



# AT WORK SPECIAL

JANUARY 2014

It has already been three years since NINA was introduced in a large part of the organization. What have we achieved since then? What challenges remain? And, last but not least, what can we learn from each other? The group management held talks on this subject with the fleet employees, executives and the staff departments in 2013. The talks took the form of reflection sessions, in which various employees talked to each other openly about NINA and exchanged experiences in small groups.

The three events were a success and follow-up sessions will be organized this year.



## NINA HAS A MAJOR INFLUENCE ON OUR CORPORATE CULTURE

"I don't always have the opportunity during working visits to have a deep discussion with people. At these events, I could. I found it interesting that many conversations became discussions about ways of working more intelligently and more quickly. It just goes to show that NINA has a tremendous influence on our corporate culture. In the offshore divisions, where NINA was only recently introduced, we expect to see the awareness and group reflection on the subject add a new dimension to safety efforts."



Peter van der Linde, Group Director

"The reflection sessions were structured with a view to promoting the ongoing development of NINA by discussing experiences openly and exploring how things could be done differently or better. That structure was definitely a success. The participants were enthusiastic and felt engaged in the program."

## POSITIVE DEVELOPMENTS

### RECOGNITION

EVERYONE REALIZES HOW USEFUL NINA IS. THE STAFF DISCUSSES THE SUBJECTS OFTEN AND IS WILLING TO APPLY SAFE WORKING PRACTICES. WE HAVE ALREADY TAKEN SOME IMPORTANT STEPS IN THE RIGHT DIRECTION AND THE SUPPORT OF THE MANAGEMENT HAS DEFINITELY HELPED ALONG THE WAY.

### COMMUNICATION

START-UP MEETINGS HAVE BECOME A USUAL OCCURRENCE. WE SPEND THE START-UP MEETINGS WORKING ON NINA TOGETHER WITH ALL INVOLVED PARTIES, INCLUDING PARTNERS AND CUSTOMERS. WE JOINTLY DRAFT TEAM OBJECTIVES, WHICH EVERYONE SIGNS. THIS CONTRIBUTES TO THE OPEN CULTURE IN WHICH NINA FLOURISHES.

## THESE CHALLENGES REMAIN

### PREPARATION

TO AVOID UNPLEASANT SURPRISES, IT'S IMPORTANT TO BE WELL PREPARED. HOWEVER, SOME SITUATIONS ARE DIFFICULT TO CHANGE. FOR EXAMPLE, THE SAFETY LEVEL EXHIBITED BY TEMPORARY CREWS/EMPLOYEES AND SUBCONTRACTORS VARIES A LOT, SO IT IS IMPORTANT TO REMAIN VIGILANT.

### PERSEVERANCE

NINA IS A PROCESS INVOLVING CHANGES THAT EVERYONE UNDERGOES AT HIS/HER OWN PACE. THE TRICK IS TO KEEP EVERYONE ENGAGED AND TO ENSURE THAT THE CORE NINA PRINCIPLES ARE APPLIED. THE HURDLES WHICH WE HAVE TO CONTEND WITH ARE: COMMUNICATION (CONTINUING TO HOLD EACH OTHER ACCOUNTABLE FOR OUR BEHAVIOR), DIFFERENCES IN LANGUAGE AND CULTURE, GETTING EVERYONE ON THE SAME PAGE (INCLUDING THIRD PARTIES) AND PERSONAL CHANGES.

## PROVIDING CONSTRUCTIVE INPUT AND FEEDBACK

"What was striking to me during the reflection sessions was that everyone realizes that we have a long way to go yet with NINA. But we should not lose sight of how much progress we have made already. My own experience is that you sometimes need an outsider to point it out to you. For example, a NINA facilitator noticed that on board our vessel, the Philippine crew gave particularly constructive input and feedback. We do focus a lot on that aspect, for instance by having them also organize prestart meetings."



Rob de Lange, Relief Captain of the Gateway

**WANT TO GIVE FEEDBACK?** Would you like to offer your feedback on NINA, share your experiences and learn from your colleagues? Then register now for the 2014 reflection sessions! Email: [NINA@boskalis.nl](mailto:NINA@boskalis.nl)