

Cohesion

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From instructions and procedures
to a safety culture

Boskalis targets safety awareness with NINA



With a firm flourish, CEO Peter Berdowski placed his signature on a life-size 'Values & Rules' poster on 15 July, launching the new Boskalis safety program: NINA – No Injuries, No Accidents. Some days earlier, all the staff at the head office had received an invitation to get acquainted with the mysterious 'NINA', whose arrival was already announced in a full-page spread in the last issue of Cohesion. Simultaneously, a special NINA site (www.boskalis-nina.com) also went on the air. The site clearly explains the NINA goals and philosophy, and the Boskalis Management Team describe their commitment to the safety program in brief statements. At the same time, the entire workforce throughout the world received information describing the background, content and implementation of the program. The ambitious approach to the campaign shows how our company has adopted a new course for safety: with NINA, Boskalis is boosting its profile as a safe hydraulic engineering contractor.

Peter Berdowski gave a speech describing the numerous activities initiated by Boskalis in recent years to promote safety at the company. 'At Boskalis, we take safety very seriously indeed. As a result, our record in this area has made clear steps forward. Even so, there are still accidents', explains the CEO. 'So far, we have focused mainly on procedures and instructions, and largely skipped the conduct component.'

ONE STEP FURTHER

'In 2009, Boskalis carried out a safety survey of the entire workforce and numerous clients. The main conclusion was: if we want to achieve our shared objective of a work floor free of incidents and

accidents, we have to go one step further. To actually be in a position to work safely, the development of a culture based on values is indispensable. And in that culture, people need to promote safety actively and talk to one another about safety problems. The result is the Boskalis NINA safety program: No Injuries, No Accidents.'

STANDARDS FOR SAFETY CONDUCT

'NINA sets out unequivocal standards and explains clearly what we expect from our staff and sub-contractors when it comes to safety conduct. The basis for our NINA safety program is our vision statement, which is based on five core values and five rules. The Vision Statement sets out what Boskalis stands for when it comes to safety.'

VALUES

'Our values tell people what we expect from one another in terms of safety. Each value starts with the word "I" to emphasize individual commitment and responsibility', explains Peter Berdowski. 'Of course, we are all responsible for our own safety, but we are also responsible for the safety of our colleagues. So the values tell us to take

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In this issue:

Senior management and NINA

Senior managers talk about their commitment on the NINA site. A taste of what's to come.



NINA - the making of... Head of SHE-Q Wilfred Haaijer talks about events leading up to the large-scale NINA campaign.

Ecoshape is in full swing Stefan Aarninkhof and Daan Rijks on the importance of merging economics and ecology.



Certificates for BMDP BMDP participants round off a period of intensive study. And a look at the new trainee program.

In the spotlight: the CTD The Central Technical Department is the Boskalis shipping company. Part 2 of a two-part profile.



SMIT: 170 jaar of maritime service The integration of Boskalis and SMIT is moving full steam ahead. An introduction.

Lifeboat adventures The KBW 1910 has been in operation for a year. Cohesion takes a look at the lifeboat service's logbook.



No 'Round Texel', but a great day! Prizes for Team Boskalis but the participants at the Boskalis staff outing had to improvise.



Introduction to NINA

The global introduction to NINA is now in full swing. NINA is backed up by an extensive training and workshop program that gives all employees an understanding of the NINA principles and shows them how to put the principles into practice. The introduction process will continue over the next few months. During that time, NINA will be presented through training sessions, start-up meetings and site visits. The training program of the O&O department now includes an additional two NINA courses.

IMPORTANT COMPONENTS OF THE PROCESS:

- > extensive weekly training sessions and workshop programs. The first will take place in the Netherlands in late August.
- > global NINA start-up meetings in our home markets from September onwards, on the projects and on the fleet
- > the release of the new Q-Aid quality management system in August 2010, incorporating the NINA principles
- > the launch of the NINA site www.boskalis-nina.com.



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action if we see unsafe situations and to talk to other people if we think they are at risk. And to do that regardless of rank or position: nobody should hold it against you if you save their life! So you should always be open to feedback from other people about your own safety conduct – it could save your life too! Our organization and management will work on the basis of these values and encourage you vigorously to do the same.'

RULES

'Our rules constitute a set of useful tools that support our values and put them into practice. If we want to establish a healthy and safe working environment, we have to be aware of the associated risks. Health and safety risks vary from project to project, and from place to place. So it's important to have the right tools on hand for assessing risks, taking the right action and informing everybody involved. The idea behind NINA is to help us to achieve our shared goal of an incident-free workplace. We can only prevent injuries or accident if we are all firmly committed to the program.'



Head of SHE-Q Wilfred Haaijer:

'The principle underlying NINA is: safety is not a question of procedures; it's a mind-set!'

The large-scale NINA campaign is the result of an intensive and long period of preparations, during which numerous departments, such as the CTD, SHE-Q, P&O and PR business units, all made a contribution. Cohesion talked about the backgrounds with Wilfred Haaijer, the head of the SHE-Q department.



'In 2008, management set up a working group to address several issues, the main one being: *How can we push safety to a higher standard in a structured way?* The NINA safety

program was established on the basis of a global cultural survey, dozens of presentations and numerous workshops at different levels in the organization. For the working group, it was crucial to come up with an approach involving the workforce that everybody understands,' Wilfred says.

MUTUAL ACCOUNTABILITY

'The survey provided us with a lot of insights. On the one hand, it became clear that a lot of people aren't sure where Boskalis stands, what our safety standard really means. On the other, we found that Boskalis, compared to companies with a genuine "safety culture", isn't a place where the issue of "safety" is easy to discuss, either between colleagues or with other people higher up in the company. Talking about safety, and above all calling each other to account, is crucial if an organization wants to establish a high safety standard. That is the basis for the five values', explains Wilfred. 'In our work, we are, and remain,

dependent on creative, inventive and decisive people who can do pioneering work in difficult circumstances. On top of that, in the past, the priority was on high levels of production. The concept "hit and run", which used to be common currency, is a clear reflection of that mind-set. This "can do" approach is one of our company's strengths and we certainly don't want to lose it! But from now on, it will be "can do, but safely!"'

WHY FIVE RULES?

'The crux of our business is that we are always dealing with changing circumstances. We often use different types of equipment, in different climates, at different locations and in different cultures. That is why we think the NINA rules are so important: making risk analyses', explains Wilfred. 'To assess and manage risks properly, there are three instruments in general use in the world: risk assessments; job hazard analyses, a permit to work system for activities that always generate large numbers of risks. This awareness is at the heart of our NINA rules. And then, the people involved have to be informed about the risks, so that everybody is aware of the dangers involved in specific activities. Discussing the risks in advance with one another and agreeing on the preventive measures make things safer.'

NINA IN PRACTICE

NINA will be introduced to the Boskalis staff in the near future in a large number of courses and workshops. An extensive program has

NINA integrated in Q-Aid 2010

The new version of the Boskalis Management System Q-Aid 2010 will be rolled out to all Boskalis branches and projects from the end of July onwards. NINA is fully integrated in the new release and all the underlying procedures and templates have been included.

been developed for explaining what exactly is meant by the 'Values & Rules', what everybody's role is and how NINA can be put into practice. The first course took place in June with the Boskalis management. 'NINA start-up meetings' will also be organized on the projects and on the ships. These meetings will discuss which initiatives and actions will be implemented to make the 'Values & Rules' reality in the workplace. 'All activities are geared towards ensuring that everybody subscribes to the NINA values and that we all act accordingly in our day-to-day work', concludes Wilfred.

Learn more about NINA on www.boskalis-nina.com 'No Injuries No Accidents' is only possible with your commitment!

The dedicated site www.boskalis-nina.com clearly sets out the NINA goals and philosophy. The NINA site keeps everybody informed about the latest developments and also makes it possible to send feedback about NINA and safety problems in general. A striking feature of the site is the collection of videos with short statements from the Boskalis senior management about their involvement in the safety program, explaining how much they support NINA. A few striking quotes:

PETER VAN DER LINDE, GROUP DIRECTOR

'For me, the NINA values mean a change in mind-set and behavior. Safety is as important as efficiency and production. I believe that safety and efficiency go hand in hand. From now on, I will judge employees equally on their safety behavior and their production results. And from now on, I will change my own personal behavior and act according to NINA values.'



ERIC HOLMAN, CTD DIRECTOR

'Apart from rules, the values are important because they outline the fundamentals of the way we work together. In short: we take care of ourselves, our colleagues and our sub-contractors. I support this way of working and everyone who works according to these values!'



HANS DIETEREN, BUSINESS UNIT MANAGER HOME MARKETS EUROPE

'For me, NINA means another step in minimizing incidents. The aim is to have safety embedded in our way of working on vessels, projects and in offices. I believe that all accidents are preventable and that the NINA values will have a positive spin-off effect on all aspects of the way we do business.'



PETER BERDOWSKI, CEO BOSKALIS

'NINA is important because you, our employee, are important. You want an interesting job, while staying healthy and enjoying safe working conditions. The fact of the matter is that everyone wants your job to be safe. (...) Injuries can cause a tremendous amount of personal pain and entail tremendous costs for everyone. To achieve "No Injuries" and "No Accidents", we need your support. Naturally, you are responsible for your own personal safety, but you are also responsible for the safety of your colleagues. Therefore, you should also address others if you think their safety is at risk, regardless of rank or position. Do it for them and for yourself. Does that entitle you to correct a senior co-worker? Yes, it most certainly does! Would I be offended if you prevented me from doing something unsafe on the job? Of course not! How could I be offended when you did something that might save my life? Accidents and near-misses will however continue to happen. And when they do, report them. The point is not to place the blame on someone, but to inform others and to build on lessons learnt. (...) By committing ourselves to NINA, safety will become a natural part of our working life and serve as a daily reminder of what we are trying to achieve: No Injuries, No Accidents!'



HANS KAMPS, CFO BOSKALIS

'For me, as a financial person, who spends most of his time in the office, safety, quite honestly, has never been much of a priority. But having said that, it's of course an obligation for everybody, at all levels within Boskalis, to contribute to a safe working environment. It may cost money in the short term. Production may occasionally suffer. But in the long term it will make us a stronger and better company. For me personally, NINA means that from now on, I will make safety more of a priority in my day-to-day activities and responsibilities. And that I will support everybody else who does the same, wherever I can from my position.'



MTB-tour 2010 in Veluwe nature area Boskalis staff stamp on the pedals

The 2009 MTB Tour was a major success, so a second edition of the Boskalis mountain bike event was inevitable. Like last year, De Berkenhorst in the Veluwe area was the backdrop for the tour on 29 May.

About eighty athletes turned up, dressed in special gear that emphasized '100 years - Building the Future'. Novices, recreational and elite cyclists went to the limit with professional support. The SHE-Q departments from Papendrecht (Annette Panajoti, Ellen Hagenaars) and Rotterdam (Wilco Bardelmeijer) provided excellent organization.



2nd Boskalis Contact Day: High turnout, good atmosphere

Boskalis organized two Contact Days this year. The Cohesion spring edition reported extensively on the first, which took place in mid-March. The second, in mid-June, was based on the tried and trusted formula: giving staff from projects and the fleet the opportunity to meet each other and the staff from the head office, and to catch up on the latest developments in the company. After the lunch, the people present were welcomed by P&O manager Peter Hinssen, and then CEO Peter Berdowski looked at the results of the past year, explained his vision for the future of Boskalis, and drew back the veil on the complex decisions faced by the Board of Management. The afternoon finished with an improvisational performance from the 'Tilburg Tigers', who took a candid look at the 'serious' topics discussed earlier, and an informal meeting with excellent catering in the shape of finger food and drinks.