



European Aviation Safety Agency

Draft Work Programme 2013

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1 Executive Summary

Key points:

This Work Programme (WP) represents the EASA plan of activities for 2013 and the basis of its development was the Business Plan (BP) 2012-2016 approved by the Management Board on the 14th of December 2011. The tasks described in the Work Programme 2013 are fully in line with the overall strategy and priorities of the European Union's aviation safety policy as described in the 2011 'White Paper on Transport'¹. In addition to that and following the principles already announced in the Business Plan due to increasing financial constraints, the Agency paid specific attention to resources optimization and to find the right balance between operational and support expenses. The planning for the specific activities is dependent on the development and effective entry in to force of the related implementing rules including possible transition periods. Taking this into consideration, the main expected changes in the Agency's tasks in 2013 versus 2012 can be summarised as follows:

Strategic Safety:

Strategic safety brings together the Agency's safety management activities. This ensures internal collaboration on safety topics and the sharing of lessons learned. Building on the Communication: "Setting up an Aviation Safety Management System for Europe" the Agency works for the management of civil aviation safety risk. A priority is the continuing development of the feedback system that gathers data, extracts intelligence and provides information for action. To ensure goals are met the activity of measurement and monitoring of safety performance will be expanded.

Regulation:

In 2013 the Agency will focus on the implementation of the Regulatory ATM roadmap and on the alignment with ICAO outcome ANC 12 and NEXTGEN. The Regulation work programme will include activities following up on the review of Part M General aviation. The Agency will also implement the changes in the Rulemaking process as outlined in the Review of the Rulemaking process decision which will most probably be formally adopted in March 2012 by the EASA Management Board. The Agency will develop new regulations in all areas based on priorities set by the EASp, feedback from Standardisation, Safety Recommendations, alignment of SES and EASA regulation in the ATM domain, compliance to the BR, technological developments or the need to ensure a level playing field in aviation safety and environmental protection. The Regulation work programme will also involve the implementation of CAEP/9 amendments.

Product Safety Oversight:

2013 will be the first year after the implementation of several new elements in the scope of Product Safety Oversight, namely the coming into force of the new remits, the inclusion of the OSD Approval into the Initial Type-Certification process, the IORS Tool in the field of Continuing Airworthiness and the new activities in the area of ATM/ANS. At the same time, the expiration and renewal of outsourcing contracts (partly with new service providers, i.e. Qualified Entities) will pose additional challenges for the smooth management of Certification projects. The consolidation of all these new elements after their implementation in 2012 will require significant resources and will be handled in parallel to the existing workloads in the field of Product Safety Oversight.

¹ COM(2011) 144 final of 28.3.2011 'White Paper: Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system'



Organisation Approvals:

With the start of certification activities within the scope of Flight Crew Licensing Organisations, i.e. the approval of foreign TRTO, FTO, FSTD and AeMCs, in 2012, the ATM/ANS Section shall be fully operational on investigations and oversight of specific ATM/ANS activities.

Inspection of Member States:

It is expected that by 2013 the concept for a risk based Continuous Monitoring Approach will have matured, that Commission Regulation 736/2006 will have been amended, and further steps to intensify the cooperation with ICAO with regard to the integration of the two inspection/audit programmes will have been taken. EASA will build a competent Aerodrome standardisation section and define a roadmap for the implementation of the standardisation in the field of Aerodromes.

Operators:

2013 will bring about the implementation of the framework of the transition period and ensuring the smooth phase-in of the transition programme and the performance of base inspections of critical third country operator applicants. Transfer of the existing SAFA Guidance Material and complement such with material for SACA (Safety Assessment of Community Aircraft) inspections; establishing the processes for the technical evaluation of SAFA Training Organisations



2 Activities of the Agency

2.1 Strategic Safety

The Agency will work in partnership with the European States, the industry and those charged with aviation safety responsibilities worldwide. Feedback mechanisms are a key part of the process. Data is acquired and analysed in a timely manner to ensure high integrity information is used for the Agency's work and the targeted follow-up of specific events. Such processes are provided to support both strategic and tactical decision-making. Applying rigorous processes, indicators of safety performance will be provided so as to monitor the level of safety experienced by the European aviation system. The main activities in this domain are outlined in Section 2.1.1

Additional transversal activities that will be undertaken are Risk Assessment, Operational Flight Data Monitoring, Performance Review Board (PRB), Crisis Management, Quality Management, Volcanic Ash and international technical activities on the future of air navigation.

2.1.1 Strategic Safety Work Programme 2013

a. Continuing Operational Safety

Safety Information, Reporting and Corrective Action

The safety information publication system will be expanded for the provision of targeted non-mandatory safety information to operations, airworthiness, maintenance, and air traffic communities.

Continued development of the Internal Occurrence Reporting Systems (IORS) will ensure the detection and follow-up of significant occurrences. Expansion will accommodate the extension of legislation. Secure mechanisms for sharing safety information with authorities and international organisations will be planned. Also, new means to provide periodic feedback on the outcomes of this work will be put in place. Service improvements will make mandatory information easier to find and use.

b. Safety Analysis

Safety Performance, Reports and Data

Work on the design and use of safety performance indicators will expand as new data sources mature. Harmonisation efforts will be stepped up at international level through a close working relationship comprehensive support will be provided to the Performance Review Board (PRB).

A New Year statement and a Mid-Year statement will be published in addition to the traditional Annual Safety Review (2011) in order to have a more efficient monitoring. The content of the document will be expanded taking advantage of the work of partner organisations.

The shape of new legislation on Occurrence Reporting in Europe will be known. As ECCAIRS 5 stabilises, the Agency will continue to take a lead in developing tools, methods and techniques to improve data quality. Provisions to protect confidential data will be enhanced. The Agency will assist in the improvement of the European Central Repository (ECR) of Occurrences.



c. Safety Planning, Promotion and Initiatives

European Aviation Safety Programme & Plan (EASp), Publications and Safety Terms

The European Commission's Communication² on a Safety Management System at EU level sets out the framework that will be applied to the EASp. The Annual cycle of activities to review, update and promote the European Aviation Safety Plan (EASp), that provides a description of significant safety issues together with clear actions and deliverables to address the risks will be enhanced.

The schedule for production and mechanisms for distribution of safety publications will be improved. Lessons-learned will be taken into consideration with respect to existing materials. ESSi's objectives continue to enhance safety through discovery, implementation of cost effective action plans and coordination with other major safety initiatives worldwide.

d. Accident Investigation

Response and Follow-Up and Safety Recommendations

The Agency will enhance international cooperation and standardisation in supporting the European Network of Civil Aviation Safety Investigation Authorities (ENCASIA). Provisions will be enhanced to support States of Occurrence where products of European design and manufactures are involved in accidents.

To meet the increasing numbers of Safety Recommendations addressed to the Agency, a new database matching the ECCAIRS 5 format for the exchange of information with the EU Safety Recommendation Information System shall be established, thus standardising the taxonomy in use and the workflow with Member States.

e. Research and Foresight

The Agency's Research Strategy will include revision of the European Aviation Research Partnership Group (EARPG) Thematic Programme which addresses the priority thematic areas for safety and environmental protection research. This will be an input to the development of a Research Plan and the national and EC Framework Programmes.

f. Human Factors

A new structure for European cooperation, policy development and standardisation will be enacted. This mechanism will drive the Human Factors input into the EASp.

2.2 Regulation

The Total System Approach (all safety and technical regulations of the Basic Regulation 'under one roof', including the elimination of the overlap between EASA and SES regulation, and developed in coherence) has become an important and continuous rulemaking policy for EASA. The aim is to develop aviation safety/technical rules through a holistic network approach building on the most efficient method of safety risks mitigation.

The following elements have been taken into account in setting up priorities for the current planning cycle:

- The legislative obligations of the Agency with respect to the 1st and 2nd extension of its remit;
- The priorities set by the European Safety Strategy and the priority actions outlined in the EASp;
- Compliance of rules with ICAO SARPs or identification of differences where these exist;
- The implementation of the adopted Management Board decision on the Review of the Rulemaking process;

² COM(2011) 670 final – Communication from the Commission to the Council and the European Parliament on 'Setting up an Aviation Safety Management System for Europe'



- The experience gained in outsourcing Rulemaking tasks to Industry.
- The implementation of the agreed priorities of the overall “regulatory Roadmap in ATM and related developments”;
- Identified additional regulatory work on Implementing Rules related to new technological developments;
- The increased involvement of Standardisation bodies, such as EUROCAE in Rulemaking activities;
- The final arrangement between EASA and Eurocontrol on support to EASA work;
- The changes in priorities and new developments as they might occur during the year, such as urgent safety issues like the volcano eruptions.

2.2.1 Regulation Work Programme 2013

a. Production of new rules

The Rulemaking Programme 2013–17 containing the tasks to be executed as of 2013 is currently under preparation. The latest adopted Rulemaking Programme 2012–2015 can be found at easa.eu.

The Rulemaking Programme identifies rulemaking tasks for all the four domains - Environment, Flight Standards, Product Safety and ATM/Airports.

b. Support to rules

The main challenges of the activity are:

- To assist the Member States and the Industry at an adequate level during the implementation of the new regulations;
- Increase the production of Technical Publications;
- Consolidate processes for the development of a risk-based rulemaking programme.

The support to rulemaking activities will vary from workshops and training organised by the Agency, participation to workshops/training organised by Member States, support via the web site (frequent asked questions and answers), and organise interactive meetings, for example, via the Internet. The Agency will plan those topics with Member States and Industry and will be conducted on a regional level. In parallel, the Agency will develop a knowledge data bank encompassing regulations/interpretations etc. with a module that is also accessible for the NAAs. This should also facilitate the direct communication between NAAs and Stakeholders on the understanding of the regulations.

c. Coordination with ICAO and rule harmonization with third countries

In 2013 EASA will be fully involved in Rulemaking at the ICAO level in order to assure consistency and support to the European approach. The Agency will participate in panels/working groups such as SMS, PBN, training, UAS. This will facilitate a more effective rulemaking process; position the Agency to better influence the ICAO SARPs development at the earliest possible stage, and to represent a European expert view.

With the BASAs in place with the US and Canada, discussions on extending annexes will require specific effort. The wish of the European Union to establish more BASAs with third countries, the increasing number of Working Arrangements and the implementation by EASA of EU sponsored aviation projects with third countries such as MASC will require more and more resources from the Agency. The first priority is the ICAO and the work for BASA's with the possible harmonisation with the FAA and TCCA, focusing on “CAT aeroplane” and the new annex on Licences.

d. Regulation related tasks

It is foreseen that the TCO activities will generate appeals and complaints, thus necessitating the Agency to have procedures for preparing fines and penalties decisions in place by 2013.



The new Fines Regulation will require additional work for the Agency. The financing of this work still needs to be clarified and will be done so by the end of 2012. At the same time the overall workload needs to be estimated in 2012 following the final approval of the Regulation.

Article 14: With the applicability of the first extension rules, Article 14 exemptions and derogations will increase. This also applies to the assessment of individual FTL schemes. These activities are particularly time critical and require extra resources. These resources, however, cannot be estimated at this point of time as the rulemaking task is still on-going.

Central Question Bank (CQB): In 2013 a final proposal on what should be addressed via the CQB, except for the already agreed FCL questions, will be tabled for discussion on the scope and the financing of the activity.

Ensure consistency: The development of a mechanism to ensure consistent interpretation of the rules within the Agency, where an interpretations FAQ repository has been identified as a means to address this, is now in the planning phase.

2.3 Product Safety Oversight

The activities in the field of Product Safety Oversight and related activities³ can be summarized under two main areas:

- a. Product safety oversight, split into the following areas:
 - Airworthiness and environmental certification of aeronautical products, parts and appliances (IAW);
 - Continuing Airworthiness Oversight (CAW), including mandatory corrective actions;
 - Operations related approvals and recommendations, including the qualification of Flight Simulation Training Devices (FSTD);
 - Product safety related services to external stakeholders;
- b. ATM/ANS-related activities, covering the following systems:
 - The systems operated by pan-European ATM and ANS services providers, e.g. EGNOS today and Galileo and IRIS in the future;
 - The systems used by the European ATM network managers;
 - Future systems as, for example developed under SESAR.

In Europe, the majority of product design activities takes place in an approved and controlled environment (approved Design Organisations) enabling the Agency to rely to a large extent on findings and declarations by applicants. The level of the Agency's technical involvement in compliance verification is based on risks and defined on a case by case basis during the establishment and formal acceptance of the individual certification programmes.

In the absence of approved Design Organisations for products designed outside of the EU, the Agency's policy is to rely to the maximum extent possible on the foreign certification system. Similar to the DOA concept for European products, Bilateral Agreements concluded under the competence of the EU Commission effectively allow limiting the technical involvement of the Agency and may even include provisions for automatic acceptance of certain foreign

³ The Certification Directorate also provides technical expertise for other core activities of the Agency ("Cross Services") and technical expertise provided for management and support services of the Agency ("Technical Support Services").



certificates. In the absence of formal Agreements the necessary level of technical involvement is considerably higher.

2.3.1 Product Safety Oversight Work Programme 2013

a. Product Certification

In the area of Initial Airworthiness, challenging projects will be dealt with in 2013 (such as COMAC 919, Boeing 737 MAX and Bombardier Global 7000) with a constant growth of the technical complexity of new aircraft and ever higher expectations with regards to the environmental impact of the aircraft and engines. Furthermore, the integration of the new OSD Approval concept into the Initial Type-Certification process starting in 2012 needs to be further consolidated (including recent organisational changes and applying new working procedures at EASA).

b. Continuing Airworthiness oversight

The workload for Continuing Airworthiness activities will increase in line with an ever growing number of occurrences reported to EASA (mainly resulting from an upturn in global aviation and the development of EASA to one of the leading aviation safety authorities) and the increased involvement of EASA staff members in accident and incident investigations. The on-going implementation of the Internal Occurrence Reporting System (IORS) will also contribute to an increased workload resulting from the establishment of a closed-loop workflow in the IORS and expected additional training needs for the concerned staff members during the familiarisation phase with the new system.

c. Flight Standards Services

The workload development for approvals and recommendations related to the implementation of the new remits is estimated on the basis of identified industry activity and data received from NAAs. Starting in 2012, these new activities are assumed to be fully operational throughout 2013. The main tasks for which the workload has been estimated are the issuance and renewal of certificates of FSTD (including initial evaluation of FSTD located outside of EASA MS, evaluation of FSTDs used by training organisations certified by the Agency and FSTD located within MS, if requested by the MS concerned) and the Approval of OSD (as a supplementary element of the Initial Type-Certificate). Since the majority of the FSTD and OEB activities are already performed today under the responsibility and charging schemes of NAAs, they have not been fully foreseen in the previous planning cycle and will result in an increase of the future workload and revenue estimations. For 2013, the workload estimation needs to be reviewed in the light of information available, the demands coming from Industry and the evolution of Safety Agreements between the European Union and its bilateral partners (US, Canada, Brazil).

d. ATM/ANS investigations and oversight

The hand-over of the oversight responsibility to EASA for EGNOS will take place in late 2012 and create a high workload as of 2013. Additional workloads are expected for the follow-up of the review of the information packages for Functional Airspace Blocks (FAB) and the oversight of the ATM Network Manager.

2.4 Organisation Approvals

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned.



In addition, with the first extension of the remit, the activities also include the approval and oversight of Flight Crew Licensing organisations located outside the territory of EASA Member States. With the second extension of the remit to ATM/ANS, the activities will also include the approval and oversight of Pan-European Air Navigation Service providers.

2.4.1 Organisation Approvals Work Programme 2013

The organisation approvals activity is fairly mature; applying a solid working approach supported by highly qualified experts and well established working methods.

In addition to the core activities there will be additional activities, including:

- In the DOA domain the consolidation of the OSD related activities is expected to develop in cooperation with the certification directorate.
- In the ATM/ANS domain the EGNOS surveillance process will be further developed.
- Process consolidation in 2013 will be enhanced on the Eurocontrol “network manager function” oversight as requested by the European Commission in 2011.
- The oversight of non-European training organisations will be consolidated.

2.5 Inspection of Member States

In line with its standardisation strategy the Agency is implementing a well-balanced standardisation programme based on three pillars:

- Regulatory compliance verification (Re-active standardisation);
- Pro-active standardisation;
- Regulatory feedback (impact assessment according to art 24.3 BR).

The aim is not only to check whether NAAs are implementing regulations correctly but to contribute to raising safety standards in line with the objectives of the EASA system as a whole.

2.5.1 Standardisation Work Programme 2013

In line with its standardisation strategy, EASA made a proposal for the development of a risk based continuous monitoring approach to standardisation (CMA) to the Commission. The strategy envisages a close cooperation and possible integration of EASA’s standardisation process with the ICAO’s USOAP programme. This approach will increase the effectiveness and efficiency of the standardisation process by allowing an optimal use of available resources and reducing multiple auditing burdens on Member States. By 2013 the CMA concept should be fully established, including an amendment to Regulation 736/2006 in order to provide the required legal basis for implementation. The newly established Coordination section (S.1.7) will coordinate the implementation of the CMA concept across all domains, including the development of yearly inspection programmes and the provision of regular reports and analyses (per Country and per domain).

- In general terms, the growing geographical scope of standardisation inspections, the cooperation/integration with ICAO USOAP activities, and the additional assessment activities required by DG MOVE E.1 in the context of the ECAA agreement will increase the workload in 2013 for all Sections.
- In the Airworthiness domain, no major regulatory changes are foreseen; however, the workload for Accreditation and International Standardisation⁴ activities is

⁴ Assessment of third countries’ safety oversight systems in accordance with existing/pending bilateral agreements or working arrangements



expected to increase with the introduction of new Qualified Entities and bilateral agreements / working arrangements. In the domain of Air Operations, the entry into force of the related Implementing Rules will significantly extend the scope of standardisation inspections beyond the current remit, which is limited to Commercial Air Transport. Depending on the applicability date of new requirements this will result in a significant workload increase. Furthermore, the European Aviation Safety Plan 2012 – 2015 shows that most operational risks lie in this area.

- Similarly, in the domains of Flight Crew Licensing and Flight Simulation Training Devices the main impact of the entry into force of the related Implementing Rules will be the expansion of the scope of standardisation inspections, which will cover activities and licences which were under national regulations in the past and therefore outside of the scope of EASA standardisation. Additionally, the Agency will assess all national conversion reports.
- In the field of ATM/ANS, the related Implementing Rules will enter into force to the end of 2011 and the start of EASA standardisation inspections as of January 2012. The volume of inspections over the next 2 years will gradually increase to (on average) 21 inspections per year and will be complimented by an increase of 5 staff in 2013.
- Finally, preparatory work in the field of Aerodromes will continue in 2013, following the establishment of the relevant Section and the recruitment of its Manager. Activities will primarily focus on proactive measures, such as standardisation meetings and road-shows, in order to help States prepare for the upcoming Implementing Rules.

2.5.2 Accreditation Work Programme 2013

The accreditation activity is one of EASA's support processes and is a prerequisite for the allocation of certification tasks to NAAs and Qualified Entities (QEs). It involves the performance of accreditation audits (initial and surveillance) at NAAs and QEs in order to assess their capabilities, management systems and expertise for executing the allocated certification tasks on behalf of the Agency.

To adequately fulfil the Agency's responsibilities with regard to the execution of allocated certification tasks, the accreditation process should ensure the appropriate qualification and robust oversight of the Agency's service providers (NAAs and QEs) through further streamlining (e.g. implementation of the risk evaluation process for effective and efficient annual planning, the use of 'provisional accreditation' as an interim measure ensuring the continuity of allocation of certification tasks to NAAs in the scope of new remits).

Having regard to the Agency outsourcing strategy (BP 2012-2016) approximately 20% of certification tasks are forecasted for allocation to NAAs and QEs with an assumed decrease of the current scope allocated to NAAs and significant increase of the scope in new remits of first and second extension. This will require an expansion of accreditation activities in 2013, especially when work with the QEs.

2.6 Operators

The Agency, on behalf of the Commission, coordinates the Safety Assessment of Foreign Aircraft (SAFA) Programme. This activity was taken over from the JAA on 1st January 2007. To achieve the pan European objective of SAFA, specific working arrangements have been signed with all ECAC non EASA Member States.

The Third Country Operators activity will be performed by issuing authorisations to Third Country Operators wishing to fly to the EASA states. It is expected that the implementing rule for this activity will be issued in the second quarter of 2012. In preparation for such,



substantial effort has been made to ensure that in preparation of this new activity the necessary processes and procedures are in place.

2.6.1 Ramp inspection programmes (SAFA/SACA) Work Programme 2013

- Implementation of new IRs (ramp inspections):

Rulemaking dimension:

- draft NPA on AMC and GM (transfer of existing SAFA GM and complement with material for SACA inspections)
- draft NPA on Organisational Requirements for SAFA Training Organisations

Standardisation dimension:

- Adapt the standardisation process to the new regulatory framework

Coordination dimension:

- Establish the processes for the technical evaluation of SAFA Training Organisations
- Prepare the Ramp Inspection database to support SACA inspections

International cooperation dimension:

- Amend the WAs to incorporate the new Regulatory Framework

Internationalisation of the SAFA Programme:

- Successful inclusion of the 3 states which have signed or are advanced in the negotiations of a WA with EASA
 - Identify and start negotiations with other strategic partners
 - International promotion of the EU SAFA Programme focused mainly on exporting the European system to other regional organisations.
- Carry out regular and ad-hoc analyses and improvement of the analytical methods, if needed;
 - Carry out the SAFA standardisation audits of the NAA of participating states in accordance with Reg. EC 736/2006;
 - Continue to support the European Commission for Safety List activities

2.6.2 Third Country Operators Work Programme 2013

- Complete the initial recruitment plan for the TCO section;
- Implement the framework of the transition period and ensure a smooth phase-in of the transition programme;
- Implement and adjust as necessary the working methods for the handling of new applications, renewals and changes to operations specifications including a risk-based analysis and transparent surveillance methodology for holders of an authorisation;
 - Implement the web-based IT tool which will allow EASA and each TCO authorisation holder to update and manage relevant information and documentation, including features to trace the history of operations specifications issued by the Agency;
 - Implement and adjust as necessary the working methods for the conduct of inspections at the home base of a third country operator including the implementation of a suitable software application for the administration and follow-up of non-compliances;
 - Carry out a complete range of information activities aimed at communicating to stakeholders involved in the European approach to, and conduct of, third country operator authorisations;
 - Cooperate with rulemaking in the analysis of differences filed against ICAO SARPs;
 - Interact with ICAO in the area of USOAP/CMA activities and the confidence in the oversight capabilities of the State of Operator regarding the AOCs issued;



- Support the European Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005 on the establishment of a Community list of air carriers subject to an operating ban within the Community

2.7 International Cooperation

This activity is focused on two strategic fields: (i) improving cooperation with ICAO (looking for similarities and synergies) and (ii) enhancing external relations (the focus remains on implementing/maintaining existing bilateral agreements/arrangements).

2.7.1 International Cooperation Work Programme 2013

- Support the European Commission in the negotiation of new annexes to the agreements with the US and Canada, namely in the area of the first extension;
- Continue the implementation of the agreements with US and Canada. Start the implementation of the agreement with Brazil. Start the preparation of the agreement with Japan;
- Support the European Commission in its starting negotiations with countries such as China, Australia, New Zealand and India;
- Develop new working arrangements, in particular, with China, Japan, India, the Interstate Aviation Committee, Ukraine, South Africa, Israel to support the certification exercises and the export of European products;
- Technical Assistance missions to CAAs subject to Regulation (EC) No 2111/2005 in order to support them to meet international requirements;
- Take the lead in EC financed projects related to China, India, South Asia, South-East Asia, and Zambia;
- Support to the EU Civil Aviation Cooperation Projects: Emphasis will be given to the Projects directly contracted by the commission to EASA such as the Mediterranean Aviation Safety Coordination (MASC) Programme, the TRACECA (Central Asia) as well as planned projects in Sub-Saharan Africa with DEVCO (e.g. CEMAC sub-region);
- Support to the Regional Organisations such as South Asia Regional Initiatives (SARI) and South-East Asia Regional Initiatives Forum (SEARIF) in order to ensure the sustainability to EU projects; ACSA in Central-America as well as Regional Organisations in Africa such as UEMOA, CEMAC and CASSOA;
- Involvement in ICAO COSCAP Programmes, such as the Gulf States, and several regional projects in sub-Saharan Africa and Asia-Pacific;
- Support to the countries making use of EU regulations through the ICF forum. Coordination of the ICF network of focal points ICF and their activities; (every 18 months) organise the 3rd, 4th and 5th International Cooperation Forum.

2.8 Support activities

The support activities include Application and Procurement Services, Finance, Information Services, Corporate Services (F Directorate), Communication, Human Resources, Internal Audit (E Directorate), Legal (R Directorate) and Technical Training (S Directorate).

The activity over the course of the planning period is consistent with the EASA Strategic Objectives. We see a relative decrease of the support costs versus the total Agency cost evolution over the next five years from 29% in 2010 to 23% in 2016. The strategy of the Agency includes a constant oversight of the processes in order to identify efficiencies and streamline all support activities.



2.8.1 Support activities Work Programme 2013

a. Applications management and Procurement services

- Adopt and implement new tariffs under the Fees & Charges Regulation: improve cost reflectivity for the F&C projects.
- Implement new framework contracts with National Aviation Authorities and Qualified Entities for the provision of services related to the Agency's current remits.

b. Finance Services

- Further development of financial reporting through quarterly closing analysis including year-end forecasts as well as reporting on projects.
- Ensure compliance across the Agency with EASA's Basic Regulations and its Financial Regulations and meet the statutory deadlines for the submission of the different documents.
- Enhance Agency communication on financial rules and best practices and procedures in different internal forums, using a variety of tools and specific contact with peers in other Directorates.

c. Information Technology Services

- Integrate existing applications and further extend where required: ERP (project management, flexible time management, access through web portal), Document Management System, Occurrence databases.

d. Corporate Services

- Pending the planned signature in 2012 of the agreement for a lease on a new headquarters in Cologne, agree on a project plan and establish specifications for the fixtures and fittings.
- Using the results of a pilot project implemented in 2012, proceed with phase 2 of the information management programme.

e. Legal Services

- Support to the development of internal workflows resulting from the extension of scope, in particular for handling TCO (including appeals) and, development of internal procedures for fines and penalties;
- Completion of the work on ICAO Safety Information Protection Task Force
- Organisation of a Conference with legal counterparts of NAAs discussing common legal and institutional issues.

f. Communications

Reporting to the Executive Director, the Communications Department defines and implements the Agency's communications strategy. In line with EASA's strategic objectives and the extension of the Agency's scope of responsibilities, the communication strategy in the coming year will focus on:

- Increased efforts to raise awareness and disseminate to all stakeholders (aviation sector, institutional audiences, and the public) Agency information and its effects, through:
 - a proactive mode of communication with the media whenever necessary;
 - regular interaction with the communications counterparts in the aviation industry, the NAA's, accident investigators and regulators from the major third countries and partner organizations such as IATA, Eurocontrol, SESAR, ASD, ACI, CANSO, AIA, AEA;
 - the delivery of clear, accessible and coherent messages with the improvement of the online communication and the Agency publications (print and online);
 - the organization of events to facilitate the implementation of the Agency's objectives.
- Protect the Agency's reputation and implement the crisis communications plan whenever necessary.
- Develop the internal communication of the Agency.



g. Audit & Quality

In 2013, the Agency will renew its ISO9001:2008 certificate, obtained in 2010. This means to carry on the implementation of recommendations from the surveillance certification audit in 2012 and the continual improvement of its processes. In order to support the continual improvement of the Agency's Integrated Management System, EU Inter-Agency quality Network and NAA quality exchange day (on a voluntary basis from NAA quality representatives) will be conducted to exchange experience and lessons learned.

As with every year, the internal audit section will perform audits in accordance with the annual audit programme which formulated utilising a risk based approach. The section will also coordinate the work of the Internal Audit Service (IAS) and other external audits, such as the European Court of Auditors. In addition, the section will ensure the renewal of the IFACI certificate (IPPF Standards) obtained in June 2010. The IFACI audit is planned to take place in July 2013. Finally, the audit section will coordinate the Agency's annual risk assessment exercise and when appropriate, will update the Agency's risk register.

h. Human Resources

- Completing the recruitment procedures in line with the Establishment Plan
- Further improving recruitment processes and services provided to internal and external stakeholders.
- The previously established HR development processes such as annual individual objectives and annual performance appraisal have been fine-tuned and as of 2012 jobholders of generic posts will share one or two annual objectives to better align tasks and objectives across the Agency. The respective objectives will be published for immediate implementation in February 2012.
- Processes such as the establishment of job descriptions and job evaluation will be linked to the results of the aviation expertise survey; the latter has been initiated in order to identify the aviation expertise currently held by EASA staff and will help to develop competency maps as well as individual training maps. Furthermore, the identification of high potentials should enable the Agency to sustain and enlarge its expertise in accordance with the needs of the fast-moving aviation sector.
- The envisaged training tool has been – in cooperation with the Technical Training Department – implemented and will be further developed in the coming years. In addition, the establishment of assessment centres will not only support the recruitment of highly skilled staff members, but will also enable the organisation to ensure that internally present managerial skills are identified to facilitate vertical career moves.

i. Technical Training

- Enrichment of the on line (ELG) training offered
- Development of new IRs syllabi for the e-examination system
- Increase of training availability for Industry, 3rd countries and academia
- Streamline training activities to account for new customer base needs



3 Objectives and KPIs⁵

3.1 Strategic Safety

Objective	KPI	Results 2010	Results 2011	Target 2012	Target 2013
Improve the timely availability and enhance the content of the Annual Safety Review	Release date is advanced, indicators are enhanced range and detail are improved	Achieved	Achieved, new chapter on ATM added	Content complete and approved by 22 April	Content complete and approved by 22 April
Establish and maintain an Internal Occurrence Reporting System	Effective provision of safety information to interested parties / decision makers through specific reports and bulletins.	n/a	Achieved	IORS functions with 10 top reporting organisations	IORS functions with 20 reporting organisations
Improve Agency's response to formal Safety Recommendations	Percentage of Safety Recommendations answered within 90 days of receipt	88%	91%	97% of formal answers sent	97% of formal answers sent
Coordinated, measured and timely responses to major civil aviation accidents	Detailed follow-up and actively support investigations to determine the best corrective action plan	8	10	Ability to respond to 10 major civil aviation accidents	Follow-up of 10 civil aviation accidents
Improve the planning and implementation rate of planned actions	EASp. Tracking of action plan implementation showing that actions are being addressed in the year they are due	Achieved	46%	2nd EASp enacted. 56% of actions completed by year end	3rd EASp enacted. 76% ⁶ of actions completed by year end

⁵ The KPIs are being actively reviewed and should be modified in subsequent versions.

⁶ Figures for 2012-2013 use 2011 as a base.



3.2 Regulation

Objective	KPIs	Results 2010	Results 2011	Target 2012	Target 2013
Increasing communication and cooperation with the stakeholders.	Number of events organised:	20 events	22 events	25 events	25 events
	Percentage of positive feedback received from stakeholders on the contents and organisation of the events:	97%	n/a	65%	65%
	Full Time Equivalents spent in supporting industry as percentage of planned FTEs:	n/a	3 FTEs	11 FTEs or 9% of total activity	11 FTEs or 9% of total activity
	Percentage of the number of correspondence from Industry, Member States and Commission provided on time	78%	87%	60%	60%
Having a proactive approach towards ICAO, Member States, and EU Institutions in order to take a leading role in preparing rules and setting safety objectives.	Percentage of participation in relevant ICAO safety and environmental panels	100%	100%	90%	90%
	Percentage of the number of Exemptions answered on time	100%	86%	60%	60%
	Full Time Equivalents as percentage of planned FTEs spent in supporting the:	n/a	3.26 FTEs	7.38 FTEs or 6% of total activity	7.38 FTEs or 6% of total activity
	Commission (EC) Member States (MS) Third countries (TC)		1 EC 2 MS 0.26 TC	2.46 EC 2.46 MS 2.46 TC	2.46 EC 2.46 MS 2.46 TC



Objective	KPIs	Results 2010	Results 2011	Target 2012	Target 2013
Implementing the adopted Rulemaking Work programme (Year N – N+3)	Percentage of implementation of the Rulemaking Programme Full Time Equivalents spent on production of rules as percentage of planned FTEs	135% n/a	91% 28.38 FTEs	95% 35.67 FTEs or 29% of total activity	95% 35.67 FTEs or 29% of total activity
Improving/streamlining the rulemaking processes	Full Time Equivalents spent on improving the processes managed by Rulemaking as percentage of planned FTEs	n/a	0.94 FTEs	6.15 FTEs or 5% of total activity	6.15 FTEs or 5% of total activity

3.3 Product Safety Oversight

Objective	KPI	Results 2010	Results 2011	Target 2012	Target 2013
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	88.19%	87,87%	90%	92%
Ensure adequate fulfilment of all Flight Standards certification tasks	Number of technical working hours performed per project as a percentage of planned hours	n/a	114,22%	90%	92%



Objective	KPI	Results 2010	Results 2011	Target 2012	Target 2013
Internalise certification project and CAW tasks in line with internalisation policy (Average)	Internal hours as a percentage of total hours.	73%	75,85%	74%	75%
Internalise Flight Standards certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	n/a	n/a ⁷	20%	26%
Improve efficiency of technical staff	Share of technical hours (project work) as a percentage of total hours.				
	<ul style="list-style-type: none"> Product Certification Flight Standards Services 	78% 74,4%	81,66% ⁸	78%	78%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	74% ⁹	n/a ¹⁰	75%	76%

⁷ Due to the transitional/interim period for some Flight Standards certification tasks (in particular OEB and FSTD), limited data are available from NAAs.

⁸ KPIs merged as of 2011

⁹ Based on 29% participation rate

¹⁰ Result not yet available. Stakeholder feedback questionnaire for 2011 will be launched around March 2012, results expected around December 2012.



3.4 Organisation Approvals

Objective	KPI	Results 2010	Results 2011	Target 2012	Target 2013
Establish means of NAA surveillance performance checks, in order to ensure common application of organisation's surveillance, no matter whether surveillance will be performed by EASA or a NAA on its behalf	Number of NAA visits accompanied by EASA team leaders or EASA management staff	4%	5%	5%	5%
Implement new remits timely, taking into account changes to the implementation dates	Availability of implementation plan	Adjustment to the implementation plan in accordance with the changes of the impl. rules	Imp. has been executed in as much as drafting of procedures and forms has been finalized.	Implement the new remits i.e. the implementation plan	New remits implemented and consolidated
Preparation of adequate procedures for NAA outsourcing with regard to new remits	Advances made in preparation and implementation of outsourcing procedures	Adjustment to outsourcing procedures due to the postponement of the outsourcing policy	Support to tendering process is on-going, support to accreditation had been scheduled (new remits)	Establish draft sourcing procedures	Outsourcing procedures implemented incl. for QEs.
Develop a risk based surveillance system with defined testing and implementation phases	Implementation of the risk based surveillance phases vs. the implementation plan	Concept finalized, further progress subject to availability of tools for testing	Concept had been extended to all Organisations approvals remits, coordination with S.1 and S.4 is on-going.	Finalizing testing phase	Implementation of Risk based oversight.



3.5 Inspection of Member States

Objective	KPI	Results 2010	Results 2011	Target 2012	Target 2012
Complete the agreed number of visits as per the approved Standardisation Inspection Annual Programme	% of planned visits carried out	100% accomplished in all domains, except for FSTD Note: One country stopped FSTD operation	100% accomplished in all domains (plus a significant number of additional ad-hoc and follow-up visits)	100% of planned visits incl. a certain number of ad-hoc and follow up visits	100% of planned visits incl. a certain number of ad-hoc and follow up visits
Improve the proactive standardisation approach	Extend the scope and ensure the conduct of standardisation meetings	Target achieved (std. meetings were conducted in all domains)	Target achieved (std. meetings were conducted in all existing domains)	Maintain same number as in 2011 plus one for ATM	Maintain the conduct of standardisation meetings in all domains (ensuring that the most relevant scope for NAAs is addressed)
Assess the impact of the implementation of the Basic Regulation and its implementing rules (Art 24.3) (3rd strategic pillar)	Annual analysis per scope performed (in the context of the Annual Standardisation Report)	Target achieved (ref.: Standardisation Annual Report 2010)	Note: will be published by 30th March 2012 in scope of the Annual Report 2011	Ensure that each section has performed an annual analysis in the context of the Annual Standardisation Report	Ensure that each section has performed an annual analysis in the context of the Annual Std. Report covering all applicable domains (ref. BR and its IRs)



3.6 Operators

Objective	KPI	Results 2010	Results 2011	Target 2012	Target 2013
Participate to seminars, conferences, road shows	Number of initiatives attended outside the routine events	6	7	At least 3	At least 3
Present the EC-SAFA system during relevant international conferences and on request of individual States in order to align ramp-inspections methods with other major aviation authorities	Number of external presentations and exchanges with third country authorities	6	5	5	5
Complete the agreed number of standardisation inspections	% of planned inspections carried out	Achieved	100%	100% of planned visits	100% of planned visits
Qualification of SAFA inspectors	Completion of training with an EASA approved training organisation	Achieved	Achieved	All STL & STM in 2012	N/A
Develop process for the evaluation of SAFA training organisations	Process established in the Agency's BPM tool	n/a	n/a	Process approved	Process applied
Development and update of the SAFA database	Ease of use and quality of output	Definition of high level business requirements and initiation of development of new version	New Database deployed	Initiate and implement change requests based and user feedback	Initiate and implement change requests based and user feedback



Objective	KPI	Results 2010	Results 2011	Target 2012	Target 2013
Establish the necessary processes and procedures, including a full database for the collection, analysis and management of the authorisations, together with the necessary modifications implemented in the Agency's ERP tool	Procedures and processes, database business requirements, application forms and funding scheme	n/a (delay in Rulemaking Programme)	Draft procedure developed in BPM tool; Business Analysis Document has been established for the TCO software application; regular meetings took place with the F directorate for the integration of TCO admin procedure in SAP	Procedures and processes approved; TCO database in use	Initial procedures applied and reviewed and adjusted as necessary
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule	n/a (delay in Rulemaking Programme)	Communication activities performed; confidence model developed and tested	Implement Transition Period; Process new applicants	Completed assessment of 50% of the transition cases
Support the Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005	Support the Commission as requested	3 (as requested by the Commission)	13 (ASC meetings; pre-hearings)	8 missions; plus ASC meetings as planned	ASC meetings as planned



3.7 International Cooperation

Objective	KPIs	Results 2010	Results 2011	Target 2012	Target 2013
Promote EASA system via bilateral agreements (BASA), working arrangements (WA), and local representatives	Percentage of the number of initiatives actively undertaken from the total requests received: Percentage of the number of coordination meetings, as follow-up of the arrangements:	100% of requests have been handled n/a	100% 100%	90% of requests answered positively within reasonable timelines based on agreed priority 90% of coordination meetings organised	90% of requests answered positively within reasonable timelines based on agreed priority 90% of coordination meetings organised
Support Commission coordination of ICAO State Letters (SL) in accordance with Commission procedure.	Percentage of Sate Letters (SL) recommendations provided on time:	84%	100%	90%	90%
Develop and implement Technical Cooperation Activities such as training and technical workshops for the benefit of the international partners' authorities.	Number of technical activities organised for disseminating and explaining EU regulations.	16 events	20 events	15 events	15 events
Support the EC in the definition, implementation and evaluation of EU Civil Aviation Cooperation Programmes.	Number of projects with direct EASA involvement (participation in Projects' Steering Committee meetings, contribution to Technical activities, etc.)	10 projects	19 projects	8 projects	8 projects



3.8 Support activities

Objective	KPIs	Results 2010	Results 2011	Target 2012	Target 2013
Process applications in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of applications allocated within 5 working days from receipt	73%	73%	75%	80%
Process closure documents in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of certificates issued within 2 working days from technical visa receipt	88%	90%	90% ¹¹	90%
Meet the terms of the framework contracts with the NAAs	Percentage of invoices processed (payment initiated) within 45 calendar days from invoice registration	99%	99%	98%	98%
Offer adequate procurement service to the business	Percentage of high-value (>60k) annual procurement planning (reviewed in September) achieved at the end of the year (number of procedures, number of signed contracts, budget volume)	95%	96%	95%	95%
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget	98%	98%	98%	98%

¹¹ The 2012 target for this KPI has been reviewed as the 2012 Work Programme target (80%) was already met in 2011.



Objective	KPIs	Results 2010	Results 2011	Target 2012	Target 2013
Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders	108	98	95 ¹²	95
Provide adequate management reporting to the MB	Scoreboard provided for each MB meeting	3	4	4	4
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements.	Successful roll out of records management software across all departments	Project was put on hold due to reprioritisation of the IS project portfolio	Business assessment completed	Est. requirements, procurement procedure in place and compl. of pilot project	Evaluation of pilot project and roll out of phase 2
ISO 9001 Certification	Assessment by an external body	Certificate obtained	Certificate maintained	Certificate maintained	Certificate renewed
Perform an annual risks analysis exercise.	Up to date risk register	100% up to date	100% up to date	100% up to date	100% up to date
Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2010	95%	99,8 %	98 %	98 %
Ensure the development, implementation and delivery of technical training related activities to the stakeholders identified by the Agency's strategy	Developed courses versus planned	N/A	122%	75%	75%
	Delivered courses versus planned	N/A	72,2%	75%	75%

¹² The 2012 target for this KPI has been reviewed as the 2012 Work Programme target (100 days) was already met in 2011.



4 Actions addressing the Risk Register linked to 2013

Each year, the Agency performs a risk assessment exercise in line with the methodology developed for EU organisations. During this assessment, the criticality of the risks, based on their likelihood of occurrence and potential impact are established.

The following critical risks have been identified as specifically linked to 2013:

Management process:

Risk: Inadequate provision of resources in relation to new tasks (extension of the remit) of the Agency.

Action to be taken: (TCO) Development and implementation of the funding plan for this new task and the subsequent execution of the recruitment plan. Perform appropriate planning in accordance with the corresponding planning and budget cycle.

Risk: Disclosure, leakage, damage or loss of confidential, sensitive information due to an inappropriate culture, policies or tools.

Actions to be taken: An information management programme will be established to address any deficiencies in the culture, tools or policies. A programme proposal is expected in March 2012.

Risk: Inefficient allocation and utilisation of resources due to erroneous prioritization, improper planning, coordination, communication and implementation of Agency activities, projects (incl. organisational changes and growth of the organisation).

Actions to be taken: enhance and maintain appropriate reporting and project management

Product and organisation safety oversight:

Risk: Unaddressed safety issues at the time of certification, validation, approval of flight conditions resulting in a crash of an aircraft.

Action to be taken: Provide sufficient resources (number of staff, qualification of staff, budget for outsourcing, travel and other means) allowing certification teams to perform their certification oversight work to the level as described in the Certification Resource Planning Document.

Risk: Unaddressed safety issue resulting in catastrophic consequences due to non-issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by Airworthiness.

Action to be taken: Review regularly outstanding answers to safety issues. Provide sufficient resources (number of staff, qualification of staff, budget for outsourcing, travel and other means) allowing certification teams to perform their continuing airworthiness oversight work to the level as described in the Certification Resource Planning Document.

Risk: Inadequate occurrence reporting system and ineffective processing of occurrence reports discrediting continuing airworthiness of products and leading to preventable accidents or serious occurrences.

Action to be taken: Improve the existing occurrence reporting system in Europe. Continue to implement the internal system for processing of occurrence reports (IORS).



Support process:

Risk: Event that can negatively affect the security of the facilities, ability of people to work, availability of data/documentation. (e.g. fire, terrorist attract, serious epidemic, theft).

Actions to be taken: Business Continuity plan

Back-up for IT services will be rolled out in Q2 2012 (External data centre as disaster recovery failover). In 2013 we will review whether the backup plan should be extended to additional data categories.

By embedding the Business Continuity Plan in the agency the risk of disruption from such an event is further mitigated. A training programme will be created and delivered for key personnel, and plans will be tested by walk through exercises.

Analysis of EASA security framework (in progress):

The Information Security Committee will continue to implement the Information Classification Policy and action plan with adjustments made to address issues that arise during implementation.

The physical security of the building is reviewed annually by the Security, Health & Safety Officer and the security contractor. Recommendations are included as actions in the Corporate Services improvement plan.



5 Staff and budget

5.1 Establishment Plan: Planned Temporary Agents per grade

	2010	2011	2012 ¹³	2013 ¹⁴
Category	Posts filled on 31.12.10	Posts filled ¹⁵ on 31.12.11	Establishment Plan (Authorised)	Draft Budget
AD16	0	0	1	1
AD15	2	2	1	1
AD14	3	5	11	14
AD13	3	7	19	24
AD12	27	22	35	38
AD11	15	14	53	58
AD10	28	49	72	80
AD9	93	80	102	107
AD8	71	77	91	104
AD7	75	95	65	79
AD6	68	76	45	55
AD5	19	16	4	4
Total AD	404	443	499	565
AST11	0	0	0	0
AST10	0	0	0	0
AST9	0	0	0	0
AST8	0	0	1	2
AST7	0	0	6	8
AST6	0	1	15	19
AST5	8	8	31	34
AST4	16	23	32	31
AST3	45	53	27	23
AST2	33	29	18	20
AST1	17	16	5	4
Total AST	119	130	135	141
Total EASA	523	573	634	706

¹³ Out of 634 posts, the number of posts financed by the EU is 229, i.e. an increase of 2 posts when compared to 2011

¹⁴ Out of 706 posts, the number of posts financed by the EU is 241, i.e. an increase of 12 posts when compared to 2011

¹⁵ It has to be noted that 2 structural part-time pilots occupy only 1 post



5.2 Planned Temporary Agents per activity¹⁶

Temporary Agents	Actual 2011	BP 2012	BP 2013
		Total	Total
Strategic safety	27	29	31
Regulation	76	82	82
Product Safety Oversight	189	202	236
Organisation Approvals	56	67	72
Inspections of Member States	43	47	56
Operators	15	17	29
International Cooperation	15	15	15
Support Activities	152	175	185
Total Agency	573	634	706
<i>Delta year on year</i>	<i>49</i>	<i>61</i>	<i>72</i>
F&C financed	352	405	465
<i>Delta year on year</i>	<i>34</i>	<i>53</i>	<i>60</i>
Subsidy financed	221	229	241
<i>Delta year on year</i>	<i>14</i>	<i>8</i>	<i>12</i>

¹⁶ Before Cross services hours reallocation



5.3 Planned Temporary Agents per organisational unit

Temporary Agents	Actual 2010	Actual EOY 2011	BP 2012	BP 2013
			Total	Total
C0 - Director's Office	4	3	3	3
C1 - Products	68	85	85	94
C2 - Experts	63	64	77	84
C3 - Flight Standards	23	28	29	45
C4 - Certification Policy & Planning	4	6	6	7
C5 - ATM/ANS	1	2	2	3
Total C	163	187	202	236
<i>Delta year on year</i>		25	15	34
S0 - Director's Office	4	4	4	5
S1 - Standardisation	41	46	49	58
S2 - Organisations	53	54	65	69
S3 - Technical Training	8	7	10	12
S4 - Operators	14	15	17	29
Total S	120	126	145	173
<i>Delta year on year</i>		6	19	28
R0 - Director's Office	3	4	4	4
R1 - International Cooperation	14	15	15	15
R2 - Environmental Protection	5	4	5	5
R3 - Flight Standards	20	21	23	23
R4 - Product Safety	15	17	18	18
R5 - ATM/Airport	16	17	18	18
R6 - Process Support	13	13	14	14
R7 - Legal	13	13	14	15
Total R	99	104	111	112
<i>Delta year on year</i>		5	7	1
E0 - Director's Office	4	5	7	7
E1 - Communication	7	8	8	8
E2 - Safety Analysis & Research	15	17	18	18
E3 - Internal Audit & Quality	7	8	8	8
E4 - Policy Officers and Mail	6	3	3	3
E5 - Human Resources	14	16	19	21
E6 - Internal Occurrence Reporting System	7	10	11	13
Total E	60	67	74	78
<i>Delta year on year</i>		7	7	4
F0 - Director's Office	4	4	4	4
F1 - Applications & Procurement Services	35	34	41	44
F2 - Finance Services	23	27	28	29
F3 - Information Services	14	14	19	19
F4 - Corporate Services	7	10	10	11
Total F	83	89	102	107
<i>Delta year on year</i>		6	13	5
Total Agency	525	573	634	706
<i>Delta year on year</i>		49	61	72
F&C financed	318	352	405	465
<i>Delta year on year</i>		34	53	60
Subsidy financed	207	221	229	241
<i>Delta year on year</i>		14	8	12



5.4 Draft Budget 2013

(all figures are in € '000s)

REVENUES	Executed Budget 2010	Executed Budget 2011 ¹⁷	Budget 2012	Draft Budget 2013
1 REVENUE FROM FEES AND CHARGES	68.260	71.978	93.927	104.553
2 EUROPEAN COMMUNITY SUBSIDY	34.197	34.399	34.862	36.524
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	1.791	1.773	1.718	1.799
4 OTHER CONTRIBUTIONS	515	946	2.089	2.089
5 ADMINISTRATIVE OPERATIONS	740	1.531	930	940
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	15	83		
7 CORRECTION OF BUDGETARY IMBALANCES	27.135	24.742	18.975	18.975
TOTAL REVENUES	132.654	135.452	152.501	164.880
Fees and Charges total revenues ¹⁸	96.537	98.463	113.403	124.038
Regulatory activities total revenues ¹⁹	36.116	36.989	39.099	40.843

Expenditures	Executed Budget 2010	Executed Budget 2011 ²⁰	Budget 2012	Draft Budget 2013
T1 Staff	56.131	57.895	69.425	77.057
T2 Buildings equipment	13.696	13.774	13.949	13.806
T3 Operational	39.413	42.960	56.088	61.749
T4 Special programmes	515	419	2.089	2.089
T5 Provisions ²¹	21.567	18.974	10.950	10.179
Total Expenditures	131.322	134.022	152.501	164.880

¹⁷ The final amount for the correction of budgetary imbalances will be inscribed with the 1st amending budget

¹⁸ Revenues do not include the carried forward assigned revenues

¹⁹ Regulatory activities total revenues include assigned revenues for international cooperation projects

²⁰ The final amount for the correction of budgetary imbalances will be inscribed with the 1st amending budget.

²¹ This appropriation is intended to cover expenditures funded by assigned revenue from F&C.



5.5 Expenditure breakdown per activity

(all figures are in € '000s)

	ACTIVITY	TITLE	2010 (accrual accounting) ²²	2011 (accrual accounting)	Budget 2012	Draft Budget 2013
FEES AND CHARGES	Product certification	T1 Staff expenditure	22.584	21.870	26.709	30.077
		T2 Administrative expenditure	5.375	4.324	6.058	5.943
		T3 Operational expenditure	16.856	11.828	16.452	15.441
		TOTAL	44.814	38.022	49.219	51.461
	Flight Standards	T1 Staff expenditure	3.307	3.854	6.255	7.562
		T2 Administrative expenditure	848	794	1.148	1.271
		T3 Operational expenditure	3.177	2.849	15.118	19.123
		TOTAL	7.332	7.497	22.521	27.956
	Organisation approval	T1 Staff expenditure	7.643	8.641	9.991	10.631
		T2 Administrative expenditure	2.000	1.793	2.472	2.393
		T3 Operational expenditure	10.070	10.151	15.784	16.473
		TOTAL	19.714	20.585	28.247	29.497
	Third Country Operators	T1 Staff expenditure	693	692	1.651	2.787
		T2 Administrative expenditure	163	151	490	609
		T3 Operational expenditure	175	88	327	1.548
		TOTAL	1.031	932	2.468	4.944
	Total Fees and Charges ²³	T1 Staff expenditure	34.227	35.057	44.605	51.058
		T2 Administrative expenditure	8.386	7.062	10.167	10.216
		T3 Operational expenditure	30.279	24.917	47.681	52.585
		T5 Provisions			10.950	10.179
		TOTAL	72.891	67.035	113.403	124.038

²² All figures in accrual accounting

²³ Third Country operators is part of F&C as from 2012



EC-CONTRIBUTION	Standardisation	T1 Staff expenditure	5.686	5.936	6.740	7.127
		T2 Administrative expenditure	1.204	1.066	949	978
		T3 Operational expenditure	1.188	1.074	1.515	1.915
		TOTAL	8.077	8.076	9.204	10.020
	SAFA	T1 Staff expenditure	1.643	951	1.069	1.114
		T2 Administrative expenditure	267	187	174	157
		T3 Operational expenditure	289	170	267	281
		TOTAL	1.643	1.307	1.510	1.552
	Rulemaking	T1 Staff expenditure	9.365	10.019	11.836	12.379
		T2 Administrative expenditure	2.309	2.069	1.772	1.637
		T3 Operational expenditure	5.402	4.048	4.199	4.480
		TOTAL	17.076	16.136	17.807	18.495
	International cooperation	T1 Staff expenditure	2.592	3.025	2.788	2.864
		T2 Administrative expenditure	600	594	511	475
		T3 Operational expenditure + T4 Special Programmes	1.772	2.005	2.891	2.934
		TOTAL	4.964	5.624	6.191	6.274
	Strategic safety	T1 Staff expenditure	2.183	2.782	2.388	2.514
		T2 Administrative expenditure	481	624	374	344
		T3 Operational expenditure	765	1.287	1.626	1.645
		TOTAL	3.429	4.693	4.387	4.502
	Total EC ²⁴ Contribution	T1 Staff expenditure	20.912	22.713	24.820	25.998
		T2 Administrative expenditure	4.860	4.540	3.782	3.591
		T3 Operational expenditure + T4 Special Programmes	9.417	8.583	10.497	11.254
		TOTAL	35.189	35.836	39.099	40.843
TOTAL EASA		T1 Staff expenditure	55.139	57.770	69.425	77.056
		T2 Administrative expenditure	13.246	11.602	13.949	13.806
		T3 Operational expenditure + T4 Special Programmes	39.695	33.500	58.177	63.839
		TOTAL T1-T4			141.551	154.701
		T5 Provisions			10.950	10.179
		TOTAL	108.080	102.872	152.501	164.880

²⁴ Third Country operators is part of F&C as from 2012



6 Attachment A: Fees & Charges-financed activities workload estimates

<i>incl EASA travel</i>				
<i>Hours</i>	2010	2011	2012	2013
Product Safety Oversight	201.972	245.087	293.485	317.510
Organisations Approval	88.733	93.242	103.748	108.081
TCO		205	7.012	21.815
Total	290.705	338.534	404.245	447.406
Internal workload	204.353	249.349	274.736	308.477
External workload	86.352	89.185	129.510	138.929



7 Attachment B: List of Acronyms

ACI	Airports Council International
ACSA	Agencia Centroamericana para la Seguridad Aeronautica
AD	Airworthiness Directives
AEA	Association of European Airlines
AeMCs	Aero Medical Centres
AIA	Aerospace Industries Association
AIB	Accident Investigation Board
AMC	Acceptable Means of Compliance
ANC 12	ICAO's 12th Air Navigation Conference
ANS	Air Navigation Services
AOCs	Air Operator Certificate
ASD	AeroSpace and Defense Industries Association of Europe
ATCO	Air Traffic Control Officer
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
BP	Business Plan
BPM	The Agency's Business Process Management tool
BR	Basic Regulation
C	Certification Directorate
CAA	Civil Aviation Authority
CAN	Canada
CANSO	Civil Air Navigation Services Organisation
CAO	Continued Airworthiness Organisations
CASSOA	Civil Aviation Safety and Security Oversight Agency - East African Community
CAT	Commercial Air Transport
CAW	Continuing Airworthiness Activities
CEMAC	Communauté Economique et Monétaire d'Afrique Centrale
CMA	Continuous Monitoring Approach
COSCAP	Cooperative Development of Operational Safety & Continued Airworthiness Programme (ICAO)
CQB	Central Question Bank
CS	Certification Specification
DEVCO	Directorate General of Development and Cooperation
DOA	Design Organisation Approval
DWP	Draft Work Programme
EAB	EASA Advisory Board
EARPG	European Aviation Research Partnership Group
EASA	European Aviation Safety Agency
EASp	European Aviation Safety Programme
EC	European Commission
ECAA	European Common Aviation Area
ECAC	European Civil Aviation Conference
ECAC ACC	ECAC Accident Investigation Expert Group
ECAC ANCAT	Group of Experts on the Abatement of Nuisances caused by Air Transport
ECAST	European Commercial Aviation Safety Team
ECCAIRS	European Coordination Centre for Accident and Incident Reporting Systems
ECR	European Central Repository



EGAST	European General Aviation Safety Team
EGNOS	European Geostationary Navigation Overlay Service
EHEST	European Helicopter Safety Team
ENACT	EASA/NAA Certification Transition Group
ENCASIA	European Network of Safety Investigation Authorities
EPA	European Part Approval
ER	Existing Remit
ERP	Enterprise Resource Planning
ESSI	European Strategic Safety Initiatives
ETSO	European Technical Standard Order
EU	European Union
EUROCAE	European Organisation for Civil Aviation Equipment
F&C	Fees and Charges
FAA	Federal Aviation Administration
FAB	Functional Airspace Block
FAQ	Frequently Asked Questions
FAR	Federal Aviation Requirement
FCL	Flight Crew Licensing
FCLOA	Flight Crew Licensing Organisation Approval
FSTD	Flight Simulation Training Devices
FTE	Flight Test Engineer
FTL	Flight Time Limitations
FTO	Flight Training Organisation
FTTO	Flight Training and Testing Office
HR	Human Resources
IATA	International Air Transport Association
IAW	Initial Airworthiness
ICAO	International Civil Aviation Organisation
ICAO CAEP	ICAO Committee on Aviation Environmental Protection
ICAO COSCAP	ICAO Cooperative development of Operational Safety and Continuing Airworthiness Program
ICAO SARPS	ICAO Standards and Recommended Practices
ICAO USOAP	ICAO Universal Safety Oversight Audit Program
ICF	International Co-operation Forum
IORS	Internal Occurrence Reporting System
IR	Implementing Rules
IRIS	ESA programme to support SESAR under the umbrella of ESA's ARTES (ARTES 10) programme
ISO	International Standards Organisation
IS	Information Services
JAA	Joint Aviation Authority
JAR	Joint Aviation Requirement
JOEB	Joint Operational Evaluation Board
KPI	Key Performance Indicator
LPL	Leisure Pilot Licence
MASC	Mediterranean Aviation Safety Coordination
MB	Management Board (EASA)
MIST	Maintenance International Standards Team
MMEL	Master Minimum Equipment List
MOA	Maintenance Organisation Approval
MoU	Memorandum of Understanding
MRB	Maintenance Review Board



MS	Member State
MTOA	Maintenance Training Organisation Approval
NAA	National Aviation Authority
NPA	Notice for Proposed Amendment
NETS	Navigation towards Enhanced Transparency System
NEXTGEN	US' SESAR program – Next Generation
OEB	Operational Evaluation Board
OPS	Operations
OSC	Operational Suitability Certificate
OSD	Operational Suitability Data
POA	Production Organisation Approval
PBN	Performance Based Navigation
PRB	Performance Review Board
QE	Qualified Entities
R&D	Research and Development
RF	Registered Facility
RIA	Regulatory Impact Assessment
SACA	Safety Assessment of Community Aircraft
SAFA	Safety Assessment of Foreign Aircraft
SARI	South Asia Regional Initiatives
SEARIF	South-East Asia Regional Initiatives Forum
SES	Single European Sky
SESAR	Single European Sky ATM Research
SIB	Safety Information Bulletins
SL	State Letters
SMS	Safety Management System (ICAO)
SNE	Seconded National Expert
SPOA	Single Production Organisation Approval
SPP	Staff Policy Plan
SSCC	Safety Standards Consultation Committee (EASA)
TCCA	Transport Canada Civil Aviation
TCO	Third Country Operator
TRACECA	Transport Corridor Europe-Caucasus-Asia
TRTOs	Type Rating Training Organisations
UAS	Unmanned Air Ship
UEMOA	Union Economique et Monétaire Ouest Africaine
US	United States
USOAP	Universal Safety Oversight Audit Programme
WA	Working Arrangement
WP	Work programme