

SAFETY TALK



NINA GOES TO BOSKALIS OFFSHORE



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01 CONSTRUCTION OF WIND FARM NEAR ZEEBRUGES
One of the many activities of Boskalis Offshore.

'We have achieved a great deal in just over two years,' says Wilfred Haaijer, the head of the corporate SHE-Q department and one of the driving forces behind NINA. 'Talking about safety has become second nature. Everywhere, you see people engaging in discussions, and that involvement means we are moving ahead. We have achieved a reduction of more than 70% in serious accidents since the introduction of NINA. We have received a lot more reports of possibly unsafe situations: the number of proactive reports has risen from 800 to 4000! Our staff also report the near-misses more often: the number of reports has risen from 80 to 400. That means that our workforce feel secure enough to draw attention to these *slip-ups*. In addition, they also ask for feedback: what steps have been taken to prevent unsafe situations in the future? As a result, our LTIF percentage (Lost Time Injury Frequency, in other words, the number of accidents with absenteeism per 200,000 hours worked) has fallen in two years' time

from 0.7 to 0.2. And of course, NINA remains the underlying principle: No Injuries, No Accidents. NINA has revolutionized our thinking. At one time, our approach to work was mainly determined by production considerations. Safety was a matter of rules and regulations that were handed down from the top. NINA means that safe working is no longer something we **MUST** do; it's something we **WANT** to do. Not because somebody tells us to do it, but because we see it's necessary!'

CLEAR SHAPE

Frank Verhoeven, a member of the Board of Management and the person heading the new Boskalis Offshore: 'After the integration with SMIT, the Boskalis organization now has a clear shape. For many people, that means the end of a period of uncertainty. We now have five segments: Dredging, Dry Infra (which includes Boskalis Nederland and MNO, but also the Archirodon civil engineering activities), Offshore Energy

About two years ago, Boskalis got to know NINA, the 'No Injuries, No Accidents' program that raises safety awareness. Thanks to NINA, Boskalis has booked clear improvements in safety at work. NINA has now been introduced at the 'new' Boskalis Offshore.

(where the former Offshore department is merged with what used to be SMIT Transport & Heavy Lift, SMIT Marine Projects and SMIT Subsea), Towage and Salvage. We will be introducing NINA in parts of the last two departments, and also at MNO, as a part of Boskalis Nederland. That will take place at a later stage. The proper implementation of NINA requires a careful and meticulous approach and we just can't do everything all at once.'

TALKING THE SAME LANGUAGE

'Now the re-organization and the moves of the SMIT employees have been completed, the time is ripe to extend the influence that NINA has, particularly at the "new" Boskalis Offshore. Rolling out NINA still further is highly important, particularly within the company. At Boskalis Offshore, we will team up for project tenders and execution, and exchange people and equipment. So it is crucial for us to all follow the same guidelines, to work with a consistent safety philosophy and, above all, to speak the same *safety language*,' Frank points out. 'Of course, there is already a sound safety structure at Boskalis Offshore and safety awareness is well developed. But it is precisely in the oil and gas world that it is so important for us to be able to show that we have a cast-iron program that makes it clear what we stand for and how we are enhancing our workforce's safety awareness. And in that respect, NINA is also a major commercial asset.'

SUPPORT FROM MANAGEMENT

'Thinking about safety always means tackling difficult decisions,' continues Frank. 'When should you shut down operations for safety reasons? When do you decide to talk to colleagues about their conduct? NINA doesn't provide any ready-made answers and the program is far from being *completed* at Boskalis. NINA continues to be a way of looking for solutions:

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how do you deal with these dilemmas? What approach should you adopt with sub-contractors whose organization isn't up to scratch? What do you do if you have to work with equipment that isn't as safe as it might be? Difficult decisions are a part of NINA. Before, you could just follow the procedures; now, you have to think about what you're doing. All this means that support and commitment from senior management are essential to make NINA a success. I want to emphasize that everybody can count 100% on the support and commitment of senior management. There shouldn't be any doubts about that. Senior management will always back up decisions that improve safety, even if they cost more time or more money. My message for employees facing difficult dilemmas is: NINA will always come first. As management, we will always support you when you face difficult decisions.'

FEEDBACK

Wilfred: 'An important aspect of NINA is feedback and asking people what they really need. So we have started on a series of extensive interviews with about 40 employees from the middle management of Boskalis Offshore. We are looking at how employees who play a major role in day-to-day decisions – captains, project managers, superintendents and diving supervisors, for example – think about safety. These are open discussions with the aim of establishing a clear understanding of

how a large number of our staff see safety. In part on the basis of these interviews, we will be organizing a kickoff session lasting a day and a half in March for the Boskalis Offshore senior management. During these interactive sessions, we take a closer look at the goals of NINA, and team up to examine what is needed for NINA to be introduced successfully. Then we implement NINA in the field. That means that all the employees from the management support departments and middle management will be following NINA courses. After the courses, there will be kickoff sessions on board the ships and on the projects to make NINA a reality in practice.'

> Questions about NINA?

See www.boskalis-nina.com or mail to <http://www.boskalis-nina.com/contact.html>