

*European Aviation Safety Agency*

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**2009 Annual General Report**



EUROPEAN AVIATION SAFETY AGENCY  
AGENCE EUROPÉENNE DE LA SÉCURITÉ AÉRIENNE  
EUROPÄISCHE AGENTUR FÜR FLUGSICHERHEIT

# 2009 Annual General Report



June 2010

## **Foreword from the Chair of the Management Board**

I am pleased to have been associated with the European Aviation Safety Agency (EASA) since it was first planned, and now have the honour of chairing its Management Board made up of representatives from 31 European States plus the European Commission.

EASA is a unique experiment. No other organisation anywhere else in the world has ever attempted to create trans-national aviation safety rules, binding on participating States, on anything like this scale. This annual general report demonstrates the wide range of activities EASA carried out in 2009.

EASA is at the heart of a complex system of aviation safety regulation in Europe. The Agency, the European Commission, the National Aviation Authorities, the Member States, and of course the EU aviation industry all have their roles to play. All these players depend on each other, and must work in partnership to ensure European passengers, European aviation workers, and European citizens enjoy the highest possible standards of aviation safety.

During 2009 an addition to EASA's responsibilities sewed the final piece of a quilt which began to take shape in 2003. EASA now covers all aspects of aviation safety: Airworthiness (dating from 2003), Operations and Personnel Licensing (2008), and Air Traffic Management and Aerodromes (2009). For the more recently added functions the detailed implementing rules have yet to be agreed. Since adopting and fully implementing these rules will probably take till around 2015 we can see that EASA is still only halfway through a lengthy start-up phase.

Preparing the remaining implementing rules is the biggest challenge currently facing EASA. These rules will cover some of the most difficult areas in aviation safety regulation, requiring extensive consultation with a wide range of new stakeholders. Completing the first generation of implementing rules will be EASA's main rulemaking focus – but it also has to keep existing rules up to date, to reflect technical progress and address new safety issues.

Now that EASA has wider responsibilities it has to draw up a comprehensive European Safety Plan, on which work began during 2009. Using collection and analysis of data from many sources, the Plan will identify the priority safety risks EASA needs to tackle. It must then decide what actions to take, and monitor how successful these actions are, all with the basic aim of making Europe the safest area in the world in which to travel by air.

EASA has grown rapidly and made great progress since 2003. It is already a major player worldwide. I welcome this opportunity to express my appreciation of the enormous commitment, expertise and energy of the staff of the Agency, now numbering nearly 500. There is still a long way to go, but I look forward with confidence to the organisation's continuing growth and success as it adds its new responsibilities to its existing ones.

Michael Smethers

Chair of the Management Board

## Foreword from the Executive Director

Safety figures for 2009 show that it was the year with the lowest number of fatal accidents on record for EASA's 31 Member States. However, this good safety record was sadly overshadowed by the crash of the Air France Airbus A330 over the Atlantic, killing all 228 on board.

The 24 non-fatal accidents during the year also highlight that action on aviation safety cannot be allowed to slow down. The effectiveness of safety work can only be maximised when safety is approached as an integrated system whose individual elements are not isolated.

During 2009, EASA, together with its Member States, the European Commission, Industry, Airspace Users and other partners, made important progress in building a coherent and proactive aviation safety system.

The year was particularly marked by the adoption of the second package of Single European Sky legislation, extending EASA's responsibilities to a number of new areas including the safety of AirTraffic Management, Air Navigation Services and Aerodromes.

The new regulation came into force on the 14 December 2009, but the Agency had already devoted much effort in the preceding months, working with the European Commission to strengthen its internal structure and prepare for tasks in the new areas. These tasks will include drafting precise, uniform and binding rules, while also later ensuring their sound implementation by Member States.

The second Single European Sky package represents both an important challenge for all of us, and a great step forward for European aviation safety with new key safety areas brought directly alongside the Agency's other tasks, under a technically consistent system. The Agency now has an important role, together with the European Commission, the SESAR Joint Undertaking, EUROCONTROL, and a range of new and long-time stakeholders, in building and guaranteeing the safety of an efficient Single European Sky.

The transfer of tasks from the Joint Aviation Authorities (JAA) to EASA was finalised in 2009. Established in 1970, the JAA was the first time that civil aviation regulatory bodies of a number of European States voluntarily agreed to co-operate in developing common safety standards and procedures. EASA has expanded on this important foundation to build its binding regulatory system.

During the year, the Agency also began work on the European Aviation Safety Programme and a European Safety Plan. By collecting and analysing data from a range of sources, this will identify the key safety risks to be tackled at a European level, feed national plans by setting concrete safety targets and proposing suitable remedies. The Safety Plan will be a reference document for policy makers and a guide for best practise. Of course, in line with the Agency's principles of transparency and accountability, stakeholders will be able to directly monitor how safety targets are being met.

These and the many other Agency developments and achievements of 2009 are detailed in this report.

However, EASA, just as the entire aviation sector, was not able to escape the constraints of the continuing financial crisis. Not only affecting the Agency's relations with its partners, these constraints are now also having a significant impact on the Agency itself.

Going forward, I see this as providing an acute reminder of the importance of facing challenges jointly; of the Agency being more mindful of the difficulties faced by its partners, but also its partners being more aware of the safety goals pursued by the Agency.

I am convinced that, only by doing this, can we can build a solid and long-lasting framework for safe and clean aviation, in Europe and further afield.

Patrick Goudou

Executive Director

## List of Acronyms

AD	Airworthiness Directive
AGNA	Advisory Group of National Authorities
AFM	Aircraft Flight Manual
AMOC	Alternative Means of Compliance
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
AR	Authority Requirements
ARMS	Airline Risk Management Solutions
ATCO	Air Traffic Controller
ATM	Air Traffic Management
BASA	Bilateral Air Safety Agreement
CA	Contract Agent
CAAC	General Administration of Civil Aviation of China
CAEP	Committee on Aviation Environmental Protection (ICAO)
CAO	Continuing Airworthiness Organisation
CAN	Canada
CAW	Continuing Airworthiness
CEN	European Committee for Standardization
CENELEC	European Committee for Electrotechnical Standardization
CMR	Certification Maintenance Requirements
CRT	Comment Response Tool
DOA	Design Organisation Approval
DPO	Data Protection Officer
EARPG	European Aviation Research Partnership Group
EASAC	European Safety Advisory Committee
EC	European Commission
ECAA	European Common Aviation Area
ECAC	European Civil Aviation Conference
ECAST	European Commercial Aviation Safety Team
ECofA	Export Certificate of Airworthiness
EDPS	European Data Protection Supervisor
EGAST	European General Aviation Safety Team
EHST	European Helicopter Safety Team
ERP	Enterprise Resource Planning
ESSG	European SAFA Steering Expert Group
ESSI	European Safety Strategy Initiative
ETSI	European Telecommunications Standards Institute
ETSOA	European Technical Standard Order Authorisation
EUROCAE	European Organisation for Civil Aviation Equipment
FAA	Federal Aviation Administration (USA)
FAL	Final Assembly Line
FCL	Flight Crew Licensing
FSTC	Flight Synthetic Training Devices
FTE	Full-time Equivalent
FPRTD	Framework Programme for Research, Technological Development

GASR	Group of Aerodrome Safety Regulators
HR	Human Resources
IAC	Interstate Aviation Committee
IAW	Initial Airworthiness
ICAO	International Civil Aviation Organisation
IGPT	Inter Group on Pilot Training (EASA)
IHST	International Helicopter Safety Team
IRC	Internal Research Committee (EASA)
ISC	Internal Safety Committee
IT	Information Technology
ITQI	International Training Qualification Initiative (IATA)
JAA	Joint Aviation Authorities
JAR	Joint Aviation Requirement
JCAB	Japanes Civil Aviation Bureau
JIP	Joint Implementing Procedure
JOEB	Joint Operations Evaluation Board
MEP	Member of European Parliament
MIST	Maintenance International Standardisation Team
MMEL	Master Minimum Equipment List
MOA	Maintenance Organisation Approval
MTOA	Maintenance Training Organisation Approval
NAA	National Aviation Authority
NGAP	New Generation of Aviation Professionals (ICAO)
NPA	Notice of Proposed Amendment (EASA)
NSA	National Supervisory Authorities
NTSB	National Transportation Safety Board (USA)
OEB	Operational Evaluation Board
OPS	Air Operations
OR	Operator Requirements
POA	Production Organisation Approval
PTF	Permit to Fly
RASA	Regional Aviation Safety Agencies
RTC	Restricted Type Certificate
SAE	Society of Automotive Engineers
SAFA	Safety Assessment of Foreign Aircraft
SESAR	Single European Sky ATM Research
SISG	Safety Indicator Study Group
SPOA	Single Productions Organisations
SPP	Staff Policy Plan
SNE	Seconded National Expert
STC	Supplemental Type Certificate
STD	Synthetic Training Device
TA	Temporary Agent
TAC	Technical Advise Contracts
TC	Type Certificate
TCCA	Transport Canada Civil Aviation
UAE	United Arab Emirates
USOAP	Universal Safety Oversight Audit Programme (ICAO)

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## Introduction

The present document is the Annual General Report of the Agency for the year 2009, established in accordance with Article 57 of Regulation (EC) No 216/2008<sup>1</sup>.

In 2009, the Agency focused on preparing to overtake new responsibilities and face the coming challenges, while continuing at the same time to improve the existing activities.

Having commenced in 2003 with rulemaking competencies, airworthiness certification and related standardisation activities, EASA's portfolio was extended considerably with the entry into force of Regulation (EC) 216/2008 on 8 April 2008, which established Community competence for air operations, pilot licensing and third country operators.

On 14 December 2009, Regulation (EC) No 1108/2009<sup>2</sup> (amending Regulation 216/2008) entered into force to cover the safety regulation of air traffic management (ATM), air navigation services (ANS) and aerodromes. EASA's new tasks will cover rulemaking and standardisation inspections. In addition, as far as ATM and ANS are concerned, it will be necessary to properly coordinate the common safety rules with the new Single European Sky regulation and the related implementing rules.

Most notably, the following tasks of the Agency have been added in 2009:

- ✦ Additional coordination responsibilities in the field of Operational Evaluation Board (OEB) activities (previously known under the JAA as Joint Operational Evaluation Board, JOEB);
- ✦ Taking over the coordination of standardisation inspections from the JAA for air operations (OPS), flight crew licensing (FCL) and flight simulators (FST), which will be carried out fully according to Regulation 736/2006 once the IRs are in place. In the meantime, the inspections will be carried out in accordance with the letter that was cosigned by the Commission and the Agency;
- ✦ Preparation for approving Type Rating Training Organisations (TRTOs), Flight Training Organisations (FTOs) and Aero Medical Centres (AeMCs) in third countries as well as for issuing authorisations to third country operators wishing to operate to the EASA countries;
- ✦ Managing the 1<sup>st</sup> extension to OPS/FCL by developing IRs, communicating to stakeholders, rulemaking activities in the subject area and conducting studies to provide follow-up to the commitments taken by the Commission;
- ✦ Handling exemptions under EU-OPS, in particular as regards flight time limitation schemes;
- ✦ Managing the 2<sup>nd</sup> extension to aerodromes/ATM and environmental protection.

Further details regarding the work performed by the Agency and the use of associated resources are provided in the report on the corresponding activities.

As requested by Article 57 of Regulation (EC) No 216/2008, the present report, which is structured according to the Agency's core activities, describes the way in which the Agency has implemented the 2009 Work Programme, be it for existing or new tasks.

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<sup>1</sup> Regulation (EC) No 216/2008 of the European Parliament and of the Council of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC.

<sup>2</sup> Regulation (EC) No 1108/2009 of the European Parliament and of the Council of 21 October 2009 amending Regulation (EC) No 216/2008 in the field of aerodromes, air traffic management and air navigation services and repealing Directive 2006/23/EC

As highlighted by dedicated tables related to each activity, almost all objectives defined in the 2009 Work Programme were met at the end of 2009. In cases where objectives have not been reached in 2009, reasons for the delay have been provided.

Finally, the Agency performed an annual risk assessment exercise in 2009, which led to a list of critical risks for the Agency. These critical risks have been concisely evaluated, and the way that they have been mitigated is explained in the last part of the present report.

## The Agency

### *The Agency's vision*

***Ever safer and cleaner civil aviation for Europe.***

### *The Agency's mission*

***To foster and provide efficiently for the highest common standard of civil aviation safety and environmental protection, through a total system approach, in Europe and worldwide.***

### *The Agency's activities*

The Agency has defined 9 core activities which cover its main functions as the centrepiece of the European Union's strategy for aviation safety:

**Product certification** comprises airworthiness and environmental certification of aeronautical products, as well as the related safety oversight of those products during their entire lifecycle. A further important element related to this activity is the adoption of additional airworthiness specifications for the operation of a given type of aircraft.

**Organisation approval** consists of approving design organisations (DOA) wherever located, and organisations responsible for production (POA), maintenance (MOA), maintenance training (MTOA) and continued airworthiness management located outside the territory of the Member States. It also comprises the approval of production organisations located in the territory of one or more Member State(s) if requested by the Member State(s) (e.g. Airbus Single POA). Following initial approval, this activity ensures continuous compliance of approved organisations through appropriate oversight.

**Standardisation** consists of assessing compliance with the requirements of the Agency's Basic Regulation (EC) No 216/2008 and its Implementing Rules (IRs), through inspections of NAAs. These standardisation inspections may also include inspections of undertakings or associations of undertakings under the oversight of the inspected NAA.

**Rulemaking** covers, on the one hand, the production of Agency opinions, which are recommendations to the European Commission for extending or changing the legislative framework and, on the other hand, material including Certification Specifications (Airworthiness Codes, Acceptable Means of Compliance) and Guidance Material aimed at facilitating the implementation and understanding of the applicable legislation.

**International cooperation** consists of establishing working arrangements with foreign NAAs or assisting the European Commission in the negotiation of Bilateral Air Safety Agreements (BASAs) in order to facilitate the free movement of European products and services worldwide. It also consists of assisting less-developed countries in improving their regulatory and oversight capabilities.

**Safety analysis** consists in acquiring and analysing data in order to provide the necessary information to improve safety performance of the whole aviation system. The work includes conducting studies and the provision of reports, the follow-up of accident investigations, the promotion of safety initiatives as well as the set-up, use and dissemination of information stemming from technical functions (e.g. service defect

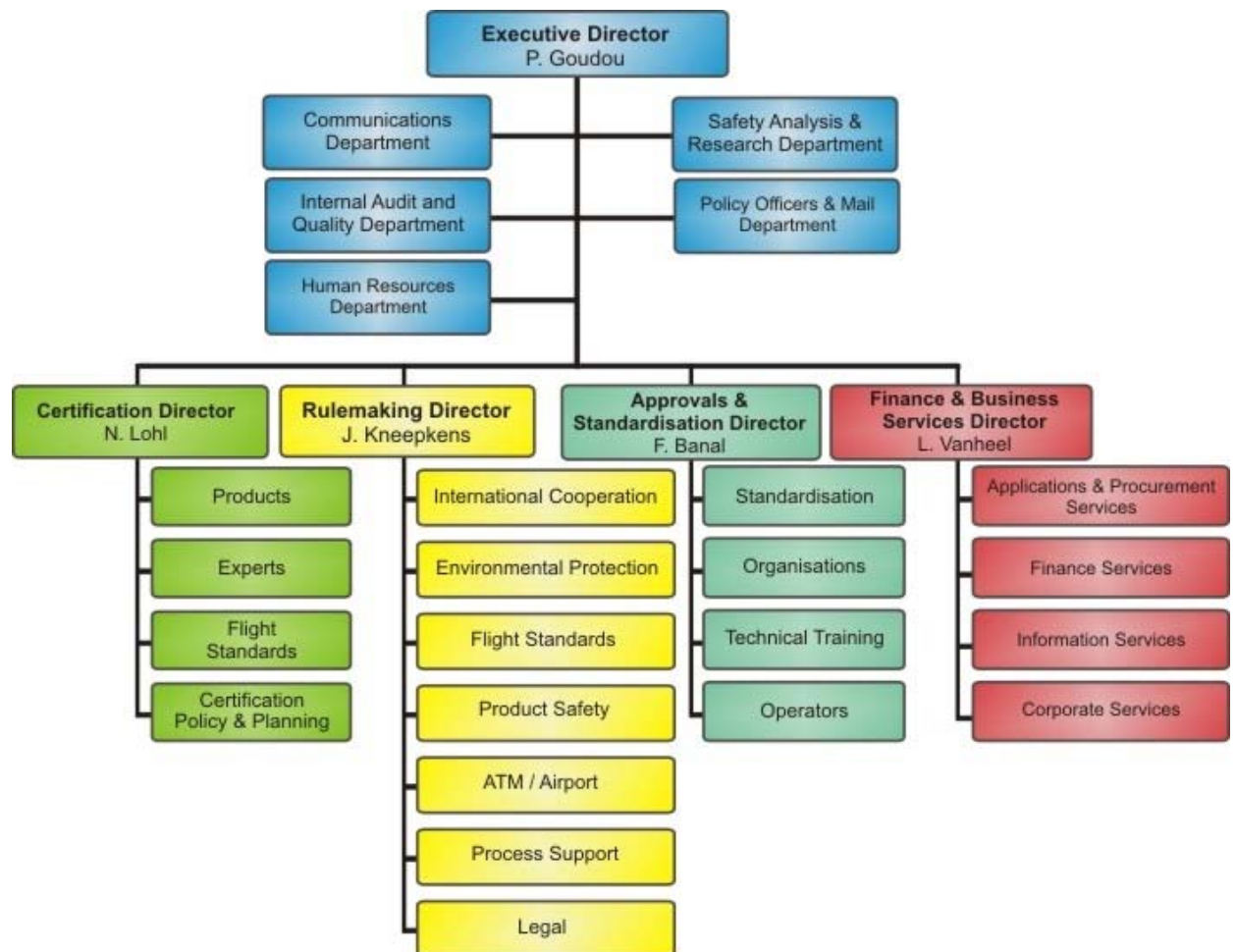
reporting, statistics, human factors policy, operational flight data analysis, safety management system, foresight and safety promotion).

**Research** consists in launching and managing studies on selected safety issues or to support rulemaking tasks. Basically, these tasks consist of developing and financing research projects (as far as they are in the field of the Agency's competence), coordination of these research projects with those of the European Commission and the Member States as well as disseminating the results of this research. Agency involvement in research, technological development projects sponsored by the European Commission, industry, etc. is also covered by this activity.

**SAFA** covers the Agency's obligations that are related to the Community SAFA (Safety Assessment of Foreign Aircraft) programme. This coordination function comprises 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 as well as carrying out the standardisation of SAFA activities.

**Support Activities** encompass the general management and administration of the Agency. This includes the overall organisation (management support, planning activities, general coordination), communication support, legal advice, audit and quality support. Furthermore, administrative and IS support (finance, HR management, procurement and registry of appeals, corporate services and information services) and operational support (application management, safety investigation, accreditation, technical training, research, NAA contracts) are covered by the activities.

## Organisational Structure (2009)



## Major events 2009

DATE	EVENT
03 March 2009	Central Workshop on the Operational Suitability Certificate in Cologne
10-11 March 2009	EASA conference "From JARs to IRs: Air Operations" in Cologne
01-03 April 2009	Conference EU-Africa in Namibia
28 May 2009	EASA/IFATCA Workshop on the EASA ATM extension
02-04 June 2009	2009 Europe/US International Aviation Safety Conference in Athens
23 June 2009	EUROCONTROL – Just culture task force
7-8 July 2009	ECAC Thirty-first Plenary Session (Triennial) (ECAC/31) in Strasbourg Working Arrangements have been signed with Albania, Armenia, Azerbaijan, Bosnia Herzegovina, Croatia, Georgia, Moldova, Monaco, Montenegro, San Marino, the Former Yugoslav Republic of Macedonia, Serbia and Turkey
13-15 July 2009	RASA Symposium in Livingstone, Zambia
22 September 2009	1 <sup>st</sup> meeting High Level Group - Airlines
29 October 2009	European Aviation Safety Advisory Committee (EASAC) – kick-off meeting
24 November 2009	EASA Conference on pilot training for a safe aviation today and tomorrow: "Are pilots trained to meet the challenge?", Cologne
02-03 December 2009	EASA Third Rotorcraft Symposium

## Safety Strategy

Safety in aviation is a common goal – the way to maintain and improve this safety is a top priority not only for the Agency but to all involved. This is why the Agency, in 2009, further enhanced its leading role regarding the establishment of a common safety strategy for civil aviation in Europe.

In October 2009, the Agency established the European Aviation Safety Advisory Committee (EASAC), composed of representatives from NAAs, Industry, EUROCONTROL, European Commission and EASA.

Having a strategic role and advisory function to the Agency and its Management Board, the main function of EASAC is to assist in achieving the European objectives of establishing and maintaining a high uniform level of civil aviation safety and to enhance collaboration among all the partners involved in aviation safety in Europe. The core activities of EASAC are to share gathered information, plan for future safety priorities and make proposals on implementation mechanisms while following a Total System Approach. The major objectives of EASAC are to advise on a European Aviation Safety Strategy and propose a European Aviation Safety Programme and Plan.

In response to a growing global concern about the subject of pilot training following some high-profile accidents, the Agency organised a one-day conference in November 2009 on pilot training for a safe aviation today and tomorrow: "Are pilots trained to meet the challenge?".

The complexity and automation of modern aircraft, a changing operational environment resulting in longer flights and increasingly congested airspace as well as the fact that today's pilots have fewer opportunities to manually fly the aircraft, clearly show the need to constantly review pilot training in order to maintain and enhance the safe operation of aeroplanes.

Nearly 200 delegates from Training Organisations and Operators, Pilot Unions and NAAs came to Cologne on 24 November to discuss possible ways to improve pilot training. Simply doing more flying hours was not considered to be a solution but training in manual flying skills should never be neglected. High importance was given to the selection of pilots that is crucial to reach the desired level of professionalism. The industry also supported the IATA's "International Training Qualification Initiative" (ITQI) where a lot of work on competency-based and evidence-based training has already been done in conjunction with ICAO.

As a follow-up to the conference, the Agency set up an "Internal Group for Pilot Training" (IGPT) to propose further steps for pilot training and monitor the result. The Agency will also support and co-operate in pilot training initiatives such as the ITQI, and the ICAO initiative "New Generation of Aviation Professionals" (NGAP). The Agency, therefore, coordinates its work with all those who are involved in pilot training, and ultimately ICAO, to continuously enhance safety standards.



## Activities of the Agency

### ***1. Product Certification***

Following the entry into force of the new Basic Regulation<sup>3</sup>, the Certification Directorate devoted considerable effort in preparing the implementation of new tasks by contributing to relevant rulemaking activities and developing its internal working procedures and databases. Appropriate transition measures and concepts for revising the Fees & Charges Regulation<sup>4</sup> to sufficiently fund these activities were developed.

After the closure of the Joint Aviation Authorities (JAA) on 30 June 2009, the Directorate took over additional coordination responsibility in the field of the Operational Evaluation Board (OEB) activities (previously known under the JAA as Joint Operational Evaluation Board, JOEB). The Agency concluded Memoranda of Understanding with several National Aviation Authorities. The agreements will be in effect until the date of entry into force of the implementing rules for Operational Suitability, at which time the Agency becomes fully responsible for all related activities.

The Directorate further enhanced its oversight role in the field of continuing airworthiness of aeronautical products, parts and appliances.

A new challenge for Certification was the increasing number of projects from emerging countries that are entering the global aircraft market with new designs. While with traditional partners, (Canada, US, Brazil) well established relationships and formal contracts/arrangements facilitated the certification projects, the situation is different for newcomers like Japan, India, China, Russia. More efforts are needed on confidence building processes and the development of working procedures with those countries.

By 31 December 2009, 156 temporary agent posts were occupied out of 165 authorized in the Agency's Establishment Plan.

### **Airworthiness and Environmental Certification of Aeronautical Products, Parts & Appliances**

The activity comprises the initial type design certification (Type Certificate [TC], Restricted Type Certificate [RTC], Derivatives to Type Certificates); approval of changes to type designs (Supplemental Type Certificate [STC], Minor and Major design changes); approval of type related repair solutions (Minor and Major repairs); approval of parts and appliances (European Technical Standard Order Authorisation [ETSOA]) and other type related approvals (e.g. flight conditions for the issuance of Permits to Fly [PTF], Aircraft Flight Manual revisions [AFM] and Alternative Method Of Compliance [AMOC]).

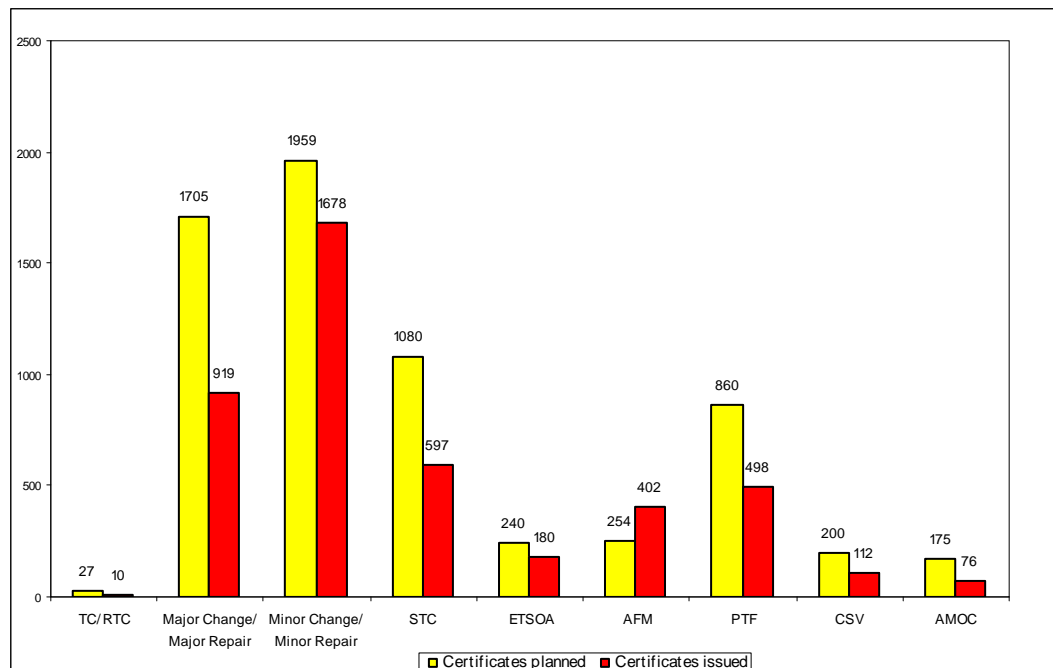
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<sup>3</sup> Regulation (EC) No 216/2008 of the European Parliament and of the Council of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC.

<sup>4</sup> Commission Regulation (EC) No 593/2007 of 31 May 2007 on the fees and charges levied by the European Aviation Safety Agency and Commission Regulation (EC) No 1356/2008 of 23 December 2008 amending Regulation (EC) No 593/2007.

### ★ Trend of applications received

While the number of ongoing large certification projects remained stable, the number of new applications submitted to the Agency for initial airworthiness and environmental certification in 2009 was 5.582 – a 15% decrease compared to the expectation (6.500 planned in 2009). This decrease is considered a short term trend due to the financial crisis and is expected to recover again in 2010. The chart below details the number of certificates planned and issued in 2009:



Approximately two thirds of the applications received related to approvals of changes to type designs and type related repair solutions.

As regards the initial type design related certification requests, the majority of them was triggered by the dynamically evolving general aviation sector and included, among others, applications for Cessna 162, Grob G-120 TP and Piper Sport. In addition, the Agency received some applications for large airplanes, such as Embraer EMB-550/545 and, for the first time, an application from Japan for a next-generation regional jetliner.

### ★ Major ongoing multi-annual type certification programmes

The Directorate diligently worked on several ongoing type certification projects (Sukhoi Superjet 100, Airbus A330-200F, Airbus A400M, Airbus A350 and Eurocopter EC175 and, in cooperation with the US Federal Aviation Administration, on the validation of Gulfstream G250, Gulfstream G650, Boeing 747-8 and Boeing 787 ("Dreamliner").

### ★ Trend of certificates issued

In 2009, the total number of certificates<sup>5</sup> issued was 4.472.

The number of new Type Certificates issued included e.g. the certification of Embraer EMB-500; Bell 429; Austro Engine E4; WD4-51-051 propeller as well as the successful completion of the certification processes for the Antonov AN-26 aeroplane and Kamov

<sup>5</sup> Certificate shall mean any approval, license or other document issued as the result of certification.

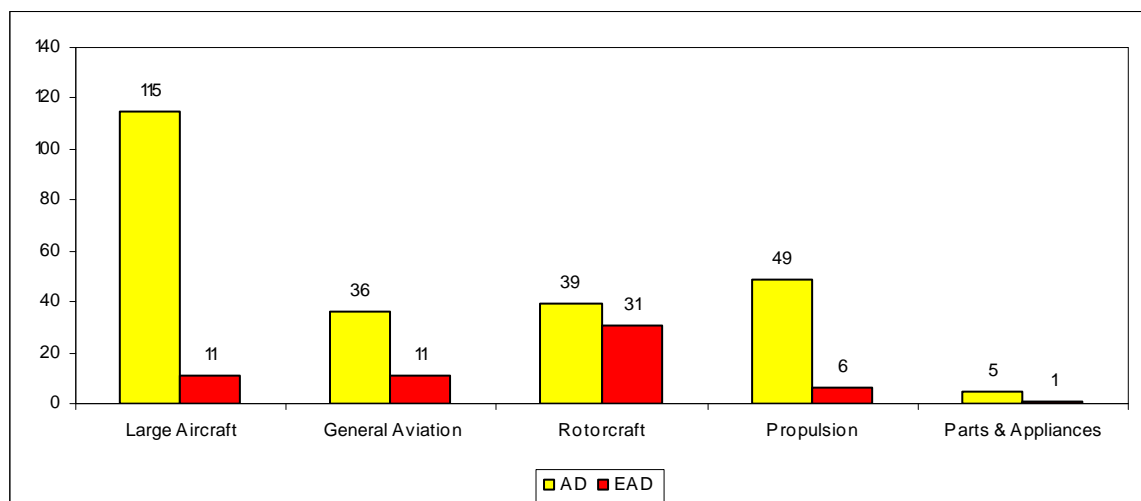
Ka-32A11BC helicopter. To this end, Restricted Type Certificates were issued for both aircraft types within the deadline set by the Commission Regulation (EC) No 375/2007<sup>6</sup>.

Furthermore, the Agency continued to provide a service to the industry within the frame of "Technical Advice Contracts" (TACs)<sup>7</sup>. In 2009, 5 new TACs were signed.

## Product Safety Oversight

The Continuing Airworthiness during the entire lifecycle of approved aeronautical products, parts and appliances is considered as one of the core elements for achieving the Agency's safety objectives. This allows the Agency to be proactive and take appropriate measures before potential safety risks develop into serious events. EASA's work is not driven by applicant' demand, but it is entirely linked to the Agency's safety objectives. Its extent and related costs are laid down by management decisions. Due to the complexity of this activity, the tasks vary from monitoring potential safety issues related to the daily operations of approved type designs through collecting and analyzing safety information, performing risk assessment and reacting without delay to a safety problem while disseminating the applicable mandatory information.

With regard to corrective actions, EASA issued 244 Airworthiness Directives (ADs) and 60 Emergency ADs (EADs). Details are presented in the diagram below:



In order to boost the European efforts in improving aviation safety, the Directorate devoted substantial efforts to the analysis of accident and incident investigations, including the Air France accident that occurred in June 2009. For the first time EASA gave testimony to the public hearing held by the U.S. National Transportation Safety Board (NTSB) concerning the ditching of a US Airways Airbus A320 into New York's Hudson River and the accident involving the Empire Airlines ATR-42.

Furthermore, the Directorate exchanged expertise on a wide range of technical issues and forged close relations with international partners. Regular management meetings

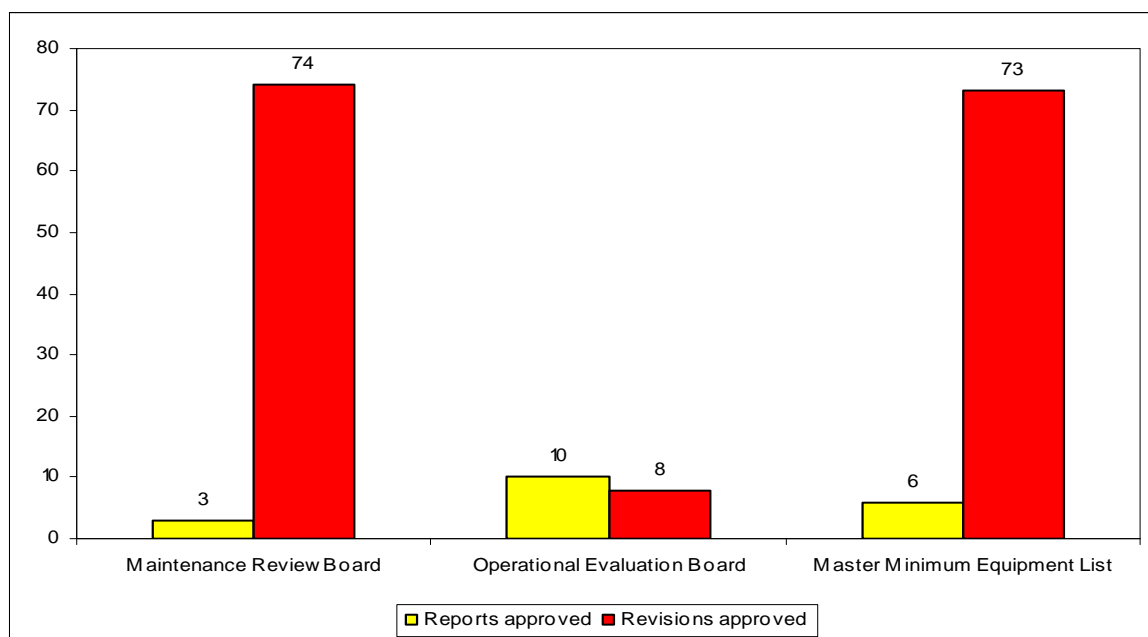
<sup>6</sup> Commission Regulation (EC) No 375/2007 of 30 March 2007 amending Regulation (EC) No 1702/2003 laying down implementing rules for the airworthiness and environmental certification of aircraft and related products, parts and appliances, as well as for the certification of design and production organizations;

<sup>7</sup> Technical Advice Contract (TAC) establishes those conditions under which the Agency by way of assistance provides a service to the client (applicant) by giving general technical advice on certification methods of new technologies to the highest professional standards. The Agency imposes a charge to the client for the provision of services carried out in accordance with the Commission Regulation (EC) No 593/2007 of 31 May 2007 on the fees and charges levied by the European Aviation Safety Agency.

and sound communication lines were established in order to monitor potential shortcomings before they develop into real safety issues.

## Operations-related Certifications Tasks

These activities comprise, inter alia, the Maintenance Review Board (MRB) process and a wide range of Operational Evaluation Board (OEB) activities, including the approval of Master Minimum Equipment Lists (MMEL). The activities performed in 2009 are presented in the following chart:



## Expertise provided to other core activities

The Directorate's key internal services include the provision of its technical expertise to Rulemaking, Organisations Oversight (Design Organisation Approval) and Accreditation. In practice, they covered the Directorate's active involvement in several rulemaking groups, reviewing and commenting on several draft NPAs, contributing to various rulemaking events (OSC Workshop, EASA International Pilot Training Conference, Part 21 Design Organisation Approval Implementation Workshop) as well as its support for a number of DOA audits and accreditation inspection visits to NAAs. The result of these cross activities is summarized as follows:

Nr.	Activity	Hours planned (h)	Hours performed (h)	Indicator (%)
1.	Rulemaking	7.300	6.611	91%
2.	Design Organisation Approval	7.215	3.658	51%
3.	Accreditation	587	1.263	215%

## Other developments

During the course of 2009, the Directorate continued to further develop its internal working methods and revised, among others, the type certification procedure, intensified its cooperation with stakeholders by having organized several events and implemented for the first time the stakeholders' feedback exercise for the product airworthiness/environmental certification process.

## Key Performance Indicators

### ★ KPI for airworthiness certification

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective <sup>8</sup>	2009 Result
Ensure adequate continuing airworthiness oversight	Continuing airworthiness hours as a percentage of total	Minimum 25%	25%	24,75%
Internalise airworthiness certification and continuing airworthiness work in line with internalisation policy	Internal working hours as a percentage of total hours	Rising to 80% by 2013	62%	70,97%
Improve internal efficiency	Technical working hours as a percentage of total hours	Increase of 1% per annum	65%	75,91%

### ★ KPI for Flight Standards activities

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective	2009 Result
Comply with all requests from Industry (service activities only)	Number of completed projects as a percentage of applications	100%	95%	Under development <sup>9</sup>

<sup>8</sup> The quarterly objectives remain the same throughout Q1 to Q4.

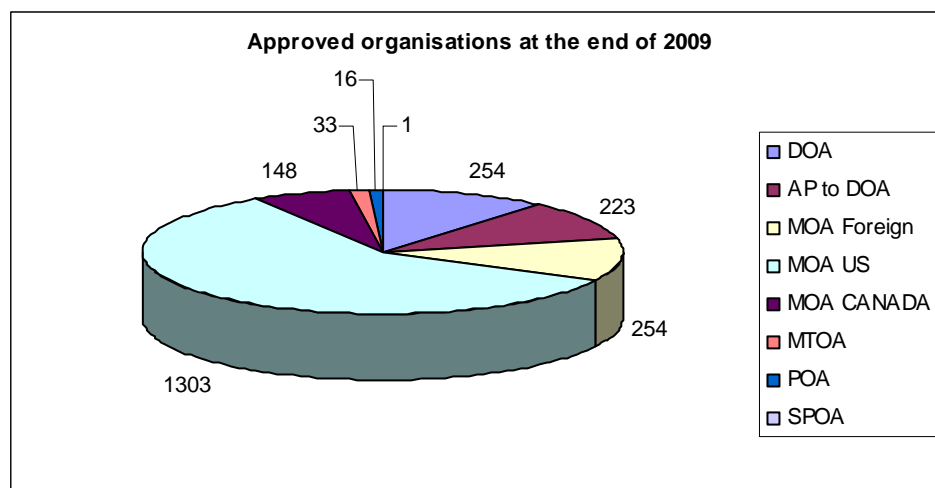
<sup>9</sup> Due to the ongoing implementation of the supporting tool and the intention to develop a more meaningful indicator for the services provided, the indicator is under revision.

## 2. Organisation Approvals

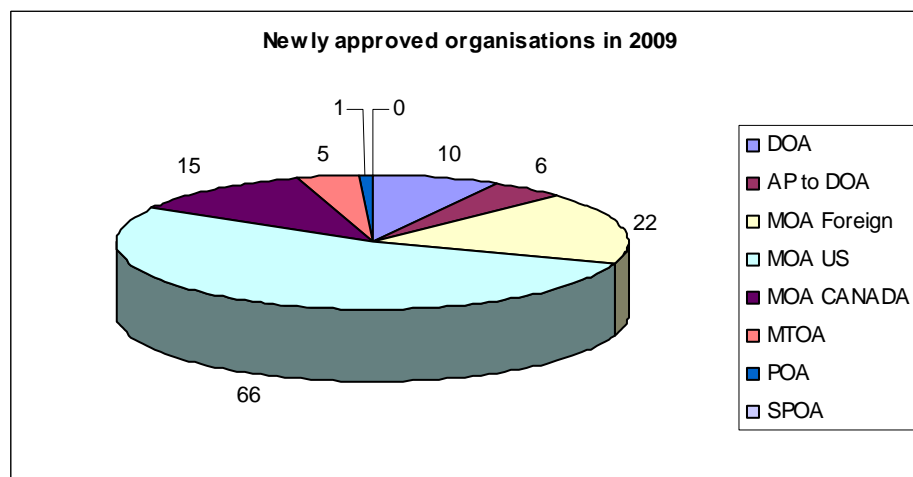
The Organisation Approvals activity has developed both in terms of activity and of methodologies. Activity figures have developed constantly since 2005 in all sectors of Organisation Approvals, including Design Organisation Approvals, Maintenance and/or Continuing Airworthiness Organisation Approvals and Production Organisation Approvals. The number of cancellations is regularly outnumbered by new applications.

The figures related to Organisation Approvals in 2009 can be summarized as follows:

### Approved organisations at the end of 2009



### Newly approved organisations in 2009



## Design Organisation Approvals

Improvement of cooperation and communication has been discussed in an internal working group with participants from the Certification and the Approvals & Standardisation Directorates. A report was delivered at the end of 2009. Based on this, internal working procedures will be updated accordingly and a web based platform will be implemented as an information exchange tool. An internal Permanent Sector Group on DOA has been launched in mid-2009 to discuss and communicate subjects of

common interests between the Certification, Approvals & Standardisation and Rulemaking Directorates. The tables below provide an overview on variations in 2009 and internalisation in 2009:

#### Variations in 2009:

Case	New applications	Applications cancelled	New approvals	Approvals cancelled
AP to DOA	24	22	13	7
DOA	39	16	13	3
Total	63	38	26	10

#### Internalisation progression 2009:

Case	NAA, end 2008	NAA, end 2009	EASA, end 2008	EASA, end 2009
AP to DOA new	9	5	42	35
AP to DOA issued	76	48	141	175
DOA new	14	10	68	72
DOA issued	74	74	170	180
Total	173	137	421	462
Ratio (numbers)	0,29	0,23	0,71	0,77
Ratio (workload)	0,20	0,15	0,80	0,85

### Maintenance / Continuing Airworthiness Organisation Approvals

In the field of Maintenance and/or Continuing Airworthiness Organisation approvals, the Agency is in the majority of cases outsourcing the technical investigations as well as the continuing surveillance of the organisations to Member State NAAs. Currently 10 NAAs have been accredited for those tasks. The in-house experts cover a limited number of approvals directly in order to maintain and develop expertise. Surveillance activities together with the NAAs are performed in special cases on request and to verify the correct implementation of internal working procedures.

In addition to initial approvals and continued surveillance on foreign approvals, the MOA Section has been working together with the Agency's Rulemaking Directorate on rule interpretation and guidance material for applicants in the field of EASA Part 145, 147 and especially EASA Part M sub part G approvals.

The Continuing Airworthiness Organisations (CAO) team continued to work on the implementation of the existing Bilateral agreements and the further development of the new Bilateral agreements with our US and Canadian partners

	2008	2009	NEW
MOA	232	254	22
US	1237	1303	66
CAN	133	148	15
MTOA	28	35	7

Four applications for Part M/G are currently under investigation.

## Production Organisation Approvals

EASA delivered the first European Single Production Organisation Approval (SPOA) certificate on 21 July 2008. This replaced the previous national POAs issued by the French, German, Spanish and UK NAAs. This approval has been extended and now includes the new Airbus Final Assembly Line (FAL) in Tianjin, China. By issuing the SPOA, the Agency, on behalf of the above mentioned EU Member States, is also acting as "State of Manufacture" for aircraft manufactured by Airbus. As a consequence the Agency is now issuing Export Certificates of Airworthiness (ECofAs) for Airbus aircraft exported to (foreign) states outside the European system.

The number of applications from Russian production organizations is low and - unexpectedly – not developing as foreseen. Therefore the Agency is coordinating with the Interstate Aviation Committee (IAC) of Russia and the affected Russian manufacturers, constantly accompanying and fostering this specific process.

The regular surveillance activities – scheduled tasks which are connected to the initial approval date of each approval holder – were performed as planned. The number of POA approvals is summarized below:

	2008	2009	NEW
POA	15	16	1
SPOA	1	1	0
LOA (Nav. Database providers)	2	3	1

## Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective	2009 Result
DOA internalisation	Internalisation vs. outsourcing policy	Internalise activities i.a.w. the established outsourcing policy	Implement 100% of planned internalisation	100%
MOA/MTOA approvals	Issuing 100 % of approvals vs. applications received in previous years (2008 and before)	Issuing of 100% of ongoing approvals	Issuing of 100% of ongoing approvals	100%
POA approvals	Issuing 100% of approvals vs. applications received in previous years (2008 and before)	Issuing of 100% of ongoing approvals	Issuing of 100% of ongoing approvals	100%
Efficiently implementing the contracts with the NAAs	Number of surveillance visits allocated to NAAs	100% of planned allocated activity	100% of planned allocated activity	100%



### **3. Standardisation**

Standardisation inspections are required under Articles 24 and 54 of Regulation (EC) No 216/2008 and currently cover Initial Airworthiness (IAW) including Part-21 Subpart F, G, H, I, P as well as Continuing Airworthiness (CAW) including Parts M, 145, 66, 147.

In the areas of Initial and Continuing Airworthiness, Commission Regulation (EC) No 736/2006 provides a robust and mature standardisation methodology for the Agency to monitor, on behalf of the European Commission, the implementation by Member States of the Basic Regulation and related Implementing Rules (Commission Regulations (EC) No 2042/2003 and No 1702/2003). With respect to commercial air transport operation of aeroplanes Regulation (EEC) No 3922/1991 Annex III (EU-OPS) provides a legal framework, separate from the one established under the Basic Regulation. The applied standardisation process in this domain has been adapted - as far as possible - to Commission Regulation (EC) No 736/2006 in agreement with the European Commission. In other areas of Air Operations (OPS), as well as Flight Synthetic Training Devices (FSTD) and Flight Crew Licensing (FCL), the Joint Aviation Requirements (JARs) and the Administrative and Guidance Material (Joint Implementation Procedures, JIPs) continue to provide the basis for standardisation activities.

Standardisation, on behalf of JAA, until 30 June 2009 covered all the activities performed under the Contract for the Provision of Standardisation Coordination Services by EASA to JAA in the field of Air Operations (OPS), Flight Crew Licensing (FCL), Synthetic Training Devices (STD) and Maintenance (MAST) that was signed in 2007.

After the disbandment of the JAA on 30 June 2009, in the case of the EASA States (EU Member States, Iceland, Norway, Switzerland and Liechtenstein), standardisation inspections in the areas where implementing rules are not yet in place, were conducted in accordance with the signed agreement between the European Commission and EASA on the "Continuation of Standardisation Activities". This agreement includes the use of some working methods used under Commission Regulation (EC) No 736/2006. For ECAA States and the remaining former JAA Member States, the standardisation inspections were performed based on working arrangements signed between EASA and the relevant Civil Aviation Authority. These working arrangements render the relevant elements of Commission Regulation (EC) No 736/2006 applicable also for those States.

#### **Combined visits**

In 2009, the Standardisation Department implemented a new approach by combining inspection visits covering different areas, in order for the Commission to have a global picture on the safety performance of each Member State.

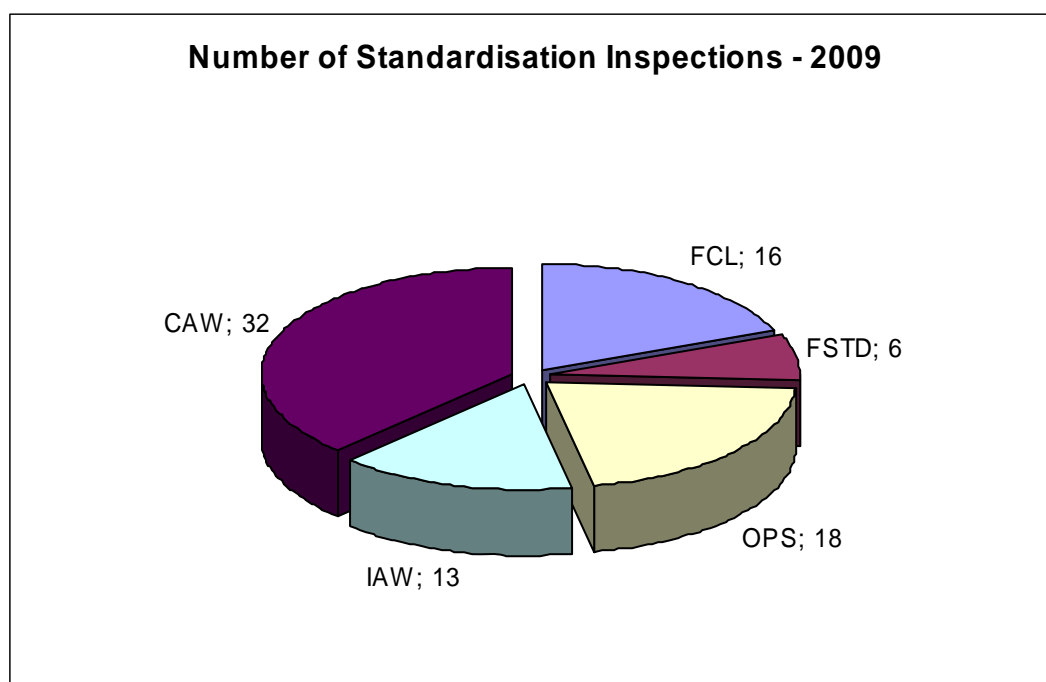
Due to the fact that in some fields (OPS, FCL, FSTD) implementing rules and Commission Regulation (EC) No 736/2006 are not yet formally applicable, different procedures have to be applied. Consequently, at a first step, inspections in the different areas have been co-located and have been adjusted to a certain degree, but further integration can only be gradual. Experience has shown that combined visits became more streamlined and suitable in order to reach the objective of generating a global picture on the performance of Member States. However, further improvement is needed in terms of efficiency and effectiveness.

## Standardisation meetings

Pursuant to its strategy of pan-European co-operation, the EASA Standardisation Department invited Civil Aviation Authorities from EASA Member States, ECAA countries and other ECAC countries to several (6) standardisation meetings aimed at sharing experiences in implementing regulations in an open, informal and constructive manner. The purpose of these meetings was to discuss the most prominent issues encountered in the implementation of the regulations, to reach a common understanding of the rules and to decide, where possible, a common application of relevant rules.

## Standardisation activities

In 2009 the Standardisation Department continued to grow mainly due to the build-up of the OPS and FCL sections. The standardisation inspection teams performed 85 standardisation inspection visits. This includes all planned, follow-up and ad-hoc) visits. A breakdown of activities per section is shown in the following graph:



In addition to these activities the Standardisation Department was involved in 14 accreditation visits, 4 blacklist and 6 international standardisation visits. These figures lead to a total of 109 visits. Standardisation visits were carried out in accordance to the agreed Standardisation programme.

The following countries were visited in the respective areas:

	IAW	CAW	FSTD	FCL	OPS
Austria			fu	X	
Belgium		X	X	X	X
Bulgaria		C		C	C
Croatia		C		C	C
Cyprus		C		C	C
Czech Republic	X				
Denmark	X	ah			
Estonia		X + fu		X	
Finland	X	X		X	
France		X			X
Germany	X	2x + ah	X		X
Greece		C + ah		C	C + ah
Hungary	C	C + ah		C	C
Iceland		X		X	X
Ireland				X	X
Italy		X	X		X
Latvia		C + fu		C	C
Lithuania	X	X			
Luxembourg		X			
Moldova		X			
The Netherlands		X			
Norway	X	ah			
Poland	X			X + ah	
Portugal	X	X			X
Romania		X			X
Serbia					X + fu
Slovakia		X			
Slovenia	X				
Spain	C	C	X	C	C
Sweden	X	X + ah	X		
Switzerland	X	X			
Turkey		X		X	X
United Kingdom		X			

**Note:**

- Stand-alone Standardisation Inspections (X); Combined Visits (C); Ad-hoc Visits (ah); Follow-up Visits (fu);
- An Ad-hoc CAW visit to STK although one visit was counted for all three Member States Denmark, Norway and Sweden.

## Accreditation

As regards the accreditation process for the allocation of tasks performed on behalf of the Agency, the following visits were performed:

<b>Specific visits</b>	France, Ireland, Denmark, Czech Republic, The Netherlands, the United Kingdom, Sweden, Norway, Poland, Spain and Germany,
<b>Combined with CAW</b>	Turkey, Romania

## Key Performance Indicators<sup>10</sup>

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective	2009 Result
Complete the agreed number of visits as per the approved annual plan	Number of visits performed vs. number of visits scheduled	100% of visits as defined in the approved annual plan plus ad-hoc and other unexpected visits	All visits planned (to be defined end 2008)	Total number of performed visits met the plan. Only one visit could not be performed as planned. Additionally unscheduled visits were performed
Control over status of corrective actions	Status of corrective actions through reactivity indicator	100% under control per visit	100% under control per visit	Corrective action status was 100% controlled
Respect the timing defined in Regulation 736/2006	% of deadlines met	100% deadlines met	100% deadlines met	Deadlines were regularly met. A few cases were deadlines were exceeded related to combined visits
Keep a high quality level of standardisation activity	Number of queries and complaints from NAAs/ Findings from EASA-E.3 during audits/ Feedback during visits	None/None/None	None/None/None	The vast majority of NAAs were satisfied or very satisfied with conduct of visit. A few recommendations for improvement were received
Ensure at least 50% participation of NAAs in Standardisation teams	% of team members from NAAs	50 % minimum	50 % minimum	68% (EASA remit)
Satisfaction of C and NAAs in Accreditation	Provide appropriate and needed scope of accreditation	No complaints	No complaints	No complaints
Supporting the NAA in defining best harmonised practices	N° of standardisation meetings	100% of scheduled meetings	100% of scheduled meetings	6 meetings performed over 6 scheduled

<sup>10</sup> With regard to standardisation activities the quarterly objectives are the actual implementation of the visit plan as presented to the Management Board.

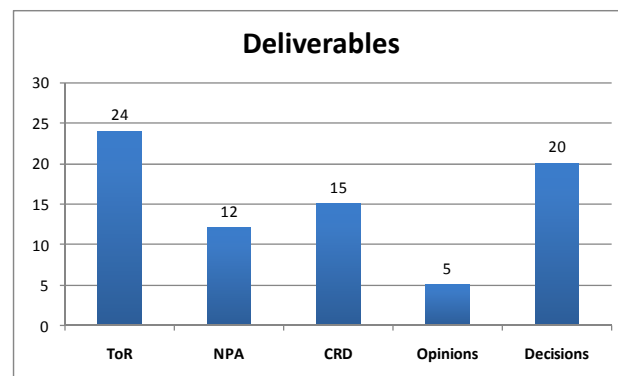
## 4. Rulemaking

Rulemaking is the process of developing and improving legislation, standards and best practice to continuously improve aviation safety and environmental sustainability. This entails the actual production of rules but also the related support to the rules implementation, monitoring and contributing to ICAO activities as well as external relations that promote and facilitate the implementation of Community rules.

The related outputs are described in the 4-year Rulemaking Programme 2009-2012. The Agency could undertake work in areas other than those mentioned in the Rulemaking Programme, depending on the importance of the subject and conditional on the necessary resources being available.

### Rulemaking Programme

By the end of the year, the implementation rate of the Rulemaking Programme for 2009 was 100%. The results achieved for 2009 are detailed below:



**Note:**

- Opinions for amendments to Regulations (EC) No 2042/2003 and (EC) 1702/2003.
- Decisions related to Certification specifications (13), Acceptable Means of Compliance and Guidance Material (5), Rulemaking Programme (2).

A list with the Agency's decisions, opinions and NPAs in 2009 is attached in **Annex 1**.

The Flight Standards and Product Safety Departments had to provide support to the ATM –Aerodromes Department due to its very limited resources and the fixed deadlines in the law. This led to a number of tasks being rescheduled.

Due to an accident in June 2009, an Exception was launched so as not to apply the Rulemaking Procedure pertaining to rule development in all its steps. Task 25.022 (activation of ice protection system - Rulemaking Programme 2010-2013) was accelerated at the expense of others. The task, which was developed using EASA staff, was started in August 2009, instead of early 2013. Thus several other tasks had to be postponed.

## Extension of the scope

### ✧ 1st extension

Subsequent to the publication of the NPAs on Pilot Licensing (NPA 2008-17) and Authority and Organisation Requirements (NPA 2008-22) in 2008, the work on the first extension continued with the publication of the NPAs on Operational Suitability and Safety Directives (NPA 2009-01) on 16 January and that on Air Operations of Community Operators (NPA 2009-02) on 30 January 2009.

The work packages for the 1st extension (OPS/FCL) had to be prioritised. Prioritisation of rulemaking activities has been agreed by the Commission and the Agency, and supported by the Management Board at MB 03/2009 on 15 September 2009 as follows:

1. Flight Crew Licensing
2. Commercial Air Transport
3. Medical requirements for pilots and cabin crew
4. Other operations such as aerial work, training flights and test flights
5. Non-commercial operations
6. Operational suitability Data and safety Directives
7. Safety assessment of aircraft
8. Third Country Operators

The prioritisation respects the timelines, as established by the Basic Regulation, by using a phased approach to the work and to the output.

### ✧ 2nd extension

The amendment to the Basic Regulation that covers the safety regulation of air traffic management (ATM), air navigation services (ANS) and aerodromes has been formally adopted by the EU Council on 7 September 2009. The new Regulation (EC) No 1108/2009 (amending Regulation 216/2008) was published in the Official Journal of the European Union on 24 November 2009 and entered into force on 14 December 2009.

In 2009, the Directorate has continued to provide active support to the European Commission in order to prepare and prioritise implementing measures for the amended EASA Basic Regulation to cover the safety regulation of aerodromes and ATM/ANS. For this purpose the Directorate and the Commission services prepared a joint note which was presented to the SES Committee on 14 October 2009.

The end of 2009 saw the launch and execution of the first meeting of rulemaking groups for tasks ATM.001 (Requirements for Air Navigation Service Provision), ATM.003 (Requirements for Air Traffic Controller licensing) and ATM.004 (Requirements for Competent Authorities in ATM/ANS).

The Agency gave report to the SES Committee on 3 December 2009 regarding the new joint European Commission and Agency approach for rulemaking priorities and process in the field of ATM/ANS. Following this meeting, the Commission and the SES Committee asked the Agency to use a "fast-track" to produce the opinions to transpose SES safety rules (ANSP, ATCO & NSA) with minimal updates and through accelerated consultation in accordance with the Commission.

The Management Board concluded its strong support of the SES II implementation at MB 04/2009 on 15 December 2009, in acknowledging the need to build on existing rule

material, and emphasized the importance of close cooperation between the Agency and EUROCONTROL.

The Directorate has managed EASA's informal groups in both regulatory fields, such as the Group of Aerodrome Safety Regulators (GASR) exploratory groups. It has also actively contributed to several workshops and forums with numerous stakeholders from both fields. Finally, the Directorate has initiated the necessary work to extend the Agency's rulemaking cooperation with the FAA and TCCA to aerodromes and ATM/ANS.

## **Preparation of the 4-year Rulemaking Programme 2010-2013**

The 4-year Rulemaking Programme 2010-2013 was approved by an ED Decision in December 2009. The main criterion adopted to draft the programme was the prioritisation of rulemaking as agreed by the Management Board in September 2009. This resulted in the transfer of 13 tasks from the 2009-2012 Rulemaking Programme. The structure and format of the 4-year Rulemaking Programme template is being reviewed to accommodate feedback received from the Management Board, the SSCC and from AGNA.

## **Consultation and cooperation with stakeholders**

Regarding the 1st extension, EASA established an improved communication strategy and intensified exchange of information with stakeholders on the content and impact of the new set of rules. This included conferences and workshops in EASA, Member States and Third Countries as well as discussions on specific issues in smaller groups as requested by stakeholders. In May 2009 the Agency launched its new web-based rulemaking handbook (e-tool) to facilitate access to EASA rules.

As for previous years, AGNA and SSCC meetings took place in 2009.

## **Other activities**

### **✦ EUROCONTROL**

As regards the Agency's cooperation with EUROCONTROL, the Agency prepared together with EUROCONTROL a partnership document (initially called "roadmap"). It is an inventory of activities between the two organisations and forms a key part of the evolutionary measures necessary to meet the challenges facing ATM in a changing institutional environment and is seen as complementing the SES roadmap. The draft partnership policy document was finalised in 2009 but has not been formally approved yet due to the debate on the reform of EUROCONTROL. The requested support from EUROCONTROL will now be channelled via the formal agreement between the Commission and EUROCONTROL.

The Commission mandated EUROCONTROL to develop Standardised European Rules of the Air as well as participating in the Performance Scheme Focus Group. This group has been tasked to review the development of the performance scheme for the first reference period, implementing Regulation (EC) 1070/2009 amending the framework regulation (regulation (EC) 549/2004). EASA has participated in the work of this drafting group.

✧ ICAO

EASA continued its direct involvement in various ICAO Working Groups and Panels, increasing its cooperation with and support to ICAO on the development of new rules and standards in 2009.

Inter alia, the Agency participated to the ICAO task force on aerodrome operations and services (PANS-AGA) and to ICAO study group for UAS operations and contributions to working documents on UAS regulatory policies. The Agency also participated in the meeting of WG1 (Aircraft Noise), WG3 (Aircraft Emissions) and MODTF (Modelling and databases Task Force). Support was provided to the Commission to prepare for the CAEP/8 meeting. Finally, the Agency organised the second meeting with AGNA on the follow-up of ICAO findings related to EASA regulations November and participated in the specific meeting organised in December on halons replacement.

The Agency supported the European Commission in coordinating EU Member States' answers to 22 ICAO State Letters.

✧ Navigating towards an Enhanced Transparency Systems project (addressing recommendations of Article 51 evaluation)

The new process for establishing the Rulemaking Programme, including the pre-RIA template, was finalised in 2009 and was presented to AGNA/SSCC for consultation. Although the procedure is not formally adopted, it was decided to test it for the production of the 4-year Rulemaking Programme 2011-2014. Work on the process for the development of rules has been initiated in 2009. A trial implementation has taken place for the rules ATM.001, ATM.003 and ATM.004.

✧ Support to the European Commission

EASA has assisted the Commission in the adoption of the pending opinions on Regulation (EC) 1702/ 2003 and 2042/2003. 42 recommendations on article 14 exemptions to the Commission in 2009 were produced. Moreover, the Agency has provided technical advice to the Commission on Antonov-26 issues, halons replacement and contributed to the reply to parliamentary questions notably on cabin air quality and child restraint devices.

✧ Rulemaking cooperation & participation to standardisation activities

As regards rulemaking cooperation with the FAA and TCCA, progress has been made on a list of subject of common interest and the associated working methods and on the detailed procedures to implement this cooperation. The Agency remains committed to the success of such cooperation.

Regarding standardisation activities, the Agency has continued its active participation in EUROCAE, SAE and has continued its cooperation with CEN/ CENELEC /ETSI on ATM matters.

✧ Safety recommendations coming from accident investigation bodies

Since the start of the Agency, 166 recommendations (on a total of 298 received by the Agency) have been attributed to rulemaking and 129 have been replied to.



★ Translations & Value-added publications

In enhancing the quality of translations, the Directorate finalised work on the Airworthiness glossary, prepared the OPS/FCL glossary, submitted OPS/FCL reference material to the Translation Centre and established a network of translation focal points.

In the field of value-added publications, the Agency worked during 2009 on delivering the printed version of the consolidated Part-M rules (Implementing rules with related AMC/GM) in the 1<sup>st</sup> quarter, 2010. Moreover, work was progressed on the Rulemaking Handbook, enabling users to filter rules according to users' specifications. The Rulemaking Handbook is expected to be launched in the 2<sup>nd</sup> quarter of 2010. Moreover, design and content of the ATM/Airports mini-website were finalised in December 2009.

### Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objectives	2009 Result
Tasks identified in the yearly Rulemaking Programme are actually delivered	Number of tasks finalised	95% of the tasks are finalised	95% of the tasks are finalised during the year in 2009, rising to 100% over the business plan period	100%
The financial resources are effectively used	Budget commitment	98% of the budget is committed	98% of the budget is committed	99%

## ***5. International cooperation***

### **Bilateral agreements**

The Agency continued to support the European Commission with regard to the discussions on the EU/US Bilateral Agreement, in particular on the issue of inspections of foreign repair stations located in the Community and that service US airlines.

EASA finalised the “Level 3” texts associated with the Bilateral Agreement between the European Community and Canada, signed in May 2009 by both Parties. In close coordination with the European Commission, EASA initiated activities related to the expected entry into force of the EU-Canada BASA.

On 03 August 2009 the European Commission adopted a recommendation for an EU Council Decision authorising the Commission to negotiate a bilateral agreement between the EC and Brazil on the reciprocal acceptance of certification findings in the field of civil aviation safety and environmental compatibility. EASA supported the Commission’s negotiations. The Decision of the EU Council was adopted on 9 October 2009.

On 14 and 15 December 2009 the first round of negotiations for a Bilateral Agreement on civil aviation safety (BASA) between the EU and Brazil took place in Brussels. The Agency assisted and will continue to assist the Commission during the negotiations (including via an assessment visit).

The Agency is supporting the European Commission in the forthcoming negotiations for a Bilateral Aviation Safety Agreement (BASA) between the EU and Australia.

### **Working Arrangements**

As part of the MRJ EASA TC project and the Joint Type Certification (derivative TC) of the rotorcraft MBB-BK117/BK-117, an EASA team visited JCAB in Tokyo from 30 November to 3 December 2009. The visit resulted in a better understanding of JCAB’s organisation and regulatory framework, including an assessment of the certification activities and design organisation approval system applied by JCAB. Moreover, the structure of future Working Arrangements has been agreed.

Taking into account the closure of the JAA on 30 June 2009 and recognising the importance of maintaining pan-European cooperation in civil aviation safety, EASA - in close co-operation with the European Commission - prepared a series of Working Arrangements, with each Civil Aviation Authority of ECAC-non-EASA countries. 14 Working Arrangements have been adopted with Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Croatia, Georgia, Moldova, Monaco, Montenegro, San Marino, Serbia, the Former Yugoslav Republic of Macedonia, Turkey and Ukraine. On the Commission’s request, EASA also resumed negotiations with SAA-Ukraine - which has accepted the revision of the SAFA Regulation and will be involved in more extensive negotiations for a comprehensive aviation agreement. The Ministry of Transport and Communication of Ukraine (SAAU) Ukraine and EASA signed a Working Arrangement on 9 December 2009, including a Side Declaration regarding the development of Implementation Procedures for the Working Arrangement. Dedicated workshops have been organised to support implementation of the agreements/arrangements.

5 Working Arrangements have been signed with CAAC China (4 to facilitate the CAAC validation of certificates issued by EASA and 1 to establish cooperation regarding the

A320 aircraft family FAL and delivery centre in China). Moreover, a Working Arrangement has been signed with the CAAV (Vietnam) concerning the validation by CAAV of certificates that are issued by EASA for Eurocopter rotorcraft. Furthermore, a Working Arrangement has been signed with the CAA in Taiwan to facilitate the CAA Taiwan validation of certificates that are issued by EASA for European products. Finally, Appendix C to the Working Arrangement between EASA and JCAB was modified to include the validation of the Diamond aircraft DA40D and DA42 and the Agusta Rotorcraft models.

## Technical cooperation

The Agency provided assistance activities on a continual basis in 2009.

Support has been provided to the Commission in defining European Assistance projects and in the management of Community Programmes (e.g. South Asia, South-East Asia, India, China, Democratic Republic of Congo, Russia, Balkan countries, Mediterranean countries, and Central Asia).

The Agency's technical cooperation activities included inter alia:

- The direct management of dedicated assistance programmes (e.g. Pakistan, South Asia, South-East Asia);
- Assistance to the COSCAP Programmes (e.g. South-Asia, South-East Asia, North Asia, Gulf countries and Community of Independent States)
- Assistance activities, such as internships and seminars, in order to support third countries aviation authorities in their effort to improve their expertise.

## Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective	2009 Result
To be recognised and respected as a reliable technical expert in the evaluation and definition of assistance programmes.	Feedback from stakeholders and from the Commission (including Commission delegations)	Positive feedback increasing annually	N/A	N/A
To provide assistance in understanding BASAs and working arrangements	Number of seminars, trainings, workshops		Hold two seminars training or workshop on the BASAs	5 support/ coordination meetings for BASA/WA
To timely conclude/amend working arrangements with other CAAs in order to fulfil the needs of stakeholders and of the Agency.	Feedback from stakeholders and from the Agency' Directorates	Positive feedback increasing annually	N/A	N/A
The financial resources are effectively used	Budget commitment	98% of the budget is committed during the year	98% of the budget is committed during the year	99%

## ***6. Safety analysis***

### **Follow up of accidents and incidents**

The Accident Investigation Section composed of 5 staff by the end of 2009. The Agency continues to strengthen its relationship with International Accident Investigation Organisations. The major accidents that were followed-up included:

- Airbus A330, Reg. F-GZCP fatal accident over the Atlantic;
- Airbus A320, Reg. N106US accident in New York;
- Airbus A310, Reg. 7O-ADJ fatal accident near the Comoros Islands;
- ATR-320, Reg. N902FX accident at Lubbock, Texas;
- Boeing 737-800, Reg. TC-JGE fatal accident in Amsterdam;
- Airbus A320, Reg. D-AXLA, fatal accident in Canet-Plage (FR) and
- AS332L2 Helicopter, Reg. G-REDL fatal accident in the North Sea.

The Agency participated in ECAC, ISASI and GAMA meetings working on improvements in cooperation and knowledge with the investigators. Towards the end of the year new European legislation was proposed by the Commission. The Agency has assisted, advised and is adapting to the new situation.

### **Applying data to enhance safety**

The Safety Analysis Section was composed of 5 staff by the end of 2009. Using the safety data infrastructure built over the last 4 years the Safety Analysis Section continued to provide support to the internal functions of the Agency.

The Agency provided data and expertise to support the work of the ICAO Safety Indicator Study Group (SISG). Beyond this, Safety Analysis contributed to the development of taxonomies for occurrence reporting and improved its internal work processes.

A survey of light aircraft accidents in EASA Member States was undertaken. The Agency published the Annual Safety Review 2008. A stakeholder survey was conducted and showed that the review was valued by the aviation community worldwide.

The Safety Analysis Section contributed to the work of the Agency's Internal Safety Committee (ISC) by providing regular updates on emerging safety trends in 2009. Working papers were provided to the ISC, among others, on: Flight Test Accidents, TCAS II Version 7.1 in European Airspace, Helicopter ditching, Training and Access to data and occurrence reporting.

### **Promoting safety worldwide**

The European Strategic Safety Initiative (ESSI) is an aviation safety partnership between the Agency, other regulators, and the aviation industry. This amounts to a partnership involving more than 150 organisations and 600 individuals. The Safety Analysis & Research Department supported the initiative. In 2009, ESSI became a member of the Editorial Board of SKYbrary and towards the end of the year a link was established with the work on developing the European Aviation Safety Programme (EASP).

### European Commercial Aviation Safety Team (ECAST)

Co-chaired by IATA and EASA, ECAST monitored the implementation of action plans inherited from the JSSI by JAA and US CAST. In parallel ECAST advanced their work on Ground Safety and published best practice material on SMS. In this context, ECAST promotes the use among European airlines of the Airlines Risk Management Solutions (ARMS) methodology that was developed by the ARMS team.

### European Helicopter Safety Team (HEST)

Working with nine analysis teams across Europe, EHEST released, in April 2009, a preliminary analysis report on 2000-2005 European accidents (EU publication). Results were presented at the annual EASA Rotorcraft Symposium and International Helicopter Safety Symposium 2009 in Montreal. To address high priority topics, three implementation teams were set up on Operations and SMS, Training, and Regulation. Cooperation within the International Helicopter Safety Team (IHST) was strengthened.

### European General Aviation Safety Team (EGAST)

The European General Aviation Safety Team (EGAST) published its first safety promotion material on the prevention of "Loss of Control In-flight" (the primary cause of fatal accidents in General Aviation) and on Collision Avoidance in cooperation with UK CAA and IASA, France. Beside, activities were launched on data collection and on prospective safety (identifying today the risks of tomorrow). At the international level, contacts were reinforced with the FAA Safety Team (FAAST).

## Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective	2009 Result
Gaining international recognition for the Agency's Annual Safety Review as source of reliable information	Feedback from stakeholders	Positive feedback by 2010	Survey indication that users value the information provided	Objective met. Survey carried out in August 2009 with positive feedback.
Facilitating global aviation safety data sharing	Number of States participating	40 by 2012	5 by 2009	The objective was exceeded
Coordinated, measured and timely responses to major fatal aviation accidents	Number of responses generated	Not less than one per year	Not less than one per year	Objective met. Involvement in AF 447 investigation team.
Follow-up of Safety Recommendations	Completion of follow-up tasks	100% within 24 months	20% of new recommendations	50% achieved
Implementation by ESSI safety teams members of the safety enhancement identified by the teams	Evidence of pass	100% of enhancements in 2011	30% of enhancements in 2009	Keep outputs were redelivered

## 7. Research

Research is conducted to provide the Agency with a solid scientific knowledge basis for its policy, strategy and decisions. In accordance with the Basic Regulation the Agency may launch and finance research projects in its field of competence (safety and environmental protection).

The Safety Analysis and Research Department is in charge of coordinating and reporting on the performance of Agency's research projects.

To support its rulemaking activities the Agency is also involved in "long-term" research activities that are sponsored by the Commission, Member States and Industry.

The Agency's Internal Research Committee (IRC), created in 2007, defines and prioritises the research proposals based on the analysis of significant safety issues or the introduction of new design / products / procedures for aviation. In 2009 the IRC established and documented a list of 25 priority proposals that covers the different technical areas of the Agency.

The European Aviation Research Partnership Group (EARPG), established in 2007, supports the coordination of the Agency's research activities with the European Commission and Member States. The group develops a common short-term plan for safety-related research activities with a focus on fostering the cooperation and the sharing of available resources amongst its participants.

Information about the Agency's research projects and studies is regularly provided to its Stakeholders through the organisation of technical workshops or the preparation of publications. The EASA Research internet page contains the study reports and related information.

### Agency's Research Projects and Studies

7 projects and studies were realised in 2009. These were budgeted from different sources within the Agency to the total amount of €2.3 millions.

The summary of these projects conducted in 2009 is provided in the table below:

Title	Objective
Load upon Impact Behaviour of Composite Structure	Assess the behaviour of composite structures using defined and representative impact threats (bird strike, engine debris) to structure critical to flight safety on which typical flight load is applied.
Safety Aspects of Pulse Oxygen Systems	Evaluation of the minimum allowable blood saturation of oxygen (SaO <sub>2</sub> ) levels that provide effective protection from the harmful effects of hypoxia for cabin crews and passengers.
Mode-S Transponder in High Traffic Density Airspace	Evaluation of the suitability of existing Minimum Performance Standards (MPS) for Mode S Transponders in particular for digital designs.
Microlights	Investigate how micro-light aircraft are regulated today in Member States and evaluate possible options at Community level.

Title	Objective
Aviation Economic Modelling Capability for Environmental Regulatory Impact assessment	Contribute to the update and development of the Development of economical modelling and impact assessment tool to support key future work on environmental regulations.
State of the implementation of the provisions contained in ICAO Annex 14	Investigation on the status of the implementation in the EASA States as result of the transposition of ICAO Annex 14 on Aerodrome Design.
Sampling And Measurement of Aircraft Particulate Emissions	Develop methods for measuring emission particle mass, number concentrations and particle size distribution.

## **Involvement in EU R&T and National Programmes**

Several agreements were signed by EASA that have enabled it to participate in the steering/review groups of key research projects of the European Commission 7th Research & Technological Development (R&T) Framework Programme. In addition, Memoranda of Cooperation (MoC) with CAAs are being prepared for the joint funding of research activities.

## **Rulemaking related research activities**

Work for the launch of a number of advance and risk assessment studies in support of rulemaking activities was initiated. Guidance on the long-term research policy is in preparation. The participation of EASA staff in a limited number of Stakeholder Advisory Boards of projects (SCARLETT, HIRF SE and ALICIA) financed by the 7th Framework Programme for Research and Technological Development was enabled.

In the field of long-term research, the Agency maintained a presence of Agency staff in a limited number of stakeholder advisory groups.

In the field of Flight Standards the work by external consultants on the studies, "Carriage by air of special categories of passengers" and "Scientific and medical evaluation of EU OPS provisions for cabin crew", continued. Both contracts were closed in December 2009. The work on the "Survey on standard weights on passengers and baggage" was slightly delayed as the survey at one airport had to be postponed due to unforeseen circumstances. The final report reached the Agency at the end of May 2009.

Three studies have been completed in 2009 that related to fuselage burn-through, the review of cabin safety requirements and bird strike.

## Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective	2009 Result
Focussing and targeting research projects in order to address the specific technical and safety issues	Number of projects funded	Publication of the research report	Increase number of projects and its funding to serve the operational Directorate's knowledge demand.	7 projects realised; 7 additional projects prepared but not realised due to resource constraints.
To ensure Agency's staff participation in long term research activity	50 working days dedicated to long term research		<ul style="list-style-type: none"> <li>- Involvement in 2 projects per technical area</li> <li>- Initiate discussion with industry</li> <li>- Conclude an agreement with European Commission on 7<sup>th</sup> FPRTD</li> </ul>	Identification and prioritisation of the required research projects covering all technical areas performed with support from Agency's experts; "Industry day" to present Agency's and CAAs research activities in preparation for Spring 2011; Agreements signed with key 7th FP projects for which regulatory impact is identified.
To ensure the Agency' regulatory needs are fulfilled	Swift implementation of research activity		Optimise project management in due reflexion of the Agency's regulatory activity	Creation of project steering and review group ensuring regular involvement of certification and rulemaking experts in research activities.



## **8. SAFA**

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

- 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.

### **SAFA Analysis**

The regular SAFA Analysis was performed in line with the established schedule. The methodology was improved to add new indicators (window effect, fleet and traffic information). All regular analyses are now preceded by a quality review that is aimed at identifying reporting errors. In 2009, the quality review started to include the sampling of findings in the the scope of minimising the incidence of erroneous data. The regular analyses were communicated to relevant stakeholders (SAFA Participating States, European Commission). Analysis of the results as well as the results of the process of prioritising SAFA inspections were presented at meetings of the Air Safety Committee (Community List). At the Commission's request, numerous ad-hoc analyses were performed, that supported various cases that are being investigated in accordance with Regulation 2111/2005.

### **SAFA Database**

A new functionality was made available that allows on-line access of third states to the SAFA reports on operators certified in that state.

### **SAFA Guidance Material**

A second set of Guidance Material was developed and approved in 2009, thus fully discharging the responsibilities that were imposed on the Agency by the Commission Directive 2008/49/EC. This set of Guidance Material contains detailed procedures for the performance of ramp inspections, reporting and follow-up. It also contains an extensive set of "Pre-described findings", which establishes a taxonomic system for the reporting of findings. The new taxonomy was transposed into the SAFA database, thus enabling a seamless integration between technology and regulatory support which will guarantee a substantial improvement to the SAFA data.

### **SAFA Standardisation**

In the second half of 2009 the SAFA Standardisation activity was implemented. At the ESSG meeting in Dubrovnik, all SAFA participating states, while recognising the increasing need for standardisation, agreed with the Terms of Reference proposed by EASA, which enlarge the scope of SAFA standardisation audits to cover the entire spectrum of activities that are associated with the SAFA Programme. The standardisation visits are carried out in line with the working methods of Regulation (EC) 736/2006. Four

visits were planned and executed in: Luxembourg, Lithuania, Sweden and Switzerland.  
An additional standardisation visit was performed in Portugal.

### Key Performance Indicators

Objective	Indicator	Target in Business Plan	2009 Objective	2009 Result
Data analysis	Regularity of data analysis	n/a	Quarterly data analysis on time	Analyses delivered as planned
SAFA Standardisation audits	N° of visits performed vs. n° of visits planned	100%	100%	125% (In addition to the 4 planned visits an additional SAFA STD visit was performed in Portugal)

## ***9. Support activities***

### **Application management and procurement services**

#### ✦ General contracts

Some 30 high value tendering procedures were managed throughout 2009 and encompassed both operational & administrative needs. 26 of them were successfully finalised with an approx value of €34 millions. Full details of the Agency's procurement procedures that were launched and/or finalised in 2009 are provided in **Annex 3**.

#### ✦ Management of applications

Due to some initial issues following the implementation of the new SAP system the invoicing of applicants fell behind the targets during 2009. The backlog has been continuously followed up and gradually reduced during the ongoing stabilisation phase. It is envisaged that the backlog will be fully cleared by mid of 2010.

The invoiced amounts at the end of 2009 was actually below the budget provision set at in early 2009, i.e. €57 millions forecasted invoicing versus €56 millions actually invoiced.

The work on the new Fees & Charges Regulation progressed as planned. The selected consultant provided 3 concepts for a new Fees & Charges regulation of which 2 were further detailed: a flat fee system and a hybrid system of fixed and hourly fees. In the course of the conceptual discussions with the European Commission and the Industry it was discovered that a hybrid fees and charges system would not be practical and would therefore not provide the expected benefits to stakeholders. For this reason, it was decided in January 2010 to go ahead with a flat fee system only. The planned implementation date of the new Fees & Charges Regulation was deferred to January 2011 following a Comitology process as of July 2010.

#### ✦ Management of outsourcing contracts with NAAs

In conjunction with the transfer of competences from the JAA, the Agency took over the coordination of the former JOEB activities and the coordination of Flight Simulator Training Devices on behalf of the NAAs. For this reason, particular EASA-NAA Memoranda of Understanding were concluded and successfully implemented.

A new concept of individual project related purchase orders, in parallel with generic order forms, was successfully applied since the go-live of the SAP system. This concept will continue during the first half of 2010. All remaining ongoing projects requiring individual purchase orders will gradually be replaced by the end of June 2010.

At the end of 2009, various issues related to the new SAP system lead to some unstable conditions within the purchase order workflows. In close collaboration with the NAAs, problems were resolved. In spite of the transition to SAP purchasing workflows, the timeliness and quality of NAA reports and invoices has again greatly improved in 2009.

Based on the successful outcome of accreditation audits and consistent achievement of administrative and financial targets in the cooperation with the Agency, several NAAs were granted a conditional alleviation of contractual requirements concerning the provision of supporting documents that accompany invoices.

## Financial planning and reporting services

### ★ Budget implementation

The budget implementation has been regularly monitored during the year in close cooperation with the procurement section and the various authorizing officers resulting in a very satisfactory 97% achievement rate by the end of the year.

### ★ Analytical accounting

The analytical accounting methodology, which allows the determination of the cost of the Agency's core activities has been reviewed in order to better allocate the cost of the support and management activities. The new rules, which have been validated in December by an external consultant firm, will be applied as of 1st of January 2010.

### ★ Planning and performance monitoring

The Agency's Business Plan was reviewed and a new version covering the years 2010-2014 was prepared for adoption by the Management Board in December 2009. The Planning and Performance Section has been further staffed through internal transfers during the year and through an additional recruitment at the end of 2009, this allowing for an extension of the Agency's management reporting and performance monitoring functions. Full details on the Agency's financial performance in 2009 are provided in **Annex 2**.

## ERP (SAP)

The EASA ERP system went live in July 2009 aimed at having a full and actual picture of EASA's costs and revenues and a more consistent way of planning project activities. This milestone was the culmination of its nearly nine months of very intensive work across EASA, from conception in late 2008 to launch in the following year: User input, fine tuning of the system, organisation of frequent communication, training and information sessions were vital elements in order to ensure that all necessary requirements were covered. This guaranteed an efficient transition from the finance and budgeting legacy systems to the new ERP system. In the post launch phase, the EASA ERP team focused on fine-tuning the implementation based on the feedback that was received, thus making available the expected standard and specific reports as required.

## Information Technology

The Information Services Department underwent a reorganisation that was aimed at transitioning the former ITS infrastructure from its first years of operation of the Agency, to a more dynamic and mature concept following the output of the "Infrastructure Optimisation Project" carried out in 2008. The overall goal of this restructuring had been to bring the ITS from its start-up phase vision into a best of breed standardised environment.

The ITS Department was heavily involved in the testing and operational set up of the SAP "launch". The overall Infrastructure has been reviewed with an aim of fully exploiting the solutions in place. On the Business Application front, the focus had been

set to assist the user community needs in analysing their requirement to better enable the “first buy concept” instead of developing a new application.

## **Corporate Services**

A corporate records management policy and procedure was approved in order to guide preparations for the Agency's ISO:9001 certification. The guidelines also establish common standards for an electronic document and records management (EDRM) system for the Agency, which is currently in the planning phase.

A business continuity assessment was performed in 2009 in EASA to identify areas for improvement. Priority has been given to strengthening the IT disaster recovery capacity.

Eliminating a backlog of expense claims that had built up during the implementation of the ERP system, involved a considerable effort, which culminated in the resumption in early 2010 of a stable processing time.

## **Legal**

In 2009 the transfer of the Legal Department from the Executive to the Rulemaking Directorate was successfully implemented with the establishment of 2 sections: General Legal Advice Section and Technical Legal Advice Section. The transfer brought along new tasks, which, in the absence of additional resources were shared among existing staff. These tasks involved the review of the Commission's proposals on fines and on accident investigation, the drafting of the Fees & Charges Regulation and increased support to rulemaking activities that was mainly related to the extension of the EASA scope.

In addition, the Legal Department contributed to the discussion related to the dismantling of the JAA-system, in particular EASA's continued standardisation of non-EU/JAA countries. At the same time, the Legal Department continued to provide legal support to all the core activities of the Agency; not only by providing legal advice on request but by also ensuring the coordination of whistleblower information and reaction to European Ombudsman cases. These activities included significant legal assistance related to EASA's (re-) actions in the aftermath of some major aircraft accidents e.g. Spanair/Barajas Airport and AF447-accident.

The Legal Department, with the assistance of an external firm, provided the defence for the Agency when, for the first time, EASA was challenged before the Court of First Instance in a procurement case.

Concerning personal data protection, a new DPO and 3 data Controllers were appointed. Focal points were assigned for every Directorate. As requested by the EDPS, an inventory of all EASA processes that involve personal data was compiled and will serve as a reference for the controllers to start the notification of processing operation to the DPO.

In the field of public access to documents, an access to document coordinator has been recruited in 2009. The number of requests for public access to documents that has been forwarded to the Legal Department has significantly increased. EASA has also received the first confirmatory application following an initial refusal to provide access to a document. The access to documents exercise has proven to represent a substantial workload that can involve all the directorates depending on the nature of the request.

## Internal audit and quality

In 2009 the Internal Audit & Quality Department mainly focused on the ISO 9001:2008 certification project and internal audits.

### ✦ Certification of the Agency integrated management system against ISO 9001:2008 (quality standards)

In 2009, the Department implemented 93% of the project action plan and 86% of the communication plan. All elements required by the ISO standards for setting up a management system are in place. In particular the Agency defined quality objectives (included in the Annual Work Programme), implemented new software (ARIS) allowing for professional management of its processes and procedures, started to measure the stakeholders' satisfaction, and designed for the Agency website a system to address complaints and feedback. In parallel, a "pre certification audit" was organised in November 2009. The results were extremely encouraging as no real "no go areas" have been identified by the ISO auditor.

### ✦ Internal audits

In 2009 the Audit Section carried out all audits planned in the Annual Audit Programme. In total 10 internal audit missions (including the audit mission of the Internal Audit Service) have been performed during the year. All important recommendations have been accepted by the auditees and corresponding actions identified. A survey has been launched regarding internal audit practices. Auditee satisfaction averaged 84%.

### ✦ Other activities

In addition, the Department provided support to Member States during the ICAO USOAP audits in particular by sending Agency observers during the audits of EU & EASA Member States upon their request (4 Member states supported). The Department also coordinated external audits and the annual risk assessment exercise.

## Staffing and development

### ✦ Staffing

At the end of 2009, EASA employed 461 Temporary Agents (TA), 57 more than the year before. Additionally, 49 Contract Agents (CA) and 6 Seconded National Experts (SNE) were employed at EASA.

During the year 2009, EASA concluded 127 new contracts of employment which resulted in a net increase of 74 staff members. 26 staff members left the Agency for various reasons (resignation, end of contract, retirement and dismissal) and 27 staff members were successful in external or internal selection procedures. Additionally, 15 selection procedures failed due to either lack of suitable candidates or because the only competent candidate finally declined the offer.

The Agency published 94 vacancies and finalised 84 selection procedures corresponding to 96 targeted posts. More than 3300 applications have been received and more than 500 interviews were conducted.

Net staff increase 2009 (TA/CA/SNE)	74
Vacancies published 2009 (TA/CA/SNE)	94
Successful internal candidates (TA)	27
Staff members leaving 2009 (TA/CA)	26

In addition to the already recruited staff members, a further 28 TA candidates accepted an offer of employment and will take up their posts during the first months of 2010. Details of the Agency's 2009 staffing figures and demography can be found in **Annex 4**.

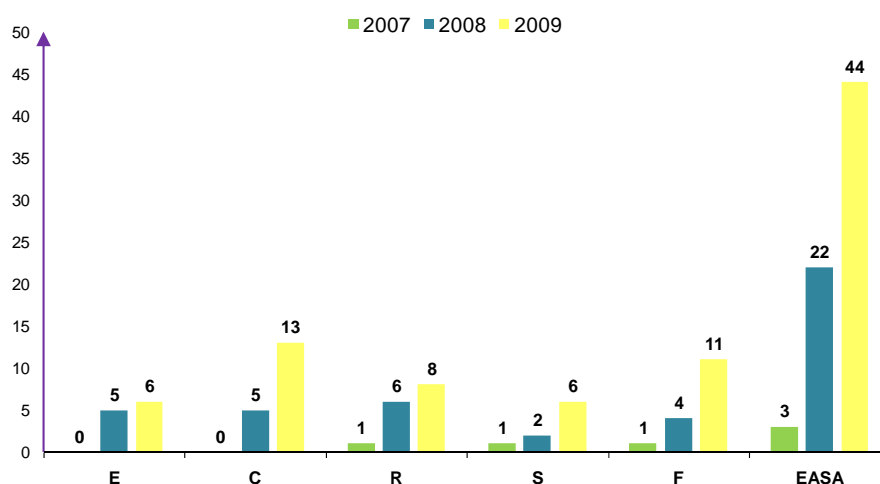
The newly developed e-Recruitment tool that enables candidates to respond to EASA vacancy notices electronically was launched on 19 November 2009.

A new cascading framework contract for the provision of temporary workers entered into force on 1 July 2009 allowed EASA to engage a second provider in case the main contractor is unable to meet the staffing request.

#### ★ Development

The Appraisal Procedure 2009 was followed by 410 staff members, i.e. all staff eligible for appraisal in 2009 actually underwent the procedure.

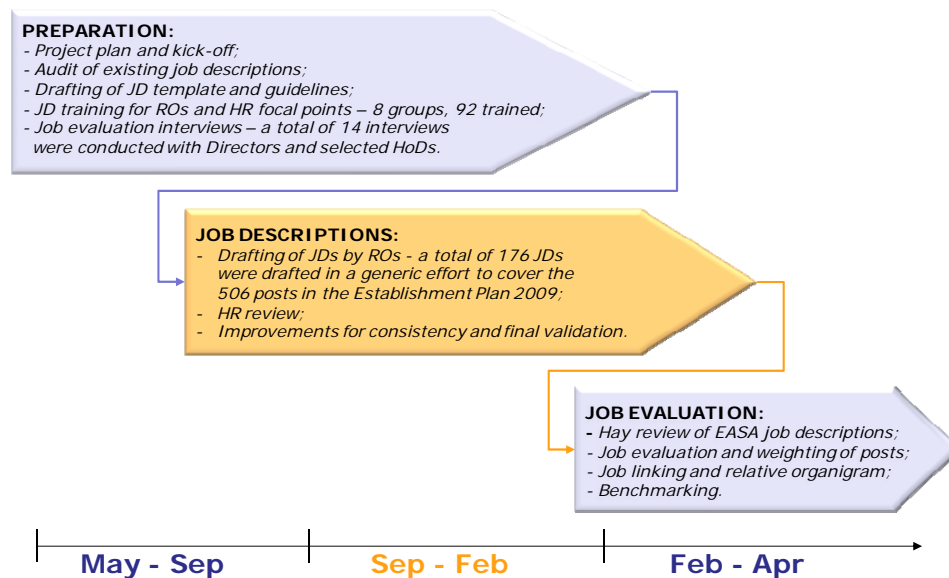
In 2009 the Executive Director announced the reclassification of 59 staff members subject to their compliance with Art. 45(2) of the Staff Regulations (third language requirement). Finally, a total of 44 staff members have demonstrated the necessary language skills and have been reclassified to a higher grade.



In 2009, the Job Evaluation Project was a key HR project. The Job Evaluation is a major milestone for the Agency that is linked to the long-term organisational development and the ISO certification requirements. The key achievements of the project are the streamlined generic approach to the drafting of job descriptions and the open discussion on organisational consistency. It will provide an adequate benchmark for the posts and the expertise held by the Agency and is a strong factor for the employer brand image of EASA. All EASA job descriptions have been finalised for submission by the HayGroup Consultants. All posts are expected to have been evaluated by the end of April 2010.

The figure below shows the main stages and deliverables in the project timeline.

### Job Evaluation Project



## General training

The General Training offer 2009 included a variety of activities. The table below provides an overview of the number of training sessions that were organised in 2009, the number of participants, the total training duration in days and an estimated average of man-days, considering an average EASA headcount of 475,3 FTE (including TA, CA, SNE).

### Training sessions organised, participants and average man-days

Training areas	Total of organised sessions	Total of participants	Total of attended training days	Average man-days (FTE = 475,3)
General training	127	1.195	1.126	2,4
Language training	68	569	1.442	3,0
SAP training	28	246	477	1,0
<b>Total</b>	<b>223</b>	<b>2.010</b>	<b>3.045</b>	<b>6,4</b>

## Technical training

### ★ General

2009 was a mix of consolidation activities and the introduction of new elements across the entire scope of technical training. This included inter alia:

- The consolidation of identified training needs for all profiles involved in the core business according to the new appraisal exercise;
- The seamless roll-over of specific contracts for the second year catering for already identified and required courses targeting senior Agency staff as well as Agency newcomers (first delivery);
- The consolidation of the e-examination system with the signature of more than 20 specific contracts including Training Providers and Industry. In addition the



system has been made available free of charge to all NAAs to be used exclusively as internal test bench for their staff;

- Acquisition and development of web based courses (e-learning) encompassing the development of recurrent or refresher type courses. The acquisition of a Learning Management System as well as the first publication of a web based course was foreseen for the first half of 2010.

Following the set-up of EASA/NAAs common training needs initiative, 4 more meetings were held at which all NAAs training representatives participated in order to finalise standardisation criteria and training requirements as well as the terms of reference for Agency and NAA personnel. The transition from the Common Training Needs Initiative to the Common Training Initiative Group, entailing a more formal and structured approach, was foreseen during the first quarter of 2010. From the work of this group, a common forum to exchange information, ideas and suggestions was set up using Synapse.

One additional technical training officer was recruited in May, to cater for course development and delivery activities.

The training material for new courses (7) was developed. Existing courses were updated from both the content (e.g. by incorporating novelties published as AMC/GM material) and the design point of view. Some courses (3) were modified to accommodate needs of external customers (mainly Authorities from third countries and NAAs).

The 2009 Technical Training activity was as follows:

<b>Number of course sessions provided</b>		<b>114</b>
	Number of course sessions from providers	37
	Number of course sessions from TTD	77
<b>Total number of attendees</b>		<b>729</b>
Split by provider	Total number of attendees for EASA courses	504
	Total number of attendees for providers courses	225
Split by type of attendee	Total number of NAAs attendees	191
	Total number of EASA attendees	518
	Total number of external attendees	20

#### ✧ Internal technical training

The outsourced courses were delivered without interruption following the re-launch of a new tender procedure that was necessary in order to correct and fine tune some shortcomings that were highlighted during the 2008. The new Framework Contract was in place by the end of 2008 and allowed a seamless transition to 2009 deliveries with no interruption to the normal workflow. New providers expressed their interest in highly specialised areas of training such as flight testing and helicopter underwater recovery.

New courses were developed that support the implementation of new issues (US and CANADA bilateral agreements, regulatory changes or updates, etc.) and ad-hoc courses were procured based on interest, operational needs and availability.

#### ✧ External technical training

The access granted to NAA staff to participate in EASA courses increased noticeably the number of participants in the courses that are held in Cologne and more requests for on site training were received by an increasing number of NAAs. On-site training was

delivered at Italy's ENAC and the Swiss FOCA. Special training sessions were also arranged for third countries in the scope of International Cooperation activities.

The objective of disseminating appropriate information in the areas of inadequate uniform interpretation, as highlighted by EASA's standardisation inspections, was welcomed unanimously by all parties involved. NAAs also appreciated the introduction of web-based e-learning courses to cater for recurrent or refresher type of training planned for mid 2010, noting the advantage of reducing expenses and an increasing flexibility.

## **General management**

The Executive Directorate ensured the coordination of horizontal activities. On governance issues, the Policy Office, inter alia, provided the Secretariat of the Management Board, ensured the preparation of the Agency's 2008 Annual General Report and assured the function of the Agency's Board of appeal Registry. Secretariat support has been provided to the external evaluation of the Agency undertaken in accordance with Article 51 of Regulation (EC) 1592/2002, including regular reports to the Management Board.

The EU- US International Aviation Safety Conference 2009 was successfully held in Athens, Greece from 02-04 June 2009. At the conference, EASA and the FAA re-confirmed that they will continue their close cooperation in the future. Both sides identified four main issues that they wanted to concentrate on: SMS, data sharing, new EASA rules and as a very important topic, training. They concluded that training, not just for pilots, but also for mechanics, can help a lot to mitigate the risks of accidents and incidents.

In view of the closure of the JAA on 30 June 2009, the Policy Office coordinated the transfer of the remaining tasks, data bases, documents, together with the last version of the JARs to EASA in order to ensure the continuity of the tasks that were handled so far by the JAA. In particular, the continuation of the JOEB activity was organised in order to provide the manufacturers with the needed transition until the OSD enters into force.

The study that was launched by EASA on the outsourcing of certification tasks was awarded to Steria-Mummert Consulting and performed during 2009. After a market survey was conducted among NAAs, potential Qualified Entities and Industry, the consultants proposed a structured and risk-based approach as a systematic way to identify the certification tasks to be outsourced by EASA, as well as recommendations for an outsourcing solution. The study report was submitted to the ENACT group and the Management Board.

## **Communications**

### **★ Media**

In 2009, the Communications & External Relations Department issued Agency statements and press releases on media topics including

- The AF 447 accident;
- Certification of pitot tubes;
- Super-Puma accidents;
- The Yemenia accident;
- Exemptions and certification applying to Antonov 26 aircraft;

- Flight Time Limitations and Pilot Union actions;
- Agency language policy NPAs;
- Child restraint systems;
- Operational Suitability Certificate;
- The revised OPS schedule and the electronic rulemaking handbook;
- Superjet 100 TC and Embraer Phenom 100 projects.

As part of the campaign on the Agency's new responsibilities, the Department launched the new regular external newsletter "EASA News". Some 30 interviews in aviation journals were approved and a new, short corporate video – available in English, French and German – was produced primarily for promotional activities.

#### ✦ EASA Publications

Agency publications in 2009 included inter alia:

- Annual Safety Report 2008;
- Annual Report 2008;
- EASA News External Newsletter;
- Factbook 2005-2008;
- EHEST Report 2008;
- Collaboration in EGAST Leaflet.

#### ✦ Stakeholder relations

The Communications & External Department maintained regular contacts with key aviation groups, including the German, French and British Aerospace Industry Associations and prepared meetings with key industry stakeholders, notably with the CEOs of Lufthansa), British Airways and EADS. T

The Department organised or contributed to various events, including:

- Various Rulemaking workshops on the Agency's new responsibilities, in particular a two-day conference on the air operations NPA with roughly 300 participants;
- The EASA Pilot Training conference and Third Rotorcraft Symposium;
- The Agency's participation at the GA trade fair AERO in Friedrichshafen.

The Department also supported the ESSI activities with best practice material on SMS published by ECAST as well as the preliminary analysis results of EHEST.

The Department has had frequent contacts with NTSB and FAA communications regarding accident investigation and media-related issues. It also organized a meeting with Boeing representatives regarding fees and charges, and FAA re-authorization.

#### ✦ Institutional relations

The Department maintained regular contacts with the European Commission, both with the Spokesperson's service and with unit F3. Procedures for co-ordination were agreed and priorities established. It also organized the first meeting with the new TRAN Committee and published the Executive Director's keynote presentation introducing the European Aviation Safety Programme and outlining the Agency's response to accident AF 447 and its policy on child restraint. Meetings with key MEPs were organized. The Department also organised a visit of the Japanese Vice-Minister for Transport.

★ Internal communication

The Department updated the “Agency Crisis Response Plan” and took over all associated processes, including weekend/vacation emergency duty. Crisis training for key personnel was organized. The Department also prepared media training for management and organised a series of internal events to facilitate exchanges between management and staff. It advised management on the communication of various issues in line with the one voice policy previously introduced. The Department liaised and shared knowledge with the EU Agency network in particular on crisis communications.

Finally, the Department planned an intensive training for EASA representatives preparing for the NTSB hearings on the A320 ditching accident and the Empire Airlines accident. It contributed to the EASAP project as part of the “Change Management Stream”. The internal newsletter, “The Flyer”, was produced in four issues.

## Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective	2009 Result
Elimination of Agency designed database systems through implementation of ERP	Number of Agency designed databases	Minimum number, only held where cost-benefit analysis shows greater benefit then moving to ERP	Include as many functionalities as possible in the ERP scope	The implementation of SAP covers the main administrative operating processes related to the Fees & Charges Regulation, Finance, Procurement, Projects and Business services. In the new integrated SAP-system, costs, revenues and planning figures (timing, workload, travel costs) are integrated and linked to the Fees and Charges projects. Interactive application forms will allow applicants and NAA's to exchange information via web-access. SAP-implementation will also replace current legacy-applications for Finance and time tracking systems.
Greater efficiency of support services	Support services resource as a percentage of total resource	2% year-on-year reduction post-implementation of ERP	2% year-on-year reduction post-implementation of ERP	General Overheads/ Total operating costs: <ul style="list-style-type: none"> <li>• 17% in 2008</li> <li>• 22% in 2009 *</li> </ul> <i>* The increase in 2009 is mainly due to initial SAP cost (depreciation, operating expenditures)</i>
Improved quality of management information	Agency performance against Budget/Forecast; variance year-on-year of core planning information	Minimal variance actual vs. forecast; year-on-year reduction of variance in SPP and budget	Define improved reporting in the new ERP	2009 financial performance of the Agency compared with 2008 is in the line with the trend (decrease ) identified in the last quarter of the year; The implementation of ERP and the further staffing of the Planning and performance section, provide the basis to improve the scope and the quality of EASAs management information reporting.
Improved speed of transaction processing	Days to generate invoices;	5 days average	5 days for 70 % of the invoices	90% of incoming applications invoiced within 5 working days <i>* These high values were achieved between January and May 2009 before the SAP implementation.</i>
	Days to process staff travel claims	30 days average from receipt of claim	30 days average from receipt of claim	<ul style="list-style-type: none"> <li>• 22 days as of Apr 09</li> <li>• 50 days as of Dec 09</li> <li>• 20 as of Apr 10*</li> </ul> <i>*Reflects temporary increase in Q3 and Q4 due to ERP implementation; however in early 2010 the situation was stabilised</i>
ISO 9000 Certification	Certificate	2010	75%: Number of recommendations closed/total of recommendations made by the consultant	93% of the actions planned have been implemented (including recommendations made by the consultant)

## **Internal control and the mitigation of critical risks**

### **Introduction**

In 2009, EASA strengthened the basis of an integrated management system, set-up in 2008, with a view to having it certified against ISO 9001:2008 standards in 2010.

The integrated management system is based on management standards adopted by the Agency's Management Board as stipulated in Art. 38 of the Financial Regulation. These standards are derived from the internal control standards as developed by the European Commission and the internal ISO9001:2008 quality standards. At the end of 2009, 100% of the standards had been implemented or almost implemented. Such a system forms the basis for both internal control and continual improvement.

The Agency's management system fully integrates the concept of 'internal control', which aims at ensuring that the critical risks are appropriately mitigated, thereby enhancing the Agency's ability to achieve operational, quality, compliance or financial objectives. The system has been set up using a four step framework that is based on best practices of a number of private and public sector organisations. In addition, the control environment has also been considered.

### **Internal control environment**

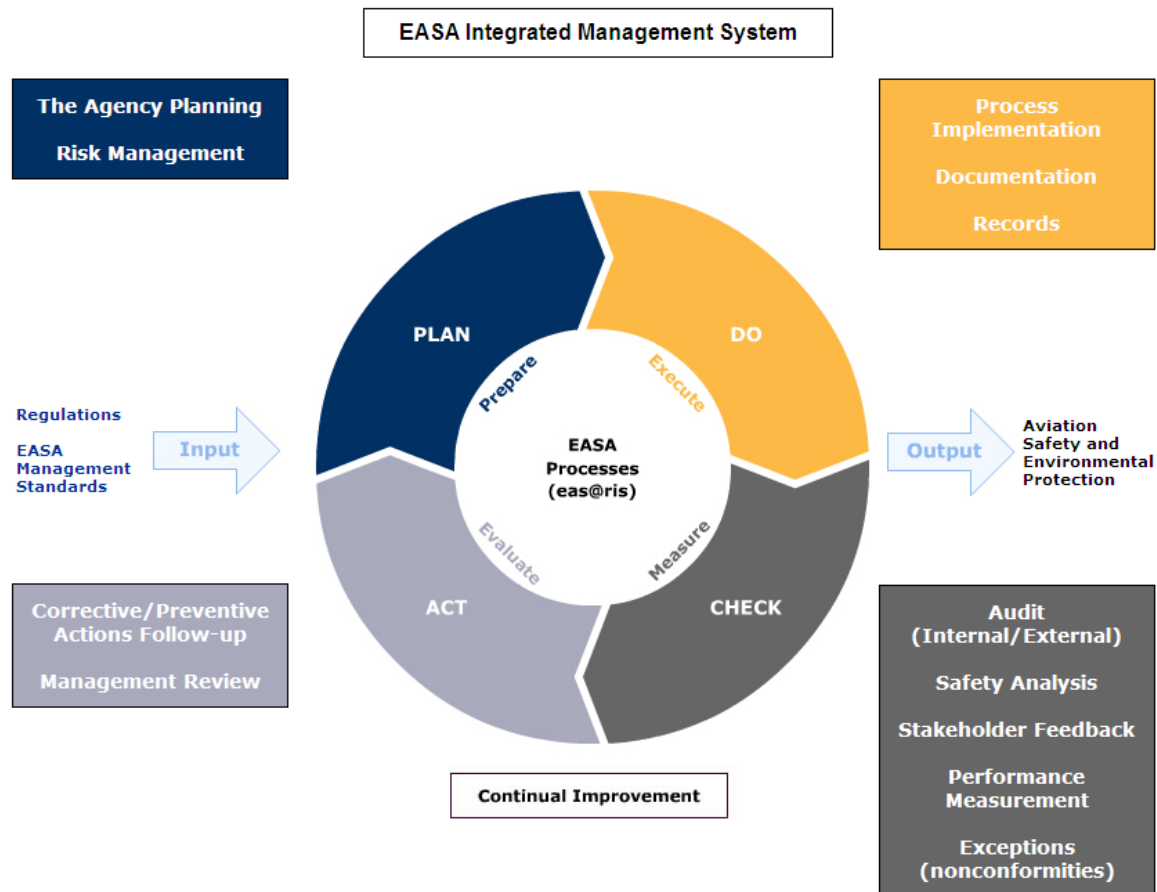
The control environment sets the tone of an organisation thereby influencing the control consciousness of its people. It is the basis for all other components of internal control that provide discipline and structure. Control environment factors include the integrity, ethical values and competence of the entity's people, management's philosophy and operating style; the way management assigns authority and responsibility and organises the process.

In 2009, the Agency strengthened major HR processes that contribute directly to a strong internal control environment. The recruitment, annual staff appraisal, and training processes are in place. Detailed job descriptions that identify roles in the department, level of authority and tasks have been reviewed in 2009 and have been provided to each member of staff. Delegations of power are managed by ED decisions. In 2009, the Internal Audit Service (IAS) of the Commission and the Agency's Internal Audit & Quality department performed audits of all HR processes, including payroll. A specific action plan has been set up to implement the recommendations.

Highly qualified staff is the first asset of an organisation, such as the Agency, which acts as an authority. A large part of the internal control is ensured by employing the highest qualified staff. That is why HR processes are considered as essential and the Agency will continue to work on such processes, in particular on staff and career development.

### **Four steps for continual improvement and risks mitigation**

The Agency's management system is composed of four steps that are explained in the diagram below:



#### ✧ First step: PLAN "Cycle of planning"

The Strategic Plan, the Business Plan, the Annual Work Programme and Budget, the Staffing Plan, and the Annual General Report make up the recurring cycle of planning, programme execution, verification and review/reporting.

The first step, 'cycle of planning', consists of defining clear and measurable objectives that include improvement objectives, consulting with management, identifying risks, and analysing stakeholders' feedback. Critical work and resources required to achieve the objectives are also defined. In 2009, the Management Board adopted the Business Plan 2010-2014.

The Agency also implemented an annual risk assessment process and identified in 2009 critical risks in the following domains:

- *Prosecution:* Non contractual liability linked to erroneous decisions that have been taken as an Authority and have a negative impact on safety or on our stakeholders;
- *Reputation:* Crisis management and negative media coverage
- *Financial aspect of extension of tasks:* New tasks and mission must are not sufficiently funded;
- *Safety:* Unaddressed safety issues, crash of a test aircraft, undue issue of approval, inadequate issuance of special airworthiness specifications, failure of an approval holder, inadequate occurrence reporting and analysis system;
- *Security:* Event that can negatively affect the security of the facilities, the ability of people to work, the availability of data/documentation.

★ Second step: DO "Process management"

In the second step, the Agency identified the processes that should be implemented and monitored in order to achieve the defined objectives. When necessary, the work to be performed is described in procedures.

In 2009, the Agency implemented a specific software called ARIS to assist Process Owners in describing the workflow of work that will be performed, by whom, and what the key controls are,. A specific ARIS module, called AGE, allows the electronic validation of processes/procedures (with no circulation of hard copy documents).

Key controls are embedded in each process with a view to preventing or limiting the occurrence of critical risks, in particular those mentioned above, and to ensure the smooth functioning and monitoring of the processes. In the case of administrative and financial processes, key controls comply with the Financial and Staff regulations.

★ Third step: CHECK "Verification"

The third step, 'verification', consists of assessing results through key performance indicators (KPIs), audits, analysis of stakeholders' feedback, safety analysis, etc.

A scoreboard that presents KPIs is analysed and discussed on a regular basis during Directors meetings. Safety aviation issues (e.g. occurrence analysis, results of accident investigations, safety recommendations) are regularly reviewed and discussed by the Internal Safety Committee. The Internal Audit department performed several audits on operational and administrative processes.

As regards internal and external stakeholders' feedback, the Agency launched satisfaction surveys on core activities such as certification, standardisation and DOA. The results have been analysed and specific improvement actions have been defined.

★ Fourth step: ACT "Review"

The outputs from the first three steps constitute inputs for the fourth step which consists of reviewing the system and defining new objectives for improvement. Two management review meetings have been organised in 2009.

In addition, the Agency implemented a process for the follow up of corrective and preventive actions issued, in particular by external and internal audit. Status reports on the implementation of actions were presented to the Directors during the management review meetings.



## Mitigation of Critical Risks

Critical risks	Main mitigation actions performed/initiated in 2009
<b><i>Prosecution</i></b>	<p>Procedure &amp; action plan that facilitates coordinated actions when the Agency is prosecuted;</p> <p>Administrative procedures for handling cases if EASA may be requested by the prosecutors to waive immunity;</p> <p>Proper communication policy (one voice strategy);</p> <p>Define a single communication point and make it known within the Agency, clients and third parties.</p>
<b><i>Reputation</i></b>	<p>Crisis communication plan;</p> <p>Proper communication policy (one voice strategy);</p> <p>Define a single communication point and make it known within the Agency, clients and third parties.</p>
<b><i>Financial aspect of extension of tasks</i></b>	<p>Proper planning, forecasting system and information system to identify and justify necessary resources;</p> <p>Clear link between tasks and financial / manpower resources.</p>
<b><i>Safety</i></b>	<p>Effective working procedures for certification activities, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records;</p> <p>Provide recurrent training to technical staff to ensure continuous competence;</p> <p>Effective control over the services provided by NAAs;</p> <p>Promotion of occurrence reporting system and just culture;</p> <p>Effective reporting system which ensures traceability of all occurrences and relevant actions;</p> <p>Effective working procedures for analysis of occurrence reports and specification of the necessary actions, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records.</p>
<b><i>Security</i></b>	<p>Effective security system;</p> <p>Arrange appropriate insurance;</p> <p>Back up IT facilities and remote data storage to facilitate continuous operation;</p> <p>Business continuity plan;</p> <p>Response plan for serious epidemic.</p>

## Declaration of Assurance from the Authorising Officer

I, the undersigned, Patrick Goudou, Executive Director of the European Aviation Safety Agency, in my capacity as Authorising officer,

- Declare that the information contained in this report gives a true and fair view<sup>11</sup>.
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the annual review of the internal control and the lessons learnt from the last report of the Internal Audit Service and the reports of the Court of Auditors for years prior to the year of this declaration.

- Confirm that I am not aware of anything not reported which could harm the interests of the Agency.
- Confirm that appropriate measures have been taken after the IAS audit, in order to meet the main recommendations that have been formulated.

The following context is to be noted:

The Agency has made, over the last years, significant efforts to manage its start up period. Regarding the systems, concrete progresses have already been initiated related to the implementation of an Enterprise Resources Planning, which will continue over the next years.

Place Cologne                      Date

Signature

Patrick Goudou, Executive Director of the  
European Aviation Safety Agency

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<sup>11</sup> True and fair view in this context means a reliable, complete and correct picture of the state of affairs.

## **Annexes**

- **Annex 1:**        **2009 Decisions, opinions and A-NPA**
- **Annex 2:**        **Agency's financial performance in 2009**
- **Annex 3:**        **Procurement procedures launched and/or finalised in 2009**
- **Annex 4:**        **Staffing Figures and demography**
- **Annex 5:**        **List of EASA Management Board Members**

## ***Annex 1: 2009 Decisions, opinions and A-NPA***

### **Decisions<sup>12</sup>**

<b>Decision</b>	<b>Task number</b>	<b>Subject</b>
ED Decision 2009/001/R	23.001	Single engine stall speed
ED Decision 2009/003/R ED Decision 2009/004/R	VLA.004	Exits
ED Decision 2009/005/R	31.001	Balloons
ED Decision 2009/006/R (Part-M) ED Decision 2009/007/R (Part-145) ED Decision 2009/008/R (Part-66)	MDM.022 (b)	Fuel tank safety training issues – AMC/GM
ED Decision 2009/010/R	25.006	Thermal/Acoustic insulation material
	25.008(c)	Flight in Icing Conditions Phase 2
	25.056(b)	Fuel tank flammability reduction
ED Decision 2009/011/R	21.027(a)	Repair and design changes to European Technical Standard Order (ETSO)
ED Decision 2009/012/R	36.005	CAEP/7 Implementation
Decision 2009/013/R	25.022	CS-25 Amdt 7
Decision 2009/014/R	ETSO.009	CS-ETSO Amdt 4
Decision 2009/15/R	ETSO.007(b)	ETSO-C119(b) Update for ACAS II
ED Decision 2009/016/R on "CS-ETSO"	ETSO.007 (b)	ETSO-C119(b) Update for ACAS II
	66.024	List of type ratings
ED Decision 2009/017/R on "CS-25"	25.041	Class B/F cargo compartments
ED Decision 2009/018/R and 2009/017/R on "CS-25 and CS-E"	25.015 & 25.016	Engine and APU Failure loads and Sustained Engine Wind milling
ED Decision 2009/019/R	20.003	Airworthiness and Operational Approval of on board equipment required for RNP-RNAV (Required Navigation Performance/ Area navigation) Approach Operations

<sup>12</sup> Not including ED Decisions 2009/002/R (2009-2012 Rulemaking Programme) and 2009/020/R (2010-2013 Rulemaking Programme).

### Opinions

Opinions	Task number	Subject
Opinion 01/2009	21.038	Possibility to deviate from airworthiness code in case of design changes
Opinion 02/2009	21.027 (a)	Repair and design changes to European Technical Standard Order (ETSO)
Opinion 03/2009	21.023 (b)	Restricted CoA
Opinion 04/2009	66.022 (a)	License for non complex aircraft maintenance engineers
Opinion 05/2009	66.006 (a)	Privileges of B1 and B2 licenses
	66.009 (a)	Type and group ratings
	66.011 (a)	Type training

### NPAs

NPA	Task number	Subject
NPA 2009-01	21.039 (a)	"Operational Suitability Certificate" and "Safety Directives"
NPA 2009-02	OPS.001 (a)	Implementing Rules for Air Operations of Community Operators
NPA 2009-02	OPS.001 (b)	Implementing rules for air operations (Decision)
NPA 2009-03	ETSO.007b	Update to European Technical Standard Order ETSO-C119b
NPA 2009-04	20.006(c)	Airworthiness Approval and Operational Criteria for onboard equipment related to Area Navigation for Global Navigation Satellite System approach operation to Localiser Precision with Vertical guidance minima using Satellite Based Augmentation System
NPA 2009-05	66.024	Appendix 1 Aircraft type ratings for Part-66 aircraft maintenance licence
NPA 2009-06	MDM.034	Composites
NPA 2009-07	25.057	Security related design standards (CS-25 and A-NPA for CS-26)
NPA 2009-08	25.022 <sup>13</sup>	Activation of ice protection system and update of ETSO C16 for electrically heated pitot and pitot-static tubes
NPA 2009-09	MDM.054	De-icing/ Anti-icing
A-NPA 2009-10	25.035	Cabin Air Quality onboard Large Aeroplanes
NPA 2009-11	ETSO.007	Systematic review and transposition of existing FAA TSO standards for parts and appliances into EASA ETSO
NPA 2009-12	25.037(a)	Avionics

<sup>13</sup> Added in the current Rulemaking Programme 2009 as high priority task

## ***Annex 2: Agency's financial performance in 2009***

### **1.1. Preliminary Budgetary Outturn 2009 before recognition of assigned revenues for fees and charges**

*(All figures in thousands of euros - € '000).*

	<b>Certification activities</b>	<b>Regulatory activities</b>	<b>Total EASA</b>
Cash collected	56.322	35.145	91.466
Use of assigned revenues from previous years	5.926	0	5.926
<b>Total Income</b>	<b>62.248</b>	<b>35.145</b>	<b>97.392</b>
T1 Staff Expenditure	27.476	19.411	46.887
T2 Administrative Expenditure	7.206	5.720	12.926
T3 Operating expenditure	25.814	9.776	35.590
<b>Total Expenditure</b>	<b>60.495</b>	<b>34.908</b>	<b>95.403</b>
Budgetary result for the year	1.752	237	1.989
Cancellation of unused payment appropriations from previous year	1.800	849	2.649
<b>Budgetary result before carry over of assigned revenues from F&amp;C</b>	<b>3.552</b>	<b>1.086</b>	<b>4.638</b>

## 1.2. Final Budgetary Outturn after recognition of assigned revenues for fees and charges

REVENUE	2009	2008
Commission subsidy (for the operating budget -Titles 1,2 and 3 - of the agency)	33.862	30.496
Phare funds from Commission	322	450
Other contributions and funding received via the Commission	972	881
Fee income	54.867	67.211
Other revenue	1.909	1.878
<b>TOTAL REVENUE (a)</b>	<b>91.932</b>	<b>100.916</b>
EXPENDITURE		
Title I: Staff	46.887	39.805
Title II: Administrative Expenses	12.926	10.646
Title III: Operating Expenditure excluding assigned revenues from Fees and charges	46.505	37.070
Assigned revenue carried over from F&C	27.135	29.509
<b>TOTAL EXPENDITURE (b)</b>	<b>133.454</b>	<b>117.030</b>
OUTTURN FOR THE FINANCIAL YEAR (a-b)	-41.523	-16.115
Cancellation of unused payment appropriations carried over from previous year	1.283	2.412
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	41.325	15.017
Exchange differences for the year (gain +/-loss -)	-3	4
<b>BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR</b>	<b>1.083</b>	<b>1.318</b>

In 2009, the Agency has used only non-differentiated appropriations. The total consumption of commitment appropriations reached 133.454 K€ (117.030 K€ in 2008), from which 106.137 K€ (87.472 K€ in 2008) have been committed and 27.317 K€ (29.558 K€ in 2008) on credit appropriation from assigned revenue were automatically carried over as per Article 10 of EASA Financial Regulation.

The credit appropriations from assigned revenue of 27.317 K€, which were carried over automatically, are composed of 27.135 K€ external assigned revenue from Fees and Charges and 189 K€ from other assigned revenue.

### 1.3. Implementation of the budget in 2010

The table below shows the status of commitments and payments (C1+R0) as of 31 December 2009, together with the amounts carried over automatically to financial year 2010, excluding assigned revenues from fees and charges that were collected in 2009 but assigned to cover the cost of the services to be rendered in 2010 or thereafter.

	Appropriations	Commitments	%	Appropriations	Payments (2)	%	Carried Over (3)	Total Payments (2) + (3)	%
<b>Staff expenditure</b>	47.766	46.887	98%	47.766	46.306	97%	581	46.887	98%
<b>Administrative Expenditure</b>	13.272	12.926	97%	13.272	9.666	73%	3.260	12.926	97%
<b>Operational Expenditure</b>	37.415	35.916	96%	37.415	15.352	41%	20.565	35.916	96%
<b>Totals</b>	<b>98.453</b>	<b>95.730</b>	<b>97%</b>	<b>98.453</b>	<b>71.324</b>	<b>72%</b>	<b>24.405</b>	<b>95.730</b>	<b>97%</b>

**Notes:**

1. The overall budget execution of 97% is highly satisfactory. When including the carried forward of appropriations related to assigned revenue the budget execution reaches 99%.

2. Operational Expenditure includes T4: Special Operations Programmes (of assistance to DG-ENLARG and DG-TREN)



#### 1.4. Economic Outturn 2009

The economic outturn established on an accrual basis accounting reflects the economic results of the Agency's operations

(All figures in thousands of euros - € '000)

2009 Economic Outturn			
	CERTIFICATION ACTIVITIES	REGULATORY ACTIVITIES	TOTAL EASA
<b><u>OPERATING REVENUES</u></b>			
Fees and Charges	61.621	-	61.621
Contribution from EC entities	-	32.661	32.661
Recuperation of expenses Grants received (CARDS )	65	580	645
Contribution from EFTA/3rd countries		1.729	1.729
<b>Total operating revenues</b>	<b>61.687</b>	<b>34.970</b>	<b>96.657</b>
<b><u>OPERATING EXPENSES</u></b>			
Staff expenses	(26.618)	(18.359)	(44.977)
Buildings and related expenses	(4.478)	(3.229)	(7.707)
Other expenses	(3.764)	(3.137)	(6.901)
Depreciation and write offs	(364)	(1.281)	(1.645)
Outsourcing and contracting activities	(24.395)	(9.298)	(33.693)
<b>Total operating expenses</b>	<b>(59.618)</b>	<b>(35.304)</b>	<b>(94.922)</b>
<b>Surplus(Deficit) from operating activities</b>	<b>2.068</b>	<b>(334)</b>	<b>1.735</b>

**NON-OPERATING  
REVENUES(EXPENSES)**

Financial operations revenues	630		630
Interest received from third parties			
Financial operations expenses	(10)	(7)	(17)
Interest paid to third parties	(42)	(28)	(70)
<b>Surplus(Deficit) from non-operating activities</b>	<b>578</b>	<b>(34)</b>	<b>544</b>
<b>Surplus(Deficit) from ordinary activities</b>	<b>2.646</b>	<b>(368)</b>	<b>2.278</b>
<b>Surplus(Deficit) from extraordinary activities</b>			
<b>Net surplus for the period</b>	<b>2.646</b>	<b>(368)</b>	<b>2.278</b>

### ***Annex 3: Procurement procedures launched and/or finalised***

	Procedures launched/managed in 2008
	Procedures launched/managed in 2009

Type of Contract	Contract Ref	Winning Tender	Title	Total (max) value	Contract Sig	Type of Proc.	Ref.	Lot No.
Framework	EASA.2009.FC01	Baretz di Cantini Giovanni & C. SNC	Provision of layout and promotional material	€ 160.000,00	27/01/2009	Open	EASA.2008.OP.07	Lot 2
Direct	EASA.2009.C02	Moebus Aviation Consulting	Updating & maintenance of contacts database	€ 64.454,02	02/02/2009	Open	EASA.2008.OP.32	
Direct	EASA.2009.C03	Deloitte S.A.	Implementation of a Business Process Modelling Tool	€ 510.721,00	12/02/2009	Open	EASA.2008.OP.35	
Direct	EASA.2009.C04	Deloitte S.A.	Evaluation of the organisation of Information Security in EASA	€ 59.500,00	13/02/2009	Negotiated	EASA.2008.NP.37	
Framework	EASA.2009.FC05	GITP Belgium S.A./N.V.	Job Evaluation	€ 59.400,00	09/03/2009	Negotiated	EASA.2008.NP.31	
Direct	EASA.2009.C06	Helios	Fees & charges revision study	€ 400.114,00	20/04/2009	Open	EASA.2009.OP.01	
Framework	EASA.2009.FC07	Siemens Trasys	ICT Services	€ 2.000.000,00	30/07/2009	Open	EASA.2009.OP.02	Lot 1 - Contractor I
Framework	EASA.2009.FC08	European Dynamics	ICT Services	€ 2.000.000,00	27/07/2009	Open	EASA.2009.OP.02	Lot 1 - Contractor II
Framework	EASA.2009.FC09	Tata Cons	ICT Services	€ 2.000.000,00	14/07/2009	Open	EASA.2009.OP.02	Lot 1 - Contractor III

Type of Contract	Contract Ref	Winning Tender	Title	Total (max) value	Contract Sig	Type of Proc.	Ref.	Lot No.
Framework	EASA.2009.FC18	Tata Cons	ICT Services	€ 2.000.000,00	24/08/2009	Open	EASA.2009.OP.02	Lot 2 - Contractor I
Framework	EASA.2009.FC19	Siemens Trasys	ICT Services	€ 2.000.000,00	03/09/2009	Open	EASA.2009.OP.02	Lot 2 - Contractor II
Framework	EASA.2009.FC20	European Dynamics	ICT Services	€ 2.000.000,00	07/09/2009	Open	EASA.2009.OP.02	Lot 2 - Contractor III
Framework	EASA.2009.FC21	Siemens Trasys	ICT Services	€ 4.200.000,00	07/09/2009	Open	EASA.2009.OP.02	Lot 3 - Contractor I
Framework	EASA.2009.FC22	European Dynamics	ICT Services	€ 4.200.000,00	07/09/2009	Open	EASA.2009.OP.02	Lot 3 - Contractor II
Framework	EASA.2009.FC23	Tata Cons	ICT Services	€ 4.200.000,00	24/08/2009	Open	EASA.2009.OP.02	Lot 3 - Contractor III
Framework	EASA.2009.FC24	Siemens Trasys	ICT Services	€ 3.900.000,00	07/09/2009	Open	EASA.2009.OP.02	Lot 4 - Contractor I
Framework	EASA.2009.FC25	Tata Cons	ICT Services	€ 3.900.000,00	24/08/2009	Open	EASA.2009.OP.02	Lot 4 - Contractor II
Framework	EASA.2009.FC26	Serco	ICT Services	€ 3.900.000,00	03/09/2009	Open	EASA.2009.OP.02	Lot 4 - Contractor III
Framework	EASA.2009.FC27	Intrasoft & Siveco	ICT Services	€ 4.000.000,00	14/08/2009	Open	EASA.2009.OP.02	Lot 5 - Contractor I
Framework	EASA.2009.FC28	European Dynamics	ICT Services	€ 4.000.000,00	07/09/2009	Open	EASA.2009.OP.02	Lot 5 - Contractor II
Framework	EASA.2009.FC29	Aeteos Cons.	ICT Services	€ 4.000.000,00	26/08/2009	Open	EASA.2009.OP.02	Lot 5 - Contractor III

Type of Contract	Contract Ref	Winning Tender	Title	Total (max) value	Contract Sig	Type of Proc.	Ref.	Lot No.
Framework	EASA.2009.FC10	Bishop	Temporary Workers	€ 6.000.000,00	07/06/2009	Open	EASA.2009.OP.03	Contractor I
Framework	EASA.2009.FC11	Manpower	Temporary Workers	€ 6.000.000,00	03/12/2009	Open	EASA.2009.OP.03	Contractor II
Framework	EASA.2009.FC30	Media Park Klinik	Medical Services	€ 900.000,00	07/09/2009	Open	EASA.2009.OP.07	
Framework	EASA.2009.FC12	VHS	Language Courses	€ 800.000,00	17/07/2009	Open	EASA.2009.OP.10	Lot 1 - Contractor I
Framework	EASA.2009.FC13	Inlingua	Language Courses	€ 800.000,00	20/07/2009	Open	EASA.2009.OP.10	Lot 1 - Contractor II
Framework	EASA.2009.FC14	Arenalingua	Language Courses	€ 800.000,00	20/07/2009	Open	EASA.2009.OP.10	Lot 1 - Contractor III
Framework	EASA.2009.FC15	Fokus	Language Courses	€ 100.000,00	29/07/2009	Open	EASA.2009.OP.10	Lot 2 - Contractor I
Framework	EASA.2009.FC16	Carls Duisberg	Language Courses	€ 100.000,00	04/08/2009	Open	EASA.2009.OP.10	Lot 2 - Contractor II
Framework	EASA.2009.FC17	Arenalingua	Language Courses	€ 100.000,00	21/07/2009	Open	EASA.2009.OP.10	Lot 2 - Contractor III
Framework	EASA.2009.FC54	LPLus	Production of multiple choice questions for exams in the field of FCL & AML	€ 3.000.000,00	29/01/2010	Open	EASA.2009.OP.11	
Framework	EASA.2009.FC31	Nestle Waters	Drinking Water	€ 140.000,00	15/10/2009	Open	EASA.2009.OP.12	
Framework	EASA.2009.FC32	Egis Avia	International technical co-operation activities: Consultancy - en	€ 1.600.000,00	23/09/2009	Open	EASA.2009.OP.14	Lot 1 - Contractor I



Type of Contract	Contract Ref	Winning Tender	Title	Total (max) value	Contract Sig	Type of Proc.	Ref.	Lot No.
Framework	EASA.2009.FC33	ADSE	International technical co-operation activities: Consultancy - en	€ 1.600.000,00	05/10/2009	Open	EASA.2009.OP.14	Lot 1 - Contractor II
Framework	EASA.2009.FC34	EAFA	International technical co-operation activities: Consultancy - en	€ 1.600.000,00	14/10/2009	Open	EASA.2009.OP.14	Lot 1 - Contractor III
Framework	EASA.2009.FC35	Egis Avia	International technical co-operation activities: Consultancy - fr	€ 800.000,00	23/09/2009	Open	EASA.2009.OP.14	Lot 2 - Contractor I
Framework	EASA.2009.FC36	EAFA	International technical co-operation activities: Consultancy - fr	€ 800.000,00	14/10/2009	Open	EASA.2009.OP.14	Lot 2 - Contractor II
Framework	EASA.2009.FC41	Bureau Veritas	International technical co-operation activities: Consultancy - es	€ 260.000,00	27/10/2009	Open	EASA.2009.OP.14	Lot 3 - Contractor I
Framework	EASA.2009.FC42	EAFA	International technical co-operation activities: Consultancy - es	€ 260.000,00	27/10/2009	Open	EASA.2009.OP.14	Lot 3 - Contractor II
Framework	EASA.2009.FC37	SGI Aviation	International technical co-operation activities: Training - en	€ 800.000,00	09/10/2009	Open	EASA.2009.OP.14	Lot 4 - Contractor I
Framework	EASA.2009.FC38	EAFA	International technical co-operation activities: Training - en	€ 800.000,00	02/11/2009	Open	EASA.2009.OP.14	Lot 4 - Contractor II
Framework	EASA.2009.FC39	EAFA	International technical co-operation activities: Training - fr	€ 400.000,00	14/10/2009	Open	EASA.2009.OP.14	Lot 5 - Contractor I
Framework	EASA.2009.FC40	Bureau Veritas	International technical co-operation activities: Training - fr	€ 400.000,00	27/10/2009	Open	EASA.2009.OP.14	Lot 5 - Contractor II
Framework	EASA.2009.FC43	EAFA	International technical co-operation activities: Training - es	€ 140.000,00	09/11/2009	Open	EASA.2009.OP.14	Lot 6 - Contractor I
Framework	EASA.2009.FC44	Lufthansa Technical Training	International technical co-operation activities: Training - es	€ 140.000,00	TBC	Open	EASA.2009.OP.14	Lot 6 - Contractor II

Type of Contract	Contract Ref	Winning Tender	Title	Total (max) value	Contract Sig	Type of Proc.	Ref.	Lot No.
Direct	EASA.2009.C47	MVA Consultancy	SAVE - Study on aviation economic modelling	€ 599.840,00	03/12/2009	Open	EASA.2009.OP.15	
Direct	EASA.2009.C48	Cardiff University Cons.	Studying, sampling & measuring aircraft particulate emissions - sample II	€ 599.700,00	11/12/2009	Open	EASA.2009.OP.18	
Framework	EASA.2009.FC45	Bureau Veritas	Certification & surveillance of EASA IMS against ISO 9001:2008 standard	€ 60.000,00	06/11/2009	Negotiated	EASA.2009.NP.19	
Direct	EASA.2009.C50	Funkwerk Avionics	MoSTdont - Mode S transponder in high density operational environment	€ 146.000,00	01/02/2010	Open	EASA.2009.OP.20	
Direct	EASA.2009.C53	Hawk Information	Microlight Aircraft	€ 242.875,00	10/01/2010	Open	EASA.2009.OP.22	
Direct	EASA.2009.C51	Intertechnique	SAPOX - Safety aspects of pulse oxygen systems	€ 150.000,00	01/03/2010	Open	EASA.2009.OP.23	
Direct	EASA.2009.C52	DLR	LIBCos - Significance of load upon impact behaviour of composite structure	€ 225.000,00	05/02/2010	Open	EASA.2009.OP.24	
Direct	EASA.2009.C49	TÜV Nord Airsight Arge Cons.	Study on the state of implementation of ICAO Annex 14 on Aerodomes in EASA MS - Phase II	€ 200.000,00	15/12/2009	Negotiated	EASA.2009.NP.25	

## ***Annex 4: Staffing figures and demography***

This part provides analysis and statistics of the staff employed at the end of the reporting period, according to different parameters such as nationality, gender and age. For all tables in this part, figures reflect the situation on 31.12.2009.

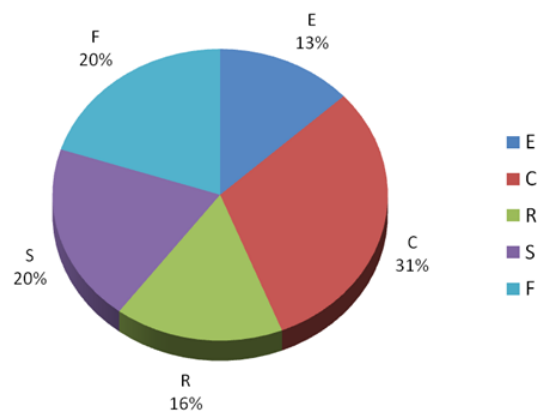
**Figure 1: Establishment Plan**

Category and Grade	Establishment plan 2009	Filled Posts on 31.12.2008	Filled Posts on 31.12.2009	Occupation rate on 31.12.2009
 <b>AD</b>	<b>393</b>	<b>306</b>	<b>354</b>	<b>90%</b>
15	5	3	2	
14	2	2	3	
13	10	5	3	
12	24	21	21	
11	35	17	19	
10	48	10	15	
9	68	94	96	
8	92	42	63	
7	59	49	58	
6	44	46	55	
5	6	17	19	
 <b>AST</b>	<b>113</b>	<b>97</b>	<b>106</b>	<b>94%</b>
7	2			
6	4			
5	18	4	3	
4	30	10	13	
3	31	29	36	
2	24	47	41	
1	4	7	13	
<b>Total</b>	<b>506</b>	<b>403</b>	<b>460</b>	<b>91%</b>

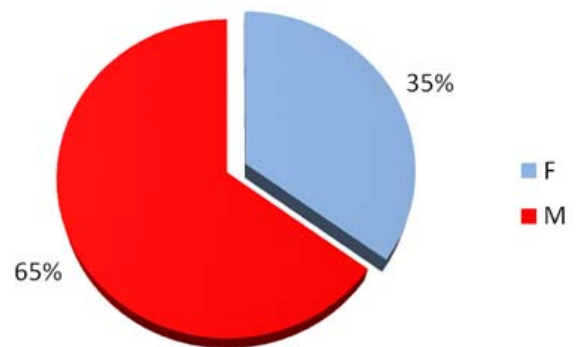
**NOTE:**

- Only Temporary Agent (TA) posts are considered in the table. It shows the filled posts at the end of the reporting period and not the number of employed staff (half time working regime for two staff members). In addition, 49 Contract Agents (CA) and 6 Seconded National Experts (SNE) have been employed at the end of 2009;
- All posts authorised in the EASA Establishment Plan are defined as "Temporary";
- It should be noted that it is possible in EU institutions to "under-occupy" posts which means to fill a post with a staff member whose contractual grade is lower than the theoretical grade attached to the post. In fact, the distribution of grades in the Establishment Plan corresponds to the "highest" authorised distribution of contractual grades, where the filled posts are counted from the highest to the lowest with a cascading mechanism;
- All posts are based in Cologne, Germany with the exception of 1 post in Washington and 1 post in Beijing.

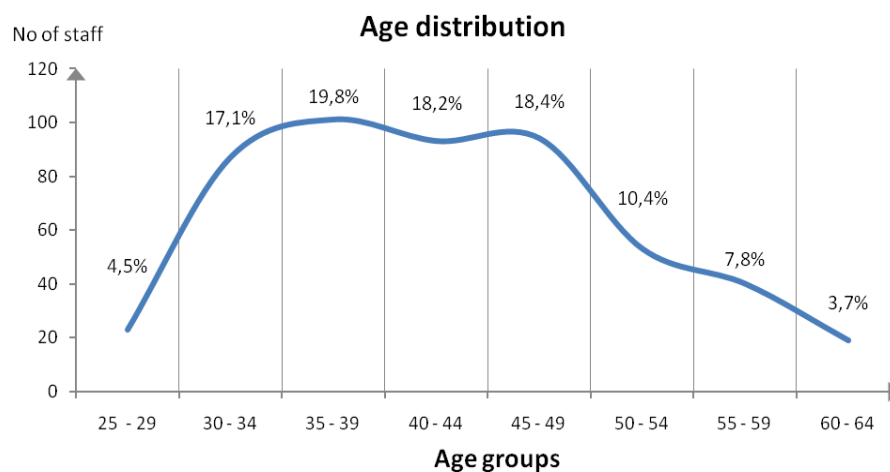


**Figure 2: Staff distribution by Directorate**


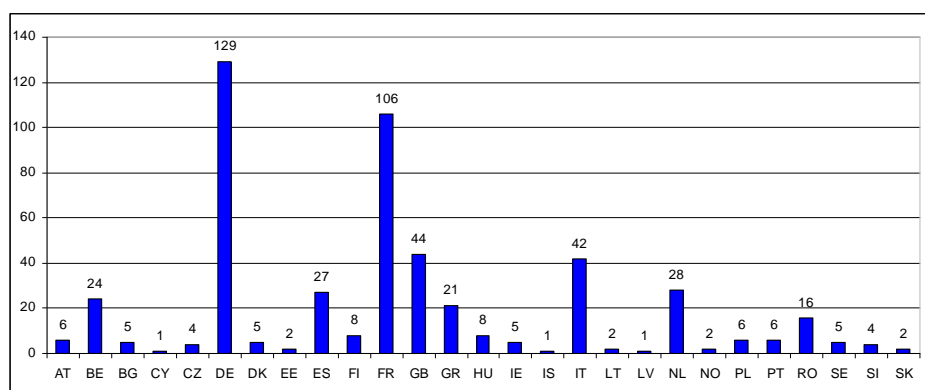
**Note:** Staff considered: TA, CA, SNE

**Figure 3: Gender distribution**


**Note:** Staff considered: TA, CA, SNE

**Figure 4: Age distribution**


**Note:** Staff considered: TA, CA












**Figure 5: Nationality distribution**


**Note:** Staff considered: TA, CA





## Annex 5: List of EASA Management Board Members<sup>14</sup>







Chair of the Management Board		Deputy Chair of the Management Board
Mr Michael SMETHERS		Mr Maxime COFFIN

Country	Member	Alternate Member
 Austria	<b>Dr Karl PRACHNER</b> Bundesministerium für Verkehr, Innovation und Technologie	<b>Mr Manfred BIALONCZYK</b> Bundesministerium für Verkehr, Innovation und Technologie
 Belgium	<b>Mr Frank DURINCKX</b> Directeur général Service public fédéral Mobilité et Transport Direction générale Transport aérien	<b>Mr Benoît VAN NOTEN</b> Conseiller général Service public fédéral Mobilité et Transport Direction générale Transport aérien
 Bulgaria	<b>Mr Tilko PETROV</b> Director General Civil Aviation Administration	<b>Ms Eleonora DOBREVA</b> Chief International Relations Expert Civil Aviation Administration
 Cyprus	<b>Dr Leonidas LEONIDOU</b> Director Department of Civil Aviation Ministry of Communications and Works	<b>Mr Andreas PASPALIDES</b> Head of Safety Regulatory Unit Department of Civil Aviation Ministry of Communications and Works
 Czech Republic	<b>Mr Josef RADA</b> General Director CAA CZ Civil Aviation Authority of the Czech Republic	<b>Mr Vítězslav HEZKÝ</b> Director of Standardization and Aviation Regulation Dept. Civil Aviation Authority of the Czech Republic
 Denmark	<b>Mr Kurt LYKSTOFT LARSEN</b> Director General of Civil Aviation Civil Aviation Administration Denmark	<b>Mr Per VEINGBERG</b> Director Safety Inspection Civil Aviation Administration Denmark
 Estonia	<b>Mr Koit KASKEL</b> Director General Civil Aviation Administration	<b>Ms Marve ALLIK</b> Adviser of the Legal Department Civil Aviation Administration
 Finland	<b>Mr Kim SALONEN</b> Director General Finnish Transport Safety Agency (TraFi)	<b>Mr Topi SIRÉN</b> Transport Policy Department - Finnish Transport Safety Agency (TraFi)
 France	<b>Mr Maxime COFFIN</b> Directeur du contrôle de la sécurité à la DGAC Direction Générale de l'Aviation Civile (DGAC/DAST)	<b>Ms Florence ROUSSE</b> Directrice de la régulation économique à la DGAC Direction Générale de l'Aviation Civile (DGAC/DCS)
 Germany	<b>Mr Gerold REICHLE</b> Leiter der Abteilung Luft- und Raumfahrt Bundesministerium für Verkehr, Bau und Stadtentwicklung	<b>Mr Josef SCHILLER</b> Director Airworthiness - Aviation and Space Division Bundesministerium für Verkehr, Bau und Stadtentwicklung
 Greece	<b>Mr Leonard VLAMIS</b> Governor of the Hellenic CAA	<b>Mr Vasilis ILIOU</b> Deputy Governor of Hellenic CAA

<sup>14</sup> Status 30 April 2010.

 Hungary	<b>Mr Zsolt Csaba HORVÁTH</b> Director General for Civil Aviation NKH Nemzeti Közlekedési Hatóság- National Transport Authority Hungary	<b>Mr Zoltan KESZTHELYI</b> Ministry of Transport, Communication and Energy
 Iceland	<b>Mr Pétur K. MAACK</b> Director General Civil Aviation Administration	<b>Mr Einar Orn HEDINSSON</b> Head of Flight Safety Civil Aviation Administration
 Ireland	<b>Ms Ethna BROGAN</b> Deputy Director General for Civil Aviation Aviation Regulation and International Relations Division Department of Transport	<b>Mr Seamus RYAN</b> Director Aviation Regulation and International Relations Division Department of Transport
 Italy	<b>Mr Salvatore SCIACCHITANO</b> Vice Direttore Generale dell'ENAC Ente Nazionale per l'Aviazione Civile	<b>Mr Giuseppe Daniele CARRABBA</b> Head of Safety Regulation Ente Nazionale per l'Aviazione Civile
 Latvia	<b>Mr Maris GORODCOVS</b> Director General of Civil Aviation Civil Aviation Agency Ministry of Transport	<b>Mr Edgars GINDRA</b> Head of Aircraft Operations Division Civil Aviation Agency Ministry of Transport
 Liechtenstein	<b>Mr Wilfried HAUSER</b> Head of Division Civil Aviation Office of Trade and Transport Division Civil Aviation	<b>Mr Henrik CADUFF</b> Officer Division Civil Aviation Office of Trade and Transport Division Civil Aviation
 Lithuania	<b>Ms Agne KATKUTE</b> Deputy Director of Roads and Civil Aviation Department Ministry of Transport and Communications of the Republic of Lithuania	<b>Mr Kestutis AURYLA</b> Director of Civil Aviation Administration
 Luxembourg	<b>Mr Claude WALTZING</b> Directeur de l'Aviation Civile Direction de l'Aviation Civile Ministère des Transports (MoT/CAA)	<b>Ms Claude WAGENER</b> Conseillère de direction adjointe Direction de l'Aviation Civile Ministère des Transports (MoT/CAA)
 Malta	<b>Mr George BORG MARKS</b> Acting Director General Civil Aviation Directorate Transport Malta	N/A
 The Netherlands	<b>Ms Ellen BIEN</b> Director of Civil Aviation Policy Ministry of Transport, Public Works and Water Management, Civil Aviation	<b>Mr Jan-Dirk STEENBERGEN</b> Inspectie Verkeer en Waterstraat (IVW) Aviation Inspectorate Board Member
 Norway	<b>Mr Heine RICHARDSSEN</b> Director General Civil Aviation Authority	<b>Mr Øyvind EK</b> Deputy Director General of the Department of Civil Aviation, Postal Services and Telecommunications Ministry of Transport and Communications
 Poland	<b>Mr Grzegorz KRUSZYNSKI</b> President Civil Aviation Office	<b>Mr Tomasz KADZIOLKA</b> Vice-President Aviation Standards Civil Aviation Office

 Portugal	<b>Mr Luís António FONSECA DE ALMEIDA</b> as Chairman of INAC Presidente do Conselho de Administração do Instituto Nacional da Aviação Civil (Aeroporto de Lisboa)	<b>Mr Alfredo Anacleto SANTOS</b> as Member of the Board of INAC Instituto Nacional da Aviação Civil (Aeroporto de Lisboa)
 Romania	<b>Ms Claudia VIRLAN</b> Director General of the Romanian CAA	<b>Mr Tudorel ROMAN</b> Airworthiness Director of the Romanian CAA
 Slovak Republic	<b>Mr Jozef BEBIAK</b> Director General of Civil Aviation Ministry of Transport, Posts and Telecommunications Directorate General of Civil Aviation	<b>Mr Martin NEMECEK</b> Director of Executive Office Civil Aviation Authority
 Slovenia	<b>Mr Mirko KOMAC M. Sc</b> Director-General of the Directorate of Civil Aviation Ministry of Transport	<b>Mr Jozef SLANA</b> Secretary Directorate of Civil Aviation Ministry of Transport
 Spain	<b>Mr D. Luis RODRÍGUEZ GIL</b> Director of Aircraft Safety Ministerio de Fomento	<b>Mr José Maria RAMÍREZ CIRIZA</b> Coordinator for Quality & Surveillance - AESA
 Sweden	<b>Mrs Lena BYSTRÖM MÖLLER</b> Director of Swedish Transport Agency	<b>Ms Siv GUSTAVSSON</b> Director Näringsdepartementet Ministry of Enterprise, Energy and Communications
 Switzerland	<b>Mr Marcel ZUCKSCHWERDT</b> Director Aviation Policy and Strategy Division Federal Office of Civil Aviation Department of the Environment, Transport, Energy and Communications	<b>Mr Werner BOSCH</b> Head of the Aircraft Safety Division Federal Office of Civil Aviation Department of the Environment, Transport, Energy and Communications
 United Kingdom	<b>Mr Michael SMETHERS</b> Director, European & International Strategy Civil Aviation Authority	<b>Mr Francis MORGAN</b> Head of Division International Aviation and Safety Department of Transport
 European Commission	<b>Mr Zoltan KAZATSAY</b> Deputy Director-General Directorate General for Mobility and Transport	<b>Mr Eckard SEEBOHM</b> Head of Unit - Air Safety Directorate General for Mobility and Transport