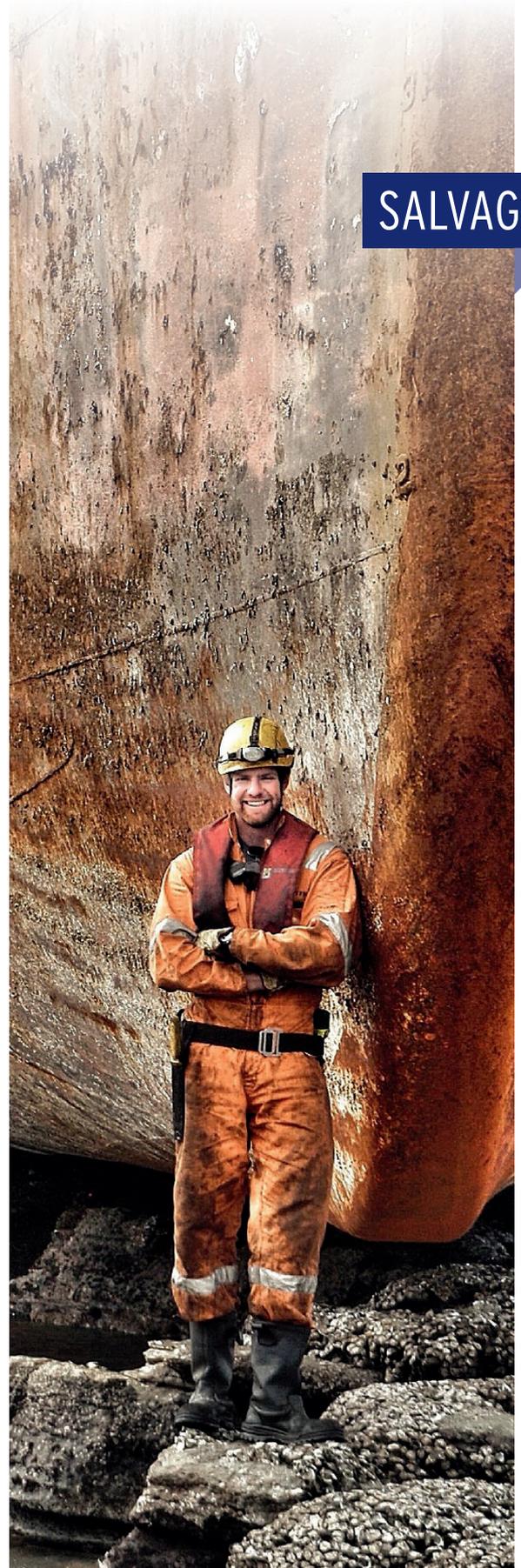
Now, you might get the impression we brush aside procedures to gain speed. Indeed, having time to submit paperwork for every task is a 'luxury' we do not have. This does not mean our way of working is less safe. Everything starts with training and experience of the personnel in the team. For task-specific safety, we have a team meeting in which we discuss what needs to be done, what could go wrong and what to watch out for. Everyone has their say. Once all are in agreement, we get on with the task at hand. These discussions may take a few minutes or an hour, depending on the complexity of the task. That is why I always say: in salvage we do dangerous things safely.

## COMPROMISE

In the end, we were able to compromise on both sides. Our client acknowledged how we work: small teams of experienced personnel dictating operations and planning at the 'coalface' of the work. And we accepted that in their sector, there are standard procedures that need to be followed. What's important is that both we and the client acknowledged that we wanted to achieve the same goal: to refloat the rig safely and not to risk life or limb for steel. You are on the same side, and the open communication NINA advocates helps you to express this."

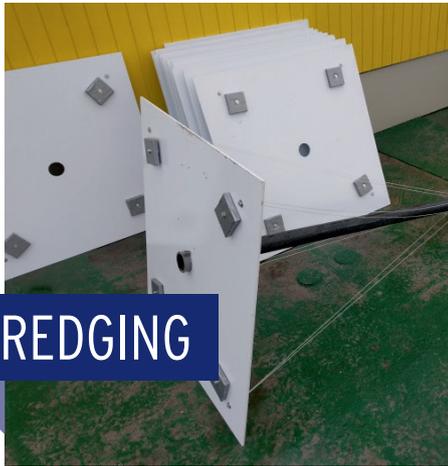
*The Transocean Winner was successfully refloated two weeks after her grounding with the help of two Boskalis tugs – Union Bear and Union Princess.*

SALVAGE

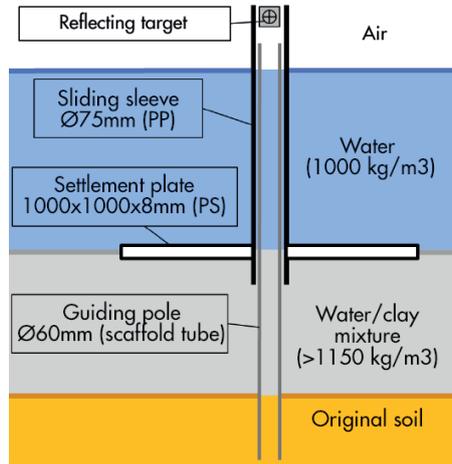


Safe Design: The team for the Marker Wadden project developed an (1) innovative, (2) cost-saving (3) most of all safe measurement instrument: the WKEG beacon.

# “THIS ISN’T EXACTLY NINA, GUYS. LET’S COME UP WITH SOMETHING BETTER!”



**DREDGING**



on this with a reflector sticker, where the surveyor can perform measurements from the sand dam with a theodolite. And voilà: the WKEG beacon (short for Willem Kegge beacon or the Dutch acronym for ‘water-clay mixture gravity consolidation beacon’) was born.

**MORE EFFICIENT**

“Everyone was enthusiastic and constructive,” says Roeland. “When you bring things up under the NINA flag, the mentality is one of “we’ll address that directly”. If it is then found later that the new way is not only safer but also more efficient, because where before four people worked on measurement for a day, now one surveyor can get it done in half a day, that is an added benefit.”

Imagine: you are with a work placement student in a sounding boat on an inland water body where an artificial island is being constructed. The boat is pulled forward by ropes by two vehicles located at the left and right on the surrounding sand dam. That was the situation in the Markermeer (North Holland/Flevoland) in which engineer Roeland Lievens (D&I - DR DTED Hydronamic) found himself. He had to perform measurements to monitor the settlement process of the clay. It didn’t feel good, he says. “Enough measures were taken to work in a controlled and safe way, but it did demand a high degree of attention from everyone involved. After the first measurement, I started to doubt whether we would be able to keep bringing it up every time. At first I thought “I’ll do it by myself, because I think it’s too dangerous for

the student.” But I’ve become a father now, so I said to myself, “no, if I don’t want to let someone else do it, I shouldn’t do it myself either.”

**HESITATION**

When Roeland reported this, with some hesitation, to then-head foreman Bart van Asperen, he immediately said “then we’ll find another way”. And that ‘we’ was taken literally: the whole team worked on this: Leon van Gent, Lennart Mastenbroek, Simon van Riet, Willem Kegge. The latter came upon the idea to use sink beacons. Roeland started working on this. He developed a sink beacon made of polystyrene that sinks through the top layer of water and stays floating on the clay soup below (the part that needs to be monitored). A hollow tube was placed

**ABOUT THE MARKER WADDEN PROJECT**

*In the Markermeer (North Holland/Flevoland), an archipelago of artificial islands is being built to promote the ecological diversity in the region. The cutter suction dredger Edax created the base with locally obtained clay in 2016. Delivery will be in 2020. In the meantime, Boskalis is monitoring how the clay is ‘setting’. The engineers involved can use this survey data to test their theory and to adjust the methodology according to the new reality as necessary.*

## BY WAY OF INTRODUCTION: THE COLLEAGUES BEHIND NINA AT WORK

**When it comes to safety, there is a lot to say. But what is really worth sharing? What would you want to read? And how can we satisfy the interests of our readers better?**

The new editorial staff of NINA At Work, consisting of Annette Panajoti, Judith Reemnet, Ellen Hagenars (all Corporate SHE-Q), Hetty Deelen (D&I SHE-Q) and Jacqueline Kuijpers (copywriter) are working on these questions.

**WOULD YOU LIKE TO SHARE YOUR EXPERIENCES IN NINA AT WORK? THIS IS YOUR PLATFORM!**

The theme for the NINA At Work issue 5 (coming out in early August) is: **‘Working with subcontractors and NINA’.**

Contact us before 5 June at [NINA@boskalis.com](mailto:NINA@boskalis.com).