



AT VBMS, THE KICK-OFF FOR THE NINA PROGRAMME WAS GIVEN IN THE BEGINNING OF JULY. ARNO, JAN AND ARNOUD GIVE THEIR VIEWS.

Arno van Poppel, general director VBMS

“I HOPE THAT WITH NINA, WE CAN PAY ATTENTION TO EACH OTHER BETTER.”

“NINA brings uniformity and clarity. I hope this will help us to get the message on board clearly. Despite our tumultuous growth, we have managed to keep safety statistics reasonably flat, but every incident is one too many. If, like me, you have had to tell two families that daddy is never coming

home, you understand what an accident really means. I never want to have to do that again.”

I expect a lot from this:

“One of the spearheads is ‘addressing each other’. I see that this is still not happening

enough. It’s about trust: trusting that the other person is addressing you because they care about you. I hope that with NINA, we can pay attention to each other better than we have done in the past.”

This is what I stand for:

“The worst thing in the workplace is indifference. Because then you don’t care about quality, safety or colleagues. Working safely only comes naturally if people feel connected to their work. You can promote this connectedness with the tools in NINA: being transparent, giving people responsibility, not calling people to account for their errors, but talking about them. That is what I stand for.”



VBMS

Jan Bos, manager operations VBMS

“I LIKE TO CALL MYSELF THE NINA ‘AMBASSADOR’, BECAUSE I HAVE SEEN THAT IT WORKS.”

“In Nigeria, many people have generators in their bedrooms. That is extremely dangerous, because the exhaust gases contain carbon monoxide. If the exhaust gases cannot escape (due to a lack of ventilation), this can lead to carbon monoxide poisoning. People get surprised in their sleep by this ‘invisible murderer’. Unfortunately, these types of accidents happen very frequently. Now you might be thinking: what does this have to do with NINA? Everything, as I see it. NINA actually made people talk about safety. This made them conscious of risks that they did not previously know or recognise.

The result: they started putting the generators outside.

CREATING AWARENESS

NINA even has an influence outside your work: people take it home with them. I’d like everyone to gain this awareness. When you have achieved that, you can take pride in your work, I find. That is why I like to call myself the NINA ‘ambassador’: I’ve seen that it works. I am working to communicate this within VBMS.”

Arnoud Roels, general manager Near Shore & Repairs VBMS

“IT’S GREAT HOW THE FOCUS ON SAFETY STIMULATES INNOVATIVE THINKING.”

“To sink cables, we were working with wet riggers who cut the buoys loose under water at the moment that there was no current. Looking for a safer method, we came up with a system in which the float disconnects from the cable by itself. This patented remotely operated buoyancy release mechanism (see: https://www.youtube.com/watch?v=hYF6F_evq8M) is safer, faster and therefore cheaper, sustainable and strengthens our competitive position. It’s great

how the focus on safety stimulates innovative thinking.”

I expect a lot from this:

“This innovation came about because the client did not want to work with wet riggers. That was the trigger. What I hope, and expect, is that NINA will become our own trigger. NINA can be a game changer because if safety is more ‘from within’, you look at things with new eyes.”

This is what I stand for:

“Support. Before starting an important operation, I call the project leader to ask if everything is well prepared, or if there are still points of concern and most of all if he needs anything else that I can contribute. I call after the operation to talk about it. I did already do this, at least, if I had time. Now I make time for it.”

NINA WAS LAUNCHED AT BOW (BOSKALIS OFFSHORE WIND) IN JULY. BEFOREHAND, EMPLOYEES WERE INTERVIEWED ABOUT THEIR VISION OF SAFETY AND THEIR COLLECTIVE VALUES. THE STEERING GROUP USED THESE INTERVIEWS TO DEVELOP THE NINA PROGRAMME FOR BOW. WHAT DOES THE MANAGEMENT SEE AS THEIR ROLE?

André Zimnik, Deputy Business Unit Manager BOW

“WE WANT TO BRING THE FIELD OPERATIONS AND OFFICE CLOSER TO EACH OTHER.”

“I was still young when a main contractor said to me: ‘The guys there want to cut corners. Don’t let them come out of the water too fast’. Not much later, the foreman came to me, an experienced man. ‘A storm is coming,’ he said, ‘everyone needs to get out of the water’. So what are you supposed to do then? I followed him. That was a good thing, because the sky was pitch black in no time. In this way I learned early on that you should not constantly push the limit. That you have to listen to people with experience. And trust that people want to do their work well and want to get back home safely.”

This is what I see as my role:

“In the field operations, we are already saturated with NINA, but it is not expressed enough at the office. We want to bring that closer together. After all, you lay the basis for your work method in the tender phase. Everyone knows the broad strokes, but we have to make them extrinsic so everyone is more aware of the safety aspects, and the client can see this. It is good to realise that this does not happen by itself. We will be working on this by talking a lot about it, and with reflection afterward. I will be setting up a weekly NINA coffee break and actively supporting the tender managers: How is it

going? What support do you need? I want to make sure that people include NINA in everything and promote it.”



Alex Klaver, Director Boskalis Civil

“THE FEELING OF HAVING TO CHOOSE BETWEEN PRODUCTION AND SAFETY IS UNFOUNDED.”

“Do you know what you should do if the alarm went off now? When I ask this question to participants at a NINA session here at the head office, most of them admit they don’t know. Then I honestly tell them that I also only read the safety instructions when someone asked me the same question. It is very common simply to accept instructions

without actually thinking about them. We need to change this.”

This is what I see as my role:

“Some employees feel they have to choose between production and safety. I can tell you: that feeling is unfounded. We will never willingly and knowingly put people in

danger. I see it as my task to gain people’s trust in this area by having open discussions and by keeping my promises. The NINA tools help with this. Consider a project visit: I could walk around with an inspection list, or I can really talk with the people on board.”

NINA STIMULATES

ALEX KLAVER (BOW):

“I think what kills every safety programme is its mandatory character. I came to understand that when I was on a plane in Australia, and the flight attendant said ‘close your eyes and count in your mind how many rows there are between you and the closest emergency exit’. It was the first time in years I’d been surprised by a safety instruction, because it was so different. NINA also jumps out like that with its interactive character. That is what we need to keep doing: bringing attention to safety in a stimulating way so people really think about it. That is the added value of NINA.”

Stefan van Keulen, BOW project manager Hornsea Offshore Windfarm One

“NINA MAKES YOU THINK ABOUT YOUR OWN ROLE: WHAT CAN I CONTRIBUTE?”

“I have noticed that NINA is very valuable in the relationship with our client. It is a good, solid programme that gives substance to the high safety level we strive for. We organised a NINA kick off meeting immediately after this project was awarded. This helped me to gain clarity about the mutual expectations with regard to the safety level. And about how you can find common ground.”

This is what I see as my role:

“Taking a day for safety leads to more depth. The setting stimulates people to think more deeply about their own role: what can I contribute to help prevent incidents? We are now working hard on the preparation and safety is a fixed component of everything we take on, in every choice we make. I am working to make sure people stick to that. Follow-up sessions are already scheduled on the agenda.”