



A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS | MARCH 2014

WE ARE A LEARNING ORGANIZATION



Nicole van Vliet, Fleet Manager

“What do you do when a test facility is invaded by a group of photographers looking for the best photo of the pipeline being tested at 32 bar? Or when a manufacturer carries out such a test using uncertified hoisting equipment? These are matters which I and our Quality Inspector have to deal with when I visit suppliers. The last time I was in China I talked about the issues that are important to us, namely quality,

delivery time, price and safe working conditions. Some suppliers responded with surprise, as the majority has very little safety awareness. Nevertheless the message that NINA means caring for each other is starting to hit home and on the following occasion lifting work was carried out using proper hoisting equipment, and the testing area was properly cordoned off. The pipeline being tested in China is intended for the converted Taurus, which will generate much greater pressure thanks to a fourth delivery pump. Our regular pipelines are not suitable for this purpose. For that reason we organized meetings with the Operations Office, Fleet Development, Maritime Dynamics Department and Procurement Department to design a new concept. We then developed this together with our suppliers into a high-quality and safe product. Similarly, we are now looking for a way to connect pipelines without people actually being involved. We are a learning organization and by consulting each other we can bring safety to a higher level. Since NINA has been involved we have done this more deliberately than ever before.”

NINA MEETS RUSSIA

In St. Petersburg Boskalis is involved in the construction of a new harbor. It is a project that requires considerable patience and creativity.

The construction of the Bronka harbor is quite a challenge, explains project manager Jack van Rees. He is no stranger to overcoming challenges. For example, he knew that shipping movements would

Management visit Bronka project



continue during the work so he hired 24 hour pilots. Although he believed he was prepared for the bureaucratic red tape, he was in for a nasty surprise when, for example, he was forced to arrange alternative staff at the last minute because of visa problems.

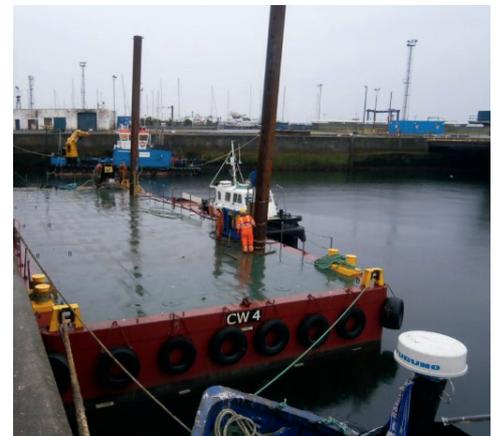
Flip-flops

There is very little safety awareness in Russia. Clients cannot be expected to provide any encouragement as regards safe working practices. Indeed, the general feeling is that safety training is a waste of time, as Mattijs Siebinga, director Europe, knows only too well. This produces a number of dilemmas. As Jack explains, “What do you do if employees from a local company are repairing a floating pipeline with nothing more than flip-flops on their feet? Our marine supervisor could literally not bear to watch. He had them stop working. “We are going to do it differently from now on!” The important thing is that you take responsibility when it comes to safety issues. That is what we are trying to communicate in Russia.”

FROM SHOC TO IMPROVEMENT

After a SHOC card was shown, a subcontractor modified its barge: a good example of how commitment can lead to lasting improvement.

“With NINA in mind we can help third parties improve their equipment so that it meets our standards,” says Adrian Cronin, Project Manager in Scotland, “if they are willing to change, of course. This definitely was the case with the subcontractor who received a SHOC card. Its barge lacked an integral spud lifting system, so the hiab crane of an adjacent multicat had to be used. The SHOC follow-up recommended installation of a spud lifting



Working on safety with third parties

system on the barge. This was highlighted in the project end report and taken up with the supplier when we were looking to charter the barge again for the new project.”

Troubleshooter

“For the subcontractor this modification was a learning process and we were able to walk them through it, acting as troubleshooter. During mobilization there was a near miss: the operator almost overextended the spud leg. Among other things, this led to a welded visual indicator on the leg. Now, eighteen months after the initial SHOC card we are finally happy to use it. We learned our lesson: the process from SHOC to improvement is not always easy!”