



AT WORK

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



DOUG MARTIN, GENERAL MANAGER SMIT SALVAGE AMERICAS SHARES HOW AND WHY HIS OPINION ON NINA HAS EVOLVED:

“MY COLLEAGUES MADE ME CHANGED MY MIND.”

“My first thoughts of NINA? I thought it was competitive against our safety culture within Salvage and that NINA was trying to change it. I was not the only one. There were guys with over twenty years of salvage experience resisting NINA as it felt as if the programme was being forced upon us.

But my opinion has evolved. Now I think NINA is a very clever and well placed programme, with a high level of adaptability. NINA knows no boundaries, the programme does not say ‘you have to do it like this’. So in fact it is very much aligned with the culture within Salvage. NINA is not rule based, our culture neither.

OPEN DIALOGUE

What made me changed my mind were my colleagues. I see NINA brings people together no matter rank, communicating openly. I embrace the ability of the

programme to bring things forward, and I embrace the open dialogue it establishes throughout the organisation; at times this has been suppressed. When you feel heard and respected the safety message resonates better.

As NINA is still in the implementation phase at Smit Salvage, we do not yet see effects in daily work. With continuous improvement all of our work has to be safer in future. That is what the industry expects from us. Within Salvage we (used to) have an unspoken safety culture. So when you are an outsider you would not understand. Now that our organisation is growing very large a programme like NINA provides common ground. I think that with the assistance of NINA we will meet the expectations of the industry sooner than we would have without the programme.”