



A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS | MAY 2015

MONITORING VERSUS TRUST



Arjan Gossije, Project Manager Marine Contracting

"In our sector, we work together with a lot of different people doing other jobs. An incident during the Baltic 2 project got me thinking

about our responsibilities in such cases. What happened was that our customer had hired a crane company to do some of the lifting work and they supplied both men and equipment, including a crawler crane with a driver. At a given moment, this crane was being operated by an engineer and it was during this time that the crane toppled over. Luckily, there were no personal injuries, but it was certainly frightening. It turned out that this same company would also be supplying the telescopic crane and the driver who would put our guy on top of the jacket (steel foundation structure) every day. As soon as we heard, we informed our customer that we no longer trusted

this company and wanted to check the certificates for both the crane and the driver. Fortunately, everything was in order.

From a NINA point of view, you could say that the engineer's behavior caused this incident. He should have never been operating the crane. Cause identified. But what now? My point is this: how far do we have to go in monitoring companies we (have to) work with? Can we trust in the competence of the companies brought in by our (sometimes famous) customers who are managed under their own SHE-Q systems? Or do we have to check everything ourselves?"

GOOD WORKING ATMOSPHERE ON SAAONE DIVING PROJECT

CULTURE OF TRUST AND RESPECT PROMOTES SAFETY

Given the rarity of compliments, Max Schellenbach was really happy to receive the letter from the diving team on the SAAone project (see box). The letter is about how they don't cut any corners in terms of costs or effort when it comes to operating properly and safely. *'Everyone involved deserves a feather in their cap. Management meetings are working especially well and everything on the work floor is NINA-compliant without being intrusive. The NINA concept really works. Everyone draws everyone else's attention to behavior that's against the rules, but without being arrogant. People appreciate it if their unsafe actions are pointed out to them.'*

FIGHT

Bart Cassiers has been a diver for Smit and now Boskalis for 32 years. Together with Raymondo De Kramer, John Engel and



| Diver working at Muiden

Michiel Deckers, he took the initiative to write the letter. "As a diver, you often have to fight to get facilities. For example, it's a legal requirement for a diving team to consist of at least 3 divers. We can also ask for a fourth diver if the diving site has a lot of obstacles, for example, and there is a real chance of someone getting stuck. Normally, you have to beg, but this time everything was automatic: a fourth diver had already been arranged in advance."

THINK ABOUT YOUR OWN ACTIONS

Mutual trust and respect are therefore present and that has a positive impact on the working atmosphere, says Bart. "Thanks to NINA, there's a lot of talk about safety in a way that gets you thinking about your own behavior. In the past, if you told someone he

wasn't wearing a hard hat, you would get a load of verbal abuse in return. Nowadays, you get a genuine 'thank you'. It was the first time I saw that everyone is complying with the safety regulations."

WHAT ARE THE DIVERS DOING IN THE SAAONE INFRASTRUCTURE PROJECT?

The object of the SAAone project is to build a large aqueduct. The ground was injected with grout to create a waterproof layer for the foundations. However, this proved insufficient and the aqueduct under construction ended up under water, along with all the equipment, such as cranes, containers and scaffolding. Divers were therefore brought in to disassemble and remove obstacles, to pour a concrete floor under water and to assist with reinjection of the underlayer.



| Overview of flooded Muiden aqueduct