European Aviation Safety Agency

DECISION OF THE MANAGEMENT BOARD ADOPTING QUALITY MANAGEMENT SYSTEM STANDARDS FOR THE EUROPEAN AVIATION SAFETY AGENCY

THE MANAGEMENT BOARD,

▪ Having regard to the Management Board Decision n°9-03, hereinafter the Agency's Financial Regulation ", and in particular to article 38 thereof, the European Aviation Safety Agency "*shall put in place, in compliance with the **minimum standards adopted by the Management Board**, on the basis of equivalent standards laid down by the Commission for its own departments, and having due regard to the risks associated with the management environment and the nature of the action financed, the organisational structure and the internal management and control systems and procedures suited to the performance of his/her duties.*"

Whereas

▪ The Commission has laid down 24 standards, called the Internal Control Standards (ICS), which provide for the development of the necessary procedures and controls which shall provide management with reasonable assurance that the Commission's objectives are met.

▪ The Agency is implementing quality management system based upon international quality standards 9000 series (ISO).

Has decided to adopt the quality management system standards of the Agency; as set out in the document annexed.

Done at Cologne on 2 June 2006,

The Chairman

	EASA QUALITY MANAGEMENT STANDARDS	Doc #	E.L001-00

	EASA Quality Management Standards	**ISO 9004**	**ICS**
General principles			
1	The following standards shall be implemented in the Agency. They integrate ISO 9000 standards and Internal Control Standards (ICS).	4 Quality management system	
2	The Agency shall develop and continuously monitor EASA standards.	4.1 Managing systems and processes 5. Management responsibility 5.6 Management Review	Standard 24: Annual review of internal control
3	The Agency shall continually improve the efficiency and effectiveness of the management system through the use of the policy, objectives, audit results, analysis of data, corrective and preventive actions and management review.	8.5.4 Continual improvement of the organization	Standard 20: Recording and correction of internal control weaknesses
	Strategy		
4	The Agency shall set out and maintain a vision and a Strategy Plan (10 years).	5.4 Planning	Standard 7: Objective settings (long term)
5	The Agency shall set out and maintain a Business Plan (5 years).	5.4 Planning	Standard 8: Multi-annual programming
6	The Agency shall set out an Annual Management Plan (1 year).	5.4 Planning	Standard 7: Objective setting (short term) Standard 9: Annual Management Plan
7	The Agency shall set up a system to measure and monitor the implementation of its strategy. The Agency shall set up a system to measure and monitor the implementation of its strategy.	8.2 Measurement and Monitoring	Standard 8: Multi-annual programming Standard 23: Evaluation Standard 10: Monitoring against objectives and indicators.
8	The Agency shall set out the standard for professional ethics and integrity of its staff and communicate to its staff the values on which its action is based.		Standard 1: Ethics and integrity
9	The Agency shall set out Agency wide policies where necessary.	5.3 Quality policy 8.5.4 Continual improvement	
10	The Agency shall perform a regular high level risk analysis, in order to monitor and	5. Management Responsibility	Standard 11: Risk analysis

	EASA Quality Management Standards	ISO 9004	ICS
	mitigate risks.	5.4.2 Quality Planning	
Resources			
	Human Resources		
11	The Agency shall communicate to all staff on an up to date and written basis: - the mission statement of their department, - their role in their department, - their tasks assignment.	6.2.2 Competence, awareness and training	Standard 2: Mission, role and tasks
12	The Agency shall ensure on a permanent basis that staff members are competent to perform the tasks assigned.	6.2. People 6.2.2 Competence, awareness and training	Standard 3: Staff competence
13	The Agency shall review the performance of its entire staff at least annually.		Standard 4: Staff performance
14	The Agency shall draw up an inventory of sensitive functions in order to evaluate and mitigate related risks.		Standard 5: Sensitive functions
	Infrastructure		
15	The Agency shall determine, provide and maintain the infrastructure and work environment needed to achieve its objectives.	6.3 Infrastructure 6.4 Work environment	
	Financial Resources		
16	The Agency shall determine the needs for, and sources of, financial resources.	6.8 Financial Resources	Standard 8: Multi-annual programming Standard 9: Annual Management Plan
17	The Agency shall purchase effectively, efficiently and economically.	7.4 Purchasing	
Management responsibilities			
18	The Directors of the Agency shall provide evidence of their commitment to the development and implementation of the management system.	5. Management responsibility	Standard 2: Mission, role and tasks
19	The Directors of the Agency shall ensure that customers´ and other interested parties´	5.2 Needs and expectations of interested	

	EASA Quality Management Standards	ISO 9004	ICS
	requirements are determined.	parties	
20	The Directors of the Agency shall ensure that customers´ and interested parties´ satisfaction is monitored.	8.2.1.2 Measurement and monitoring of customer satisfaction	
21	The Directors of the Agency shall clearly define responsibilities and authority and communicate them on a written basis. Delegations shall be appropriate to the importance of the decisions to be taken and the risks involved.	5.5.1 Responsibility and authority	Standard 6: Delegation
22	The Directors shall appoint a member of management responsible for ensuring that the process needed for implementing the management system is in place, reporting on it and promoting the management standards.	5.5.2 Management representative	Standard 2: Mission, role and tasks
23	The Agency shall implement an adequate management information system.	5.6 Management review	Standard 12: Adequate management information
24	The Agency shall implement an internal communication policy.	5.5.1 Responsibility and authority 5.5.3. Internal communication	Standard 12: Adequate management information Standard 13: Mail registration and filing System Standard 14: Reporting improprieties
Products and processes			
25	The Agency shall identify its main processes (customer related processes, support processes, management processes).	4.1 Managing systems and processes 7. Product realisation	Standard 15: Documentation of Procedures
26	The Agency shall regularly perform a detailed risk analysis at the process level.		Standard 11: Risk analysis
27	The Agency shall implement its processes in order to ensure traceability and justification of the work performed.	7.5 Production and service operations 7.5.1 Operation and realization 7.5.2 Identification and traceability	Standard 15: Documentation of Procedures
28	The Agency shall verify that the processes are systematically and consistently performed.	7.6 Control of measuring and monitoring devices 8.2.1.3 Internal Auditing	Standard 4: Staff performance Standard 17: Supervision

	EASA Quality Management Standards	ISO 9004	ICS
			Standard 21: Audit reports
			Standard 22: Internal audit capability
29	The Agency shall regularly review and analyse its processes.	8.2.2 Measurement and monitoring of processes 5.6 Management review	Standard 20: Recording and correction of internal control weaknesses
30	The Agency shall for each nonconformity or potential nonconformity take the appropriate preventive and/or corrective action.	8.5.2 Corrective action 8.5.3 Loss prevention	Standard 20: Recording and correction of internal control weaknesses Standard 11: Risk Analysis and management
31	The Agency shall ensure that the services it provides and the relevant processes are in compliance with applicable requirements, and in particular with Implementing Rules and Agency Measures, as applicable.	5.2.3. Statutory and regulatory requirements 7. Product Realization	Standard 4: Staff performance
32	The Agency shall establish a system to issue and control single event authorisation to deviate from requirements and regulations, procedures, etc. ….		Standard 18 : Recording exceptions
33	The Agency shall ensure the continuity of operations at any times.		Standard 19 : Continuity of Operations
34	The Agency shall identify, verify, protect and preserve third parties' property.	7.5.3 Customer Property 7.5.4 Preservation of product	
35	The Agency shall take appropriate measures to prevent fraudulent activities.		Standard 16: Segregation of duties
36	The Agency shall implement a system for reporting serious wrongdoings.	5.5.1 Responsibility and authority 5.5.3. Internal communication	Standard 14: Reporting improprieties
Documentation			
37	The Agency shall document the organisational structure and management system, the policies, as well as duties and responsibilities.	4.2. Documentation	Standard 2: Mission, role and tasks Standard 15: Documentation of Procedures

EASA QUALITY MANAGEMENT STANDARDS

	EASA Quality Management Standards	**ISO 9004**	**ICS**
38	The Agency shall document the processes related to its main activities and in particular to applicable Implementing Rules.	4.2. Documentation	Standard 15: Documentation of Procedures
39	The Agency shall identify, control and keep current all documents related to standards 37 and 38 and make them available to the relevant staff as appropriate.	4.2. Documentation	Standard 15: Documentation of Procedures
40	The Agency shall identify all external reference documents needed for its activities and ensure availability of the previous and current versions to the relevant staff.	4.2. Documentation	
41	The Agency shall implement a common system to manage the lifecycle of its documents, including registration, filing, and archiving.	4.2. Documentation	Standard 13: Mail registration and filing System
Audit – Corrective action – Preventive action			
42	The Agency shall set up an appropriate audit capability.	8.2.1.3 Internal audit 8.5.4 Continual improvement	Standard 22: Internal audit capability
43	The Agency shall regularly review the results of all types of audits and assessments define appropriate action plans and monitor the implementation of those plans.	8.2.1.3 Internal audit 8.5 Improvement 8.5.2 Corrective action 8.5.3 Loss prevention	Standard 21: Audit reports