



AT WORK

A SELECTION OF DIFFERENT EXAMPLES FROM THE EVERYDAY EXPERIENCE OF BOSKALIS

NINA Workbox Lifting & Hoisting sessions.

“TRUST IS IMPORTANT.”

In September two Workbox Lifting & Hoisting sessions were held at NWDM Ijora Yard in Lagos, Nigeria. Super Akpo Opiti (Project SHE-Q Manager) talks about his role as facilitator.

Super Akpo Opiti has facilitated several Workbox sessions. The key to success is interactivity, he says. “In the Lifting & Hoisting sessions I saw open communication, constructive arguments, the willingness to tell personal stories. Coming together and taking time to talk about safety is very good for our cohesion.”

GROUP CHEMISTRY

What is his contribution as a facilitator to this process? “Every group has its own chemistry and as a facilitator you must respond to this. Your focus should be on the guys directly involved. Give them time to adjust. If you want them to contribute you have to make them feel comfortable and confident. I remember a Workbox Mooring session with a very small group. Everybody stayed quiet and it took me a lot of energy to get them out of their shells. I reassured



| NINA Workbox Lifting & Hoisting session at NWDM Ijora Yard in Lagos, Nigeria

them there would be no kick-back from stories told. So trust is important. More experienced people know this, and are more willing to speak up. When you preselect the groups it is useful to keep this in mind. It is also important to have diversity in a group: people learn from

each other and end up understanding each other better.”

ACTION POINTS

Besides the session itself, it’s the action list that counts. “We choose the most relevant action points during the session. I make sure they are defined SMART (Specific, Measurable, Attainable, Relevant, Time-based). Next we make an action poster to communicate this to all personnel and we discuss progress during our toolbox meetings. Finally monitoring is important. The SHOC-card is a powerful instrument to help us stay on top of things. So, as far as I am concerned, the momentum we create via Workbox sessions is valuable and should be kept; regular refreshers are needed to keep raising awareness.” ■



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“REACHING A CULTURE OF EXCELLENCE.”

Crane Operator Pureheart Kpeji is enthusiastic about the changes the Workbox Session Lifting & Hoisting brought about at NWDM Ijora Yard in Nigeria.



| Pureheart Kpeji

“One action point we agreed upon during the session is to forbid the use of mobile phones during lifting and hoisting jobs, because they distract you. Another action point is to write lift plans for all non-routine jobs, which have to be approved by SHE-Q. So it is both behaviour and procedures we are changing at work since the Workbox session. For me this is all part of the culture of excellence we try to achieve. Not just doing your job, but reaching a high level of safety and quality.”

When I see someone does not take it well I say ‘take 5’; never rude, always polite and friendly, take time to calm down. NINA makes you realise you are individually responsible for your safety and the safety of your colleagues. It helps you to speak the same language.”

NOT ASSUME, BUT KNOW

A dilemma in reaching the goals set is the lack of trained personnel, says Pureheart. “We often have to work with inexperienced lifting Supervisors, inexperienced Riggers. Until more people are trained (which is a goal in itself, ed.) we don’t have any choice but to accept it and look at our own behaviour. What we changed since the Workbox session is: ‘not assume, but know’. Not assume a Rigger understands his job, but know he does. Check, check, double check. We do this more strictly now.” ■

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TEAM HARMONY

Reaching a culture of excellence takes more than a signature on an action list. According to Pureheart one of the most important conditions is team harmony. “When there is a sense of community and friendship, you can give colleagues feedback without them becoming angry. NINA helps to achieve this.

