



AT WORK

A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS

NINA Experience on Nieuwe Waterweg & Botlek Deepening project, Rotterdam

NO READY-MADE ANSWERS, BUT GUIDELINES TO COMMUNICATE BETTER

In the summer, project manager Hilbrand Druiven organised a NINA Experience session for the project team. He also invited the clients Rijkswaterstaat and the Port of Rotterdam Authority. Together, they spoke very openly about the dilemmas they are faced with. "This increases mutual understanding and trust."

The NINA Experience was the first NINA training on the project, which started in the spring with a WoW session. Hilbrand: "We then established our collective quality goals, one of which was a NINA impulse. The focus in this was on leadership: what is a good way to start discussion externally? We had a number of near misses and incidents; people were faced with dilemmas. You don't get ready-made answers in a training course, it is too complex for that, but you do get guidelines on how to communicate better."

BREAKING BARRIERS

"I think NINA's greatest merit is that it breaks down barriers," says Bert

Onderweegs, project advisor on integrated safety at Rijkswaterstaat about the NINA session. "I'm from the generation in which safety was still seen as 'difficult'. With NINA, I see a considerable shift in safety philosophy. People ask 'why?' and 'how?'. There is discussion and space to exchange ideas from top to bottom. That's important for safety, because when things go wrong it almost always comes down to communication."

ICEBERG

According to Hilbrand and Bert, NINA is primarily an instrument for people to enter into discussion. Hilbrand: "In a session like this, the atmosphere makes it easy to be open. And that is what



| Project manager Hilbrand Druiven

happens: the bottom of the iceberg is revealed. For instance, some colleagues felt that they always got the short end of the stick with the deployment of equipment, which led them to draw their own conclusion that our project was considered less important. When you share these kinds of things with each other openly and fairly, mutual trust and understanding increases. Without this session, we wouldn't have known this was an issue. Now we could do something about it: by talking, this feeling changed to 'look at how flexible we are: we are managing well in spite of this.' People came in with a negative feeling and left with pride. I like that."

TEAMBUILDING

In this way, NINA makes an important contribution to teambuilding, says Bert. "With this approach, there is no 'us-and-them': office versus the ships. Here, the team literally said that the ships are part of the project. I often see that differently." He says this attitude benefits the work. "Another nice thing about this session was that at the end, the participants didn't part ways with 'you do this and you do that', but 'this is how we'll improve it.'" ■



| Trailing suction hopper dredgers Prins der Nederlanden, Strandway and Causeway on the Nieuwe Waterweg & Botlek Deepening project

Project manager Bart Roeleveld about the NINA Start-up on the Hornsrev project:

“SAFETY FIRST, THEN QUALITY, THEN PRODUCTION. THAT’S OUR COMMON STARTING POINT.”

Off the coast of Denmark, Boskalis is installing 50 cables at the Hornsrev wind farm. This is a technically and logistically challenging project, with many contractors and subcontractors and hired tradespeople. Good coordination is therefore crucial for safety and quality. That is why the Start-up got a lot of attention.



| The Hornsrev project team during the NINA Start-up meeting

The Hornsrev project is an EPC contract with a preparation phase of a year and a half, and three months’ execution. In terms of safety, the emphasis in the preparation was on assessing and minimising risks and optimising the work method. The focus has now shifted to communication, says OCM Danny Tomasouw. He leads the 55-person cable laying team, which works side by side with the crew of the Ndeavour. “Forty per cent of the team is contracted staff. Because it is important that everyone clearly understands what needs to happen, we organised an operational Project Start-up first. We discussed the work

from start to finish with staff, operations and ships’ crew. That’s a good way to get to know everyone right away, which makes it easier to talk to each other later.”

DISCUSSIONS

This was followed by the NINA Start-up with the client Vattenfall. Project manager Bart Roeleveld: “Our goal was to determine our collective starting point. To explain what NINA entails and to deepen safety awareness using role-play. This approach was new for the client and led to constructive discussions. This is how we arrived at ‘safety first, then quality, then production.’” Bart looks back with satisfaction on both Start-ups, but also sees points for improvement: “To increase the crew’s commitment, we should have come together from the start of the project preparation. This lowers the threshold to ask questions. And maybe we should organise broader Start-ups?”

Because it’s not about my safety, but that of the men on deck. How do we get the message across, so that they are also conscious of putting safety above production?”

ON BOARD

The question is then: how do you get and keep NINA alive on board? Danny: “We have a toolbox talk on deck and on the bridge every morning when we also discuss any SHOC cards. We emphasise that everyone is responsible for their own safety. I personally indicate that I support everyone in their safety choices, but that I do expect them to make choices. And that they do a risk analysis for themselves (the YES-Scan) before starting a task. Know what you’re doing when go onto a TP (transition piece) for example, because if something goes wrong there’s not much you can do in the middle of nowhere.”

SUPPORT

It is important for everyone to feel supported in choosing safety over production. That begins with agreements in the NINA Start-up and has to be reflected in everyone’s behaviour in practice. This is the connecting thread that keeps everyone engaged and motivated, but it is a thin thread. “Ultimately, everything becomes routine,” says Bart. “That’s why it’s important to keep organising new incentives, such as workboxes and SHOC teams. I want to and need to be more proactive about this myself. It’s still too noncommittal now. We need to work on this. Because for the men on deck, safety is never noncommittal.” ■

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