

## Executive Director Decision

**DECISION N° EDD/2014/147/E DIRECTORATE  
OF THE EXECUTIVE DIRECTOR OF THE AGENCY**

**of 22<sup>nd</sup> September 2014**

**ON THE AGENCY INTEGRATED MANAGEMENT SYSTEM (IMS)**

**AND REPEALING ED DECISION No 2009/089/E DATED 03 AUGUST 2009**

THE EXECUTIVE DIRECTOR OF THE EUROPEAN AVIATION SAFETY AGENCY,

Having regard to Regulation (EC) No 216/2008 (the Basic Regulation) of the European Parliament and of the Council of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC<sup>1</sup>, and in particular Article 38(3)(e) thereof;

Having regard to Decision No 14-2013 of the Management Board of the European Aviation Safety Agency of 12 March 2013 adopting the revised Financial Regulation of the Agency and in particular Article 44 thereof and repealing Management Board Decision 09-2003 last amended by MB Decision 06-2009;

Having regard to Decision No 01-2013 of the Management Board of the European Aviation Safety Agency of March 2013 adopting the updated Quality Management System Standards for the European Aviation Safety Agency and repealing the Management Board decision 14-2008 of 17 September 2008;

WHEREAS:

- (1) The Basic Regulation assigns to the Agency specific responsibilities in the field of aviation safety and environmental protection;
- (2) The Executive Director is empowered in accordance with Article 38(3)(e) of the Basic Regulation to take all necessary steps to ensure the functioning of the Agency;
- (3) Certification of the EASA Integrated Management System against recognised international standards such as ISO 9001 will enhance the Agency's credibility and accountability in its field of operation;
- (4) While maintaining a high level of safety and environmental protection, the Agency should provide the best quality of service taking stakeholders' satisfaction into account;

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<sup>1</sup> OJ L 79, 1903.08, p. 1.

- (5) According to Article 57 of the Basic Regulation, the Agency's annual general report "shall outline the activities carried out by the Agency and evaluate the results thereof with respect to the objectives and timetable set, the risks associated with those activities, the use of resources and the general operations of the Agency". Therefore, the management system implemented at the Agency should ensure that objectives are properly planned and monitored, business risks effectively mitigated and resources used in a sound and efficient way;
- (6) According to Article 44 of the Agency's Financial Regulation<sup>2</sup>, "the authorising officer shall, in accordance with the minimum standards adopted by the Management Board, or where the constituent act allows it, by the executive 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, put in place the organisational structure and the internal control systems suited to the performance of the duties of the authorising officer." The management system implemented at the Agency shall comply with these standards;
- (7) According to ISO 9000:2005 Clause 2.11, "the quality management system is that part of the organisation's management system that focuses on the achievement of results, in relation to the quality objectives, to satisfy the needs, expectations and requirements of interested parties, as appropriate. The quality objectives complement other objectives of the organisation such as those related to growth, funding, profitability, the environment and occupational health and safety." In respect to the Agency, aviation safety and environmental protection objectives shall be added. "The various parts of an organisation's management system might be integrated, together with the quality management system, into a single management system using common elements. This can facilitate planning, allocation of resources, definition of complementary objectives and evaluation of the overall effectiveness of the organisation";
- (8) An Integrated Management System implemented by the Agency should be designed and maintained as to ensure that any additional requirements prescribed by the EU regulatory framework as well as those set forth by international agreements (e.g., ICAO SARPs on safety programmes and safety management systems) in the field of aviation safety and environmental protection are properly taken into account.
- (9) As a consequence of the Convergence report, the process management functions were clarified.
- (10) Decision No 2009/089/E of the Executive Director of the European Aviation Safety Agency of 3 August 2009 on the Agency Integrated Management System (IMS) should therefore be replaced.

HAS DECIDED AS FOLLOWS:

**Article 1**  
**Integrated Management System**

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<sup>2</sup> EASA Management Board decision 14-2013 of 13 March 2013.

The Agency shall maintain an Integrated Management System.

An Integrated Management System (IMS) is a single integrated system used by an organisation to manage the totality of its processes, in order to meet the organisation's objectives and equitably satisfy the stakeholders<sup>3</sup>.

All Directorates and Departments of the Agency shall organise the planning, tasks, monitoring, checks and continual improvement within the IMS in particular by utilising the tools and methodology set up for it. The Integrated Management System shall encompass as a minimum:

- a planning process that ensures the consistency of all objectives defined across various fields and at various levels [strategic, operational (processes), Directorate, individual];
- sound management of the processes the Agency has already implemented and those that will be implemented to fulfil its missions and meet its legal requirements and process interactions; it also implies drafting the necessary documents (e.g., policies, procedures) to ensure proper competence, functioning, control and traceability over the processes;
- management of the Agency's business risks;
- management of adequate resources in line with the objectives, justified accordingly and with the possibility of adaptation in subsequent reviews;
- a system of checks and measurements, including key performance indicators and data analysis (e.g., safety analysis; stakeholders' feedback, audits.);
- a system of effective follow up of corrective and preventive actions;
- a review of the IMS at planned intervals, by the Directors to ensure its continuing suitability, adequacy and effectiveness (management review process);
- a system to manage changes, especially of regulations.

The Executive Director is responsible for the overall Integrated Management System (IMS). The Quality section of the Internal audit & Quality department is responsible for the effective implementation and maintenance of the IMS.

## **Article 2**

### **Scope of the Integrated Management System**

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<sup>3</sup> Definition of the Integrated Management special Interest Group (IMSIG) of the Chartered Quality Institute.

The Integrated Management System shall be applicable to all present and future processes performed by or on behalf of the Agency.

**Article 3**  
**Management System Standards**

The Integrated Management System shall be based on management standards adopted by the Management Board<sup>4</sup> in accordance with the Article 44 of the Agency's Financial Regulation<sup>5</sup>.

These standards shall be based with the minimum on equivalents standards laid down by the Commission. They might comply with other existing management standards if the Agency's Executive Director decides so or if requested by legislation.

**Article 4**  
**Documentation of the Integrated Management System**

The Integrated Management System shall be described in the Agency's IMS manual.

**Article 5**  
**Certification of the Integrated Management System against ISO 9001:2008**

The Integrated Management System shall be certified in accordance with the ISO 9001 international standard. Coordination is assigned to the Quality Section of the Internal Audit and Quality Department.

The Manager of the Quality Section is nominated as the Management Representative for coordinating the implementation of the IMS. He/she is responsible for providing the framework and methods for the implementation of the IMS in order to:

- ensure that process owners establish, understand, implement and maintain processes needed for the IMS within this framework;
- report to top management on the performance of the IMS, on any need for improvement and on the ISO 9001 certification project.

**Article 6**  
**Process Owners**

The Agency aims at achieving desired results more efficiently by managing activities and related resources as a process at appropriate levels. The Agency shall identify and manage properly all relevant processes and the way the processes are interlinked (i.e. integrated management system) and in order to facilitate continual improvement.

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<sup>4</sup> MB Decision 01-2013 of March 2013.

<sup>5</sup> Management Board decision 14-2013 of March 2013

A Process Owner is accountable for the overall performance of, continuous improvement of and necessary changes related to the process under their ownership, even if some parts of the process are performed, at sub process or activity level, by a team which is not under their managerial responsibility. The Process Owner shall be given sufficient authority to act on the process.

To that end, the main tasks of the Process Owners are to:

- define the process in compliance with applicable requirements and stakeholder expectations and ensure the issuance and maintenance of the related documentation are continuously up to date;
- define and manage process risks and objectives in line with the Agency's strategic objectives;
- ensure that the necessary resources (staff, budget and tools) are dedicated to the performance of the process;
- monitor and report on the performance of the process and conformity of the deliverables based on the measurement of established key performance indicators;
- define and undertake the necessary preventive and corrective actions for continual improvement;
- ensure a proper traceability of the process (managing the process records).

Process Owners shall be nominated by the Executive Director at the appropriate level (e.g., core processes, sub processes). The list of Process Owners shall be managed by the Quality Section.

#### **Article 7** **Procedure Owners**

The Procedure Owner is a person directly involved in the process, who is able to provide the Process Owner with all the information needed about the process or sub-processes to define and manage the process. This person is not necessarily a manager but needs to have a complete overview of the procedure and related interfaces. The Procedure Owner may be requested by the Process Owner to support the definition and monitoring of their part of the end to end process.

#### **Article 8** **Quality Co-ordinators**

Quality Coordinators are the interface between the Quality Section and their respective Directorates. Their main task is to contribute to maintain an efficient IMS and to facilitate achieving and maintaining compliance to the management standards, including:

- provide internal feedback to the Quality Section on the continual improvement of the Agency's IMS;
- communicate within the Directorate about the Agency's IMS;

- provide support to the process owner with the definition of the process objectives and the related key performance indicators;
- ensure communication with the Quality Section and the Directorate on the functioning of the processes and on the external stakeholder feedback activities;
- provide support to the implementation and monitoring of corrective and preventive actions;
- provide support to the coordination of the ISO 9001 audit for their Department/Directorate as appropriate for their area of responsibility.

Quality Coordinators are nominated by the Directors and/or the Heads of Department at the request of the Quality Section. The list of Quality Coordinators is maintained by the Quality Section.

**Article 9**  
**Process Designers**

The Process Designers are responsible for the design of the process they are in charge of in coordination with the Process and Procedure Owner, using the Agency Process Business Modelling tool.

**Article 10**  
**Repeal**

Decision No 2009/089/E of the Executive Director of the European Aviation Safety Agency of 3 August 2009 on the Agency Integrated Management System (IMS) is hereby repealed.

This Decision shall enter into force on the date of signature and shall be published on the Agency's Intranet.

Done in Cologne, 22<sup>nd</sup> September 2014

Patrick Ky