European Aviation Safety Agency

ANNEX 1: WORK PROGRAMME 2011

European Aviation Safety Agency

Work Programme 2011

Table of Contents

1 Executive Summary

The 2011 Work Programme (WP) represents EASA plan of activities for 2011. The WP was developed based on the 2011 Draft Work Programme (DWP) and the 2011 Preliminary Draft Budget (PDB), both adopted by the EASA Management Board in March 2010. After the adoption of these documents, and due to the existing budgetary constraints, the Commission requested the Agency to reduce the 2011 PDB by 2.8 MEUR. The Statement of Estimates of the Commission for 2011[1] foresees a total EU contribution for EASA of 34.4 MEUR. The Agency proposed to the Management Board several options to adapt the PDB 2011 to the budget foreseen by the Commission. Some of the reductions have been decided upon. Further savings are being looked for during the Business Plan exercise, focusing on activities with no specific impact on the operational outcome of the Agency's work. The savings will be formalised in the budget for 2011 to be presented for adoption to the Management Board in December 2010.

Concerning the entry into force of the 1st and 2nd extension, the DWP and the PDB issued at that time were based on the 2010-2014 Business Plan assumptions, namely:

- 1st extension: the Implementing Rules related to Air Operations, Pilot Licensing and Third Country Operators will be adopted in April 2012 at the latest, considering two years transition period[2] beyond that date.
- 2nd extension: the Implementing Rules related to Air Traffic Management and Air Navigation Services will be adopted in December 2012 at the latest, and the Implementing Rules for Aerodromes will be adopted in December 2013 at the latest. Two years transition periods[3] were considered beyond those dates.

The Commission stated during the discussions about the assumptions for the Business Plan 2011-2015 and in its opinion of 1 October to the Work Programme 2011 that "considering two years transition periods for first and second extension as a general assumption is not feasible. However the various implementing rules could foresee opt-outs for some activities and transitional arrangements for a number of elements." Therefore, the Business Plan 2011-2015 is being elaborated according to this new assumption.

While developing the 2011 Draft Work Programme and the PDB, and more concretely in December 2009, the Commission requested EASA to organise the so-called "fast track" procedure to develop ATM Implementing Rules, part of the second extension of the remit. The main impact of this request was the need to change the Rulemaking programme for the second extension, since EASA had to transpose the existing regulations into EASA's regulation with minimum changes. The plan was to have the three EASA ATM related rules included in this fast track adopted by the end of 2010. The entry into force of the implementing rules and possible transition periods will be decided during the comitology process. However, in order to keep the objective of the fast track, only minimum transition periods are foreseen. The implications of this procedure in terms of concrete activities for the Agency have not been taken into account neither in the Preliminary Draft Budget 2011 nor in the Work Programme 2011 that was presented to the MB for discussion in June 2010 and sent to the Commission for its opinion. The impact of the fast track is reflected in the present executive summary to the extent of our current knowledge. However, the text for the different core activities has not

---

[1] SEC(2010)473

[2] Specific transition measures will be proposed in the EASA's opinion for all Implementing Rules.

[3] Specific transition measures will be proposed in the EASA's opinion for all Implementing Rules.

been completely reviewed in order to avoid major modifications throughout the document on which the MB has already discussed and the European Commission has produced its opinion.

The current analysis on the impact of the "fast track" procedure on workload indicates the following main items for 2011, including implications on the resource requirements:

- Modification of the Rulemaking Work Programme
- Start of the standardisation visits on ATM (which were not foreseen before 2013)
- Start of the surveillance of EGNOS and Network Management Function
- Additional activities in the domain of Safety Analysis
- Activities linked to SESAR, still to be clarified

In case no transition periods are foreseen, EASA will take over the activities related to the fast track procedure as far as possible depending on the available resources taking into account the SES pillar resources as much as available.

The Business Plan 2011-2015 will further elaborate on the impact of the fast-track procedure.

Taking all of the above into consideration, the main expected changes in the Agency's tasks in 2011 versus 2010 can be summarised as follows:

Horizontal activities:
- The Agency is committed to obtain the ISO 9001:2008 Certificate in 2010, however, in 2011 the main objective will be to maintain and improve the EASA Integrated Quality Management System.
- The Agency has implemented SAP in 2009. The focus in 2010 will be stabilisation of the system and in 2011 – consolidation and enhancements.
- In accordance with Article 62 of the Basic Regulation the Management Board will launch the 2nd evaluation of the Agency's activities.
- A major event in 2011 will be the organisation of the 2011 Annual Europe/US International aviation safety conference. The event will take place in Europe during the 1st week of June.
- EASA will establish an Internal Occurrence Reporting System (IORS)

Product Certification:
- The new EU Accident Investigation Regulation will enable EASA to have full access to all occurrence reports stored in the European Central Repository (ECR)
- Preparation of implementation of new remit (development of internal procedures and databases, development of adequate funding mechanism, recruitment, training etc.).
- New Accreditations of "Qualified Entities".
- Implementation of a "Trainee Programme" for young engineers.
- New projects are expected from "emerging countries" (China, India).
- Some uncommon new certification projects are expected (e.g.: sub-orbital aeroplanes).
- Internalisation of certification projects will continue in line with outsourcing policy.
- New activities on the area of Pan European ANSPs due to the fast-track procedure (see details below under "Organisations Approvals"

Flight Standards Certification:
- Fulfilment of new MRB programmes.
- New operational evaluations conducted under the OEB, as a service to the applicants.

- Increased contribution to EASA Rulemaking activities, in developing the NPAs and CRDs to support the 1st extension of the EASA remits.
- Preparation for the implementation of the Operational Suitability concept.
- Support to the NAAs in Operational Suitability domain when requested.
- Increased activity expected in operational evaluations in area of EFB, EVS and SEVS.
- Evaluation of Operational Suitability with respect to new Navigation technologies and procedures.
- European Occurrence Reporting system will be enhanced (more access to operational safety related reports for the Agency).

Organisations Approvals:

New DOA assessments will have to be organised to take into account the various NPAs that should be in place in 2011. The number of new POA applications might significantly increase due to the fact that foreign production approvals are accepted only in cases where a full bilateral agreement exists.

Depending on the status of the implementing rules regarding the approval of TRTOs/FTOs and Aero medical Centres (AeMC) located outside the territory of the Member States it is expected that initial preparatory activity (scope definition, workload and procedures) may commence in 2011.

According to the current time schedule ATM/ANS IRs related to ANSPs should enter into force during 2011. EASA will then become responsible for the certification and oversight of pan European services providers, as well as for third country service providers operating inside the EU territory. If this proposal for transition period included in the related EASA Opinion goes through the comitology process without any change, the Agency might have to face three different situations:

- New applications of an ANSP for an EASA certificate: the Agency must be ready to handle such applications (if any) as soon as the IR enters into force.

- Existing certificate delivered by an EU Member State: The certificate will be grandfathered and EASA must be ready to take over the oversight of the organisation 6 months after the entry into force of the IR.

- Ongoing certification process by an EU Member State: The Member State shall complete the certification process and issue the certificate which will then be grandfathered.

As from 2011, the following projects and activities are foreseen under the responsibility of the Agency. In all cases, EASA plans to keep the project management in-house:

- the oversight of EGNOS six months after the adoption of the related EASA Implementing Rule
- To the knowledge of EASA today, no new application of pan European or third country ANSP is foreseen in 2011
- The oversight of the Network Management Function as soon as the dedicated IR is adopted

 EASA plans to keep at least the project management in house.

Third Country Operators:

Depending on the status of the implementing rules regarding the authorisations to Third Country Aircraft wishing to operate to an EASA Member State it is expected that initial preparatory activity (scope definition, workload and procedures) may commence in 2011.

Standardisation:

A full cycle of combined visits, i.e. to all EASA countries, will be completed in the course of 2011. Based on the comprehensive information retrieved through this exercise and in conjunction with safety related information from other sources, the Agency will be in a position to implement a risk-based continuous monitoring approach.

In anticipation of the significant extension of scope in the domain of operations and flight crew licensing the standardisation department will carry out all the necessary preparatory work in order to ensure seamless transition to the IRs.

Depending on the timelines of the extension of the Agency's remit to cover the fields of Aerodromes and ATM/ANS the Standardisation Department will necessitate the gradual build up of two new sections. Correspondingly, the necessary procedures, provisions and organisational prerequisites will need to be in place.

As soon as the ATM/ANS-Implementing Rules become applicable EASA will have formally the responsibility to carry out standardisation inspections, and has already been requested by the Commission to do so before the end of the first semester of 2011. In order to be able to successfully manage the programme the Agency is in the process of finalizing the recruitment of a minimum number of core staff (Standardisation Team Leaders). The Agency will also be using as much as possible Eurocontrol/SES pillar staff resources as Team Members, together with staff from the NAAs/NSAs.

The new web-based tool (AudiMa) will replace the current NCF database and will run in all fields, i.e. IAW, CAW, OPS, FSTD and FCL.

Rulemaking:

The entry into force of the Regulation (EC) 1108/2009 amending the Basic Regulation 216/2008 stipulates that the implementing rules on aerodromes, air traffic management and air navigation services must be applicable by 2012 (ATM/ANS) and by 2013 (aerodromes). The exact contents of rulemaking activities in ATM/ANS in 2011 are affected and detailed by the decisions taken in relation to the so called 'fast track' procedure launched by the Commission in December 2009. The first related Implementing Rules are anticipated to enter into force during 2011.

Rulemaking tasks may also be initiated based on the safety regulatory coordination in relation to the SESAR programme and the detailed role of the Agency as the 'safety adviser' in SES may also affect rulemaking activities in 2011.

The Opinions on OPS will be published in 2011, including also the Opinion on FTL. These Opinions will require a lot of efforts from the Rulemaking Directorate, also in the process of supporting the Commission during the Comitology process.

Rulemaking will also be very active in relation to FRMS and ICAO in 2011. In fact, the Agency is participating in working groups that are preparing the introduction of the FRMS into the global aviation system.

The scheduled European Union Safety Strategy for 2011 (to be accepted in the first quarter of 2011) will also have implications on the Rulemaking activities since its outcomes will have to be incorporated in the ongoing Rulemaking Programme.

The fast-track procedure impacts the Rulemaking activities. For 2010-2011 several work packages (WP) have been identified that might require the support of Eurocontrol in the context of the SES pillar.

International Cooperation:

The Agency's International Cooperation activities will cover the whole Agency's remit, including the 1st and 2nd extension. The role and functions of the Representatives in Washington, Beijing and Montreal will be consolidated. The European Commission's request for support to negotiations for new Bilateral Agreements, including the modification of existing Agreements, is expected to increase.

There is a great demand from third countries to have working arrangements (WA) with the Agency. In 2011 the Agency, in cooperation with the Commission, has to set priorities in concluding WAs.

In 2011 the Technical Cooperation as part of International Cooperation aims to be more involved in executing Aviation projects financed by the European Commission and the Industry. The Industry has already indicated that EASA should play a wider role in implementing such aviation projects.

Safety Analysis and Research:

Exploiting cooperation arrangements and a maturing occurrence reporting system safety analysis output will be enhanced. Increased support will be provided to the European Aviation Safety Programme.

The extension of remit and the adoption of legislation on accident investigation will expand commitments and increase follow-up activities.

The fast-track procedure impacts the Safety Analysis activities. For 2010-2011 several work packages (WP) have been identified that might require the support of the Directorate Single Sky (DSS) in Eurocontrol in the context of the SES pillar:

- Production of the ATM part of the Agency's Annual Safety Review
- Tasks of a focused technical working group on practical production of SPIs (Safety Performance Indicators) required by PRB (Performance Review Board), including ATM
- Interface procedures to handle draft and final Safety Recommendations (Annex 13) that involve or are affected by ATM
- Prepare a minimum of 3 safety analysis papers for the ISC on ATM related safety issues
- Develop working arrangements on ad-hoc support in the area of occurrence reporting

Safety Assessment of Foreign Aircraft (SAFA) Coordination

The SAFA Programme will be enhanced to support the oversight of third country operators and collective oversight of Community operators, as well as the development and implementation of the necessary tools and procedures.

The relevant interfaces with the TCO authorisation process will be developed and the deploy of the redeveloped SAFA application (unified technology, improved functionality and new module on follow-up actions) will be finalised.

2 Core activities

2.1   *Product Certification*

Product certification comprises two activities:

- Type Design Certification
- Continuing Airworthiness Oversight

Type design certification includes primarily airworthiness but also environmental compatibility aspects.

All certified type designs are subject to thorough safety oversight during their operational life. This operational safety oversight function allows the Agency to take corrective actions, if necessary, ensuring the airworthiness of products during their entire lifecycle.

With the entry into force of the new Basic Regulation 216/2008 on 8 April 2008 the Agency's remit has been extended to the field of flight standards certification. Related implementing rules are expected to enter into force in the course of 2012. Until this time the Agency will continue to support Industry and NAA needs by providing services on request. Working methods will be based on existing JAA procedures, supplemented by EASA specific elements as necessary. The Flight Standards activities are presented in detail in Chapter 2.2.

The product certification is carried out under the sole responsibility of the Agency. The related technical work and oversight is performed mainly by its own certification experts. In cases where the Agency has chosen to outsource or where it has not yet sufficient workforce or expertise available, EASA is supported by experts from National Aviation Authorities (NAAs) and Qualified Entities (QEs) working for the Agency under contractual arrangements. The allocation of complete certification tasks to external service providers is subject to a thorough accreditation process. The outsourcing policy is described in the Agency's business plan.

Product certification activities are funded through fees and charges levied from Industry. The applicable Fees & Charges Regulation (Commission Regulation (EC) No 1356/2008) will be continuously adapted to generate sufficient income to cover all direct and indirect certification costs, including those resulting from services provided in the field of flight standards on request of industry.

2.1.1 Product Certification brief summary of milestones expected in 2010

- ✸ Certification activities will continue as in previous years. Number of major projects is expected to stay at same levels. Significant projects will enter their final phase (Boeing B787, Boeing 747-8).
- ✸ New large aircraft applications are expected from European (e.g.: Piaggio P1XX) and non-EU organisations (e.g.: Bombardier C-Series).
- ✸ More emphasis will be put on continuing airworthiness oversight in order to achieve the agreed levels.
- ✸ The ratio between internal and outsourced work will not change significantly compared to 2009 figures.

* The much more detailed project follow-up enabled by the implementation of the Agency's ERP system will consume additional resources. Additional training will be necessary supporting the change management.
* Following the advice from the EU Commission the 2nd extension of the Agency's remit will be implemented with priority. Preparation of new tasks will start in 2010.
* New EU Accident Investigation Regulation will enter into force, giving the Agency access to all occurrence reports stored in the European Central Repository (ECR).
* ISO 9000 certification will create additional workload.

2.1.2   Product Certification Work Programme 2011

* Continuing Airworthiness activities

This safety oversight function is considered as one of the core elements for the achievement of the Agency's safety objectives. The monitoring of approved products during their entire lifecycle is a proactive element of the Agency's safety mission allowing it to take appropriate measures before potential safety risks develop into serious events. As this activity is not driven by demand from applicants but entirely associated to the Agency's safety objectives, its extent and therefore related costs are laid down by management decisions. Based on those decisions the total amount of technical working hours to be devoted to continuing airworthiness activities in 2011 is estimated to 55 000 hours as a minimum.

* Airworthiness and Environmental Certification

All activities related to this task are triggered by applications. The future demands are difficult to predict but, from experience over the last years and available market surveys, the total workload can be estimated to some 116.000 technical working hours resulting in 6.000 certificates and approvals.

New technical challenges and additional workload will derive from novel transport concepts like suborbital airplanes and environmentally acceptable propulsion systems. In addition projects from emerging counties like China or India are expected to play a more significant role. These projects under the primary certification oversight of relatively young Authorities will also consume additional resources compared to those from "traditional partners like FAA or TCCA. To build up similar levels of confidence in the new foreign systems and to achieve common understanding on safety critical issue will become a major challenge for the coming years.

* Validation Support and Technical Advice

On request, the Agency supports Industry in the validation of EASA Certificates by foreign aviation authorities. In addition specific technical advice may be requested by Stakeholders under specific contractual arrangements (e.g.: pre-application consultancy, involvement in design developments, proof of concepts & feasibility). Based on available resources these activities may consume up to 11.000 working hours and are considered as services to industry which are fully cost recoverable.

* DOA activities

The support of DOA and surveillance activities through providing technical expertise is essential for the proper functioning of the certification system. Certification experts will not only contribute to the quality of DOA work but will also receive thorough knowledge about the internal working methods of the organisations applying for product certification. This allows the experts to reduce their direct technical involvement in the compliance verification process due to increased confidence. The amount of technical working hours to be devoted to DOA activities in 2011 is 7.500.

✹ <u>Certification related activities</u>

This comprises direct support activities for the efficient performance of the above core activities like pre-application consultancy and involvement in strategic projects (e.g.: FANS – Future Air Navigation Systems, RNP – Required Navigation Performance), and all related cross activities providing specific certification expertise which is not available elsewhere (e.g.: Rulemaking, Accreditation, Safety Analysis.).

✹ <u>Post graduate Training Programme</u>

In addition to the above activities, specific attention will be given to the preservation of necessary expertise and the integration of young engineers into the product certification system. A thorough training programme will be implemented.

✹ <u>New activities in the field of ATM (2nd extension of remit)</u>

TBD, based on inputs from Rulemaking and 2nd Extension Working Group.

2.1.3 Product Certification Objectives and Key Performance Indicators

Objective	KPI	Results 2009[4]	Target 2010	Target 2011
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	80%	90%	90%
Internalise type design certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	69%	70%	72%
Improve efficiency of technical staff	Annual increase of 1% of the share of technical hours as a percentage of total hours	76%	76%	76%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	74%[5]	80%	65%

---

[5] Sample of 101 stakeholders, participation rate of 46%.

2.2   *Flight Standards Certification*

Flight standards certification establishes common safety standards related to the operation of a given type of aircraft (operational suitability), comprising:

a) Approval of Maintenance Review Board (MRB) Reports

b) Approval of minimum syllabi for pilot type rating training approval and qualification of associated flight simulators

c) Approval of minimum syllabi for maintenance certifying staff type rating training

d) Approval of Master Minimum Equipment Lists (MMEL)

e) Approval of minimum syllabi for cabin crew type rating training

f) Approval of Flight Synthetic Training Devices (FSTD) when used in organisations under the oversight of the Agency or upon request

These evaluations and approvals can be complemented by activities on request by industry, such as defining additional airworthiness specifications for a given type of operations (equipment qualification, acceptance of specific operational procedures, retroactive airworthiness requirements) to assist applicants complying with the national operational requirements under the remit of NAAs.

Activities b) to e) are presently co-ordinated and performed by the Agency on a voluntary basis as a service to the industry. With the entering into force of the Implementing Rules according to the new Basic Regulation (EC) 216/2008, the majority of these activities (activities b) to f)) will become mandatory approval tasks under the responsibility of EASA, funded by fees according to a revised Fees and Charges Regulation.

Activities b) to e) are usually performed under a structured Operational Evaluation Board (OEB) process similar to the Joint OEB (JOEB) process as it used to be coordinated on behalf of the JAA until it ceased in mid-2009. It is envisaged to include the related approvals in the Type Certificate as "operational suitability data". Details of this new concept will be described in the upcoming implementing rules for operations of aircraft. Until the new rules will enter into force, the Agency continues the activity at the request of Member States and Industry.

Note: The Agency will only assume the flight standards certification tasks when sufficient workforce and funding is in place. The related revision of the Fees & Charges Regulation is an important condition as all certification costs have to be covered by income generated by this Regulation.

2.2.1 Flight Standards brief summary of milestones expected in 2010

Flight Standards activities will continue as in previous years. Several projects will enter their final phase.

* The number of OEB evaluations is expected to increase, as a result of applications for new projects (e.g. A350, etc) and for Catch-Up Processes (e.g. Eurocopter AS350 series, ATR42/72, etc.)

* Contribution to EASA Rulemaking activities supporting the 1st extension will create additional workload.

* Priority will be given to preparation of implementation of EASA remit for Operational Suitability.

- ✶ Support to the NAAs in Operational Suitability domain.
- ✶ The ratio between internal and outsourced work will not change significantly, compared to the year 2009.

2.2.2   Flight Standards Work Programme 2011

- ✶ Maintenance Review Board (MRB) activities

The primary purpose of the MRB process is to assist the design organisation and the operator in establishing an initial maintenance programme for aircraft and the regulatory authority in approving that programme.

The MRB process supports, by active participation, the development of a proposal or a report containing the initial minimum maintenance requirements to be used in the development of a maintenance programme for a derivative or newly certificated aircraft.

The amount of technical working hours estimated to be devoted to MRB activities in 2011 is 21.000.

- ✶ Other Flight Standards activities

Until the new implementing rules will enter into force, the Agency continues the activities as requested by Industry on behalf of Member States.

The majority of technical working hours will be performed, and directly charged to the applicant, by experts from NAAs.

As mentioned above, the Agency will only assume the flight standards certification tasks when sufficient workforce and funding is in place.

2.2.3 Flight Standards Objectives and Key Performance Indicators

Objective	KPI	Results 2009	Target 2010	Target 2011
Ensure adequate fulfilment of all flight standards certification tasks[6]	Number of technical working hours performed per project as percentage of planned hours	n/a	n/a	90%
Internalise flight standards certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	n/a	n/a	n/a
Improve efficiency of technical staff	Annual increase of 1% of the share of technical hours as a percentage of total hours	*	76%	77%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	n/a	TBD	65%

* - Evaluation on-going

2.3 Further developments – Air Traffic Management and Air Navigation Systems (ATM/ANS) activities

The ATM/ANS Department (C.5) will be further established in 2011. It will be in charge of all the investigations (initial, following changes) and oversight of the systems used to provide ATM/ANS services. These essentially comprise:

- The systems operated by pan-European ATM and ANS services providers, e.g. EGNOS today and Galileo and IRIS in the future;

---

[6] Flight Standards Objectives are undergoing a thorough review process in order to better reflect the activities' characteristics, as well as to identify meaningful indicators in the context of the new extension of remits.
The elaboration of a stakeholder survey in the area of Flight Standards is also foreseen to start in 2010.
Representative results may only be expected as of 2011.

- The systems used by the European ATM network managers;
- Future systems e.g. as developed under SESAR.

2.4 Organisations Approvals

The organisations approvals activities are funded through the fees and charges levied on industry and are carried out by the Organisations department. The activities of this department can be broken down as follows:

- Approving organisations responsible for production (POA), maintenance (MOA), maintenance training (MTOA) and continued airworthiness management (CAMO) located outside the territory of the Member States, and design organisations (DOA) wherever located.
- Approving production organisations located in the territory of one or more Member States if requested by the Member State(s) concerned (e.g. Single POA (SPOA)).
- Ensuring the continuous compliance of approved organisations by performing appropriate oversight.
- New remit from 2012: approving TRTOs/FTOs and Aero Medical Centres (AeMC) located outside the territory of the Member States. Depending on the status of the implementing rules it is expected that initial preparatory activity (exact scope definition, workload and procedures) may commence in 2011.

2.4.1 Organisations Approvals brief summary of milestones expected in 2010

- As the number of CAO approvals applications is higher than the suspension/revocation rate, new approvals have to be delivered in time, using mainly allocated workforce of the NAAs;
- The number of POA applications from non European suppliers supporting EU-TC based products is increasing. In addition, non European manufactures have to apply for POA applications if the import of their products to EU member states is not regulated by bilateral agreements. POA initial approvals will be partially allocated to accredited NAAs;
- Surveillance on CAO, DOA and POA approvals will be carried out taking into account the timelines which result from the relevant approval cycles;
- Preparation of the new remits in the field of organisations approvals and implementation of the related procedures has to be finalized, taking into account the changes in the development of the implementing rules;
- The changes to the Fees and Charges regulation (ongoing changes and changes with regards to new remits) have to be drafted, justified and enforced during the various steps of the revision process.

2.4.2 Organisation Approvals Work Programme 2011

- New DOA assessments will have to be organised to take into account the NPAs that should be in place in 2011: elements of NPA 16/2006 (certification programme and privilege for minor changes to Flight manual) and Restricted TC/CoA (EASA Opinion 3/2009);
- A certain level of outsourcing in DOA, 10-20%, will be maintained in the context of proximity activities;
- The core task of the Production Organisation Section will continue to be the continuous surveillance of the Airbus Single Production Organisation Approval using seconded staff from France, Germany, United Kingdom and Spain;
- The number of new POA applications might significantly increase due to the fact that foreign production approvals are accepted only in cases where a full bilateral agreement exists; as a consequence POA approvals may be widely needed;

- Applications and approvals in the context of Part M, Subpart G, will be dealt, in specific cases, in accordance with the development of the cooperative oversight concept;
- Depending on the implementation date of the US/EU Bilateral Agreements working procedures between FAA and EASA and within EASA will have to be adjusted;
- In accordance with the extension of its remit, the Agency will start preparatory work (exact scope definition, workload and procedures) in the context of issuing and renewal of certificates of pilot training organisations and Aero Medical Centres, located outside the territory of the Member States. This will entail:
    - Full development of EASA technical and administrative procedures for TRTO/FTO and Aero medical Centres (AeMC);
    - Preparation of contracts and accreditation of NAAs for allocation of tasks for TRTO/FTO and Aero medical Centres (AeMC).

2.4.3 Organisation Approvals Objectives and Key Performance Indicators

Objective	KPI	Results 2009	Target 2010	Target 2011
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	7.3%	5%	5%
Implement new remits, timely adjusted to the changes of the implementation dates	Availability of implementation plan	Implementation plan has been established	Implement the new remits i.a.w. the implementation plan	New remits implemented
Preparation of adequate procedures for NAA outsourcing with regard to new remits	Percentage of outsourced tasks vs tasks performed by EASA staff	n/a due to late development of relevant opinions	Establish out sourcing procedures (target 80%)	Outsourcing procedures established (target 80%)
Develop a risk based surveillance system with defined testing and implementation phases	Implementation of the risk based surveillance phases vs the implementation plan	Project is ongoing. TOR have been defined.	Finalizing testing phase	50% implementation

Provide resources as requested for inspection activities of the Standardisation Department	% of compliance with requests	Requests of Dep. S 1. have been satisfied completely (100%).	90% of requests complied with	90% of requests complied with

* - Evaluation on-going

2.5   Third Country Operators

The Third Country Operators section, within the Operators department of the Approvals and Standardisation Directorate will be responsible for issuing authorisations to Third Country Operators wishing to fly to the EASA states.

The implementing rule for this activity is expected to be issued at the latest on 8 April 2012. In the meantime substantial effort will be needed to ensure that in preparation of this new activity the necessary processes and procedures are in place, 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.

In parallel, the Commission has requested the Agency for increasing support 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. The level of support is expected to increase from a few hundred hours to several yearly missions.

2.5.1 Third Country Operators brief summary of milestones expected in 2010

- In accordance with the extension of its remit, the Agency will start preparatory work (exact scope definition, workload and procedures) in the context of authorisations to third country operators. This will entail:
    - Development of EASA technical and administrative procedures for third country operators;
    - Support ongoing Rulemaking activities in the field of third country operators authorisations;
    - Evaluation of possible contracts and accreditation for allocation of tasks for third country operators; Evaluation of existing industry programmes for possible consideration in the authorisation process;
    - Complete the recruitment of the 2010 relevant staff.
- The support to the European Commission in the gathering of technical data for the Community list of air carriers subject to an operating ban within the Community (otherwise known as "Black List") will increase from around 800 hours, which includes the sporadic participation as Team Members to a few missions, to around 10 missions organised entirely by the Agency.

2.5.2   Third Country Operators Work Programme 2011

- Focus will be given on proposing a comprehensive set of operating procedures that are required in due time before the entry into force of Part-TCO, such as Management Board decisions, risk assessment models, prioritisation of air carriers during the transitional period, audit criteria for on-site operator audits, qualified entities, legal requirements and fees and charges;
- It is envisaged that the section will regularly represent EASA in the IOSA Oversight Committee (IOC) and will continue to evaluate and involve in selected industry programmes on aviation safety assessments, notably IOSA and IS-BAO;
- The Third Country Operators section will continue to support ongoing Rulemaking activities in the field of third country operators' authorisations;
- The Third Country Operators section will continue to support the EC Air Safety Committee in organising with the assistance of Member States visits in the context of

the "EU Blacklist", as decided by the Air Safety Committee and directed by the EC. It is envisaged that up to 10 visits may be performed in 2011;

- A complete range of information activities will be carried out aiming at communicating to stakeholders involved the European approach to, and conduct of, third country operator authorisations. Such communication activities should be conducted in close cooperation with the Agency's Communications Department and Rulemaking Directorate and are likely to include press releases and articles, road-shows, participation in congresses, symposia, industry meetings and trade fairs;

- A software application and database environment for the TCO section will be implemented in accordance with previously defined and agreed software requirements specifications (SRS), compatible with the established Agency technology architecture and data warehouse. All necessary links to relevant existing applications will be pursued;

- In 2011, the Third Country Operators section will launch the recruitment of suitably qualified staff for the section, to join in 2012, in particular Third Country Operators Team Leaders and Third Country Operators Officers.

2.5.3 Third Country Operators Objectives and Key Performance Indicators

Objective	KPI	Results 2009	Target 2010	Target 2011
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	Draft procedures and processes, and database business requirements established	Approved procedures and processes, and database established
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule	n/a	n/a	Initial risk assessment completed; Selection process of initial human resources completed

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	n/a	10 missions	10 missions

2.6 SAFA

The SAFA (Safety Assessment of Foreign Aircraft) activity to be carried out by the Agency is a coordination function, comprising the following:

- Maintaining the database of reports from SAFA ramp inspections
- Providing analysis and reports on the collected data
- Fostering the organisation and implementation of training courses
- Providing proposals for manuals and procedures
- Fostering the standardisation of SAFA activity

This activity was inherited from the JAA on 1 January 2007.

2.6.1 SAFA brief summary of milestones expected in 2010

- Enhancement of the SAFA Programme to support two distinct processes: oversight of third country operators and cooperative oversight of Community operators and the development and implementation of the necessary tools and procedures;
- Development and deployment of the redeveloped SAFA application (unified technology, improved functionality and new module on follow-up actions);
- Implementation of the centralised system for the follow-up of the corrective actions vs. SAFA inspection findings;
- Continuous update of the SAFA procedures, in line with the technical advancements and the regulatory amendments;
- Carrying out regular and ad-hoc analyses and improvement of the analytical methods, if needed;
- Carrying out the SAFA standardisation audits and quality review of the NAAs of participating states in accordance with Reg. EC 736/2006;
- Develop the necessary interface with the standardisation process of NAAs;
- Continuous support to the Commission for the ASC on the Black List;
- Extension of the SAFA programme to Third country NAAs, in accordance with the indications of the Commission.

2.6.2 SAFA Work Programme 2011

- Enhancement of the SAFA Programme to support two distinct processes:
  - oversight of third country operators and collective oversight of Community operators;
  - the development and implementation of the necessary tools and procedures;
- Develop the necessary and relevant interfaces with the TCO authorisation process;
- Deploy the redeveloped SAFA application (unified technology, improved functionality and new module on follow-up actions);
- Foster the implementation of the centralised system for the follow-up of the corrective actions vs. SAFA inspection findings;
- Continuously update of the SAFA procedures, in line with the technical advancements and the regulatory amendments;

- Carry out regular and ad-hoc analyses and improvement of the analytical methods, if needed;
- Carry out the SAFA standardisation audits to the NAA of participating states in accordance with Reg. EC 736/2006;
- Continue to support the Commission for the ASC on the Black List;
- Provide/receive input to/from the standardisation process for EU carriers;
- Coordinate with third country authorities engaged in the SAFA programme via relevant working arrangements.

2.6.3   SAFA Objectives and Key Performance Indicators

Objective	KPI	Results 2009	Target 2010	Target 2011
Participate to seminars, conferences, road-shows relevant international conferences	Number of initiatives attended outside the routine events	3	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	3	5	5
Complete the agreed number of visits as per the annual plan	% of planned visits carried out	125%	100% of planned visits + ad-hoc and other unexpected visits	100% of planned visits + ad-hoc and other unexpected visits
Continue to consolidate the existing pool of inspectors	--	Initial pool of inspectors established	Increase by 10%	Complete pool established to cover all needs
Development of the SAFA database	Ease of use and quality of output	n/a	Development, testing and implementation of new SAFA Database	New version in use

2.7   *Standardisation*

For the purpose of monitoring compliance with the requirements of the Basic Regulation and its implementing rules, the Agency carries out inspections of NAAs.

These standardisation inspections may include inspections of undertakings or associations of undertakings under the oversight of the inspected NAA.

The purpose of the standardisation activity is not to raise findings, but to improve the system as a whole. This is achieved both by working together with the inspected NAA in establishing an agreed corrective action plan, and through the participation of NAA staff to inspections in authorities different from their own. Additional activities include the organisation of standardisation meetings with NAAs on specific topics promoting the dissemination of best practices.

Since 1 January 2007 and until 30 June 2009, date on which the JAA was closed, the Agency has been carrying out standardisation visits in the field of Air Operations (OPS), Flight Crew Licensing (FCL) and Synthetic Training Devices (STD) on behalf of the JAA and according to JAA rules. On 16 July 2008 Annex III to Council Regulation (EC) 3922/1991 also called EU-OPS entered into force. Since that date EU-OPS has been referenced in the standardisation activities in the field of Flight Operations (aeroplanes) with regard to EU Member States.

The Agency will continue the standardisation activity in connection with the extension of the remit and, up until the implementing rules will be issued at the latest in April 2012, will apply working methods based on the existing JPIs currently used within the JAA framework, except on those points where EASA considers for standardisation and efficiency reasons that these procedures can be aligned with the existing EC Reg. 736/2006 framework.

It should also be noted there that a revision of the latter Regulation (736) is necessary and should be accomplished before the Implementing Rules in OPS, FCL and FSTD are applicable.

In addition, the Agency performs Standardisation visits also in the field of SAFA (Safety Assessment of Foreign Aircraft). This task is detailed in the previous section describing the SAFA Coordination activity.

According to what is required by existing/pending bilateral agreements or working arrangements the assessment of third countries' safety oversight system (international standardisation) will continue to be carried out.

Organisational measures need to be planned and timely implemented in order to be prepared for the second extension of the remit of the Agency into the fields of aerodromes and ATM/ANS.

Also, accreditation visits will continue to be performed by the Standardisation Department at the request of the Applications and Procurement Services Department.

Finally, the Agency is doing its best, within the limits of available resources and in coordination between different departments, to support the Commission in the context of the Community list of air carriers subject to an operating ban within the Community (EC Regulation 2111/2005).

Standardisation activities, except for accreditation, are to be funded through public funding, i.e. through the European contributions and through third countries contributions to the Agency's budget.

2.7.1 Standardisation brief summary of milestones expected in 2010

- As in 2008 and 2009, the Standardisation activity in Initial and Continuing Airworthiness will be run in 2010 with the necessary "in-house" staff as team Leaders. It is assumed that NAAs will continue to support the Agency for around 50% of the Team Members.

- With the staff for OPS, FSTD and FCL in place at the end of 2009 the Agency will be able in 2010 to continue to carry out its own programme using transition measures until the implementing rules are issued, at the latest April 2012. Also for these scopes it has been assumed that NAAs will support the Agency for around 50% of the Team Members (this assumption was the basis for the number of internal resources requested).

- With a view to generate a global picture of States' compliance performance the Commission has asked the Agency to perform so called combined/global visits encompassing all scopes. The Standardisation department began with the transition to combined visits already in 2009. It 2010 the majority of visits will be performed as combined visits.

- During 2010, taking into account the results of the above mentioned combined visits cycle, the Agency will have started to prepare for the implementation of a risk-based continuous monitoring approach. This follows the request by the Commission to streamline the standardisation process, increasing efficiency albeit maintaining at least the same level of effectiveness.

- The NCF database will be expanded to all fields, i.e. IAW, CAW, OPS, FSTD and FCL and indicators for all scopes will be further improved.

- The accreditation process will be continued.

- Experts or teams of experts will continue to be seconded, subject to the availability of resources, for the assessment of European or non-European Third Countries in support to the European Commission in the gathering of technical data for the Community list of air carriers subject to an operating ban within the Community (otherwise known as "Black List").

- The assessment of third countries' safety oversight system (international standardisation) will be led in accordance with existing/pending bilateral agreements or working arrangements.

- Continuous support will be provided to Rulemaking in the context of its international cooperation programmes.

- In particular, MIST visits to USA and Canada will continue to be performed within the frame of the existing or new Bilateral Agreements with these countries, subject to their execution, including the participation as observers in certification and production organisation approvals activities performed by the FAA in the USA;

- Standardisation in all above fields will continue to be provided as a service to the non-EASA ECAC countries, in accordance with the provisions of the working arrangements signed in 2009 between those countries and the EU/Agency.

2.7.2   Standardisation Work Programme 2011

- The Standardisation activity in Initial and Continuing Airworthiness will continue to be run with the necessary "in-house" staff as Team Leaders. It is assumed that NAAs will continue to support the Agency for around 50% of the Team Members.
- With regards to OPS, FSTD and FCL, the Agency in 2011 to continue to carry out its own programme using transition measures until the implementing rules are issued, at the latest April 2012. Also for these scopes it has been assumed that NAAs will support the Agency for around 50% of the Team Members (this assumption was the basis for the number of internal resources requested).
- In anticipation of the significant extension of scope in the domain of operations (mainly but not only commercial operations other than CAT, complex aircraft operations, special operations, general aviation) stemming from the OPS implementing rules, the standardisation department will run all necessary preparatory work in order to ensure seamless transition to the IRs.
- A full cycle of combined visits, i.e. to all EASA countries, will be completed in the course of 2011. Based on the comprehensive information retrieved through this exercise and in conjunction with safety related information from other sources, the Agency will be in a position to implement a risk-based continuous monitoring approach. This follows the request by the Commission to streamline the standardisation process, increasing efficiency albeit maintaining at least the same level of effectiveness.
- The new web-based tool (AudiMa) will replace the current NCF database and will run in all fields, i.e. IAW, CAW, OPS, FSTD and FCL
- The extension of the Agency's remit to cover the fields of Aerodromes and ATM/ANS will necessitate the gradual build up of two new sections in the Standardisation Department. In order to be able to commence standardisation activities once the Implementing Rules enter into force the necessary provisions and organisational prerequisites need to be in place.
- The accreditation process will be continued and possibly extended to Potential Qualified Entities (PQEs).
- Experts or teams of experts will continue to be seconded, subject to the availability of resources, for the assessment of European or non-European Third Countries in support to the European Commission in the gathering of technical data for the Community list of air carriers subject to an operating ban within the Community (otherwise known as "Black List").
- The assessment of third countries' safety oversight system (international standardisation) will be led in accordance with existing/pending bilateral agreements or working arrangements.
- Standardisation in all above fields will continue to be provided as a service to the non-EASA ECAC countries, in accordance with the provisions of the working arrangements signed in 2009 between those countries and the EU/Agency.

2.7.3 Standardisation Objectives and Key Performance Indicators

Objective	KPI	Results 2009	Target 2010	Target 2011
Complete the agreed number of visits as per the approved annual plan	% of planned visits carried out	CAW:103%, IAW:100% OPS:113% FCL:100% FSTD:120%	100% of planned visits + ad-hoc and other unexpected visits	100% of planned visits + ad-hoc and other unexpected visits
Extend the standardisation meetings to the new remits	Number of standardisation meetings per scope	CAW: 2 (Part-66, 147) IAW:1 FCL:2 OPS:1	1 meeting per scope	1 meeting per scope
Actively participate to the courses provided to the NAAs (initial and recurrent)	Number of staff actively participating	1 per section domain of activity	1 per section domain of activity	1 per section domain of activity
Extend to OPS/FCL/FSTD the same inspectors qualifications	No. of STLs qualified i.a.w. qualification criteria and training programmes per professional profile and Individual Training Maps	n/a	Qualification of all staff members to be achieved and remain current from 31.12.2009 onwards	100% STLs (except newcomers)
Maintaining and foster the pool of NAA inspectors	--	CAW: 26 IAW: 16 OPS: 20 FSTD: 8 FCL: 24 Total: 94	Increase by 10% in OPS, FSTD and FCL	Maintain previous levels
Explore the possibility (willingness) of short term (1 year) secondment of NAA staff to EASA	Establish the need and the procedure	1	At least 1 END per year	At least 1 END per year

Use risk indicators and reactivity index to define visit planning	--	n/a	Modify the procedures to take into account possible implications of the implementation of the risk based system (shorter, 1-year, and longer, 3-years)	Implement procedures to at least 50%

2.8   Rulemaking

Rulemaking is the process of developing and improving legislation, standards and best practices to continuously enhance aviation safety and environmental compatibility. This includes not only the actual production of rules but also the related support to the rules implementation, monitoring and contribution to ICAO activities, harmonisation of Rules with FAA and TCCA, external relations to promote the regulatory provisions, contribution to safety analysis and research, administrative tasks, assisting the Commission in comitology process and handling of exemptions, follow-up of new developments.

2.8.1 Rulemaking brief summary of milestones expected in 2010

★   Production of rules

The Agency will fulfil the objectives set for 2010 in its 2010-2013 Rulemaking Programme[7]; some flexibility to undertake work in areas other than those proposed in the programme is provided, depending on the importance of the subject and the necessary resources being available. In support to this the Agency will provide where necessary the respective pre-RIAs. According to the current knowledge of priorities and available resources an outline of some of the important rulemakings that will be delivered in 2010 is presented below:

Airworthiness:
- Adoption of the opinion relative to release to service in the first quarter.
- Adoption of the opinion on European Light aircraft process and related changes to Part-21 by the second quarter.
- Adoption of the opinion relative to flight testing in the third quarter.
- Adoption of amendment to CS-25 (Type III exits, ETOPS) and to AMC-20 (ETOPS, APV/ LPV approaches).

Flight Standards:
- CRDs and Opinions related to the NPAs on flight crew licensing, including medical requirements.
- CRDs on Air Operations of Community Operators, Authority and Organisations Requirements.
- NPAs on Third Country Operators, Flight Time Limitations on Commercial Air Transport by Aeroplane, and Qualifications for flying in Instrument Meteorological Conditions.

Aerodromes, air traffic management (ATM) and air navigation services (ANS):

According to the requirements of the amended Basic Regulation and based on the current knowledge of the set priorities, the following important rulemakings tasks will be started and continued, as applicable, and related deliverables issued:
- Development and adoption of IR and AMC/GM in the field of overseeing authorities and aerodrome operator organisations.
- Development and adoption of IR and AMC/GM in the field of aerodrome operations.
- Development and adoption of IR and CS/GM in the field of aerodrome design.

---

[7] Depends on the consultation process and the availability of the resources

- Development and adoption of IR and AMC/GM in the field of air navigation service provision (requirements for organisations and technical requirements for the air navigation services).
- Development and adoption of IR and AMC/GM in the field of competent authorities for ATM/ANS.
- Development and adoption of IR and AMC/GM in the field of ATCO licensing.
- Development and adoption of IR and AMC/CS/GM necessary to support the implementation of SES II priorities.

Other:

A number of other rulemaking tasks will be started in 2010 in the above fields and will be delivered in the subsequent years.

✸ Support to rules

Any rule in order to be implemented and/or adopted needs a consensus across the community. Building this consensus is part of the task *support to rules*. This task will be particularly important in the new areas and will include discussions with all stakeholders, through AGNA, SSCC, drafting groups, attendance to stakeholders' forums or ad hoc initiatives, as well as dedicated workshops organised by the Agency.

✸ ICAO

The Agency will structure and strengthen its cooperation with ICAO by creating internal coordination mechanisms in order to more systematically follow ICAO technical work (e.g. Panels, Study Groups, Workshops and similar). The EASA Representative in Montréal will develop the relations between EASA and ICAO on technical matters, while supporting the EC Delegation in ICAO. S/he will facilitate EASA's involvement upstream within ICAO rulemaking process and will continuously monitor ICAO developments and activities. S/he will also interact with the Canadian Authorities and Industry.

✸ External relations

The Agency will continue exchanging views with regulated persons in its respective areas of responsibilities. In particular, in the new domains the Agency shall continue a very close cooperation with the related stakeholders and associations involved as well as continue its partnership with EUROCONTROL, SESAR JU and other relevant Community bodies and Agencies, such as in the area of satellite navigation services. For air operations external relations have been established with pilot associations and airspace users.

The Agency International Cooperation activities will ensure that the EU views and standards are explained and promoted on the international scene notably via the technical cooperation programmes done in close coordination with the European Commission. The EASA Representatives in Beijing and Washington will continue to facilitate the relations between EASA and the Authorities and Industry of their respective Countries. The valuable support they provide to the European Industry was recognised and highlighted through a survey. The Representatives will continue to maintain efforts to respond efficiently to EASA HQ and industry needs, in coordination with the European Commission and the respective Delegations of the European Union.

✶ Analysis/research

Efforts will continue to substantiate rulemaking by advanced studies and risk assessments[8] and maintaining available tools/methods to define rulemaking priorities. Of course the extension of the EASA competences to new domains will imply a parallel extension of this function. More incoming data will have to be considered and contribution may be necessary to support SESAR development.

A study relative to micro-light should be completed by the end of the year.

✶ Handling of exemptions

The Agency will continue the handling of exemptions in accordance to Article 14 of the Basic Regulation, Article 4 (as amended by Regulation 1108/2009) and Article 8 of Regulation 3922/1991. However, the number of recommendations is yet unclear.

✶ New developments

Technological development is particularly important in the new domains, where SESAR, the development of continent-wide real time operational data bases, satellite services (both communication and navigation) or digital networks for the safe exchange of operational data in real time might require evolution of the rules. All these developments, necessary to provide the performance required by the SES, before being operationally exploited, will of course need to demonstrate compliance with the regulatory safety requirements.

In order to allow a smooth evolution, it is necessary for the Agency to monitor and remain synchronised with those developments.

✶ Administration

In order to support the interactions with the stakeholders and streamlining the rulemaking processes, new IT applications will be designed or existing ones upgraded (i.e. the Comment Response tool).

Moreover, NETS implementation will be continued with the final testing of the new planning process, including pre-RIAs, and the finalization of the new rule development process.

2.8.2   Rulemaking Work Programme 2011

✶ Production of rules

At horizontal level, support services for Regulatory Impact Assessments, proof-reading, processing, consultation, and publication of rules will be delivered to all the departments involved in the rulemaking process. The main focus is on the rules on the 1st and 2nd extension. They will receive tailor-made support for the production and consultation of their rulemaking deliverables.

According to the current knowledge of priorities and available resources an outline of the main activities foreseen for 2011 are highlighted below.

---

[8] This is linked to the activity "research" and reported under "short-term" research commissioned by the Agency. Subject to the available budget.

Airworthiness:

The top-5 priorities for the coming years may be summed–up as follows:

- Framework for retroactive actions and retroactive actions such as aging aircraft and fuel tank safety;
- Risk assessment and mitigation in a complex environment:
    1. Incorporation of Safety management Systems (SMS), State safety programme (SSP) and enablers in the Implementing Rules for airworthiness: enablers are supporting tools (e.g. system safety analysis, occurrence reporting) and human factors;
    2. Operational Suitability data.
- Control of the supply chain(E.g. Contracting of technical services for the management of aircraft continuing airworthiness, Sub-tier DOA; control of suppliers for production organisations);
- New challenges:
    1. New technologies and new type of operations: VLJ, UAS, Tilt-rotors, Sub-orbital planes;
    2. New context: SESAR
- Accident investigation safety recommendations (e.g. icing ground and air, low level fuel alert, etc.

In that perspective, the main activities foreseen for 2011 are:

- Adoption of the Opinion on Operational Suitability Data.
- Development of various retro-active airworthiness requirements for operations.
- Adoption of an Opinion modifying the requirements in Part-21 relative to airworthiness directives.
- Adoption of an Opinion to Part-21 relative to permit to fly to be issued by the Agency.
- Adoption of an Opinion to Part-21 relative to third parties supplier control.
- Adoption of the AMC and GM corresponding to recently adopted Opinions on Part-66 (privileges of B1 and B2 licences, type and group rating, type training and licences for non-complex-aircraft maintenance engineers) and on Part-21 (restricted C of A, change and repair to ETSO article).
- Adoption of AMC and GM for foreign CAMO.
- Adoption of amendments to CS-25 (Avionics, incorporation of special conditions) to CS-ETSO (annual transposition of FAA TSO) and adoption of two new CS for Free gas Balloons and Tethered gas balloons.
- Development and adoption of AMC/GM for maintenance to address the issue of de-icing/anti-icing as a follow-up of the A-NPA.

Flight Standards:

- Opinions on Air Operations of Community Operators, Authority and Organisations Requirements.
- CRD and Opinions on Third Country Operators, Flight Time Limitations on Commercial Air Transport by Aeroplane, and Qualifications for flying in Instrument Meteorological Conditions.

Additional Rulemaking tasks related to the first extension (CAT operations by certain Annex II aircraft, operations with Very Light Jets, Powered Lift pilot licensing, operations with airships),

as well as other tasks representing a priority interest for stakeholders (requirements for cruise relief co-pilots), will be initiated in 2011.

Aerodromes, air traffic management (ATM) and air navigation services (ANS):

As specified above the work started in 2010 on developing the respective IR, AMC/GM/CS in the field of Aerodromes, ATM and ANS will be continued according to the decisions to be taken in 2010 in relation to the so called 'fast track' procedure launched by the Commission in December 2009.

Moreover, additional rulemaking tasks may also be initiated based on the safety regulatory coordination in relation to the SESAR programme and the detailed role of the Agency as the 'safety adviser' in SES.

Environmental protection:

In 2009 the Management Board decided to put on hold the total approach for environmental protection essential requirements. Therefore, the work on amending the Basic Regulation and Part-21 will be limited to design related issues.

✦ Support to rules

Since implementation and adoption of new rules need a consensus across the community, especially in the new areas as Aerodromes, ATM and ANS, the communication with stakeholders will play an important role in 2011. As consequence, part of the resources will be allocated for discussions with all stakeholders, through AGNA, SSCC, drafting groups, attendance to stakeholders' forums or ad hoc initiatives, as well as dedicated workshops organised by the Agency at regional and central level. Finally, all operational departments will support the provision of contents for the EASA newsletter and dedicated websites.

The stakeholders' satisfaction will be surveyed during 2011 in order to better planning the activities related to support to rules.

The development of rulemaking programme 2011-2014, including planning of cooperation with foreign partner authorities as FAA and TCCA, will be the main tool for scheduling the tasks to be delivered and initiated in 2011. Performance monitoring will be carried out during the whole 2011 for ensuring a high implementation rate of the rulemaking programme.

✦ ICAO

The Agency will continue strengthening its cooperation with ICAO by creating internal coordination mechanisms in order to more systematically follow ICAO technical work (e.g. Panels, Study Groups, Workshops and similar). The EASA Representative in Montréal will facilitate EASA's involvement upstream within ICAO rulemaking process and will continuously monitor ICAO developments and activities, while supporting the EC Delegation in ICAO. S/he will also interact with the Canadian Authorities and Industry.

The Agency staff will continue its participation in all crucial Panels on safety and environmental issues as well as in the Study Groups in its respective domain of responsibility.

Finally, the Agency will continue, at the request of the European Commission, to analyse ICAO State Letters and to propose coordinated answers.

✸ External relations

The Agency will continue exchanging views with regulated persons in its respective areas of responsibilities. In particular, in the new domains the Agency shall continue a very close cooperation with the related stakeholders and associations involved as well as continue its partnership with EUROCONTROL, SESAR JU and other relevant Community bodies and Agencies in the area of satellite navigation services. For air operations external relations have been established with pilot associations and airspace users.

The EASA representations abroad will actively contribute to put in place a continuous cooperation and communication flow with the Third Country NAAs (FAA, TCCA, etc).

✸ Analysis/research

Efforts will continue to substantiate rulemaking by advanced studies and risk assessments and maintaining available tools/methods to define rulemaking priorities. Of course the extension of the EASA competences to new domains will imply a parallel extension of this function. Environmental Protection will continue initiating and supervising research projects which support work within ICAO CAEP, while Airworthiness will focus on new technologies and new type of operations: VLJ, UAS, Tilt-rotors, Sub-orbital planes.

✸ Handling of exemptions

The Agency will continue the handling of exemptions in accordance to Article 14 of the Basic Regulation, Article 4 (as amended by Regulation 1108/2009) and Article 8 of Regulation 3922/1991.

Pending agreement on a possible CAEP/6 NOx emissions engine production cut-off requirement at the CAEP/8 meeting in February 2010, EASA will need to put in place in 2011 an agreed process for possible exemption applications against this requirement.

✸ New developments

Aviation has always been in the forefront of technological development. This process will surely continue in the future years and particularly in the new domains, where SESAR, the development of continent-wide real time operational data bases, satellite services (both communication and navigation) or digital networks for the safe exchange of operational data in real time might require evolution of the rules.

Additional areas as new technologies and new operations related to VLJ, UAS, Tilt-rotors, Sub-orbital planes, as well as the effect of climate change on aviation safety need to be monitored in order to allow the Agency to remain synchronised with any new development and ensure the alignment with the regulatory safety requirements.

✸ Administration

In order to streamline the rulemaking processes, it is foreseen the development of new IT applications for supporting rulemaking planning and rule drafting. The outcome of the Review of the Rulemaking process will be presented for decision to the Management Board in 2011.

2.8.3 Rulemaking Objectives and Key Performance Indicators

Objective	KPIs	Results 2009	Target 2010	Target 2011
Increasing communication and cooperation with the stakeholders	- Number of events organised	- 25 events	- 25 events	- 25 events
	- Percentage of positive feedback received from stakeholders' on the contents and organisation of the events	- n/a	- n/a	- 65%
	- Full Time Equivalents spent in supporting industry as percentage of planned FTEs	- n/a	- n/a	- 20% FTEs
	- Percentage of the number of correspondence from Industry, Member States and Commission provided on time	- n/a	- n/a	- 60%
Having a proactive approach towards ICAO, Member States, 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	- 92%	- 95%	- 98%
	- Percentage of the number of Exemptions answered on time	- n/a	- n/a	- 60%
	- Full Time Equivalents as percentage of planned FTEs spent in supporting the: o Commission (EC) o Member States (MS) o Third countries (TC)	- n/a	- n/a	- 15% FTEs o 4% EC o 5% MS o 6% TC
Implementing the adopted Rulemaking Work programme (Year N – N+3)	- Percentage of implementation of the Rulemaking Programme	- 100%	- 95%	- 95%
	- Full Time Equivalents spent on	- -n/a	- -n/a	- 35% FTEs

	production of rules as percentage of planned FTEs			
Improving/streamlining the Rulemaking processes	- Full Time Equivalents spent on improving the processes managed by Rulemaking as percentage of planned FTEs	- n/a	n/a	- 30% FTEs

n/a – not applicable (new objective and/or related KPI)

2.9   *International Cooperation*

The Basic Regulation entrusts the Agency to carry out a number of activities in the field of international cooperation. These are funded under the European contribution.

2.9.1 International Cooperation brief summary of milestones expected in 2010

It is expected that the Agency will continue to support the European Commission in negotiating new Bilateral Aviation Safety Agreements, including the modification of existing Agreements to extend their scope to the whole Agency's remit. Existing and new working arrangements will be modified or concluded to promote cost-efficient high level of safety. Duplicated safety oversight activities will be reduced as much as possible. Several Bilateral Agreement implementation / coordination meetings will be held.

Technical Cooperation programs and activities will continue in order to:

-   Support to the EC in the implementation of their Civil Aviation Cooperation programs (e.g. with China, India, South East Asia, MEDA countries, Central Asia).
-   Conducting two dedicated projects upon request from the EC: "EASA-IPA" to support the Western Balkans states to join the EASA system and a contract with DG TREN to deliver technical assistance for the CAA submitted to an Operating Ban (EU Reg. 2111/2005 EC).
-   Support to the foreign CAA to enhance their safety level and/or to adopt the European regulations.

2.9.2   International Cooperation Work Programme 2011

In 2011, it is expected that the Agency's main International Cooperation activities will continue in terms of Working Arrangements, in the same range of activity volume as in 2009. The activity is expected to rise significantly in terms of support to the European Commission for Bilateral Aviation Safety Agreements (negotiations of new annexes to existing agreements and of new agreements; and support to the implementation of agreements in force). Reinforcement of existing EASA representations may be envisaged.

In terms of Technical Cooperation programmes the Agency will pursue: (i) Support to the EC in the implementation of their Civil Aviation Cooperation programs, (ii) Conducting dedicated projects upon request from the EC and (iii) Support to the foreign CAA to enhance their safety level and/or to adopt the European regulations

2.9.3   International Cooperation Objectives and Key Performance Indicators

Objective	KPIs	Results 2009	Target 2010	Target 2011
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	**- n/a** **Results:** WA signed: 34; Support/coordination meetings for BASA/WA: 5; Major initiatives coordinated by the EASA Representatives: 5	**- n/a**	- 90% of requests for WA (amendment or new) or support to negotiations for BASA, answered positively within reasonable timelines - 90% of coordination meetings foreseen by the BASA and WA, or requested by other parties internally or externally, organised
Support the EC in the definition, implementation and evaluation of EU Civil Aviation Cooperation Programmes **New objective**	- Number of projects with direct EASA involvement (participation in Projects' Steering Committee meetings, contribution to Technical activities, etc.)	**- n/a** **Results:** Support provided to the EC in preparation of EU-CHINA, EU-INDIA, EU-SA and EU-SEA. Contribution to EUROMED and TRACECA projects	- 5 projects	- 7 projects
Develop and implement Technical Cooperation Activities such as training and	- Number of technical activities organised for disseminati	7 events	15 events	- 15 events

technical workshops for the benefit of the international partners authorities	ng and explaining the EU regulations			
Support Commission co-ordination of ICAO State Letters (SL) in accordance with Commission procedure	- Percentage of Sate Letters (SL) recommendations provided on time	- 27% (22 SL in total, 6 prepared on time)	- 90%	- 90%

n/a – not applicable (new objective and/or related KPI)

2.10   Safety Analysis and Research

Safety management involves the identification of risks, actions on those deemed to be unacceptable and the continuous improvement of the system. Additionally the effectiveness of those actions needs to be assessed to shape future safety planning. Safety analysis and promotion form core components of the Agency's safety management processes. Activities need to be conducted at an Agency level to ensure that safety risks are understood.

- The Safety Analysis and Research department acts by collecting, validating and analysing safety information to report on the aviation safety risks in Europe and world-wide. Across the remit of the Agency an understanding of historical safety performance is provided. A key activity is the enhancing of safety data sharing and the progressive development of the Agency's diagnostic and prognostic capabilities.
- These activities support the Agency's decision making processes and will support a European Aviation Safety Programme (EASP). The Agency promotes safety through the European Strategic Safety Initiatives (ESSI) and participation in similar international safety initiatives.
- Safety management is augmented by the operational support activities of the follow-up of safety investigations and response to safety recommendations. There will be a proportionate growth in all these activities related to the extensions of the Agency's remit and future new legislation on accident investigation.

2.10.1   Safety Analysis and Research brief summary of milestones expected in 2010

Safety analysis

A consolidation of existing capacities is expected.

A systematic approach to link safety activities to identified safety risk will be taken to the next level of maturity. A greater capability to use Human Factors knowledge will be implemented.

✶ Co-operation in investigation

Closer working, trust and confidence in working methods will bring more rapid and secure corrective actions post accident. New European legislation should be in place clarifying the roles and responsibilities of the Agency. Adaptation and/or reorganisation will take place to accommodate the defined remit.

✶ Productive safety data

Expanding the use of safety data will start to bring rewards as work focuses on detecting trends and precursors to avert future accidents. More International arrangements for sharing data will be agreed and enacted. Tools will be provided to ease the availability of safety data within the Agency.

✶ Safety initiatives delivering results

The three ESSI pillars will put in place measure of the effectiveness of actions implemented. A durable feedback process will provide a means to monitor and adjust actions taken.

Research

A consolidation of existing capacities is expected. A modest but highly focused programme of short-term projects will be investigated for future funding. No less than 2 major projects will be developed.

The establishment of partnerships for joint participation will be investigated as a method for increasing the effectiveness of the use of limited resources. Also the internal linkage between safety planning and research planning will be further explored. This will ensure a fully integrated approach to safety risk management within the Agency.

The arrangement with the Commission on the programming and implementation of aviation research projects financed by the EU VII Framework Programme (FP7) will be progressed. The Agency will also assess the benefits of the participation in such projects and will consolidate the policy for EASA staff participation in Stakeholder Advisory Boards of projects financed by FP7. Similar arrangements with the industry will be considered.

2.10.2 Safety Analysis and Research Work Programme 2011

Safety analysis

Enacting aviation safety management will be a priority throughout 2011. The Safety Analysis and Research department will continue to build and maintain its expertise and information resources. Data analysis and sharing capacity will be increased commensurate with agreements with partner organisations.

The occurrence reporting system will be used for the detection of precursors to aviation accidents. To meet the expectations of the Agency's partners the follow-up of significant reports will be tracked.

An annual safety planning cycle will include the production of the Annual Safety Review and a companion Agency Safety Plan. The level of support for the Agency's internal safety committees will be increased. New activities will be established to support the EASP as it grows throughout 2011.

ESSI is fully active with 3 safety teams, it plans to improve the monitoring of the implementation of its action plans. ESSI relationship with EASP will be clear.

Uncertainties surrounding the Agency's role in accident investigation should be resolved. This will reaffirm the Agency needs for timely information and requiring closer working with all the world's safety investigation authorities

Research

In order to ensure efficient use of the reduced financial resources available for short-term projects further attention will be paid on the prioritisation of available funding and the development of co-operations with other organisations. No less than 1 major project will be developed.

The internal linkage between safety planning and research planning will be completed. Promotional work will be undertaking to highlight the values of the portfolio of completed projects of the Agency.

In addition the scope of research planning and coordination will be increased so as to integrate the impact on ATM and aerodrome operations in the analysis performed, thus contributing to the development of a total aviation system approach.

The Agency staff will participate in different FP7 research projects' Stakeholder Advisory Boards by attending meetings and workshops and overseeing the projects' activities and results for what concerns future Certification and Rulemaking activities. In fact, EASA staff will be monitoring and supporting the projects' team in creating solutions in line with EASA rules and certification standards as well as in identifying the need to remove regulatory "barriers" towards the implementation of new solutions.

Based on the assessment of the participation in FP7 funded projects, the Agency will explore the possibility to expand this mechanism to Industry and National funded projects.

Finally, additional activities and approaches will be designed in order to extend the horizon of the Agency's research activities.

2.10.3 Safety Analysis and Research Objectives and Key Performance Indicators

Objective	KPI	Results 2009	Target 2010	Target 2011
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	Content complete and approved by 29 May	Content complete and approved by 25 May	Content complete and approved by 25 April
Improve Agency's response to formal Safety Recommendations	Percentage of new Safety Recommendations answered in not more than 90 days	57% of 2009 Safety Recommendations replied within 90 days	95%	97%
Coordinated, measured and timely responses to major civil aviation accidents	Detailed follow-up and actively support investigations to determine the best corrective action plan	Support to major investigations: A330 AF447 Atlantic Ocean (01/06/2009) B737 TC-JCE	7 major civil aviation accidents	10 major civil aviation accidents

		Amsterda m (25/02/20 09) A330 VH-QPA Australia (07/10/20 08) A320 N106US New York (15/01/20 09); 117 new Safety Recomme ndations received.		
Improve the planning and implementation rate of planned actions	Action plans accepted. Tracking of action plan implementation showing that a high percentage of actions are being addressed	EHEST Interim analysis completed ECAST Draft methodol ogy developed	ECAST Working Group delivers product, EHEST implemen ts action plan; EGAST publishes safety promotion materials	ECAST Working Group delivers product, EHEST impleme nts action plan; EGAST publishes safety promotio n material

3 Support activities

3.1 Support activities brief summary of milestones expected 2010

3.1.1 Applications management and Procurement services

It is expected that the new Fees and Charges Regulation which contains the re-designed fee scheme for the existing remits will enter into force as of January 2012. This next generation of the Fees and Charges Regulation will also contain some provisions for fees related to the Agency's 1st and 2nd extension of remits.

The development of the regulatory details and the coordination with the Agency's stakeholders will be a challenge for the Department in 2010.

With regards to the outsourcing of certification tasks it is expected that in 2010 the Agency will begin to extend its supply base to Qualified Entities.

3.1.2 Finance Services

In addition to the usual tasks (budget preparation and implementation, verifications ex ante and ex post, set up annual accounts, payments, invoicing and debts recovery), the Finance department focuses on 3 mains aspects:

- In February 2010 the Agency finalised the first annual closing with SAP since the go-live date implementation date in July 2009.
- One of the challenges is to provide feedback on business users requirements to the SAP project manager in order to contribute to the optimisation of the tool.

The Planning and Performance section newly created in 2009 has been fully operational since the second quarter of 2010. This, together with the new capabilities offered by SAP will allow improving the development of management reporting.

3.1.3 Information Technology Services

According to the current planning of the ERP implementation 2010 is the stabilisation year. The major areas of work are (among others):

- Stabilise the MM, FM, FI & CO modules to enable a better exploitation of the tool.
- Make the most of the functionality provided by the SAP PS module (Project System) for the project management and project controlling and eventually expand these in a broader field of functionalities.
- Enhance the reporting
- Support the entire planning process (expenditures and revenues) with SAP modules like Business Warehouse (BW), Business Intelligence (BI) and Strategic Enterprise Management (SEM)

Another major project will be the kick-off and setup of the compliance bases of a Document Management System/Enterprise Records Management System (DMS/ERM) to be implemented in 2011.

3.1.4 Corporate Services

The Agency will continue its records management programme to support the secure, responsible management of information and fulfil the requirements of ISO9001.

Facility management

A space optimisation plan will be proposed covering the period of the business plan. The aim is to agree on the medium-term space requirements in order to organise internal removals and space acquisitions in good time.

Travel management

The priority in the first half of 2010 is to re-establish an efficient cycle time for the settlement of travel expense claims. The process was significantly influenced by the ERP implementation in the second half of 2009. Work will also start on a risk management procedure for business trips in view of the increasing number of Part 145/147, third country operator and third country authority (Black List) visits to destinations with heightened security concerns.

Records management

The records management team will support preparatory work for the ISO certification in the second half of the year. A business case for an electronic records management system (ERMS) will also be presented to support operational and compliance activities. The ERMS will provide a secure repository for information to be retained as evidence of business processes. Once the project has been authorised, it is intended to carry out 2 pilot projects in 2010.

3.1.5   Legal Services

Legal

Following the reorganisation, the Legal Department continued to provide necessary legal support to all Directorates, in order to ensure the legality and regularity of all Agency's acts and measures, whereby its focus includes the legal quality of the Agency's activities.

The Legal Department has finalised the restructuring of its organisation. Two sections have been created: a general legal advice section and technical legal advice section.

Also the necessary procedures for the management of WB complaints and other feedback have been further refined to ensure adequate and timely response. In addition the procedure for the handling of information from certain individuals about alleged malpractices and irregularities in the field of aviation safety has been finalised.

The Legal Department has filed the Agency's defence to the European Court of First Instance in a procurement case, where the appellant demands substantial damages because of alleged errors committed by the Agency in the procurement process.

The milestones expected for 2010:

The Legal Department will spend substantial resources on the development of implementing rules related in particular to the 1st and 2nd extension as well as to the amendment of the standardisation Regulation and the Fees and Charges Regulation, as well as advising on related working procedures and policies

It is expected that 2 new legislative proposals will be adopted (Regulation on Safety investigation, Regulation on Administrative fines. The Legal Department will spend substantial resources on the implementation and application of these rules.

A tender will be launched, aiming at concluding framework contracts with relevant law-firms and external legal professionals for the provision of specialist legal expertise.

Data protection/Access to Documents

The Agency's data-protection coordinator has taken up her duties, starting with the implementation of the required personal data-protection framework. The first Data Controllers (DCs) have been appointed. The DPO function is also responsible for better coordination of the requests for public access to documents within the Agency

The milestones expected for 2010:

The Agency's data-protection coordinator recruited in 2009 will have put in place the required personal data-protection framework, in particular the adoption of implementing rules on data protection, inventory of processing operations by Data Controllers.

Furthermore, the existing procedure on the handling of requests for access-to-documents requests will be reviewed.

3.1.6 Communications

In 2010, the Communications & External Relations Department will focus in particular on reputation management and crisis response, promoting a one voice policy with the European Commission.

In addition to its rapidly increasing international media engagement, the Agency's communications strategy shall take particular account of government affairs, institutional relations and internal communications. Specific emphasis shall be given to the Agency's new responsibilities and the dissemination of safety information to the aviation industry.

3.1.7 Audit & Quality

Based on the results of the ISO pre audit performed at the end of 2009, the Agency will work on finalising the ISO 9001 certification project. The final audit is planned for 2010. As with every year, the internal audit section will perform audits in accordance with the annual audit programme which is based on risk analysis. The section will also ensure proper coordination of Internal Audit Services and other external audits, such as the European Court of Auditors. Moreover an evaluation of the Agency internal audit section against international professional standards will be organised by an independent accredited body.

The Agency will continue to run over the period a regular analysis of its risks and amend the risk register accordingly.

3.1.8 Human Resources

- The evaluation and benchmarking of all EASA positions with the HAY Group methodology will be completed during the first quarter of 2010.
- New providers for general training will contracted during the year, through open tender procedure.
- Psychological tests/assessment centres will be developed in order to improve the quality of selection techniques in the context of recruitment.

- The compliance of all HR processes with the rules on Protection of Personal Data will be formalised, including notifications of the data processing operations to the European Data Protection Supervisor.
- The set of online applications to support HR management will be further developed, namely in the areas of e-Recruitment, management of the organisational structure, database of posts and job descriptions.

3.1.9   Technical Training

As a consequence of the extension of the Agency's remit to OPS, FCL and Third Country Operators a significant increase in training course development is expected. The addition of IANS available courses on ATM will greatly integrate the offer of specialised training to internal staff in the relevant field.

Considering such activities additional staff will be needed to ensure adequate response time.

The e-Examination system, already used by some NAAs for internal training, and by independent training providers, will expand to cater for the extension of the Agency's remit. An increased usage of e-Examinations performed is expected considering the new domains. The published syllabi will be used to set the standard in knowledge level for aviation industry.

The course delivery for Agency's staff will continue with introduction of even more specific training courses and programmes, using internal resources (EASA and NAA experts) and selected external providers.

The possibility to extend the participation of EASA courses to trainers of independent training providers will be addressed.

The ongoing "partnership" for training activities between the Agency and the NAAs will expand the already identified training courses pool as well as any additional qualification programmes required.

The established e-learning system will increase the efficient delivery recurrent training modules for Agency and NAA staff. Intensive use of these technologies will greatly improve the effectiveness of training delivery allowing for a significant increase in the number of staff trained while saving on time and resources usage.

Training for new Bilateral Agreements and Working Arrangements will be required together with training to third countries. Tailored training programmes will accommodate third countries needs, in the ambit of international cooperation agreements.

Integration between TTD and HR Training Management System will improve the overall logistics of training at EASA while yielding reliable data for both appraisal and individual Training Maps.

3.2   Support activities Work Programme 2011

3.2.1   Applications management and Procurement services

Pending on the launching and development of the legislative procedure, the implementation of the new Fees and Charges Regulation developed in 2010 will be a challenge for the department in 2011.

Besides this major efforts will be spent on the development of the administrative processes and fee tariffs related to the new tasks under the extension of the Agency's remit.

With regards to the outsourcing of certification tasks a further extension of the supply base to Qualified Entities is expected.

3.2.2   Finance Services

In addition to the usual tasks of the Finance department, the main challenges for 2011 are:

- to support the decision making process and monitoring of activities by focusing on reporting and analysis;

- to continue to support efficiently the growth of the agency while strongly focusing on cost efficiency;

- to improve budget and accounting principles and tools taking into account Agency's specificities and EU financial rules.

3.2.3   Information Technology Services

2011 will be the year of the cross enterprise application integration (among others):

- Replace the ERP – Archive link by the ECM, by so enabling the paperless document workflows.
- Consolidate the MM, CO, FI & FM modules in SAP and place on top an external monitoring system for the financial regulation compliance monitoring.
- Enhance the reporting and enable the full real-time dashboard reporting.

3.2.4   Corporate Services

Facility management

Work will continue to put into operation a space optimisation plan set out in 2010.

Travel management

The number of Part 145/147, third country operator and third country authority (Black List) visits to destinations with heightened security concerns is set to rise between 2010 and 2013. To safeguard staff participating in these visits specific travel security management procedures will be developed to reduce the risk of loss or injury.

Records management

Following on from preparatory work and pilot projects carried out in 2010, it is expected that an electronic records management system (ERMS) will be rolled out to a number of EASA departments to support operational and compliance activities. The ERMS will provide a secure repository for information to be retained as evidence of business processes.

3.2.5 Legal Services

Legal

Framework contracts with relevant law-firms and external legal professionals for the provision of specialist legal expertise have been concluded.

The Legal Department continues to spend substantial resources on the development of implementing rules related to the 1st and 2nd extension and –when adopted- to the implementation and application by the Agency of the rules related to safety investigation and on fines as well as advising on related working procedures and policies.

The existing procedure for handling information from certain individuals about alleged malpractices and irregularities in the field of aviation safety will be reviewed.

Data protection/Access to Documents

The Agency will notify to the European Data Protection Supervisor processing operations from the DCs and a register of processing operations by the DPO will be established.

A revised procedure concerning the handling of requests for access-to-documents requests is in place.

3.2.6 Communications

The Communications & External Relations Department will focus in particular on reputation management and crisis response, promoting a one voice policy with the European Commission.

In addition to its rapidly increasing international media engagement, the Agency's communications strategy shall take particular account of government affairs, institutional relations and internal communications. Specific emphasis shall be given to the Agency's new responsibilities and the dissemination of safety information to the aviation industry.

3.2.7 Audit & Quality

The Certification audit of the Agency's management system against Quality ISO standards is foreseen to take place from 22 to 25 November 2010. This means that the Agency should receive the ISO 9001 certificate by the end of 2010 or early 2011, depending on the audit results and the corrections that may need to be made. In 2011, the Agency will have to continuously improve its management system, in particular by taking into account suggestions made by the ISO 9001 auditors in addition to inputs made by internal and (other) external audits.

As with every year, the internal audit section will perform audits in accordance with the annual audit programme which is based on risk analysis. The section will also ensure proper coordination of Internal Audit Services and other external audits, such as the European Court of Auditors.

Finally, the audit section will ensure the coordination of the annual risk analysis exercise and the appropriate update of the Agency's risk register.

3.2.8 Human Resources

The previously established HR development processes (job descriptions and job evaluation, annual individual objectives and annual performance appraisal, individual training plan, merit-based reclassification) will be fine-tuned and consolidated during 2011. The key challenge for the future will remain to enable key competences and expertise to be built, developed and updated within the Agency staff, in anticipation of possible shortage of adequate technical expertise in the external labour market. For the staff administration and recruitment

processes, the focus of the year will be on streamlining procedures and on improving their efficiency.

3.2.9   Technical Training

New training technologies, partly introduced in the past years (2009 and 2010) will continue to be implemented in order to further improve the quality of the presentations and the effectiveness.

Further integration between the Training Management System of the Technical Training and the HR Departments will considerably improve the overall logistics of training at EASA while yielding reliable data for both appraisal and individual Training Maps. Improvement of the common "Training at EASA" tool together with the HR Department in order to benefit from synergies and implement a one stop shop for EASA staff.

More and more courses will be complemented with the involvement of experts from the Agency which will bring up-to-date regulatory developments (Rulemaking) and real life cases (S and C Directorate), increasing the added value of the presentations and direct connection with the work on the field.

Through the now well established EASA/NAAs Common Initiative further sharing of training resources and best practices will be pursued in order to promote a high level of standard throughout the EASA Member States.

The extension of the participation to EASA courses to trainers of independent training organisations will be implemented, subject to positive results from 2010 assessment.

The e-examination tool will be revised and expanded, together with the Rulemaking directorate, in order to implement common taxonomies in similar databanks, increasing the number of available questions and domains.

3.3 Support activities Objectives and Key Performance Indicators

Objective	KPI	Results 2009	Target 2010	Target 2011
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	89%*	75%	90%
Process closure documents in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of certificates issued within 5 working days from technical visa receipt	99,7%*	75%	90%
* Notes: these high values were achieved between January and May before the SAP implementation; due to significant changes to workflows and procedures lower results are expected for 2010				
Meet the terms of the framework contracts with the NAAs	Percentage of invoices processed (payment initiated) within 45 calendar days from invoice registration	TBD	100%	100%
Offer adequate procurement service to the business	Percentage of September planning achieved at the end of the year (number of procedures, number of signed contracts, budget volume)	TBD	90%	92%
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget	98%	98%	98%

Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders	TBD	120	100
Provide adequate management reporting to the MB	Scoreboard provided for each MB meeting	n/a	3	4
Timely implementation of main IS projects	Implementation according to plan	n/a	Document Management System Phase 1	Document Management System Phase 2
Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2010	91%	97%	97%
Identify standard training programme (common criteria with regard knowledge, skills and experience) for Aviation Safety Inspectors' profiles	Final working paper	Common agreement on Inspectors' qualification criteria consolidated. Minor fine tuning needed.	Agreed and endorsed final working paper	Initial development and delivery of identified common training modules and programs
Promote the use of the e-examination system by the external providers and develop number of e-Examination Topics and MCQs	No. of conducted e-Exams No. of e-Examination Topics And MCQs	23 e-examination contracts in existence. E-examination has been open to NAAs free of charge for internal training	No. of e-Exams : 1000 No. of e-Exam topics: at least 24	No. of exams at least 1500. Potential use of the system by 3rd countries Exam topics matching the changing legislation

ISO 9001 Certification	Assessment by an external body	Preparation and pre-audit successfully carried out	Certificate obtained	Certificate maintained
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements.	Successful roll out of records management software across all departments	n/a	2 pilot depart-ments	6 depart-ments
Perform an annual risks analysis exercise.	Up to date risk register	Annual risk analysis carried out, risk register updated (100%)	100% up to date	100% up to date

4 Staff and budget

4.1 Planned Temporary Agents per activity

	2010 (Authorised)	2011 (PDB)
Products Certification	158	158
Flight Standards	29	29
Organisation Approvals	53	53
Third Country Operators	5	5
Standardisation	46	46
SAFA	9	9
Rulemaking	82	82
International Co-operation	14	14
Safety Analysis and Research	17	17
Support Activities	157	161
Total EASA	**570**	**574**

4.2 Planned Temporary Agents per grade

Category	2009 Employed on 31.12.09	2010 Establishment Plan (Authorised)	2011 Establishment Plan (Preliminary Draft Budget)
AD16		0	1
AD15	2	2	1
AD14	3	6	8
AD13	3	12	14
AD12	24	26	30
AD11	16	50	51
AD10	17	55	64
AD9	96	75	84
AD8	63	104	94
AD7	56	58	58
AD6	56	55	38
AD5	17	4	5
Total AD	**353**	**447**	**448**
AST11		0	0
AST10		0	0
AST9		0	0
AST8		0	0
AST7		3	5
AST6		7	11
AST5	5	24	27
AST4	15	30	31
AST3	34	30	28
AST2	41	18	17
AST1	12	11	7
Total AST	**107**	**123**	**126**
Total EASA	**460**	**570**	**574**

4.3 Preliminary Draft Budget 2011[9]

(all figures are in € '000s)

REVENUES	2009 2nd Amending Budget	Budget 2010	PDB 2011	Draft BP 2011 (presented to FABS on 12/10/2010)
1 REVENUE FROM FEES AND CHARGES	55.962	66.420	68.767	75.143
2 EUROPEAN COMMUNITY SUBSIDY	33.105	33.497	37.060	34.351
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	1.554	1.650	1.826	1.692
4 OTHER CONTRIBUTIONS	1.030	673	365	365
5 ADMINISTRATIVE OPERATIONS	680	680	713	134
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	196			92
7 CORRECTION OF BUDGETARY IMBALANCES	29.510	23.583	23.583	27.135 [10]
TOTAL REVENUES	122.037	126.503	132.314	138.912

EXPENDITURES	2009 2nd Amending Budget	Budget 2010	PDB 2011	Draft BP 2011 (presented to FABS on 12/10/2010)
T1 STAFF	48.158	56.556	62.077	61.624
T2 BUILDINGS EQUIPMENTS	13.041	14.082	14.752	13.346
T3 OPERATIONAL	36.225	31.609	31.537	36.442
T4 SPECIAL PROGRAMMES	1.030	673	365	365
T5 PROVISIONS[11]	23.583	23.583	23.583	27.135 [10]
TOTAL EXPENDITURES	122.037	126.503	132.314	138.912

---

[9] These figures correspond to the PDB 2011 adopted by the Management Board in March 2011. The reductions requested by the Commission to adapt the PDB to the EU contribution foreseen by the Commission for EASA in 2011 (34.4 MEUR, meaning a cut of 2.8 MEUR) will be reflected in the 2011 budget to be presented to the Management Board for adoption in December 2011.
[10] As per 2nd Amending Budget 2010
[11] This appropriation is intended to cover expenditures funded by assigned revenue from F&C

4.4 Revenue and Expenditure breakdown per activity

(all figures are in € '000s)

ACTIVITY		TITLE	Budget 2010	PDB2011	Draft BP 2011 (presented to FABS on 12/10/2010)
FEES AND CHARGES	Product certification	T1 Staff expenditure	21.755	23.691	24.633
		T2 Administrative expenditure	5.792	6.031	5.300
		T3 Operational expenditure	12.533	11.303	14.502
		TOTAL	**40.081**	**41.025**	**44.435**
	Flight Standards	T1 Staff expenditure	3.649	4.167	4.013
		T2 Administrative expenditure	929	1.020	934
		T3 Operational expenditure	2.144	2.069	3.897
		TOTAL	**6.722**	**7.256**	**8.844**
	Organisation approval	T1 Staff expenditure	8.077	8.735	9.400
		T2 Administrative expenditure	1.907	1.993	1.899
		T3 Operational expenditure	9.633	9.759	10.565
		TOTAL	**19.617**	**20.487**	**21.864**
	Third Country Operators	T1 Staff expenditure	0	0	0
		T2 Administrative expenditure	0	0	0
		T3 Operational expenditure	0	0	0
		TOTAL	**0**	**0**	**0**
	Total Fees and Charges	T1 Staff expenditure	33.482	36.593	38.046
		T2 Administrative expenditure	8.628	9.044	8.133
		T3 Operational expenditure	24.310	23.131	28.964
		T5 Provisions	23.583	23.583	27.135
		TOTAL	**90.003**	**92.351**	**102.278**
EC-CONTRIBUTION	Standardisation	T1 Staff expenditure	6.327	6.884	6.499
		T2 Administrative expenditure	1.671	1.680	1.479
		T3 Operational expenditure	1.915	2.161	1.809
		TOTAL	**9.913**	**10.724**	**9.787**
	SAFA	T1 Staff expenditure	1.089	1.154	682
		T2 Administrative expenditure	306	303	261
		T3 Operational expenditure	227	257	298

		TOTAL	**1.622**	**1.714**	**1.241**
	Rulemaking	T1 Staff expenditure	11.238	12.720	11.770
		T2 Administrative expenditure	2.494	2.743	2.554
		T3 Operational expenditure	3.343	3.976	3.862
		TOTAL	**17.075**	**19.439**	**18.186**
	International cooperation	T1 Staff expenditure	2.166	2.355	2.164
		T2 Administrative expenditure	499	511	452
		T3 Operational expenditure + T4 Special Programmes	1.545	1.405	1.075
		TOTAL	**4.211**	**4.271**	**3.691**
	Safety analysis	T1 Staff expenditure	2.255	2.371	2.463
		T2 Administrative expenditure	482	471	467
		T3 Operational expenditure	943	972	798
		TOTAL	**3.680**	**3.814**	**3.728**
	Total EC Contribution	T1 Staff expenditure	23.075	25.484	23.578
		T2 Administrative expenditure	5.454	5.708	5.213
		T3 Operational expenditure + T4 Special Programmes	7.972	8.771	7.843
		TOTAL	**36.500**	**39.963**	**36.634**
TOTAL EASA		T1 Staff expenditure	56.556	62.077	61.624
		T2 Administrative expenditure	14.082	14.752	13.346
		T3 Operational expenditure + T4 Special Programmes	32.282	31.902	36.807
		TOTAL	**102.920**	**108.731**	**111.777**
		T5 Provisions	23.583	23.583	27.135
		TOTAL	**126.503**	**132.314**	**138.912**

Attachment A: List of Acronyms

ACARE	Advisory Council for Aeronautics Research in Europe
AeMC	Aeromedical Centre
AIB	Accident Investigation Body
AMC	Acceptable Means of Compliance
A-NPA	Advance Notice of Proposed Amendment
ANS	Air Navigation Services
BASA	Bilateral Aviation Safety Agreement
CA	Continuing Airworthiness
CAO	Continuing Airworthiness Organisation Approval
CAWST	Continuing Airworthiness Standardisation
CAST	European Commercial Aviation Safety Team
CJAA	Central JAA
CNS/ATM	Control Navigation Services / Air Traffic Management
CRD	Comment Response Document
CS	Certification Specification
DOA	Design Organisation Approval
EASA	European Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Conference
ECAST	European Commercial Aviation Safety Team
EHEST	European Helicopter safety Team
ENaCT	EASA National authorities Certification Transition Group
ERP	Enterprise Resource Planning
ESSI	European Strategic Safety Initiative
ETSO	European Technical Standards Order
FAA	Federal Aviation Administration
FANS	Future Air Navigation System
FCL	Flight Crew Licensing
FRMS	Fatigue Risk Management System
FSTD	Flight Synthetic Training Devices
FTOs	Flight Training Organisations
EGAST	European General Aviation Safety Team
IA	Initial airworthiness
IAWST	Initial Airworthiness Standardisation

IAC	Interstate Aviation Committee
ICAO	International Civil Aviation Organisation
ICAO – COSCAP	Cooperative Development of Operational Safety Continued Airworthiness Programme
ICAO – USOAP	ICAO Universal Safety Oversight – Audit Programme
ISC	Internal Safety Committee
ISO	International Standard Organisation
JAA	Joint Aviation Authority
JAA LO	JAA Liaison Office
JOEB	Joint Operation Evaluation Board
KPI	Key Performance Indicator
MB	Management Board
MRB	Maintenance Review Board
NAAs	National Aviation Authorities
NPA	Notice of Proposed Amendment
OEB	Operation Evaluation Board
OPS	Operations
OSTIV	Organisation Scientifique et Technique du Vol à Voile
POA	Production Organisation Approval
QMS	Quality Management System
PtF	Permit to Fly
RNP	Required Navigation Performance
SAFA	Safety Assessment of Foreign Aircraft
SARP	ICAO Standards and Recommended Practices
STC	Supplemental Type Certificate
STD	Synthetic Training Device
TA	Temporary Agent
TC	Type Certificate
TRTO	Type Rating Training Organisations
UAE	United Arab Emirates