

SAFETY TALK



TWIN KICK-OFF FOR NINA ON PROJECT IN QATAR



Boskalis improved its safety record yet again last year. NINA, the staff program focusing on raising safety awareness, was one of the factors in that achievement. Every year, Boskalis takes on hundreds of large and small projects. 'The success of NINA depends, and will continue to depend, on how the safety program is approached and implemented on all those projects. A good start-up meeting is an indispensable component of the NINA program, helping to motivate project staff and to get all noses pointing in the same direction,' says Wilko Bardelmeijer. As the NINA program manager from the corporate SHE-Q department, he is closely involved in many NINA activities. 'Initially, a project team makes the arrangements for a start-up meeting. They decide themselves on the subjects, and how NINA should be put into practice on that specific project,' explains Wilko.

UNIQUE PROJECT

A 'double' start-up meeting was organized recently for the dredging work on the eastern coast of Qatar. This unusual project is being executed by Area Middle East. It involves deepening and widening a fairway over a distance of almost thirty kilometers, as well as building three islands, and the entrance channels to two of them. Preparations for the project, which will take more than one and a half years, started late last year. The dredged volume will be more than 6.1 million m³, and the dredged material will be removed using a pipeline that includes floating sections, and a very long sinker pipeline. Project leader Anne Jan Fokkema and his team can look forward to a unique project, because most of the work consists of dredging extremely hard rocky material ('hard simsima'). The cutter suction dredgers Taurus II and Phoenix will be

deployed on that part of the project, after being fitted out with the new cutter head developed in-house by Boskalis: the strong rock cutter. Despite this technical innovation, we expect to use approximately 120,000 pick points to remove the hard ground.

CHALLENGES

The major risks on the project in Qatar are the heat, and the possibility of exhaustion as a result. 'In certain sections, the pick points on the cutter head will have to be changed very frequently indeed. That means the working conditions will be tough. And particularly during the summer, when the temperature can hit 50°C, that can be a safety risk,' explains Anne Jan. 'In addition, the daily crew changes sometimes involve long travelling times. One of the NINA rules is that we expect our people to arrive at work fit for duty. During the first NINA

Organizing NINA start-up meetings is crucial to the ongoing success of NINA. The project management on the dredging project in Qatar, where the work is being done in difficult conditions, launched the start-up for NINA in two phases.



- 01 THE CUTTER SUCTION DREDGER TAURUS II AT WORK IN QATAR**
The cutter suction dredgers Taurus II and Phoenix have been fitted out with a new cutter head developed in-house: the strong rock cutter. Despite this technical innovation, we expect to use approximately 120,000 pick points to remove the hard ground.
- 02 THE SECOND NINA SESSION**
The second NINA start-up session took place on the Taurus II on 9 February. An impressive number of steps were taken to improve safety and enjoyment at work.
- 03 NINA OBJECTIVES**
The poster produced by the project management during the first start-up session was limited to general NINA objectives such as the wish for an enjoyable workplace and safe production. The poster was in a prominent location during the unique working discussions in Papendrecht and during the second start-up session in Qatar.

THE COASTGUARD BASE

SAFETY STATEMENT

Our people are our most valuable assets. Making safety a core value. Our goal is to improve the conditions. This is achieved by our employees. Culture and supported through values and focus. All employees understand the responsibilities and are committed to the improvement and safety of work.

VALUES

- A safe environment for all crew safety
- Compliance with all relevant regulations
- A clear action in case of safety incidents
- Responsibility for the work
- Support feedback system at safety
- Encourage initiatives of crew and
- Promote
- Support all accidents, including near misses, to prevent others and build the learning culture.

RULES

- NEVER A JOB IS WORTH THE LAST BREATH
- NEVER A JOB IS WORTH THE LAST BREATH
- NEVER A JOB IS WORTH THE LAST BREATH
- NEVER A JOB IS WORTH THE LAST BREATH
- NEVER A JOB IS WORTH THE LAST BREATH
- NEVER A JOB IS WORTH THE LAST BREATH
- NEVER A JOB IS WORTH THE LAST BREATH
- NEVER A JOB IS WORTH THE LAST BREATH

NINA GOAL

Together we make the difference in achieving safe production, by creating a safe and enjoyable workplace, where we appreciate feedback and regularly evaluate our performance.

COMMITMENT

- Anne Jan Fokkema
- Ricardo Estevez Prieto
- Marie de Bruijn
- Marc Prellipier
- Marie Luising
- Peter Nienmansverdriet
- Daan van de Zande
- Tim van Schooten
- Karin van Oord



Boskalis

at the outset with dilemmas like this is an indispensable step in motivating them and ensuring that NINA is successful.'

DIALOGUE

Given the extreme hardness of the bed, the crews on the two cutter suction dredgers were already involved in a dialogue with one another and the project team during the preparation stages in Papendrecht. This resulted in a unique consultation process in which they decided on the optimal approach to the dredging operations together. In close consultation with staff from the Dredging Department, a range of working methods were studied and tested on the cutter simulator. The project team's NINA goal was also described and explained during the course of these discussions.

SECOND START-UP SESSION

The question of how the broadly-formulated NINA objective would actually be achieved in practice was addressed in Qatar in early February during the more practically-oriented second start-up meeting. 'During the course of that follow-up session, the project management, together with the captains and the chief engineers of the Phoenix and Taurus II, devised solutions together and made working agreements to cope with the challenging conditions in Qatar,' says Amit Walia, a SHE-Q representative for Area Middle East.

The five main risks involved in the project were discussed at the session. As well as the heat, crew changes and working in shallow waters, the presence of employees (people working for sub-contractors, for example) with inadequate training or safety awareness, or poor language skills, was mentioned as a risk. Working methods and solutions were devised to mitigate this risk. The list of measures discussed is long and it ranges from the decision to work only with up-to-standard equipment, and the deliberate decision to systematically communicate all information and project schedules, to the critical selection of, and extensive training for, sub-contractors' employees. It was also decided to develop procedures for working in heat and in shallow waters, and to encourage the use of SHOC cards. The team also worked together in numerous other areas on the development of rational and creative ways of working safely and pleasantly.

> For more information: send an e-mail to wilko.bardelmeijer@boskalis.com or anne.jan.fokkema@boskalis.com

start-up meeting in Papendrecht, we realized that a high level of safety awareness would be needed on this project, and that includes the people working for our sub-contractors. So we deliberately concentrated on formulating a general NINA goal that includes Safe production by creating a safe and enjoyable workplace. 'We then decided to organize a second NINA start-up session with the project staff once we arrived in Qatar. The people who do the actual work often have excellent ideas for reducing the risks,' says Anne Jan. 'Getting them involved