



**Adrian Cojoc**  
Director General ROMATSA

ROMATSA's mission is to provide air navigation services in compliance with the highest safety standards. Improving safety and organisational performance through a Just Culture approach is what drives our everyday work in order to keep Romania's sky safe.

We have experienced continuous growth of air traffic after the COVID-19 restrictions were lifted, as well as altered traffic flows and increased military operations in the region as a result of Russia's war of aggression in Ukraine. These factors have increased the workload of our employees and increased the complexity of operations within our airspace. Thus, it is ever more important that we promote and apply the Just Culture Policy, also endorsed by the social partners, in order to continuously improve our overall performance.

A 'Just Culture' is founded on two principles, which apply simultaneously to everyone in the organisation:

- a) Human error is inevitable, and the organisation's policies, processes and interfaces must be constantly monitored and improved to accommodate those errors.
- b) Individuals should be accountable for their actions if they knowingly violate safety procedures or policies.

Achieving both of these two principles is enormously challenging. The first principle requires a reporting system and culture that people can trust enough to make the necessary disclosures. Their trust develops out of the way the second principle is implemented – specifically from the way in which the organisation defines, investigates and attributes accountability for whatever its staff disclose.

We in ROMATSA have defined Just Culture starting from the principle that operational and technical personnel involved in the provision of air navigation services are not punished for actions, omissions or decisions taken by them that are in line with their experience, education and training. At the same time, Just Culture does not tolerate gross negligence, destructive acts and wilful violations of procedures, rules, norms.

In implementing Just Culture, regarding reporting and investigation of civil aviation occurrences, ROMATSA is committed to complying with applicable regulations that have as a goal accident and incident prevention. ROMATSA does not attribute culpability or accountability, responsibilities, blame or application of sanctions to persons involved.

In this respect ROMATSA's management and employees comply and adhere to the following principles:

1. The main goal of reporting is to contribute to risk control, and accident and incident prevention.
2. Reporting is free of any form of punishment or penalties even if safety problems can reveal errors or inadequate actions of the personnel.
3. Safety information collection, recording and dissemination shall appropriately safeguard the confidentiality of the reporter and of the persons mentioned in occurrence reports or other information that might reveal their identity.
4. Reporting by automated systems, as for example ASMT (automated safety monitoring tool) is treated in the same way as staff reporting.
5. ROMATSA will offer to its employees protection and support if judicial authorities institute proceedings against them after an aviation accident or incident.
6. The safety management system is only as effective as the people who deliver it. The rigour with which safety concerns are reported depends upon our safety culture and its good application.
7. All management and staff are encouraged to promote and apply this Just Culture policy, contributing in this way to the consolidation of ROMATSA's safety culture.

Bearing in mind the fact that ROMATSA has not experienced an accident in the last 15 years with either a direct or indirect contribution from air traffic services, the safety approach of our operations is a success story that we continue to write every day. The principles above will continue to be applied within the organisation. 

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Adrian Cojoc is an economic and financial specialist, working within ROMATSA for the past 20 years. He was appointed Director General of ROMATSA in February 2021, after steering the company's challenging financial situation in 2019 and 2020 as Economic Director.

He led ROMATSA's procurement department for 10 years, between 2009 and 2019, working towards implementation of EU standards in the company and a transparent methodology that guaranteed the selection of best technical and financial offers. He was previously an economic expert within ROMATSA for eight years and a financial specialist within a private company. Mr Cojoc is a BSc from the Faculty of Finances, Banks and Accounting and has graduated several advanced training programmes in procurement, aviation insurances and liabilities.