

NINA NO INJURIES NO ACCIDENTS AT WORK

A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS | MAY 2014

HOW FAR ARE YOU WILLING TO GO TO ELIMINATE EVERY 'WHAT IF'?



Pieter Jan Stuiver, Project Manager at Świnoujście Harbor, Poland

"There are lots of UXOs - unexploded ordnances - in this harbor. During the expansion of the access channel, we were required to investigate a potentially dangerous section of the bottom. Of our own accord, we decided to scan the rest as well, albeit more superficially, and we detected 24 objects that could have been UXOs. We removed them, but it was a false alarm. Relieved, the Crestway crew started the operation. Four days later, however, they found a grenade in the trailing suction pipe.

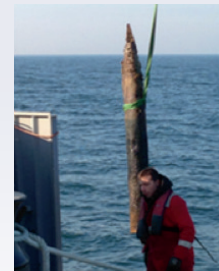
Five days later they found what could have been naval mine parts. At that point, our consortium partner Heinrich Hirdes EOD Service recommended we cease operations. Pending further instructions, we closed off the area and continued elsewhere. It was agreed that the engine room would also remain unmanned during dredging. Once we had covered 90% of the sea floor and had once again discussed the risks with the crew, we returned to the original area to continue operations. But at that point, we still did not know what we had found. We didn't find any more UXOs. What we thought were naval mines turned out to be shells.

The operation went well.. But things could have turned out differently. Maybe we should have hired another magnetometer to comb the entire area to eliminate all risks. But that would have taken a big bite out of our budget. For me, the dilemma is, how far are you willing to go to eliminate every 'what if'? There are expenses involved in all safety measures. In the project

management, we try to ensure that everyone feels safe and also to achieve a good financial result. But how do you strike a balance between the two? What do you think?"

DOES THIS DILEMMA SOUND FAMILIAR?

NINA At Work wants to get people talking about this subject. Share your story with Pieter Jan Stuiver (pieter.jan.stuiver@boskalis.com) or with the *NINA At Work* editorial staff (NINA@boskalis.com).



Example of a false alarm: possible torpedo turns out to be a log

A MORE OPEN ATTITUDE AND GREATER UNDERSTANDING

All staff on the 'shop floor' in Qatar attended a NINA workshop.

Nearly all Boskalis projects, including in Qatar, are carried out by our own staff working with people recruited locally. In the interests of improving cooperation between Boskalis staff and the locals, the two groups attend a series of NINA workshops together. According to SHE-Q Manager, Amit Walia, "Sharing the same knowledge and using the same terms to speak about your work helps to promote mutual understanding". Small groups were formed to attend the training, based on job description and language spoken. Amit gives the training in Hindi: "People feel

more comfortable when you speak to them in their own language and are more likely to share their views."

A REAL STEP FORWARD

Participants practice applying the NINA Values in the workshops. According to Amit, "For example, people should give feedback to co-workers who are walking around without wearing any PPE. They usually do, unless we pretend that the co-worker is a supervisor. That's when people hesitate: they are afraid to say something like that to a supervisor or manager. We show them that supervisors are also just human beings who make mistakes like everyone else, husbands

and fathers who want to go home at the end of the day still in one piece. We can't change old habits with one workshop. But I do see people's attitudes becoming more open and interactive. We are definitely taking a step forward!"



NINA training in Qatar