European Aviation Safety Agency

**Multiannual Staff Policy Plan
2015 – 2017**

Version 5.0
February 2014

1. GENERAL OVERVIEW OF THE ACTIVITIES OF THE AGENCY:

The Agency Planning model and assumptions:

This is the eighth multi-annual Staff Policy Plan (MSPP) generated by the European Aviation Safety Agency (EASA). EASA operates an integrated planning policy, following a five year Business Plan, setting out the Agency's expected operations for the period 2015 to 2017. This planning model can be shown as follows:

BP 2014 - 2018
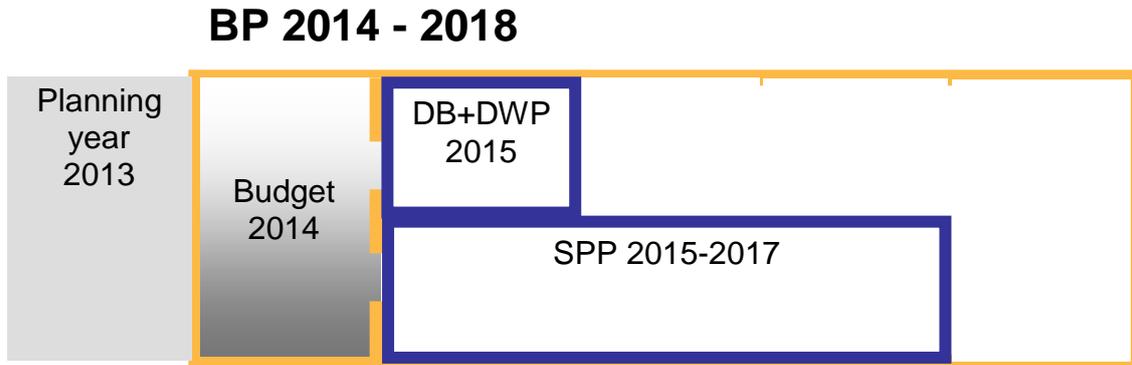
The MSPP is based on the Business Plan which is conceived to serve as framework for all other planning documents in the Agency.

DB: Draft Budget
DWP: Draft Work Programme
SPP: Staff Policy Plan

This document provides an assessment of the expected work-load and detailed resource requirements for the period 2015 to 2017. It uses as a starting basis the number of temporary posts(TA) agreed for EASA for 2014 during the conciliation meeting between the Commission, the Parliament and the Council on November 2013.

This number is 685 TA which is 7 posts more than proposed by the Commission and 7 posts less than approved in the 2013 establishment plan. These 7 posts are financed by fees and charges.

The Agency has estimated that the Aviation system will continue to grow in the coming years both in terms of passenger traffic and in terms of worldwide fleet growth. This estimation is based on various sources such as manufacturers market outlooks and IATA, ICAO and EUROCONTROL forecasts. The volume of the Agency's activities will broadly develop in line with the development of Industry and the following trends for EASA high level activities could be summarised as follows:

- Continued certification activity of aircraft design and derivatives and increased continuing airworthiness activity.
- Enhancement of EASA regulatory system and its promotion to new regions.
- Introduction of the new implementing rules for ATM and Aerodromes and alignment between SES regulatory framework and EASA Basic regulation following the SES recast currently underway (SES2+)
- Expected growing standardisation and accreditation activity following the new domains of the Basic Regulation – FCL, OPS (in particular Third Countries Operators), ATM and Aerodromes.
- Increased capacity to collect and analyse data in support of its activities.
- The Agency will need to have access to new expertise to cope with the new technologies and business models enabling increased performance and sustainability.

This number of posts requested for 2015 - 693 is significantly lower than the 742 proposed in the MSPP 2014-2016.

Own tasks and requirements – enlarged competencies:

(see also EASA's Business Plan 2014-2018)

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; coordination of the European Union programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using European Union airports; data collection, analysis and research to improve aviation safety. EASA took up successfully the challenge to set up an organisation able to provide a high level of services.

In addition, Regulation 216/2008 entered into force on 8 April 2008 and extended the competencies of the Agency to air operations, pilot licensing and authorisation of third country operators. In particular: Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 628/2013; Certification of foreign synthetic training devices, pilot training organisations and aero medical centres; Authorisation tasks linked to the Authorisation to third country operators.

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 align SES regulatory framework and EASA Basic regulation following the SES recast currently underway (SES2+)

The first and second extensions introduce new areas for certification (except for Airports). Consequently, the fees and charges regulation have been modified to take this into account.

2. STAFF POPULATION AND ITS EVOLUTION:

The EASA multi-annual Staff Policy Plan should be viewed in the light of the following principles and assumptions:

The salary increase of 2,7% has been reviewed in the light of the latest developments about the court case between the European Commission and the Council about the salary freeze for 2011 and 2012. The Court of Justice is expected to provide its judgement by the end of the first quarter 2014. This judgement is likely to be favourable to the European Commission as expressed by the Advocate General in September 2013. In the case of a positive judgment for the European Commission, the impact on the Agency will be a one-time payment of 3,5 Mio € in 2014. As a consequence the salary increase has been considered in the Business Plan 2014-2018 as follows:

Annual salary adjustment year 2014:	5,1%
salary adjustment & country coefficient	3,4%
seniority/step increase	2,1%
Promotion	0,6%
vacancy rate	(1,0)%

Overview of all categories of staff:

Staff population		Staff population actually filled in 31.12.2012	Staff population in EU Budget 2013	Staff population actually filled at 31.12.2013	Staff population in voted EU Budget 2014[1]	Staff population envisaged in Draft EU Budget 2015	Staff population envisaged in 2016	Staff population envisaged in 2017
Officials	AD	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	AST	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TA	AD	480	551	510	551	551	557	552
	AST	133	141	137	134	142	142	142
Total[2]		613	692	647	685[3]	693	699	698
CA GFIV		9.3	11	15.8	34	34	34	34
CA GF III		54	70	56.6	69	68	68	67
CA GF II		n/a	n/a	n/a	n/a	n/a	n/a	n/a
CA GFI		n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total CA[4]		63.3	81	72.4	103	102	102	101
SNE[5]		11.3	15	15.3	16	16	16	16
Structural service providers[6]								
TOTAL		687.6	788	734.7	804	811	817	815
External staff[7] for occasional replacement[8]		14.9		14.9	11	11	11	11

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[1] This is different from the business plan as explained in paragraph 1

[2] Posts

[3] Modifications envisaged in establishment plan 2014 in application of flexibility rule.

[4] FTE
[5] FTE
[6] **Service providers** are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE
[7] FTE
[8] For instance replacement due to maternity leave or long sick leave (so called "Interim staff") and the assistant in the Beijing office.

Establishment plan evolution 2013-2017[9]:

Category and grade	Establishment plan in EU Budget 2013		Modifications in 2013 in application of flexibility rule[1]		Establishment plan in voted EU Budget 2014		Modifications envisaged in establishment plan 2014 in application of flexibility rule[2]		Establishment plan in Draft EU Budget 2015		Establishment plan 2016		Establishment plan 2017	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16										0		0		0
AD 15		2				2		2		2		2		2
AD 14		14				14		14		20		26		32
AD 13		21				21		21		27		36		39
AD 12		37				37		42		56		60		71
AD 11		60				60		66		72		78		84
AD 10		84				84		89		95		101		105
AD 9		107				107		114		117		116		112
AD 8		100				100		90		83		75		66
AD 7		75				75		69		54		45		37
AD 6		46				46		33		23		17		8
AD 5		5				5		3		2		1		0
Total AD		**551**				**551**		**543**		**551**		**557**		**556**
AST 11		0				0		0		0		0		0
AST 10		0				0		0		0		0		0
AST 9		0				1		1		1		2		2
AST 8		2				4		3		5		7		8
AST 7		8				11		11		14		17		19
AST 6		19				23		23		26		28		31
AST 5		34				32		36		36		36		36
AST 4		31				28		28		26		24		23
AST 3		23				18		21		21		18		16
AST 2		20				15		16		11		9		6
AST 1		4				2		3		2		1		1
Total AST		**141**				**134**		**142**		**142**		**142**		**142**
TOTAL		**692**				**685**		**685**		**693**		**699**		**698**

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[9] In line with Article 38 of the EASA Financial Regulation the Agency is requesting a modification affecting the allocation of 64 posts between the grades (but not modifying the total number of posts) from the EP voted for 2014 (54 AD posts and 10 AST posts) to constitute an amended EP.

[2] In line with Article 38 of the EASA Financial Regulation, the Management Board may modify, under certain conditions, the Establishment Plan by in principle up to 10% if posts authorised, unless the Financial Rules of the body concerned allows for a different % rate.

3. ANNUAL STAFF-RELATED EXPENDITURE IN 2013, IN ABSOLUTE TERMS AND AS A PERCENTAGE OF THE OVERALL ADMINISTRATIVE EXPENDITURE:

The information requested in the below table can be found in other official documents (annual accounts, budget outturn, etc.), to which EASA refers for the sake of consistency.

	Executed budget 2013[10] per source of revenue			Executed budget 2013[11] broken down by titles			
	EU Budget (1)	Other sources[12] (2)	Total (3=1+2)	Title 1[13] (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6) (7=3)
Salaries & allowances (1)							
of which establishment plan posts (officials, TA) of which external personnel (CA, SNE and External staff for occasional replacement)							
of which structural service providers							
Other support/administrative expenditure (2)							
Expenditure related to staff recruitment							
Socio-medical infrastructure							
Training costs							
Mission costs							
Information and publishing							
Studies / Surveys / Consultations							
IT costs							
Experts costs							

[10] Final executed budget (in commitment appropriations) including carry-overs to 2014, EFTA and third and candidate countries contributions
[11] Ibid.
[12] Including i.e. fees, charges, industry associations and Member State contributions; if applicable please also specify below the table the sources of contribution
[13] The total of figures presented under columns "Title 1", "Title 2"and "Title 3" should add up and equal the execution on each title of the budget

Postage / telecommunications							
Translation and interpretation costs							
Meetings / Conferences / Receptions / Events							
Auditing and evaluation							
Running costs							
Rental of buildings and associated costs							
Research and Development / Innovation							
Movable property and associated costs							
Other (please specify)							
% share of salaries, allowances expenditure (1)/(2)							
Other operational costs (3)							

4. EASA ORGANISATION AND ORGANISATIONAL CHART 31.12.2013:
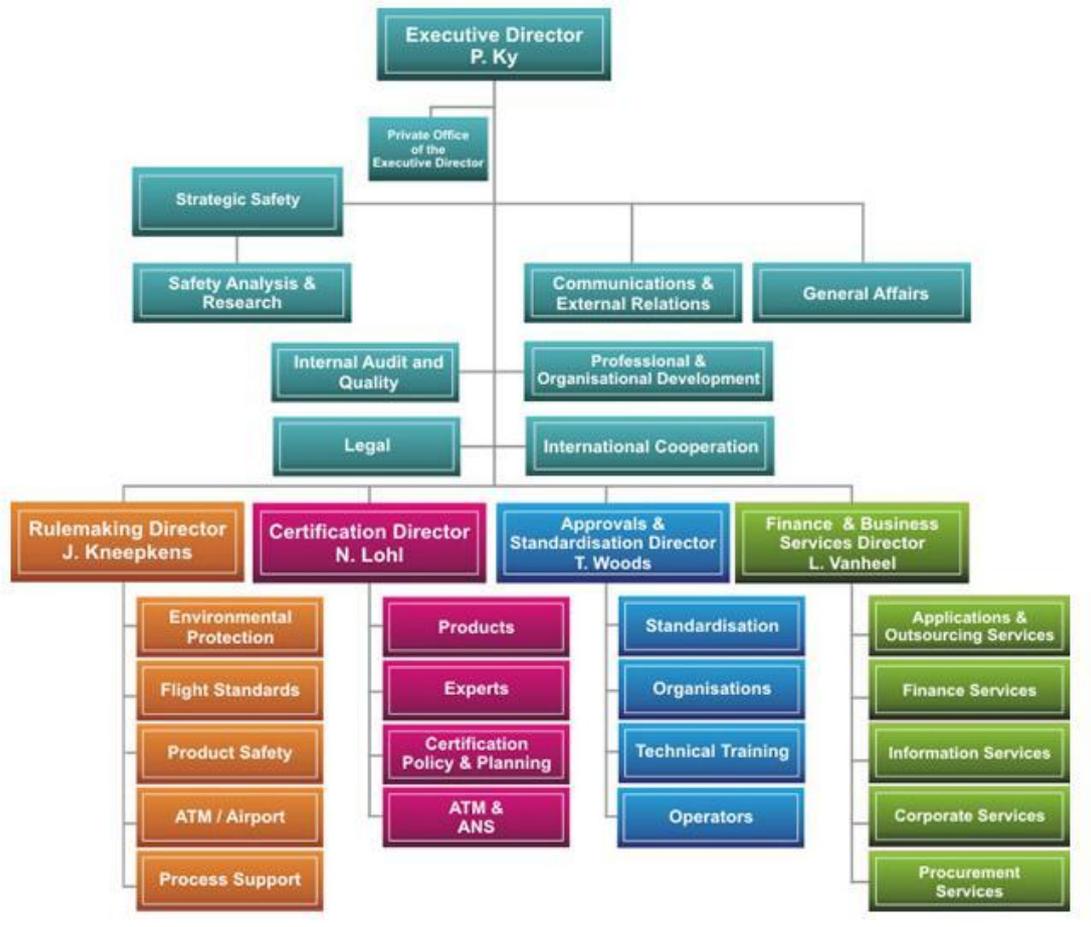
Information on the organisational structure down to department level, including the precise number of temporary agents, contract agents, seconded national experts and interims on 31/12/2013 can be found in Annex I.

5. OVERVIEW OF THE SITUATION OVER THE YEARS 2015-2017 (INCLUDING NEW TASKS AND GROWTH OF EXISTING TASKS):

(Consistent with EASA's Business Plan 2014-2018)

5.1 STRATEGIC SAFETY

In the first year of this planning cycle, the research programme will be limited to a study on in-flight icing. This is as a result of the budgetary constraints linked to the one-off salary payment. This will be revised in the light of the judgement of the Court of Justice on 2012 salary adjustment. The Agency will continue its efforts to have EU research funding re-directed towards aviation safety for pre-rulemaking research.

5.1.1 *European Aviation Safety Programme (EASP) and Plan (EASp)*

Successful continuous improvement is fundamental to achieving the highest common standard of civil aviation safety. In the Agency's first decade good progress has been made towards this goal. Nevertheless further improvements will become increasingly challenging at the same time as demonstrating greater efficiency. Thus there is a need for sound safety policy, planning and implementation. The European Aviation Safety Programme (EASP) and Plan (EASp) serve this purpose. The EASp, which closes the safety management loop by connecting the safety issues, identified at European level with action plans to mitigate underlying risks, will be reviewed annually and updated by the Agency.

Following the adoption of a Global Aviation Safety Plan (GASP) and the new ICAO Annex 19 in 2013, the European system will need to be aligned by 2015. An EASP/EASp review will be needed against a second version of ICAO Annex 19 by the end of 2017. This work will be done in partnership with the European States, the industry and those charged with aviation safety responsibilities worldwide. The Agency's annual safety reports will provide regular updates on progress achieved with respect to the EASp through measurement of reactive, proactive and the development of predictive safety indicators. This plan has the following strategic safety objectives:

- **Near-term objectives:** Improvements in the assessment of risk, measuring performance and the mechanism to coordinate the EASp with stakeholders;
- **Medium-term objective:** For all EASA States to achieve full implementation of EASP and safety management systems (SMS) to facilitate the proactive management of safety risks;
- **Long-term objective:** The implementation of predictive systems that will become integral to aviation systems of the future.

Facilitated by the Agency, the European Strategic Safety Initiative (ESSI) is a voluntary partnership bringing together aviation authorities, the industry and international partners. ESSI supports the EASP and works with the Regional Aviation Safety Groups (RASG) of ICAO. ESSI will further strengthen relationships with the international initiative and safety promotion work. The functions of safety analysis, reporting and exchange will provide an increasingly proactive approachwhile Research activities will continue to serve the Agency's specific knowledge needs. To advance a predictive capability work will explore the potential of Big Data analytics. Also, Human Factors activities and knowledge will

be reinforced. The Agency will react rapidly to accidents and serious incidents to ensure lessons learned are applied. Communicating safety information, including mandatory action will remain a priority.

5.1.2 *Safety Analysis & Reporting*
Acquiring and analysing data are vital parts of all safety management systems. The Agency's work is automated as far as practicable but the skills of an analyst can draw the maximum from data. The Network of Analysts (NoA) works with the EASp process to contribute determining the key aviation safety risks in Europe and also contribute to address them. The development of safety performance indicators is a dynamic work area in order to have a more efficient and effective monitoring of aviation safety. The Agency has increasing work with the Performance Review Board (PRB) with this aim in the ATM area. Paving the way for a risk based approach to safety through the aggregation of data and their analysis the Agency in cooperation with the Joint Research Centre (JRC) is enhancing the usability of the European Central Repository (ECR) reports and also makes available updated quality rules, workshops and training. Also, a major role continues to be played in the development of international aviation taxonomies.

A proposed new European legislative Regulation and framework for occurrence reporting will increase activities in the areas of the Network of Analysts, which reports to the Agency and the ECR. The Network of Analysts will in particular work on proposal to the European Commission for a common EU risk classification scheme. Growing safety management work together with this new legislative framework will significantly challenge the Agency's capacity. The Internal Occurrence Reporting System (IORS) continues to be expanded commensurate to the extension of the Agency's remit. Cooperation with National Aviation Authorities (NAAs) will further develop as well as the information to stakeholders. Improvements to tools, automated data capture capabilities and working methods will need to yield increased efficiencies from the use of European Coordination Centre for Accident and Incident Reporting Systems (ECCAIRS). Supporting the exchange of safety information, it will be imperative to have in place safeguards against the improper use of safety information. To this end, the Agency will continue with States and industry to further develop actions to ensure appropriate protection of safety information .

5.1.3 *Research & Human Factors*
The Agency develops, improves and maintains partnerships for selecting, conducting and sharing research[14]. Capability will continue to grow in research project management and improving planning and cooperation. The results of research funded by the Agency are published. The European Aviation Research Partnership Group (EARPG) will continue to provide a thematic programme to address the priority areas for safety and environmental research for consideration in the EASA Research Plan and National Plans. The three year EASA Research Plan is the baseline for the assignment of resources. These resources are an efficient medium-term investment to serve the Agency's specific knowledge needs. Given the budgetary evolution foreseen in the Multi-annual Financial Framework 2014-2020, the Agency will try to explore alternative means of financing and cooperation.

For the aviation safety and environmental protection topics, the Agency will have a unique role influencing the development of the Framework Programme Horizon 2020 including prioritisation and the monitoring of projects. The European Human

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[14] Basic Regulation Article 26

Factors Advisory Group (EHFAG) will continue to provide support to the Agency's Certification and Design, Continuing Airworthiness and OPS and Licensing activities. It will develop new capacities to support ATM/ANS activities.

5.1.4 *Safety Directives & Information*
A primary role of the Agency to ensure the continuing operational safety. A key means to achieve this objective is the utilisation of Airworthiness Directives (AD)[15] and Safety Information Bulletins (SIB). The portfolio of aviation safety related information externally provided will need to expand. As will the presentation, dissemination and coverage of the subject material.

The Agency will further develop Safety Directives & information publications (estimated to increase by a third by 2016) for the following reasons:

- Safety Information Bulletins (SIB) are increasingly used to address safety related issues in domains other than airworthiness, e.g. Operations, Flight Crew Licensing, ATM/ANS and Aerodromes;
- Operation Suitability Data (OSD) will require the issuance of specific Directives;
- Safety Directives for Operations as defined under (EC) No 216/2008 Article 22 are expected to start in 2014, as well as Safety Directives as envisaged by Article 13 of regulation (EC) No 1034/2011; and
- Safety Directives for Pan-European ATM/ATS are needed.

5.1.5 *Accident Investigation & Coordination*
The Agency will progressively develop working methods with the Safety Investigation Authorities and European Network of Civil Aviation Safety Investigation Authorities (ENCASIA). The Agency will work internationally to enhance cooperation, eliminating duplication of effort and in facilitating information sharing. This will include further developing the processes for Safety Recommendations follow-up and monitoring with the view to expand the sharing of information on Safety Recommendations of global concern. Stemming from the obligations of Regulations 996/2010 and the European Union's bilateral agreements, the Agency receives and processes notifications of accidents and serious incidents, comments on draft and final reports and answers questions and recommendations from a growing number of investigators from across the globe. In the planning period there is likely to be 1,000 official notifications per year. Responses range from notifications requiring significant coordination, expertise and engagement with safety investigators to others logged for future reference. From this will come approximately 120 draft and final reports for comment and action. Approximately 100 Safety Recommendations per year will be publically replied of which 70% may require some form of corrective measures.
The Agency has a key role in collecting investigation reports. Recognising the detailed information available, the Agency will develop its information mining and dissemination capacity. Safety management practitioners need to have easy access to aggregated information from investigation, have thematic filters and be reminded of safety principles learned from past experience.   In addition to work on accident recorder standards, the Agency facilitates European Flight Data Monitoring initiatives and provides guidance and expertise to support Member States Safety programmes.

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[15] The Publication of mandatory continuing airworthiness information (MCAI), issued in accordance with Regulation (EC) No 216/2008 Article 20.1(j) and Commission Regulation (EU) 748/2012 part 21.A3B, i.e. Airworthiness Directives (AD), Emergency Airworthiness Directives (EAD), and Proposed Airworthiness Directives (PAD).

5.2 REGULATION

Putting in place the Total System Approach (TSA). The general aim for the coming years is to develop an integrated set of aviation technical/safety regulations for all aviation domains through an integrated system approach. The TSA is based on the fact that the aviation system components- products, operators, crews, aerodromes, ATM,ANS, on the ground or in the air- are part of a single network. Uniformity is achieved by common implementing rules adopted by the Commission. The 'TSA" eliminates the risk of safety gaps or overlaps and seeks to avoid conflicting requirements and confused responsibilities. Regulations are interpreted and applied in a standardised manner and best practices are provided. At the same time, uniformity means to protect citizens and to provide a level playing field for the functioning of the internal market. Furthermore, it will allow for the realisation of increased interoperability of products and services. The "TSA" also streamlines the certification process and reduces the burden on regulated persons and organisations.

5.2.1 *The Main achievements and future challenges*

Regulatory action has to be justified and performed after a thorough analysis of the environment in which the regulator carries out its functions, as well as the challenges to be faced by the regulatory system in coming years. So far seven main challenges/priorities have been identified and are listed below.

- To prepare the ground for emerging large scale and interoperable technologies and business models resulting from Research Programmes but not limited to that (e.g. RPAS, SoA);
- To support standardisation (through industry standards) and interoperability requirements, including those at international level;
- To provide for level-playing field and to promote EU views and standards throughout the world and, thus, supporting the EU and Member States in the implementation of the EU external aviation policy;
- To respond to the demands from the European agenda for the completion of the Single European Sky (including civil-military co-operation and co-ordination) and deployment of modernised air traffic management infrastructure (SESAR);
- To implement the EASP/EASp and support the development of a Safety Management system at EU level that incorporates safety-performance targets and measurements;
- To review regulations with the aim to deliver more cost-effective, proportionate, practicable, consistent, easy to understand and easy to implement rules for stakeholders and Member States across all aviation domains; Further development total system approach and more performance based regulation;
- To update the Basic Regulation, to accommodate new EU policy developments (e.g. alignment of EASA and SES framework for more proportionate rulemaking for General Aviation), and to deliver outcomes which contribute to the objectives of the Basic Regulation for highest safety and environmental protection standards and the general principles laid down in the EU treaties (e.g. proportionality, subsidiarity, freedom of movement);

In the spring of 2013, the Agency started a discussion with the Member States and the Industry on the overall priority setting in Rulemaking for the coming ten years. To accommodate the above challenges while facing the overall reduction of resources and the availability of adequate staff. The seven challenges described above have been included in a discussion paper. The EC has, on a higher level, initiated a discussion on 'Modernising aviation safety policy'[16]. Both documents generated input which, together with the outcome of Article 62 evaluation from EASA, will be used in decision making on EASA's future activities, including the priorities for the regulatory activities.

5.2.2 *Production of new rules*
The better "regulation package" adopted in the Management Board meeting freezes the programme for two years: the programme has been re-assessed and that led to 34 projects being dropped and 67 being changed in terms of scope or timing. This will be further reviewed in 2015. This has allowed to focus on the change to basic regulation; the timely deployment of SESAR (e.g. Performance Based Navigation) or interoperability regulations; urgent safety and the maintenance of safety and environmental regulation. The implementation of the roadmap for General Aviation will achieve proportionate and risk based regulations for this activity.

5.2.3 *Support to rules*
The introduction of new rules has to be complemented with support to the implementation. Resources have been made available for that in the planning to assist the Member States and the other stakeholders during the implementation of the new regulations (including promotion of the new rules).

5.2.4
Coordination with ICAO and rule harmonization with third countries
In the coming years the participation in ICAO panels (such as the Committee on Aviation Environmental protection) and working groups to contribute to effective rulemaking 'upstream' will be rationalised. Harmonisation with the US and Canadian regulations is also a priority.

5.2.5 *Regulation related tasks*
Rulemaking staff will be more involved in Standardisation Inspections to maintain their knowledge and obtain direct feedback on the issues with implementing regulations. With regards to the provisions in the Basic Regulation, such as Article 14 and 22, will require a greater effort from the Rulemaking staff with the extensions to FCL, OPS, and ATM/ANS. This will inevitably impact on the priority in activities because of strict timelines we have to adhere to in respect to these requirements.

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[16] This document was presented first at an EU-DGCA meeting on July 3, 2013. It discussed safety rulemaking and the governance of safety policy. It was also discussed at the EASA committee on 11-12 July 2013. Below is an excerpt of the notes of the EASA Committee:

- The Commission and EASA presented two discussion papers on modernising aviation safety policy and future regulatory challenges. The Members of the Committee generally welcomed the notes and provided a number of comments. The Commission thanked the Members for their input and invited them to continue to develop ideas together. EASA noted that the new rulemaking program covers the 2014-2018 period. The Commission paper also has as objective to look beyond the immediate future and to reflect well in advance on what the next regulatory "generation" should look like. The Commission's intention is to work together closely with EASA on developing the future agenda further. For example, a single, coordinated paper from EASA and the Commission could be issued for public consultation during the first half of 2014.

It was further discussed at the ECAC/DGCA annual meeting early September 2013.

5.2.6 *Resource plan*
The Rulemaking workload is increasing with the extension of the remit of the Agency. We have approximately 15 sources that trigger rulemaking activities, varying from changes in the Basic Regulation to addressing Safety recommendations. Putting the Basic Regulations in place is a primary activity and the resources for this work are relatively easily to estimate. However for the Agency's obligations to the Basic Regulations (Article 14, Article 22), the workload is very difficult to predict because the workload depends on Member States and operators forwarding to EASA requests for information, explanation derogations, etc. Because of the legally binding requirements in dealing with these derogations that have a priority over normal rulemaking tasks; we will monitor carefully what the impact will be on Rulemaking resources in 2014.

Member States and Industry also demand from Rulemaking assistance in understanding the new regulations and this also requires, with the new extensions and regulations, our engagement in such activities. These activities are important in order to get the rules adequately implemented and used. These activities are booked as 'support to rules' and are partly initiated by ourselves but mainly initiated by external parties.

It has been indicated to Rulemaking that the number of staff will be flat for the coming years. This has meant that we have matched our work with the available resources.

At the same time we have indicated that there are certain unknown factors such as the work to be done for a timely SESAR deployment, the changes in the Basic Regulation which will most likely lead to re-prioritisation of the scheduled work.

In SES 2+ it is foreseen that EASA, including Rulemaking, could get extra resources in the ATM area but the timing is uncertain. Rulemaking will outsource certain tasks (soft law area), to NAA's, Industry and Eurocontrol. For the outsourcing we have a specific process in place but in all phases EASA maintains responsibility for these activities.

5.3 PRODUCT SAFETY OVERSIGHT

The activities in the field of Product Safety Oversight can be summarized under three main areas:
- Certification:
  - Airworthiness and environmental certification of aeronautical products, parts and appliances (IAW);
  - Qualification of non EU Flight Simulation Training Devices (FSTD).
- Continuing Airworthiness Oversight (CAW):
  - Review of available safety information (occurrence reports, safety recommendations, etc.);
  - Development and implementation of corrective actions and Safety Information e.g. Airworthiness Directives.
- Certification related services: MRB, OEB, Certification Support for Validation, Technical advice and Assistance upon request of Industry, Aviation Authorities or other public institutions.

Furthermore, Certification experts provide their support to other core activities of the Agency (internal "Cross Services") such as Organisations oversight (DOA), Rulemaking, International Cooperation and ANS/ATM activities. In addition, for management and support services of the Agency (internal "Technical Support Services") such as Technical Training and Research activities.

In Europe, the majority of product design activities takes place in an approved and controlled environment (approved Design Organisations) enabling the Agency to

rely to a large extent on findings and declarations by applicants. The level of the Agency's technical involvement in compliance verification is based on risks and defined on a case by case basis during the establishment and formal acceptance of the individual certification programmes.

In the absence of approved Design Organisations for products designed outside the EU, the Agency's policy is to rely to a maximum extent on the foreign certification system. Similar to the DOA concept for European products, Bilateral Aviation Safety Agreement (BASA) concluded under the competence of the EU Commission effectively allow limiting the technical involvement of the Agency and may include provisions for automatic acceptance of certain foreign approvals. In the absence of formal Agreements the necessary level of technical involvement and related workload is considerably higher. This is even more significant for subsequent post TC activities, including the continuing airworthiness oversight.

5.3.1 *The main achievements and future challenges*

The Certification activity has developed successfully over the past years, both in terms of staffing and from an organisational point of view: highly qualified experts have been recruited (mainly from NAAs and to a growing extent also from Industry), working methods and policies have been well established, an ISO-certified Quality Documentation System is in place, and stable relations with private and public stakeholders exist. However, the Agency is faced with numerous challenges that need to be considered for the Business Plan period 2014-2018. At the time of writing the estimated workload is based on the available information, however it must be noted that in case of significant deviations due to revised plans from the applicants (i.e. new applications or delays in current projects) or unforeseen in-service difficulties, the overall working plan must be reassessed considering the internal and external resources available.

5.3.1.1 *Initial Airworthiness*
In the area of Initial Airworthiness, the main challenges result from an increase of projects from countries with whom no formal safety Agreements exist (China, Japan, Russia, India), a constant growth of the technical complexity of new aircraft types and the ever higher expectations with regards to the environmental impact of aircraft and engines. In addition, new requirements for approval of Operational Suitability Data (including Minimum Syllabi for Pilot Type Rating Training, Minimum Syllabi for Maintenance Certifying Staff Type Training, Minimum Syllabi for Cabin Crew Type Rating Training, Approval of MMEL, Approval of Reference data for FSTD) as part of the TC process will create additional workload.

5.3.1.2 *Continuing Airworthiness*
For Continuing Airworthiness the required workload will increase in line with a growing number of occurrences reported to EASA, mainly resulting from new aircraft types entering into operation and a permanent growth in air traffic, but also from the development of EASA as one of the leading aviation safety authorities. Furthermore, the full implementation of the OSD concept and a new Occurrence Reporting Regulation which is currently under negotiation will increase the amount of occurrence data available to the Agency and, consequently, the workload. The main challenge for EASA will be to have sufficient resources available (Internal and external) and to optimise their use for in-depth analysis and follow-up of all incoming information in order to correct potential unsafe conditions and thus prevent incidents or accidents.

5.3.1.3 *Product Safety Oversight related services*
Concerning product safety oversight related services to external stakeholders, EASA is increasingly recognised world-wide as a centre of expertise and is expected to play an even greater role in the future. The main challenge for EASA will be to constantly meet these expectations and to further strengthen its reputation as a leading regulator at a global level.
As far as expertise for other internal core and support processes is concerned, the Certification workload is expected to grow in line with these activities. Future challenges will be the enhancement of the IORS to cover all reporting related to the new remits and the potential adoption of the SES2+ concept with ATM systems and equipment subject to certification, which may significantly increase the workload (not foreseen in the resource planning). Above all, the big challenge will be to generate the required funding (i.e. the right level of income to cover all costs and to maintain the right level of technical involvement) and to attract and develop a sufficient level of human resources and expertise.

5.3.2 *Resource plan*
The Agency's total workload in Product Safety Oversight and related activities over the Business Plan period is triggered by its estimated technical involvement per project. Whilst the workload related to the initial type-certification (IAW) is forecasted to slightly increase during 2014 and then remain stable, continuing airworthiness activities will further increase due to reasons described above. A part of the estimated workload will be outsourced to NAAs and Qualified Entities (QEs) under consideration of the following principles:

- Both, EASA and NAA should have the necessary internal staff to perform the activities assigned to them according to the Basic Regulation. Outsourcing should then be used as an additional means to gain access to supplementary resources, whenever needed;
- In all cases, EASA should have full control of the outsourced activities, from technical, managerial and financial points of view;

- A risk based approach should be followed and tasks related to high risks (safety/ commercial/political risks) should always be performed by EASA staff;
- Project management should be done as far as possible by EASA staff;
- Outsourcing to a significant extent is a viable solution where NAAs and QEs have sufficient expertise due to the execution of own responsibilities (e.g.: Approval of Part-145 and Production Organisations, MRB, ATM);
- Outsourcing should also be considered if proximity to the applicant may help to mitigate potential language and/or cultural issues for very small organisations.

Technical workload (in hours)						
Activity	2012 (Actual)	2014	2015	2016	2017	2018
Certification (Initial Airworthiness)	139,916	158,708	156,458	156,976	157,428	157,428
Certification	*130,917*	*145,309*	*145,310*	*145,310*	*145,310*	*145,310*
Qualification of FSTD	*8,998*	*13,399*	*11,148*	*11,666*	*12,118*	*12,118*
Continuing Airworthiness (CAW)	53,380	76,400	78,500	80,000	81,500	82,800
Certification related services:	34,571	53,734	52,290	50,890	49,490	46,590
MRB	*18,512*	*22,000*	*20,550*	*19,150*	*17,750*	*14,850*
Related services to external stakeholders	*3,896*	*5,100*	*5,100*	*5,100*	*5,100*	*5,100*
OEB* (incl. future OSD mandatory activities and services upon request of industry)	*12,163*	*26,634*	*26,640*	*26,640*	*26,640*	*26,640*
Total Product Safety Oversight workload	227,867	288,842	287,248	287,866	288,418	286,818
Internal Workload	**169,591**	227,879	230,984	232,927	234,879	236,179
External Workload	**58,276**	60,963	56,265	54,940	53,540	50,640
Internalization rate	74%	79%	80%	81%	81%	82%

* 2012 OEB Actual value doesn't include
NAAs working hours.

5.4 ORGANISATION APPROVALS

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned. In addition, with the first extension of the remit, the activities include the approval and oversight of Flight Crew Licensing organisations located outside the territory of an EASA Member States.

With the second extension of the remit to ATM/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.

5.4.1 *The main achievements and future challenges*

The organisation approvals activity is mature, applying a solid working approach supported by highly qualified experts and well established working methods. Even though the number of organisations under surveillance for the earlier activities (DOA, POA and CAO) is in general terms stable, with some minor natural increases (e.g. approvals of 145 and 147 organisations), a change in the rule, i.e. the introduction of OSD under DOA will generate additional activities in Design Organisations.

In addition to the core activities, there will be a specific focus on initiating SMS implementation in CAO and POA taking into account the outcome of the relevant NPAs. SMS implementation will be a major activity in the FCLOA domain due to the fact that FCL SMS implementation is already integrated in FCL ARA and ORA. The ATM/ANS domain will be further consolidated. From a resources point of view a special note needs to be made regarding the Continuing Airworthiness Organisations activity.

The CAO Section is responsible for approving Continuing Airworthiness Organisations outside Europe. Its outsourcing policy currently relies on a low internalisation rate to allow the NAAs to continue to maintain their competencies in these fields, as they are responsible for implementing the CAO approvals for companies which principal place of business in located in their territories. However, experience with such a low internalisation rate, relying only on a small number of providers, has shown that the Agency could be put in a situation where it becomes increasingly difficult to manage the oversight of organisations EASA is responsible for.

Therefore, in order to increase the internal readiness capability and to mitigate the risk related to external providers defaulting or not being able to provide adequate resources, the Agency will increase its internalisation rate gradually, to reach an outsourcing level of 40% and at the same time to reduce the work share allocated to one single provider to no more than 20%. In order to achieve this objective the section should grow by 9 staff over the period 2012-2014, primarily covering the increases in activity mentioned above.

5.4.2 *Resource plan*

In light of a stable base of applicants, the focus of the management is mainly on achieving higher efficiency and further developing the new activities. The workload and the related outsourcing policy are summarised in the following table:

Technical workload (in hours)						
Activity	**2012 (Actual)**	**2014**	**2015**	**2016**	**2017**	**2018**
EASA Design Organisation Approval	28,674	32,312	31,934	32,249	32,438	32,751
EASA Foreign Part 145 Approval	21,447	23,263	23,865	24,368	24,870	25,371
EASA Foreign Part 147 Approval	3,258	3,881	3,873	4,034	4,196	4,357
EASA POA Approval	9,963	12,754	13,541	14,335	14,791	15,212
EASA Export Certificate of						

AW	2,111	3,105	3,105	3,220	3,335	3,450
ATM/ANS Service Provider Organisation	917	4,182	2,280	2,280	2,280	2,280
Part - ORA ATO Approval	390	8,565	8,565	8,565	8,565	8,565
EASA Approval for AP to DOA	491	715	725	735	745	756
Changes to EASA DOA[17]	1,136	-	-	-	-	-
Other	2,318	3,214	3,483	3,763	4,018	4,241
Total Project workload	**70,704**	**91,991**	**91,370**	**93,549**	**95,237**	**96,982**
Internal workload	40,017	57,105	56,423	57,965	58,965	59,983
External workload	30,687	34,886	34,947	35,585	36,272	36,998
Internalisation Rate	**57%**	**62%**	**62%**	**62%**	**62%**	**62%**
Preparatory technical workload	54,588	35,000	35,000	35,000	35,000	35,000
Total Organisational Approvals workload	**125,292**	**126,991**	**126,370**	**128,549**	**130,237**	**131,982**

5.5 INSPECTIONS OF MEMBER STATES

5.5.1 *Standardisation*

In line with its standardisation strategy, based on three pillars:

- Regulatory compliance verification (Re-active standardisation);
- Pro-active standardisation;
- Regulatory feedback (impact assessment according to BR Art. 24(3)).

The Agency conducts "standardisation activities" as tasks identified in the activities table in the most balanced way. The aim of activities is not only to check whether the Competent Authorities are implementing EU regulations correctly, but to contribute to raising safety standards in line with the objectives of the EASA system as a whole. The new Standardisation Regulation (Regulation (EU) No 628/2013) introduces the concept of Continuous Monitoring Approach (CMA), which represents a fundamental change in the way the Agency will monitor the application by Competent Authorities of the common rules in the field of civil aviation.

The main CMA objective is to transition from a system of regular compliance inspections which are planned and performed regardless of the identified issues to a prioritised conduct of inspections with more risk and performance oriented approach.

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[17] Changes to DOA" are now part of the "EASA Design Organisational Approval" total.

5.5.2 The main achievements and future challenges for Standardisation

Both the geographical (more countries) and technical (additional implementing rules) scope continue to grow, while at the same time resources will remain stable. Against this background, standardisation as a whole will face several challenges in the upcoming BP period 2014 to 2018, such as:

- The development and implementation of a risk-based Continuous Monitoring Approach (CMA) including a major revision of the current working methods to conduct standardisation inspections;
- Increased cooperation and integration with the ICAO USOAP CMA;
- The need to provide to EASA's stakeholders with a "holistic" view of the safety oversight capabilities and safety performance results of Competent Authorities at Country level;
- The impact of the recently adopted and upcoming EU Implementing Rules in several domains (Aircrew first, then Air Operations, then Aerodromes), and its consequence in terms of workload;
- Coping with the introduction of the Safety Management Systems to both the aviation industry and Member States including the European Aviation Safety Programme and Plan;
- The expected increase in volume of international standardisation activities, due to the implementation of new BASAs and the enlargement of scope of the existing ones.

The new EASA CMA will allow the Agency to allocate its available resources in a targeted and proportionate manner, thus ensuring the best possible efficiency and avoiding undue auditing burdens on the Member States' Competent Authorities. The envisaged cooperation/integration of the EASA standardisation activities and the ICAO USOAP audits will require further efforts in all domains. Standardisation will also continue to support DG MOVE (in conducting assessments aimed at verifying the state of implementation of Aviation Regulations in Countries having signed agreements in the field of civil aviation with the European Union (subject to the availability of resources). Furthermore, each standardisation domain will face several specific challenges, as follows:

5.5.2.1 *Air Operations / Aircrew (OPS, FCL, MED, FSTD)*
In the domain of Aircrew the new EU Implementing Rules were already put in place, covering all scopes of FCL, MED, and FSTD. In the domain of Air Operations, the initial set of the new Implementing Rules was adopted for CAT and special operations. Depending on the applicability dates of the new Implementing Rules and related transition periods, the new rules have replaced or will supersede previous content.

The scope of standardisation inspections will be significantly extended when the complete set of EU IRs becomes fully applicable, as:

- The new Air Operations Regulations will soon cover all types of aircraft and air operations (including non-commercial activities NCO and NCC, new areas of CAT operations, additional types of special approvals SPA and specialised operations SPO) previously regulated only at national level, whereas EU-OPS and JAR-OPS 3 only covered Commercial Air Transport (CAT) with aeroplanes and helicopters;

- New Implementing Rules introducing the Operational Suitability Data (OSD) and Standardised European Rules of the Air (SERA) will have additional impact on scope of standardisation activities;

- The new Aircrew Regulations cover additional activities and licences which previously were regulated only at national level (e.g. LPL, Balloons, Sailplanes, etc.);

- The scope of FSTD standardisation is extended from Full Flight Simulators to all Synthetic Training Devices (FFS, FTDs, FNPTs);

- The Aircrew Regulations related Implementation plans and Conversion reports developed by the Competent Authorities have to be assessed and their implementation monitored.

5.5.2.2 *ATM/ANS*
EASA started to perform standardisation inspections in this field in January 2012. Hence, the first priority in the upcoming years will be to complete a full cycle of standardisation inspections in order to establish a consistent "baseline" for implementation of the CMA concept. The domain of ATM/ANS is also committed to support specific activities stemming from the SES regulations (e.g. Regulation (EU) 691/2010). This includes the following tasks: verification of Safety KPIs, review of performance reports, review of PRB safety recommendations, NCP Safety Oversight WG and SES Implementation Reports Analysis. Impact on the workload in this domain can be expected by the adoption of new Implementing Rules and the issue of next generation set of ATM/ANS Implementing Rules in the format of authority, organisation and technical requirements. In addition to the regular inspections at State level, Standardisation will also monitor the implementation of the rules at the Functional Airspace Block (FAB) level. This will lead to additional coordination efforts of inspection activities across the respective FAB Member States.

5.5.2.3 *Aerodromes*
In the domain of aerodromes, unlike in all other fields of civil aviation, there has been no European standardisation process to build upon. The introduction of a standardisation system will be challenging and will require extensive preparatory work, both on the part of EASA and Competent Authorities. "Aerodromes" is a new subject to standardisation inspection process, introduction of standardisation activities will require at least one full round of comprehensive standardisation inspections in the first 3 consecutive years to obtain enough business intelligence

to allow the Agency to further build upon with the Continuous Monitoring Approach (CMA). This will require an estimated 10 FTE.

Currently there is neither a sufficient number of posts nor the necessary expertise available in standardisation to expand activities to the new field of aerodromes. The turn-over of resources in standardisation is not high enough to reserve the necessary number of posts. Therefore, the Agency should seek to redeploy resources to build the aerodrome standardisation capability.

Having regard to the schedule of the Implementing Rules adoption and their intended applicability dates with the possible transition, the initial preparatory activities should start already in 2014 and continue as intensive development tasks in 2015 and 2016, to enable the domain to start with the conduct of full systematic scope of standardisation inspections at latest in 2017.

5.5.2.4 *Airworthiness*

In this field, the standardisation inspection process is well established and mature. However, permanently introduced minor and major changes to the existing regulatory material will have to be adequately addressed by the standardisation inspections. In addition to the general challenges mentioned above, Standardisation in this area will have to continue to support Accreditation audits in the next years.

5.5.3 *Accreditation*

The accreditation activity is a prerequisite for the allocation of tasks to NAAs or Qualified Entities (QEs) – EASA Contracted Service Providers (CSP). It involves the performance of accreditation audits of CSPs in order to assess their capability for carrying out certification tasks on behalf of the Agency.

The risk based approach will be gradually implemented in accreditation which will lead to more focused audits, based on identified risks, what should reduce the scope, audit team size and duration of audits with the positive consequences of total savings regardless the number of audits(being focused to the identified risks may require even more audits but of a shrank nature with regard to the scope , team size and duration). This activity is covered by the revenue of fees and charges, as it is a support activity in the award of outsourcing contracts.

5.6 OPERATORS

5.6.1 *Ramp inspection programmes (SAFA/SACA)*

The Agency coordinates the EU Ramp Inspection programmes (SAFA/SACA). This activity was inherited from the JAA on 1st January 2007. To achieve the pan European objective of SAFA, specific working arrangements have been signed with non EASA Member States. During the 2014 to 2018 period, efforts will continue towards improving the data quality and enhance the overall analysis and harmonization of the programme. The new Basic Regulation (EC) 216/2008 places an obligation on Member States to perform ramp inspections on all aircraft, therefore extending the scope of the current SAFA Programme (from third-country aircraft to all aircraft).

Subsequent Implementing Rules have been published in 2012 (also repealing the current legislative framework) and subject to certain opt-out provisions will enter into force in 2014. The programme development will be centred on the following axis:

- Consolidation of ramp inspection on third country aircraft (SAFA) programme and further integration with the TCO process;
- Development and implementation of the ramp inspection programme on EASA aircraft (SACA) and subsequent: Integration of SACA results

within the cooperative oversight process and standardisation/CMA process;

- Standardisation of the SAFA Participating States;
- Incorporation in the SAFA Programme of strategic non-European partners;
- Technical evaluation of SAFA Training Organisations (new task);
- Support to the European Commission in the context of the safety list.

5.6.2 *Third Country Operators*

The Third Country Operators activity will be performed by issuing authorisations to Third Country Operators wishing to fly to the EASA states. Following the approval of the Implementing Regulation in the EASA Committee in July 2013, it is expected that the regulation will enter into force in January 2014. The following deadline will apply: The phase-in period to complete the authorisations for carriers eligible for transition rights ends 30 months after the date of entry into force of the regulation. Any operator not authorised by the Agency at this time cannot continue to operate until the issuance of the authorisation.

The decision has been taken at the Commission level that this new Agency task and the necessary resources shall be covered by the subsidy and not Fees and Charges income.

In the meantime, substantial effort has been made to ensure that in preparation for this new activity the necessary tools and procedures are in place when the regulation becomes applicable. In 2011, EASA launched the development of the TCO database which will be ready for use at the entry into force of the Implementing Regulation. The TCO IT-tool will facilitate communication with approximately 850 external applicants allowing them to update core data and upload supporting documentation; furthermore the TCO IT-tool will facilitate the risk analysis for the applicants.

5.7 INTERNATIONAL COOPERATION

The general activity is focused on two strategic fields: (i) continuously improving cooperation with ICAO; and (ii) enhancing external relations (the focus remains on implementing / maintaining existing bilateral agreements/arrangements and supporting negotiation of new bilateral agreements or new annexes to these BASAs).

The key milestones expected over the course of this planning cycle are:

- Strengthen the interface activities with ICAO, in close cooperation with the Commission. A special focus will be on the implementation of the ICAO Universal Safety Oversight Audit Programme (USOAP)/ Continuous Monitoring Approach (CMA) with the Member States;
- Continue the implementation of the agreements with US and Canada. Start the implementation of the agreement with Brazil as the ratification process has now been Support the Commission in the negotiation of new Bilateral Agreements;
- Support the European Commission in its negotiation of new annexes to the Agreement with the US and Canada, and later with Brazil;
- Strengthen relations with the US, Canadian and Chinese authorities and with ICAO, through the EASA representatives; reinforce existing EASA representations and explore the possibility for opening new EASA external representations in key regions;
- Develop and/or negotiate working arrangements to support the certification exercises and the export of European products.

Due to the limited resources, some of these activities may be at risk or significantly delayed. However as the Department has been transferred into the

Executive Directorate, some of the horizontal activities will be dealt with centrally by the Agreements and Representation section in order to increase the efficiency.

The technical activity is focused on four strategic fields: (i) Support to the EU Civil Aviation Cooperation projects, in particular the CAA subject to Regulation (EC) No 2111/2005; (ii) the Regional strategy; and (iii) the EASA International Cooperation Forum (ICF).

The key milestones expected over the course of this planning cycle are:

- Technical Assistance missions to CAAs subject to Regulation (EC) No 2111/2005 in order to support them to meet their international requirements. A dedicated focus could be on several countries in Latin America where the SAFA rates are high;

- Support to the EU Civil Aviation Cooperation Projects directly contracted by the Commission to EASA such as the Mediterranean Aviation Safety Coordination (MASC) Programme and its foreseen successor, the TRACECA (Central Asia) and its foreseen successor, the IPA Programme (Western Balkans) and its foreseen successor, the AATIP Programme (South-East Asia), and the CEMAC Programme (Sub-Saharan Africa);

- Support to the Regional Organisations such as SARI (South Asia), ACSA (Central America), UEMOA and CASSOA (Africa); involvement in ICAO COSCAP Programmes such as the Gulf States;

- Strengthening the cooperation between ICAO COSCAP Programmes and EU initiatives in Africa and Asia in order to avoid duplication of efforts;

- Support to the countries making use of EU regulations through the ICF: coordination of the ICF network of focal points and of activities; Organisation in 2014, 2015 and 2017 (every 18 months) of the plenary ICF Conference;

- Further develop synergies in the domain of Training with what already exists in the Agency (International Cooperation, Technical Training and Professional and Organisational Development).

Most of these activities have ear-marked funds and the needed financial and administrative assistants are directly paid by the relevant projects. This approach will be further developed and the section will continue to actively develop its technical assistance activity with the DG-MOVE, DG-DEVCO, DG-ENLARG and the EU delegations (EEAS). In order to more efficiently fulfil its objectives the technical cooperation section has completely revised its working methods and internal organisation. The results of this exercise will be continuously assessed over the coming years.

5.8 SUPPORT ACTIVITIES

The main challenges and activities for the planning period are:

5.8.1 *Application and Outsourcing Services:*

- Complete the implementation of the revised Fees & Charges Regulation including new tariffs to ensure sufficient revenue and improve cost reflectivity for F&C activities;
- Roll out and further extend the web-portal enabling applicants to prepare and dispatch online-applications and to autonomously manage certain customer master data;
- Implement administrative procedures for applications related to OSD and TCO;
- Further enhance the efficiency of applications management, certification outsourcing and applicants invoicing through improved and simplified processes and automation where possible.

5.8.2 *Finance Services:*
- Maintain a high level of error free transactions rate and full compliance with the Financial Regulation in particular by absorbing the increase of activity linked to new tasks;
- Further strengthen the financial planning and performance function through better integration of the working methods with the EASA operational activities;
- Support the Agency management through careful monitoring of the Agency's revenues and costs in order to ensure a balanced situation at the end of the year.

5.8.3 *Information services:*
- Integrate existing applications and further extend where required: HR-Systems, Standardisation Systems, ERP (project management, flexible time management, applicant access through web portal), Document Management System, Occurrence databases, new Agency tasks, notably TCO. All IT activates will be performed to take into account the principles of efficiency and value for money.

5.8.4 *Corporate Services:*
- Complete fit out, of new Headquarters Neue Direktion in mid-2016, establish new facility management and building services at Neue Direktion;
- Settle dispute with landlord of KölnTriangle and prepare the Agency transfer to the new building;
- Reduce workload and processing time for travel reservations and expense claims and increase time investment in cost reduction and traveller assistance activities;
- Manage the Information Management Programme to achieve the defined strategic objectives, including the roll out of a document and records management system across the Agency.

5.8.5 *Procurement Services:*
- Develop a professional, properly staffed centralised Procurement department in order to implement a standardised and efficient system for low value procurement as well as to maintain a high quality and effective service for high value procurement;
- Implement and standardise improved contract and supplier management practices throughout the Agency;
- Prepare renewal of certification & standardisation outsourcing contracts in 2017 and ensure adequate and optimal coverage of all relevant activities in mid/long term perspective.

5.8.6 *Communications:*
The Communications Department is responsible for the external and internal communication. The objective is to raise the visibility and protect the reputation of EASA as the centrepiece of the strategy of the European Union for aviation safety.
- Internally, the Department aims at creating a communication culture within the Agency, which will provide relevant information and messages to staff, facilitates bottom-up communication and intends to support the managers in their communication with their staff.

- Externally, the activities of the department include media relations, online and digital communication, publications, events, regular contacts with the communication services of the National Aviation Authorities of Europe, regulators worldwide, accident investigators, the aviation industry, the EU institutions and other partner organizations.
- The department will continue to coordinate the community relations in the Cologne region and the communication response plan to emergency situations.

5.8.8 *Professional and Organisational Development/ Human Resources:*

In addition to the normal operational activities (e.g. appraisal and reclassification, recruitment, traineeship campaigns, etc.), the main highlights for Human Resources may be described as follows:

- Implementation of the new Staff Regulations/CEOS as of 1 January 2014 which will encompass the review, monitoring and implementation of the Art. 110 of the SR;
- Revision, development and implementation of implementing rules to the SR/CEOS which shall be applied in derogation to the Commission's implementing rules;
- Fostering further the cooperation and coordination with DGHR and PMO;
- Implementation of the EASA values developed in 2013;
- Further improvement/ optimisation of the recruitment procedures;
- Contribute to the development and fostering the Agency's image as an employer of choice in times when aviation careers are less attractive than before;
- Implementation of the two main foundations for our work: competency model and job evaluation which are supporting competency gap analyses, recruitment processes, appraisal processes, matrix management and development activities;
- Development and implementation of revised appraisal and reclassification policies taking into account the revised staff regulations and the implementing rules adopted by the Commission;
- Development of general training with particular emphasis on management training and high level training;
- Development and implementation of a policy for temporary exchanges with Authorities and Industry;
- Development and implementation of a policy for talent management including development centres;
- Development and implementation of a mobility policy.

5.8.9 *Internal Audit & Quality:*

- Ensuring the renewal and maintenance of the ISO9001:2008 and IFACI certificates through surveillance audits;
- Ensuring the continual improvement of the EASA Integrated Management System, the implementation of the annual Audit Programme and the realisation of the annual risk assessment;

5.8.10 *Legal:*
The goal of the department is to develop a strong EASA legal function to support (future) key EASA responsibilities, specifically:

- Standardisation with the implementation on the first extension rules (OPS and FCL);
- Rulemaking with the development of the second extension rules (ATM and ADR) and with SoA and RPAS;
- Enforcement: execute the implemented fines and penalties system under article 25 BR;
- Preparing and guiding the Agency for proper reactions and actions in the aftermath of aviation accidents;
- Defending EASA in front of the Civil Service Tribunal and General Court.
- Providing Legal Training and Legal Awareness across the Agency;
- Organisation (bi-) annually of an international air law conference, involving key air law experts from the various regions in the world.

Build an efficient legal function, through re-prioritising its task through a risk based approach, specifically

- Re-prioritising work to focus on the real legal tasks ("risk based approach");
- Streamlining processes in order to gain further efficiency; Expand knowledge of Legal advisers;
- Improving knowledge management and knowledge sharing.

5.8.11 *Technical Training:*

Today, the Agency's original mandate covering Initial and Continuing Airworthiness (IAW-CAW) tasks, has been expanded to Aircrew, Operations, Air Traffic Management/Air Navigation Services and Aerodromes. The Agency is also experiencing a formidable growth of interaction towards Industry and the Academic world. The shrinking of the pool of expertise in many aviation-related disciplines is the driving force behind this. In addition, the Agency's international activities are steadily growing as well, with a higher number of foreign authorities requesting training. These developments have expanded the customer base for Technical Training. To face these challenges, Technical Training needs to achieve and maintain, using best industry practices and all available tools, a high level of competency for each staff member in accordance with the duties and responsibilities assigned by the Agency, while remaining current on latest developments in aviation and in order to ensure the necessary technical expertise to carry out EASA's core activities.

Key objectives for Technical Training are:

- Support of effective Agency functioning through the provision of correct and appropriate knowledge and understanding to all staff;
- Achieving and improving individuals' competencies so that each staff member can contribute optimally to EASA's mission and goals;
- Enabling personal and professional development;
- Support all EASA's stakeholders through training activities;
- Promote EASA's interpretation of applicable rules through best practices and most advanced technologies for training.

5.9 EFFICIENCY GAINS

The General and Administrative costs (G&A) evolution shows a decrease as a percentage of the overall costs from 19.4% in 2013 to 16.9% in 2018, despite that EASA is an Agency with new tasks. Other examples of efficiency gains are obtained

by improving our IT tools to allow for more automated work (e.g. IORS tool, HR tools). The Agency will continue its effort to achieve further efficiency gains by improving its structure.

5.10 DECREASE OF EXISTING TASKS

- The EASA better Regulation Package has been adopted by the Management Board in December 2013.
- In the first year of this planning cycle, the research programme will be limited to a study on in-flight icing. This is as a result of the budgetary constraints linked to the one-off salary payment. The Agency will continue its efforts to have EU research funding re-directed towards aviation safety for pre-rulemaking research.

5.11 REDEPLOYMENT OF RESOURCES IN VIEW OF BUDGETARY CONSTRAINTS

The Agency presented to the Management Board in December principles for a re-organisation that will allow developing synergies between Directorates.

5.12 GENERAL CONCLUSIONS

The paragraphs 5.1 to 5.8 describe aspirations and challenges. It will not be possible to satisfy all requests with 685 posts in 2014 compared to the previous estimate of 735. Using 685 posts as a starting basis and taking into account that only posts to be financed by fees and charges can be used, Annex II details how the 7 extra posts could be used if the budget becomes available. They would be used for data collection and analysis, aircraft certification and organisation approvals. Rulemaking and Finance directorates would decrease slightly after 2015.

It is important to note that these orientations based on an increase of fees and charges posts does not provide a solution for the needed personnel for standardisation inspections of aerodromes.

The evolution after 2014 is driven by three factors: 1.A moderate increase in certification to take into account market demand, the priority to Continuing Airworthiness and OSD 2. The implementation of the TCO rules and 3. The required reduction in subsidy posts after 2015. In order to cope with market demand the focus will be on acquiring new expertise needed due to the technological progress.

Further details are provided in Annex II in particular for the evolution after 2014.

6 GENERAL PRESENTATION OF THE STAFF POLICY FOLLOWED BY EASA.

6.1 *Recruitment Policy*

See **Annex III** "General Presentation of the staff policy followed by EASA" attached.

a. *Structural service providers[18]*

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[18] NB Structural service providers are not employed by the agency.

Structural service providers in EASA can be found in the areas: reception and IT consultants for special IT projects (SAP, HR applications and the like). They are contracted through an open tender procedure which leads to the conclusion of a standard framework contract of 1 year, maximum 3 times extendable (maximum of a 4 years duration).

6.2 *Benchmarking of the key functions in the agencies* Note: In the table below, all parts in *italic* are included in the MSPP template distributed to all agencies by DG HR of the Commission.

The new Staff Regulations applicable on 01.01.2014 introduces a new category AST/SC. This new category has not yet been taken into account in this MSPP as the new deadlines relative to MSPP presentation to the Commission did not allow to identify and implement such concept. The AST/SC will be introduced in the next MSPP

Key functions (examples)	*Type of contract (official, TA or CA)*	*Function group, grade of recruitment (or bottom of the brackets if published in brackets)*	*Indication whether the function is dedicated to administration support or policy (operational)*
CORE FUNCTIONS			
Director	Temporary Agent Level 2	AD14	Depending on the Directorate: operational in the Aviation area, support in the Administrative area, e.g.: Finance and Business Services Director (support); Certification Director (operational)
Head of Department (please identify which level in the structure it corresponds to taking the Director as level 1)	Temporary Agent Level 3	AD 9 – AD12 (depending on complexity, size, responsibilities of the Department)	Depending on the Department: operational in the Aviation area, support in the Administrative area, e.g.: Head of Finance (support); Head of Product Department (operational)
Head of Unit (please identify which level in the structure it corresponds to taking the Director as level 1)	n/a	n/a	n/a
Head of Section *(please identify which level in the structure it corresponds to taking the Director as level 1)*	Temporary Agent "Section Manager" Level 4 (excluded from management allowance)	AD 7 – AD 10 (depending on complexity, size, responsibilities of the section)	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Senior Officer	Temporary Agent	AD 9	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Officer	Temporary Agent or CA IV	AD7	Depending on the Section (operational in the Aviation area, support in the

			Administrative area)
Junior Officer	Temporary Agent or CA IV	AD5	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Senior Assistant	Temporary Agent or CA III	AST3	Depending on the Section (operational in the Aviation area, support in the Administrative area)
Junior Assistant	Temporary Agent or CA III	AST1	Depending on the Section (operational in the Aviation area, support in the Administrative area)
SUPPORT FUNCTIONS			
Head of Administration	Temporary Agent	n/a	
Head of Human Resources	Temporary Agent Head of Professional and Organisational Development Department	AD 11	
Head of Finance	Temporary Agent	AD 11	
Head of Communication	Temporary Agent	AD 10	
Head of IT	Temporary Agent	AD 10	
Senior Officer	Temporary Agent	AD 8/9	
Officer	Temporary Agent	AD 6/7	
Junior Officer	Temporary Agent	AD 5	
Webmaster- Editor	Temporary Agent	AD 5 ("Web Content Officer/Web Master")	
Secretary	Temporary Agent	AST 1	
Mail Clerk	n/a	n/a	
SPECIAL FUNCTIONS			
Data Protection Officer	Temporary Agent	AD 5	
Accounting Officer	Temporary Agent	AD 9	
Internal Auditor	Temporary Agent	AD 7	

6.3 *Career profiles with regard to the different types of employment.*

Besides the performance appraisal review in the context of the probationary period for newly recruited staff, EASA established a formalised appraisal procedure of individual performance in 2007. 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 merit-based career development system (reclassification for its temporary and contract agents) has been implemented in EASA in accordance with the agreement reached between the Commission and the Agencies in the framework of producing harmonised reclassification procedures. The system is designed to reach in the medium term the multiplication rates for guiding average career progression as defined in Annex I.B to the Staff Regulations.

In the seventh reclassification exercise that was run in 2013, 111 TAs and 2 CAs have been proposed for reclassification (provisional number depending on the fulfilment of the third language requirement).

Reclassification of temporary staff :

Category and grade	Staff in activity at 31.12.2012		How many staff members were promoted / reclassified in 2013*		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16	n/a	0	n/a		
AD 15	n/a	2	n/a		
AD 14	n/a	5	n/a		
AD 13	n/a	9	n/a		
AD 12	n/a	21	n/a	5	4.3
AD 11	n/a	16	n/a	1	
AD 10	n/a	68	n/a	3	3.6
AD 9	n/a	75	n/a	12	4.1
AD 8	n/a	85	n/a	17	3.7
AD 7	n/a	105	n/a	13	3.5
AD 6	n/a	78	n/a	17	3.2
AD 5	n/a	17	n/a	5	3.3
Total AD	n/a	481	n/a	73	3.6
AST 11	n/a		n/a		
AST 10	n/a		n/a		
AST 9	n/a		n/a		
AST 8	n/a		n/a		
AST 7	n/a		n/a		
AST 6	n/a	2	n/a		
AST 5	n/a	10	n/a	2	4.0
AST 4	n/a	23	n/a	2	3.5
AST 3	n/a	52	n/a	10	3.0
AST 2	n/a	32	n/a	9	4.6
AST 1	n/a	14	n/a	4	2.2
Total AST	n/a	133	n/a	27	3.5
Total	n/a	614[19]	n/a	100	3.6

* The number shows the actual reclassifications awarded during the calendar year 2013.

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[19] Head count

Reclassification of contract staff:

Function Group	Grade	Staff in activity at 31.12.2012	How many staff members were reclassified in 2013	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15	1		
	14	6	1	4.3
	13	5		
CA III	12			
	11	4		
	10	7		
	9	26	1	6.4
	8	21		
CA II	7			
	6			
	5			
	4			
CA I	3			
	2			
	1			
Total		70	2	5.4

6.4 Gender balance

The global gender balance amongst EASA staff is around 32% (females) – 68% (males). The following diagram shows the distribution of temporary agents by grade and by gender.
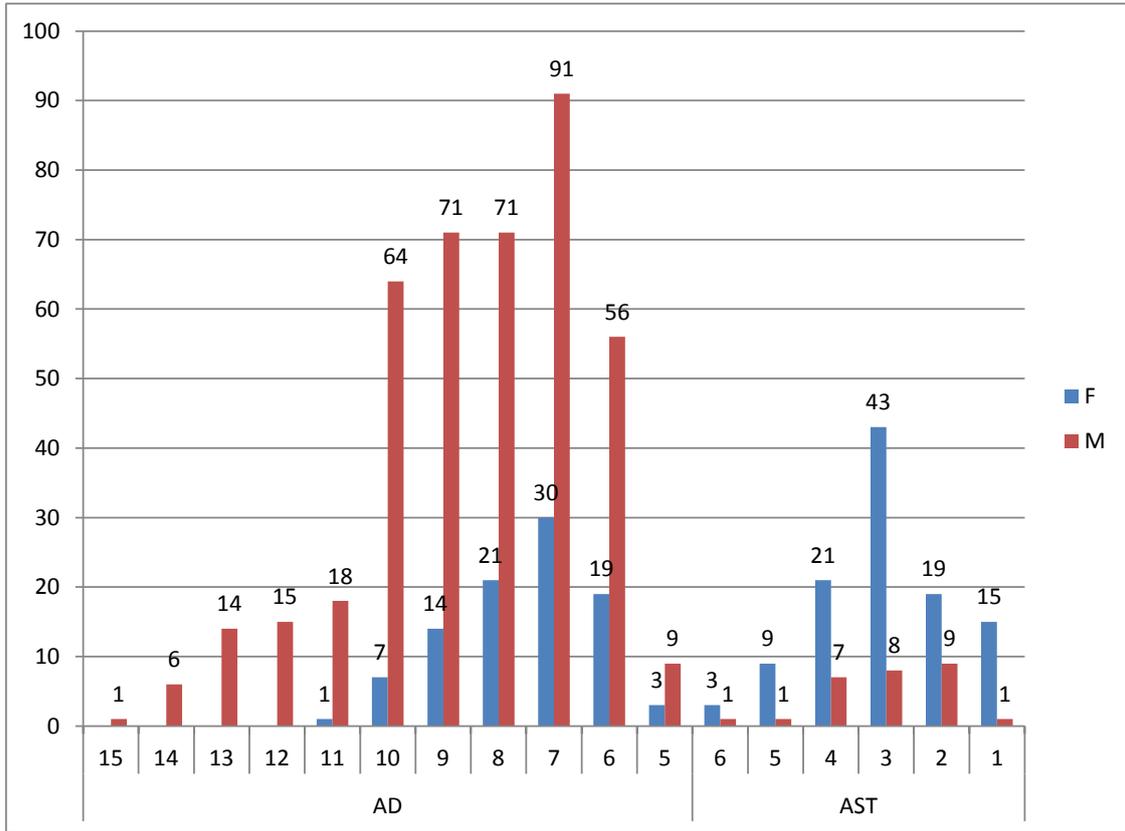
Since 2006 EASA systematically monitors the gender distribution for its selection procedures. This confirms that the specific technical labour market in which EASA operates includes an overwhelming proportion of men. This specific feature of its reference labour market makes it very difficult for EASA to achieve a balanced gender distribution across all grades. However, considerations of gender balance are taken into account as far as possible during selection procedures. To the extent possible, selection panels are drawn up to include members from both genders.

6.5 *Geographical balance:*

The following diagram shows the distribution of temporary agents by nationality.

EASA staff by nationality
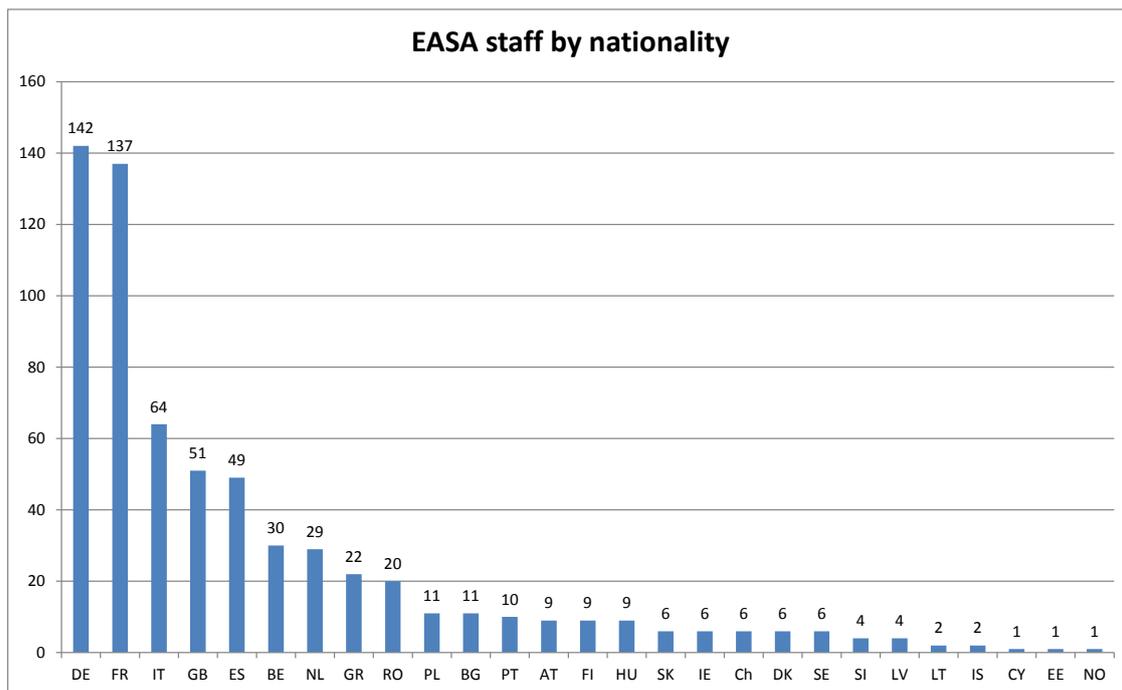
6.6 *Mobility policy in regard to the different types of employment*

The growth of the Agency as of 2014 is foreseen to be with a moderate pace. The Agency will continue with the policy to be predominantly publishing its vacant posts externally, especially when there is a need to acquire an expertise that is not available. This principle will be applied as well for the managerial positions except for situations where no posts are available. Some non-managerial positions when it is evaluated that the expertise is available internally will be published internally to ensure continuous personal and professional development of the staff in light with the mobility policy. Successful candidates in internal selection procedures stay in their grade (one key eligibility criteria of internal vacancies determines the minimum grade of the potential internal applicants).

The Agency acceded to the interagency job market on 1 August 2010 in accordance with the agreement between agencies. In practice it is expected that reliance on the interagency job market to fill vacancies will essentially be limited to positions of an administrative and/or general support nature. The Agency does not plan to request permanent posts in its establishment plan. This means that mobility between the Institutions and the Agency will require officials selected for a temporary agent position within EASA to file in their Institution a request for unpaid leave or for secondment to EASA. The Agency has not launched any interagency job market selection procedure in 2013.

7 SCHOOLING:

The lack of a European School in Cologne has impacted negatively on EASA recruitment targets in the years where the Agency was significantly growing. The families of the EASA employees have in many cases opted to stay behind where suitable schooling is available. In several cases the prospective selected candidates have informed the Agency that they are not ready to relocate.

Employees who settle with their family in the Cologne area are facing long daily commutes (Düsseldorf, Bonn) or high integration efforts when opting for German schools (language barriers, local curriculum, risk of doubling school years).

EASA is currently the only European Union organisation in Germany without access to a European School. The three existing EU Schools are located in Munich (European Patent Office), Frankfurt am Main (European Central Bank and EIOPA), and Karlsruhe (Joint Research Centre) and are all too far away from Cologne to represent a viable solution for EASA staff. Also a recently accredited EU school in Bad Vilbel (RheinMain School, around 40 kilometres from Frankfurt) would not serve as viable solution for EASA staff.

The offer of international and/or multi-lingual education in the wider Cologne area is limited to a small number of private schools (tuition is mainly in English and offering the International Baccalaureate programme), and on a limited number of public national schools with some bilingual programmes (German/English and German/French).

In line with the solutions proposed in the Guidelines on Staff Policy in Regulatory Agencies C(2005) 5305 and further to the Agencies Head of Administration meeting organised by the Commission on 10.10.2007, EASA concluded during 2008 and 2009 service contracts with international schools, which enjoy recognition from German Authorities or from other Member States Authorities, whose seat is within 50 km from EASA' offices, and in which at least 50% of the tuition time is provided in a language other than German. EASA signed a service contract with each of them, leaving to the parents the decision on which school to use for their children. On the basis of the service contracts, the school fees are invoiced directly to the Agency. In accordance with ED Decision 2013/099/E, for staff members who entered into service before the 15.10.2012, attendance in the contracted schools is for the time being free of charge, who is therefore not entitled to the education allowances foreseen in the Staff Regulations. For staff members who entered into service after the 15.10.2012, with effect from school year 2013-2014, the Agency will participate to the yearly school fees payment up to the below ceilings:

12.279€ per child and per school year for children attending primary school, and
14.207€ per child and per school year for children attending secondary school

This policy could be reviewed to take account of budget constraints.

8. STATE OF PLAY OF IMPLEMENTING RULES ADOPTED BY EASA CONSISTENT WITH ITS STAFF POLICY:

See **Annex IV**: State of play of implementing rules adopted by the EASA consistent with its staff policy.

ANNEX I: ORGANISATIONAL INFORMATION DOWN TO DEPARTMENT LEVEL ON 31/12/2013.

Organisational structure	Directorate / Department	TA	CA	SNE	Interim	Grand Total	Fees & Charges	EU subsidy	Mixed
E		111	28	6	3	148	18	47	83
0	Director's Office	16	5		3	24			24
1	Communications & External Relations Departme	5	2			7			7
2	Safety Analysis & Research Department	30	2	4		36	18	18	
3	Internal Audit & Quality Department	8	1			9			9
4	Policy Officers	3				3			3
5	Legal department	15	3			18			18
6	Professional and Organisational Department	15	4			19			19
7	General Affairs Department	2	1			3			3
8	International Cooperation	17	10	2		29		29	
C		217	3	0	3	223	223	0	0
0	Director's Office	3				3	3		
1	Products Department	100	1		2	103	103		
2	Experts Department	105	1		1	107	107		
4	Certification Policy & Planning Department	6	1			7	7		
5	ATM & ANS Systems Department	3				3	3		
R		78	7	7	4	96	0	96	0
0	Director's Office	4				4		4	
2	Environmental Protection Department	4				4		4	
3	Flight Standards Department	22	1	2	1	26		26	
4	Product Safety Department	18	2	3	1	24		24	
5	ATM/Airport Department	18	1	2	1	22		22	
6	Process Support Department	12	3		1	16		16	
S		143	2	3	3	151	75	57	19
0	Director's Office	4			1	5			5
1	Standardisation Department	46	1	3	1	51	3	48	
2	Organisations Department	66				66	66		
3	Technical Training Department	12	1		1	14			14
4	Operators Department	15				15	6	9	
F		99	45	0	2	146	38	0	108
0	Director's Office	4				4			4
1	Applications & Procurement Section Departmen	28	10			38	38		
2	Finance Services Department	27	5		1	33			33
3	Information Services Department	18	24		1	43			43
4	Corporate Services Department	10	5			15			15
5	Procurement Services Department	12	1			13			13
Grand Total		648	85	16	15	764	354	200	210

The overview of the organisational structure down to Department level shows the number (headcounts) of employed temporary agents, contract agents, seconded national experts and interims on 31.12.2013. It has to be noted that two structural part time pilots occupy only one post. Therefore, EASA employs 648 temporary agents while filling in 647 posts.

As regards the vacant posts per Department, please see Annex II overview table.

ANNEX II: DETAILED EXPLANATIONS FOR THE PLANNED VARIATION OF TEMPORARY AGENT POSTS PER DIRECTORATE AND DEPARTMENT:

The sustained and significant growth of the Agency's human resources reflects the development of activities already taking place and foreseen to take place in the next years. In addition to the tasks for which the Agency is already responsible and where progress is on-going, the increases in staff numbers over the period of the multi-annual staff policy plan reflect requirements resulting from the extension of the Agency's remit, starting in April 2012, the expected development of the Aviation Industry and the internalisation strategy in the certification and approval activities.

In accordance with the new tasks still to be implemented, the Agency is labelled as Agency with new tasks and not yet at cruising speed.

The original Agency's responsibilities, given by Regulation 1592/2002 (repealed and replaced 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; coordination of the European Union programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using European Union airports; data collection, analysis and research to improve aviation safety. EASA took up successfully the challenge to set up an organisation able to provide a high level of services certified against ISO 9001 internationally recognised quality standards. This certificate has been renewed in October 2013 after a full audit

In addition, Regulation 216/2008 entered into force on 8 April 2008 and extended the competencies of the Agency to air operations, pilot licensing and authorisation of third country operators. In particular: Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 628/2013 which has repealed Regulation 736/2013 and introduced the concept of Continuous Monitoring Approach that is a fundamental change to working methods for inspections of Member States; Certification of foreign synthetic training devices, pilot training organisations and aero medical centres; Certification tasks linked to the Authorisation to third country operators.

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 the common rules with the new Single European Sky regulation and the related implementing rules. The Commission has recently circulated for consultation a proposed amendment to Regulation 216/ 2008 to align the EASA and SES regulatory frameworks. As a consequence, this proposed amendment includes additional tasks for EASA (EASA acting as the Commission agent on technical and not only safety regulation drafting and oversight) reflected into a proposed change of name (the European Union Agency for Aviation). This proposed amendment is heavily discussed by Member States and is likely to be adopted only in 2015. Due to the uncertainty on the final content of that proposed amendment, its effects have not been yet accounted for.

The workload development for approvals and recommendations related to the implementation of the new remits is estimated based on identified industry activity and data received from NAAs.

In the coming years the Agency will need to fully implement the tasks deriving from the extended competencies. In order to do that it is necessary that the appropriate competencies are hired.

As a result of a review of the aspirations and challenges described in paragraphs 5.1 to 5.10, the following orientations for 2014 are proposed:

The capacity for data collection and data analysis should be complemented by 1 post. This is necessary to prepare decisions taken by the Agency. This post should be added in E2 (safety analysis and research department) for the IORS (EASA Internal Occurrence Reporting System).This will allow for its expected growth necessary to accommodate occurrences coming from ATM and Flight Training organisations. IORS contributes to certification and continuing airworthiness.

The number of experts in C2 (expert department) will increase moderately from 105 to 109 in 2014. Certification activities remain strong but recent experience has shown that they may be growing slower than expected. Recruitment should focus on the implementation of OSD. The formalisation of the operational suitability concept will indeed necessitate the creation of a new type of expertise familiar with the concept and the associated rules.

The increase of the fees and charges posts over the period of 2 years is linked with the level of work expected from the industry growth and development, in particular leading to increase of the certification activities (3 new posts foreseen in C.1 Products Department, 4 new posts in C 2- Experts Department, 1additional post in ATM and ANS Systems Department), indeed 7 new Type Certificates and 10 changes to type certificates (so called derivative products) should be issued in 2015.

An slight increase of 2 posts will be proposed for S2 (Approvals) to increase the internal readiness capability and mitigate the risk to external providers defaulting.

R will remain stable in 2015 and decrease slightly as of 2016 to take into account the "Better Regulation" package and the reduction in subsidy posts.

F will remain stable until 2015 and decrease slightly as of 2016.

It is important to note that these orientations based on an increase of fees and charges posts do not provide a solution for the needed personnel for standardisation inspections of aerodromes.

The evolution after 2014 is driven by three factors: 1.A moderate increase in certification to take into account market demand, the priority to Continuing Airworthiness and OSD, 2. The implementation of the TCO rules and 3. The required reduction in subsidy posts as of 2016. In order to cope with market demand the focus will be on acquiring new expertise needed due to the technological progress.

The evolution of subsidy posts evolve from 230 in 2015 to 227 in 2017. The increase between 2014 and 2015 can be explained by posts made available by the Commission to allow the efficient implementation of the new regulations on Third Countries Operators. Then the Agency applies the requested reduction of subsidy posts as further described below

It must be noted that the Agency made a significant effort to revise the requested number of staff: the number of requested posts for 2015 - 693 TAs is significantly lower than the 742 posts proposed in the MSPP 2014-2016.

The evolution 2015-2017 is summed up in the two tables below:

EASA – staff		2014	2015	2016	2017
Posts beginning of the year	F&C Financed (to be adjusted depending on market demand)	463	463	463	470
	Subsidy Financed	222	222	230	229
Agency Total		**685**	**685**	**693**	**699**
Reduction on subsidy: 1% till 2017 +1% agencies redeployment pool for 2014			n/a	5 in total (1) (Rulemaking) (1) (Standardisation) 3 in support functions (E & F)	4 in total (1) (Rulemaking) (1) (Standardisation) 2 in support functions (E & F)
Agency Total with reduction			**685**	**688**	**695**
F&C Financed additional request				7 (market demand, CAW, OSD)	1 (market demand, CAW, OSD)
Subsidy Financed for new tasks			8 (TCO)	4 (TCO)	2 (TCO)
PM: (Transfer from Eurocontrol - SNEs)[20]			10 (SES[21])		
Grants (DEVCO projects and industry grants)			tbd	tbd	tbd
End of Year Temporary Agents			**693**	**699**	**698**
Agency TA initial request in the BP 2014-2018			**735**	**742**	**747**

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[20] These figures are not calculated in, as these constitute SNE's posts (not covered by the Establishment Plan)

[21] These 10 people from Eurocontrol have been mentioned for the sake of completeness. They are not part of the establishment plan. This transfer is still under discussion and their number (10) has been mentioned to give an order of magnitude.

Consequences on the number of staff in the Agency for the period 2015 – 2017:

The table below provides an overview of the planned evolution of posts per Directorate and Department in the period 2015-2017.

STAFFING BY DIRECTORATE / DEPT

	DEPT.	TA actually employed 2013	MSPP 2013	MSPP 2014	New posts 2015	MSPP 2015	New posts 2016	MSPP 2016	New posts 2017	MSPP 2017
TEMPORARY AGENTS										
Director's Office	E.0	16	13	16		16		16		16
Communications & External Relations Department	E.1	5	8	6		6		6		6
Safety Analysis & Research Department	E.2	30	29	31		31		31		31
Internal Audit & Quality Department	E.3	8	8	8		8		8		8
Policy Officers	E.4	3	4	3		3		3		3
Legal department	E.5	15	17	15		15		15		15
Professional and Organisational Department	E.6	15	15	16		16		16		16
General Affairs Department	E.7	2	1	2		2		2		2
International Cooperation	E.8	17	16	17		17		17		17
EXECUTIVE DIRECTORATE		**111**	**111**	**114**		**114**	**-2**	**112***	**-1**	**111***
Director's Office	C.0	3	3	3		3		3		3
Products Department	C.1	100	105	105	3	108	3	111		111
Experts Department	C.2	105	118	109	4	113	3	116	1	117
Certification Policy & Planning Department	C.4	6	7	7		7		7		7
ATM & ANS Systems Department	C.5	3	3	4	1	5	1	6		6
CERTIFICATION DIRECTORATE		**217**	**236**	**228**	**8**	**236**	**7**	**243**	**1**	**244**
Director's Office	R.0	4	4	4		4		4		4
Environmental Protection Department	R.2	4	4	4		4		4		4
Flight Standards Department	R.3	22	23	23		23		23		23
Product Safety Department	R.4	18	19	18		18		18		18
ATM/Airport Department	R.5	18	17	18		18		18		18
Process Support Department	R.6	12	14	12		12		12		12
RULEMAKING DIRECTORATE		**78**	**81**	**79**		**79**	**-1**	**78***	**-1**	**77***
Director's Office	S.0	4	5	5		5		5		5
Standardisation Department	S.1	46	56	50		50	-1	49	-1	48
Organisations Department	S.2	66	69	74		74		74		74
Technical Training Department	S.3	12	12	12		12		12		12
Operators Department	S.4	15	15	15		15	4	19	2	21
APPROVALS AND STANDARDISATION DIRECTORATE		**143**	**157**	**156**		**156**	**3**	**159**	**1**	**160**
Director's Office	F.0	4	4	4		4		4		4
Applications & Procurement Section Department	F.1	28	34	33		33		33		33
Finance Services Department	F.2	27	29	28		28		28		28
Information Services Department	F.3	18	21	20		20		20		20
Corporate Services Department	F.4	10	10	10		10		10		10
Procurement Services Department	F.5	12	9	13		13		13		13
FINANCE & BUSINESS SERVICES DIRECTORATE		**99**	**107**	**108**		**108**	**-1**	**107***	**-1**	**106***
SUBTOTAL TEMPORARY AGENTS		**648**	**692**	**685**	**8**	**693**	**6**	**699**	**-1**	**698**
Thereof:										
100 % fee-financed		336	371	360		361		369		369
100 % subsidy-financed		165	168	172		179		179		179
Allocated staff		147	153	153		153		151		150
% of Title 1 support staff cost allocated to Fee		63%	61%	67%		67%		67%		68%
% of Title 1 support staff cost allocated to Subsidy		37%	39%	33%		33%		33%		32%
Support staff paid by Fee		93	94	103		102		101		102
Support staff paid by Subsidy		54	59	50		51		50		48
Fee-Financed		**429**	**465**	**463**		**463**		**470**		**471**
Subsidy-Financed		**219**	**227**	**222**		**230**		**229**		**227**

Note*: The proposed reduction in 2016 and 2017 is indicated as a placeholder as at this stage specific posts cannot be identified precisely. The Agency is committed to such reduction but the details need to be detailed after a careful evaluation.

Annex III: General Presentation of the staff policy followed by EASA:

Type and number of staff required to fulfil the mission and tasks

The EASA Establishment Plan has always included only temporary posts, and no permanent posts are foreseen. The table below shows the evolution of the Agency Establishment Plan since its creation in 2003.

EASA Establishment Plans (all posts are temporary)[22]

Year	AD	AST	Total	Staff actually employed on 31.12
2003	55	25	80	1
2004	70	25	95	84
2005	145	55	200	153
2006	245	83	328	276
2007	362	105	467	333
2008	344	108	452	404
2009	393	113	506	461
2010	447	123	570	523
2011	448	126	574	573
2012	499	135	634	613
2013	**551**	**141**	**692**	**648**
2014	551	134	685	

<u>Grade and function group corresponding to the tasks and to the level of the post</u>

The criteria of the Agency in identifying posts of a long-time duration are that such posts cover tasks of a permanent nature as resulting from the mandate and business plan of the agency and that they safeguard continuous expertise in the specific area/group.

The majority of tasks of a permanent nature, both in the AD and the AST function groups, will be carried out by the core staff, i.e. temporary agents. It is expected that the current overall balance between AD and AST staff will remain stable during the MSPP period. All temporary agent posts are identified as posts of long-term duration.

The Agency does not envisage to request in the foreseeable future the establishment of permanent posts.

Long-term temporary agents, who will take up long-term posts will, as a rule, be recruited at the levels indicated below, this in order to permit a long term career development.

AST1 to AST4 for the AST category[23]
AD5 to AD8 for the AD category

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[22] Requested modification for 2014 in accordance with Art. 38 of the Agency's Financial Regulation (total posts and number of grades AD13 and above remain unchanged).

[23] The AST/SC category has not been introduced in this MSSP as explained in the paragraph general presentation of the staff policy followed by EASA.

Long-term temporary agents for managerial positions at the level of Head of Department will, as a rule, be recruited at the level of AD9 - AD12. The exact grade will depend on the complexity of the Department and the level of expertise required. Long-term temporary agents at the level of Section manager will, as a rule, be recruited at the level of AD7 – AD10. The exact grade will depend on the complexity of the Section and the level of expertise required.

In some exceptional cases very specialised technical profiles may be recruited in a higher than AD8 grade. Number of such recruitments will be limited to highly specialised technical posts.

In all cases, and before publishing any post, the Agency carefully evaluates all options in order not to recruit at excessive level. Recruitment of technical experts at grades AD9 - AD11 remained within the limits of 20% of recruitments per year (averaged over five years: 6,8 % of non-managerial posts AD9 or above) for long-term employment within the Agency (see table below).

AD Grade	2009 MP Yes *	2009 MP No **	2010 MP Yes	2010 MP No	2011 MP Yes	2011 MP No	2012 MP Yes	2012 MP No	2013 MP Yes	2013 MP No
>= AD 9	9 — 12%	5 — 6%	9 — 13%	3 — 4%	5 — 8%	1 — 2%	1 — 2%	5 — 10%	1 — 2%	5 — 12%
< AD 9		64 — 82%		60 — 83%		54 — 90%		46 — 88%		35 — 85%
Total of AD	78		72		60		52		41	

* management posts
** non-management posts

The diagram below shows the link between recruitment grades and tasks.

AST	Assistants
11	
10	
9	
8	
7	
6	
5	
4	Senior
3	
2	Junior
1	

AD	Experts	Managers	Directors
16			
15			Executive Director
14			Director
13			Deputy Director
12		Head of Department	
11	Senior		
10		Head of Dept. / Section Mgr.	
9			
8	Expert	Section Manager	
7			
6	Junior		
5			
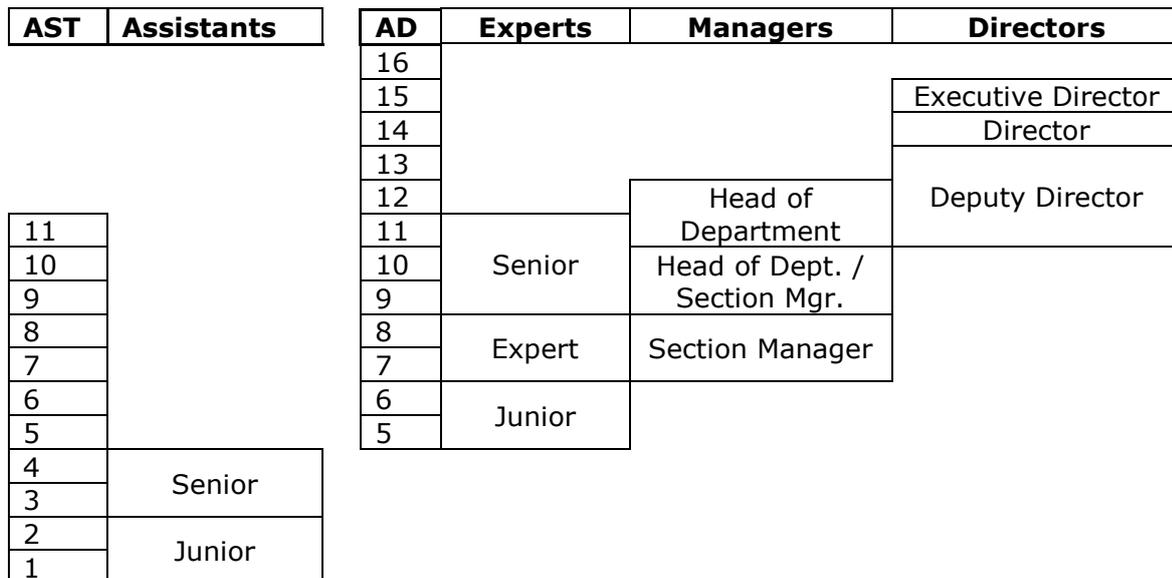
The Agency recruits junior assistants in grades AST1 – AST2 and senior assistants in grades AST3 - AST4.

According to the Commission Guidelines on Staff Policy in the European Regulatory Agencies, (point 2.1.2, page 7), recruitment of temporary agents should be done at "entry grades" (AD5 to AD8). The appropriate recruitment grade chosen for long-term functions is determined by the minimum number of years of professional experience required for the particular position. Thus, for AD5 posts, it would be considered that 0 years of work experience are required; AD6 posts would require a minimum of 3 years; AD7 a minimum of 6 years; AD8 a minimum of 9 years.

EASA must recruit real senior experts from the aviation sector (aeronautical engineers, test engineers and pilots) with a minimum of nine years of work experience. Those profiles are quantitatively scarce in the labour market, and in this

specific sector EASA competes as an employer with the attractive conditions of employment that are offered by both the private aeronautical industry and the public National Aviation Authorities (permanent posts). The experts the Agency sends to its industry clients need to be at the same level as experts on their side. Therefore the recruitment of senior experts has to continue above the lowest entry grades.

In the field of product certification and continuing airworthiness oversight the nature of work requires extensive professional experience. In general, young graduates need an average of at least two years of work experience before they can be considered operational.

[24]Rules on grading of temporary and contract agents are laid down in EASA implementing rules, adopted in agreement with the Commission.

Long-term temporary agents (Art. 2f CEOS)[25] are offered a first fixed-term contract of five years. The contracts may be renewed, in accordance to a policy defined by the Management Board. All renewals of contract for temporary agents will be subject to a confirmation of the long-term need for the post, and to a thorough examination of the performance of the post holder.

EASA does foresee engaging contract agents on short-term and long-term employment.

The Agency criteria used to identify contract agents for short-term employment are the following:

Reinforcement of existing capacities in support and administrative functions when necessary, in particular outside the core business of EASA.

To work on specific, time-limited projects.

To fill gaps during long-time absences.

Exceptionally, to reinforce capacities in areas of work where a specific competence profile is needed for a limited time period or where a long-term requirement has not yet been defined.

Long-term employment for Contract Agents is dependent on the following considerations:

Support and administrative functions that are not time-limited, but also not core business of EASA.

In general, contract agents are offered an initial fixed-term contract whose duration is based on the duration of the tasks to be performed, and in any case not exceeding five years, subject of revision according to the new provisions in the Staff Regulation. The contract may be renewed for a second fixed-term period, also not exceeding five years.

Since all contract agents on renewable contract are recruited according to the standards for long-term contract agents, they may be awarded an indefinite contract after a second renewal, if their tasks are considered long-term.

The Agency is reflecting on its current practice and the latter may be revised to incorporate the policy of the use of CAs.

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[24] EASA IR will be subject of revision and amendment to reflect the implication of the new Staff Regulation entering in force as of 1 January 2014.

[25] According to the modifications of the Staff Regulations and the CEOS with effect as of 1 January 2014 a new category of temporary agents 2(f) was created. Given the need to ensure business continuity and to comply with Article 56 of the CEOS, the existing general implementing provisions on the procedure governing the engagement and the use of temporary agents at EASA, as approved by ED Decision N°2009/069/E of 28 May 2010, need to be adapted to the amendments brought about by the revision of the CEOS, as of 1st January 2014.

Seconded National Experts (SNEs) are mainly national or international civil servants who are temporarily working at EASA under the rules applicable to such experts. In general, their assigned tasks at EASA require in-depths expert knowledge and extensive work experience in a specific aviation field. They may not carry out official acts through which EASA exercises its public law prerogatives and so commit EASA vis-à-vis third parties. Areas in which a conflict of interest for the Community might arise are carefully considered when their activities are defined.

ED decision 2009/169/E which entered into force on 11.12.2009 lays down the rules for the secondment of national experts to EASA and is aligned with the rules for SNEs as set up by the European Commission.

SNEs can be seconded to EASA for duration of between 6 months and 2 years. With a possible renewal of the secondment the total duration of 4 years shall not be exceeded.

Recruitment policy in regard to the different types of employment

The recruitment policies for temporary and contract agents are laid down in the respective implementing rules adopted by EASA.

In line with efforts to harmonize the procedures used by different Regulatory Agencies to engage and use temporary agents, new EASA implementing rules were adopted 28 May 2010[26], after having received the Commission's approval under Article 110 of the Staff Regulations on 3 May 2010. These implementing rules follow the basis of the "model" rules presented by the Commission's DG Administration in the Agencies' joint meeting on 14 February 2007, amended in May 2008. This decision foresees the extensive use of written tests as part of the recruitment process.

The selection procedures for contract agents are laid down in the EASA decision on engagement and use of contract agents (adopted in agreement with the European Commission in February 2007 and following the "model decision" on contract agents as agreed between Commission's DG Administration and the Agencies).

For Temporary Agents and Contract Agents, written tests consist of knowledge of European integration as well as specific competencies.

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[26] The above mentioned IR is adapted to the amendments brought about by the revision of the CEOS, as of 1st January 2014 with ED n° 2013/156/E dated 19 december 2013.

ANNEX IV: STATE OF PLAY OF IMPLEMENTING RULES ADOPTED BY THE EASA CONSISTENT WITH ITS STAFF POLICY.

Thenew Staff Regulations (SR) apply to EASA and the implementing rules adopted by the Commission also apply to EASA by analogy unless decided otherwise in accordance to article 110 of the SR. A coherent application of existing Implementing Rules in the Agency is ensured by ED Decision 2013/154/E until new Implementing Rules are adopted in accordance with the new procedure set out in Article 110 SR. Annex IV will be updated in the next MSPP.

Before 1 January 2014, the following rules have been adopted by the Agency after having obtained the agreement of the Commission pursuant to Article 110 SR:

The following rules have been adopted in EASA by analogy (Decision of the Executive Director No. 2006/02/A of 10 January 2006, unless indicated otherwise):

Reference to SR and CEOS	Description	Type	Number
SR art. 67; SR Annex VII art. 1(2)(d)	Granting the household allowance by special decision	DGE	C(2004)1364
SR Annex VII art. 2(4)	Persons to be treated as dependent children	DGE	C(2004)1364
SR Annex VII art. 7(3)	Determining the place of origin	DGE	C(2004)1364
SR Annex VIII art. 4	Taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment	DGE	C(2004)1364
SR art. 67, 68; SR Annex VII art. 1, 2, 3	Family allowances to be paid to a person, other than the official, who has custody of one or more of the official's dependent children	DGE	C(2004)1364
SR Annex VII art. 3	Grant of the education allowance	DGE	C(2004)1313

SR Annex VIII art. 11, 12	Transferring pension rights	DGE	C(2004)1588
SR Annex XIII art. 26	Transferring pension rights - Transitional measures	DGE	C(2004)1588
SR Annex XIII art. 22(4)	Purchase of additional pension rights	DGE	C(2004)1588
SR art. 59, 60; CEOS art. 16, 59, 60, 91	Introducing implementing provisions on absences as a result of sickness or accident	DC	C(2004)1597
SR art. 1d(4)	Facilities for disabled persons	DC	C(2004)1318
SR art. 15, 37, 40; CEOS art. 11, 17, 88a	Leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Communities	DC	C(2004)1597
Annex XIII	Transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities	DC	C(2004)1613

The following rules have also been adopted by EASA by analogy:

SR art. 72	General implementing provisions for the reimbursement of medical expenses	DC	C(2007)3195 EASA 2009/025/E

SR 42a SR 42b SR 55a, Annex IVa	Adoption of IR on leave, parental leave, family leave and part-time work	DC	C(2010)7495, C(2010)7572, C(2010)7494, C(2010)7573, EASA 2011/022/E
SR art. 55, CEOS art. 16	Concerning the introduction of flexible working time arrangements ("Flexitime")		EASA 2010/047/E EASA 2010/178/E EASA 2011/043/E EASA 2012/162/E

The following rules have been adopted by EASA with limited adaptations:

Reference to SR and CEOS	Description	Type	Number
CEOS art. 82(6)	Procedures governing the engagement and the use of contract staff	DGE	C(2004)1313 EASA 2007/004/A
SR art. 1c, 11(2), 11a, 12, 12b, 15(2), 16, 17, 17a, 19, 40, 55(1); SR Annex VIII art. 13, 40; CEOS art. 11, 16, 17, 54, 57, 81, 91	Outside activities and assignments	DC	C(2004)1597 EASA 2007/006/A

SR art. 5, 29, 30, 31; CEOS art. 10, 15	Criteria applicable to classification in grade and step on appointment or engagement	DGE	C(2004)1313 EASA 2010/086/E
SR art. 45; CEOS art. 10	Relative to the career of temporary staff and their assignment to employment of a higher grade than to that in which they are employed (updated version submitted to the Commission in September 2009, approved in December 2009)	DGE	C(2005)5304 EASA 2009/185/E
SR art. 71; SR Annex VII art. 11 to 13a	General implementing provisions adopting the Guide to missions for members of staff of the European Aviation Safety Agency	DGE	C(2008)6215 EASA 2011/031/F
SR art. 43, CEOS art. 15 (2), 87 (1)	Establishing the policy and procedure for the performance appraisal of staff	DGE	EASA 2012/017/E
SR art 43, 90 (2)	Establishing the composition procedure and powers of the joint appraisal and reclassification committee	DGE	EASA 2011/082/E
SR art. 1d, 12, 12a, CEOS art. 11, 81	EASA policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment	DC	C(2006)1624 EASA 2008/180/A
CEOS art. 2(f), 8, 14, 53, 55,56	General implementing provisions on the procedure governing the engagement and the use of temporary agents at EASA	DC	C(2004)1597, C(2004)4952 EASA 2009/069/E EASA 2013/156/E
SR art. 2,4,5,7 and 29	Middle management	DC	C(2004)1597 EASA 2009/070/E
SR art. 43, 44 and CEOS art. 14	Decision concerning the appraisal of the Executive Director of EASA	SEC(2009)27	EASA Management Board Decision 04/2010

CEOS art. 87	Reclassification for Contract Agents (ad hoc decision as advised by the Commission)		EASA 2012/075/E
SR Annex IX art. 2 (3) and art. 30	General implementing provisions on the conduct of administrative inquiries and disciplinary procedures	DGE	C(2004)1588 EASA 2011/216/E
SR Annex VII art. 7(4), 8, 9, CEOS art. 22, 26, 92	Establishing the procedure to calculate distances in kilometres from the place of employment to the place of origin	DGE	C(2004)1588 EASA 2013/157/E

Before 1 January 2014, the following rules were submitted/were planned to be submitted to the Commission for its approval/first consultation pursuant to Article 110 SR:

Reference to SR and CEOS	Description	Type	Number	Indicative timetable for submission
CEOS art. 12	Concerning the selection procedures applicable to Directors		Management Board Decision	The revised version was submitted to the Commission service beginning of March 2009.
SR art. 7 (2)	Temporary occupation of management positions	DC	C(2004)1597 Draft EASA 2009/071/E	The draft was submitted to the Commission service on 3 September 2009.
SR art. 9 (1)(a)	Establishment of the EASA Staff Committee		EASA 2010/065/E	A draft decision was submitted to the Commission service on 4 January 2013.
SR art. 55b	Job sharing	DC	C(2004)1314	No obligation to adopt this decision, EASA does not intend to submit a draft decision as regards job sharing.

CEOS art. 87	Reclassification for Contract Agents	Draft EASA 2013/025/E	The revised draft decision was submitted to the Commission service on 3 March 2013 for approval.
SR art. 45; CEOS art. 10	Relative to the career of temporary staff and their assignment to employment of a higher grade than to that in which they are employed	Draft EASA 2013/025/E	The revised draft decision was submitted to the Commission service on 3 March 2013 for approval.
SR art. 87, CEOS art. 10, SR art. 9, Annex II	Rules of procedure of the Joint DC Career Committee (JCC)	C(2005)2665	The draft decision was submitted to the Commission service for approval on 3 March 2013.
SR art. 47	Establishing the Composition procedure and Powers of the Joint Appraisal and Reclassification Committee (JARC)	Draft EASA 2013/040/E	A revised draft decision was submitted to the Commission service on 22 June 2013.
SR art. 1d, 12, 12a, CEOS Art. 11, 81	EASA policy on protecting the DC dignity of the person and preventing psychological and sexual harassment	C(2006)1624	EASA will submit a revised draft decision in Q4 2013.

Abbreviations:

AD	Administrator
Art	Article
ANS	Air Navigation Services
AST	Assistant
AST/SC	Assistant performing secretarial functions
ATM	Air Traffic Management
BASA	Bilateral Aviation Safety Agreement
BP	Business Plan
BR	Basic Regulation
C	Certification Directorate
CA	Contract Agent
CAO	Continued Airworthiness Organisations
CAW	Continuing Airworthiness Oversight
CEOS	Conditions of Employment of Other Servants
DB	Draft Budget
DC	Décision de la Commission
DG	Directorate General
DGE	Dispositions generales d'exécution
DOA	Design Organisation Approval
DWP	Draft Work Programme
E	Executive Directorate
EAB	EASA Advisory Board
EASA	European Aviation Safety Agency
EC	European Commission
ED	Executive Director
EU	European Union
F	Finance & Business Services Directorate
FABS	Finance & Business Services Committee
FSTD	Flight Synthetic Training Devices
FTE	Full time equivalent
HR	Human Resources
IAW	Initial Airworthiness
IR	Implementing Rules
MB	Management Board (EASA)
MMEL	Master Minimum Equipment List
NAA	National Aviation Authority
OEB	Operational Evaluation Board
OSD	Operational Suitability Data
QE	Qualified Entities
R	Rulemaking Directorate
S	Approvals & Standardisation Directorate
SAFA	Safety Assessment of Foreign Aircraft

SAP	"Systeme Anwendungen Produkte" (ERP software)
SNE	Seconded National Expert
SPP	Staff Policy Plan
SR	Staff Regulations
TA	Temporary Agent
TCO	Third Country Operator
WP	Work programme