

SAFETY TALK



'TEAMWORK IS KEY TO ONGOING IMPROVEMENTS IN SAFETY AND EFFICIENCY'

'Every new project is expected to organize a NINA start-up meeting. Essential components of those meetings are agreements about the team's safety goals for a project, and particularly about how they can make their NINA objectives a success in practice,' says Wilko. 'The Boskalis project teams focus heavily on the practical side of a job, and they are successful. But as the complexity of our projects increases, it becomes more important to stop and think from time to time about whether the stated objectives are actually being achieved. This area can sometimes get pushed to one side. That is why we stress the importance of the NINA Experience and other refresher courses, with modules for strengthening teamwork and team leadership. We want our teams to take more time-outs to reflect about whether they are on the right course to achieve their NINA safety objectives. That doesn't have to cost a lot of time,' he says. 'You can make a lot of progress just by taking five minutes extra after a meeting for reflection. You can sometimes move ahead by standing still.'

TRUST

The NINA Experience covers four main themes that affect project success: leadership, atmosphere, giving and receiving feedback, and teamwork. The training courses are modular and they can be tailored to the requirements of a project team or a ship's crew. 'Colleagues from SHE-Q are happy to help with the development of tailored courses,' says Wilko. 'We encourage team members to discuss openly how they operate as individuals in a team. Mutual trust is the first and foremost condition. It is important to create the right atmosphere and to ensure that team members feel free to bring up safety issues. We also wish to place a greater emphasis on the concept of team leadership. This means that teams should assume responsibility for the stated objectives. That also means that the team members should give each other periodical feedback about how they work together as a team to implement the actions required.'



IMPORTANT STEP

Wilko mentions the reflection sessions conducted recently on various Marine Services vessels. 'These teams often work in difficult conditions,' he says. 'During a reflection session, the crew members of one of the vessels looked back together and discussed the various safety aspects in detail. The sessions helped the team members to restore mutual trust. The crew has said they are convinced that everyone is on the right course for safety. That means they have taken an important step in terms of teamwork and learning from each other. Reflection sessions are not just a way of supporting the achievement

'The Optimize pillar in the Corporate Business Plan for 2017-2019 targets efficiency and effectiveness at Boskalis. To improve our organization, we will need to ensure optimal coordination and better cooperation within our teams,' says NINA program leader Wilko Bardelmeijer. 'The concepts of teamwork and team leadership, which are core values in the NINA program, play a crucial role here.'

of raw materials for tender and project teams. After a career as a project manager, colleague Cors van Poortvliet has been in charge of the department since last year. 'As a project manager, I worked in an environment where NINA played a clear, visible role,' he says. 'When I moved to this department, I wondered how we would work with the concept of safety in this Specialism. Not least because new colleagues had joined the department who were only superficially acquainted with NINA, I decided to organize a reflection session. During preparations and during the session, we received a lot of excellent support from the SHE-Q department. We completed all kinds of exercises and group assignments in a relaxed atmosphere and that gave us the opportunity to get acquainted with each other in a new way. All our colleagues were encouraged to be open and vulnerable, and they were actually willing to do that. A concrete result is that we now have a more practical approach to the NINA moment at the start of our regular consultations. We have formulated a new NINA objective and we are working actively on achieving that objective. This means, for example, checking more often in practice the extent to which our recommendations are actually implemented. As a result, we are now more intensively involved with colleagues from other business units. That means the session has resulted in teamwork in several respects.'

of NINA objectives. They also result in closer cooperation, and that has a positive effect on the entire business process,' says Wilko.

TEAM SPIRIT

Another successful reflection session was organized recently at the Raw Materials Specialism of Boskalis Nederland. The department is involved with activities that include the transportation and trading of raw materials such as sand and cleaned incinerator bottom ash, the management of the Slufter area in Rotterdam for a period of five years, the exploitation of quay walls, and environmental consultancy

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