



A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS | JUNE 2016

# A FRESH LOOK



**Carl Klamer, Project Manager DolWin 3 Seabed Preparation**

"Everything's under control, Jan," I said when I called the client on board the Rockpiper. "Then I've got news for you, Carl," he replied.

"We've gone aground." I knew that the Rockpiper would be loading stone that day in the port of Esbjerg. Guess what? Through years of 'spilling' stone during transfer from ship to shore, the seabed off the quay was meters higher than indicated on the map. This was not the first time-wasting surprise. A broken survey pole on the survey boat was the reason for a replacement boat and after a piece of wood got stuck in its propeller, it was also fitted with a new propeller. And if that weren't enough, the ship then bumped against the hopper. The captain lost control of the ship when he was faced with a sudden movement of the hopper and the tug caused by excessively rough propeller wash. This was later attributed to the DP operations that were in progress. In such circumstances a 36-ton boat can feel like a nutshell in the water. Luckily it was only material damage.

Looking back, it was an accumulation of decisions that resulted in this incident: the choice of methodology, equipment, widely spread-out accommodation and needing a crew boat. We did check the locations for crew changes in the risk assessment, but we should have spent more time checking whether we could avoid transporting people, for example by putting additional accommodation containers on the hopper. I can see that now, in retrospect, but at the time, the approach was agreed. That's my lesson learned: take a fresh look. Can I eliminate risk rather than just reduce it?"

DolWin 3 involves the installation of a second HVDC platform in the German Bight. This spring, the seabed was successfully leveled and reinforced with stones. Heerema successfully put the two jackets in place. This will now be followed by the underwater removal of the pile heads by BSS (2016), and installation of the platform by BOMC (2017).

# VEJA MATE: ON THE ART OF WORKING TOGETHER - SAFELY

**Construction of the Veja Mate (Mother of the Wind) wind farm in the German Bight is a vast project. 67 wind turbine foundations are being put in place, consisting of transition pieces and monopiles, the enormous steel pipes that support the turbines. Boskalis, together with Volker Stevin International, is responsible for the entire process, from manufacture to installation. What has been Deputy Project Director Taco Terpstra experience?**

"It's exciting. You have to deal with a lot of different parties and therefore you've got less control over the operation."

### WHAT DOES THAT MEAN FOR SAFETY?

"We've had to work really hard. After the NINA kick-off, which was well received, we had to deal with various incidents and dangerous situations: people were working at height without a lifeline, in the sandblasting cabin someone took off his mask when grit was flying around, and got some in his eye, part of a transition piece almost rolled over someone, certificates were missing, procedures were not up to scratch."

### WHAT DID YOU DO?

"Initially, discussed it internally: how far do we let it go? We pulled out all the stops: more safety experts, more supervisors. But it wasn't just the incidents; the whole culture

was different. When there was an incident with a monopile while loading a transport container, the sub-contractor wanted to gloss over it. The fact that we wanted to intervene was regarded as a nuisance."

### HOW DID YOU MANAGE TO TURN THE SITUATION AROUND?

"Something changed only when we had

stopped work twice. We organized a NINA reflection session in which, from both sides, we expressed our failure to understand, our concerns and our expectations. That paved the way for genuinely discussing the subject of 'safety'."

### WHAT DID YOU LEARN FROM IT?

"I thought, we're now working in Northern Europe, so safety consciousness will probably be high. I couldn't have been more wrong. My lesson learned is that I no longer allow myself to take anything for granted. Seeing is believing."

