

European Aviation Safety Agency

ANNEX 1: 2010 WORK PROGRAMME



European Aviation Safety Agency

Work Programme 2010

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1 Executive Summary

The 2010 Work Programme represents EASA's planning of activities in 2010 together with the financial implications of this work.

As an essential part of EASA's planning cycle, the Management Board approved on 31 January 2009 the Business Plan which covers the period 2009-2013. Both the Work Programme and the Preliminary Draft Budget 2010 were originally drafted to be entirely in line with the workload and financial implications identified in the Business Plan. The budget tables have been adapted in March 2009 to address the Commission's reduction requests in terms of budget (-900.000 EUR) and temporary agents (-3 TAs at the end of 2010) versus the adopted Business Plan. It needs however to be noted that the staff and budgetary tables included in this document were prepared under the assumption that the implementing rules for the first extension would be adopted in 2010. In the meantime, the assumed date for adoption of the implementing rules related to the first extension has been postponed to April 2012.

The preliminary analysis indicates that the only possible impact on resource requirements would be in the areas of Organisations Approvals and Third Country Operators. This will be further analysed during the next Business Plan exercise this year and consequently modified in the final Draft budget proposal for 2010. The staff needs would remain unchanged for the Certification and Standardisation activities. The Flight Standards certification tasks need to be performed on behalf of the Member States until the legal basis is provided by the correspondent implementing rules. The standardisation inspections related to the first extension activities need also to be performed by EASA in the absence of the JAA as from 1 July 2009. Also the planned staff for the Rulemaking activity, needed for a timely adoption of the regulations, would remain unchanged.

It has also to be highlighted that, related to the ongoing discussion on the bilateral between the USA and the EU, the Work Programme and budgetary tables do not take into account the possibility to inspect US repair stations twice a year. Awaiting the decision of the US Congress, the Agency will tender out a study exploring the different options to perform the inspections (outsourcing vs. in-house). The results of the study are expected in the fourth quarter of 2009.

Together with the preparation for the extensions of the remit, the implementation of a quality management system (QMS) and achievement of ISO 9001 certification will also have implications for all activities across the Agency.

The main expected changes in the Agency's tasks in 2010 versus 2009 can be summarised as follows:

Certification:

- More emphasis on continuing airworthiness
- Extension of flight standards certification tasks on behalf of Member States
- Preparation for the implementation of new remit (development of internal procedures and databases, development of adequate funding mechanism, recruitment, training etc.)



- Design of a "Trainee Programme" for young engineers
- Internalisation of certification projects in line with outsourcing policy

Organisations and third country operators:

In the context of the extension of the remit of the Agency the Organisations department will prepare for approving Type Rating Training Organisations (TRTOs), Flight Training Organisations (FTOs) and Aero Medical Centres (AeMCs) in third countries, and the Operators Department will prepare for issuing authorisations to third country operators wishing to operate to the EASA countries.

Standardisation:

In the context of the extension of the remit of the Agency the standardisation department will prepare for standardisation inspections in the field of air operations (OPS), flight crew licensing (FCL) and flight simulators (FSTD) applying EC regulation 736/2006.

Rulemaking:

The entry into force of Regulation 216/2008 results in the following tasks that are to be initiated or continued in 2010:

- Continue preparation of the 1st extension to Operations, Flight Crew Licensing and Third Country Operators including communication on the proposals with stakeholders
- Initiation of rulemaking activity and harmonisation of existing airworthiness rules with the subject area
- Supporting the process to set up the European Aviation Safety Programme

The amendment of the Regulation 216/2008 to cover aerodromes, air traffic management and air navigation services stipulates that the related implementing rules must be adopted by the end of 2012 (ATM/ANS) and by the end of 2013 (aerodromes). Rules in ATM/ANS must therefore be issued for consultation during 2010.

International Cooperation:

- Supporting the European Commission in negotiating new BASA
- Concluding new working arrangements to cover for the needs of the industry
- In terms of technical cooperation, supporting the European Commission in its new Civil Aviation Cooperation Programmes

Safety Analysis:

As the European Occurrence Reporting system becomes fully active Safety Analysis will move beyond historical data analysis into a prognostic phase of activity. The Agency will have to take more anticipative actions in addition to reactive corrective actions.

The extension of remit will increase the scope of follow-up of accidents and serious incidents.



2 Core activities

2.1 Product Certification

Product certification comprises three core activities:

- Type Design Certification
- Flight Standards Certification
- Continued Airworthiness Oversight

Type design certification includes primarily airworthiness but also environmental compatibility aspects. Flight standards certification covers airworthiness related aspects for the operation of a given type of aircraft (operational suitability), including minimum type related training standards for flight crews and maintenance certifying staff.

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

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

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

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

2.1.1 Brief summary of milestones expected in 2009

- Certification activities will continue as in previous years. Number of certificates is expected to stay at same levels. Significant projects will enter their final phase (Boeing B787).
- The ratio between internal and outsourced work will not change significantly compared to 2008 figures.



- External and internal studies/assessments will be performed in order to verify the correctness of workload assumptions made in various planning documents.
- The implementation of the Agency's ERP system will consume significant resources. Additional training will be necessary supporting the change management. Return of investment is expected in 2010.
- Following the closure of the JAA the Agency will continue to provide all services in the field of Flight Standards as previously performed on behalf of the Member States.

2.1.2 Work Programme 2010

✧ Continuing Airworthiness activities

This safety oversight function is considered as one of the core elements for the achievement of the Agency's safety objectives. The monitoring of approved products during their entire lifecycle is a proactive element of the Agency's safety mission allowing it to take appropriate measures before potential safety risks develop into serious events. As this activity is not driven by demand from applicants but entirely associated to the Agency's safety objectives, its extent and therefore related costs are laid down by management decisions. Based on those decisions the total amount of technical working hours to be devoted to continuing airworthiness activities in 2010 should be 50.000 hours as a minimum.

✧ Airworthiness and Environmental Certification

All activities related to this task are triggered by applications. The future demands are difficult to predict but, from experience over the last years and available market surveys, the total incoming workload can be estimated to some 110.000 technical working hours resulting in 6.500 certificates and approvals. The technical workload should be split as follows:

- | | |
|--|-----|
| - Type Certification (TC) | 56% |
| - Supplemental Type Certification (STC) | 14% |
| - ETSO-Authorisations (ETSO-A) | 4% |
| - Approval of changes and Repairs to TC and STC | 18% |
| - Validation support and other services | 5% |
| - Other (Flight Conditions, Aircraft Flight Manual revisions etc.) | 3% |

✧ DOA activities

The support of DOA and surveillance activities through providing technical expertise is essential for the proper functioning of the certification system. Certification experts will not only contribute to the quality of DOA work but will also receive thorough knowledge about the internal working methods of the organisations applying for product certification. This allows the experts to reduce their direct technical involvement in the compliance verification process due to increased confidence. The amount of technical working hours to be devoted to DOA activities in 2010 is 7.500.



✧ Flight Standards activities

These activities include structured processes for:

- The support of operators' maintenance programmes by providing minimum maintenance standards for a given type of aircraft using the Maintenance Review Board (MRB) process
- Approval of minimum syllabi for pilot type rating training and qualification of associated flight simulators
- Approval of minimum syllabi for maintenance certifying staff type rating
- Approval of Master Minimum Equipment Lists (MMEL)
- Approval of minimum syllabi for cabin crew type training
- Approval of Flight Synthetic Training Devices (FSTD) when used in organisations under the oversight of the Agency
- Other services as requested by TC holders

The OEB process and some other operation related activities are already co-ordinated on behalf of the JAA (Joint Aviation Authority). With the extension of the Agency's remits in 2008 they became a new task under the responsibility of the certification directorate. The respective Implementing Rules are expected to enter into force in 2012.

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

✧ Certification related activities

This comprises direct support activities for the efficient performance of the above core activities like pre-application consultancy and involvement in strategic projects (e.g.: FANS – Future Air Navigation Systems, RNP – Required Navigation Performance), and all related cross activities providing specific certification expertise which is not available elsewhere (e.g.: Rulemaking, Accreditation, Safety Analysis.). The workload for these activities can be estimated to some 21.000 technical working hours.

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



2.1.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	90%	90%
Internalise certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	62%	64%
Improve efficiency of technical staff	Share of technical hours (project work) as a percentage of total hours	65%	66%
Ensure adequate fulfilment of all flight standards certification tasks	Number of technical working hours performed per project as percentage of planned hours	-	90%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires		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



2.2 Organisations Approvals

The organisations approvals activities are funded through the fees and charges levied on industry and are carried out both by the Organisations department and the Operators department.

The Organisations department activities can be broken down as follows:

- Approving organisations responsible for production (POA), maintenance (MOA), maintenance training (MTOA) and continued airworthiness management (CAMO) located outside the territory of the Member States, and design organisations (DOA) wherever located.
- Approving production organisations located in the territory of one or more Member States if requested by the Member State(s) concerned (e.g. Single POA (SPOA)).
- Ensuring the continuous compliance of approved organisations by performing appropriate oversight.
- New remit from 2012: approving TRTOs/FTOs and Aero medical Centres (AeMC) located outside the territory of the Member States. Depending on the status of the implementing rules it is expected that some initial preparatory activity (exact scope and workload definition, procedures and database requirements and implementation) may commence in 2010.

The Operators department organisation approval activities can be broken down as follows:

- New remit from 2012: issuing authorisations to third country operators (TCO). Depending on the status of the implementing rules it is expected that some initial preparatory activity (exact scope definition, workload and procedures) may commence in 2010.

2.2.1 Brief summary of milestones expected in 2009

- The level of outsourcing in the DOA section shall reach its expected and forecasted minimum (15%), due to the recruitment of all necessary additional staff in 2009.
- A certain level of outsourcing, 10-15%, will remain in the context of proximity activities. This will be better defined during 2009 and the criteria to be met for the organisations which will continue to be handled by the NAAs.
- In addition to the Single Airbus POA issued in 2008 an extension of the scope of this Single Airbus POA to its Chinese facilities is planned to be granted.
- The approval and surveillance of non-European Union production organisations will be the second core activity. POA will be extended to all third country manufacturers willing to export to the European Union, not covered by bilateral agreements; this activity is expected to grow significantly.
- Regulation Part M, Subpart G allows applicants to apply to EASA when the location is outside of the European Union. The applications received so far are being addressed.
- No significant changes are expected for Part 145 and Part 147 third country approvals.
- It is estimated that the total workload for Organisations Approvals in 2009 with regards to the current activities (extension of the remit excluded) will be around 72.000 hours.



	N° of approvals in 2008	N° of Organisations under Initial Assessment on 31/12/2008	N° of approvals on 31/12/2008*	N° of approvals expected in 2009	N° of approvals expected on 31/12/2009	N° of approvals expected in 2010	N° of approvals expected 31/12/2010
DOA	14	72	244	20	264	20	284
AP to DOA	16	51	217	20	237	20	257
POA	4	10	15	3	18	9	27
SPOA	1	0	1	0	1	0	1
MOA Foreign	15	30	232	12	244	12	256
MOA US	32	5	1.237	0	1.237	0	1.237
MOA Canada	5	1	133	1	134	1	135
MTOA Foreign	5	25	28	5	33	5	38
Part-M subpart G approvals (CAMO)				0	0	10	10
Part-M subpart F approvals				1	1	1	2
Third Country Operators Authorisations							
TRTOs / FTOs							
AeMC							

* number of organisations under surveillance (except AP DOA), net of cancellations and revoked

2.2.2 Work Programme 2010

- New DOA assessments will have to be organised to take into account the various NPA that should be in place in 2010: NPA 16/2006 and privileges related to OSC.
- A certain level of outsourcing in DOA, 10-15%, will remain in the context of proximity activities.
- The main task of the Production Organisation Section will be the continuous surveillance of the Airbus Single Production Organisation Approval using seconded staff from France, Germany, United Kingdom and Spain (2010 will be the third year of surveillance for the Airbus Single POA).
- The number of new POA applications might significantly increase due to the fact that foreign production approvals are accepted only in cases where a full bilateral agreement exists.
- Implementation of new agreements with USA and Canada will have an impact on the distribution of work load in 2010.
- In accordance with the extension of its remit, the Agency will start preparatory work (exact scope definition, workload and procedures) in the context of authorisations to third country operators, issuing and renewal of certificates of pilot training organisations and Aero Medical Centres, located outside the territory of the Member States. This will entail:



- Full development of EASA technical and administrative procedures for third country operators, TRTO/FTO and Aero medical Centres (AeMC);
- Complete the recruitment of the 2010 relevant staff.



2.2.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
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	n.a	5%
Implement new remits, timely adjusted to the changes of the implementation dates	Availability of implementation plan	Adjust implementation plan on a regular basis	Implement the new remits i.a.w. the implementation plan
Proactively develop structured links with the Commission and the major regulatory authorities in the field of 3rd countries operators, while maintaining the Agency's independency	Number of regular meetings held with the EC	n.a	Quarterly meetings
Preparation of adequate procedures for NAA outsourcing with regard to new remits	Percentage of outsourced tasks vs tasks performed by EASA staff	Finalize draft phase of outsourcing procedures	Establish outsourcing procedures (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 definition phase	Finalizing testing phase



2.3 Standardisation

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

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

The purpose of the standardisation activity is not to raise findings, but to improve the system as a whole. This is achieved both by working together with the inspected NAA in establishing an agreed corrective action plan, and through the participation of NAA staff to inspections in authorities different from their own. Additional activities include the organisation of standardisation meetings with NAAs on specific topics promoting the dissemination of best practices. Finally, the Agency will resume a new round of road shows to the National Aviation Authorities within the context of the extension of the remit.

Since 1 January 2007 and until 30 June 2009, date on which the JAA closed, the Agency has been carrying out standardisation visits in the field of Air Operations (OPS), Flight Crew Licensing (FCL) and Synthetic Training Devices (STD) on behalf of the JAA and according to JAA rules. On 16 July 2008 Annex III to Council Regulation (EC) 3922/1991 also called EU-OPS entered into force. Since that date, in conjunction with JAR OPS amendment 14, Regulation 3922/1991 and its Annex have been referenced in the standardisation activities in the field of Flight Operations (aeroplanes) with regard to EU Member States.

As of 1 July 2010 it is expected that the Agency continues the standardisation activity in connection with the extension of the remit and, up until the implementing rules will be issued at the latest in April 2012, will apply working methods based on the existing JPIs currently used within the JAA framework, except on a few points where EASA considers for standardisation and efficiency reasons that these procedures can be aligned with the existing EC Reg. 736/2006 framework.

It should also be noted there that the process of revising the latter Regulation (736) has been started in cooperation with the Commission and should lead through a comitology process to the issuance of the updated regulation when the Implementing Rules in OPS and FCL are applicable.

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

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

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

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



2.3.1 Brief summary of milestones expected in 2009

- Although the extension of the remit of the Agency was approved in March 2008, the implementing rules could be issued as late as 2012. The staff for OPS, FSTD and FCL should be in place at the latest end of 2009 to prepare the Agency to carry out its own programme replacing the JAA, using transition measures until the implementing rules are issued. At this stage it is still assumed that NAAs will support the Agency for at least 50% of the Team Members (this assumption was the basis for the number of internal resources requested).
- In Air Operations, particular emphasis will be put in improving the uniform application of applicable Community law which was not previously reached on the (previous) JAA system. This will be a priority, especially for commercial operators (which are more subject to public interest).
- It is expected that the number of visits in 2009 will be: 13 in IAWST, 27 in CAWST, 15 in OPS, 5 in FSTD and 15 in FCL.
- Since Part-M will become applicable for non-commercial operators, the Agency will take the necessary measures to ensure that non-commercial operators are duly covered by the standardisation process, without neglecting the commercial operators that remain a priority.
- The NCF database will be extended to OPS, FSTD and FCL and an improved set of indicators for all scopes will be developed.
- The support to the European Commission in the gathering of technical data for the Community list of air carriers subject to an operating ban within the Community (otherwise known as "Black List") will continue. Experts or teams of experts will continue to be seconded, subject to the availability of resources, for the assessment of European or non-European Third Countries.
- The assessment of third countries' safety oversight system (international standardisation) will be led in accordance with existing/pending bilateral agreements or working arrangements.
- Standardisation in all above fields continues to be provided as a service to the JAA non-EASA countries, until June 2009, when the JAA ceased its activity. It is intended that all these non EASA countries will continue to be visited in the frame and under provisions to be defined, as agreed during the MB of 10 February 2009.

2.3.2 Work Programme 2010

- As in 2008 and 2009, the Standardisation in Initial and Continuing Airworthiness will be run with the necessary "in-house" staff. It is assumed that NAAs will continue to support the Agency for at least 50% of the Team Members; the frequency of the visits will be maintained, i.e. a visit every two years per country per scope¹ and once per year in critical cases.
- Assuming that the staff for OPS, FSTD and FCL, in place at the end of 2009 will be that shown in the current establishment plan, this will allow the Agency in 2010 to continue to carry out its own programme using transition measures until the implementing rules are issued, at the latest April 2012. It has been assumed that NAAs will support the

¹ See annual visit plan for initial and continuing airworthiness as presented to the Management Board



Agency for at least 50% of the Team Members (this assumption was the basis for the number of internal resources requested).

- The NCF database will be run in all fields, i.e. IAW, CAW, OPS, FSTD and FCL and indicators for all scopes will be further improved.
- The accreditation process will be continued for all relevant scopes, including third country CAMO.
- The support to the European Commission in the gathering of technical data for the Community list of air carriers subject to an operating ban within the Community (otherwise known as "Black List") will continue. Experts or teams of experts will continue to be seconded, subject to the availability of resources, for the assessment of European or non-European Third Countries.
- The assessment of third countries' safety oversight system (international standardisation) will be led in accordance with existing/pending bilateral agreements or working arrangements.
- Continuous support will be provided to Rulemaking in the context of its international cooperation programmes.
- In particular, MIST visits to USA and Canada will continue to be performed within the frame of the existing or new Bilateral Agreements with these countries, subject to their execution, including the participation as observers in certification and production organisation approvals activities performed by the FAA in the USA; In preparation of the US/EU and EU-Canada bilateral agreement the Standardisation Department will participate in the periodic meetings between the Agency and these authorities; as soon as these agreements are in place, and in application of the US/EU bilateral agreement the Agency shall monitor the application by listed Member States of the terms of the agreement.
- Standardisation in all above fields will continue to be provided as a service to the non-EASA ECAC countries, in accordance with the provisions of agreements between those countries and the EU or the Agency signed after the ceasing of the JAA activity.

2.3.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
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



Objective	KPI	Target 2009	Target 2010
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	Number of staff actively participating	1 member of staff per scope	At least 1 member of staff per scope
Extend to OPS/FCL/FSTD the same inspectors qualifications		Establish list of inspectors to be qualified	Start qualification
Continue to consolidate the existing pool of inspectors		Increase by 10%	Increase by 10%
Explore the possibility (willingness) of short term (1 year) secondment of NAA staff to EASA	Establish the need and the procedure	Send a letter to all NAAs to identify the prospective population	At least 1 END
Use reactivity index to define visit planning		Modify the procedures to take into account possible implications of the implementation of the risk based system (shorter, 1-year, and longer, 3-years)	Modify the procedures to take into account possible implications of the implementation of the risk based system (shorter, 1-year, and longer, 3-years)



2.4 Rulemaking

Rulemaking is the process of developing and improving legislation, standards and best practices to continuously improve aviation safety and environmental compatibility. This entails the actual production of rules but also the related support to the rules implementation; monitoring and contribution to ICAO activities, external relations to promote, contribution to safety analysis and research; administrative tasks; handling of exemption and follow-up of new developments. The related outputs are described in the 4-year rulemaking programme 2009-2012. The Agency could undertake work in areas other than those proposed in the proposed rulemaking programme, depending on the importance of the subject and the necessary resources being available.

2.4.1 Brief summary of milestones expected in 2009

✧ Production of rules

Tasks are set out in the 2009-2012 rulemaking programme. Priority will be given to producing the necessary implementing rules in the field of air operations, flight crew licensing and oversight of third country aircraft/operators. As the amendment of the Basic Regulation to cover aerodromes, air traffic management and air navigation services stipulates that the related implementing rules must be applied by the end of 2012 (ATM/ANS) or by the end of 2013 (aerodromes), the development of these rules must be initiated during 2009. As a consequence, the number of tasks in the field of airworthiness codes will be reduced to those addressing key safety issues and those close to finalisation.

Concerning pilot licensing the Agency will be producing comment-response documents for implementing rules. It will further develop the safety management system and European Aviation Safety Programme concepts at European Union level. Several rulemaking tasks have been planned such as Child Restraint Systems, Flight Time Limitations and Rest Requirements, based on studies carried out by the Agency.

In the field of environmental protection, the Agency will issue a decision to amend CS-36 to introduce the latest improvement brought by ICAO CAEP7 and a CRD related preparation for ICAO CAEP/8.

✧ Support to rules

The 2010-2013 Rulemaking Programme will be finalised on the basis of priorities, after consultation of EASA's Advisory Bodies, the Management Board and key foreign regulatory partners in the fourth quarter of 2009. The process for the development of the 2011-2014 rulemaking plan will be initiated before year's end. Extra efforts and resources are devoted to communicate with Member States and Stakeholders on the 1st and 2nd extension and new concepts to better accompany rulemaking activities.

✧ ICAO

Relationships with ICAO will be reviewed and have to be strengthened with the aim to exercise a stronger influence in the development of SARPs and to ensure consistency with Community Essential Requirements for regulating civil aviation safety and environmental compatibility at a time when ICAO is considering new approaches towards performance based standards.



✧ External relations

A strong relationship between the Agency and its stakeholders is also an important factor in promoting EASA rules. Recognising the importance of such relationship, the Agency will continue to set up forums to explain and discuss the content of such rules in order to facilitate their implementation and to stimulate discussions on possible improvements thereof. Topics for conferences are the Operational Suitability Certificate (OSC), the new European Light Aircraft process, the revised Part-M, and the new regulatory concept. In addition the Agency holds a substantial number of regional workshops on flight crew licensing, operations and third country operators.

✧ Analysis/Research

Efforts will continue to substantiate rulemaking by advance studies and risk assessments subject to budget availability. Work will be done to enhance available tools supporting regulatory impact assessments (RIA) and to improve our process and methods to define rulemaking priorities subject to resources being made available.

✧ Administration

Following the article 51 evaluation, the Rulemaking Directorate will update its internal processes taking into account the opinion of the Management Board on the review of the rulemaking process. The implementation of the Agency proposals to mitigate the findings is a vast project that will require considerable resources in terms of time and people.

✧ Handling of exemptions

The handling of exemptions in accordance to Article 14 of the Basic Regulation and Article 8 of Regulation 3922/1991 (in support to the Commission) will continue. It is difficult to make reliable forecasts regarding the number of applications. As a result, the expected workload is yet difficult to estimate.

2.4.2 Work Programme 2010

✧ Production of rules

The Agency will implement its 2010-2013 Rulemaking Programme²; the exact scheduling of tasks is subject to further consultation with stakeholders. This work programme should offer some flexibility to incorporate new initiatives resulting from recent developments. In support to this the Agency will provide the respective pre-RIAs. According to the current knowledge of priorities and available resources an outline of some of the important rulemakings that will be delivered in 2010 is presented below:

Airworthiness:

- Update of Part-M and Part-145 in relation to safety management system (SMS) requirements.

² Depends on the consultation process and the availability of the resources



- Update of Part-21 related to the issuing of Airworthiness Directives; flight testing and European Light Aircraft Process
- Amendment of AMC/GM to Part-M, Part-145 and Part-66 following the outcome of the Opinion on Release to service.
- Amendment of AMC/GM to Part-21 and Part-M following the outcome of the Opinion on Restricted CoA.
- Amendments of AMC/GM to Part-66 following the outcome of the opinions privileges of B1/B2 licences, type training, licences for non-complex maintenance aircraft engineers and the annual update of the list of type ratings
- Amendments to CS-25 (Type III exits, Avionics, composites); CS-27/29 (Damage tolerance and fatigue); CS-E (Ice protection); CS-ETSO (Annual update) and AMC-20 (ETOPS, APV/ LPV).
- Development and adoption of AMC/GM in the field of de-icing/anti-icing

Flight Standards:

- Necessary deliverables (CRDs/Opinions/etc.) related to the NPAs on flight crew licensing, air operations of Community and Third Country Operators, authority and organisations requirements.

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

- NPAs in the field of ATM/ANS and Aerodromes will be produced.

Other:

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

✳ Support to rules

Any rule in order to be implemented and/or adopted needs a consensus across the community. Building this consensus is part of the task support to rules. This task will be particularly important in the new areas:

- In the field of airworthiness the new challenges are to reorganise the existing regulatory documents in this domain according to the new total system model introduced by the Agency by 2013.
- The traditional way of regulating air operations is highly prescriptive. The new way of developing rules under discussion is on the contrary "objective based", leaving to management systems and soft rules, not only the technical details, but the task for continuous improvement.
- The requirement for aerodrome certification was introduced only in 2001 in ICAO standards (i.e. Annex 14); developing common safety rules in this new area, taking into account the unique nature of each aerodrome and establishing a right balance between requirements on aerodrome operator and on the aerodrome infrastructure will be a challenging task.
- Finally, for ATM/ANS, developing the safety regulatory framework in the remit of EASA and establishing appropriate methods for the validation of safety aspects when



implementing performance regulation in the SES framework would require a lot of coordination with stakeholders.

These changes imply an evolution of the culture in the community; and this of course demands resources for discussions with all stakeholders, through AGNA, SSCC, drafting groups, attendance to stakeholders forums or ad hoc initiatives, as well as dedicated workshops organised by the Agency.

✧ ICAO

The Agency staff will participate in a number of Panels or Study Groups in its respective domain of responsibility (for instance Airworthiness Panel, OPS Panel, the Aerodrome Panel, the Committee on Aviation Environmental Protection (CAEP), the Panel on Aeronautical Communications and the Study Group on Unmanned Aircraft Systems (UAS) and the Medical Provisions Study Group (MPSG)). These activities will be reinforced in relation to the extension of the Agency's responsibilities.

Those objectives of course require continuous monitoring and participation of Agency staff to the work of ICAO, including analysis and draft comments to State Letters as well as presentation of papers in various ICAO forums.

✧ External relations

The Agency will continue exchanging views with regulated persons in its respective areas of responsibilities. In particular, in the new domains the Agency shall enhance its interfaces with stakeholders such as SES, EUROCONTROL and SESAR JU, as well as with the European Space Agency for satellite systems, while in the aerodrome domain, the most relevant external parties are the Group of Aerodrome Safety Regulators (GASR), as well as associations of aerodrome operators, in primis ACI. For air operations external relations have been established with pilot associations and airspace users.

✧ Analysis/research

Efforts will continue to substantiate rulemaking by advanced studies and risk assessments³ and maintaining available tools/methods to define rulemaking priorities. Of course the extension of the EASA competences to new domains will imply a parallel extension of this function. More incoming data will have to be considered and contribution may be necessary to support SESAR development.

✧ Handling of exemptions

The Agency will continue the handling of exemptions in accordance to Article 14 of the Basic Regulation and Article 8 of Regulation 3922/1991. However, the number of recommendations is yet unclear.

✧ New developments

Aviation has always been in the forefront of technological development. This process is not expected to stop in the future years.

³ This is linked to the activity "research" and reported under "short-term" research commissioned by the Agency. Subject to the available budget.



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

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

2.4.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
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 (review of the R process; new AMC procedure; ADR; ATM/ANS)	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.	The policy drafted by R is adopted by the Directors.	75% policy implemented
Implement the adopted R WP	% of tasks implemented	95%	95%



2.5 International Cooperation

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

2.5.1 Brief summary of milestones expected in 2009

The Agency will continue to support the European Commission in negotiating and implementing BASAs in particular in the case of US, Canada and Brazil.

Existing working arrangements will be extended to cover for the needs of the industry. In the same vein new ones will be negotiated as necessary.

Working arrangements will be concluded with JAA non-EASA countries in replacement of the JAA arrangements.

Dedicated workshops will be organised to support implementation of the agreements/arrangements.

As regard to technical co-operation, the Agency will continue its activities and support to the Commission's projects:

- In the development, implementation and monitoring of European assistance projects, in particular in India, China, South Asia, South-East Asia, Russia, Balkan countries, Republic Democratic of Congo, the Mediterranean countries;
- In new projects to be launched in Africa, Latin America and central Asia
- In the steering Committees and associated meetings of several ICAO Technical Assistance Programmes.

The Agency will continue to manage a dedicated assistance programme for the Balkan countries under a new convention to be signed with the European Commission Enlargement Directorate as part of the IPA programme (Instrument Pour l'Accession).

DG TREN requested EASA International Cooperation support to assist the foreign Civil Aviation Authorities that are submitted to regulation 2111/2005 ("Black-list") in order to develop preventive or corrective action plans.

Dedicated assistance activities for specific programmes (e.g. South Asia, South-East Asia, Pakistan, Middle East and Central America) will be implemented as appropriate in support to third countries aviation authorities in their effort to improve their level of safety. Notably, the agency will support the countries that have or plan to adopt the European Regulations.

The Agency will play an active role in assisting the Commission in coordinating the European input to ICAO; and provides assistance to Member States in fulfilling their obligations under the Chicago Convention by co-ordinating the preparation of answers to ICAO State Letters and facilitating preparations for the ICAO USOAP in its area of competence.

The Agency will develop and implement a follow-up action plan to the first International Cooperation Forum (ICF) and plans to organise the second edition of the ICF in 2009.



2.5.2 Work Programme 2010

It is expected that the Agency will continue to support the European Commission in negotiating new BASA.

Existing and new working arrangements will be modified or concluded to cover for the needs of the industry.

Technical Cooperation programs and activities will continue in order to:

- Support to the EC in its Civil Aviation Cooperation programs.
- Support to the foreign CAA to enhance their safety level and/or to adopt the European regulations.
- Conducting dedicated projects such as the EASA-IPA projects.

2.5.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
Promote EASA system via bilateral agreements, working arrangements and local representatives	Number of initiatives being actively processed	1 (1 bilateral with Canada + start expanding)	Continue expanding
Develop training and organise technical workshops	Indicator is the number of workshops organised explaining the impact of the EU regulations.	3	1 conference EASA family
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 working arrangement with non-EASA JAA countries.	Start up European coordination	1 coordinated programme with ECAC



2.6 Safety Analysis

The safety analysis function has an Agency wide remit for collective enquiry and for understanding aviation safety risk. It works closely with all parts of the Agency to create, coordinate and support common safety objectives. Findings are disseminated with the aim of promoting safety improvement.

The work is twofold; internally, safety analysis is the basis for defining the actions and policies to be considered by the Agency's Internal Safety Committee (ISC) and externally safety analysis assists, cooperates and informs on safety risk issues.

The primary functions supporting the work are:

- safety analysis: reviews, conduct of studies and provision of reports
- accident investigations: disseminates and answers relevant recommendations of the Accident Investigation Bodies (AIBs) and also develops means of cooperation
- facilitates and promotes aviation safety initiatives
- set-up, use and disseminate information stemming from technical functions (service defect reporting, statistics, human factor policy, operational flight data analysis, safety management system, foresight and safety promotion)

2.6.1 Brief summary of milestones expected in 2009

For all aspects of the work there will be a gradual increase of capacity, to accommodate the increase in work coming from the expansion of the remit of the Agency and maturing relationships within the aviation community.

A systematic approach will be put in place to link safety activities to identified safety risk.

✧ Learning lessons from accidents

As regards investigation, the Agency has a greater capability to deploy an officer to the State of Occurrence of a major fatal accident.

✧ Acquiring and using safety data

Two new regulations entered into force in 2007⁴, creating obligations for Member States as regards provision of occurrence reports. The Joint Research Centre (JRC) has been given the role of creating a central ECCAIRS repository. The Agency is assisting the NAAs in their standardisation and training efforts.

The Agency will continue its work to develop and maintain common taxonomies internationally for use in occurrence reporting.

⁴ COMMISSION REGULATION (EC) No 1330/2007 of 24 September 2007 and COMMISSION REGULATION (EC) No 1321/2007 of 12 November 2007



✧ Promoting safety initiatives

The three ESSI pillars will improve their operations and work towards developing action plans to be implemented by their members. ECAST will publish its work on Safety Management. EHEST will start an implementation team. EGAST will initiate work on safety promotion.

2.6.2 Work Programme 2010

A consolidation of existing capacities is expected.

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

✧ Co-operation in investigation

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

✧ Productive safety data

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

✧ Safety initiatives delivering results

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



2.6.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
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 1 June	Content complete and approved by 25 May
Improve Agency's response to formal Safety Recommendations	Percentage of new Safety Recommendations answered in not more than 90 days	90%	95%
Coordinated, measured and timely responses to major fatal civil aviation accidents	Follow-up and actively support investigations to determine the best corrective action plan	Follow-up 5 major fatal civil aviation accidents	Follow-up 7 major fatal 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 approves and action plan; EGAST publishes safety promotion materials	ECAST Working Groups deliver product, EHEST implements action plan; EGAST publishes safety promotion materials



2.7 SAFA

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

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

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

2.7.1 Brief summary of milestones expected in 2009

- Continuous improvement of SAFA procedures and database.
- Definition of the business requirements for the development of a new SAFA database.
- Continuing regular support to the Participating States (European Union States and ECAC States) and to the Commission on SAFA database analysis and alert function.
- Full implementation of the SAFA standardisation programme of regular audits of the NAA of Participating States.
- Carrying out the technical assessment of independent SAFA training providers when so requested by the NAA of Participating States.
- Increasing the harmonisation level by promoting the inspector exchange programme.
- Systematic review of the full implementation of the qualitative prioritisation of SAFA inspections.
- Further means of cooperation with non ECAC states will be explored in 2009.
- Systematic review of effectiveness of all the quality improvements on SAFA inspection performance and reporting implemented in the previous years.
- Development of integration tools in support of third country operators authorisation activity of EASA.
- Development of a centralized system for the following-up of the corrective actions vs. SAFA inspection findings.
- Continuous support to the Commission for the ASC on the Black List.



2.7.2 Work Programme 2010

- Enhancement of the SAFA Programme to support two distinct processes: oversight of third country operators and collective oversight of Community operators and the development and implementation of the necessary tools and procedures.
- Development and deployment of the redeveloped SAFA application (unified technology, improved functionality and new module on follow-up actions). The implementation of an automatic data exchange functionality that will enable automatic data transfer between some national databases and EASA SAFA database will be considered.
- Implementation of the centralised system for the follow-up of the corrective actions vs. SAFA inspection findings.
- Continuous update of the SAFA procedures, in line with the technical advancements and the regulatory amendments and the proposals made by the Members States in order to enhance the procedures taking into account their experience.
- Carrying out regular and ad-hoc analyses and improvement of the analytical methods, if needed.
- Carrying out the SAFA standardisation audits to the NAA of participating states in accordance with Reg. EC 736/2006.
- Continuous support to the Commission for the ASC on the Black List.

2.7.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
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		
Qualification of SAFA inspectors	Completion of training with an EASA approved training organisation		100% by 2009



Development of the SAFA database	Ease of use and quality of output		Year on year improvement
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3 Support activities

3.1 *Brief summary of milestones expected in 2009*

3.1.1 Applications management and Procurement services

As of 1st January 2009 one additional NAA contract with Romania has entered into force. One more contract with Luxemburg is in preparation.

The application and financial management of projects is meant to be a centralised activity in order to have standardised procedures and "one face to the applicant". Since some of these tasks are still dealt within the technical departments, these tasks are planned to be transferred at least with the implementation of the ERP system.

The ERP implementation will result in fundamental improvements of the department operational and reporting activities (application management, 3rd party outsourcing and procurement).

The closure of the JAA in mid 2009 will imply that EASA has to take over the application management with the manufacturer, which was allocated in the past to the JAA under a contractual arrangement.

The first amendment to the Fees and Charges Regulation (EC 593/2007) was implemented in January 2009. One of the most challenging activities for the year 2009 together with the ERP implementation will be the re-design of the fee scheme for the existing remits.

3.1.2 Finance Services

The SAP implementation phase will relate to the capabilities of the existing financial system, but the most important challenge will be to develop new functionalities in order to allow a significant improvement of the management information.

The new organisation entered into force in January 2009 is aiming at strengthening the planning function within the Agency. The newly created Planning and Performance section will contribute to improve the management reporting by developing and following up new performance indicators.

This will be concretely achievable after the Go-live date of the SAP Project scheduled for the 6th of July.

Without waiting for the SAP implementation, the analytical accounting will be developed with a view to provide the necessary detailed cost and revenue information on certification activities in order to allow the assessment and possible review of the current F&C regulation.



3.1.3 Information Services

Considerable effort will continue on support activities to the ERP joint project.

After the implementation of phase 1 of the ERP project the activities to implement a Document Management System/Enterprise Record Management System will be increased. First steps for the as-is analysis have already been started and are executed in parallel to the ERP implementation.

Two other major projects will run in parallel to the ERP implementation: The ISO 9000 Certification supported by the implementation of a Business Processes Modelling Tool called ARIS and the design and implementation of an Audit Tool covering both internal and external audits.

A continuous effort will be made to improve the EASA specific tools like the AWD (Airworthiness Directory) and CRT (Comment Response Tool) and to enhance the EASA Internet and Intranet offerings.

In the Infrastructure area a remote data centre will be implemented providing fail over and data protection capabilities, as part of the business continuity plan. That will include the installation of a Storage Area Network (SAN).

Data security will be strengthening through implementation of remote access authentication and public key infrastructure technology.

3.1.4 Corporate Services

The Agency will complete business case for records management and the business systems requirements for an IT application. As part of it a business classification scheme will be finalised together with the relevant policy needed to be applied across the departments.

3.1.5 Legal Services

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

In addition, in 2009 the Agency's data-protection coordinator will have been recruited and will initiate the implementation of the required personal data-protection framework. This function will also ensure better coordination of the requests for public access to documents.

Also the necessary procedures for the management of complaints and other feedback will be further refined to ensure adequate and timely response.

3.1.6 Audit & Quality

The Agency will continue to work on the ISO certification project, focusing on the planning cycle, risk management, business processes modelling, stakeholders feedback, audits and follow up of actions. An ISO pre audit is planned at the end of 2009.



3.1.7 Human Resources

All EASA positions will be evaluated and weighted based on Hay methodology or equivalent. This will provide the basis on which to build an integrated HR development system. All job descriptions will be reviewed and updated, also to include the relevant dimensions to for the job evaluation methodology.

A structured policy on internships at EASA will be adopted and implemented.

The HR database will be further developed, in order to include additional functionalities such as management of the merit-based promotion system.

3.1.8 Technical Training

In the frame of the preparation of the extension of the Agency's remit to Operations, Flight Simulation Training Devices and Flight Crew Licensing, an increase in initial training course syllabus and material development is expected.

The definition of ab-initio training programmes for young graduated engineers will be finalised in close cooperation with C Directorate.

The e-Examination system will expand to cover additional examination topics identified by the stakeholders. Continuous growing of conducted e-Exams is expected due to the increased number of EASA e-Examination providers.

The initial step of the newly established e-learning system will enable delivery of continuation and recurrent self training for the Agency' staff, as well as for NAA staff working for the Agency in the domain of standardisation inspections.

The extended scope of course delivery for the Agency's staff will continue either using internal resources (including EASA and NAA experts) or selected external providers.

The new policy to open EASA organised courses to NAAs will be further implemented.

Significant progress in identifying common interest in the scope of technical training activities between the Agency and the NAAs is expected. SINAPSE community and additional operational meetings (at least 3) are foreseen. Initial qualification criteria for the most common aviation safety inspector's profile (e.g. airworthiness inspector) will be set-up as the basis of identifying basic and specific training programmes.

Broader implementation of new training technologies will be introduced in order to fulfil already identified needs and obligations for both self-training (the Agency's staff in scope of recurrent training) and long-distance training (standardisation inspectors of member states recurrent training, training of NAA staff in bilateral agreements matters etc.). The aim of introducing new technologies is to improve the effectiveness of training delivery. The initial phase should be fully developed in 2009.

Training in the context of Bilateral Agreements and Working Arrangements will expand together with training delivery to third countries, in support to the international cooperation department and at the request of the European Commission.



3.1.9 Research

In its research activity, the Agency ensures consistency with the Community objectives set out in the Basic Regulation. Basically, this consists of:

- Developing and financing projects as far as they are in the field of the Agency's competence
- Coordination of activities with those of the Commission and the Member States to avoid duplication and assure consistency and
- Dissemination of the results of research

Moreover, to support its activities the Agency may be involved in "long-term" research activities sponsored by the Commission, Member States or industry.

In 2009, the Agency will further develop its capabilities in internal and external coordination activities and research project management. It will develop and publish a research plan identifying the Agency's partnerships, projects and priorities. The Agency will also widen its presence in the international aviation research community, maintaining a regular cycle of funding of focused safety and environmental protection research projects becoming a point of reference for solutions to regulatory problems.

The arrangement with the Commission on the programming and implementation of aviation research projects financed by the 7th Framework Programme will be advanced; the Agency's involvement will be increased as resources permit.

3.1.10 Other support activities

In addition to the specific activities detailed above, the annual Europe- US Aviation Safety conference (Athens, June 2009) has been successfully organised by EASA. Moreover reflection and preparation (in terms of planning and transition) for the second extension of the scope of the Agency will be initiated.

The study on future outsourcing options of certification tasks will be finalised.

3.2 Work Programme 2010

3.2.1 Applications management and Procurement services

It is expected that the new Fees and Charges Regulation which contains the re-designed fee scheme for the existing remits will enter into force in 2010. The implementation of the new fees and charges system will be a major challenge for the Department in 2010.

3.2.2 Finance Services

The implementation of SAP will be further consolidated and developed especially in the area of management information. The project will enter in its second phase with further developments in reporting, technical project follow-up, customer relationship management etc.



The challenge will be to continue to support efficiently the agency with a strong focus on cost efficiency.

3.2.3 Information Services

According to the current provisional planning phase 2 of the ERP implementation could be started in 2010. The major areas of work will be (among others):

- Utilise the functionality provided by the SAP PS module (Project System) for the project management and project controlling
- Enhance the reporting
- Support the entire planning process (expenditures and revenues) with SAP modules like Business Warehouse (BW), Business Intelligence (BI) and Strategic Enterprise Management (SEM)

Another major project will be the implementation and roll-out of a Document Management System/Enterprise Records Management System (DMS/ERM).

3.2.4 Corporate Services

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

3.2.5 Legal Services

The Agency's data-protection coordinator recruited in 2009 will have further developed the required personal data protection framework.

The necessary procedures for the management of complaints and other feedback have been updated.

3.2.6 Audit & Quality

Based on the results of the ISO pre audit performed at the end of 2009, the Agency will work on finalising the ISO 9001 certification project. The final audit is planned for 2010. Moreover the Agency will provide support to 10 member states that will be audited by ICAO.

3.2.7 Human Resources

Building on the previously established HR development processes (job descriptions and job evaluation, annual individual objectives and annual performance appraisal, individual training plan, merit-based promotion), an integrated competence development policy will be implemented. This will include a number of tools and approaches (internal and external training, internal horizontal mobility across different positions, strengthened links with universities and other relevant organisations), to ensure that the key competences required by the EASA are built and maintained updated, even in a possible future scenario in which it may be more and more difficult for EASA to hire senior technical expertise from the labour market.



3.2.8 Technical Training

As preparation for the extension of the Agency's remit to Air Operations, Flight Crew Licensing and Third Country Operators a significant increase in training course development is expected.

Considering estimated scope of abovementioned activities two (2) additional training officers will be selected (in accordance with the Establishment Plan) and at least 4 External Experts will be needed in the first half of the year (to ensure adequately quick responding time for the training delivery start after the adoption date of the IR and AMC/GM).

The e-Examination system will expand to cover the new fields of competence following the extension of the Agency's remit (Basic regulation and implementing rules). Increased number of e-Examination providers is expected together with continuous growing of e-Examinations performed (considering both the increased number of e-Examination topics in "old" domains – initial and continuing airworthiness and especially in "new" domains – air operations, flight crew licensing, third country operators). The published syllabi in all identified domains will be used for dissemination of expected standardised knowledge level of the aviation industry.

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

A stable set-up "partnership" in the scope of technical training activities between the Agency and the NAAs will identify training courses of common interest (courses with both conventional and much focused specific content) and more comprehensive qualification programmes / packages as well. Subsequently the training delivery by the Agency (EASA scope of technical training elements) or through the Agency (technical training elements delivered by contracted external providers) will consider identified common areas of needs.

The established e-learning system will enable efficient delivery of continuation and recurrent self training for the Agency' staff, as well as for NAAs staff.

Training in the context of new Bilateral Agreements and Working Arrangements will expand together with training delivery to third countries. Adequately tailored training courses and programmes will accommodate specific training needs of third countries or regions.

Intensive use of new training technologies (in addition to first phase implementation of e-Learning) will significantly improve the effectiveness of training delivery for internal and external customers allowing significant expansion of the delivered scope.

3.2.9 Research

A consolidation of existing capacities is expected. A modest but highly focused programme of short-term projects will be investigated for future funding.

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

Promotional work will be undertaking to highlight the values of the portfolio of completed projects of the Agency.



The arrangement with the Commission on the programming and implementation of aviation research projects financed by the 7th FP will be concluded. Similar arrangements with the industry will be considered.



3.3 Objectives and Key Performance Indicators

Objective	KPI	Target 2009	Target 2010
Improved speed of task allocation process for initial airworthiness certification related activities	Percentage of applications processed to task allocation within 5 working days as from application receipt	70%	75%
Improved speed of certificate issuance process	Percentage of technical visas processed to certificate within 5 working days as from technical visa receipt	70%	75%
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	133	120
Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2010	95%	98%
Identify standard training programme (common criteria with regard knowledge, skills and experience) for Aviation Safety Inspectors' profiles	Final working paper	Draft 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 : 500 No. of e-Exam topics: at least 16	No. of e-Exams : 1000 No. of e-Exam topics: at least 24



ISO 9001 Certification	Certificate obtained	Preparation and pre-audit	Certificate obtained
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



4 Staff and budget

4.1 *Planned Temporary Agents per activity*

	2009 (Authorised)	2010 (PDB)
Products Certification	166	205
Organisation Approvals	57	73
Standardisation	45	45
Rulemaking	64	71
International Co-operation	11	12
Safety Analysis and Research	17	18
SAFA and Operators	8	8
Support Activities	138	138
Total Agency	506	570



4.2 Planned Temporary Agents per grade

	2008	2009	2010
Category	Employed on 31.12.08	Establishment Plan (Authorised)	Establishment Plan (Preliminary Draft Budget)
AD16		0	0
AD15	3	5	2
AD14	2	2	6
AD13	5	10	12
AD12	21	24	26
AD11	17	35	50
AD10	10	48	55
AD9	94	68	75
AD8	42	92	104
AD7	49	59	58
AD6	46	44	55
AD5	17	6	4
Total AD	306	393	447
AST11		0	0
AST10		0	0
AST9		0	0
AST8		0	0
AST7		2	3
AST6		4	7
AST5	4	18	24
AST4	10	30	30
AST3	29	31	30
AST2	47	24	18
AST1	7	4	11
Total AST	97	113	123
Total	403	506	570



4.3 Preliminary Draft Budget 2010

<u>REVENUES</u>	2008	2009	2010
	1st Amending Budget	Initial Budget	Preliminary Draft Budget
1. REVENUE FROM FEES AND CHARGES	54.150	58.942	71.684
2. EUROPEAN COMMUNITY SUBSIDY	30.000	31.540	33.497
3. THIRD COUNTRIES CONTRIBUTION	1.481	1.554	1.695
4. OTHERS CONTRIBUTIONS	500	1.030	330
5. ADMINISTRATIVE OPERATIONS	700	680	680
6. REVENUE FROM SERVICES RENDERED AGAINST PAYMENT	235	196	0
7. BUDGETARY CORRECTIONS	14.865	12.708	12.708
TOTAL REVENUE	101.931	106.650	120.594

<u>EXPENDITURES</u>	2008	2009	2010
	1st Amending Budget	Initial Budget	Preliminary Draft Budget
Title 1 - TOTAL STAFF EXPENDITURE	40.351	49.041	56.877
Title 2 - TOTAL BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	11.560	14.208	14.682
Title 3 - TOTAL OPERATIONAL EXPENDITURE	36.812	29.663	35.997
Title 4 - TOTAL SPECIAL OPERATIONS PROGRAMMES	500	1.030	330
Title 5 - TOTAL OTHER EXPENDITURE	12.708	12.708	12.708
TOTAL EXPENDITURE	101.931	106.650	120.594



4.4 Revenue and Expenditure breakdown per activity

In (000's)

	ACTIVITY	TITLE	Budget 2009	PDB 2010
FEES & CHARGES	Product Certification	T1 Staff expenditure	21.112	24.010
		T2 Administrative expenditure	6.485	6.319
		T3 Operational expenditure	12.273	17.767
		TOTAL	39.869	48.097
	Organizations Approval	T1 Staff expenditure	7.376	9.173
		T2 Administrative expenditure	1.936	2.202
		T3 Operational expenditure	9.762	12.213
		TOTAL	19.073	23.588
	FEES & CHARGES	T1 Staff expenditure	28.487	33.183
		T2 Administrative expenditure	8.420	8.521
		T3 Operational expenditure	22.034	29.980
		TOTAL	58.942	71.684
EC-CONTRIBUTION	Standardisation	T1 Staff expenditure	6.097	7.814
		T2 Administrative expenditure	1.587	1.969
		T3 Operational expenditure	2.762	2.385
		TOTAL	10.446	12.169
	Rulemaking	T1 Staff expenditure	10.223	11.172
		T2 Administrative expenditure	2.763	2.735
		T3 Operational expenditure	2.991	1.737
		TOTAL	15.976	15.644
	International Cooperation	T1 Staff expenditure	1.187	1.341
		T2 Administrative expenditure	433	443
		T3 Operational expenditure	1.559	1.266
		TOTAL	3.178	3.050
	Safety Analysis/Research	T1 Staff expenditure	2.338	2.576
		T2 Administrative expenditure	709	700
		T3 Operational expenditure	1.127	707
		TOTAL	4.174	3.984
	SAFA	T1 Staff expenditure	707	791
		T2 Administrative expenditure	297	315
		T3 Operational expenditure	223	250
		TOTAL	1.226	1.356
	EC-CONTRIBUTION	T1 Staff expenditure	20.552	23.694
		T2 Administrative expenditure	5.788	6.161
		T3 Operational expenditure	8.660	6.346
		TOTAL	35.000	36.202
TOTAL EASA		T1 Staff expenditure	49.039	56.877
		T2 Administrative expenditure	14.208	14.682
		T3 Operational expenditure	30.695	36.326
		TOTAL	93.942	107.886
		T5 Provisions	12.708	12.708
		TOTAL	106.650	120.594



Attachment A: List of Acronyms

ACARE	Advisory Council for Aeronautics Research in Europe
AeMC	Aeromedical Centre
AIB	Accident Investigation Body
AMC	Acceptable Means of Compliance
A-NPA	Advance Notice of Proposed Amendment
ANS	Air Navigation Services
BASA	Bilateral Aviation Safety Agreement
CA	Continuing Airworthiness
CAWST	Continuing Airworthiness Standardisation
CAST	European Commercial Aviation Safety Team
CJAA	Central JAA
CNS/ATM	Control Navigation Services / Air Traffic Management
CRD	Comment Response Document
CS	Certification Specification
DOA	Design Organisation Approval
EASA	European Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Conference
ECAST	European Commercial Aviation Safety Team
EHEST	European Helicopter safety Team
ENaCT	EASA National authorities Certification Transition Group
ERP	Enterprise Resource Planning
ESSI	European Strategic Safety Initiative
ETSO	European Technical Standards Order
FAA	Federal Aviation Administration
FANS	Future Air Navigation System
FCL	Flight Crew Licensing
FSTD	Flight Synthetic Training Devices
FTOs	Flight Training Organisations
EGAST	European General Aviation Safety Team
IA	Initial airworthiness
IAWST	Initial Airworthiness Standardisation
IAC	Interstate Aviation Committee
ICAO	International Civil Aviation Organisation
ICAO – COSCAP	Cooperative Development of Operational Safety Continued Airworthiness Programme
ICAO – USOAP	ICAO Universal Safety Oversight – Audit Programme
ISC	Internal Safety Committee
ISO	International Standard Organisation
JAA	Joint Aviation Authority
JAA LO	JAA Liaison Office
JOEB	Joint Operation Evaluation Board
KPI	Key Performance Indicator
MB	Management Board
MRB	Maintenance Review Board
NAA	National Aviation Authorities
NPA	Notice of Proposed Amendment
OEB	Operation Evaluation Board
OPS	Operations
OSTIV	Organisation Scientifique et Technique du Vol à Voile
POA	Production Organisation Approval
QMS	Quality Management System
PtF	Permit to Fly
RNP	Required Navigation Performance
SAFA	Safety Assessment of Foreign Aircraft



SARP	ICAO Standards and Recommended Practices
STC	Supplemental Type Certificate
STD	Synthetic Training Device
TA	Temporary Agent
TC	Type Certificate
TRTO	Type Rating Training Organisations
UAE	United Arab Emirates