

## ***European Aviation Safety Agency***

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### **DECISION NO 2009/089/E**

#### **OF THE EXECUTIVE DIRECTOR OF THE EUROPEAN AVIATION SAFETY AGENCY**

**OF 03 AUGUST 2009**

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

THE EXECUTIVE DIRECTOR OF THE EUROPEAN AVIATION SAFETY AGENCY

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

Having regard to Decision No 2005/11/E of the Executive Director of the Agency of 19 October 2005 on a Project Order for establishing the Agency Quality Management System and in particular Articles 1 and 6 thereof;

Having regard to Decision No 2005/02/Q of the Executive Director of the Agency of 12 December 2005 establishing the Agency's Quality Management System Documentation;

Having regard to Decision No 14-2008 of the Management Board of the European Aviation Safety Agency of 17 September 2008 adopting in accordance with the Article 38 of the Agency's financial regulation updating Quality Management System Standards for the European Aviation Safety Agency;

WHEREAS:

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

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<sup>1</sup> OJ L 79, 19.03.08, p. 1.

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- (5) According to Article 57 of the Basic Regulation, the Agency's annual general report "shall outline the activities carried out by the Agency and evaluate the results thereof with respect to the objectives and timetable set, the risks associated with those activities, the use of resources and the general operations of the Agency". Therefore, the management system implemented at the Agency should ensure that objectives are properly planned and monitored, business risks effectively mitigated and resources used in a sound and efficient way;
- (6) According to Article 38 of the Agency's Financial Regulation<sup>2</sup>, "the authorising officer shall put in place, in compliance with the minimum standards adopted by the Management Board on the basis of equivalent standards laid down by the Commission for its own departments, and having due regard to the risks associated with the management environment and the nature of the action financed, the organisational structure and the internal management and control systems and procedures suited to the performance of his/her duties." The management system implemented at the Agency shall comply with these standards;
- (7) According to ISO 9000:2005 Clause 2.11, "the quality management system is that part of the organisation's management system that focuses on the achievement of results, in relation to the quality objectives, to satisfy the needs, expectations and requirements of interested parties, as appropriate. The quality objectives complement other objectives of the organisation such as those related to growth, funding, profitability, the environment and occupational health and safety." In respect to the Agency, aviation safety and environmental protection objectives shall be added. "The various parts of an organisation's management system might be integrated, together with the quality management system, into a single management system using common elements. This can facilitate planning, allocation of resources, definition of complementary objectives and evaluation of the overall effectiveness of the organisation";
- (8) An Integrated Management System implemented by the Agency should be designed as to ensure that any additional requirements prescribed by the EU regulatory framework as well as those set forth by international agreements (e.g., ICAO SARPs on safety programmes and safety management systems) in the field of aviation safety and environmental protection are properly taken into account.

HAS DECIDED AS FOLLOWS:

#### Article 1

### **Integrated Management System**

The Agency shall implement an Integrated Management System.

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<sup>2</sup> Management Board decision 15-2007 of 14 December 2007

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

All Directorates and Departments of the Agency shall organise the planning, tasks, monitoring, checks and continual improvement within the IMS in particular by utilising the tools and methodology set up for it.

The Integrated Management System shall encompass as a minimum:

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

The Executive Director is responsible for the implementation of the IMS. The Quality section of the Internal audit & Quality department is responsible to provide the framework and methods for the implementation.

#### Article 2

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

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

#### Article 3

### **Management System Standards**

The Integrated Management System shall be based on management standards adopted by the Management Board<sup>4</sup> in accordance with the Article 38 of the Agency's Financial Regulation<sup>5</sup>.

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

<sup>4</sup> MB Decision 14-2008 September of 2008

<sup>5</sup> Management Board decision 15-2007 from 14 December 2007

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

Article 4

**Documentation of the Integrated Management System**

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

Article 5

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

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

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

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

Article 6

**Process Owners**

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

A Process Owner is a person who has the ultimate responsibility for the performance of a process in realizing its objectives measured by key performance indicators, and has the authority and ability to make necessary changes.

To that end, Process Owners are designated the following tasks:

- designing and managing the processes for ensuring compliance with the requirements and achieving objectives;
  - drafting, amending and maintaining appropriate documentation for their processes (e.g., procedures, work instructions);
  - defining their process objectives (including quality objectives) consistent with strategic objectives;
  - managing risks related to their processes;
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- defining and implementing corrective and improvement actions and plans;
- measuring the degree to which their processes achieve their objectives based on process indicators (key performance indicators);
- reporting on process results to the management;
- responsible for ensuring the records management in his/her process complies with the Agency policies on this subject, nominating the necessary record owners in his/her department and taking the necessary decisions in matters related to the management of the records produced within the process (e.g. access control rules).

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

#### Article 7

### **Quality Coordinators**

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

- providing support to the Process Owners in the design and management of his/her respective processes;
- contributing to the definition of the annual quality objectives and to their monitoring through key performance indicators;
- ensuring communication with the Quality Section and the Directorate on the functioning of the processes and on the external stakeholder feedback activities;
- providing support to the implementation and monitoring of corrective and preventive actions;
- providing internal feedback to the Quality Section on the continual improvement of the Agency's IMS;
- communicating within the Directorate about the Agency's IMS;
- helping coordinate the ISO 9001 audit for their Department/Directorate as appropriate for their area of responsibility.

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

#### Article 8

The ED Decisions No 2005/11/E and No 2005/02/Q are hereby repealed. This Decision shall enter into force on the date of signature and shall be published on the Agency's Intranet.

Done in Cologne, 03 August 2009

P. GOUDOU

