

# SAFETY TALK



## THE NINA EXPEDITION

### THE EXPEDITION ROADMAP



'We have achieved great things with NINA over the past decade. But no matter how effective a NINA course may be, we are aware that every session has a limited impact over time,' says Annette. 'Safety awareness gets a boost but that heightened awareness can quickly fade into

the background under the pressure of day-to-day work. The Expedition deepens our NINA program. It focuses on two aspects. First of all, it develops a long-term form of team building in the field of safety, creating a safety relationship that you enter into as a team. Secondly, it focuses on assuming responsibility, in other words the willingness and ability of each colleague to lead the way when it matters most. The participants are challenged to think for themselves about the central question: what do you do when you have to make an important safety decision under enormous time pressure? Suppose the circumstances or the client are very demanding - do you still prioritize safety, or do you fall back on a solution that is less safe? The idea behind The Expedition is to provide our colleagues with the tools they need to maintain our safety culture, even when things are tense.'

#### ADVENTUROUS METAPHOR

'As suggested by the title, The Expedition, an adventurous metaphor has been adopted: climbing a mountain in, say, the Himalayas together,' says Dirk-Jan. 'Just like a mountaineering expedition, the aim is to prepare the operation thoroughly and step by step: you set up a base camp first, and talk to each other about the steps needed for the first and second stage before making the final push to the top. Our 'climbing team' consists of our management team and our five fleet managers,' he says. 'We are still in the early stages. We are setting up our base camp and working hard on the formulation of our mission. That involves looking at issues like: Who will make the first climb? Who do we get involved? What impact do I want to have on my surroundings? Are we trying to reach the same summit together, or are we going to be climbing in parallel? That all sounds vague but, in practice, this approach works well in terms of allocating work quickly and, above all, getting to know each other well so that we can make the most of each other's talents.'

A new safety program, 'The Expedition', was launched under the NINA flag this summer. 'The aim is to further strengthen our safety culture, while emphasizing the concept of safety leadership. After extensive pilots, several projects have now started the roll-out,' says NINA program manager Annette Panajoti. As have the Fleet Management department and the Dredging division. Annette and Dirk-Jan van Leeuwen, director Fleet Management Dredging, describe their initial experiences.

#### COMPASS

The Expedition focuses on joint responsibility but the approach mainly targets the development of self-knowledge and understanding your own motives, becoming aware of your own strengths and weaknesses. Another striking element is the safety compass. It is a tool the participants use to set their own safety course on the basis of an understanding of their own talents and personality. The compass helps participants to find answers to questions like: What factors could get me lost? What are the sensitive areas, irritating elements or behavioral patterns that trigger my reflexes, stopping me from following my safety compass? The compass uses four 'directions':

- > **Reputation:** What kind of reputation do I want establish in the field of safety? How do I want to be remembered and talked about?
- > **Impact:** How do I establish my reputation on a day-to-day basis? What impression do I want to make? What attitude or behavior is needed?
- > **Core values:** Which core values are at the heart of my role in the field of safety?
- > **Talents:** Which competences, knowledge or experience help me to add value in the field of safety?

#### INTENSE SUBJECT

'What we want to achieve with NINA is for everyone to feel free to prioritize safety,' says Dirk-Jan. 'We want everyone to dare to tell a manager or colleague: let's take a another good look at how we can reduce the risks in this situation. But that means having enough confidence in yourself and in your colleagues. So this process involves asking the participants to adopt an open attitude, to open up to each other about their individual characters and to speak out - about themselves and about each other,' he says. 'That's intense, but safety is a tough subject. When you talk to colleagues who have had an accident, you hear harrowing stories: human suffering,

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rehabilitation, long periods cooped up at home and, when the worst comes to the worse, not being able to go back to the job they know. Here at Boskalis, we are obviously extremely passionate about getting the job done - that is our culture and it is our strength. That is who we are and we should not change that. But let's not forget that accidents still happen in our company. Let's keep our eyes and ears open, and keep working

on improving safety. That's why The Expedition is such an important program.'

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