



NINA Start-up Meeting

WELCOME
To the Boskalis
NINA
START-UP!



NINA Start-Up Meeting guideline

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Preamble

This guideline has been drawn up to provide a framework for a NINA Start-up Meeting and is considered to be a quality guarantee for every Start-up Meeting by the NINA Steering group.

The Start-up is found to be a crucial part of the NINA Implementation Program. The NINA Start-up Meeting applies to all new projects where Boskalis bears a management responsibility.

The objective of the Start-up meeting is to give a concrete answer on what and how to implement the NINA Values & Rules on the project / work locations, by discussing and defining NINA objectives for the project.

The aim is to encourage open communication about safety issues and creating further knowledge, insights and skills with regard to the NINA Safety program on the one hand, and to increase further Safety awareness on the other hand.

At the end of the Start-up Meeting, the project team should independently be able to carry out its tasks in line with the NINA Values & Rules and to assess its progress on the defined project objectives, periodically.



**FOR ME NINA HAS PROVEN THAT;
IF YOU REALLY WANT TO DO SOMETHING TOGETHER,
THEN YOU CAN SUCCEED.**



Meeting Generals

Preparation

- The timing, duration and content of the Start-up Meeting is pending on the complexity and duration of the project. The following is to be defined:
 - When; (on site, suitable for the time schedule)*
 - Where; (location, meeting settings)
 - Whom; (all team members).
 - What; (Agenda)

*Note: The meeting is to be planned at such a time that this suits the prevailing time schedule i.e. project planning. The Meeting preferably to be held on Site, when all/most of the staff is present. In addition, the Meeting can be held without or with subcontractor's representatives. Although the latter is advised, we acknowledged the fact that in practice this often cannot be met. Subcontractor's representatives can also be briefed on the outcome of your Start-up Meeting (NINA objectives) and being instructed during their kick-off meeting upon arrival on Site. Where possible, it's advised to invite Client and/or other stakeholders representatives to attend the Meeting. This improves relations and will seek agreement from everyone.

- The responsible Manager and SHEQ representative are to determine the Agenda (see given example below) and to prepare the NINA Start-up Meeting, together. Whereas the responsible Manager is to have a leading role during the meeting. The SHEQ representative is only to support and facilitate.
- As chairman, the responsible Manager, is to define his personal objective he would achieve from this meeting, which could fit his team and stands close to his (upcoming) activities. Further, he is to consider and preselect possible project objectives (ref. appendix 2) and familiarize himself with the prepared SHE Risk Assessment. In this a number of questions can be formulated prior to the Start-up Meeting that he would like to discuss and define with his (project)team. Where required, Client requirements should be taken into account as well.
- An open climate and conditions (location, meeting setting, etc.) should be created for the Meeting in such a way that attendants are encouraged to openly discuss safety issues. This is crucial for the process. The choice of meeting location should preferably be outside the individual workplace. The chairs should be placed in a circle or U-shape for all participants to feel equal in an open atmosphere.
- As for many things, a proper preparation is of the essence to the outcome.

Appendix 1, gives some more background, clarity and insight of the various subjects that are selected for the in this guideline proposed Agenda.

Appendix 2, is a list full of suggestions and Best Practices, which could be considered by the team when discussing NINA objectives.

Appendix 3, gives a list of downloads available on www.boskalis-nina.com for detailed documents and options to be considered as part of the Meeting.

Execution

- When the Start-up Meeting is not linked to the Kick-off meeting its advised to include the generals i.e. an overview of the work at hand.
- Agree on commonly recognized NINA objective(s) and (new) rituals and safe operation methods. Important; let the suggestions come from the group itself. This increases employees involvement. Use the preselected goals/Best Practices only for guidance or mindset during the Meeting.

Follow-up

- Ensure that the defined NINA objectives are to be reviewed and reported periodically.
- Management visits are an important part in the follow-up of the NINA implementation on Site. Hence, its advised to challenge the commitment of your management, so the two can be combined.
- To give further and full meaning on the NINA implementation on your project or worklocation, contact the NINA team at NINA@Boskalis.nl to conduct a tailor made NINA team training on the job.

To

From

Copy

AGENDA

Nina Start-up meeting

Date

Page

5/11

1) Introduction

Word of welcome by the chairman and pitch by Management representative.

2) NINA Values:

Sharing personal goals & experiences and/or place an exercise.

3) NINA Rules:

Discuss and define the main project safety issues.

4) NINA objective(s);

Discuss and define specific NINA goal(s) for the project/worklocation.

5) Completion;

Sharing the experience and showing your commitment.

Example

Appendix 1: Reader Meeting Details

1) Introduction

Word of welcome by the chairman and pitch by Management representative.

Management involvement [the pitch]

Description	Commitment from the Management at a NINA start-up meeting is considered crucial. The manager is to create an atmosphere in which the project team is encouraged to openly discuss safety issues.
Aim	Meetings in which both Management and Staff participate make a considerable contribution to increasing mutual understanding, involvement and support. By placing personal values and aspirations on the same level as those of employees, collective strength (joint support) and involvement are developed. Confirming management commitment and leadership for the NINA program with respect to the project team.
Attainment target	Staff acquire information about the way in which the Management will devote personal attention to the NINA program, as part of the project. Employees recognize the encouragement received from the Management to advance on safety.

2) NINA VALUES

Sharing personal goals & experiences and/or place an exercise

- a) Share and discuss the group's personal NINA goals and/or examples of positive NINA experiences.
- b) Share and discuss a self experienced work situation and mirror this to the NINA Values and Rules, what could have been better, in this situation.
And/or;
Perform the preselected exercise 'Eyeglasses' or 'Ultimate Feedback' (see appendix 3).

Sharing goals and experiences

Description	Staff is to put forward and discuss their personal NINA goals and its proces/status. What are the difficulties in making these steps.
Aim	Creating a NINA mindset, by sharing and discussing personal goals, the group acquire information about each other's commitment proces. This will create further personal awareness and strengthen each personal proces.
Attainment target	Staff recognizes and acknowledges each others views toward NINA.

Experienced previous work situation

Description	<p>The group is to put forward one sample of a previous work situation. This situation is to be discuss and mirrored in the context of the NINA Values & Rules. Discuss what could have been better, in this situation.</p> <p>The situation to be selected is preferably derived from communication issues, operational dilemma, safety situations or incident reports. Only one problem situation is relevant during this assignment.</p> <p>Note: every situation may involve several relevant dilemmas.</p>
Aim	<p>Creating a NINA mindset and recognizing a (dilemma) situation.</p> <p>This involves human considerations and encourages sharing knowledge of previous experiences within the organization.</p> <p>Wishing to do things differently in the future!</p>
Attainment target	<p>Employees can select, explore and define a (problem) situation and can formulate suitable NINA answers.</p>

3) NINA RULES

Discuss and define main project safety issues

- a) Discuss the (expected) top five (5) safety issues on the project/worklocation.

Discussion on Safety issues

Description	<p>The group is to put forward (in separate small groups, where possible) their view on which main safety issues are applicable on the project/worklocation. Further, with that per issue one possible control measure and its responsibility. Use of flipover is advised.</p> <p>Share and discuss the safety issues back with the entire group and derive to conclusions and/or actions to be taken.</p> <p>Note: Let the views and suggestions come from the individuals themselves. This stimulates and increases employees involvement. Use the prepared Risk assessment only for guidance or at the end of this session as a conclusion.</p>
Aim	<p>Creating awareness on several project/location specific safety issues (risks).</p> <p>The group acquire information about the shared project/location specific safety issues. This will create further personal awareness and strengthen each personal proces.</p>
Attainment target	<p>Employees can recall and explain associated safety issues and control measures (to be) taken.</p>

- b) As an option, perform in addition a preselected Workshop (see appendix 3).

4) NINA Objective(s)

Discuss and define specific NINA goal(s) for the project/worklocation.

NINA objectives and targets

Description	<p>The group is asked to discuss (in two/three separate groups, where possible) subjects they want to pay attention to, during the forthcoming (project) period. Use of flipover is advised.</p> <p>Share and discuss the points back with the entire group and formulate at least one common objective together. (Use of the sheet as given in appendix 5 is advised).</p> <p>The group is freely able to formulate their own project-specific NINA objectives and targets (as SMART as possible).</p> <p>The objective and possible target have to be established on paper; preferably on a downloaded NINA commitment poster (see www.boskalis-nina.com)</p> <p>Note: Let the objectives come from the individuals themselves. This stimulates and increases employees involvement. Use the list of Best Practices (appendix 2) only for guidance and suggestions for this session.</p>
Aim	<p>The objective gives a concrete answer on how to implement the NINA Values & Rules on the project / work locations, by discussing and defining NINA objectives.</p> <p>The use of project-specific objectives allows a flexible and open process and stimulates personal (project) involvement towards safety.</p>
Attainment target	<p>Employees can indicate recognize the importance of their project objective(s) and are committed to achieving the set target(s).</p>

5) Completion

Sharing and showing your commitment, evaluating the experience

Sharing and showing

Description	<p>To record the participants at the Start-up Meeting, the project team will be asked to take a splendid group photo. This photo, preferably with a NINA commitment poster, can be used within the project as a consideration moment. The group photo is important for the organization because NINA is about people and it wishes to share the experiences with the rest of the organization for the purposes of Storytelling.</p>
Aim	<p>The aim of the group photo is to boost team awareness, provide reassurance (that people are not left to their own devices) and is a reminder of the experience of that moment.</p>
Attainment target	<p>By means of a group photo, the team can reproduce the Start-up Meeting and its participants and objectives.</p>

Evaluation form [to be filled in after 14 days]

Description	<p>The group will be asked, by means of an evaluation form, to answer a number of short questions about the subjects dealt with. Form to be returned to the NINA team</p> <p>Employees will also be given the opportunity to assess the value of the Start-up Meeting.</p>
Aim	<p>This is a check for the organizers as to whether the subjects dealt with have been understood.</p> <p>It also provides feedback to the NINA organization in the context of the quality guarantee of the Start-up Meeting.</p>
Attainment target	<p>Using the Start-up evaluation form, the participants can recognize, articulate and/or explain aspects of the subjects dealt with.</p>

Appendix 2: NINA Set of Practices

Suggestions for NINA Practices

The following suggestions and Good Practices have been divided in two categories:

- Company Rituals; and
- NINA Operations.

Company Rituals

CR 1	Every consultation/project consultation or every meeting should start with a NINA moment. This is to share positive and negative experiences. The way in which the situation in question progressed or was experienced is also evaluated.
CR 2	During a (daily)progress meeting the step-down method is applied (x) times every (x) weeks. The step down is that after a meeting the attendants actually re-place themselves to the worksite and together look for possible improvements. Examining the workplace on site and assessing where improvements can be made.
CR 3	Every activity, task or JHA is assessed with the staff and employees in question on the basis of the NINA Values & Rules. Points for improvement are communicated: 'Where can we do better next time?'
CR 4	Prior to every toolbox meeting or as the subject for a toolbox meeting, a check is made by means of an evaluation moment as to whether one of the Values has occurred in the recent past, and if so, this is discussed and noted. The experience is discussed and shared, which means that the Values are discussed on all such occasions (supply).
CR 5	An RA risk profile is discussed and evaluated during a (project) progress meeting/project consultations. By gauging risk and management measures together periodically, the RA retains its value as a 'living' document (ref. an RA Evaluation). Points for improvements are included in the risk profile. Explanatory information must be provided.
CR 6	During all progress meeting / consultations, a check is made by means of an evaluation moment as to whether one of the Values has occurred in the recent past, and if so, this is discussed and noted. The experience is discussed and shared, which means that the Values are discussed on all such occasions (supply).
CR 7	In the case of investigations into accidents/incidents, focus on whether the Values & Rules have been applied and whether we can learn something in order to make improvements. Assessing an incident in line with the Values & Rules creates a focus on areas where improvements can be made, with the Values & Rules again being the starting point.
	To be continued

NINA Operations

Ops 1	Planning, holding and evaluating a NINA team training, (x) weeks after the start of the work and/or Start-up meeting. NINA training should be held in consultation with the central SHEQ department.
Ops 2	Planning, holding and evaluating NINA Workshops for the operational staff, (x) weeks after the start of the work. NINA Workshop should preferably be held in cooperation with a SHEQ facilitator.

Ops 3	(x) times every (x) weeks, a review is held as to whether one of those present has called someone to account or has received feedback. The situation is explained and the way in which it was dealt with is evaluated.
Ops 4	All safety action points (based on reported hazardous situations, incidents, inspection, audits, feedback, etc.) are recorded centrally and discussed periodically during consultations or progress meetings, with the average response time being no more than (x) days. In the context of system functionality (efficiency), action points should be subject to the shortest possible delay. It is vital that the person in question receives feedback in response to every reported situation.
Ops 5	A NINA gadget will be given away for the first SHOC card received (e.g. a project-specific NINA T-shirt). It goes without saying that highlighting NINA in a simple and standard manner, e.g. a T-shirt, is an excellent initiative. Motivate and encourage by means of positive feedback.
Ops 6	A (x) monthly Safety Award for the best improvement proposal or expression (SHOC, feedback, idea) for improving safety (behavior, system and/or technology). From a promotion point of view, highlighting NINA in a simple and standard manner, e.g. a T-shirt, is an excellent initiative. Motivate and encourage by means of positive feedback.
Ops 7	The project management should actively request feedback (collect feedback) from the crew/operational staff. Such feedback may be submitted individually or during all consultations. The management should ask how well are we performing? What is going well? What needs improvement? Actively collecting feedback demonstrates safety leadership and encourages open communication by discussing and continuing to discuss safety and sharing experiences.
Ops 8	The NINA safety card is used as part of the project. The safety card is an Excel sheet that allows the progress of all safety aspects and the NINA project objectives and targets to be recorded easily and centrally. It generates and creates clarity, routine and a progress 'S' curve.
Ops 9	The NINA Safety Board is used as part of the project. The NINA safety board provides information about the progress of all safety aspects and NINA objectives and targets relating to the project. It creates openness, joint support and involvement.
Ops 10	The project management organizes toolbox meetings to evaluate the application of the Values and Rules. What did we see over the last period, are we using the Values and Rules? What do we learn from this evaluation? Actively collecting feedback demonstrates safety leadership and encourages open communication.
Ops 11	Collect NINA statements by the project team members and incorporate them in a poster. During the NINA Start-up Meeting, all participants briefly explain their statements. Sharing one another's personal objectives encourages upward open communication and creates joint support, responsibility and involvement.
Ops 12	(x) times every (x) weeks, a project staff member visits the worksite and get feedback from the employees. The results to be discussed and evaluated during the regular progress meeting. No inspection, no checklists, just an open discussion about safety with a captain, operator, dumping supervisor, etc. Encourages open upward communication and creates joint support and involvement.
Ops 13	Communicating actively/celebrating safety milestones. From a promotion point of view, highlighting NINA in a simple manner by celebrating successes achieved is an excellent initiative.
Ops 14	Installing a (multi) disciplinary 'zero accidents' team (e.g. client, subcontractors, etc.) and keeping a 'x' weekly visit/inspection around the work premises. <i>Note: this can also be linked to a Project Safety Comity and the 'step down' method (4)</i> With each other walking around the work creates involvement, with cooperation and communication as underlying benefit.
	To be continued

Appendix 3: NINA Downloads

Available on www.boskalis-nina.com

1) Meeting forms:

- NINA Objectives form, an aid to get your goals 'SMART'
- The NINA Commitment poster
- The Start-up Evaluation form

2) Gadgets:

For support numbers, see the NINA website 'Items to Order'.

3) Exercise & Workshop options:

In contact and conjunction with Corporate SHEQ.

- *'Eyeglasses'*, Exercise based on the given situation, look at the issue through different eyeglasses in relation to 'Your rol according to NINA'.



- *'Ultimate feedback'*, Communication Exercise share and experience with the group your most ultimate 'negative' and 'positive' feedback ever received.



- *Risk Management*, what is the relationship of the RA, JHA and PTW and their coherence.



- *The principles of YES*, The distinctive **YES** concept of Boskalis for the employee is embedded

MY ROLE ACCORDING TO NINA



- *SHOC system*, How to start using SHOC cards and when are they effective?

SHOC!