

SAFETY TALK



'NINA CREATES A TEAM SPIRIT AT EVERY LEVEL OF THE ORGANIZATION'

During a recent MCS meeting in Papendrecht, Bob Kidd, head of business sector maintenance at Boskalis Westminster, described the situation: 'Many projects involve working more and more often with people from outside our organization for whom NINA is not the accepted standard. On an increasing number of international offshore and dredging projects, Boskalis teams up with joint venture partners, subcontractors, suppliers, crew members and freelance contractors who work with different levels of safety from us. And they are sometimes recruited by a client, rather than Boskalis. Outside parties execute a variety of tasks on projects or on our vessels: from diving, welding and electrical work to major activities such as delivering complete foundations. As a result, project teams have to make extra efforts to ensure that responsibilities with respect to safety and NINA principles are well-defined and respected.'

PORTSMOUTH

An example of a 'shared' project of this kind is the widening and deepening of the port of Portsmouth, where half of the 150 people working on the project and crew members came from outside Boskalis. 'We soon realized that we had a challenging situation on our hands,' says project manager Gerrit Jan van den Bosch. 'First of all, of course, we work with preferred suppliers, for example to charter multicaats and tugs. Many outside suppliers had already worked on some of our projects. We invited these larger companies to kick-off meetings, where they were given a detailed introduction to NINA. But we were also working with welders and divers, sometimes for just a few days or weeks. We organized dozens of special NINA inductions for these groups at which colleagues from SHE-Q and members of our project team briefly explained the NINA Values and Rules and SHOC cards. In particular, we focused on the specific risks we defined on this project. These sessions certainly helped us to ensure that all outside parties were very much aware that safety was the first priority on our project. In addition, these people almost always worked with Boskalis colleagues with a NINA background who were able to keep an eye on them.'



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DOLWIN3

The offshore platform installation project DolWin3 was completed recently. All the subcontractors who provided manpower were invited to NINA sessions. 'We organized kick-off meetings for all phases of the work,' says project manager Frank Berrens. 'We have outsourced an important part of the project, the extensive ballast work, to ALE Heavy Lifting. We were very much aware that we had to deliver a high-risk, demanding, and technically advanced job and so we organized extensive NINA sessions in advance with this subcontractor. We did the same thing with the supplier of the large winches that we used on this project, and with other stakeholders,' says Frank. 'Most companies in our sector have their own safety programs, but we were able to use these sessions to communicate the NINA philosophy, and therefore our own thinking about safety. The fact that NINA focuses on assuming personal responsibility went down well.' In addition to NINA sessions with the subcontractor's supervisors just before the start of the project, there were also kick-off meetings with colleagues working on the operational side. Toolbox sessions were arranged during operations and they also

NINA has become a natural reflex for Boskalis colleagues in recent years. The safety awareness program was also introduced at VBMS this fall. However, on an increasing number of projects, Boskalis works with subcontractors, suppliers and freelance contractors who don't always have the same approach to safety. How does Boskalis ensure that safety is also guaranteed on those projects?

Boskalis colleagues from SHE-Q are on site every day to monitor safety, talk to people about unsafe conduct, and to help improve safety. We also carry out a lot of management inspections. And we are getting the management from Smulders involved in order to pass on our philosophy. And, of course, we also draw attention to things that are done well.'

André points out that the contract stipulates that some of the responsibility for safety has been transferred to Smulders. 'Which means that we don't actually have to be involved to this extent,' he says. 'But our standards are apparently higher than those adopted by other clients they work for. We decided to organize safety task force meetings every week at which we had open discussions with the client Vattenfall and subcontractor Smulders about all the possible risks. And that really helped: there was a genuine transformation in the culture. Initially, there was some resistance but they are now actually grateful that we are helping them to achieve a higher safety standard, which is an absolute requirement for any collaboration in the future,' says André.

focused extensively on safety issues. 'In this way, safety awareness is gradually spreading throughout the project organization,' says Frank. 'NINA creates a team spirit at every level of the organization. As a project manager, I think team building is particularly important. A simple initiative like handing out the same poloshirt to everyone involved works wonders. It creates a sense of camaraderie. You improve safety because you understand each other better and you are more willing to watch out for one another.'

ABERDEEN OFFSHORE WIND FARM

Suppliers and subcontractors play a crucial role in the construction of many wind farms. On the project in Aberdeen, the Belgian company Smulders is responsible as a subcontractor for the construction of the turbine foundations. 'We immediately realized that Smulders had an approach to safety that was very different from ours: they didn't even require everyone to wear helmets,' says project manager André Andringa. 'We took immediate steps to make improvements. During NINA kick-off meetings, we explained our goals and the level of safety we expect from them. In addition,

> For more information: send an email to bob.kidd@boskalis.com, gerit.jan.vd.bosch@boskalis.com, frank.berrens@boskalis.com or andre.andringa@boskalis.com

01 DIVING SUPPORT VESSEL CONSTRUCTOR ON THE DOLWIN3 PROJECT
The Constructor working alongside the DolWin Alpha platform preparing the jacket for the float-over of the DolWin Gamma platform as part of the DolWin3 project.