

SAFETY TALK



'THE NINA EXPERIENCE' FOR DTED STAFF: A FEAST OF RECOGNITION

DTED (the Design, Tendering & Engineering Department, the new name for the Engineering & Estimating department) has, since January, been split up between the Dredging & Inland Infra and Offshore Energy divisions. 'NINA has been with us for a few years now,' says Bart Pröpper, manager of the DTED department of the Dredging & Inland Infra division. 'Since then, DTED has been joined by many new, often young, colleagues, not all of whom have that much experience with NINA. That is why, in the run-up to splitting the department, we wanted to put the spotlight on safety awareness in DTED. By thinking about the safety issues associated with a project during the preparatory phase, we can prevent possible surprises during operations. In addition, many of our colleagues work on projects for longer and shorter periods. For them, it is more difficult to raise safety issues than for someone who works on a project all the time and knows the local conditions.'

NINA BOOST

Remco Buijs, SHE-Q manager with DTED, was one of the developers of The NINA



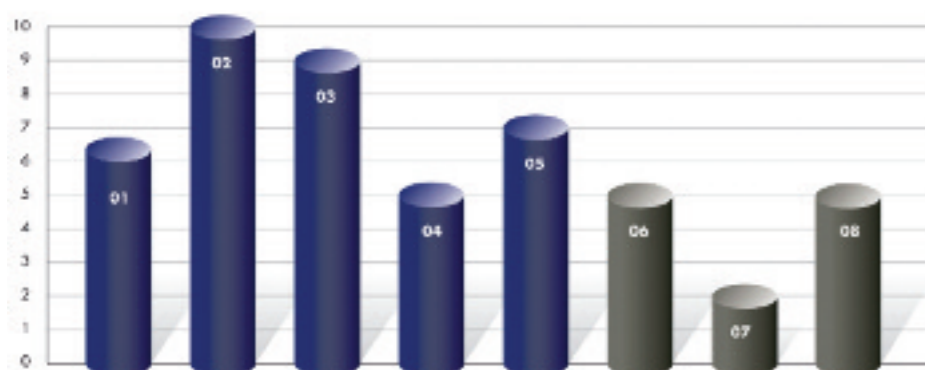
Experience. 'As part of the preparations, we asked the participants to send us photos of NINA moments they were proud of, or that illustrated safety issues,' he says. 'The photos were used to kick off detailed discussions about personal dilemmas and challenges. The composition of all the groups was varied (dredging and offshore energy, juniors and seniors), but the ice was quickly broken, partly due to the frank discussions. The sessions also included a theoretical

section about the NINA philosophy. The participants were then asked to suggest a NINA boost by describing potential improvements they would like to see. Finally, there was a joint practical exercise in the form of a game.'

MORE THAN AN EMPTY PROMISE

'Although the emphasis in many sessions was on the NINA Values, there were also a lot of participants who wanted to look at the

IMPULSES FROM ALL SESSIONS IN RELATION TO THE NINA VALUES & RULES



VALUES

- 01 I am responsible for my own safety
- 02 Approach others about working safely
- 03 Take action in case of unsafe operations if necessary. I will stop the work
- 04 Accept feedback about my safety behaviour regardless of rank and position
- 05 Report all incidents, including near-misses, to inform others and build on lessons learned

RULES

- 06 Prepare a risk assessment for each project, vessel or location
- 07 Be informed about risk & control measures
- 08 Be fit for duty and wear the ppe required

During twelve sessions recently, 150 DTED colleagues participated in 'The NINA Experience'. This NINA follow-up program involved sharing experiences as part of a team, and discussing dilemmas associated with the NINA Values & Rules. When should engineers raise the alarm? And how should you go about it?

NINA Rules. The Fit for Duty Rule in particular led to a debate,' says Remco. Bernd Jacobs, manager of the Dredging Department who, like Bart, kicked off and attended a number of sessions, agrees: 'Our tender teams sometimes work deep into the night to complete tenders. But then they have to drive home. How safe is that? For me, as a department head, the discussions were an eye-opener. I intervene sooner now if I see a situation like that, for example by telling people to make sure they get enough rest. But colleagues should also talk to one another about this. That is the strength of these sessions: it is pleasant to see how our colleagues have the same dilemmas and doubts as us, and it is important to hear how they solve the problems. In that respect, these meetings were a feast of recognition.' Bart adds: 'Younger colleagues in particular want to be sure that NINA is more than an empty promise. They aren't always convinced that they will get management back-up if they raise the alarm when a situation is unsafe. The value of these sessions is that we can address these concerns and, on behalf of management, emphasize that they can count on the unconditional support of management: that is one of the fundamental NINA principles.'

ASKING FOR FEEDBACK

Thijs de Blaeij, junior engineer DTED in the Offshore Engineering Department, agrees: 'These meetings are important because we can work together on a culture in which nobody thinks it is a problem to discuss their concerns. As a junior without a lot of experience, it really isn't easy to step up to the plate. You know a lot of money is on the line, you're not sure of yourself, you're working with experienced colleagues and you don't want to get a name as a moaner or a troublemaker. That was something we talked about extensively. What should you do if you have a feeling that something is going wrong? As a junior, what do you say to a captain? You can see how your colleagues are facing the same questions, and you hear stories about how others tackle these challenges. So one of



the NINA boost suggestions was: Be aware that you are not alone, even if you are completely isolated in the jungle in Africa. Use modern technology: make photos or films showing problematic situations and use them to ask for feedback from colleagues or the management, but don't forget to involve the people responsible on location.'

IRONIC

The photo sent in by Thijs demonstrated the value of the NINA Values. The client had installed a camera system for the installation of 25 jackets on a wind turbine project. The idea was that the cameras would replace the usual approach in which crane operations were visually inspected from the jacket by a lifting superintendent. 'The client thought it was safer to carry out the visual inspection remotely,' explains Thijs. 'However, during the operation, our team had doubts about whether the installation was proceeding faultlessly, not least because third parties had modified the lifting tool and the jacket. The camera images suggested that everything was OK but our lifting supervisor had his doubts and decided to go up the jacket to make a visual inspection. Once he got there, he found out that the engineers had forgotten to remove a part. You couldn't see that on the monitor. That intervention

prevented potential damage. It was a real NINA moment. One of the values is: *I take action in case of unsafe operations.* It was ironic that the client was actually trying to improve safety.'

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01 THE NINA EXPERIENCE
Group photo of one of the sessions.

02 THIJS DE BLAEIJ'S 'NINA PHOTO'
The client had replaced visual inspection of the operation by inspection using cameras and a monitor. The images suggested that everything was fine, but the lifting supervisor had his doubts. So he went on to the jacket to conduct an visual inspection, and managed to prevent possible damage.