

ANNEX 1:

DRAFT SINGLE PROGRAMMING DOCUMENT 2019 – 2021

European Aviation Safety Agency

Draft Single Programming Document 2019 – 2021

November 2017

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Foreword (to be updated in August 2018)

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Mission statement

“Our mission is to provide safe air travel for EU citizens in Europe and worldwide.”

The wording is fully aligned with the legal mandate defined in the founding act as outlined below.

Legal base

Decision	Date	Mission/ Tasks / Functions
REGULATION (EC) No 1592/2002 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 July 2002 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency (REPEALED)	15 July 2002 27 September 2002 (Entry into force)	Airworthiness Environmental compatibility The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform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; EASA is also responsible for some specific executive tasks as specified in Commission Regulation (EC) No 768/2006 (regarding the collection and exchange of information on the safety of aircraft using Community airports and the management of the information system).
REGULATION (EC) No 216/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC	20 February 2008 08 April 2008 (Entry into force)	Airworthiness Environmental compatibility Flight Crew Licensing (FCL) Operation of Aircraft Safety of foreign operators Regulation 216/2008 extending the Agency's competences entered into force on 8 April 2008. With this extension the Agency got responsibilities to develop the regulations in the fields of air operations (OPS), flight crew licensing (FCL) and the oversight of third country operators (TCO). As well as to carry out (according to Regulation 736/2006) standardisation inspections for air operations, flight crew licensing and flight simulators and to perform the certification of foreign synthetic training devices, pilot training organisations and aero medical centres, and certification tasks linked to the authorisation to third country operators.
Last amended by REGULATION (EC) No 1108/2009 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 21 October 2009 amending Regulation (EC) No 216/2008 in the field of aerodromes, air traffic management and air navigation services and repealing Directive 2006/23/EC	21 October 2009 14 December 2009 (Entry into force)	Aerodromes AirTraffic Management (ATM) Air Navigation Services (ANS) 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 rulemaking activities with the Single European Sky framework, including the related research (SESAR) and implementing rules as well as the new objectives set for its implementation.

EASA is governed by Regulation (EC) No 216/2008 forming the centrepiece of the aviation safety system in the EU. This system is complemented by other EU legislation some of which attributes tasks, roles and/or responsibilities to EASA, e.g. Regulation EU No 996/2010 on the investigation and prevention of accident and incidents in civil aviation, Regulation EU No 376/2014 on the reporting, analysis and follow-up of occurrences

in civil aviation and Regulation (EC) No 2111/2005 on the establishment of a Community list of air carriers subject to an operating ban within the Community. For reasons of readability this legislation is not included in this table.

I General Context

EASA is the European Union Agency for aviation safety. The main activities of the organisation include strategy and safety management, the certification of aviation products and the approval of organisations in all aviation domains (design, production, maintenance, training, Air Traffic Management, etc.). The Agency also drafts regulatory material setting up common standards for aviation in Europe and monitors the effective implementation of such standards in Member States. Established in 2002, the Agency is composed of more than 800 aviation experts and administrators from Member States. The work performed by the Agency is complemented by activities run by National Aviation Authorities (NAA) as part of the EASA System.

Aviation is a dynamic sector, constantly evolving and reinventing itself with innovative business models and new technologies. In turn, regulators are faced with the challenge to be more efficient and flexible, and to adapt themselves to the needs of the industry. Meanwhile, the evolution of the economic situation is imposing changes in the way public organisations are working. The following factors frame the (multi-) annual work programmes:

Emerging EU policy priorities (to be updated August 2018)

- Digitalisation: EASA observes the continuous drive to automation and digitalisation across the industries, also impacting aviation. These developments are currently being followed and analysed.
- Brexit: EASA anticipates a significant impact on the operation of the European civil aviation safety system and on its own resources. Nevertheless, there is still a great deal of uncertainty on the outcome of the negotiations and thorough detailed planning is unproductive at this point in time. EASA is working closely with the European Commission to assess potential scenarios and feasible solutions.

Industry demands (to be updated August 2018)

- Centralised oversight: Large and complex organisations, typically operating in more than one State, are progressively requesting a centralised approval and oversight by the Agency instead of dealing with multiple NAAs. Already today this materialises in the field of production (Airbus, Airbus Helicopter). The revised Basic Regulation will open opportunities in all aviation domains.
- Military convergence towards civil EU standards: There is a significant trend from the non-civil world (military, state level) to emerge towards civil standards and oversight. In particular for products intended for dual civil and military use there are opportunities for efficiency and safety improvements. EASA is working closely with industry and military authorities to assess potential future scenarios.

Collaboration with key international partners (to be updated August 2018)

- New bilateral agreements (BASAs) with China & Japan: Based on established trust and confidence, new BASAs will allow for direct acceptance of approvals and technical findings from our partner Authorities in China and Japan. This will open opportunities for a more efficient exchange of aviation products and services but will also require investments in the continuous maintenance of confidence and implementation monitoring.
- BASAs with USA, Canada and Brazil: Several initiatives aim at taking full benefit of the existing agreements. Direct acceptance of approvals and findings will be further enhanced. In addition new Annexes are under development covering domains of Flight Crew Licensing and Flight Simulation Training Devices. Both initiatives will open opportunities for a more efficient exchange of aviation products and services but will also require investments in the continuous maintenance of confidence and implementation monitoring.

Striving for Efficiency (to be updated August 2018)

- EASA strives to deliver the best possible value for the resources it can put at work. To ensure a constant strategic drive and foster long term ambition for efficiency enhancements, EASA has established an efficiency forum made of operational and administrative Directors charged to steer and guarantee delivery of an ambitious multi-disciplinary efficiency programme which effects are taken into account in this document.
- EASA aims in particular to maintain its 2016 leadership among EU agencies in terms of minimal share of human resources devoted to administrative and financial management tasks, to focus on operational and strategic investments. The 16/74 ratio between these tasks at end of 2017 should be further improved by a further reduction of at least 6 posts by 2020, while matching evolving regulatory requirements such as reinforced EU data protection framework.

Summary of new and changing Agency tasks (to be updated August 2018)

- The New Basic Regulation is pending agreement and adoption by the institutions. Given that scope, impact and entry into force remain undetermined, its impact is limited in the present SPD document. It was only considered to the extent necessary to prepare the Agency for a possible adoption in the second half of 2018. As known today, the current draft of the new Basic Regulation proposes:
 - an EU aviation regulatory framework for new technologies, aiming to improve efficiency, proportionality and flexibility of the system, and optimise the use of available resources at EU level
 - to extend EASA's scope to the regulation of all drones, regardless of their weight, and to ground handling
 - to codify Safety Management at European level, e.g. EASA coordinating the gathering, exchange and analysis of data and information, including improved hazard identification and risk assessment capabilities
 - to allow more flexibility and subsidiarity in regulating the different domains, based on a risk hierarchy
 - to recognise the demands of certain aviation sectors wishing to become part of the common aviation system, i.e. certain aircraft categories or state and military activities
 - to emphasise the sustainability of aviation, by providing new competencies to EASA regarding environmental standard setting
 - to close the gap between safety and security in the area of cybersecurity
 - a clearer definition of EASA's tasks related to the implementation of the Single European Sky and that certain tasks currently carried out by Eurocontrol be transferred to EASA.
 - a number of measures to enhance and target oversight capabilities as well as to keep pace with a dynamic industry
- Related to the new Basic Regulation, DG MOVE formulated for EASA a request of human and financial resources in May 2016. Negotiations between the European Parliament, the European Commission and the Member States have advanced since then. Consequently, this proposal could not reflect the more advanced state of the talks. Once the definitive remit of the New Basic Regulation has been agreed upon, EASA will need to carefully evaluate its scope and the potential necessary adjustments to its financing and staffing plan.

II Multi-annual programming 2019-2021

The present SPD introduces Programmes at Directors level. Each programme summarises the traditional/new core activities & processes and one-off actions. One-off actions are allocated per directorate, in accordance with the EASA process map.

This evolution reinforces the link between the European Commission's priorities, EASA's mission, the Agency's strategic statements, each directorate's priorities, ambitions of the corresponding departments and last but not least, the objectives of their staff.

To ensure progress against plan and assure the Agency's activities and priorities are aligned to the continuously evolving challenges, quarterly reviews are performed. These will evaluate the priority of new activities, to review requests for additional resources and assess the development of KPIs and progress on actions.

Last but not least, the achievement of the activities described below is dependent on both the budget and the staffing plan to be defined by the Budgetary Authority for the planning period 2019 - 2021.

II.1 Multi-annual objectives

The Juncker's Commission priorities 2014-2019

EASA is a European Union body, therefore its planning exercise must be aligned to the ten key priorities defined by the Juncker's Commission at the beginning of its mandate.

- | | |
|--|---|
| 1. Jobs, Growth and Investment | 6. EU-US Free Trade |
| ✓ Creating jobs and boosting growth | ✓ Reaching a reasonable and balanced trade agreement |
| 2. Digital Single Market | 7. Justice and Fundamental Rights |
| ✓ Bringing down barriers to unlock online opportunities | ✓ Upholding shared values, the rule of law and fundamental rights |
| 3. Energy Union and Climate | 8. Migration |
| ✓ Making energy more secure, affordable and sustainable | ✓ Towards a European agenda on Migration |
| 4. Internal Market | 9. EU as a Global Actor |
| ✓ Stronger industry, fewer national trade barriers, stricter business ethics | ✓ A stronger global actor |
| 5. Economic and Monetary Union | 10. Democratic Change |
| ✓ A deeper and fairer economic and monetary Union | ✓ Making the EU more democratic |

Out of the above priorities, Commissioner Bulc identified the following as key priorities for the transport sector:

- Jobs, Growth and Investment
- Internal Market
- EU as a Global Actor
- Democratic Change

Cascading from these priorities, the Transport Agencies of the European Commission have been assigned the following objectives:

- Become global leaders
- One-stop shop for all domain-related matters, as defined in the Basic Regulation
- Efficiency effort to be made, in particular on the simplification of processes
- Support to the industry
- Strategic alignment with the Juncker Objectives
- Innovative funding schemes

Strategic statements

The mission statement and the priorities for the Transport Agencies were transposed to six strategic statements that represent the goals to be achieved by the Agency by 2020.

1. Our ambition is to be the foremost Aviation Safety Agency in the world
(Linked to the Juncker objective: EU as Global Actor)
2. The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability
(Linked to the Juncker objective: EU as Global Actor)
3. One system based on partners working in an integrated, harmonised and coordinated manner
(Linked to the Juncker objective: Jobs, Growth and Investment)
4. The Agency builds on committed, agile and talented staff
(Linked to the Juncker objective: EU as Global Actor)
5. Rules are smart, proportionate and contribute to the competitiveness of the Industry
(Linked to the Juncker objective: Jobs, Growth and Investment)
6. The Agency will continue to be independent from political or economic influence in all its safety actions
(Linked to the Juncker objective: EU as Global Actor)

Strategic objectives

Each strategic statement has a set of underlying strategic objectives which are further described through the expected outcomes and a brief description of the actions the Agency will take to achieve the objectives. The strategic actions will be monitored through specific key performance indicators (KPIs) that together with the ones used to monitor the recurrent activities of the Agency will constitute the 'operational dashboard'.

Strategic statement 1: “Our ambition is to be the foremost Aviation Safety Agency in the world”

Strategic Objective 1.1	Facilitating competitiveness, innovation and emerging technologies which generate European success	
Outcome		Action
Achieving proportionate and performance-based regulatory actions that efficiently maintain safety, stimulate jobs, growth and European industry.		The Agency increases safety and environmental performance by facilitating new technology deployment, impact assessment, analysis and mitigation of risks and ex-post evaluations.

Strategic Objective 1.2	Sustaining worldwide recognition for the European aviation safety system	
Outcome		Action
Recognition and respect as a strong partner with integrity, transparency and professional excellence.		The Agency shall implement an “International Strategy”, promote European aviation standards and continue improving global safety and environmental protection levels.

Strategic statement 2: “The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability”

Strategic Objective 2.1	Applying an advanced, pro-active and systematic approach to aviation safety	
Outcome		Action
In consultation with National Aviation Authorities and Industry, develop a Safety Management capability that can programme and deliver effective and robust safety actions.		Within the framework of the European Plan for Aviation Safety (EPAS), the Agency shall assess, integrate and programme actions that result in Safety Promotion, Focused Oversight or Rulemaking.

Strategic Objective 2.2	Using information technology to the benefit of the European Safety Management process	
Outcome		Action
Managerial and technical processes and interactions with stakeholders are simplified, efficient and information is accessible to multiple parties.		Consistent with strategic priorities, the Agency shall implement integrated safety and environmental programming. Taking a holistic approach, the Agency shall manage the analysis of complex safety data efficiently and effectively. The Agency shall follow an “Information Security Roadmap” to protect its technical infrastructure.

Strategic statement 3: “One system based on partners working in an integrated, harmonised and coordinated manner”

Strategic Objective 3.1	Identifying safety deficiencies and taking corrective actions in a coordinated and rapid manner	
Outcome		Action
A comprehensive Risk-Based Oversight system provides safety performance monitoring of aviation activities.		The Agency shall develop and implement one harmonised Risk-Based Oversight system capable of targeted and timely responses to identified risks.

Strategic Objective 3.2	Integrating technical resource management at European level for efficiency, effectiveness and flexibility	
Outcome		Action
Competent well trained technical experts can be deployed in a coordinated manner to support safety activities and National Aviation Authorities throughout Europe.		The Agency shall lead the integration of planning, deployment and support for the “common pool” of experts as well as develop and maintain an “EASA Virtual Academy”.

Strategic Objective 3.3	Establishing a new resource scheme to sustain the European aviation safety system	
Outcome		Action
One new harmonised resource management mechanism that forecasts revenues and reliably provides funds over the complete business cycle. Cooperative oversight and pooling of experts at EU level will also ensure a proper use of funds to sustain the European Aviation Safety System.		The Agency shall investigate, report and recommend innovative and proportionate new funding mechanisms.

Strategic statement 4: “The Agency builds on committed, agile and talented staff”

Strategic Objective 4.1	Empowering individuals to develop, engage and grow so as to deliver on our priorities	
Outcome		Action
Clear, concise and complete HR policies, procedures and practices that include encompassing recognition, training and development.		For all activities, the Agency shall ensure regular tailored job evaluations, professional growth opportunities and succession planning for its staff.

Strategic Objective 4.2	Creating a quality work environment that helps staff succeed	
Outcome		Action
Facilities that encourage team work, cooperation and collaboration and encompass a paperless workplace with up-to-date support tools.		The Agency shall provide customised work premises and tools for active staff collaboration and support.

Strategic Objective 4.3	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Outcome		Action
Stakeholders receive an efficient, straightforward, quality service at a high level of availability and low level of bureaucracy.		The Agency shall implement improvements, track progress, benchmark and review performance; with particular attention to developing stakeholders' two-way feedback.

Strategic statement 5: "Rules are smart, proportionate and contribute to the competitiveness of the Industry"

Strategic Objective 5.1	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Outcome		Action
Consultation mechanisms and Rules, Opinions and Guidance that are objective, understandable and responsive to demand.		The Agency shall monitor the rulemaking process, in order to ensure a consistent, efficient, and effective approach. In addition the Agency shall consistently conduct preliminary impact assessments.

Strategic Objective 5.2	Assessing implementation of Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Outcome		Action
A smart, effective feedback loop that leads to constantly improving aviation Rules and Regulations.		In consultation with stakeholders, the Agency shall regularly review enacted Rules and Regulations to maintain, amend, remove or replace them with measures like Safety Promotion.

Strategic statement 6: “The Agency will continue to be independent from political or economic influence in all its safety actions”

Strategic Objective 6.1	Demonstrating integrity by assuring technical independence and robustness of safety decision making	
Outcome		Action
Technical safety decision making that is objective, based on analysis, impact assessment and fair judgment and not influenced by bias or undue influence.		The Agency shall maintain a conflict of interest management system and strengthen existing mechanisms such as the job rotation scheme.

Strategic Objective 6.2	Minimising the consequences of political or unexpected constraints that may impact aviation safety	
Outcome		Action
Problems are anticipated and countermeasures are enacted so that safety risks are minimised and stakeholder expectations are satisfied.		The Agency shall employ data based decision-making processes and establish practical measures to counter safety risks stemming from resource constraints and the impact of undue influence.

II.2 Programme 2019 – 2021 of the Strategy & Safety Management Directorate

Vision SM

We continuously foster innovation in safety management, leveraging safety intelligence, new technologies and EASA's worldwide presence, to provide EU citizens safe air-travel across Europe and worldwide.

Mission:

1. We develop EASA's strategy and programmes to manage proactively existing and emerging risks (e.g. cyber security, conflict zones, drones, etc.), and to ensure the most effective resource deployment
2. We pro-actively manage environmental and safety risks (through the European Plan for Aviation Safety (EPAS) and enhanced safety analysis) in partnership with the European Commission, the member states and the industry
3. We contribute to the highest level of safety worldwide through international cooperation initiatives enhancing aviation safety and promoting European standards

II.2.1 Safety Intelligence and Performance

The Agency is working on a risk based safety management system. This system will consist of both reactive and proactive elements to ensure both that historical data is used effectively and emerging issues (such as new business models and new technologies, Cyber security and UAs) are identified, prioritised and assessed. This effort will drive the transition towards an efficient, pro-active and evidence-based safety system. It will rely on two pillars:

- The strengthening of the safety intelligence and safety performance functions: this will require on one hand an enhanced safety data analysis capacity to better identify, prioritise and assess safety issues, and to measure safety performance according to a meaningful set of performance indicators.
- In particular, the Agency is developing the Data4Safety (Big Data) programme that will provide a Big Data platform and Analysis capability at European level.
- The development of a top-down and risk-based safety planning function (rulemaking, safety promotion, research, focused oversight): will rely upon the use of the European Plan for Aviation Safety (EPAS) as the vehicle to establish EU-wide strategic safety priorities and decide upon the more efficient and cost effective set of safety actions.

Safety promotion is one of the possible types of safety actions (with Regulations and Oversight) that are available to the Agency. Safety promotion complements rulemaking and oversight and research as a way and means to address safety issues and objectives by actively communicating, reinforcing, explaining and engaging with targeted stakeholders.

Objective: (related to strategic objective 2.1; 2.2; 1.1)		Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Intelligence and Performance (comprises: Safety Data, Occurrence Reporting, Accident follow-up, Safety Analysis, Safety Risk Management) (activity: safety management; funding principal: Subsidy Funded)	
Expected Outcome	Efficient reactive safety processes (occurrence reporting and accident follow-up) that allow the Agency to respond to accidents and reported incidents in line with its scope of competence. Efficient safety risk management process, that proactively identifies, prioritises and assesses systemic safety issues that may be present in the European aviation system, with a view to provide inputs (in the form of assessed safety issues and safety actions proposals) into the safety programming process (EPAS).	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely processing of occurrence reports • Accuracy of technical owner allocation • Timeliness to answer safety recommendations • Productivity and Quality of Safety Analysis process 	
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Quality of data and provision of analysis resources to complete the process development and analysis tasks • Failure to identify or failure to respond to safety issues in a timely manner. 	
Workload (k hours) 2019/2021	54/ 63	
Objective: (related to strategic objective 1.1; 2.1; 2.2)		Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	European Big Data Programme – Data4Safety – (activity: safety management; funding principal: Subsidy Funded and per MB agreement funds from F&C reserve)	
Expected Outcome	Launch and deliver the proof of concept phase of the European Big Data Programme “Data4Safety”. This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the EPAS.	
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • 40 members have joined the programme by 2021. • Programme is main data-driven source of European Safety Risk Assessment for all relevant bodies. 	
Risk (details c.f. Annex IV.8)	Availability of funding, willingness of safety data owners to join the programme and share their data.	
Workload (k hours) 2019/2021	5 / 6	

Strategic Objective 2.1 Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Safety Promotion (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Safety Promotion is effectively used as a means to mitigate safety issues/risks.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Implementation Safety Promotion Programme • Safety Promotion Resource Engagement • Cooperation with stakeholders: proportion of safety promotion materials and actions jointly developed
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Limited value and benefit for stakeholders of safety promotion material and actions • Credibility of the EASA system as leading safety promotion actor
Workload (k hours) 2019/2021	19 / 22
Objective: (related to strategic objective 6.1; 2.1) Demonstrating integrity by assuring technical independence and robustness of safety decision making	
Key Process	Research Strategy (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Consolidate and deliver a Research Strategy that supports the needs of the EPAS and wider aviation industry. If approved, EASA will also deploy its own funding (F&C reserve) to launch or co-finance research projects, next to grants or delegation agreements.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely execution of committed research projects • Research Resource Engagement
Risk (details c.f. Annex IV.8)	Insufficient funding of the Research Strategy.
Workload (k hours) 2019/2021	7 / 9

Objective: (related to strategic objective 2.1; 2.2; 1.1) Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Cybersecurity in Aviation and Emerging Risks (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Create the proper environment under which the aviation community is prepared to effectively address the cybersecurity risks faced by the aviation sector. This environment should: <ul style="list-style-type: none"> • foster the sharing of information between all the involved actors, in order to develop a complete cybersecurity risk landscape and to allow the identification and sharing of new risks and the rapid reaction by all parties • include a strong and flexible regulatory framework supported by appropriate international cooperation and harmonization activities • ensure a high level of cybersecurity knowledge and competence of the different actors

KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> Timely completion of the milestones defined in the Strategy for Cybersecurity in Aviation Timely completion of the regulatory deliverables defined in the EPAS Regular participation in all related ICAO initiatives and groups
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> Insufficient support from Member States to integrate EASA's activities Agency funding: failure to have the right level of funding to support the activities of the Agency
Workload (k hours) 2019/2020	9 / 10

Objective: (related to strategic objective 2.1; 2.2; 1.1)		Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Risks to civil aviation arising from conflict zones (activity: safety management; funding principal: Subsidy Funded)	
Expected Outcome	Implement in cooperation with Member States and European Institutions a system that enables to provide information on risks arising from conflict zones, in order to help airlines and aviation authorities in their own risk assessment and decision making processes	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> None defined so far Milestone: <ul style="list-style-type: none"> 2019: availability of an efficient rapid alert system 	
Risk (details c.f. Annex IV.8)	Insufficient cooperation at European level to generate consistent and usable information	
Workload (k hours) 2019/2021	0.1 / 0.1	

II.2.2 Strategy & Programmes

The Agency aims to streamline the programming process, by matching identified priorities with more effective resource management. Moreover, in order to better focus the Agency's resources, EASA is progressively introducing a Performance Based Environment framework. This framework is based upon fact based decision making, relying on better regulation methodologies at all stages of the process:

- Definition of objective
- Elaboration of indicators to measure the result of the action
- Impact assessment
- Monitoring of the implementation
- Evaluations once the regulations have been implemented

Objective: (related to strategic objective 2.1)	Applying an advanced, pro-active and systematic approach to aviation safety
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Key process	Safety Planning (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Safety planning and programming fosters through the EPAS the improvement of European aviation safety while promoting competitiveness, innovation and emerging technologies which generate European success, and developing a European-wide safety management capability.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Share of Efficiency tasks in the Safety programme Milestone: <ul style="list-style-type: none"> Security issues linked to safety are included in the EPAS by 2019
Risk (details c.f. Annex IV.8)	No risks identified
Workload (k hours) 2019/2021	7 / 8

Objective: (related to strategic objective 5.1; 5.2) Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Key process	Rules Development (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	EU performance based regulations better adapted to an evolving environment.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Timely Progress on Rulemaking Programme Rulemaking Process Efficiency Rulemaking Resource Engagement
Risk (details c.f. Annex IV.8)	Rules Development and Programming: difficulty in identifying the environment and associated performances in which the rule is going to be implemented.
Workload (k hours) 2019/2021	66 / 62

Objective: (related to strategic objective 5.1) Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Key Action	Develop smart standards on noise, emissions and CO₂ (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Environmental standards are smart, proportionate and contribute to the competitiveness of the industry. The environmental standards include ICAO standards and recommended practices, Implementing rules, Acceptable Means of Compliance and Guidance Material and certification specifications.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> Environmental standard adopted at ICAO Committee on Environmental Protection/11 in February 2019 Notice of Proposed Amendments on ICAO Committee on Environmental Protection /11 outcome by end of 2019
Risk (details c.f. Annex IV.8)	European positions in ICAO not taken into account and reflected properly
Workload (k hours) 2019/2021	2 / 2

Objective: (related to strategic objective 5.1)		Optimising activities to ensure a consistent, efficient and effective approach
Key process	Better Regulation (activity: Rulemaking; funding principal: Subsidy Funded)	
Expected Outcome	Better Regulation: Activities and policies are performance-based and data driven where appropriate, proportionate and contribute to the competitiveness of the industry.	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Preliminary Impact Assessments Coverage Impact Assessment Coverage Milestone <ul style="list-style-type: none"> Review KPI 	
Risk (details c.f. Annex IV.8)	Insufficient support from stakeholders to provide economic data	
Workload (k hours) 2019/2021	8 / 12	

Objective: (related to strategic objective 1.1)		Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Business programming and reporting (activity: support activity; funding principal: Mix Funded)	
Expected Outcome	Coordinate and deliver the annual Single Programming Document, prepare the Quarterly Report on progress made, regarding the implementation of the year's work programme and coordination of the Annual Activity Report. Together these documents constitute EASA's management cycle: plan, act, do and check.	
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> Simplification of the programming cycle by 2019 Refine Quarterly Reporting in accordance with management needs and lessons learned by 2019 Review and benchmark EASA programming cycle by 2020 Set-up Programme Management Office by 2020 	
Risk (details c.f. Annex IV.8)	Outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity	
Workload (k hours) 2019/2021	12 / 13	

Objective: (related to strategic objective 1.1)		Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Business Analysis (activity: support activity; funding principal: Mix Funded)	
Expected Outcome	Assistance to the business in translating its operational pain points into a structure and content that can be used by IT to create an IT solution, which is fit to address the problems identified and aligns with EASA's IT architectural principles.	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Realised return on investment, compared to plan for IT projects 	

Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Outcome of Business Analysis deviates from need experienced by project owner, as actual needs were not communicated clearly • Failure to establish and maintain an integrated, consistent, efficient and top-down information/data management model/system
Workload (k hours) 2019/2021	2 / 3

II.2.3 International Cooperation

EASA and the EU develop international cooperation instruments, either Bilateral Aviation Safety Agreements (BASAs) at EU level, or Working Arrangements (WAs) at EASA level, to organise efficiently and effectively the cooperation with international aviation partners. Moreover, the Agency is mandated to assist the EU Member States in fulfilling their ICAO obligations. Many ICAO Standards and Recommended Practices (SARPs) have direct implications for safety and for the competitiveness of the European aviation industry. It is therefore of strategic importance for Europe to strengthen its presence and upstream influence in ICAO developments and processes, both through EASA and the Member States, working closely together with ICAO.

Furthermore, EASA works with third country aviation authorities and other international partners worldwide to raise global aviation safety standards and promote the European system. It provides technical assistance to countries and regions, and helps to improve the regulatory and oversight capabilities of national and regional aviation authorities. To this end, EASA manages EU-funded civil aviation cooperation projects, working with the European Commission. In addition to these EU-funded projects, in the coming years the Agency will engage with other donors for technical assistance. The Agency's in-house technical expertise, together with the strong partnership with Member State National Aviation Authorities, is vital for the successful implementation of these projects. The main aim for the planning period should be to become the leading implementing body of EU-funded aviation technical cooperation programmes, in partnership with Member States.

Furthermore, EASA implements its training strategy, focusing on the following key areas: continuous maintenance and development of the competences of EASA staff, as well as harmonisation of training and assessment standards for aviation inspectors within the EASA system; implementation support to aviation authorities and organisations as well as lectures to universities; support of the international cooperation strategy through training services; and continuous improvement of the European Central Question Bank (ECQB), currently used for theoretical examinations of commercial pilots. While the majority of the training products are developed by EASA, EASA plans to further strengthen its cooperation with training organisations. The ECQB-related services are primarily for European aviation authorities and non-EASA States which are aligned with the European legislative framework for aviation safety.

Objective: (related to strategic objective 1.1; 3.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Bilateral agreement and working arrangement (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	Bilateral Aviation Safety Agreements (BASAs) negotiated by the EU with proactive support from EASA. Conclusion by EASA of Working Arrangements (WAs), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety.

KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely progression on Working Arrangements • Timely progression on Bilateral Agreements
Risk (details c.f. Annex IV.8)	Safety risk in case of deficiency in some foreign partners' safety systems. Risk of unbalance in BASAs and WAs, to the detriment of European Industry
Workload (k hours) 2019/2021	22 / 22

Objective: Sustaining worldwide recognition for the European aviation safety system (related to strategic objective 1.2)	
Key process	Technical Support (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this EASA shall become the leading implementer of EU funded aviation technical cooperation programmes, in partnership with Member States.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely implementation of work plans related to technical support to 3rd countries • Quality of delivered projects based on stakeholder feedback
Risk (details c.f. Annex IV.8)	The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.
Workload (k hours) 2019/2021	41 / 42

Objective: Sustaining worldwide recognition for the European aviation safety system (related to strategic objective 1.2; 3.1)	
Key process	ICAO cooperation (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	<ul style="list-style-type: none"> • EU's position on matters under EU's/EASA's competences are timely represented in ICAO standard setting activities (participation in ICAO panels) and high level events, following efficient pre-coordination among all European stakeholders led by EASA. • EASA's role in the European coordination process (in matters under EASA's competences) is well understood and ensures better use of resources, improved efficiency and effectiveness and a coordinated promotion of Europe's common aviation interests.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely provision of recommendations on ICAO State Letters for use by Member States (MS) • Timely delivery of compliance checklists for use by MS
Risk (details c.f. Annex IV.8)	European positions on aviation safety are not taken into account and reflected properly.
Workload (k hours) 2019/2021	8 / 5

Objective: (related to strategic objective 3.2)	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	Technical Training (activity: support activity; funding principal: Mix Funded)
Expected Outcome	<ul style="list-style-type: none"> • Highly trained and competent EASA staff • A more effective and consistent training for aviation inspectors in the EASA system through common training and assessment standards • An ECQB with a set of relevant, correct and up-to-date questions covering all relevant areas for initial ground training for commercial pilots
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Performed trainee days (technical) per year • Trainee satisfaction • For ECQB: number of newly developed questions and of reviewed existing questions per year
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • The training offer does not meet the (internal and external) stakeholders' needs • Not enough/sufficiently qualified resources to develop and deliver the training
Workload (k hours) 2019/2021	27 / 29

II.2.4 Other Strategy & Safety Management related Tasks

Guided by EASA's strategic ambitions and substantiated by SM's strategic priorities, the above detailed resources were allocated to SM's core activities. SM is also performing a number of internal and cross-directorate projects. Completion of these projects is anticipated to improve the quality of work, reduce administrative burdens, free resources for the directorate's core activities and to increase productivity.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Strategy and Safety Management related activities (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Ensure the smooth operation of the SM directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Strategy and Safety Management related (IT) projects
KPI (details cf. Annex IV.11) / Milestone	n/a
Risk (details c.f. Annex IV.8)	n/a
Workload (k hours) 2019/2021	42 / 43

II.2.5 Summary workload estimation

The following table show the overall workload estimation in the Strategy & Safety Management Programme based on the above classification.

Activity	Workload (k hours) 2019/2021	Resources (FTE) 2019/2021
Safety Intelligence and Performance	94.1 / 110.1	59 / 69
Planning, Programmes, Rules Development	97 / 99	61 / 62
International Cooperation	98 / 99	61 / 62
Strategy and Safety Management related activities	42 / 43	26 / 27
GRAND TOTAL	331.1 / 351.1	207 / 220

II.3 Programme 2019 – 2021 of the Certification Directorate

Based on EASA's mission and strategic statements, the Certification Directorate developed for its programme 2019 – 2021 the subsequent vision, mission and objectives.

Vision:

Our vision is to demonstrate world class performance in the certification of aviation products, working to ensure high levels of safety without undue burden on the aviation industry, thereby further improving the European and global level of safety and environmental protection and contributing to the success of aviation.

Mission:

1. Our work primarily aims at maintaining the high level of aviation safety and environmental protection in Europe and enabling an improvement worldwide.
2. We are constantly and pro-actively working to identify safety risks and to target proportionate interventions in a timely manner, in cooperation with our European and international partners and industry stakeholders.
3. We aim to use our limited resources in the most effective and efficient way without compromising safety, by working towards a risk and performance based approach; constantly improving our internal processes and relying on our Bilateral Partners while increasing our effort with prospective international partners and coordination with military stakeholders, including the civil certification of their products when requested.

II.3.1 Certification

The Agency is responsible for the initial Airworthiness certification (including the environmental and operational suitability aspects), the continuing airworthiness of the approved type designs and provides services upon request of the industry such as support in the validation of European products in third countries.

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Initial airworthiness and operational suitability (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement), streamlining existing working methods.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none">• Initial Airworthiness (stakeholders) satisfaction rate (annually, eventually quarterly)• Initial Airworthiness (IAW) performance rate
Risk (details c.f. Annex IV.8)	A low level in the quality of services may create safety issues, undermining confidence in the Agency and its reputation.
Resources (internal hours) 2019/2021	project related: 180 / 174

Objective: (related to strategic objective 3.1; 2.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Continuing airworthiness and operational suitability (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Airworthiness Directives deficiency rate • Continuing airworthiness (CAW) predictability time • Occurrences backlog monitoring rate • Technical acceptance of occurrences timeliness
Risk (details c.f. Annex IV.8)	Failure to identify or failure to respond to safety issues in a timely manner may negatively affect product safety (e.g. resulting in accidents)
Workload (k hours) 2019/2021	project related: 70 / 80

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Certification related services (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Validation of the European products by third countries' authorities, and providing technical support to the European industry in a timely manner.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timeliness of certification support for validation of products
Risk (details c.f. Annex IV.8)	Failure to provide the requested support in a timely manner might undermine the competitiveness of the European industry in third countries
Workload (k hours) 2019/2021	25 / 25

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner.
Key process	Design Organisation Approvals (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Establish a risk based oversight approach for the design organisation and implementing the Level of Involvement (LoI) concept.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely approval of Design Organisation (DOA) continuation
Risk (details c.f. Annex IV.8)	Ineffective oversight of design organisations may create safety issues on products.
Workload (k hours) 2019/2021	project related: 39 / 40 (includes DOA initial investigation and surveillance)

In addition to the workload described above, a significant part of the Certification activities will be outsourced to NAAs and Qualified Entities. The current forecast includes the vision to outsource up to 40k hours by 2020 as agreed in the Outsourcing strategy. This needs to be validated in the partnership agreements with the NAAs.

II.3.2 Other Certification related Tasks

The above detailed resources are allocated to Certification core activities, based on the strategic ambitions of EASA translated into the strategic priorities of CT directorate. Besides the above described tasks, CT will continue to implement a number of internal and cross-directorate projects.

The tables below summarise additional, key projects, the Certification directorate will undertake in the coming years. All of them are directly linked to the strategic priorities.

Objective: (related to strategic objective 1.1)	
Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key Action	Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Establish drone services market, covering drones and its operations, airspace rules for low level airspace and the creation of the U-Space. Implementing rules (IR) for the open, specific and certified category and associated Acceptable Means of Compliance, standards and safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> IR to be adopted in accordance with the rulemaking programme.
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time and/or quality. Non-harmonized implementation between member states relative to topics such as zones or risk assessment
Workload (k hours) 2019/2021	1 / 0.1

Objective: (related to strategic objective 5.1)	
Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Key Action	Simpler, lighter, better regulations for General Aviation (GA) (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Implementing rules, Acceptable Means of Compliance and Guidance Material; certification specifications; standards, safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> Develop the expected output in full compliance with the GA roadmap
Risk (details c.f. Annex IV.8)	Stagnation and even reduction of GA activities due to: <ul style="list-style-type: none"> A regulatory system that is not proportionate to safety risks, and creating high burden and costs. Lack of innovation and therefore a GA environment that is not appealing for young pilots. A delay in the implementation of GA regulatory changes.
Workload (k hours) 2019/2021	3 / 2

Objective: (related to strategic objective 4.3)		Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Certification related activities (activity: Product certification; funding principal: F&C Funded)	
Expected Outcome	Ensure the smooth operation of the CT directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Certification related (IT) projects and tasks. Regular feedback provided to stakeholders to share updates on technological developments, process and rules changes.	
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • Yearly review and revision as necessary of the Certification Handbook • Implementation of the EASA wide training strategy • Organisation of stakeholder events such as Certification/DOA workshop and Rotorcraft Symposium 	
Risk (details c.f. Annex IV.8)	n/a	
Workload (k hours) 2019/2021	102/ 105	

Certification experts also provide expertise and support to other internal core and support processes (cross activities provided). For instance, developing and adjusting the rules and technical specifications for designing, manufacturing aircraft (and their equipment); support to international cooperation (existing bilateral partners and negotiations with the potential new ones); research activities; support to the Agency projects and participation to international working groups defining international standards; based on the priorities set at Agency level. The level of associated workload is not displayed in the current chapter, but embedded in the relevant chapters within the document.

II.3.3 Summary workload estimation

The following table show the overall workload estimation in the Certification Directorate Programme based on the above classification.

Activity	Workload (k hours) 2019/2021	Workload (FTE) 2019/2021
Certification		
<u>Initial Airworthiness</u>	180 / 174	112 / 109
<u>Continuing Airworthiness</u>	70 / 80	44 / 50
<u>Certification related services</u>	25 / 25	16 / 16
<u>Design Organisation Approval</u>	39 / 40	25 / 25
<u>Other Certification related Tasks</u>	106 / 107.1	66 / 67
<u>Outsourced workload</u>	47 / 48	n/a
GRAND TOTAL (incl. outsourcing)	467 / 474.1	263 / 267

II.4 Programme 2019 – 2021 of the Flight Standards Directorate

Based on EASA's mission and strategic statements, the Flight Standards Directorate developed for its programme 2019 – 2021 the subsequent vision, mission and department related objectives.

Vision:

Establishment of “One System”, in order to provide safe air travel for EU citizens in Europe and worldwide. One System is based on partners working in an integrated, harmonised and coordinated manner. Rules derived to govern One System are smart, proportionate and contribute to the competitiveness of the Industry.

Mission:

1. A performance based regulatory framework in place by 2021
2. A performance and risk-based oversight system, that is proportionate and effective across all domains
3. A most modern system supported by the most modern IT, organisational principles and staff development (e.g. flexible use of resources, competency framework)
4. Secure robust partnerships with NAAs, Stakeholders, international organisations and other authorities (BASAs, WAs, partnership agreements, advisory bodies, outsourcing policy)
5. Clear roles and responsibilities of the stakeholders that is consistent with SMS-RBO-PBR principles and new business models
6. Further promote a Just Culture and Safety Culture in Europe and globally
7. Achieve the full implementation of SMS in all domains by 2020

II.4.1 Alternative Means of Compliance and Adequacy of Rules

The activity performed in the Flight Standards directorate is coordinated with the Strategy and Safety Management Directorate, which does the Safety Analysis and Safety Programming.

Objective: (related to strategic objective 5.2)	Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant
Key process	Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation. Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	<ul style="list-style-type: none">• Exemptions and derogations notifications are processed in a timely manner• Regulations are assessed on the basis of their adequacy, efficiency and effectiveness, providing the Agency with criteria to improve the RM programme with regard to quality and quantity, identifying which rules could be clarified, simplified, updated or possibly repealed
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none">• Timely answer to exemption requests (as defined by regulation) Milestone: <ul style="list-style-type: none">• 5 year evaluation programme, updated on an annual basis, presented in the EPAS/RMP
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none">• Insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency

	<p>recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact.</p> <ul style="list-style-type: none"> • Inadequate regulations remaining in place, without being amended. Thus causing difficulties/harm to Competent Authorities and Industry • Failure to identify the inadequacies and negative effects in application of the rules.
Workload (k hours) 2019/2021	5 / 5

II.4.2 Organisation Approval

The Agency is responsible for the approval and continuous oversight of design, production, maintenance, continued airworthiness management, maintenance staff training and flight crew training organisations outside the territory of Member States. Within Member States the Agency is responsible for design organisations and certain production organisations, if requested by Member States.

In addition, with the second extension of the remit to Air Traffic Management (ATM)/ Air Navigation Services (ANS), the activities include the approval and oversight of pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the Network Manager on behalf of the European Commission. EASA will also support the certification of a new satellite-based augmentation system (SBAS) in South Korea.

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Organisation Approvals – initial and continued (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Facilitate culture change of internal and external stakeholders to allow a pragmatic implementation of risk based oversight techniques proportionate to the activity and its associated risks, by means of training, development of best practices leading to a Safety Management System (SMS) risk based culture, which will facilitate a harmonised and coordinated a implementation and standardisation of a new risk based environment.
KPI (details cf. Annex IV.11) / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> • Timely initial approval of Organisation • Timely approval of Organisation continuation • On time closure of Organisation Approvals (OA) findings (2019) • Timely validation/completion of Third Country Operator applications • Feedback on Organisation Approval process (yearly)
Risk (details c.f. Annex IV.8)	Failure to act may cause a misalignment of industry practices and regulatory framework, unchecked “theoretical” implementation of SMS may cause overregulation to certain sectors with no safety benefit.
Workload (k hours) 2019/2021	<p>Project related: 78 / 80</p> <p>Non-project related: 8/ 9</p>

Objective: (related to strategic objective 3.1)		Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key Action	Organisation Approval – risk-based approach (activity: organisation approvals; funding principal: F&C Funded)	
Expected Outcome	Implementation of a risk-based approach in the field of approved organisation oversight consistent with the introduction of applicable regulatory material	
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • Incorporation of the risk-based oversight approach into the Organisations Approvals Procedures. 	
Risk (details c.f. Annex IV.8)	Difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing cultural models, risk of overregulation in certain domains with no additional safety benefit.	
Workload (k hours) 2019/2021	0.3 / 0.4	

In addition to the workload described above, a significant part of the Flight Standards activities will be outsourced to NAAs and Qualified Entities. The current forecast includes the vision to outsource up to 48k hours by 2020 as agreed in the Outsourcing strategy. This needs to be validated in the partnership agreements with the NAAs.

II.4.3 Continuous Monitoring and Standardisation

In the standardisation field, oversight and monitoring of the implementation of rules will remain a priority. The priorities shall focus on the consolidation of the continuous monitoring approach and continuous coordination with the European Commission's enforcement procedures.

In 2019 EASA will continue standardisation activities in the domains of Aerodromes (ADR) and Systemic enablers for safety management (SYS). The latter includes assessment of Authorities' obligations for Occurrence Reporting (Regulation (EU) No 376/2014) and for a Management System (common elements of Authority Requirements). Verification of obligations related to State Safety Programme and EPAS will be added once the new basic regulation provides a legal basis for this.

EASA and ICAO will continue their collaboration and seek the implementation of their Working Arrangement to exchange data and information.

To assist in the efficient implementation of the Risk-based Oversight system, Flight Standards will continue to enhance the competencies of the Standardisation inspectors for the assessment of Authority and Organisation Requirements, with particular regard to the Management System.

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Standardisation: monitor application of regulations and implementing rules (activity: Standardisation; funding principal: Subsidy Funded)
Expected Outcome	<ul style="list-style-type: none">Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities;Assure uniform implementation of the rules in all domainsActive control of process deadlines during the reporting phaseFurther develop/complete the capacity for standardisation activities in new domains (Aerodromes, Occurrence Reporting), EPAS and State Safety Programme implementation).Provide assistance to MS facing difficulties, as requestedBe ready for the implementation of the Emergency Oversight Mechanism, when introduced by the new Basic Regulation
KPI / Milestone	KPI: <ul style="list-style-type: none">Efficient and robust Standardisation (yearly)Active Control of overdue Standardisation findingsTimely issuance of Standardisation reports
Risk (details c.f. Annex IV.8)	Failure to establish, and then maintain, uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States.
Workload (k hours) 2019/2021	85 / 80

II.4.4 Third Country Operators and Ramp Inspection Programmes (SAFA/SACA)

The authorisation of Third Country Operators (TCO) performing commercial air transport operations in territories covered by the EASA Basic Regulation will contribute directly to enhancing the data-driven safety plan for Europe.

Similarly, the Ramp Inspection Programmes (SAFA/SACA) will contribute directly to enhancing the data-driven safety plan for Europe and disseminating EU regulations and products. This will be achieved by integrating safety data/indicators from other processes in the ramp inspections programmes in order for those to become more risk-based and by continuing the coordination, cooperation and information sharing with key external partners (European Commission, ICAO, and International Air Transport Association).

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Third-Country Operators Authorisation (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	Effective application (coordination, monitoring, and initial application) of a Continuous Monitoring Programme to the complete population of authorised third country operators, proportionate to the risk involved for EU citizens
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • CMP fully documented • All authorised TCOs subject to CMP • 100% CMP implementation rate
Risk (details c.f. Annex IV.8)	Inefficient management of TCO due to duplication of activities. Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU.
Workload (k hours) 2019/2021	20 / 17

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key action	Support the European Commission Air Safety List (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	A newly developed articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a coordinated approach for negative TCO decisions based on safety assessments. Such an evaluation could possibly lead to a revision of both the TCO and Safety List Regulations.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • Evaluation for possible revisions to the Safety List regulation / TCO regulation to ensure consistency between the two systems and improve their effectiveness and efficiency by 2020.
Risk (details c.f. Annex IV.8)	Lack of coordinated approach between TCO and Air Safety List leading to inefficient/overlapping activities
Workload (k hours) 2019/2021	5 / 4

Strategic Objective 1.2 Sustaining worldwide recognition for the European aviation safety system	
Key Action	SAFA Coordination and analysis of the feasibility to maintain a European pool of ramp inspectors (activity: SAFA (Ramp Inspection Programmes): Subsidy Funded)
Expected Outcome	<ul style="list-style-type: none"> Expanded European ramp inspections programme by forming strategic partnerships with several of the States identified in the Implementation Plan of the EASA International Cooperation Strategy and as formalised in signed Working Arrangements. A thorough feasibility study will be commissioned to assess the feasibility of the concept. If feasible, interested Member States will be invited to participate in a mutual recognition programme of EU ramp inspectors. Subsequently, this will allow participating member states the possibility to manage resources more efficiently. Examine if maintaining a European pool of ramp inspector is possible A robust and continuous exchange of reliable SAFA safety information amongst the SAFA Programme participating States. A sound safety analysis by EASA as the basis for safety recommendations.
KPI / Milestone	Milestone: <ul style="list-style-type: none"> Two new SAFA Working Arrangements signed by 2021 Satisfaction rate from stakeholders (participating states) regarding EASA responsiveness (from the stakeholder survey); overall stakeholder satisfaction $\geq 75\%$ If labelled as feasible, have at least 5 States participating in such EU pool of ramp inspectors by 2020
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> Regional (political) complications for States joining a European programme; impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards; Insufficient resources to manage the growth. Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators Lack of resources in the participating Member States Lack of financial resources
Workload (k hours) 2019/2021	5 / 5

II.4.5 Other Flight Standards related Tasks

Guided by EASA's strategic ambitions and substantiated by FS' strategic priorities, the resources detailed above were allocated to FS' core activities. Additionally, FS is performing a number of intra-directorate and cross-directorate initiatives. Completion of these initiatives is anticipated to increase quality of work, reduce administrative burden, free resources for the directorate's core activities and increase productivity.

One set of initiatives will be to improve the reactivity of Flight Standards towards emerging technologies and business models. This will be supported by increasing the communication between EASA and stakeholders, including R&D groups of the industry and industry leaders.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Flight Standards related activities (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Ensure the smooth operation of the FS Directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Flight Standards related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • Implementation of the periodic Business Process Management (BPM) reviews as per the Agency's Integrated Management System (IMS) • Implementation of various recommendations stemming from audits and other reviews • Revision of expert reimbursement (expenditure) and cost recovery (revenue) procedures • Implementation of the EASA-wide training strategy • Organisation of stakeholder events (including surveys) in the Flight Standards domains
Risk (details c.f. Annex IV.8)	n/a
Workload (k hours) 2019/2021	45 / 47

II.4.6 Summary workload estimation

Activity	Workload (k hours) 2019/2021	Resources (FTE) 2019/2021
Flight Standards		
<u>Alternative Means of Compliance and Adequacy of Rules</u>	5 / 5	3 / 3
<u>Organisation Approval</u>		
<i>Project related</i>	78.3 / 80.4	49 / 50
<i>Non-project related</i>	8 / 9	5 / 6
<u>Continuous Monitoring and Standardisation</u>	85 / 80	53 / 50
<u>Third Country Operators and Ramp Inspection Programmes</u>	30 / 26	19 / 16
<u>Other Flight Standards related Tasks</u>	45 / 47	28 / 29
<u>Outsourced workload</u>	39 / 40	n/a
GRAND TOTAL (incl. outsourcing)	290.3 / 287.4	157 / 154

II.5 Programme 2019 – 2021 of the Resources and Support Directorate

Vision:

Our team fuels EASA abilities to be one step ahead.

Mission:

We partner up with each part of the organisation to bring integrated, innovative, valuable support services. We are driven to anticipate operational needs and foster organisational efficiency.

The Agency strives to be best among its peers, regarding the share of positions it deploys to implement its control and support processes. Drawing upon the European Commission benchmarking exercise EASA deploys 16% of its resources to control and support processes, while the second best EU Agency deploys 21% of its staff.

The directorate implements in 2019 the reorganization plan, drawn up the previous year. The main objective of the restructuring will focus on pooling staff to support cross-departmental activities, in order to reduce duplications of tasks and build relevant expertise in specific areas (continuous improvement, digitalization, process efficiency, etc.). Another major project will focus on rationalizing the service catalogue, in order to prioritize efforts on mandatory and necessary services.

EASA strives to further reinforce its leadership position, reducing that ratio further, while facing the challenges of the revised basic regulation and EASA's strategic ambitions. To this aim, it plans to work along 4 axes:

- Maximising the benefit of digitalisation (building on the investment to deliver the CORAL program) and full digitalization of its support and administrative processes by 2021.
- Focusing on an “administrative” service catalogue fully supporting its strategic objective and regularly critically redesigning its control and support frameworks to prioritize efforts on critical risks and necessary services.
- Fostering, through the revision of EASA's Fees and Charges regulation, the adoption of a low administrative overhead scheme.
- Outsourcing as much as possible the provisioning of non-strategic services, to enhance scalability and resilience.

More specifically, over the period, the programme 2019-2021 should deliver:

- Efficiency gains of circa 10% of the RS directorate workload capacity
- Gradual outsourcing of all IT infrastructure and Information Services.
- Transition to a new Fees and Charges scheme, fit for the emerging cross-industry trends and the anticipated technological evolution of the aviation industry.
- An approach to Human Resources management focused on developing internal EASA staff competencies, so they fit the Agency's future strategic objectives best.

II.5.1 Human Resources

EASA deploys all the staff necessary to fulfil its assigned areas of competence and in doing this optimises the use of its budget, relying on a pro-active, modern and forward looking, efficient set of HR policies, planning & monitoring tools and related processes driven by measurable performance, balancing risk, and assuring compliance with its regulations.

The HR team strives to be recognised by EASA managers as their business partner, competent to mentor them and bring them tailored solutions in the optimisation of an engaged and competent workforce

deployment and in addressing individual cases in a timely manner. This is to be supported through processes of strategic workforce planning including recruitment and internal staff deployment.

EASA is developing a modern HR, taking into account the results of the Staff Engagement Survey that supports development and empowerment of its staff, while at the same time building an agile workforce. This is a crucial success factor to be able to quickly adapt to permanent change. The Agency is currently implementing initiatives aimed at staff progression and deployment in line with the Agency's strategic plan.

Objective: (related to strategic objective 4.1; 1.1)	Empowering individuals to develop, engage and grow so as to deliver on our priorities
Key process	Human Resources (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Build up the Aviation Safety Talent Community: The Agency has sufficient number of motivated, innovation-prone and high-potential staff
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting) Non-occupancy duration (90 working days or fewer of vacant posts) Turnover rate (numbers of statutory staff leaving the Agency as a percentage of total statutory staff – yearly reporting) Staff Engagement survey (biennial) Milestone: <ul style="list-style-type: none"> After roll out of the pilot projects concerning development and mobility, this process will be extended to the whole Agency during 2019, and systematically applied thereafter.
Risk (details c.f. Annex IV.8)	Failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members.
Workload (k hours) 2019/2021	33 / 29

II.5.2 Information Technology

Establish a successful business partnership with a strong commitment to cost-effectiveness and the creation of significant operational value contributing to the achievement of EASA's strategy; one of the key elements is for the IT department to take a leadership role in opening boundaries, bridging silos and introducing consistent, standardised (coherent IT Mgmt.) and secured IT solutions and services.

Objective: (related to strategic objective 1.1;2.2; 3.1; 4.2)	Using information technology to the benefit of the European Safety Management process.
Key Action	Establishing a coherent IT architecture, considering EASA strategy and needs, as well as definition and implementation of a sourcing roadmap. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	A cross-organisational, consolidated and secured IT architecture fulfilling EASA needs and strategy, while fostering scalable and resilient IT services through cost-effective sourcing capability management.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> IT expanding services realisation

	<ul style="list-style-type: none"> • % of business services outsourced as managed service (starting 2019) Milestone: <ul style="list-style-type: none"> • 'To-be' IT architecture developed by 2021, in line with IT outsourcing roadmap • Release of IT outsourcing framework contracts by 2019 for full IT managed services model • Implementation of the IT outsourcing roadmap by 2022, using the framework contracts, as per full IT managed services model
Risk (details c.f. Annex IV.8)	Failure to define and implement: <ul style="list-style-type: none"> • Agency information/data management and architecture • Agency Information Security Management policy and roadmap • Agency Business Continuity framework and the related IT Disaster Recovery plan • Cost-effective IT outsourcing model
Workload (k hours) 2019/2021	7 / 8

Objective: (related to strategic objective 4.3) Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.	
Key Process	IT service operations (activity: support activity; funding principal: Mix Funded)
Expected Outcome	IT services provided in accordance with Service Level Agreement, including up-to-date maintenance and upgrade, while considering sourcing capabilities.
KPI (details cf. Annex IV.11) / Milestone	KPI <ul style="list-style-type: none"> • IT achievement of Service Level Agreement (SLA)
Risk (details c.f. Annex IV.8)	Failure to define and implement: <ul style="list-style-type: none"> • Agency Information Security Management policy and roadmap • Agency Business Continuity framework and the related IT Disaster Recovery plan • Cost-effective IT outsourcing model
Workload (k hours) 2019/2021	21 / 9

II.5.3 Applicant Services

Industry applicants are able to submit and receive accurate information relating to their applications and existing certificates in one place. Qualified technical resources throughout the EASA system are readily available so that industry applicants receive a consistently responsive service.

Objective: (related to strategic objective 4.3)		Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Applicant relations & charging policy management (activity: Product certification; funding principal: F&C Funded)	
Expected Outcome	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Applicant satisfaction rate 	
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> Applications are delayed due to inefficient exchange of information between EASA and the applicant. Sensitive technical material and /or personal data is disclosed due to security breaches 	
Workload (k hours) 2019/2021	19 / 24	

Objective: (related to strategic objective 4.3)		Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	CORAL Programme (activity: Product certification; funding principal: F&C Funded)	
Expected Outcome	EU certification processes are digitised in a single, transparent, cost efficient system with user friendly access for both internal and external stakeholders and predictable work flows.	
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> Complete implementation of CORAL by 2020 	
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement. Sensitive technical material and /or personal data is disclosed due to security breaches or mishandling of information (user error) 	
Workload (k hours) 2019/2021	15 / 7	

Objective: (related to strategic objective 3.3)	
Establishing a new financial scheme to sustain the European aviation safety system	
Key Action	Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation. (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Revenue from fees and charges is predictable, stable and covers forecasts of expenditure over the business planning period.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • May 2019: EASA submits draft regulation to European Commission • Jan. 2020: European Commission launches formal adoption procedure • Jan. 2021: New fees&charges Regulation is ready to enter into force, providing a surplus/deficit compared to actual costs of <10%
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Feasibility study fails to correctly forecast industry activities and therefore expected revenue • Stakeholders have varying interests that cannot be reconciled • Approval procedure is delayed and revenue falls short of costs in year of entering into force
Workload (k hours) 2019/2021	1 / 0

Objective: (related to strategic objective 3.2)	
Integrating technical resource management at European level for efficiency, effectiveness and flexibility	
Key process	NAA & QEs outsourcing (activity: Product certification; funding principal: F&C Funded)
Key Action	Implementation of outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements
Expected Outcome	Reinforced NAA capacity to ensure sustainability at the level of the European aviation safety system and development of expertise in technical areas of high strategic value
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • 2019-2021: NAA staff develop expertise through extended assignment of certification tasks (+11.000 hours by 2021 compared to SPD 2017-2021) and broadened participation in technical training programmes (30% of NAA staff trained annually by 2020). • 2019-2021: NAAs gradually increase capacity to perform certification tasks on behalf of EASA according to outsourcing strategy
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Actual workload volumes and types diverge significantly from the baseline forecast • Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes

Workload (k hours) 2019/2021	11 / 12
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Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Service demand management (activity: Product certification; funding principal: F&C Funded)
Key Action	Digitise and automate application process
Expected Outcome	Application process is efficient, responsive, predictable and accurate due to comprehensive online web services.
KPI (details cf. Annex IV.11) / Milestone	<ul style="list-style-type: none"> • 2019: 80% of applications registered within 2 working days • 2021: 100% of applications registered on the same day
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • CORAL programme fails to deliver expected benefits
Workload (k hours) 2019/2021	7 / 0.4

II.5.4 Finance & Procurement

The Department acts as a service provider in order to ensure the processing of the financial and procurement tasks in strict compliance to the binding regulations, while implementing performance driven measures to assure increased value of its services.

Objective: (related to strategic objective 4.3)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Process	Implement budget according to EU and EASA rules. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	High budget implementation rate maintained and in line with sound financial management principles.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Budget committed • Carried over commitments Milestone: <ul style="list-style-type: none"> • Automation of identified processes by end of 2019 to enable “paperless finance”
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Agency funding: failure to have the right level of funding to support the activities of the Agency. • Inappropriate or lack of documentation when implementing software solution
Workload (k hours) 2019/2021	51 / 53

II.5.5 Corporate Services

While focusing on the delivery of the agreed service catalogue, the department will define its purchasing model towards a more service oriented and performance driven process. Furthermore, it will improve the monitoring and control of the outsourced services.

Objective: (related to strategic objective 4.2)	
Creating a quality work environment that helps staff succeed	
Key Process	Facility and security Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Manage NDK Direktion fit for EASA operational needs and assure security of staff and visitors
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Building cost per square-meter
Risk (details c.f. Annex IV.8)	Failure to identify, or failure to respond to health and safety legislation at the workplace and legal operator responsibilities
Workload (k hours) 2019/2021	6 / 6

Objective: (related to strategic objective 4.2)	
Creating a quality work environment that helps staff succeed	
Key Process	Event Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering in-house conference and event facilities and support services (e.g. conference centre and catering, media technologies)
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Visitor satisfaction with in-house conference facilities
Risk (details c.f. Annex IV.8)	Parts of building infrastructure and equipment outside EASA remit (e.g. heating and ventilation systems)
Workload (k hours) 2019/2021	2 / 2

Objective: (related to strategic objective 4.2)	
Creating a quality work environment that helps staff succeed	
Key Process	Business Travel Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering global travel solutions reliable, cost-effective and compliant to EASA travel policy
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Timely processing of mission claims
Risk (details c.f. Annex IV.8)	Access, timely and inadequate provision of travel security advice may impact health and safety of travellers
Workload (k hours) 2019/2021	5 / 5

II.5.6 Other Resources and Support related Tasks

In light of the new, challenging ambitions of the Agency in terms of administrative & support staff vs operational staff levels (ca. -9% from 2017 to 2020), the Directorate will need to abandon its current efficiency programme "FAST". In 2019 the directorate will implement the comprehensive reorganisation plan drafted the previous year, intended at further simplifying the Resource and Support processes. To this end,

EASA will digitally transform the Resources and Support service catalogue, by increasing the levels of process automation (to guarantee transparency, measurability and effectiveness), assuring oversight on outsourced services and re-prioritizing its focus on support services with higher added value.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Resources and Support related activities (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Ensure the smooth operation of the RS directorate using the workforce provided by Senior Management and assistance. Moreover enhancing the productivity of above mentioned core activities via the consumption of trainings or contribution to Resource and Support related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • Support processes fully paperless by end of 2019
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Lack of budget and human resources, • Possible failure of the IT outsourcing tender procedure.
Workload (k hours) 2019/2021	28 / 24

In parallel, the Agency is also preparing itself for the entry into force of the New Basic Regulation. It is anticipating the creation of a pool of experts, which would enable the EU system to fulfil its centralised and national safety obligations despite resource constraints. To ensure a smooth coming into force of bespoke pool, the Agency will set aside some resources to initiate a dialogue with the NAAs, to discuss pragmatic implementations of the current New Basic Regulation's draft.

II.5.7 Summary workload estimation

The following table show the overall workload estimation in the Resource and Support Programme based on the above classification.

Activity	Workload (k hours) 2019/2021	Workload (FTE) 2019/2021
Human Resources	33 / 29	21 / 18
Information Technology	28 / 17	18 / 11
Applicant Services	53 / 43.4	32 / 27
Finance & Procurement	51 / 53	32 / 33
Corporate Services	13 / 13	8 / 8
Resources and Support related activities	28 / 24	18 / 15
GRAND TOTAL	206 / 179.4	129 / 112

II.6 Programme 2019 – 2021 of the Executive Directorate

Objective: (related to strategic objective 6.2)	
Minimising the consequences of political or unexpected constraints that may impact aviation safety	
Key process	Executive Directorate related processes (activity: support activity; funding principal: Mix Funded)
Expected Outcome	<ul style="list-style-type: none"> • Internal and external communication • Quality assurance • Legal advice • Compliant organisation ensured via audit • Efficiency gains following LEA-Project
KPI (details cf. Annex IV.11) / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> • Corrective action closure rate of Audit findings • Number of non-conformity against the ISO standards <p>Milestone:</p> <ul style="list-style-type: none"> • Status Report on LEAP Implementation
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Lack of or inappropriate crisis response in aviation. • Insufficient resources (funding or human capital) to effectively fulfil the Agency's tasks • Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security.
Resources (k hours) 2019/2020	87 / 91 (54 / 57 FTEs)

II.7 Human and financial resources - outlook

II.7.1 Overview of the past and current situation (to be updated in January 2018)

Financial resources

As regards the subsidized activities the 2016 financial year ended with a negative budget result account (BRA) of EUR -1.65m following a salary evolution (+2.8%) higher than planned as well as to rulemaking, international cooperation, cyber security and research activities which were more intensive than anticipated. This negative result must be recovered by achieving positive results in 2017 and 2018. Consequently, throughout 2017 specific efficiency measures were implemented as well as prioritization of certain tasks and costs reductions initiatives.

As regards the fees and charges funded activities, in accrual terms, the 2016 result showed an almost balanced result as compared to significant profits in previous years. In 2017 the Agency launched a project aiming at the revision of the funding scheme of the Agency.

As regards 2017 revenue, as in the past, the largest contributor to the Agency funding is the income derived from fees and charges which is forecasted to be EUR 100m. The current analysis shows that the target will be achieved and it is expected that a proportional amount of cash will be collected.

In addition to the traditional sources of funding (F&C and Subsidy), the Agency is involved in an increasing number of special projects (international cooperation, Big Data, Research, etc.) generating additional cash for the Agency. The financial and contractual management of such projects has to meet strict and complex requirements.

As regards 2017 expenses the Agency expects to meet the budget implementation target rates of at least 95%.

Human resources

The ability to deliver EASA's priorities and strategic objectives depends above all on the capability, commitment and agility of its staff members.

In order to ensure that, in 2017 the Agency continued to maintain as high as possible the use of the posts cleared in its establishment plan 2017. EASA expects to fill 100 % of its allowed temporary agent posts by the 31st of December 2017, for a third year in a row. For the future years, the Agency will continue to aim at full house occupancy for temporary agents and in addition contract agents. Detailed data is provided under chapter IV.3.

The Agency strategic objective is to "build on committed, agile and talented staff". To this end the Agency has launched two critical programmes:

1. a programme to strengthen the management community, which regularly meets to develop and share a common managerial culture, builds on EASA's leadership principles of, among others: sharing a vision, change and innovation, and managerial courage;
2. a structured approach to staff development and internal mobility taking into account the staff members' abilities, individual development needs and aspirations, and the Agency's strategic business needs.

The Agency plans in the next years to continue with its efforts to attract, recruit, develop and retain competent staff through different initiatives such as the Junior Qualification programme (aimed at recruitment of Young Graduates, who are developed through in-house courses, rotation and on the job training). The Agency will increase its efforts with regards to Employer branding in order to recruit sufficient and competent staff that meet the needs of the Agency. For this purpose strategic workforce planning mechanisms will also be strengthened.

Following a review of the Code of Conduct for EASA staff performed in the last quarter of 2017, the Agency has extended the Declaration of Interest (DOI) exercise to all EASA staff members, interims, SNEs and long term consultants. It is the obligation and responsibility of the staff member to update the DOI whenever a change in his/her situation that could lead to a potential Conflict of Interest occurs. In the short/medium term, the Agency foresees the development/implementation of an electronic tool to manage the DOIs.

The planning of the Fees and Charges activities is driven by the market evolution, the implementation of agreements between countries, the implementation of new regulations and, more importantly, priority tasks associated with continued operational safety. Every year the expected workload is reviewed taking into account these factors. The forecast is performed at the end of each year and, if required, it is reviewed during the year. Summarising the technical, project related working hours per activity provided in chapters II.3 and II.4, the workload linked to Fees and Charges activities is:

F&C financed activity	2019	2019	2019
	EASA	NAA	Total
Initial Airworthiness	180	38	218
Continued Airworthiness	70	9	79
Organisation Approvals (incl. Design Organisation)	117	39	156
Certification Standards	124	0	124
Subtotal 1	491	86	577
Outsourcing			-86
Subtotal 2			491
Governance / Support			298
Total EASA workload			789

Values are in k hours

II.7.2 Resource programming for the years 2019 -2021 (to be updated in August 2018)

Financial resources

The current Single Programming document takes into consideration financial and human resources estimated considering the latest available information on the negotiations for the new Basic Regulation and the impact of the development of the Bilateral Agreements signed by the EU. The key highlights are as follows.

Revenue:

F&C activities: the expected revenue is based on a market evolution estimated on the basis of available information. Globally the volumes of the activities are estimated to be stable. The mix of certification activities is subject to an evolution due to the entry into force of the new provisions of the Bilateral Agreements with the United States, the development of new products from non-EU states (e.g. Japan, China, Russia ...) and the evolution of new activities like Drones certification.

EU subvention: the amount considered in the present plan is aligned to the 2014 -2020 Multiannual Financial Plan issued by European Commission in 2015. Additional funding has been included in the Agency's financial statement, to be released only once the New Basic Regulation has been adopted.

Expenditure:

Staffing: in the definition of the staffing evolution the Agency applied the reductions for the EU Subsidy financed posts as per the 2014 -2020 Multiannual Financial Plan while for the F&C funded posts the estimated workload requires that the 2017 post levels are kept almost constant. For 2018 an increase in F&C workload is expected. In 2016 and 2017, EASA was considered as a pilot case by DG BUDGET. The workload analysis and the efficiency measures taken, lead to limited reduction of staff in 2016 and 2017 and an increase in posts in 2018. For period 2019 -2021 the F&C post remains constant again.

In terms of cost estimation the projections include an annual increase equal to 2.15% in 2018 and 2.5% for every subsequent year. This includes the cost of life adaptations. The pension contribution for the F&C covered posts is fully accounted for. An element of risk for the expenditure management is the evolution of the school fees covered by the Agency. Moving to younger staff due to the natural turnover implies a growing pressure on that expense.

Building, infrastructure and other operating expenses: mid- 2016 the Agency moved to the new premises. The overall costs of the building remain substantially constant over time despite the significant increase in office space and environmental standards.

Operational expenses: the evolution of the activities of the Agency together with the dynamic of the salaries (i.e. pension contribution for the F&C Staff) are generating significant constraints to the evolution of the activities. The pressure on costs financed by the EU Subvention imposes that some activities like Research need to develop alternative funding means in order to assure an adequate level. As from 2018 the Agency will have to start a revision of the F&C scheme, in order to cope with the market evolution and the increasing imbalance between revenues and costs. This effect can be initially compensated by drawing from the F&C reserve, but in the long-run a balanced F&C situation must be achieved.

Human resources

The evolution of the staff in the period 2019 - 2021, as indicated under IV.3, will consider the proposed reductions in EU financed posts reflected in the 2014 -2020 Multiannual Financial Framework, with an increase in 2018 of 4 Fees and Charges financed posts, as approved by the Budgetary Authority. Since scope, impact and entry into force of the New Basic Regulation remain undetermined, its impact is limited in the present SPD document. It was only considered to the extent necessary to prepare the Agency for a possible adoption in the second half of 2018. Beyond that, no additional tasks, or expansion of existing tasks, are foreseen, and at the same time the current funding levels do not allow for the absorption of new initiatives.

As in the past the Agency will continue to work to increase its efficiency through a process of continuous monitoring and striving for improvements in its processes and tools. In 2016 the LEAP action program was established to ensure a coherent framework throughout the organisation for the various initiatives. An Efficiency Forum made of operational and administrative Directors completes the steering of efficiency drive, ensure strategic piloting and high ambition level of this LEAP program. These are complemented by initiatives linked to on-going developments regarding Level of Involvement, Bilateral and working arrangements with third countries, review of internal processes and digitalisation initiatives, adjust rulemaking ambitions, review service levels provided by support functions and update certification guidance material.

Initiatives and programmes such as the Management Community and Internal Mobility & Career initiative will further support development of internal competencies and help assuring fulfilment of the EASA mission through agile, competent and committed staff members.

New Basic Regulation

Related to the new Basic Regulation, DG MOVE requests for EASA the below depict increase in human and financial resources. The staff and financial resources quoted below correspond to the current version of the Agency Financial Statement, from May 2016. Negotiations between the European Parliament, the European Commission and the Member States have advanced since then. Consequently, this proposal could not reflect the more advanced state of the talks. Once the definitive remits of the New Basic Regulation have been agreed upon, EASA will need to carefully evaluate its scope, to commit to the level of adjustments necessary to its financing and staffing plan. The availability of funds and posts mentioned below is subject to the adoption of the new Basic Regulation and the approval of the budget authority.

Heading		Heads 2019		2019	2020	2021
EASA baseline: Subsidy Part (EU contribution)		221 TA	42 CA	35.568	36.279	37.004
Heading 1a	Competitiveness for Growth and Jobs	+5 TA	+4 CA	+1.395	+1.395	+1.395
Safety management process between the EU - Member States	European repository (Art. 28): data for decision-making and monitoring		+1 CA	+0.270	+0.270	+0.270
	Big Data: data and analysis for European aviation system	+2 TA	+1 CA	+0.334	+0.334	+0.334
Ensure its consistency in the regulatory system	Ground handling (Art. 11): system of common requirements	+1 TA		+0.132	+0.132	+0.132
	Harmonisation of Security and Safety aspects (Art. 40)	+1 TA		+0.132	+0.132	+0.132
	Environmental Protection: Certification and Report (Art. 39)	+1 TA		+0.282	+0.282	+0.282
Effective pooling and sharing of resources between Member States and the Agency	Promotion of risk and performance based oversight methods			+0.100	+0.100	+0.100
	Pool of experts (Art. 17)		+1 CA	+0.075	+0.075	+0.075
	Framework for delegation of responsibilities (Art. 18)					
	Ensure common training standards (Art. 43)		+1 CA	+0.070	+0.070	+0.070
EASA Subsidy Part (EU Contribution) + NEW Basic Regulation		226 TA	46 CA	36.963	37.674	38.399

III Work Programme 2019

III.1 Executive summary

The 2019 Work programme is the last operational step to be followed in order to translate the strategy into concrete actions. For that reason it is an integral part of the Single Programming Document.

The Agency will assure that all its core operational activities are carried on with specific attention to the stakeholders and to the overall efficiency. It is expected that the organisation is able to respond promptly and efficiently to safety issues through the following actions:

Programme of the Strategy & Safety Management Directorate

- Develop EASA's strategy and programmes to manage proactively existing and emerging risks such as cyber security and UAs
- Streamline the programming process, by combining the priorities with more effective resource management
- Raise worldwide level of safety through regional cooperation initiatives

Programme of the Certification Directorate

- Manage the evolution of the activities mix maintaining the required performance levels
- Implement changes in the level of involvement, allowing efficient allocation of aviation experts
- Introduce and expand risk and performance based approach with the goal to maintain high safety standards

Programme of the Flight Standards Directorate

- Continue development of performance based regulatory framework for regulations, certification frame, oversight and environment
- Assess existing regulations, to improve the Rulemaking Programme with regards to quality and quantity
- Incorporate the risk-based oversight approach into the Organisations Approvals Procedures

Programme of the Resources and Support Directorate

- Dynamically reallocate financial and human resources to achieve efficiency gains and costs reductions following the plans launched in 2016
- Roll out the workforce mobility and development plan in order to engage the right level of competencies
- Support the evolution of the IT architecture through the completion of the strategic sourcing roadmap

III.2 2019 Programme of the Strategy & Safety Management Directorate

III.2.1 Safety Intelligence and Performance

The Agency is working on a risk based safety management system. This system will consist of both reactive and proactive elements to ensure both that historical data is used effectively and emerging issues (such as new business models and new technologies, Cyber security and UAs) are identified, prioritised and assessed. This effort will drive the transition towards an efficient, pro-active and evidence-based safety system. It will rely on two pillars:

- The strengthening of the safety intelligence and safety performance functions: this will require on one hand an enhanced safety data analysis capacity to better identify, prioritise and assess safety issues, and to measure safety performance according to a meaningful set of performance indicators. In particular, the Agency is developing the Data4Safety (Big Data) programme that will provide a Big data platform and Analysis capability at European level.
- The development of a top-down and risk-based safety planning function (rulemaking, safety promotion, research, focused oversight): will rely upon the use of the European Plan for Aviation Safety (EPAS) as the vehicle to establish EU-wide strategic safety priorities and decide upon the more efficient and cost effective set of safety actions.

Safety promotion is one of the possible types of safety actions (with Regulations and Oversight) that are available to the Agency. Safety promotion complements rulemaking and oversight and research as a way and means to address safety issues and objectives by actively communicating, reinforcing, explaining and engaging with targeted stakeholders.

Safety Promotion is one of the over-arching priorities of the Agency, benefiting from resource re-deployment over time.

Objective: (related to strategic objective 2.1; 2.2; 1.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Intelligence and Performance (comprises: Safety Data, Occurrence Reporting, Accident follow-up, Safety Analysis, Safety Risk Management) (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Efficient reactive safety processes (occurrence reporting and accident follow-up) that allow the Agency to respond to accidents and reported incidents in line with its scope of competence Efficient safety risk management process, that proactively identifies, prioritises and assesses systemic safety issues that may be present in the European aviation system, with a view to provide inputs (in the form of assessed safety issues and safety actions proposals) into the safety programming process (EPAS).
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none">• Timely processing of occurrence reports• Accuracy of technical owner allocation• Timeliness to answer safety recommendations• Productivity and Quality of Safety Analysis process

Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Availability and Quality of data, Availability of analysis resources • Failure to identify or failure to respond to safety issues in a timely manner
Workload (k hours) 2019	54

Objective: (related to strategic objective 1.1; 2.1; 2.2)	
Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key Action	European Big Data Programme – Data4Safety – (activity: safety management; funding principal: Subsidy Funded and per MB agreement funds from F&C reserve)
Expected Outcome	Launch and deliver the proof of concept phase of the European Big Data Programme “Data4Safety”. This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support of the EPAS.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Data4Safety delivers initial set of outputs: first set of metrics, first directed study
Risk (details c.f. Annex IV.8)	Availability of funding, willingness of safety data owners to join the programme and share their data.
Workload (k hours) 2019	5

Strategic Objective 2.1	
Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Safety Promotion (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Safety Promotion is effectively used as a means to mitigate safety issues/risks
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Implementation Safety Promotion Programme • Safety Promotion Resource Engagement • Cooperation with stakeholders: proportion of safety promotion materials and actions jointly developed
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Limited value and benefit for stakeholders of safety promotion material and actions. • Credibility of the EASA system as leading safety promotion actor.
Workload (k hours) 2019	19

Objective: (related to strategic objective 6.1; 2.1)		Demonstrating integrity by assuring technical independence and robustness of safety decision making
Key Process	Research Strategy (activity: safety management; funding principal: Subsidy Funded)	
Expected Outcome	Consolidate and deliver a Research Strategy that supports the needs of the EPAS and wider aviation industry. If approved, EASA will also deploy its own funding (F&C reserve) to launch or co-finance research projects, next to grants or delegation agreements.	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely execution of committed research projects • Research Resource Engagement Milestone 2019: <ul style="list-style-type: none"> • Secure additional funding from F&C reserve and/or European Commission earmarked funds 	
Risk (details c.f. Annex IV.8)	Insufficient funding of the Research Strategy.	
Workload (k hours) 2019	7	

Objective: (related to strategic objective 2.1; 2.2; 1.1)		Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Cybersecurity in Aviation and Emerging Risks (activity: safety management; funding principal: Subsidy Funded)	
Expected Outcome	Create the proper environment under which the aviation community is prepared to effectively address the cybersecurity risks faced by the aviation sector. This environment should: <ul style="list-style-type: none"> • foster the sharing of information between all the involved actors, in order to develop a complete cybersecurity risk landscape and to allow the identification and sharing of new risks and the rapid reaction by all parties, • include a strong and flexible regulatory framework supported by appropriate international cooperation and harmonization activities, and • ensure a high level of cybersecurity knowledge and competence of the different actors. 	
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Development of a Strategy for Cybersecurity in Aviation • Regular participation in all related ICAO initiatives and groups. 	
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Insufficient support from Member States to integrate EASA's activities • Availability of resources within EASA. 	
Workload (k hours) 2019	9	

Objective: (related to strategic objective 2.1; 2.2; 1.1)		Applying an advanced, pro-active and systematic approach to aviation safety
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Key process	Risks to civil aviation arising from conflict zones (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Implement in cooperation with Member States and European Institutions a system that enables to provide information on risks arising from conflict zones, in order to help airlines and aviation authorities in their own risk assessment and decision making processes
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> Comprehensive set of updated conflict zone information bulletins, based on a common EU risk assessment.
Risk (details c.f. Annex IV.8)	Insufficient cooperation at European level to generate consistent and usable information
Workload (k hours) 2019	0.1

III.2.2 Strategy & Programmes

The Agency aims to streamline the programming process, by matching identified priorities with more effective resource management. Moreover, in order to better focus the Agency's resources, EASA is progressively introducing a Performance Based Environment framework. This framework is based upon fact based decision making, relying on better regulation methodologies at all stages of the process:

- Definition of objective
- Elaboration of indicators to measure the result of the action
- impact assessment
- Monitoring of the implementation
- Evaluations once the regulations have been implemented

Objective: (related to strategic objective 2.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Planning (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Safety planning and programming fosters through EPAS the improvement of European aviation safety while promoting competitiveness, innovation and emerging technologies which generate European success, and developing a European-wide safety management capability.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Share of Efficiency tasks in the Safety programme Milestone 2019: <ul style="list-style-type: none"> Cybersecurity, unmanned air vehicles, and new business models included into the EPAS by 2019
Risk (details c.f. Annex IV.8)	No risks identified
Workload (k hours) 2019	7

Objective: (related to strategic objective 5.1; 5.2)	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach
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Key process	Rules Development (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	EU performance based regulations better adapted to an evolving environment.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely Progress on Rulemaking Programme • Rulemaking Process Efficiency • Rulemaking Resource Engagement
Risk (details c.f. Annex IV.8)	Difficulty in identifying the environment and associated performances in which the rule is going to be implemented.
Workload (k hours) 2019	66

Objective: (related to strategic objective 5.1) Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Key Action	Develop smart standards on noise, emissions and CO ₂ (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Environmental standards are smart, proportionate and contribute to the competitiveness of the industry. The environmental standards include ICAO standards and recommended practices, Implementing rules, Acceptable Means of Compliance and Guidance Material and certification specifications.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Prepare adoption of environmental standard at ICAO Committee on Environmental Protection/11 • Prepare Notice of Proposed Amendments on ICAO Committee on Environmental Protection /11 outcome
Risk (details c.f. Annex IV.8)	European positions in ICAO not taken into account and reflected properly
Workload (k hours) 2019	2

Objective: (related to strategic objective 5.1) Optimising activities to ensure a consistent, efficient and effective approach	
Key process	Better Regulation (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Better Regulation: Activities and policies are performance-based and data driven where appropriate, proportionate and contribute to the competitiveness of the industry.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Preliminary Impact Assessments Coverage • Impact Assessment Coverage Milestone 2019: <ul style="list-style-type: none"> • Review KPI
Risk (details c.f. Annex IV.8)	Insufficient support from stakeholders to provide economic data
Workload (k hours) 2019	8

Objective: (related to strategic objective 1.1)	
Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key process	Business programming and reporting (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Coordinate and deliver the annual Single Programming Document, prepare the Quarterly Report on progress made, regarding the implementation of the year's work programme and coordination of the Annual Activity Report. Together these documents constitute EASA's management cycle, plan, act, do and check.
2019 KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Ensure the Agency's and all directorates' objectives are defined before by year's end • Coordinate the preparation of planning, reporting and risks documents timely and comprehensively • Ensure correct cost management of the Agency regarding time tracking and project management • Initiate simplification of the programming cycle • Initiate refinement of Quarterly Reporting in accordance with management needs and lessons learned • Conceptualise and prepare implementation of programme management office
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity
Workload (k hours) 2019	12

Objective: (related to strategic objective 1.1)	
Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key process	Business Analysis (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Assistance to the business in translating its operational pain points into a structure and content that can be used by IT to create an IT solution, which is fit to address the problems identified and aligns with EASA's IT architectural principles.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Realised return on investment, compared to plan for IT projects Milestone 2019: <ul style="list-style-type: none"> • Simplify the Charter Document in alignment with SM's Impact Assessment (Better Regulations) • Refine the Business Analysis Deliverables and Guidelines • Develop additional KPI to enhance monitoring of Business Analysis' performance
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Outcome of Business Analysis deviates from need experienced by project owner, as actual needs were not communicated clearly. • Failure to establish and maintain an integrated, consistent, efficient and top-down information/data management model/system
Workload (k hours)	2

2019	
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III.2.3 International Cooperation

Through its international cooperation activities, the Agency works with third country aviation authorities and other international partners worldwide to raise global aviation safety standards and promote the European system. It provides technical assistance to countries and regions, and helps to improve the regulatory and oversight capabilities of national and regional aviation authorities. To this end, EASA manages EU-funded civil aviation cooperation projects, working with the European Commission. The Agency's in-house technical expertise, together with the strong partnership with Member State National Aviation Authorities, is vital for the successful implementation of these projects. The main aim for the future should be to become the leading implementing body of EU-funded aviation technical cooperation programmes.

Furthermore, EASA and the EU develop international cooperation instruments, either Bilateral Aviation Safety Agreements (BASAs) at EU level, or Working Arrangements (WAs) at EASA level, to organise efficiently and effectively the international cooperation with international aviation partners. In 2019, after the expected finalisation of the negotiation of a BASA with China, the focus will be on the development of its Technical Implementation Procedures and the negotiation of a BASA with Japan as well as continuing the expansion of the existing BASA with the US. Finally, EASA is mandated to assist the EU Member States in fulfilling their ICAO obligations. Many ICAO Standards and recommended Practices (SARPs) have direct implications for safety and for the competitiveness of the European aviation industry. It is therefore of strategic importance for Europe to strengthen its presence and upstream influence in the ICAO processes, both through EASA and the Member States, by assisting ICAO particularly in the development of the Global Aviation Safety Oversight System framework and the RSOO (Regional Safety Oversight Organisation) cooperative platform.

In the area of Technical Training, EASA will implement the newly adopted training strategy. The focus of the work will be on the objective to continuously develop and maintain the competences of EASA staff as well as the harmonisation of training and assessment standards for aviation inspectors within the EASA system. EASA will increase its operational training products in particular in the area of Safety Management, cybersecurity and trainings for the new Basic Regulation. EASA will also further improve the maturity of training programmes for job profiles and strengthen the work with CTIG (Common Training Initiative Group) to develop common European training and assessment standards. In the area of ECQB, EASA will prepare the databank on the basis of the thoroughly updated syllabus and learning objective structure developed by RMT.0595.

Objective: (related to strategic objective 1.1; 3.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Bilateral agreement and working arrangement (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	Bilateral Aviation Safety Agreements (BASAs) negotiated by the EU with proactive support from EASA. Conclusion by EASA of Working Arrangements (WAs), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely progression on Working Arrangements • Timely progression on Bilateral Agreements

	Milestone 2019: <ul style="list-style-type: none"> • Implementation of Stakeholder Survey • Development of Technical Implementation Procedures to the future EU-China BASA • Agreement on both sides on the basic principles of the BASA with Japan
Risk (details c.f. Annex IV.8)	Safety risk in case of deficiency in some foreign partners' safety systems. Risk of unbalance in BASAs and WAs, to the detriment of European Industry
Workload (k hours) 2019	22

Objective: (related to strategic objective 1.2)	Sustaining worldwide recognition for the European aviation safety system		
Key process	Technical Support (activity: International Cooperation; funding principal: Subsidy Funded)		
Expected Outcome	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this EASA shall become the leading implementer of EU funded aviation technical cooperation programmes, in partnership with Member States.		
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none">• Timely implementation of work plans related to technical support to 3rd countries• Quality of delivered projects based on stakeholder feedback		
Risk (details c.f. Annex IV.8)	The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.		
Workload (k hours) 2019	41		

Objective: (related to strategic objective 1.2; 3.1)		Sustaining worldwide recognition for the European aviation safety system	
Key process		ICAO cooperation (activity: International Cooperation; funding principal: Subsidy Funded)	
Expected Outcome		<ul style="list-style-type: none">• EU's position on matters under EU's/EASA's competences are timely represented in ICAO standard setting activities (participation in ICAO panels) and high level events, following efficient pre-coordination among all European stakeholders led by EASA.• EASA's role in the European coordination process (in matters under EASA's competences) is well understood and ensures better use of resources, improved efficiency and effectiveness and a coordinated promotion of Europe's common aviation interests.	
KPI (details cf. Annex IV.11) / Milestone		KPI: <ul style="list-style-type: none">• Timely provision of recommendations on ICAO State Letters for use by Member States (MS)• Timely delivery of compliance checklists for use by MS	

	Milestone 2019: <ul style="list-style-type: none"> • Timely coordination of European positions and contributions to the ANC13 (Air Navigation Conference) • The RSOO Cooperative Platform is set up, operational and delivers according to the agreed Work Plan
Risk (details c.f. Annex IV.8)	European positions on aviation safety are not taken into account and reflected properly.
Workload (k hours) 2019	8

Objective: (related to strategic objective 3.2)		Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	Technical Training (activity: support activity; funding principal: Mix Funded)	
Expected Outcome	<ul style="list-style-type: none"> • Highly trained and competent EASA staff • A more effective and consistent training for aviation inspectors in the EASA system through common training and assessment standards • An ECQB with a set of relevant, correct and up-to-date questions covering all relevant areas for initial ground training for commercial pilots 	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Performed trainee days (technical) per year • Trainee satisfaction • For ECQB: number of newly developed questions and of reviewed existing questions per year Milestone 2019: <ul style="list-style-type: none"> • Expansion of training products in the area of Safety Management, Cybersecurity and the new Basic Regulation • ECQB: new version of the databank developed on the basis of thoroughly updated syllabus and learning objective structure 	
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • The training offer does not meet the (internal and external) stakeholders' needs • Not enough/sufficiently qualified resources to develop and deliver the training 	
Workload (k hours) 2019	27	

III.2.4 Other Strategy & Safety Management related Tasks

Guided by EASA's strategic ambitions and substantiated by SM's strategic priorities, the above detailed resources were allocated to SM's core activities. SM is also performing a number of internal and cross-directorate projects. Completion of these projects is anticipated to improve the quality of work, reduce administrative burdens, free resources for the directorate's core activities and to increase productivity.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Strategy and Safety Management related activities (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Ensure the smooth operation of the SM directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Strategy and Safety Management related (IT) projects
KPI (details cf. Annex IV.11) / Milestone	n/a
Risk (details c.f. Annex IV.8)	n/a
Workload (k hours) 2019	42

III.2.5 Summary workload estimation

The following table show the overall workload estimation in the Strategy and Safety Management Programme based on the above classification.

Activity	Workload (k hours) 2019	Workload (FTE) 2019
Safety Intelligence and Performance	94.1	59
Planning, Programmes, Rules Development	97	61
International Cooperation	98	61
Strategy and Safety Management related activities	42	26
GRAND TOTAL	331.1	207

III.3 2019 Programme of the Certification Directorate

III.3.1 Certification

The Agency is responsible for the initial Airworthiness certification (including the environmental and operational suitability aspects), the continuing airworthiness of the approved type designs and provides services upon request of the industry such as support in the validation of European products in third countries.

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Initial airworthiness and operational suitability (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement), streamlining existing working methods.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Initial Airworthiness (stakeholders) satisfaction rate (annually) Initial Airworthiness (IAW) performance rate
Risk (details c.f. Annex IV.8)	A low level in the quality of services may create safety issues, undermining confidence in the Agency and its reputation.
Workload (k hours) 2019	project related: 180

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Continuing airworthiness and operational suitability (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using effectively the available resources effectively.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Airworthiness Directives deficiency rate Continuing airworthiness predictability time Occurrences backlog monitoring rate Technical acceptance of occurrences timeliness
Risk (details c.f. Annex IV.8)	Failure to identify or failure to respond to safety issues in a timely manner may negatively affect product safety (e.g. resulting in accidents)
Workload (k hours) 2019	project related: 70

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
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Key process	Certification related services (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Validation of the European products by third countries' authorities, and providing technical support to the European industry in a timely manner.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Timeliness of certification support for validation of products
Risk (details c.f. Annex IV.8)	Failure to provide the requested support in a timely manner might undermine the competitiveness of the European industry in third countries
Workload (k hours) 2019	25

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner.
Key process	Design Organisation Approvals (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Establish a risk based oversight approach for the design organisation and implementing the Level of Involvement (LoI) concept.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Timely approval of Design Organisation (DOA) continuation
Risk (details c.f. Annex IV.8)	Ineffective oversight of design organisations may create safety issues on products.
Workload (k hours) 2019	project work: 39 (includes DOA initial investigation and surveillance)

III.3.2 Other Certification related Tasks

The above detailed resources are allocated to Certification core activities, based on the strategic ambitions of EASA translated into the strategic priorities of CT directorate. Besides the above described tasks, CT will continue to implement a number of internal and cross-directorate projects.

The tables below summarise additional, key projects, the Certification directorate will undertake in the coming years. All of them are directly linked to the strategic priorities.

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Establish drone services market, covering drones and its operations, airspace rules for low level airspace and the creation of the U-Space. Implementing rules (IR) for the open, specific and certified category and associated Acceptable Means of Compliance, standards and safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> Opinion on regulation for open/specific category adopted. Proposed amendments of IR in accordance with the RMT.0230

Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time and/or quality. • non-harmonized implementation between member states relative to topics such as zones or risk assessment • dependency on the progress of the Basic Regulation amendment
Workload (k hours) 2019	1

Objective: (related to strategic objective 5.1)	
Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Key Action	Simpler, lighter, better regulations for General Aviation (GA) (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Implementing rules, Acceptable Means of Compliance and Guidance Material; certification specifications; standards, safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Develop the expected output in full compliance with the Annex 2 of the GA roadmap by 2019.
Risk (details c.f. Annex IV.8)	Stagnation and even reduction of GA activities due to: <ul style="list-style-type: none"> • A regulatory system that is not proportionate to safety risks, and creating high burden and costs. • Lack of innovation and therefore a GA environment that is not appealing for young pilots. • A delay in the implementation of GA regulatory changes.
Workload (k hours) 2019	3

Objective: (related to strategic objective 4.3)	
Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Key Process	Certification related activities (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Ensure the smooth operation of the CT directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Certification related (IT) projects and tasks. Regular feedback provided to stakeholders to share updates on technological developments, process and rules changes.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Update of the Certification handbook • Finalise the pilot project on staff development and mobility within CT • Implementation of the training plan, as defined in the training strategy • Organisation of the Certification/DOA workshop in Q4
Risk (details c.f. Annex IV.8)	n/a
Workload (k hours) 2019	102

Certification experts also provide expertise and support to other internal core and support processes (cross activities provided). For instance, developing and adjusting the rules and technical specifications for designing, manufacturing aircraft (and their equipment); support to international cooperation (existing bilateral partners and negotiations with the potential new ones); research activities; support to the Agency projects and participation to international working groups defining international standards; based on the priorities set at Agency level. The level of associated workload is not displayed in the current chapter, but embedded in the relevant chapters within the document.

III.3.3 Summary workload estimation 2019

The following table show the overall workload estimation in the Certification Directorate Programme based on the above classification.

Activity	Workload (k hours) 2019	Workload 2019 (FTE)
Certification		
<u>Initial Airworthiness</u>	180	112
<u>Continuing Airworthiness</u>	70	44
<u>Certification related services</u>	25	16
<u>Design Organisation Approval</u>	39	25
<u>Other Certification related Tasks¹</u>	106	66
<u>Outsourced workload²</u>	47	n/a
GRAND TOTAL (incl. outsourcing)	467	263

¹ Technical activities in the Certification domain not directly linked to one single Certification process. For instance the development and maintenance of the certification policies and working methods, the support to industry and National Aviation Authorities in replying to technical queries, participation to working groups with other authorities or industry. All of the mentioned activities are essential to the Certification process.

² EASA's overall outsourcing strategy is currently under review. The figures indicated here are subject to change, based on the finalisation of the outsourcing strategy.

III.4 2019 Programme of the Flight Standards Directorate

III.4.1 Alternative Means of Compliance and Adequacy of Rules

The activity performed in the Flight Standards directorate is coordinated with the Strategy and Safety Management Directorate, responsible for the Safety Analysis and Safety Programming activities.

Objective: (related to strategic objective 5.2)		Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant
Key process	Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation. Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information (activity: Rulemaking; funding principal: Subsidy Funded)	
Expected Outcome	<ul style="list-style-type: none">Exemptions and derogations notifications are processed in a timely mannerRegulations are assessed on the basis of their adequacy, efficiency and effectiveness, providing the Agency with criteria to improve the RM programme with regard to quality and quantity, identifying which rules could be clarified, simplified, updated or possibly repealed	
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none">Timely answer to exemption requests (as defined by regulation) Milestone 2019: <ul style="list-style-type: none">5 year evaluation programme, updated on an annual basis, presented in the EPAS/RMP	
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none">Insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact.Inadequate regulations remaining in place, without being amended. Thus causing difficulties/harm to Competent Authorities and Industry.Failure to identify the inadequacies and negative effects in application of the rules.	
Workload (k hours) 2019	5	

III.4.2 Organisation Approval

The Agency is responsible for the approval and continuous oversight of design, production, maintenance, continued airworthiness management, maintenance staff training and flight crew training organisations outside the territory of Member States. Within Member States the Agency is responsible for design organisations and certain production organisations, if requested by Member States.

In addition, with the second extension of the remit to Air Traffic Management (ATM)/ Air Navigation Services (ANS), the activities include the approval and oversight of pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the

Network Manager on behalf of the European Commission. EASA will also support the certification of a new satellite-based augmentation system (SBAS) in South Korea.

Objective: (related to strategic objective 3.1; 1.1)	
Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Organisation Approval – initial and continued - (Fees and Charges funded)
Expected Outcome	Facilitate culture change of internal and external stakeholders to allow a pragmatic implementation of risk based oversight techniques proportionate to the activity and its associated risks, by means of training, development of best practices leading to a Safety Management System (SMS) risk based culture, which will facilitate a harmonised and coordinated a implementation and standardisation of a new risk based environment.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Timely initial approval of Organisation • Timely approval of Organisation continuation • Timely validation/completion of Third Country Operator applications • Feedback on Organisation Approval process (yearly)
Risk (details c.f. Annex IV.8)	Failure to act may cause a misalignment of industry practices and regulatory framework, unchecked “theoretical” implementation of SMS may cause overregulation to certain sectors with no safety benefit.
Workload (k hours) 2019	Project: 78 Non-project: 8

Objective: (related to strategic objective 3.1)	
Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key Action	Organisation Approval – risk-based approach - (Subsidy funded)
Expected Outcome	Implementation of a risk-based approach in the field of approved organisation oversight consistent with the introduction of applicable regulatory material
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Incorporation of the risk-based oversight approach into the Organisations Approvals Procedures.
Risk (details c.f. Annex IV.8)	Difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing cultural models, risk of overregulation in certain domains with no additional safety benefit.
Workload (k hours) 2019	0.3

In addition to the workload described above, a significant part of the Flight Standards activities will be outsourced to NAAs and Qualified Entities. The current forecast includes 39k hours in 2019.

III.4.3 Continuous Monitoring and Standardisation

In the standardisation field, oversight and monitoring of the implementation of rules will remain a priority. The priorities shall focus on the consolidation of the continuous monitoring approach and continuous coordination with the European Commission's enforcement procedures.

In 2019 EASA will continue standardisation activities in the domains of Aerodromes (ADR) and Systemic enablers for safety management (SYS). The latter includes assessment of Authorities' obligations for Occurrence Reporting (Regulation (EU) No 376/2014) and for a Management System (common elements of Authority Requirements). Verification of obligations related to State Safety Programme and EPAS will be added once the new basic regulation provides a legal basis for this.

EASA and ICAO will continue their collaboration and seek the implementation of their Working Arrangement to exchange data and information.

To assist in the efficient implementation of the Risk-based Oversight system, Flight Standards will continue to enhance the competencies of the Standardisation inspectors for the assessment of Authority and Organisation Requirements, with particular regard to the Management System.

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Standardisation: monitor application of regulations and implementing rules (activity: Standardisation; funding principal: Subsidy Funded)
Expected Outcome	<ul style="list-style-type: none"> Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities; Assure uniform implementation of the rules in all domains Active control of process deadlines during the reporting phase Further develop/complete the capacity for standardisation activities in new domains (Aerodromes, Occurrence Reporting), EPAS and State Safety Programme implementation). Provide assistance to MS facing difficulties, as requested Be ready for the implementation of the Emergency Oversight Mechanism, when introduced by the new Basic Regulation
KPI / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> Efficient and robust Standardisation (yearly) Active Control of overdue Standardisation findings Timely issuance of Standardisation reports <p>Milestone 2019:</p> <ul style="list-style-type: none"> Adherence to the implementation plan within the established time-frame for all new domains and tasks
Risk (details c.f. Annex IV.8)	Failure to establish, and then maintain, uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States.
Workload (k hours) 2019	85

III.4.4 Third Country Operators and Ramp Inspection Programmes (SAFA/SACA)

The authorisation of Third Country Operators (TCO) performing commercial air transport operations in territories covered by the EASA Basic Regulation will contribute directly to enhancing the data-driven safety plan for Europe.

Similarly, the Ramp Inspection Programmes (SAFA/SACA) will contribute directly to enhancing the data-driven safety plan for Europe and disseminating EU regulations and products. This will be achieved by integrating safety data/indicators from other processes in the ramp inspections programmes in order for those to become more risk-based and by continuing the coordination, cooperation and information sharing with key external partners (European Commission, ICAO, and International Air Transport Association).

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Third-Country Operators Authorisation (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	Effective application (coordination, monitoring, and initial application) of a Continuous Monitoring Programme (CMP) to the complete population of authorised third country operators, proportionate to the risk involved for EU citizens.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Progress on CMP documentation • Progress on all authorised TCOs subject to CMP • 100% CMP implementation rate, as applicable
Risk (details c.f. Annex IV.8)	Inefficient management of TCO due to duplication of activities. Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU.
Workload (k hours) 2019	20

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key action	Support the European Commission Air Safety List (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	A newly developed articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a coordinated approach for negative TCO decisions based on safety assessments. Such an evaluation could possibly lead to a revision of both the TCO and Safety List Regulations.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Draft proposal to amend TCO regulation + initial input to DG MOVE on amending the ASL Regulation
Risk (details c.f. Annex IV.8)	Lack of coordinated approach between TCO and Air Safety List leading to inefficient/overlapping activities
Workload (k hours) 2019	5

Strategic Objective 1.2 Sustaining worldwide recognition for the European aviation safety system

Key Action	SAFA Coordination and analysis of the feasibility to maintain a European pool of ramp inspectors (activity: SAFA (Ramp Inspection Programmes): Subsidy Funded)
Expected Outcome	<ul style="list-style-type: none"> Expanded European ramp inspections programme by forming strategic partnerships with several of the States identified in the Implementation Plan of the EASA International Cooperation Strategy and as formalised in signed Working Arrangements. A thorough feasibility study will be commissioned to assess the feasibility of the concept. If feasible, interested Member States will be invited to participate in a mutual recognition programme of EU ramp inspectors. Subsequently, this will allow participating member states the possibility to manage resources more efficiently. Examine if maintaining a European pool of ramp inspector is possible A robust and continuous exchange of reliable SAFA safety information amongst the SAFA Programme participating States. A sound safety analysis by EASA as the basis for safety recommendations.
KPI / Milestone	Milestone 2019: <ul style="list-style-type: none"> One new SAFA Working Arrangements signed Satisfaction rate from stakeholders (participating states) regarding EASA responsiveness (from the stakeholder survey); overall stakeholder satisfaction $\geq 75\%$ Progress on feasibility evaluation, of establishing a pool of ramp inspectors
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> Regional (political) complications for States joining a European programme; impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards; Insufficient resources to manage the growth. Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators Lack of resources in the participating Member States Lack of financial resources
Workload (k hours) 2019	5

III.4.5 Other Flight Standards related Tasks

Guided by EASA's strategic ambitions and substantiated by FS' strategic priorities, the resources detailed above were allocated to FS' core activities. Additionally, FS is performing a number of intra-directorate and cross-directorate initiatives. Completion of these initiatives is anticipated to increase quality of work, reduce administrative burden, free resources for the directorate's core activities and increase productivity.

One set of initiatives will be to improve EASA reactivity towards emerging technologies and business models. This will be supported by increasing the communication between EASA and stakeholders, including R&D groups of the industry and industry leaders.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Flight Standards related activities (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Ensure the smooth operation of the FS Directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Flight Standards related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Implementation of the periodic Business Process Management (BPM) reviews as per the Agency's Integrated Management System (IMS) • Implementation of various recommendations stemming from audits and other reviews • Revision of expert reimbursement (expenditure) and cost recovery (revenue) procedures • Implementation of the EASA-wide training strategy • Organisation of stakeholder events (including surveys) in the Flight Standards domains
Risk (details c.f. Annex IV.8)	n/a
Workload (k hours) 2019	45

III.4.6 Summary workload estimation 2019

The following table show the overall workload estimation in the Flight Standards Directorate Programme based on the above classification.

Activity	Workload (k hours) 2019	Resources (FTE) 2019
Flight Standards		
<u>Alternative Means of Compliance and Adequacy of Rules</u>	5	3
<u>Organisation Approval</u>		
<i>Project related</i>	78.3	49
<i>Non-project related</i>	8	5
<u>Continuous Monitoring and Standardisation</u>	85	53
<u>Third Country Operators and Ramp Inspection Programmes</u>	30	19
<u>Other Flight Standards related Tasks</u>	45	28
<u>Outsourced workload</u>	39	n/a
GRAND TOTAL (incl. outsourcing)	290.3	157

III.5 2019 Programme of the Resources and Support Directorate

Since 2016 the Resources and Support Directorate is engaged in a set of initiatives (LEAP, Framework for Administrative Simplification – F.A.St.) aiming to accompany the delivery of the Agency strategic objectives while reducing the efforts required for control and support processes and delivering the minimal guarantees required by the EU public administration regulatory processes.

In 2019, to contribute to these objectives, the following milestones are to be achieved:

- a. Organisational redesign for RS directorate in place to achieve further efficiency gains in the RS services delivery.
- b. Following EASA first ever competitive tendering, contract signature with and induction of EASA's global IT outsourcing partner.
- c. Introduction of a single electronic workflow tool empowering process owners to optimize autonomously their processes and harness benefit of their digitalisation throughout the organisation.
- d. Initiate the integration of HR staff database into the European Commission SYSPER to enable transfer of duty to the EU Pay Master Office.
- e. Open to all directorates the 2017 pilot "mobility and development" initiative, offering mobility based on career aspirations, scope for personal competency development and business needs.
- f. Redesign of the RS directorate's Service catalogue, with focus on mandatory and necessary services only.

III.5.1 Human Resources

EASA deploys all the staff necessary to fulfil its assigned areas of competence and in doing this optimises the use of its budget, relying on a pro-active, modern and forward looking, efficient set of HR policies, planning & monitoring tools and related processes driven by measurable performance, balancing risk, and assuring compliance with its regulations.

The HR team strives to be recognised by EASA managers as their business partner, competent to mentor them and bring them tailored solutions in the optimisation of an engaged and competent workforce deployment and in addressing individual cases in a timely manner. This is to be supported through processes of strategic workforce planning including recruitment and internal staff deployment.

EASA is developing a modern HR, taking into account the results of the Staff Engagement Survey that supports development and empowerment of its staff, while at the same time building an agile workforce. This is a crucial success factor to be able to quickly adapt to permanent change. The Agency is currently implementing initiatives aimed at staff progression and deployment in line with the Agency's strategic plan.

Objective: (related to strategic objective 4.1; 1.1)	Empowering individuals to develop, engage and grow so as to deliver on our priorities
Key process	Human Resources (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Build up the Aviation Safety Talent Community: The Agency has sufficient number of motivated, innovation-prone and high-potential staff
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none">• Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting)• Non-occupancy duration (90 working days or fewer of vacant posts)

	<ul style="list-style-type: none"> • Turnover rate (numbers of statutory staff leaving the Agency as a percentage of total statutory staff – yearly reporting) • Staff Engagement survey (biennial) <p>Milestone 2019:</p> <ul style="list-style-type: none"> • After the roll out of the pilot projects concerning development and mobility this process will be from 2019 onward across all of EASA.
Risk (details c.f. Annex IV.8)	Failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members.
Workload (k hours) 2019	33

III.5.2 Information Technology

Establish a successful business partnership with a strong commitment to cost-effectiveness and the creation of significant operational value contributing to the achievement of EASA's strategy; one of the key elements is for the IT department to take a leadership role in opening boundaries, bridging silos and introducing consistent, standardised (coherent IT Mgmt.) and secured IT solutions and services.

Objective: (related to strategic objective 1.1;2.2; 3.1; 4.2)	
Using information technology to the benefit of the European Safety Management process.	
Key Action	Establishing a coherent IT architecture, considering EASA strategy and needs, as well as definition and implementation of a sourcing roadmap. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	A cross-organisational, consolidated and secured IT architecture fulfilling EASA needs and strategy, while fostering scalable and resilient IT services through cost-effective sourcing capability management.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • IT expanding services realisation Milestone 2019: <ul style="list-style-type: none"> • Define 'to be' IT architecture and technical roadmap, considering EASA needs, IT security and IT outsourcing roadmap.
Risk (details c.f. Annex IV.8)	Failure to define and implement: <ul style="list-style-type: none"> • Agency information/data management and architecture. • Agency Information Security Management policy and roadmap. • Agency Business Continuity framework and the related IT Disaster Recovery plan. • Cost-effective IT outsourcing model.
Workload (k hours) 2019	7

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.
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Key Process	IT service operations (activity: support activity; funding principal: Mix Funded)
Expected Outcome	IT services provided in accordance with Service Level Agreement, including up-to-date maintenance and upgrade, while considering sourcing capabilities.
KPI (details cf. Annex IV.11) / Milestone	KPI <ul style="list-style-type: none"> IT achievement of Service Level Agreement (SLA)
Risk (details c.f. Annex IV.8)	Failure to define and implement: <ul style="list-style-type: none"> Agency Information Security Management policy and roadmap. Agency Business Continuity framework and the related IT Disaster Recovery plan. Cost-effective IT outsourcing model.
Workload (k hours) 2019	21

III.5.3 Applicant Services

Industry applicants are able to submit and receive accurate information relating to their applications and existing certificates in one place. Qualified technical resources throughout the EASA system are readily available so that industry applicants receive a consistently responsive service.

Objective: (related to strategic objective 4.3) Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Key process	Applicant relations & charging policy management (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Applicant satisfaction rate
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> Applications are delayed due to inefficient exchange of information between EASA and the applicant. Sensitive technical material and /or personal data is disclosed due to security breaches.
Workload (k hours) 2019	19

Objective: (related to strategic objective 4.3) Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Key Action	CORAL Programme (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	EU certification processes are digitised in a single, transparent, cost efficient system with user friendly access for both internal and external stakeholders and predictable work flows.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> Milestone according to blue print finalised in 2017/ Q1 2018.

Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement. • Sensitive technical material and /or personal data is disclosed due to security breaches or mishandling of information (user error)
Workload (k hours) 2019	15

Objective: (related to strategic objective 3.3) Establishing a new financial scheme to sustain the European aviation safety system	
Key Action	Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation. (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Revenue from fees and charges is predictable, stable and covers forecasts of expenditure over the business planning period.
KPI (details cf. Annex IV.11) / Milestone	Milestone: <ul style="list-style-type: none"> • 2019: EASA engages stakeholders and carries out feasibility study
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Feasibility study fails to correctly forecast industry activities and therefore expected revenue • Stakeholders have varying interests that cannot be reconciled • Approval procedure is delayed and revenue falls short of costs in year of entering into force
Workload (k hours) 2019	1

Objective: (related to strategic objective 3.2) Integrating technical resource management at European level for efficiency, effectiveness and flexibility	
Key process	NAA & QEs outsourcing (activity: Product certification; funding principal: F&C Funded)
Key Action	Implementation of outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements
Expected Outcome	Reinforced NAA capacity to ensure sustainability at the level of the European aviation safety system and development of expertise in technical areas of high strategic value
KPI (details cf. Annex IV.11) / Milestone	<ul style="list-style-type: none"> • 2019: EASA and NAAs increase cooperation on certification tasks under partnership agreements without business interruption • 2019: EASA contracts a new set of qualified entities (QE) to cover selected certification tasks
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Actual workload volumes and types diverge significantly from the baseline forecast • Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes
Workload (k hours) 2019	11

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Service demand management (activity: Product certification; funding principal: F&C Funded)
Key Action	Digitise and automate application process
Expected Outcome	Application process is efficient, responsive, predictable and accurate due to comprehensive online web services.
KPI (details cf. Annex IV.11) / Milestone	<ul style="list-style-type: none"> • Prepare processes and system to register 80% of applications registered within 2 working days by 2019
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • CORAL programme fails to deliver expected benefits
Workload (k hours) 2019	7

III.5.4 Finance & Procurement

The Department acts as a service provider in order to ensure the processing of the financial and procurement tasks in strict compliance to the binding regulations, while implementing performance driven measures to assure increased value of its services.

Objective: (related to strategic objective 4.3)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Process	Implement budget according to EU and EASA rules. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	High budget implementation rate maintained and in line with sound financial management principles.
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> • Budget committed • Carried over commitments Milestone: <ul style="list-style-type: none"> • Identification of feasible automated processes to enable “paperless finance” (2019)
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Agency funding: failure to have the right level of funding to support the activities of the Agency. • Inappropriate or lack of documentation when implementing software solution
Workload (k hours) 2019	51

III.5.5 Corporate Services

The Corporate Services Department will operate the EASA “Direktion” to make sure that the workplace and other facilities are safe and suitable for the tasks carried out, and that those areas do not present health and safety risks to employees and visitors so far as is reasonably practicable.

Objective: (related to strategic objective 4.2)	Creating a quality work environment that helps staff succeed
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Key Process	Facility and security Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Manage NDK Direktion fit for EASA operational needs and assure security of staff and visitors
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Building cost per square-meter
Risk (details c.f. Annex IV.8)	Failure to identify, or failure to respond to health and safety legislation at the workplace and legal operator responsibilities
Workload (k hours) 2019	6

Objective: Creating a quality work environment that helps staff succeed (related to strategic objective 4.2)	
Key Process	Event Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering in-house conference and event facilities and support services (e.g. conference centre and catering, media technologies)
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Visitor satisfaction with in-house conference facilities
Risk (details c.f. Annex IV.8)	Parts of building infrastructure and equipment outside EASA remit (e.g. heating and ventilation systems)
Workload (k hours) 2019	2

Objective: Creating a quality work environment that helps staff succeed (related to strategic objective 4.2)	
Key Process	Business Travel Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering global travel solutions reliable, cost-effective and compliant to EASA travel policy
KPI (details cf. Annex IV.11) / Milestone	KPI: <ul style="list-style-type: none"> Timely processing of mission claims
Risk (details c.f. Annex IV.8)	Access, timely and inadequate provision of travel security advice may impact health and safety of travellers
Workload (k hours) 2019	5

III.5.6 Other Resources and Support related Tasks

In 2019, The Resources & Support (RS) Directorate will implement the redesigned processes and policies in order to focus them on critical risks, make them easy to digitalised and automate and to reduce efforts required by their implementation.

This activity, in combination with the linear cuts in staff and resources, will lead to a revision of service priorities and a renewed focus on mandatory and necessary services only, reducing the service catalogue in order to improve quality on priority areas.

In parallel, a consolidated organisation model for the Directorate will be elaborated during the year to pool functions still partly duplicated and deliver gain through more synergies.

In addition, the change of service delivery model will be engaged for IT services with a transition toward managed services and similar evolution opportunities of a changed make/buy balance analysed for the series of business support services delivered in headquarters premises.

The RS directorate will keep fostering conditions and instruments empowering EASA managers and staff to actively reduce the efforts they invest in low value added tasks in their various activities. In particular:

- EASA ePilot initiative (aiming to identify and test non-certification related electronic workflow instruments) will reach its conclusion.
- The joint piloting by senior managers - initiated in 2017 - of EASA efficiency efforts including the programming of efficiency enhancement measures (LEAP deployment phase: Directors' Efficiency Forum) will operate with RS secretariat support.
- The resources management framework optimisation for the additional services EASA is tasked to implement contractually (so called "earmarked projects") will continue. The financial volume, number, diversity and complexity of such contracts are expected to grow and organisational solutions fostering efficiency are increasingly required.

EASA will keep supporting the European Commission services in the further development and critical assessment of the experimental model (so called 'EASA Pilot') they designed to deliver a more reactive market-demand proportional programming of EASA and other fee based EU agencies.

Objective: (related to strategic objective 4.3)	
Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Key Process	Resources and Support related activities (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Ensure the smooth operation of the RS directorate using the workforce provided by Senior Management and assistance. Moreover enhancing the productivity of above mentioned core activities via the consumption of trainings or contribution to Resource and Support related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2019: <ul style="list-style-type: none"> • Reorganisation of the RS Directorate.
Risk (details c.f. Annex IV.8)	Failure to achieve Service Level Agreement in the area of administrative and support services: increased risk of non-compliance
Workload (k hours) 2019	28

III.5.7 Summary workload estimation 2019

The following table show the overall workload estimation in the Resource and Support Directorate Programme based on the above classification.

Activity	Workload (k hours) 2019	Workload (FTE) 2019
Human Resources	33	21
Information Technology	28	18
Applicant Services	53	32
Finance & Procurement	51	32
Corporate Services	13	8
Resources and Support related activities	28	18
GRAND TOTAL	206	129

III.6 2019 Programme of the Executive Directorate

Objective: (related to strategic objective 6.2)	
Minimising the consequences of political or unexpected constraints that may impact aviation safety	
Key process	Executive Directorate related processes - (Mix funded)
Expected Outcome	<ul style="list-style-type: none"> • Internal and external communication • Quality assurance • Legal advice • Compliant organisation ensured via audit • Efficiency gains following LEA-Project
KPI (details cf. Annex IV.11) / Milestone	<p>KPI:</p> <ul style="list-style-type: none"> • Corrective action closure rate of Audit findings • Number of non-conformity against the ISO standards <p>Milestone:</p> <ul style="list-style-type: none"> • Status Report on LEAP Implementation
Risk (details c.f. Annex IV.8)	<ul style="list-style-type: none"> • Lack of or inappropriate crisis response in aviation. • Insufficient resources (funding or human capital) to effectively fulfil the Agency's tasks. • Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security.
Resources (k hours) 2019	87 (54 FTEs)

IV Annexes

IV.1 Resource allocation per activity

values in Euro			Budget 2018	Envisaged 2019	Envisaged 2020	Envisaged 2021
Fees and Charges activities	Product Certification	Revenue	69,549,000	65,493,000	65,613,000	80,051,000
		Title 1	- 48,648,000	- 49,864,000	- 52,056,000	- 54,681,000
		Title 2	- 8,322,000	- 7,965,000	- 7,904,000	- 7,841,000
		title 3 NAA/QE	- 11,495,000	- 11,831,000	- 12,146,000	- 12,374,000
		Title 3	- 11,206,000	- 10,730,000	- 9,818,000	- 8,555,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 10,122,000	- 14,897,000	- 16,311,000	- 3,400,000
	Organisation Approvals	Revenue	33,822,000	34,250,000	34,675,000	39,247,000
		Title 1	- 18,898,000	- 21,453,000	- 22,198,000	- 23,138,000
		Title 2	- 3,203,000	- 3,131,000	- 3,067,000	- 3,030,000
		title 3 NAA/QE	- 9,838,000	- 10,086,000	- 10,216,000	- 10,359,000
		Title 3	- 5,350,000	- 3,617,000	- 3,405,000	- 3,070,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 3,467,000	- 4,037,000	- 4,211,000	- 350,000
	Reserve funding (Projects)		8,100,000	6,300,000	5,900,000	3,750,000
	Reserve adj		5,489,000	12,634,000	14,622,000	-
	Total F&C		-	-	-	-
Subsidy and other contributions	EU Subsidy	EU Subsidy	36,915,000	36,963,000	37,674,000	38,399,000
		third country contribution	1,973,000	2,045,000	2,049,000	2,088,000
		Other income	672,000	668,000	815,000	736,000
	Third Country Operators	Title 1	- 2,133,000	- 2,246,000	- 2,351,000	- 2,466,000
		Title 2	- 402,000	- 383,000	- 379,000	- 381,000
		Title 3	- 164,000	- 169,000	- 415,000	- 321,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 2,699,000	- 2,798,000	- 3,145,000	- 3,168,000
	Standardisation	Title 1	- 7,960,000	- 8,195,000	- 8,617,000	- 9,115,000
		Title 2	- 1,540,000	- 1,469,000	- 1,456,000	- 1,457,000
		Title 3	- 1,514,000	- 1,313,000	- 1,321,000	- 1,046,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 11,014,000	- 10,977,000	- 11,394,000	- 11,618,000
	SAFA	Title 1	- 530,000	- 583,000	- 635,000	- 692,000
		Title 2	- 187,000	- 178,000	- 175,000	- 176,000
		Title 3	- 491,000	- 44,000	- 192,000	- 45,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 1,208,000	- 805,000	- 1,002,000	- 913,000
	Rulemaking	Title 1	- 8,768,000	- 9,194,000	- 9,377,000	- 9,450,000
		Title 2	- 1,949,000	- 1,859,000	- 1,839,000	- 1,845,000
		Title 3	- 1,045,000	- 1,083,000	- 906,000	- 939,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 11,762,000	- 12,136,000	- 12,122,000	- 12,234,000
	Int'l Cooperation	Title 1	- 3,653,000	- 3,823,000	- 3,828,000	- 4,051,000
		Title 2	- 1,036,000	- 993,000	- 988,000	- 994,000
		Title 3	- 748,000	- 715,000	- 678,000	- 692,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 5,437,000	- 5,531,000	- 5,494,000	- 5,737,000
	Safety Intelligence & Performance	Title 1	- 5,877,000	- 5,868,000	- 5,849,000	- 5,639,000
		Title 2	- 982,000	- 935,000	- 932,000	- 937,000
		Title 3	- 581,000	- 626,000	- 600,000	- 977,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	- 7,440,000	- 7,429,000	- 7,381,000	- 7,553,000
	Total Subsidy and other contr.		-	-	-	-
	Grand-Total		-	-	-	-

Nota bene:

- a) the table above does not include the Working Budget for the NAA/Qualified Entities (QE) budget line
- b) the draft budget figures for 2019 and envisaged 2021 are indicative at this stage, depending of the outcome of the legislative process.

IV.2 Human and Financial resources

Table 1: FTEs by Activity

Activity (k hours / rounded FTEs)	2019 FTE
Product Safety/ Environmental Oversight <ul style="list-style-type: none"> Initial airworthiness and operational suitability (180 / 112) Continuing airworthiness and operational suitability (70 / 44) Certification related services (25 / 16) Certification related activities (102 / 66) Applicant relations & charging policy management (19 / 11) CORAL Programme (15 / 9) Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation. (1 / 0) NAA's & QEs outsourcing (11 / 7) Service demand management (7 / 5) Allocated Support Activities (161 / 101) 	369.7
Organisation Approvals <ul style="list-style-type: none"> Design Organisation Approvals (39 / 25) Organisation Approvals – initial and continued (78 + 8 / 54) Organisation Approval – risk-based approach (0.3 / 0) Flight Standards related activities (45 / 28) Allocated Support Activities (72 / 45) 	151.7
Third Country Op. <ul style="list-style-type: none"> Third-Country Operators Authorisation (20 / 13) Support the European Commission Air Safety List (5 / 3) Allocated Support Activities (7 / 4) 	19.9
Inspection of Member States <ul style="list-style-type: none"> Standardisation: monitor application of regulations and implementing rules (85 / 53) Allocated Support Activities (25 / 16) 	69.4
SAFA (Ramp Inspection Programmes) <ul style="list-style-type: none"> SAFA Coordination and analysis of the feasibility to maintain a European pool of ramp inspectors (5 / 2.5) Allocated Support Activities (3 / 1.7) 	4.2
Regulation <ul style="list-style-type: none"> Safety Planning (7 / 5) Rules Development (66 / 41) Develop smart standards on noise, emissions and CO₂ (2 / 1) Better Regulation (8 / 5) Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category (1 / 0) Simpler, lighter, better regulations for General Aviation (GA) (3 / 2) Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation. Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information (5 / 3) Allocated Support Activities (28 / 18) 	74.8
International Cooperation <ul style="list-style-type: none"> Bilateral agreement and working arrangement (22 / 14) Technical Support (41 / 26) 	53.2

<ul style="list-style-type: none"> • ICAO cooperation (8 / 5) • Allocated Support Activities (15 / 9) 	
Safety Management <ul style="list-style-type: none"> • Safety Intelligence and Performance (54 / 34) • European Big Data Programme – Data4Safety – (5 / 3) • Safety Promotion (19 / 12) • Research Strategy (7 / 4) • Cybersecurity in Aviation and Emerging Risks (9 / 5) • Risks to civil aviation arising from conflict zones (0.09 / 0) • Allocated Support Activities (13 / 8) 	67.2
Total	810

Table 2: Expenditure summary

Expenditure	1st Am. Budget 2017	Budget 2018		Envisaged 2019	
	Commitment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	93,242,000	96,465,000	96,465,000	101,226,000	101,226,000
Title 2	16,809,000	17,622,000	17,622,000	16,914,000	16,914,000
Title 3	39,875,000	46,732,000	46,732,000	43,613,000	43,613,000
Title 4	-	-	-	-	-
Title 5	42,703,000	34,417,000	34,417,000	16,383,000	16,383,000
Total expenditure	192,629,000	195,236,000	195,236,000	178,136,000	178,136,000

Table 3: detailed Expenditures by Title

EXPENDITURE							
	1st Am. Budget 2017	Budget 2018	Envisaged 2019	VAR	Envisaged 2020	Envisaged 2021	Envisaged 2022
		Agency request	Agency request	2019/2018			
Title 1 Staff Expenditure	93,242,000	96,465,000	101,226,000	104.9 %	104,910,000	109,233,000	113,894,000
11 Salaries & allowances	77,942,720	81,487,000	85,664,000	105.1 %	89,228,000	93,140,000	97,485,000
- of which establishment plan posts	71,108,720	74,506,000	78,405,000	105.2 %	81,885,000	85,777,000	89,999,000
- of which external personnel	6,834,000	6,981,000	7,259,000	104.0 %	7,343,000	7,363,000	7,486,000
12 Expenditure relating to Staff recruitment	779,000	713,000	731,000	102.5 %	749,000	768,000	787,000
12b Employer's pension contributions	8,757,000	8,757,000	9,188,000	104.9 %	9,250,000	9,500,000	9,750,000
13 Mission expenses	-	-	-	-	-	-	-
14.1 Socio-medical infrastructure	151,000	370,000	379,000	102.4 %	389,000	398,000	408,000
15 Training	714,000	614,000	629,000	102.4 %	645,000	661,000	678,000
16 External Services	181,280	140,000	144,000	102.9 %	147,000	151,000	155,000
17 Receptions and events	101,000	82,000	82,000	100.0 %	82,000	82,000	82,000
14.2 Social welfare	4,328,000	4,085,000	4,187,000	102.5 %	4,192,000	4,299,000	4,309,000
Title 2 Infrastructure and operating expenditure	16,809,000	17,622,000	16,914,000	96.0 %	16,740,000	16,661,000	16,707,000
20 Rental of buildings and associated costs [1]	9,729,000	9,703,000	9,879,000	101.8 %	10,046,000	10,182,000	9,882,000
21 Information and communication technology	5,315,000	6,313,000	5,541,000	87.8 %	5,333,000	5,103,000	5,283,000
22 Movable property and associated costs	434,000	435,000	379,000	87.1 %	241,000	242,000	243,000
23 Current administrative expenditure	1,085,000	982,000	945,000	96.2 %	948,000	961,000	1,125,000
24 Postage / Telecommunications	246,000	189,000	170,000	89.9 %	172,000	173,000	174,000
25 Meeting expenses	-	-	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-	-	-
27 Information and publishing	-	-	-	-	-	-	-
28 Studies	-	-	-	-	-	-	-
Title 3 Operational expenditure	39,875,000	46,732,000	43,613,000	93.3 %	43,196,000	40,779,000	36,973,000
30 Certification activities	28,225,000	31,771,000	27,620,000	86.9 %	27,764,000	25,886,000	25,506,000
31 Standardisation activities	204,000	229,000	229,000	100.0 %	232,000	235,000	236,000
32 Development data base	1,183,000	1,400,000	780,000	55.7 %	950,000	1,150,000	900,000
33 Communication and publication	425,000	300,000	290,000	96.7 %	290,000	290,000	290,000
34 Meeting expenses	638,300	952,000	1,169,000	122.8 %	976,000	1,204,000	1,002,000
35 Translation and interpretation costs	96,500	66,000	66,000	100.0 %	66,000	66,000	76,000
36 Rule Making activities	1,025,500	1,797,000	1,334,000	74.2 %	704,000	714,000	714,000
37 Mission, entertainment and representation expenses	5,841,000	6,991,000	6,874,000	98.3 %	6,882,000	6,902,000	6,917,000
38 Technical training	649,000	886,000	931,000	105.1 %	1,012,000	1,012,000	1,012,000
39 ED and strategic activities	1,587,700	2,340,000	4,320,000	184.6 %	4,320,000	3,320,000	320,000
Title 4 Special Operation Programmes	-	-	-	-	-	-	-
Title 5 Other expenditures	42,703,000	34,417,000	16,383,000	47.6 %	4,239,000	4,489,000	2,089,000
50 Provisions	42,703,000	34,417,000	16,383,000	47.6 %	4,239,000	4,489,000	2,089,000
TOTAL EXPENDITURE	192,629,000	195,236,000	178,136,000	91.2 %	160,607,000	162,184,000	165,485,000

Table 4: Revenue summary

Revenues	1st Am. Budget 2017	Budget 2018	Envisaged 2019	Envisaged 2020	Envisaged 2021
	Revenues estimated by the agency	Revenues estimated by the agency	Revenues estimated by the agency	Revenues estimated by the agency	Revenues estimated by the agency
EU contribution	35,985,000	36,915,000	36,963,000	37,674,000	38,399,000
Other revenue	156,644,000	158,321,000	141,173,000	122,933,000	121,385,000
Total revenues	192,629,000	195,236,000	178,136,000	160,607,000	159,784,000

Table 5: Revenue details by title³

REVENUES	1st Am. Budget 2017	Budget 2018	Envisaged 2019	VAR	Envisaged 2020	Envisaged 2021
		As requested by the agency	As requested by the agency	2019/2018		
1 REVENUE FROM FEES AND CHARGES	101,397,000	102,992,000	99,161,000	96.3 %	100,051,000	118,786,000
2. EU CONTRIBUTION	35,985,000	36,915,000	36,963,000	100.1 %	37,674,000	38,399,000
<i>of which Administrative (Title 1 and Title 2)</i>	32,681,000	32,677,000	33,282,000	101.9 %	33,853,000	34,653,000
<i>of which Operational (Title 3)</i>	3,304,000	4,238,000	3,681,000	86.9 %	3,821,000	3,746,000
<i>of which assigned revenues deriving from previous years' surpluses</i>	-	-	-	-	-	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	2,048,000	1,973,000	2,045,000	103.6 %	2,049,000	2,088,000
<i>of which EFTA</i>	2,048,000	1,973,000	2,045,000	103.6 %	2,049,000	2,088,000
<i>of which Candidate Countries</i>	-	-	-	-	-	-
4 OTHER CONTRIBUTIONS	-	-	-	-	-	-
<i>- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)</i>	-	-	-	-	-	-
<i>- Of which additional EU funding stemming from delegation agreements (FFR Art.8)</i>	-	-	-	-	-	-
5 ADMINISTRATIVE OPERATIONS	643,000	600,000	600,000	100.0 %	600,000	600,000
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	250,000	450,000	650,000	144.4 %	450,000	650,000
7 CORRECTION OF BUDGETARY IMBALANCES	52,306,000	52,306,000	38,717,000	51.1 %	19,783,000	- 739,000
TOTAL REVENUES	192,629,000	195,236,000	178,136,000	90.2 %	160,607,000	159,784,000

³ The pure ETA contribution included in the line "3. Third Countries Contribution" corresponds to 875k EUR for 2018, 876k EUR as well as 893k EUR for 2019 and 2020 respectively.

Table 6: Budget outturn and cancellation of appropriations

Budget Result	2014	2015	2016
Revenue actually received (+)	137 427 717	149 849 063	139 818 972
Payments made (-)	-118 006 808	-121 165 218	-137 199 223
Carry-over of appropriations (-)	-63 172 290	-83 742 572	-81 544 519
Cancellation of appropriations carried over (+)	231 971	200 252	246 962
Adjustment for carry over of assigned revenue appropriations from previous year (+)	44 995 986	56 884 303	77 013 842
Exchange rate differences (+/-)	- 16 851	- 29 117	8 797
Adjustment for negative balance from previous year (-)			
Total	1 459 725	1 996 711	-1 655 169

IV.3 Staff population (to be updated in January 2018)

Staff population		Actually filled as of 31.12.2016	Authorised under EU Budget 2017	Actually filled as of 31 12.2017	Authorised under EU Budget 2018	Envisaged ⁴ in 2019	Envisaged ⁴ in 2020
Officials	AD						
	AST						
	AST/SC						
TA	AD	551	552	n/a	557	559	561
	AST	125	126	n/a	123	121	119
	AST/SC						
Total		676	678	n/a	680	680	680
CA GFIV		26	36	n/a	36	36	36
CA GFIII		54	70	n/a	70	70	70
CA GFII							
CA GFI							
Total		80	106	n/a	106	106	106
SNEs		19	24	n/a	24	24	24
<i>Structural service providers</i>							
GRAND TOTAL		775	809	n/a	810	810	810
<i>External staff for occasional replacement</i>		22 Interims					

NB: Actually filed posts 31.12.2016 includes offer letters sent³

⁴ Subject to validation as part of the EASA pilot case.

Category and grade	Establishment plan in EU Budget 2016		Filled posts as of 31/12/2016		Modifications in year 2016 in application of flexibility rule		Establishment plan voted EU Budget 2017		Modifications in year 2017 in application of flexibility rule		Establishment plan in Draft Budget 2018 Request		Establishment plan 2019		Establishment plan 2020	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16						-		-		-		-		-		-
AD 15		1		1		-		1		-		1		1		1
AD 14		25		5		-		25		-		26		29		29
AD 13		32		9		-		32		-		33		36		36
AD 12		53		20		-		53		-		57		68		68
AD 11		76		33		-		76		-		81		86		86
AD 10		98		73		-		98		-		103		108		108
AD 9		117		99		-		117		-		119		115		116
AD 8		77		134		-		77		-		80		78		79
AD 7		47		103		-		52		-		44		32		32
AD 6		20		52		-		20		-		13		6		6
AD 5		2		22		-		1		-		-		-		-
Total AD		548		551		-		552		-		557		559		561
AST 11		-		-		-		-		-		-		-		-
AST 10		-		-		-		-		-		-		-		-
AST 9		1		-		-		1		-		1		1		1
AST 8		4		-		-		4		-		4		4		4
AST 7		13		1		-		14		-		13		12		12
AST 6		23		8		-		25		-		27		29		29
AST 5		33		22		-		33		-		34		35		35
AST 4		25		35		-		24		-		23		22		21
AST 3		17		31		-		16		-		17		17		16
AST 2		10		23		-		8		-		4		1		1
AST 1		2		5		-		1		-		-		-		-
Total AST		128		125		-		126		-		123		121		119
Total AST/SC										-						
TOTAL		676		676		-		678		-		680		680		680

NB: Actually filed posts 31.12.2016 includes offer letters sent

IV.4 Human resources policies

IV.4.1 Recruitment policy

EASA is recruiting mainly staff to perform tasks of a permanent nature, resulting from the mandate and the business plan of the Agency, which will ensure continuous expertise in all domains across the organisation. The majority of the tasks are performed by Temporary Agents (TAs) in the AD and AST function groups. All temporary agent posts are identified as posts of long-term duration. The TAs are engaged to assure the fulfilment of the Agency mandate in all technical, administrative and managerial levels of the organisation.

The criteria of the Agency in identifying posts of a long-time duration are that such posts cover tasks of a permanent nature and are based on its strategic workforce planning, cascaded into the multi annual recruitment plan and in line with the agency's key objectives and the identified needs to safeguard continuous expertise in the specific areas. In addition, selection procedures are designed to foster internal mobility complemented by external recruitment for specific profiles. The entry grades will follow the Staff Regulations.

For certain expertise, Seconded National Experts (SNEs) are temporarily working at EASA under the rules applicable to such experts. In general, their assigned tasks at EASA require in-depth expert knowledge and extensive work experience in a specific aviation field.

A limited number of short-term staff (interims) work in EASA and are contracted through an external service provider, selected following an open tender procedure. However, following business analysis, a certain number of interim positions has been identified as being long term and performing the duties of the Statutory Staff. Accordingly, the agency will replace some of the long term interims by Contract agents at cost neutral conversion.

IV.4.2 Appraisal of performance and reclassification/promotions (to be updated in August 2018)

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2015		How many staff members were promoted / reclassified in Year 2016*		Average number of years in grade of reclassified/promoted staff members **
	officials	TA	officials	TA	
AD 16	-		-	-	-
AD 15	-	1	-	-	-
AD 14	-	6	-	-	-
AD 13	-	12	-	-	-
AD 12	-	16	-	1	6
AD 11	-	30	-	2	5
AD 10	-	72	-	7	5.4
AD 9	-	88	-	10	5.5
AD 8	-	87	-	14	3.9
AD 7	-	123	-	28	3.8
AD 6	-	66	-	18	4.2
AD 5	-	7	-	2	4.9
Total AD	-	508	-	82	4.8
AST 11	-	-	-	-	-
AST 10	-	-	-	-	-
AST 9	-	-	-	-	-
AST 8	-	-	-	-	-
AST 7	-	-	-	-	-
AST 6	-	6	-	-	-
AST 5	-	14	-	1	5
AST 4	-	32	-	5	4.6
AST 3	-	47	-	9	4.9
AST 2	-	26	-	2	5.4
AST 1	-	10	-	2	3.4
Total AST	-	135	-	19	4.7
AST/SC1	-	-	-	-	-
AST/SC2	-	-	-	-	-
AST/SC3	-	-	-	-	-
AST/SC4	-	-	-	-	-
AST/SC5	-	-	-	-	-
AST/SC6	-	-	-	-	-
Total AST/SC	-	-	-	-	-
Total	-	643	-	101	4.8

* The number shows the effective reclassifications until 31 December 2016 (including staff members proposed for reclassification in previous years, who fulfilled the third language requirement in 2016).

** 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).

Table 2 -Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
CA IV	18	-	-	-
	17	-	-	-
	16	-	-	-
	15	2	-	-
	14	16	5	2.7
	13	10	1	3.5
CA III	12	-	-	-
	11	5	1	4
	10	8	-	-
	9	22	5	4.7
	8	18	6	4.1
CA II	7	-	-	-
	6	-	-	-
	5	-	-	-
	4	-	-	-
CA I	3	-	-	-
	2	-	-	-
	1	-	-	-
Total		81	18	3.8

Besides the performance appraisal review in the context of the probationary period for newly recruited staff, EASA established a new formalised appraisal procedure of individual performance in 2016 for both, Temporary and Contract Agents, based on the implementing rules issued in 2015. 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 new merit-based career development system (reclassification for its temporary and contract agents (CA)) has been implemented in EASA in 2016, in line with the re-classification implementing rules adopted also in 2016.

IV.4.3 Mobility policy

The Agency has maximised its staffing plan and the Agency will have to increasingly rely on a "strategic" approach to internal mobility to ensure its future sustainable development. As part of the new "Strategic Workforce Planning" approach, a new staff and development policy is being piloted in two directorates and will be rolled out across the Agency during 2018. The new policy widens the scope of mobility and includes a

more structured, comprehensive and forward looking approach to staff development, taking into account the Agency's business needs, strategic workforce planning, and what the individual staff member is capable of and aspiring to.

In line with the provisions detailed in the Art 2f implementing rule, the Agency has been developing in the framework of the network of agencies and Standing Working Party procedures for promoting and implementing mobility between Agencies employing Art 2f TAs.

IV.4.4 Gender and geographical balance (to be updated in August 2018)

Explanatory figures to highlight gender/nationalities of staff (with reference to the contract type and indication of the function group).

Nationality	TA				TA Total	CA				CA Total	Gender total		Grand total
	AD		AST			FGIII		FGIV			F	M	
	F	M	F	M		F	M	F	M				
Austria	2	6	2		10					0	4	6	10
Belgium	2	16	7	4	29		1		1	2	9	22	31
Bulgaria	5	1	2		8				2	2	7	3	10
Croatia	1	1			2	1				1	2	1	3
Cyprus		2			2					0		2	2
Czech Republic	1	4			5					0	1	4	5
Denmark		5	2		7					0	2	5	7
Estonia	1				1					0	1		1
Finland	1	6	2		9					0	3	6	9
France	22	105	10	2	139	5	1			6	37	108	145
Germany	13	82	32	9	136	10	6	2	1	19	57	98	155
Greece	1	8	8	2	19	3	4		1	8	12	15	27
Hungary	2	3	3		8		2	1		3	6	5	11
Iceland	1	2			3					0	1	2	3
Ireland	1	4	1		6	1				1	3	4	7
Italy	8	67	8	3	86	2	1		2	5	18	73	91
Latvia		3	2		5					0	2	3	5
Lithuania		3			3					0		3	3
Norway		1			1					0		1	1
Poland	1	4	6		11	2	2		2	6	9	8	17
Portugal	5	6			11	1				1	6	6	12
Romania	7	13	3	1	24	5		2	3	10	17	17	34
Serbia					0			1		1	1		1
Slovakia	2	5			7					0	2	5	7
Slovenia		4			4			1		1	1	4	5
Spain	12	38	5		55	1	1	1	3	6	19	42	61
Sweden		4	2		6					0	2	4	6
the Netherlands	3	23	3		29					0	6	23	29
United Kingdom	6	37	1	2	46	1	3		1	5	8	43	51
Grand Total	97	453	99	23	672	32	21	8	16	77	236	513	749

NB: Gender and geographical balance of staff in house end of September 2017 excluding offer letters sent.

As an equal opportunities employer the Agency has introduced a number of measures to address gender imbalance:

- Consideration of gender balance is taken into account as far as possible during selection procedures. EASA has been systematically monitoring the gender distribution for its selection procedures, and this confirms that the specific technical labour market in which EASA operates is very significantly made up of men. This feature of the technical labour market has made it very difficult for EASA to achieve a balanced gender distribution across all grades, particularly during the start-up phase.
- To further enhance the diversity of its workforce the Agency particularly encourages applications from female candidates. For example the recent Junior Qualification and Graduate Trainee recruitment campaigns targeting young professionals have resulted in 36 % of female candidates being selected in the area of the Junior Qualification Programme and 66 % in the area of the Graduate Trainee Programme. It is expected that this and similar recruitment campaigns in the future will lead to an improvement in gender balance, particularly as the older, predominantly male technical staff retire.
- To the extent possible selection panels include members from both genders.
- Favourable working conditions (e.g. in addition to maternity leave, part time working, flexi-leave and tele-working) have been put in place enabling staff to help staff achieve an appropriate work-life balance.

IV.4.5 Schooling (to be updated in August 2018)

There is no European School Type 2 in the Cologne area, however EASA has signed service contracts with 6 international schools in the Cologne area and is financing the school fees of children attending primary and secondary schools within the established ceilings of EUR 13,891.16 per child in primary school and EUR 16,742.71 per child in secondary school. These ceilings were established for the 2017-2018 school year and are revised on a yearly basis.

IV.5 Buildings

The Agency has moved to a new headquarters in Cologne on 06.06.2016. The project was approved by the Council (06.06.2013) and the European Parliament (27.06.2013).

	Name, location and type of building	Other Comment
Information to be provided per building:	Neue Direktion Köln, Konrad-Adenauer-Ufer 3, Cologne	
Surface area (in square metres) Of which office space Of which other spaces (e.g. archive, storage area)	22.958 22.077 881	
Annual rent (in EUR)	6.528.284	
Type and duration of rental contract	Rental period 01.07.2016-30.06.2036 with 2 months handover period (01.05.2016-30.06.2016)	
Host country grant or support	No	
Present value of the building	Not applicable	

In addition the Agency has an office in Brussels:

	Name, location and type of building	Other Comment
Information to be provided per building:	Avenue de Cortenbergh 100; 1040 Brussels	
Surface area (in square metres) Of which office space Of which non-office space	944,39 540,66 403,73	Non-office space consists of meeting rooms on level 0.
Annual rent (in EUR)	358.701	
Type and duration of rental contract	Rental 01.03.2012-28.02.2027	Due to possible early termination by each of the parties (clause included in the rental agreement) as of end Feb. 2021, dilapidations (one month rent) and removal costs are foreseen in 2020 and 2021.
Host country grant or support	No	
Present value of the building	Not applicable	

IV.6 Privileges and immunities (to be updated in August 2018)

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Brussels	12 months VAT free for certain types of purchases (electrical goods, furniture, car etc.) based on the same agreement between the European Commission and the Belgium Minister of Foreign Affairs	Access to the crèche / kindergarten, garderie post-scolaire and European Schools of the European institutions
In the absence of a European School in Cologne, EASA signed service contracts with international schools in the Cologne area	EASA is paying the school fees for children attending primary and secondary school in the international schools with which a service contract has been signed within the limit of a ceiling established per school year (EUR 13,891.16 for primary school and EUR 16,742.71 for secondary school for the school year 2017-2018)	
Agreement between EASA & KVB (the company offering public transport services in the Cologne area)	EASA staff members can benefit (as any other employees working for a company located in the Cologne area) from a cheaper price for the public transport season ticket. The cost	

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
	of the season ticket is deducted on a monthly basis from the EASA employees' salaries who have subscribe via EASA for the public transport season ticket	
FWC between EASA and a relocation company	EASA staff members can benefit from the services of a relocation company (once for 20hrs) to help them finding an accommodation and settling in the Cologne area.	

IV.7 Evaluations (to be updated in January 2018)

The Management Board commissioned an independent external evaluation on the implementation of the Basic Regulation and received the results of this evaluation in 2013. The results of the evaluation and the recommendations linked to it, regarding changes to the Regulation, the Agency and its working practices, including an action plan with a timetable, were made public⁵.

The Management Board will decide in December 2017 about the next evaluation of the Agency, considering the timing for the adoption of the reviewed Basic Regulation and the reviewed provisions related to the evaluation.

⁵ <https://www.easa.europa.eu/system/files/dfu/Article%2062%20Report.pdf>

IV.8 Risk register 2019 (to be updated in August 2018)

IV.8.1 Critical risks

Risk details			Assessment of the current residual risk				Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
1. Corporate processes									
1.1	Crisis management. Description: Lack of or inappropriate crisis response in aviation. Potential cause(s): - Unpredictable external event (e.g. political, natural, financial) Potential consequences(s): Aviation system total or partial breakdown. No or erroneous internal and/or external communication. Inappropriate perception of the situation. Reputational damage. Safety issues. Link to strategic statement(s): statement 3 One System; statement 1 Foremost Agency.	- Crisis management preparation - Crisis cell - Participation in the European Crisis Control Group.	L	C	H	1.1.1 1.1.2 1.1.3	Decision: Reduce Actions: - Review and update the current crisis response plan - Ensure validation of the updated procedure by management - Perform a new crisis exercise every 2 years	ED.1	12/2017 12/2017 12/2018
1.2	Information Security Description: Failure in protection of information managed by the Agency, including third party information, to an adequate level of security.	- Chief Information Management Security Officer nominated - Handling of EU confidential information	H	C	H	1.2.1	Decision: Reduce Actions: - Establish the Information Safety Management roadmap, inc.	ED.0	03/2018

Risk details			Assessment of the current residual risk				Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
	Potential cause(s): - Lack of coherent and centralised approach on Information Security - Lack of protection framework for third-party information handled within the Agency - Measures established only on Information Technology security, missing broader and right scope of Information Security - Security level not defined and implemented considering applicable regulations, guidelines - Lack of awareness of Agency staff on Information Security - Relevant stakeholders not sufficiently informed of roles and responsibilities for the prevention and correction measures related to Information Security Potential consequence(s): Short-term disruption. Delays implementing Work Programme. Reputational damage. Loss/leakage or manipulation/destruction of information. Financial damage. Political criticism and pressure. Link to strategic statement(s): statement 1 Foremost Agency; statement 6 Independent Agency	established for 'restricted level' - Information Security Cell established and chaired by the Chief Information Management Security Officer - Protection of privacy data established as per EDPS rules				1.2.2	awareness and training - Establish and adopt high-level policy on Information Safety Management	ED.0	03/2018
						1.2.3	- Implement Information Security roadmap following ExCom approval	ED.0	12/2020
						1.2.4	- Establish Information Security Risk Register for critical processes	ED.0	03/2018
2. Strategy/ Programme processes									
2.1	Response to safety issues Description: Failure to identify or failure to respond to safety issues in a timely manner.	- Safety risk management. - Occurrence reporting, accident follow-up and safety	M	C	H	2.1.1	Decision: Reduce Actions: - Putting in place a process for Safety Risk Management:	SM.1 with support	12/2017

	Risk details	Assessment of the current residual risk				Decision & Action plan			
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
	<p>Potential cause(s):</p> <ul style="list-style-type: none">- Information on potential safety issues not reaching the agency- Information on potential safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons- Untimely or inadequate decision making on actions required- Inadequate monitoring of actions implementation <p>Potential consequence(s):</p> <p>Loss of confidence in the Agency. Aviation accident. Exposure to legal action. Political pressure.</p> <p>Link to strategic statement(s): statement 2 Expand Safety</p>	<p>re-commendations.</p> <ul style="list-style-type: none">- Product and organisation oversight. (c.f. chapter 5 and 6)- Standardisation. (c.f. chapter 4 standardisation)- EPAS process, rulemaking, safety promotion- Conflict Zone process				<p>2.1.2</p> <p>2.1.3</p> <p>2.1.4</p> <p>2.1.5</p>	<p>established in 2016, to be consolidated in 2017 (this is for addressing systemic safety issues)</p> <ul style="list-style-type: none">- Continuous monitoring and improvement of the processes for occurrence reporting (refer to the follow-up of the IAS audit, and ongoing "IORS process improvement" internal project)- Continuous monitoring and improvement if required of the accident follow-up / safety recommendations process- Setting up a process for conflict zones (ongoing)- Deployment of the cybersecurity roadmap (for addressing cybersecurity risks)	<p>from SM.2</p> <p>SM.1 with support from CT</p> <p>SM.1</p> <p>SM.1</p>	<p>12/2017</p> <p>12/2017</p> <p>12/2017</p> <p>12/2017</p>

Risk details			Assessment of the current residual risk				Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
3. Standardisation									
3.1	Standardisation: monitor application of regulations and implementing rules - Standardised safety level in Europe and associated MS Description: Failure to establish, and then maintain, a uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States. <ul style="list-style-type: none"> - Lack of uniform implementation of the rules across the EASA Member States - Lack of control of overdue findings - Non-compliance with the deadlines set-out in Reg. 628/2013 - Delayed capability of Standardisation in the new domains and tasks. Potential cause(s): <ul style="list-style-type: none"> - Lack of adequate resources; - Implementation of new concepts (e.g. SMS, OSD, risk based oversight, etc.) Potential consequence(s): States cannot implement new rules. Rules do not apply in the same way across Europe. Major non-compliances remain undiscovered. Reputational damage. Legal damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders. Link to strategic statement(s): statement 3 One System	-Proactive Standardisation activities - Finding classification committee - More targeted standardisation activity (risk based Continuous Monitoring Approach) - (pre-) infringement system with the European Commission - improved continuous monitoring - better IT tools - Confidential Safety reporting (CSR) - IORS	H	S	H		Decision: Reduce Actions: <ul style="list-style-type: none"> - Expand the risk based Continuous Monitoring Approach (Reg. 628/2013) to ADR. - Organise jointly (SM/FS/CT Directorates) thematic workshops for NAAs and industry to explain and discuss new Implementing Rules; 	FS.5	12/2017
						4.1.1			
						4.1.2			

Risk details			Assessment of the current residual risk				Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
4. Support processes									
4.1	Resources support SLA Description: Failure to achieve Service Level Agreement in the area of administrative and support services (HR, Finance, IT, Corporate Services, Applications management) Potential cause(s): <ul style="list-style-type: none"> - Lack of financial and/or human resources - Access, timely and inadequate provision of travel security advice - Negative priorities established in the SPD Potential consequence(s): Financial impact. Operational impact. Security impact (IT and building and travel). EASA image impact. Health and Safety of travellers Link to strategic statement(s): statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 6 Independent Agency	- European Commission travel security advice	H	S	H		Decision: Accept	All RS	

IV.8.2 Non-critical risks

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
1. Corporate processes						
1.1	<p>Management of Conflict of Interest within the Management Board.</p> <p>Description: Failure to manage situations, in which a MB member has personal or professional interest, that compromise the MB's or the MB Member's independence in decision-making or are perceived or might be perceived as compromising such independence. Note: the MB is not under the control of the Agency, neither under EU Commission (1 vote) nor EU Parliament (not present and no vote).</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - National interest of MB member(s) takes precedence over European Aviation interests - Policy on Conflict of Interest for MB members not adequately implemented/enforced <p>Potential consequence(s): Political pressure. Delays in Planning documents (Work Programme, Budget, MSSP). Influence on voting procedures/candidates Additional unnecessary tasks/reports requested by the MB (triggered by the Member at stake) may distract away the Agency from core business (divert resources, increased workload, etc.).</p>	<ul style="list-style-type: none"> - Art. 33-37 BR (i.e. 34.1) - Code of Conduct adopted in December 2012 - Support by the Assessment Committee, the MB Secretariat and/or the Chairman of the MB 	L	S	L	ED.0 & ED.2

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Reputational damage if the Discharge is not awarded. Financial cost. Link to strategic statement(s): statement 6 Independent Agency					
1.2	Managing external communication. Description: Ineffective message management. Potential cause(s): - Complexity of messages and/or situation - wrong communication target - Uncertainty about EASA's role in relation to legal competence in some Member States - Political pressure - Insufficient information to present the complete picture Potential consequence(s): Relevance of EASA brought into question. Incorrect perception of EASA. Reputational damage. Legal damage. Link to strategic statement(s): statement 1 Foremost Agency	- Stakeholder satisfaction survey - Centralised communication - Communication monitoring - Communication Policy and internal work instructions - Centralised EASA web-site management - Ad hoc internal groups for specific events	L	L	L	ED.1
1.3	Management of Conflict of Interest within the Agency. Description: failure to manage situations, in which the Agency, its staff, consultants/contractors and/or external expert (i.e. NAA/QE staff) has personal or professional interest, that compromise independence in decision-making or are	- EASA Integrated Management System - Staff Regulations - HR - Finance & Procurement	L	S	L	RS.1

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
	<p>perceived or might be perceived as compromising such independence.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - External experts (NAA/QE) have different points of view - Contractors/consultants have conflicting interests and/or pre-existing relationships/activities - Non awareness of CoI situations - Non-uniform policy on CoI of external experts <p>Potential consequence(s): Delays in Work Programme. Distractions from core business. Demotivation of staff members. Increased workload. Diverted resources. Reputational damage. Safety issues. Financial cost.</p> <p>Link to strategic statement(s): statement 6 Independent Agency</p>	<p>procedures/processes</p> <ul style="list-style-type: none"> - Agency Code of Conduct - Trainings on CoI - Declarations of interest - Ethical committee with RoP and assessment criteria 				
2. Strategy/Programme processes						
2.1	<p>Availability of funding, willingness of safety data owners to join the programme and share the data (Scope: Data4Safety project)</p> <p>Description: insufficient funding for the proof of concept phase and future phases; insufficient number of cooperative candidate members</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - EASA budget is not sufficient - Risk linked to the need to find external budgets 	<ul style="list-style-type: none"> - Robust governance system for building of trust - Initiation of the proof of concept phase supported by an initial European Commission grant. 	M	S	M	SM.1

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
	<p>- Lack of trust of potential members</p> <p>Potential consequence(s): failure of the project; Europe staying less advanced than other regions regarding safety data collection and analysis capabilities, and big data technologies</p> <p>Link to strategic statement(s): statement 2 Expand Safety; statement 1 Foremost Agency</p>					
2.2	<p>Quality of data and provision of analysis resources to complete the process development and analysis tasks (Scope: safety analysis / safety risk management)</p> <p>Description: inadequate quality or quantity of data, inadequate resources to support the safety analysis tasks required in particular for the management of systemic safety risks</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - insufficient quantity of safety or exposure data - insufficient quality of safety or exposure data - insufficient safety analysis resources <p>Potential consequence(s):</p> <p>Agency decision making processes not supported by quality safety analysis; potential for un-addressed or inadequately addressed safety issues</p> <p>Link to strategic statement(s): statement 2 Expand Safety; statement 1 Foremost Agency;</p>	<ul style="list-style-type: none"> - Safety analysis process. - Safety risk management process - Network of Analysts -Implementation of Regulation 376/2014 -Implementation of Regulation 996/2010 - Close collaboration with information security officer -Launch of Information Security Management Project (ISM) 	M	S	M	<p>SM.1</p> <p>SM.1</p> <p>SM.1</p> <p>SM.1</p> <p>RS.2</p>

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	statement 5 Smart Rules; statement 6 Independent Agency	project) kicked-off in Sept 2017				
2.3	<p>Information management</p> <p>Description: Failure to establish and maintain an integrated, consistent, efficient and top-down information/data management model/system</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack or insufficient competent resource(s) - Lack or insufficient budget - Non-availability and /or non-commitment of business key stakeholders - Lack or inadequate governance and framework for information model and/or data management - Lack or inadequate tool for information / data management - Low priority consideration <p>Potential consequence(s): Management of multiple information & data sources. Non-integrated IT applications. No adequate foundation for reporting and business analytics. Failure of IT outsourcing. Financial impact. Operational impact.</p> <p>Link to strategic statement(s): statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 5 Smart Rules ; statement 6 Independent Agency</p>	<p>- Information and Master data management team in SM.2.2</p> <p>- CORAL programme</p> <p>- BIAC (assessment of information/data architecture)</p>	H	L	M	<p>CORAL Prog. Manager</p> <p>SM.2.2</p>

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
2.4	<p>Insufficient funding of the Research Strategy (Scope: research process)</p> <p>Description: the agency does not access, directly or indirectly enough funding to fund to support its research needs or to support the effort to be undertaken to support other stakeholders' research activity.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Insufficient subsidy budget - Insufficient indirect access to EU research funding - Inadequate legal tools for supporting the agency's involvement in research projects. <p>Potential consequence(s): inability to implement the research strategy or to tackle certain complex unforeseen in service issues in a timely manner</p> <p>Link to strategic statement(s): statement 2 Expand Safety; statement 1 Foremost Agency</p>	<ul style="list-style-type: none"> - Research process - MOUs signed with CleanSky and SESAR 	L	S	L	SM.1
2.5	<p>Limited value and benefit for stakeholders of safety promotion material and actions.</p> <p>Description: Safety promotion material is published and safety promotion actions are implemented but are of little value and benefit for stakeholders and have limited impact.</p>	<p>Safety Promotion programming as part of the EPAS.</p> <p>Safety Promotion is a core process in the EASA Integrated</p>	L	L	L	SM.1.3

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<p>Potential cause(s):</p> <ul style="list-style-type: none"> - EASA budget is not sufficient. - External budgets are not sufficient. - Lack of technical and social engineering competences, resulting in poor safety promotion material and actions. <p>Potential consequence(s): The EASA system staying less advanced than others regarding the implementation of effective safety promotion. Limited impact of safety promotion material and actions to control safety risks.</p> <p>Link to strategic statement(s): The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability</p>	<p>Management System and therefore subject to internal and external audits.</p> <p>Working together with stakeholders in Safety Promotion networks and initiatives.</p>				
2.6	<p>Credibility of the EASA system as leading safety promotion actor.</p> <p>Description: Safety promotion material is published and safety promotion actions are implemented but have limited value and impact. Impairs EASA image and credibility as lead safety promotion actor.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Safety Promotion programme is too ambitious or capability to deliver is sub-optimal. - EASA budget is not sufficient. 	<p>Safety Promotion programming as part of the EPAS.</p> <p>Safety Promotion is a core process in the EASA Integrated Management System and therefore subject to internal and external audits.</p>	L	L	L	SM.1.3

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<ul style="list-style-type: none"> - External budgets are not sufficient. - Lack of technical and social engineering competences, resulting in poor safety promotion material and actions. <p>Potential consequence(s): Loss of EASA image and credibility as lead safety promotion actor in Europe and worldwide.</p> <p>Link to strategic statement(s): The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability</p>	<p>Safety Promotion is subject to Impact Assessment and Evaluation.</p> <p>Working together with stakeholders in Safety Promotion networks and initiatives.</p>				
2.7	<p>Support from NAAs & industry to provide sufficient data for impact assessment</p> <p>Description: failure to support impact assessments with relevant data will lead to inefficient action implementation</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Confidentiality issues - Lack of understanding by NAAs & industry on the significance and need for economic data <p>Potential consequence(s): Sub-optimal choice of policy options based on qualitative justifications (instead of evidence-based justifications)</p> <p>Link to strategic statement(s): statement 5 Smart Rules; statement 1 Foremost Agency</p>	- Advisory Bodies	M	S	M	SM.2

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
2.8	Business Programming and Reporting Description: outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity Potential cause: - Lack of experience in estimating accurate workload - Lack of care - Wrong assumptions Potential consequence(s): delayed publication of documents, delayed freeing of funds Link to strategic statement: statement 1 Foremost Agency	- Comparison of received data with historic values - Workshops at operational level - Review of planning document at top-management level - As of 2017 quarterly review meetings to track the Agency's performance	L	L	L	SM.2
4. Support processes						
4.1	Recruitment and retention of sufficient and competent staff. Description: failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members. Potential cause(s): - Unavailability on the market and competition with industry - Language barriers - Non motivation of candidates (expatriation, Cologne, reward package, lack of seat agreement...) - Lack of funding	- Recruitment procedures - Assessment Centre - Planning process (BP/WP/Staff Policy Plan/Budget) - Annual general training and technical training	M	S	M	RS.1 with support of each Dir.

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<ul style="list-style-type: none"> - Restriction by EU Budgetary Authority on numbers for a significant duration in time (both subsidy and F&C staff) - No competence framework in place, including IT application - No retention of skills that are demonstrated by licenses in place <p>Potential consequence(s): Insufficient resources to identify and rectify safety issues. Delays in achieving Agency objectives/tasks. Interruption of critical services. Loss of licenses and know-how. Overload on staff members in place. Best candidates go elsewhere. Safety issues. Delay in recruitment. Difficulty to keep abreast with technology. False signal to budgetary authorities if recruitments are delayed Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage.</p> <p>Link to strategic statement(s): statement 4 Talented Staff; statement 1 Foremost Agency</p>	<ul style="list-style-type: none"> planning (training maps) - Policies on skills retention, internal mobility and high-level training 				
4.2	<p>Information management (IMF/ quality).</p> <p>Description: inappropriate or lack of documentation/information management system</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Inappropriate or lack of Agency-wide policy on document management 	<ul style="list-style-type: none"> - Approved Records management policy/procedure/ Work Instruction - Data Protection Officer - ADONIS 	M	S	M	ED.1

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<ul style="list-style-type: none"> - Inappropriate or lack of implementation of Agency-wide policy on information security classification - Different methodologies and/or systems applied within the Agency to manage documents - Lack of compliance with Regulation European Commission 1049/2001 - Different and non-compatible existing IT tools used to manage documents and records - Insufficient IT resources to implement the and maintain the system - Insufficient acceptance of the users to use a centralised document management system - Insufficient protection of the IT system from external attacks <p>Potential consequence(s): Deficiencies in operations. Legal damage (stakeholders' complaints). Reputational damage. Decision-making on wrong information. Disclosure, leakage, damage or loss of confidential, sensitive information. Efficiency loss.</p> <p>Link to strategic statement(s): statement 1 Foremost Agency</p>	<ul style="list-style-type: none"> - Information security classification policy - EASA security officer - Information Management Programme - SLA with OIB to manage paper archives 				
4.3	<p>Agency funding.</p> <p>Description: failure to have the right level of funding to support the activities of the Agency.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Increases in the remit of EASA by new Basic Regulation. 	<ul style="list-style-type: none"> - Regular meetings with European Commission - Fees and charges monitoring and reporting 	M	S	M	ED.0

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<p>- Additional competences but no need of additional resources recognised by European Commission</p> <p>Potential consequence(s): Safety issues. Financial issues. Increased workload. Diverted resources. Reputational damage Demotivation of staff members.</p> <p>Link to strategic statement(s): statement 1 Foremost Agency</p>	<p>- Fees & charges Regulation review</p> <p>- Monthly Finance Dashboard</p> <p>- Proper activity and resources planning and monitoring</p>				
4.4	<p>Business Continuity.</p> <p>Description: failure in providing the capability to respond to incidents and business disruptions in order to continue business operations at an acceptable pre-defined level while protecting welfare and safety.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Business continuity plan, and IT disaster recovery, recently defined and process is rather new - Business continuity plan, including IT disaster recovery, not adequately tested - Relevant stakeholders not sufficiently informed of roles and responsibilities in case of a disruption <p>Potential consequence(s): Short-term disruption. Delays implementing Work Programme. Reputational damage. Loss of knowledge. Financial damage. Political criticism and pressure.</p>	<p>- Business Continuity Management governance established</p> <p>- Business Continuity project in place.</p> <p>- Back-up arrangements for IT (internally and with another Agency)</p> <p>- Building security</p> <p>- Information Management Programme</p>	L	S	L	SM.2.2 with support of RS.2 and RS.5

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Link to strategic statement(s): statement 6 Independent Agency; statement 1 Foremost Agency					
4.5	<p>Disaster Recovery Plan</p> <p>Description: Failure to implement a cost-effective and efficient Disaster Recovery (DR) plan, considering IT outsourcing strategy and business continuity framework at Agency level.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Initial establishment of a business continuity framework at Agency level - DR procedures not tested due to initial stage of the Agency business continuity framework - Lack of proper security copy with duplicated servers at two different locations. - Lack or inadequate consideration of IT outsourcing impact on DR plan, procedures and tests plan <p>Potential consequence(s): no recovery in case of disaster. Financial impact. Operational impact. Reputational impact.</p> <p>Link to strategic statement(s): statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 5 Talented staff; statement 6 Independent Agency</p>	<p>- Business Continuity Management framework for critical processes in place</p> <p>- Back-up and restore of IT data in place</p>	L	S	M	<p>SM.2</p> <p>RS.2</p>
4.6	<p>Outsourcing IT as managed services</p> <p>Description: Failure to implement as planned the IT outsourcing roadmap in support to the</p>	- IT outsourcing roadmap definition (released and	H	L	H	RS.2

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<p>IT Strategy (full outsourced IT managed services).</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of financial and/or human resources - Lack of IT or Business buy-in - Unsuccessful completion of the procurement procedure (new procurement - Non interested suppliers - Higher costs than expected from suppliers - Higher costs than expected for the IT transition phase - Lack of internal competencies of the supported outsourcing model - Objection or delay from the business for refactoring existing applications - Unstable situation (cash and FTE, staff backups) during the transition phase - Impossible to outsource some legacy applications as a service <p>Potential consequence(s): Financial impact. Administrative & financial burden. Decreased added value to the business. IT organisation impact (competence – size). IT security</p> <p>Link to strategic statement(s): statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 6 Independent Agency</p>	<p>approved by ExCom in 2017 Q1)</p> <ul style="list-style-type: none"> - Full Business-IT governance process in place - New IT organisation since 2015 to support IT outsourcing transition 				
4.7	Management of external expertise (outsourcing).	- Outsourcing strategy	M	S	M	RS3

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
	<p>Description: Failure of the external experts (outsourcing) to provide adequate services to the Agency (on-time, on-cost and on-quality).</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of external experts - Lack of control over the work performed by external experts <p>Potential consequence(s): Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage.</p> <p>Link to strategic statement(s): statement 2 Expand Safety; statement 3 One System; statement 6 Independent Agency</p>	<ul style="list-style-type: none"> - Strategic partnerships with NAAs - Framework contracts with qualified entities - Review of deliverables - Management of external experts conflicts of interest - Contract change control process - Active project monitoring 				<p>With support from CT/FS Dir</p> <p>Process owners/RS3</p>
4.8	<p>Compliance</p> <p>Description: the reduction of ex-ante verifications on financial transaction and other compliance processes, could lead to an increase risk of non-compliance findings from auditors (HR, Finance, IT, Corporate Services, Applications management)</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of financial and human resources - Negative priorities established in the SPD 	<ul style="list-style-type: none"> - Applicable implementing rules and regulation - Internal Audit service doing regular review on processes. 	M	S	M	RS.0

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<p>Potential consequence(s): findings from auditors with consequent delays in discharge from the Budgetary Authorities. Expected Financial impact. Operational impact. EASA image impact.</p> <p>Link to strategic statement(s): statement 1 Foremost Agency; statement 3 One System; statement 4 Talented staff; statement 6 Independent Agency</p>					
4.9	<p>Infrastructure Management</p> <p>Description: Failure to identify, or failure to respond to health and safety legislation at the workplace and legal operator responsibilities.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Information on potential health & safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons - Lack of protection framework for EASA staff, third-party employees and visitors - Lack of awareness of Agency staff on applicable legislation at workplace - EASA staff & third party employees not sufficiently informed of, or trained on, roles and responsibilities for the safe operations and maintenance of the working environment <p>Potential consequence(s): Exposure to legal action. Financial damage. Disruption and Delays in Delivering the service</p> <p>Link to strategic statement(s): statement 1 statement 2 Expand Safety</p>	<ul style="list-style-type: none"> - FM Manager - Health & Security officer - Inter-departmental Health & Safety Network 	M	S	M	

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
5. Certification						
5.1	<p>Meeting the legal liability.</p> <p>Description: the Agency or its staff is found guilty and/or civil/criminal liability is engaged.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Unaddressed safety issues at the time of certification, validation, approval of flight conditions. - Unaddressed environmental issues at the time of certification, validation, - Lack of progress in the processing of Safety Recommendations - Non issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness Directive - Erroneous acceptance of alternative means of compliance to airworthiness directives - Erroneous issue of a certificate/approval/authorisation, which the Agency is competent (BR Article 20-23) <p>Potential consequence(s): Financial damage. Reputational damage. Agency could be criticised. Staff members could be criticised and/or held liable. Staff requested to stop working during court proceedings. Political criticism and pressure.</p> <p>Link to strategic statement(s): statement 1 Foremost Agency; statement 2 Expand Safety,</p>	<ul style="list-style-type: none"> - EASA Integrated Management System, especially state-of-the art technical working procedures - Involvement of Legal Department - Separation of duties - Policy on sensitive functions - European Commission liability coverage - Recruitment of highly qualified staff - IORS - CSR - Chief Experts/PCMs and Senior Experts/PCMs matrix in place - Product Safety Boards for Continuing 	L	S	L	ED.2 with support of CT

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
		Airworthiness issues				
6. Organisation approval						
6.1	<p>TCO authorisations.</p> <p>Description: inefficient management of TCO due to duplication of activities. Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - False TCO compliance statements by TCO applicants - Incomplete development or unavailability (breakdown) of TCO Web Interface software application. - Lack of cooperation on the part of applicants. <p>Potential consequence(s): Unmitigated safety hazards of TCO operating in Europe. Breach of regulatory requirement by the Agency. Financial and/or consequential damages for industry. Reputational damage for EASA. Political pressure on EASA.</p> <p>Link to strategic statement(s): statement 3 One System</p>	<ul style="list-style-type: none"> - Terms of Use for TCO Web Interface; Ramp inspections; sampling during initial TCO assessment - Making use of IT reporting tools (BO) and automation to the extent possible - TCO manpower calculation; MA Staffing Plan; SNE; internal Agency cross-servicing - Monitoring of responsiveness of TCO applicants with prompting/reminding/consulting where required; negative decision & appeal procedure 	L	L	L	FS.2

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
6.2	<p>Organisation Approval – initial and continued</p> <p>Description: failure to act may cause a misalignment of industry practices and regulatory framework, unchecked “theoretical” implementation of SMS may cause overregulation to certain sectors with no safety benefit.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Process not adequately organised - Insufficient competent team members - Political situation preventing oversight exercise in non EU countries - Difference of culture <p>Potential consequence(s): Organisations/Operators non-compliant with Regulations. Safety issue on products ultimately. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage.</p> <p>Link to strategic statement(s): statement 3 One System</p>	<ul style="list-style-type: none"> - Regulations - Procedures for Oversight of Organisations - Finding classification committee (not applicable to DOA) - Technical training 	L	S	L	FS.1, FS.2, FS.3, FS.4
6.3	<p>Organisation Approval – risk-based approach</p> <p>Description: difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing cultural models, risk of overregulation in certain domains with no additional safety benefit.</p>	<ul style="list-style-type: none"> - Regulations - Procedures for Oversight of Organisations 	M	S	M	FS.1, FS.2, FS.3, FS.4

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
	Potential cause(s): - Process not adequately organised - Insufficient competent team members - Difference of culture Potential consequence(s): Organisations/Operators non-compliant with Regulations. Safety issue on products ultimately. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage. Link to strategic statement(s): statement 3 One System					
6.4	Organisation Approval – bilateral agreements Description: fragmented State-to-State agreements and working arrangements increasing complexity of the international approval system instead of holistic multi-lateral agreement approach such as a global recognition system through ICAO. Impact of bilateral agreements on NAA outsourcing strategy. Potential cause(s): - Process not adequately organised - Insufficient coordination and alignment with the stakeholders; - Time and resources constraints. - Difference of culture Potential consequence(s): Organisations/Operators non-compliant with Regulations. Safety issue on products	- For WAs: a dedicated process is in place to govern development of WA's (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed. - For BASA: a dedicated process is in place to govern development of BASA's (PR.BWA.00001-004). It specifically	L	S	L	FS.5 with the support from SM

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	ultimately. Reputational damage. Legal damage. Link to strategic statement(s): statement 1 Foremost Agency, statement 3 One System	addresses confidence building activities and safeguard measures.				
7. International cooperation						
7.1	ICAO cooperation Description: Risk of European positions on aviation safety not taken into account and reflected properly Potential cause(s): <ul style="list-style-type: none"> - Individual interests of Member States - Lack of coordination - Lack of knowledge and resources - Lack of awareness of potential consequences. Potential consequence(s): Loss of credibility of the European system; loss of influence on ICAO rulemaking processes; risk of SARPs/ICAO docs not aligned with EU rules and policies; inefficient use of resources. Link to strategic statement(s): statement 1 Foremost Agency; statement 3 One System	- Coordination of ICAO State Letters (process PR.ICA0.00005-006); - IISC (Internal International Standards Committee) (work instruction: WI.IISC.00002-001); - Electronic Filing of Differences (process PR.ICA0.00017-001).	M	S	M	SM.3
7.2	Bilateral agreements and working arrangements Description: safety risk in case of deficiency in some foreign partners' safety systems. Risk of unbalance in BASAs and WAs, to the detriment of European Industry.	- For WAs: a dedicated process is in place to govern development of WA's (PR.BWA.00002-004). It	M	S	M	SM.3

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
	<p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of appropriate impact assessment - High political influence - Insufficient coordination and alignment with the European Commission and stakeholders - Time and resources constraints. <p>Potential consequence(s): Foreign products and/or services accepted under bilateral agreements do not fulfil European minimum standards and create safety hazards, with possible political/financial liability for EASA; unbalanced BASAs/WAs may result in loss of business opportunities for European industry in partner countries and/or competitive advantages of non-European industry.</p> <p>Link to Strategic statement(s): statement 1 Foremost Agency; statement 3 One System</p>	<p>specifically mandates that an impact assessment shall be performed.</p> <p>- For BASA: a dedicated process is in place to govern development of BASA's (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures.</p>				
7.3	<p>Ear-marked technical assistance projects.</p> <p>Description: the Agency might not be in a position to deliver the projects to the Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Lack of awareness of EU framework/regulations - Inappropriate planning - High administrative lead times and burden - Administrative constraints (e.g. contractual incompatibility) 	<ul style="list-style-type: none"> - Coordination and planning of projects together with the Commission; - Detailed financial and resources planning; - Establishment of Governance Panel to streamline processes and 	M	S	M	SM.3

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
	<ul style="list-style-type: none"> - Workload saturation / resource planning & availability - Lack of availability of EASA technical expertise - Lack of sub-contractor expertise or poor sub-contractor quality - Instability of partner actors - High turnover of key beneficiary personnel <p>Potential consequence(s): Commission decision not to give future projects to EASA as the leading party (for projects within EASA's scope). Reputational damage in Europe and project area. Loss of influence in the international arena. Refund/payback project budget. Wasted efforts. Reduction/lack of earmarked funds to finance specifically hired contract agents.</p> <p>Link to Strategic statement(s): Statement 1 – Foremost Agency</p>	<ul style="list-style-type: none"> - involve all Agency players early in process; - Close monitoring of contractor performance; - Monitoring and communication with relevant stakeholders; - Well-structured project development and management. 				
7.4	<p>Technical Training</p> <p>Description: the training offer does not meet the (internal and external) stakeholders' needs</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Competency profiles have not been adequately established - Common approach to identify needs has not been established or is not followed-up appropriately - Training courses are not adequately checked on whether they address identified needs. 	<ul style="list-style-type: none"> - Competency profiles being established by HR and operational Departments; - Common process with HR to identify training needs for EASA staff based on required competencies; 	M	S	M	SM.3

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	<p>Potential consequence(s): staff may not perform to the required standard in terms of safety and efficiency; inadequate use of human and financial resources.</p> <p>Link to Strategic statement(s): statement 1 Foremost Agency; statement 3 - One System; statement 4 Talented Staff</p>	<ul style="list-style-type: none"> - CTIG or a similar group composed of NAA training coordinators to identify the training needs for inspectors; - Review of the training course offer from EASA and VA on a regular interval to verify that all prioritised needs are adequately addressed. 				
7.5	<p>Technical Training</p> <p>Description: not enough/sufficiently qualified resources to develop and deliver the training.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Shortage of qualified developers and trainers within SM.3.3 - Shortage of qualified trainers from operational departments - Insufficient planning for resources at Agency level - Insufficient planning for training of staff - Insufficient planning of training course needs. <p>Potential consequence(s): training needs cannot be adequately met; staff may not</p>	<ul style="list-style-type: none"> - Assessment of training needs on a regular basis; - Advance planning and agreement with operational departments on their required contributions for course development and training delivery - Contracts with companies to secure external 	M	S	M	SM.3

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	perform to the required standard in terms of safety and efficiency. Link to strategic statement(s): statement 1 Foremost Agency; statement 3 One System; statement 4 Talented Staff	course development and trainer resources; - Emphasis to be placed on training formats which need less trainer contributions, e.g., e-learning courses or blended courses.				
8. Development of Regulatory Material						
8.1	Rules Development and Programming Description: difficulty in identifying the environment and associated performances in which the rule is going to be implemented. Insufficient support from stakeholders to provide economic data to assess the effect of the new and existing regulation. Potential cause(s): - Lack of appropriate impact assessment (data and IT tools to perform impact assessments) - Insufficient coordination and alignment - Time and resources constraints. Potential consequence(s): Reputational damage. Legal damage. Link to strategic statement(s): statement 6 Independent Agency, statement 1 Foremost Agency	- Enlarged impact assessment team (per 2016)	M	S	M	SM.2 with support of FS.5

Risk #	Risk details	Assessment of the residual risk				Monitoring
		Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	
8.2	<p>Alternative Means of Compliance and Handling of flexibility provisions to rules</p> <p>Description: insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency recommendations, or resulting in erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact.</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Insufficient coordination and alignment - Time and resources constraints. <p>Potential consequence(s): Reputational damage. Legal damage. Safety issues. Financial issues.</p> <p>Link to strategic statement(s): statement 5 Smart Rules</p>		M	S	M	FS.5
8.3	<p>Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information</p> <p>Description: failure to identify the inadequacies and negative effects in application of the rules. Insufficient support from stakeholders to provide economic data</p> <p>Potential cause(s):</p> <ul style="list-style-type: none"> - Insufficient coordination and alignment - Time and resources constraints - Unavailability of data 	<ul style="list-style-type: none"> - Yearly report - Periodical analysis 	L	L	L	FS.5 with support of SM.2

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Potential consequence(s): Reputational damage. Legal damage. Safety issues. Financial issues. Increased workload. Link to strategic statement(s): statement 5 Smart Rules					
9. SAFA						
9.1	SAFA Coordination Description: incorrect analyses and erroneous decisions on enforcement actions towards operators. Regional (political) complications for States joining a European programme. Potential cause(s): - Insufficient resources to manage the growth. - Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information - Loss of data / data integrity. - Impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards. Potential consequence(s): Reputational damage. Legal damage. Safety issues. Link to strategic statement(s): statement 1 Foremost Agency	- Regulations - Business Continuity Plan being drafted.	L	L	L	FS.2

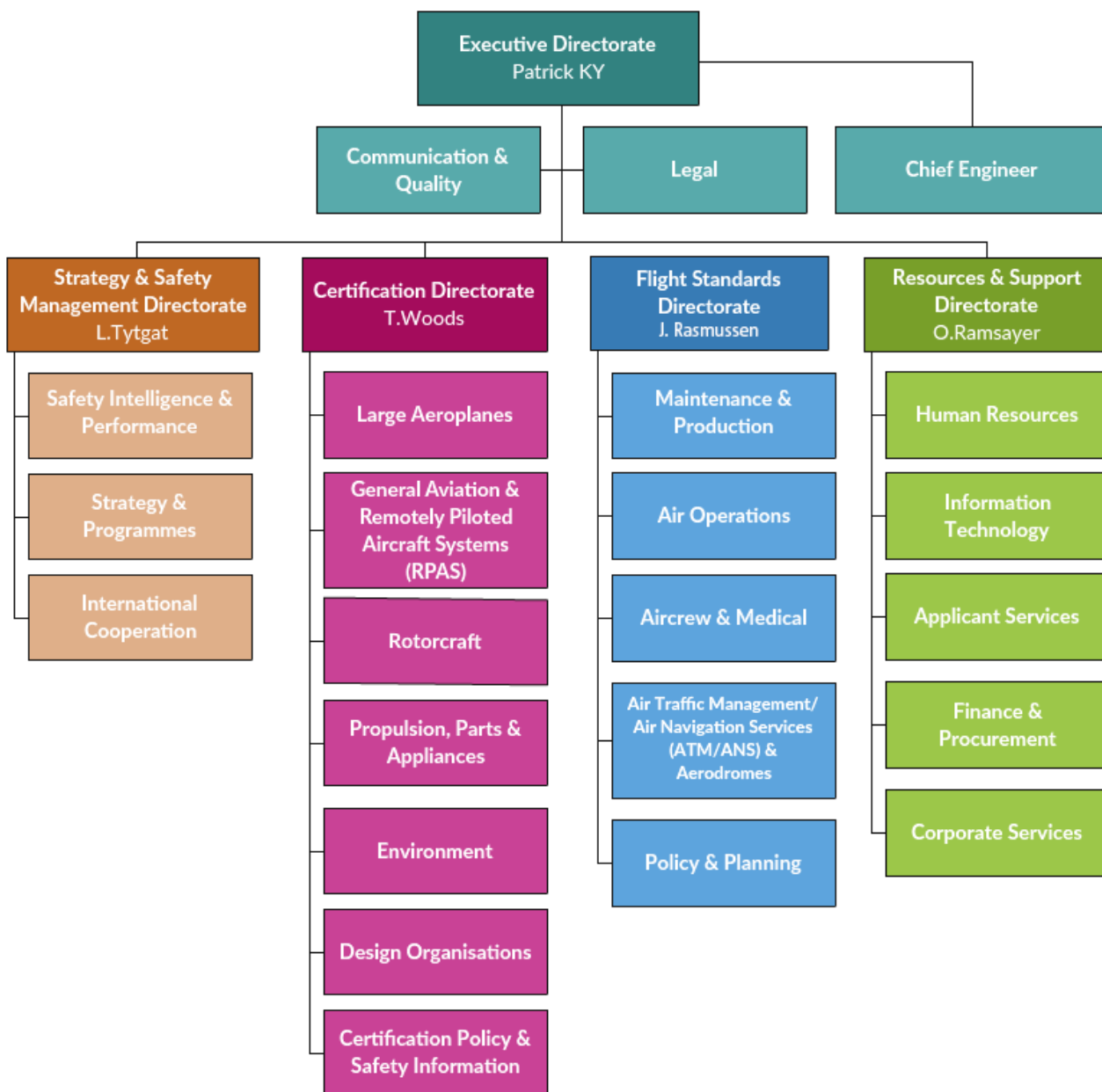
IV.9 Procurement plan 2019 (to be updated in August 2018)

In line with the developing needs and activities of the Agency the 2019 procurement plan shall be drafted accordingly during the course of 2018.

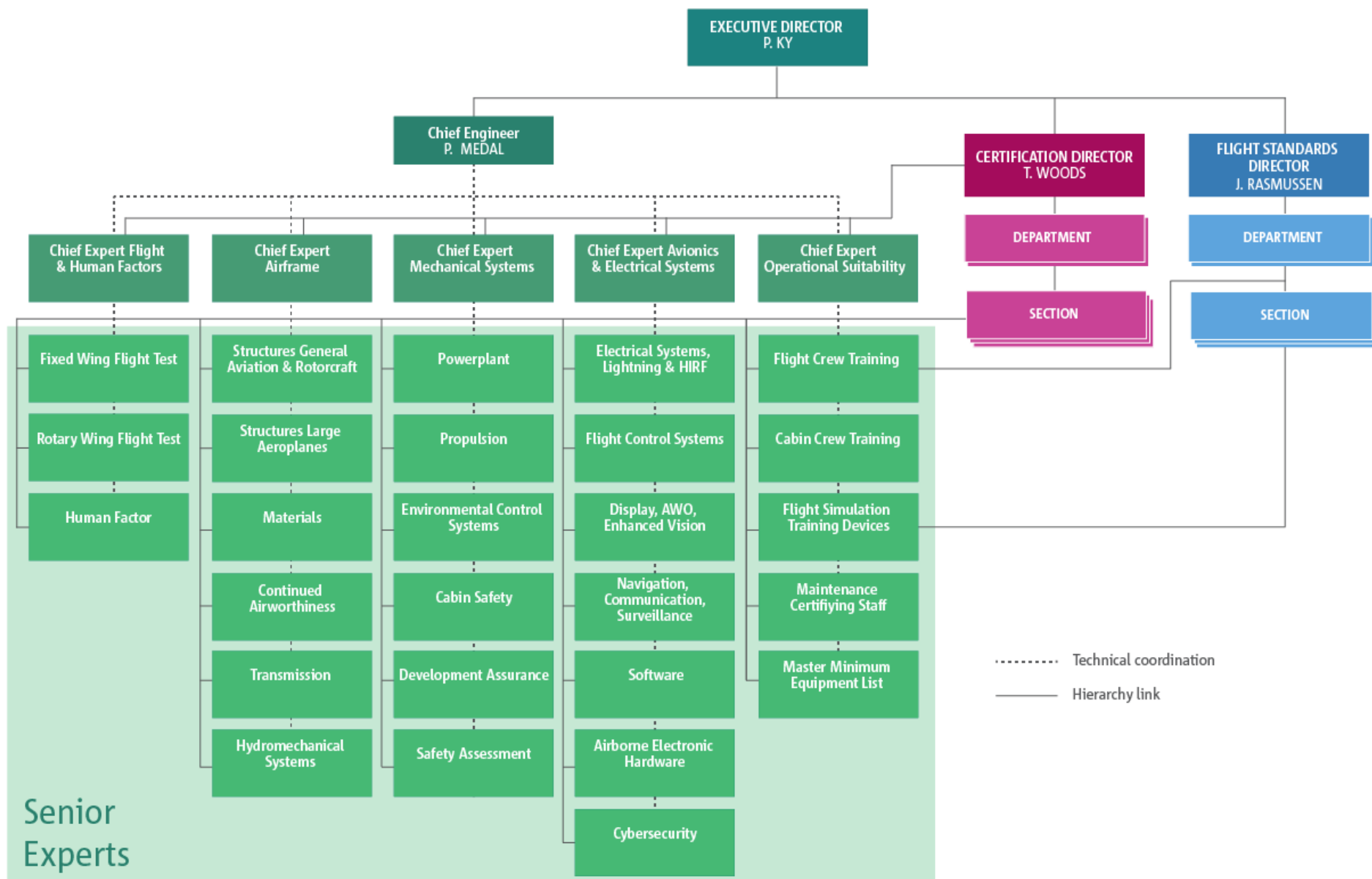
However, based on the level of procurement related services requested over the last years and the expected increase of externally founded activities and outsourcing of IT services, the volume and potential budgetary impact of the 2018 procurement activity is forecasted as follows:

TYPE OF PROCEDURE	ANTICIPATED VOLUME	FORECASTED 2018 BUDGETARY IMPACT
High Value Procedures (>60K€)	30	1-1,5 Mio€
Low Value Procedures (1-60K€)	200	2 Mio€
Framework Contract Implementation (Specific Contracts)	450	20-25 Mio€
	680	23- 28,5 Mio€

IV.10 Organisation chart



As of September 2017



IV.11 Agency KPI dashboard

Introduction:

The following tables contain the overview of the Agency's Key Performance Indicators (KPI), to monitor EASA's (quarterly) progress towards its strategic goals. Each KPI is evaluated based on a Red-Amber-Green (RAG) rating system, having equal weight. A KPI is evaluated as red if it is at least 15% below its target value, Amber if it is 5% to 15% below target and Green if it is on target or no more than 5% below target. Across the Agency's core processes KPIs were defined to monitor achievement of the strategic priorities. A detailed list can be found at the end of this annex. Beforehand, you find an aggregation by directorate programme and strategic statement. Aggregated R-A-G coding is based on the following logic:

Result of lower level KPIs:	Result of Higher level KPIs:
All Green	Green
Green and 1 amber	Green
Green and 2 amber	Amber
Green and 1 red	Amber
All Amber	Amber
2 Amber and 1 red	Amber
2 red and 1 amber	Red
All red	Red

Strategic Statement	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support Directorate	Executive Director
Our ambition is to be the foremost Aviation Safety Agency in the world	<ul style="list-style-type: none"> - Accident Follow-up - International Cooperation (1/2) - Business Analysis 	<ul style="list-style-type: none"> - Initial Airworthiness - Certification Support 	<ul style="list-style-type: none"> - Initial Organisation Approval - Third Country Operator 	<ul style="list-style-type: none"> - Finance management - HR Workforce Planning - Applicant Services - Information Technology 	
The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability	<ul style="list-style-type: none"> - Safety intelligence and performance - Safety Programming - Safety Promotion 	<ul style="list-style-type: none"> - Occurrence Reporting - Design Organisation Approval 	<ul style="list-style-type: none"> - Continued Organisation Approval (1/2) 		
One system based on partners working in an integrated, harmonised and coordinated manner	<ul style="list-style-type: none"> - International Cooperation (2/2) 	<ul style="list-style-type: none"> - Continued Airworthiness 	<ul style="list-style-type: none"> - Continued Organisation Approval (2/2) - Feedback on Organisation Approval process - Standardisation 		
The Agency builds on committed, agile and talented staff				<ul style="list-style-type: none"> - Staff Engagement - Corporate Services - Running IT Services - Timely processing of missions claims 	
Rules are smart, proportionate and contribute to the competitiveness of the Industry	<ul style="list-style-type: none"> - (Preliminary-) Impact Assessment 		<ul style="list-style-type: none"> - Development of Regulatory Material 		
The Agency will continue to be independent from political or economic influence in all its safety actions	<ul style="list-style-type: none"> - Research 			<ul style="list-style-type: none"> - Efficiency Gains 	<ul style="list-style-type: none"> - Internal Audit - Quality

Strategic Statement (1)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support Directorate	Executive Director
Our ambition is to be the foremost Aviation Safety Agency in the world	Timeliness to answer safety recommendations Target 2019: 90% request processed with 5 days with average processing time ≤ 4 working days	Initial Airworthiness (stakeholders) satisfaction rate Target 2019: ≥78% Yearly stakeholder feedback on completed certification tasks of previous year	Timely initial approval of Organisation Target 2019: 80-100% of initial application approvals fulfilled according to timeline defined in associated procedures.	Budget committed(**) Target 2019: ≥ 99% of budget committed at budget closure	
	Timely progression on Working Arrangements (WA) Target 2019: ≥75% WA's of annual planning concluded/amended	Initial Airworthiness (IAW) performance rate Target 2019: 95-105% Actual time (hours) spent in IAW projects as % of planned hours in the activity sheets	Timely validation/completion of Third Country Operator applications Target 2019: ≥ 95% of valid/complete applications processed within 30 days	Carried over commitments(**) Target 2019: ≤ 2.5% of carried over commitments (C8) not paid by budget closure	
	Timely progression on Bilateral Agreements Target 2019: ≥90% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	Certification support for validation timeliness Target 2019: ≥71% of 'Forwarding letters' sent to Third Country Authorities sent within 15 days, after project allocation		Occupancy Rate(**) Target 2019: ≥98% average occupancy rate against the establishment plan over the year	
	Timely provision of recommendations on ICAO State Letters for use by MS Target 2019: ≥90% of State Letters recommendations provided on time			Non-occupancy Duration Target 2019: ≤ 4.5 months average duration of a post remaining vacant	
	Timely implementation of Technical support to 3rd countries Target 2019: ≥66% Implementation of the specific activities of the Work Plan			Percent variance from cost expected by applicant Target 2019: ≥90% of applications billed on or below latest cost estimate	
	Realised return on investment, compared to plan for IT projects Target 2019: 100% of projects having realised at least their expected ROI, at the post-project review			IT expanding services realisation Target 2019: >100% of operational expanding budget vs. organisational expanding services	

Nota Bene: the KPI marked with the sign (**) are the directors KPI as defined in the "Guidelines on key performance indicators (KPI) for directors of EU decentralised agencies" dated 13/3/2015

Strategic Statement (2)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support Directorate	Executive Director
The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability	Productivity and Quality of Safety Analysis process Target 2019: ≥4 safety analysis reports approved for publication	Occurrences backlog monitoring rate Target 2019: 90-110% Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	Timely approval of Organisation continuation Target 2019: 80-100% of applications for continued approvals fulfilled according to timeline defined in associated procedures		
	Timely processing of occurrence reports Target 2019: 1. 90% processed within 5 working days, 2. Average processing time ≤ 4 working days	Technical acceptance of occurrences timeliness Target 2019: ≤ 10 days until 'technical acceptance' of incoming occurrences			
	Accuracy of technical owner allocation Target 2019: ≥95%	Timely approval of Design Organisation (DOA) continuation Target 2019: 95% of 3rd year annual surveillance reports approved within 2 months after the due date			
	Share of Efficiency tasks in the Safety programme Target 2019: 30-50%				
	Implementation Safety Promotion Programme Target 2019: 60% completion of the safety promotion programme				
	Safety Promotion Resource Engagement Target 2019: ≥6 FTE				
	Cooperation with stakeholders: proportion of safety promotion materials and actions jointly develop Target 2019: ≥ 50%				

Strategic Statement (3)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support	Executive Director
One system based on partners working in an integrated, harmonised and coordinated manner	BASA progress: Stakeholder Survey Target 2019: Survey with industry / associations regarding BASA progress (development and implementation) is under development ^(*)	Airworthiness Directives deficiency rate Target 2019: ≤ 5% of Airworthiness Directives (AD) issued that require non-substantive corrections	Feedback on Organisation Approval process Target 2019: a survey after the issuance of every initial approval and after every renewed approval is under development ^(*)		
	Performed trainee days (technical) per year Target 2019: Total ≥ 12,500 EASA Staff (technical) 6,700 EASA Staff (mixed): 2100 EASA Staff (non-technical): 500	Continuing Airworthiness predictability time Target 2019: ≥86% of technical working hours performed on Continuing Airworthiness compared to plan	Efficient and robust Standardisation Target 2019: 5% year-on-year decrease of the total number of findings raised against regulations that have been applicable for more than 2 years		
	Timely delivery of compliance check-lists for use by MS Target 2019: deliver compliance checklists within 6 months after the update of the Electronic Filing of Differences database		Active control of overdue Standardisation findings Target 2019: 0% of findings subject to supplementary reports after 6 months from the date they became overdue		
	Timely coordination of European positions and contributions to ICAO assemblies and high level conferences Target 2019: 90% of EU positions delivered on time.		Timely issuance of Standardisation reports Target 2019: ≥ 95% of final reports issued within the 10-weeks deadline		
	Trainee Satisfaction Target 2019: 3.8 out of 5				
	ECQB: number of newly developed questions and reviewed existing questions per year Target 2019: ≥ 1,250 newly questions; 2,000 existing questions reviewed				

Nota Bene: the KPI marked with ^(*) are the KPIs, where methodology of measurement is currently being implemented

Strategic Statement (4)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support	Executive Director
One system based on partners working in an integrated, harmonised and coordinated manner	Quality of Technical support delivered projects based on stakeholder feedback Target 2019 >= 5 on scale of up to 7				
The Agency builds on committed, agile and talented staff				Occupancy rate (fulfilment of the establishment plan at end year)	
				Non-occupancy duration (90 working days or fewer of vacant posts)	
				Average time taken by the travel management team to process mission claims from the time of receipt is lower than 30 days.	
				Turnover rate Target 2019: <10% p.a. of deployed workforce leaving	
				Staff Engagement survey (biennial) Target 2019: satisfaction >68% and above benchmark defined by consultants	
				Building cost per square-meter Target 2019: costs below 472 EUR/m ²	
				Visitor satisfaction with in-house conference facilities Target 2019: satisfaction >70%	
				IT achievement of Service Level Agreement (SLA) Target 2019: >80% of services which achieved their target Service Level Agreement (SLA)	

Strategic Statement (5)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support	Executive Director
Rules are smart, proportionate and contribute to the competitiveness of the Industry	Preliminary Impact Assessments Coverage Target 2019: ≥85% of safety programme actions with preliminary impact assessment		Rulemaking (RM) Resource Engagement Target 2019: ≤51 FTE registered time on Rulemaking projects		
	Impact Assessment Coverage Target 2019: ≥75% of NPA with quantified impact assessment published		RM Process Efficiency Target 2019: ≤ 18 months		
			Regulation Quality Target 2019: Survey with Advisory Bodies at the time the NPA/Opinion/decision is published is under development ^(*)		
			Timely answer to exemption requests (as defined by regulation) Target 2019: ≥95%		

Nota Bene: the KPI marked with ^(*) are the KPIs, where methodology of measurement is currently being implemented

Strategic Statement (6)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Executive Director	Flight Standards Directorate	Resources and Support	Executive Director
The Agency will continue to be independent from political or economic influence in all its safety actions	Timely execution of committed research projects Target 2019: 100%			Efficiency Gains Target 2019: 11% saved hours after implementation of efficiency initiatives	Corrective action closure rate of Audit findings Target 2019: 80%
	Research Resource Engagement Target 2019: TBD (*)				Number of non-conformity against the ISO standards Target 2019: 0

Nota Bene: the KPI marked with (*) are the KPIs, where methodology of measurement is currently being implemented

IV.12 European Commission Assignments 2019-2021 (to be updated in August 2018)

The Agency is currently managing an ever increasing number of projects / assignments on behalf of the European Commission (and occasionally other bodies), for which it receives specific funding (often handled as "earmarked funds"), in the field of international technical cooperation, safety intelligence, research and environmental protection. In order to implement such projects the Agency has, and continues to streamline, a comprehensive framework for managing them with a view to ensuring and optimising the efficient and effective processing of such assignments, both technically and administratively.

The SPD also takes into account the latest forecasts with regard to projects expected to be assigned from the European Commission as well as the respective resources required from the Agency (both operational and support) for their completion – see section II and III for further information.

In line with the known needs of the European Commission to date, the following table provides an indicative planning of on-going and planned assignments for the period 2018-2020.

IV.12.1 (International) Technical Cooperation Projects: (to be updated in August 2018)

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EaP/CA (TRACECA III): EU-EaP/CA Aviation Project	DG-NEAR ^[1]	Eastern Partnership, Central Caucasus and Central Asian countries	<p>The overall objective of the project is to support the implementation of comprehensive civil aviation agreement with the EU in the Eastern Partnership countries and upgrading civil aviation safety and security standards in Central Asia. The expected results are:</p> <p>(1) Eastern Partnership countries (Armenia, Azerbaijan, Georgia, Moldova and Ukraine) will have their capacity reinforced to fulfil the international civil aviation obligations as well as the beneficiaries which have signed a comprehensive civil aviation agreement with the EU or for which such negotiations are planned or in progress will have implemented the measures foreseen in the Common aviation area agreements.</p> <p>(2) Central Asian countries (Belarus, Kazakhstan, Kirgizstan, Tajikistan and Uzbekistan) will have their capacity reinforced to fulfil the international civil aviation obligations on aviation safety and security (air cargo and mail).</p>	GRANT	Dec 2015 - Dec 2019	ONGOING	EUR 5m	42%
EU CHINA: EU-China Aviation Partnership Project	FPI ^[3]	China	<p>The overall objective is to complement and reinforce European aviation interests in China through increased and deepened EU-China aviation dialogues and technical cooperation/exchanges in the context of the EU's external aviation policy, thereby promoting the European aviation industry in a key growth market, contributing inter alia to a continued high level of aviation safety. The expected results are:</p> <p>(1) Dialogue deepened between Chinese and European Authorities on aviation matters.</p> <p>(2) Increased awareness among the Chinese aviation community, especially the Chinese administration, about European aviation expertise.</p> <p>(3) Reduced market access obstacles for European industry in China.</p> <p>(4) Improved environmental performance of the Chinese aviation sector.</p>	DELEGATION	Sept 2015 - Sept 2020	ONGOING	EUR 10m	38%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EU-SOUTH ASIA: EU-South Asia Aviation Partnership Project	FPI ^[3]	Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.	<p>The overall objective of the project is to contribute to the development of European aviation interests in South Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are:</p> <ol style="list-style-type: none"> (1) Enhanced dialogue and institutional relations between South Asian and European Authorities in the field of civil aviation. (2) Increased technical exchanges between the South Asian and European aviation industries. (3) Reduction of barriers that impede market access and development for the European aviation industry in South Asia. (4) Improved environmental performance of the South Asian aviation sector. 	DELEGATION	Dec 2016 – Dec 2020	ONGOING	EUR 7.5m	29%
UKRAINE: EASA-SAAU Airworthiness Convergence project	EU DELEGATION TO UKRAINE	Ukraine	<p>The overall objective of this project is to facilitate preparations for the implementation of the relevant provisions stemming from the Common Aviation Area Agreement (Civil Aviation Authority Agreement) between the EU and Ukraine, the Working Arrangement (WA) between the State Aviation Administration of Ukraine (SAAU) and EASA, the Arrangement between SAAU and the European Commission with regard to the convergence of certification systems as well as other potential future aviation safety arrangements and agreements between Ukraine and the EU.</p>	GRANT	Feb 2017 – Feb 2019	ONGOING	EUR 1m	75%
ZAMBIA II	EU Delegation to Zambia / DG-DEVCO ^[1]	Zambia	<p>The purpose of this project is to support the Civil Aviation Authority of Zambia under EDF11 Aviation Sector Support Programme.</p>	DELEGATION	July 2017 – July 2021	ONGOING	EUR 1.8m	41%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
CAAT Support Project	Civil Aviation Authority of Thailand	Thailand	The objectives of this project are to support the Civil Aviation Authority of Thailand in resolving its safety oversight concerns and to assist its transition towards EU-based regulations.	SERVICE (Technical Advice Contract)	Aug 2017 – July 2019	ONGOING	EUR 2.5m	35%
EU-SOUTH EAST ASIA: EU-South East Asia Aviation Partnership Project.	FPI ^[3]	ASEAN region ^[8]	<p>The overall objective of the project is to contribute to the development of European aviation interests in South East Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are:</p> <ol style="list-style-type: none"> (1) Greater convergence towards EU regulations and best practice. (2) A higher common level standard of safety and environmental protection. (3) Enhanced dialogue and stronger institutional links with key regional actors. (4) Greater market penetration by EU industry. 	DELEGATION	2017-2020	PLANNED	EUR 7.5m	29%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
ARISE PLUS (AATIP II): ARISE Plus / ASEAN Air Transport Component	DG-DEVCO ^[1] – EU Delegation of Thailand	ASEAN region ^[8]	Under the framework of the ASEAN Regional Integration Support from the EU (ARISE Plus) programme, this project supports the development of the ASEAN Single Aviation Market, and in particular the enhancement of aviation safety, security and air traffic management	DELEGATION	2017-2020	PLANNED	EUR 5m	28%
EU LATIN AMERICA (LATAM): EU-Latin America Civil Aviation Project	FPI ^[3]	At bilateral level: Argentina, Brazil, Chile, Colombia and Mexico. At regional level: SRVSOP and ACSA to coordinate and disseminate the results to the whole region (South and Central America). Caribbean region may also be covered.	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and Latin America in the domain of civil aviation. The specific objective of the project is to promote EU standards, strengthen regulatory cooperation and facilitate market access for EU aviation industry in Latin America, as well as minimise the impact of aviation on the environment and climate change.	DELEGATION	2017-2020	PLANNED	EUR 7m	28%
EU-ASAP: EU-Africa Safety in Aviation Project	DG-DEVCO ^[1]	Sub-Saharan states ^[6]	The objective of this project is to assist Sub-Saharan states to meet their obligations under the Chicago Convention in establishing an effective aviation safety oversight system. The project will particularly adopt a regional approach to reach this specific objective.	DELEGATION	2018-2021	PLANNED	EUR 5m	32%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
AfDB-ECCAS: PASTA-CO ECCAS	ECCAS ^[5] (Economic Community of Central African States)	ECCAS ^[5]	<p>The objectives of the project are:</p> <ol style="list-style-type: none"> (1) Provide initial/complementary training for regional/national inspectors. (2) Maintain competences of regional/national inspectors. (3) Train the trainer and awareness raising of regional/national personnel in charge. <p>The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).</p>	GRANT	2017-2019	PLANNED	EUR 1.8m	45%
AfDB-WAEMU: PASTA-CO WAEMU	WAEMU (West Africa Economic and Monetary Union)	WAEMU	<p>The objectives of the project are:</p> <ol style="list-style-type: none"> (1) Provide initial/complementary training for regional/national inspectors. (2) Train the trainer and awareness raising of regional/national personnel in charge. <p>The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).</p>	GRANT	2017-2019	PLANNED	EUR 1.2m	48%
SAFETY LIST III: EU Safety List Service Framework Contract	DG-MOVE ^[4]	N/A	Provision of expertise and related technical assistance in the framework of Regulation (EC) No 2111/2005 on the establishment of a Union list of banned carriers subject to an operating ban within the Union and informing the air travelling public.	SERVICE	2018-2022	PLANNED	EUR 800k	50%
CEMAC 2: Assistance Programme for Commerce and Economic Integration	DG-MOVE ^[4]	ECCAS ^[5]	The CEMAC project is done in the framework of the "PACIE" (Assistance Programme for Commerce and Economic Integration) of the Central African States which aim is to ease their insertion into the world economy and promote the economic growth in order to reduce poverty. Within this framework, the overall objective of the CEMAC project is to contribute to the prevention and the reduction of civil aviation incidents and accidents.	DELEGATION	2018-2021	PLANNED	EUR 2m	30%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
COMESA: Common Market for Eastern and Southern Africa.	DG-DEVCO ^[1]	East African Community (EAC), Indian Ocean Community (IOC), Southern African Development community (SADC)	Technical support and assistance in aviation to facilitate the improvement of aviation safety.	DELEGATION	2018-2021	PLANNED	EUR 1.7m	30%
IPA 4: EASA Programme on aviation safety 4	DG-NEAR ^[2]	Western Balkan Region & Turkey	Continuation of technical support and assistance in aviation for the WB countries and Turkey.	GRANT	2017-2019	PLANNED	EUR 290k	81%

^[1]**DG-DEVCO:** European Commission Directorate General for International Cooperation and Development

^[2]**DG-NEAR:** European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations

^[3]**FPI:** European Commission Service for Foreign Policy Instruments

^[4]**DG-MOVE:** European Commission Directorate General for Mobility and Transport

^[5]**ECCAS:** Economic Community of Central African States (*Gabon, Cameroon, the Central African Republic (CAR), Chad, Congo Brazzaville and Equatorial Guinea*)

^[6]**Sub-Saharan African countries:** All African states with the exception of Algeria, Egypt, Libya, Morocco and Tunisia

^[7]**Accession countries:** former Yugoslav Republic of Macedonia, Croatia, Turkey, Albania, Bosnia and Herzegovina, Iceland, Montenegro, Serbia including Kosovo

^[8]**ASEAN region:** Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

IV.12.2 Safety Intelligence Projects: (to be updated in August 2018)

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
Data4Safety (D4S) programme*	DG-MOVE ^[1]	Enhancing further aviation safety will require a massive collection of data coupled with the capacity to analyse them. Currently, the data and the analytical capacity are fragmented and scattered in the different organisations in Europe. The Data4Safety (or D4S) programme aims to take advantage of Big Data technologies to organise the collection of data and support their analysis as well as supporting European technologies and market leadership in civil aviation to enhance European know-how in Big Data technologies. Building on an	GRANT	2017-2019	PLANNED	EUR 5m	0% [The EUR 5m Grant towards the Data4Safety Programme will be

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		independent feasibility study commissioned by EASA in 2015 this initial “proof of concept” phase is planned to be executed to trial and prove at a practical level that the concept will work.					<i>utilised for external support. EASA and its partners will contribute an additional EUR 6m]</i>

^[1]**DG-MOVE:** European Commission Directorate General for Mobility and Transport

*Please note that the European Commission is currently working to secure additional funding to support the overall D4S programme and related activities which potentially may result in additional projects/grants however this is still under revision and pending confirmation.

IV.12.3 Research Projects: (to be updated in August 2018)

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
„SARAH“ Project - EU R&D Programme ‘Horizon 2020’	Consortium leader for EU grant awarded by INEA ^[1]	In the recent EU call for proposals to the ‘Mobility and Growth’ work-programme, part of the Union’s Horizon 2020 framework programme, the European Commission has introduced a topic “addressing aviation safety challenges” for a total EU funding of 15M€.	COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 11k	100%
„EUNADICS“ Project - EU R&D Programme ‘Horizon 2020’		This call has been done in close collaboration with EASA and the proposals, which were submitted in January 2016, needed be consistent with the European Aviation Safety Plan (EPAS) and to include the explicit commitment from the European Aviation Safety Agency to assist or to participate in the actions. Such role for the Agency in H2020 call for proposal was agreed at the ExCom meeting on 11 Nov. 2015.	COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 11k	100%
„SAFECLLOUD“ Project - EU R&D Programme ‘Horizon 2020’		Following the award of 3 projects by the European Commission’s Innovation and Networks Executive Agency (INEA), in charge of the implementation of the work-programme, to the project consortiums: “SARAH”: crashworthiness, numerical methods to demonstrate compliance to aircraft certification requirements. “EUNADICS”: natural hazard impact management, crisis coordination for air transport. and “SAFECLLOUD”: safety hazard identification and analysis using big data technologies (emerging issues detection).	COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 132k	100%

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		a template of a Collaboration Agreement for the participation of the Agency as a 'third-party providing in-kind contribution against payment' has been developed.					
„RUMBLE“ project	Consortium leader for EU grant awarded by INEA ^[1]	New standard for supersonic flight (noise limits)	COLLABORATION AGREEMENT	2017-2020	PLANNED	EUR 45k	100%
„MAHEPA“ project	Consortium leader for EU grant awarded by INEA ^[1]	Modular Approach to Hybrid Electric Propulsion Architecture	COLLABORATION AGREEMENT	2017-2021	PLANNED	EUR 250k	100%
„OPTICS2“ project	INEA ^[1]	Observatory of safety and security research for aviation	GRANT AGREEMENT	2017-2021	PLANNED	EUR 140k	100%
„ICARe“ project	INEA ^[1]	Development of research cooperation platform for aviation with 3rd countries (US, China, Japan, Canada, Korea, Russia)	GRANT AGREEMENT	2017-2020	PLANNED	EUR 80k	100%
„Engage“ project	SESAR JU ^[2]	Organisation of networking actions between research centers, industries and service providers to improve linkage between exploratory research and operational needs and transport policy.	GRANT AGREEMENT	2017-2021	PLANNED	EUR 37k	100%

^[1]INEA: European Commission's Innovation and Networks Executive Agency

^[2]SESAR JU: European Commission Executive Agency for Single European Sky ATM Research

IV.12.4 Environmental Protection: (to be updated in August 2018)

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
Development of ICAO rules on MRV for the global Market-based Measure	DG-CLIMA ^[1]	Support on technical and policy advice necessary for DG CLIMA to successfully contribute to ICAO's process on the development and adoption of ICAO's standard and Recommended Practice (SARP) on Monitoring, Reporting and Verification (MRV) for international aviation.	COOPERATION AGREEMENT (SERVICE CONTRACT)	Dec 2016-Dec 2017	ONGOING	EUR 100k	100%
DG CLIMA technical and policy advice	DG-CLIMA ^[1]	Project Details under discussion pending final agreement.	COOPERATION AGREEMENT (SERVICE CONTRACT)	Dec 2017-Dec 2018	PLANNED	EUR 100k	100%

^[1]**DG-CLIMA:** European Commission Directorate General for Climate Action

IV.13 European plan for Aviation Safety 2019-2023

The European Plan for Aviation Safety 2019-2023, includes the rulemaking programme. For this plan, please refer to the EPAS 2019-2023.⁶

⁶ EPAS is not formally part of the SPD. The Rulemaking Programme, contained in the EPAS, contributed to the resource allocation decisions taken by EASA. As the Rulemaking Programme is part of the EPAS, please refer to the EPAS for details on the Rulemaking Programme.



IV.14 Summary Tables Budget 2019

The subsequent tables summarises the 2019 Budget.

Title Chapter Article Item	Heading	Draft Budget 2019	Budget 2018	1st Amending Budget 2017	Remarks
		Income	Income	Income	
1	REVENUE FROM FEES AND CHARGES				
10	REVENUE FROM FEES AND CHARGES				
100	Revenue from fees and charges	99,161,000	102,992,000	101,397,000	This appropriation concerns forecasted own revenue generated by Certification and Services provided by the Agency.
	Article 1 0 0 — Total	99,161,000	102,992,000	101,397,000	
	CHAPTER 1 0 — TOTAL	99,161,000	102,992,000	101,397,000	
	Title 1 — Total	99,161,000	102,992,000	101,397,000	
2	EUROPEAN UNION SUBSIDY				
20	EUROPEAN UNION SUBSIDY				
200	European Union subsidy	36,963,000	36,915,000	35,985,000	This appropriation concerns the revenue from the EU subsidy approved by the European Parliament. (Art. 59, Basic Regulation (216/2008))
	Article 2 0 0 — Total	36,963,000	36,915,000	35,985,000	
	CHAPTER 2 0 — TOTAL	36,963,000	36,915,000	35,985,000	
	Title 2 — Total	36,963,000	36,915,000	35,985,000	
3	THIRD COUNTRIES CONTRIBUTION				
30	THIRD COUNTRIES CONTRIBUTION				
300	Third countries contribution	2,045,000	1,973,000	2,048,000	This appropriation concerns the revenue from contributions from Associated Countries to EASA. More specifically, the revenue from the AELE Agreement, as well as the revenue from Switzerland, following Decision 1/2007 (2008/100/EC).
	Article 3 0 0 — Total	2,045,000	1,973,000	2,048,000	
	CHAPTER 3 0 — TOTAL	2,045,000	1,973,000	2,048,000	
	Title 3 — Total	2,045,000	1,973,000	2,048,000	

Title Chapter Article Item	Heading	Draft Budget 2019	Budget 2018	1st Amending Budget 2017	Remarks
		Income	Income	Income	
4	OTHER CONTRIBUTIONS				
40	OTHER CONTRIBUTIONS				
400	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant and Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue € 1834000.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	
401	Technical Cooperation with Third Countries - Delegation Agreements	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Delegation Agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year of € 10839000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 1 — Total	p.m.	p.m.	p.m.	
403	Research Programmes	p.m.	p.m.	p.m.	This appropriation concerns the earmarked contributions and earmarked revenue from special research programmes from the European Commission. The estimated expenditure for the financial year is € 300000.
	Article 4 0 3 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	
42	DATA FOR SAFETY PROGRAMME				
420	Data for Safety programme	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 5000000
	Article 4 2 0 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	
43	SUPPORT ON IMPLEMENTING CLIMATE CHANGE MITIGATION MEASURES				
430	Support on implementing Climate Change mitigation measures	p.m.	p.m.		This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement climate change mitigation measures, such as the ICAO global market based measures known as CORSIA. The Agency may sign Grant & Service Contracts with, inter alia, DG CLIMA and other DGs (e.g. DG MOVE). These appropriations are funded by external assigned revenue. The estimated expenditure for the 2017 financial year is € 0 financed by a cooperation agreement with DG CLIMA.
	Article 4 3 0 — Total	p.m.	p.m.		
	CHAPTER 4 3 — TOTAL	p.m.	p.m.		
	Title 4 — Total	p.m.	p.m.	p.m.	

Title Chapter Article Item	Heading	Draft Budget 2019	Budget 2018	1st Amending Budget 2017	Remarks
		Income	Income	Income	
5	ADMINISTRATIVE OPERATIONS				
50	ADMINISTRATIVE OPERATIONS				
500	Revenue from investments or loans, bank interest and other items	100,000	100,000	100,000	This appropriation concerns the revenue from bank interests coming from Fees & Charges revenue and interest from delayed payments from the aviation industry.
	Article 5 0 0 — Total	100,000	100,000	100,000	
501	Other administrative operations	500,000	500,000	543,000	This appropriation concerns the revenue from parking and job ticket costs reimbursed by the EASA staff members.
	Article 5 0 1 — Total	500,000	500,000	543,000	
	CHAPTER 5 0 — TOTAL	600,000	600,000	643,000	
	Title 5 — Total	600,000	600,000	643,000	
6	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
60	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
600	Revenue from services rendered against payment	650,000	450,000	150,000	This appropriation concerns the revenue from services rendered against payment, including Standardisation visits.
	Article 600 - Total	650,000	450,000	150,000	
602	Technical Training	p.m.	p.m.	100,000	This appropriation concerns revenue collected in the context of technical training services provided to national and international aviation authorities (e.g. training courses) and implementation of the legislation learning system (e.g. fees collected from e-examinations).
	Article 602 - Total	p.m.	p.m.	100,000	
	CHAPTER 6 0 — TOTAL	650,000	450,000	250,000	
	Title 6 — Total	650,000	450,000	250,000	
7	BUDGETARY CORRECTIONS				
70	BUDGETARY CORRECTIONS				
701	Budgetary imbalance to be covered by additional income from budget line 200.	p.m.	p.m.	p.m.	This appropriation is intended for the deficit to be covered by additional income from line 200.
	Article 7 0 1 - Total	p.m.	p.m.	p.m.	
702	Balance Fees & Charges on Outturn from Previous Year	38,717,000	52,306,000	52,306,000	This appropriation is intended for the balance from assigned revenue generated by Fees & Charges on the Outturn from previous year.
	Article 7 0 2 - Total	38,717,000	52,306,000	52,306,000	
	CHAPTER 7 0 — TOTAL	38,717,000	52,306,000	52,306,000	
	Title 7 — Total	38,717,000	52,306,000	52,306,000	
	REVENUE GRAND TOTAL	178,136,000	195,236,000	192,629,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
1	STAFF							
11	STAFF IN ACTIVE EMPLOYMENT							
110	<i>Staff holding a post provided for in the establishment plan</i>							
1100	Basic salaries	56,840,000	56,840,000	53,883,000	53,883,000	51,630,000	51,630,000	Staff Regulations (Articles 62 and 66) applicable to Temporary Agents; CEOS (Articles 19 and 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1101	Family allowances	6,792,000	6,792,000	6,475,000	6,475,000	6,309,000	6,309,000	Staff Regulations (Articles 62, 67 and 68) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1102	Expatriations and foreign residence allowances	8,835,000	8,835,000	8,425,000	8,425,000	7,745,000	7,745,000	Staff Regulations (Articles 62 and 69) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1103	Secretarial allowances	2,000	2,000	2,000	2,000	2,000	2,000	Staff Regulations (Article 18 of Annex XIII referring to the former Article 4a of Annex VII) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 0 — Total	72,469,000	72,469,000	68,785,000	68,785,000	65,686,000	65,686,000	
111	<i>Other staff</i>							
1110	Special Advisor	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the daily subsistence allowance applicable for Germany for each day of service of the special advisor
1111	Secondment of national experts	1,042,000	1,042,000	1,017,000	1,017,000	1,042,000	1,042,000	This appropriation is intended to cover the allowances applicable to National Experts seconded to EASA in accordance with the provisions laid down in the ED Decision 2009/169/E. This appropriation may receive the appropriations corresponding to the assigned revenue.
1112	Temporary assistance (Interims)	1,230,000	1,230,000	1,200,000	1,200,000	1,000,000	1,000,000	To cover the costs for Temporary Assistance (interims). This appropriation may receive the appropriations corresponding to the assigned revenue.
1113	Contractual agents	4,734,000	4,734,000	4,517,000	4,517,000	4,618,000	4,618,000	To cover basic salaries and all benefits of Contractual agents in accordance with the provisions of the CEOS (Articles 92 to 105). This appropriation may receive the appropriations corresponding to the assigned revenue.
1114	Trainees	167,000	167,000	163,000	163,000	97,000	97,000	This appropriation is intended to cover the costs for the implementation of the EASA traineeship programme, on the basis of the applicable EASA policy on traineeships.
1115	Local Staff	86,000	86,000	84,000	84,000	77,000	77,000	This budget line is used to pay the salary costs of local staff engaged in accordance with Article 4 of the CEOS. Local staff means staff engaged in places outside the EU according to local practice. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 1 — Total	7,259,000	7,259,000	6,981,000	6,981,000	6,834,000	6,834,000	



Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
113	Employer's social security contributions							
1130	Insurance against sickness	2,176,000	2,176,000	2,075,000	2,075,000	1,943,000	1,943,000	Staff Regulations (Articles 72 and 23) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1131	Insurance against accidents and occupational diseases	244,000	244,000	233,000	233,000	286,000	286,000	Staff Regulations (Articles 73) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1132	Insurance against unemployment	847,000	847,000	808,000	808,000	753,000	753,000	Article 28a of the CEOS. This appropriation may receive the appropriations corresponding to the assigned revenue.
1133	Constitution or maintenance of pension rights	9,188,000	9,188,000	8,757,000	8,757,000	8,757,000	8,757,000	Constitution or maintenance of pension rights (N/A)
	Article 1 1 3 — Total	12,455,000	12,455,000	11,873,000	11,873,000	11,739,000	11,739,000	
114	Miscellaneous allowances and grants							
1140	Childbirth and death allowances and grants	5,000	5,000	5,000	5,000	5,000	5,000	Staff Regulations (Articles 74 and 75) applicable to Temporary Agents; CEOS (Article 29). This appropriation may receive the appropriations corresponding to the assigned revenue.
1141	Travel expenses for annual leave	990,000	990,000	966,000	966,000	856,000	856,000	Staff Regulations (Articles 71 and 8 of Annex VII) applicable to Temporary Agents; CEOS (Article 26). This appropriation may receive the appropriations corresponding to the assigned revenue.
1142	Housing and transport allowances	411,000	411,000	401,000	401,000	346,000	346,000	Staff Regulations (Articles 5 and 23 of the Annex X 4a and 14b) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1143	Fixed duty allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Articles 56a), 56b), 56c) 14) applicable to Temporary Agents; CEOS (Article 16). This appropriation may receive the appropriations corresponding to the assigned revenue.
1144	Special Allowance for Accountants and Finance Officers	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Allowances for Accountant, Financial Officer and others. This appropriation may receive the appropriations corresponding to the assigned revenue.
1145	Other allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	CEOS (Articles 14 and 47(b)(ii)) compensation allowances for the Temporary Agents staff. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 4 — Total	1,406,000	1,406,000	1,372,000	1,372,000	1,207,000	1,207,000	
115	Overtime							
1150	Overtime & Stand-by duty	p.m.	p.m.	p.m.	p.m.	3,000	3,000	Staff Regulation (Articles 56 and 55) and CEOS (Articles 16 92) applicable to Temporary Agents and Contract Agents. This appropriation may receive the appropriations corresponding to the assigned revenue
	Article 1 1 5 — Total	p.m.	p.m.	p.m.	p.m.	3,000	3,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
117	Supplementary services							
1170	Translation costs of CDT	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover special translation and publication costs related to hiring Temporary Agent staff, charged by the Translation Centre for the Bodies of the European Union (CdT). This appropriation may receive the appropriations corresponding to the assigned revenue.
1171	Administrative Services of the Translation Centre	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of translation of Translation Centre. This appropriation may receive the appropriations corresponding to the assigned revenue.
1172	Administrative assistance from community institutions	879,000	879,000	858,000	858,000	545,720	545,720	This appropriation is intended to cover the costs of assistance received from the Pay Master's Office (PMO), for administering the salaries of the EASA staff members. This appropriation may receive the appropriations corresponding to the assigned revenue.
1173	External services	144,000	144,000	140,000	140,000	181,280	181,280	This appropriation is intended to cover the costs of external services and specific services (consultancy and studies). This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 7 — Total	1,023,000	1,023,000	998,000	998,000	727,000	727,000	
119	Salary weightings							
1190	Salary weightings	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Article 64); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of salary weightings based on a corrective coefficient , applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1191	Adjustments to remuneration	384,000	384,000	375,000	375,000	685,000	685,000	Staff Regulations (Article 65); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of the Yearly indexation rate, applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 9 — Total	384,000	384,000	375,000	375,000	685,000	685,000	
	CHAPTER 1 1 — TOTAL	94,996,000	94,996,000	90,384,000	90,384,000	86,881,000	86,881,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
12	EXPENDITURE RELATED TO RECRUITMENT							
120	<i>Miscellaneous expenditure on staff recruitment and transfer</i>							
1200	Miscellaneous expenditure on staff recruitment	147,000	147,000	143,000	143,000	163,000	163,000	This appropriation is intended to cover the expenditure involved in the EASA recruitment procedures for Temporary and Contract Agent vacancies, including travel costs and allowances for interviews and for medical visits. This appropriation may receive the appropriations corresponding to the assigned revenue.
1201	Travel expenses	23,000	23,000	22,000	22,000	39,000	39,000	Staff Regulations (Articles 71 and 7 of Annex VII) applicable to Temporary Agents; CEOS (Article 22). This appropriation is intended to cover the travel expenses of Temporary Agents and Contractual Agents entering or leaving the service, including the members of their families. This appropriation may receive the appropriations corresponding to the assigned revenue.
1202	Installation, resettlement and transfer allowances	386,000	386,000	377,000	377,000	381,000	381,000	Staff Regulations (Articles 71, 5 and 6 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 24). This appropriation is intended to cover the installation allowances for Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when they definitively cease their duties and settle elsewhere. This appropriation may receive the appropriations corresponding to the assigned revenue.
1203	Removal expenses	175,000	175,000	171,000	171,000	196,000	196,000	Staff Regulations (Articles 71, 9 of Annex VII) applicable to Temporary Agents and Contract Agents; CEOS (Articles 22, 23 and 92). This appropriation is intended to cover the removal costs of Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when transferred to a new place of work or when they definitively cease their duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
1204	Temporary daily subsistence allowances	222,000	222,000	217,000	217,000	288,000	288,000	Staff Regulations (Articles 71, 10 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 25). This appropriation is intended to cover the daily subsistence allowances due to Temporary Agents and Contractual Agents able to prove that they were obliged to change their place of residence after taking up their duties, including transfer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 2 0 — Total	953,000	953,000	930,000	930,000	1,067,000	1,067,000	
	CHAPTER 1 2 — TOTAL	953,000	953,000	930,000	930,000	1,067,000	1,067,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
14	SOCIOMEDICAL INFRASTRUCTURE							
140	<i>Restaurants and canteens</i>							
1400	Restaurants and canteens	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of canteens for the staff of the Agency (N/A).
	Article 1 4 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
141	<i>Medical service</i>							
1410	Medical service	379,000	379,000	370,000	370,000	151,000	151,000	This appropriation is intended to cover the costs of medical services, including medical visits, annual medical check-ups, preventive medical examinations, and appointing a medical officer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 1 — Total	379,000	379,000	370,000	370,000	151,000	151,000	
142	<i>Language and other training</i>							
1420	Language and other training	629,000	629,000	614,000	614,000	714,000	714,000	This appropriation is intended to cover the costs of language and other training needs of the staff members of the Agency, including training visits, financial management training, IT Training, legal training, planning sessions, coaching, and personal effectiveness. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 2 — Total	629,000	629,000	614,000	614,000	714,000	714,000	
143	<i>Social welfare of staff</i>							
1430	Social welfare of staff	4,187,000	4,187,000	4,085,000	4,085,000	4,328,000	4,328,000	This appropriation is intended to cover expenditure by the Agency on the social welfare activities of its staff, including job tickets, relocation expenses, schooling informative events. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 3 — Total	4,187,000	4,187,000	4,085,000	4,085,000	4,328,000	4,328,000	
144	<i>Special allowance for handicapped</i>							
1440	Special allowance for handicapped	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of special allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 4 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 1 4 — TOTAL	5,195,000	5,195,000	5,069,000	5,069,000	5,193,000	5,193,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
17	RECEPTION AND EVENTS							
170	<i>Reception and events</i>							
1700	Reception and events	82,000	82,000	82,000	82,000	101,000	101,000	This appropriation is intended to cover the costs of official inter-Agency receptions for the benefit of the staff members, and official events, including all staff meetings, departmental meetings. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 7 0 — Total	82,000	82,000	82,000	82,000	101,000	101,000	
	CHAPTER 1 7 — TOTAL	82,000	82,000	82,000	82,000	101,000	101,000	
1	Title 1 — Total	101,226,000	101,226,000	96,465,000	96,465,000	93,242,000	93,242,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE							
20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS							
200	<i>Rental costs</i>							
2000	Rental costs	8,000,000	8,000,000	7,761,000	7,761,000	7,832,000	7,832,000	This appropriation is intended to cover the payment of costs of the building occupied by the Agency, as foreseen in the rent contract. These include: the rent, the additional costs such as water, gas, electricity and heating charges, any additional building rental expenses, and parking facilities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 0 — Total	8,000,000	8,000,000	7,761,000	7,761,000	7,832,000	7,832,000	
201	<i>Insurance</i>							
2010	Insurance	43,000	43,000	43,000	43,000	44,000	44,000	This appropriation is intended to cover the policy premiums for electronic insurance, furniture insurance, third party insurance in respect of the buildings or parts of buildings occupied by the Agency and their contents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 1 — Total	43,000	43,000	43,000	43,000	44,000	44,000	
203	<i>Cleaning and maintenance</i>							
2030	Cleaning and maintenance	337,000	337,000	330,000	330,000	324,000	324,000	This appropriation is intended to cover the costs of cleaning services, cleaning products, and up keeping of the premises used by the Agency, including all floors occupied. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 3 — Total	337,000	337,000	330,000	330,000	324,000	324,000	
204	<i>Fitting-out of premises</i>							
2040	Fitting-out of premises	75,000	75,000	75,000	75,000	421,000	421,000	This appropriation is intended to cover the works that need to be carried out in order to equip the premises according to predefined needs, and the repairs that are necessary in the building occupied by the Agency in order to facilitate its functionality. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 4 — Total	75,000	75,000	75,000	75,000	421,000	421,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
205	Security and surveillance of buildings							
2050	Security and surveillance of buildings	536,000	536,000	586,000	586,000	575,000	575,000	This appropriation is intended to cover expenditure on the EASA building connected with security and safety. In particular, contracts governing building surveillance, enhancement of security camera networks and purchase of security equipment, hire and replenishment of fire extinguishers, purchase and maintenance of fire-fighting equipment, replacement of equipment for staff members acting as voluntary firemen, costs of carrying out statutory inspections. This appropriation may receive the appropriations corresponding to the assigned revenue.
2051	Other building expenditure	888,000	888,000	908,000	908,000	533,000	533,000	The appropriation is intended to cover expenditure on buildings not specially provided for in the articles in Chapter 20. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 5 — Total	1,424,000	1,424,000	1,494,000	1,494,000	1,108,000	1,108,000	
	CHAPTER 2 0 — TOTAL	9,879,000	9,879,000	9,703,000	9,703,000	9,729,000	9,729,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
21	INFORMATION AND COMMUNICATION TECHNOLOGY							
210	ICT equipment							
2100	ICT equipment acquisition & maintenance	505,000	505,000	804,000	804,000	634,000	634,000	This appropriation is intended to cover the hardware, maintenance and installation costs of ICT and telecommunications equipment for the official purposes of the Agency. This includes the hardware, maintenance and installation costs of computers, printers, laptops, servers, copiers, scanners, fax machines, mobile phones, mobile equipment, other network components and other peripherals. This appropriation may receive the appropriations corresponding to the assigned revenue.
2101	Development of organisational applications and provision of data centre services	3,273,000	3,273,000	3,400,000	3,400,000	3,221,000	3,221,000	This appropriation is intended to cover consultancy needs for studies, organisational applications development, data centre services, storage and IT security for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2105	Other ICT expenditure	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the ICT costs needed to ensure business continuity or improvement of IT service provision, and which are not covered by the other categories. This appropriation may receive the appropriations corresponding to the assigned revenue.
2106	Software	1,260,000	1,260,000	1,610,000	1,610,000	1,000,000	1,000,000	This appropriation is intended to cover the purchase, maintenance and subscription costs of software for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2108	Telephone, radio and television, data connection subscriptions and charges	503,000	503,000	499,000	499,000	460,000	460,000	This appropriation is intended to cover the Agency's telephone subscription costs and communications, mobile phone services, fax, conference calls, internet services, and data transmission. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 1 0 — Total	5,541,000	5,541,000	6,313,000	6,313,000	5,315,000	5,315,000	
	CHAPTER 2 1 — TOTAL	5,541,000	5,541,000	6,313,000	6,313,000	5,315,000	5,315,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
22	MOVABLE PROPERTY AND ASSOCIATED COSTS							
220	<i>Technical equipment and installations</i>							
2200	Technical equipment and installations	53,000	53,000	54,000	54,000	79,000	79,000	This appropriation is intended to cover the requirements of the Agency for soft furnishings, kitchen equipment and installations, including electrical cables and sockets, lamps, beamers, beamer lamps, camcorders, laser meters. This appropriation may receive the appropriations corresponding to the assigned revenue.
2203	Maintenance and repair of technical equipment and installations	65,000	65,000	64,000	64,000	34,000	34,000	This appropriation is intended to cover the costs of maintenance and repairs of technical equipment, installations and furniture as well as painting and other repairs of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 0 — Total	118,000	118,000	118,000	118,000	113,000	113,000	
221	<i>Purchase of furniture</i>							
2210	Purchase of furniture	201,000	201,000	267,000	267,000	275,000	275,000	This appropriation is intended to cover the costs of purchase of furniture aiming at facilitating the official purposes of the Agency, including cupboards, furniture for office rooms, and whiteboards. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 1 — Total	201,000	201,000	267,000	267,000	275,000	275,000	
225	<i>Documentation and library expenditure</i>							
2252	Subscription to newspapers and periodicals	60,000	60,000	50,000	50,000	46,000	46,000	This appropriation is intended to cover the purchase of publications and subscriptions to information services necessary for the Agency's work. This includes books and other publications, newspapers, periodicals, official journals, online subscriptions. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 5 — Total	60,000	60,000	50,000	50,000	46,000	46,000	
	CHAPTER 2 2 — TOTAL	379,000	379,000	435,000	435,000	434,000	434,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
23	CURRENT ADMINISTRATIVE EXPENDITURE							
230	<i>Stationery and office supplies</i>							
2300	Stationery and office supplies	149,000	149,000	149,000	149,000	144,000	144,000	This appropriation is intended to cover the purchase of paper and office supplies, such as envelopes, business cards, toners, transponders, and water, necessary for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 0 — Total	149,000	149,000	149,000	149,000	144,000	144,000	
232	<i>Financial charges</i>							
2320	Financial charges	56,000	56,000	56,000	56,000	57,000	57,000	This appropriation is intended to cover all finance related expenditure incurred by the Agency including: late interest, bank charges and all other financial services required for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2321	Other financial expenditure	92,000	92,000	92,000	92,000	42,000	42,000	This appropriation is intended to cover other finance related expenditure incurred by the Agency including: financial publications, subscriptions and fees, audit costs, finance related studies, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 2 — Total	148,000	148,000	148,000	148,000	99,000	99,000	
233	<i>Legal expenses</i>							
2330	Legal expenses	140,000	140,000	150,000	150,000	100,000	100,000	This appropriation is intended to cover legal expenses, including liability studies, external support for litigation and German Law, for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2331	Damage and interest	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover damage and interest incurred by the Agency in the management of its budget. This appropriation may receive the appropriations corresponding to the assigned revenue.
2332	Board of appeals	15,000	15,000	15,000	15,000	11,000	11,000	This appropriation is intended to cover the costs of the Agency's Board of Appeals, aiming at examining appeals that may be raised by any natural or legal person against a decision addressed to that person. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 3 — Total	155,000	155,000	165,000	165,000	111,000	111,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
235	Other operating expenditure							
2350	Miscellaneous insurance	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the special insurance for the Agency's Accountant and the Imprest Account Holder. This appropriation may receive the appropriations corresponding to the assigned revenue.
2351	MB and other internal meetings	47,000	47,000	47,000	47,000	45,000	45,000	This appropriation is intended to cover the costs of the Agency's Management Board meetings and other internal meetings for official purposes, including the costs of interpretation services, catering, room rental, travel costs and allowances for the members of the Board and other external participants. This appropriation may receive the appropriations corresponding to the assigned revenue.
2352	Department removals	263,000	263,000	312,000	312,000	341,000	341,000	This item is intended to cover the costs of removals of the EASA departments within the building occupied by the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2354	Representation costs	38,000	38,000	36,000	36,000	37,000	37,000	This appropriation is intended to cover representation costs for the Agency's Executive Director and Operational Directors, including business lunches, business dinners, and caterings, incurred in the interest of the Service. This appropriation may receive the appropriations corresponding to the assigned revenue.
2355	Integrated quality management system and Archive expenditure	145,000	145,000	125,000	125,000	308,000	308,000	This appropriation is intended to cover the costs relevant to the certification of the EASA quality management system, e.g. consultancy, certification audit and training, as well the costs related to organising and establishing the archives of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 5 — Total	493,000	493,000	520,000	520,000	731,000	731,000	
	CHAPTER 2 3 — TOTAL	945,000	945,000	982,000	982,000	1,085,000	1,085,000	
24	POSTAGE AND TELECOMMUNICATIONS							
240	Postage and delivery charges							
2400	Postage and delivery charges	170,000	170,000	189,000	189,000	246,000	246,000	This appropriation is intended to cover the official costs of the Agency on postal and delivery charges, including parcels sent by post, express mail, and registered mail. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 4 0 — Total	170,000	170,000	189,000	189,000	246,000	246,000	
	CHAPTER 2 4 — TOTAL	170,000	170,000	189,000	189,000	246,000	246,000	
2	Title 2 — Total	16,914,000	16,914,000	17,622,000	17,622,000	16,809,000	16,809,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
3	OPERATIONAL EXPENDITURE							
30	CERTIFICATION ACTIVITIES							
300	Certification activities							
3000	Outsourcing of certification activities	25,317,000	25,317,000	25,633,000	25,633,000	24,815,000	24,815,000	This appropriation is intended to cover the costs of certification tasks and related services outsourced to NAAs and QEs under corresponding framework contracts. This appropriation may receive the appropriations corresponding to the assigned revenue.
3003	Miscellaneous costs under fees and charges	3,000	3,000	1,538,000	1,538,000	460,000	460,000	This appropriation is intended to cover miscellaneous costs deriving from the Fees & Charges Regulation. It includes specific studies, consultancy costs relevant to Fees & Charges, selection of experts and operational equipment (e.g. safety equipment) used by EASA operational staff in the execution of their technical duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 0 0 — Total	25,320,000	25,320,000	27,171,000	27,171,000	25,275,000	25,275,000	
301	Special Fees & Charges programmes							
3010	Special Fees & Charges programmes	2,300,000	2,300,000	4,600,000	4,600,000	2,950,000	2,950,000	Development Projects for Certification and Organisation approval. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 0 1 — Total	2,300,000	2,300,000	4,600,000	4,600,000	2,950,000	2,950,000	
	CHAPTER 3 0 — TOTAL	27,620,000	27,620,000	31,771,000	31,771,000	28,225,000	28,225,000	
31	STANDARDISATION ACTIVITIES							
310	Standardisation activities							
3100	Standardisation inspection	159,000	159,000	159,000	159,000	106,000	106,000	This appropriation is intended to cover the expenses arising from the participation of national standardisation coordinators and of seconded personnel to Agency's Standardisation activities in the Member States and Associated States.
3101	Standardisation studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is to cover the costs of Standardisation studies carried out by the Agency, including a study to be commissioned to carry out performance optimisation of systems ensuring continuous monitoring of standardisation and approvals processes.
3102	Technical Library	70,000	70,000	70,000	70,000	98,000	98,000	This appropriation is to cover the costs of acquiring special technical publications and online databases or portals related to aviation such as technical standards, technical journals, and other technical publications such as guidance material, manuals etc. The technical library is addressed to the EASA experts, including a collection of electronic and hard copy publications kept in-house for consultation in carrying out the Agency's operational work. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 1 0 — Total	229,000	229,000	229,000	229,000	204,000	204,000	
	CHAPTER 3 1 — TOTAL	229,000	229,000	229,000	229,000	204,000	204,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
32	OPERATIONAL INFORMATION TECHNOLOGY							
320	<i>Operational applications</i>							
3200	Development of operational applications	780,000	780,000	1,400,000	1,400,000	1,183,000	1,183,000	This appropriation is intended to cover consultancy needs, studies, software licences and subscriptions, to support the development of operational applications for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 2 0 — Total	780,000	780,000	1,400,000	1,400,000	1,183,000	1,183,000	
	CHAPTER 3 2 — TOTAL	780,000	780,000	1,400,000	1,400,000	1,183,000	1,183,000	
33	COMMUNICATION AND PUBLICATION							
330	<i>Communication and publication</i>							
3300	Communication and publications	290,000	290,000	300,000	300,000	425,000	425,000	This appropriation is intended for the internal and external communications activities of the Communications Department. This includes technical and other publications, crisis communication and management, advertising, including associated graphic design and printing, press conferences and public relations events, exhibitions and related promotional goods, broadcasting events, as well as internal communications media. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 3 0 — Total	290,000	290,000	300,000	300,000	425,000	425,000	
	CHAPTER 3 3 — TOTAL	290,000	290,000	300,000	300,000	425,000	425,000	
34	MEETING EXPENSES							
340	<i>Meeting expenses</i>							
3400	Organisation experts meeting	1,169,000	1,169,000	952,000	952,000	638,300	638,300	This appropriation is intended to cover the costs of organising meetings for the Operational Directorates of the Agency and the reimbursement of experts and other functional costs, including rental of rooms, catering, travel expenses, and daily allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 4 0 — Total	1,169,000	1,169,000	952,000	952,000	638,300	638,300	
	CHAPTER 3 4 — TOTAL	1,169,000	1,169,000	952,000	952,000	638,300	638,300	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
35	TRANSLATION AND INTERPRETATION COSTS							
350	<i>Translation and interpretation costs</i>							
3500	Translation of studies, reports and other working documents	66,000	66,000	66,000	66,000	96,500	96,500	This appropriation is intended to cover the costs of operational translations and publications of studies, reports, and other official working documents, including annual accounts, budgets, and activity reports, in the context of the official purposes of the Agency, charged by CdT, OPOCE and other translation centres. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 5 0 — Total	66,000	66,000	66,000	66,000	96,500	96,500	
	CHAPTER 3 5 — TOTAL	66,000	66,000	66,000	66,000	96,500	96,500	
36	RULEMAKING ACTIVITIES							
360	<i>Rulemaking activities</i>							
3600	Assistance to Rulemaking Activities	530,000	530,000	493,000	493,000	273,500	273,500	This appropriation is intended to cover the costs of the Agency's Rulemaking studies including the outsourcing to external experts in Rulemaking activities.
3601	International cooperation	304,000	304,000	304,000	304,000	354,000	354,000	This appropriation is intended to cover the costs of the Agency's international cooperation activities, including contribution fees, training fees, and workshop costs for developing countries.
3602	Support to CAA Thailand	500,000	500,000	1,000,000	1,000,000	398,000	398,000	This appropriation is intended to cover the costs of the Agency's support to the civil aviation authority of Thailand. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 6 0 — Total	1,334,000	1,334,000	1,797,000	1,797,000	1,025,500	1,025,500	
	CHAPTER 3 6 — TOTAL	1,334,000	1,334,000	1,797,000	1,797,000	1,025,500	1,025,500	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
37	MISSION, ENTERTAINMENT AND REPRESENTATION EXPENSES							
370	Mission, entertainment and representation expenses							
3700	Mission expenses, duty travel expenses and other ancillary expenditure	6,874,000	6,874,000	6,991,000	6,991,000	5,841,000	5,841,000	This appropriation is intended to cover mission expenses, travel insurance, expenditure on transport, payment of daily mission allowances, and of other ancillary or exceptional expenditure incurred by established staff of the Agency in the interest of the Service, in accordance with the provisions of the EASA Staff Regulations and the EASA Mission Guide. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 7 0 — Total	6,874,000	6,874,000	6,991,000	6,991,000	5,841,000	5,841,000	
	CHAPTER 3 7 — TOTAL	6,874,000	6,874,000	6,991,000	6,991,000	5,841,000	5,841,000	
38	TECHNICAL TRAINING							
380	Technical training							
3800	Technical training and Pilot training expenses	789,000	789,000	736,000	736,000	499,000	499,000	This appropriation is intended to cover the costs of technical training for the Agency's Operational Directorates, in the interest of the Service, including the outsourcing of activities and to cover the costs of Pilot Training and proficiency including associated costs such as examination, medical, equipment, administrative costs, and for other outsourcing and consultancy, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
3802	European Central Questions Bank	142,000	142,000	150,000	150,000	150,000	150,000	This appropriation is intended to cover the costs of ECQB activities including e-exams. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 8 0 — Total	931,000	931,000	886,000	886,000	649,000	649,000	
	CHAPTER 3 8 — TOTAL	931,000	931,000	886,000	886,000	649,000	649,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
39	ED AND STRATEGIC ACTIVITIES							
390	<i>Ed and Strategic Activities</i>							
3900	Safety intelligence and performance	90,000	90,000	90,000	90,000	87,700	87,700	This appropriation is intended to cover the costs of studies and operational costs for safety intelligence and performance.
3901	External evaluation of the Agency and other Studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the external evaluation of the Agency on the implementation of the Basic Regulation 1592/2002 and other studies. The costs include the appointment of the independent external evaluator by the Management Board to examine how effectively the Agency fulfils its mission. This appropriation may receive the appropriations corresponding to the assigned revenue.
3903	Research Studies/Projects	3,000,000	3,000,000	1,000,000	1,000,000	300,000	300,000	This appropriation is intended to cover the costs of the Agency's research studies/projects relevant to aviation safety, as per the research plan. This appropriation may receive the appropriations corresponding to the assigned revenue.
3904	Data for Safety	1,000,000	1,000,000	1,000,000	1,000,000	1,200,000	1,200,000	This appropriation is intended to cover the costs of the Big Data project studies and consultancy facilitating, promoting and/or improving safety reporting activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
3905	Crisis Management	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of crisis management should the need arise. This appropriation may receive the appropriations corresponding to the assigned revenue.
3907	Aviation Cyber Security project	80,000	80,000	100,000	100,000	p.m.	p.m.	This appropriation is intended to cover the costs related to the Aviation cyber security project studies and consultancy facilitating, promoting and improving its development. This appropriation may receive the appropriations corresponding to the assigned revenue.
3908	Safety Promotion	150,000	150,000	150,000	150,000			This appropriation is intended to cover the costs of safety promotion studies, material and consultancy and related activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 9 0 — Total	4,320,000	4,320,000	2,340,000	2,340,000	1,587,700	1,587,700	
	CHAPTER 3 9 — TOTAL	4,320,000	4,320,000	2,340,000	2,340,000	1,587,700	1,587,700	
3	Title 3 — Total	43,613,000	43,613,000	46,732,000	46,732,000	39,875,000	39,875,000	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
4	SPECIAL OPERATIONS PROGRAMMES							
40	TECHNICAL COOPERATION WITH THIRD COUNTRIES							
400	Technical Cooperation with third countries							
4000	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant & Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year is € 1834000
4001	Technical Cooperation with third countries - Delegation Agreements	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign delegation agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year of € 10839000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
41	RESEARCH PROGRAMMES							
410	Research programmes							
4100	Research programmes	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to earmarked revenue and it is intended to cover the costs of the Agency's research programmes relevant to aviation safety. The estimated expenditure for the financial year is € 300000.
	Article 4 1 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 1 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	

Title Chapter Article Item	Heading	Draft Budget 2019		Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
42	DATA FOR SAFETY PROGRAMME							
420	<i>Data for Safety Programme</i>							
4200	Data for safety programme	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 5000000 financed by a Grant by DG Move.
	Article 4 2 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
43	SUPPORT ON IMPLEMENTING CLIMATE CHANGE MITIGATION MEASURES							
430	<i>Support on Implementing Climate Change Mitigation Measures</i>							
4300	Support on implementing Climate Change mitigation measures	p.m.	p.m.	p.m.	p.m.			This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement climate change mitigation measures, such as the ICAO global market based measures known as CORSIA. The Agency may sign Grant & Service Contracts with, inter alia, DG CLIMA and other DGs (e.g. DG MOVE). These appropriations are funded by external assigned revenue. The estimated expenditure for the 2017 financial year is € 0 financed by a cooperation agreement with DG CLIMA.
	Article 4 3 0 — Total	p.m.	p.m.	p.m.	p.m.			
	CHAPTER 4 3 — TOTAL	p.m.	p.m.	p.m.	p.m.			
4	Title 4 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
5	OTHER EXPENDITURE							
50	PROVISIONS							
500	<i>Provisions</i>							
5000	Provision for Fees & Charges funded expenditure	16,383,000	16,383,000	34,417,000	34,417,000	42,703,000	42,703,000	This appropriation is intended to cover expenditure funded by assigned revenue from Fees & Charges.
	Article 5 0 0 — Total	16,383,000	16,383,000	34,417,000	34,417,000	42,703,000	42,703,000	
	CHAPTER 5 0 — TOTAL	16,383,000	16,383,000	34,417,000	34,417,000	42,703,000	42,703,000	
5	Title 5 — Total	16,383,000	16,383,000	34,417,000	34,417,000	42,703,000	42,703,000	
	COST GRAND TOTAL	178,136,000	178,136,000	195,236,000	195,236,000	192,629,000	192,629,000	

Expenditure breakdown per activity

values in Euro			Envisaged 2019
Fees and Charges activities	Product Certification	Revenue	65,493,000
		Title 1	- 49,864,000
		Title 2	- 7,965,000
		title 3 NAA/QE	- 11,831,000
		Title 3	- 10,730,000
		Title 4	p.m.
		Total	- 14,897,000
	Organisation Approvals	Revenue	34,250,000
		Title 1	- 21,453,000
		Title 2	- 3,131,000
		title 3 NAA/QE	- 10,086,000
		Title 3	- 3,617,000
		Title 4	p.m.
		Total	- 4,037,000
	Reserve funding (Projects)		6,300,000
	Reserve adj		12,634,000
	Total F&C		-
Subsidy and other contributions	EU Subsidy		36,963,000
	third country contribution		2,045,000
	Other income		668,000
	Third Country Operators	Title 1	- 2,246,000
		Title 2	- 383,000
		Title 3	- 169,000
		Title 4	p.m.
		Total	- 2,798,000
	Standardisation	Title 1	- 8,195,000
		Title 2	- 1,469,000
		Title 3	- 1,313,000
		Title 4	p.m.
		Total	- 10,977,000
	SAFA	Title 1	- 583,000
		Title 2	- 178,000
		Title 3	- 44,000
		Title 4	p.m.
		Total	- 805,000
	Rulemaking	Title 1	- 9,194,000
		Title 2	- 1,859,000
		Title 3	- 1,083,000
		Title 4	p.m.
		Total	- 12,136,000
	Int'l Cooperation	Title 1	- 3,823,000
		Title 2	- 993,000
		Title 3	- 715,000
		Title 4	p.m.
		Total	- 5,531,000
	Safety Intelligence & Performance	Title 1	- 5,868,000
		Title 2	- 935,000
		Title 3	- 626,000
		Title 4	p.m.
		Total	- 7,429,000
	Total Subsidy and other contr.		-
	Grand-Total		-



Establishment plan

Function group and grade	European Aviation Safety Agency (EASA)							
	Posts							
	2019		2018		2017		2016	
	Authorised under the Union budget		Authorised under the Union budget		Authorised under the Union budget		Actually filled as of 31/12/2016	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
AD 16								
AD 15		1		1		1		1
AD 14		26		26		25		5
AD 13		42		33		32		9
AD 12		60		57		53		20
AD 11		86		81		76		33
AD 10		106		103		98		73
AD 9		111		119		117		99
AD 8		75		80		77		134
AD 7		43		44		52		103
AD 6		16		13		20		52
AD 5		-		-		1		22
<i>AD total</i>		<i>566</i>		<i>557</i>		<i>552</i>		<i>551</i>
AST 11								
AST 10								
AST 9		2		1		1		
AST 8		6		4		4		
AST 7		15		13		14		1
AST 6		29		27		25		8
AST 5		31		34		33		22
AST 4		21		23		24		35
AST 3		10		17		16		31
AST 2				4		8		23
AST 1		-		-		1		5
<i>AST total</i>		<i>114</i>		<i>123</i>		<i>126</i>		<i>125</i>
AST/SC 6								
AST/SC 5								
AST/SC 4								
AST/SC 3								
AST/SC 2								
AST/SC 1								
<i>AST/SC total</i>								
Grand total		680		680		678		676
Total staff	680		680		678		680	



IV.15 List of acronyms

Acronym	Explanation
ANC	Air Navigation Conference
ANS	Air Navigation Services
ATCO	Air Traffic Controller
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
BR	Basic Regulation
BPM	Business Process Management
CA	Contract Agents
CAW	Continuing Airworthiness
CTIG	Common Training Initiative Group
DOA	Design Organisation Approval
EASA	European Aviation Safety Agency
EC	European Commission
ECQB	European Central Question Bank
EPAS	European Plan for Aviation Safety
EU	European Union
FAA	Federal Aviation Administration
FCL	Flight Crew Licensing
GA	General Aviation
ICAO	International Civil Aviation Organisation
IMS	Integrated Management System
IORS	Internal Occurrence Reporting System
IR	Implementing Rule
KPI	Key Performance Indicator
MB	Management Board
MS	Member State
NAA	National Aviation Authority
OSD	Operational Suitability Data
QE	Qualified Entities
RAG	Red Amber Green
RMT	Rulemaking Task
RSOO	Regional Safety Oversight Organisation
SACA	Safety Assessment of Community Aircraft
SAFA	Safety Assessment of Foreign Aircraft
SARP	Standards and Recommended Practices
SBAS	Satellite-Based Augmentation Systems
SESAR	Single European Sky ATM Research
SIB	Safety Information Bulletins
SMS	Safety Management System
SNE	Seconded National Experts
SPD	Single Programming Document
TA	Temporary Agents
TCO	Third Country Operators
UA	Unmanned Aircraft
WA	Working Arrangement

