ANNEX 1:
SPD 2018-2020 INCLUDING WP 2018

Single Programming Document

2018 – 2020 (SPD)

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Foreword

Aviation is in the midst of great changes, with challenges such as the steady growth of air traffic, economic and environmental pressures, digitalisation, new technologies, drones, cybersecurity and other security threats. These challenges are continuously evolving and only in close cooperation with aviation authorities and industry we can make sure EASA continues to deliver the highest level of safety to passengers.

The EASA Single Programming Document (SPD) for the period 2018-2020 presents the initiatives EASA is taking to address these challenges. Although the new EASA Basic Regulation is still being discussed at the European Council and European Parliament, it is anticipated that EASA's responsibility and remit will be expanded to also address the challenges mentioned above.

The regulatory framework in which our industry operates is a key factor in their competitiveness, growth and employment performance. Therefore, a key objective of EASA will be to always ensure that the regulatory environment is based on performance, proportionate to its aim and tailored to the needs of a given segment of the industry. A stronger focus will also be given to alternatives to regulation, such as information, workshops on best practices, and support to better implementation of existing rules.

A new framework of partnerships is foreseen between EASA and National Aviation Authorities. The main aim will be to enable sharing of resources and information for the benefit of the entire system. The Partnership Agreements are open to all National Authorities from EASA Member States. These agreements will be rolled out starting with the Member States that are already involved in EASA certification and oversight tasks. In 2018, pending the outcome of the EASA Basic Regulation review, discussions may be hold on further fields of cooperation and partnership modalities.

In the period covered by the SPD, significant progresses will be made to shape the future of international cooperation in support of our industry. EASA recently signed with the FAA the first major milestone towards a risk based approach to reduce redundant authority reciprocal involvement in airworthiness and environmental certification. Bilateral Aviation Safety Agreements are being prepared with China and Japan. EASA will also take a central coordinating role in the Regional Safety Oversight Organisations landscape of ICAO. The opening and progressive ramp up of a new regional office in South East Asia, possibly followed by other tasks to support other regions, and stronger support to ICAO, are part of a pragmatic yet ambitious international cooperation strategy.

New business models are emerging in the aviation sector, such as the outsourcing by an airline of safety critical services, wet-leasing agreements, interoperability, where several airlines belong to the same parent company, different employment models within an individual operator or increased mobility and turnover of pilots. EASA will work to ensure that the new risks are captured by the aviation safety system.

Digitalisation is changing the aviation ecosystem marked by growing speed, agility and greater integration; it is one of the key technology challenges for the next decade. EASA will need to accompany the aviation industry throughout this digital transformation, adapt its own processes and regulations.

Drones are a priority for EASA. This industry is growing rapidly and this innovation does not come from the traditional aviation. EASA needs to review and adapt its approach to regulate this new activity, protecting the safety of citizens whilst enabling the sustainable growth of a very dynamic and thrilling industry.

With all these new technologies come new threats, such as cybersecurity, for which EASA needs to be prepared and adapt its regulatory environment. Several steps have already been taken to facilitate exchange

of cyber information among the community. They need to be complemented by concrete rulemaking actions and oversight policy overhaul.

Finally, as any public body, EASA is committed to optimise the use of its scarce resources. The Agency has launched an ambitious multi-disciplinary efficiency programme which effects are taken into account in this document.

After 25 years of the European Union's single aviation market, 100,000 flights take off and land in Europe every day and this figure doubles every 15 years. 900 million passengers are transported every year departing from 450 airports. In a context of limited resources, particular attention must be given to long-term priorities and the most effective ways of achieving them whilst maintaining the highest possible safety levels. There is no room for complacency in safety, especially in view of the high number of new challenges, some of which listed above. We believe the SPD covers most of the risks known at this stage.

Mission statement

"Our mission is to provide safe air travel for EU citizens in Europe and worldwide."

The wording is fully aligned with the legal mandate defined in the founding act as outlined below.

Legal base

Decision	Date	Mission/ Tasks / Functions
REGULATION (EC) No 1592/2002 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 July 2002 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency (REPEALED)	15 July 2002 27 September 2002 (Entry into force)	Airworthiness Environmental compatibility The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States; safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness; approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations; EASA is also responsible for some specific executive tasks as specified in Commission Regulation (EC) No 768/2006 (regarding the collection and exchange of information on the safety of aircraft using Community airports and the management of the information system).
REGULATION (EC) No 216/2008 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	20 February 2008 08 April 2008 (Entry into force)	Airworthiness Environmental compatibility Flight Crew Licensing (FCL) Operation of Aircraft Safety of foreign operators Regulation 216/2008 extending the Agency's competences entered into force on 8 April 2008. With this extension the Agency got responsibilities to develop the regulations in the fields of air operations (OPS), flight crew licensing (FCL) and the oversight of third country operators (TCO). As well as to carry out (according to Regulation 736/2006) standardisation inspections for air operations, flight crew licensing and flight simulators and to perform the certification of foreign synthetic training devices, pilot training organisations and aero medical centres, and certification tasks linked to the authorisation to third country operators.
Last amended by REGULATION (EC) No 1108/2009 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 21 October 2009 amending Regulation (EC) No 216/2008 in the field of aerodromes, air traffic management and air navigation services and repealing Directive 2006/23/EC	21 October 2009 14 December 2009 (Entry into force)	Aerodromes AirTraffic Management (ATM) Air Navigation Services (ANS) On 7 September 2009 the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as far as safety and technical issues are concerned, it will be necessary to coordinate rulemaking activities with the Single European Sky framework, including the related research (SESAR) and implementing rules as well as the new objectives set for its implementation.

EASA is governed by Regulation (EC) No 216/2008 forming the centrepiece of the aviation safety system in the EU. This system is complemented by other EU legislation some of which attributes tasks, roles and/or responsibilities to EASA, e.g. Regulation EU No 996/2010 on the investigation and prevention of accident and incidents in civil aviation, Regulation EU No 376/2014 on the reporting, analysis and follow-up of occurrences

in civil aviation and Regulation (EC) No 2111/2005 on the establishment of a Community list of air carriers subject to an operating ban within the Community. For reasons of readability this legislation is not included in this table.

I General Context

EASA is the European Union Agency for aviation safety. The main activities of the organisation include strategy and safety management, the certification of aviation products and the approval of organisations in all aviation domains (design, production, maintenance, training, Air Traffic Management, etc.). The Agency also drafts regulatory material setting up common standards for aviation in Europe and monitors the effective implementation of such standards in Member States. Established in 2002, the Agency is composed of more than 800 aviation experts and administrators from Member States. The work performed by the Agency is complemented by activities run by National Aviation Authorities (NAA) as part of the EASA System.

Aviation is a dynamic sector, constantly evolving and reinventing itself with innovative business models and new technologies. In turn, regulators are faced with the challenge to be more efficient and flexible, and to adapt themselves to the needs of the industry. Meanwhile, the evolution of the economic situation is imposing changes in the way public organisations are working. The following factors frame the (multi-) annual work programmes:

Emerging EU policy priorities
- Digitalisation: EASA observes the continuous drive to automation and digitalisation across the industries, also impacting aviation. These developments are currently being followed and analysed.
- Brexit: EASA anticipates a significant impact on the operation of the European civil aviation safety system and on its own resources. Nevertheless, there is still a great deal of uncertainty on the outcome of the negotiations and thorough detailed planning is unproductive at this point in time. EASA is working closely with the European Commission to assess potential scenarios and feasible solutions.

Industry demands
- Centralised oversight: Large and complex organisations, typically operating in more than one State, are progressively requesting a centralised approval and oversight by the Agency instead of dealing with multiple NAAs. Already today this materialises in the field of production (Airbus, Airbus Helicopter). The revised Basic Regulation will open opportunities in all aviation domains.
- Military convergence towards civil EU standards: There is a significant trend from the non-civil world (military, state level) to emerge towards civil standards and oversight. In particular for products intended for dual civil and military use there are opportunities for efficiency and safety improvements. EASA is working closely with industry and military authorities to assess potential future scenarios.

Collaboration with key international partners
- New bilateral agreements (BASAs) with China & Japan: Based on established trust and confidence, new BASAs will allow for direct acceptance of approvals and technical findings from our partner Authorities in China and Japan. This will open opportunities for a more efficient exchange of aviation products and services but will also require investments in the continuous maintenance of confidence and implementation monitoring.
- BASAs with USA, Canada and Brazil: Several initiatives aim at taking full benefit of the existing agreements. Direct acceptance of approvals and findings will be further enhanced. In addition new Annexes are under development covering domains of Flight Crew Licensing and Flight Simulation Training Devices. Both initiatives will open opportunities for a more efficient exchange of aviation products and services but will also require investments in the continuous maintenance of confidence and implementation monitoring.

Striving for Efficiency

- EASA strives to deliver the best possible value for the resources it can put at work. To ensure a constant strategic drive and foster long term ambition for efficiency enhancements, EASA has established an efficiency forum made of operational and administrative Directors charged to steer and guarantee delivery of an ambitious multi-disciplinary efficiency programme which effects are taken into account in this document.
- EASA aims in particular to maintain its 2016 leadership among EU agencies in terms of minimal share of human resources devoted to administrative and financial management tasks, to focus on operational and strategic investments. The 16/74 ratio between these tasks at end of 2017 should be further improved by a further reduction of at least 6 posts by 2020, while matching evolving regulatory requirements such as reinforced EU data protection framework.

Summary of new and changing Agency tasks

- The New Basic Regulation is pending agreement and adoption by the institutions. Given that scope, impact and entry into force remain undetermined, its impact is limited in the present SPD document. It was only considered to the extent necessary to prepare the Agency for a possible adoption in the second half of 2018. As known today, the current draft of the new Basic Regulation proposes:
  - an EU aviation regulatory framework for new technologies, aiming to improve efficiency, proportionality and flexibility of the system, and optimise the use of available resources at EU level
  - to extend EASA's scope to the regulation of all drones, regardless of their weight, and to ground handling
  - to codify Safety Management at European level, e.g. EASA coordinating the gathering, exchange and analysis of data and information, including improved hazard identification and risk assessment capabilities
  - to allow more flexibility and subsidiarity in regulating the different domains, based on a risk hierarchy
  - to recognise the demands of certain aviation sectors wishing to become part of the common aviation system, i.e. certain aircraft categories or state and military activities
  - to emphasise the sustainability of aviation, by providing new competencies to EASA regarding environmental standard setting
  - to close the gap between safety and security in the area of cybersecurity
  - a clearer definition of EASA's tasks related to the implementation of the Single European Sky and that certain tasks currently carried out by Eurocontrol be transferred to EASA.
  - a number of measures to enhance and target oversight capabilities as well as to keep pace with a dynamic industry
- DG MOVE formulated for EASA a request of human and financial resources captured via the Legislative Financial Statement attached to the Commission proposal for EASA's new Basic Regulation (proposal dated 07/12/2015). Negotiations between the European Parliament, the European Commission and the Member States have advanced since then. Consequently, this proposal could not reflect the more advanced state of the talks. Once the definitive remit of the New Basic Regulation has been agreed upon, EASA will need to carefully evaluate its scope and the potential necessary adjustments to its financing and staffing plan.

II Multi-annual programming 2018-2020

The present SPD introduces Programmes at Directors level. Each programme summarises the traditional/new core activities & processes and one-off actions. One-off actions are allocated per directorate, in accordance with the EASA process map.

This evolution reinforces the link between the European Commission's priorities, EASA's mission, the Agency's strategic statements, each directorate's priorities, ambitions of the corresponding departments and last but not least, the objectives of their staff.

To ensure progress against plan and assure the Agency's activities and priorities are aligned to the continuously evolving challenges, quarterly reviews are performed. These will evaluate the priority of new activities, to review requests for additional resources and assess the development of KPIs and progress on actions.

Last but not least, the achievement of the activities described below is dependent on both the budget and the staffing plan to be defined by the Budgetary Authority for the planning period 2018 - 2020.

II.1 Multi-annual objectives

The Juncker's Commission priorities 2014-2019
EASA is a European Union body, therefore its planning exercise must be aligned to the ten key priorities defined by the Juncker's Commission at the beginning of its mandate.

1. Jobs, Growth and Investment
   - ✓ Creating jobs and boosting growth
2. Digital Single Market
   - ✓ Bringing down barriers to unlock online opportunities
3. Energy Union and Climate
   - ✓ Making energy more secure, affordable and sustainable
4. Internal Market
   - ✓ Stronger industry, fewer national trade barriers, stricter business ethics
5. Economic and Monetary Union
   - ✓ A deeper and fairer economic and monetary Union
6. EU-US Free Trade
   - ✓ Reaching a reasonable and balanced trade agreement
7. Justice and Fundamental Rights
   - ✓ Upholding shared values, the rule of law and fundamental rights
8. Migration
   - ✓ Towards a European agenda on Migration
9. EU as a Global Actor
   - ✓ A stronger global actor
10. Democratic Change
    - ✓ Making the EU more democratic

Out of the above priorities, Commissioner Bulc identified the following as key priorities for the transport sector:
- Jobs, Growth and Investment
- Internal Market
- EU as a Global Actor
- Democratic Change

Cascading from these priorities, the Transport Agencies of the European Commission have been assigned the following objectives:

- Become global leaders
- One-stop shop for all domain-related matters, as defined in the Basic Regulation
- Efficiency effort to be made, in particular on the simplification of processes
- Support to the industry
- Strategic alignment with the Juncker Objectives
- Innovative funding schemes

Strategic statements

The mission statement and the priorities for the Transport Agencies were transposed to six strategic statements that represent the goals to be achieved by the Agency by 2020.

1. Our ambition is to be the foremost Aviation Safety Agency in the world
   (Linked to the Juncker objective: EU as Global Actor)

2. The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability
   (Linked to the Juncker objective: EU as Global Actor)

3. One system based on partners working in an integrated, harmonised and coordinated manner
   (Linked to the Juncker objective: Jobs, Growth and Investment)

4. The Agency builds on committed, agile and talented staff
   (Linked to the Juncker objective: EU as Global Actor)

5. Rules are smart, proportionate and contribute to the competitiveness of the Industry
   (Linked to the Juncker objective: Jobs, Growth and Investment)

6. The Agency will continue to be independent from political or economic influence in all its safety actions
   (Linked to the Juncker objective: EU as Global Actor)

Strategic objectives

Each strategic statement has a set of underlying strategic objectives which are further described through the expected outcomes and a brief description of the actions the Agency will take to achieve the objectives. The strategic actions will be monitored through specific key performance indicators (KPIs) that together with the ones used to monitor the recurrent activities of the Agency will constitute the 'operational dashboard'.

Strategic statement 1: "Our ambition is to be the foremost Aviation Safety Agency in the world"

Strategic Objective 1.1	Facilitating competitiveness, innovation and emerging technologies which generate European success	
Outcome	Action	
Achieving proportionate and performance-based regulatory actions that efficiently maintain safety, stimulate jobs, growth and European industry.	The Agency increases safety and environmental performance by facilitating new technology deployment, impact assessment, analysis and mitigation of risks and ex-post evaluations.	

Strategic Objective 1.2	Sustaining worldwide recognition for the European aviation safety system	
Outcome	Action	
Recognition and respect as a strong partner with integrity, transparency and professional excellence.	The Agency shall implement an "International Strategy", promote European aviation standards and continue improving global safety and environmental protection levels.	

Strategic statement 2: "The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability"

Strategic Objective 2.1	Applying an advanced, pro-active and systematic approach to aviation safety	
Outcome	Action	
In consultation with National Aviation Authorities and Industry, develop a Safety Management capability that can programme and deliver effective and robust safety actions.	Within the framework of the European Plan for Aviation Safety (EPAS), the Agency shall assess, integrate and programme actions that result in Safety Promotion, Focused Oversight or Rulemaking.	

Strategic Objective 2.2	Using information technology to the benefit of the European Safety Management process	
Outcome	Action	
Managerial and technical processes and interactions with stakeholders are simplified, efficient and information is accessible to multiple parties.	Consistent with strategic priorities, the Agency shall implement integrated safety and environmental programming. Taking a holistic approach, the Agency shall manage the analysis of complex safety data efficiently and effectively. The Agency shall follow an "Information Security Roadmap" to protect its technical infrastructure.	

Strategic statement 3: "One system based on partners working in an integrated, harmonised and coordinated manner"

Strategic Objective 3.1	Identifying safety deficiencies and taking corrective actions in a coordinated and rapid manner	
Outcome	Action	
A comprehensive Risk-Based Oversight system provides safety performance monitoring of aviation activities.	The Agency shall develop and implement one harmonised Risk-Based Oversight system capable of targeted and timely responses to identified risks.	

Strategic Objective 3.2	Integrating technical resource management at European level for efficiency, effectiveness and flexibility	
Outcome	Action	
Competent well trained technical experts can be deployed in a coordinated manner to support safety activities and National Aviation Authorities throughout Europe.	The Agency shall lead the integration of planning, deployment and support for the "common pool" of experts as well as develop and maintain an "EASA Virtual Academy".	

Strategic Objective 3.3	Establishing a new resource scheme to sustain the European aviation safety system	
Outcome	Action	
One new harmonised resource management mechanism that forecasts revenues and reliably provides funds over the complete business cycle. Cooperative oversight and pooling of experts at EU level will also ensure a proper use of funds to sustain the European Aviation Safety System.	The Agency shall investigate, report and recommend innovative and proportionate new funding mechanisms.	

Strategic statement 4: "The Agency builds on committed, agile and talented staff"

Strategic Objective 4.1	Empowering individuals to develop, engage and grow so as to deliver on our priorities	
Outcome	Action	
Clear, concise and complete HR policies, procedures and practices that include encompassing recognition, training and development.	For all activities, the Agency shall ensure regular tailored job evaluations, professional growth opportunities and succession planning for its staff.	

Strategic Objective 4.2	Creating a quality work environment that helps staff succeed	
Outcome	**Action**	
Facilities that encourage team work, cooperation and collaboration and encompass a paperless workplace with up-to-date support tools.	The Agency shall provide customised work premises and tools for active staff collaboration and support.	

Strategic Objective 4.3	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Outcome	**Action**	
Stakeholders receive an efficient, straightforward, quality service at a high level of availability and low level of bureaucracy.	The Agency shall implement improvements, track progress, benchmark and review performance; with particular attention to developing stakeholders' two-way feedback.	

<u>Strategic statement 5:</u> "Rules are smart, proportionate and contribute to the competitiveness of the Industry"

Strategic Objective 5.1	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach	
Outcome	**Action**	
Consultation mechanisms and Rules, Opinions and Guidance that are objective, understandable and responsive to demand.	The Agency shall monitor the rulemaking process, in order to ensure a consistent, efficient, and effective approach. In addition the Agency shall consistently conduct preliminary impact assessments.	

Strategic Objective 5.2	Assessing implementation of Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Outcome	**Action**	
A smart, effective feedback loop that leads to constantly improving aviation Rules and Regulations.	In consultation with stakeholders, the Agency shall regularly review enacted Rules and Regulations to maintain, amend, remove or replace them with measures like Safety Promotion.	

Strategic statement 6: "The Agency will continue to be independent from political or economic influence in all its safety actions"

Strategic Objective 6.1	Demonstrating integrity by assuring technical independence and robustness of safety decision making
Outcome	Action
Technical safety decision making that is objective, based on analysis, impact assessment and fair judgment and not influenced by bias or undue influence.	The Agency shall maintain a conflict of interest management system and strengthen existing mechanisms such as the job rotation scheme.

Strategic Objective 6.2	Minimising the consequences of political or unexpected constraints that may impact aviation safety
Outcome	Action
Problems are anticipated and countermeasures are enacted so that safety risks are minimised and stakeholder expectations are satisfied.	The Agency shall employ data based decision-making processes and establish practical measures to counter safety risks stemming from resource constraints and the impact of undue influence.

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II.2 Programme 2018 – 2020 of the Strategy & Safety Management Directorate

Vision SM

We continuously foster innovation in safety management, leveraging safety intelligence, new technologies and EASA's worldwide presence, to provide EU citizens safe air-travel across Europe and worldwide.

Mission:

1. We develop EASA's strategy and programmes to manage proactively existing and emerging risks (e.g. cyber security, conflict zones, drones, etc.), and to ensure the most effective resource deployment
2. We pro-actively manage environmental and safety risks (through the European Plan for Aviation Safety (EPAS) and enhanced safety analysis) in partnership with the European Commission, the member states and the industry
3. We contribute to the highest level of safety worldwide through international cooperation initiatives enhancing aviation safety and promoting European standards

II.2.1 Safety Intelligence and Performance

The Agency is working on a risk based safety management system. This system will consist of both reactive and proactive elements to ensure both that historical data is used effectively and emerging issues (such as new business models and new technologies, Cyber security and UAs) are identified, prioritised and assessed. This effort will drive the transition towards an efficient, pro-active and evidence-based safety system. It will rely on two pillars:

- The strengthening of the safety intelligence and safety performance functions: this will require on one hand an enhanced safety data analysis capacity to better identify, prioritise and assess safety issues, and to measure safety performance according to a meaningful set of performance indicators.
- In particular, the Agency is developing the Data4Safety (Big Data) programme that will provide a Big Data platform and Analysis capability at European level.

- The development of a top-down and risk-based safety planning function (rulemaking, safety promotion, research, focused oversight): will rely upon the use of the European Plan for Aviation Safety (EPAS) as the vehicle to establish EU-wide strategic safety priorities and decide upon the more efficient and cost effective set of safety actions.

Safety promotion is one of the possible types of safety actions (with Regulations and Oversight) that are available to the Agency. Safety promotion complements rulemaking and oversight and research as a way and means to address safety issues and objectives by actively communicating, reinforcing, explaining and engaging with targeted stakeholders.

Safety Promotion is one of the over-arching priorities of the Agency, benefiting from resource re-deployment over time.

Objective: (related to strategic objective 2.1; 2.2; 1.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	**Safety Intelligence and Performance** (comprises: Safety Data, Occurrence Reporting, Accident follow-up, Safety Analysis, Safety Risk Management) (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Efficient reactive safety processes (occurrence reporting and accident follow-up) that allow the Agency to respond to accidents and reported incidents in line with its scope of competence. Efficient safety risk management process, that proactively identifies, prioritises and assesses systemic safety issues that may be present in the European aviation system, with a view to provide inputs (in the form of assessed safety issues and safety actions proposals) into the safety programming process (EPAS).
KPI (details cf. Annex IV.11) / Milestone	KPIs: - Timely processing of occurrence reports - Accuracy of technical owner allocation - Timeliness to answer safety recommendations - Productivity and Quality of Safety Analysis process
Risk (details cf. EASA Risk Register)	- Quality of data and provision of analysis resources to complete the process development and analysis tasks - Failure to identify or failure to respond to safety issues in a timely manner.
Workload (k hours) 2018/2020	48 / 60

Objective: (related to strategic objective 1.1; 2.1; 2.2)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	European Big Data Programme – Data4Safety – (activity: safety management; funding principal: Subsidy Funded and per MB agreement funds from F&C reserve)
Expected Outcome	Launch and deliver the proof of concept phase of the European Big Data Programme "Data4Safety". This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the EPAS.
KPI (details cf. Annex IV.11) / Milestone	Milestones: 40 members have joined the programme by 2020. - Programme is main data-driven source of European Safety Risk Assessment for all relevant bodies.
Risk (details cf. EASA Risk Register)	Availability of funding, willingness of safety data owners to join the programme and share their data.
Workload (k hours) 2018/2020	5 / 6

Strategic Objective 2.1	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Promotion (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Safety Promotion is effectively used as a means to mitigate safety issues/risks.
KPI (details cf. Annex IV.11) / Milestone	KPIs: - Implementation Safety Promotion Programme - Safety Promotion Resource Engagement - Cooperation with stakeholders: proportion of safety promotion materials and actions jointly developed
Risk (details cf. EASA Risk Register)	- Limited value and benefit for stakeholders of safety promotion material and actions - Credibility of the EASA system as leading safety promotion actor
Workload (k hours) 2018/2020	19 / 21

Objective: (related to strategic objective 6.1; 2.1)	Demonstrating integrity by assuring technical independence and robustness of safety decision making
Key Process	Research Strategy (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Consolidate and deliver a Research Strategy that supports the needs of the EPAS and wider aviation industry. If approved, EASA will also deploy its own funding (F&C reserve) to launch or co-finance research projects, next to grants or delegation agreements.
KPI (details cf. Annex IV.11) / Milestone	KPIs: - Timely execution of committed research projects - Research Resource Engagement
Risk (details cf. EASA Risk Register)	Insufficient funding of the Research Strategy.
Workload (k hours) 2018/2020	7 / 9

Objective: (related to strategic objective 2.1; 2.2; 1.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Cybersecurity in Aviation and Emerging Risks (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Create the proper environment under which the aviation community is prepared to effectively address the cybersecurity risks faced by the aviation sector. This environment should: foster the sharing of information between all the involved actors, in order to develop a complete cybersecurity risk landscape and to allow

	the identification and sharing of new risks and the rapid reaction by all parties
	• include a strong and flexible regulatory framework supported by appropriate international cooperation and harmonization activities
	• ensure a high level of cybersecurity knowledge and competence of the different actors
KPI (details cf. Annex IV.11) / Milestone	Milestones: • Timely completion of the milestones defined in the Strategy for Cybersecurity in Aviation • Timely completion of the regulatory deliverables defined in the EPAS • Regular participation in all related ICAO initiatives and groups
Risk (details cf. EASA Risk Register)	• Insufficient support from Member States to integrate EASA's activities • Agency funding: failure to have the right level of funding to support the activities of the Agency
Workload (k hours) 2019/2020	9 / 10

Objective: (related to strategic objective 2.1; 2.2; 1.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Risks to civil aviation arising from conflict zones (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Implement in cooperation with Member States and European Institutions a system that enables to provide information on risks arising from conflict zones, in order to help airlines and aviation authorities in their own risk assessment and decision making processes
KPI (details cf. Annex IV.11) / Milestone	KPIs: • None defined so far Milestones: • 2019: availability of an efficient rapid alert system
Risk (details cf. EASA Risk Register)	Insufficient cooperation at European level to generate consistent and usable information
Workload (k hours) 2018/2020	0.04 / 0.1

II.2.2 Strategy & Programmes

The Agency aims to streamline the programming process, by matching identified priorities with more effective resource management. Moreover, in order to better focus the Agency's resources, EASA is progressively introducing a Performance Based Environment framework. This framework is based upon fact based decision making, relying on better regulation methodologies at all stages of the process:
- Definition of objective
- Elaboration of indicators to measure the result of the action
- Impact assessment
- Monitoring of the implementation

- Evaluations once the regulations have been implemented

Objective: (related to strategic objective 2.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Planning (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Safety planning and programming fosters through the EPAS the improvement of European aviation safety while promoting competitiveness, innovation and emerging technologies which generate European success, and developing a European-wide safety management capability.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Share of Efficiency tasks in the Safety programme Milestone: • Security issues linked to safety are included in the EPAS by 2019
Risk (details cf. EASA Risk Register)	No risks identified
Workload (k hours) 2018/2020	7 / 8

Objective: (related to strategic objective 5.1; 5.2)	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach
Key process	Rules Development (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	EU performance based regulations better adapted to an evolving environment.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timely Progress on Rulemaking Programme • Rulemaking Process Efficiency • Rulemaking Resource Engagement
Risk (details cf. EASA Risk Register)	Rules Development and Programming: difficulty in identifying the environment and associated performances in which the rule is going to be implemented.
Workload (k hours) 2018/2020	72 / 65

Objective: (related to strategic objective 5.1)	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach
Key Action	Develop smart standards on noise, emissions and CO_2 (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Environmental standards are smart, proportionate and contribute to the competitiveness of the industry. The environmental standards include ICAO

	standards and recommended practices, Implementing rules, Acceptable Means of Compliance and Guidance Material and certification specifications.
KPI (details cf. Annex IV.11) / Milestone	Milestone: • Environmental standard adopted at ICAO Committee on Environmental Protection/11 in February 2019 • Notice of Proposed Amendments on ICAO Committee on Environmental Protection /11 outcome by end of 2019
Risk (details cf. EASA Risk Register)	European positions in ICAO not taken into account and reflected properly
Workload (k hours) 2018/2020	2 / 2

Objective: (related to strategic objective 5.1)	Optimising activities to ensure a consistent, efficient and effective approach
Key process	Better Regulation (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Better Regulation: Activities and policies are performance-based and data driven where appropriate, proportionate and contribute to the competitiveness of the industry.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Preliminary Impact Assessments Coverage • Impact Assessment Coverage Milestones • Review KPIs
Risk (details cf. EASA Risk Register)	Insufficient support from stakeholders to provide economic data
Workload (k hours) 2018/2020	7 / 11

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Business programming and reporting (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Coordinate and deliver the annual Single Programming Document, prepare the Quarterly Report on progress made, regarding the implementation of the year's work programme and coordination of the Annual Activity Report. Together these documents constitute EASA's management cycle: plan, act, do and check.
KPI (details cf. Annex IV.11) / Milestone	Milestone: • Simplification of the programming cycle by 2019 • Refine Quarterly Reporting in accordance with management needs and lessons learned by 2019 • Review and benchmark EASA programming cycle by 2020 • Set-up Programme Management Office (by 2020)
Risk (details cf. EASA Risk Register)	Outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity

Workload (k hours) 2018/2020	12 / 13

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Business Analysis (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Assistance to the business in translating its operational pain points into a structure and content that can be used by IT to create an IT solution, which is fit to address the problems identified and aligns with EASA's IT architectural principles.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Realised return on investment, compared to plan for IT projects
Risk (details cf. EASA Risk Register)	• Outcome of Business Analysis deviates from need experienced by project owner, as actual needs were not communicated clearly • Failure to establish and maintain an integrated, consistent, efficient and top-down information/data management model/system
Workload (k hours) 2018/2020	2 / 3

II.2.3 International Cooperation

EASA and the EU develop international cooperation instruments, either Bilateral Aviation Safety Agreements (BASAs) at EU level, or Working Arrangements (WAs) at EASA level, to organise efficiently and effectively the cooperation with international aviation partners. Moreover, the Agency is mandated to assist the EU Member States in fulfilling their ICAO obligations. Many ICAO Standards and Recommended Practices (SARPs) have direct implications for safety and for the competitiveness of the European aviation industry. It is therefore of strategic importance for Europe to strengthen its presence and upstream influence in ICAO developments and processes, both through EASA and the Member States, working closely together with ICAO.

Furthermore, EASA works with third country aviation authorities and other international partners worldwide to raise global aviation safety standards and promote the European system. It provides technical assistance to countries and regions, and helps to improve the regulatory and oversight capabilities of national and regional aviation authorities. To this end, EASA manages EU-funded civil aviation cooperation projects, working with the European Commission. In addition to these EU-funded projects, in the coming years the Agency will engage with other donors for technical assistance. The Agency's in-house technical expertise, together with the strong partnership with Member State National Aviation Authorities, is vital for the successful implementation of these projects. The main aim for the planning period should be to become the leading implementing body of EU-funded aviation technical cooperation programmes, in partnership with Member States.

Furthermore, EASA implements its training strategy, focusing on the following key areas: continuous maintenance and development of the competences of EASA staff, as well as harmonisation of training and assessment standards for aviation inspectors within the EASA system; implementation support to aviation authorities and organisations as well as lectures to universities; support of the international cooperation strategy through training services; and continuous improvement of the European Central Question Bank (ECQB), currently used for theoretical examinations of commercial pilots. While the majority of the training

products are developed by EASA, EASA plans to further strengthen its cooperation with training organisations. The ECQB-related services are primarily for European aviation authorities and non-EASA States which are aligned with the European legislative framework for aviation safety.

Objective: (related to strategic objective 1.1; 3.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Bilateral agreement and working arrangement (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	Bilateral Aviation Safety Agreements (BASAs) negotiated by the EU with proactive support from EASA. Conclusion by EASA of Working Arrangements (WAs), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely progression on Working Arrangements • Timely progression on Bilateral Agreements
Risk (details cf. EASA Risk Register)	Safety risk in case of deficiency in some foreign partners' safety systems. Risk of unbalance in BASAs and WAs, to the detriment of European Industry
Workload (k hours) 2018/2020	23 / 22

Objective: (related to strategic objective 1.2)	Sustaining worldwide recognition for the European aviation safety system
Key process	Technical Support (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this EASA shall become the leading implementer of EU funded aviation technical cooperation programmes, in partnership with Member States.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely implementation of work plans related to technical support to 3rd countries • Quality of delivered projects based on stakeholder feedback
Risk (details cf. EASA Risk Register)	The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.
Workload (k hours) 2018/2020	41 / 42

Objective: (related to strategic objective 1.2; 3.1)	Sustaining worldwide recognition for the European aviation safety system
Key process	ICAO cooperation (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	● EU's position on matters under EU's/EASA's competences are timely represented in ICAO standard setting activities (participation in ICAO panels) and high level events, following efficient pre-coordination among all European stakeholders led by EASA.

	• EASA's role in the European coordination process (in matters under EASA's competences) is well understood and ensures better use of resources, improved efficiency and effectiveness and a coordinated promotion of Europe's common aviation interests.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely provision of recommendations on ICAO State Letters for use by Member States (MS) • Timely delivery of compliance checklists for use by MS
Risk (details cf. EASA Risk Register)	European positions on aviation safety are not taken into account and reflected properly.
Workload (k hours) 2018/2020	8 / 5

Objective: (related to strategic objective 3.2)	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	Technical Training (activity: support activity; funding principal: Mix Funded)
Expected Outcome	• Highly trained and competent EASA staff • A more effective and consistent training for aviation inspectors in the EASA system through common training and assessment standards • An ECQB with a set of relevant, correct and up-to-date questions covering all relevant areas for initial ground training for commercial pilots
KPI (details cf. Annex IV.11) / Milestone	KPI: • Performed trainee days (technical) per year • Trainee satisfaction • For ECQB: number of newly developed questions and of reviewed existing questions per year
Risk (details cf. EASA Risk Register)	• The training offer does not meet the (internal and external) stakeholders' needs • Not enough/sufficiently qualified resources to develop and deliver the training
Workload (k hours) 2018/2020	27 / 29

II.2.4 Other Strategy & Safety Management related Tasks

Guided by EASA's strategic ambitions and substantiated by SM's strategic priorities, the above detailed resources were allocated to SM's core activities. SM is also performing a number of internal and cross-directorate projects. Completion of these projects is anticipated to improve the quality of work, reduce administrative burdens, free resources for the directorate's core activities and to increase productivity.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Strategy and Safety Management related activities (activity: support activity; funding principal: Mix Funded)

Expected Outcome	Ensure the smooth operation of the SM directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Strategy and Safety Management related (IT) projects
KPI (details cf. Annex IV.11) / Milestone	n/a
Risk (details cf. EASA Risk Register)	n/a
Workload (k hours) 2018/2020	36 / 43

II.2.5 Summary workload estimation

The following table show the overall workload estimation in the Strategy & Safety Management Programme based on the above classification.

Activity	Workload (k hours) 2018/2020	Resources (FTE) 2018/2020
Safety Intelligence and Performance	88 / 106	54 / 67
Planning, Programmes, Rules Development	102 / 102	65 / 64
International Cooperation	99 / 98	62 / 61
Strategy and Safety Management related activities	36 / 43	22 / 27
GRAND TOTAL	**325 / 349**	**204 / 219**

II.3 Programme 2018 – 2020 of the Certification Directorate

Based on EASA's mission and strategic statements, the Certification Directorate developed for its programme 2018 – 2020 the subsequent vision, mission and objectives.

Vision:

Our vision is to demonstrate world class performance in the certification of aviation products, working to ensure high levels of safety without undue burden on the aviation industry, thereby further improving the European and global level of safety and environmental protection and contributing to the success of aviation.

Mission:

1. Our work primarily aims at maintaining the high level of aviation safety and environmental protection in Europe and enabling an improvement worldwide.
2. We are constantly and pro-actively working to identify safety risks and to target proportionate interventions in a timely manner, in cooperation with our European and international partners and industry stakeholders.
3. We aim to use our limited resources in the most effective and efficient way without compromising safety, by working towards a risk and performance based approach; constantly improving our internal processes and relying on our Bilateral Partners while increasing our effort with prospective international partners and coordination with military stakeholders, including the civil certification of their products when requested.

II.3.1 Certification

The Agency is responsible for the initial Airworthiness certification (including the environmental and operational suitability aspects), the continuing airworthiness of the approved type designs and provides services upon request of the industry such as support in the validation of European products in third countries.

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Initial airworthiness and operational suitability (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement), streamlining existing working methods.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Initial Airworthiness (stakeholders) satisfaction rate (annually, eventually quarterly) • Initial Airworthiness (IAW) performance rate
Risk (details cf. EASA Risk Register)	A low level in the quality of services may create safety issues, undermining confidence in the Agency and its reputation.
Resources (internal hours) 2018/2020	project related: 174 / 175

Objective: (related to strategic objective 3.1; 2.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Continuing airworthiness and operational suitability (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using the available resources effectively.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Airworthiness Directives deficiency rate • Continuing airworthiness (CAW) predictability time • Occurrences backlog monitoring rate • Technical acceptance of occurrences timeliness
Risk (details cf. EASA Risk Register)	Failure to identify or failure to respond to safety issues in a timely manner may negatively affect product safety (e.g. resulting in accidents)
Workload (k hours) 2018/2020	project related: 64 / 74

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Certification related services (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Validation of the European products by third countries' authorities, and providing technical support to the European industry in a timely manner.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timeliness of certification support for validation of products
Risk (details cf. EASA Risk Register)	Failure to provide the requested support in a timely manner might undermine the competitiveness of the European industry in third countries
Workload (k hours) 2018/2020	25 / 27

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner.
Key process	Design Organisation Approvals (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Establish a risk based oversight approach for the design organisation and implementing the Level of Involvement (LoI) concept.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely approval of Design Organisation (DOA) continuation
Risk (details cf. EASA Risk Register)	Ineffective oversight of design organisations may create safety issues on products.
Workload (k hours) 2018/2020	project related: 39 / 40 (includes DOA initial investigation and surveillance)

In addition to the workload described above, a significant part of the Certification activities will be outsourced to NAAs and Qualified Entities. The current forecast includes the vision to outsource up to 40k hours by 2020 as agreed in the Outsourcing strategy. This needs to be validated in the partnership agreements with the NAAs.

II.3.2 Other Certification related Tasks

The above detailed resources are allocated to Certification core activities, based on the strategic ambitions of EASA translated into the strategic priorities of CT directorate. Besides the above described tasks, CT will continue to implement a number of internal and cross-directorate projects.

The tables below summarise additional, key projects, the Certification directorate will undertake in the coming years. All of them are directly linked to the strategic priorities.

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Establish drone services market, covering drones and its operations, airspace rules for low level airspace and the creation of the U-Space. Implementing rules (IR) for the open, specific and certified category and associated Acceptable Means of Compliance, standards and safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestone: • IR to be adopted in accordance with the rulemaking programme.
Risk (details cf. EASA Risk Register)	• The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time and/or quality. • Non-harmonized implementation between member states relative to topics such as zones or risk assessment
Workload (k hours) 2018/2020	1 / 0.2

Objective: (related to strategic objective 5.1)	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach
Key Action	Simpler, lighter, better regulations for General Aviation (GA) (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Implementing rules, Acceptable Means of Compliance and Guidance Material; certification specifications; standards, safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestone: • Develop the expected output in full compliance with the GA roadmap
Risk (details cf. EASA Risk Register)	Stagnation and even reduction of GA activities due to: • A regulatory system that is not proportionate to safety risks, and creating high burden and costs. • Lack of innovation and therefore a GA environment that is not appealing for young pilots. • A delay in the implementation of GA regulatory changes.
Workload (k hours) 2018/2020	3 / 2

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Certification related activities (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Ensure the smooth operation of the CT directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Certification related (IT) projects and tasks. Regular feedback provided to stakeholders to share updates on technological developments, process and rules changes.
KPI (details cf. Annex IV.11) / Milestone	Milestones: • Yearly review and revision as necessary of the Certification Handbook • Implementation of the EASA wide training strategy • Organisation of stakeholder events such as Certification/DOA workshop and Rotorcraft Symposium
Risk (details cf. EASA Risk Register)	n/a
Workload (k hours) 2018/2020	104 / 106

Certification experts also provide expertise and support to other internal core and support processes (cross activities provided). For instance, developing and adjusting the rules and technical specifications for designing, manufacturing aircraft (and their equipment); support to international cooperation (existing bilateral partners and negotiations with the potential new ones); research activities; support to the Agency projects and participation to international working groups defining international standards; based on the priorities set at Agency level. The level of associated workload is not displayed in the current chapter, but embedded in the relevant chapters within the document.

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II.3.3 Summary workload estimation

The following table show the overall workload estimation in the Certification Directorate Programme based on the above classification.

Activity	Workload (k hours) 2018/2020	Workload (FTE) 2018/2020
Certification		
Initial Airworthiness	174 / 175	109 / 109
Continuing Airworthiness	64 / 74	40 / 46
Certification related services	25 / 27	16 / 17
Design Organisation Approval	39 / 40	27 / 26
Other Certification related Tasks	108 / 108	66 / 66
Outsourced workload	46 / 47	n/a
GRAND TOTAL (incl. outsourcing)	**456 / 471**	**257 / 264**

II.4 Programme 2018 – 2020 of the Flight Standards Directorate

Based on EASA's mission and strategic statements, the Flight Standards Directorate developed for its programme 2018 – 2020 the subsequent vision, mission and department related objectives.

Vision:

Establishment of "One System", in order to provide safe air travel for EU citizens in Europe and worldwide. One System is based on partners working in an integrated, harmonised and coordinated manner. Rules derived to govern One System are smart, proportionate and contribute to the competitiveness of the Industry.

Mission:

1. A performance based regulatory framework in place by 2021
2. A performance and risk-based oversight system, that is proportionate and effective across all domains
3. A most modern system supported by the most modern IT, organisational principles and staff development (e.g. flexible use of resources, competency framework)
4. Secure robust partnerships with NAAs, Stakeholders, international organisations and other authorities (BASAs, WAs, partnership agreements, advisory bodies, outsourcing policy)
5. Clear roles and responsibilities of the stakeholders that is consistent with SMS-RBO-PBR principles and new business models
6. Further promote a Just Culture and Safety Culture in Europe and globally
7. Achieve the full implementation of SMS in all domains by 2020

II.4.1 Alternative Means of Compliance and Adequacy of Rules

The activity performed in the Flight Standards directorate is coordinated with the Strategy and Safety Management Directorate, which does the Safety Analysis and Safety Programming.

Objective: (related to strategic objective 5.2)	Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant
Key process	Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation. Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	• Exemptions and derogations notifications are processed in a timely manner • Regulations are assessed on the basis of their adequacy, efficiency and effectiveness, providing the Agency with criteria to improve the RM programme with regard to quality and quantity, identifying which rules could be clarified, simplified, updated or possibly repealed
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timely answer to exemption requests (as defined by regulation) Milestones: • 5 year evaluation programme, updated on an annual basis, presented in the EPAS/RMP
Risk (details cf. EASA Risk Register)	• Insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency

	recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact. • Inadequate regulations remaining in place, without being amended. Thus causing difficulties/harm to Competent Authorities and Industry • Failure to identify the inadequacies and negative effects in application of the rules.
Workload (k hours) 2018/2020	5 / 5

II.4.2 Organisation Approval

The Agency is responsible for the approval and continuous oversight of design, production, maintenance, continued airworthiness management, maintenance staff training and flight crew training organisations outside the territory of Member States. Within Member States the Agency is responsible for design organisations and certain production organisations, if requested by Member States.

In addition, with the second extension of the remit to Air Traffic Management (ATM)/ Air Navigation Services (ANS), the activities include the approval and oversight of pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the Network Manager on behalf of the European Commission. EASA will also support the certification of a new satellite-based augmentation system (SBAS) in South Korea.

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Organisation Approvals – initial and continued (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Facilitate culture change of internal and external stakeholders to allow a pragmatic implementation of risk based oversight techniques proportionate to the activity and its associated risks, by means of training, development of best practices leading to a Safety Management System (SMS) risk based culture, which will facilitate a harmonised and coordinated a implementation and standardisation of a new risk based environment.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timely initial approval of Organisation • Timely approval of Organisation continuation • On time closure of Organisation Approvals (OA) findings (2019) • Timely validation/completion of Third Country Operator applications • Feedback on Organisation Approval process (yearly)
Risk (details cf. EASA Risk Register)	Failure to act may cause a misalignment of industry practices and regulatory framework, unchecked "theoretical" implementation of SMS may cause overregulation to certain sectors with no safety benefit.
Workload (k hours) 2018/2020	Project related: 73 / 79 Non-project related: 8/ 9

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key Action	Organisation Approval – risk-based approach (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Implementation of a risk-based approach in the field of approved organisation oversight consistent with the introduction of applicable regulatory material
KPI (details cf. Annex IV.11) / Milestone	Milestone: • Incorporation of the risk-based oversight approach into the Organisations Approvals Procedures.
Risk (details cf. EASA Risk Register)	Difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing cultural models, risk of overregulation in certain domains with no additional safety benefit.
Workload (k hours) 2018/2020	0.3 / 0.4

In addition to the workload described above, a significant part of the Flight Standards activities will be outsourced to NAAs and Qualified Entities. The current forecast includes the vision to outsource up to 48k hours by 2020 as agreed in the Outsourcing strategy. This needs to be validated in the partnership agreements with the NAAs.

II.4.3 Continuous Monitoring and Standardisation

In the standardisation field, oversight and monitoring of the implementation of rules will remain a priority. The priorities shall focus on the consolidation of the continuous monitoring approach and continuous coordination with the European Commission's enforcement procedures.

In 2018 EASA will start standardisation activities in two domains: Aerodromes (ADR) and Systemic enablers for safety management (SYS). The latter includes assessment of Authorities' obligations for Occurrence Reporting (Regulation (EU) No 376/2014) and for a Management System (common elements of Authority Requirements). Verification of obligations related to State Safety Programme and EPAS will be added once the new basic regulation will provide a legal basis for this.

EASA and ICAO will continue their collaboration and seek the implementation of their Working Arrangement to exchange data and information.

To assist in the efficient implementation of the Risk-based Oversight system, Flight Standards will continue to enhance the competencies of the Standardisation inspectors for the assessment of Authority and Organisation Requirements, with particular regard to the Management System.

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Standardisation: monitor application of regulations and implementing rules (activity: Standardisation; funding principal: Subsidy Funded)
Expected Outcome	- Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities; - Assure uniform implementation of the rules in all domains - Active control of process deadlines during the reporting phase - Further develop/complete the capacity for standardisation activities in new domains (Aerodromes, Occurrence Reporting), EPAS and State Safety Programme implementation). - Provide assistance to MS facing difficulties, as requested - Be ready for the implementation of the Emergency Oversight Mechanism, when introduced by the new Basic Regulation
KPI / Milestone	KPIs: - Efficient and robust Standardisation (yearly) - Active Control of overdue Standardisation findings - Timely issuance of Standardisation reports
Risk (details cf. EASA Risk Register)	Failure to establish, and then maintain, uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States.
Workload (k hours) 2018/2020	82 / 78

II.4.4 Third Country Operators and Ramp Inspection Programmes (SAFA/SACA)

The authorisation of Third Country Operators (TCO) performing commercial air transport operations in territories covered by the EASA Basic Regulation will contribute directly to enhancing the data-driven safety plan for Europe.

Similarly, the Ramp Inspection Programmes (SAFA/SACA) will contribute directly to enhancing the data-driven safety plan for Europe and disseminating EU regulations and products. This will be achieved by integrating safety data/indicators from other processes in the ramp inspections programmes in order for those to become more risk-based and by continuing the coordination, cooperation and information sharing with key external partners (European Commission, ICAO, and International Air Transport Association).

Strategic Objective 3.1	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Third-Country Operators Authorisation (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	Effective application (coordination, monitoring, and initial application) of a Continuous Monitoring Programme to the complete population of authorised third country operators, proportionate to the risk involved for EU citizens
KPI (details cf. Annex IV.11) / Milestone	Milestone: • CMP fully documented • All authorised TCOs subject to CMP • 100% CMP implementation rate
Risk (details cf. EASA Risk Register)	Inefficient management of TCO due to duplication of activities. Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU.
Workload (k hours) 2018/2020	21 / 17

Strategic Objective 3.1	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key action	Support the European Commission Air Safety List (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	A newly developed articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a coordinated approach for negative TCO decisions based on safety assessments. Such an evaluation could possibly lead to a revision of both the TCO and Safety List Regulations.
KPI (details cf. Annex IV.11) / Milestone	Milestones: • Evaluation for possible revisions to the Safety List regulation / TCO regulation to ensure consistency between the two systems and improve their effectiveness and efficiency by 2020.
Risk (details cf. EASA Risk Register)	Lack of coordinated approach between TCO and Air Safety List leading to inefficient/overlapping activities
Workload (k hours) 2018/2020	5 / 4

Strategic Objective 1.2	Sustaining worldwide recognition for the European aviation safety system
Key Action	SAFA Coordination and analysis of the feasibility to maintain a European pool of ramp inspectors (activity: SAFA (Ramp Inspection Programmes): Subsidy Funded)
Expected Outcome	• Expanded European ramp inspections programme by forming strategic partnerships with several of the States identified in the Implementation Plan of the EASA International Cooperation Strategy and as formalised in signed Working Arrangements. • A thorough feasibility study will be commissioned to assess the feasibility of the concept. If feasible, interested Member States will be invited to participate in a mutual recognition programme of EU ramp inspectors. Subsequently, this will allow participating member states the possibility to manage resources more efficiently. • Examine if maintaining a European pool of ramp inspector is possible • A robust and continuous exchange of reliable SAFA safety information amongst the SAFA Programme participating States. A sound safety analysis by EASA as the basis for safety recommendations.
KPI / Milestone	Milestones: • Two new SAFA Working Arrangements signed by 2020 • Satisfaction rate from stakeholders (participating states) regarding EASA responsiveness (from the stakeholder survey); overall stakeholder satisfaction ≥ 75% • If labelled as feasible, have at least 5 States participating in such EU pool of ramp inspectors by 2020
Risk (details cf. EASA Risk Register)	• Regional (political) complications for States joining a European programme; impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards; Insufficient resources to manage the growth. • Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information • Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators • Lack of resources in the participating Member States • Lack of financial resources
Workload (k hours) 2018/2020	6 / 4

II.4.5 Other Flight Standards related Tasks

Guided by EASA's strategic ambitions and substantiated by FS' strategic priorities, the resources detailed above were allocated to FS' core activities. Additionally, FS is performing a number of intra-directorate and cross-directorate initiatives. Completion of these initiatives is anticipated to increase quality of work, reduce administrative burden, free resources for the directorate's core activities and increase productivity.

One set of initiatives will be to improve the reactiveness of Flight Standards towards emerging technologies and business models. This will be supported by increasing the communication between EASA and stakeholders, including R&D groups of the industry and industry leaders.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Flight Standards related activities (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Ensure the smooth operation of the FS Directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Flight Standards related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestones: • Implementation of the periodic Business Process Management (BPM) reviews as per the Agency's Integrated Management System (IMS) • Implementation of various recommendations stemming from audits and other reviews • Revision of expert reimbursement (expenditure) and cost recovery (revenue) procedures • Implementation of the EASA-wide training strategy • Organisation of stakeholder events (including surveys) in the Flight Standards domains
Risk (details cf. EASA Risk Register)	n/a
Workload (k hours) 2018/2020	44 / 48

II.4.6 Summary workload estimation

Activity	Workload (k hours) 2018/2020	Resources (FTE) 2018/2020
Flight Standards		
Alternative Means of Compliance and Adequacy of Rules	5 / 5	3 / 3
Organisation Approval		
Project related	73 / 79	46 / 49
Non-project related	8 / 9	5 / 6
Continuous Monitoring and Standardisation	82 / 78	51 / 55
Third Country Operators and Ramp Inspection Programmes	32 / 25	20 / 16
Other Flight Standards related Tasks	44 / 48	27 / 30
Outsourced workload	38 / 39	n/a
GRAND TOTAL (incl. outsourcing)	283 / 283	152 / 153

II.5 Programme 2018 – 2020 of the Resources and Support Directorate

Vision:
Our team fuels EASA abilities to be one step ahead.

Mission:
We partner up with each part of the organisation to bring integrated, innovative, valuable support services. We are driven to anticipate operational needs and foster organisational efficiency.

The Agency strives to be best among its peers, regarding the share of positions it deploys to implement its control and support processes. Drawing upon the European Commission benchmarking exercise EASA deploys 16% of its resources to control and support processes, while the second best EU Agency deploys 21% of its staff.

The directorate is preparing a reorganization plan, which should be finalised within the course of 2018. The main objective of the restructuring will focus on pooling staff to support cross-departmental activities, in order to reduce duplications of tasks and build relevant expertise in specific areas (continuous improvement, digitalization, process efficiency, etc.). Another major project will focus on rationalizing the service catalogue, in order to prioritize efforts on mandatory and necessary services.

EASA strives to further reinforce its leadership position, reducing that ratio further, while facing the challenges of the revised basic regulation and EASA's strategic ambitions. To this aim, it plans to work along 4 axes:
- Maximising the benefit of digitalisation (building on the investment to deliver the CORAL program) and full digitalization of its support and administrative processes by 2021.
- Focusing on an "administrative" service catalogue fully supporting its strategic objective and regularly critically redesigning its control and support frameworks to prioritize efforts on critical risks and necessary services.
- Fostering, through the revision of EASA's Fees and Charges regulation, the adoption of a low administrative overhead scheme.
- Outsourcing as much as possible the provisioning of non-strategic services, to enhance scalability and resilience.

More specifically, over the period, the programme 2018-2020 should deliver:
- Efficiency gains of circa 10% of the RS directorate workload capacity
- Gradual outsourcing of all IT infrastructure and Information Services.
- Transition to a new Fees and Charges scheme, fit for the emerging cross-industry trends and the anticipated technological evolution of the aviation industry.
- An approach to Human Resources management focused on developing internal EASA staff competencies, so they fit the Agency's future strategic objectives best.

II.5.1 Human Resources

EASA deploys all the staff necessary to fulfil its assigned areas of competence and in doing this optimises the use of its budget, relying on a pro-active, modern and forward looking, efficient set of HR policies, planning & monitoring tools and related processes driven by measurable performance, balancing risk, and assuring compliance with its regulations.

The HR team strives to be recognised by EASA managers as their business partner, competent to mentor them and bring them tailored solutions in the optimisation of an engaged and competent workforce

deployment and in addressing individual cases in a timely manner. This is to be supported through processes of strategic workforce planning including recruitment and internal staff deployment.

EASA is developing a modern HR, taking into account the results of the Staff Engagement Survey that supports development and empowerment of its staff, while at the same time building an agile workforce. This is a crucial success factor to be able to quickly adapt to permanent change. The Agency is currently implementing initiatives aimed at staff progression and deployment in line with the Agency's strategic plan.

Objective: (related to strategic objective 4.1; 1.1)	Empowering individuals to develop, engage and grow so as to deliver on our priorities
Key process	Human Resources (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Build up the Aviation Safety Talent Community: The Agency has sufficient number of motivated, innovation-prone and high-potential staff
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting) • Non-occupancy duration (90 working days or fewer of vacant posts) • Turnover rate (numbers of statutory staff leaving the Agency as a percentage of total statutory staff – yearly reporting) • Staff Engagement survey (biennial) Milestone: • After roll out of the pilot projects concerning development and mobility, this process will be extended to the whole Agency during 2018, and systematically applied thereafter.
Risk (details cf. EASA Risk Register)	Failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members.
Workload (k hours) 2018/2020	38 / 31

II.5.2 Information Technology

Establish a successful business partnership with a strong commitment to cost-effectiveness and the creation of significant operational value contributing to the achievement of EASA's strategy; one of the key elements is for the IT department to take a leadership role in opening boundaries, bridging silos and introducing consistent, standardised (coherent IT Mgmt.) and secured IT solutions and services.

Objective: (related to strategic objective 1.1;2.2; 3.1; 4.2)	Using information technology to the benefit of the European Safety Management process.
Key Action	Establishing a coherent IT architecture, considering EASA strategy and needs, as well as definition and implementation of a sourcing roadmap. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	A cross-organisational, consolidated and secured IT architecture fulfilling EASA needs and strategy, while fostering scalable and resilient IT services through cost-effective sourcing capability management.
KPI (details cf. Annex IV.11) / Milestone	KPIs: - IT expanding services realisation % of business services outsourced as managed service (starting 2019) Milestones: 'To-be' IT architecture developed by 2020, in line with IT outsourcing roadmap - Release of IT outsourcing framework contracts by 2019 for full IT managed services model - Implementation of the IT outsourcing roadmap by 2022, using the framework contracts, as per full IT managed services model
Risk (details cf. EASA Risk Register)	Failure to define and implement: - Agency information/data management and architecture - Agency Information Security Management policy and roadmap - Agency Business Continuity framework and the related IT Disaster Recovery plan - Cost-effective IT outsourcing model
Workload (k hours) 2018/2020	7 / 6

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.
Key Process	IT service operations (activity: support activity; funding principal: Mix Funded)
Expected Outcome	IT services provided in accordance with Service Level Agreement, including up-to-date maintenance and upgrade, while considering sourcing capabilities.
KPI (details cf. Annex IV.11) / Milestone	KPI IT achievement of Service Level Agreement (SLA)
Risk (details cf. EASA Risk Register)	Failure to define and implement: - Agency Information Security Management policy and roadmap - Agency Business Continuity framework and the related IT Disaster Recovery plan - Cost-effective IT outsourcing model
Workload (k hours) 2018/2020	20 / 12

II.5.3 Applicant Services

Industry applicants are able to submit and receive accurate information relating to their applications and existing certificates in one place. Qualified technical resources throughout the EASA system are readily available so that industry applicants receive a consistently responsive service.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Applicant relations & charging policy management (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery
KPI (details cf. Annex IV.11) / Milestone	KPI: • Applicant satisfaction rate
Risk (details cf. EASA Risk Register)	• Applications are delayed due to inefficient exchange of information between EASA and the applicant. • Sensitive technical material and /or personal data is disclosed due to security breaches
Workload (k hours) 2018/2020	17 / 22

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	CORAL Programme (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	EU certification processes are digitised in a single, transparent, cost efficient system with user friendly access for both internal and external stakeholders and predictable work flows.
KPI (details cf. Annex IV.11) / Milestone	Milestones: • Complete implementation of CORAL by 2020
Risk (details cf. EASA Risk Register)	• Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement. • Sensitive technical material and /or personal data is disclosed due to security breaches or mishandling of information (user error)
Workload (k hours) 2018/2020	26 / 12

Objective: (related to strategic objective 3.3)	Establishing a new financial scheme to sustain the European aviation safety system
Key Action	Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation. (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Revenue from fees and charges is predictable, stable and covers forecasts of expenditure over the business planning period.
KPI (details cf. Annex IV.11) / Milestone	Milestone: - May 2019: EASA submits draft regulation to European Commission - Jan. 2020: European Commission launches formal adoption procedure - Dec. 2020: New fees&charges Regulation is ready to enter into force, providing a surplus/deficit compared to actual costs of <10%
Risk (details cf. EASA Risk Register)	- Feasibility study fails to correctly forecast industry activities and therefore expected revenue - Stakeholders have varying interests that cannot be reconciled - Approval procedure is delayed and revenue falls short of costs in year of entering into force
Workload (k hours) 2018/2020	3 / 0

Objective: (related to strategic objective 3.2)	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	NAAs & QEs outsourcing (activity: Product certification; funding principal: F&C Funded)
Key Action	Implementation of outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements
Expected Outcome	Reinforced NAA capacity to ensure sustainability at the level of the European aviation safety system and development of expertise in technical areas of high strategic value
KPI (details cf. Annex IV.11) / Milestone	Milestones: 2018-2020: NAA staff develop expertise through extended assignment of certification tasks (+11.000 hours by 2021 compared to SPD 2017-2021) and broadened participation in technical training programmes (30% of NAA staff trained annually by 2020). 2018-2020: NAAs gradually increase capacity to perform certification tasks on behalf of EASA according to outsourcing strategy
Risk (details cf. EASA Risk Register)	- Actual workload volumes and types diverge significantly from the baseline forecast - Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes
Workload (k hours)	14 / 12

2018/2020	

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Service demand management (activity: Product certification; funding principal: F&C Funded)
Key Action	Digitise and automate application process
Expected Outcome	Application process is efficient, responsive, predictable and accurate due to comprehensive online web services.
KPI (details cf. Annex IV.11) / Milestone	• 2019: 80% of applications registered within 2 working days • 2020: 100% of applications registered on the same day
Risk (details cf. EASA Risk Register)	• CORAL programme fails to deliver expected benefits
Workload (k hours) 2018/2020	11 / 2

II.5.4 Finance & Procurement

The Department acts as a service provider in order to ensure the processing of the financial and procurement tasks in strict compliance to the binding regulations, while implementing performance driven measures to assure increased value of its services.

Objective: (related to strategic objective 4.3)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Process	Implement budget according to EU and EASA rules. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	High budget implementation rate maintained and in line with sound financial management principles.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Budget committed • Carried over commitments Milestones: • Identification of feasible automated processes to enable "paperless finance" (2018) • Automation by end of (2019)
Risk (details cf. EASA Risk Register)	• Agency funding: failure to have the right level of funding to support the activities of the Agency. • Inappropriate or lack of documentation when implementing software solution
Workload (k hours) 2018/2020	49 / 52

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II.5.5 Corporate Services

While focusing on the delivery of the agreed service catalogue, the department will define its purchasing model towards a more service oriented and performance driven process. Furthermore, it will improve the monitoring and control of the outsourced services.

Objective: (related to strategic objective 4.2)	Creating a quality work environment that helps staff succeed
Key Process	Facility and security Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Manage NDK Direktion fit for EASA operational needs and assure security of staff and visitors
KPI (details cf. Annex IV.11) / Milestone	KPI: • Building cost per square-meter
Risk (details cf. EASA Risk Register)	Failure to identify, or failure to respond to health and safety legislation at the workplace and legal operator responsibilities
Workload (k hours) 2018/2020	10 / 6

Objective: (related to strategic objective 4.2)	Creating a quality work environment that helps staff succeed
Key Process	Event Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering in-house conference and event facilities and support services (e.g. conference centre and catering, media technologies)
KPI (details cf. Annex IV.11) / Milestone	KPI: • Visitor satisfaction with in-house conference facilities
Risk (details cf. EASA Risk Register)	Parts of building infrastructure and equipment outside EASA remit (e.g. heating and ventilation systems)
Workload (k hours) 2018/2020	2 / 2

Objective: (related to strategic objective 4.2)	Creating a quality work environment that helps staff succeed
Key Process	Business Travel Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering global travel solutions reliable, cost-effective and compliant to EASA travel policy
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely processing of mission claims
Risk (details cf. EASA Risk Register)	Access, timely and inadequate provision of travel security advice may impact health and safety of travellers
Workload (k hours) 2018/2020	6 / 5

II.5.6 Other Resources and Support related Tasks

In light of the new, challenging ambitions of the Agency in terms of administrative & support staff vs operational staff levels (ca. -9% from 2017 to 2020), the Directorate will need to abandon its current efficiency programme "FAST". In 2018 the directorate will draft a more comprehensive reorganisation plan intended at further simplifying the Resource and Support processes. To this end, EASA will digitally transform the Resources and Support service catalogue, by increasing the levels of process automation (to guarantee transparency, measurability and effectiveness), assuring oversight on outsourced services and re-prioritizing its focus on support services with higher added value.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Resources and Support related activities (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Ensure the smooth operation of the RS directorate using the workforce provided by Senior Management and assistance. Moreover enhancing the productivity of above mentioned core activities via the consumption of trainings or contribution to Resource and Support related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestones: • Support processes fully paperless by end of 2019
Risk (details cf. EASA Risk Register)	• Lack of budget and human resources, • possible failure of the IT outsourcing tender procedure.
Workload (k hours) 2018/2020	30 / 28

In parallel, the Agency is also preparing itself for the entry into force of the New Basic Regulation. It is anticipating the creation of a pool of experts, which would enable the EU system to fulfil its centralised and national safety obligations despite resource constraints. To ensure a smooth coming into force of bespoken pool, the Agency will set aside some resources to initiate a dialogue with the NAAs, to discuss pragmatic implementations of the current New Basic Regulation's draft.

II.5.7 Summary workload estimation

The following table show the overall workload estimation in the Resource and Support Programme based on the above classification.

Activity	Workload (k hours) 2018/2020	Workload (FTE) 2018/2020
Human Resources	38 / 31	24 / 19
Information Technology	27 / 18	16 / 11
Applicant Services	71 /48	45 / 31
Finance & Procurement	49 / 52	30 / 33
Corporate Services	18 / 13	11 / 8
Resources and Support related activities	30 / 28	19 / 17
GRAND TOTAL	233 / 190	145 / 119

II.6 Programme 2018 – 2020 of the Executive Directorate

Objective: (related to strategic objective 6.2)	Minimising the consequences of political or unexpected constraints that may impact aviation safety
Key process	Executive Directorate related processes (activity: support activity; funding principal: Mix Funded)
Expected Outcome	• Internal and external communication • Quality assurance • Legal advice • Compliant organisation ensured via audit • Efficiency gains following LEA-Project
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Corrective action closure rate of Audit findings • Number of non-conformity against the ISO standards Milestones: • Status Report on LEAP Implementation
Risk (details cf. EASA Risk Register)	• Lack of or inappropriate crisis response in aviation. • Insufficient resources (funding or human capital) to effectively fulfil the Agency's tasks • Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security.
Resources (k hours) 2019/2020	83 / 88 (52 / 55 FTEs)

II.7 Human and financial resources - outlook

II.7.1 Overview of the past and current situation

Financial resources

As regards the subsidized activities the 2016 financial year ended with a negative budget result account (BRA) of EUR -1.65m following a salary evolution (+2.8%) higher than planned as well as to rulemaking, international cooperation, cyber security and research activities which were more intensive than anticipated. This negative result must be recovered by achieving positive results in 2017 and 2018. Consequently, throughout 2017 specific efficiency measures were implemented as well as prioritization of certain tasks and costs reductions initiatives.

As regards the fees and charges funded activities, in accrual terms, the 2016 result showed an almost balanced result as compared to significant profits in previous years. In 2017 the Agency launched a project aiming at the revision of the funding scheme of the Agency.

As regards 2017 revenue, as in the past, the largest contributor to the Agency funding is the income derived from fees and charges which is forecasted to be EUR 100m. The current analysis shows that the target will be achieved and it is expected that a proportional amount of cash will be collected.

In addition to the traditional sources of funding (F&C and Subsidy), the Agency is involved in an increasing number of special projects (international cooperation, Big Data, Research, etc.) generating additional cash for the Agency. The financial and contractual management of such projects has to meet strict and complex requirements.

As regards 2017 expenses the Agency expects to meet the budget implementation target rates of at least 95%.

Human resources

The ability to deliver EASA's priorities and strategic objectives depends above all on the capability, commitment and agility of its staff members.

In order to ensure that, in 2017 the Agency continued to maintain as high as possible the use of the posts cleared in its establishment plan 2017. EASA expects to fill 100 % of its allowed temporary agent posts by the 31st of December 2017, for a third year in a row. For the future years, the Agency will continue to aim at full house occupancy for temporary agents and in addition contract agents. Detailed data is provided under chapter IV.3.

The Agency strategic objective is to "build on committed, agile and talented staff". To this end the Agency has launched two critical programmes:

1. a programme to strengthen the management community, which regularly meets to develop and share a common managerial culture, builds on EASA's leadership principles of, among others: sharing a vision, change and innovation, and managerial courage;
2. a structured approach to staff development and internal mobility taking into account the staff members' abilities, individual development needs and aspirations, and the Agency's strategic business needs.

The Agency plans in the next years to continue with its efforts to attract, recruit, develop and retain competent staff through different initiatives such as the Junior Qualification programme (aimed at recruitment of Young Graduates, who are developed through in-house courses, rotation and on the job training). The Agency will increase its efforts with regards to Employer branding in order to recruit sufficient and competent staff that meet the needs of the Agency. For this purpose strategic workforce planning mechanisms will also be strengthened.

Following a review of the Code of Conduct for EASA staff performed in the last quarter of 2017, the Agency has extended the Declaration of Interest (DOI) exercise to all EASA staff members, interims, SNEs and long term consultants. It is the obligation and responsibility of the staff member to update the DOI whenever a change in his/her situation that could lead to a potential Conflict of Interest occurs. In the short/medium term, the Agency foresees the development/implementation of an electronic tool to manage the DOIs.

The planning of the Fees and Charges activities is driven by the market evolution, the implementation of agreements between countries, the implementation of new regulations and, more importantly, priority tasks associated with continued operational safety. Every year the expected workload is reviewed taking into account these factors. The forecast is performed at the end of each year and, if required, it is reviewed during the year. Summarising the workload linked to Fees and Charges activities is:

F&C financed activity	2018	2018	2018
	EASA	NAA	Total
Initial Airworthiness	174	37	211
Continued Airworthiness	64	9	73
Organisation Approvals (incl. Design Organisation)	112	38	150
Certification Standards	126	0	126
Subtotal 1	476	84	560
Outsourcing			-84
Subtotal 2			476
Governance / Support			318
Total EASA workload			**794**

Values are in k hours

II.7.2 Resource programming for the years 2018 -2020

Financial resources

The current Single Programming document takes into consideration financial and human resources estimated considering the latest available information on the negotiations for the new Basic Regulation and the impact of the development of the Bilateral Agreements signed by the EU. The key highlights are as follows.

Revenue:

F&C activities: the expected revenue is based on a market evolution estimated on the basis of available information. Globally the volumes of the activities are estimated to be stable. The mix of certification

activities is subject to an evolution due to the entry into force of the new provisions of the Bilateral Agreements with the United States, the development of new products from non-EU states (e.g. Japan, China, Russia ...) and the evolution of new activities like Drones certification.

EU subvention: the amount considered in the present plan is aligned to the 2014 -2020 Multiannual Financial Plan issued by European Commission in 2015. Additional funding has been included in the Agency's financial statement, to be released only once the New Basic Regulation has been adopted.

Expenditure:

Staffing: in the definition of the staffing evolution the Agency applied the reductions for the EU Subsidy financed posts as per the 2014 -2020 Multiannual Financial Plan while for the F&C funded posts the estimated workload requires that the 2017 post levels are kept almost constant. For 2018 an increase in F&C workload is expected. In 2016 and 2017, EASA was considered as a pilot case by DG BUDGET. The workload analysis and the efficiency measures taken, lead to limited reduction of staff in 2016 and 2017 and an increase in posts in 2018.

In terms of cost estimation the projections include an annual increase equal to 2.15% in 2018 and 2.5% for every subsequent year. This includes the cost of life adaptations. The pension contribution for the F&C covered posts is fully accounted for. An element of risk for the expenditure management is the evolution of the school fees covered by the Agency. Moving to younger staff due to the natural turnover implies a growing pressure on that expense.

Building, infrastructure and other operating expenses: mid- 2016 the Agency moved to the new premises. The overall costs of the building remain substantially constant over time despite the significant increase in office space and environmental standards.

Operational expenses: the evolution of the activities of the Agency together with the dynamic of the salaries (i.e. pension contribution for the F&C Staff) are generating significant constraints to the evolution of the activities. The pressure on costs financed by the EU Subvention imposes that some activities like Research need to develop alternative funding means in order to assure an adequate level. As from 2018 the Agency will have to start a revision of the F&C scheme, in order to cope with the market evolution and the increasing imbalance between revenues and costs. This effect can be initially compensated by drawing from the F&C reserve, but in the long-run a balanced F&C situation must be achieved.

Human resources

The evolution of the staff in the period 2018 - 2020, as indicated under IV.3, will consider the proposed reductions in EU financed posts reflected in the 2014 -2020 Multiannual Financial Framework, and an increase of 4 Fees and Charges financed posts, as approved by the Budgetary Authority. Since scope, impact and entry into force of the New Basic Regulation remain undetermined, its impact is limited in the present SPD document. It was only considered to the extent necessary to prepare the Agency for a possible adoption in the second half of 2018. Beyond that, no additional tasks, or expansion of existing tasks, are foreseen, and at the same time the current funding levels do not allow for the absorption of new initiatives.

As in the past the Agency will continue to work to increase its efficiency through a process of continuous monitoring and striving for improvements in its processes and tools. In 2016 the LEAP action program was established to ensure a coherent framework throughout the organisation for the various initiatives. An Efficiency Forum made of operational and administrative Directors completes the steering of efficiency drive, ensure strategic piloting and high ambition level of this LEAP program. These are complemented by initiatives

linked to on-going developments regarding Level of Involvement, Bilateral and working arrangements with third countries, review of internal processes and digitalisation initiatives, adjust rulemaking ambitions, review service levels provided by support functions and update certification guidance material.

Initiatives and programmes such as the Management Community and Internal Mobility & Career initiative will further support development of internal competencies and help assuring fulfilment of the EASA mission though agile, competent and committed staff members.

New Basic Regulation

Related to the new Basic Regulation, DG MOVE requests for EASA the below depict increase in human and financial resources. The staff and financial resources quoted below correspond to the current version of the Legislative Financial Statement attached to the Commission proposal for EASA's new Basic Regulation (proposal dated 07/12/2015). Negotiations between the European Parliament, the European Commission and the Member States have advanced since then. Consequently, this proposal could not reflect the more advanced state of the talks. Once the definitive remits of the New Basic Regulation have been agreed upon, EASA will need to carefully evaluate its scope, to commit to the level of adjustments necessary to its financing and staffing plan. The availability of funds and posts mentioned below is subject to the adoption of the new Basic Regulation and the approval of the budget authority.

Heading		Heads 2018		2018	2019	2020
EASA baseline: Subisidy Part (EU contribution)		221 TA	42 CA	34.870	35.568	36.279
Heading 1a Competitiveness for Growth and Jobs		+5 TA	+4 CA	+2.045	+1.395	+1.395
Safety management process between the EU - Member States	European repository (Art. 28): data for decision-makig and monitoring		+1 CA	+0.570	+0.270	+0.270
	Big Data: data and analysis for European aviation system	+2 TA	+1 CA	+0.334	+0.334	+0.334
Ensure its consistency in the regulatory system	Ground handling (Art. 11): system of common requirements	+1 TA		+0.132	+0.132	+0.132
	Harmonisation of Security and Safety aspects (Art. 40)	+1 TA		+0.132	+0.132	+0.132
	Environmental Protection: Certification and Report (Art. 39)	+1 TA		+0.282	+0.282	+0.282
Effective pooling and sharing of resources between Member States and the Agency	Promotion of risk and performance based oversight methods			+0.100	+0.100	+0.100
	Pool of experts (Art. 17)		+1 CA	+0.175	+0.075	+0.075
	Framework for delegation of responsibilities (Art. 18)			+0.175		
	Ensure common training standards (Art. 43)		+1 CA	+0.145	+0.070	+0.070
EASA Subsidy Part (EU Contribution) + NEW Basic Regulation		**226 TA**	**46 CA**	**36.915**	**36.963**	**37.674**

III Work Programme 2018

III.1 Executive summary

The 2018 Work programme is the last operational step to be followed in order to translate the strategy into concrete actions. For that reason it is an integral part of the Single Programming Document.

The Agency will assure that all its core operational activities are carried on with specific attention to the stakeholders and to the overall efficiency. It is expected that the organisation is able to respond promptly and efficiently to safety issues through the following actions:

Programme of the Strategy & Safety Management Directorate
- Develop EASA's strategy and programmes to manage proactively existing and emerging risks such as cyber security and UAs
- Streamline the programming process, by combining the priorities with more effective resource management
- Raise worldwide level of safety through regional cooperation initiatives

Programme of the Certification Directorate
- Manage the evolution of the activities mix maintaining the required performance levels
- Implement changes in the level of involvement, allowing efficient allocation of aviation experts
- Introduce and expand risk and performance based approach with the goal to maintain high safety standards

Programme of the Flight Standards Directorate
- Continue development of performance based regulatory framework for regulations, certification frame, oversight and environment
- Asses existing regulations, to improve the Rulemaking Programme with regards to quality and quantity
- Incorporate the risk-based oversight approach into the Organisations Approvals Procedures

Programme of the Resources and Support Directorate
- Dynamically reallocate financial and human resources to achieve efficiency gains and costs reductions following the plans launched in 2016
- Roll out the workforce mobility and development plan in order to engage the right level of competencies
- Support the evolution of the IT architecture through the completion of the strategic sourcing roadmap

III.2 2018 Programme of the Strategy & Safety Management Directorate

III.2.1 Safety Intelligence and Performance

The Agency is working on a risk based safety management system. This system will consist of both reactive and proactive elements to ensure both that historical data is used effectively and emerging issues (such as new business models and new technologies, Cyber security and UAs) are identified, prioritised and assessed. This effort will drive the transition towards an efficient, pro-active and evidence-based safety system. It will rely on two pillars:

- The strengthening of the safety intelligence and safety performance functions: this will require on one hand an enhanced safety data analysis capacity to better identify, prioritise and assess safety issues, and to measure safety performance according to a meaningful set of performance indicators. In particular, the Agency is developing the Data4Safety (Big Data) programme that will provide a Big data platform and Analysis capability at European level.

- The development of a top-down and risk-based safety planning function (rulemaking, safety promotion, research, focused oversight): will rely upon the use of the European Plan for Aviation Safety (EPAS) as the vehicle to establish EU-wide strategic safety priorities and decide upon the more efficient and cost effective set of safety actions.

Safety promotion is one of the possible types of safety actions (with Regulations and Oversight) that are available to the Agency. Safety promotion complements rulemaking and oversight and research as a way and means to address safety issues and objectives by actively communicating, reinforcing, explaining and engaging with targeted stakeholders.

Safety Promotion is one of the over-arching priorities of the Agency, benefiting from resource re-deployment over time.

Objective: (related to strategic objective 2.1; 2.2; 1.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Intelligence and Performance (comprises: Safety Data, Occurrence Reporting, Accident follow-up, Safety Analysis, Safety Risk Management) (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Efficient reactive safety processes (occurrence reporting and accident follow-up) that allow the Agency to respond to accidents and reported incidents in line with its scope of competence Efficient safety risk management process, that proactively identifies, prioritises and assesses systemic safety issues that may be present in the European aviation system, with a view to provide inputs (in the form of assessed safety issues and safety actions proposals) into the safety programming process (EPAS).
KPI (details cf. Annex IV.11) / Milestone	KPIs: - Timely processing of occurrence reports - Accuracy of technical owner allocation - Timeliness to answer safety recommendations - Productivity and Quality of Safety Analysis process

Risk (details cf. EASA Risk Register)	• Availability and Quality of data, Availability of analysis resources • Failure to identify or failure to respond to safety issues in a timely manner
Workload (k hours) 2018	48

Objective: (related to strategic objective 1.1; 2.1; 2.2)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	European Big Data Programme – Data4Safety – (activity: safety management; funding principal: Subsidy Funded and per MB agreement funds from F&C reserve)
Expected Outcome	Launch and deliver the proof of concept phase of the European Big Data Programme "Data4Safety". This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support of the EPAS.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2018: • Data4Safety delivers initial set of outputs: first set of metrics, first directed study
Risk (details cf. EASA Risk Register)	Availability of funding, willingness of safety data owners to join the programme and share their data.
Workload (k hours) 2018	5

Strategic Objective 2.1	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Promotion (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Safety Promotion is effectively used as a means to mitigate safety issues/risks
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Implementation Safety Promotion Programme • Safety Promotion Resource Engagement • Cooperation with stakeholders: proportion of safety promotion materials and actions jointly developed
Risk (details cf. EASA Risk Register)	• Limited value and benefit for stakeholders of safety promotion material and actions. • Credibility of the EASA system as leading safety promotion actor.
Workload (k hours) 2018	19

Objective: (related to strategic objective 6.1; 2.1)	Demonstrating integrity by assuring technical independence and robustness of safety decision making
Key Process	Research Strategy (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Consolidate and deliver a Research Strategy that supports the needs of the EPAS and wider aviation industry. If approved, EASA will also deploy its own funding (F&C reserve) to launch or co-finance research projects, next to grants or delegation agreements.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timely execution of committed research projects • Research Resource Engagement Milestone 2018: • Secure additional funding from F&C reserve and/or European Commission earmarked funds
Risk (details cf. EASA Risk Register)	Insufficient funding of the Research Strategy.
Workload (k hours) 2018	7

Objective: (related to strategic objective 2.1; 2.2; 1.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Cybersecurity in Aviation and Emerging Risks (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Create the proper environment under which the aviation community is prepared to effectively address the cybersecurity risks faced by the aviation sector. This environment should: • foster the sharing of information between all the involved actors, in order to develop a complete cybersecurity risk landscape and to allow the identification and sharing of new risks and the rapid reaction by all parties, • include a strong and flexible regulatory framework supported by appropriate international cooperation and harmonization activities, and • ensure a high level of cybersecurity knowledge and competence of the different actors.
KPI (details cf. Annex IV.11) / Milestone	Milestones 2018: • Development of a Strategy for Cybersecurity in Aviation • Timely completion of the regulatory deliverables defined in the EPAS (NPA 2018Q1) • Regular participation in all related ICAO initiatives and groups.
Risk (details cf. EASA Risk Register)	• Insufficient support from Member States to integrate EASA's activities • Availability of resources within EASA.
Workload (k hours) 2018	9

Objective: (related to strategic objective 2.1; 2.2; 1.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Risks to civil aviation arising from conflict zones (activity: safety management; funding principal: Subsidy Funded)
Expected Outcome	Implement in cooperation with Member States and European Institutions a system that enables to provide information on risks arising from conflict zones, in order to help airlines and aviation authorities in their own risk assessment and decision making processes
KPI (details cf. Annex IV.11) / Milestone	Milestone 2018: • Comprehensive set of updated conflict zone information bulletins, based on a common EU risk assessment.
Risk (details cf. EASA Risk Register)	Insufficient cooperation at European level to generate consistent and usable information
Workload (k hours) 2018	0.04

III.2.2 Strategy & Programmes

The Agency aims to streamline the programming process, by matching identified priorities with more effective resource management. Moreover, in order to better focus the Agency's resources, EASA is progressively introducing a Performance Based Environment framework. This framework is based upon fact based decision making, relying on better regulation methodologies at all stages of the process:

- Definition of objective
- Elaboration of indicators to measure the result of the action
- impact assessment
- Monitoring of the implementation
- Evaluations once the regulations have been implemented

Objective: (related to strategic objective 2.1)	Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Planning (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Safety planning and programming fosters through EPAS the improvement of European aviation safety while promoting competitiveness, innovation and emerging technologies which generate European success, and developing a European-wide safety management capability.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Share of Efficiency tasks in the Safety programme Milestone 2018: • Cybersecurity, unmanned air vehicles, and new business models included into the EPAS by 2018
Risk (details cf. EASA Risk Register)	No risks identified
Workload (k hours) 2018	7

Objective: (related to strategic objective 5.1; 5.2)	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach
Key process	**Rules Development** (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	EU performance based regulations better adapted to an evolving environment.
KPI (details cf. Annex IV.11) / Milestone	KPIs: - Timely Progress on Rulemaking Programme - Rulemaking Process Efficiency - Rulemaking Resource Engagement
Risk (details cf. EASA Risk Register)	Difficulty in identifying the environment and associated performances in which the rule is going to be implemented.
Workload (k hours) 2018	72

Objective: (related to strategic objective 5.1)	Optimising Rulemaking activities to ensure a consistent, efficient and effective approach
Key Action	Develop smart standards on noise, emissions and CO_2 (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Environmental standards are smart, proportionate and contribute to the competitiveness of the industry. The environmental standards include ICAO standards and recommended practices, Implementing rules, Acceptable Means of Compliance and Guidance Material and certification specifications.
KPI (details cf. Annex IV.11) / Milestone	Milestones 2018: - Prepare adoption of environmental standard at ICAO Committee on Environmental Protection/11 - Prepare Notice of Proposed Amendments on ICAO Committee on Environmental Protection /11 outcome
Risk (details cf. EASA Risk Register)	European positions in ICAO not taken into account and reflected properly
Workload (k hours) 2018	2

Objective: (related to strategic objective 5.1)	Optimising activities to ensure a consistent, efficient and effective approach
Key process	**Better Regulation** (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Better Regulation: Activities and policies are performance-based and data driven where appropriate, proportionate and contribute to the competitiveness of the industry.
KPI (details cf. Annex IV.11) / Milestone	KPI: - Preliminary Impact Assessments Coverage - Impact Assessment Coverage Milestone 2018: - Review KPIs
Risk (details cf. EASA Risk Register)	Insufficient support from stakeholders to provide economic data

Workload (k hours) 2018	7

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Business programming and reporting (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Coordinate and deliver the annual Single Programming Document, prepare the Quarterly Report on progress made, regarding the implementation of the year's work programme and coordination of the Annual Activity Report. Together these documents constitute EASA's management cycle, plan, act, do and check.
2018 KPI (details cf. Annex IV.11) / Milestones	Milestone 2018: • Ensure the Agency's and all directorates' objectives are defined before by year's end • Coordinate the preparation of planning, reporting and risks documents timely and comprehensively • Ensure correct cost management of the Agency regarding time tracking and project management • Initiate simplification of the programming cycle • Initiate refinement of Quarterly Reporting in accordance with management needs and lessons learned • Conceptualise and prepare implementation of programme management office
Risk (details cf. EASA Risk Register)	• Outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity
Workload (k hours) 2018	12

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Business Analysis (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Assistance to the business in translating its operational pain points into a structure and content that can be used by IT to create an IT solution, which is fit to address the problems identified and aligns with EASA's IT architectural principles.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Realised return on investment, compared to plan for IT projects Milestones 2018: • Simplify the Charter Document in alignment with SM's Impact Assessment (Better Regulations) • Refine the Business Analysis Deliverables and Guidelines • Develop additional KPIs to enhance monitoring of Business Analysis' performance

Risk (details cf. EASA Risk Register)	• Outcome of Business Analysis deviates from need experienced by project owner, as actual needs were not communicated clearly. • Failure to establish and maintain an integrated, consistent, efficient and top-down information/data management model/system
Workload (k hours) 2018	2

III.2.3 International Cooperation

Through its international cooperation activities, the Agency works with third country aviation authorities and other international partners worldwide to raise global aviation safety standards and promote the European system. It provides technical assistance to countries and regions, and helps to improve the regulatory and oversight capabilities of national and regional aviation authorities. To this end, EASA manages EU-funded civil aviation cooperation projects, working with the European Commission. In 2018 the Agency will also launch two projects funded by the African Development Bank (for more information, please refer to Annex IV.12). The Agency's in-house technical expertise, together with the strong partnership with Member State National Aviation Authorities, is vital for the successful implementation of these projects. The main aim for the future should be to become the leading implementing body of EU-funded aviation technical cooperation programmes.

Furthermore, EASA and the EU develop international cooperation instruments, either Bilateral Aviation Safety Agreements (BASAs) at EU level, or Working Arrangements (WAs) at EASA level, to organise efficiently and effectively the international cooperation with international aviation partners. In 2018, after the expected finalisation of the negotiation of a BASA with China, the focus will be on the development of its Technical Implementation Procedures and the negotiation of a BASA with Japan as well as continuing the expansion of the existing BASA with the US. Finally, EASA is mandated to assist the EU Member States in fulfilling their ICAO obligations. Many ICAO Standards and recommended Practices (SARPs) have direct implications for safety and for the competitiveness of the European aviation industry. It is therefore of strategic importance for Europe to strengthen its presence and upstream influence in the ICAO processes, both through EASA and the Member States, by assisting ICAO particularly in the development of the Global Aviation Safety Oversight System framework and the RSOO (Regional Safety Oversight Organisation) cooperative platform.

In the area of Technical Training, EASA will implement the newly adopted training strategy. The focus of the work will be on the objective to continuously develop and maintain the competences of EASA staff as well as the harmonisation of training and assessment standards for aviation inspectors within the EASA system. EASA will increase its operational training products in particular in the area of Safety Management, cybersecurity and trainings for the new Basic Regulation. EASA will also further improve the maturity of training programmes for job profiles and strengthen the work with CTIG (Common Training Initiative Group) to develop common European training and assessment standards. In the area of ECQB, EASA will prepare the databank on the basis of the thoroughly updated syllabus and learning objective structure developed by RMT.0595.

Objective: (related to strategic objective 1.1; 3.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Bilateral agreement and working arrangement (activity: International Cooperation; funding principal: Subsidy Funded)

Expected Outcome	Bilateral Aviation Safety Agreements (BASAs) negotiated by the EU with proactive support from EASA. Conclusion by EASA of Working Arrangements (WAs), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely progression on Working Arrangements • Timely progression on Bilateral Agreements Milestones 2018: • Implementation of Stakeholder Survey • Development of Technical Implementation Procedures to the future EU-China BASA • Agreement on both sides on the basic principles of the BASA with Japan
Risk (details cf. EASA Risk Register)	Safety risk in case of deficiency in some foreign partners' safety systems. Risk of unbalance in BASAs and WAs, to the detriment of European Industry
Workload (k hours) 2018	23

Objective: (related to strategic objective 1.2)	Sustaining worldwide recognition for the European aviation safety system
Key process	Technical Support (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this EASA shall become the leading implementer of EU funded aviation technical cooperation programmes, in partnership with Member States.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely implementation of work plans related to technical support to 3rd countries • Quality of delivered projects based on stakeholder feedback
Risk (details cf. EASA Risk Register)	The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability.
Workload (k hours) 2018	41

Objective: (related to strategic objective 1.2; 3.1)	Sustaining worldwide recognition for the European aviation safety system
Key process	ICAO cooperation (activity: International Cooperation; funding principal: Subsidy Funded)
Expected Outcome	● EU's position on matters under EU's/EASA's competences are timely represented in ICAO standard setting activities (participation in ICAO panels) and high level events, following efficient pre-coordination among all European stakeholders led by EASA.

	● EASA's role in the European coordination process (in matters under EASA's competences) is well understood and ensures better use of resources, improved efficiency and effectiveness and a coordinated promotion of Europe's common aviation interests.
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely provision of recommendations on ICAO State Letters for use by Member States (MS) • Timely delivery of compliance checklists for use by MS Milestones 2018: • Timely coordination of European positions and contributions to the ANC13 (Air Navigation Conference) • The RSOO Cooperative Platform is set up, operational and delivers according to the agreed Work Plan
Risk (details cf. EASA Risk Register)	European positions on aviation safety are not taken into account and reflected properly.
Workload (k hours) 2018	8

Objective: (related to strategic objective 3.2)	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	Technical Training (activity: support activity; funding principal: Mix Funded)
Expected Outcome	• Highly trained and competent EASA staff • A more effective and consistent training for aviation inspectors in the EASA system through common training and assessment standards • An ECQB with a set of relevant, correct and up-to-date questions covering all relevant areas for initial ground training for commercial pilots
KPI (details cf. Annex IV.11) / Milestone	KPI: • Performed trainee days (technical) per year • Trainee satisfaction • For ECQB: number of newly developed questions and of reviewed existing questions per year Milestones 2018: • Expansion of training products in the area of Safety Management, Cybersecurity and the new Basic Regulation • ECQB: new version of the databank developed on the basis of thoroughly updated syllabus and learning objective structure
Risk (details cf. EASA Risk Register)	• The training offer does not meet the (internal and external) stakeholders' needs • Not enough/sufficiently qualified resources to develop and deliver the training
Workload (k hours) 2018	27

III.2.4 Other Strategy & Safety Management related Tasks

Guided by EASA's strategic ambitions and substantiated by SM's strategic priorities, the above detailed resources were allocated to SM's core activities. SM is also performing a number of internal and cross-directorate projects. Completion of these projects is anticipated to improve the quality of work, reduce administrative burdens, free resources for the directorate's core activities and to increase productivity.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Strategy and Safety Management related activities (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Ensure the smooth operation of the SM directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Strategy and Safety Management related (IT) projects
KPI (details cf. Annex IV.11) / Milestone	n/a
Risk (details cf. EASA Risk Register)	n/a
Workload (k hours) 2018	36

III.2.5 Summary workload estimation

The following table show the overall workload estimation in the Strategy and Safety Management Programme based on the above classification.

Activity	Workload (k hours) 2018	Workload (FTE) 2018
Safety Intelligence and Performance	88	54
Planning, Programmes, Rules Development	102	65
International Cooperation	99	62
Strategy and Safety Management related activities	36	22
GRAND TOTAL	**325**	**204**

III.3 2018 Programme of the Certification Directorate

III.3.1 Certification

The Agency is responsible for the initial Airworthiness certification (including the environmental and operational suitability aspects), the continuing airworthiness of the approved type designs and provides services upon request of the industry such as support in the validation of European products in third countries.

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	**Initial airworthiness and operational suitability** (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement), streamlining existing working methods.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Initial Airworthiness (stakeholders) satisfaction rate (annually) • Initial Airworthiness (IAW) performance rate
Risk (details cf. EASA Risk Register)	A low level in the quality of services may create safety issues, undermining confidence in the Agency and its reputation.
Workload (k hours) 2018	project related: 174

Objective: (related to strategic objective 3.1	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	**Continuing airworthiness and operational suitability** (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) within a timeframe commensurate to the safety risk, using effectively the available resources effectively.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Airworthiness Directives deficiency rate • Continuing airworthiness predictability time • Occurrences backlog monitoring rate • Technical acceptance of occurrences timeliness
Risk (details cf. EASA Risk Register)	Failure to identify or failure to respond to safety issues in a timely manner may negatively affect product safety (e.g. resulting in accidents)
Workload (k hours) 2018	project related: 64

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success

Key process	Certification related services (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Validation of the European products by third countries' authorities, and providing technical support to the European industry in a timely manner.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timeliness of certification support for validation of products
Risk (details cf. EASA Risk Register)	Failure to provide the requested support in a timely manner might undermine the competitiveness of the European industry in third countries
Workload (k hours) 2018	25

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner.
Key process	Design Organisation Approvals (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Establish a risk based oversight approach for the design organisation and implementing the Level of Involvement (LoI) concept.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timely approval of Design Organisation (DOA) continuation
Risk (details cf. EASA Risk Register)	Ineffective oversight of design organisations may create safety issues on products.
Workload (k hours) 2018	project work: 39 (includes DOA initial investigation and surveillance)

In addition to the workload described above, a significant part of the Certification activities will be outsourced to NAAs and Qualified Entities. The current forecast includes 33k hours in 2018.

III.3.2 Other Certification related Tasks

The above detailed resources are allocated to Certification core activities, based on the strategic ambitions of EASA translated into the strategic priorities of CT directorate. Besides the above described tasks, CT will continue to implement a number of internal and cross-directorate projects.

The tables below summarise additional, key projects, the Certification directorate will undertake in the coming years. All of them are directly linked to the strategic priorities.

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Establish drone services market, covering drones and its operations, airspace rules for low level airspace and the creation of the U-Space. Implementing rules (IR) for the open, specific and certified category and associated Acceptable Means of Compliance, standards and safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestones 2018: • Opinion on regulation for open/specific category adopted.

	· Proposed amendments of IR in accordance with the RMT.0230
Risk (details cf. EASA Risk Register)	· The Agency might not be in a position to deliver the projects to the European Commission's and/or the beneficiaries' expectations in terms of budget, time and/or quality. · non-harmonized implementation between member states relative to topics such as zones or risk assessment · dependency on the progress of the Basic Regulation amendment
Workload (k hours) 2018	1

Objective: (related to strategic objective 5.1)	**Optimising Rulemaking activities to ensure a consistent, efficient and effective approach**
Key Action	Simpler, lighter, better regulations for General Aviation (GA) (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	Implementing rules, Acceptable Means of Compliance and Guidance Material; certification specifications; standards, safety promotion actions.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2018: · Develop the expected output in full compliance with the Annex 2 of the GA roadmap by 2018.
Risk (details cf. EASA Risk Register)	Stagnation and even reduction of GA activities due to: · A regulatory system that is not proportionate to safety risks, and creating high burden and costs. · Lack of innovation and therefore a GA environment that is not appealing for young pilots. · A delay in the implementation of GA regulatory changes.
Workload (k hours) 2018	3

Objective: (related to strategic objective 4.3)	**Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency**
Key Process	Certification related activities (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Ensure the smooth operation of the CT directorate using the workforce provided by Senior Management. Improve the productivity of above mentioned core activities via staff training and contribution to Certification related (IT) projects and tasks. Regular feedback provided to stakeholders to share updates on technological developments, process and rules changes.
KPI (details cf. Annex IV.11) / Milestone	Milestones 2018: · Update of the Certification handbook · Finalise the pilot project on staff development and mobility within CT · Implementation of the training plan, as defined in the training strategy · Organisation of the Certification/DOA workshop in Q4
Risk (details cf. EASA Risk Register)	n/a
Workload (k hours) 2018	104

Certification experts also provide expertise and support to other internal core and support processes (cross activities provided). For instance, developing and adjusting the rules and technical specifications for designing, manufacturing aircraft (and their equipment); support to international cooperation (existing bilateral partners and negotiations with the potential new ones); research activities; support to the Agency projects and participation to international working groups defining international standards; based on the priorities set at Agency level. The level of associated workload is not displayed in the current chapter, but embedded in the relevant chapters within the document.

III.3.3 Summary workload estimation 2018

The following table show the overall workload estimation in the Certification Directorate Programme based on the above classification.

Activity	Workload (k hours)	Workload (FTE)
Certification		
Initial Airworthiness	174	109
Continuing Airworthiness	64	40
Certification related services	25	16
Design Organisation Approval	39	27
Certification related work[1]	104	66
Outsourced workload[2]	46	n/a
GRAND TOTAL (incl. outsourcing)	**456**	**257**

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[1] Technical activities in the Certification domain not directly linked to one single Certification process. For instance the development and maintenance of the certification policies and working methods, the support to industry and National Aviation Authorities in replying to technical queries, participation to working groups with other authorities or industry. All of the mentioned activities are essential to the Certification process.

2 EASA's overall outsourcing strategy is currently under review. The figures indicated here are subject to change, based on the finalisation of the outsourcing strategy.

III.4 2018 Programme of the Flight Standards Directorate

III.4.1 Alternative Means of Compliance and Adequacy of Rules

The activity performed in the Flight Standards directorate is coordinated with the Strategy and Safety Management Directorate, responsible for the Safety Analysis and Safety Programming activities.

Objective: (related to strategic objective 5.2)	Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant
Key process	Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation. Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information (activity: Rulemaking; funding principal: Subsidy Funded)
Expected Outcome	• Exemptions and derogations notifications are processed in a timely manner • Regulations are assessed on the basis of their adequacy, efficiency and effectiveness, providing the Agency with criteria to improve the RM programme with regard to quality and quantity, identifying which rules could be clarified, simplified, updated or possibly repealed
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timely answer to exemption requests (as defined by regulation) Milestone 2018: • 5 year evaluation programme, updated on an annual basis, presented in the EPAS/RMP
Risk (details cf. EASA Risk Register)	• Insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact. • Inadequate regulations remaining in place, without being amended. Thus causing difficulties/harm to Competent Authorities and Industry. • Failure to identify the inadequacies and negative effects in application of the rules.
Workload (k hours) 2018	5 / 5

III.4.2 Organisation Approval

The Agency is responsible for the approval and continuous oversight of design, production, maintenance, continued airworthiness management, maintenance staff training and flight crew training organisations outside the territory of Member States. Within Member States the Agency is responsible for design organisations and certain production organisations, if requested by Member States.

In addition, with the second extension of the remit to Air Traffic Management (ATM)/ Air Navigation Services (ANS), the activities include the approval and oversight of pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the

Network Manager on behalf of the European Commission. EASA will also support the certification of a new satellite-based augmentation system (SBAS) in South Korea.

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Organisation Approval – initial and continued - (Fees and Charges funded)
Expected Outcome	Facilitate culture change of internal and external stakeholders to allow a pragmatic implementation of risk based oversight techniques proportionate to the activity and its associated risks, by means of training, development of best practices leading to a Safety Management System (SMS) risk based culture, which will facilitate a harmonised and coordinated a implementation and standardisation of a new risk based environment.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Timely initial approval of Organisation • Timely approval of Organisation continuation • Timely validation/completion of Third Country Operator applications • Feedback on Organisation Approval process (yearly)
Risk (details cf. EASA Risk Register)	Failure to act may cause a misalignment of industry practices and regulatory framework, unchecked "theoretical" implementation of SMS may cause overregulation to certain sectors with no safety benefit.
Workload (k hours) 2018	Project: 73 Non-project: 8

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key Action	Organisation Approval – risk-based approach - (Subsidy funded)
Expected Outcome	Implementation of a risk-based approach in the field of approved organisation oversight consistent with the introduction of applicable regulatory material
KPI (details cf. Annex IV.11) / Milestone	Milestone 2018: • Incorporation of the risk-based oversight approach into the Organisations Approvals Procedures.
Risk (details cf. EASA Risk Register)	Difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing cultural models, risk of overregulation in certain domains with no additional safety benefit.
Workload (k hours) 2018	0.3

In addition to the workload described above, a significant part of the Flight Standards activities will be outsourced to NAAs and Qualified Entities. The current forecast includes 45k hours in 2018.

III.4.3 Continuous Monitoring and Standardisation

In the standardisation field, oversight and monitoring of the implementation of rules will remain a priority. The priorities shall focus on the consolidation of the continuous monitoring approach and continuous coordination with the European Commission's enforcement procedures.

In 2018 EASA will start standardisation activities in two domains: Aerodromes (ADR) and Systemic enablers for safety management (SYS). The latter includes assessment of Authorities' obligations for Occurrence Reporting (Regulation (EU) No 376/2014) and for a Management System (common elements of Authority Requirements). Verification of obligations related to State Safety Programme and EPAS will be added once the new basic regulation will provide a legal basis for this.

EASA and ICAO will continue their collaboration and seek the implementation of their Working Arrangement to exchange data and information.

To assist in the efficient implementation of the Risk-based Oversight system, Flight Standards will continue to enhance the competencies of the Standardisation inspectors for the assessment of Authority and Organisation Requirements, with particular regard to the Management System.

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Standardisation: monitor application of regulations and implementing rules (activity: Standardisation; funding principal: Subsidy Funded)
Expected Outcome	- Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities; - Assure uniform implementation of the rules in all domains - Active control of process deadlines during the reporting phase - Further develop/complete the capacity for standardisation activities in new domains (Aerodromes, Occurrence Reporting)., EPAS and State Safety Programme implementation). - Provide assistance to MS facing difficulties, as requested - Be ready for the implementation of the Emergency Oversight Mechanism, when introduced by the new Basic Regulation
KPI / Milestone	KPIs: - Efficient and robust Standardisation (yearly) - Active Control of overdue Standardisation findings - Timely issuance of Standardisation reports Milestone 2018: - Adherence to the implementation plan within the established time-frame for all new domains and tasks
Risk (details cf. EASA Risk Register)	Failure to establish, and then maintain, uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States.
Workload (k hours) 2018	82

III.4.4 Third Country Operators and Ramp Inspection Programmes (SAFA/SACA)

The authorisation of Third Country Operators (TCO) performing commercial air transport operations in territories covered by the EASA Basic Regulation will contribute directly to enhancing the data-driven safety plan for Europe.

Similarly, the Ramp Inspection Programmes (SAFA/SACA) will contribute directly to enhancing the data-driven safety plan for Europe and disseminating EU regulations and products. This will be achieved by integrating safety data/indicators from other processes in the ramp inspections programmes in order for those to become more risk-based and by continuing the coordination, cooperation and information sharing with key external partners (European Commission, ICAO, and International Air Transport Association).

Strategic Objective 3.1	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Third-Country Operators Authorisation (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	Effective application (coordination, monitoring, and initial application) of a Continuous Monitoring Programme (CMP) to the complete population of authorised third country operators, proportionate to the risk involved for EU citizens.
KPI (details cf. Annex IV.11) / Milestone	Milestones 2018: • Progress on CMP documentation • Progress on all authorised TCOs subject to CMP • 100% CMP implementation rate, as applicable
Risk (details cf. EASA Risk Register)	Inefficient management of TCO due to duplication of activities. Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU.
Workload (k hours) 2018	21

Strategic Objective 3.1	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key action	Support the European Commission Air Safety List (activity: Third Country Operators: Subsidy Funded)
Expected Outcome	A newly developed articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a coordinated approach for negative TCO decisions based on safety assessments. Such an evaluation could possibly lead to a revision of both the TCO and Safety List Regulations.
KPI (details cf. Annex IV.11) / Milestone	Milestones 2018: • Draft proposal to amend TCO regulation + initial input to DG MOVE on amending the ASL Regulation
Risk (details cf. EASA Risk Register)	Lack of coordinated approach between TCO and Air Safety List leading to inefficient/overlapping activities
Workload (k hours) 2018	5

Strategic Objective 1.2	Sustaining worldwide recognition for the European aviation safety system
Key Action	SAFA Coordination and analysis of the feasibility to maintain a European pool of ramp inspectors (activity: SAFA (Ramp Inspection Programmes): Subsidy Funded)
Expected Outcome	• Expanded European ramp inspections programme by forming strategic partnerships with several of the States identified in the Implementation Plan of the EASA International Cooperation Strategy and as formalised in signed Working Arrangements.

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	• A thorough feasibility study will be commissioned to assess the feasibility of the concept. If feasible, interested Member States will be invited to participate in a mutual recognition programme of EU ramp inspectors. Subsequently, this will allow participating member states the possibility to manage resources more efficiently. • Examine if maintaining a European pool of ramp inspector is possible • A robust and continuous exchange of reliable SAFA safety information amongst the SAFA Programme participating States. A sound safety analysis by EASA as the basis for safety recommendations.
KPI / Milestone	Milestones 2018: • One new SAFA Working Arrangements signed • Satisfaction rate from stakeholders (participating states) regarding EASA responsiveness (from the stakeholder survey); overall stakeholder satisfaction ≥ 75% • Progress on feasibility evaluation, of establishing a pool of ramp inspectors
Risk (details cf. EASA Risk Register)	• Regional (political) complications for States joining a European programme; impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards; Insufficient resources to manage the growth. • Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information • Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators • Lack of resources in the participating Member States • Lack of financial resources
Workload (k hours) 2018	6

III.4.5 Other Flight Standards related Tasks

Guided by EASA's strategic ambitions and substantiated by FS' strategic priorities, the resources detailed above were allocated to FS' core activities. Additionally, FS is performing a number of intra-directorate and cross-directorate initiatives. Completion of these initiatives is anticipated to increase quality of work, reduce administrative burden, free resources for the directorate's core activities and increase productivity.

One set of initiatives will be to improve EASA reactiveness towards emerging technologies and business models. This will be supported by increasing the communication between EASA and stakeholders, including R&D groups of the industry and industry leaders.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Flight Standards related activities (activity: organisation approvals; funding principal: F&C Funded)
Expected Outcome	Ensure the smooth operation of the FS Directorate using the workforce provided by Senior Management. Improve the productivity of above

	mentioned core activities via staff training and contribution to Flight Standards related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestones 2018: • Implementation of the periodic Business Process Management (BPM) reviews as per the Agency's Integrated Management System (IMS) • Implementation of various recommendations stemming from audits and other reviews • Revision of expert reimbursement (expenditure) and cost recovery (revenue) procedures • Implementation of the EASA-wide training strategy • Organisation of stakeholder events (including surveys) in the Flight Standards domains
Risk (details cf. EASA Risk Register)	n/a
Workload (k hours) 2018	44

III.4.6 Summary workload estimation 2018

The following table show the overall workload estimation in the Flight Standards Directorate Programme based on the above classification.

Activity	Workload (k hours)	Resources (FTE)
Flight Standards		
Alternative Means of Compliance and Adequacy of Rules	5	3
Organisation Approval		
Project related	73	46
Non-project related	8	5
Continuous Monitoring and Standardisation	82	51
Third Country Operators and Ramp Inspection Programmes	32	20
Other Flight Standards related Tasks	44	27
Outsourced workload	38	n/a
GRAND TOTAL (incl. outsourcing)	283	152

III.5 2018 Programme of the Resources and Support Directorate

Since 2016 the Resources and Support Directorate is engaged in a set of initiatives (LEAP, Framework for Administrative Simplification – F.A.St.) aiming to accompany the delivery of the Agency strategic objectives while reducing the efforts required for control and support processes and delivering the minimal guarantees required by the EU public administration regulatory processes.

In 2018, to contribute to these objectives, the following milestones are to be achieved:
a. Organisational redesign for RS directorate in place to achieve further efficiency gains in the RS services delivery.
b. Following EASA first ever competitive tendering, contract signature with and induction of EASA's global IT outsourcing partner.
c. Introduction of a single electronic workflow tool empowering process owners to optimize autonomously their processes and harness benefit of their digitalisation throughout the organisation.
d. Initiate the integration of HR staff database into the European Commission SYSPER to enable transfer of duty to the EU Pay Master Office.
e. Open to all directorates the 2017 pilot "mobility and development" initiative, offering mobility based on career aspirations, scope for personal competency development and business needs.
f. Redesign of the RS directorate's Service catalogue, with focus on mandatory and necessary services only.

III.5.1 Human Resources

EASA deploys all the staff necessary to fulfil its assigned areas of competence and in doing this optimises the use of its budget, relying on a pro-active, modern and forward looking, efficient set of HR policies, planning & monitoring tools and related processes driven by measurable performance, balancing risk, and assuring compliance with its regulations.

The HR team strives to be recognised by EASA managers as their business partner, competent to mentor them and bring them tailored solutions in the optimisation of an engaged and competent workforce deployment and in addressing individual cases in a timely manner. This is to be supported through processes of strategic workforce planning including recruitment and internal staff deployment.

EASA is developing a modern HR, taking into account the results of the Staff Engagement Survey that supports development and empowerment of its staff, while at the same time building an agile workforce. This is a crucial success factor to be able to quickly adapt to permanent change. The Agency is currently implementing initiatives aimed at staff progression and deployment in line with the Agency's strategic plan.

Objective: (related to strategic objective 4.1; 1.1)	Empowering individuals to develop, engage and grow so as to deliver on our priorities
Key process	Human Resources (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Build up the Aviation Safety Talent Community: The Agency has sufficient number of motivated, innovation-prone and high-potential staff
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Occupancy rate (fulfilment of the establishment plan at end year – yearly reporting) • Non-occupancy duration (90 working days or fewer of vacant posts)

	• Turnover rate (numbers of statutory staff leaving the Agency as a percentage of total statutory staff – yearly reporting) • Staff Engagement survey (biennial) Milestone 2018: • After the roll out of the pilot projects concerning development and mobility this process will be extended to the whole Agency during 2018 and systematically applied thereafter.
Risk (details cf. EASA Risk Register)	Failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members.
Workload (k hours) 2018	38

III.5.2 Information Technology

Establish a successful business partnership with a strong commitment to cost-effectiveness and the creation of significant operational value contributing to the achievement of EASA's strategy; one of the key elements is for the IT department to take a leadership role in opening boundaries, bridging silos and introducing consistent, standardised (coherent IT Mgmt.) and secured IT solutions and services.

Objective: (related to strategic objective 1.1;2.2; 3.1; 4.2)	Using information technology to the benefit of the European Safety Management process.
Key Action	Establishing a coherent IT architecture, considering EASA strategy and needs, as well as definition and implementation of a sourcing roadmap. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	A cross-organisational, consolidated and secured IT architecture fulfilling EASA needs and strategy, while fostering scalable and resilient IT services through cost-effective sourcing capability management.
KPI (details cf. Annex IV.11) / Milestone	KPI: • IT expanding services realisation Milestone 2018: • Define 'to be' IT architecture and technical roadmap, considering EASA needs, IT security and IT outsourcing roadmap.
Risk (details cf. EASA Risk Register)	Failure to define and implement: • Agency information/data management and architecture. • Agency Information Security Management policy and roadmap. • Agency Business Continuity framework and the related IT Disaster Recovery plan. • Cost-effective IT outsourcing model.
Workload (k hours) 2018	7

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.
Key Process	**IT service operations** (activity: support activity; funding principal: Mix Funded)
Expected Outcome	IT services provided in accordance with Service Level Agreement, including up-to-date maintenance and upgrade, while considering sourcing capabilities.
KPI (details cf. Annex IV.11) / Milestone	KPI • IT achievement of Service Level Agreement (SLA)
Risk (details cf. EASA Risk Register)	Failure to define and implement: • Agency Information Security Management policy and roadmap. • Agency Business Continuity framework and the related IT Disaster Recovery plan. • Cost-effective IT outsourcing model.
Workload (k hours) 2018	20

III.5.3 Applicant Services

Industry applicants are able to submit and receive accurate information relating to their applications and existing certificates in one place. Qualified technical resources throughout the EASA system are readily available so that industry applicants receive a consistently responsive service.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	**Applicant relations & charging policy management** (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery
KPI (details cf. Annex IV.11) / Milestone	KPI: • Applicant satisfaction rate
Risk (details cf. EASA Risk Register)	• Applications are delayed due to inefficient exchange of information between EASA and the applicant. • Sensitive technical material and /or personal data is disclosed due to security breaches.
Workload (k hours) 2018	17

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	**CORAL Programme** (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	EU certification processes are digitised in a single, transparent, cost efficient system with user friendly access for both internal and external stakeholders and predictable work flows.
KPI (details cf. Annex IV.11) / Milestone	Milestone: • First phase in service 2018

Risk (details cf. EASA Risk Register)	• Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement. • Sensitive technical material and /or personal data is disclosed due to security breaches or mishandling of information (user error)
Workload (k hours) 2018	26

Objective: (related to strategic objective 3.3)	Establishing a new financial scheme to sustain the European aviation safety system
Key Action	Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation. (activity: Product certification; funding principal: F&C Funded)
Expected Outcome	Revenue from fees and charges is predictable, stable and covers forecasts of expenditure over the business planning period.
KPI (details cf. Annex IV.11) / Milestone	Milestone: • 2018: EASA engages stakeholders and carries out feasibility study
Risk (details cf. EASA Risk Register)	• Feasibility study fails to correctly forecast industry activities and therefore expected revenue • Stakeholders have varying interests that cannot be reconciled • Approval procedure is delayed and revenue falls short of costs in year of entering into force
Workload (k hours) 2018	3

Objective: (related to strategic objective 3.2)	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	NAAs & QEs outsourcing (activity: Product certification; funding principal: F&C Funded)
Key Action	Implementation of outsourcing strategy 2017-2021 including the advancement of the new framework of partnership agreements
Expected Outcome	Reinforced NAA capacity to ensure sustainability at the level of the European aviation safety system and development of expertise in technical areas of high strategic value
KPI (details cf. Annex IV.11) / Milestone	• 2018: EASA and NAAs increase cooperation on certification tasks under partnership agreements without business interruption • 2018: EASA contracts a new set of qualified entities (QE) to cover selected certification tasks
Risk (details cf. EASA Risk Register)	• Actual workload volumes and types diverge significantly from the baseline forecast • Technical capacity of NAAs and QEs falls short of targeted outsourcing volumes
Workload (k hours) 2018	14

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Service demand management (activity: Product certification; funding principal: F&C Funded)
Key Action	Digitise and automate application process
Expected Outcome	Application process is efficient, responsive, predictable and accurate due to comprehensive online web services.
KPI (details cf. Annex IV.11) / Milestone	• 2018: prepare processes and system to register 80% of applications registered within 2 working days by 2019
Risk (details cf. EASA Risk Register)	• CORAL programme fails to deliver expected benefits
Workload (k hours) 2018	11

III.5.4 Finance & Procurement

The Department acts as a service provider in order to ensure the processing of the financial and procurement tasks in strict compliance to the binding regulations, while implementing performance driven measures to assure increased value of its services.

Objective: (related to strategic objective 4.3)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Process	Implement budget according to EU and EASA rules. (activity: support activity; funding principal: Mix Funded)
Expected Outcome	High budget implementation rate maintained and in line with sound financial management principles.
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Budget committed • Carried over commitments Milestones: • Identification of feasible automated processes to enable "paperless finance" (2018)
Risk (details cf. EASA Risk Register)	• Agency funding: failure to have the right level of funding to support the activities of the Agency. • Inappropriate or lack of documentation when implementing software solution
Workload (k hours) 2018	49

III.5.5 Corporate Services

The Corporate Services Department will operate the EASA "Direktion" to make sure that the workplace and other facilities are safe and suitable for the tasks carried out, and that those areas do not present health and safety risks to employees and visitors so far as is reasonably practicable.

Objective: (related to strategic objective 4.2)	Creating a quality work environment that helps staff succeed

Key Process	Facility and security Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Manage NDK Direktion fit for EASA operational needs and assure security of staff and visitors
KPI (details cf. Annex IV.11) / Milestone	KPI: • Building cost per square-meter
Risk (details cf. EASA Risk Register)	Failure to identify, or failure to respond to health and safety legislation at the workplace and legal operator responsibilities
Workload (k hours) 2018	10

Objective: (related to strategic objective 4.2)	Creating a quality work environment that helps staff succeed
Key Process	Event Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering in-house conference and event facilities and support services (e.g. conference centre and catering, media technologies)
KPI (details cf. Annex IV.11) / Milestone	KPI: • Visitor satisfaction with in-house conference facilities
Risk (details cf. EASA Risk Register)	Parts of building infrastructure and equipment outside EASA remit (e.g. heating and ventilation systems)
Workload (k hours) 2018	2

Objective: (related to strategic objective 4.2)	Creating a quality work environment that helps staff succeed
Key Process	Business Travel Management (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Offering global travel solutions reliable, cost-effective and compliant to EASA travel policy
KPI (details cf. Annex IV.11) / Milestone	KPI: • Timely processing of mission claims
Risk (details cf. EASA Risk Register)	Access, timely and inadequate provision of travel security advice may impact health and safety of travellers
Workload (k hours) 2018	6

III.5.6 Other Resources and Support related Tasks

In 2018, The Resources & Support (RS) Directorate will continue to redesign its processes and policies in order to focus them on critical risks, make them easy to digitalised and automate and to reduce efforts required by their implementation.

This activity, in combination with the linear cuts in staff and resources, will lead to a revision of service priorities and a renewed focus on mandatory and necessary services only, reducing the service catalogue in order to improve quality on priority areas.

In parallel, a consolidated organisation model for the Directorate will be elaborated during the year to pool functions still partly duplicated and deliver gain through more synergies.

In addition, the change of service delivery model will be engaged for IT services with a transition toward managed services and similar evolution opportunities of a changed make/buy balance analysed for the series of business support services delivered in headquarters premises.

The RS directorate will keep fostering conditions and instruments empowering EASA managers and staff to actively reduce the efforts they invest in low value added tasks in their various activities. In particular:

- EASA ePilot initiative (aiming to identify and test non-certification related electronic workflow instruments) will reach its conclusion.
- The joint piloting by senior managers - initiated in 2017 - of EASA efficiency efforts including the programming of efficiency enhancement measures (LEAP deployment phase: Directors' Efficiency Forum) will operate with RS secretariat support.
- The resources management framework optimisation for the additional services EASA is tasked to implement contractually (so called "earmarked projects") will continue. The financial volume, number, diversity and complexity of such contracts are expected to grow and organisational solutions fostering efficiency are increasingly required.

EASA will keep supporting the European Commission services in the further development and critical assessment of the experimental model (so called 'EASA Pilot') they designed to deliver a more reactive market-demand proportional programming of EASA and other fee based EU agencies.

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Process	Resources and Support related activities (activity: support activity; funding principal: Mix Funded)
Expected Outcome	Ensure the smooth operation of the RS directorate using the workforce provided by Senior Management and assistance. Moreover enhancing the productivity of above mentioned core activities via the consumption of trainings or contribution to Resource and Support related (IT) projects and tasks.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2018: • Reorganisation of the RS Directorate.
Risk (details cf. EASA Risk Register)	Failure to achieve Service Level Agreement in the area of administrative and support services: increased risk of non -compliance
Workload (k hours) 2018	30

III.5.7 Summary workload estimation 2018

The following table show the overall workload estimation in the Resource and Support Directorate Programme based on the above classification.

Activity	Workload (k hours)	Workload (FTE)
Human Resources	38	24
Information Technology	27	16
Applicant Services	71	45
Finance & Procurement	49	30
Corporate Services	18	11
Resources and Support related activities	30	19
GRAND TOTAL	233	145

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III.6 2018 Programme of the Executive Directorate

Objective: (related to strategic objective 6.2)	Minimising the consequences of political or unexpected constraints that may impact aviation safety
Key process	Executive Directorate related processes - (Mix funded)
Expected Outcome	• Internal and external communication • Quality assurance • Legal advice • Compliant organisation ensured via audit • Efficiency gains following LEA-Project
KPI (details cf. Annex IV.11) / Milestone	KPIs: • Corrective action closure rate of Audit findings • Number of non-conformity against the ISO standards Milestone: • Status Report on LEAP Implementation
Risk (details cf. EASA Risk Register)	• Lack of or inappropriate crisis response in aviation. • Insufficient resources (funding or human capital) to effectively fulfil the Agency's tasks. • Insufficient protection of information managed by the Agency, including third party information, to an adequate level of security.
Resources (k hours) 2018	83 (52 FTEs)

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IV Annexes

IV.1 Resource allocation per activity

		values in Euro	1st Amen. Budget 2017	Budget 2018	Envisaged 2019	Envisaged 2020
Fees and Charges activities	**Product Certification**	Revenue	70,880,000	69,549,000	65,493,000	65,613,000
		Title 1	- 47,377,000	- 48,648,000	- 49,864,000	- 52,056,000
		Title 2	- 8,137,000	- 8,322,000	- 7,965,000	- 7,904,000
		title 3 NAA/QE	- 11,622,000	- 11,495,000	- 11,831,000	- 12,146,000
		Title 3	- 9,247,000	- 11,206,000	- 10,730,000	- 9,818,000
		Title 4	-	p.m.	p.m.	p.m.
		Total	**- 5,503,000**	**- 10,122,000**	**- 14,897,000**	**- 16,311,000**
	Organisation Approvals	Revenue	31,047,000	33,822,000	34,250,000	34,675,000
		Title 1	- 16,647,000	- 18,898,000	- 21,453,000	- 22,198,000
		Title 2	- 3,019,000	- 3,203,000	- 3,131,000	- 3,067,000
		title 3 NAA/QE	- 9,093,000	- 9,838,000	- 10,086,000	- 10,216,000
		Title 3	- 2,288,000	- 5,350,000	- 3,617,000	- 3,405,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**-**	**- 3,467,000**	**- 4,037,000**	**- 4,211,000**
		Reserve funding (Projects)	3,950,000	8,100,000	6,300,000	5,900,000
		Reserve adj	1,553,000	5,489,000	12,634,000	14,622,000
	Total F&C		**-**	**-**	**-**	**-**
Subsidy and other contributions		EU Subsidy	35,985,000	36,915,000	36,963,000	37,674,000
		third country contribution	2,048,000	1,973,000	2,045,000	2,049,000
		Other income	363,000	672,000	668,000	815,000
	Third Country Operators	Title 1	- 1,898,000	- 2,133,000	- 2,246,000	- 2,351,000
		Title 2	- 321,000	- 402,000	- 383,000	- 379,000
		Title 3	- 87,000	- 164,000	- 169,000	- 415,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 2,306,000**	**- 2,699,000**	**- 2,798,000**	**- 3,145,000**
	Standardisation	Title 1	- 7,662,000	- 7,960,000	- 8,195,000	- 8,617,000
		Title 2	- 1,404,000	- 1,540,000	- 1,469,000	- 1,456,000
		Title 3	- 736,000	- 1,514,000	- 1,313,000	- 1,321,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 9,802,000**	**- 11,014,000**	**- 10,977,000**	**- 11,394,000**
	SAFA	Title 1	- 822,000	- 530,000	- 583,000	- 635,000
		Title 2	- 168,000	- 187,000	- 178,000	- 175,000
		Title 3	- 112,000	- 491,000	- 44,000	- 192,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 1,102,000**	**- 1,208,000**	**- 805,000**	**- 1,002,000**
	Rulemaking	Title 1	- 10,773,000	- 8,768,000	- 9,194,000	- 9,377,000
		Title 2	- 1,971,000	- 1,949,000	- 1,859,000	- 1,839,000
		Title 3	- 857,000	- 1,045,000	- 1,083,000	- 906,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 13,601,000**	**- 11,762,000**	**- 12,136,000**	**- 12,122,000**
	Int'l Cooperation	Title 1	- 2,961,000	- 3,653,000	- 3,823,000	- 3,828,000
		Title 2	- 887,000	- 1,036,000	- 993,000	- 988,000
		Title 3	- 565,000	- 748,000	- 715,000	- 678,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 4,413,000**	**- 5,437,000**	**- 5,531,000**	**- 5,494,000**
	Safety Intelligence & Performance	Title 1	- 5,102,000	- 5,877,000	- 5,868,000	- 5,849,000
		Title 2	- 902,000	- 982,000	- 935,000	- 932,000
		Title 3	- 1,168,000	- 581,000	- 626,000	- 600,000
		Title 4	p.m.	p.m.	p.m.	p.m.
		Total	**- 7,172,000**	**- 7,440,000**	**- 7,429,000**	**- 7,381,000**
	Total Subsidy and other contr.		**-**	**-**	**-**	**-**
	Grand-Total		**-**	**-**	**-**	**-**

Nota bene: a) the table above does not include the Working Budget for the NAA/Qualified Entities (QE) budget line

b) the draft budget figures for 2019 and envisaged 2020 are indicative at this stage, depending of the outcome of the legislative process.

IV.2 Human and Financial resources

Table 1: FTEs by Activity

Activity (k hours / rounded FTEs)	2018 FTE
Product Safety/ Environmental Oversight • Initial airworthiness and operational suitability (174 / 109) • Continuing airworthiness and operational suitability (64 / 40) • Certification related services (25 / 16) • Certification related activities (104 / 65) • Applicant relations & charging policy management (17 / 11) • CORAL Programme (26 / 16) • Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation. (3 / 2) • NAAs & QEs outsourcing (14 / 9) • Service demand management (11 / 7) • Allocated Support Activities (160 / 100)	373.4
Organisation Approvals • Design Organisation Approvals (39 / 24) • Organisation Approvals – initial and continued (73 + 8 / 51) • Organisation Approval – risk-based approach (0.3 / 0) • Flight Standards related activities (44 / 27) • Allocated Support Activities (72 / 45)	148.0
Third Country Op. • Third-Country Operators Authorisation (21 / 13) • Support the European Commission Air Safety List (5 / 3) • Allocated Support Activities (7 / 4)	20.3
Inspection of Member States • Standardisation: monitor application of regulations and implementing rules (82 / 51) • Allocated Support Activities (25 / 16)	66.7
SAFA (Ramp Inspection Programmes) • SAFA Coordination and analysis of the feasibility to maintain a European pool of ramp inspectors (6 / 4) • Allocated Support Activities (3 / 2)	5.5
Regulation • Safety Planning (7 / 5) • Rules Development (72 / 45) • Develop smart standards on noise, emissions and CO_2 (2 / 1) • Better Regulation (7 /5) • Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category (2 / 1) • Simpler, lighter, better regulations for General Aviation (GA) (3 / 2) • Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation. Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information (5 / 3) • Allocated Support Activities (28 / 18)	79.0
International Cooperation • Bilateral agreement and working arrangement (23 / 14) • Technical Support (41 / 26)	54.5

• ICAO cooperation (8 / 5) • Allocated Support Activities (15 / 9)	
Safety Management • Safety Intelligence and Performance (48 / 30) • European Big Data Programme – Data4Safety – (5 / 3) • Safety Promotion (19 / 12) • Research Strategy (7 / 4) • Cybersecurity in Aviation and Emerging Risks (9 / 5) • Risks to civil aviation arising from conflict zones (0.04 / 0) • Allocated Support Activities (13 / 8)	62.6
Total	810

Table 2: Expenditure summary

Expenditure	1st Am. Budget 2017	Budget 2018		Envisaged 2019	
	Commitment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	93,242,000	96,465,000	96,465,000	101,226,000	101,226,000
Title 2	16,809,000	17,622,000	17,622,000	16,914,000	16,914,000
Title 3	39,875,000	46,732,000	46,732,000	43,613,000	43,613,000
Title 4	-	-	-	-	-
Title 5	42,703,000	34,417,000	34,417,000	16,383,000	16,383,000
Total expenditure	**192,629,000**	**195,236,000**	**195,236,000**	**178,136,000**	**178,136,000**

Table 3: detailed Expenditures by Title

EXPENDITURE	Exec. Budget 2016	1st Am. Budget 2017	Budget 2018		Envisaged 2019		VAR 2019/2018	Envisaged 2020
			Agency request	Budget Forecast	Agency request	Budget Forecast		
Title 1 Staff Expenditure	**87,767,132**	**93,242,000**	**96,465,000**	**-**	**101,226,000**	**-**	**104.9 %**	**104,910,000**
11 Salaries & allowances	73,771,463	77,942,720	81,487,000	-	85,664,000	-	105.1 %	89,228,000
- of which establishment plan posts	67,616,106	71,108,720	74,506,000	-	78,405,000	-	105.2 %	81,885,000
- of which external personnel	6,155,357	6,834,000	6,981,000	-	7,259,000	-	104.0 %	7,343,000
12 Expenditure relating to Staff recruitment	1,135,461	779,000	713,000	-	731,000	-	102.5 %	749,000
12b Employer's pension contributions	8,119,286	8,757,000	8,757,000	-	9,188,000	-	104.9 %	9,250,000
13 Mission expenses	-	-	-	-	-	-	-	-
14.1 Socio-medical infrastructure	66,210	151,000	370,000	-	379,000	-	102.4 %	389,000
15 Training	545,879	714,000	614,000	-	629,000	-	102.4 %	645,000
16 External Services	303,544	181,280	140,000	-	144,000	-	102.9 %	147,000
17 Receptions and events	120,356	101,000	82,000	-	82,000	-	100.0 %	82,000
14.2 Social welfare	3,704,934	4,328,000	4,085,000	-	4,187,000	-	102.5 %	4,192,000
Title 2 Infrastructure and operating expenditure	**24,059,738**	**16,809,000**	**17,622,000**	**-**	**16,914,000**	**-**	**96.0 %**	**16,740,000**
20 Rental of buildings and associated costs [1]	13,762,182	9,729,000	9,703,000	-	9,879,000	-	101.8 %	10,046,000
21 Information and communication technology	6,355,242	5,315,000	6,313,000	-	5,541,000	-	87.8 %	5,333,000
22 Movable property and associated costs	2,463,566	434,000	435,000	-	379,000	-	87.1 %	241,000
23 Current administrative expenditure	1,226,858	1,085,000	982,000	-	945,000	-	96.2 %	948,000
24 Postage / Telecommunications	251,889	246,000	189,000	-	170,000	-	89.9 %	172,000
25 Meeting expenses	-	-	-	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-	-	-	-
27 Information and publishing	-	-	-	-	-	-	-	-
28 Studies	-	-	-	-	-	-	-	-
Title 3 Operational expenditure	**34,100,804**	**39,875,000**	**46,732,000**	**-**	**43,613,000**	**-**	**93.3 %**	**43,196,000**
30 Certification activities	23,147,765	28,225,000	31,771,000	-	27,620,000	-	86.9 %	27,764,000
31 Standardisation activities	226,900	204,000	229,000	-	229,000	-	100.0 %	232,000
32 Development data base	824,149	1,183,000	1,400,000	-	780,000	-	55.7 %	950,000
33 Communication and publication	408,567	425,000	300,000	-	290,000	-	96.7 %	290,000
34 Meeting expenses	562,338	638,300	952,000	-	1,169,000	-	122.8 %	976,000
35 Translation and interpretation costs	42,171	96,500	66,000	-	66,000	-	100.0 %	66,000
36 Rule Making activities	1,476,305	1,025,500	1,797,000	-	1,334,000	-	74.2 %	704,000
37 Mission, entertainment and representation expenses	5,822,038	5,841,000	6,991,000	-	6,874,000	-	98.3 %	6,882,000
38 Technical training	502,411	649,000	886,000	-	931,000	-	105.1 %	1,012,000
39 ED and strategic activities	1,088,159	1,587,700	2,340,000	-	4,320,000	-	184.6 %	4,320,000
Title 4 Special Operation Programmes	**6,077,102**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
40 Technical Cooperation with Third Countries	-	-	-	-	-	-	-	-
41 Research programmes	6,118,100	-	-	-	-	-	-	-
Title 5 Other expenditures	**-**	**42,703,000**	**34,417,000**	**-**	**16,383,000**	**-**	**47.6 %**	**- 4,239,000**
50 Provisions	-	42,703,000	34,417,000	-	16,383,000	-	47.6 %	- 4,239,000
TOTAL EXPENDITURE	**152,004,776**	**192,629,000**	**195,236,000**	**-**	**178,136,000**	**-**	**91.2 %**	**160,607,000**

Table 4: Revenue summary

Revenues	1st Am. Budget 2017 Revenues estimated by the agency	Budget 2018 Revenues estimated by the agency	Envisaged 2019 Revenues estimated by the agency
EU contribution	35,985,000	36,915,000	36,963,000
Other revenue	156,644,000	158,321,000	141,173,000
Total revenues	192,629,000	195,236,000	178,136,000

Table 5: Revenue details by title[3]

REVENUES	1st Am. Budget 2017	Budget 2018 As requested by the agency	Budget 2018 Budget Forecast	Envisaged 2019 As requested by the agency	Envisaged 2019 Budget Forecast	VAR 2019/2018	Envisaged 2020
1 REVENUE FROM FEES AND CHARGES	101,397,000	102,992,000	-	99,161,000	-	96.3 %	100,051,000
2. EU CONTRIBUTION	35,985,000	36,915,000	-	36,963,000	-	100.1 %	37,674,000
of which Administrative (Title 1 and Title 2)	*32,681,000*	*32,677,000*	*-*	*33,282,000*	*-*	*101.9 %*	*33,853,000*
of which Operational (Title 3)	*3,304,000*	*4,238,000*	*-*	*3,681,000*	*-*	*86.9 %*	*3,821,000*
of which assigned revenues deriving from previous years' surpluses	*-*	*-*	*-*	*-*	*-*	*-*	*-*
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	2,048,000	1,973,000	-	2,045,000	-	103.6 %	2,049,000
of which EFTA	*2,048,000*	*1,973,000*	*-*	*2,045,000*	*-*	*103.6 %*	*2,049,000*
of which Candidate Countries	*-*	*-*	*-*	*-*	*-*	*-*	*-*
4 OTHER CONTRIBUTIONS	-	-	-	-	-	-	-
- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)	*-*	*-*	*-*	*-*	*-*	*-*	*-*
- Of which additional EU funding stemming from delegation agreements (FFR Art.8)	*-*	*-*	*-*	*-*	*-*	*-*	*-*
5 ADMINISTRATIVE OPERATIONS	643,000	600,000	-	600,000	-	100.0 %	600,000
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	250,000	450,000	-	650,000	-	144.4 %	450,000
7 CORRECTION OF BUDGETARY IMBALANCES	52,306,000	52,306,000	-	38,717,000	-	51.1 %	19,783,000
TOTAL REVENUES	192,629,000	195,236,000	-	178,136,000	-	90.2 %	160,607,000

[3] The pure ETA contribution included in the line "3. Third Countries Contribution" corresponds to 875k EUR for 2018, 876k EUR as well as 893k EUR for 2019 and 2020 respectively.

Table 6: Budget outturn and cancellation of appropriations

Budget Result	2014	2015	2016
Revenue actually received (+)	137 427 717	149 849 063	139 818 972
Payments made (-)	-118 006 808	-121 165 218	-137 199 223
Carry-over of appropriations (-)	-63 172 290	-83 742 572	-81 544 519
Cancellation of appropriations carried over (+)	231 971	200 252	246 962
Adjustment for carry over of assigned revenue appropriations from previous year (+)	44 995 986	56 884 303	77 013 842
Exchange rate differences (+/-)	- 16 851	- 29 117	8 797
Adjustment for negative balance from previous year (-)			
Total	1 459 725	1 996 711	-1 655 169

IV.3 Staff population

Staff population		Actually filled as of 31.12.2016	Authorised under EU Budget 2017	Actually filled as of 31 12.2017	Authorised under EU Budget 2018	Envisaged[4] in 2019	Envisaged[4] in 2020
Officials	AD						
	AST						
	AST/SC						
TA	AD	551	552	n/a	557	559	561
	AST	125	126	n/a	123	121	119
	AST/SC						
Total		676	678	n/a	680	680	680
CA GFIV		26	36	n/a	36	36	36
CA GFIII		54	70	n/a	70	70	70
CA GFII							
CA GFI							
Total		80	106	n/a	106	106	106
SNEs		19	24	n/a	24	24	24
Structural service providers							
GRAND TOTAL		775	809	n/a	810	810	810
External staff for occasional replacement		22 Interims					

NB: Actually filed posts 31.12.2016 incudes offer letters sent[3]

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[4] Subject to validation as part of the EASA pilot case.

Category and grade	Establishment plan in EU Budget 2016		Filled posts as of 31/12/2016		Modifications in year 2016 in application of flexibility rule		Establishment plan voted EU Budget 2017		Modifications in year 2017 in application of flexibility rule		Establishment plan in Draft Budget 2018 Request		Establishment plan 2019		Establishment plan 2020	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16						-		-		-		-		-		-
AD 15		1		1		-		1		-		1		1		1
AD 14		25		5		-		25		-		26		29		29
AD 13		32		9		-		32		-		33		36		36
AD 12		53		20		-		53		-		57		68		68
AD 11		76		33		-		76		-		81		86		86
AD 10		98		73		-		98		-		103		108		108
AD 9		117		99		-		117		-		119		115		116
AD 8		77		134		-		77		-		80		78		79
AD 7		47		103		-		52		-		44		32		32
AD 6		20		52		-		20		-		13		6		6
AD 5		2		22		-		1		-		-		-		-
Total AD		**548**		**551**		**-**		**552**		**-**		**557**		**559**		**561**
AST 11		-		-		-		-		-		-		-		-
AST 10		-		-		-		-		-		-		-		-
AST 9		1		-		-		1		-		1		1		1
AST 8		4		-		-		4		-		4		4		4
AST 7		13		1		-		14		-		13		12		12
AST 6		23		8		-		25		-		27		29		29
AST 5		33		22		-		33		-		34		35		35
AST 4		25		35		-		24		-		23		22		21
AST 3		17		31		-		16		-		17		17		16
AST 2		10		23		-		8		-		4		1		1
AST 1		2		5		-		1		-		-		-		-
Total AST		**128**		**125**		**-**		**126**		**-**		**123**		**121**		**119**
Total AST/SC										-						
TOTAL		**676**		**676**		**-**		**678**		**-**		**680**		**680**		**680**

NB: Actually filed posts 31.12.2016 incudes offer letters sent

IV.4 Human resources policies

IV.4.1 Recruitment policy

EASA is recruiting mainly staff to perform tasks of a permanent nature, resulting from the mandate and the business plan of the Agency, which will ensure continuous expertise in all domains across the organisation. The majority of the tasks are performed by Temporary Agents (TAs) in the AD and AST function groups. All temporary agent posts are identified as posts of long-term duration. The TAs are engaged to assure the fulfilment of the Agency mandate in all technical, administrative and managerial levels of the organisation.

The criteria of the Agency in identifying posts of a long-time duration are that such posts cover tasks of a permanent nature and are based on its strategic workforce planning, cascaded into the multi annual recruitment plan and in line with the agency's key objectives and the identified needs to safeguard continuous expertise in the specific areas. In addition, selection procedures are designed to foster internal mobility complemented by external recruitment for specific profiles. The entry grades will follow the Staff Regulations.

For certain expertise, Seconded National Experts (SNEs) are temporarily working at EASA under the rules applicable to such experts. In general, their assigned tasks at EASA require in-depth expert knowledge and extensive work experience in a specific aviation field.

A limited number of short-term staff (interims) work in EASA and are contracted through an external service provider, selected following an open tender procedure. However, following business analysis, a certain number of interim positions has been identified as being long term and performing the duties of the Statutory Staff. Accordingly, the agency will replace some of the long term interims by Contract agents at cost neutral conversion.

IV.4.2 Appraisal of performance and reclassification/promotions

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2015		How many staff members were promoted / reclassified in Year 2016*		Average number of years in grade of reclassified/promoted staff members **
	officials	TA	officials	TA	
AD 16	-		-	-	-
AD 15	-	1	-	-	-
AD 14	-	6	-	-	-
AD 13	-	12	-	-	-
AD 12	-	16	-	1	6
AD 11	-	30	-	2	5
AD 10	-	72	-	7	5.4
AD 9	-	88	-	10	5.5
AD 8	-	87	-	14	3.9
AD 7	-	123	-	28	3.8
AD 6	-	66	-	18	4.2
AD 5	-	7	-	2	4.9
Total AD	-	508	-	82	4.8
AST 11	-	-	-	-	-
AST 10	-	-	-	-	-
AST 9	-	-	-	-	-
AST 8	-	-	-	-	-
AST 7	-	-	-	-	-
AST 6	-	6	-	-	-
AST 5	-	14	-	1	5
AST 4	-	32	-	5	4.6
AST 3	-	47	-	9	4.9
AST 2	-	26	-	2	5.4
AST 1	-	10	-	2	3.4
Total AST	-	135	-	19	4.7
AST/SC1	-	-	-	-	-
AST/SC2	-	-	-	-	-
AST/SC3	-	-	-	-	-
AST/SC4	-	-	-	-	-
AST/SC5	-	-	-	-	-
AST/SC6	-	-	-	-	-
Total AST/SC	-	-	-	-	-
Total	-	643	-	101	4.8

* The number shows the effective reclassifications until 31 December 2016 (including staff members proposed for reclassification in previous years, who fulfilled the third language requirement in 2016).
** The data shows the number of years in the grade between the award of the previous grade and effective reclassification (it includes a delay resulting from awaiting for the third language certificate to be obtained).

Table 2 -Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
CA IV	18	-	-	-
	17	-	-	-
	16	-	-	-
	15	2	-	-
	14	16	5	2.7
	13	10	1	3.5
CA III	12	-	-	-
	11	5	1	4
	10	8	-	-
	9	22	5	4.7
	8	18	6	4.1
CA II	7	-	-	-
	6	-	-	-
	5	-	-	-
	4	-	-	-
CA I	3	-	-	-
	2	-	-	-
	1	-	-	-
Total		81	18	3.8

Besides the performance appraisal review in the context of the probationary period for newly recruited staff, EASA established a new formalised appraisal procedure of individual performance in 2016 for both, Temporary and Contract Agents, based on the implementing rules issued in 2015. The system provides for an annual evaluation of each staff member's efficiency, ability and conduct as foreseen in Article 43 of the Staff Regulations. The system includes also the formalisation of an individual training and development plan. The appraisal procedure at EASA is well established and provides a solid basis for the reclassification procedure.

A new merit-based career development system (reclassification for its temporary and contract agents (CA)) has been implemented in EASA in 2016, in line with the re-classification implementing rules adopted also in 2016.

IV.4.3 Mobility policy

The Agency has maximised its staffing plan and the Agency will have to increasingly rely on a "strategic" approach to internal mobility to ensure its future sustainable development. As part of the new "Strategic Workforce Planning" approach, a new staff and development policy is being piloted in two directorates and will be rolled out across the Agency during 2018. The new policy widens the scope of mobility and includes a

more structured, comprehensive and forward looking approach to staff development, taking into account the Agency's business needs, strategic workforce planning, and what the individual staff member is capable of and aspiring to.

In line with the provisions detailed in the Art 2f implementing rule, the Agency has been developing in the framework of the network of agencies and Standing Working Party procedures for promoting and implementing mobility between Agencies employing Art 2f TAs.

IV.4.4 Gender and geographical balance

Explanatory figures to highlight gender/nationalities of staff (with reference to the contract type and indication of the function group).

Nationality	TA				TA Total	CA				CA Total	Gender total		Grand total
	AD		AST			FGIII		FGIV					
	F	M	F	M		F	M	F	M		F	M	
Austria	2	6	2		10					0	4	6	10
Belgium	2	16	7	4	29		1		1	2	9	22	31
Bulgaria	5	1	2		8				2	2	7	3	10
Croatia	1	1			2	1				1	2	1	3
Cyprus		2			2					0		2	2
Czech Republic	1	4			5					0	1	4	5
Denmark		5	2		7					0	2	5	7
Estonia	1				1					0	1		1
Finland	1	6	2		9					0	3	6	9
France	22	105	10	2	139	5	1			6	37	108	145
Germany	13	82	32	9	136	10	6	2	1	19	57	98	155
Greece	1	8	8	2	19	3	4		1	8	12	15	27
Hungary	2	3	3		8		2	1		3	6	5	11
Iceland	1	2			3					0	1	2	3
Ireland	1	4	1		6	1				1	3	4	7
Italy	8	67	8	3	86	2	1		2	5	18	73	91
Latvia		3	2		5					0	2	3	5
Lithuania		3			3					0		3	3
Norway		1			1					0		1	1
Poland	1	4	6		11	2	2		2	6	9	8	17
Portugal	5	6			11	1				1	6	6	12
Romania	7	13	3	1	24	5		2	3	10	17	17	34
Serbia					0			1		1	1		1
Slovakia	2	5			7					0	2	5	7
Slovenia		4			4			1		1	1	4	5
Spain	12	38	5		55	1	1	1	3	6	19	42	61
Sweden		4	2		6					0	2	4	6
the Netherlands	3	23	3		29					0	6	23	29
United Kingdom	6	37	1	2	46	1	3		1	5	8	43	51
Grand Total	97	453	99	23	672	32	21	8	16	77	236	513	749

NB: Gender and geographical balance of staff in house end of September 2017 excluding offer letters sent.

As an equal opportunities employer the Agency has introduced a number of measures to address gender imbalance:

- Consideration of gender balance is taken into account as far as possible during selection procedures. EASA has been systematically monitoring the gender distribution for its selection procedures, and this confirms that the specific technical labour market in which EASA operates is very significantly made up of men. This feature of the technical labour market has made it very difficult for EASA to achieve a balanced gender distribution across all grades, particularly during the start-up phase.
- To further enhance the diversity of its workforce the Agency particularly encourages applications from female candidates. For example the recent Junior Qualification and Graduate Trainee recruitment campaigns targeting young professionals have resulted in 36 % of female candidates being selected in the area of the Junior Qualification Programme and 66 % in the area of the Graduate Trainee Programme. It is expected that this and similar recruitment campaigns in the future will lead to an improvement in gender balance, particularly as the older, predominantly male technical staff retire.
- To the extent possible selection panels include members from both genders.
- Favourable working conditions (e.g. in addition to maternity leave, part time working, flexi-leave and tele-working) have been put in place enabling staff to help staff achieve an appropriate work-life balance.

IV.4.5 Schooling

There is no European School Type 2 in the Cologne area, however EASA has signed service contracts with 6 international schools in the Cologne area and is financing the school fees of children attending primary and secondary schools within the established ceilings of EUR 13,891.16 per child in primary school and EUR 16,742.71 per child in secondary school. These ceilings were established for the 2017-2018 school year and are revised on a yearly basis.

IV.5 Buildings

The Agency has moved to a new headquarters in Cologne on 06.06.2016. The project was approved by the Council (06.06.2013) and the European Parliament (27.06.2013).

	Name, location and type of building	Other Comment
Information to be provided per building:	Neue Direktion Köln, Konrad-Adenauer-Ufer 3, Cologne	
Surface area (in square metres) Of which office space Of which other spaces (e.g. archive, storage area)	22.958 22.077 881	
Annual rent (in EUR)	6.528.284	
Type and duration of rental contract	Rental period 01.07.2016-30.06.2036 with 2 months handover period (01.05.2016-30.06.2016)	
Host country grant or support	No	
Present value of the building	Not applicable	

In addition the Agency has an office in Brussels:

	Name, location and type of building	Other Comment
Information to be provided per building:	Avenue de Cortenbergh 100; 1040 Brussels	
Surface area (in square metres) Of which office space Of which non-office space	944,39 540,66 403,73	Non-office space consists of meeting rooms on level 0.
Annual rent (in EUR)	358.701	
Type and duration of rental contract	Rental 01.03.2012-28.02.2027	Due to possible early termination by each of the parties (clause included in the rental agreement) as of end Feb. 2021, dilapidations (one month rent) and removal costs are foreseen in 2020 and 2021.
Host country grant or support	No	
Present value of the building	Not applicable	

IV.6 Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Brussels	12 months VAT free for certain types of purchases (electrical goods, furniture, car etc.) based on the same agreement between the European Commission and the Belgium Minister of Foreign Affairs	Access to the crèche / kindergarten, garderie post-scoloaire and European Schools of the European institutions
In the absence of a European School in Cologne, EASA signed service contracts with international schools in the Cologne area	EASA is paying the school fees for children attending primary and secondary school in the international schools with which a service contract has been signed within the limit of a ceiling established per school year (EUR 13,891.16 for primary school and EUR 16,742.71 for secondary school for the school year 2017-2018)	
Agreement between EASA & KVB (the company offering public transport services in the Cologne area)	EASA staff members can benefit (as any other employees working for a company located in the Cologne area) from a cheaper price for the public transport season ticket. The cost	

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
	of the season ticket is deducted on a monthly basis from the EASA employees' salaries who have subscribe via EASA for the public transport season ticket	
FWC between EASA and a relocation company	EASA staff members can benefit from the services of a relocation company (once for 20hrs) to help them finding an accommodation and settling in the Cologne area.	

IV.7 Evaluations

The Management Board commissioned an independent external evaluation on the implementation of the Basic Regulation and received the results of this evaluation in 2013. The results of the evaluation and the recommendations linked to it, regarding changes to the Regulation, the Agency and its working practices, including an action plan with a timetable, were made public[5].

The Management Board will decide in December 2017 about the next evaluation of the Agency, considering the timing for the adoption of the reviewed Basic Regulation and the reviewed provisions related to the evaluation.

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[5] https://www.easa.europa.eu/system/files/dfu/Article%2062%20Report.pdf

IV.8 Risk register 2018

IV.8.1 Critical risks

Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
	Risk details		**Assessment of the current residual risk**				**Decision & Action plan**		
1.	**Corporate processes**								
1.1	**Crisis management.** **Description:** Lack of or inappropriate crisis response in aviation. **Potential cause(s):** **-** Unpredictable external event (e.g. political, natural, financial) **Potential consequences(s):** Aviation system total or partial breakdown. No or erroneous internal and/or external communication. Inappropriate perception of the situation. Reputational damage. Safety issues. **Link to strategic statement(s):** statement 3 One System; statement 1 Foremost Agency.	- Crisis management preparation - Crisis cell - Participation in the European Crisis Control Group.	L	C	H	1.1.1 1.1.2 1.1.3	**Decision:** Reduce **Actions:** - Review and update the current crisis response plan - Ensure validation of the updated procedure by management - Perform a new crisis exercise every 2 years	ED.1	12/2017 12/2017 12/2018
1.2	**Information Security** **Description:** Failure in protection of information managed by the Agency, including third party information, to an adequate level of security.	- Chief Information Management Security Officer nominated - Handling of EU confidential information	H	C	H	1.2.1	**Decision:** Reduce **Actions**: - Establish the Information Safety Management roadmap, inc. awareness and training	ED.0 ED.0	03/2018 03/2018

Risk details			Assessment of the current residual risk				Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
	Potential cause(s): - Lack of coherent and centralised approach on Information Security - Lack of protection framework for third-party information handled within the Agency - Measures established only on Information Technology security, missing broader and right scope of Information Security - Security level not defined and implemented considering applicable regulations, guidelines - Lack of awareness of Agency staff on Information Security - Relevant stakeholders not sufficiently informed of roles and responsibilities for the prevention and correction measures related to Information Security **Potential consequence(s):** Short-term disruption. Delays implementing Work Programme. Reputational damage. Loss/leakage or manipulation/destruction of information. Financial damage. Political criticism and pressure. **Link to strategic statement(s):** statement 1 Foremost Agency; statement 6 Independent Agency	established for 'restricted level' - Information Security Cell established and chaired by the Chief Information Management Security Officer - Protection of privacy data established as per EDPS rules				1.2.2 1.2.3 1.2.4	- Establish and adopt high-level policy on Information Safety Management - Implement Information Security roadmap following ExCom approval - Establish Information Security Risk Register for critical processes	ED.0 ED.0	12/2020 03/2018
2. Strategy/ Programme processes									
2.1	**Response to safety issues** **Description:** Failure to identify or failure to respond to safety issues in a timely manner. **Potential cause(s):** - Information on potential safety issues not reaching the agency	- Safety risk management. - Occurrence reporting, accident follow-up and safety	M	C	H	2.1.1	**Decision:** Reduce **Actions:** - Putting in place a process for Safety Risk Management: established in 2016, to be	SM.1 with support from SM.2	12/2017

Risk details		Assessment of the current residual risk				Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
	- Information on potential safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons - Untimely or inadequate decision making on actions required - Inadequate monitoring of actions implementation **Potential consequence(s):** Loss of confidence in the Agency. Aviation accident. Exposure to legal action. Political pressure. **Link to strategic statement(s):** statement 2 Expand Safety	re-commendations. - Product and organisation oversight. (c.f. chapter 5 and 6) - Standar-disation. (c.f. chapter 4 standardisation) - EPAS process, rulemaking, safety promotion - Conflict Zone process				2.1.2	consolidated in 2017 (this is for addressing systemic safety issues)	SM.1 with support from CT	12/2017
						2.1.3	- Continuous monitoring and improvement of the processes for occurrence reporting (refer to the follow-up of the IAS audit, and ongoing "IORS process improvement" internal project)	SM.1	12/2017
						2.1.4	- Continuous monitoring and improvement if required of the accident follow-up / safety recommendations process	SM.1	12/2017
						2.1.5	- Setting up a process for conflict zones (ongoing) - Deployment of the cybersecurity roadmap (for addressing cybersecurity risks)	SM.1	12/2017

3. Standardisation

Risk details		Assessment of the current residual risk					Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
3.1	**Standardisation: monitor application of regulations and implementing rules – Standardised safety level in Europe and associated MS** **Description:** Failure to establish, and then maintain, a uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States. - Lack of uniform implementation of the rules across the EASA Member States - Lack of control of overdue findings - Non-compliance with the deadlines set-out in Reg. 628/2013 - Delayed capability of Standardisation in the new domains and tasks. **Potential cause(s):** - Lack of adequate resources; -Implementation of new concepts (e.g. SMS, OSD, risk based oversight, etc.) **Potential consequence(s):** States cannot implement new rules. Rules do not apply in the same way across Europe. Major non-compliances remain undiscovered. Reputational damage. Legal damage. Political pressure. Industry criticism. Damage to Aviation Stakeholders. **Link to strategic statement(s):** statement 3 One System	-Proactive Standardisation activities - Finding classification committee - More targeted standardisation activity (risk based Continuous Monitoring Approach) - (pre-) infringement system with the European Commission - improved continuous monitoring - better IT tools - Confidential Safety reporting (CSR) - IORS	H	S	H	4.1.1 4.1.2	**Decision:** Reduce **Actions:** - Expand the risk based Continuous Monitoring Approach (Reg. 628/2013) to ADR. - Organise jointly (SM/FS/CT Directorates) thematic workshops for NAAs and industry to explain and discuss new Implementing Rules;	FS.5 FS.5	12/2017 12/2017

4. Support processes

Risk details			Assessment of the current residual risk				Decision & Action plan		
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likel. (LMH)	Impact (LSC)	Score (LMH)	#	Decision & Action plan	Owner	Deadline
4.1	**Resources support SLA** **Description:** Failure to achieve Service Level Agreement in the area of administrative and support services (HR, Finance, IT, Corporate Services, Applications management) **Potential cause(s):** - Lack of financial and/or human resources - Access, timely and inadequate provision of travel security advice - Negative priorities established in the SPD **Potential consequence(s):** Financial impact. Operational impact. Security impact (IT and building and travel). EASA image impact. Health and Safety of travellers **Link to strategic statement(s):** statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 6 Independent Agency	- European Commission travel security advice	H	S	H		**Decision:** Accept	All RS	

IV.8.2 Non-critical risks

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
1. Corporate processes						
1.1	**Management of Conflict of Interest within the Management Board.** **Description:** Failure to manage situations, in which a MB member has personal or professional interest, that compromise the MB's or the MB Member's independence in decision-making or are perceived or might be perceived as compromising such independence. Note: the MB is not under the control of the Agency, neither under EU Commission (1 vote) nor EU Parliament (not present and no vote). **Potential cause(s):** - National interest of MB member(s) takes precedence over European Aviation interests - Policy on Conflict of Interest for MB members not adequately implemented/enforced **Potential consequence(s):** Political pressure. Delays in Planning documents (Work Programme, Budget, MSSP). Influence on voting procedures/candidates Additional unnecessary tasks/reports requested by the MB (triggered by the Member at stake) may distract away the Agency from core business (divert resources, increased workload, etc.). Reputational damage if the Discharge is not awarded. Financial cost.	- Art. 33-37 BR (i.e. 34.1) - Code of Conduct adopted in December 2012 - Support by the Assessment Committee, the MB Secretariat and/or the Chairman of the MB	L	S	L	ED.0 & ED.2

| Risk # | Risk details | Assessment of the residual risk | | | | Monitoring |
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Link to strategic statement(s): statement 6 Independent Agency					
1.2	**Managing external communication.** **Description:** Ineffective message management. **Potential cause(s):** - Complexity of messages and/or situation - wrong communication target - Uncertainty about EASA's role in relation to legal competence in some Member States - Political pressure - Insufficient information to present the complete picture **Potential consequence(s):** Relevance of EASA brought into question. Incorrect perception of EASA. Reputational damage. Legal damage. **Link to strategic statement(s):** statement 1 Foremost Agency	- Stakeholder satisfaction survey - Centralised communication - Communication monitoring - Communication Policy and internal work instructions - Centralised EASA web-site management - Ad hoc internal groups for specific events	L	L	L	ED.1
1.3	**Management of Conflict of Interest within the Agency.** **Description:** failure to manage situations, in which the Agency, its staff, consultants/contractors and/or external expert (i.e. NAA/QE staff) has personal or professional interest, that compromise independence in decision-making or are perceived or might be perceived as compromising such independence. **Potential cause(s):** - External experts (NAA/QE) have different points of view	- EASA Integrated Management System - Staff Regulations - HR - Finance & Procurement procedures/proce sses - Agency Code of Conduct	L	S	L	RS.1

Risk #	Risk details	Assessment of the residual risk				Monitoring
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	- Contractors/consultants have conflicting interests and/or pre-existing relationships/activities - Non awareness of CoI situations - Non-uniform policy on CoI of external experts **Potential consequence(s):** Delays in Work Programme. Distractions from core business. Demotivation of staff members. Increased workload. Diverted resources. Reputational damage. Safety issues. Financial cost. **Link to strategic statement(s):** statement 6 Independent Agency	- Trainings on CoI - Declarations of interest - Ethical committee with RoP and assessment criteria				
2. Strategy/Programme processes						
2.1	**Availability of funding, willingness of safety data owners to join the programme and share the data (Scope: Data4Safety project)** **Description:** insufficient funding for the proof of concept phase and future phases; insufficient number of cooperative candidate members **Potential cause(s):** - EASA budget is not sufficient - Risk linked to the need to find external budgets - Lack of trust of potential members **Potential consequence(s):** failure of the project; Europe staying less advanced than other regions regarding safety data collection and analysis capabilities, and big data technologies	- Robust governance system for building of trust - Initiation of the proof of concept phase supported by an initial European Commission grant.	M	S	M	SM.1

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Link to strategic statement(s): statement 2 Expand Safety; statement 1 Foremost Agency					
2.2	**Quality of data and provision of analysis resources to complete the process development and analysis tasks (Scope: safety analysis / safety risk management)** **Description:** inadequate quality or quantity of data, inadequate resources to support the safety analysis tasks required in particular for the management of systemic safety risks **Potential cause(s):** - insufficient quantity of safety or exposure data - insufficient quality of safety or exposure data - insufficient safety analysis resources **Potential consequence(s):** Agency decision making processes not supported by quality safety analysis; potential for un-addressed or inadequately addressed safety issues **Link to strategic statement(s):** statement 2 Expand Safety; statement 1 Foremost Agency; statement 5 Smart Rules; statement 6 Independent Agency	- Safety analysis process. - Safety risk management process - Network of Analysts -Implementation of Regulation 376/2014 -Implementation of Regulation 996/2010 - Close collaboration with information security officer -Launch of Information Security Management Project (ISM project) kicked-off in Sept 2017	M	S	M	SM.1 SM.1 SM.1 SM.1 RS.2
2.3	**Information management** **Description:** Failure to establish and maintain an integrated, consistent, efficient and top-	- Information and Master data	H	L	M	

Risk details		Assessment of the residual risk				Monitoring
Risk #	**Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)**	**Current control(s) in place**	**Likelih ood (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Owner**
	down information/data management model/system **Potential cause(s):** - Lack or insufficient competent resource(s) - Lack or insufficient budget - Non-availability and /or non-commitment of business key stakeholders - Lack or inadequate governance and framework for information model and/or data management - Lack or inadequate tool for information / data management - Low priority consideration **Potential consequence(s):** Management of multiple information & data sources. Non-integrated IT applications. No adequate foundation for reporting and business analytics. Failure of IT outsourcing. Financial impact. Operational impact. **Link to strategic statement(s):** statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 5 Smart Rules ; statement 6 Independent Agency	management team in SM.2.2 - CORAL programme - BIAC (assessment of information/data architecture)				CORAL Prog. Manager SM.2.2
2.4	**Insufficient funding of the Research Strategy (Scope: research process)** **Description:** the agency does not access, directly or indirectly enough funding to fund to support its research needs or to support the	- Research process - MOUs signed with CleanSky and SESAR	L	S	L	SM.1

	Risk details	Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	effort to be undertaken to support other stakeholders' research activity. **Potential cause(s):** - Insufficient subsidy budget - Insufficient indirect access to EU research funding - Inadequate legal tools for supporting the agency's involvement in research projects. **Potential consequence(s):** inability to implement the research strategy or to tackle certain complex unforeseen in service issues in a timely manner **Link to strategic statement(s):** statement 2 Expand Safety; statement 1 Foremost Agency					
2.5	Limited value and benefit for stakeholders of safety promotion material and actions. **Description:** Safety promotion material is published and safety promotion actions are implemented but are of little value and benefit for stakeholders and have limited impact. **Potential cause(s):** - EASA budget is not sufficient. - External budgets are not sufficient. - Lack of technical and social engineering competences, resulting in poor safety promotion material and actions. **Potential consequence(s):** The EASA system staying less advanced than others regarding the implementation of effective	Safety Promotion programming as part of the EPAS. Safety Promotion is a core process in the EASA Integrated Management System and therefore subject to internal and external audits. Working together with stakeholders	L	L	L	SM.1.3

	Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)		Owner
	safety promotion. Limited impact of safety promotion material and actions to control safety risks. **Link to strategic statement(s):** The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability	in Safety Promotion networks and initiatives.					
2.6	Credibility of the EASA system as leading safety promotion actor. **Description:** Safety promotion material is published and safety promotion actions are implemented but have limited value and impact. Impairs EASA image and credibility as lead safety promotion actor. **Potential cause(s):** - Safety Promotion programme is too ambitious or capability to deliver is sub-optimal. - EASA budget is not sufficient. - External budgets are not sufficient. - Lack of technical and social engineering competences, resulting in poor safety promotion material and actions. **Potential consequence(s):** Loss of EASA image and credibility as lead safety promotion actor in Europe and worldwide. **Link to strategic statement(s):** The Agency works on safety, in a proactive manner,	Safety Promotion programming as part of the EPAS. Safety Promotion is a core process in the EASA Integrated Management System and therefore subject to internal and external audits. Safety Promotion is subject to Impact Assessment and Evaluation. Working together with stakeholders in Safety	L	L	L		SM.1.3

Risk #	Risk details	Assessment of the residual risk				Monitoring
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	helped by an enhanced safety analysis capability	Promotion networks and initiatives.				
2.7	**Support from NAAs & industry to provide sufficient data for impact assessment** **Description:** failure to support impact assessments with relevant data will lead to inefficient action implementation **Potential cause(s):** - Confidentiality issues - Lack of understanding by NAAs & industry on the significance and need for economic data **Potential consequence(s):** Sub-optimal choice of policy options based on qualitative justifications (instead of evidence-based justifications) **Link to strategic statement(s):** statement 5 Smart Rules; statement 1 Foremost Agency	- Advisory Bodies	M	S	M	SM.2
2.8	**Business Programming and Reporting** **Description:** outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity **Potential cause:** - Lack of experience in estimating accurate workload - Lack of care - Wrong assumptions	- Comparison of received data with historic values - Workshops at operational level - Review of planning document at top-management level	L	L	L	SM.2

Risk #	Risk details	Assessment of the residual risk				Monitoring
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Potential consequence(s): delayed publication of documents, delayed freeing of funds **Link to strategic statement:** statement 1 Foremost Agency	- As of 2017 quarterly review meetings to track the Agency's performance				
4. Support processes						
4.1	**Recruitment and retention of sufficient and competent staff.** **Description:** failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members. **Potential cause(s):** - Unavailability on the market and competition with industry - Language barriers - Non motivation of candidates (expatriation, Cologne, reward package, lack of seat agreement...) - Lack of funding - Restriction by EU Budgetary Authority on numbers for a significant duration in time (both subsidy and F&C staff) - No competence framework in place, including IT application - No retention of skills that are demonstrated by licenses in place **Potential consequence(s): Insufficient resources to identify and rectify safety issues.** Delays in achieving Agency objectives/tasks. Interruption of critical services. Loss of licenses and know-how. Overload on staff members in place. Best candidates go elsewhere. Safety issues. Delay	- Recruitment procedures - Assessment Centre - Planning process (BP/WP/Staff Policy Plan/Budget) - Annual general training and technical training planning (training maps) - Policies on skills retention, internal mobility and high-level training	M	S	M	RS.1 with support of each Dir.

	Risk details		Assessment of the residual risk				Monitoring
Risk #	**Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)**		**Current control(s) in place**	**Likelih ood (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Owner**
	in recruitment. Difficulty to keep abreast with technology. False signal to budgetary authorities if recruitments are delayed Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage. **Link to strategic statement(s):** statement 4 Talented Staff; statement 1 Foremost Agency						
4.2	**Information management (IMF/ quality).** **Description:** inappropriate or lack of documentation/information management system **Potential cause(s):** - Inappropriate or lack of Agency-wide policy on document management - Inappropriate or lack of implementation of Agency-wide policy on information security classification - Different methodologies and/or systems applied within the Agency to manage documents - Lack of compliance with Regulation European Commission 1049/2001 - Different and non-compatible existing IT tools used to manage documents and records - Insufficient IT resources to implement the and maintain the system - Insufficient acceptance of the users to use a centralised document management system		- Approved Records management policy/procedure/ Work Instruction - Data Protection Officer - ADONIS - Information security classification policy - EASA security officer - Information Management Program*me* - SLA with OIB to manage paper archives	M	S	M	ED.1

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	- Insufficient protection of the IT system from external attacks **Potential consequence(s):** Deficiencies in operations. Legal damage (stakeholders' complaints). Reputational damage. Decision-making on wrong information. Disclosure, leakage, damage or loss of confidential, sensitive information. Efficiency loss. **Link to strategic statement(s):** statement 1 Foremost Agency					
4.3	**Agency funding.** **Description:** failure to have the right level of funding to support the activities of the Agency. **Potential cause(s):** - Increases in the remit of EASA by new Basic Regulation. - Additional competences but no need of additional resources recognised by European Commission **Potential consequence(s):** Safety issues. Financial issues. Increased workload. Diverted resources. Reputational damage Demotivation of staff members. **Link to strategic statement(s):** statement 1 Foremost Agency	- Regular meetings with European Commission - Fees and charges monitoring and reporting - Fees & charges Regulation review - Monthly Finance Dashboard - Proper activity and resources planning and monitoring	M	S	M	ED.0
4.4	**Business Continuity.** **Description:** failure in providing the capability to respond to incidents and business disruptions in order to continue business operations at an acceptable pre-	- Business Continuity Management	L	S	L	SM.2.2 with support of RS.2 and RS.5

	Risk details	Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	defined level while protecting welfare and safety. **Potential cause(s):** - Business continuity plan, and IT disaster recovery, recently defined and process is rather new - Business continuity plan, including IT disaster recovery, not adequately tested - Relevant stakeholders not sufficiently informed of roles and responsibilities in case of a disruption **Potential consequence(s):** Short-term disruption. Delays implementing Work Programme. Reputational damage. Loss of knowledge. Financial damage. Political criticism and pressure. **Link to strategic statement(s):** statement 6 Independent Agency; statement 1 Foremost Agency	governance established - Business Continuity project in place. - Back-up arrangements for IT (internally and with another Agency) - Building security - Information Management Programme				
4.5	**Disaster Recovery Plan** **Description:** Failure to implement a cost-effective and efficient Disaster Recovery (DR) plan, considering IT outsourcing strategy and business continuity framework at Agency level. **Potential cause(s):** - Initial establishment of a business continuity framework at Agency level - DR procedures not tested due to initial stage of the Agency business continuity framework - Lack of proper security copy with duplicated servers at two different locations.	- Business Continuity Management framework for critical processes in place - Back-up and restore of IT data in place	L	S	M	SM.2 RS.2

	Risk details	Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	- Lack or inadequate consideration of IT outsourcing impact on DR plan, procedures and tests plan					
	Potential consequence(s): no recovery in case of disaster. Financial impact. Operational impact. Reputational impact.					
	Link to strategic statement(s): statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 5 Talented staff; statement 6 Independent Agency					
4.6	**Outsourcing IT as managed services** **Description:** Failure to implement as planned the IT outsourcing roadmap in support to the IT Strategy (full outsourced IT managed services). **Potential cause(s):** - Lack of financial and/or human resources - Lack of IT or Business buy-in - Unsuccessful completion of the procurement procedure (new procurement - Non interested suppliers - Higher costs than expected from suppliers - Higher costs than expected for the IT transition phase - Lack of internal competencies of the supported outsourcing model - Objection or delay from the business for refactoring existing applications - Unstable situation (cash and FTE, staff backups) during the transition phase - Impossible to outsource some legacy applications as a service	- IT outsourcing roadmap definition (released and approved by ExCom in 2017 Q1) - Full Business-IT governance process in place - New IT organisation since 2015 to support IT outsourcing transition	H	L	H	RS.2

| Risk # | Risk details | Assessment of the residual risk | | | Monitoring |
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Potential consequence(s): Financial impact. Administrative & financial burden. Decreased added value to the business. IT organisation impact (competence – size). IT security **Link to strategic statement(s):** statement 1 Foremost Agency; statement 2 Expand Safety; statement 3 One System; statement 4 Talented staff; statement 6 Independent Agency					
4.7	**Management of external expertise (outsourcing).** **Description:** Failure of the external experts (outsourcing) to provide adequate services to the Agency (on-time, on-cost and on-quality). **Potential cause(s):** - Lack of external experts - Lack of control over the work performed by external experts **Potential consequence(s):** Issue of certificate/approval based on inaccurate or incorrect information. Safety compromised. Reputational damage. Legal and financial damage. **Link to strategic statement(s):** statement 2 Expand Safety; statement 3 One System; statement 6 Independent Agency	- Outsourcing strategy - Strategic partnerships with NAAs - Framework contracts with qualified entities - Review of deliverables - Management of external experts conflicts of interest - Contract change control process - Active project monitoring	M	S	M	RS3 With support from CT/FS Dir Process owners/RS3
4.8	**Compliance**		M	S	M	RS.0

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Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Description: the reduction of ex-ante verifications on financial transaction and other compliance processes, could lead to an increase risk of non-compliance findings from auditors (HR, Finance, IT, Corporate Services, Applications management) **Potential cause(s):** - Lack of financial and human resources - Negative priorities established in the SPD **Potential consequence(s):** findings from auditors with consequent delays in discharge from the Budgetary Authorities. Expected Financial impact. Operational impact. EASA image impact. **Link to strategic statement(s):** statement 1 Foremost Agency; statement 3 One System; statement 4 Talented staff; statement 6 Independent Agency	- Applicable implementing rules and regulation - Internal Audit service doing regular review on processes.				
4.9	**Infrastructure Management** **Description:** Failure to identify, or failure to respond to health and safety legislation at the workplace and legal operator responsibilities. **Potential cause(s):** - Information on potential health & safety issues not being fed into the adequate internal process and/nor not reaching the appropriate persons - Lack of protection framework for EASA staff, third-party employees and visitors - Lack of awareness of Agency staff on applicable legislation at workplace	- FM Manager - Health & Security officer - Inter-departmental Health & Safety Network	M	S	M	

	Risk details	Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	- EASA staff & third party employees not sufficiently informed of, or trained on, roles and responsibilities for the safe operations and maintenance of the working environment **Potential consequence(s):** Exposure to legal action. Financial damage. Disruption and Delays in Delivering the service **Link to strategic statement(s):** statement 1 statement 2 Expand Safety					
5. Certification						
5.1	**Meeting the legal liability.** **Description:** the Agency or its staff is found guilty and/or civil/criminal liability is engaged. **Potential cause(s):** - Unaddressed safety issues at the time of certification, validation, approval of flight conditions. - Unaddressed environmental issues at the time of certification, validation, - Lack of progress in the processing of Safety Recommendations - Non issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness Directive - Erroneous acceptance of alternative means of compliance to airworthiness directives - Erroneous issue of a certificate/approval/authorisation, which the Agency is competent (BR Article 20-23) **Potential consequence(s):** Financial damage. Reputational damage. Agency could	- EASA Integrated Management System, especially state-of-the art technical working procedures - Involvement of Legal Department - Separation of duties - Policy on sensitive functions - European Commission liability coverage - Recruitment of highly qualified staff - IORS	L	S	L	ED.2 with support of CT

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	be criticised. Staff members could be criticised and/or held liable. Staff requested to stop working during court proceedings. Political criticism and pressure. **Link to strategic statement(s):** statement 1 Foremost Agency; statement 2 Expand Safety,	- CSR - Chief Experts/PCMs and Senior Experts/PCMs matrix in place - Product Safety Boards for Continuing Airworthiness issues				
6. Organisation approval						
6.1	**TCO authorisations.** **Description:** inefficient management of TCO due to duplication of activities. Failure to positively and timely identify and react to ICAO non-compliant TCO that operate in the EU. **Potential cause(s):** - False TCO compliance statements by TCO applicants - Incomplete development or unavailability (breakdown) of TCO Web Interface software application. - Lack of cooperation on the part of applicants. **Potential consequence(s):** Unmitigated safety hazards of TCO operating in Europe. Breach of regulatory requirement by the Agency. Financial and/or consequential damages for industry. Reputational damage for EASA. Political pressure on EASA.	- Terms of Use for TCO Web Interface; Ramp inspections; sampling during initial TCO assessment - Making use of IT reporting tools (BO) and automation to the extent possible - TCO manpower calculation; MA Staffing Plan; SNE; internal Agency cross-servicing - Monitoring of responsiveness of TCO applicants with prompting/remin	L	L	L	FS.2

| Risk # | Risk details | Assessment of the residual risk | | | | Monitoring |
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Link to strategic statement(s): statement 3 One System	ding/consulting where required; negative decision & appeal procedure				
6.2	**Organisation Approval – initial and continued** **Description:** failure to act may cause a misalignment of industry practices and regulatory framework, unchecked "theoretical" implementation of SMS may cause overregulation to certain sectors with no safety benefit. **Potential cause(s):** - Process not adequately organised - Insufficient competent team members - Political situation preventing oversight exercise in non EU countries - Difference of culture **Potential consequence(s):** Organisations/Operators non-compliant with Regulations. Safety issue on products ultimately. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage. **Link to strategic statement(s):** statement 3 One System	- Regulations - Procedures for Oversight of Organisations - Finding classification committee (not applicable to DOA) - Technical training	L	S	L	FS.1, FS.2, FS.3, FS.4
6.3	**Organisation Approval – risk-based approach** **Description:** difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing	- Regulations - Procedures for Oversight of Organisations	M	S	M	FS.1, FS.2, FS.3, FS.4

	Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner	
	cultural models, risk of overregulation in certain domains with no additional safety benefit. **Potential cause(s):** - Process not adequately organised - Insufficient competent team members - Difference of culture **Potential consequence(s):** Organisations/Operators non-compliant with Regulations. Safety issue on products ultimately. Undue refusal, limitation suspension and revocation. Reputational damage. Legal damage. **Link to strategic statement(s):** statement 3 One System						
6.4	**Organisation Approval – bilateral agreements** **Description:** fragmented State-to-State agreements and working arrangements increasing complexity of the international approval system instead of holistic multi-lateral agreement approach such as a global recognition system through ICAO. Impact of bilateral agreements on NAA outsourcing strategy. **Potential cause(s):** - Process not adequately organised - Insufficient coordination and alignment with the stakeholders; - Time and resources constraints. - Difference of culture	- For WAs: a dedicated process is in place to govern development of WA's (PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed. - For BASA: a dedicated process is in place to govern development of BASA's	L	S	L	FS.5 with the support from SM	

Risk details		Assessment of the residual risk				Monitoring
Risk #	**Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)**	**Current control(s) in place**	**Likelih ood (LMH)**	**Impact (LSC)**	**Score (LMH)**	**Owner**
	Potential consequence(s): Organisations/Operators non-compliant with Regulations. Safety issue on products ultimately. Reputational damage. Legal damage. **Link to strategic statement(s):** statement 1 Foremost Agency, statement 3 One System	(PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures.				
7. International cooperation						
7.1	**ICAO cooperation** **Description:** Risk of European positions on aviation safety not taken into account and reflected properly **Potential cause(s):** - Individual interests of Member States - Lack of coordination - Lack of knowledge and resources - Lack of awareness of potential consequences. **Potential consequence(s):** Loss of credibility of the European system; loss of influence on ICAO rulemaking processes; risk of SARPs/ICAO docs not aligned with EU rules and policies; inefficient use of resources. **Link to strategic statement(s):** statement 1 Foremost Agency; statement 3 One System	- Coordination of ICAO State Letters (process PR.ICAO.00005-006); - IISC (Internal International Standards Committee) (work instruction: WI.IISC.00002-001); - Electronic Filing of Differences (process PR.ICAO.00017-001).	M	S	M	SM.3
7.2	**Bilateral agreements and working arrangements** **Description:** safety risk in case of deficiency in some foreign partners' safety systems. Risk	- For WAs: a dedicated process is in place to govern development of WA's	M	S	M	SM.3

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)	Owner
	of unbalance in BASAs and WAs, to the detriment of European Industry. **Potential cause(s):** - Lack of appropriate impact assessment - High political influence - Insufficient coordination and alignment with the European Commission and stakeholders - Time and resources constraints. **Potential consequence(s):** Foreign products and/or services accepted under bilateral agreements do not fulfil European minimum standards and create safety hazards, with possible political/financial liability for EASA; unbalanced BASAs/WAs may result in loss of business opportunities for European industry in partner countries and/or competitive advantages of non-European industry. **Link to Strategic statement(s):** statement 1 Foremost Agency; statement 3 One System	(PR.BWA.00002-004). It specifically mandates that an impact assessment shall be performed. - For BASA: a dedicated process is in place to govern development of BASA's (PR.BWA.00001-004). It specifically addresses confidence building activities and safeguard measures.				
7.3	**Ear-marked technical assistance projects.** **Description:** the Agency might not be in a position to deliver the projects to the Commission's and/or the beneficiaries' expectations in terms of budget, time, quality and sustainability. **Potential cause(s):** - Lack of awareness of EU framework/regulations - Inappropriate planning - High administrative lead times and burden	- Coordination and planning of projects together with the Commission; - Detailed financial and resources planning; - Establishment of Governance Panel to streamline	M	S	M	SM.3

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	Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)		Owner
	- Administrative constraints (e.g. contractual incompatibility) - Workload saturation / resource planning & availability - Lack of availability of EASA technical expertise - Lack of sub-contractor expertise or poor sub-contractor quality - Instability of partner actors - High turnover of key beneficiary personnel **Potential consequence(s):** Commission decision not to give future projects to EASA as the leading party (for projects within EASA's scope). Reputational damage in Europe and project area. Loss of influence in the international arena. Refund/payback project budget. Wasted efforts. Reduction/lack of earmarked funds to finance specifically hired contract agents. **Link to Strategic statement(s):** Statement 1 – Foremost Agency	processes and involve all Agency players early in process; - Close monitoring of contractor performance; - Monitoring and communication with relevant stakeholders; - Well-structured project development and management.					
7.4	**Technical Training** **Description:** the training offer does not meet the (internal and external) stakeholders' needs **Potential cause(s):** - Competency profiles have not been adequately established - Common approach to identify needs has not been established or is not followed-up appropriately	- Competency profiles being established by HR and operational Departments; - Common process with HR to identify training needs for EASA staff based on required competencies;	M	S	M		SM.3

Risk #	Risk details		Assessment of the residual risk				Monitoring
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelihood (LMH)	Impact (LSC)	Score (LMH)		Owner
	- Training courses are not adequately checked on whether they address identified needs. **Potential consequence(s):** staff may not perform to the required standard in terms of safety and efficiency; inadequate use of human and financial resources. **Link to Strategic statement(s):** statement 1 Foremost Agency; statement 3 - One System; statement 4 Talented Staff	- CTIG or a similar group composed of NAA training coordinators to identify the training needs for inspectors; - Review of the training course offer from EASA and VA on a regular interval to verify that all prioritised needs are adequately addressed.					
7.5	**Technical Training** **Description:** not enough/sufficiently qualified resources to develop and deliver the training. **Potential cause(s):** - Shortage of qualified developers and trainers within SM.3.3 - Shortage of qualified trainers from operational departments - Insufficient planning for resources at Agency level - Insufficient planning for training of staff - Insufficient planning of training course needs. **Potential consequence(s):** training needs cannot be adequately met; staff may not	- Assessment of training needs on a regular basis; - Advance planning and agreement with operational departments on their required contributions for course development and training delivery - Contracts with companies to secure external course	M	S	M		SM.3

Risk details		Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	perform to the required standard in terms of safety and efficiency. **Link to strategic statement(s):** statement 1 Foremost Agency; statement 3 One System; statement 4 Talented Staff	development and trainer resources; - Emphasis to be placed on training formats which need less trainer contributions, e.g., e-learning courses or blended courses.				
8. Development of Regulatory Material						
8.1	**Rules Development and Programming** **Description:** difficulty in identifying the environment and associated performances in which the rule is going to be implemented. Insufficient support from stakeholders to provide economic data to assess the effect of the new and existing regulation. **Potential cause(s):** - Lack of appropriate impact assessment (data and IT tools to perform impact assessments) - Insufficient coordination and alignment - Time and resources constraints. **Potential consequence(s):** Reputational damage. Legal damage. **Link to strategic statement(s):** statement 6 Independent Agency, statement 1 Foremost Agency	- Enlarged impact assessment team (per 2016)	M	S	M	SM.2 with support of FS.5
8.2	**Alternative Means of Compliance and Handling of flexibility provisions to rules**		M	S	M	FS.5

	Risk details	Assessment of the residual risk				Monitoring
Risk #	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Description: insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency recommendations, or resulting in erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact. **Potential cause(s):** - Insufficient coordination and alignment - Time and resources constraints. **Potential consequence(s):** Reputational damage. Legal damage. Safety issues. Financial issues. **Link to strategic statement(s):** statement 5 Smart Rules					
8.3	**Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information** **Description:** failure to identify the inadequacies and negative effects in application of the rules. Insufficient support from stakeholders to provide economic data **Potential cause(s):** - Insufficient coordination and alignment - Time and resources constraints - Unavailability of data **Potential consequence(s):** Reputational damage. Legal damage. Safety issues. Financial issues. Increased workload.	- Yearly report - Periodical analysis	L	L	L	FS.5 with support of SM.2

Risk #	Risk details	Assessment of the residual risk			Monitoring
	Description, Potential cause(s), Potential consequence(s) and Link to strategic statement(s)	Current control(s) in place	Likelih ood (LMH)	Impact (LSC)	Score (LMH)	Owner
	Link to strategic statement(s): statement 5 Smart Rules					
9. SAFA						
9.1	**SAFA Coordination** **Description:** incorrect analyses and erroneous decisions on enforcement actions towards operators. Regional (political) complications for States joining a European programme. **Potential cause(s):** - Insufficient resources to manage the growth. - Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information - Loss of data / data integrity. - Impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards. **Potential consequence(s):** Reputational damage. Legal damage. Safety issues. **Link to strategic statement(s):** statement 1 Foremost Agency	- Regulations - Business Continuity Plan being drafted.	L	L	L	FS.2

IV.9 Procurement plan 2018

The indicative 2018 Procurement Plan for Operational Middle and High Value (>60K€ and >135K€ respectively) Procurement Procedures is forecasted below. Please note that the table includes procedures which were planned already for 2017 yet continue in 2018 with a budgetary impact in 2018/2019:

BUDGET LINE	CONTRACT SUBJECT/DESCRIPTION OF NEEDS	TYPE OF CONTRACT	NR OF CONTRACTS / PROCEDURES	ESTIMATED TOTAL CONTRACT VALUE	POTENTIAL 2018 BUDGET IMPACT (GLOBAL BUDETARY ENVELOPE)	INDICATIVE TIMEFRAME (LAUNCH)	Already listed for Financing Decision in 2017 Y/N
3003	CORAL	Framework	1	9,950,000.00 €	4,600,000.00 €	Q4/2018	Y but only one part which was purchased through an existing FWC (SEPIAC)
3700	Travel Agency	Framework	1	3,000,000.00 €	N/A - 2019/2020 budget	Q4 2018	N
3600	Rig test to calculate correction method(s) for nvPM certification	Direct	1	200,000.00 €	50,000.00 €	Q2/Q3 2018	Y
3800	Airline activity	Framework	1	135,000.00 €	30,000.00 €	Q1/2018	N
3300	External Community Sites	Framework	1	140,000.00 €	30,000.00 €	Q3/2018	N
3700	Travel security	Framework	1	110,000.00 €	N/A - 2019 budget	Q3/4 2018	Y but with higher budget
3907	Aviation Security Alerting System	Framework	1	131,500.00 €	30,000.00 €	Q4 2017/Q1 2018	N
3903	Toxicity of lithium battery	Direct	1	250,000.00 €	250,000.00 €	Q2/2018	Y
3903	Rotorcraft health monitoring innovative technologies and evolution of standards	Framework	1	2,000,000.00 €	300,000.00 €	Q2/2018	Y
3903	Flight control systems and air data sensors: design and verification methods	Framework	1	1,000,000.00 €	250,000.00 €	Q2/2018	Y
3903	Human Factor issues and training methods for complex automation in cockpit	Framework	1	500,000.00 €	100,000.00 €	Q2/2018	Y
3903	New materials for aircraft critical parts : new design and test methods, evolution of certification standards	Framework	1	1,000,000.00 €	100,000.00 €	Q2/2019	Y
			12	€ 18,416,500.00	€ 5,740,000.00		

Based on the indicative planning of the Agency's contractual needs for 2018 (for both administrative and operational activities), as well as the level of procurement related services requested over the last years, the volume and potential budgetary impact of the 2018 procurement activity is forecasted as follows:

TYPE OF PROCEDURE	ANTICIPATED VOLUME	FORECASTED 2018 BUDGETARY IMPACT
High Value Procedures (>135K€)	30	1–1,5 Mio.€
Low and Middle Value Procedures (1K-135K€)	200	2 Mio.€
Framework Contract Implementation (Specific Contracts)	450	26-28 Mio.€
	680	29-31,5 Mio.€

__Nota Bene__: Please note that the above provides an estimation in line with the planning made in October 2017 and therefore may vary depending on developments, market analysis, more precise cost contact volume estimations, priorities, budget availability etc.

IV.10 Organisation chart

As of September 2017

IV.11 Agency KPI dashboard

Introduction:

The following tables contain the overview of the Agency's Key Performance Indicators (KPI), to monitor EASA's (quarterly) progress towards its strategic goals. Each KPI is evaluated based on a Red-Amber-Green (RAG) rating system, having equal weight. A KPI is evaluated as red if it is at least 15% below its target value, Amber if it is 5% to 15% below target and Green if it is on target or no more than 5% below target. Across the Agency's core processes KPIs were defined to monitor achievement of the strategic priorities. A detailed list can be found at the end of this annex. Beforehand, you find an aggregation by directorate programme and strategic statement. Aggregated R-A-G coding is based on the following logic:

Result of lower level KPIs:	Result of Higher level KPIs:
All Green	Green
Green and 1 amber	Green
Green and 2 amber	Amber
Green and 1 red	Amber
All Amber	Amber
2 Amber and 1 red	Amber
2 red and 1 amber	Red
All red	Red

Strategic Statement	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support Directorate	Executive Director
Our ambition is to be the foremost Aviation Safety Agency in the world	- Accident Follow-up - International Cooperation (1/2) - Business Analysis	- Initial Airworthiness - Certification Support	- Initial Organisation Approval - Third Country Operator	- Finance management - HR Workforce Planning - Applicant Services - Information Technology	
The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability	- Safety intelligence and performance - Safety Programming - Safety Promotion	- Occurrence Reporting - Design Organisation Approval	- Continued Organisation Approval (1/2)		
One system based on partners working in an integrated, harmonised and coordinated manner	- International Cooperation (2/2)	- Continued Airworthiness	- Continued Organisation Approval (2/2) - Feedback on Organisation Approval process - Standardisation		
The Agency builds on committed, agile and talented staff				- Staff Engagement - Corporate Services - Running IT Services - Timely processing of missions claims	
Rules are smart, proportionate and contribute to the competitiveness of the Industry	- (Preliminary-) Impact Assessment		- Development of Regulatory Material		
The Agency will continue to be independent from political or economic influence in all its safety actions	- Research			- Efficiency Gains	- Internal Audit - Quality

Strategic Statement (1)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support Directorate	Executive Director
Our ambition is to be the foremost Aviation Safety Agency in the world	Timeliness to answer safety recommendations **Target 2018**:: 90% request processed with 5 days with average processing time ≤ 4 working days	Initial Airworthiness (stakeholders) satisfaction rate **Target 2018**: ≥77% Yearly stakeholder feedback on completed certification tasks of previous year	Timely initial approval of Organisation **Target 2018**: 80-100% of initial application approvals fulfilled according to timeline defined in associated procedures	Budget committed(**) **Target 2018**: ≥ 99% of budget committed at budget closure	
	Timely progression on Working Arrangements (WA) **Target 2018**: ≥75% WA's of annual planning concluded/amended	Initial Airworthiness (IAW) performance rate **Target 2018**: 95-105% Actual time (hours) spent in IAW projects as % of planned hours in the activity sheets	Timely validation/completion of Third Country Operator applications **Target 2018**: ≥ 95% of valid/complete applications processed within 30 days	Carried over commitments(**) **Target 2018**: ≤ 2.5% of carried over commitments (C8) not paid by budget closure	
	Timely progression on Bilateral Agreements **Target 2018**: ≥90% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	Certification support for validation timeliness **Target 2018**: ≥70% of 'Forwarding letters' sent to Third Country Authorities sent within 15 days, after project allocation		Occupancy Rate(**) **Target 2018**: ≥98% average occupancy rate against the establishment plan over the year	
	Timely provision of recommend-ations on ICAO State Letters for use by MS **Target 2018**: ≥90% of State Letters recommendations provided on time			Non-occupancy Duration **Target 2018**: ≤ 4.5 months average duration of a post remaining vacant	
	Timely implementation of Technical support to 3rd countries **Target 2018**: ≥66% Implementation of the specific activities of the Work Plan			Percent variance from cost expected by applicant **Target 2018**: ≥85% of applications billed on or below latest cost estimate	
	Realised return on investment, compared to plan for IT projects **Target 2018**: 100% of projects having realised at least their expected ROI, at the post-project review			IT expanding services realisation **Target 2018**: >100% of operational expanding budget vs. organisational expanding services	

Nota Bene: the KPI marked with the sign (**) are the directors KPI as defined in the "Guidelines on key performance indicators (KPI) for directors of EU decentralised agencies" dated 13/3/2015

	Directorate Programmes				EASA
Strategic Statement (2)	**Strategy & Safety Management Directorate**	**Certification Directorate**	**Flight Standards Directorate**	**Resources and Support Directorate**	**Executive Director**
The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability	Productivity and Quality of Safety Analysis process **Target 2018**: ≥4 safety analysis reports approved for publication	Occurrences backlog monitoring rate **Target 2018**: 90-110% Number of occurrences closed by CT staff in one period as % of incoming occurrences over the same period	Timely approval of Organisation continuation **Target 2018**: 80-100% of applications for continued approvals fulfilled according to timeline defined in associated procedures		
	Timely processing of occurrence reports **Target 2018**: 1. 90% processed within 5 working days, 2. Average processing time ≤ 4 working days	Technical acceptance of occurrences timeliness **Target 2018**: ≤ 10 days until 'technical acceptance' of incoming occurrences			
	Accuracy of technical owner allocation **Target 2018**: ≥95%	Timely approval of Design Organisation (DOA) continuation **Target 2018:** 95% of 3rd year annual surveillance reports approved within 2 months after the due date			
	Share of Efficiency tasks in the Safety programme **Target 2018**: 30-50%				
	Implementation Safety Promotion Programme **Target 2018**: 60% completion of the safety promotion programme				
	Safety Promotion Resource Engagement **Target 2018**: ≥5 FTE				
	Cooperation with stakeholders: proportion of safety promotion materials and actions jointly develop **Target 2018**: ≥ 50%				

Strategic Statement (3)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	**Certification Directorate**	**Flight Standards Directorate**	**Resources and Support**	**Executive Director**
One system based on partners working in an integrated, harmonised and coordinated manner	BASA progress: Stakeholder Survey **Target 2018**: Survey with industry / associations regarding BASA progress (development and implementation) is under development[*]	Airworthiness Directives deficiency rate **Target 2018**: ≤ 5% of Airworthiness Directives (AD) issued that require non-substantive corrections	Feedback on Organisation Approval process **Target 2018**: a survey after the issuance of every initial approval and after every renewed approval is under development[*]		
	Performed trainee days (technical) per year **Target 2018**: Total >= 12,500 EASA Staff (technical) 6,700 EASA Staff (mixed): 2100 EASA Staff (non-technical): 500	Continuing Airworthiness predictability time **Target 2018**: ≥85% of technical working hours performed on Continuing Airworthiness compared to plan	Efficient and robust Standardisation **Target 2018**: 5% year-on-year decrease of the total number of findings raised against regulations that have been applicable for more than 2 years		
	Timely delivery of compliance check-lists for use by MS **Target 2018**: deliver compliance checklists within 6 months after the update of the Electronic Filing of Differences database		Active control of overdue Standardisation findings **Target 2018**: 0% of findings subject to supplementary reports after 6 months from the date they became overdue		
	Timely coordination of European positions and contributions to ICAO assemblies and high level conferences **Target 2018**: 90% of EU positions delivered on time.		Timely issuance of Standardisation reports **Target 2018**: ≥ 95% of final reports issued within the 10-weeks deadline		
	Trainee Satisfaction **Target 2018:** 3.8 out of 5				
	ECQB: number of newly developed questions and reviewed existing questions per year **Target 2018**: >= 1,250 newly questions; 2,000 existing questions reviewed				

Nota Bene: the KPI marked with [*] are the KPIs, where methodology of measurement is currently being implemented

Strategic Statement (4)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support	Executive Director
One system based on partners working in an integrated, harmonised and coordinated manner	Quality of Technical support delivered projects based on stakeholder feedback **Target 2018** >= 5 on scale of up to 7				
The Agency builds on committed, agile and talented staff				Occupancy rate (fulfilment of the establishment plan at end year)	
				Non-occupancy duration (90 working days or fewer of vacant posts)	
				Average time taken by the travel management team to process mission claims from the time of receipt is lower than 30 days.	
				Turnover rate **Target 2018**: <10% p.a. of deployed workforce leaving	
				Staff Engagement survey (biennial) **Target 2018**: satisfaction >68% and above benchmark defined by consultants	
				Building cost per square-meter **Target 2018**: costs below 463 EUR/m^2	
				Visitor satisfaction with in-house conference facilities **Target 2018:** satisfaction >70%	
				IT achievement of Service Level Agreement (SLA) **Target 2018**: >80% of services which achieved their target Service Level Agreement (SLA)	

Strategic Statement (5)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	**Certification Directorate**	**Flight Standards Directorate**	**Resources and Support**	**Executive Director**
Rules are smart, proportionate and contribute to the competitiveness of the Industry	Preliminary Impact Assessments Coverage **Target 2018**: ≥70% of safety programme actions with preliminary impact assessment		Rulemaking (RM) Resource Engagement **Target 2018**: ≤53 FTE registered time on Rulemaking projects		
	Impact Assessment Coverage **Target 2018**: ≥70% of NPA with quantified impact assessment published		RM Process Efficiency **Target 2018**: ≤ 18 months		
			Regulation Quality **Target 2018**: Survey with Advisory Bodies at the time the NPA/Opinion/decision is published is under development[*]		
			Timely answer to exemption requests (as defined by regulation) **Target 2018**: ≥95%		

Nota Bene: the KPI marked with [*] are the KPIs, where methodology of measurement is currently being implemented

Strategic Statement (6)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	**Executive Director**	**Flight Standards Directorate**	**Resources and Support**	**Executive Director**
The Agency will continue to be independent from political or economic influence in all its safety actions	Timely execution of committed research projects **Target 2018**: 100%			Efficiency Gains **Target 2018:** 10% saved hours after implementation of efficiency initiatives	Corrective action closure rate of Audit findings **Target 2018**: 75%
	Research Resource Engagement **Target 2018**: TBD (*)				Number of non-conformity against the ISO standards **Target 2018**: 0

Nota Bene: the KPI marked with (*) are the KPIs, where methodology of measurement is currently being implemented

IV.12 European Commission Assignments 2018-2020

The Agency is currently managing an ever increasing number of projects / assignments on behalf of the European Commission (and occasionally other bodies), for which it receives specific funding (often handled as "earmarked funds"), in the field of international technical cooperation, safety intelligence, research and environmental protection. In order to implement such projects the Agency has, and continues to streamline, a comprehensive framework for managing them with a view to ensuring and optimising the efficient and effective processing of such assignments, both technically and administratively.

The SPD also takes into account the latest forecasts with regard to projects expected to be assigned from the European Commission as well as the respective resources required from the Agency (both operational and support) for their completion – see section II and III for further information.

In line with the known needs of the European Commission to date, the following table provides an indicative planning of on-going and planned assignments for the period 2018-2020.

IV.12.1 (International) Technical Cooperation Projects:

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EaP/CA (TRACECA III): EU-EaP/CA Aviation Project	DG-NEAR[1]	Eastern Partnership, Central Caucasus and Central Asian countries	The overall objective of the project is to support the implementation of comprehensive civil aviation agreement with the EU in the Eastern Partnership countries and upgrading civil aviation safety and security standards in Central Asia. The expected results are: (1) Eastern Partnership countries (Armenia, Azerbaijan, Georgia, Moldova and Ukraine) will have their capacity reinforced to fulfil the international civil aviation obligations as well as the beneficiaries which have signed a comprehensive civil aviation agreement with the EU or for which such negotiations are planned or in progress will have implemented the measures foreseen in the Common aviation area agreements. (2) Central Asian countries (Belarus, Kazakhstan, Kirgizstan, Tajikistan and Uzbekistan) will have their capacity reinforced to fulfil the international civil aviation obligations on aviation safety and security (air cargo and mail).	GRANT	Dec 2015 - Dec 2019	ONGOING	EUR 5m	42%
EU CHINA: EU-China Aviation Partnership Project	FPI[3]	China	The overall objective is to complement and reinforce European aviation interests in China through increased and deepened EU-China aviation dialogues and technical cooperation/exchanges in the context of the EU's external aviation policy, thereby promoting the European aviation industry in a key growth market, contributing inter alia to a continued high level of aviation safety. The expected results are: (1) Dialogue deepened between Chinese and European Authorities on aviation matters. (2) Increased awareness among the Chinese aviation community, especially the Chinese administration, about European aviation expertise. (3) Reduced market access obstacles for European industry in China. (4) Improved environmental performance of the Chinese aviation sector.	DELEGATION	Sept 2015 - Sept 2020	ONGOING	EUR 10m	38%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
EU-SOUTH ASIA: EU-South Asia Aviation Partnership Project	FPI[3]	Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.	The overall objective of the project is to contribute to the development of European aviation interests in South Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are: (1) Enhanced dialogue and institutional relations between South Asian and European Authorities in the field of civil aviation. (2) Increased technical exchanges between the South Asian and European aviation industries. (3) Reduction of barriers that impede market access and development for the European aviation industry in South Asia. (4) Improved environmental performance of the South Asian aviation sector.	DELEGATION	Dec 2016 – Dec 2020	ONGOING	EUR 7.5m	29%
UKRAINE: EASA-SAAU Airworthiness Convergence project	EU DELEGATION TO UKRAINE	Ukraine	The overall objective of this project is to facilitate preparations for the implementation of the relevant provisions stemming from the Common Aviation Area Agreement (Civil Aviation Authority Agreement) between the EU and Ukraine, the Working Arrangement (WA) between the State Aviation Administration of Ukraine (SAAU) and EASA, the Arrangement between SAAU and the European Commission with regard to the convergence of certification systems as well as other potential future aviation safety arrangements and agreements between Ukraine and the EU.	GRANT	Feb 2017 – Feb 2019	ONGOING	EUR 1m	75%
ZAMBIA II	EU Delegation to Zambia / DG-DEVCO[1]	Zambia	The purpose of this project is to support the Civil Aviation Authority of Zambia under EDF11 Aviation Sector Support Programme.	DELEGATION	July 2017 – July 2021	ONGOING	EUR 1.8m	41%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
CAAT Support Project	Civil Aviation Authority of Thailand	Thailand	The objectives of this project are to support the Civil Aviation Authority of Thailand in resolving its safety oversight concerns and to assist its transition towards EU-based regulations.	SERVICE (Technical Advice Contract)	Aug 2017 – July 2019	ONGOING	EUR 2.5m	35%
EU-SOUTH EAST ASIA: EU-South East Asia Aviation Partnership Project.	FPI[3]	ASEAN region[8]	The overall objective of the project is to contribute to the development of European aviation interests in South East Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are: (1) Greater convergence towards EU regulations and best practice. (2) A higher common level standard of safety and environmental protection. (3) Enhanced dialogue and stronger institutional links with key regional actors. (4) Greater market penetration by EU industry.	DELEGATION	2017-2020	PLANNED	EUR 7.5m	29%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
ARISE PLUS (AATIP II): ARISE Plus / ASEAN Air Transport Component	DG-DEVCO[1] – EU Delegation of Thailand	ASEAN region[8]	Under the framework of the ASEAN Regional Integration Support from the EU (ARISE Plus) programme, this project supports the development of the ASEAN Single Aviation Market, and in particular the enhancement of aviation safety, security and air traffic management	DELEGATION	2017-2020	PLANNED	EUR 5m	28%
EU LATIN AMERICA (LATAM): EU-Latin America Civil Aviation Project	FPI[3]	At bilateral level: Argentina, Brazil, Chile, Colombia and Mexico. At regional level: SRVSOP and ACSA to coordinate and disseminate the results to the whole region (South and Central America). Caribbean region may also be covered.	The overall objective of the project is to enhance political, economic and environmental partnership between the EU and Latin America in the domain of civil aviation. The specific objective of the project is to promote EU standards, strengthen regulatory cooperation and facilitate market access for EU aviation industry in Latin America, as well as minimise the impact of aviation on the environment and climate change.	DELEGATION	2017-2020	PLANNED	EUR 7m	28%
EU-ASAP: EU-Africa Safety in Aviation Project	DG-DEVCO[1]	Sub-Saharan states[6]	The objective of this project is to assist Sub-Saharan states to meet their obligations under the Chicago Convention in establishing an effective aviation safety oversight system. The project will particularly adopt a regional approach to reach this specific objective.	DELEGATION	2018-2021	PLANNED	EUR 5m	32%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
AfDB-ECCAS: PASTA-CO ECCAS	ECCAS[5] (Economic Community of Central African States)	ECCAS[5]	The objectives of the project are: (1) Provide initial/complementary training for regional/national inspectors. (2) Maintain competences of regional/national inspectors. (3) Train the trainer and awareness raising of regional/national personnel in charge. The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).	GRANT	2017-2019	PLANNED	EUR 1.8m	45%
AfDB-WAEMU: PASTA-CO WAEMU	WAEMU (West Africa Economic and Monetary Union)	WAEMU	The objectives of the project are: (1) Provide initial/complementary training for regional/national inspectors. (2) Train the trainer and awareness raising of regional/national personnel in charge. The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).	GRANT	2017-2019	PLANNED	EUR 1.2m	48%
SAFETY LIST III: EU Safety List Service Framework Contract	DG-MOVE[4]	N/A	Provision of expertise and related technical assistance in the framework of Regulation (EC) No 2111/2005 on the establishment of a Union list of banned carriers subject to an operating ban within the Union and informing the air travelling public.	SERVICE	2018-2022	PLANNED	EUR 800k	50%
CEMAC 2: Assistance Programme for Commerce and Economic Integration	DG-MOVE[4]	ECCAS[5]	The CEMAC project is done in the framework of the "PACIE" (Assistance Programme for Commerce and Economic Integration) of the Central African States which aim is to ease their insertion into the world economy and promote the economic growth in order to reduce poverty. Within this framework, the overall objective of the CEMAC project is to contribute to the prevention and the reduction of civil aviation incidents and accidents.	DELEGATION	2018-2021	PLANNED	EUR 2m	30%

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
COMESA: Common Market for Eastern and Southern Africa.	DG-DEVCO[1]	East African Community (EAC), Indian Ocean Community (IOC), Southern African Development community (SADC)	Technical support and assistance in aviation to facilitate the improvement of aviation safety.	DELEGATION	2018-2021	PLANNED	EUR 1.7m	30%
IPA 4: EASA Programme on aviation safety 4	DG-NEAR[2]	Western Balkan Region & Turkey	Continuation of technical support and assistance in aviation for the WB countries and Turkey.	GRANT	2017-2019	PLANNED	EUR 290k	81%

[1]**DG-DEVCO:** European Commission Directorate General for International Cooperation and Development
[2]**DG-NEAR:** European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations
[3]**FPI:** European Commission Service for Foreign Policy Instruments
[4]**DG-MOVE:** European Commission Directorate General for Mobility and Transport
[5]**ECCAS:** Economic Community of Central African States *(Gabon, Cameroon, the Central African Republic (CAR), Chad, Congo Brazzaville and Equatorial Guinea)*
[6]**Sub-Saharan African countries:** All African states with the exception of Algeria, Egypt, Libya, Morocco and Tunisia
[7]**Accession countries**: former Yugoslav Republic of Macedonia, Croatia, Turkey, Albania, Bosnia and Herzegovina, Iceland, Montenegro, Serbia including Kosovo
[8]**ASEAN region:** Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

IV.12.2 Safety Intelligence Projects:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
Data4Safety (D4S) programme*	DG-MOVE[1]	Enhancing further aviation safety will require a massive collection of data coupled with the capacity to analyse them. Currently, the data and the analytical capacity are fragmented and scattered in the different organisations in Europe. The Data4Safety (or D4S) programme aims to take advantage of Big Data technologies to organise the collection of data and support their analysis as well as supporting European technologies and market leadership in civil aviation to enhance European know-how in Big Data technologies. Building on an independent feasibility study commissioned by EASA in 2015 this initial "proof	GRANT	2017-2019	PLANNED	EUR 5m	0% *[The EUR 5m Grant towards the Data4Safety Programme will be utilised for*

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PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		of concept" phase is planned to be executed to trial and prove at a practical level that the concept will work.					*external support. EASA and its partners will contribute an additional EUR 6m]*

[1]**DG-MOVE:** European Commission Directorate General for Mobility and Transport

*Please note that the European Commission is currently working to secure additional funding to support the overall D4S programme and related activities which potentially may result in additional projects/grants however this is still under revision and pending confirmation.

IV.12.3 Research Projects:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
„SARAH" Project - EU R&D Programme 'Horizon 2020'	Consortium leader for EU grant awarded by INEA[1]	In the recent EU call for proposals to the 'Mobility and Growth' work-programme, part of the Union's Horizon 2020 framework programme, the European Commission has introduced a topic "addressing aviation safety challenges" for a total EU funding of 15M€.	COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 11k	100%
„EUNADICS" Project - EU R&D Programme 'Horizon 2020'		This call has been done in close collaboration with EASA and the proposals, which were submitted in January 2016, needed be consistent with the European Aviation Safety Plan (EPAS) and to include the explicit commitment from the European Aviation Safety Agency to assist or to participate in the actions. Such role for the Agency in H2020 call for proposal was agreed at the ExCom meeting on 11 Nov. 2015. Following the award of 3 projects by the European Commission's Innovation and Networks Executive Agency (INEA), in charge of the implementation of the work-programme, to the project consortiums:	COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 11k	100%
„SAFECLOUD" Project - EU R&D Programme 'Horizon 2020'		"SARAH": crashworthiness, numerical methods to demonstrate compliance to aircraft certification requirements. "EUNADICS": natural hazard impact management, crisis coordination for air transport. and "SAFECLOUD": safety hazard identification and analysis using big data technologies (emerging issues detection).	COLLABORATION AGREEMENT	2017-2019	ONGOING	EUR 132k	100%

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
		a template of a Collaboration Agreement for the participation of the Agency as a 'third-party providing in-kind contribution against payment' has been developed.					
„RUMBLE" project	Consortium leader for EU grant awarded by INEA[1]	New standard for supersonic flight (noise limits)	COLLABORATION AGREEMENT	2017-2020	PLANNED	EUR 45k	100%
„MAHEPA" project	Consortium leader for EU grant awarded by INEA[1]	Modular Approach to Hybrid Electric Propulsion Architecture	COLLABORATION AGREEMENT	2017-2021	PLANNED	EUR 250k	100%
„OPTICS2" project	INEA[1]	Observatory of safety and security research for aviation	GRANT AGREEMENT	2017-2021	PLANNED	EUR 140k	100%
„ICARe" project	INEA[1]	Development of research cooperation platform for aviation with 3rd countries (US, China, Japan, Canada, Korea, Russia)	GRANT AGREEMENT	2017-2020	PLANNED	EUR 80k	100%
„Engage" project	SESAR JU[2]	Organisation of networking actions between research centers, industries and service providers to improve linkage between exploratory research and operational needs and transport policy.	GRANT AGREEMENT	2017-2021	PLANNED	EUR 37k	100%

[1]INEA: European Commission's Innovation and Networks Executive Agency

[2]SESAR JU: European Commission Executive Agency for Single European Sky ATM Research

EASA Single Programming Document (SPD) 2018-2020

IV.12.4 Environmental Protection:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)	% WORK PERFORMED BY EASA EXPERTS
Development of ICAO rules on MRV for the global Market-based Measure	DG-CLIMA[1]	Support on technical and policy advice necessary for DG CLIMA to successfully contribute to ICAO's process on the development and adoption of ICAO's standard and Recommended Practice (SARP) on Monitoring, Reporting and Verification (MRV) for international aviation.	COOPERATION AGREEMENT (SERVICE CONTRACT)	Dec 2016- Dec 2017	ONGOING	EUR 100k	100%
DG CLIMA technical and policy advice	DG-CLIMA[1]	Project Details under discussion pending final agreement.	COOPERATION AGREEMENT (SERVICE CONTRACT)	Dec 2017- Dec 2018	PLANNED	EUR 100k	100%

[1]**DG-CLIMA:** European Commission Directorate General for Climate Action

IV.13 European plan for Aviation Safety 2018-2022

The European Plan for Aviation Safety 2018-2022, includes the rulemaking programme. For this plan, please refer to the EPAS 2018-2022.[6]

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[6] EPAS is not formally part of the SPD. The Rulemaking Programme, contained in the EPAS, contributed to the resource allocation decisions taken by EASA. As the Rulemaking Programme is part of the EPAS, please refer to the EPAS for details on the Rulemaking Programme.

IV.14 Summary Tables Budget 2018

The subsequent tables summarises the 2018 Budget.

Title Chapter Article Item	Heading	Budget 2018	Draft Budget 2018	1st Amending Budget 2017	Remarks
		Icome	Icome	Icome	
1	**REVENUE FROM FEES AND CHARGES**				
10	REVENUE FROM FEES AND CHARGES				
100	Revenue from fees and charges	102,992,000	99,626,000	101,397,000	This appropriation concerns forecasted own revenue generated by Certification and Services provided by the Agency.
	Article 1 0 0 — Total	102,992,000	99,626,000	101,397,000	
	CHAPTER 1 0 — TOTAL	102,992,000	99,626,000	101,397,000	
	Title 1 — Total	**102,992,000**	**99,626,000**	**101,397,000**	
2	**EUROPEAN UNION SUBSIDY**				
20	EUROPEAN UNION SUBSIDY				
200	European Union subsidy	36,915,000	36,915,000	35,985,000	This appropiation concerns the revenue from the EU subsidy approved by the European Parliament. (Art. 59, Basic Regulation (216/2008))
	Article 2 0 0 — Total	36,915,000	36,915,000	35,985,000	
	CHAPTER 2 0 — TOTAL	36,915,000	36,915,000	35,985,000	
	Title 2 — Total	**36,915,000**	**36,915,000**	**35,985,000**	
3	**THIRD COUNTRIES CONTRIBUTION**				
30	THIRD COUNTRIES CONTRIBUTION				
300	Third countries contribution	1,973,000	2,100,000	2,048,000	This appropriation concerns the revenue from contributions from Associated Countries to EASA. More specifically, the revenue from the AELE Agreement, as well as the revenue from Switzerland, following Decision 1/2007 (2008/100/EC).
	Article 3 0 0 — Total	1,973,000	2,100,000	2,048,000	
	CHAPTER 3 0 — TOTAL	1,973,000	2,100,000	2,048,000	
	Title 3 — Total	**1,973,000**	**2,100,000**	**2,048,000**	

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Title Chapter Article Item	Heading	Budget 2018	Draft Budget 2018	1st Amending Budget 2017	Remarks
		Icome	Icome	Icome	
4	**OTHER CONTRIBUTIONS**				
40	OTHER CONTRIBUTIONS				
400	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant and Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue € 1834000.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	
401	Technical Cooperation with Third Countries - Delegation Agreements	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Delegation Agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year of € 10839000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 1 — Total	p.m.	p.m.	p.m.	
403	Research Programmes	p.m.	p.m.	p.m.	This appropriation concerns the earmarked contributions and earmarked revenue from special research programmes from the European Commission. The estimated expenditure for the financial year is € 300000.
	Article 4 0 3 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	
42	DATA FOR SAFETY PROGRAMME				
420	Data for Safety programme	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme).The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 5000000
	Article 4 2 0 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	
43	SUPPORT ON IMPLEMENTING CLIMATE CHANGE MITIGATION MEASURES				
430	Support on implementing Climate Change mitigation measures	p.m.	p.m.		This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement climate change mitigation measures, such as the ICAO global market based measures known as CORSIA. The Agency may sign Grant & Service Contracts with, inter alia, DG CLIMA and other DGs (e.g. DG MOVE). These appropriations are funded by external assigned revenue. The estimated expenditure for the 2017 financial year is € 0 financed by a cooperation agreement with DG CLIMA.
	Article 4 3 0 — Total	p.m.	p.m.		
	CHAPTER 4 3 — TOTAL	p.m.	p.m.		
	Title 4 — Total	**p.m.**	**p.m.**	**p.m.**	

Title Chapter Article Item	Heading	Budget 2018	Draft Budget 2018	1st Amending Budget 2017	Remarks
		Icome	Icome	Icome	
5	ADMINISTRATIVE OPERATIONS				
50	ADMINISTRATIVE OPERATIONS				
500	Revenue from investments or loans, bank interest and other items	100,000	100,000	100,000	This appropriation concerns the revenue from bank interests coming from Fees & Charges revenue and interest from delayed payments from the aviation industry.
	Article 5 0 0 — Total	100,000	100,000	100,000	
501	Other administrative operations	500,000	843,000	543,000	This appropriation concerns the revenue from parking and job ticket costs reimbursed by the EASA staff members.
	Article 5 0 1 — Total	500,000	843,000	543,000	
	CHAPTER 5 0 — TOTAL	600,000	943,000	643,000	
	Title 5 — Total	600,000	943,000	643,000	
6	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
60	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
600	Revenue from services rendered against payment	450,000	p.m.	150,000	This appropriation concerns the revenue from services rendered against payment, including Standardisation visits.
	Article 600 - Total	450,000	p.m.	150,000	
602	Technical Trainning	p.m.	100,000	100,000	This appropriation concerns revenue collected in the context of technical training services provided to national and international aviation authorities (e.g. training courses) and implementation of the legislation learning system (e.g. fees collected from e-examinations).
	Article 602 - Total	p.m.	100,000	100,000	
	CHAPTER 6 0 — TOTAL	450,000	100,000	250,000	
	Title 6 — Total	450,000	100,000	250,000	
7	BUDGETARY CORRECTIONS				
70	BUDGETARY CORRECTIONS				
701	Budgetary imbalance to be covered by additional income from budget line 200.	p.m.	p.m.	p.m.	This appropriation is intended for the deficit to be covered by additional income from line 200.
	Article 7 0 1 - Total	p.m.	p.m.	p.m.	
702	Balance Fees & Charges on Outturn from Previous Year	52,306,000	47,333,000	52,306,000	This appropriation is intended for the balance from assigned revenue generated by Fees & Charges on the Outturn from previous year.
	Article 7 0 2 - Total	52,306,000	47,333,000	52,306,000	
	CHAPTER 7 0 — TOTAL	52,306,000	47,333,000	52,306,000	
	Title 7 — Total	52,306,000	47,333,000	52,306,000	
	REVENUE GRAND TOTAL	195,236,000	187,017,000	192,629,000	

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
1	**STAFF**							
11	STAFF IN ACTIVE EMPLOYMENT							
110	*Staff holding a post provided for in the establishment plan*							
1100	Basic salaries	53,883,000	53,883,000	54,144,000	54,144,000	51,630,000	51,630,000	Staff Regulations (Articles 62 and 66) applicable to Temporary Agents; CEOS (Articles 19 and 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1101	Family allowances	6,475,000	6,475,000	6,552,000	6,552,000	6,309,000	6,309,000	Staff Regulations(Articles 62,67 and 68) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1102	Expatriations and foreign residence allowances	8,425,000	8,425,000	8,043,000	8,043,000	7,745,000	7,745,000	Staff Regulations (Articles 62 and 69) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1103	Secretarial allowances	2,000	2,000	2,000	2,000	2,000	2,000	Staff Regulations (Article 18 of Annex XIII referring to the former Article 4a of Annex VII) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 0 — Total	68,785,000	68,785,000	68,741,000	68,741,000	65,686,000	65,686,000	
111	*Other staff*							
1110	Special Advisor	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the daily subsistence allowance applicable for Germany for each day of service of the special advisor
1111	Secondment of national experts	1,017,000	1,017,000	1,030,000	1,030,000	1,042,000	1,042,000	This appropriation is intented to cover the allowances applicable to National Experts seconded to EASA in accordance with the provisions laid down in the ED Decision 2009/169/E. This appropriation may receive the appropriations corresponding to the assigned revenue.
1112	Temporary assistance (Interims)	1,200,000	1,200,000	1,200,000	1,200,000	1,000,000	1,000,000	To cover the costs for Temporary Assistance (interims). This appropriation may receive the appropriations corresponding to the assigned revenue.
1113	Contractual agents	4,517,000	4,517,000	5,177,000	5,177,000	4,618,000	4,618,000	To cover basic salaries and all benefits of Contractual agents in accordance with the provisions of the CEOS (Articles 92 to 105). This appropriation may receive the appropriations corresponding to the assigned revenue.
1114	Trainees	163,000	163,000	95,000	95,000	97,000	97,000	This appropriation is intended to cover the costs for the implementation of the EASA traineeship programme, on the basis of the applicable EASA policy on traineeships.
1115	Local Staff	84,000	84,000	170,000	170,000	77,000	77,000	This budget line is used to pay the salary costs of local staff engaged in accordance with Article 4 of the CEOS. Local staff means staff engaged in places outside the EU according to local practice. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 1 — Total	6,981,000	6,981,000	7,672,000	7,672,000	6,834,000	6,834,000	

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
113	*Employer's social security contributions*							
1130	Insurance against sickness	2,075,000	2,075,000	2,017,000	2,017,000	1,943,000	1,943,000	Staff Regulations (Articles 72 and 23) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1131	Insurance against accidents and occupational diseases	233,000	233,000	297,000	297,000	286,000	286,000	Staff Regulations (Articles 73) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1132	Insurance against unemployment	808,000	808,000	782,000	782,000	753,000	753,000	Article 28a of the CEOS. This appropriation may receive the appropriations corresponding to the assigned revenue.
1133	Constitution or maintenance of pension rights	8,757,000	8,757,000	9,022,000	9,022,000	8,757,000	8,757,000	Constitution or maintenance of pension rights (N/A)
	Article 1 1 3 — Total	11,873,000	11,873,000	12,118,000	12,118,000	11,739,000	11,739,000	
114	*Miscellaneous allowances and grants*							
1140	Childbirth and death allowances and grants	5,000	5,000	5,000	5,000	5,000	5,000	Staff Regulations (Articles 74 and 75) applicable to Temporary Agents; CEOS (Article 29). This appropriation may receive the appropriations corresponding to the assigned revenue.
1141	Travel expenses for annual leave	966,000	966,000	778,000	778,000	856,000	856,000	Staff Regulations (Articles 71 and 8 of Annex VII) applicable to Temporary Agents; CEOS (Article 26). This appropriation may receive the appropriations corresponding to the assigned revenue.
1142	Housing and transport allowances	401,000	401,000	500,000	500,000	346,000	346,000	Staff Regulations (Articles 5 and 23 of the Annex X 4a and 14b) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1143	Fixed duty allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Articles 56a), 56b), 56c) 14) applicable to Temporary Agents; CEOS (Article 16). This appropriation may receive the appropriations corresponding to the assigned revenue.
1144	Special Allowance for Accountants and Finance Officers	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Allowances for Accountant, Financial Officer and others. This appropriation may receive the appropriations corresponding to the assigned revenue.
1145	Other allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	CEOS (Articles 14 and 47(b)(ii)) compensation allowances for the Temporary Agents staff. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 4 — Total	1,372,000	1,372,000	1,283,000	1,283,000	1,207,000	1,207,000	
115	*Overtime*							
1150	Overtime & Stand-by duty	p.m.	p.m.	p.m.	p.m.	3,000	3,000	Staff Regulation (Articles 56 and 55) and CEOS (Articles 16 92) applicable to Temporary Agents and Contract Agents. This appropriation may receive the appropriations corresponding to the assigned revenue
	Article 1 1 5 — Total	p.m.	p.m.	p.m.	p.m.	3,000	3,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
117	**Supplementary services**							
1170	Translation costs of CDT	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover special translation and publication costs related to hiring Temporary Agent staff, charged by the Translation Centre for the Bodies of the European Union (CdT). This appropriation may receive the appropriations corresponding to the assigned revenue.
1171	Administrative Services of the Translation Centre	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of translation of Translation Centre. This appropriation may receive the appropriations corresponding to the assigned revenue.
1172	Administrative assistance from community institutions	858,000	858,000	435,000	435,000	545,720	545,720	This appropriation is intended to cover the costs of assistance received from the Pay Master's Office (PMO), for administering the salaries of the EASA staff members. This appropriation may receive the appropriations corresponding to the assigned revenue.
1173	External services	140,000	140,000	300,000	300,000	181,280	181,280	This appropriation is intended to cover the costs of external services and specific services (consultancy and studies). This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 7 — Total	998,000	998,000	735,000	735,000	727,000	727,000	
119	**Salary weightings**							
1190	Salary weightings	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Article 64); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of salary weightings based on a corrective coefficient , applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1191	Adjustments to remuneration	375,000	375,000	694,000	694,000	685,000	685,000	Staff Regulations (Article 65); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of the Yearly indexation rate, applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 9 — Total	375,000	375,000	694,000	694,000	685,000	685,000	
	CHAPTER 1 1 — TOTAL	90,384,000	90,384,000	91,243,000	91,243,000	86,881,000	86,881,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
12	EXPENDITURE RELATED TO RECRUITMENT							
120	*Miscellaneous expenditure on staff recruitment and transfer*							
1200	Miscellaneous expenditure on staff recruitment	143,000	143,000	70,000	70,000	163,000	163,000	This appropriation is intended to cover the expenditure involved in the EASA recruitment procedures for Temporary and Contract Agent vacancies, including travel costs and allowances for interviews and for medical visits. This appropriation may receive the appropriations corresponding to the assigned revenue.
1201	Travel expenses	22,000	22,000	9,000	9,000	39,000	39,000	Staff Regulations (Articles 71 and 7 of Annex VII) applicable to Temporary Agents; CEOS (Article 22). This appropriation is intended to cover the travel expenses of Temporary Agents and Contractual Agents entering or leaving the service, including the members of their families. This appropriation may receive the appropriations corresponding to the assigned revenue.
1202	Installation, resettlement and transfer allowances	377,000	377,000	320,000	320,000	381,000	381,000	Staff Regulations (Articles 71, 5 and 6 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 24).This appropriation is intended to cover the installation allowances for Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when they definitively cease their duties and settle elsewhere. This appropriation may receive the appropriations corresponding to the assigned revenue.
1203	Removal expenses	171,000	171,000	205,000	205,000	196,000	196,000	Staff Regulations (Articles 71, 9 of Annex VII) applicable to Temporary Agents and Contract Agents; CEOS (Articles 22, 23 and 92). This appropriation is intended to cover the removal costs of Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when transferred to a new place of work or when they definitively cease their duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
1204	Temporary daily subsistence allowances	217,000	217,000	177,000	177,000	288,000	288,000	Staff Regulations (Articles 71, 10 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 25). This appropriation is intended to cover the daily subsistence allowances due to Temporary Agents and Contractual Agents able to prove that they were obliged to change their place of residence after taking up their duties, including transfer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 2 0 — Total	930,000	930,000	781,000	781,000	1,067,000	1,067,000	
	CHAPTER 1 2 — TOTAL	930,000	930,000	781,000	781,000	1,067,000	1,067,000	

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
14	SOCIOMEDICAL INFRASTRUCTURE							
140	*Restaurants and canteens*							
1400	Restaurants and canteens	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of canteens for the staff of the Agency (N/A).
	Article 1 4 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
141	*Medical service*							
1410	Medical service	370,000	370,000	155,000	155,000	151,000	151,000	This appropriation is intended to cover the costs of medical services, including medical visits, annual medical check-ups, preventive medical examinations, and appointing a medical officer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 1 — Total	370,000	370,000	155,000	155,000	151,000	151,000	
142	*Language and other training*							
1420	Language and other training	614,000	614,000	580,000	580,000	714,000	714,000	This appropriation is intended to cover the costs of language and other training needs of the staff members of the Agency, including training visits, financial management training, IT Training, legal training, planning sessions, coaching, and personal effectiveness. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 2 — Total	614,000	614,000	580,000	580,000	714,000	714,000	
143	*Social welfare of staff*							
1430	Social welfare of staff	4,085,000	4,085,000	4,317,000	4,317,000	4,328,000	4,328,000	This appropriation is intended to cover expenditure by the Agency on the social welfare activities of its staff, including job tickets, relocation expenses, schooling informative events. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 3 — Total	4,085,000	4,085,000	4,317,000	4,317,000	4,328,000	4,328,000	
144	*Special allowance for handicapped*							
1440	Special allowance for handicapped	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of special allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 44 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 1 4 — TOTAL	5,069,000	5,069,000	5,052,000	5,052,000	5,193,000	5,193,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
17	RECEPTION AND EVENTS							
170	*Reception and events*							
1700	Reception and events	82,000	82,000	98,000	98,000	101,000	101,000	This appropriation is intended to cover the costs of official inter-Agency receptions for the benefit of the staff members, and official events, including all staff meetings, departmental meetings. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 7 0 — Total	82,000	82,000	98,000	98,000	101,000	101,000	
	CHAPTER 1 7 — TOTAL	82,000	82,000	98,000	98,000	101,000	101,000	
1	Title 1 — Total	96,465,000	96,465,000	97,174,000	97,174,000	93,242,000	93,242,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE							
20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS							
200	Rental costs							
2000	Rental costs	7,761,000	7,761,000	7,770,000	7,770,000	7,832,000	7,832,000	This appropriation is intended to cover the payment of costs of the building occupied by the Agency, as foreseen in the rent contract. These include: the rent, the additional costs such as water, gas, electricity and heating charges, any additional building rental expenses, and parking facilities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 200 — Total	7,761,000	7,761,000	7,770,000	7,770,000	7,832,000	7,832,000	
201	Insurance							
2010	Insurance	43,000	43,000	44,000	44,000	44,000	44,000	This appropriation is intended to cover the policy premiums for electronic insurance, furniture insurance, third party insurance in respect of the buildings or parts of buildings occupied by the Agency and their contents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 201 — Total	43,000	43,000	44,000	44,000	44,000	44,000	
203	Cleaning and maintenance							
2030	Cleaning and maintenance	330,000	330,000	330,000	330,000	324,000	324,000	This appropriation is intended to cover the costs of cleaning services, cleaning products, and up keeping of the premises used by the Agency, including all floors occupied. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 203 — Total	330,000	330,000	330,000	330,000	324,000	324,000	
204	Fitting-out of premises							
2040	Fitting-out of premises	75,000	75,000	361,000	361,000	421,000	421,000	This appropriation is intended to cover the works that need to be carried out in order to equip the premises according to predefined needs, and the repairs that are necessary in the building occupied by the Agency in order to facilitate its functionality. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 204 — Total	75,000	75,000	361,000	361,000	421,000	421,000	

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
205	***Security and surveillance of buildings***							
2050	Security and surveillance of buildings	586,000	586,000	586,000	586,000	575,000	575,000	This appropriation is intended to cover expenditure on the EASA building connected with security and safety. In particular, contracts governing building surveillance, enhancement of security camera networks and purchase of security equipment, hire and replenishment of fire extinguishers, purchase and maintenance of fire-fighting equipment, replacement of equipment for staff members acting as voluntary firemen, costs of carrying out statutory inspections. This appropriation may receive the appropriations corresponding to the assigned revenue.
2051	Other building expenditure	908,000	908,000	446,000	446,000	533,000	533,000	The appropriation is intended to cover expenditure on buildings not specially provided for in the articles in Chapter 20. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 5 — Total	1,494,000	1,494,000	1,032,000	1,032,000	1,108,000	1,108,000	
	CHAPTER 2 0 — TOTAL	9,703,000	9,703,000	9,537,000	9,537,000	9,729,000	9,729,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
21	INFORMATION AND COMMUNICATION TECHNOLOGY							
210	*ICT equipment*							
2100	ICT equipment acquisition & maintenance	804,000	804,000	500,000	500,000	634,000	634,000	This appropriation is intended to cover the hardware, maintenance and installation costs of ICT and telecommunications equipment for the official purposes of the Agency. This includes the hardware, maintenance and installation costs of computers, printers, laptops, servers, copiers, scanners, fax machines, mobile phones, mobile equipment, other network components and other peripherals. This appropriation may receive the appropriations corresponding to the assigned revenue.
2101	Development of organisational applications and provision of data centre services	3,400,000	3,400,000	3,116,000	3,116,000	3,221,000	3,221,000	This appropriation is intended to cover consultancy needs for studies, organisational applications development, data centre services, storage and IT security for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2105	Other ICT expenditure	p.m.	p.m.	100,000	100,000	p.m.	p.m.	This appropriation is intended to cover the ICT costs needed to ensure business continuity or improvement of IT service provision, and which are not covered by the other categories. This appropriation may receive the appropriations corresponding to the assigned revenue.
2106	Software	1,610,000	1,610,000	1,200,000	1,200,000	1,000,000	1,000,000	This appropriation is intended to cover the purchase, maintenance and subscription costs of software for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2108	Telephone, radio and television, data connection subscriptions and charges	499,000	499,000	483,000	483,000	460,000	460,000	This appropriation is intended to cover the Agency's telephone subscription costs and communications, mobile phone services, fax, conference calls, internet services, and data transmission. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 1 0 — Total	6,313,000	6,313,000	5,399,000	5,399,000	5,315,000	5,315,000	
	CHAPTER 2 1 — TOTAL	6,313,000	6,313,000	5,399,000	5,399,000	5,315,000	5,315,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
22	MOVABLE PROPERTY AND ASSOCIATED COSTS							
220	*Technical equipment and installations*							
2200	Technical equipment and installations	54,000	54,000	46,000	46,000	79,000	79,000	This appropriation is intended to cover the requirements of the Agency for soft furnishings, kitchen equipment and installations, including electrical cables and sockets, lamps, beamers, beamer lamps, camcorders, laser meters. This appropriation may receive the appropriations corresponding to the assigned revenue.
2203	Maintenance and repair of technical equipment and installations	64,000	64,000	34,000	34,000	34,000	34,000	This appropriation is intended to cover the costs of maintenance and repairs of technical equipment, installations and furniture as well as painting and other repairs of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 0 — Total	118,000	118,000	80,000	80,000	113,000	113,000	
221	*Purchase of furniture*							
2210	Purchase of furniture	267,000	267,000	269,000	269,000	275,000	275,000	This appropriation is intended to cover the costs of purchase of furniture aiming at facilitating the official purposes of the Agency, including cupboards, furniture for office rooms, and whiteboards. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 1 — Total	267,000	267,000	269,000	269,000	275,000	275,000	
225	*Documentation and library expenditure*							
2252	Subscription to newspapers and periodicals	50,000	50,000	40,000	40,000	46,000	46,000	This appropriation is intended to cover the purchase of publications and subscriptions to information services necessary for the Agency's work. This includes books and other publications, newspapers, periodicals, official journals, online subscriptions. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 5 — Total	50,000	50,000	40,000	40,000	46,000	46,000	
	CHAPTER 2 2 — TOTAL	435,000	435,000	389,000	389,000	434,000	434,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
23	CURRENT ADMINISTRATIVE EXPENDITURE							
230	*Stationery and office supplies*							
2300	Stationery and office supplies	149,000	149,000	133,000	133,000	144,000	144,000	This appropriation is intended to cover the purchase of paper and office supplies, such as envelopes, business cards, toners, transponders, and water, necessary for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 0 — Total	149,000	149,000	133,000	133,000	144,000	144,000	
232	*Financial charges*							
2320	Financial charges	56,000	56,000	57,000	57,000	57,000	57,000	This appropriation is intended to cover all finance related expenditure incurred by the Agency including: late interest, bank charges and all other financial services required for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2321	Other financial expenditure	92,000	92,000	42,000	42,000	42,000	42,000	This appropriation is intended to cover other finance related expenditure incurred by the Agency including: financial publications, subscriptions and fees, audit costs, finance related studies, etc . This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 2 — Total	148,000	148,000	99,000	99,000	99,000	99,000	
233	*Legal expenses*							
2330	Legal expenses	150,000	150,000	100,000	100,000	100,000	100,000	This appropriation is intended to cover legal expenses, including liability studies, external support for litigation and German Law, for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2331	Damage and interest	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover damage and interest incurred by the Agency in the management of its budget. This appropriation may receive the appropriations corresponding to the assigned revenue.
2332	Board of appeals	15,000	15,000	p.m.	p.m.	11,000	11,000	This appropriation is intended to cover the costs of the Agency's Board of Appeals, aiming at examining appeals that may be raised by any natural or legal person against a decision addressed to that person. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 3 — Total	165,000	165,000	100,000	100,000	111,000	111,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
235	*Other operating expenditure*							
2350	Miscellaneous insurance	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the special insurance for the Agency's Accountant and the Imprest Account Holder. This appropriation may receive the appropriations corresponding to the assigned revenue.
2351	MB and other internal meetings	47,000	47,000	45,000	45,000	45,000	45,000	This appropriation is intended to cover the costs of the Agency's Management Board meetings and other internal meetings for official purposes, including the costs of interpretation services, catering, room rental, travel costs and allowances for the members of the Board and other external participants. This appropriation may receive the appropriations corresponding to the assigned revenue.
2352	Department removals	312,000	312,000	326,000	326,000	341,000	341,000	This item is intended to cover the costs of removals of the EASA departments within the building occupied by the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2354	Representation costs	36,000	36,000	37,000	37,000	37,000	37,000	This appropriation is intended to cover representation costs for the Agency's Executive Director and Operational Directors, including business lunches, business dinners, and caterings, incurred in the interest of the Service. This appropriation may receive the appropriations corresponding to the assigned revenue.
2355	Integrated quality management system and Archive expenditure	125,000	125,000	181,000	181,000	308,000	308,000	This appropriation is intended to cover the costs relevant to the certification of the EASA quality management system, e.g. consultancy, certification audit and training, as well the costs related to organising and establishing the archives of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 5 — Total	520,000	520,000	589,000	589,000	731,000	731,000	
	CHAPTER 2 3 — TOTAL	982,000	982,000	921,000	921,000	1,085,000	1,085,000	
24	POSTAGE AND TELECOMMUNICATIONS							
240	*Postage and delivery charges*							
2400	Postage and delivery charges	189,000	189,000	206,000	206,000	246,000	246,000	This appropriation is intended to cover the official costs of the Agency on postal and delivery charges, including parcels sent by post, express mail, and registered mail. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 4 0 — Total	189,000	189,000	206,000	206,000	246,000	246,000	
	CHAPTER 2 4 — TOTAL	189,000	189,000	206,000	206,000	246,000	246,000	
2	**Title 2 — Total**	**17,622,000**	**17,622,000**	**16,452,000**	**16,452,000**	**16,809,000**	**16,809,000**	

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
32	OPERATIONAL INFORMATION TECHNOLOGY							
320	*Operational applications*							
3200	Development of operational applications	1,400,000	1,400,000	833,000	833,000	1,183,000	1,183,000	This appropriation is intended to cover consultancy needs, studies, software licences and subscriptions, to support the development of operational applications for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 2 0 — Total	1,400,000	1,400,000	833,000	833,000	1,183,000	1,183,000	
	CHAPTER 3 2 — TOTAL	1,400,000	1,400,000	833,000	833,000	1,183,000	1,183,000	
33	COMMUNICATION AND PUBLICATION							
330	*Communication and publication*							
3300	Communication and publications	300,000	300,000	525,000	525,000	425,000	425,000	This appropriation is intended for the internal and external communications activities of the Communications Department. This includes technical and other publications, crisis communication and management, advertising, including associated graphic design and printing, press conferences and public relations events, exhibitions and related promotional goods, broadcasting events, as well as internal communications media. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 3 0 — Total	300,000	300,000	525,000	525,000	425,000	425,000	
	CHAPTER 3 3 — TOTAL	300,000	300,000	525,000	525,000	425,000	425,000	
34	MEETING EXPENSES							
340	*Meeting expenses*							
3400	Organisation experts meeting	952,000	952,000	842,000	842,000	638,300	638,300	This appropriation is intended to cover the costs of organising meetings for the Operational Directorates of the Agency and the reimbursement of experts and other functional costs, including rental of rooms, catering, travel expenses, and daily allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 4 0 — Total	952,000	952,000	842,000	842,000	638,300	638,300	
	CHAPTER 3 4 — TOTAL	952,000	952,000	842,000	842,000	638,300	638,300	

EASA Single Programming Document (SPD) 2018-2020

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
35	TRANSLATION AND INTERPRETATION COSTS							
350	*Translation and interpretation costs*							
3500	Translation of studies, reports and other working documents	66,000	66,000	176,000	176,000	96,500	96,500	This appropriation is intended to cover the costs of operational translations and publications of studies, reports, and other official working documents, including annual accounts, budgets, and activity reports, in the context of the official purposes of the Agency, charged by CdT, OPOCE and other translation centres. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 5 0 — Total	66,000	66,000	176,000	176,000	96,500	96,500	
	CHAPTER 3 5 — TOTAL	66,000	66,000	176,000	176,000	96,500	96,500	
36	RULEMAKING ACTIVITIES							
360	*Rulemaking activities*							
3600	Assistance to Rulemaking Activities	493,000	493,000	270,000	270,000	273,500	273,500	This appropriation is intended to cover the costs of the Agency's Rulemaking studies including the outsourcing to external experts in Rulemaking activities.
3601	International cooperation	304,000	304,000	254,000	254,000	354,000	354,000	This appropriation is intended to cover the costs of the Agency's international cooperation activities, including contribution fees, training fees, and workshop costs for developing countries.
3602	Support to CAA Thailand	1,000,000	1,000,000			398,000	398,000	This appropriation is intended to cover the costs of the Agency's support to the civil aviation authority of Thailand. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 6 0 — Total	1,797,000	1,797,000	524,000	524,000	1,025,500	1,025,500	
	CHAPTER 3 6 — TOTAL	1,797,000	1,797,000	524,000	524,000	1,025,500	1,025,500	

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
37	MISSION, ENTERTAINMENT AND REPRESENTATION EXPENSES							
370	*Mission, entertainment and representation expenses*							
3700	Mission expenses, duty travel expenses and other ancillary expenditure	6,991,000	6,991,000	6,012,000	6,012,000	5,841,000	5,841,000	This appropriation is intended to cover mission expenses, travel insurance, expenditure on transport, payment of daily mission allowances, and of other ancillary or exceptional expenditure incurred by established staff of the Agency in the interest of the Service, in accordance with the provisions of the EASA Staff Regulations and the EASA Mission Guide. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 7 0 — Total	6,991,000	6,991,000	6,012,000	6,012,000	5,841,000	5,841,000	
	CHAPTER 3 7 — TOTAL	6,991,000	6,991,000	6,012,000	6,012,000	5,841,000	5,841,000	
38	TECHNICAL TRAINING							
380	*Technical training*							
3800	Technical training and Pilot training expenses	736,000	736,000	575,000	575,000	499,000	499,000	This appropriation is intended to cover the costs of technical training for the Agency's Operational Directorates, in the interest of the Service, including the outsourcing of activities and to cover the costs of Pilot Training and proficiency including associated costs such as examination, medical, equipment, administrative costs, and for other outsourcing and consultancy, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
3802	European Central Questions Bank	150,000	150,000	150,000	150,000	150,000	150,000	This appropriation is intended to cover the costs of ECQB activities including e-exams. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 8 0 — Total	886,000	886,000	725,000	725,000	649,000	649,000	
	CHAPTER 3 8 — TOTAL	886,000	886,000	725,000	725,000	649,000	649,000	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
39	ED AND STRATEGIC ACTIVITIES							
390	Ed and Strategic Activities							
3900	Safety intelligence and performance	90,000	90,000	90,000	90,000	87,700	87,700	This appropriation is intended to cover the costs of studies and operational costs for safety intelligence and performance.
3901	External evaluation of the Agency and other Studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the external evaluation of the Agency on the implementation of the Basic Regulation 1592/2002 and other studies. The costs include the appointment of the independent external evaluator by the Management Board to examine how effectively the Agency fulfils its mission. This appropriation may receive the appropriations corresponding to the assigned revenue.
3903	Research Studies/Projects	1,000,000	1,000,000	p.m.	p.m.	300,000	300,000	This appropriation is intended to cover the costs of the Agency's research studies/projects relevant to aviation safety, as per the research plan. This appropriation may receive the appropriations corresponding to the assigned revenue.
3904	Data for Safety	1,000,000	1,000,000	200,000	200,000	1,200,000	1,200,000	This appropriation is intended to cover the costs of the Big Data project studies and consultancy facilitating, promoting and/or improving safety reporting activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
3905	Crisis Management	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of crisis management should the need arise. This appropriation may receive the appropriations corresponding to the assigned revenue.
3907	Aviation Cyber Security project	100,000	100,000	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs related to the Aviation cyber security project studies and consultancy facilitating, promoting and improving its development. This appropriation may receive the appropriations corresponding to the assigned revenue.
3908	Safety Promotion	150,000	150,000					This appropriation is intended to cover the costs of safety promotion studies, material and consultancy and related activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 390 — Total	2,340,000	2,340,000	290,000	290,000	1,587,700	1,587,700	
	CHAPTER 39 — TOTAL	2,340,000	2,340,000	290,000	290,000	1,587,700	1,587,700	
3	Title 3 — Total	46,732,000	46,732,000	34,299,000	34,299,000	39,875,000	39,875,000	

Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
4	SPECIAL OPERATIONS PROGRAMMES							
40	TECHNICAL COOPERATION WITH THIRD COUNTRIES							
400	*Technical Cooperation with third countries*							
4000	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant & Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year is € 1834000
4001	Technical Cooperation with third countries - Delegation Agreements	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign delegation agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year of € 10839000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
41	RESEARCH PROGRAMMES							
410	*Research programmes*							
4100	Research programmes	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to earmarked revenue and it is intended to cover the costs of the Agency's research programmes relevant to aviation safety. The estimated expenditure for the financial year is € 300000.
	Article 4 1 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 1 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	

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Title Chapter Article Item	Heading	Budget 2018		Draft Budget 2018		1st Amending Budget 2017		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
42	DATA FOR SAFETY PROGRAMME							
420	*Data for Safety Programme*							
4200	Data for safety programme	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 5000000 financed by a Grant by DG Move.
	Article 4 2 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
43	SUPPORT ON IMPLEMENTING CLIMATE CHANGE MITIGATION MEASURES							
430	*Support on Implementing Climate Change Mitigation Measures*							
4300	Support on implementing Climate Change mitigation measures	p.m.	p.m.	p.m.	p.m.			This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement climate change mitigation measures, such as the ICAO global market based measures known as CORSIA. The Agency may sign Grant & Service Contracts with, inter alia, DG CLIMA and other DGs (e.g. DG MOVE). These appropriations are funded by external assigned revenue. The estimated expenditure for the 2017 financial year is € 0 financed by a cooperation agreement with DG CLIMA.
	Article 4 3 0 — Total	p.m.	p.m.	p.m.	p.m.			
	CHAPTER 4 3 — TOTAL	p.m.	p.m.	p.m.	p.m.			
4	**Title 4 — Total**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	
5	OTHER EXPENDITURE							
50	PROVISIONS							
500	*Provisions*							
5000	Provision for Fees & Charges funded expenditure	34,417,000	34,417,000	39,092,000	39,092,000	42,703,000	42,703,000	This appropriation is intended to cover expenditure funded by assigned revenue from Fees & Charges.
	Article 5 0 0 — Total	34,417,000	34,417,000	39,092,000	39,092,000	42,703,000	42,703,000	
	CHAPTER 5 0 — TOTAL	34,417,000	34,417,000	39,092,000	39,092,000	42,703,000	42,703,000	
5	**Title 5 — Total**	**34,417,000**	**34,417,000**	**39,092,000**	**39,092,000**	**42,703,000**	**42,703,000**	
	COST GRAND TOTAL	**195,236,000**	**195,236,000**	**187,017,000**	**187,017,000**	**192,629,000**	**192,629,000**	

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Expenditure breakdown per activity

			Budget 2018
		values in Euro	
Fees and Charges activities	**Product Certification**	Revenue	69,549,000
		Title 1	- 48,648,000
		Title 2	- 8,322,000
		title 3 NAA/QE	- 11,495,000
		Title 3	- 11,206,000
		Title 4	p.m.
		Total	**- 10,122,000**
	Organisation Approvals	Revenue	33,822,000
		Title 1	- 18,898,000
		Title 2	- 3,203,000
		title 3 NAA/QE	- 9,838,000
		Title 3	- 5,350,000
		Title 4	p.m.
		Total	**- 3,467,000**
		Reserve funding (Projects)	8,100,000
		Reserve adj	5,489,000
	Total F&C		-
Subsidy and other contributions		**EU Subsidy**	36,915,000
		third country contribution	1,973,000
		Other income	672,000
	Third Country Operators	Title 1	- 2,133,000
		Title 2	- 402,000
		Title 3	- 164,000
		Title 4	p.m.
		Total	**- 2,699,000**
	Standardisation	Title 1	- 7,960,000
		Title 2	- 1,540,000
		Title 3	- 1,514,000
		Title 4	p.m.
		Total	**- 11,014,000**
	SAFA	Title 1	- 530,000
		Title 2	- 187,000
		Title 3	- 491,000
		Title 4	p.m.
		Total	**- 1,208,000**
	Rulemaking	Title 1	- 8,768,000
		Title 2	- 1,949,000
		Title 3	- 1,045,000
		Title 4	p.m.
		Total	**- 11,762,000**
	Int'l Cooperation	Title 1	- 3,653,000
		Title 2	- 1,036,000
		Title 3	- 748,000
		Title 4	p.m.
		Total	**- 5,437,000**
	Safety Intelligence & Performance	Title 1	- 5,877,000
		Title 2	- 982,000
		Title 3	- 581,000
		Title 4	p.m.
		Total	**- 7,440,000**
	Total Subsidy and other contr.		-
	Grand-Total		-

Establishment plan

Function group and grade	European Aviation Safety Agency (EASA)					
	Posts					
	2018		2017		2016	
	Authorised under the Union budget		Authorised under the Union budget		Actually filled as of 31/12/2016	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
AD 16						
AD 15		1		1		1
AD 14		26		25		5
AD 13		33		32		9
AD 12		57		53		20
AD 11		81		76		33
AD 10		103		98		73
AD 9		119		117		99
AD 8		80		77		134
AD 7		44		52		103
AD 6		13		20		52
AD 5		-		1		22
AD total		*557*		*552*		*551*
AST 11						
AST 10						
AST 9		1		1		
AST 8		4		4		
AST 7		13		14		1
AST 6		27		25		8
AST 5		34		33		22
AST 4		23		24		35
AST 3		17		16		31
AST 2		4		8		23
AST 1		-		1		5
AST total		*123*		*126*		*125*
AST/SC 6						
AST/SC 5						
AST/SC 4						
AST/SC 3						
AST/SC 2						
AST/SC 1						
AST/SC total						
Grand total		**680**		**678**		**676**
Total staff	**680**		**678**		**676**	

IV.15 List of acronyms

Acronym	Explanation
ANC	Air Navigation Conference
ANS	Air Navigation Services
ATCO	Air Traffic Controller
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
BR	Basic Regulation
BPM	Business Process Management
CA	Contract Agents
CAW	Continuing Airworthiness
CTIG	Common Training Initiative Group
DOA	Design Organisation Approval
EASA	European Aviation Safety Agency
EC	European Commission
ECQB	European Central Question Bank
EPAS	European Plan for Aviation Safety
EU	European Union
FAA	Federal Aviation Administration
FCL	Flight Crew Licensing
GA	General Aviation
ICAO	International Civil Aviation Organisation
IMS	Integrated Management System
IORS	Internal Occurrence Reporting System
IR	Implementing Rule
KPI	Key Performance Indicator
MB	Management Board
MS	Member State
NAA	National Aviation Authority
OSD	Operational Suitability Data
QE	Qualified Entities
RAG	Red Amber Green
RMT	Rulemaking Task
RSOO	Regional Safety Oversight Organisation
SACA	Safety Assessment of Community Aircraft
SAFA	Safety Assessment of Foreign Aircraft
SARP	Standards and Recommended Practices
SBAS	Satellite-Based Augmentation Systems
SESAR	Single European Sky ATM Research
SIB	Safety Information Bulletins
SMS	Safety Management System
SNE	Seconded National Experts
SPD	Single Programming Document
TA	Temporary Agents
TCO	Third Country Operators
UA	Unmanned Aircraft
WA	Working Arrangement

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