

SAFETY TALK



MARINE SERVICES BUSINESS UNIT PREPARES FOR NINA



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01 TAKLIFT 4
The sheerlegs Taklift 4 installing a jacket for an offshore wind turbine.

The Marine Services business unit organizes ocean transportation for large structures using the heavy Dockwise transport vessels or powerful Fairmount Anchor Handling Tugs (AHTs), and by chartering vessels including AHTs, a range of oceangoing flat top barges and sheerlegs. 'In some parts of Marine Services, such as the crews of the AHTs and the sheerlegs, the roll-out of NINA has been in progress for a year now; the launch at Dockwise and Fairmount is now beginning. One of the challenges facing the introduction of NINA in these parts of the company is that there are quite a lot

of cultural differences with the Dredging & Inland Infra division,' says Carmen. 'NINA focuses on raising safety awareness, and therefore on the values of our colleagues, but the emphasis in the offshore industry is precisely on strict safety procedures. Safety standards on offshore projects are already high. Even so, NINA can certainly make an important contribution to further safety improvements.'

POSITIVE ENERGY

'NINA is a part of the Boskalis identity,' says Marine Services general manager Maarten

The NINA safety program has already been fully accepted in the Dredging & Inland Infra division. The roll-out at the Marine Services business unit of the Offshore Energy division began last year. 'It is an intensive process but we are doing everything we can to make NINA a success at Marine Services as well,' says SHE-Q manager Carmen Dewilde.

Meeuwisse. 'The NINA norms and values make it clear what Boskalis stands for and that generates positive energy and a feeling of pride. I'm convinced that the introduction of NINA will help us to boost our shared identity. The program is not just about procedures; the focus is, above all, on commitment and perception. For me, the most important thing about NINA is that it helps us to work together better. Safety conduct is described in five core values and five supporting rules. NINA makes safety something that you can talk about openly and it encourages people to make their own work, and the work of their colleagues, safer. Not only does that help us to prevent accidents, it also boosts teamwork. The clear NINA structure makes our work easier because it helps us to sort things out quickly. And that means we are also sending a strong signal to our clients.'

CULTURE DIFFERENCES

A lot of steps have been taken recently to ensure that the introduction of NINA at Marine Services on the AHTs and the sheerlegs proceeds smoothly. During a 'reflection session' last summer, senior management set out the broad framework. One component involves mapping out culture differences. After extensive NINA management training, a group of managers are conducting regular discussions with large numbers of colleagues (including the fleet) during management visits. Maarten explains: 'The management visits prove that NINA is part of our company's DNA and that the program really is supported by the management. That is a very important message.'

Before the introduction of NINA at Fairmount and Dockwise, representatives from the SHE-Q department are conducting interviews with office and fleet colleagues in places including Hong Kong, Shanghai, Singapore and Riga in order to establish a clear picture of the culture differences and the dilemmas that these colleagues come across in the course of their work. 'That initiative

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MAARTEN MEEUWISSE, GENERAL MANAGER MARINE SERVICES

has had a universally positive reception,' says Wilko Bardelmeijer, NINA program director. 'Furthermore, it gives us the opportunity, before the NINA courses start later, to introduce at least part of the NINA philosophy. This summer, Marine Services' senior management will meet to decide what needs to be done next in the ongoing roll-out of NINA.'

INCIDENT REPORTING

A large number of captains and chief engineers and some of the foreign fleet crews on the AHTs and the sheerlegs have now completed NINA management training. 'The roll-out of NINA on all our vessels will be the main challenge facing us in the months to come,' says Carmen, who recently taught a number of NINA courses for Philippine crews in Manila. 'Our experience is that the first three NINA values are hardly discussed at all: everybody agrees that we are responsible for our own safety, that we should approach others about working safely, and that we should stop the work if there is a hazardous situation. However, the last two values – accepting feedback and reporting incidents – are not accepted as easily, particularly where people are used to more hierarchical structures. Quite a number of crew members have reservations about reporting incidents or 'near-misses': that results in a lot of paperwork and the person who makes the report will often feel the consequences. That suggests there is a blame culture, which is counter-productive for the NINA process. After all, it is important to report incidents: not to find out who has made a mistake, but

to find out what has gone wrong, why, and above all how we can stop it happening again.'

VISION

'Not all our clients in the offshore industry have reached the stage where they agree with that vision,' continues Carmen. 'In the past, the customer called us in to give us a dressing-down when there had been two damage incidents and two near-misses on a vessel working for that customer. We had to account for ourselves and so we explained: the more reports we receive, the better we can prevent accidents in the future.' An important part of the roll-out of NINA at Marine Services is, therefore, informing clients. 'During roadshows for clients, we always introduce them to NINA and the response is generally positive. We even have major clients who have decided on that basis to use NINA rather than their own safety programs on certain projects. It is vital that we continue to convince clients that they have to accept NINA when they work with Boskalis.'

➤ For more information: send an e-mail to carmen.dewilde@boskalis.com or maarten.meeuwisse@boskalis.com or go to www.boskalis.com/nina