

Plenary at the 31st IATEFL BESIG  
Annual Conference in Iași, Romania,  
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## Getting the right culture on board – The Just Culture

**Irina Carbonaru**

**T**his talk will be in three parts. First of all I will say a little about the global maritime industry, and my own company, V.Ships, one of the leading providers of marine support services in the world. These services include Technical Management, Technical Services, Crew Management, Crew Services, Supply Chain and Insurance Solutions. .

As regional crew director for North Europe and the Americas, my specific responsibilities include quality and safety management. This brings us to the second part of the talk, where I will focus on some of the issues which result when crews, typically made up of people from many different national cultures and backgrounds, and often at short notice, are required to work together in a safe environment.

Finally, I will explain how we looked at various theoretical approaches to culture to inform our understanding of the situation, and then outline some of the steps we are currently taking to make sure that we have the right culture on board.



**After graduating with a BSc in Electrotechnics from the Polytechnic University in Bucharest, Irina Carbonaru started her shipping career in the Black Sea port of Constanta, Romania, with a small bulker owner and operator in the Chartering/Operations department. She later joined a reputable crewing agency, mainly servicing German ship-owners based in Hamburg and Limassol, growing from Crew Operator to General Manager. Since 2006, Irina has held roles in Senior Crew Management in Cyprus and Germany. During her 20 years in the maritime industry she has worked with many notable global players – ship-owners, ship managers and regulators, as well as training institutes – and has developed broad and interdisciplinary process knowledge and industry know-how.**