

SAFETY TALK

NINA'S IMPACT ON THE CORPORATE CULTURE

There were discussions in small groups involving fleet staff, operational staff, and staff from management support departments. Peter van der Linde, the group director with responsibility for the safety policy, was present at the three meetings. 'It gave me the opportunity to listen to feedback in an open atmosphere,' he explains. 'The sessions gave us the opportunity to switch roles. Of course, as a group director, I visit a lot of projects but that certainly doesn't always give me the opportunity to talk to people at length. These networking afternoons, on the other hand, do just that.'

ENTHUSIASM

'The NINA philosophy continues to evolve. At the time, we planted a seed. It really has taken root now but we want to carry on guiding growth properly. The idea was to encourage the ongoing development of NINA by talking about experience with the program in open discussions, and to think

about what can be done better, or differently,' explains Peter. 'We've certainly been successful there. The participants were very enthusiastic and committed to the program.'

NEAR MISSES

'Thanks to NINA, we are now open to change, not only in dredging but also in inland infra and offshore energy. NINA makes sure that we don't develop tunnel vision and focus exclusively on our own safety; it keeps us alert to the safety of people we work with,' Peter points out. 'The success of NINA is due mainly to the simple message. As a result, we have edged much closer to our ultimate ambition: *No Injuries, No Accidents*: the incident rate continues to fall. But the increase in the

number of reports of dangerous situations and *near misses* is just as important. A fatal accident is really just the tip of an iceberg. Below that, there are close shaves and other conditions that are less safe. Many of the participants pointed out the importance of establishing a clear picture of those situations because we can learn so much from them.'

LEARNING FROM THE FLEET

Another topic that was often mentioned was the need felt by the operations and the fleet staff for more involvement in the preparations for a project. 'That may involve simple, practical things like using a particular type of

Three reflection sessions were organized recently in Papendrecht focusing on the theme *NINA, now and in the future*. The participants from all levels and business units of the company discussed their experience with, and the further development of, the successful NINA program.



NEW Q-AID RELEASE

Q-Aid is one of the most important management tools at Boskalis. It underwent an extensive overhaul this year to tailor it to the new organization. In an operation with Boskalis Offshore, the entire package was taken apart and reconfigured for use in all business units. The portal technology, developed with ICT, means that the new release is much more dynamic.

'Clarity is the key word for this new release. In virtually every area, Q-Aid provides a clear and detailed picture of the Boskalis policy and approach,' explains SHE-Q

coordinator Arco van Marion. 'It provides users with the structure and documentation that are indispensable for concluding contracts, and that are also vital when preparing and delivering projects and services. Q-Aid contains policy memo's, procedures and guidelines relating to virtually every area of our business operations. It also provides a wealth of information about safety, and information for the fleet.' As well as clear guidelines for all the business units about the harmonization of reports about numerous topics, Q-Aid delivers numerous standardized templates that can be processed freely and that are mainly useful in the tender and execution phases. 'The new approach based on portal technology means that users will now always



have access to the latest information,' explains an enthusiastic Arco.

> More information?

Check out www.boskalis.com/q-aid (q-aid.boskalis.net) or send an e-mail to arco.van.marion@boskalis.com.

scaffolding for safe crew transfers,' explains Peter. 'The work gets safer if fleet staff are more involved in that type of decision.' This observation is confirmed by Marcel van Hoogstraten, projects director at Boskalis Nederland, who attended one of the sessions. 'NINA really enjoys a lot of support from the fleet,' he says. 'That is partly because of the fact that, on the fleet, regular teams work on ongoing processes, and so the NINA approach is continuously being improved. One of the things we found was that operations should draw more on the experience of the fleet when it comes to NINA.'

IMPACT ON THE CORPORATE CULTURE

'It was fascinating to see how so many conversations ended up being discussions about smarter or faster ways of doing the work,' continues Peter. 'You can see that NINA has had a major impact on our corporate culture. For example, NINA can be a platform for the integration of our non-Western staff. Here in the West, we are less concerned about hierarchies, rank and status than other cultures. NINA gives people from other backgrounds the opportunity to get past their reluctance to bring up some subjects. That means that NINA may have an even larger impact in non-Western circumstances than here in the West,' explains Peter. 'On board of our ships, we have *mini-universes*. The *non-Dutch* on board are becoming more assertive,

precisely because NINA encourages them to say what they think. That certainly benefits our corporate culture.'

COMBINED APPROACH

A widely-discussed theme was the inclusion of sub-contractors in the NINA program. This is a challenge on various projects. The conclusion was that it is important to involve sub-contractors in NINA as early as possible. The introduction of NINA to offshore activities was another topic discussed. 'Even more so than in dredging, safety in the offshore energy industry is enshrined in procedures, regulations and checklists,' says Peter. 'Even so, improvements in behavior and awareness-raising can provide added value here as well, and introduce a new dimension to safety. On the other hand, our dredging activities can benefit from the more formal approach that is a feature of offshore work. We can learn from one another by combining the two approaches.'

GOOD FOR US

'A thing that emerged from many discussions was that, particularly at the pre-qualification stage, NINA helps us to get ahead of the competition. In our industry, and even outside it, NINA is now a strong brand. But I want to emphasize one thing: our NINA program wasn't introduced for our clients; we do it because NINA is good for us. Of course, we like the fact that our clients appreciate NINA, but that is not the essence

of the program,' concludes Peter. 'The essential thing is that NINA has become an inextricable part of our culture, our approach, and our DNA. We do it because we ourselves want to work safely.'

TEAM SPIRIT

The sessions were initiated and facilitated by the SHE-Q department. 'For us, the main goal is to bring the participants together,' says SHE-Q coordinator Wilko Bardelmeijer. 'Our aim is to give people the opportunity to exchange their experiences in an informal setting. We think commitment to the NINA process will be much stronger if people discuss dilemmas that they run up against in practice. To achieve this, the sessions concluded with a challenging NINA team exercise. Next year, we want to have more reflection sessions. Anybody who wishes to make a contribution to the discussions should go directly to nina@boskalis.com.'

> Do you want to know more? Send an e-mail to peter.vd.linde@boskalis.com, wilko.bardelmeijer@boskalis.com or marcel.v.hoogstraten@boskalis.com, or check www.boskalis.com/nina