

EASA Management Board Decision 03-2015

25/02/2015

Adopting 2016 MSPP and 2015 EP

ANNEX – 2016-2018 MSPP



**ANNEX - Multiannual Staff Policy Plan  
2016 – 2018**

March 2015

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## 1. GENERAL OVERVIEW OF THE ACTIVITIES OF THE AGENCY

### **Introduction:**

This version of the multi-annual Staff Policy Plan (MSPP) generated by the European Aviation Safety Agency takes into account the establishment plan 2014 as adopted by the Budgetary Authority and notified to the Agency.

The Agency operated on an integrated planning policy, following a five year Business Plan, setting out the Agency's expected operations. The MSPP is based on the Business Plan 2014-2018 which was approved by the Management Board on the 10th of December 2013. Due to the reorganisation and the related process review this document remains in 2014 the framework for all other planning documents in the Agency:

DB: Draft Budget

DWP: Draft Work Programme

MSPP: Multi-Annual Staff Policy Plan

In 2014 the Commission has revised the Framework Financial Regulation (FFR) introducing one single programming document as of 1 January 2016 (i.e. as of programming covering 2017). Therefore for the MSPP 2016 – 2018 the Business Plan (BP) 2014-2018 has still been used as a basis, complemented by the key priorities as of 2015 as outlined in the draft Work Programme 2015.

The Agency has undergone a convergence process, re-organising the Agency towards a more strategy and programming focussed organisation to introduce improved robust vertical and horizontal components that support to promote the required flexibility and mobility of staff members.

In the present planning cycle the Agency will continue its efforts in order to achieve higher efficiency in all the activities. Those actions are considered as a top priority due to the increasing number of activities and the flat EU budget allocated.

This document provides an assessment of the expected workload and detailed resource requirements for the period 2016 to 2018. It uses as a starting basis the number of temporary agent posts (TA) agreed for EASA for 2015 between the Commission, the Parliament and the Council in December 2014.

In accordance with the new tasks still to be implemented, the Agency is labelled **in 2015 as Agency with new tasks**. Although the Agency will suffer a reduction in subsidy financed posts, it will need to ensure that the following upcoming tasks are performed:

- The support to the European Commission in developing a proposal for the revision of the Basic Regulation reflecting on future extensions of competence of the Agency.
- Standardisation and accreditation activities that might be extended to new domains following the revision of the Basic Regulation.
- The development of the international presence of the Agency and EU products through EU regulations and programmes
- The implementation of a risk based safety management system, which includes a review of the safety analysis methodologies, and top-down, risk based safety programming. This will also be supported by a "big data" project.

- The set-up of a new European Central Question Bank (ECQB), supported by an improved process aiming to significantly raise the productivity of the question development and maintenance processes and to improve the overall quality of newly developed questions.
- The implementation of a Roadmap for the Regulation of General Aviation (GA), which will start delivering measures aiming at proportionate and risk-based regulations for general aviation.
- The implementation of the Virtual Academy to enable the provision of aviation safety training services through the creation of a permanent body of entities carefully selected to complement (without replacing) the existing systems.
- The implementation of outsourcing partnership agreements that will have been concluded end of 2014/early 2015 with several NAAs.
- The support of Member States and industry on the implementation of new regulations.

## **2. STAFF POPULATION AND ITS EVOLUTION:**

The MSPP and the Budget are prepared using a number of realistic planning assumptions which impact positively and negatively the annual salary adjustment.

The 2015 MSPP should be viewed in the light of the following principles and assumptions:

Annual salary adjustment year 2015:	2,55%
Salary adjustment & country coefficient (established yearly by the Commission)	0,85%
Seniority/step increase (automatic increase as per the Staff regulation)	2,1%
Reclassification/Promotion (based on historical average)	0,6%
Vacancy rate (takes into account natural turnover)	-1,0%

## Overview of all categories of staff:

Staff population		Staff population actually filled in 31.12.2013	Staff population in EU Budget 2014 <sup>1</sup>	Staff population in EU Budget 2014 <sup>2</sup> (1)	Staff population actually filled at 31.12.2014 <sup>3</sup>	Staff population authorised under the EU Budget 2015 <sup>4</sup>	Staff population in Draft EU Budget 2016	Staff population envisaged in 2017 <sup>5</sup>	Staff population envisaged in 2018 <sup>6</sup>
Officials	AD	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	AST	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	AST/SC	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TA	AD	510	551	543	516	551	550	549	548
	AST	137	134	142	135	128	128	127	126
	AST/SC	0	0	0	0	0	0	0	0
Total <sup>7</sup>		647	685	685	651 <sup>8,9</sup>	679	678	676	674
CA GFIV		15.8	34	34	28	36	36	36	36
CA GF III		56.6	69	69	53	66	66	66	66
CA GF II		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CA GF I		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total CA <sup>10</sup>		72.4	103	103	81 <sup>11</sup>	102	102	102	102
SNE <sup>12</sup>		15.3	16	16	15 <sup>13</sup>	24	24	24	24
Structural service providers <sup>14</sup>		29.6			19.1	19.1	n/a	n/a	n/a
TOTAL		734.7	804	804	766.1	824.1	804	802	800
External staff <sup>15</sup> for occasional replacement <sup>16</sup>		14.9			16				

1 As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

2 Revised staff population for 2014 following application of 10% flexibility rule

3 Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

4 As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

5 Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

6 Ibid.

7 Headcounts. The Agency employs a limited number of structural part time pilots (50%).

8 Following from footnote 7, specifically in 2014 EASA employed 2 part time pilots occupying only one post. Therefore EASA currently employs 651 temporary agents while filling in 650 posts.

9 Posts include 8 offer letters sent by 31/12/2014

10 FTE

11 Calculation for the equivalent number of FTE to be provided

12 FTE

13 Calculation for the equivalent number of FTE to be provided

14 Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

15 FTE

16 For instance replacement due to maternity leave or long sick leave.

# MULTIANNUAL STAFF POLICY PLAN 2016-2018

## Establishment plan evolution 2014-2018 :

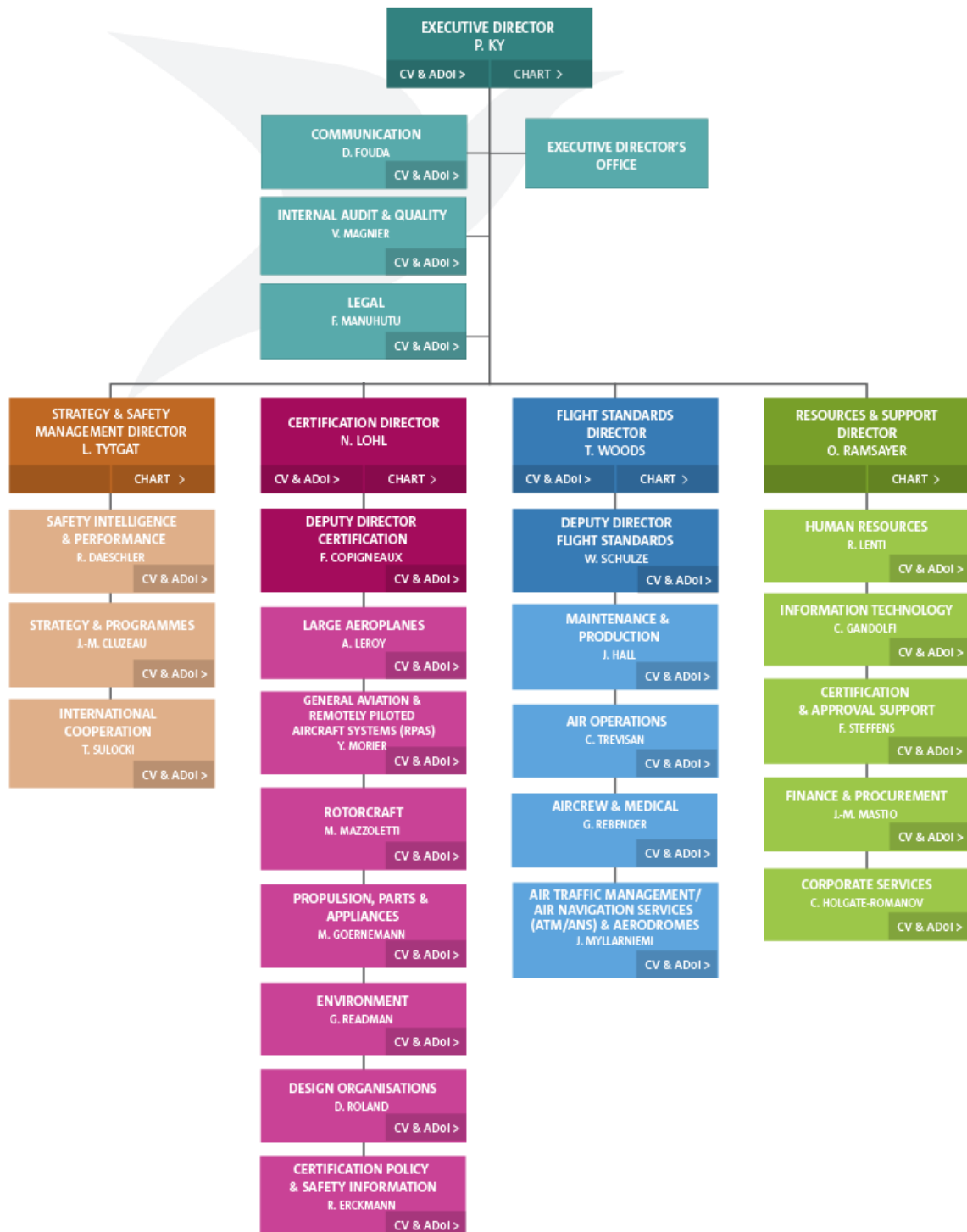
Category and grade	Establishment plan in EU Budget 2014		<a href="#">Modifications envisaged in establishment plan 2014 in application of flexibility rule[2]</a>		Actually filled posts as of 31/12/2014		Establishment plan in envisaged EU Budget 2015		<a href="#">Modifications envisaged in establishment plan 2015 in application of flexibility rule[2]</a>		Establishment plan in Draft EU Budget 2016		Establishment plan 2017		Establishment plan 2018	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16																
AD 15		2		2		1		2				1		1		1
AD 14		14		14		6		23				25		27		28
AD 13		21		21		12		31				32		34		35
AD 12		37		42		16		48				53		59		64
AD 11		60		66		18		72				76		79		81
AD 10		84		89		74		95				98		100		103
AD 9		107		114		81		118				117		114		113
AD 8		100		90		94		81				77		73		69
AD 7		75		69		128		55				49		44		39
AD 6		46		33		74		24				20		17		14
AD 5		5		3		11		2				2		1		1
<b>Total AD</b>		<b>551</b>		<b>543</b>		<b>515</b>		<b>551</b>				<b>550</b>		<b>549</b>		<b>548</b>
AST 11				0		0		0				0		0		0
AST 10				0		0		0				0		0		0
AST 9		1		1		0		1				1		1		1
AST 8		4		3		0		4				4		4		4
AST 7		11		11		0		12				13		14		13
AST 6		23		23		4		22				23		25		27
AST 5		32		36		10		32				33		33		34
AST 4		28		28		28		26				25		24		23
AST 3		18		21		52		18				17		16		15
AST 2		15		16		28		11				10		8		7
AST 1		2		3		13		2				2		2		2
<b>Total AST</b>		<b>134</b>		<b>142</b>		<b>135</b>		<b>128</b>				<b>128</b>		<b>127</b>		<b>126</b>
<b>Total AST/SC</b>																
<b>TOTAL</b>		<b>685</b>		<b>685</b>		<b>650</b>		<b>679</b>				<b>678</b>		<b>676</b>		<b>674</b>

[2] The agency takes note that the Budgetary Authority has cleared in the 2015 budget less AST positions (128) than AST staff currently in place (135, on 31/12/2014). While the Budgetary Authority's logic is fully supported by EASA, the agency will endeavour to gradually reduce the number of AST staff deployed, to align it with the ceilings decided. This will be achieved through natural turnover and end of contracts. Indeed, by 1 February 2015 the agency has already further reduced the number of ASTs by 1. Current number of AST staff in place is 134.

### 3. ANNUAL STAFF-RELATED EXPENDITURE IN 2014, IN ABSOLUTE TERMS AND AS A PERCENTAGE OF THE OVERALL ADMINISTRATIVE EXPENDITURE:

	Executed Budget 2014 per source of revenue			Executed Budget 2014 broken down by titles			
	EU Budget (1)	Other Sources (2)	Total (3=1+2)	Title 1	Title 2	Title 3	Total
<b>Salaries &amp; allowances (1)</b>	<b>24,706,256</b>	<b>45,265,354</b>	<b>69,971,610</b>	<b>69,971,610</b>	-	-	<b>69,971,610</b>
of which establishment plan posts (officials, TA)	22,143,907	42,487,000	64,630,907	64,630,907	-	-	64,630,907
of which external personnel (CA, SNE and External staff for occasional replacement)	2,562,349	2,778,354	5,340,703	5,340,703	-	-	5,340,703
of which structural service providers	-	-	-	-	-	-	-
<b>Other support/administrative expenditure (2)</b>	<b>8,735,892</b>	<b>18,065,594</b>	<b>26,801,486</b>	<b>4,903,802</b>	<b>16,305,093</b>	<b>5,592,591</b>	<b>26,801,486</b>
Expenditure related to staff recruitment	270,130	564,347	834,477	834,477			834,477
Socio-medical infrastructure	41,494	82,035	123,529	123,529			123,529
Training costs	136,821	266,373	403,194	403,194			403,194
Mission costs	969,186	3,924,499	4,893,685	58,485		4,835,200	4,893,685
Information and publishing	103,006	255,933	358,939			358,939	358,939
Studies / Surveys / Consultations <i>(HR)</i>	65,557	126,923	192,480	192,480			192,480
IT costs	1,860,038	3,367,216	5,227,254		5,227,254		5,227,254
Experts costs			-				-
Postage / telecommunications	206,066	402,524	608,590		608,590		608,590
Translation and interpretation costs	57,194	13,714	70,909			70,909	70,909
Meetings / Conferences / Receptions / Events	287,450	154,739	442,189	114,646		327,543	442,189
Auditing and evaluation	-		-	-	-	-	-
Running costs	244,381	421,280	665,661		665,661		665,661
Rental of buildings and associated costs	3,398,353	6,316,296	9,714,649		9,714,649		9,714,649
Research and Development / Innovation			-				-
Movable property and associated costs	29,802	59,140	88,941		88,941		88,941
Other (please specify) - Social Welfare	1,066,415	2,110,577	3,176,992	3,176,992			3,176,992
<b>% share of salaries, allowances expenditure (1)/(2)</b>	<b>283%</b>	<b>251%</b>	<b>261%</b>				-
<b>Other operational costs (3)</b>	<b>7,293,021</b>	<b>25,646,289</b>	<b>32,939,310</b>	-	-	<b>32,939,310</b>	<b>32,939,310</b>
Certification activities		24,915,156	24,915,156			24,915,156	24,915,156
Standardisation Activities	80,297	48,785	129,082			129,082	129,082
Rulemaking Activities	701,180	-	701,180			701,180	701,180
Technical Training	92,221	366,634	458,855			458,855	458,855
ED Activities	898,065	315,714	1,213,779			1,213,779	1,213,779
Special Operations - International Tech. Cooperation Projects	5,521,258	-	5,521,258			5,521,258	5,521,258
<b>Totals</b>	<b>40,735,169</b>	<b>88,977,237</b>	<b>129,712,407</b>	<b>74,875,412</b>	<b>16,305,093</b>	<b>38,531,901</b>	<b>129,712,407</b>

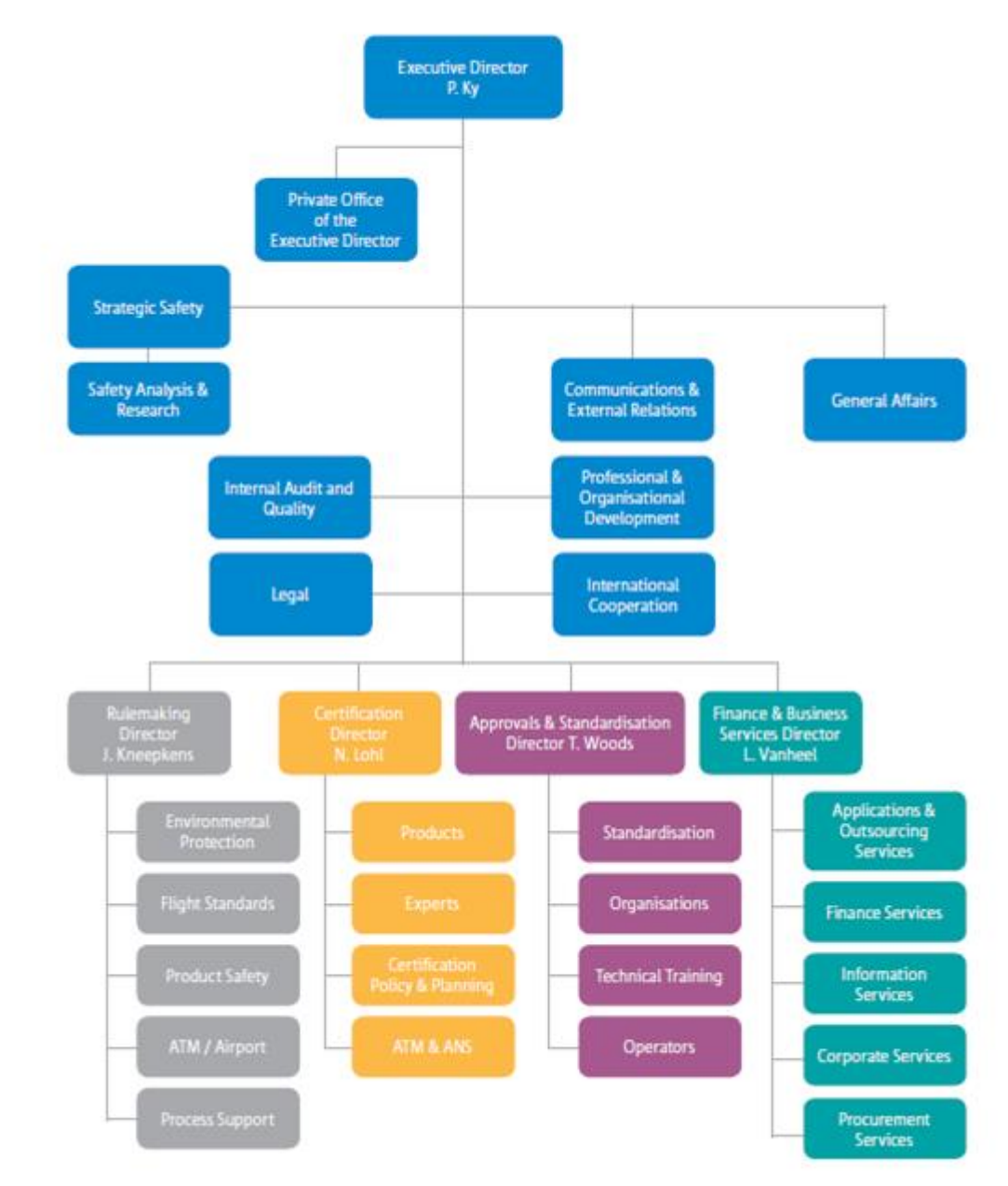
#### 4. EASA ORGANISATION AND ORGANISATIONAL CHART 01.01.2015:





Information on the organisational structure down to department level, including the precise number of temporary agents, contract agents, seconded national experts and interims on 31/12/2014 can be found in Annex I.

### EASA Organisation and Organisational Chart 31.12.2013:



## **5. OVERVIEW OF THE SITUATION OVER THE YEARS 2016-2018 (INCLUDING NEW TASKS AND GROWTH OF EXISTING TASKS. FULLY CONSISTENT WITH EASA'S BUSINESS PLAN 2014 – 2018)**

### **5.1. Safety Management**

It is essential to continuously improve the level of safety for the benefit of European citizens. The upcoming years will be key. The Agency will bring together its resources to ensure that acquisition and analysis of safety data are unified thereby overcoming the inefficiencies of fragmentation. The integration of data streams will be a priority. Decision making will be informed by an approach to safety risk assessment which applies expertise from the whole Agency.

The first steps towards a European Data Exchange Programme for Aviation Safety are being taken in that the Agency launches and follows in 2015 a feasibility study, while at the same time starting an active cooperation with Member States and the EC, and approaching key stakeholders. The Agency will further seek and develop partnership with EC, SESAR and Cleansky, and enhance networking with research stakeholders for the promotion of EASA's research priorities.

A significant part of the implementation of the Occurrence Reporting Regulation should be completed by the end of 2015 creating the basis for data collection and analysis. In the upcoming years team working with the Member States will align the matrix of European State Safety Programmes (SSPs) and the European Aviation Safety Plan EASp. In addition the communication of safety information to all stakeholders will be strengthened. These measures aim to deliver a steady improvement in aviation safety using intelligence acquired and initiatives aimed at mitigating known risks.

### **5.2. Regulation**

In 2015, the Agency will commence the review of the rulemaking programme in order to obtain a top-down, prioritised programme.

The Agency will develop new rules in all areas based on priorities and on actions identified in the EASp, feedback from the implementation of rules, Safety Recommendations, alignment of the Single European Sky (SES) and EASA regulation in the Air Traffic Management (ATM) domain, compliance to the Basic Regulation 216/2008, harmonisation with ICAO standards etc. strictly considering environment and circumstances for a smooth implementation as possible.

Furthermore, the Agency in cooperation with the European Commission will continue the improvement of the full life cycle of the regulation process to make it more efficient and more proportionate; this will encompass, among others, the gradual revision over the next few years of the existing regulatory framework, the

support to Member States and Industry in the implementation of the rules, and the support to the European Commission in the review of the Basic Regulation.

Finally, it is expected that the next years' work will start in new areas as for example Remotely Piloted Aircraft Systems (RPAS) and cyber-security. To that respect the additional posts received by the Budgetary Authority will be deployed considering possible synergies within the competencies required for the new areas. This approach will bring an easier redeployment between functions (i.e. from rulemaking to standardisation) and it will allow a more efficient use of the resources.

### 5.3. Product Safety Oversight

In the field of initial airworthiness, 2015 will be the first full year of the implementation of the Operational Suitability Data (OSD) elements into the certification process. The workload is expected to be high. Nevertheless the performance and the estimations will be carefully monitored according to the experience gained. Furthermore, the refinement of the Agency's criteria for determining its adequate technical Level of Involvement (LoI) in the certification process will lead to a revision of some working methods and procedures. Careful change management will be prerequisite for success. The continuing oversight activities are expected to grow due to the upturn of the aircraft fleets in operation and to the increase in the number of type certificates issued.

Technical workload (in hours )	2013	2014	2015	2016
Activity	actual	LE3	BP 15/16	BP 15/16
<b>Certification (Initial Airworthiness and Operational Suitability)</b>	<b>152,312</b>	<b>168,431</b>	<b>172,554</b>	<b>176,426</b>
Certification	141,407	149,566	153,809	157,681
Operational Suitability Data (OSD)	10,905	18,865	18,745	18,745
<b>Continuing Airworthiness (CAW)</b>	<b>54,443</b>	<b>76,400</b>	<b>78,500</b>	<b>80,000</b>
<b>Certification related services:</b>	<b>20,297</b>	<b>19,955</b>	<b>22,813</b>	<b>21,813</b>
MRB	15,578	15,176	16,720	15,720
Related services to external stakeholders (Certification Support for Validation, Technical Advise contract and non-mandatory OSD elements)	4,719	4,779	6,093	6,093
<b>Total Product Safety Oversight workload</b>	<b>227,050</b>	<b>264,786</b>	<b>273,867</b>	<b>278,239</b>
<i>Internal Workload</i>	184,932	221,280	235,715	240,037
<i>External Workload</i>	42,118	43,507	38,152	38,202
Internalization rate	81%	84%	86%	86%

### 5.4. Organisation Approvals

The steady increase in organisations approvals activity - with regard to the number of new approvals - continues. In addition, the Safety Management System (SMS) implementation in Continuing Airworthiness Organisations (CAO) and Production Organisations Approval (POA) will have to be prepared taking into account the

outcome of the relevant Notice of Proposed Amendments (NPAs). SMS implementation will be consolidated in the Flight Crew Licencing Organisation Approval (FCLOA) domain due to the fact that part FCL has already been applied in Authority Requirements for Aircrew (ARA) and Organisation Requirements for Aircrew (ORA). The oversight activities in the ATM/ANS domain will be further consolidated assuring technical oversight of the SESAR deployment phase. Implementation of OSD requirements will continue for design organisations (DOA).

Technical workload (in hours)	2013	2014	2015	2016
Activity	actual	LE3	BP 15/16	BP 15/16
EASA Design Organisation Approval	30,609	30,664	32,623	34,835
EASA Foreign Part 145 Approval	24,541	24,196	25,552	27,196
EASA Foreign Part 147 Approval	3,880	3,304	4,007	4,148
EASA POA Approval	11,120	12,456	11,644	12,070
EASA Export Certificate of AW	2,655	3,105	3,018	3,109
ATM/ANS Service Provider Organisation	2,188	2,977	3,742	3,795
Part - ORA ATO Approval	5,667	4,864	5,675	6,273
EASA Approval for AP to DOA	510	357	357	357
Changes to EASA DOA	550	-	-	-
Other	20,611	21,307	24,051	24,095
<b>Total Project workload</b>	<b>102,330</b>	<b>103,230</b>	<b>110,669</b>	<b>115,878</b>
Internal workload	69,159	69,089	78,544	82,379
External workload	33,171	34,141	32,124	33,499
Internalisation Rate	67.6%	66.9%	71.0%	71.1%
Preparatory technical workload	26,663	26,000	26,000	26,000
Total Organisational Approvals workload	128,993	129,230	136,669	141,878

## 5.5. Inspection of Member States

In January 2014 the Agency implemented a risk based Continuous Monitoring Approach to standardisation in line with the new Commission Regulation 628/2013. In 2015, the first round of comprehensive inspections will have been completed in the ATM/ANS domain, and most transition phases (opt-out-periods) in the fields of Air Operations and Air Crew Regulation will have elapsed. This means that EASA will be in a position to apply the new risk based Continuous Monitoring Approach consistently across all domains. It will also enable EASA to develop a Standardisation Inspection Multiannual Plan (SIMAP) in all domains for which implementing rules under the Basic Regulation are in force and applicable. Subject to the availability of resources, EASA will start as from 2015 with preparations for the expansion of the inspection scope to the field of aerodromes. Cooperation with ICAO will evolve on the basis of the signed ICAO/EASA Working Arrangement to further harmonise the respective inspection/audit programmes with a view to relieve Member States from unnecessary duplications of activities, by for example implementing the NAA management system assessment process.

## **5.6. Accreditation**

The Accreditation Process will be further streamlined and optimised alongside the standardisation process. The interval and scope of surveillance activities will be performed on the basis of risk evaluations.

## **5.7. Operators**

For the next years the following priorities are foreseen in the field of ramp inspections: completion of the separation between the Safety Assessment of Foreign Aircraft (SAFA) and the Safety Assessment of Community Aircraft (SACA) and integration of the two data streams with the Third Country Operators (TCO) and Standardisation processes; continuation of the SAFA internationalisation by successfully transitioning to full membership status for a number of states (UAE, Canada, Singapore) and by extending the programme to several new states; implementation of the Continuous Monitoring Approach (CMA) to SAFA standardisation. 2015 will see TCO in its 30-months transition period, which started on the 26th May 2014 and will end on the 26th November 2016. The TCO Section will work closely with EASA MS and the involved operators to assess all applications of third-country operators flying into EASA MS and issue TCO authorisations as appropriate. The TCO activity was originally planned to be financed by fees & charges. The additional posts authorised by the Budgetary Authority for the new tasks will allow the adequate staffing of the activity with posts financed by the EU contribution, as finally foreseen by the legislator.

## **5.8. International Co-Operation**

The international activities of the Agency will be focused on finalising the new Annexes to the two Bilateral Aviation Safety Agreements (BASA) concluded with the US and Canada. The full implementation of the BASA with Brazil should be concluded before 2016. The team will be heavily involved in Cooperation projects mostly with Asian countries.

## **5.9. Redeployment of resources in view of budgetary constraints**

In the MSPP 2015 – 2017 the Agency had announced that it would present to the Management Board principles for a re-organisation that will allow developing synergies between Directorates. The Convergence project ran for most of 2014 and the new organisational structure was implemented on 1 September 2014. The focus of the project was to identify synergies between Directorates to prepare the Agency for a short, medium and long term environment. The current structure of the organisation supports processes reviewed and optimised in the context of the reorganisation. In 2015 and 2016 the Agency will continue the efforts to further streamline the activities in order to cope with the additional staff cuts foreseen in the MFF 2014-2020.

## 6 GENERAL PRESENTATION OF THE STAFF POLICY FOLLOWED BY EASA

### 6.1. Recruitment Policy

See **Annex III** “General Presentation of the staff policy followed by EASA” attached.

### 6.2 Benchmarking of the key functions in the agencies

Note: In the table below, all parts in *italic* are included in the MSPP template distributed to all agencies by DG HR of the Commission.

The new Staff Regulations applicable on 01.01.2014 introduce a new category AST/SC. This new category has not yet been taken into account in this MSPP as the new deadlines relative to MSPP presentation to the Commission did not allow to identify and implement such concept. The AST/SC will be introduced in the next MSPP.

<i>Key functions (examples)</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</i>	<i>Indication whether the function is dedicated to administration support or policy (operational)</i>
<b>CORE FUNCTIONS</b>			
Director	Temporary Agent  Level 2	AD14	Depending on the Directorate: operational in the Aviation area, support in the Administrative area, e.g.: Finance and Business Services Director (support); Certification Director (operational)
<i>Head of Department (please identify which level in the structure it</i>	Temporary Agent  Level 2/3	AD 9 – AD12 (depending on complexity, size, responsibilities of	Depending on the Department: operational in the Aviation area, support in the Administrative

<i>corresponds to taking the Director as level 1)</i>		the Department)	area, e.g.: Head of Finance (support); Head of Product Department (operational)
<i>Head of Unit (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	n/a	n/a	n/a
<i>Head of Section (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	Temporary Agent "Section Manager"  Level 4 (excluded from management allowance)	AD 7 – AD 10 (depending on complexity, size, responsibilities of the section)	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Senior Officer</i>	Temporary Agent	AD 9	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Officer</i>	Temporary Agent or CA IV	AD7	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Junior Officer</i>	Temporary Agent or CA IV	AD5	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Specialised Technical Assistants /	Temporary Agent or CA III	AST3	Depending on the Section (operational in the Aviation area, support in the



			Administrative area)
<i>Assistant</i>	Temporary Agent or CA III	AST1	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<b>SUPPORT FUNCTIONS</b>			
<i>Head of Administration</i>	Temporary Agent	n/a	
<i>Head of Human Resources</i>	Temporary Agent Head of Professional and Organisational Development Department	AD 11	
<i>Head of Finance</i>	Temporary Agent	AD 11	
<i>Head of Communication</i>	Temporary Agent	AD 10	
<i>Head of IT</i>	Temporary Agent	AD 10	
<i>Senior Officer</i>	Temporary Agent	AD 8/9	
<i>Officer</i>	Temporary Agent	AD 6/7	
<i>Junior Officer</i>	Temporary Agent	AD 5	
<i>Webmaster- Editor</i>	Temporary Agent	AD 5 (“Web Content Officer/Web Master”)	
<i>Secretary</i>	Temporary Agent	AST 1	
<i>Mail Clerk</i>	n/a	n/a	
<b>SPECIAL FUNCTIONS</b>			
<i>Data Protection Officer</i>	Temporary Agent	AD 5	



<i>Accounting Officer</i>	Temporary Agent	AD 9	
<i>Internal Auditor</i>	Temporary Agent	AD 7	

### 6.3 Appraisal of performance and promotion/reclassification.

Besides the performance appraisal review in the context of the probationary period for newly recruited staff, EASA established a formalised appraisal procedure of individual performance in 2007. The system provides for an annual evaluation of each staff member's efficiency, ability and conduct as foreseen in Article 43 of the Staff Regulations. The system includes also the formalisation of an individual training and development plan. The appraisal procedure at EASA is well established and provides a solid basis for the reclassification procedure.

A merit-based career development system (reclassification for its temporary and contract agents) has been implemented in EASA in accordance with the agreement reached between the Commission and the Agencies in the framework of producing harmonised reclassification procedures. The system is designed to reach in the medium term the multiplication rates for guiding average career progression as defined in Annex I.B to the Staff Regulations.

In the eighth reclassification exercise that was run in 2014, 95 TAs and 8 CAs have been proposed for reclassification.

**Reclassification of temporary staff :**

Category and grade	Staff in activity at 31.12.2013		How many staff were reclassified in 2014*		Average number of years in grade of reclassified staff members**
	officials	TA	officials	TA	
AD 16	n/a	0	n/a		
AD 15	n/a	1	n/a		
AD 14	n/a	6	n/a		
AD 13	n/a	14	n/a		
AD 12	n/a	15	n/a		
AD 11	n/a	19	n/a		
AD 10	n/a	73	n/a	12	3.3
AD 9	n/a	83	n/a	10	5
AD 8	n/a	92	n/a	18	3.9
AD 7	n/a	123	n/a	15	3.6
AD 6	n/a	73	n/a	10	3.9
AD 5	n/a	12	n/a	4	2.7
<b>Total AD</b>	n/a	511	n/a	69	3.8
AST 11	n/a		n/a		
AST 10	n/a		n/a		
AST 9	n/a		n/a		
AST 8	n/a		n/a		
AST 7	n/a		n/a		
AST 6	n/a	4	n/a		
AST 5	n/a	10	n/a	2	4
AST 4	n/a	28	n/a	6	3.6
AST 3	n/a	53	n/a	10	3.9
AST 2	n/a	27	n/a	4	3.6
AST 1	n/a	15	n/a	1	4.9
<b>Total AST</b>	n/a	137	n/a	23	3.8
<b>Total</b>	n/a	648 <sup>17</sup>	n/a	92	3.9

\* The number shows the effective reclassifications until 4 November 2014 (including staff members proposed for reclassification in previous years, who fulfilled the third language requirement in 2014). The expected outcome is that approximately 10

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<sup>17</sup> Headcount

more staff members could be expected to be reclassified before the end of 2014, following the successful completion of the third language requirement.

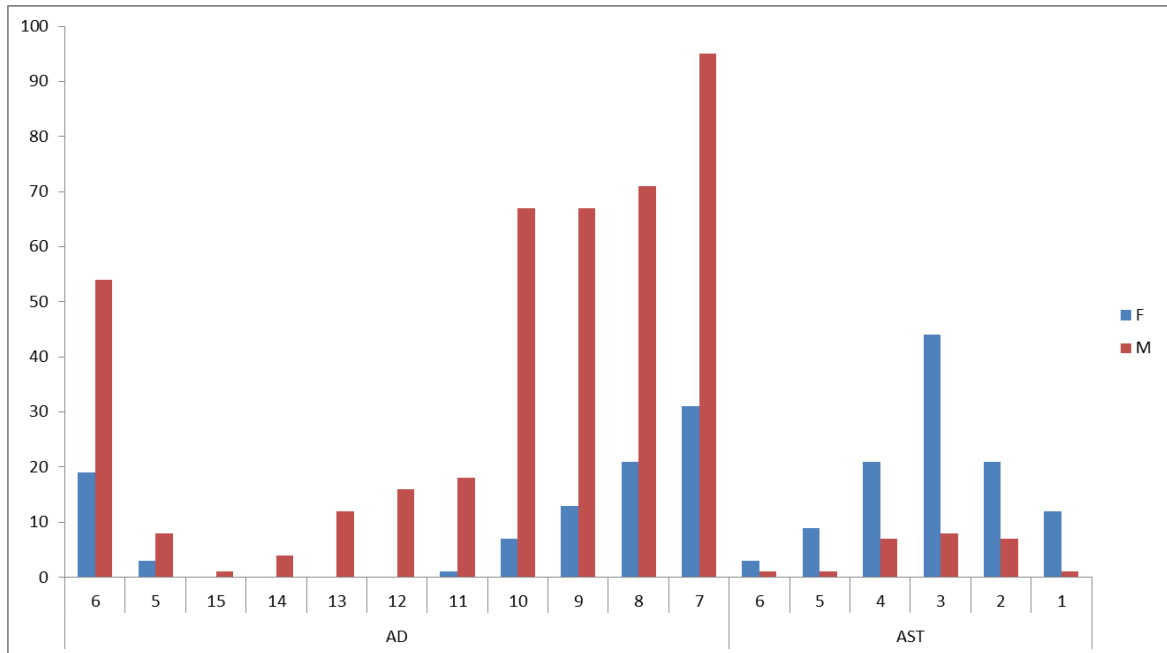
\*\* The data shows the number of years in the grade between the award of the previous grade and effective reclassification (it includes a delay resulting from awaiting for the third language certificate to be obtained).

#### Reclassification of contract staff:

Function Group	Grade	Staff in activity at 31.12.2013	How many staff members were reclassified in 2013	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15	3		
	14	14		
	13	10		
CA III	12			
	11	4		
	10	7	1	5.4
	9	23	2	4.4
	8	24	5	5.1
CA II	7			
	6			
	5			
	4			
CA I	3			
	2			
	1			
<b>Total</b>		85	8	5

#### 6.4 Gender balance

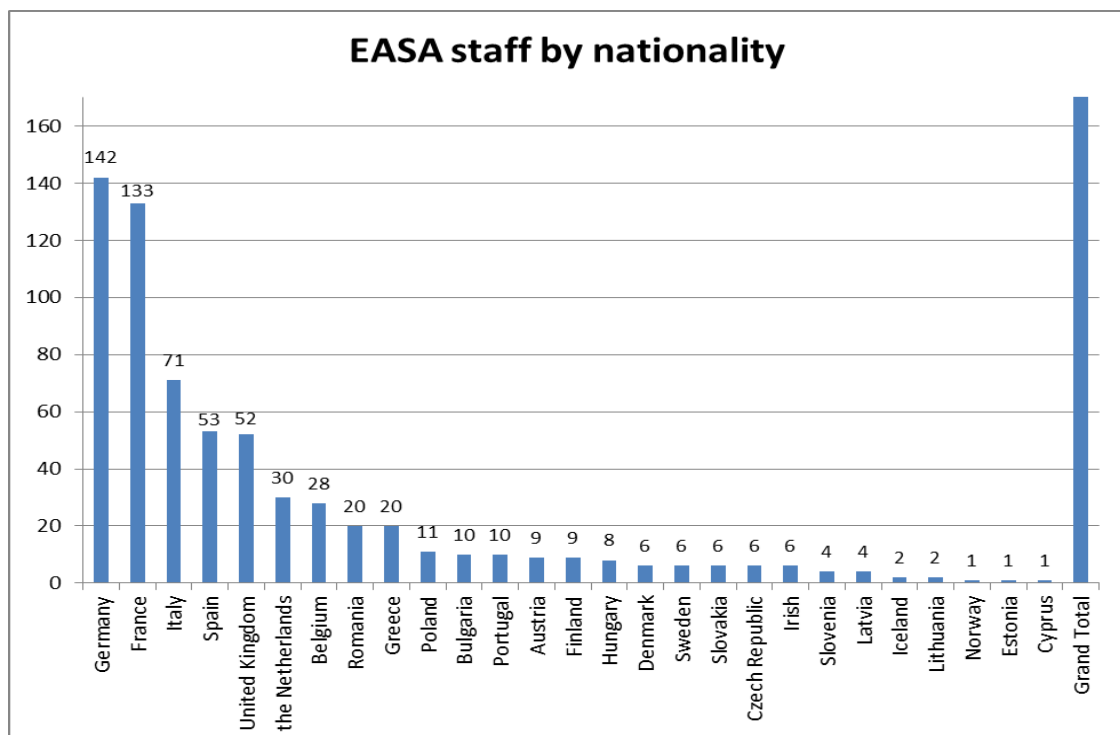
The global gender balance amongst EASA staff is around 32% (females) – 68% (males). The following diagram shows the distribution of temporary agents by grade and by gender by 31/12/2014.



Since 2006 EASA systematically monitors the gender distribution for its selection procedures. This confirms that the specific technical labour market in which EASA operates includes an overwhelming proportion of men. This specific feature of its reference labour market makes it very difficult for EASA to achieve a balanced gender distribution across all grades. However, considerations of gender balance are taken into account as far as possible during selection procedures. To the extent possible, selection panels are drawn up to include members from both genders.

### 6.5 Geographical balance

The following diagram shows the distribution of temporary agents by nationality by 31/12/2014.



## **6.6 Mobility policy in regard to the different types of employment**

The growth of the Agency as of 2015 is foreseen to be with a moderate pace. Following the entry into force of the new Staff regulation as of 1 January 2014, the Agency is reviewing its staffing policy to be in compliance with the provisions included in the draft Agencies model IR proposed for the Engagement of TA 2(f). The Agency has already focused to publish its vacant posts predominantly internally in the course of the reorganisation that EASA underwent in 2014, aiming to give more possibilities for the staff members for mobility and career development. However the Agency acknowledges that for the cases when new expertise is needed (for the new tasks of the Agency), the vacant posts need to be published also externally.

The Agency acceded to the interagency job market on 1 August 2010 in accordance with the agreement between agencies. In practice it is expected that reliance on the interagency job market to fill vacancies will essentially be limited to positions of an administrative and/or general support nature. In 2014 EASA has not launched any interagency job market selection procedures due to the Convergence process which also resulted in very low level of external recruitments for the Agency in total.

## **7 SCHOOLING:**

The lack of a European School in Cologne has impacted negatively on EASA recruitment targets in the years where the Agency was growing significantly. The families of the EASA employees have in many cases opted to stay behind where suitable schooling is available. In several cases the prospective selected candidates have informed the Agency that they are not ready to relocate.

Employees who settle with their family in the Cologne area are facing long daily commutes (Düsseldorf, Bonn) or high integration efforts when opting for German schools (language barriers, local curriculum, risk of doubling school years).

EASA is currently the only European Union organisation in Germany without access to a European School. The three existing EU Schools are located in Munich (European Patent Office), Frankfurt am Main (European Central Bank and EIOPA), and Karlsruhe (Joint Research Centre) and are all too far away from Cologne to represent a viable solution for EASA staff. Also the accredited EU school in Bad Vilbel (Rhein Main School, around 40 kilometres from Frankfurt) would not serve as viable solution for EASA staff.

The offer of international and/or multi-lingual education in the wider Cologne area is limited to a small number of private schools (tuition is mainly in English and offering the International Baccalaureate programme), and on a limited number of public national schools with some bilingual programmes (German/English and German/French).

In line with the solutions proposed in the Guidelines on Staff Policy in Regulatory Agencies C(2005) 5305 and further to the Agencies Head of Administration meeting organised by the Commission on 10.10.2007, EASA concluded during 2008 and 2009 service contracts with international schools, which enjoy recognition from German Authorities or from other Member States Authorities, whose seat is within 50 km from EASA' offices, and in which at least 50% of the tuition time is provided in a language other than German. EASA signed a service contract with each of them, leaving to the parents the decision on which school to use for their children. On the basis of the service contracts, the school fees are invoiced directly to the Agency. In accordance with ED Decision 2013/099/E, for staff members who entered into service before the 15.10.2012, attendance in the contracted schools is for the time being free of charge, who is therefore not entitled to the education allowances foreseen in the Staff Regulations. For staff members who entered into service after the 15.10.2012, with effect from school year 2013-2014, the Agency will participate to the yearly school fees payment up to the below ceilings<sup>18</sup>: 12.624 € per child and per school year for children attending primary school, and 15.193,75 € per child and per school year for children attending secondary school

This policy could be reviewed to take into account budget constraints.

#### **8. STATE OF PLAY OF IMPLEMENTING RULES ADOPTED BY EASA CONSISTENT WITH ITS STAFF POLICY:**

See **Annex IV**: State of play of implementing rules adopted by the EASA consistent with its staff policy.

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• <sup>18</sup> Ceilings applicable for school year 2014-2015

**ANNEX I: ORGANISATIONAL INFORMATION DOWN TO DEPARTMENT LEVEL ON 31/12/2014.**

Directorate / Department	TA	CA	SNE	Interim	Grand Total	Fees & Charges	EU subsidy	Mixed	Earmarked Funds	Grand Total
Executive Directorate	42	7	0	2	51	0	0	51	0	51
Director's Office	10	2	0	1	13			13		13
Communications Department	7	2			9			9		9
Legal Department	15	1		1	17			17		17
Internal Audit & Quality Department	10	2			12			12		12
Certification Directorate	246	7	0	3	256	243	13	0	0	256
Certification Director's Office	8			1	9	9				9
Large Aeroplanes Department	81	2			83	83				83
General Aviation & Remotely Piloted Aircraft Systems (RPAS) Department	28				28	28				28
Rotorcraft Department	40			1	41	41				41
Propulsion, Parts & Appliances Dpt	28	1			29	29				29
Environment Department	11				11	7	4			11
Design Organisations Department	28	1		1	30	30				30
Certification Policy & Safety Information Dpt	22	3			25	16	9			25
Flight Standards Directorate	174	1	10	2	187	62	125	0	0	187
Flight Standards Director's Office	4				4	2	2			4
Maintenance & Production Department	55		3	1	59	39	20			59
Air Operations	41		2		43		43			43
Aircrew & Medical Department	32		1	1	34	13	21			34
ATM / ANS Department	31	1	3		35	6	29			35
Policy and Planning Department	11		1		12	2	10			12
Resources & Support Directorate	117	51	0	7	175	36	0	139	0	175
Resources & Support Director's Office	3				3			3		3
Human Resources Department	25	6		1	32			32		32
Information Technology Department	17	25		1	43			43		43
Certification & Approval Support Department	28	8		3	39	36		3		39
Finance & Procurement Department	35	8		2	45			45		45
Corporate Services Department	9	4			13			13		13
Strategy & Safety Management Directorate	72	15	5	4	96	4	41	41	10	96
Strategy & Safety Management Director's Office	2				2			2		2
Safety Intelligence & Performance Dpt	22		4	1	27	4	23			27
Strategy & Programmes Department	21	4		2	27			27		27
International Cooperation Department	27	11	1	1	40		18	12	10	40
<b>Grand Total</b>	<b>651</b>	<b>81</b>	<b>15</b>	<b>18</b>	<b>765</b>	<b>345</b>	<b>179</b>	<b>231</b>	<b>10</b>	<b>765</b>

The overview of the organisational structure down to Department level shows the number (headcounts) of employed temporary agents, contract agents, seconded national experts and interims on 31.12.2014. It has to be noted that two structural part time pilots occupy only one post. Therefore, EASA employs 651 temporary agents while filling in 650 posts. This number includes the 8 offer letters for temporary agent posts sent before the end of 2014.

As regards the vacant posts per Department, please see Annex II overview table.

**ANNEX II: DETAILED EXPLANATIONS FOR THE PLANNED VARIATION OF TEMPORARY AGENT POSTS PER DIRECTORATE AND DEPARTMENT:**

The sustained and significant growth of the Agency's staff until now reflects the development of activities already taking place and foreseen to take place in the next years. With regard to the tasks for which the Agency is already responsible and where progress is on-going, the main challenge for EASA will be to have sufficient resources available over the period of the multi-annual staff policy plan to reflect requirements resulting from the extension of the Agency's remit, starting in April 2012, the expected development of the Aviation Industry and the internalisation strategy in the certification and approval activities.

In accordance with the new tasks still to be implemented, the Agency is labelled as an agency at cruising speed but which has been given new tasks.

The original Agency's responsibilities, given by Regulation 1592/2002 (repealed and replaced by Regulation 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States; safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness; approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations; coordination of the European Union programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using European Union airports; data collection, analysis and research to improve aviation safety. EASA took up successfully the challenge to set up an organisation able to provide a high level of services certified against ISO 9001 internationally recognised quality standards. This certificate has been renewed in October 2013 after a full audit.

In addition, Regulation 216/2008 entered into force on 8 April 2008 and extended the competencies of the Agency to air operations, pilot licensing and authorisation of third country operators. In particular: Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 628/2013 which has repealed Regulation 736/2013 and introduced the concept of Continuous Monitoring Approach that is a fundamental change to working methods for inspections of Member States; Certification of foreign synthetic training devices, pilot training organisations and aero medical centres; Certification tasks linked to the Authorisation to third country operators.



On 7 September 2009, the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as far as safety and technical issues are concerned, it will be necessary to coordinate the common rules with the new Single European Sky regulation and the related implementing rules. The Commission has recently circulated for consultation a proposed amendment to Regulation 216/ 2008 to align the EASA and SES regulatory frameworks. As a consequence, this proposed amendment includes additional tasks for EASA (EASA acting as the Commission agent on technical and not only safety regulation drafting and oversight) reflected into a proposed change of name (the European Union Agency for Aviation). This proposed amendment is heavily discussed by Member States and is likely to be adopted only in 2015. Due to the uncertainty on the final content of that proposed amendment, its effects have not been yet accounted for.

The workload development for approvals and recommendations related to the implementation of the new remits is estimated based on identified industry activity and data received from NAAs.

In the coming years the Agency will need to fully implement the tasks deriving from the extended competencies. In order to do that it is necessary that the appropriate competencies are hired.

In 2014 the Agency launched a reorganisation project, called "convergence project" to develop and coordinate the implementation of the Agency's future organisation structure which will prepare the Agency for its short, medium and long term (10 years) environment.

As a result the available posts have been reassigned and will be implemented in 2015 following the identified priorities. It has to be noted that the European Commission asked for a reduction of 10 AST Fees and Charges funded posts in 2015 compared to 2014 levels..

The situation in 2016-2018 is summed up in the two tables below:

EASA – staff		2015	2016	2017	2018
Posts beginning of the year	F&C Financed (to be adjusted depending on market demand)	453	453	453	453
	Subsidy Financed	226	226	225	223
<b>Agency Total</b>		<b>679</b>	<b>679</b>	<b>678</b>	<b>676</b>
Reduction on subsidy: 1% till 2018 +1% agencies redeployment pool for 2015			5 in total	4 in total	4 in total
<b>Agency Total with reduction</b>			<b>674</b>	<b>674</b>	<b>672</b>
F&C Financed additional request					
Subsidy Financed for new tasks			4 (TCO/RPAS)	2 (TCO/RPAS)	2 (TCO/RPAS)
Grants (DEVCO projects and industry grants)			Tbd	Tbd	Tbd
<b>End of Year Temporary Agents</b>		<b>679</b>	<b>678</b>	<b>676</b>	<b>674</b>
<b>Agency TA initial request in the BP 2014-2018</b>		<b>693</b>	<b>690</b>	<b>693</b>	<b>696</b>

## Consequences on the number of staff in the Agency for the period 2016 – 2018:

Staff repartition showing old organisation versus new organisation 01/01/2015

### STAFFING BY DIRECTORATE / DEPT

TEMPORARY AGENTS	DEPT.
Director's Office	E.0
Communications & External Relations Department	E.1
Safety Analysis & Research Department	E.2
Internal Audit & Quality Department	E.3
Policy Officers	E.4
Legal department	E.5
Professional and Organisational Department	E.6
General Affairs Department	E.7
International Cooperation	E.8
<b>EXECUTIVE DIRECTORATE</b>	

Director's Office	C.0
Products Department	C.1
Experts Department	C.2
Certification Policy & Planning Department	C.4
ATM & ANS Systems Department	C.5
<b>CERTIFICATION DIRECTORATE</b>	

Director's Office	R.0
Environmental Protection Department	R.2
Flight Standards Department	R.3
Product Safety Department	R.4
ATM/Airport Department	R.5
Process Support Department	R.6
<b>RULEMAKING DIRECTORATE</b>	

Director's Office	S.0
Standardisation Department	S.1
Organisations Department	S.2
Technical Training Department	S.3
Operators Department	S.4
<b>APPROVALS AND STANDARDISATION DIRECTORATE</b>	

Director's Office	F.0
Applications & Procurement Section Department	F.1
Finance Services Department	F.2
Information Services Department	F.3
Corporate Services Department	F.4
Procurement Services Department	F.5
<b>FINANCE &amp; BUSINESS SERVICES DIRECTORATE</b>	

<b>SUBTOTAL TEMPORARY AGENTS</b>	
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Thereof:

100 % fee-financed

100 % subsidy-financed

Allocated staff

% of Title 1 support staff cost allocated to Fee

% of Title 1 support staff cost allocated to Subsidy

Support staff paid by Fee

Support staff paid by Subsidy

Fee-Financed

Subsidy-Financed

MSPP 2014	TA Actually employed 31/12/2014	MSPP 2015
9	10	10
6	7	7
31		
8	10	10
3		
15	15	15
23		
2		
17		
<b>114</b>	<b>42</b>	<b>42</b>

3	8	8	CT.0
105	81	83	CT.1
109	28	34	CT.2
7	40	41.5	CT.3
4	28	29	CT.4
	11	11	CT.5
	28	28	CT.6
	22	22	CT.7
<b>228</b>	<b>246</b>	<b>256.5</b>	

4	2	3	SM.0
4	22	24	SM.1
23	21	23	SM.2
18	27	31	SM.3
18			
12			
<b>79</b>	<b>72</b>	<b>81</b>	

5	4	5	FS.0
50	55	55	FS.1
74	41	43	FS.2
12	32	34.5	FS.3
15	31	34	FS.4
	11	11	FS.5
<b>156</b>	<b>174</b>	<b>182.5</b>	

4	3	3	RS.0
33	25	26	RS.1
28	17	17	RS.2
20	28	27	RS.3
10	35	35	RS.4
13	9	9	RS.5
<b>108</b>	<b>117</b>	<b>117</b>	

<b>685</b>	<b>651</b>	<b>679</b>
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### STAFFING BY DIRECTORATE / DEPT

New Organisational Structure as of 01/09/2014

TEMPORARY AGENTS	DEPT.
Executive Director's Office	ED.0.1
Communications Department	ED.1
Internal Audit & Quality Department	ED.3
Legal department	ED.2
<b>EXECUTIVE DIRECTORATE</b>	

Director's Office	CT.0
LA Department	CT.1
GA Department	CT.2
Rotorcraft Dpt	CT.3
Propulsion	CT.4
Environment	CT.5
DO Department	CT.6
Certification Policy & Safety Information Department	CT.7
<b>CERTIFICATION DIRECTORATE</b>	

Director's Office	SM.0
Safety Intelligence and Performance Department	SM.1
Strategy and Programmes Department	SM.2
International Cooperation Department	SM.3
<b>STRATEGY AND SAFETY MANAGEMENT</b>	

Director's Office	FS.0
Maintenance and Production Department	FS.1
Air Operations Department	FS.2
Air Crew & Medical Department	FS.3
Air Traffic Management/ Air Navigation Services (ATM/ANS) & A	FS.4
Policy and Planning Department	FS.5
<b>FLIGHT STANDARDS</b>	

Director's Office	RS.0
Human Resources Department	RS.1
IT Department	RS.2
Certification and Approval Support Department	RS.3
Finance and Procurement	RS.4
Corporate Services Department	RS.5
<b>RESOURCES AND SUPPORT</b>	

<b>SUBTOTAL TEMPORARY AGENTS</b>	
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Thereof:

100 % fee-financed

100 % subsidy-financed

Allocated staff

% of Title 1 support staff cost allocated to Fee

% of Title 1 support staff cost allocated to Subsidy

Support staff paid by Fee

Support staff paid by Subsidy

Fee-Financed

Subsidy-Financed

The table below provides an overview of the planned evolution of posts per Directorate and Department in the period 2016-2018.

**STAFFING BY DIRECTORATE / DEPT**

			TA actually employed 31/12/2014	MSPP 2014	MSPP 2015	New posts 2016	MSPP 2016	New posts 2017	MSPP 2017	New posts 2018	MSPP 2018
<b>TEMPORARY AGENTS</b>											
Executive Director's Office		ED.0.1	10	10	10		10		10		10
Communications Department		ED.1	7	7	7		7		7		7
Legal department		ED.2	15	15	15		15		15		15
Internal Audit & Quality Department		ED.3	10	11	10		10		10		10
<b>EXECUTIVE DIRECTORATE</b>			<b>42</b>	<b>43</b>	<b>42</b>		<b>42</b>		<b>42</b>		<b>42</b>
Director's Office		CT.0	8	8	8		8		8		8
LA Department		CT.1	81	83	83		83		83		83
GA Department		CT.2	28	33	34		34		34		34
Rotorcraft Dpt		CT.3	40	41.5	41.5		41.5		41.5		41.5
Propulsion		CT.4	28	29	29		29		29		29
Environment		CT.5	11	11	11		11		11		11
DO Department		CT.6	28	28	28		28		28		28
Certification Policy & Safety Information Department		CT.7	22	22	22		22		22		22
<b>CERTIFICATION DIRECTORATE</b>			<b>246</b>	<b>255.5</b>	<b>256.5</b>		<b>256.5</b>		<b>256.5</b>		<b>256.5</b>
Director's Office		SM.0	3	3	3		3		3		3
Safety Intelligence and Performance Department		SM.1	22	24	24		24		24		24
Strategy and Programmes Department		SM.2	21	23	23		23		23		23
International Cooperation Department		SM.3	27	27	31		31		31		31
<b>STRATEGY AND SAFETY MANAGEMENT DIRECTORATE</b>			<b>73</b>	<b>77</b>	<b>81</b>		<b>81</b>		<b>81</b>		<b>81</b>
Director's Office		FS.0	4	5	5		5		5		5
Maintenance and Production Department		FS.1	54	55	55		55		55		55
Air Operations Department		FS.2	41	43	43		43		43		43
Air Crew & Medical Department		FS.3	32	36.5	34.5		34.5		34.5		34.5
Air Traffic Management/ Air Navigation Services (ATM/ANS) & A		FS.4	31	34	34		34		34		34
Policy and Planning Department		FS.5	11	10	11		11		11		11
<b>FLIGHT STANDARDS DIRECTORATE</b>			<b>173</b>	<b>183.5</b>	<b>182.5</b>		<b>182.5</b>		<b>182.5</b>		<b>182.5</b>
Director's Office		RS.0	3	3	3		3		3		3
Human Resources Department		RS.1	25	26	26		26		26		26
IT Department		RS.2	17	17	17		17		17		17
Certification and Approval Support Department		RS.3	28	28	27		27		27		27
Finance and Procurement		RS.4	35	35	35		35		35		35
Corporate Services Department		RS.5	9	9	9		9		9		9
<b>RESOURCES &amp; SUPPORT DIRECTORATE</b>			<b>117</b>	<b>118</b>	<b>117</b>		<b>117</b>		<b>117</b>		<b>117</b>
			Non allocated								
<b>SUBTOTAL TEMPORARY AGENTS</b>			<b>651</b>	<b>685</b>	<b>679</b>	<b>-1</b>	<b>678*</b>	<b>-2</b>	<b>676*</b>	<b>-2</b>	<b>674*</b>
Thereof:											
100 % fee-financed			324	353	343		343		343		343
100 % subsidy-financed			164	168	168		168		168		168
Allocated staff			163	164	169		168		165		161
% of Title 1 support staff cost allocated to Fee			70%	67%	66%		66%		67%		69%
% of Title 1 support staff cost allocated to Subsidy			30%	33%	34%		34%		33%		33%
Support staff paid by Fee			114	110	111		111		111		111
Support staff paid by Subsidy			49	54	58		57		55		53
<b>Fee-Financed</b>			<b>438</b>	<b>463</b>	<b>453</b>		<b>453</b>		<b>453</b>		<b>453</b>
<b>Subsidy-Financed</b>			<b>213</b>	<b>222</b>	<b>226</b>		<b>225</b>		<b>223</b>		<b>221</b>

Note\*: The proposed reduction in 2016 - 2018 is indicated as a placeholder as at this stage specific posts cannot be identified precisely. The Agency is committed to such reduction but the details need to be agreed after a careful evaluation.

**ANNEX III: GENERAL PRESENTATION OF THE STAFF POLICY FOLLOWED BY EASA**
**Type and number of staff required to fulfil the mission and tasks**

The EASA Establishment Plan has always included only temporary posts, and no permanent posts are foreseen. The table below shows the evolution of the Agency Establishment Plan since its creation in 2003.

**EASA Establishment Plans (all posts are temporary)<sup>19</sup>**

Year	AD	AST	Total	Staff actually employed on 31.12
2003	55	25	80	1
2004	70	25	95	84
2005	145	55	200	153
2006	245	83	328	276
2007	362	105	467	333
2008	344	108	452	404
2009	393	113	506	461
2010	447	123	570	523
2011	448	126	574	573
2012	499	135	634	613
2013	551	141	692	648
<b>2014</b>	<b>551</b>	<b>134</b>	<b>685</b>	<b>651</b>
2015	551	128	679	

**Grade and function group corresponding to the tasks and to the level of the post**

The criteria of the Agency in identifying posts of a long-time duration are that such posts cover tasks of a permanent nature as resulting from the mandate and business plan of the agency and that they safeguard continuous expertise in the specific area/group.

The majority of tasks of a permanent nature, both in the AD and the AST function groups, will be carried out by the core staff, i.e. temporary agents. It is expected that the current overall balance between AD and AST staff will remain stable during the MSPP period. All temporary agent posts are identified as posts of long-term duration.

The Agency does not envisage to request in the foreseeable future the establishment of permanent posts.

Long-term temporary agents, who will take up long-term posts will, as a rule, be recruited at the levels indicated below, this in order to permit a long term career development.

<sup>19</sup> Requested modification for 2014 in accordance with Art. 38 of the Agency's Financial Regulation (total posts and number of grades AD13 and above remain unchanged).

SC1 to SC4 function group <sup>20</sup>  
 AST1 to AST4 for the AST category  
 AD5 to AD8 for the AD category

Long-term temporary agents for managerial positions at the level of Head of Department will, as a rule, be recruited at the level of AD9 - AD12. The exact grade will depend on the complexity of the Department and the level of expertise required. Long-term temporary agents at the level of Section manager will, as a rule, be recruited at the level of AD7 – AD8. The exact grade will depend on the complexity of the Section and the level of expertise required.

In some exceptional cases very specialised technical profiles may be recruited in a higher than AD8 grade. Number of such recruitments will be limited to highly specialised technical posts.

In all cases, and before publishing any post, the Agency carefully evaluates all options in order not to recruit at excessive level. Recruitment of technical experts at grades AD9 - AD11 remained within the limits of 20% of recruitments per year (averaged over five years: 9.8 % of non-managerial posts AD9 or above) for long-term employment within the Agency (see table below).

	2010				2011				2012				2013				2014			
AD Grade	MP Yes		MP No		MP Yes		MP No		MP Yes		MP No		MP Yes		MP No		MP Yes*		MP No**	
>= AD 9	9	13%	3	4%	5	8%	1	2%	1	2%	5	10%	1	2%	5	12%	0	0%	3	21%
< AD 9			60	83%			54	90%			46	88%			35	85%			11	79%
<b>Total of AD</b>	<b>72</b>				<b>60</b>				<b>52</b>				<b>41</b>				<b>14</b>			

\* management posts

\*\* non-management posts

<sup>20</sup> The AST/SC category is not expected to be used by the Agency in the foreseeable future.

The diagram below shows the link between recruitment grades and tasks.

AST	Assistants	AD	Experts	Managers	Directors
		16			
		15			Executive Director
		14			Director
		13			
		12		Head of Department	Deputy Director
11		11	Senior		
10		10	Specialised level	Head of Dept. / Section Mgr.	
9		9			
8		8	Expert	Section Manager	
7		7			
6		6			
5		5	Junior / Young Graduates		
4	Specialised /				
3	Technical Assistants				
2	Assistants				
1					

Temporary Agent posts are classified according to the nature and importance of the duties required:

Administrators' function group (AD): comprises twelve grades from AD 5 to AD 16<sup>21</sup> corresponding to managerial, conceptual, technical, administrative, advisory, linguistic and scientific duties. Depending on the background and expertise required for the post, recruitment grades are usually between AD5 and AD8. Higher grades are used for specific profiles and for management positions.

Assistants' function group (AST): comprises eleven grades from AST 1 to AST 11 corresponding to executive and technical duties. Depending on the background and expertise required for the post, recruitment grades are usually between AST 1 and AST 3. Function group AST/SC shall comprise six grades, corresponding to clerical and secretarial duties.

The Agency recruits assistants in grades AST1 – AST2 and specialised/technical assistants in grades AST3 - AST4.

EASA must recruit specialised senior experts from the aviation sector (aeronautical engineers, test engineers and pilots) with a minimum of nine years of work experience. Those profiles are quantitatively scarce in the labour market, and in this specific sector EASA competes as an employer with the attractive conditions of employment that are offered by both the private aeronautical industry and the public National Aviation Authorities (permanent posts). The experts the Agency sends to its industry clients need

<sup>21</sup> Although these are the possible grades indicated in the Staff Regulations, the Agency only recruits and uses grades AD5 to AD15 as AD16 is solely reserved for Director Generals in the Commission

to be at the same level as experts on their side. Therefore the recruitment of this category of experts has to continue above the lowest entry grades.

In the field of product certification and continuing airworthiness oversight the nature of work requires extensive professional experience. In general, young graduates need an average of at least two years of work experience before they can be considered operational.

Rules on grading of temporary and contract agents are laid down in implementing rules<sup>22</sup> of the Commission adopted by analogy.

Long-term temporary agents (Art. 2f CEOS)<sup>23</sup> in accordance with Article 8 CEOS are engaged for a fixed period of maximum 5 years which may be renewed for another period of maximum 5 years or an indefinite period<sup>24</sup>. If the contract is renewed for a fixed period, any further renewal will be for an indefinite period.

EASA does foresee engaging contract agents on short-term and long-term employment. The duration of contracts for Contract Agents varies according to the needs of the Agency. Most Contract Agents receive a first contract for a duration between 1 and 3 years. The contract may be renewed in accordance with Article 85 of the CEOS.

Contract Agent posts are classified in four function groups corresponding to the duties and responsibilities involved:

- Function group IV: comprises six grades corresponding to administrative, advisory, linguistic and equivalent technical tasks
- Function group III: comprises five grades corresponding to executive tasks, drafting, accountancy and other equivalent technical tasks
- Function group II: comprises four grades corresponding to clerical and secretarial tasks, office management and other equivalent tasks
- Function group I: comprises three grades corresponding to manual and administrative support service tasks

Seconded National Experts (SNEs) are mainly national or international civil servants who are temporarily working at EASA under the rules applicable to such experts. In general, their assigned tasks at EASA require in-depths expert knowledge and extensive work experience in a specific aviation field. They may not carry out official acts through which

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<sup>22</sup> EASA IR is subject of revision and amendment to reflect the implication of the new Staff Regulation entering in force as of 1 January 2014.

<sup>23</sup> According to the modifications of the Staff Regulations and the CEOS with effect as of 1 January 2014 a new category of temporary agents 2(f) was created. Given the need to ensure business continuity and to comply with Article 56 of the CEOS, the existing general implementing provisions on the procedure governing the engagement and the use of temporary agents at EASA, as approved by ED Decision N°2009/069/E of 28 May 2010, need to be adapted to the amendments brought about by the revision of the CEOS, as of 1<sup>st</sup> January 2014.

<sup>24</sup> MB Decision 02-2003



EASA exercises its public law prerogatives and so commit EASA vis-à-vis third parties. Areas in which a conflict of interest for the Community might arise are carefully considered when their activities are defined.

ED decision 2009/169/E which entered into force on 11.12.2009 lays down the rules for the secondment of national experts to EASA and is aligned with the rules for SNEs as set up by the European Commission.

SNEs can be seconded to EASA for duration of between 6 months and 2 years. With a possible renewal of the secondment the total duration of 4 years shall not be exceeded.

Structural service providers in EASA can be found in the areas: reception and IT consultants for special IT projects (SAP, HR applications and the like). They are contracted through an open tender procedure which leads to the conclusion of a standard framework contract of 1 year, maximum 3 times extendable (maximum of a 4 years duration).

### **Recruitment policy in regard to the different types of employment**

The recruitment policies for temporary and contract agents are laid down in the respective implementing rules adopted by EASA. In order to define a consistent staff policy for temporary staff in EU decentralised bodies, it was necessary to develop specific coherent rules for the engagement of such staff. In this respect the Commission, supported by a “permanent group” of agencies, developed general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS.

It is the intention to harmonize the procedures used by different Regulatory Agencies and to facilitate the mobility of staff, both, within the agency and between agencies.

The selection procedures for contract agents are currently laid down in the EASA decision on engagement and use of contract agents (adopted in agreement with the European Commission in February 2007 and following the “model decision” on contract agents as agreed between Commission’s DG Administration and the Agencies) and will be amended by the Decision on the general provisions for implementing Article 79(2) of the CEOS, governing the conditions of employment of contract staff employed by the Commission under the terms of Articles 3a and 3b of the said Conditions.<sup>25</sup>

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<sup>25</sup> [C(2013) 8967]

**ANNEX IV: STATE OF PLAY OF IMPLEMENTING RULES ADOPTED BY THE EASA CONSISTENT WITH ITS STAFF POLICY.**

The new Staff Regulations (SR) apply to EASA and the implementing rules adopted by the Commission also apply to EASA by analogy unless decided otherwise in accordance to article 110 of the SR. A coherent application of existing Implementing Rules in the Agency is ensured by ED Decision 2013/154/E until new Implementing Rules are adopted in accordance with the new procedure set out in Article 110 SR. This table reflects the adopted Implementing Rules as per November 2014 .

After 1 January 2014, the following rules have been adopted by analogy by the Agency after having obtained the agreement of the Commission pursuant to Article 110 SR:

1. Decision laying down general implementing provisions to Article 7 (4) of Annex VII to the Staff Regulations on determining the place of origin C(2013) 8982
2. Decision on types of post and post titles C(2013) 8979
3. Decision on general implementing provisions on granting the education allowance (Article 3 of Annex VII to the Staff Regulations) C(2013) 8971
4. Decision laying down general implementing provisions concerning the criteria applicable to classification in step on appointment or engagement C(2013) 8970
5. Decision on maternity leave and maternity pay for women whose maternity leave begins before the end of their contract (Articles 17 and 91 of CEOS) C(2013) 9020
6. Decision on home leave for officials, temporary agents and contract agents posted in third countries (second paragraph of Article 7 Annex V to the Staff Regulations) C(2013) 9035
7. Decision on management of rest leaves pursuant to Article 8 of Annex X to the Staff Regulations C(2013) 9027

8. Decision on the living conditions allowance and the additional allowance referred to in Article 10 of Annex X to the Staff Regulations C(2013) 9032
9. Decision repealing Commission Decision of 23.11.2006 laying down the rules for implementing the attestation procedure (C(2006)5788) C(2013) 9022
10. Decision on reimbursement due to officials assigned to non-member countries C(2013) 8990
11. Decision repealing Commission Decision of 28.04.2004 adopting General implementing provisions on the early retirement of officials and temporary agents without reduction of pension rights (C(2004)1588 final/5) C(2013) 9039
12. Decision on removal expenses (Article 9 of Annex VII to the Staff Regulations) C(2013) 9040
13. Decision on rules for the implementation of housing policy in EU delegations C(2013) 8965
14. Decision on Article 55a of the Staff Regulations and Annex IV a thereto concerning part-time work C(2013) 9046
15. Decision on leave C(2013) 9051
16. Decision laying down general provisions giving effect to Article 8 of Annex VII to the Staff Regulations C(2013) 8987

After 1 January 2014, a number of model decisions with a view to authorise derogations from the application by analogy of certain Commission's rules have been developed:

1. Decision laying down general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations (C(2013) 8985)
2. Decision laying down general provisions for implementing Article 45 of the Staff Regulations (C(2013) 8968)

3. Decision on measures concerning leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Union (C(2013) 9054)
4. Decision on policies for the engagement and use of temporary agents (C(2013) 9049)
5. Decision amending the Decision on the general provisions for implementing Article 79(2) of the Conditions of Employment of Other Servants of the European Union, governing the conditions of employment of contract staff employed by the Commission under the terms of Articles 3a and 3b of the said Conditions (C(2013) 8967)
6. Decision amending Commission Decision of 28 April 2004 on the maximum duration for the recourse to non-permanent staff in the Commission services (C(2013) 9028)

After 1 January 2014, the Agency requested the Commission's agreement for a derogation from the application by analogy of the Commission's rules:

1. Decision on working time
2. Decision on outside activities and assignments

After 1 January 2014, the Agency requested the Commission's agreement for an opt-out from the application by analogy of the following Commission's rules:

1. Teleworking, limited until June 2018.

As a number of Implementing Rules has not been adopted yet, with the effect that the existing rules continue to apply, the below table is maintained for sake of completeness and transparency:

Before 1 January 2014, the following rules have been adopted by the Agency after having obtained the agreement of the Commission pursuant to Article 110 SR:

The following rules have been adopted in EASA by analogy (Decision of the Executive Director No. 2006/02/A of 10 January 2006, unless indicated otherwise):

Reference to SR and CEOS	Description	Type	Number
SR art. 67; SR Annex VII art. 1(2)(d)	Granting the household allowance by special decision	DGE	C(2004)1364
SR Annex VII art. 2(4)	Persons to be treated as dependent children	DGE	C(2004)1364
SR Annex VII art. 7(3)	Determining the place of origin	DGE	C(2004)1364
SR Annex VIII art. 4	Taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment	DGE	C(2004)1364
SR art. 67, 68; SR Annex VII art. 1, 2, 3	Family allowances to be paid to a person, other than the official, who has custody of one or more of the official's dependent children	DGE	C(2004)1364
SR Annex VII art. 3	Grant of the education allowance	DGE	C(2004)1313
SR Annex VIII art. 11, 12	Transferring pension rights	DGE	C(2004)1588
SR Annex XIII art. 26	Transferring pension rights - Transitional measures	DGE	C(2004)1588
SR Annex XIII art. 22(4)	Purchase of additional pension rights	DGE	C(2004)1588

SR art. 59, 60; CEOS art. 16, 59, 60, 91	Introducing implementing provisions on absences as a result of sickness or accident	DC	C(2004)1597
SR art. 1d(4)	Facilities for disabled persons	DC	C(2004)1318
SR art. 15, 37, 40; CEOS art. 11, 17, 88a	Leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Communities	DC	C(2004)1597
Annex XIII	Transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities	DC	C(2004)1613

The following rules have also been adopted by EASA by analogy:

SR art. 72	General implementing provisions for the reimbursement of medical expenses	DC	C(2007)3195 EASA 2009/025/E
SR 42a SR 42b SR 55a, Annex IVa	Adoption of IR on leave, parental leave, family leave and part-time work	DC	C(2010)7495, C(2010)7572, C(2010)7494, C(2010)7573, EASA 2011/022/E
SR art. 55, CEOS art. 16	Concerning the introduction of flexible working time arrangements ("Flexitime")		EASA 2010/047/E EASA 2010/178/E EASA 2011/043/E EASA 2012/162/E

The following rules have been adopted by EASA with limited adaptations:

Reference to SR and CEOS	Description	Type	Number
CEOS art. 82(6)	Procedures governing the engagement and the use of contract staff	DGE	C(2004)1313 EASA 2007/004/A
SR art. 1c, 11(2), 11a, 12, 12b, 15(2), 16, 17, 17a, 19, 40, 55(1); SR Annex VIII art. 13, 40; CEOS art. 11, 16, 17, 54, 57, 81, 91	Outside activities and assignments	DC	C(2004)1597 EASA 2007/006/A
SR art. 5, 29, 30, 31; CEOS art. 10, 15	Criteria applicable to classification in grade and step on appointment or engagement	DGE	C(2004)1313 EASA 2010/086/E
SR art. 45; CEOS art. 10	Relative to the career of temporary staff and their assignment to employment of a higher grade than to that in which they are employed (updated version submitted to the Commission in September 2009, approved in December 2009)	DGE	C(2005)5304 EASA 2009/185/E
SR art. 71; SR Annex VII art. 11 to 13a	General implementing provisions adopting the Guide to missions for members of staff of the European Aviation Safety Agency	DGE	C(2008)6215 EASA 2011/031/F
SR art. 43, CEOS art. 15 (2), 87 (1)	Establishing the policy and procedure for the performance appraisal of staff	DGE	EASA 2012/017/E

SR art 43, 90 (2)	Establishing the composition procedure and powers of the joint appraisal and reclassification committee	DGE	EASA 2011/082/E
SR art. 1d, 12, 12a, CEOS art. 11, 81	EASA policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment	DC	C(2006)1624 EASA 2008/180/A
CEOS art. 2(f), 8, 14, 53, 55,56	General implementing provisions on the procedure governing the engagement and the use of temporary agents at EASA	DC	C(2004)1597, C(2004)4952 EASA 2009/069/E EASA 2013/156/E
SR art. 2,4,5,7 and 29	Middle management	DC	C(2004)1597 EASA 2009/070/E
SR art. 43, 44 and CEOS art. 14	Decision concerning the appraisal of the Executive Director of EASA	SEC(2009)27	EASA Management Board Decision 04/2010
CEOS art. 87	Reclassification for Contract Agents (ad hoc decision as advised by the Commission)		EASA 2012/075/E
SR Annex IX art. 2 (3) and art. 30	General implementing provisions on the conduct of administrative inquiries and disciplinary procedures	DGE	C(2004)1588 EASA 2011/216/E
SR Annex VII art. 7(4), 8, 9, CEOS art. 22, 26, 92	Establishing the procedure to calculate distances in kilometres from the place of employment to the place of origin	DGE	C(2004)1588 EASA 2013/157/E



Before 1 January 2014, the following rules were submitted/were planned to be submitted to the Commission for its approval/first consultation pursuant to Article 110 SR:

Reference to SR and CEOS	Description	Type	Number	Indicative timetable for submission
CEOS art. 12	Concerning the selection procedures applicable to Directors		Management Board Decision	The revised version was submitted to the Commission service beginning of March 2009.
SR art. 7 (2)	Temporary occupation of management positions	DC	C(2004)1597 Draft EASA 2009/071/E	The draft was submitted to the Commission service on 3 September 2009.
SR art. 9 (1)(a)	Establishment of the EASA Staff Committee		EASA 2010/065/E	A draft decision was submitted to the Commission service on 4 January 2013.
SR art. 55b	Job sharing	DC	C(2004)1314	No obligation to adopt this decision, EASA does not intend to submit a draft decision as regards job sharing.
CEOS art. 87	Reclassification for Contract Agents		Draft EASA 2013/025/E	The revised draft decision was submitted to the Commission service on 3 March 2013 for approval.
SR art. 45; CEOS art. 10	Relative to the career of temporary staff and their assignment to employment of a higher grade than to that in which they are employed		Draft EASA 2013/025/E	The revised draft decision was submitted to the Commission service on 3 March 2013 for approval.
SR art. 87, CEOS art. 10, SR art. 9, Annex II	Rules of procedure of the Joint Career Committee (JCC)	DC	C(2005)2665	The draft decision was submitted to the Commission service for approval on 3 March 2013.

SR art. 47	Establishing the Composition procedure and Powers of the Joint Appraisal and Reclassification Committee (JARC)		Draft EASA 2013/040/E	A revised draft decision was submitted to the Commission service on 22 June 2013.
SR art. 1d, 12, 12a, CEOS Art. 11, 81	EASA policy on protecting the dignity of the person and preventing psychological and sexual harassment	DC	C(2006)1624	EASA will submit a revised draft decision in Q4 2013.

**ABBREVIATIONS**

AD	Administrator
Art	Article
ANS	Air Navigation Services
AST	Assistant
AST/SC	Assistant performing secretarial functions
ATM	Air Traffic Management
BP	Business Plan
BR	Basic Regulation
C	Certification Directorate
CA	Contract Agent
CAO	Continued Airworthiness Organisations
CAW	Continuing Airworthiness Oversight
CEOS	Conditions of Employment of Other Servants
DB	Draft Budget
DC	Décision de la Commission
DG	Directorate General
DGE	Dispositions generales d'exécution
DOA	Design Organisation Approval
DWP	Draft Work Programme
E	Executive Directorate
EAB	EASA Advisory Board
EASA	European Aviation Safety Agency
EC	European Commission
ED	Executive Director
EU	European Union
F	Finance & Business Services Directorate
FABS	Finance & Business Services Committee
FSTD	Flight Synthetic Training Devices
FTE	Full time equivalent
HR	Human Resources
IAW	Initial Airworthiness
IR	Implementing Rules
MB	Management Board (EASA)
MMEL	Master Minimum Equipment List
NAA	National Aviation Authority
OEB	Operational Evaluation Board
OSD	Operational Suitability Data
QE	Qualified Entities
R	Rulemaking Directorate
S	Approvals & Standardisation Directorate
SAFA	Safety Assessment of Foreign Aircraft

SAP	“Systeme Anwendungen Produkte” (ERP software)
SNE	Seconded National Expert
SPP	Staff Policy Plan
SR	Staff Regulations
TA	Temporary Agent
TCO	Third Country Operator
WP	Work programme