



A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS | NUMBER 1 / 2017

# WORKING SAFELY WITH INEXPERIENCED RATINGS



**Hans Hilverda, superintendent**

"In Newfoundland, Canada, the Taklift 6 was involved in the construction of a concrete oil platform. We had to fit large

metal decks together and carry out a lot of lifting jobs. It was the local content arrangements that were the main difficulty: half of the crew was replaced by Canadians, without relevant work experience. The dilemma we faced was how we could teach them to do the different jobs safely.

After the introduction, we therefore started practicing. During toolboxes, we used a whiteboard with the layout of the work site for clarification purposes: here we are, here is where we are going to, here we drop anchor. The master kept a record of everyone's improvements and points of concern, in order to monitor the overall progress. The men involved appreciated the feedback; they were happy to know how they were doing. In the first month, we had one accident: an employee was standing in the

wrong spot during preparation of lifting material, which hit him when the sling slipped. When we discussed this incident, we made a connection with the NINA message: keep an eye on each other, point out the risks. The project was finished without further incidents.

Did this approach take a lot of time? It did, somewhat, but it was worth the effort. You could think 'I never asked for these men' and let things just go on as they are. But that's not my attitude. I think taking care of each other is part of our business culture. Still, we must be careful not to make the ship feel they are alone in this task. Luckily, the Taklift 6 could rely on the support of the office, project and crewing department to face this Canadian challenge."

## "IN MANY STORIES I HEAR AS TRAINER TRUST IS THE CENTRAL THEME"

Last year all officers and about 70% of the ratings on board the former Dockwise vessels had NINA training. This year the rest will follow. Senior SHE-Q engineer and trainer Svetlana Pritula talks about her experiences.

### YOU ATTENDED OVER 15 TRAINING SESSIONS. WHAT ARE PEOPLE'S EXPECTATIONS AT THE START?

"Some crew members say 'just give me a checklist'. I can understand that: when I first heard about NINA it became blurry in my head too. It takes time to understand that NINA is a way to deal with everything we already have regarding safety. The training is only the first step."

### IS THERE A CENTRAL THEME PEOPLE BRING UP IN TRAINING SESSIONS?

"In many personal stories 'trust' is the central theme. Trust is a key element of successful teamwork. When you say 'this is not safe' to your superior can you trust he will back you up? When you resist a client's pressure, can you trust the office will back you up?"

Trust has to be built through good experiences and good leadership. On a vessel, it all starts with the master. When I come on board a ship I instantly feel the atmosphere: 'this is a vessel with a crew' or 'this is a team'."

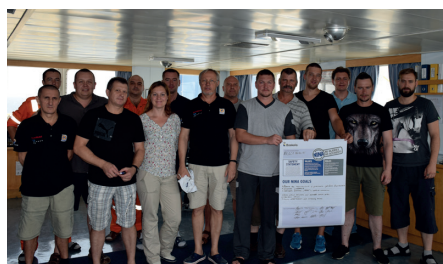
### WHAT IS THE MAIN DILEMMA IN YOUR VIEW?

"I learned that ratings hardly have a problem with stopping the job if that's necessary. However, giving feedback is something different. Some people say 'thanks' or use strong language to show their feelings, but never give proper feedback. That is the



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main dilemma. Most people avoid conflicts. That is why it is important to see feedback in a different perspective: not as criticism, but as an expression of concern. It is all about care for your colleague's, care for third parties. We are struggling to bring this into the culture we're striving for."



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