

ANNEX 1: BUSINESS PLAN 2010-2014



European Aviation Safety Agency

Business Plan 2010-2014

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Strategic elements

EASA's Vision

"Ever safer and greener civil aviation"

EASA's Mission

"Our mission is 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"

Executive Summary

The EASA Business Plan 2010-2014 covers a period of challenge and change for the Agency and its stakeholders.

Having started in 2003 with rulemaking competencies, airworthiness certification and related standardisation activities, EASA portfolio was extended considerably in 2008 to include air operations, pilot licensing and oversight of third country operators. EASA is now preparing to take over responsibility for the safety of aerodromes, air traffic management and air navigation services.

This Business Plan presents how EASA is preparing to overtake the new responsibilities and face the coming challenges, while continuing at the same time to improve the existing activities. The Commission, some NAAs as members of the Management Board and a representation of the EASA Advisory Board reviewed and discussed this document in the frame of the Finance and Business Services (FABS) Committee. This Business Plan was adopted by EASA Management Board on December 2009, taking the opinion of the Commission into account.

The possible impact of the current economic crisis on EASA and its stakeholders has been analysed. As a conclusion, this Business Plan assumes that, in general, the volume of activities within the original competencies of the Agency will not grow through the planning period.

Introduced at the beginning of the period, the European Aviation Safety Programme will have a major role in defining, developing and implementing the Agency's safety strategy. To maximise efficiency, through safety analysis, risk assessment and research priority actions will be described in a future Safety Plan.

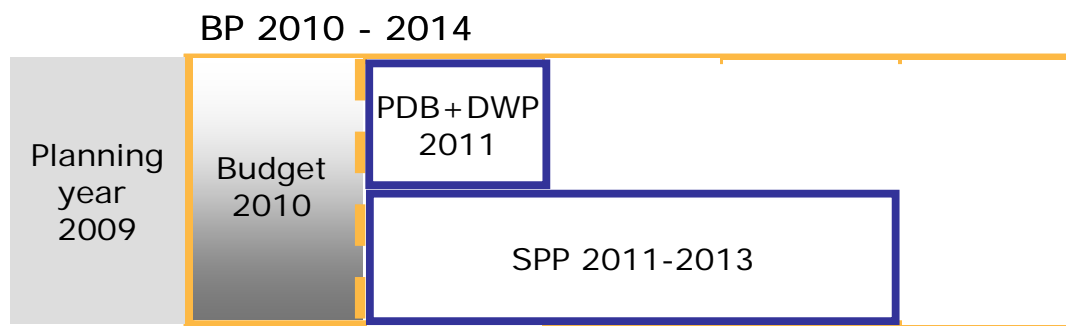
The effective preparation for the new competencies within the given budgetary framework is the main challenge EASA will face in the following years. The balanced situation presented in this Business Plan has been only reached by reducing significantly the resources considered as necessary by the process owners to carry out their obligations in an efficient way.

EASA staff remains the Agency's most valuable asset. The Agency will continue growing during the 2010-2014 planning period. Besides attracting, engaging and retaining the best talents to support the growth of the Agency, the key challenge for the future will be to enable key competences and expertise to be built, developed and updated, in order to accomplish our mission.

1 Purpose of the Business Plan

EASA Business Plan provides staff and stakeholders with a detailed picture of EASA activities in the next five years. It also presents the business environment EASA operates in, the key challenges and risks, strategies and objectives, all taking into account the budgetary perspectives.

EASA Business Plan is updated annually on request of the Executive Director and presented to the Management Board for adoption on its December meeting. The Business Plan is conceived to serve as framework for all other planning documents in the Agency.



PDB: Preliminary Draft Budget
DWP: Draft Work Programme
SPP: Staff Policy Plan

The objectives, indicators and targets shown in this Business Plan are taken from the 2010 Work Programme, as agreed in the initial assumptions discussed during the Management Board meeting in June 2009.

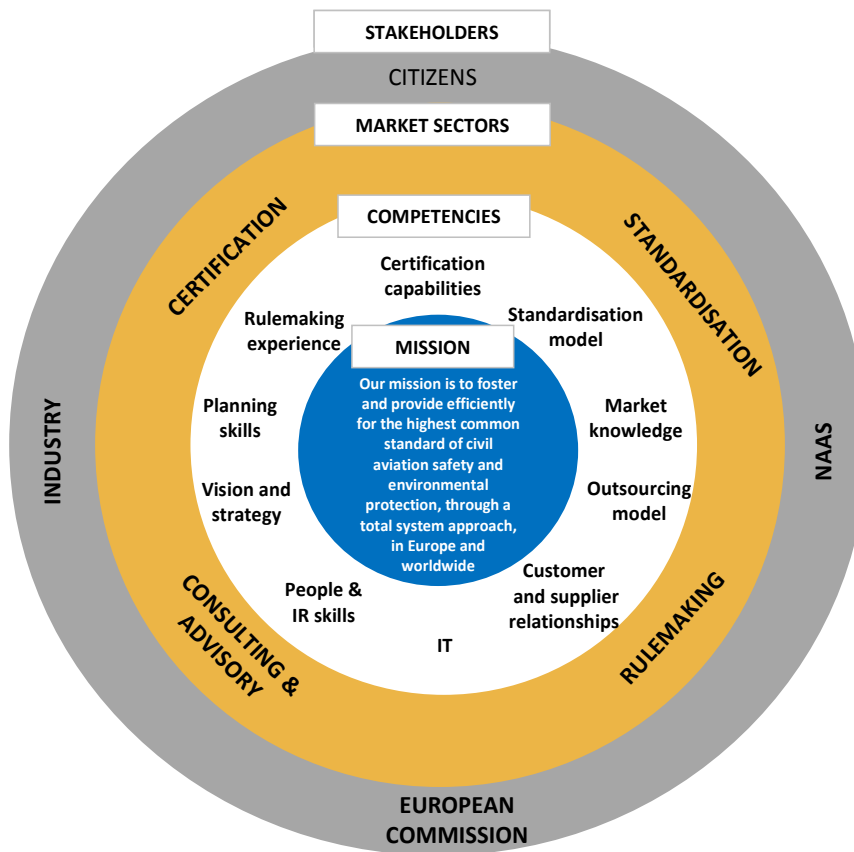
As a result of the implementation of the ERP-SAP system, the Agency's reporting possibilities are being improved. The indicators for the different objectives will be reviewed across the Agency and a new reporting system will be developed accordingly. This new system will contribute to the monitoring of the activities described in this Business Plan.

2 Competencies and organisation

2.1 Competencies

The European Aviation Safety Agency was created in 2002 as the centrepiece of the EU's strategy to maintain and improve aviation safety in Europe. All 27 EU Member States, Iceland, Liechtenstein, Norway and Switzerland are EASA Member States.

The following diagram represents the Agency's mission, its competencies in the market it serves, the market sectors targeted and its stakeholders.



The Agency has been given specific regulatory and executive tasks in the field of aviation safety:

Original remit

The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include:

- expert advice to the EU for drafting new legislation
- inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States

- safety and environmental type-certification of aircraft, engines, parts and appliances
- approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations
- coordination of the European Community programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using Community airports
- data collection, analysis and research to improve aviation safety

First extension (air operations, pilot licensing and authorisation of third country operators)

Community competence for air operations, pilot licensing and third country operators was established by Regulation 216/2008, which entered into force on 8 April 2008.

In particular, the following activities are included:

- Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 736/2006
- Certification of foreign synthetic training devices, pilot training organisations and aero medical centres
- Certification tasks linked to operations (OEB, MMEL – amended Part 21)
- Authorisation tasks related to third country operators

All related rulemaking activities are taken over. This Business Plan assumes that the related implementing rules will be adopted in April 2012 at the latest, considering two years transition period beyond that date. Specific transition measures will be proposed in the EASA's opinion for the Implementing Rules.

Second extension (aerodromes, air traffic management and air navigation services)

The Council adopted on 7 September 2009 the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. It will enter into force 20 days after publication. In particular, EASA's new tasks will cover rulemaking and standardisation inspections. In addition, as far as air traffic management and air navigation services are concerned, it will be necessary to coordinate the common safety rules properly with the new Single European Sky regulation and the related implementing rules.

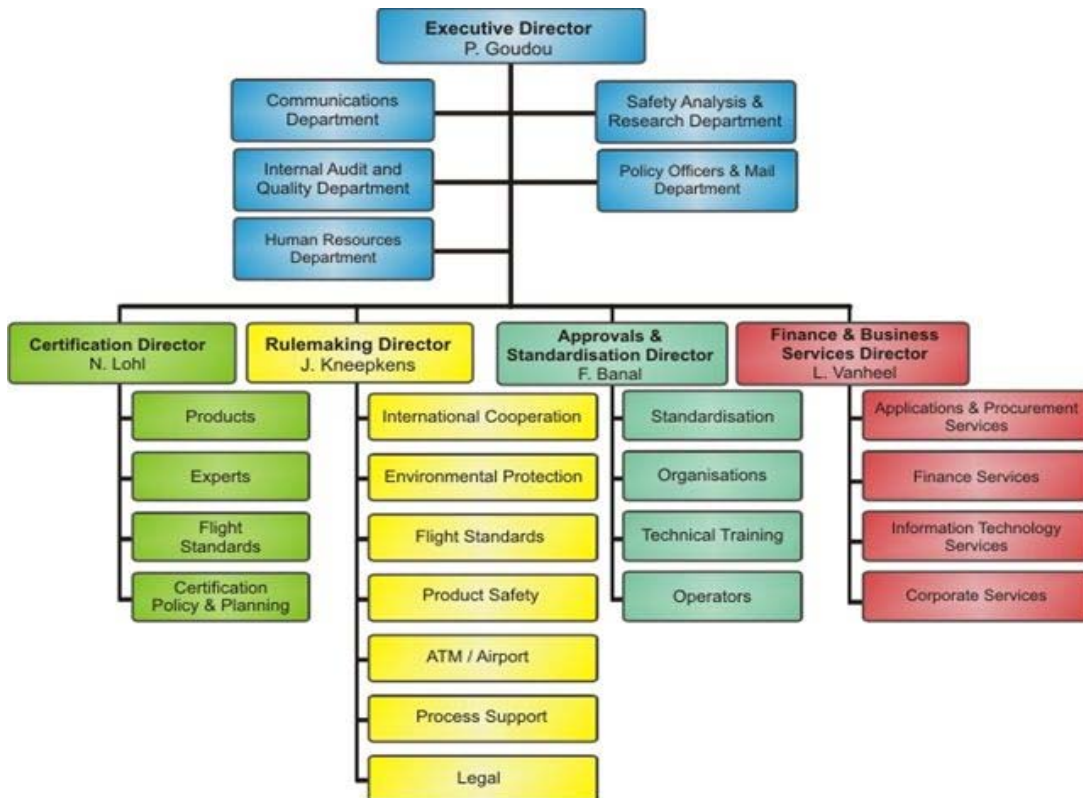
This Business Plan assumes that the implementing rules for Air Traffic Management and Air Navigation Services will be adopted in December 2012 at the latest, and the implementing rules for Aerodromes will be adopted in December 2013 at the latest.

Two years transition periods have been considered beyond those dates. Specific transition measures will be proposed in the EASA's opinion for the Implementing Rules.

2.2 Organisation

EASA is an independent European Community Body with a legal personality and autonomy in legal, administrative and financial matters. It is accountable to the Member States and the EU institutions. The Executive Director is appointed by the Agency's Management Board. The Board, which brings together representatives of the Member States and the Commission, is also responsible for the adoption of the Agency's work programme and the budget. The aviation industry is actively involved in the Agency's work through a number of consultative and advisory committees: the EASA Advisory Board (EAB), representing all aviation stakeholders, is consulted by the Management Board; the Advisory Group of National Authorities (AGNA), made up of national authorities and the Safety Standards Consultative Committee (SSCC), composed by stakeholders' representatives, are consulted by the Executive Director with reference to rulemaking activities. Decisions of the Agency which adversely affect a person or organisation may be addressed to the Board of Appeal, established specifically for the purpose.

The following chart represents EASA organisation:



3 Business environment

(Source EASA study on outsourcing performed by Steria Mummert)

In general a growing workload is expected for the Agency in the future due to the still expected growing air traffic in the long run, foreseeable needs in better fuel consumption and lower environmental impacts as well as lower maintenance requirements. Again, the large aircraft market will continue to demand a high workload from the EASA experts through 2020 due to the above mentioned requirement and planned successors of current aircraft types.

The actual economic crisis does affect the aviation industry and could, depending on its duration, also have some effects on certification and organisation approval activities. Airline operators are being hit quite hard by the crisis and several of them are seeking to defer delivery of new aircraft, affecting the outlook on demand for manufacturers of aeronautical products, parts and appliances and could therefore influence in the long run the development of new aircraft or helicopters. Airline operators stated that in some specific fields, there will be a certain delay of projects. For example, air fleet standardisation has been postponed, which has led to postponing some applications for major and minor changes to aircraft. These postponements could result in fewer Supplemental Type Certification applications and thus projects. Due to the actual cost and budgetary concerns, only the basic requirements are now covered.

To better understand how the economic crisis could potentially negatively impact the certification market, information from air transport associations, airline operator executives and aviation experts provide a closer insight underlining the impacts on any certification or outsourcing of certification tasks.

The International Air Transport Association (IATA) has analysed the March 2009 data for scheduled international air traffic. "Passenger demand fell to 11.1% below the March 2008 level. Airlines cut international passenger capacity by 4.4% resulting in an average load factor of 72.1%. This is 5.4 percentage points below the average load factor recorded in March 2008. Freight demand was even lower at -21.4% compared to March 2008."¹ IATA estimates that international revenues in March will be impacted with a decline of up to 20%. For the fourth consecutive month international cargo demand is hovering in the -21% to -24% region as a result of the sharp drop in world trade. The demand for European passenger carriers fell by 11.6% where consumer confidence has been dented by unemployment rates in key markets such as Germany and Spain. With these continued events, trends toward postponing or cancelling aircraft productions or modifications could continue.

For 2009, IATA states that industry revenues are expected to fall by 12.0%. By comparison, the previous revenue decline, after the events of 11 September 2001, saw industry revenues fall by approximately 7.0%. "Demand is projected to fall sharply with passenger traffic expected to contract by 5.7% over the year. Revenue implications of this fall will be exaggerated by an even sharper fall in premium traffic. Cargo demand is expected to decline by 13.0%. Both are significantly worse than the December forecast of a 3.0% drop in passenger demand and a 5.0% fall in cargo demand. Yields are expected to drop by 4.3%."

However, the falling fuel prices are helping to curb even larger losses. With an expected fuel price of US\$50 per barrel (Brent oil), the industry's fuel bill is expected

¹ IATA Press release No. 17/2009, 28 April 2009

to drop to 25% of operating costs (compared to 32% in 2008 when oil averaged US\$99 per barrel). Europe's carriers are expected to lose US\$1 billion in 2009. A forecast 2.9% fall in the continent's GDP is expected to result in a drop in demand of air travel of 6.5%. Capacity cuts of 5.3% will not keep pace with the fall in demand, driving yields and profitability down.² Overall the recovery of the industry is strongly linked to the recovery of the economy. It has to be kept in mind that in beginning of June 2009 the fuel price has gone over the US\$70 per barrel (Brent oil) line, so that cost pressure in this important area of operating costs is on the "rise" again.

The actual situation of the airline industry sums up to the opinion of the CEO of British Airways who stated: "I talk very openly. . . because people have to recognize that this is the most significant crisis in aviation [history]." He surmised that all airlines are fighting for their survival and that some big carriers will shut down. "I think it is quite possible that one of the big airlines could fail," he said, considering that oil prices are rising again and that there is no sign of a global economic recovery.

Trend on certification tasks:

Although most of the manufacturers interviewed in the context of the study performed by Steria-Mummert Consulting for EASA did not specify the exact impact of the economic crisis on their business, some of them admitted that the amount of money spent on research and development decreased during 2009. While large companies stated, that the number of Type Certifications is not affected by the economic crisis yet, the picture within smaller companies is quite different. Aircraft manufacturers also seem to experience a significant decrease of aircraft modifications.

The impact of the crisis on the rotorcraft market seems to be at the moment relative low compared with the other aviations sectors. Reasons for this lies in the dominant position of military customers as well as public entities like Border Control, Police etc. Depending on the length of the crisis in the coming years, the Business market could affect the outlook in mid-term, when cancellation of orders could occur.

In general for large aircraft the number of deferrals is increasing. On the production side last year planned increases on production rates were cancelled, but at the moment the production rate at Boeing, Airbus, Bombardier, Embraer and ATR is still above the average of the last years due to the still existing record backlog of aircraft production. This is also the case for the helicopter market segment.

The maintenance, repair and operations industry segment (MRO) has also been impacted. As a cash saving strategy, airline operators are shrinking their existing older fleet by parking the older and more maintenance requiring aircraft.

Therefore the actual production numbers and revenue development information provide only an indifferent effect to the workload related to certification tasks. Minor Changes are directly affected whereas Type Certificates will only be affected, if the economic crisis continues for several years. The conclusion is that the long-term perspective of the commercial aviation industry segment, requirements and timeframes necessary when developing new products, parts and appliances should not be negatively impacted to due the current economic crisis.

In contrast to the commercial industry is the segment of Business and General Aviation. The impact in these segments is already visible and could negatively affect

² IATA Press release No. 10/2009, 24 March 2009

more severely in both the short and medium timeframes on the number of projects and workload in all type of certification tasks.

The following chart shows the different types of certificates categorised by their sensitivity towards short-term market developments and expected short-term trends through 2011 and long-term trends through 2020, as derived from the continued observation of experts from Steria Mummert Consulting of started and planned programmes:

	Sensitivity towards short-term market developments	Long-term trend	Reasons for trend prediction
Type Certificates	low		Major programmes planned due to <ul style="list-style-type: none"> Growing fleet requirements (Growth, Aging fleets)
Supplemental Type Certificates	low		<ul style="list-style-type: none"> Environmental issues (Noise, NOx, CO₂) Fuel consumption Maintenance requirements
Major Changes Major Repairs	middle		<ul style="list-style-type: none"> Growing air travel (commercial, general, sports) In short-term reduction due to cost saving initiatives by the operators due to economic crises
Minor Changes Minor Repairs	considerable		<ul style="list-style-type: none"> Reduction due to more DOA approvals in the future
AFM Approvals	middle		<ul style="list-style-type: none"> Growing air travel (commercial, general, sports)
ETSO- Authorisation	middle		<ul style="list-style-type: none"> Linked to future aircraft programmes

Source: Steria Mummert Consulting qualified judgement

Trend difficult to predict

A look at future expected trends in the different industry segments is shown in the next chart:







	Trends in Demand**		Reasons	Future Requirements	
	until 2011	until 2020		Product Complexity	Integration with other tasks (ATM)
Large Aeroplanes			<ul style="list-style-type: none"> B787, A350, A380-900/C, Replacement 737/ A320 C-Series, Sukhoi Superjet, MRJ Replacement ATR/ Dash 		
Rotorcraft			<ul style="list-style-type: none"> Civil market relatively volatile in certain segments 		
Propulsion			<ul style="list-style-type: none"> P&W Geared Turbofan GE/Snecma Leap 56; GE Open rotor concept Large Turboprop engine 		
General Aviation			<ul style="list-style-type: none"> Market relatively volatile, but aging fleet 		
Balloons & Airships					
Overall					

* Steria Mummert Consulting qualified judgement

** Tendency towards workload in 2008

Trend difficult to predict

The following chart describes the actual trend in 2009 for the specific market segment, short-term and long-term trends and the reasons for the trend prediction.

	Actual trends in 2009 *	Sensitivity towards short-term market developments	Long-term trend until 2020 **	Reasons for trend-prediction
Large commercial aviation		low		Major programmes planned due to <ul style="list-style-type: none"> ▪ Growing fleet requirements (Growth, Aging fleets) ▪ Environmental issues (Noise, NOx, CO₂) ▪ Fuel consumption ▪ Maintenance requirements
Business aviation		strong		After downturn <ul style="list-style-type: none"> ▪ Growing population and wealth (e. BRIC-Countries) ▪ Environmental issues (Noise, NOx, CO₂) ▪ Improved capabilities of Business Jets and Helicopters
General Aviation Sports aviation ANNEX II		middle		After downturn <ul style="list-style-type: none"> ▪ Growing population and wealth ▪ Aging fleet ▪ Environmental issues (Noise, NOx, CO₂) ▪ Improved capabilities and new offers like ULA

Source: Steria Mummert Consulting qualified judgement

** = worldwide

Basically, the economic crisis has had no immediate impact on the commercial aviation certification market due to long term growth perspectives. Overall projects requiring Type Certification are not projected to be postponed from the commercial side. Postponing projects are becoming more prevalent within the business aviation industry. However, minor changes and repairs along with some Supplemental Type Certificates (STCs) have been affected from postponements in order to address budgetary concerns from within the specific entities.

Trend on organisation approvals:

As regards Organisation Approvals, the actual workload share between Design (DOA), Production (POA), Continued Airworthiness Organisations (MOA), within the scope of Article 15 of the Basic Regulation 216/2008, are expected to maintain at the current levels for future plans. An exception is with the number of DOA and AP of DOA approvals which should further increase due to the industry demand. A further indication of this demand is due to the amendment of the Basic Regulation in 2007 which grants the possibility of Permit to Fly (PTF) by DOA organisations.

In the maintenance field, although market downturn has an effect on the workload of maintenance organizations worldwide, this does not impact the need for oversight of these MOA's by EASA. The current trend of further internationalisation, in order to reduce overall maintenance costs by the operators, will rather lead to a further continuous increase in applications from foreign MOA's.

In the longer term the choice that operators will make in terms of fleet management after the end of the crisis will be crucial for the future EASA workload in the MOA field. The need to comply with environmental requirement will play an important role in this decision. It must also be noted that if the FAA authorisation bill is signed as proposed today, EASA will have to oversee US maintenance organisations as well. Although this hypothesis has not been retained for the establishment of this Business Plan, it must be kept in mind that such a situation would create a considerable additional workload for EASA.

4 Business Risks

The Agency identifies and assesses the risks inherent to its activities on an annual basis. As result of the risk identification and assessment exercise, the detailed risk register of the Agency identifying the high level risks according to the processes is updated on an annual basis. The Agency determines responses to manage risks which are considered critical.

The management of risks includes the implementation of actions in order to sufficiently mitigate risks. The Agency takes the necessary steps to mitigate the identified risks. This includes the recruitment of the best available professionals and providing the necessary training and the establishment of procedures as well as the introduction of IT systems in order to support execution of its operational processes.

Concerning the core processes of the Agency, such as product and organisation safety oversight, safety oversight of the Member States as well as development of regulatory material the identified critical risks are the following:

Product and organisation safety oversight:

- Unaddressed safety issues at the time of certification, validation, approval of flight conditions resulting in a crash of an aircraft
- Crash of test aircraft due to mishandling of aircraft, erroneous approval of flight test organisation or excessive compliance requirements or pressure on applicant
- Undue issue of approval, extension of scope of approval or continuation of approval impacting safety (due to error/omission in initial approval or continuing surveillance)
- Failure of an Approval holder (for example: inadequate maintenance resulting in a crash of a large aircraft) due to erroneous validation of NAA recommendations
- Inadequate issue of Special Airworthiness Specification resulting in a crash of an aircraft
- Erroneous grounding of a fleet due to abusive, undue Airworthiness Directives or Safety Information Bulletin
- Unaddressed safety issue resulting in a crash of an aircraft due to non issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness Directive
- Unaddressed safety issues resulting in a crash of an aircraft due to erroneous acceptance of alternative means of compliance to airworthiness directives
- Inadequate occurrence reporting system and ineffective processing of occurrence reports discrediting continuing airworthiness of products and leading to preventable accidents or serious occurrences

Safety oversight of the Member States:

- Major non compliances within an NAA/MS have not been identified during a standardisation inspection impacting safety, or undue identification of a safety risk leading to erroneous decisions causing financial damage to operator(s)
- Inappropriate corrective actions and/or deadlines to implement corrective actions on major non compliance findings have been accepted resulting in an accident

- Erroneous accreditation of an NAA and/or a qualified entity that have no appropriate resources, organisation and procedures to provide services to the Agency impacting safety

Developing of regulatory material:

- Unaddressed safety issue due to failure to issue adequate Agency measure despite knowledge of serious safety deficiencies
- Issuance of an unrealistic or inappropriate rulemaking decision due to insufficient internal and external consultation
- Lack of and/or inappropriate communication of new/amended rule which may have an impact on certain stakeholders

The Business plan takes account of those risks and indicates where they have not been fully mitigated mainly due for instance to resource constraint.

5 Core processes – five year plans and priorities

5.1 Product Certification

The product certification comprises two core activities:

- (1) The type design certification, and
- (2) The flight standards certification (presented under chapter 5.2 in this Business Plan)

of aeronautical products, parts and appliances.

The type design certification activity comprises airworthiness certification of products (aircraft, engines & propeller), parts and appliances, the related safety oversight of approved types during their entire lifecycle (continuing airworthiness activities, CAW), the environmental compatibility certification, and, last but not least, a variety of certification related activities like the support of Industry for receiving approvals by foreign authorities (validation support) or technical advice for stakeholders if requested (e.g.: technical advice, pre-application consultancy).

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

The following sub-processes have been identified within the airworthiness certification activity:

- Initial type design certification (Type Certificate, Restricted Type Certificate, Amendments to Type Certificates)
- Approval of changes to type designs (Supplemental Type Certificate, approval of minor and major design changes)
- Approval of type related repair solutions (minor and major repairs)
- Approval of parts and appliances (ETSO-Authorisation)
- Other type related approvals (e.g.: flight conditions for the issuance of permits to fly, Aircraft Flight Manual revisions, Alternate Means Of Compliance's)

The safety oversight of approved product types includes the systematic collection, review and analysis of safety related data and, when necessary, the mandating of corrective actions by means of Airworthiness Directives (AD).

On Industry side the majority of design activities takes place in an approved and controlled environment (approved Design Organisations) enabling the Agency to rely to a large extent on findings and declarations by applicants. The level of the Agency's technical involvement is defined on a case by case basis during the establishment and formal acceptance of the certification programme.

In absence of approved Design Organisations for projects designed outside the EU, the Agency's policy is to rely to a maximum extend on the foreign certification system. Bilateral Agreements as concluded under the competence of the EU Commission may even allow for automatic acceptance of certain foreign certificates by the Agency.

Type design certification activities are mainly performed by the Certification Directorate's departments C1 (Products Project Management) and C2 (Certification Experts).

5.1.1 Product Certification Development Plan

The Agency's policy is to give the highest priority to safety whilst performing its tasks uniformly, consistently and efficiently within all EASA Member States. The Agency strives to meet these high level objectives by further promoting the process of internalisation, i.e. performing a growing share of demanding certification tasks directly through Agency staff, instead of outsourcing these activities to NAAs or other qualified entities. The internalisation process will progress in line with the increase of the staff of the Agency, up to a point where 80% of all tasks are being performed internally by EASA. The "EASA/NAA Certification Transition Working Group" (ENACT) advises the Management Board (MB) and monitors the transition process.

Whilst applying the internalisation policy, outsourcing to the NAAs for "proximity activities" and outsourcing of some specialised services to Qualified Entities complement the certification activities carried out directly by the Agency. Proximity activities include technical investigations for granting minor design changes and repairs approvals where no DOA exists, simple airworthiness and environmental certification activities (especially in the field of general aviation or in cases where distance or language pose an obstacle to working from Cologne). Varying the outsourcing to NAAs can also be used by the Agency to adjust to unforeseen changes in the industry level of activity.

The Agency's total workload in type design certification and related activities over the business plan period is triggered by its estimated technical involvement per individual case. For most activities, the workload is expected to remain rather stable throughout the business plan period, except for Continuing Airworthiness activities (CAW). After a thorough analysis of the tasks to be subsumed under CAW activities and the related workload, it was broadly agreed within the Agency - and confirmed by the ENACT and the Management Board - that a significant evolution of working hours would be required in order to maintain a high safety level, and to cope with additional challenges resulting from the envisaged development of an enhanced EU Occurrence Reporting system³.

The summary per main activities is tabled below (number of technical working hours performed by Project Certification Managers – PCM - and Certification Experts, including tasks outsourced to NAAs):

	2010	2011	2012	2013	2014
Certification Projects (applications for new Design Type, Changes)	114.000	115.000	115.000	115.000	115.000
Continuing Airworthiness (safety oversight & corrective actions)	50.000	50.000	50.404	54.258	57.493
Internal Cross Services*	11.360	13.663	16.550	16.550	16.550
TOTAL	175.360	178.663	181.954	185.808	189.043

³ Several related Rulemaking activities and supporting studies are scheduled or already launched.

*"Internal cross services" reflect the hours dedicated by staff foreseen for Product Certification activities to other core activities than Product Certification, mainly Rulemaking and Organisations Approval. The staff foreseen for these core activities also performs work for Product Certification activities.

Outsourcing policy

Further internalisation of complex certification tasks is considered essential for achieving efficiency and also quality objectives in this area. Accreditation, financial & administrative management, technical project monitoring and controlling efforts can be reduced significantly. Direct management by the Agency also ensures consistent project involvement and, thus, uniform quality and safety levels across all certification activities in Europe.

However, a significant level of long-term outsourcing will be necessary for the accomplishment of all type design certification activities. This will also help to maintain a sufficient number of specialists in Europe to enable the Agency and the NAAs to perform their European and national authority tasks in the field of aircraft certification and for internal advice.

The Agency will continue to gradually shift to a situation where it will perform 80% of all type design certification activities internally.

The main areas in which long-term outsourcing are considered beneficial include:

- Proximity activities, i.e. investigations for the granting of approvals to minor design changes and repairs when no DOA is provided
- Flight test and performance evaluation (mostly by flight test pilots) as a complement to the limited internal capacity
- Other highly specialised services (e.g.: software qualification)
- Some specific areas of general aviation (e.g.: gliders and motor gliders), or activities in some Member States where language difficulties and industrial specificities exist
- Safety oversight activities ("continuing airworthiness") in the previously mentioned fields of general aviation
- Any other activity which can be performed more effectively at local level

Under the current cooperation system, NAAs under contract with the Agency are considered the local face of EASA, especially vis-à-vis small organisations and the lower end of the general aviation community. Any potential proximity need should be adequately covered by this concept. Therefore, no EASA local offices, or local EASA staff is considered for the time being.

The following table shows the workload foreseen in the next years for this activity:

Working hours	2010	2011	2012	2013	2014
EASA	132.900	144.000	151.800	156.000	158.400
Thereof chargeable hours	99.675	108.000	113.850	117.000	118.800
NAAs	42.460	34.663	30.154	29.808	30.643
Total	175.360	178.663	181.954	185.808	189.043
Internalisation rate ⁽¹⁾	70,1%	75,7%	79,1%	79,7%	79,5%

(1) The internalisation rate is calculated on the basis of the chargeable hours:

- for EASA staff: on the basis of the ratio of chargeable workload of 900h vs. 1200 h total technical hours performed per FTE per year
- for NAA: 100% of the NAA hours as they are all chargeable.

5.1.2 Product Certification Resources Plan

	2010	2011	2012	2013	2014
TAs end of the year	150	158	167	169	174

T3 Operational Cost	2010	2011	2012	2013	2014
NAA's	8,0	6,6	5,8	6,0	6,1
Other	2,4	2,7	2,9	3,1	3,0
Total	10,4	9,4	8,7	9,1	9,1

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.1.3 Product Certification Objectives, KPIs and targets

The number of technical working hours spent on continuous safety oversight of certified products ("continuing airworthiness activities") is a key element to product safety. The Agency uses the following *Continuing Airworthiness Ratio* (CAWR) as an indicator:

$$\text{CAWR} = \frac{\text{number of hours performed on continuing airworthiness}}{\text{number of hours planned for continuing airworthiness}}$$

In addition, the Agency strives for more efficiency within Products Certification. This is measured by the *Internal Efficiency Ratio* (IER):

$$\text{IER} = \frac{\text{number of yearly technical hours performed by technical staff}}{\text{total number of hours performed by technical staff}}$$

An increase of 1% per annum in the IER is set as a target for improving efficiency, with the final aim to reach a ratio of 1200 technical hours out of 1500 total hours performed per experts per year.

The Certification Directorate needs to balance its internal and external level of activity. For this purpose, the following *Internal Hours Ratio* (IHR) indicator is defined:

$$\text{IHR} = \frac{\text{number of technical chargeable hours performed internally}}{\text{total number of technical chargeable hours performed}}$$

Finally, two more KPIs have been added which aim at identifying the satisfaction of industry and the quality of design related safety oversight.

Objective	KPI	Target 2010	Target 2014
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	90%	100%
Internalise type design certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	70%	80%
Improve efficiency of technical staff	Annual increase of 1% of the share of technical hours as a percentage of total hours	76%	80%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	80%	80%
Quality of design related safety oversight (IAW&CAW)	Number of major incidents or accidents (CS 25 & CS 29 a/c) caused or partly caused by design deficiencies	Equal or less than average of previous 10 years	Equal or less than average of previous 10 years

5.2 Flight Standards

The flight standards certification activities comprise the:

- a) Approval of Maintenance Review Board (MRB) Reports
- b) Approval of minimum syllabi for pilot type rating training approval and qualification of associated flight simulators
- c) Approval of minimum syllabi for maintenance certifying staff type rating training
- d) Approval of Master Minimum Equipment Lists (MMEL)
- e) Approval of minimum syllabi for cabin crew type rating training
- f) Approval of Flight Synthetic Training Devices (FSTD) when used in organisations under the oversight of the Agency

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

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

Activities b) to e) are usually performed under a structured Operational Evaluation Board (OEB) process similar to the Joint OEB (JOEB) process as it used to be coordinated on behalf of the JAA until it ceased in mid-2009. It is envisaged to include the related approvals in a new operational suitability certificate. Details of this new concept will be described in the upcoming implementing rules for operations of aircraft.

5.2.1 Flight Standards Development Plan

Until the coming into force of the new Implementing Rules, the Flight Standards Department will continue its current activities, charged to the industry as a service. With the new Implementing Rules, most of these activities are to be funded by fees. Accordingly, the Fees and Charges Regulation needs to be modified to recognise this change. In this respect, the development of flight standards certification activities within the Agency is not per se the development of new activities but the transfer to the Agency of some existing activities previously taking place and being funded under the (now ceased) JAA system.

With regards to OEB activities, EASA has concluded Memorandums of Understanding (MoU) with several NAAs enabling the Agency to continue these tasks until it will take over full responsibility for OEB approvals after the entry into force of the related

Implementing Rules. However, the extension of remits also generated genuinely new activities which had not existed in the JAA framework.

The workload in flight standards certification over the business plan period is tabled below (number of technical working hours):

		2010	2011	2012	2013	2014
EASA	ER : MRB	8.400	9.600	10.200	10.800	10.800
	1st :OEB	10.500	11.400	13.200	21.300	32.400
	Total	18.900	21.000	23.400	32.100	43.200
Thereof chargeable hours	ER : MRB	6.300	7.200	7.650	8.100	8.100
	1st :OEB	7.875	8.550	9.900	15.975	24.300
	Total	14.175	15.750	17.550	24.075	32.400
NAA	ER : MRB	5.569	4.375	3.779	3.182	3.182
	1st :OEB			13.126	21.181	32.218
	Total	5.569	4.375	16.905	24.363	35.401
Total workload	ER : MRB	13.969	13.975	13.979	13.982	13.982
	1st :OEB	10.500	11.400	26.326	42.481	64.618
	Total	24.469	25.375	40.305	56.463	78.601

Internalisation rate ⁽¹⁾ 50,9% 49,7% 47,8%

(1) The internalisation rate is calculated on the basis of the chargeable workload (900h per internal FTE per year).

The following assumptions have been made for the development of the volume of activities:

- The Implementing Rules will successively enter into force in 2012 and for the purposes of this Business Plan are supposed to include a two years transition period. Implementing Rules shall include a provision to guarantee that the Agency only takes over the new activities when prepared to do so, i.e. when funding is provided.

Outsourcing policy

The outsourcing policy for flight standards is to outsource 50% of the activity to NAAs or Qualified Entities. Initially, the level of outsourcing may be higher, in particular to those NAAs who are performing a significant level of activity under the previous JAA system.

5.2.2 Flight Standards Resources Plan

Flight Standards - ER=MRB

	2010	2011	2012	2013	2014
TAs end of the year	12	12	13	13	13

T3 Operational Cost	2010	2011	2012	2013	2014
NAAs	1,3	1,1	0,9	0,8	0,8
Other	0,1	0,1	0,1	0,2	0,2
Total	1,4	1,2	1,1	1,0	1,0

Flight Standards - 1st ext=OEB

	2010	2011	2012	2013	2014
TAs end of the year	17	17	27	36	49

T3 Operational Cost	2010	2011	2012	2013	2014
NAA's			3,2	5,3	8,3
Other	0,3	0,6	0,6	0,7	0,8
Total	0,3	0,6	3,9	6,1	9,1

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.2.3 Flight Standards Objectives, KPIs and targets

The KPIs used for the Flight Standards Department are (partly) similar to the ones used for the products certification activities, but different expectations have to be made for the aims to be reached over the Business Plan period:

Objective	KPI	Target 2010	Target 2014
Ensure adequate fulfilment of all flight standards certification tasks	Number of technical working hours performed per project as percentage of planned hours	90%	100 %
Internalise flight standards certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	n.a.	50%
Improve efficiency of technical staff	Annual increase of 1% of the share of technical hours as a percentage of total hours	76%	80%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	80%	80%

5.3 Organisation Approvals

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned, and last but not least ensuring the continuous compliance of approved organisations by performing appropriate oversight.

In addition, with the extension of the remit, the activities will also include the approval and oversight of Flight Crew Licensing organisations (Type Rating Training Organisations (TRTOs), Flight Training Organisations (FTOs), and Aero Medical Centres (AeMCs)) located outside the territory of an EASA Member States.

The Organisations department within the Approvals and Standardisation directorate is responsible for carrying out all the above activities.

The current and new activities have, and will continue to have different resource strategies, i.e. internalisation (using internal resources), outsourcing / proximity activity (using external resources), or a mix of the two. This is due both to the nature of the activities and the level of responsibility and involvement of the Agency. Outsourcing may be achieved by allocation of technical investigation tasks to an accredited NAA or by secondment of an NAA employee to perform certain technical tasks for the Agency on a temporary basis under the direct technical management of the Agency.

5.3.1 Organisation Approvals Development Plan

The current organisation approvals activities focusing on the oversight of organisations, specifically the approval of Design (DOA), Production (POA), and Continued Airworthiness Organisations (CAO – MOA, MTOA and CAMOA), within the scope of Article 20 of the Basic Regulation will continue throughout the business plan period and are met by the staffing levels indicated below.

The following table shows the expected number of approvals by the 31st of December of each year. With the exception of POA and CAMOA the mature activities should be rather stable over time. For CAMOA an increasing number of applications are anticipated in late 2009 and 2010. POA is expected to increase in number of applications due to the recently clearly defined EASA policy that in absence of a bilateral agreement a foreign aircraft manufacturer should apply for an EASA POA.

Additionally it is expected that the tendency of major aircraft manufacturers to outsource complete work packages to foreign manufacturers will lead to additional POA applications.

	2010	2011	2012	2013	2014
DOA	289	297	305	313	321
AP DOA	245	248	251	254	257
POA	26	32	38	44	50
SPOA	1	1	1	1	1
MOA 145	247	247	247	247	247
MOA 147	40	45	50	50	50
MOA US	1250	1250	1250	1250	1250
MOA CAN	135	135	135	135	135
CAMOA	20	30	30	30	30
FCLOA	0	0	45	50	55

Type Rating Training Organisations (TRTO) / Flight Training Organisations (FTO) / Aero Medical Centres (AeMC)

The approval of foreign TRTOs, FTOs and AeMCs could be performed following the principles of the approval procedures of foreign MOA and POA organisations, either as approval or - if bilateral agreements are in place – as an acceptance. This activity will be outsourced to NAAs because they will keep their competence for national flight crew licensing organisations within their area of responsibility.

Outsourcing policy

The organisation approvals activity, similarly to certification, relies on outsourcing part of its activities. Typically, MOA activities are more heavily outsourced than DOA ones. The following table shows the combined number of working hours (internal and outsourced) expected for the existing remit and the first extension:

Organisations		2010	2011	2012	2013	2014
EASA	ER	47.400	48.600	49.800	51.000	51.600
	1st : TRTO, FTO, AeMC			1.800	3.600	3.600
	Total	47.400	48.600	51.600	54.600	55.200
Thereof chargeable hours	ER : MRB	35.550	36.450	37.350	38.250	38.700
	1st : OEB			1.350	2.700	2.700
	Total	35.550	36.450	38.700	40.950	41.400
NAA	ER	29.468	29.748	30.028	30.774	31.613
	1st : TRTO, FTO, AeMC			3.264	3.730	3.730
	Total	29.468	29.748	33.292	34.504	35.343
Total workload	ER	76.868	78.348	79.828	81.774	83.213
	1st : TRTO, FTO, AeMC			5.064	7.330	7.330
	Total	76.868	78.348	84.892	89.104	90.543
Internalisation rate ⁽¹⁾		54,7%	55,1%	53,8%	54,3%	53,9%

(1) The internalisation rate is calculated on the basis of the chargeable workload (900h per internal FTE per year).

5.3.2 Organisation Approvals Resources Plan

The following table shows the staffing numbers for the Organisation approvals activities. Under the current remit (DOA, POA and MOA activities) the staffing numbers are relatively stable and the additional staff members per year will be covering the marginal increase in the DOA field over the forthcoming years.

Organisations - ER

	2010	2011	2012	2013	2014
TAs end of the year	50	51	52	53	53

T3 Operational Cost	2010	2011	2012	2013	2014
NAAs	7,7	7,9	8,1	8,5	8,9
Other	0,9	0,9	0,9	1,0	1,0
Total	8,6	8,8	9,1	9,4	9,8

Organisations - 1st ext

	2010	2011	2012	2013	2014
TAs end of the year	2	2	5	5	5

T3 Operational Cost	2010	2011	2012	2013	2014
NAAs			0,9	1,0	1,0
Other	0,1	0,1	0,2	0,2	0,2
Total	0,1	0,1	1,1	1,2	1,3

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.3.3 Organisation Approvals Objectives, KPIs and targets

Objective	KPI	Target 2010	Target 2014
Establish means of NAA surveillance performance checks, in order to ensure common application of organisation's surveillance, no matter whether surveillance will be performed by EASA or a NAA on its behalf	Number of NAA visits accompanied by EASA team leaders or EASA management staff	5%	5%
Implement new remits, timely adjusted to the changes of the implementation dates	Availability of implementation plan	Implement the new remits i.a.w. the implementation plan	New remits implemented
Preparation of adequate procedures for NAA outsourcing with regard to new remits	Percentage of outsourced tasks vs tasks performed by EASA staff	Establish outsourcing procedures (target 80%)	Outsourcing procedures established (target 80%)
Develop a risk based surveillance system with defined testing and implementation phases	Implementation of the risk based surveillance phases vs the implementation plan	Finalizing testing phase	Risk based surveillance phases implemented
Provide resources as requested for inspection activities of the Standardisation Department	% of compliance with requests	90% of requests	90% of requests

5.4 Third Country Operators

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

The implementing rule for this activity is expected to be issued at the latest on 8 April 2012. In the mean time substantial effort will be needed to ensure that in preparation of this new activity the necessary processes and procedures are in place, including a full database for the collection, analysis and management of the authorisations, together with the necessary modifications implemented in the Agency's ERP tool.

In parallel, the Commission has requested the Agency for increasing support in the context of EC [Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005](#) on the establishment of a Community list of air carriers subject to an operating ban within the Community. The level of support is expected to increase from a few hundred hours to several yearly missions.

5.4.1 Third Country Operators Development Plan

A number of assumptions have been made in estimating the resource levels required to undertake this task. The major assumptions are as follows:

- 800 initial applications / transitions
- 7% new cases per annum
- 6% cancellations per annum
- on-site inspections may be required in 10% of transition approvals / renewals
- on-site inspections may be required in 20% of new approvals
- 50% of the inspection on-site work will be outsourced and/or supported by seconded NAA staff

The initial activities to be performed by the TCO Section in 2010 and 2011 are as follows:

- Cooperate with Rulemaking in the finalisation of the implementing rule and the consultation and information of stakeholders
- Work with HR to achieve the recruitment plan for the TCO section
- Define and develop working methods for the handling of new applications, renewals and changes to operations specifications
- Define and develop a risk analysis-based and transparent surveillance methodology for holders of an authorisation

- Define and develop working methods for the conduct of inspections at the home base of a third country operator including the implementation of a suitable software application for the administration and follow-up of non-compliances
- Contribute to the development of a central repository and database for the gathering and analysis of important safety information in addition to ramp inspection results
- Contribute to the development of a web-based IT tool which will allow EASA and each TCO authorisation holder to update and manage relevant information and documentation, including features to trace the history of operations specifications issued by the Agency
- Support the European Commission in the context of EC [Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005](#) on the establishment of a Community list of air carriers subject to an operating ban within the Community

Working hours	2010	2011	2012	2013	2014
EASA	4.800	4.800	9.000	21.600	27.000
Thereof chargeable hours	3.600	3.600	6.750	16.200	20.250
NAAs			4.663	4.663	4.663
Total	4.800	4.800	13.663	26.263	31.663
Internalisation rate ⁽¹⁾			59,1%	77,7%	81,3%

(1) The internalisation rate is calculated on the basis of the chargeable workload (900h per internal FTE per year).

5.4.2 Third Country Operators Resources Plan

The funding of this activity is a main issue, both for 2010, 2011 and part of 2012, as no fees will be collected during this period, and from 2013 onwards. The decision on the latter will need to be made before the NPA is published. Three options seem possible:

- Fees only
- Mixed funding, Fees and EU contribution
- EU Contribution only

The Third Country operators resource planning below is based on the current resources which have been available.

Third Country Operators - 1st ext

	2010	2011	2012	2013	2014
TAs end of the year	5*	5*	14	23	28

T3 Operational Cost	2010	2011	2012	2013	2014
NAA's			1,3	1,3	1,3
Other	0,1	0,1	0,2	0,2	0,2
Total	0,1	0,1	1,5	1,5	1,5

* 3 of the 5 staff members in the Third Country Operators section are currently working on the Community list of air carriers subject to an operating ban within the Community. Further allocation of staff to these activities is being reviewed with the Commission.

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.4.3 Third Country Operators Objectives, KPIs and targets

Objective	KPI	Target 2010	Target 2014
Establish the necessary processes and procedures, including a full database for the collection, analysis and management of the authorisations, together with the necessary modifications implemented in the Agency's ERP tool	Procedures and processes, database business requirements, application forms and funding scheme	Draft procedures and processes, and database business requirements established	n/a
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule	n/a	All operators issued a EASA TCO authorisation
Support the Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005	Support the Commission as requested	10 missions	10 missions

5.5 Standardisation

The standardisation activity consists in the Agency inspecting National Aviation Authorities (NAAs) and checking whether they are implementing the regulations correctly (not more, not less). Currently the Agency is responsible for inspecting the EASA Member States as well as the associated States (Iceland, Norway, Switzerland and Liechtenstein) for initial and continuing airworthiness according to Commission Regulation (EC) 736/2006; it also inspects ex-JAA non EASA countries according to working arrangements.

The Agency has been coordinating since January 2007 all standardisation visits in the field of Air Operations (OPS), Flight Crew Licensing (FCL) and Synthetic Training Devices (FSTD) on behalf of the JAA, according to JAA rules and procedures, both for EASA and JAA non-EASA countries (in OPS, the so called EU OPS1 regulation has taken over from the JAA rule in April 2008). With the (first) extension of scope covering OPS, FCL and STD the Agency will manage this programme according to EU rules as soon as the Implementing Rules have been approved.

Following the disbanding of the Joint Aviation Authorities on 30.06.09, EASA will continue to provide service to the ex-JAA States in all areas through working Arrangements.

5.5.1 Standardisation Development Plan

Standardisation inspections in the initial and continuing airworthiness fields will continue to be carried out with each visit managed by an Agency team leader, and staffed as much as possible with inspectors seconded from the NAAs (the assumption being made is that there will be a 50% average support from the NAAs). Only where necessary, team members will come from the Agency (from the Standardisation department and no more than 50%).

As regards OPS, FCL and FSTD, and in accordance with the issuing of the Implementing Rules, the Agency has recruited inspectors during 2009 in order to manage and staff the visits in the same way as for the initial and continuing airworthiness fields, as well as to ensure that the transition between the closing of the JAA and the issuance of the implementing rules is managed seamlessly.

The following table shows the expected number of visits per activity with the originally planned staffing and operational budget. As further Bilateral Aviation Safety Agreements are being negotiated an increase in International Standardisation activity is to be expected.

In line with the Commission opinion on the 2010 Work Programme, the standardisation inspections programme has been streamlined and agreed with the Commission (F.3, Air Safety Unit).

	2009	2010	2011	2012	2013	2014
CAWST	27	24	24	24	24	24
IAWST	13	14	14	14	14	14
OPS	15	20	20	20	20	20
FCL	15	20	20	20	20	20
FSTD	4	8	8	8	8	8
MIST	8	6	5	5	5	5
International Standardisation	5	5	5	5	5	5
Accreditation	11	8	8	8	8	8

Accreditation

The accreditation activity is a support activity to certification and consists of performing accreditation inspection visits to NAAs in order to assess their capability for carrying out certain certification tasks on behalf of the Agency.

The accreditation process has been modified in 2007 in order to reduce the cycle of visits from 3 to 2 years to be in line with what was already happening in practice. Specific visits will be organised whenever it will not be possible to combine the assessments with the planned standardisation inspections in initial and continuing airworthiness.

Aerodromes - standardisation

The Agency assumes that the Standardisation activity linked to Aerodromes will commence after a 2 years transition following the adoption of the Implementing rules 31/12/2013. The main difference compared to the other fields of the remit is that, in addition to the EASA member states, the Agency shall also be inspecting each of the 16 German Länder, which are all competent in their territory in the aerodromes field.

ATM/ANS - standardisation

The Agency assumes that the Standardisation activity linked to ATM/ANS will commence after a 2 years transition following the adoption of the Implementing rules 31/12/2012.

5.5.2 Standardisation Resources Plan

The recruitment of the coordination managers for OPS, FCL and FSTD has been completed successfully in 2008 as well as their 2 respective assistants.

With the extension of the remit of the Agency to the three latter fields, the recruitment process has been completed, taking on board 15 inspectors, (6 for OPS, 7 for FCL/FCL-part medical and 2 for FSTD).

The recruitment currently included in the Business Plan is flat from 2011 onwards: As the remit of the Agency will be extended to Air Traffic Management (and Communication, Navigation and Surveillance equipment) and Aerodromes, the standardisation capability would need to be built accordingly. Based on the experience accumulated so far a similar roll-out should be planned with the recruitment of the Managers and Assistants first (1 Manager and 1 Assistant for each scope end 2012) and the team leaders / inspectors (8 staff each) later (end 2012 and 2013); or an overall recruitment of 10 staff per activity.

As the load goes up a technical Deputy will be attached to the Head of the Department.

The ongoing discussions with the Commission on the new remit tasks and its financing will be continued, to ensure that the necessary standardisation visits can be performed.

TAs end of the year	2010	2011	2012	2013	2014
ER	26	27	27	27	27
1st ext	19	19	19	19	19
2nd ext			2	12	20
Total	45	46	48	58	66

T3 Operational Cost	2010	2011	2012	2013	2014
ER	0,9	1,1	1,0	1,0	1,0
1st ext	0,3	0,4	0,4	0,4	0,4
2nd ext			0,1	0,3	0,4
Total	1,3	1,5	1,5	1,7	1,9

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.5.3 Standardisation Objectives, KPIs and targets

Objective	KPI	Target 2010	Target 2014
Complete the agreed number of visits as per the approved annual plan	% of planned visits carried out	100% of planned visits + ad-hoc and other unexpected visits	100% of planned visits + ad-hoc and other unexpected visits
Extend the standardisation meetings to the new remits	Number of standardisation meetings per scope	1 meeting per scope	1 meeting per scope
Actively participate to the courses provided to the NAAs (initial and recurrent)	Number of staff actively participating	Each staff member per scope keeping his/her full qualification	Each staff member per scope keeping his/her full qualification
Extend to OPS/FCL/FSTD the same inspectors qualifications		Qualification of all staff members to be achieved and remain current from 31.12.2009 onwards	Qualification of all staff members to be achieved and remain current
Continue to consolidate the existing pool of inspectors		Increase by 10%	TBD
Explore the possibility (willingness) of short term (1 year) secondment of NAA staff to EASA	Establish the need and the procedure	At least 1 END per year	At least 1 END per year
Use reactivity index to define visit planning		Modify the procedures to take into account possible implications	TBD

		of the implementat ion of the risk based system (shorter, 1- year, and longer, 3- years)	
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5.6 SAFA

To achieve the pan European objective of SAFA, specific working arrangements have been signed with all ECAC non EASA Member States.

Due to the close relationship between the SAFA coordination and the Third country operator's authorisations activities, it has been decided to combine both activities in a single newly created department called Operators, within the Approvals and Standardisation Directorate.

The EASA obligations related to the Community SAFA (Safety Assessment of Foreign Aircraft) programme comprises the following tasks:

- maintain and update the centralised database containing the SAFA ramp inspections reports
- perform Database analysis and provide for follow-up actions related to Member States and the European Commission
- perform ad-hoc analysis on request of the EC
- foster the harmonisation and quality of the SAFA programme
- develop training programmes and foster the organisation and implementation of training courses
- develop guidance material to the inspection procedures
- monitor the inspection prioritisation process
- monitor the application of the rules (standardisation inspections)
- promote and facilitate the internationalisation of the SAFA programme

5.6.1 SAFA Development Plan

In the years 2010 to 2014 it is expected to improve the data quality and enhance the overall analysis and harmonization of the programme.

The new Basic Regulation (EC) 216/2006, puts an obligation on Member States to perform ramp inspections on all aircraft, therefore extending the scope of the current SAFA Programme (from third-country aircraft to all aircraft). This will require an adaptation of the Programme in order to allow it to cater for 3 "clients":

- third country operators authorisations (ramp inspection of third country aircraft against ICAO standards)
- collective (EU) oversight (ramp inspection of EU aircraft against EU (EASA) standards)
- the Commission in the context of the black list

As mentioned above one of the main targets will be the improvement and harmonization of the overall SAFA programme. One of the tools to achieve this

target will be the systematic conduct of standardisation inspection in accordance with the working methods of Commission Regulation (EC) 736/2006. Initially 26 inspections will be scheduled for 2010. Each standardisation activity will be managed by an Agency team leader, and staffed as much as possible with inspectors seconded from the NAAs. Only where necessary, team members will come from the Agency.

A new development of the current database incorporating new software technology and reflecting new identified needs has been initiated and will be given highest priority.

It is widely recognised that follow-up is one the weak points of the SAFA programme. It is also recognised by many stakeholders that EASA shall be involved in this process with regard to the authorisation of third country operator. This project would require:

- incorporation of this concept in the Implementing Rule
- definition of the associated procedures
- implementation of IT tools to support the process
- performing this activity on a routine basis

Concurrently, SAFA staff participates with 1-2 representatives to all EC Black List Air Safety Committees.

Several ICAO Contracting States have indicated their interest in joining the EC SAFA programme and an extension is strongly supported at European level. This will require additional resources as regard to coordination and support activities.

5.6.2 SAFA Resources Plan

TAs end of the year	2010	2011	2012	2013	2014
ER	9	9	9	9	9
1st ext					
2nd ext					
Total	9	9	9	9	9

T3 Operational Cost	2010	2011	2012	2013	2014
ER	0,1	0,2	0,2	0,2	0,2
1st ext					
2nd ext					
Total	0,1	0,2	0,2	0,2	0,2

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.6.3 SAFA Objectives, KPIs and targets

Objective	KPI	Target 2010	Target 2014
Participate to seminars, conferences, roadshows	Number of initiatives attended outside the routine events	At least 3	At least 3
Present the EC-SAFA system during relevant international conferences and on request of individual States in order to align ramp-inspections methods with other major aviation authorities	Number of external presentations and exchanges with third country authorities	TBD	TBD
Complete the agreed number of visits as per the annual plan	% of planned visits carried out	100% of planned visits + ad-hoc and other unexpected visits	100% of planned visits + ad-hoc and other unexpected visits
Continue to consolidate the existing pool of inspectors		Increase by 10%	TBD
Development of the SAFA database	Ease of use and quality of output	Year on year improvement	Year on year improvement

5.7 Rulemaking

Rulemaking requires the elaboration and the implementation of processes focussed on producing rules that correspond to recognised priorities and on making use of best available expertise, at best value for money for the tax payer and the industry. To achieve these goals the Agency establishes, in consultation with its rulemaking advisory bodies (SSCC and AGNA) yearly plans and monitors their implementation by the regular surveillance of appropriate performance indicators.

The production of well accepted rules at best value for tax payers' money requires the involvement of expertise covering technical, economic, enforcement and legal aspects, as well as the management of a heavy consultation and publication process. The Agency promotes team working, combining expertise from the Agency, the national aviation authorities (NAAs), foreign regulatory partners and the industry by establishing rulemaking groups, when necessary. As EASA rules have to take into account ICAO SARPS, rulemaking requires also involvement and follow-up of ICAO activities that may affect such rules. This is for example the case in the area of environmental protection where ICAO Annex 16 is referred to as the essential requirement.

Rulemaking includes consequently the support to rule implementation, such as providing interpretations, reviewing deviations, publications, participations in conferences of stakeholders, NAAs and organising workshops, as well as assisting the Commission in implementing the flexibility provisions of Article 14 of the Basic Regulation and in the areas of environmental protection where the Agency does not have the primary responsibility. Rulemaking also assists in international co-operation activities of the Agency and the Commission.

Last but not least, Rulemaking covers the coordination of the Agency's involvement in long term research to properly anticipate and prepare the rules and certification processes needed for the swift implementation of future technologies.

5.7.1 Rulemaking Development Plan

Environmental Protection

During the last decade, the relevance of environmental matters to the aviation industry has increased significantly. As a result, the current workload in the Environmental Protection Department goes well beyond that which was originally estimated necessary to implement Article 6 of the Basic Regulation which establishes essential requirements for environmental protection on aircraft and engine design by direct reference to ICAO Annex 16. The main reasons for this include:

- According to Article 6 of the Basic Regulation any changes to essential elements of Annex 16 oblige approval via the full co-decision process. Previous language seemed to leave some room for acceptance of changes through comitology, as long as the scope of Annex 16 did not change. The approval process for changes to environmental essential requirements, which

also to some extent includes the relevant environmental certification specifications, is thus very resource intensive.

- Due to the need to go through the co-decision or comitology approval process for amendments to the environmental essential requirements in ICAO Annex 16, there is a need for very robust Regulatory Impact Assessments (RIAs). This emphasises the existing necessity of full Agency involvement in the ICAO RIA process covering the establishment of input databases, benefits modelling, forecasting, and economic analysis of proposed changes. This is essential in order to ensure that the ICAO RIAs are fully understood and meet the quality requirements that are imposed by the European legislator.
- In addition to this, European Member States' expertise in the area of aircraft and engine environmental design is diminishing as they increasingly rely on the Agency to provide this kind of expertise in the ICAO process. This process has resulted in some areas where there is essentially no longer any high level expertise provided from European Member States and the Agency has therefore to reinforce its input (= more resources). In contrast, the FAA has significantly increased funding and resources in the area of aviation and environment, and has also been joined within ICAO working groups by the US Environmental Protection Agency (EPA). Member State and Commission representatives on the EASA Management Board continue to emphasise the importance of using the ICAO process due to its obvious advantages in terms of worldwide acceptance and harmonisation of regulations. The ICAO forum also facilitates the assessment of environmental standard setting for aircraft and engine environmental design on other aspects such as airports, flight operations, operating restrictions and ATM. As such, additional resources are required to ensure European interests are well represented and taken into account within the ICAO process.
- Furthermore, the Commission is now calling upon the Agency on a more regular basis to support them in areas of the Agency's environmental technical expertise. This includes coordination and support at ICAO CAEP and ECAC ANCAT policy-making meetings, the evaluation of the EU "Balanced Approach" Directive (EC 2002/30) and Environmental Noise Directive (EC 2002/49), the implementation of aviation within the Emission Trading Scheme (EC 2008/101), coordination with EUROCONTROL on aviation environmental impact assessment capabilities, and EC research projects (e.g. STAPES – multi airport noise contour model, SWAFEA - alternative fuels, VIERT – ATM environmental modelling).

The Agency has been, and is expected to continue to be, increasingly called upon to support the Commission and Member States in the above activities. Consequently it is considered necessary to add additional FTEs from the subsidy for the Environmental Protection Department in order to support European interests in the environmental domain. Although not enough to take up all the extra activities mentioned above one FTE is added. This would be in addition to the currently available workforce, consisting of 5 FTE in the Environmental Protection Department and, on average, one full FTE of support from the certification directorate.

Note that in this business plan any increase in staff as a consequence of revising and expanding the EASA remit on environmental protection is not considered.

Flight Standards

Regulation (EC) No 216/2008, adopted on 8 April 2008, extends the EASA system to air operations, pilot licensing and third country operators. The number of staff members in the Flight Standards Department (19 in 2009) will have to be further increased over the period 2010 – 2014 to complete the 1st extension by 2014. The resource allocation for the 1st extension is essential to enable the Agency to fulfil its legal obligations within the required timeframe. This Business Plan does not include the approval of FTL schemes, as the approach to be taken needs still to be clarified with the Commission.

In addition to the completion of the rulemaking deliverables for the 1st extension other activities must be maintained at a high level to enhance the understanding and acceptance of the new structure of the rules in general and also of new rules, previously not regulated under the JAA system, but needed to cover the EASA remit as defined in the Basic Regulation. These activities are mainly communication, explanations and discussions via workshops and conferences organised by the Agency, participation of staff members in European and International conferences covering the area of the 1st extension as well as contribute to publications such as EASA news and the flight standards website, and also coordination and meeting with internal and external stakeholders. This has to be done to reach a common European understanding of these issues.

A higher number of staff members will also be justified to complete rulemaking deliverables resulting from provisions in the Basic Regulation that have not been considered during the initial phase of drafting of rules, as well as to cover the regulatory backlog that results from JARs not being updated since the closure of the JAA while Member States took action to take into account new developments. Consequently the Agency should start as soon as possible to address these tasks in order to comply with the Agency's mission to provide a safety level playing field in Europe and to assist Member States to be ICAO compliant which includes the task to participate in ICAO activities.

Further tasks are the handling of the Central Question Data Bank until implementation of FCL implementing rules, contributing to the European Aviation Safety Programme (EASP), and the continuous handling of exemptions and derogations in the area of EU OPS. Finally, staff in the Flight Standards Department should facilitate the implementation of the rules covering the 1st extension through information and workshops starting in 2011 at the latest. The handling of alternative AMCs after implementation of these rules will have to be organised after 8 April 2012.

In order to execute the rulemaking activities outlined above and taking into account the experience in the field of product safety on the maintenance of rules, Flight Standards Department staff needs to be increased significantly to 27.

Cross Services: A peak of workload is expected between 2009 and 2011, due to the delivery of the Opinions and draft Decisions during the 2nd quarter of 2011, therefore more staff members are needed to produce the rulemaking deliverables on time. These staff members should be recruited by Flight Standards (Certification

Directorate) and/or Standardisation (Approvals & Standardisation Directorate) and gradually join these Directorates after the 2nd quarter 2011.

Product Safety

The 4-year Rulemaking Programme (2010-2013) for Product Safety Department has been reduced significantly in scope and adapted to the resources in order to improve the percentage of tasks delivered. This reduction in scope has left around 98 tasks in the programme as inventory tasks only compared to 131 that will be worked on (40 of them will only be finalised between 2014 and 2016). There is therefore an important gap compared to the requests of the stakeholders.

The top-5 priorities on which the Department will focus may be summed-up as follows:

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

The increase from 16 to 20 staff in 2014 is of course welcome, but it fall short to what was expected. The increase with 4 staff members only should not affect the Rulemaking Programme as it stands now. However, there will be very limited possibilities to reduce the gap mentioned above. Furthermore, this staff increase will not allow addressing fully future challenges such as SESAR or certain new technologies. The limited budget for studies in the coming years will worsen the situation.

The full potential of NETS⁴ may not be realised: improvement of the quality of rules following the incorporation of the NETS principles and the necessary effort to better communicate with stakeholders indeed requires more time.

- Last but not least achieving the present Rulemaking Programme does not leave much resource to contribute to important Agency's objectives such as

⁴ NETS – Navigation towards Enhanced Transparency System report. The report presents an action plan for the Rulemaking Directorate on how to address the recommendations of the Management Board evaluation of the EASA system on the basis of article 51 of Regulation (EC) No 1592/2002 in order to improve the rulemaking process

more contribution to ICAO and international relations. Again with the increase of only 4 staff members (7 were initially requested), no significant improvement will be achieved when important new concepts have to be promoted in ICAO. Concerning International relations, the limited budget for studies will delay the development of the lists of significant differences with FAR that is requested both by the Certification Directorate and by the FAA.

All in all the staff in Product Safety is only a fraction in comparison to the staff the NAAs have employed. This also means that the Industry is complaining about the lack of visibility of Product Safety in their contacts with Industry.

Aerodromes and ATM/ANS

The Aerodromes and ATM/ANS department was formally established in the beginning of 2009. The formal adoption of the amendment to the Basic Regulation took place on 7 September 2009, extending the EASA system to cover aerodromes and ATM/ANS. Implementing rules (IRs) in the field of ATM/ANS shall be adopted by the end of 2012 and in the field of aerodromes by the end of 2013. Therefore the preparation of the necessary ATM/ANS IRs has started in September 2009 so that the corresponding NPAs can be issued in autumn of 2010. This time schedule is very challenging for the Agency and is already based on a high prioritisation of the Agency's new rulemaking tasks, which means that the current team of 5 staff members in the Aerodromes and ATM/ANS Department should be rapidly increased to 18 (by 2010). The impact on resources of the 'safety advisory role' of the Agency in ATM still has to be defined and is not taken into account in this planning.

Process support

The process support department provides support to the rulemaking process and executes the decentralised financial and administrative tasks in order to allow the operational departments to concentrate on their technical tasks.

In 2009, the process support department was organised in two sections: "Management support" and "Impact Assessment, Consultation and Publication". The objective of this organisation is to further streamline and focus the support services delivered to all the departments and management thereby creating synergies and increasing efficiency. The "Management support" section will provide management oriented services, including financial and procurement assistance, programming and monitoring, value-added publications and long-term research co-ordination as well as quality, IT and stakeholder management support. It also ensures the secretariat of AGNA and SSCC. The second section assists the departments in the delivery of rules and will focus on support for RIAs, consultation, processing, editorial services and publication of rulemaking deliverables.

The process support department also created new functions to support RIAs, which have been extremely well received in the Rulemaking Directorate, the Agency as a whole, the Commission, the NAAs and among stakeholders. As laid down in the NETS report, implementing the recommendations of the article 51 evaluation, it is now crucial to consolidate and further strengthen this function in order to give tailor-made support for all rulemaking departments. The RIA support includes data provision and analysis, methodological support, training to technical staff and peer review as well as provision of various supportive tools. Main focus of this work in the coming years will be to assist in the production of RIAs that will accompany the opinions on the 1st and 2nd extension.

As the workload for processing and proofreading support is directly related to the volume of regulatory material created, main focus is the 1st and 2nd extension of the remit in parallel to the ongoing tasks. The department also coordinates the process for the translation of the opinions and ensures the overall coordination between the Agency and the Translation Centre in Luxembourg. Furthermore, it will create opinions in the Legiswrite format to facilitate their further processing by the Commission. In order to continue to deliver services of the highest quality additional human resources have to be envisaged already in the coming years.

Additionally, the department is focusing even more on ensuring high quality of its rulemaking deliverables (Decisions and Opinions) to assist in the production of clear and comprehensive documents.

Stakeholder management has been identified as a top-priority in the rulemaking directorate and the department has successfully launched activities in this area. Consolidation and further strengthening is necessary to satisfy the growing demand generated by the newly developed Rulemaking Plan for enhanced communication with the stakeholders.

Technical value-added publications (consolidated formats of rules, rulemaking handbook, compilation of rules on CD-rom, etc.) have been identified by stakeholders as important tool to facilitate their work and need further attention so that they can develop into a revenue-generating activity at cost-recovery basis.

Last but not least the Department is coordinating some horizontal projects (Quality documents, SAP, ERMS) at Directorate level, which will have a heavy impact on resources in the next few years.

Additional resources are essential to support the Directorate in delivering the rules on the existing remits, the 1st and 2nd extensions within the required timeframes and provide the general administrative support. The Process Support department grows to 15 staff members in 2010.

5.7.2 Rulemaking Resources Plan

TAs end of the year	2010	2011	2012	2013	2014
ER	37	37	37	37	37
1st ext	27	27	27	27	27
2nd ext	18	18	18	18	18
Total	82	82	82	82	82

T3 Operational Cost	2010	2011	2012	2013	2014
ER	0,6	0,7	1,5	1,7	1,8
1st ext	1,1	1,0	1,2	0,4	0,3
2nd ext	0,5	1,2	1,2	0,9	0,2
Total	2,3	2,9	3,9	2,9	2,3

The distribution per extension includes the staff in the respective Operational Departments and the support staff from Process Support Department.

The absolute priority while allocating resources is until 2012 the recruitment of new staff in order to accelerate the production of rules. Consequently, the budget for studies has been reduced to zero for 2010 and 2011. The Agency will further monitor the staff allocation to the extensions of the remit.

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.7.3 Rulemaking Objectives, KPIs and targets

Objective	KPI	Target 2010	Target 2014
Improve the rulemaking process by organising conferences, in order to communicate with stakeholders at an earlier step of the process.	Number of high level conferences organised at the beginning of new tasks.	4	4
Be more proactive towards ICAO, MS, EU institutions in order to take a leading role in preparing rules and setting safety objectives	Adoption and degree of implementation of a policy on interaction with these different key actors.	75% policy implemented	100% policy implemented
Implement the adopted Rulemaking Workprogramme	% of tasks implemented	95%	95%

5.8 International Cooperation

The International Co-operation Department is the interface between the Agency and its foreign regulatory partners. According to its mandate the Agency has to co-operate with them bilaterally or within international forums, in particular ICAO, to support convergence of regulatory systems at global level and promote Community views in the field of civil aviation safety and environmental protection regulation.

General International Co-operation covers two main activities, which are close to rulemaking as the ensuing international standards or bilateral agreements/arrangements will affect the applicable rules and procedures that they modify or complement:

Bilateral co-operation

The Agency works at facilitating the free movement of European products and services worldwide, by assisting third country regulators certifying European products and service providers. Reciprocally European certificates can be issued on the basis of third country certificates when there is sufficient confidence in the regulatory system of partner authorities to use their findings; such a reciprocal assistance is formalised by bilateral agreements concluded by the Commission with the assistance of the Agency or working arrangements agreed directly by the Agency.

Multilateral co-operation

As the Community cannot act independently of its global environment, co-operation in international forums has to be organised so that European interests can be defended and European points of view expressed in a co-ordinated way. The Agency has to organise such a co-ordination of European inputs in the competent international organisations and assist the Commission in the development of common positions.

Technical International Co-operation contributes to a high consistent level of civil aviation safety worldwide. It helps the Agency in promoting EASA rules and assists less-developed countries in improving their regulatory capabilities. By doing so it also prepares the ground for developing the network of the partners with which it will be possible to conclude bilateral agreements or arrangements. In this domain the Agency also works with the European Commission in the development and implementation of significant co-operation projects. Such projects include the support to civil aviation authorities when all their operators have been banned, and the support to European countries having signed an association agreement (e.g. European Common Aviation Area).

5.8.1 International Cooperation Development Plan

Building internal capabilities

Bilateral co-operation has been focused so far on bilateral agreements/arrangements with main foreign bilateral partners, in particular the FAA, Transport Canada, the Brazilian CTA, the Inter-State Aviation Committee and the Chinese CAAC.

The need to provide for an interface with former JAA members led to increasing the International Technical Co-operation Section by one staff member in 2009; this staff member will provide also support for other regions of the world. It includes direct management of a programme for Western Balkans countries (IPA) and the participation in EU TRACECA Programme for the coming years. An SNE (Seconded National Expert) will be selected to closely support and assist the Western Balkan Countries for the coming 4 years. In addition to the support to ex-JAA countries, the section is involved in the support of the Neighbouring Countries Policy, through programmes such as EUROMED.

The extension of the EASA competences will involve additional work in building proper regulatory co-operation with more partners. It should also address the extension of the scope of the bilateral agreements between the Community and respectively the USA and Canada. Such perspectives suggest the need to strengthen the current team of two staff members (and one secretarial assistant) with a third officer. The continuous extension of the scope of the EASA system increases the difficulty of following ICAO development to systematically organise the proper Community co-ordinations. It is necessary therefore to hire a staff member in 2010 for that task.

Establishing external representations

The experience of several Member States and that of the FAA demonstrate that international co-operation is better supported by the local presence of representatives in key countries or regions. Taking into account available resources and the size of the Agency it is out of question to establish large autonomous representations; it was therefore decided to second in some Commission representations an Agency staff member with aviation expertise. EASA benefits from the logistical support and local network of the Commission representation. One such representative has been put in place in 2008 in the USA; and in 2009 in China. Considering the positive feedback from a survey organised during summer 2009 on the added value of such representations, current representation could be strengthened. However, the establishment of new representations abroad is not yet foreseen in the Business Plan.

Strengthening technical support

The European Community is launching a series of new assistance Programmes (e.g. India, South Asia, South-East Asia and China) for which EASA shall play its expert role. Similarly the effort in Africa should continue in the coming years and preliminary discussions should be established with Latin America.

The list of banned operators established by the Community led the Commission to grant a dedicated budget of 1 M€ (on three years) for EASA to support countries being on this list and establish with them an action plan aiming at getting out of the list, would this action plan been effectively and successfully implemented by the country. It is foreseen a maximum of 10 evaluation missions of this kind per year. An SNE will support the section in these evaluation missions.

Finally, numerous countries have adopted, adapted or are adopting EASA regulations. To better understand the issues they have in doing so and their specific needs, the International Co-operation Forum (ICF) has been successfully launched in 2008. It established a network between EASA and these countries, as well as amongst themselves. The follow-up of this initiative is considered as a main activity for the section. The next Forum will take place in 2010 and should result in additional supporting actions.

5.8.2 International Cooperation Resources Plan

TAs end of the year	2010	2011	2012	2013	2014
ER	14	14	15	15	15
1st ext					
2nd ext					
Total	14	14	15	15	15

T3 Operational Cost	2010	2011	2012	2013	2014
ER	1,3	1,2	1,1	1,1	1,0
1st ext					
2nd ext					
Total	1,3	1,2	1,1	1,1	1,0

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.8.3 International Cooperation Objectives, KPIs and targets

Bilateral co-operation

It is not possible to determine in advance if and when an agreement or arrangement may be concluded with a specific partner, since this is partly beyond the control of the Agency. It is however possible to require the Agency to monitor the implementation of the concluded agreements and arrangements so that the management co-ordination meetings they prescribe take place as agreed. The performance indicator is the number of formal coordination meetings foreseen by the concluded agreements and arrangements. The target is 90%.

Multilateral co-operation

The main objective in this area is to organise for on-time contributions into the ICAO process. The most significant task is the answering to ICAO State Letters in due time to effectively influence decisions. The performance indicator is the delivery in due time of co-ordinated answers to State Letters. According to a process put in place and managed by the European Commission, the target is to deliver a draft recommendation within 4 weeks after publication of the State Letter and a final recommendation 15 working days before the dead line set by ICAO.

Technical co-operation

It is not possible to determine if and when a technical co-operation project with a specified partner will be concluded. The performance indicators are therefore on the evaluation missions to be conducted on request of the European Commission, on the assistance programmes for ECAC non-EASA countries and on the International Co-operation Forum.

Objective	KPI	Target 2010	Target 2014
Promote EASA system via bilateral agreements, working arrangements and local representatives. Monitor the implementation of these arrangements	Number of initiatives being actively processed. Number of coordination meetings, as follow-up of the arrangements.	Depends on future needs / requests for WA and coordination meetings. Approximately: 8 agreements, arrangements or implementation procedures signed or amended; 3 coordination meetings	Depends on future needs / requests for WA and coordination meetings. Approximately: 10 to 12 agreements, arrangements or implementation procedures signed or amended; 6 coordination meetings
Develop training and organise technical workshops	Indicator is the number of workshops organised explaining the impact of the EU regulations.	15	20
Support Commission co-ordination of ICAO State Letters, in accordance with Commission procedure.	Indicator is number of SL recommendations provided in time	90% of SL recommendations provided in time.	90% of SL recommendations provided in time.
Take the lead in coordinating among the different European actors involved in technical cooperation	Number of technical cooperation actions coordinated by the Agency, including the assistance to non-EASA JAA countries.	Set up a coordination mechanism for the NAA involvement in the EASA technical assistance missions to the "Black-listed" CAA	Establishment of coordination mechanisms with the NAA in Technical Cooperation activities.

5.9 Safety Analysis and Research

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

The Safety Analysis and Research department acts by collecting, validating and analysing safety information to report on the aviation safety risks in Europe and world-wide. Across the remit of the Agency an understanding of historical safety performance is provided. A key activity is the enhancing of safety data sharing and the progressive development of the Agency's diagnostic and prognostic capabilities.

These activities support the Agency's decision making processes and will support a European Aviation Safety Programme (EASP). The Agency promotes safety through the European Strategic Safety Initiatives (ESSI) and participation in similar international safety initiatives.

Safety management is augmented by the operational support activities of the follow-up of safety investigations and response to safety recommendations. There will be a proportionate growth in all these activities related to the extensions of the Agency's remit and future new legislation on accident investigation.

5.9.1 Safety Analysis and Research Development Plan

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

The occurrence reporting system will be used for the detection of precursors to aviation accidents. To meet the expectations of the Agency's partners the follow-up of significant reports will be tracked. Before the end of the period of the plan a presentation of follow-up progress should be made available via the INTERNET.

An annual safety planning cycle will include the production of the Annual Safety Review and a companion Agency Safety Plan from mid 2010. The level of support for the Agency's internal safety committees will be increased. New activities will be established to support the EASP which starts work in late 2009.

ESSI is fully active with 3 safety teams, it plans to widen participation and improve the monitoring of the implementation of its action plans. ESSI will be part of the annual safety planning cycle.

General activities answering ad-hoc safety questions and communicating the Agency's safety messages will grow.

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

5.9.2 Safety Analysis and Research Resources Plan

TAs end of the year	2010	2011	2012	2013	2014
ER	17	17	17	17	17
1st ext					
2nd ext					
Total	17	17	17	17	17

T3 Operational Cost	2010	2011	2012	2013	2014
ER	0,8	0,8	0,8	0,8	0,9
1st ext					
2nd ext					
Total	0,8	0,8	0,8	0,8	0,9

The operational cost corresponds to the core activity. It does not include cost allocation from support activities.

5.9.3 Safety Analysis and Research Objectives, KPIs and targets

Objective	KPI	Target 2010	Target 2014
Improve the timely availability and enhance the content of the Annual Safety Review	Release date is advanced, indicators are enhanced range and detail are improved	Content complete and approved by 25 May	Content complete and approved by 10 March
Improve Agency's response to formal Safety Recommendations	Percentage of new Safety Recommendations answered in not more than 90 days	95%	100%
Coordinated, measured and timely responses to major civil aviation accidents	Detailed follow-up and actively support investigations to determine the best corrective action plan	7 major civil aviation accidents	20 major civil aviation accidents
Improve the planning and implementation rate of planned actions	Action plans accepted. Tracking of action plan implementation showing that a high percentage of actions are being addressed	ECAST Working Groups deliver product, EHEST implements action plan; EGAST publishes safety promotion materials	ESSI passes an evaluation of progress towards meeting its safety goals

6 Support Activities

Applications management and Procurement services

The implementation of the ERP – SAP tool has started in June 2008, with delivery of the first phase by July 2009, focusing on Finance, Application Management and Procurement processes. Most of the related administrative procedures and related financial processes were significantly affected by this implementation. The stabilisation and improvement of the new system will be the main task in 2010.

For the outsourcing of certification tasks 20 NAA framework service contracts are in place, of which 17 are actively used. It is expected that in 2010 the outsourcing will be opened to Qualified Entities. Corresponding processes will have to be developed and practically implemented. This will be particularly relevant for tasks related to the first extension of remits as of 2012, where the outsourcing ratio will be approximately 50%. Furthermore, when the current generation of NAA framework contracts expires (i.e. in 2013) also tasks of the existing remits might potentially be outsourced to Qualified Entities.

The 3rd generation of a Fees and Charges Regulation, which contains a re-designed fee scheme for the existing remits, is planned to enter into force in 2010. The fee structure and tariffs for the Agency's first (2012) and second extension (2013) will also be developed.

In the area of general procurement it is planned to strengthen the Agency's procurement capacity and to optimise the efficiency with the support of the new ERP system. Corresponding organisational prerequisites for a centralized procurement administration supported by a network of procurement experts in the technical departments have been implemented. The further developments will focus on improvements in the planning, monitoring and follow up of purchasing activities and a systematic supplier relationship management.

Finance Services

At the beginning of 2010, the SAP implementation phase related to the capabilities of the existing financial system will be totally stabilised. The most important challenge will be to develop new functionalities in order to allow a significant improvement of the management information and technical project follow-up.

The SAP implementation creates an integrated IT landscape which allows to better manage our activities and results in terms of both inputs and outputs.

One important result in particular will be the improvement of the analytical accounting with a view to provide the necessary detailed cost and revenue information on certification activities in order to allow the adequate monitoring of the cost and its alignment with the tariffs set in the Fees and Charges regulation.

The new organisation entered into force in January 2009 was aiming at strengthening the planning function within the Agency. The staffing of the newly created Planning and performance section will be completed at the beginning of 2010 allowing for improvement of the management reporting by developing and following up new performance indicators.

2012 and following years will be years of important growth for the Agency with the actual entry into force of the first extension, resulting in a significant increase of staff and number of transactions. The challenge will be to continue to support efficiently the Agency with a strong focus on cost efficiency.

Information Technology Services

ITS cannot reduce workloads, so it needs to both cut day-to-day operational expenditures (OpEx), and defer or eliminate one-off capital expenditures (CapEx), to meet immediate cost objectives, and to drive efficiency and optimisation.

An immediate starting point is to incorporate operational responsiveness into business technology by plugging decision makers at every level into business activities and giving them the ability to respond to the unexpected and effect change directly.

The main projects planned in the near future (2010) are the stabilisation and closing of the ERP project and the start of the Enterprise records management. Additionally, a full Time Management System will be launched to replace the current system.

Also the new SFHA (Storage Foundation High Availability) will be launched and a tool called AudiMa (Audit Management for S, E & C directorate).

Corporate Services

Facility management

The main priority is to accommodate the growth of the Agency at the Köln Triangle. A space optimisation plan will review the use of the leased premises in order to provide sufficient workspaces and conference facilities at reasonable cost. Departments will be relocated in the building in 2010-2011 to allow for the planned increase in staff. Conference facilities will gradually be concentrated in order to improve security and services to delegates.

Travel management

The volume of business travel will increase by an estimated 30% over the planning period. The key challenge will be to satisfy the growing demand for travel reservations and expense processing without a significant increase in overhead costs. Since the Agency now has accurate historical data on travel requirements the emphasis will be on process efficiency and favourable arrangements with suppliers.

Records management

There are two main challenges for the records management team in 2010-2014. The first is to support the ISO 9001 certification in 2010 by assisting EASA departments to meet the requirements of the corporate records management policy. The second challenge is to lead a long-term project to establish an electronic records management system supported by technology. Pilot projects are planned for Q4 2010. If successful, the system will be rolled out across the agency in 2011-2012

Legal Services

Legal

After its transfer from the Executive to the Rulemaking Directorate, the legal service has undergone a restructuring of its organisation. Two sections have been created: a general legal advice section and a technical legal advice section. This would mirror the wish to strengthen the legal quality of the rulemaking products, by involving the legal department more closely and timely. It is expected that as the Agency gets two new competences with an effect throughout the whole organisation (growth in C, S and R), the Legal Department also needs to extend its support. Therefore it is foreseen to increase the staff with maximum 5 ADs + 2 ASTs. Two of the ADs could be paid by C or F, as services are provided to these Directorates (example support to payment of due bills by customers).

Data protection

The newly recruited Data protection officer has taken up her activities and started with the implementation of the mandatory legal requirements as laid down in Regulation (EC) 45/2001, starting with the appointment of Data Controllers (DCs) by the Executive Director. In the business plan period the rest of the requirements should be implemented, namely the adoption of implementing rules on Data Protection, Inventory of processing operations by DCs, Notifications of processing operations from the DCs through the Agency's DPO to the European Data Protection Supervisor and concluded with the establishment of a register of processing operations by the DPO.

New tasks

As already envisaged the Legal Department will spend substantial resources on the development of implementing rules related in particular to the 1st and 2nd extension as well as to the amendment of the Standardisation Regulation and the Fees and Charges Regulation. In addition, it should be highlighted that in the business plan period 3 new legislative proposals are expected to be adopted (Regulation on Safety investigation, Regulation on Fines, and Implementing Rules on Third Country Operators). The implementation and application by the Agency of these rules will have substantial impact on the resources of the legal department.

Communications

In addition to its media work, the Agency's communications strategy shall focus in particular on corporate and EU institutional affairs, relations with the regional community and internal communications. Specific emphasis shall be given to crisis management and the extension of the Agency's remit.

Audit & Quality

The implementation of an integrated management system should be finalised and consolidated during the period, with full implementation of the EASA Quality Management standards adopted by the Management Board. In addition, in 2010 the Agency will launch the ISO9001:2008 certification of this system.

Internal and external audits will be performed during the period in accordance with the annual audit programme which is based on risk analysis. An evaluation of the Agency audit section against the international professional standards will be organised by an independent accredited body.

The Agency will continue to run over the period a regular analysis of its business risks (at least annually) and amend the risk register accordingly. Implementation of responses to risks and mitigation actions will be the responsibility of the different Directorates/Departments, whereas the Internal Audit and Quality department will ensure proper follow-up.

Human Resources

The Agency will keep growing during the 2010-2014 planning period. The sustained recruitment effort will therefore continue.

Besides attracting, engaging and retaining the best talents to support the growth of the Agency, in the coming years the focus of HR management activities will be on designing and implementing an integrated competence development system. The key challenge for the future will be to enable key competences and expertise to be built, developed and updated within the Agency staff, in anticipation of possible shortage of adequate technical expertise in the external labour market.

Technical Training

All technical training activities are based on the determined and adopted technical training strategy initially established end of 2007 and further elaborated and presented to the Management Board in June 2009.

Further to the conclusion of the Management Board on 8 June 2009, the Agency will submit to the Management Board an elaborated proposal on the training strategy, clarifying training mechanisms and objectives following the legal basis for carrying out training activities for various interested groups of Agency staff, NAA staff and Third Country Aviation Authorities staff.

As technical training activities are provided for the different groups of “recipients” (internal and external customers) adequate dedicated objectives to each group are to be followed.

Based on the conclusion of the Management Board on the strategy mentioned above, training activities are developed either using internal resources (high importance of experts’ contribution, especially in the areas where the Agency is the only competent authority) or selecting appropriate external providers (e.g. aeronautical universities, training organisations, training centres of the aviation industry etc.) especially in the fields of highly specialised knowledge. Co-ordination and co-operation with already well established and developed training systems is envisaged.

Additional to internal and external training (Legislation Learning System – e-Examination) the Agency offers sharing of existing specialised training programmes for surveyors to NAAs.

Close co-operation with NAAs training experts has been set-up and the “EASA/NAAs common training needs initiative” was established (developing common training

needs complementing already existing training systems at EASA and NAAs and establishing common qualification criteria for different civil aviation authorities expert profiles).

6.1.1 Support Activities Resources Plan

	2010	2011	2012	2013	2014
Executive Directors' Office	4	4	4	4	4
Communications	8	8	8	8	8
Quality and Audit	8	8	8	8	8
Policy Office + Mail Office	6	6	7	7	7
HR	12	16	18	21	23
F&BS's Directors' Office	3	3	3	3	3
Applications Management	19	19	19	19	19
NAA's relationships	7	7	7	7	7
Procurement	5	5	6	6	6
Business Processes Section	4	4	4	4	4
Finance	24	28	29	29	29
IS Services	18	19	20	20	20
Corporate Services	10	11	12	12	12
Legal Service	13	14	14	14	14
Technical Training	9	9	10	11	11
TOTAL	150	161	169	173	175

From which

Fee-financed	94	102	109	111	114
EU subsidy-financed	56	59	60	62	61

The main increases are located in the Human Resources and Finance areas.

The HR function in an EU agency, such as EASA, has to implement all requirements resulting from the EU staff regulations and implementing rules. Benchmarking across the other 28 EU agencies that operate in the same regulatory framework as EASA indicates that the percentage of HR staff is around 4-5% of the total staff of the Agency (excluding the extra resources needed to support exceptionally high recruitment workload during the initial set-up and growth phase of a new Agency). EASA is currently below this percentage. Currently, half of the HR staff is employed as Contractual Agent. This generates unnecessary extra costs from very high turn-over rate among Contract Agents. The shown additional posts are not meant to increase the total staff in HR, but to progressively replace instable Contract Agent positions with more stable Temporary Agent posts to cover permanent HR functions.

With regards to the Finance function, the SAP implementation creates an integrated IT landscape which allows to better manage activities and results in terms of both

inputs and outputs. However, genuinely new activities in the support area appear as a consequence of the SAP implementation: in order to provide more complete Business Planning and reporting activities, project planning and monitoring, more transactions, more detailed input and controlling capabilities are needed.

6.1.2 Support Activities Objectives, KPIs and targets

Objective	KPI	Target 2010	Target 2014
Improved speed of task allocation process	Number of days needed to allocate a task from the application receipt	75% of application allocated within 5 days	90% of application allocated within 5 days
Improved speed of certificate issuance process	Number of days needed to issue a certificate from the technical visa receipt	75% of certifications issued within 5 days from technical visa receipt	90% of certifications issued within 5 days from technical visa receipt
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget	98%	98%
Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders	120	90
Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2010	97%	97%
Identify standard training programme (common criteria with regard knowledge, skills and experience) for Aviation Safety Inspectors' profiles	Final working paper	Agreed and endorsed final working paper	
Promote the use of the e-examination system by the external providers and develop number of e-Examination Topics and MCQs	No. of conducted e-Exams No. of e-Examination Topics And MCQs	No. of e-Exams : 1000 No. of e-Exam topics: at least 24	

ISO 9001 Certification	Assessment by an external body	Certificate obtained	Maintain the system
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements.	Successful roll out of records management software across all departments	2 pilot departments	All departments Agency wide
Perform an annual risks analysis exercise.	up to date risk register	100% up to date	100% up to date

7 Financial projections and staffing plan

a) The business plan covers the five years period from January 2010 to December 2014.

b) The tables in the next pages show the split of forecasted costs and revenues among the core activities of the Agency, indicating the repartition for the existing remit, the first and the second extension (all tables are expressed in million €).

c) The Agency's activities have been grouped following the financing source:

Core activities financed through fees and charges (F&C):

1. Product certification
2. Flight standards
3. Organisation approval
4. Third Country Operators

Core activities financed mainly through EU contribution (regulatory activities):

1. Standardisation
2. SAFA
3. Rulemaking
4. International cooperation
5. Safety analysis and Research

d) To calculate the F&C expenses, a technical workload of 1200 hours per FTE is used. This represents 80% of the official working hours of an EASA staff member (which equals 1500 hours). The invoice-able workload is calculated on the basis of 900 hours per FTE. The difference corresponds to technical hours which cannot be booked directly on a certification project for an identified third party.

e) The budget and staffing for 2010-2014 is subject to the approval of the Commission and of the Budgetary Authority in the framework of the annual budgetary procedure.

7.1 Financial projections

The scenario presented in this Business Plan is the result of adapting the original plans of the Agency to the available budget. The revenue related assumptions have been defined taking into account the most recent information available.

		2010	2011	2012	2013	2014
Total EASA All remits	Revenue	102,9	108,7	120,9	128,8	136,9
	Cost	102,9	108,7	120,9	128,8	136,9
	Deficit/Surplus	-	-	-	-	-

Detailed financial overviews can be found in Annex 1.

7.1.1 General assumptions

In addition to the assumptions on extension of the Agency's mandate (see above section 2.1), the following assumptions have been taken into consideration for the calculations:

Inflation

Figures include inflation at 2% per year applied on 2009 level.

Support activities allocation keys

The costs shown for the core activities include allocated costs from the support activities, as follows:

	2010	2011	2012	2013	2014
Corporate Executive	3,8	3,8	4,4	4,0	4,1
Corporate Administration	2,8	3,1	3,2	3,2	3,3
Technical Training	1,9	1,9	2,0	2,1	2,2
Legal	1,5	1,7	1,8	1,8	1,8
Application Services	2,3	2,4	2,4	2,5	2,5
Outsourcing	0,8	0,8	0,8	0,8	0,8
Finance - AR	0,3	0,4	0,4	0,4	0,4
Finance - other	1,4	1,5	1,6	1,7	1,7
Business Applications	4,6	4,1	3,3	3,3	3,6
ICT Infrastructure	6,1	7,0	8,2	8,3	7,8
Facilities	0,2	0,2	0,2	0,2	0,3
Procurement Services	0,4	0,4	0,5	0,5	0,5
Travel & Conference	0,6	0,7	0,7	0,7	0,7
HR administration	0,9	1,1	1,2	1,3	1,5
HR recruitment	0,5	0,6	0,7	0,9	0,9
Total support activities	28,1	29,8	31,4	31,8	32,1
Total Cost EASA	102,9	108,7	120,9	128,8	136,9
Support/Total Cost ratio	27%	27%	26%	25%	23%

The evolution of the support costs shows a reduction from 27% of the total Agency's costs in 2010 to 23% in 2014.

The allocations rules applied up to now to distribute the cost of the support activities between subsidy-financed and F&C financed core activities have been reviewed to better reflect the reality.

The main change is that the distribution of the overheads cost for which no cost drivers can be identified or which are not headcount related, is now done on the basis of the total direct costs amounts of the core activities instead of using lump sum percentages. This results in 12% more of the total support costs allocated to the F&C activities than previously.

7.1.2 Income

F&C based activities

- For the existing remit, the revenue from Products certification and Flight Standards has been based on 2009 data inflated by a 2% yearly increase. For Organisation approval, a slight increase has been applied to reflect the impact of Continued Airworthiness Maintenance Organisations rule change and increased POA by foreign aircraft manufacturers.
- For the F&C activities linked to the extensions of the remit, the revenues have been assumed to cover the forecasted costs, since no F&C system is yet in place for these activities.

Regulatory activities

For the regulatory activities, the following amounts have been considered (all remits):

EU contribution	2010	2011	2012	2013	2014
Existing remit	29,8	30,3	31,0	31,6	32,1
1st extension	2,4	2,5	2,5	2,6	2,6
2nd extension	1,3	4,3	4,7	4,8	4,8
Total EU contribution (all remits)	33,5	37,1	38,2	38,9	39,6

	2010	2011	2012	2013	2014
EU contribution	33,5	37,1	38,2	38,9	39,6
EFTA contribution	0,7	0,7	0,8	0,8	0,8
Other third country contribution	1,0	1,1	1,1	1,1	1,2
Sales of publications	0,1	0,1	0,1	0,1	0,1
Technical coop. with 3rd countries	0,7	0,4	0,2		
Revenue from investments or loans, bank interest and other items	0,3	0,3	0,3	0,3	0,3
Other administrative operations	0,4	0,4	0,4	0,4	0,4
TOTAL	36,5	40,0	41,0	41,6	42,4

The EU contribution for 2010 is based on the PDB 2010 and will become definitive once the final Budget has been adopted. The contribution for the years 2011 to 2013 is based on the Commission's Financial Perspectives. The contribution for 2014 is based on the evolution of previous years. This latest figure is indicative and will be confirmed by the Budgetary Authority when the next Financial Perspectives will be issued.

7.1.3 Expenditure:

The following elements are included in the forecasted expenditure:

1. Title 1 (staff related expenses):
 - Basic salaries
 - Recruitment costs
 - Allowances and other T1 costs
2. Title 2 (infrastructure expenses):
 - Building and related expenses (security, cleaning, maintenance costs, utility)
 - IT cost title 2 (hardware, network, licences)
 - Other expenses (postage, office supplies, telecommunications, legal expenses, part of software development, financial charges)
3. Title 3 (operational expenses):
 - Missions, meetings, translations
 - Outsourcing to National Aviation Authorities
 - Software development (partly)
 - Other operating expenses (direct costs, mainly outsourcing other than to NAAs, financial charges)

7.2 Staffing Plan

The table below summarises the staff evolution per activity, remit and source of financing in the next five years. Only temporary agents are represented in the table. Contract agents and interims have however been taken into account for the business plan calculations.

The detailed explanations and justifications of the posts can be found under the respective activities section.

Temporary Agents at the end of the year

		2010	2011	2012	2013	2014
Existing Remit	PRODUCT CERTIFICATION	150	158	167	169	174
	FLIGHT STANDARDS	12	12	13	13	13
	ORGANISATION SPPROVAL	50	51	52	53	53
	STANDARDISATION	26	27	27	27	27
	SAFA	9	9	9	9	9
	RULEMAKING	37	37	37	37	37
	INTERNATIONAL COOPERATION	14	14	15	15	15
	SAFETY ANALYSIS & RESEARCH	17	17	17	17	17
	SUPPORT ACTIVITIES	148	159	167	171	173
	Total	463	484	504	511	518
1st Extension	FLIGHT STANDARDS	17	17	27	36	49
	ORGANISATION SPPROVAL	2	2	5	5	5
	THIRD COUNTRY OPERATORS	5	5	14	23	28
	STANDARDISATION	19	19	19	19	19
	RULEMAKING	27	27	27	27	27
	SUPPORT ACTIVITIES	1	1	1	1	1
	Total	71	71	93	111	129
2nd Ext	STANDARDISATION	-	-	2	12	20
	RULEMAKING	18	18	18	18	18
	SUPPORT ACTIVITIES	1	1	1	1	1
	Total	19	19	21	31	39
ALL REMITS	PRODUCT CERTIFICATION	150	158	167	169	174
	FLIGHT STANDARDS	29	29	40	49	62
	ORGANISATION SPPROVAL	52	53	57	58	58
	THIRD COUNTRY OPERATORS	5	5	14	23	28
	STANDARDISATION	45	46	48	58	66
	SAFA	9	9	9	9	9
	RULEMAKING	82	82	82	82	82
	INTERNATIONAL COOPERATION	14	14	15	15	15
	SAFETY ANALYSIS & RESEARCH	17	17	17	17	17
	SUPPORT ACTIVITIES	150	161	169	173	175
	Total	553	574	618	653	686

Source of financing	- 100% Fee-financed	236	245	278	299	322
	- 100% Subsidy-financed	167	168	171	181	189
	- Support Staff	150	161	169	173	175
	Support staff Fee-financed	94	102	109	111	114
	Support staff Subsidy-financed	56	59	60	62	61
	Fee-Financed	330	347	387	410	436
	Subsidy-Financed	223	227	231	243	250
	TOTAL	553	574	618	653	686

With regard to the subsidy financed staff for the year 2013 and 2014, the Commission reserves the right to review the proposed additional increase vs. 2012. This will be discussed and agreed upon during the preparation of the next BP exercise.

The possibilities for redeployment of staff are being actively analysed by the Agency. Further potential will be reviewed together with the European Commission.

The number of headcount at the end of each year presented in this document does not correspond exactly with the staff figures included in the last approved Staff Policy Plan (SPP) 2010-2012. The main reason for these variances is the change in the assumption related to the first extension of the remit. The SPP considered that these activities would be taken over in mid 2010, the more realistic assumption taken now that the implementing rules will be adopted in April 2012 at the latest.

	2010	2011	2012
SPP 2010 - 2012	570	616	642
Delta BP with SPP	-17	-42	-24

The table in annex 2 shows the detail of the variances between this Business Plan and the Staff Policy Plan 2010-2012, including the split of the staff by source of financing.

The next version of the Staff Policy Plan (2011-2013) that is presented to the MB in December 2009 for discussion is completely consistent with the staff figures presented in this Business Plan for the years 2011-2013. The SPP 2011-2013 shows however 570 Temporary Agents at the end of 2010 as a point of reference as it is the official figure approved in the 2010 establishment plan.

Abbreviations

AD	Airworthiness Directives
AeMCs	Aero Medical Centres
AGNA	Advisory Group of National Authorities
ANS	Air Navigation Services
ATM	Air Traffic Management
BP	Business Plan
C	Certification Directorate
CAA	Civil Aviation Authority
CAMOA	Continuing Airworthiness Management Organisation Approval
CAN	Canada
CAO	Continued Airworthiness Organisations
CAT	Commercial Air Transport
CAW	Continuing Airworthiness Activities
CAWST	Continuing Airworthiness Standardisation
CS	Certification Specification
CTA	Centro Técnico Aeroespacial (Brazil)
DCs	Data Controllers
DOA	Design Organisation Approval
DWP	Draft Work Programme
EAB	EASA Advisory Board
EASA	European Aviation Safety Agency
EASP	European Aviation Safety Programme
EC	European Commission
ECAC	European Civil Aviation Conference
ECAC ANCAT	Group of Experts on the Abatement of Nuisances caused by Air Transport
ECAST	European Commercial Aviation Safety Team
EGAST	European General Aviation Safety Team
EHEST	European Helicopter Safety Team
ENACT	EASA/NAA Certification Transition Group
EPA	European Protection Agency
ER	Existing Remit
ERMs	Electronic Record Management System
ERP	Enterprise Resource Planning
ESSI	European Strategic Safety Initiatives
ETSO	European Technical Standard Order
EU	European Union
FAR	Federal Aviation Requirement
FCL	Flight Crew Licensing
FCLOA	Flight Crew Licensing Organisation Approval
FSTD	Flight Synthetic Training Devices
FTE	Flight Test Engineer
FTO	Flight Training Organisation
HR	Human Resources
IAW	Initial Airworthiness
IAWST	Initial Airworthiness Standardisation (EASA)
ICAO	International Civil Aviation Organization
ICAO CAEP	ICAO Committee on Aviation Environmental Protection
ICAO SARPS	ICAO Standards and Recommended Practices
ICF	International Co-operation Forum

IER	Internal Efficiency Ratio
IFR	Instrument Flight Rules
IHR	Internal Hours Ratio
IPA	Provisions Implementing the IATA Inter-carrier Agreement (IAA)
IR	Implementing Rules
ISO	International Standards Organisation
IT	Information Technology
ITS	Information Technology Services
JAA	Joint Aviation Authority
JAR	Joint Aviation Requirement
JOEB	Joint Operational Evaluation Board
KPI	key Performance Indicator
MB	Management Board (EASA)
MCQs	Multiple Choice Questions
MIST	Maintenance International Standards Team
MMEL	Master Minimum Equipment List
MOA	Maintenance Organisation Approval
MoU	Memorandum of Understanding
MRB	Maintenance Review Board
MS	Member State
MTOA	Maintenance Training Organisation Approval
NAA	National Aviation Authority
NDT	Non-Destructive Testing
NETS	Navigation towards Enhanced Transparency System
OEB	Operational Evaluation Board
OPS	Operations
OSC	Operational Suitability Certificate
PCM	Project Certification Managers
PDB	Preliminary Draft Budget
POA	Production Organisation Approval
RIA	Regulatory Impact Assessment
SAFA	Safety Assessment of Foreign Aircraft
SAP	Systems, Applications, and Products in Data Processing
SESAR	Single European Sky ATM Research
SL	State Letters
SMS	Safety Management System (ICAO)
SNE	Seconded National Expert
SPOA	Single Production Organisation Approval
SPP	Staff Policy Plan
SSCC	Safety Standards Consultation Committee (EASA)
SSP	State Safety Programme
STAPES	System For Airport Noise Exposure Studies
SWAFEA	Sustainable Way for Alternative Fuels and Energy for Aviation
TCO	Third Country Operator
TDD	Training Delivery Days
TRACECA	Transport Corridor Europe-Caucasus-Asia
TRTOs	Type Rating Training Organisations
US	United States
UAS	Unmanned Air Ship
VFR	Visual Flight Rules
VLJ	Very light jet
WP	Work programme

Annex 1 – BP detailed financial tables (including allocated support costs)

			<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
PRODUCT CERTIFICATION	ER	Revenue	40.704.792	41.518.888	42.349.266	43.196.251	44.060.176
		Cost					
		T1	21.755.479	23.691.366	25.006.266	25.893.291	26.910.245
		T2	5.792.267	6.030.733	6.275.723	6.105.158	5.756.849
		T3-NAA	7.990.962	6.643.147	5.808.831	6.016.314	6.134.072
		T3-other	4.542.301	4.659.746	4.543.890	4.556.327	4.528.262
		Total Cost	40.081.008	41.024.992	41.634.710	42.571.089	43.329.427
		Surplus/(Deficit)	623.784	493.896	714.555	625.162	730.749
	1st EXT	Revenue	-	-	-	-	-
		Cost					
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	2nd EXT	Revenue	-	-	-	-	-
		Cost					
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	Revenue	40.704.792	41.518.888	42.349.266	43.196.251	44.060.176
		Cost					
		T1	21.755.479	23.691.366	25.006.266	25.893.291	26.910.245
		T2	5.792.267	6.030.733	6.275.723	6.105.158	5.756.849
		T3-NAA	7.990.962	6.643.147	5.808.831	6.016.314	6.134.072
		T3-other	4.542.301	4.659.746	4.543.890	4.556.327	4.528.262
		Total Cost	40.081.008	41.024.992	41.634.710	42.571.089	43.329.427
		Surplus/(Deficit)	623.784	493.896	714.555	625.162	730.749

			<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
FLIGHT STANDARDS	ER	<i>Revenue</i>	3.196.109	3.260.031	3.325.232	3.391.736	3.459.571
		<i>Cost</i>					
		T1	1.561.921	1.772.213	1.995.018	2.041.817	2.082.686
		T2	456.258	463.736	518.686	522.867	475.680
		T3-NAA	1.323.438	1.060.641	934.328	802.539	818.590
		T3-other	478.275	457.338	591.754	649.675	813.364
		Total Cost	3.819.893	3.753.927	4.039.787	4.016.898	4.190.320
		Surplus/(Deficit)	(623.784)	(493.896)	(714.555)	(625.162)	(730.749)
	1st EXT	<i>Revenue</i>	2.902.120	3.501.684	8.232.200	12.327.515	17.260.404
		<i>Cost</i>					
		T1	2.087.502	2.394.487	3.599.379	5.224.882	6.905.592
		T2	472.562	556.307	769.161	1.034.748	1.287.113
		T3-NAA	-	-	3.245.562	5.341.900	8.288.221
		T3-other	342.056	550.890	618.099	725.985	779.479
		Total Cost	2.902.120	3.501.684	8.232.200	12.327.515	17.260.404
		Surplus/(Deficit)	-	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>					
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	<i>Revenue</i>	6.098.229	6.761.715	11.557.432	15.719.251	20.719.975
		<i>Cost</i>					
		T1	3.649.424	4.166.699	5.594.397	7.266.699	8.988.278
		T2	928.820	1.020.043	1.287.846	1.557.614	1.762.793
		T3-NAA	1.323.438	1.060.641	4.179.890	6.144.439	9.106.811
		T3-other	820.331	1.008.228	1.209.853	1.375.660	1.592.842
		Total Cost	6.722.013	7.255.611	12.271.987	16.344.412	21.450.724
		Surplus/(Deficit)	(623.784)	(493.896)	(714.555)	(625.162)	(730.749)

			<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
ORGANISATIONS APPROVAL	ER	Revenue	19.266.971	20.013.310	20.421.576	20.838.008	21.262.768
		Cost					
		T1	7.867.592	8.427.882	8.694.924	8.906.437	9.054.849
		T2	1.870.362	1.923.230	1.973.439	1.895.716	1.752.045
		T3-NAA	7.697.009	7.867.233	8.141.166	8.479.049	8.854.981
		T3-other	1.832.008	1.794.965	1.612.048	1.556.806	1.600.892
		Total Cost	19.266.971	20.013.310	20.421.576	20.838.008	21.262.768
		Surplus/(Deficit)	-	-	-	-	-
	1st EXT	Revenue	349.959	473.784	2.002.204	2.303.727	2.331.024
		Cost					
		T1	209.205	306.800	634.421	780.801	789.025
		T2	37.031	69.873	122.042	151.580	147.326
		T3-NAA	-	-	876.312	1.021.530	1.041.960
		T3-other	103.723	97.111	369.429	349.817	352.713
		Total Cost	349.959	473.784	2.002.204	2.303.727	2.331.024
		Surplus/(Deficit)	-	-	-	-	-
	2nd EXT	Revenue	-	-	-	-	-
		Cost					
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	Revenue	19.616.929	20.487.094	22.423.780	23.141.735	23.593.792
		Cost					
		T1	8.076.797	8.734.682	9.329.345	9.687.237	9.843.874
		T2	1.907.393	1.993.103	2.095.480	2.047.296	1.899.372
		T3-NAA	7.697.009	7.867.233	9.017.479	9.500.578	9.896.941
		T3-other	1.935.731	1.892.076	1.981.476	1.906.623	1.953.605
		Total Cost	19.616.929	20.487.094	22.423.780	23.141.735	23.593.792
		Surplus/(Deficit)	-	-	-	-	-

		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
THIRD COUNTRY OPERATORS	ER	<i>Revenue</i>	-	-	-	-
		<i>Cost</i>				
		T1	-	-	-	-
		T2	-	-	-	-
		T3-NAA	-	-	-	-
		T3-other	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	1st EXT	<i>Revenue</i>	-	-	3.631.913	5.162.939
		<i>Cost</i>				
		T1	-	-	1.684.031	2.922.930
		T2	-	-	358.452	601.005
		T3-NAA	-	-	1.251.874	1.276.912
		T3-other	-	-	337.556	362.092
		Total Cost	-	-	3.631.913	5.162.939
		Surplus/(Deficit)	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-
		<i>Cost</i>				
		T1	-	-	-	-
		T2	-	-	-	-
		T3-NAA	-	-	-	-
		T3-other	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	Total	<i>Revenue</i>	-	-	3.631.913	5.162.939
		<i>Cost</i>				
		T1	-	-	1.684.031	2.922.930
		T2	-	-	358.452	601.005
		T3-NAA	-	-	1.251.874	1.276.912
		T3-other	-	-	337.556	362.092
		Total Cost	-	-	3.631.913	5.162.939
		Surplus/(Deficit)	-	-	-	-

			<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
TOTAL FEES AND CHARGES	ER	Revenue	63.167.872	64.792.229	66.096.074	67.425.995	68.782.515
		Cost					
		T1	31.184.992	33.891.461	35.696.208	36.841.545	38.047.780
		T2	8.118.887	8.417.699	8.767.848	8.523.740	7.984.574
		T3-NAA	17.011.409	15.571.021	14.884.326	15.297.901	15.807.642
		T3-other	6.852.584	6.912.048	6.747.692	6.762.809	6.942.518
		Total Cost	63.167.872	64.792.229	66.096.074	67.425.995	68.782.515
		Surplus/(Deficit)	-	-	-	-	-
	1st EXT	Revenue	3.252.079	3.975.468	13.866.317	19.794.181	25.724.562
		Cost	-	-	-	-	-
		T1	2.296.707	2.701.287	5.917.831	8.928.613	11.395.701
		T2	509.593	626.180	1.249.655	1.787.332	2.165.503
		T3-NAA	-	-	5.373.749	7.640.341	10.632.631
		T3-other	445.779	648.001	1.325.083	1.437.895	1.530.726
		Total Cost	3.252.079	3.975.468	13.866.317	19.794.181	25.724.562
		Surplus/(Deficit)	-	-	-	-	-
	2nd EXT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	Revenue	66.419.951	68.767.697	79.962.391	87.220.176	94.507.077
		Cost	-	-	-	-	-
		T1	33.481.699	36.592.748	41.614.039	45.770.158	49.443.482
		T2	8.628.480	9.043.879	10.017.503	10.311.072	10.150.076
		T3-NAA	17.011.409	15.571.021	20.258.074	22.938.243	26.440.274
		T3-other	7.298.363	7.560.049	8.072.775	8.200.703	8.473.244
		Total Cost	66.419.951	68.767.697	79.962.391	87.220.176	94.507.077
		Surplus/(Deficit)	-	-	-	-	-

			<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
STANDARDISATION	ER	Revenue					
		Cost					
		T1	3.168.091	3.471.438	3.558.847	3.654.236	3.633.142
		T2	933.651	968.189	990.659	970.175	876.528
		T3	1.363.304	1.487.177	1.306.804	1.264.991	1.270.148
		Total Cost	5.465.046	5.926.805	5.856.309	5.889.402	5.779.818
		Surplus/(Deficit)	(5.465.046)	(5.926.805)	(5.856.309)	(5.889.402)	(5.779.818)
	1st EXT	Revenue					
		Cost					
		T1	3.159.101	3.411.338	2.804.721	2.877.853	2.869.137
		T2	745.984	786.667	625.713	565.181	541.877
		T3	544.845	612.048	564.749	546.680	548.908
		Total Cost	4.449.930	4.810.053	3.995.183	3.989.714	3.959.922
		Surplus/(Deficit)	(4.449.930)	(4.810.053)	(3.995.183)	(3.989.714)	(3.959.922)
	2nd EXT	Revenue					
		Cost					
		T1	-	-	203.104	1.344.933	2.643.162
		T2	-	-	42.789	253.544	470.090
		T3	-	-	72.235	317.837	548.908
		Total Cost	-	-	318.128	1.916.314	3.662.160
		Surplus/(Deficit)	-	-	(318.128)	(1.916.314)	(3.662.160)
	Total	Revenue	-	-	-	-	-
		Cost					
		T1	6.327.192	6.882.777	6.566.671	7.877.021	9.145.441
		T2	1.679.636	1.754.856	1.659.160	1.788.901	1.888.494
		T3	1.908.149	2.099.225	1.943.789	2.129.507	2.367.964
		Total Cost	9.914.976	10.736.858	10.169.620	11.795.430	13.401.899
		Surplus/(Deficit)	(9.914.976)	(10.736.858)	(10.169.620)	(11.795.430)	(13.401.899)
TCO included in Stand.	1st EXT	Revenue					
		Cost					
		T1	561.924	642.010			
		T2	135.175	158.305			
		T3	87.765	87.801			
		Total Cost	784.863	888.115			
		Surplus/(Deficit)	(784.863)	(888.115)			

		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
SAFA	ER	<i>Revenue</i>				
		Cost				
		T1	1.088.591	1.153.737	1.175.288	1.195.650
		T2	307.891	316.768	320.328	303.539
		T3	225.781	249.420	237.184	229.386
		Total Cost	1.622.263	1.719.926	1.732.799	1.728.574
		Surplus/(Deficit)	(1.622.263)	(1.719.926)	(1.732.799)	(1.728.574)
	1st EXT	<i>Revenue</i>	-	-	-	-
		Cost				
		T1	-	-	-	-
		T2	-	-	-	-
		T3	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-
		Cost				
		T1	-	-	-	-
		T2	-	-	-	-
		T3	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	Total	<i>Revenue</i>	-	-	-	-
		Cost				
		T1	1.088.591	1.153.737	1.175.288	1.195.650
		T2	307.891	316.768	320.328	303.539
		T3	225.781	249.420	237.184	229.386
		Total Cost	1.622.263	1.719.926	1.732.799	1.728.574
		Surplus/(Deficit)	(1.622.263)	(1.719.926)	(1.732.799)	(1.728.574)

		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
RULEMAKING	ER	<i>Revenue</i>				
		Cost				
		T1	5.917.991	6.439.093	6.687.938	6.807.934
		T2	1.435.887	1.461.381	1.428.510	1.406.708
		T3	994.081	1.046.898	1.847.617	2.079.307
		Total Cost	8.347.960	8.947.372	9.964.066	10.293.949
		Surplus/(Deficit)	(8.347.960)	(8.947.372)	(9.964.066)	(10.293.949)
	1st EXT	<i>Revenue</i>				
		Cost				
		T1	3.300.630	3.767.175	3.853.946	3.890.471
		T2	791.592	897.956	848.886	761.896
		T3	1.595.254	1.291.765	1.465.289	477.599
		Total Cost	5.687.477	5.956.895	6.168.121	5.129.966
		Surplus/(Deficit)	(5.687.477)	(5.956.895)	(6.168.121)	(5.129.966)
	2nd EXT	<i>Revenue</i>				
		Cost				
		T1	2.019.213	2.511.450	2.569.298	2.593.648
		T2	279.043	507.033	738.218	621.525
		T3	742.297	1.523.775	1.444.352	1.090.946
		Total Cost	3.040.554	4.542.258	4.751.868	4.306.119
		Surplus/(Deficit)	(3.040.554)	(4.542.258)	(4.751.868)	(4.306.119)
	Total	<i>Revenue</i>	-	-	-	-
		Cost				
		T1	11.237.835	12.717.717	13.111.182	13.292.053
		T2	2.506.522	2.866.370	3.015.614	2.790.130
		T3	3.331.633	3.862.438	4.757.258	3.647.852
		Total Cost	17.075.990	19.446.526	20.884.055	19.730.034
		Surplus/(Deficit)	(17.075.990)	(19.446.526)	(20.884.055)	(19.730.034)

		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
INTERNATIONAL COOPERATION	ER	<i>Revenue</i>	-	-	-	-
		<i>Cost</i>				
		T1	2.166.497	2.355.109	2.508.941	2.591.267
		T2	501.877	533.823	561.769	551.404
		T3	1.539.614	1.364.367	1.257.534	1.289.480
		Total Cost	4.207.988	4.253.298	4.328.243	4.432.151
		Surplus/(Deficit)	(4.207.988)	(4.253.298)	(4.328.243)	(4.432.151)
	1st EXT	<i>Revenue</i>	-	-	-	-
		<i>Cost</i>				
		T1	-	-	-	-
		T2	-	-	-	-
		T3	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-
		<i>Cost</i>				
		T1	-	-	-	-
		T2	-	-	-	-
		T3	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	Total	<i>Revenue</i>	-	-	-	-
		<i>Cost</i>				
		T1	2.166.497	2.355.109	2.508.941	2.591.267
		T2	501.877	533.823	561.769	551.404
		T3	1.539.614	1.364.367	1.257.534	1.289.480
		Total Cost	4.207.988	4.253.298	4.328.243	4.432.151
		Surplus/(Deficit)	(4.207.988)	(4.253.298)	(4.328.243)	(4.432.151)

		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
SAFETY ASSESSMENT & PROMOTION	ER	<i>Revenue</i>				
		Cost				
		T1	2.254.505	2.370.512	2.429.204	2.477.864
		T2	484.722	492.091	491.023	470.901
		T3	939.811	944.579	943.925	949.579
		Total Cost	3.679.039	3.807.182	3.864.153	3.898.344
		Surplus/(Deficit)	(3.679.039)	(3.807.182)	(3.864.153)	(3.898.344)
	1st EXT	<i>Revenue</i>	-	-	-	-
		Cost				
		T1	-	-	-	-
		T2	-	-	-	-
		T3	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-
		Cost				
		T1	-	-	-	-
		T2	-	-	-	-
		T3	-	-	-	-
		Total Cost	-	-	-	-
		Surplus/(Deficit)	-	-	-	-
	Total	<i>Revenue</i>	-	-	-	-
		Cost				
		T1	2.254.505	2.370.512	2.429.204	2.477.864
		T2	484.722	492.091	491.023	470.901
		T3	939.811	944.579	943.925	949.579
		Total Cost	3.679.039	3.807.182	3.864.153	3.898.344
		Surplus/(Deficit)	(3.679.039)	(3.807.182)	(3.864.153)	(3.898.344)

			<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
TOTAL SUBSIDY	ER	Revenue	32.568.657	32.891.739	33.460.881	33.916.499	34.543.324
		Cost					
		T1	14.595.675	15.789.889	16.360.217	16.726.950	16.834.144
		T2	3.664.029	3.772.253	3.792.289	3.702.727	3.407.961
		T3	5.062.592	5.092.441	5.593.064	5.812.743	5.961.781
		Total Cost	23.322.296	24.654.583	25.745.570	26.242.420	26.203.886
		Surplus/(Deficit)	9.246.362	8.237.156	7.715.310	7.674.079	8.339.438
	1st EXT	Revenue	2.525.583	2.578.046	2.628.411	2.680.874	2.734.387
		Cost					
		T1	6.459.732	7.178.513	6.658.667	6.768.324	6.807.923
		T2	1.537.576	1.684.623	1.474.599	1.327.077	1.287.262
		T3	2.140.099	1.903.813	2.030.038	1.024.278	983.583
		Total Cost	10.137.407	10.766.949	10.163.304	9.119.680	9.078.768
		Surplus/(Deficit)	(7.611.824)	(8.188.903)	(7.534.893)	(6.438.806)	(6.344.381)
	2nd EXT	Revenue	1.406.016	4.494.005	4.889.579	4.987.160	5.086.841
		Cost					
		T1	2.019.213	2.511.450	2.772.402	3.938.580	5.269.020
		T2	279.043	507.033	781.007	875.070	985.207
		T3	742.297	1.523.775	1.516.587	1.408.783	827.670
		Total Cost	3.040.554	4.542.258	5.069.996	6.222.433	7.081.897
		Surplus/(Deficit)	(1.634.537)	(48.253)	(180.417)	(1.235.273)	(1.995.057)
	Total	Revenue	36.500.256	39.963.790	40.978.870	41.584.533	42.364.551
		Cost					
		T1	23.074.620	25.479.852	25.791.286	27.433.855	28.911.086
		T2	5.480.648	5.963.909	6.047.894	5.904.874	5.680.431
		T3	7.944.988	8.520.030	9.139.690	8.245.804	7.773.034
		Total Cost	36.500.256	39.963.790	40.978.870	41.584.533	42.364.551
		Surplus/(Deficit)	-	-	-	-	-

TOTAL EASA		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
	Revenue	102.920.207	108.731.488	120.941.261	128.804.710	136.871.628
	Cost					
	T1	56.556.319	62.072.599	67.405.325	73.204.013	78.354.568
	T2	14.109.128	15.007.788	16.065.397	16.215.946	15.830.507
	T3-NAA	17.011.409	15.571.021	20.258.074	22.938.243	26.440.274
	T3-other	15.243.351	16.080.079	17.212.465	16.446.508	16.246.278
	Total Cost	102.920.207	108.731.488	120.941.261	128.804.710	136.871.628
	Surplus/(Deficit)	-	-	-	-	-

Annex 2 – Staff by organisational unit and source of financing – Comparison of BP 2010-2014 with SPP 2010-2012

			TA posts filled on 31.12.09	Approved SPP 2010- 2012	Business Plan 2010- 2014	difference between Plans 2010	Approved SPP 2010- 2012	Business Plan 2010- 2014	difference between Plans 2011	Approved SPP 2010- 2012	Business Plan 2010- 2014	difference between Plans 2012
TEMPORARY AGENTS												
	Director's Office	E.0	3	3	4	1	3	4	1	3	4	1
	Communications Department	E.1	5	6	8	2	6	8	2	8	8	0
	Safety Analysis & Research Department	E.2	15	18	17	-1	21	17	-4	21	17	-4
	Internal Audit & Quality Department	E.3	8	7	8	1	10	8	-2	10	8	-2
	Policy Officers and Mail Department	E.4	6	7	6	-1	7	6	-1	7	7	0
	Human Resources Department	E.5	13	12	12	0	14	16	2	18	18	0
EXECUTIVE DIRECTORATE			50	53	55	2	61	59	-2	67	62	-5
	Director's Office	C.0	4	4	4	0	4	4	0	4	4	0
	Products Department	C.1	73	81	80	-1	84	85	1	86	89	3
	Experts Department	C.2	55	61	62	1	69	65	-4	79	70	-9
	Flight Standards Department	C.3	18	55	29	-26	56	29	-27	57	40	-17
	Certification Policy & Planning Department	C.4	4	4	4	0	4	4	0	4	4	0
	ATM and Space System Department	C.5	0	0	0	0	1	0	-1	2	0	-2
CERTIFICATION DIRECTORATE			154	205	179	-26	218	187	-31	232	207	-25
	Director's Office	R.0	3	3	3	0	3	3	0	3	3	0
	International Cooperation Department	R.1	11	12	14	2	12	14	2	12	15	3
	Environmental Protection Department	R.2	5	5	6	1	5	6	1	5	6	1
	Flight Standards Department	R.3	15	20	23	3	20	23	3	20	23	3
	Product Safety	R.4	16	16	18	2	16	18	2	16	18	2
	ATM/Airport	R.5	9	16	17	1	16	17	1	16	17	1
	Process Support Department	R.6	11	11	15	4	13	15	2	13	15	2
	Legal Department	R.7	9	9	12	3	11	13	2	11	13	2
	Data Protection Officer	R.7	1	1	1	0	1	1	0	1	1	0
RULEMAKING DIRECTORATE			80	93	109	16	97	110	13	97	111	14
	Director's Office	S.0	5	6	5	-1	6	5	-1	6	5	-1
	Standardisation Department	S.1	36	39	40	1	43	41	-2	43	43	0
	Organisations Department	S.2	42	53	52	-1	54	53	-1	55	57	2
	Technical Training Department	S.3	9	9	9	0	11	9	-2	11	10	-1
	Operators Department	S.4	10	28	14	-14	34	14	-20	35	23	-12
APPROVALS AND STANDARDISATION DIRECTORATE			102	135	120	-15	148	122	-26	150	138	-12
	Director's Office	F.0	3	8	3	-5	8	3	-5	8	3	-5
	Applications and Procurement Section Department	F.1	31	31	35	4	31	35	4	32	36	4
	Finance Services Department	F.2	20	20	25	5	22	29	7	23	30	7
	Information Services Department	F.3	13	15	17	2	19	18	-1	21	19	-2
	Corporate Services	F.4	7	10	10	0	12	11	-1	12	12	0
FINANCE & BUSINESS SERVICES DIRECTORATE			74	84	90	6	92	96	4	96	100	4
SUBTOTAL TEMPORARY AGENTS			460	570	553	-17	616	574	-42	642	618	-24
Thereof:												
100 % Subsidy-financed				154	167	13	163	168	5	163	171	8
100 % Fee-financed				278	236	-42	298	245	-53	314	278	-36
Support Staff				138	150	12	155	161	6	165	169	4
Support staff paid by Subsidy				57	56	-1	63	59	-4	69	60	-9
Support staff paid by Fee				81	94	13	92	102	10	96	109	13
Subsidy-Financed				211	223	12	226	227	1	232	231	-1
Fee-Financed				359	330	-29	390	347	-43	410	387	-23