



European Aviation Safety Agency

2007 WORK PROGRAMME

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List of acronyms

ACARE	Advisory Council for Aeronautical Research in Europe
AD	Airworthiness Directive
ADREP	ICAO Accident/Incident Data Reporting System
AGNA	Advisory Group of National Authorities
AIB	Air Accident Investigation Body or Board
CAMOA	Continuing Airworthiness Management Organisation Approval
CAST	Commercial Aviation Safety Team
CS-23/25	Certification specification for small aeroplanes and large aeroplanes.
CS-27/29	Certification specifications for small rotorcraft and large rotorcraft respectively
CS-AWO	Certification specification for all weather operations
DOA	Design Organisation Approval
EASA	European Aviation Safety Agency
ECCAIRS	European Co-ordination Centre for Aviation Incident Reporting Systems
ESSI	European Strategic Safety Initiative
EU	European Union
EUROCAE	The European Organisation for Civil Aviation Equipment
EUROCONTROL	European Organisation for the Safety of Air Navigation
FAA	Federal Aviation Administration (US)
FCL	Flight Crew Licensing
ICAO	International Civil Aviation Organisation
ICT	Information and Communication Technologies
IHST	International Helicopter Safety Team
ISC	Internal Safety Committee
JAA	Joint Aviation Authorities
JSSI	Joint Safety Strategy Initiative
MOA	Maintenance Organisation Approval
MTOA	Maintenance Training Organisation Approval
NAA	National Aviation Authority
OPS	Operations
PCM	Project Certification Manager
POA	Production Organisation Approval
SAFA	Safety Assessment of Foreign Aircraft
SARPs	Standards And Recommended Practices (ICAO)
SSCC	Safety Standards Consultative Committee
USOAP	Universal Safety Oversight Audit Program (ICAO)

Introduction

The European Aviation Safety Agency: tasks and missions

The European Aviation Safety Agency is a European Community Agency created on the basis of Regulation 1592/2002 (the Basic regulation) in order to promote the highest common standards of safety and environmental protection in civil aviation.

It is the centrepiece of a new, cost-efficient regulatory system in the European Union and a reliable partner for counterpart civil aviation authorities throughout the world. Its primary tasks in the areas of airworthiness and environmental compatibility, as defined in the Article 15 of the Basic Regulation, are:

- ✓ certification and oversight of aircraft (and products), and organisations involved in their design;
- ✓ participation to the elaboration of an extensive , integrated framework of common rules which would ensure the coherence and the safety of the aviation system; and
- ✓ standardisation of the procedures and practices within the Agency and the National Aviation Authorities in order to provide for a consistent and uniform implementation of Community law.

The Basic Regulation (Article 1.1.b and article 7) had provided for an extension of the remit of the Agency, on the basis of a proposal of the European Commission. The preparatory work on the subject had been undertaken in 2005 with the adoption of a legislative proposal and a Communication by the European Commission. This set out the strategy for extending the scope of the Basic Regulation in the future, the remit of the Agency being extended first to air operations, pilot licensing and third country aircraft oversight.

The European Aviation Safety Agency: history and structure

The Agency is structured in four directorates, under the direct supervision of the Executive Director: the Certification Directorate, the Rulemaking Directorate, the Quality and Standardisation Directorate and the Administrative Directorate.

The Executive Director was in position in September 2003 and the Agency started operating with a dozen non-permanent staff. In 2004 the first recruitment took place, allowing for the arrival in post of all directors, and later during the year of some 100 staff. The Agency moved to Cologne, its definitive headquarters, on 1st November 2004.

Emphasis was put first on the creation of the main structure of the Agency by filling in the upper layers of the organisational structure and by completing the administrative function, in order to support the later growth of the Agency.

While rulemaking and standardisation coordination tasks could be soon internalised, a major part of the certification tasks have been carried out on the Agency's behalf by NAAs, under the direct supervision and sole responsibility of the Agency.

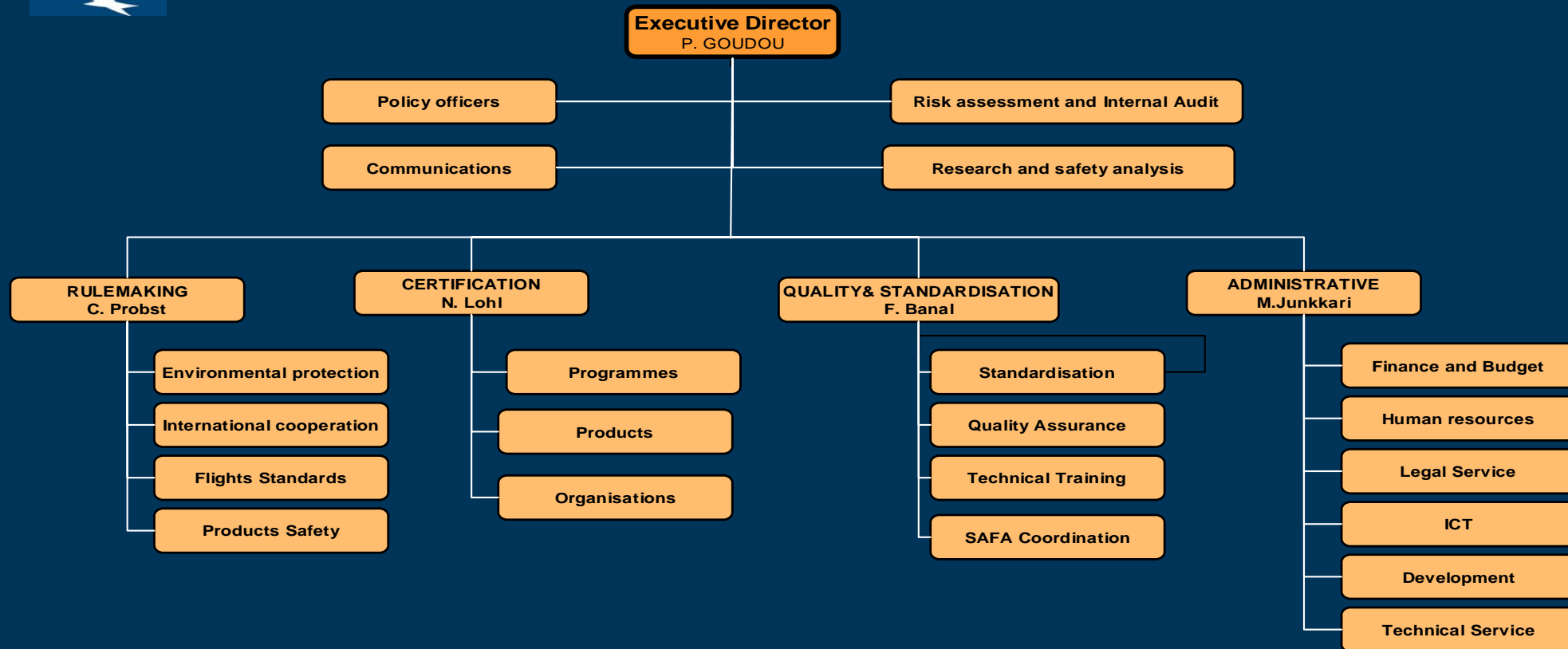
In 2005 and 2006 the staffing of the Agency was reinforced, the recruitment priority being given to expert staff in order to allow for the progressive internalisation of the certification tasks

The European Aviation Safety Agency vision: a safe and sustainable aviation system

To contribute to this system, the Agency aims to be a European authority of reference for civil aviation safety and environmental protection, leading efforts to ensure cost effectively a high uniform level of protection for the European public and making key contribution to aviation safety and environmental protection at global level.



European Aviation Safety Agency



1. The Executive Directorate in 2007:

The Executive directorate is organised between a general support team, working on the general coordination of Agency's work and units having a transversal activity.

1.1 Safety Analysis and Research: strengthening the initial team for the benefit of the whole Agency

1.1.1. Working with the international Air Accident Investigators

The Air Accident Investigation Bodies (AIBs) are Agency's key partners in the aviation safety system.

The Accident Investigation Manager is to strengthen the team responsible for the Agency's response to Safety Recommendations. A Safety Recommendations Officer and database maintenance Administrative Assistant will be recruited.

The Agency will continue work to develop formal agreements with the AIBs to ensure that when safety deficiencies are detected that corrective action will be taken in a timely manner. In addition, the Agency will bring knowledge of the certification basis of an aircraft type to the investigation process led by one AIB, when necessary.

1.1.2. Safety Analysis – knowledge from data

The unit conducts studies and provides reports concerning the safety of European and world-wide aviation. The annual safety review and periodic safety reports will be delivered to the Agency's Internal Safety Committee (ISC) for approval. Analysis will be performed on SAFA data and, as soon as possible, on ECCAIRS data to provide input to the annual report. The sections capabilities will be strengthened and its periodic deliverables refined. In the year a further Safety Analyst will be recruited.

1.1.3. Safety databases and information resources

The Safety Analysis Manager is to continue to develop agreements with aviation safety data providers. Liaison with ICAO and other organisations will continue in order to further adapt the ADREP taxonomies to the needs of occurrence reporting. The ECCAIRS system will be used as a foundation for a common repository of occurrence data. In the year a Technical Assistant to administer safety databases will be recruited.

1.1.4. Short term research ; solving safety problems discovered by safety analysis

A Research Project Manager will be recruited to establish this section. The Research Project Manager will create procedures to ensure the effective management of safety related projects funded by the Agency. During the year a small number of projects will be funded to maintain research work in areas of significant safety interest.

In co-operation with Rulemaking, a working relationship with DG-Research will continue to be developed. New measures will be put in place to facilitate safety research coordination between the Agency and the NAAs. The Agency will extend cooperation to other international organisations funding safety research (FAA and Transport Canada).

1.1.5. The Agency's support for international safety initiatives

The European Strategic Safety Initiative (ESSI) comprises of three pillars. Different approaches are found necessary for Commercial Aviation, Rotorcraft and General Aviation. When the JAA terminated JSSI a European CAST had to be established. This year the initiative starts work.

The Safety Action Coordinator will ensure the smooth and structured build up of the work programme of the ESSI. A full programme of activities will be put in place for the European CAST. Participation in the IHST will be coordinated to ensure that European matters of concern are addressed.

The Agency will continue to work with ICAO on the development of safety indicators.

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| <ul style="list-style-type: none">• Strengthening of the team through various recruitments• Writing of procedures for the management of safety projects funded by the Agency• Development of ESSI• Participation on IHST |
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1.2 The Communications unit

With the further expansion of the Agency's remit under preparation for 2007/2008, in particular regarding the areas of operations, flight crew licensing and certification of third-country operators, the Agency's external communications requirements will grow substantially. The Communications Unit will endeavour to meet these requirements through providing accurate, regular and comprehensive information packages to the media as well as to the Agency's political, institutional and industry stakeholders.

Having established an initial network of the communication departments of the NAAs in 2006, the Communications Unit will continue to develop joint initiatives

such as sharing stands at exhibitions and conferences and joint press releases on specific issues.

As at ILA (Berlin) and Farnborough in 2006, the Agency will again present its mission to visitors of international air shows and conferences in 2007, including the Paris Air Show at Le Bourget.

Moreover, following the recommendations of Commission's public communication policy, the communications unit will launch specific information initiatives to raise awareness of the Agency's with the general public. Newspaper, news agency and especially the TV contributions successfully undertaken in 2006 will again be intensified in 2007. The Agency will participate to the joint awareness raising initiatives of the EU Agencies.

The Agency's web site will continue to be developed as a multilingual customer-oriented site with client-specific sub- functions. Following the successful launch of the AD-tool for distribution of airworthiness directives in 2006, the Agency's online communication will include further customised functions for specific users in 2007.

The crisis communication plan as set up in the previous years will be up-dated and co-ordinated with the NAAs and the rest of the Agency.

Following the adoption of the Agency's external communications policy in the first half of 2006 and the proposal for an internal communications policy in the second half of 2006, the Communications Unit will be the leading department for the implementation of the Agency's internal communication policy in 2007, which will include tasks activities of all Directorates notably the Administrative Directorate.

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| <ul style="list-style-type: none">• Joint information actions with NAAs and other EU Agencies• Specific information initiatives aimed at the general public• Annual revision of external and internal communications strategies and priorities• Crisis communication update• Raising awareness of Agency's• Web content and intranet development: continuous content update and tool improvement |
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1.3 The Risk assessment, internal audit function

The main objective for the year 2006 was to establish the risk assessment and internal audit function within the Agency. Consolidating the established policies and procedures and carrying out audits will be the foremost objectives for the following year.

1.3.1. Risk assessment

The Protocol of the first risk assessment exercise conducted in 2006 ought to be updated depending on the output from the assessment exercise relative to the Agency's liability carried out by external consultants. Such update or enhancement in accordance with the Commission's Risk Management and Implementation Guide is aimed to perform a detailed, high level review in order to progressively ensure the full coverage of all critical risks.

The high level risk analysis conducted in the year 2006 will be modified in line with significant changes in the Agency's strategy, system and organisation of activities and its external environment. The updated high level risk analysis will be structured and documented in a risk register format.

A risk assessment exercise will be organised and conducted during the internal audits or independently performed at the level of each Directorate and/or process. The exercise would be conducted by interviews, questionnaires and/or workshops.

1.3.2. Internal audit

An annual audit plan will be set up, in close cooperation with the Quality assurance department. It will be notably based on results from the risk analysis.

Four internal audit missions to be conducted in the year 2007 plus an annual internal control assessment which will be assessed during the year.

In addition start to carry out some follow up audit missions.

- Conduct detail risk assessments.
- Conduct a high level risk assessment exercise.
- Carry out at least 4 internal audit missions.
- Perform an annual review of internal control.

1.4 Horizontal coordination activities

The executive directorate is, per se, in charge of the general coordination of Agency's activities. As such, it provides secretariat to the Management Board of the Agency, and will in consequence support it in the evaluation work to be undertaken under Article 51 of the Basic Regulation. The scoreboard put in place in 2006 will ensure an even closer monitoring of Agency's activities.

Other tasks to be carried out there are the elaboration of the Agency's annual activity report and the coordination of the preparation of the Preliminary draft budget, and work programme for 2008. A working group comprising representatives of the Management Board and of the EAB has been successfully put in place during the last two years in order to smoothen the elaboration of these last two documents.

Additional to these ongoing tasks, the team will also concentrate on organising the 2007 Europe/US International Aviation Safety Conference, and on facilitating the installation of the JAA liaison office in Cologne.

- Management Board secretariat
- Co-ordination activities, drafting of the annual activity report, of the preliminary draft budget and of the work programme
- Facilitate the establishment of the JAA Liaison Office in Cologne.
- Facilitate the organisation of the 2007 Europe/US International Aviation Safety Conference in Prague.

Executive Directorate: 2007 in brief

Overall budget used within the directorate: €5,3 millions

Overall staff employed within the directorate: 30 – temporary agents

Staff costs	€2,5 millions
Infrastructure costs	€0,8 million
Operational costs	€2 millions

Activity	Objectives assigned	staff
Safety Analysis and Research	<ul style="list-style-type: none"> • Strengthening of the team through various recruitments • Writing of procedures for the management of research projects funded by the Agency • Development of ESSI • Participation on IHST 	In place January 2007: 6 To be recruited during the year: 5
Communication	<ul style="list-style-type: none"> • Joint information actions with NAAs and other EU Agencies • Specific information initiatives aimed at the general public • Annual revision of external and internal communications strategies and priorities • Crisis communication • Raising awareness of Agency's • Web content and intranet development: continuous content update and tools improvement 	In place January 2007: 6 To be recruited during the year: 0
Risk assessment	<ul style="list-style-type: none"> • Conduct a high level risk assessment exercise. • Conduct detail risk assessments. • Carry out at least 4 internal audit missions. • Perform an annual review of internal control. 	In place January 2007: 1 To be recruited during the year: 1
Executive Director Office	<ul style="list-style-type: none"> • Management board secretariat • Co-ordination activities • Facilitate the establishment of the JAA Liaison Office in Cologne. • Facilitate the organisation of the 2007 Europe/US International Aviation Safety Conference. 	In place January 2007: 10 To be recruited during the year: 1

2 The Certification Directorate in 2007:

Since the start of Agency operations on 28 September 2003, the Agency has been responsible for certifications tasks which were still carried out by National Authorities within the European Union. This was done via a letter of delegation in 2003 and 2004, and as from mid 2005 via the signature of service contracts with these authorities. The work was carried out, under the direct supervision of the Agency and under its clear sole responsibility.

Progressively, in parallel with the development of its certification directorate, tasks were internalised by the Agency. Core teams are constituted and operational. Agency working methods are defined and used. In the meantime, many NAAs have lost their staff which either joined the Agency or left to the Industry, making the transfer of activity from the NAA to the Agency (internalisation) more necessary.

In accordance with its certification strategy the Agency will carry out internally in 2007 as many projects as its staffing level permits but at the same time will have to carefully review some of its initial assumptions to take into account the experience of previous years and to evaluate some options, including:

- total volume of so called “proximity activities” which will continue to be outsourced to the NAAs,
- Agency’s local presence in some Member States on a long-term basis,
- Extension of the transition phase by at least one additional year in order to give the Agency more time to reach its final staffing objectives.

The surveys of the situation conducted in cooperation with the NAAs already show that the optimum solution might be different from one country to the other. Combinations of options might also provide satisfactory solutions.

In this respect, 2007 the adjustments to the implementation of the Agency taking into account, in a pragmatic manner, the cultural differences amongst its Member States and the lessons learnt during its first years of existence will be defined and prepared.

2.1 Safety oversight and certification activities in 2007

2.1.1 Product certification activities: programmes, approvals, continuing airworthiness

This part of the work programme contains an overview of the main activities of the Directorate which are to take place in 2007.

▪ Major programmes

The A380 type certificate will have been delivered in the very last days of 2006. However, much of the activity will continue intensively throughout the first years of service of the aircraft. The type-certification of Dassault Falcon 7X will be completed in the first months of 2007, again resulting in a continued high workload for the team during the first year of post-TC activity.

The Airbus A400 and the Rolls-Royce Trent 1000 engine type certification programmes will continue, together with the validation of the Boeing 787. The definitive Airbus A350 programme is also likely to be officially launched by the end of 2006 and the related type certification activities will commence in 2007. Although their rhythms cannot be accurately predicted, the Russian Beriev 200 and RRJ projects may also come in active phases, together with the SAM 146 engine.

This represents a very high workload which will mostly be carried out internally, with smaller "compact" teams, except mostly for flight testing, which will continue to be outsourced.

- **Other certificates and approvals**

In addition to type certification programmes mentioned before, TCs will be delivered for rotorcraft, general aviation and propulsion products, both for European and foreign designs (validation). A large number of other certificates or approvals (over 5000) are being delivered every year for major and minor design changes and repairs, supplemental type certificates, equipments and parts and appliances. This constitutes the bulk of the approvals which will be delivered in 2007.

- **Continuing airworthiness**

Activities related to the continuing airworthiness of products, such as the participation in airworthiness review meetings, preparation of airworthiness directives¹ (AD) also represent a major activity for the Directorate. This work will be facilitated by the Internet tool implemented in 2006 and by the additional staffing allocated in the same year to the AD sub-section.

The transfer of most of the products designed and approved in the Member States joining the EU in 2004 is also to be brought to completion in March 2007. Works on products originally designed and approved in the CIS will continue.

- **Taking over of the JAA activities**

The certification directorate will take over from 01/01/07 on, the management of activities which were previously carried out under the management of the central JAA. (JOEB).

2.1.2 Organisation approvals

Generally, the Agency has to approve all design organisations (DOA) and the foreign continuing airworthiness (Part 145, Part 147 and Part M) and production organisations.

¹ These are mandatory actions, imposed to restore the airworthiness of products and ensure the safety of aircraft. As such they are an important part of the safety system safeguarded by the Agency

2.1.2.1 Further promotion of the design organisation approval concept

A complete implementation of the provisions on design organisation approvals (DOA) of Regulation 1702/2003 is a main element of the Agency policy to ensure a fast, modern and efficient service to the industry. By making use of the privileges granted by its DOA an organisation can provide on the spot rapid approval of changes and repairs, under the supervision of a design assurance system surveyed by the Agency.

Present surveys show that although the DOA concept is not new, its implementation is not consistent throughout Europe. Significant efforts must therefore be spent to extend the deployment of DOAs, and their use of. DOA investigation and continuous surveillance activities are to be carried out by Agency's staff.

An extended use of DOA will also reduce the number of minor design change and repair approvals to be delivered directly by the Agency, thus further contributing to the efficiency of the Agency.

The number of approved Design Organisations (Part 21 Subpart J) will reach 173 at the end of 2006. It is expected to be 190 at the end of 2007.

In coordination with the Agency's rulemaking directorate, the DOA concept could be extended in several directions:

- a simplified DOA for general and light aviation with privileges limited to the approval of minor design changes and repairs,
- on the other hand, for well structured organisations with a reliable record in DOA surveillance, extension of the privileges to some "simple" major design changes, repairs (third party) or STCs,
- extension of the concept to accredited entities having only the approval function for designs produced by other bodies.

2.1.2.2 Foreign organisation approvals other than DOA

In general, the Agency is able to rely on the foreign authorities, as provided for in appropriate arrangements or agreements. When such arrangements do not exist, however, the Agency is obliged to investigate the approvals itself (using either its internal resources or outsourcing investigations to Member States' NAAs).

In most cases the Agency expects to outsource the technical investigations to Member States' NAAs. However, the Agency will nevertheless acquire a small number of highly qualified experts in house and will perform enough technical activity itself to maintain and develop its expertise in order to be able to manage the outsourcing of the activity performed by NAAs. As well as helping to ensure that the Agency retains the required level of technical expertise in house and avoiding over reliance on Member States' NAAs, this will also allow the Certification Directorate to give assistance to the Quality and Standardisation directorate for its standardisation and accreditation activities.

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| <ul style="list-style-type: none">• Continuation of major certification programmes• More than 5000 approvals to be delivered |
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- Continuation of the work on airworthiness directives
- Completion of the transfer of products from countries joining the European Community in 2004
- Continuation of the work on CIS aircraft
- Take-over on coordination functions from the JAA (JOEB)
- Promotion of the use of DOA concept

2.2 Resources of the Directorate in 2007

2.2.1 General

At the end of 2006, the Directorate will have approximately 160 staff members out of 200 originally planned as a result of the following combination:

- 30 posts had to be delayed for entry into function in early 2007 as a result of the 2006 budgetary difficulties,
- a significant number of the lower grades offered in 2006 failed to attract sufficiently qualified candidates. As a result, the recruitment plan had to be restructured, resulting in delays.

Taking into account the solving of the budgetary problems, the situation is expected to normalise to some extent during 2007.

2.2.2 Staffing plan of the certification directorate

Taking into account the experience of 2006, the Agency will target more of its posts to university graduates and start internal training programmes.

This should enable the Agency to normalise its staffing plan, but the delay to have the staff operational will be lengthened, due to the internal training necessary.

The perspective of EASA employing local staff in different local offices could also be a solution to the problem.

2.2.3 Use of independent experts

In 2005, the Directorate has launched a call for expression of interest to which it received a significant number of suitable candidates. This was even extended to flight test pilots in 2006. As a result, the directorate has now access to number of independent experts which can be used at short notice to supplement its internal resources when outsourcing to the NAA is not possible or practical.

2.2.4 Working methods

The directorate has proven in 2005 and 2006 that its proposal for new working methods including smaller teams and the sharing of meetings between Cologne and the applicant's were indeed practical and workable. Building on this experience, these methods will be consolidated during 2007, resulting in a more

efficient Agency. Full use will also be made of the bilateral arrangements concluded with some countries to avoid duplication of efforts.

As a whole, the Agency will be more efficient in 2007 and will be able to demonstrate its gains in efficiency. when possible the Agency will quantify these efficiency gains. Still, the technical involvement and oversight level shall not be jeopardised This will also lead to a re-assessment of the resources needed to carry out all the activities, in parallel with the definition of a new geometry as already mentioned.

2.2.5 Capacity and workload of the directorate

The estimated capacity of the Directorate in terms of the degree of internalisation of certification projects has been revised as follows:

Activity	In-house processing capacity end 2005	In-house processing capacity end 2006	In-house processing capacity end 2007
Large aeroplanes			
New EU TC project	1 project	2 projects	2 projects
EU TC Derivatives	1 project	1 project	1 project
TC validation	4 projects	4 projects	4 projects
Post-TC activities for fleets of existing transport aircraft	10%	30%	50%
STC	10%	30%	50%
General aviation			
Certification projects	10%	20%	40%
post TC activities	0%	10%	20%
STC	0%	10%	20%
Rotorcraft and balloons			
Certification projects	10%	50%	80%
Post TC activities	0%	25%	50%
STC	0%	25%	50%
Propulsion	20%	50%	80%
Equipment, parts and appliances (ETSOA)	25%	50%	80%
DOA	160	173	190
Foreign POA	4	10	14
Foreign MOA, CAMOA, MTOA	262	291	310
US and Canadian MOA	1502	1530	1530

- Staffing : exploration of alternative options
- Use of external experts
- Consolidation of working methods

2.3 Project management and support

2.3.1 Role of the Programme department

The programme department is providing the Directorate with the infrastructure and support necessary to manage its activity from an administrative point of view. This department interfaces with the applicants, distributes the work internally and to the subcontractors, and prepares all financial movements for expedition by the Administrative Directorate. It is running three main processes:

- ✓ management of applications,
- ✓ management of approvals and certificates
- ✓ management of supplier contracts.

All these processes comprise technical, administrative and financial tasks, which are handled by the programme department staff who is gradually evolving from administrative support to account managers.

The programme department is in charge of implementing the fees and charges Regulation and responsible for the timely invoicing of all the foreseen amounts. As such it is key to the functioning of the Agency. It is also a source of many important management indicators, related to the level of activity or the financial flow².

In this respect, proper staffing of this department, both in numbers and grades, is necessary.

2.3.2 IT tools

To support its activity the directorate and in particular the programme and organisation department needs support from IT systems. Those systems were first developed internally to face the necessities. However those tools had inherent limitations which were addressed. In particular, some of the database systems which the Directorate designed and implemented itself in the previous years have been ported into a more professional system during 2006. This move will continue in 2007, with a view to linking the operational and financial systems in order to avoid the time consuming and error generating double entries.

As an ultimate solution, the construction of an integrated IT management tool, initiated in 2006, will commence actively in 2007. This will facilitate the management of the numerous applications and enable precise cost accounting for each and every certificated delivered.

2.3.3 Management of outsourcing contracts

During 2006, significant improvements have been brought to the management of the contracts with the NAAs, by means of more frequent regular administrative and technical meetings and the implementation of a database tool to relate the expenses to the individual projects. These efforts have resulted in a more efficient

² The correct application of any future Fees & Charges Regulation by the Certification Directorate will be subject to various independent, internal and external, assessments

outsourcing and will be continued and expanded in liaison with the service providers during 2007.

- Adequate staffing and grading within the programme department
- Professionalisation of the IT tool, with the set up of an integrated IT management tool

2.4 Management of the Directorate

The activities of the Directorate must be continuously monitored in order to detect and to correct any shortcomings.

The basic operational management tasks of the directorate comprise the following:

- ✓ technical management for issues which cannot be solved at working level and which necessitate senior management involvement,
- ✓ staff management which ranges from the solving of current issues (leaves, sickness, etc.) to the definition of the staffing policy and plans, the up-dating of the establishment plan and all the activities related to hiring of personal,
- ✓ infrastructure planning and management (office space, equipment),
- ✓ writing and managing of a complete set of procedures. Procedures have been in place since the beginning of 2005, but, as they are effectively used, they require constant adjustments and further development, e.g. in the form of working instructions,
- ✓ daily operational tasks related to invoicing and payments, e.g. of missions,
- ✓ support to the rulemaking directorate for foreign affairs, ranging from full bilateral agreements to meetings with foreign colleagues visiting the Agency,
- ✓ support to the quality and standardisation directorate for accreditation and standardisation activities.

In addition to these operational tasks, the head of the directorate also provides a long term strategy and vision, which will be included in a business plan.

The directorate also provides support to the executive directorate in the form of draft letters, position papers, numerical and financial data, prospective and activity reports and participation in many meetings.

It must also face several audits every year and implement the actions required in the resulting action plans.

For this reason, the directorate will develop a small integrated support team at its head with a view to allow the directorate managers to provide rapid answers to all these non-operational requests without decreasing their operational management capability or adding workload to the departments.

This will also help the managers in the difficult issues associated with the definition and preparation of the new geometry of the Agency.

- Continuation of the basic operational management
- Participation to long term strategic reflection

- Set up of an integrated support team

Certification Directorate: 2007 in brief

Overall budget used within the directorate: €44,5 millions

Overall staff employed within the directorate: 291 – temporary agents

Staff costs	€24 millions
Infrastructure costs	€7,1 millions
Operational costs	€13,4 millions

Activity	Objectives assigned	Staff
Type certification Transfer of new member States products	Internalise to the maximum extent the large aeroplane projects using compact teams. Completion on 27/03/07	In place January 2007: 134 To be hired in 2007: 131
Design organisation approvals	Develop the DOA concept in its existing form Explore complementary concepts in liaison with rulemaking	
Foreign organisation approvals	Find an optimum balance between the approvals performed by in-house personal and those outsourced to NAAs.	
JAA transfer	Transfer the activities carried out under JAA responsibility to EASA on 01/01/07 without major disruption.	
Support Database systems	Improve the processes in the programme department for increased customer awareness. Gradually introduce the capacity to automatically assess the costs of individual certification projects. Complete the porting of the home-made tools to professional IT solutions. Actively start the implementation of a complete professional integrated IT system.	In place January 2007: 25 To be hired in 2007: 0
Management of the directorate	Implement a small team of support officers to assist the managers of the directorate.	In place January 2007: 1 To be hired in 2007: 2

3. Rulemaking Directorate: improving the quality of rules and expanding their scope

3.1 Rulemaking

One of the Agency's core functions is the development and issuing of rules; rules are either Agency's opinions for extending or changing the legislative framework (the Basic Regulation and the related Commission implementing regulations) applicable to civil aviation safety and environmental compatibility or material aimed at facilitating the understanding and implementation of the applicable laws (certification specifications, acceptable means of compliance and guidance material). The Rulemaking Directorate ensures this task through the implementation of the 2007 rulemaking programme, the execution of preparatory work as detailed in the 2007 advance planning, the execution of dedicated studies and co-operation with the European Commission to ensure that its research programmes/projects integrate the Agency's regulatory needs. When planning its rulemaking activities, the Agency takes due account of the Community objectives as set out in Article 2 of the Basic Regulation.

The rulemaking programmes are derived from the rulemaking inventory containing all foreseeable tasks; prioritisation is supported by preliminary regulatory impact assessments and the consultation of two specialised advisory bodies, the Advisory Group of National Authorities (AGNA) and the Safety Standards Consultative Committee (SSCC). They outline the key priority issues to be addressed within the year to further improve existing rules related to the airworthiness and environmental compatibility of aeronautical products and to progressively build the set of Community rules needed to implement the total system approach to civil aviation safety and environmental protection regulation.

When rules are adopted, great attention is given to facilitating their understanding by all those in charge of their implementation.

In addition to its basic rulemaking activities, on 1st January the Rulemaking Directorate takes over those of the Central JAA as a result of the decision of the European Civil Aviation Conference (ECAC) as regards the future of the JAA³. As a consequence the Agency is responsible for providing technical support to the JAA bodies in charge of the setting of the JAA rulemaking activities and for ensuring their timely execution in co-operation with the competent sectorial teams, using the JAA rulemaking procedures. These activities cover air operations, pilot licensing and flight synthetic training devices. The Agency will thus be able to smoothly organise the transition from JARs to Community implementing rules when the on-going legislative process on the extension of the basic regulation to these fields is finalised.

³ Decision made by ECAC Directors general at their special meeting in September 2005.

3.1.1 2007 Rulemaking programme

The programme sets out the deliverables under each activity field on a task-by-task basis together with timescales for completion.

It primarily aims at addressing safety priority issues, finalising legacy Joint Aviation Authorities (JAA) tasks, improving the quality of existing rules, aligning rules with International Civil Aviation Organisation (ICAO) Standards and Recommended Practices (SARPs) and harmonising specifications with non-EU partners. It therefore includes:

- ✓ Several improvements to CS-25 (large aeroplanes), among which fire protection and avionics,
- ✓ Improvement and update of the means of compliance for CS-27 (small rotorcraft) and CS-29 (large rotorcraft)
- ✓ Introduction of acceptable means of compliance for new technologies (electronic flight bags) and operations (requested navigation performance operations)
- ✓ Clarification of the debate related to single release versus multiple releases in Part-145.
- ✓ Modifications to Part-66 to address validity of licenses, validity of theoretical examinations and definition of type ratings.
- ✓ Opinions and Certification Specifications (CS) should be produced to address the issue of operation at long distance from aerodrome (ETOPS/LROPS).
- ✓ Finalisation of rules for flight testing.

To reduce its workload, improve efficiency and test the possibility to delegate some rulemaking tasks to the industry, the Agency makes a first experiment of using drafts prepared by volunteering NAAs or trade associations as a basis for its NPAs in some of the above mentioned fields.

On the basis of the recommendations of the “light aviation group” established in 2006, the Agency intends to issue an opinion in the first quarter of 2007 recommending changes to the Basic Regulation and to Parts 21, 66 and M to create a regulatory framework better adapted to the needs of light aviation. In this context particular attention will be given to finalising changes of Part M and their related Acceptable Means of Compliance (AMC) and Guidance Material (GM) so as to create certainty and help regulated persons and NAAs to prepare for their implementation.

The Agency will issue an opinion by summer on the extension of the Basic Regulation to the interoperability and safety regulation of air navigation services/air traffic management, complementing therefore its vision of the total system approach as far as safety of the civil aviation system is concerned.

The Agency will also issue an opinion by summer on the revision of the Basic Regulation to better address the regulation of civil aviation environmental compatibility. This is likely to encompass its vision of a total system approach in this field.

The Agency will monitor issues as they emerge during the year and assess whether they need to be addressed through urgent rulemaking. In such case it will amend its rulemaking programme in close consultation with its advisory bodies.

The Agency undertakes to fully implement its 2007 Rulemaking programme. Indicator is the number of final deliverables produced.

3.1.2 2007 Advance planning

The 2007 Advance Planning provides the major directions for regulatory work for the next three years and is used as an input to the planning cycle of future rulemaking programmes. In the execution of such prospective work, the Agency conducts dedicated risk assessment to evaluate the need for action; contract out studies to explore possible options; and establish as appropriate rulemaking groups.

The most significant tasks contained in the advance planning are those related to the development of implementing rules of the extended Basic Regulation in the fields of pilot licensing, air operations and third country aircraft oversight, to be pursued in conjunction with the Community legislative process. Assuming that such process will be finalised in summer 2007, these deliverables are foreseen for summer 2008.

In this context, the Agency will undertake scientific and medical evaluation of the provisions on flight time limitation and cabin crew set up by Regulation 3922/91. In parallel, the Agency will undertake work on the preparation of implementing rules and the amendment of Certification Specifications for environmental protection in anticipation of the envisaged amendment of the Basic Regulation in this field.

Last it will finalise the work it started in 2007 on the new regulatory framework for “light aviation” by issuing appropriate opinions and their related acceptable means of compliance and guidance material.

The experience of entrusting rulemaking work to volunteer organisations will be pursued with the view to preparing an Agency opinion on extending the Community “New Approach to Standardisation” policy to some aspects of aviation safety regulation.

The Directorate undertakes to initiate 90% of the tasks identified in the advanced planning as starting in 2007. Indicator is the number of tasks actually initiated.

3.1.3 2008 Programmes

As in previous years, the Agency will consult its advisory bodies on the draft 2008 rulemaking programme and advance planning with the view to adopting them before the summer break.

3.1.4 Long term research

It is envisaged to finalise arrangements with the Commission to ensure that regulatory aspects are incorporated in the Community Research activities. This should cover the scope of framework programmes so as to provide input on most needed safety and environmental protection improvements. This should also allow an active participation in the definition, selection and implementation of individual projects when the derived technology would be subject to certification so that appropriate risk assessments and evaluation of required mitigating measures are built-in elements of the deliverables.

3.1.5 Liaising with stakeholders

The Agency will organise 15 European and Regional workshops to increase the understanding, learn from experiences and exchange views with aviation stakeholders on the new regulations and the associated interpretative materials. In 2007, the workshops are likely to focus on light aviation issues and on regulatory material developed for air operations and flight crew licensing. In addition, it will participate in significant aviation events to promote the Agency.

Further efforts are to be made to improve the Agency's website so as to answer frequently asked questions related to the understanding of rules.

The Agency undertakes to organise 2 European and 13 regional workshops on selected implementing rules and associated parts.

3.1.6 Resources

In light of experience gained in the implementation of the previous rulemaking programmes, the available resources are not sufficient to manage the cumulated backlog of airworthiness related tasks included in the inventory. To pursue our statutory objectives and functions, the Agency needs additional resources.

- ✓ The Product Safety Department needs to be expanded with 7 additional staff members.
- ✓ The Flight Standards Department will need 12⁴ staff members to take over the JAA tasks and prepare the implementing rules of the extended EASA Regulation.
- ✓ It is envisaged to create a new department to reflect the extension of the Agency's scope of activities in the field of airport and Air Traffic Management. 2 additional staff members are envisaged therefore.
- ✓ The Process Support Department will need 2 staff members to ensure continuation of JAA tasks and increase of work in an extended EASA framework.

The Directorate undertakes to commit 90% of its operational budget.

⁴ Depending on the outcome of the JAA transition working group work

3.1.7 Tools and processes

The Agency Rulemaking Directorate will continue developing and maintaining as appropriate the rulemaking process, including its interfaces and tools, with a view to streamlining the system and improving its overall performance. It will implement the Agency's Quality management system and set-up the associated controls.

Finalise the Rulemaking Directorate manual and implement the adopted Agency Quality management system standards.

3.2 International co-operation

The International co-operation activities aim at facilitating the free movement of civil aviation products and services worldwide while ensuring a high consistent level of safety and environmental compatibility. They are based on a two pillar approach: the reciprocal acceptance of certification findings with fit and able regulatory partners and the building up of the capabilities of future regulatory partners.

Reciprocal acceptance can be formalised by bilateral agreements concluded by the Community; in such case the Directorate coordinates the Agency support to the Commission. It can also be based on working arrangements concluded at the level of the Agency; in such case the Directorate organises and leads the negotiations. In both cases the Directorate oversees the implementation of these arrangements/agreements and organises appropriate confidence building/maintenance activities

Technical co-operation aims at supporting third countries' national aviation authorities in upgrading their capabilities to a level that allows the Agency delegating them certification/oversight activities. In some cases this co-operation will pave the way for the conclusion of future bilateral agreements or working arrangements.

Representing European technical expertise abroad becomes more and more important as the Agency builds up and the promotion of European interests requires the global acceptance of Community standards and certificates.

Last but not least the whole civil aviation system is underpinned by global standards developed under the auspices of the International Civil Aviation organisation (ICAO). Consistent with its basic act, the Agency shall assist Member States in fulfilling their related obligations.

3.2.1 Bilateral and multilateral agreements

Considering the progress achieved over the past years, the Agency will continue assisting the Commission in the negotiations of the bilateral agreement with Brazil. Depending of the Community decision, the Agency will assist the Commission in negotiating mutual recognition agreements with Australia and New Zealand.

3.2.2 Working arrangements

The Agency envisages intensifying contacts with the aeronautical authorities of Singapore, Argentina, Israel, Brazil and India with a view to concluding new, or expanding existing, arrangements to promote the free movement of European aeronautical products and services, in close co-operation with the European Commission. It intends to initiate contacts with the aeronautical authorities of South Korea and with the “Agencia Centroamericana de Seguridad Aeronautical” (ACSA).

The Agency will continuously monitor the actions contained in the endorsed arrangements and take corrective steps as necessary.

The Directorate undertakes to:

- Conclude working arrangements with at least three of the following States: India, Singapore, Argentina and ACSA.
- Expand working arrangements with Israel and Brazil.

3.2.3 Technical co-operation

The Agency will continue to host dedicated local workshops, provide internships to third countries' experts and notably assist in directing Community funds to the aviation domains. In 2007, it envisages enhancing co-operation with aeronautical authorities of South Asia, South-East Asia and Latin America.

The Agency will continue to support the Commission in the development and implementation of European assistance projects, in particular the major programmes it finances in China, India, South Asia, South-East Asia, Central America and in the Mediterranean countries. It will also support the Commission in new projects to be launched in Africa and central Asia. In this context, it will provide support in the planning and co-ordination of the Commission and the Member States sponsored programmes.

In parallel the Agency will continue its participation, in co-operation with the European Commission, in the steering committees and associated meetings of several ICAO Co-operative Development of Operational Safety and Continuing Airworthiness Programmes (COSCAP).

3.2.4 Representations

The Agency will establish representation offices in the United States of America and China to assist in the management of the concluded agreements and/or arrangements and in identifying technical co-operation projects, in close co-operation with the European Commission.

3.2.5 ICAO co-ordination

The Agency will continue to assist Member States in fulfilling their obligations under the Chicago convention by facilitating preparations for the ICAO Universal Safety Oversight Audit Programme (USOAP) and co-ordinating the preparation of answers to ICAO State letters in its area of competence.

3.2.6 Resources

As a result of the increased level of the international co-operation activities, the department will be reinforced by the recruitment of two additional staff members and assistance from two seconded national experts. It needs also appropriate resources to finance traineeships and organise workshops in foreign countries.

Rulemaking Directorate: 2006 in brief

Overall budget used within the directorate: € 10,3 million

Overall staff employed within the directorate: 58 – temporary agents

Staff costs	€4,8 millions
Infrastructure costs	€1,4 millions
Operational costs	€4,1 millions

Activity	Objectives assigned	Staff
Management	<p>The Directorate undertakes</p> <ul style="list-style-type: none"> ✓ to commit 90% of its operational budget. ✓ To finalise the Rulemaking Directorate manual and implement the adopted Agency Quality management system standards 	<p>In place January 2007: 7</p> <p>To be recruited during the year: 2</p>
Rulemaking	<p>The Directorate undertakes to</p> <ul style="list-style-type: none"> ✓ fully implement its 2007 Rulemaking programme. Indicator is the number of final deliverables produced ✓ to initiate 90% of the tasks identified in the advanced planning as starting in 2007. Indicator is the number of tasks actually initiated. ✓ to organise 2 European and 13 regional workshops on selected implementing rules and associated parts. 	<p>In place January 2007: 21</p> <p>To be recruited during the year: 21</p>
International co-operation	<p>The Directorate undertakes to:</p> <ul style="list-style-type: none"> ✓ Conclude working arrangements with at least three of the following States: India, Singapore, Argentina and ACSA. ✓ Expand working arrangements with Israel and Brazil 	<p>In place January 2007: 5</p> <p>To be recruited during the year: 2 TA + 2 ENDS</p>

4 The Quality and Standardisation Directorate in 2007:

The Q&S Directorate experienced right through 2006 its second full year of operation during which its primary aim was to stabilise the existing processes, whether they be in the Standardisation, Quality or Training departments. The approval by the Commission of its Regulation on Standardisation Inspection during the middle of the year (Commission Regulation (EC) 736/2006, OJ L 129/10 of 17 May 2006) allowed the Directorate to launch the recruitment of additional staff with some delay and which will certainly be completed early 2007. In addition, preparatory steps were taken, namely the launch of the recruitment procedure, for the taking over of the SAFA programme from the JAA as well as the coordination of Operations and Licensing standardisation activities. Extensive work was done on the Technical training side, including the preparation of syllabi and setting up the e-examination system. These will be fully operational in 2007. As regards the Quality activities, 2006 saw the approval by the Management Board of the EASA Quality Standards which will be fully implemented in 2007.

4.1 The Standardisation Department will be fully operational

4.1.1 The standardisation process will reach its cruise regime

In 2007, Standardisation inspections in initial and continuing airworthiness will be run at cruise regime.

Based on the above mentioned Commission Regulation on Standardisation Inspection and using the appropriate staffing of the Directorate, hopefully recruited before the beginning of 2007, the responsible authorities of Member States and present or future associated NAAs will be visited by the standardisation teams within the frame of a continued surveillance process. In addition, as in previous years, the Agency will continue to coordinate the JAA standardisation programme for non-EASA JAA countries.

Full implementation of the Commission Regulation on Standardisation will mean for Initial Airworthiness 13 inspections (11 for EASA countries and 2 for non-EASA JAA countries) and for Continuing Airworthiness, as requested by the Commission, an intensive inspection programme (Standardisation) comprising 34 visits to National Aviation Authorities (28 for EASA countries and 6 for non-EASA JAA countries).

Although the continued surveillance will continue to be based on a two years periodicity, the scope of the visits will therefore be split up in order to allow more intensive inspections.

As regards the teams which will visit the NAAs, the intent is to have each of them managed by an Agency's team leader and staffed as much as possible by inspectors seconded from the NAAs and only where necessary by Agency's Team members (from the Standardisation department and no more than 50%).

Wishing to consolidate the new complementary approach to the standardisation process, already introduced in 2006, aiming at improving the understanding of EU legislation more regular and frequent "All-NAA" Standardisation Meetings on EU

standardisation will be organised in 2007 where members are encouraged to exchange views, understanding and best practices.

As for 2005, the Standardisation Annual Review Report for 2006 will be prepared during the first quarter of 2007.

Finally, The Standardisation department will continue the International Standardisation inspections by carrying out 3 planned MIST visits and may carry out inspections in additional countries on demand.

Standardisation inspections at cruise speed

- 13 inspections for Initial Airworthiness and Continued Airworthiness
- 34 Visits to NAAs
- Organisation of all-NAAs standardisation meetings
- 3 MIST visits
- Production of the annual review report

4.1.2 The coordination of the standardisation process in Operations and Licensing

The coordination of Standardisation inspections on behalf of the CJAA will be taken on board by the Agency from 1st January 2007. It is foreseen to carry out during the year inspections of NAAs in 17 countries for Operations (14 for EASA countries and 3 for non-EASA JAA countries), and in 34 countries for Flight Crew Licensing and Medical (18 for EASA countries and 6 for non-EASA JAA countries). Until the extension of the remit of the Agency to Operations and Flight Crew Licensing, these inspections will be run as a standardisation JAA programme, fully staffed by the NAAs including the team Leaders.

However, end of 2006 and beginning of 2007 the Agency will be finalising the recruitment of the two coordination managers for OPS and FCL and starting the relative Standardisation activities according to JAA rules. Subject to the extension of the remit of the Agency, timely launch of the recruitment process for 2 assistants and 15 Team leaders (6 for OPS and 9 for FCL) in view of the 2008 programme based on a 50% support from the NAAs.

Standardisation Process:

- Staffing of the unit completed by December 2007
- Maintenance standardisation of 28 EASA + 6 non-EASA NAAs completed by December 2007
- Production standardisation of 11 EASA + 2 non-EASA NAAs completed by December 2007

4.1.3 The accreditation process for allocation of tasks will continue

The Quality and Standardisation Directorate will continue to support the Certification Directorate in satisfying its needs for allocating certification tasks to the NAAs. The accreditation process, based on an Accreditation Procedure and a programme already issued in 2005 and implemented in 2006, will be continued, including the initial accreditation and continued surveillance investigations of the

said NAAs. According to the Management Board decision MB/04/05, this activity has a three years periodicity and one third of the accredited countries should be visited along the year. As previously reported, this process will allow the verification of the ability of these NAAs to perform the said tasks. Accreditation visits will however only be undertaken for NAAs and limited to the scope which is deemed necessary by the Certification Directorate.

With regard to the teams which will visit the NAAs, their composition is based on a Standardisation department team leader and team members from either the Standardisation department and/or “borrowed” from the Certification Directorate.

- | |
|---|
| <ul style="list-style-type: none">• Accreditation Process fully in place by January 2007• Accreditation programme fully completed by December 2007 |
|---|

4.1.4 Assessment of third countries' safety oversight system will be performed

The Directorate will perform the assessment of the safety oversight systems of countries concerned by bilateral agreements or by working arrangements. In co-ordination with the Rulemaking Directorate and the Certification Directorate, initial investigations and continued surveillance will be performed by ad-hoc teams on a request basis to determine whether the system of the said third countries provides for a level of safety equivalent to that specified by the Basic Regulation and its implementing rules in the domains specified in the agreements or arrangements.

As regards to the teams which will visit the Authorities, their composition is based on the same principle as above (an Agency's team leader and staffing by inspectors seconded from the NAAs and/or “borrowed” from the Certification Directorate).

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| <ul style="list-style-type: none">• Assessment of third countries' safety oversight system in accordance with Bilateral Agreements or working arrangements• All requests of other Directorates satisfied by December 2007 |
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4.2 SAFA

As of 1 January 2007 the SAFA coordination activities will be transferred from the JAA to the Agency. In this context the Head of the SAFA Coordination department will have been recruited in order to be operational at the latest on the above mentioned date. He will be assisted by a SAFA officer who will be recruited at the beginning of 2007.

Included in these activities will be the successful transfer of the SAFA database from the JAA to the EASA premises in Cologne, ensuring the continuation of the service along the same lines.

Finally, as part of the taking over of these activities, liaison will be ensured with all relevant National Aviation Authorities and constant and relevant contact will be maintained with Eurocontrol in the context of the aforementioned activities.

- SAFA coordination activities: Successful taking over of these activities from the JAA, including the SAFA database, and liaison with NAAs, with the European Commission and Eurocontrol

4.3 The Quality system for operational tasks will be fully in place

The Agency's Quality Management Standards having been approved in June 2006 by the Management Board and the implementation having been initiated thereafter, 2007 will be dedicated to consolidate all the progress made and in improving the existing system. This being the cornerstone of the Agency's quality management system (QMS) the process of self-assessment and internal quality audit shall be reviewed by the end of the first quarter 2006 for the Agency's operational tasks. In this context, the CAF (Common Assessment Framework) self-assessment tool for the continuous improvement of the QMS will be implemented.

The integrated quality assurance programme defined in 2005, and initially implemented in 2006, will be further established within the Agency through the carrying out of internal audits, both for operational and administrative tasks.

Through the utilisation of a comprehensive feedback system, 2007, as 2006, will be characterised by a continuous stabilisation of the implemented quality management system and an improvement of all processes already in place. Methods like internal workshops, seminars and trainings will be used. Also, the QMS will be extended to cope with the additional tasks which will arise from the extension of the remit of the Agency.

Research and analysis will be carried out on the feasibility and opportunity of seeking an independent ISO 9000 certification for some of the activities of the Agency (i.e. standardisation activities).

- Quality system for operational and non-operational tasks: the quality system will be fully in place

4.4 ICAO USOAP (Universal Safety Oversight Audit Program)

The Quality Assurance Department will continue to coordinate all the activities of the Agency aimed at the updating of the documentations required by ICAO in the ambit of the USOA Programme, with special attention on the changes due to the extension of the scope of the Agency to operations (OPS) and Flight Crew Licensing (FCL).

4.5 Technical Training activities will include training for the Agency's internal requirements and also technical training services for external stakeholders' needs

The technical training department will be providing as in previous years technical training courses in accordance with the Agency's internal requirements, i.e.

related to its core business, defined through a training plan and programme based on the training policy defined in 2006. This of course also includes the development of adequate training material, the delivery of initial training (classroom training mainly) and the recurrent training of Agency staff (preferably as e-Learning self-training and self-assessment). The systematic implementation of the structured on-the-job training will be followed up in 2007 as well.

Training will be organised in-house using internal expertise and resources or alternatively out-sourced, either through external training providers or using ad-hoc trainers for specific courses.

The volume of technical training in 2007 will again be determined on the one side by the Agency's staff growth - particularly in the Certification Directorate - and on the other as a result of necessary adaptations to the Basic Regulation and its implementing rules, relating either to existing Agency activities or to new areas arising from the extension of the remit. In particular, training will be provided to NAA seconded inspectors for Standardisation visits, as foreseen by the Standardisation Regulation.

For example, continuation and further expansion (to OPS and FCL) of the specialised training for NAA experts seconded to the standardisation teams.

Further development of the Agency's syllabi and centralised e-Examination system for external stakeholders (i.e. training providers on EU aviation legislation) will be carried out in the flight operations and crew licensing domain, increasing the scope from the current initial and continuing airworthiness fields.

In order to meet these new challenges the Technical training department will be increasing both its human and financial resources, with the finalisation of the recruitment of 2 additional training officers for OPS, and FCL activities (and in the future for SAFA too).

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| <ul style="list-style-type: none">• Technical training for internal requirements and NAA inspectors fully completed by December 2007• External stakeholders' training services in place by January 2007 |
|--|

Quality and Standardisation Directorate: 2007 in brief

Overall budget used within the directorate: €6,1 million

Overall staff employed within the directorate: 39 – temporary agents

Staff costs	€3,2 millions
Infrastructure costs	€1 million
Operational costs	€1,9 millions

Activity	Objectives assigned	Staff
Standardisation Process	Fully operational. Preparation for the extension of the remit to OPS and FCL.	In place January 2007: 10 (+8 - 2006 amending budget)
Accreditation Process	On going, including initial accreditation and continued surveillance investigations	To be recruited during the year: 4
Assessment of third countries	All requests from other Directorates satisfied	
Quality system	Quality Assurance programme fully implemented for operational and non-operational tasks	In place January 2007: 5 To be recruited during the year: 0
Technical Training	Technical training for internal requirements fully completed, and training services for NAA seconded standardisation inspectors in place	In place January 2007: 5 To be recruited during the year: 2
SAFA	Take over successfully SAFA coordination activities from the JAA	In place January 2007: 2 To be recruited during the year: 0
Directorate	General management	In place January 2007: 3 To be recruited during the year: 0

5 The Administrative Directorate

By 2007 the basic administrative infrastructure will for the most part be in place. The emphasis will be on completing the system to forecast and manage Agency revenue and costs in the light of a revised regulation on fee income, extending measures to fulfil the requirements of the quality management system and realising the planned software development and ICT infrastructure projects. The Directorate will also complete what is currently expected to be the last major recruitment programme that will bring the Agency up to an appropriate level of staffing.

5.1 ***Planning and Management***

For the first time in 2007 the Agency will be required to submit to the European Parliament and Council of Ministers a three year Staff Policy Plan covering 2008-2010. The plan provides the Budgetary Authority with a medium-term perspective within which to make its decisions on annual budget and resource allocations.

Following the decision of the Management Board in 2006 to establish EASA management standards, the Administrative Directorate will continue to work towards to the objectives of the associated implementation plan. The main areas are related to human and financial resources, infrastructure and information systems, and the availability of efficient support processes to the operational directorates.

- Production of a three year staff policy plan
- Continuation of the implementation of the quality management standards

5.2 ***Human resources***

The recruitment of new staff members continues to be the main priority.

For existing staff members the emphasis will be on performance and development. By the beginning of the year the Agency intends to have in place the basic framework for staff management, including policies on job descriptions, annual objectives, performance appraisal and promotion. Managers will also have agreed job descriptions and personal objectives with their staff, which will be the reference points for the first round of performance assessments early in 2007. The assessments will ascertain which staff members will be promoted.

Equally the performance assessments will identify areas where improvement or additional competencies are required. The Agency aims to meet these needs through a staff training programme covering technical knowledge, management skills and individual productivity. It intends to offer a variety of training methods, including traditional trainer-led sessions and an online training platform for office automation applications.

- Implementation of the recruitment plan
- First promotion exercise
- Support to staff development

5.3 ***Budget and Finance***

It will be another challenging year in the field of financial management, with the feasibility studies carried out in 2006 giving rise to implementation plans for budgetary, general and analytical accounting.

Top priority will be to establish a reliable system for analytical accounting so that the Agency can demonstrate clearly the sources of its operational costs. The aim is to have an operational system for the beginning of financial year 2008, but the project is subject to a number of risks that have yet to be fully determined.

This objective requires an integrated approach to financial and project management, beginning with a well defined process for resource planning. Ultimately the Agency intends to establish an organised system that allows it to present consistently reliable annual financial statements and detailed on-demand reports on costs. This is likely to draw heavily on the resources of the ICT and finance staff in 2007.

Following the first audit by the Internal Audit Service of the European Commission in July 2006, the Agency will also address any outstanding findings to reinforce its internal control procedures related to financial management.

- Establishment of a reliable analytical accounting system
- Reinforcement of internal control procedures related to financial management

5.4 Infrastructure and Information & Communications Technology

By the beginning of the year the Agency will have a detailed IT strategy and architecture plan aligned to its operational requirements, the outcome of an outsourced study in 2006. Complementary studies on security and business continuity will have defined specific road maps for Agency. The work plan for 2007 builds on these fundamental decisions to establish a flexible, secure infrastructure and a range of suitable IT applications.

As concerns ICT infrastructure, the Agency will introduce improved security installations and IT systems to protect vital data and information. It also plans to set up an off-site data centre with fail-over mechanisms as part of a wider business continuity plan to ensure that its core systems are always available as required.

Depending on the success of the first phase of the project in 2006, the Agency intends to extend its mobile computing plan to industry and the NAAs enabling them to access Agency applications remotely. This action is closely associated with the planned development of core business IT applications supporting certification management, occurrence reporting, Safety Assessment of Foreign Aircraft (SAFA), standardisation and multiple choice examinations in the field of flight operations and crew licensing.

The needs of industry and the NAAs will also be a key factor in the acquisition of an electronic document and records management system in 2007. It is expected that the system will be deployed to a pilot Directorate for testing during the year. To maintain performance the Agency will start to renew obsolete hardware and software systems purchased in 2003.

Regarding building and facilities management, the Agency will complete arrangements for any further office space that will be needed to house staff from 2008 onwards.

- Digestion/implementation of the outcome of the study IT strategy and infrastructure
- Improved security and off-site data centre
- Evaluation and possibly extension of the mobile computing plan (remote access to Agency's applications)
- Development of core business IT applications
- Acquisition of a records and documents management system
- Renewal of hardware
- Prospective work on staff housing as from 2008

5.5 Legal Service

In the light of decisions made on the extension of Agency competences to new fields, the legal advisors will provide advice on the legality and regularity of draft Agency measures.

As a means of ensuring compliance with applicable rules and improving efficiency, it will also review its internal procurement procedures taking into consideration the considerable experience of setting up a basic contractual framework during the previous years.

- Advise on legality and regularity of Agency's measures
- Review of the internal procurement procedure

Administrative Directorate: 2007 in brief

Overall budget used within the directorate: € ?million

Overall staff employed within the directorate: 49 temporary agents

Staff costs	€4millions
Infrastructure costs	€1,2 million
Operational costs	€0 million

Activity	Objectives assigned	Staff
Planning & management	<ul style="list-style-type: none"> • Draw up a 3 year Staff Policy Plan • Define and coordinate actions in the implementation plan associated with the EASA management standards 	In place Jan. 2007 4 temporary staff 0 contract staff To be recruited in 2007 None
Human Resources	<ul style="list-style-type: none"> • Complete the first year of performance assessment for staff based on previously established individual objectives, and implement the first annual merit-based promotion exercise. • Support the development of competences through a staff training policy, based on training needs analysis and in line with organisational priorities and supported by an online training platform for office automation applications. • Recruit candidates for all positions available in the establishment plan. 	In place Jan. 2007 9 temporary staff 7 contract staff To be recruited in 2007 None
Budget & Finance	<ul style="list-style-type: none"> • Subject to the results of the feasibility study, establish an analytical accounting system. • Finalise the feasibility study on an integrated financial and project management system to support budgetary, general and analytical accounting. • Set up a decentralized budget planning system. • Reinforce internal control procedures related to financial management with a view to evaluating the effectiveness of the internal control system and the requirements of a revised Fees and Charges Regulation. 	In place Jan. 2007 11 temporary staff 5 contract staff To be recruited in 2007 None

Infrastructure and Information and Communications Technology	<ul style="list-style-type: none"> • Complete arrangements for further office space for 2008 as required. • As a result of the review of a security assessment and related requirements, introduce improved security installations and IT systems. • Extend the mobile computing plan to industry and the NAAs enabling them to access Agency applications remotely. • Following the results and recommendations of the studies launched during 2006 proceed to implement the remote data centre with fail-over mechanisms and the implementation of a business continuity plan. • Start renewal of obsolete hardware/software systems purchased in 2003. • Complete development and provide for maintenance of core business IT applications supporting certification management, occurrence reporting, Safety Assessment of Foreign Aircraft (SAFA), and standardisation and multiple choice examinations in the field of flight operations and crew licensing. • Acquire an electronic document and records management system and start deployment to a pilot Directorate 	<p>In place Jan. 2007 15 temporary staff 10 contract staff To be recruited in 2007 None</p>
Legal Service	<ul style="list-style-type: none"> • Provide advice on the legality and regularity of draft Agency measures. • Review the effectiveness of the internal legal and procurement working procedures, and oversee procurement procedures. 	<p>In place Jan. 2007 10 temporary staff 0 contract staff To be recruited in 2007 None</p>

