EASA
European Aviation Safety Agency

2013

Annual General Report

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Foreword from the Chair of the Management Board

The European Aviation Safety Agency is at the heart of the system for regulating aviation safety in Europe. To fulfil its mandate the Agency has an extensive range of functions and responsibilities which are of significance for everyone affected by air transport in Europe, whether as passengers, providers or overflown citizens. This Annual Report provides a comprehensive overview of the Agency's work in 2013.

EASA now covers all aspects of aviation safety – airworthiness, operations, personnel licensing, aerodromes and air traffic services. In addition to drawing up common rules for more than thirty countries, the Agency issues a range of certifications and approvals on its own account, and – where National Aviation Authorities are responsible for implementation – inspects them to ensure that standards are consistently high across Europe.

In order to base its work on sound evidence, EASA collects and analyses a wide range of data of different kinds, to identify where the major safety risks lie, both as the industry currently operates and as it is likely to develop. The annual European Aviation Safety Plan produced by EASA describes these main areas of risk and how the Agency proposes to address them. A process of monitoring the effectiveness of corrective measures enables the Agency to adapt its priorities as time goes on and circumstances change.

In September 2013 Patrick Ky became Executive Director of EASA. Patrick has stressed that this safety strategy process, underpinned by comprehensive data collection, is central to the Agency's operations. It will enable EASA to become increasingly pro-active in identifying risk rather than merely reactive to accidents or incidents, and to regulate operators on the basis of safety performance. Patrick has also re-affirmed the key importance of EASA and the National Authorities working in close partnership, assisting each other to discharge their respective responsibilities within the system, to provide safe air transport for users, operators and citizens. In focusing on these two principles - data-driven, performance-based regulation, and effective partnership - Patrick has the wholehearted support of the Management Board on which all EASA States are represented.

I will end on a personal note. Having been closely involved with the creation and development of EASA since the beginning, I will leave the Board in September 2014 when my term as Chair ends after six years. I have been privileged to see the Agency grow from nothing early in the new Millennium to the authoritative and influential body it is today. The commitment and expertise of the Agency staff in Cologne has been outstanding, and the collaborative effort between the Agency, the Commission, the Member States and EU industry that has forged such an effective organisation in such a short period of time is an impressive example of European co-operation. I look forward to following the Agency's continuing progress from afar.

Michael Smethers
Chair of the Management Board

Foreword from the Executive Director

During the period covered in this report the European Aviation Safety Agency delivered an impressive amount of work. Having taken over as Executive Director in September 2013, I was pleased to see the Agency continue to reinforce its position as Europe's central pillar for aviation safety.

In 2013 the Agency saw stabilisation and improvement in its field of responsibilities. Building on existing expertise and within a resource constrained environment, we managed to deliver on the high expectations reflected in the Annual Work Programme 2013.

We continued to work towards establishing a performance based approach for safety. In this context Safety Management System requirements were introduced in order to enhance safety and to address key risks identified in the European Aviation Safety Plan. Also, throughout the year, we put intensive efforts towards the introduction of the new Standardisation Methodology which became applicable with a new Commission regulation. This new regulation is building upon experience gained in the past 7 years and streamlines the inspection process.

In 2013 we advanced towards better addressing issues related to the General Aviation community, in order to minimise regulatory requirements, where possible, and to simplify them where needed. The long-term goal is for a regulatory environment proportional to the safety expectations of the diverse General Aviation community.

In October 2013, the Agency's Opinions on Flight Time Limitations and Third Country Operators passed the scrutiny of both the European Parliament and the Council. The Opinions reflected the broad acceptance from the European aviation community and the uncompromising priority for safety.

During the year we worked on numerous other tasks, including certification work on the new Airbus A350 and Airbus A320neo; expanding bilateral agreements with regions outside the EU and further promoting the EU SAFA system, now recognised as an important tool contributing to global aviation safety.

We are focused on delivering Europe's aspiration for a safe and efficient aviation system. The expectations are higher than ever, since the Agency has won the trust from all stakeholders as a partner of technical excellence with impartiality and integrity. EASA's activities are of strategic importance to Europe, as the impact of its work enables economic growth and allows the aerospace industry to increase its development within Europe and the rest of the world.

The year 2013 closed with the Agency completing the milestone of its first 10-years' anniversary, entering a period where the use of resources and their availability will be critical towards effectively discharging its duties and fulfilling the expectations of the European citizen and industry alike.

Patrick Ky
Executive Director

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Introduction

This Annual General Report reflects the Work Programme 2013 which presented the plan of activities for the year. In 2013, the Agency paid particular attention to resource optimisation in an effort to perform its planned activities within budgetary constraints. The Agency further strengthened its role as the centrepiece of the European Union's strategy for aviation safety. In the year it focused on further strengthening its existing competencies and introduced enhancements in order to address systemic issues mentioned in the European Aviation Safety Plan (EASp).

The Agency continued to actively engage and interact with external stakeholders, including industry and authorities, by organising forums and workshops. The Agency's annual safety conference was on the topic of Winter Operations, covering issues related to aircraft de-icing.

Apart from the activities mentioned above, the Agency also continued its efforts towards continuous improvement:

- As part of its Integrated Management System and the Agency successfully completed its annual ISO9001:2008 recertification audit.

- In 2013, the Flight Crew Licensing Organisation approval section became fully operational overseeing organisations outside EASA Member States.

- Existing Bilateral Aviation Safety Agreements (BASAs) were further deepened with the addition of new Annexes while work on new ones continued towards completion in the next year.

- The SAFA database was upgraded towards enhancing its robustness and increasing industry access to analytical results.

- The work of the Ethical Committee continued supporting the process of assuring that the decisions or judgement of the Agency staff members are not influenced by their private interests. An Annex on the relevant Agency actions is provided at the end of this report.

- The rental contract for the new headquarter building, Neue Direktion Köln, was signed in July 2013, following the approval of the Management Board, the Council of the EU and the European Parliament.

This report was drafted in February 2014 and focuses solely on the year 2013 (January – December). As such, its information might not be up-to-date at the time of publication.

The Aviation System

Civil aviation is a global industry both in terms of manufacturing aeronautical products and in terms of air transport services. In Europe, the sector contributes EUR 500 billion to EU GNP and employs 3.1 million people. It is estimated that exports outside EU amount to almost 40 billion per year[1].

Europe is one of the safest regions in the world. According to EASA's Annual Safety Review for 2013, the rate in EASA MS was 1.8 fatal accidents per million flights, the lowest in the world. The European aviation system is comprised of multiple interactions between several interlocutors, like airlines, airports, national aviation authorities etc.

1   Competitiveness of the EU Aerospace Industry with focus on: Aeronautics Industry, ENTR/06/054, European Commission, 2009.

As an example of the complexity in Europe, a pilot might be trained and licensed in one member state, work for an airline registered in another member state, but have base of operation in a different member state.

EASA is part of this system and working together with national aviation authorities and the European Commission, the Agency provides the pan-European safety regulatory framework and oversight to ensure the high level of safety is maintained.

Continuous improvement has always been aviation's key driver. There is a constant effort to increase efficiency through the use of new materials in aircraft, new manufacturing techniques for components and new technologies for managing aircraft traffic. EASA is active in such an environment, where safety is a priority and innovation a necessity.

The Agency

The European Aviation Safety Agency is the centrepiece of the European Union's aviation safety system comprised of the Agency, the European Commission and the National Aviation Authorities (NAAs).

Your safety is our mission

Our mission is to promote the highest common standards of safety and environmental protection in civil aviation.

A common strategy

Air transport is one of the safest forms of travel. As air traffic continues to grow, a common endeavour is needed at the European level to keep air transport safe and sustainable. The Agency develops common safety and environmental rules. It monitors the implementation of standards through inspections in the Member States and provides the necessary technical expertise and training to the system. The Agency works hand in hand with NAAs, which have their own role to play in the EU system.

Agency tasks

The main tasks of the Agency currently include:

- Coordination of safety programmes, data collection, analysis and research to improve aviation safety.

- Regulation: drafting aviation safety legislation and providing technical advice to the European Commission and to the Member States;

- Inspections and training to ensure uniform implementation of European aviation safety legislation in all Member States;

- Airworthiness and environmental type-certification of aeronautical products, parts and appliances;

- Approval of aircraft design organisations world-wide and of production and maintenance organisations outside the EU;

- Coordination of the European Community SAFA (Safety Assessment of Foreign Aircraft) programme;

- Coordination with international civil aviation bodies and aviation safety authorities in countries outside of the EU.

No change in the Agency's tasks has taken place in 2013 in comparison to 2012.

Organisational Structure

➥ **Figure 1:** EASA Organisation Chart (December 2013)
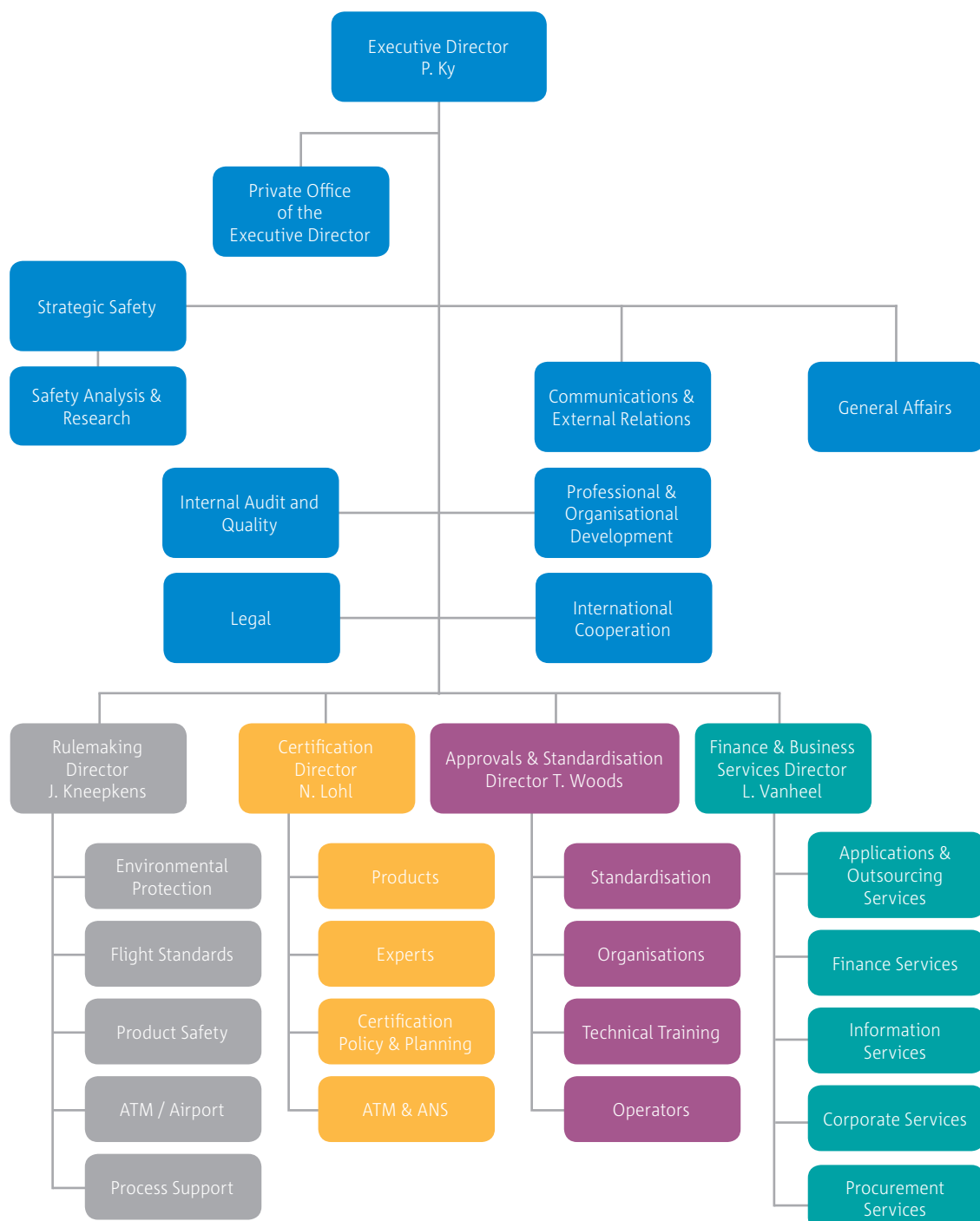
Assessment of the Agency Integrated Management System

The EASA Integrated Management System (IMS) is based on management standards adopted by the Agency's Management Board in 2013, as stipulated in Art. 44(2) of the Financial Regulation. These standards are derived from the internal control standards as developed by the European Commission and the international ISO9001:2008 standards.

The EASA IMS fully integrates the concept of 'internal control', which aims at ensuring that the risks are appropriately mitigated, thereby enhancing the Agency's ability to achieve operational, quality, compliance or financial objectives.

In 2010, the EASA IMS was certified for the first time against the ISO9001:2008 standards. The certificate was valid for 3 years (2010-2013). Therefore, in 2013, the ISO9001 re-certification was carried out, by GUTCert, and passed successfully. The ISO9001 certification confirms the Agency assessment of the effectiveness, suitability and adequacy of the EASA IMS.

The EASA IMS system has been set up using a four step framework that is based on best practices of a number of private and public sector organisations.

➡ **Figure 2:** EASA Integrated Management System
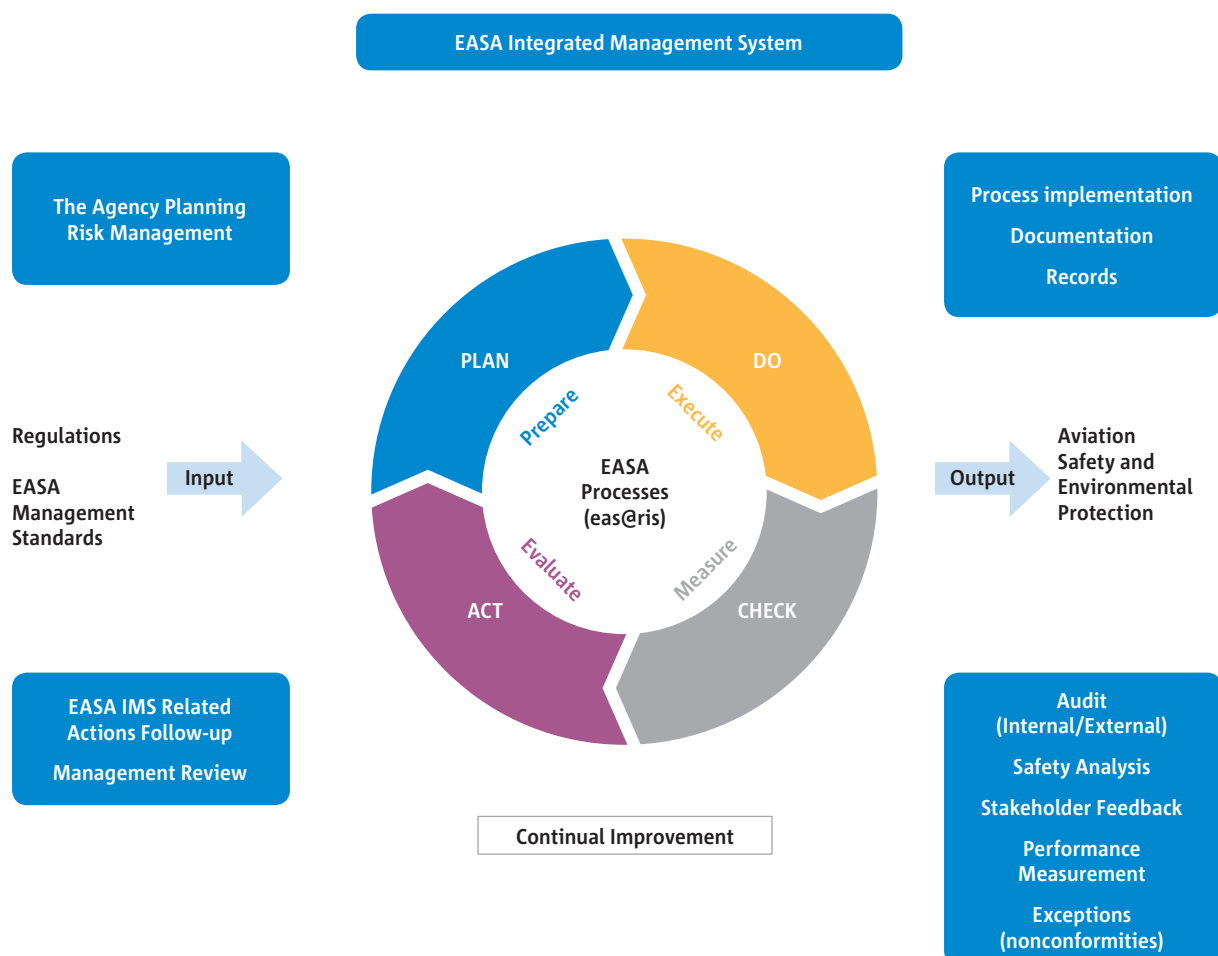
In addition, the Internal Audit Capability of the Agency was also certified in 2010 for the first time against the Internal Professional Practices Framework (IPPF). The certificate was valid for 3 years (2010-2013). Therefore, in 2013, the re-certification was carried out, by IFACI (Institut Français de l'Audit et du Contrôle Internes), and passed successfully.

Mitigation of risks

The Agency also implemented an annual risk assessment process aiming at identifying the high-level risks per macro-process. The risks are assessed on their likelihood of occurrence and potential impact. For 2013, the following table provides the critical identified risks and their mitigation actions performed and/or initiated.

➡ **Table 1:** Risks and main mitigation actions

Risks	Main mitigation actions performed/initiated in 2013
Management processes	
Change of Agency governance as result of Inter-institutional Working Group (IIWG) on Agencies.	There is no need for mitigation actions at this moment since the legislative process to modify the Governance of the Agency is still on-going and its outcome is not foreseeable yet.
Failure to manage situations, in which a MB member or Board of Appeal member has personal or professional interest, that compromise independence in decision-making or are perceived or might be perceived as compromising such independence.	The MB adopted a Code of Conduct for members of MB of EASA, which includes an annex related to Conflict of Interest management, in December 2012 (MB Decision 11-2012). The implementation of the Code of Conduct was carried out in 2013 (i.e Declaration of Interests, training on Conflict of Interest).
Lack of or inappropriate crisis response in aviation.	The Crisis Response Approach was fully updated last year The respective procedure is updated and is under approval by the management.
Inappropriate message management in external communication.	An external communication strategy was defined and reviewed. It is under approval by the management.
Support processes	
Failure to recruit sufficient staff (both technical and administrative) with necessary competences, experiences, skills (incl. managerial).	a) Establishing the Agency's reputation as an employer of choice: In order to address the current and future recruitment of sufficient staff with the adequate technical competences and taking into account the scarcity of resources in the aviation sector, the Agency has commissioned a study on employer branding. The results of this study were available late 2013 and will be implemented in close coordination with the Communications Department. In addition, the Agency was represented as an employer of choice during several external events b) Assessment Centres: In 2013 assessment centres have been introduced as part of the selection procedures for managerial functions in order to further improve the recruitment process and to support the recruitment of highly skilled staff as well as the Agency's endeavour to identify managerial skills already available in the Agency to facilitate vertical career moves. c) Retention of professional skills: A policy has been implemented in the areas of Certification and Standardisation addressing the retention of certain valid pilot licenses for posts where the retention is essential for carrying out the Agency's tasks.

1

Strategic Safety

1.1 Objective and scope

The worldwide rate of fatal accidents for scheduled passenger and cargo flights continued to decrease in 2012, providing a steady improvement in aviation safety. According to the EASA Annual Safety Review 2012 the rate of fatal accidents in EASA MS is comparable with and slightly lower than the one in North America.

Strategic safety brings together the Agency's safety management activities. This ensures internal collaboration on safety topics and the sharing of lessons learned. Building on the Communication: "Setting up an Aviation Safety Management System for Europe", the Agency works for the management of civil aviation safety risk. A key activity is the continuing development of the feedback system that gathers data, extracts intelligence and provides information for action.

In 2013, additional transversal activities have been undertaken: Risk Assessment, Operational Flight Data Monitoring, Performance Review Board (PRB), Crisis Management, Quality Management, Volcanic Ash and international technical activities on the future of air navigation.

1.2 Main achievements in 2013

1.2.1   Continuing Operational Safety

The Internal Occurrence Reporting System (IORS) ensures detection and follow-up of significant occurrences. IORS is fully operational and stable. The system is handling around 100 reports per week. The Agency is able to process and act on the amount of information received. A start has been made considering the impact of updating the IORS to meet the new regulation on occurrence reporting. A pilot programme to link occurrences to the safety publications that are generated is underway.

1.2.2   Safety Analysis

Work on the design and use of safety performance indicators has continued to expand as new data sources mature. In the Air Traffic management (ATM) field, the Agency has provided support to the Performance Review Board (PRB) activity, collecting indicators for 'Performance Review 1' and supporting the development of new sets of indicators. The Agency has set up a data-warehouse system aiming at collecting exposure data and better assessing the likelihood of hazards.

The Annual Safety Review 2012 was published, accompanied by two additional New Year and Mid-Year statements.

The Agency has offered technical feedback to the European Commission in the frame of the development of the new legislation on the reporting, analysis and follow-up of occurrences in European civil aviation which is now reaching completion. It has also supported the development of the ECCAIRS system and a wider usage by other Authorities through running workshops and developing tools, methods and techniques to improve data quality and analysis. This contributes to the global improvement of the European Central Repository (ECR) of Occurrences and also reinforces the Internal Occurrence Reporting capacity which directly supports the continuing airworthiness function. In addition, EASA has led the development of Aviation Taxonomies at a European level through

their chairmanship of the ECCAIRS Taxonomy WG. Moreover, as members of the CAST ICAO Common Taxonomy Team (CICTT) the Agency has also supported the coordination of taxonomies at a Global level.

EASA has also consolidated the central position of the Network of Analysts (NoA) in Europe and led the development of a European Risk Classification Scheme. In 2013, the Agency coordinated activities on safety actions as part of State Safety Plans (SSPs) and developed European level solutions to support improvements in the quality of safety data with the ultimate aim to improve the safety analysis knowledge and capabilities across the EASA MS.

1.2.3   Safety information

Safety Information dissemination is vital for the Continued Airworthiness oversight of products, parts and appliances, which are either designed or in service in EU Member States and Associated Countries.

Safety information involves the issuance and dissemination of Airworthiness Directives (AD), Emergency Airworthiness Directives (EAD) and Safety Information Bulletins (SIB), as well as for publication of AD, EAD and SIB issued by foreign authorities of the State of Design and adopted in Europe. The AD publication portal can be found at http://ad.easa.europa.eu/

In 2013, the number of mandatory publications issued by the Safety Information section was 350 AD (including revisions and corrections) and 32 EAD. The associated details are presented in the diagram below:

➡ **Figure 3:** AD and EAD issues by EASA in 2013
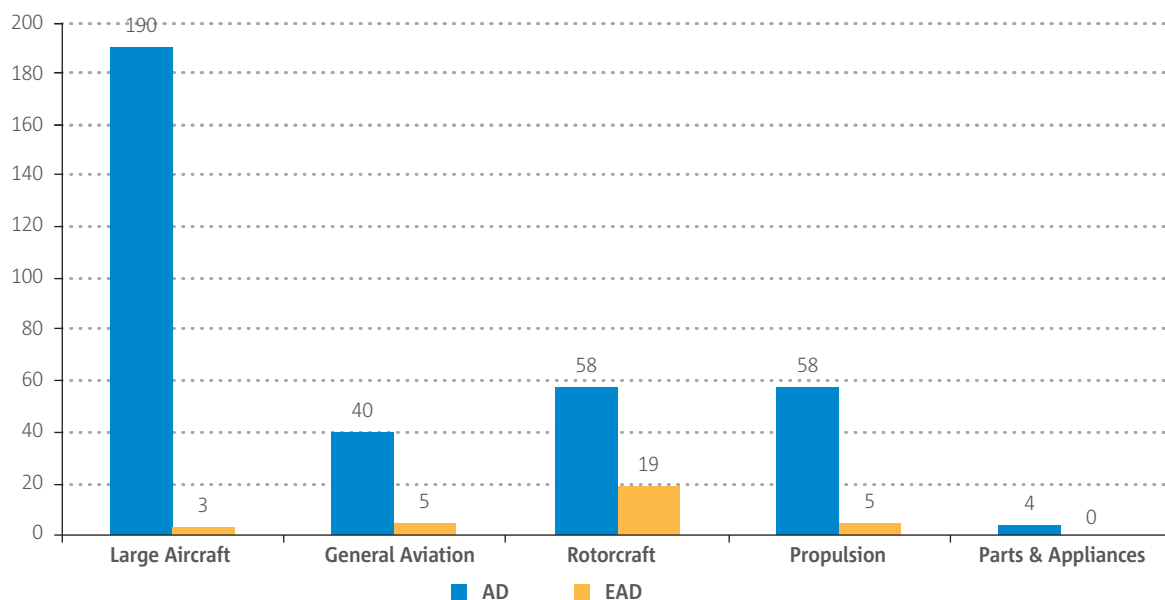
In addition, 8 AD Cancellation Notices and 33 SIB (including revisions) were published. Furthermore, 234 foreign ADs (including revisions and corrections) were adopted and 23 Foreign Safety Advisory Information publications were uploaded onto the AD portal.

1.2.4   Safety Planning, Promotion and Initiatives

The 4th edition of the EASp (European Aviation Safety Plan)[2] was endorsed by the EASA Management Board at the end of 2013. It covers the period between 2014 and 2017 and encompasses three broad areas: systemic, operational and emerging issues.

This edition includes an update to the main risk areas of the EASp portfolio by including fire, smoke and fumes as one of the categories where new opportunities to improve safety have been identified.

In addition, the EASp contains a report on the status of the 88 standing actions identified at the beginning of 2013 and proposes 18 new actions. They have been identified by the newly created Safety Risk Panel, reviewed by the European Aviation Safety Advisory Committee (EASAC) and agreed with EASA Member States and Industry.

The implementation of the EASp is extended to 45 States: 32 EASA States plus the 13 States outside the EASA system that are members of ECAC. Thirty one (31) EASA States plus eight (8) non-EASA States have nominated focal points. Eighteen (18) action reports have been received in 2013.

The European Strategic Safety Initiative (ESSI)[3] continued to develop safety promotion material addressing identified safety risks and best practice material regarding Management Systems (MS/SMS). The ESSI coordinated its activities with other major safety initiatives worldwide, such as CAST and IHST in the US and ICAO RASG-EUR in Europe. In 2013, the process for planning, publishing and distributing safety promotion publications was improved using lessons-learned from previous publication cycles.

1.2.5   Accident Investigation Support

The Agency works with and supports the activities of European Network of Civil Aviation Safety Investigation Authorities (ENCASIA). It advises on group activities, bringing in the expertise of regulators for the central EU Safety Recommendation Information System development and the training of Safety Investigators.

A new database matching the ECCAIRS 5 format for the exchange of information has been established, thus enhancing the capacity to collect and process bigger flows of Safety Recommendations and developing a partnership with the Federal Aviation Authority (FAA) for sharing and coordinating follow-up on investigations.

The Agency also monitors the development of corrective actions that were launched in the aftermath of accidents, learning from investigation reports and reinforcing safety measures.

Urgent actions were taken in relation to major helicopter accidents and several landing gear incidents in 2013.

This key activity was continued with a flow of 97 draft reports reviewed in 2013 and 97 Safety Recommendations received.

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2   The latest copy of the EASp can be found: http://www.easa.europa.eu/easa-and-you/aviation-domain/safety-management
3   More information on ESSI can be found: http://www.easa.europa.eu/essi/

1.2.6   Research and Foresight

Taking into consideration the priorities of the European Aviation Safety Plan (EASp) and the European Aviation Research Partnership Group (EARPG) Thematic Programme, the Agency consolidated the needs for new research projects in the 2013 Research Plan and performed the launch of selected projects.

The research projects funded by the Agency originates from proposals and requests originating from the Rule-making Programme, projects which are suggested by Safety Recommendations, proposals made by ESSI, requests from Certification and Rulemaking Directorates as well as proposals from the European Human Factors Advisory Group (EHFAG).

The Agency cooperated with the European Commission regarding the Community research activities impacting the EASA system, through a series of recommendations for the Research and Innovation Framework Programme named 'Horizon 2020'. Agency's experts take part in the advisory boards of on-going EU funded research projects.

In addition EASA interfaced with the large-scale Joint Technology Initiatives; SESAR and CLEAN SKY and also participated in the monitoring activities of the Advisory Council for Aeronautics Research and Innovation in Europe (ACARE).

A list of 2013 Studies and Research Projects is provided in Annex 11: Studies and research projects.

1.2.7   Human Factors

In accordance with the priorities of the European Aviation Safety Plan (EASp), and the published EASA Human Factors Strategy, an integrated Human Factors Plan sets out to achieve better integration of arrangements with respect to the regulation, advice, training, licensing, and audit.

A European Human Factors Advisory Group supported the Agency in the following areas:

- Rulemaking inputs to RMT 004 AMC/GM;

- Reviewing the content of NPA-2013-09 "Reduction of Runway Excursions";

- Developing further guidance material for CS 25.1302;

- Continuing Airworthiness focus group provided support to NPA-2013-01;

- Supporting the MDM.055 RMT task for implementation of SMS into the continuing airworthiness codes and

- Guidance on follow-up of Safety Recommendations.

1.2.8   Other transversal activities

Crisis Coordination: The Agency is an active member of the European Aviation Crisis Coordination Cell (EACCC).

Space Weather: On 20 March 2013, EASA and EUROCONTROL Network Management held a workshop "Space Weather – Effects on Aviation; Building a Proportionate Response in Europe" in Cologne. The workshop looked at how to manage safety risks and increase awareness of the possible effects of space weather. Moreover, participants made a start on elaborating mitigation actions. Together, they identified priorities, shared knowledge and encouraged further cooperation and harmonisation in this area.

Volcanic Ash: During the year 2013, the Agency has continued undertaking work in the last three years to provide a framework of rules and therefore give a structure for decision-making in the European environment. There has been good progress against the action plan put in place after the events of 2010 and 2011.

2

Regulation

2.1 Objective and scope

The Agency manages and coordinates the preparation of EU legislation related to the regulation of civil aviation safety and environmental compatibility. In this context, EASA produces and submits opinions to the European Commission and adopts supporting certification specifications, acceptable means of compliance and guidance material.

In 2013, the Agency further continued its activities aiming at drafting the legislation and related soft-rules in order to complete the Set of Regulations. Ensuring the timely delivery of airworthiness rules (safety and environmental protection) remained a major challenge in 2013.

2.2 Main achievements in 2013

2.2.1 Production of new rules

In 2013, the Agency focused on preparing the introduction of SMS requirements for design, production and maintenance in order to comply with ICAO SARPS (ICAO Standards and Recommended Practices), enhance the overall safety and contribute to address the systemic issues mentioned in the EASp. The reorganization of CS-23 to enhance safety of General Aviation (GA), while reducing the certification costs, has been a key project. Concerning third country operators a stepped approach has been implemented, i.e. finalising first the rules for Commercial Air Transport (CAT) operators followed by those for sub-ICAO aircraft and non-commercial operations with complex motor-powered aircraft. In addition, the opinion on Part M General Aviation (GA) Task Force (TF) brought some additional benefits to GA and keeps the safety levels. The Agency continued its work in finalising all annexes of the Air Ops Regulation. While Annexes VI and VII (Part-NCC (Non-Commercial operations with Complex motor-powered aircraft)and Part-NCO (Non-Commercial operations with Other-than-complex motor-powered aircraft) were already published in August 2013 (together with the amended Annexes I-V), as European Commission's Regulation (EU) No. 800/2013 (and its associated five Agency Decisions) for Non-CAT Operations, the last package of this regulation composed of Annex VIII (Part-SPO (Specialised Operations)) and CAT (A-A) & CAT(S,B) is undergoing scrutiny with the European Parliament and the Council until end of first quarter of 2014. The associated Decision for Part-SPO is under Agency's preparation; the publication is planned for 2014.

Furthermore, the Agency's Opinion on FTL (Flight Time Limitations) and TCO (Third Country Operators) passed the European Parliament (EP) and Council scrutiny in October 2013, the Regulation being planned for publication during the first quarter in 2014.

Following the regulatory comparison for the licensing annex, in 2013 EASA participated in several meetings with the FAA in the framework of the confidence building exercise on the new annexes to the Bilateral Aviation Safety Agreement (BASA). The first package of this annex covers the Private Pilot License, the night and the instrument rating. This has been nearly completed and the draft documents of the annex itself and the Implementation Procedures (IPL) have been sent to the Member States for their review.

Furthermore, in 2013 the Agency continued the development of rules on ATM/ANS and Aerodromes for the implementation of the requirements stemming from the Basic Regulation, contributing to the systemic and operational issues addressed in the EASp, aligning with ICAO SARPs requirements and addressing the feedback from the ATM standardisation visits. The Agency's work on the first common rules for the European airports was finalised via their formal adoption by the Commission. Implementation of the Basic Regulation was also finalised in the area of Air Traffic Controller licencing for which the Agency issued its Opinion to the Commission. The necessary work to support future developments in these domains was also laid down. Special attention was paid on the horizontal tasks such as PBN (Performance Based Navigation), aiming to enable PBN operations in support of

the SES and its global application in other regions. The Agency also supported the implementation of European ATM Regulatory Roadmap and the regulatory needs stemming from SESAR deployment and started with the implementation of decisions from CAEP/9 (ICAO Committee on Aviation Environmental Protection, 9th meeting).

The Agency published 20 Decisions and 12 Opinions in 2013. The complete list of Decisions, Opinions and Notices of Proposed Amendment can be found in Annex 10: Decision, Opinions and Notice of Proposed Amendments (NPAs) in 2013.

The figures below show details on the origins and drivers of the opinions and decisions delivered in 2013.

➡ **Figure 4:** Origin of Opinions and Decisions delivered in 2013

Origin of the opinions and decisions delivered in **2013**

- ■ Safety
- ■ Air Accident investigation recommendation
- ■ Basic Regulation
- ■ Certification request
- ■ EC Request
- ■ ICAO alignment
- ■ Industry and MS request
- ■ Industry request
- ■ JAA Transfer
- ■ MS request
- ■ Other
- ■ Review of feedback from implementation
- ■ Technological development
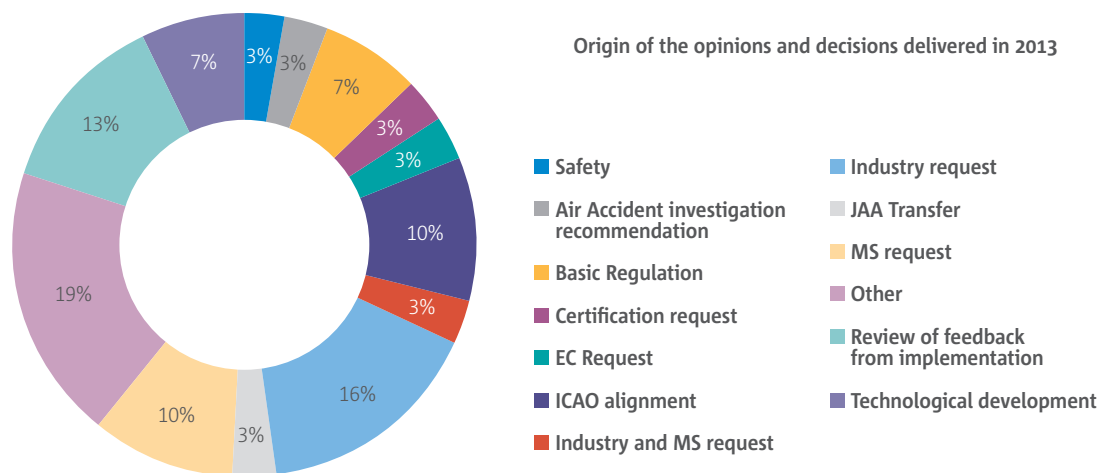
➡ **Figure 5:** Drivers of the opinions and decisions delivered in 2013

Origin of the opinions and decisions delivered in **2013**

- ■ Legal Requirements
- ■ Level playing field
- ■ Other
- ■ Safety
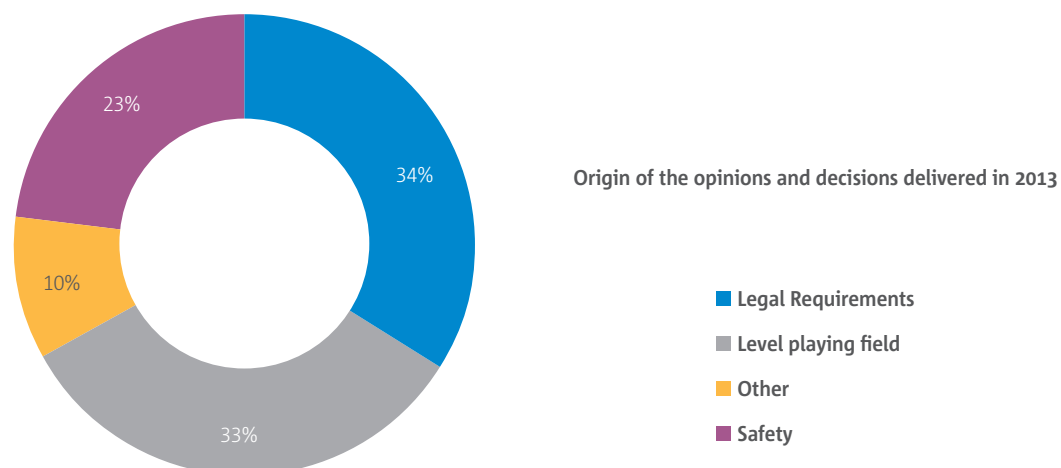
2.2.2   Support to rules

The main challenges of the activity are:

- To assist the Member States and the Industry at an adequate level during the implementation of the new regulations;
- to increase the production of Technical Publications;
- to consolidate processes for the development of a risk-based rulemaking programme.

Supporting the implementation of the new rules was a major activity. Significant time was devoted communicating with Member States and stakeholders. The Rulemaking Directorate increased attendance at external events and organised regional workshops.

A close cooperation with the Standardisation Directorate facilitated the most optimal support to Member States and Stakeholders on the new regulations related to the first and second extension.

2.2.3   Coordination with ICAO and rule harmonisation with third countries

In 2013 EASA was fully involved in Rulemaking at the ICAO level in order to assure consistency and support to the European approach. The Agency participated in panels/working groups such as SMS, PBN, AWO, DG, pilot training, aerodromes and RPAS. This facilitated a more effective rulemaking process, thus positioning the Agency to better influence ICAO SARPs development (at the earliest possible stage) and to represent a European expert view.

For environmental protection, the emphasis was to be proactive in the ICAO Committee on Aviation Environmental Protection (CAEP). The key work items in ICAO/CAEP 2012-2016 timeframe were: the development CO_2 requirement and standard; noise stringency; new requirement on Particulate Matter; and emerging task as the development of verification method for noise contour calculation data (with regard to the Balanced Approach for Noise).

2.2.4   Regulation related tasks

In 2013, the Agency consulted on the regulatory challenges for 2013-2023. Many stakeholders and Member States replied with the priorities according to their views and needs. The feedback received has been used as input for the reviewed rulemaking programme 2014 and 2015. It will also be used by the high level group of the Management Board in defining the challenges for the coming 10 years.

The Agency aligned all the procedures, work instructions and templates to implement the changes of the revised Rulemaking Process as agreed by the Management Board in 2012. This revised process allows, among others, the possibility to tailor the rulemaking process to the typology of the task or to have a focused consultation on specific items during the review of the comments. Training has been given to EASA staff as well as to Member States and stakeholders.

In the context of the review of the rulemaking process and the 'Better Regulation' initiative, the upstream coordination by the Agency, with the European Commission, NAAs and stakeholders was reinforced. Additionally, the structure and scope of the operation of the Agency's rulemaking advisory bodies, Member States and aviation partners has been revised. In this regard, the new Rulemaking Advisory Group (RAG) and Thematic Advisory Group (TAGs) regularly met in 2013 and the Safety Standards Consultative Committee (SSCC) and its subcommittees have undergone changes in composition, working methods. In addition, a new subcommittee has been established on General Aviation issues.

In the context of 'better regulation' the Executive Director and the Management Board identified the need to use risk hierarchy to allocate resources. The measures adopted (regulatory or other) should be proportionate to the risk they intend to address. This will result in efficiency improvements and in better facilitating new technologies.

3

Product Safety Oversight

3.1 Objective and scope

The Agency is responsible for the airworthiness and environmental certification of aeronautical products, parts and appliances. This responsibility encompasses the initial type certification and a variety of related activities, such as supplemental type certifications, approval of changes to type certificate and of repair design. Furthermore, it also covers activities to ensure the continuing airworthiness of the certified products, parts and appliances during their entire operational lifecycles. This includes identifying and reacting without undue delay to obvious or potential safety problem and issuing, disseminating the applicable mandatory Airworthiness Directives (AD).

The Agency provides also services to external stakeholders, such as the approval of MRB and OEB reports, the Certification Support for Validation (CSV) of Certificates outside the EU and the Technical Advice and Assistance upon request of industry, aviation authorities or other public institutions.

3.2 Main achievements in 2013

In the area of initial airworthiness the certification of the Airbus A400M, superseding the restricted type certificate issued in April 2012, represents the first large military aircraft complying with the civil airworthiness and environmental requirements. 2013 has been also the first full year of carrying out the issuance of Flight Simulation Training Devices (FSTD) qualification certificates outside EASA Member States and the associated operational oversight. The relevant procedure and working methods have been successfully established. It is worth mentioning in the field of initial airworthiness that the Agency, in close cooperation with the industry, continued its work on the development of enhanced criteria for the level of the Agency's involvement on a risk based approach in certification activities.

The Agency continued to actively promote its cooperation and improve its communication with stakeholders. One of the main events was the third Certification Workshop with Industry. Furthermore, specific events were organised such as the regular ETSO Workshop, the second General Aviation Seminar and the regular Rotorcraft Symposium. Additionally, the "Certification Strategy Industry/EASA Working Group", established by the Management Board with the purpose to discuss the need to further refine and supplement the Certification Strategy, presented its recommendation to the Management Board.

3.2.1   Product Certification

Trend of applications received

The amount of applications submitted to the Agency for the certification activities (5,081) is slightly below the 2012 level. The number of new type design applications has decreased while the number of major changes and derivatives has increased. The applications for certification of new type design covered mainly the general aviation and propulsion sectors. Regarding the large aviation sector, it is worth mentioning the Airbus A350-1000 and the Embraer ERJ 190-300 and ERJ 190-400 derivatives.

➡ **Figure 6:** Applications submitted to the Agency for the certification activities in 2013
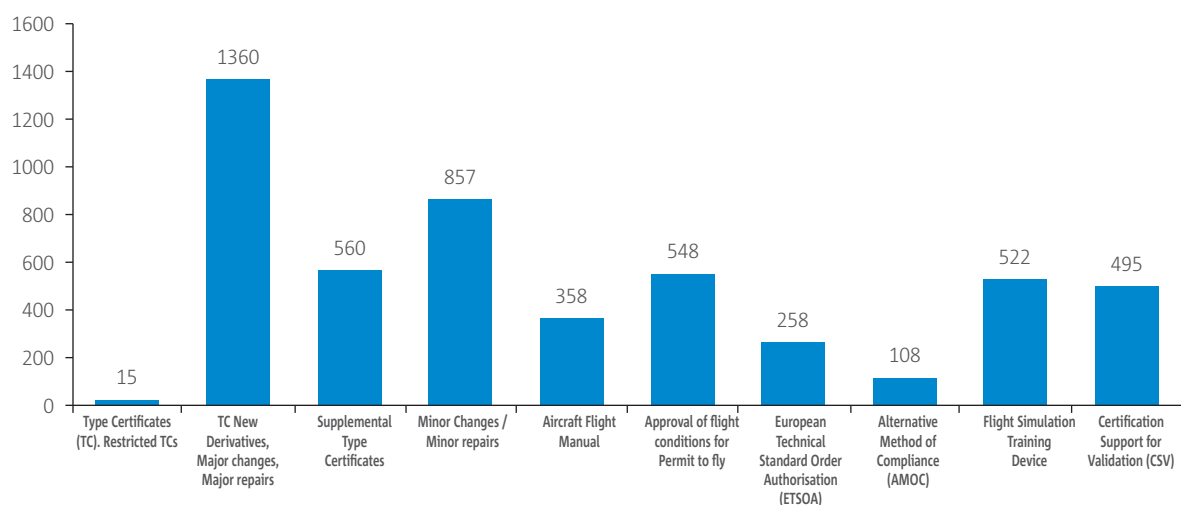
Major on-going multi-annual type certification programmes

The performance of a number of multi-annual type certification projects continued in 2013, such as the Airbus A350, Airbus A320neo, Falcon 5X from Dassault Aviation, Embraer EMB-545/550 business jets, Mitsubishi's Regional Jet, the MRJ-200 and the large helicopters AW169 and AW189 from Agusta Westland.

Number of certificates issued

During 2013, 3,741 certificates were issued. Type Certificates were awarded among others for the Airbus A400M, the Gulfstream G280 business jet, the Trent XWB engine (designed to power the Airbus A350-800/-900 XWB aircraft) and the Trent 1000 C1 from Rolls-Royce.

3.2.2   Continuing Airworthiness Oversight

During 2013 the Agency dedicated a significant amount of hours in continuing airworthiness oversight, increasing the overall volume in comparison with 2012 figures. The Internal Occurrence Reporting System (IORS), which collects incoming safety information and supports analysis and follow-up by technical staff in a consistent and effective manner, has played an important role. Furthermore, the activity of continuing airworthiness oversight was performed in close cooperation with the bilateral partners in the framework of the relevant Bilateral Aviation Safety Agreements (BASA).

3.2.3   Flight Standards Services

Two pilot projects (Airbus A350 and Falcon 5X) were selected in 2012 in preparation of the entry into force of the implementing regulation which introduces the OSD concept (Operational Suitability Data). The experience gained has been used as a starting point for the development of a certification process integrating the operational suitability data into the product certification process.

4

Organisation
Approvals

4.1 Objective and scope

EASA is responsible for approving design organisations wherever they are located as well as those responsible for production, maintenance, maintenance training and continued airworthiness management outside the territory of the Member States. It also includes approving production organisations located within the territory of one or more Member State(s), if requested by the Member State(s). The ATM/ANS section has to support the European Commission on the oversight of the Network Manager Function in Eurocontrol, and has taken over the EGNOS oversight and the approval and oversight of ATCO training organisations outside of Europe. As of 2013, the Flight Crew Licensing Organisation Approval (FCLOA) section is fully operative with regard to approval and oversight of Approved Training Organisations for Flight Training and Aeromedical Centres, if located outside the EASA Member States.

4.2 Main achievements in 2013

Organisation approvals activities have grown steadily in 2013, including Design Organisation Approvals (DOA) / Alternative Procedure (AP) to DOA, Production Organisation Approvals (POA) and Maintenance/Continuing Airworthiness Organisation Approvals (MOA/MTOA/CAMO). The workload on surveillance of the Airbus European Single Production Organisation Approval (SPOA) slightly increased with ramp-up of production rate and new programs (A350), also on the non-European locations. The figures related to organisation approvals can be summarised as follows:

➡ **Figure 7** Newly approved organisations in 2013

Newly approved organisations in 2013

- DOA
- POA
- AP to DOA
- SPOA
- MOA Foreign
- LOA
- MOA US
- FCLOA
- MOA Canada
- ATMOA
- MTOA
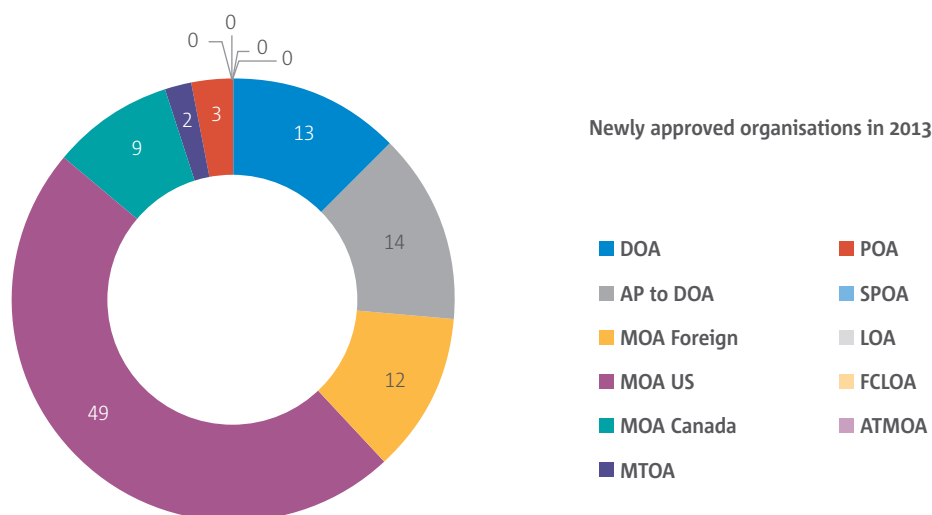
➥ **Figure 8:** Approved organisations at the end of 2013
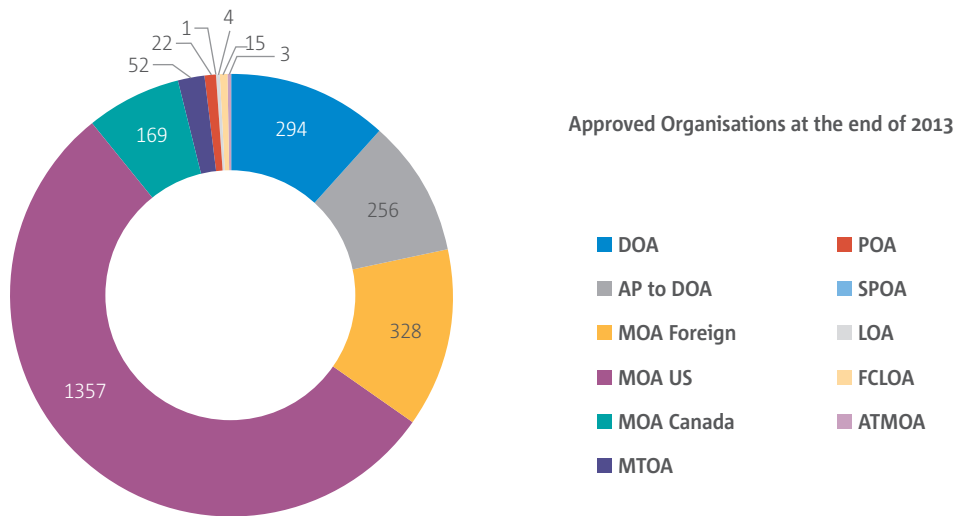
Design Organisation Approvals

On 31 December 2013, 294 DOA (Design Organisation Approvals) in total were issued, of which 227 have been handled by the Agency. 67 were investigated on behalf of EASA by NAAs. 80 organisations were under initial assessment for DOA and 39 for AP to DOA. Internalisation of activities has reached the expected target of 40%. 5 additional organisations were transferred to EASA Team Leaders in 2013, including 2 DOA and 3 AP to DOA. Further transfers will occur if NAAs decide to stop their activities or if the extension of the DOA scope requires it.

Production Organisation Approvals

In the end of 2013, 22 EASA POAs (Production Organisation Approval) in total have been issued to foreign production organisations and one Single POA to Airbus and 4 Letters of acceptance for navigation database suppliers. Additionally, EASA continued to issue Export Certificates of Airworthiness for aircraft manufactured by EASA POA organisations (SBAAI in China and Airbus in China and Europe).

Maintenance / Continuing Airworthiness Organisation Approvals

In the field of Maintenance/Continuing Airworthiness Organisation Approvals (MOA/CAMO), EASA is performing investigations and surveillance either by outsourcing the tasks to accredited NAAs or by using in-house auditors/experts. As of 2013 EASA has issued 328 Maintenance organisation, 52 Maintenance training organisation, 4 CAMO, 1,375 US and 169 Canadian approvals and there is still a steady number of new applications in the field of maintenance and maintenance training organisation approvals.

Flight Crew Licensing Organisation Approvals

During 2013 FCL OA (Flight Crew Licensing Organisation Approval) coordinated with major NAAs and provide support to address various approval issues related to the FCL regulation. Implementation processes of FCL OA have been integrated into the daily work including working instructions and guidance material. Recruitment of FCL OA Team Leaders had been finalized. In addition, technical specifications and workload estimations for outsourcing have been achieved. The EASA FCL organisation approval activity has reached full operational level,

and where support is needed, the qualified entities for the oversight of Pilot Training organisations are actively working on behalf of EASA.

ATM/ANS Approvals

The ATM/ANS Organisation Approvals Section has developed and implemented procedures and working instruction for the oversight of the Eurocontrol Network Manager on behalf of the European Commission.

In parallel, the section took over the oversight of the EGNOS service provider, ESSP. This activity consisted of oversight meetings with the French and Belgian authorities as well as participation in audits and execution of the oversight responsibility to EASA. As from the second half of 2013, measures were taken to prepare for the approval of Centralised Services in Eurocontrol.

5

Inspection of Member States

5.1 Objective and scope

According to art. 24 of Basic Regulation, the Agency is tasked to monitor the application by national competent authorities of the same Regulation and of its implementing rules in all domains where it is applicable. They are:

- Airworthiness

- Air operations

- Aircrew

- Ramp inspections (SAFA inspections)

- Air traffic management and air navigation services, including Air traffic controllers

Since 3 February 2012, when Regulation (EU) No. 90/2012 entered into force, Standardisation Inspections in all the domains above have the same legal basis.

The geographical scope of standardisation inspections covers 46 Countries: 32 "EASA States" (i.e. the 28 EU Member States plus 4 States where Union law in the domain of aviation safety is applicable through bilateral or multilateral agreements with the EU), and 14 States under the provisions of working arrangements with EASA ("WA States"). In the course of 2013, 38 of them were inspected in one or more technical domains, of which 29 were "EASA States" and 9 "WA States".

5.2 Main achievements in 2013

The Agency successfully implemented its Standardisation Inspection Annual Programme 2013 and performed a total of 103 inspections in the domains of Airworthiness (AIR), Air Operations (OPS), Flight Crew Licensing (FCL), Aeromedicine (MED), Flight Simulation Training Devices (FSTD), Air Traffic Management/Air Navigation Services (ATM/ANS) and Safety Assessment of Foreign Aircraft (SAFA), as show in the table below.

In the course of these inspections 802 non-compliance findings were raised requiring a corrective action plan to be proposed and implemented by the inspected NAA. Approximately 34% of all findings were classified as significant deficiencies that may raise safety concerns if not duly corrected.

➥ **Table 2:** Summary of Standardisation Inspections performed in 2013

Inspection type	AIR	OPS	FCL	MED	FSTD	ATM/ ANS	SAFA	total
Regular	22	5	10	9	7[4]	12	13	78
Follow-up	-	11	6	3	2	3	-	25
Total	**22**	**16**	**16**	**12**	**9**	**15**	**13**	**103**

....

4   One Member State was visited for the first time in the FSTD domain.

5.2.1 Air Operations / Aircrew (OPS, FCL, MED, FSTD)

In the fields of Air Operations and Aircrew, 2013 was a year of transition. The entry into force of the EU Implementing Rules (IRs) required substantial preparatory work not only for Competent Authorities but also by the respective sections within the Agency. This included the preparation of new working tools (e.g. pre-visit questionnaires and inspection checklists) and internal training in order to maintain Team Leader's competency. During the transition more emphasis was also placed on pro-active standardisation activities to assist Member States in implementing the new regulations. The inspection teams focused particularly on the implementation of corrective action plans for findings which were raised in previous inspections and which remain relevant under the new Implementing Rules, and on Member States' progress with implementation plans and conversion reports. The same approach will be continued in 2014.

5.2.2 Air Traffic Management/ Air Navigation Services

EASA started to perform standardisation inspections in the field of ATM/ANS in 2012. In 2013, EASA continued to perform comprehensive inspections with the aim to complete a full cycle of inspections in all Member States at the end of 2014, in order to establish a consistent "baseline" for the risk based continuous monitoring approach. As requested by the Commission EASA also performed a first verification round of Safety KPIs (Key Performance Indicators) and assessed the Annual Performance Reports as required under Regulation (EU) 691/2010.

5.2.3 Airworthiness

In the domain of Airworthiness, the standardisation process is well established and mature, and the regulatory framework is relatively stable. The standardisation inspection results reflect this level of maturity.

5.2.4 Monitoring of SAFA process

In the ramp inspections domain, a total of 47 countries are part of the SAFA programme, and 13 of them were visited in 2013: 8 "EASA States" and 5 "WA States". The geographical scope of SAFA Standardisation is the same as Standardisation but including Kosovo, San Marino, Liechtenstein, Canada, Morocco, Singapore and United Arab Emirates. Several inspections have been aligned with other domains, thus ensuring that visits have been conducted within a narrow timeframe.

5.2.5 Aerodromes

All necessary organisational and procedural measures are in planning and development, but due to lack of resources we were not able to recruit and initiate any proactive measures so far.

5.2.6 Preparation to implement a new Standardisation Methodology

On 29 June 2013 a new Standardisation Methodology was issued with Commission Regulation (EU) No 628/2013. It became applicable on 1 January 2014, at the same time Regulation (EC) No 736/2006 was repealed. The new Regulation introduces a risk based and Continuous Monitoring Approach (CMA) to Standardisation.

This new approach relies on an improved exchange of information between Competent authorities and the Agency. It aligns EASA working methods to those used by ICAO in its USOAP programme and streamlines the inspections process to take advantage of the experience gained in applying Regulation (EC) No 736/2006.

The second half of the year was devoted to the preparation of the implementation of Regulation (EU) 628/2013. In particular, a model that was developed to support the inspection planning process was validated, finalised and already used to support the inspection planning for 2014. Existing IT tools had to be adapted, internal procedures and work instructions had to be aligned to the new regulation, and training had to be provided to already qualified standardisation inspectors.

5.2.7   Proactive Standardisation

In a proactive effort to support standardisation, a total of 12 Standardisation meetings and sectorial workshops were organised with a wide participation of representatives of Competent Authorities.

Following on from the 2012 EASA Annual Safety Conference on the topic of "Safety Oversight - managing safety in a performance based regulatory environment", a workshop on the transition towards Risk Based Oversight was held on 27 June 2013. The aim was to build a common understanding on how Risk Based Oversight could be implemented by Competent Authorities, and how its effectiveness can be assessed in the context of standardisation inspections. The workshop helped to build consensus on a number of aspects and identified areas where more work is required.

6

Accreditation

Accreditation is the process of qualifying and performing continuous surveillance of EASA's contracted Certification Service Providers (CSP) on the basis of the Management Board Decision number 01-2011.

By the end of 2013 all CSPs which passed the tender process EASA.2011.RP.06 were audited in accordance with a framework service contract signed and the respective scope of accreditation was issued to 14 NAAs (National Aviation Authorities) and 8 QE (Qualified Entities). During this process 2 QE withdraw their application.

This concluded the roundof initial accreditation audits that started in 2012.

Three National Aviation Authority are accredited in accordance with Working Arrangements signed with the Agency. However, certification tasks were only allocated to one of those NAAs..

In 2013 the Accreditation section started to plan the Accreditation surveillance audits based on a newly implemented Risk Evaluation Process (REP) in order to better optimise EASA's resources and provide all EASA Directorates which outsource certain tasks with a perceived risk level for each CSP.

7

Operators

7.1 Objective and scope

The Operators Department covers the activities of the Agency related to the coordination of the Ramp Inspection Programmes (SAFA/SACA) and the authorisation of Third Country Operators (TCO).

The ramp inspection activity carried out by EASA is a coordination function, including:

- Maintaining and updating the database of reports from ramp inspections;

- Providing analysis and reports on the collected data;

- Fostering the organisation and implementation of training courses;

- Providing proposals for manuals and procedures;

- Fostering the standardisation of the SAFA activity.

In addition, within the scope of Article 23 of the EASA Basic Regulation, the Agency will be responsible for issuing authorisations to Third Country Operators (TCO) wishing to fly into the EASA airspace and land in one of the EASA countries.

In 2013, the Agency focused on consolidating the SAFA programme, expanding its membership, preparing the implementation of subpart ARO.RAMP (e.g. issuance of the NPA 2013-13 containing SAFA/SACA AMCs and GMs), carrying out SAFA standardisation audits to NAAs and providing continuous support to the Commission for the Air Safety Committee (ASC) on the EU Safety List.

7.2 Main achievements in 2013

7.2.1   Ramp Inspection Programmes (SAFA/SACA)

Coordination of the SAFA programme

SAFA analysis was performed in line with the established schedule, and, based on the risks identified, EASA engaged with a number of states to address the issues identified through ramp inspections. The analysis results as well as the results of the process of prioritising SAFA inspections were presented during the meetings of the Air Safety Committee (Safety List). Numerous ad-hoc analyses were also performed on request of the European Commission to support various cases being investigated.

As mandated by the SAFA Directive and by the amended Standardisation Regulation, EASA continued the SAFA standardisation process, adopting a more performance driven approach when planning the onsite visits. A total of 13 standardisation inspections were planned and completed in EU and non-EU SAFA Participating States, including visits in two candidate states (Morocco and Montenegro).

The SAFA database, received an upgrade mainly focused on enhancing its robustness and increase industry access to analytical results.

Consulting with the industry is important. As part of the dialogue with the industry EASA organised the 3nd SAFA Regulators & Industry Forum, hosted by IATA, which brought together representatives from the SAFA Participating States, IATA, AEA, ELFAA, IACA, AACO, AFRAA, ERAA and major aircraft manufacturers to discuss openly about SAFA related matters.

Regulation (EC) 965/2012, which introduces the sub-part ARO.RAMP and repeals the existing SAFA regulatory framework. In order to ensure a smooth transition, it was agreed with that all the states will opt-out until 28 October 2014. Significant efforts were invested in drafting AMCs and GMs for the new sub-part ARO.RAMP, transferring the existing EASA SAFA Guidance Material and complementing with new ones covering SACA inspections. The new material was published for public consultation in July (as NPA 2013-13) and is expected to be adopted at the end of the first semester of 2014.

International promotion of the EU SAFA Programme

The EU SAFA Programme continued to be promoted to international audiences, and its principles and procedures are employed in various regions and states around the globe. In 2013, three new states: Canada, Singapore and the United Arab Emirates, concluded Working Arrangements with EASA, thus bringing the total number of participating states to 47.

7.2.2   Third Country Operators (TCO)

In the reporting period, the TCO Section contributed to finalise the draft rule on TCO, submitting a corresponding draft to the EASA Management Board Decision and collaborating with Rulemaking on the AMC and GM for Part-TCO. The TCO Project Plan was further implemented including, amongst other things, a validated risk-based TCO Model, internal administrative and operational working procedures, a TCO Communications Plan. Furthermore there was close collaboration with Information Services in the development and testing of the TCO software application. The terms of reference, implementing the MoU on the exchange of safety information, were agreed between EASA and IATA. Specifications for traffic data to be provided to EASA were agreed with DG MOVE E3 and Eurocontrol.

The coordination of the EU Safety List and TCO was agreed and formalised between the TCO Section and DG MOVE E3 – Air Safety Unit. The TCO Section continued to regularly support the European Commission in the context of the EU Safety List, which included EASA participation in numerous preparatory hearings with foreign authorities and foreign operators and corresponding case analyses. The TCO Section continued to coordinate the ICAO USOAP report analysis working group, which provided the EU Air Safety Committee with numerous country reports. EASA TCO staff members participated in four ICAO USOAP missions, four EASA Standardisation Inspections, two EASA Technical Assistance missions, one EU Safety List Visit, and two EU Air Safety Committee meetings. The planned recruitment of TCO Officers and Team Leaders had been further put on hold owing to the austerity measures of EU institutions and the Agency's reorganisation project.

8

International Cooperation

8.1 Objective and scope

The Agency concludes working arrangements with foreign NAAs and participates in the negotiation and implementation of Bilateral Aviation Safety Agreements (BASAs) and other aviation agreements, on an ad-hoc basis. Furthermore, the Agency is strengthening its relations with ICAO, in close coordination with the European Commission (EC) and the Member States, and in cooperation with Eurocontrol.

Moreover, the Agency supports partner countries in improving their regulatory capabilities.

8.2 Main achievements in 2013

Bilateral Agreements and Working Arrangements (BASA)

Intense coordination activity took place under the EU-US BASA. In particular, the first phase of the development of a new annex on pilot licensing is close to completion: the text of the Annex for private pilot licenses, as well as the draft Implementation Procedure for Licensing, were shared for comments with the NAAs. Work on the Flight Simulation Training Devices (FSTD) annex continued, with mutual confidence building activities and regulatory comparison exercise well advanced.

The EU-Brazil BASA formally entered into force in August 2013. Intense activity has taken place between EASA and ANAC-Brazil in order to advance the negotiation of implementation procedures for both annexes – a work which should be completed in 2014.

Rulemaking cooperation guidelines, aiming at better cooperating with our BASA partners in the rulemaking domain, were signed with Transport Canada and the US Federal Aviation Administration (FAA).

For SAFA Working Arrangements (WAs) please refer to the relative section on SAFA. Several other Working Arrangements were concluded in 2013 e.g. with ex-JAA States, the UAE and CAAC (China).

Cooperation with ICAO

In 2013, the negotiations of a Working Arrangement between EASA and ICAO on continuous monitoring activities were finalised, and the WA was initialled. Furthermore, EASA developed, in coordination with the EC and EU Member States, some guidelines on the filing of differences under the EFOD tool developed by ICAO. The Agency participated actively in the EU preparatory and coordination work for the safety topics of the 38th ICAO Assembly.

Technical Assistance

In 2013, EASA implemented or assisted 9 regional projects, supporting:

- The European Neighbourhood, such as the Western Balkans, Eastern Europe and Mediterranean, supporting safety and interoperability (IPA, MASC, TRACECA)

- The developing world, such as Africa, parts of Latin-America and South-East Asia, supporting safety and national development (AATIP, ATA-AC, SIASA, Zambia)

- Emerging markets, such as China and India, supporting safety and EU commercial and environmental interests (EU China, SARI)

Furthermore the Agency implemented 4 horizontal projects, promoting EU safety regulations and building capacity in safety oversight (EASA International Cooperation Forum, Regional Safety Oversight Organisation support, Safety List assistance and SOFIA oversight tool).

➡ **Figure 9:** Geographical split of EASA Technical Assistance in the context of International Cooperation
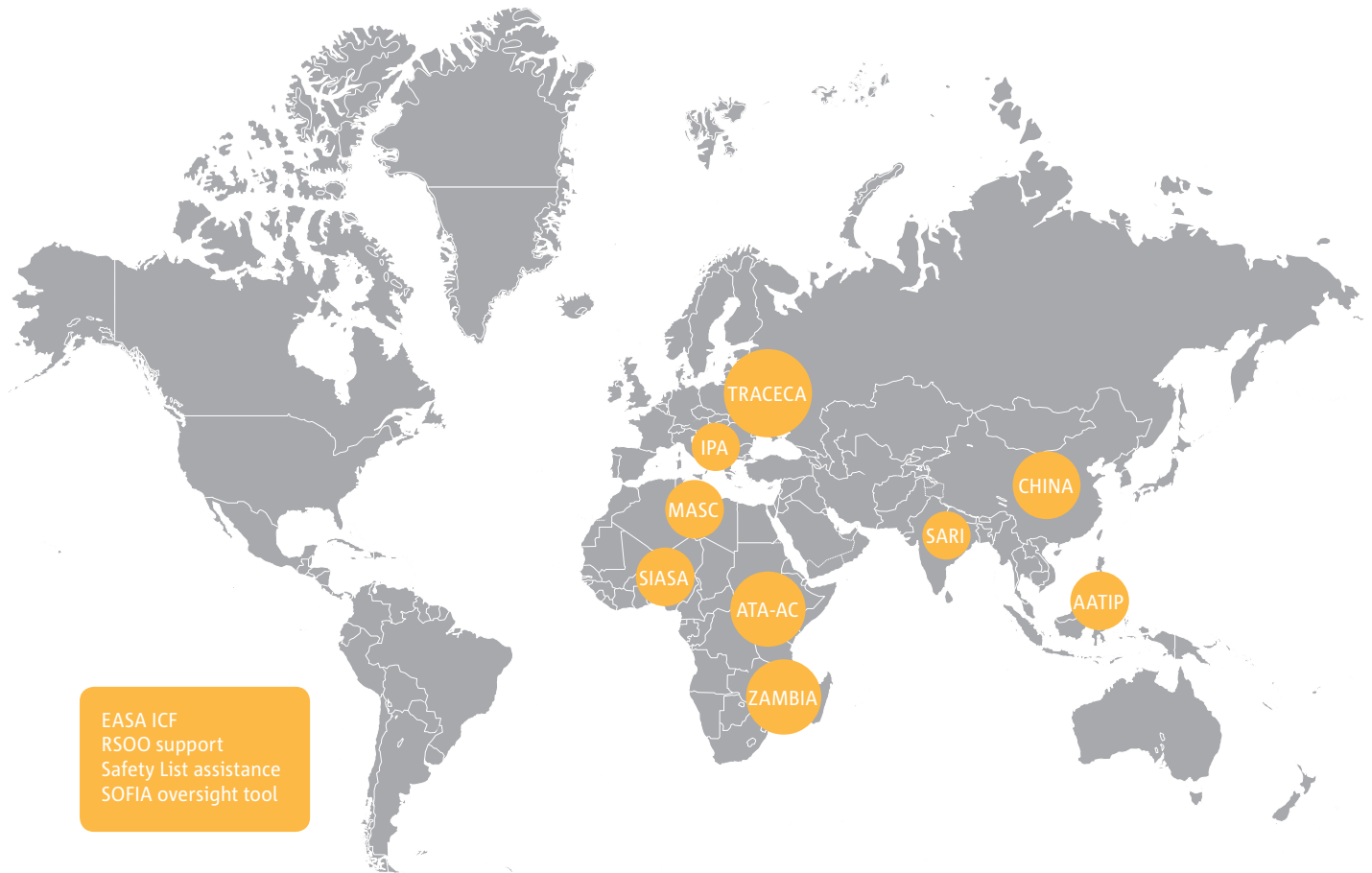
9

Support Activities

9.1 Objective and scope

EASA's support activities encompass the general management and administration of the Agency. This includes the overall organisation (management, planning and general coordination), communication, legal advice, audit and quality. Furthermore the support activities include finance, human resources management and information services as well as operational support (e.g. training, NAA contract management etc.)

9.2 Main Achievements 2013

9.2.1 Applications management and procurement services

The new Fees & Charges Regulation with cost-reflective tariffs for certification activities was endorsed by the EASA Management Board and the EASA Committee. It is expected to enter into force after parliamentary scrutiny in the first quarter of 2014.

New framework contracts were implemented with National Aviation Authorities and Qualified Entities for the provision of certification services and phase out of previous generation of framework contracts was completed.

Administrative complexity was reduced through regrouping projects mainly related to minor changes.

Due to creation of the Procurement Services Department, the Applications and Procurement Services Department was renamed to Applications and Outsourcing Services Department as of 1 July 2013.

9.2.2 Finance Services

Quarterly closings were performed in 2013, in addition to the 2012 official yearly closing and three 2013 interim closings. These closings included an estimate of the year end economic outturn and allowed the Agency to monitor the activities financed by fees and charges. Following the first quarterly closing and year end estimate, an amending budget was adopted to adapt the level of revenues of fees and charges to the new estimate and adjust the expenses accordingly. The SAP© tool was optimised and used for such quarterly and annual closings.

The financial controllers held regular meetings with the management of operational Directorates to discuss the above reported performance.

The Agency issued all planning and reporting documents on time and following the set deadlines in the relevant regulations, namely the 2014 Work Programme, 2014 Budget, Business Plan 2014-2018 and drafts of all 2015 planning documents.

The Annual Accounts 2012 were approved by the European Court of Auditors without qualifications and the European Parliament granted discharge to the Agency for the year 2011.

In addition, the Agency strengthened its internal control system by performing ex-post controls on transactions selected following a risk analysis.

The communication and promotion of the financial rules and their correct implementation was further improved through an updated intranet site and through the organisation of 'Finance Days' with the 'Agency Finance and Procurement' focal points in order to discuss and explain financial technical issues.

The department drafted and published the 'Accounting Protocol', a specific handbook describing in detail the Agencies cost accounting setup.

9.2.3 Information Technology Services

In 2013, the department was successfully reorganized into a 'Demand – Supply – Run' model with a clear and transparent interface and governance to the business partners, and a more efficient and optimized internal operation modus, including significantly improved project status reporting through the use of the SAP Project Management tool.

The Information Services Department continued to support the Agency's core business tasks through work on the following applications:

- Third Country Operators (TCO) application (stage 1) to provide the necessary 'decision support' tool to the Agency Senior Management to manage (grant, limit or refuse) TCO authorization;

- Applicant Portal project, to enable applicants to submit on-line applications for the certification tasks entrusted to the Agency;

- Update of our SAP system to facilitate the implementation of the new remit activities and relevant fees and charges, as soon as the new Fees & Charges Regulation enters into force in 2014;

- Further support to the Agency wide implementation program for document and records management system;

- Upgrade of technical infrastructure and enhancement of Disaster Recovery capacities.

9.2.4 Corporate Services

The rental contract for the new headquarter building, Neue Direktion Köln, was signed in July 2013, after approval of the Management Board, the Council of the EU and the European Parliament. In parallel a general contractor agreement for the EASA-specific fit out was signed. In the second half of the year detailed planning work continued in order to prepare for construction planned to begin in May 2014.

A final solution for the longstanding dispute with EASA's current landlord was successfully negotiated resulting in the waiver of EASA's obligation to pay for substantial dilapidation work at the end of the lease in 2016.

A first release of the document management system started in January 2014. The system applies Agency policy and procedures on document management. A pilot project on document management for Certification Review Items (CRI) also entered into production during the year. Work continues on rolling out the document management system across the Agency and on a second pilot project (EASA Repository on the Interpretation of Rules).

9.2.5   Procurement Services

The Procurement Services Department was created on 1 July 2013 as a next step in on-going procurement centralisation, with the aim to increase transparency on procurement transactions across the Agency and to concentrate all technical procurement work into one centre of expertise. The procurement centralisation for low value procedures was initiated at the beginning of 2013. In December 2013, the transition was nearly completed.

Some 38 (high value) procedures were managed throughout 2013 resulting in the conclusion of 44 contracts covering the procurement needs of the different EASA directorates (See details in Annex 7: Procurement procedures launched and/or finalised in 2013). In addition to the high value procurement activity, around 300 contracts were signed as a result of low value procedures and 500 specific contracts / order forms issued under framework contracts.

9.2.6   Legal Services

During the reporting period the Legal Department was moved from the Rulemaking Directorate to the Executive Directorate, while keeping its internal structure intact. It provided strong support to rulemaking and standardisation activities in particular regarding the transition to and initial implementation of the Aircrew, OPS and ATM/ANS Regulations. Also the Legal Department participated in various Agency-wide projects and was involved in key activities such as:

- Completion of the work on ICAO Safety Information Protection Task Force (SIP-TF);

- Organisation of a Conference addressing various legal aspects related to Remotely Piloted Aircraft Systems (RPAS) in cooperation with the Cologne Institute of Air and Space Law, Cologne University;

- Ensuring proper response to requests from judicial authorities following judicial investigation in a Member State in the aftermath of an aircraft accident;

- Providing the Agency's defence in appeal hearings before the EASA Board of Appeal and court procedures before the EU Civil Service Tribunal.

9.2.7   Communications

In 2013 the Agency organised one more successful Annual Safety Conference, while at the same time it provided communications coverage for several Agency activities, including but not limited to the new Flight Time Limitations regulations and the new guidance material on the use of Personal Electronic Devices on-board aircraft.

Major events 2013

➥ **Table 3:** Major Events in 2013

Event	Date
Organised/co-organised by EASA	
3rd Certification Workshop	24 January
Space Weather Workshop: "Effects on Aviation - Building a proportionate response in Europe"	20 March
Annual European Aviation Safety Agency Coordination Meeting with CASIA	4 April
RPAS/UAS - A challenge for International, European and National Air Law	23 May
2013 EASA / FAA International Aviation Safety Conference	12-14 June
3rd European Aviation Safety Plan (EASp) implementation and review summit	18 June
General Aviation Seminar	1-2 October
Annual Safety Conference: Icing conditions: on-ground and in-flight	15-16 October
4th European Aviation Safety Plan (EASp) implementation and review summit	7 November
Part 21 Design Organisation Approval (DOA) Implementation Workshop (Industry Representatives)	20-21 November
7th Rotorcraft Symposium	4-5 December
Organised at ICAO / EU level	
ICAO Assembly 38th Session	28 September-4 October

9.2.8   Human Resources: Professional and Organisational Development/Personnel Administration

A small group around the Head of Professional and Organisational Development Department and the Deputy Head of Professional and Organisational Development Department deals with general management, budget and planning, quality coordination, retention of skills and the disciplinary procedures.

Recruitment

At the end of 2013, EASA employed 648 Temporary Agents (TA), 34 more than the year before. Additionally, 85 Contract Agents (CA) and 16 Seconded National Experts (SNE) were employed at EASA. Altogether EASA concluded 73 new contracts of employment while 19 staff members left the Agency. This resulted in a net increase of 54 staff members. 24 staff members were successful in external or internal selection procedures.

The Agency published 34 vacancy notices, targeting 33 temporary posts and 15 contract agent positions. 44 selection procedures were finalised corresponding to 38 temporary posts and 24 contract agent positions. Roughly 2.509 applications have been received and more than 300 interviews were conducted.

➡ **Table 4:** Summary of Recruitment activity

New contracts concluded 2013 (TA/CA/SNE)	73
Staff members leaving 2013 (TA/CA/SNE)	19
Net staff increase 2013 (TA/CA/SNE)	54
Vacancies published 2013 (TA/CA/SNE)	34
Successful internal candidates (TA)	24

Additionally, 6 TA candidates accepted an offer of employment in 2013 and will take up their post during the first months of 2014. Details on the Agency's 2013 staffing figures and demography can be found in Annex 9: Staffing figures and demography.

Taking into account the labour market conditions and the scarce resources of aviation experts, it is important not only to be attractive for senior experts, but also to qualify young graduates internally. In 2013, the Agency launched two calls for paid traineeships with intakes in spring and autumn. 11 trainees were selected to perform a six months traineeship in a function corresponding to their academic background. The feedback received so far from trainees and advisors/managers on the organisation and value of the traineeships is very positive.

EASA was represented as an employer in 2013 during the career days at the Paris Air show. The Recruitment Team represented the Agency at the trade fair and at the "Nacht Der Technik" event in collaboration with Communication Department. Several actions to develop EASA employer branding strategy in collaboration with the Communications Department were initiated and are currently under development.

Aiming to further improve the recruitment process and following a tender procedure completed at the end of 2012, in 2013 the Recruitment Team prepared the setup of assessment centres in order to include them as a part of the managerial selection procedures. During 2013, two selections for managerial posts – one internal and one external, incorporated an assessment centre as an instrument in the selection process. This will not only support the recruitment of highly skilled staff members, but will also enable the organisation to ensure that internally present managerial skills are identified to facilitate vertical career moves.

Management & Development

A new procedure on reclassification was applied in 2013 revising the existing rules for both temporary and contract staff and setting up the Joint Career Committee (JCC) as the responsible body for reclassification decisions. The new procedure establishes a closer link between performance and reclassification by introducing criteria for the assessment of merit in addition to the thresholds of points. In 2013, 113 staff members (111 TAs and 2 CAs) were proposed for reclassification. The proposed CAs were reclassified directly; 83% of the TAs have successfully met the third language requirement.

Two important projects were started in 2013, for developing an EASA competency framework and a model of job families. An extensive organisational analysis was conducted, including interviews with directors and managers, in order to produce a draft catalogue of core and leadership competencies that are highly relevant for EASA. These will be consulted with a large pool of staff and managers in a questionnaire. The final list of competencies will be presented in 2014. The framework will support competency management at EASA as a crucial pre-requisite for the Agency's prominent status and high working standards. As part of the competency framework, skills were defined for the support processes. The aviation expertise, as a major resource for the Agency, is to be managed in a dedicated process which started with the development of a detailed list of aviation disciplines and a related survey. Job families will be contributory to competencies and job descriptions for creating a clear

structure of jobs and possible moves and career paths. All such settings are aimed at ensuring the long-term stability and efficiency of the Agency.

In November 2013, the policy on internal mobility was launched. It aims at offering staff opportunities for continuous professional development within EASA. Thus it will also support cross-functional collaboration and will ensure business efficiency by making best use of staff members' skills and competencies.

Another pulse check on the staff motivation survey was conducted in early 2013. It aimed at assessing the development compared to the previous year's study. The response rate reached 65%. Similar observations as in former staff motivation surveys continued in terms of strengths and weaknesses about the working atmosphere at EASA as perceived by staff. The detailed report was made available to all staff. Results have been used in developing the subsequent management training and team building activities, as well as in the preparation of staff policies, internal communication events and the large-scale re-organisation of the Agency.

The development of new values for EASA, as a common initiative of staff and managers, emerged with the organisational development workshop on culture and communication at the start of 2013. The workshop was part of the overall plan to improve the working atmosphere and to promote EASA corporate culture in line with the feedback of the staff motivation survey. The new values were developed by a working group of volunteers. Broad consultation with staff was conducted. The finalised values will be endorsed and announced in 2014.

Personnel Administration

Conflict of Interest and Ethical Committee:

Following the final audit report conducted by the European Court of Auditors (ECA) in 2011, the Agency adopted in 2012 the policy "Code of Conduct for the staff of EASA", which also includes rules related to the "prevention and mitigation of Conflict of Interest" and "Gifts and Hospitality". The adoption and implementation of this policy aims to ensure that EASA staff members act with impartiality, independence and integrity when performing their duties, one of the key principles of the governance of all EU institutions and Agencies. The main measures EASA took to continue with the implementation of this policy in 2013 were as follows:

- the collection of an annual declaration of interest from each manager,

- the requirement for the EASA Executive Committee, which includes the Directors, to complete an annual declaration of interest. The Directors' annual declarations of interest have been published on the EASA website,

- the revision of the composition procedure and powers of the Ethical Committee to provide opinions and support to the Executive Director to assess the completed declaration of interest,

- the implementation of a register related to gifts, hospitality and invitations applicable to all staff members,

- the accomplishment of a mandatory training related to the Code of Conduct and focusing on its annexes for all EASA staff members organised by E.6.2. By the end of 2013, 93,2% of the total target group was trained.

A summary of actions taken to prevent and manage conflict of interest is contained in Annex 3: Agency actions to prevent and manage Conflict of Interest.

Reform of the Staff Regulations:

On 1 January 2014, the reform of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Union entered into force. As a consequence the work conditions for EASA staff members will change in many areas and new implementing rules need to be adopted. In order to ensure a smooth transition from the former to the new working conditions, EASA is participating in the "Permanent Group of Agencies" which reviews and elaborates together with DG HR of the European Commission implementing rules for the agencies. EASA has 9 months as of 1st January 2014 to notify (draft) implementing rules to DGHR for approval before EASA can adopt them. As a first measure and in order to ensure continuity an interim decision had been adopted in December 2013 which regulates that the current EASA implementing rules for staff members continue to apply until new implementing rules are in place within the deadline mentioned.

9.2.9   General and Technical Training

General Training

Overall, training KPIs on attendance and satisfaction were met in 2013. As in 2012, management training and team development continued to be major topical activities. The standard offer of business skill courses was also well attended. A large-scale tender procedure for language training services was run in 2013 in order to support staff in meeting the third language requirement and to ensure the multilingual objective of the EU function.

A shift of interest towards more tailored training was observed in 2013 which is the regular expected development in a mature organisation like EASA. Such a shift in the training implementation has been supported and promoted by the team responsible for general training through stronger training needs analysis with the respective managers and teams (e.g. intercultural courses for the rulemaking and standardisation function, web writing for the communications team, business process management for the quality function, performance management for reporting officers). The successful cross-functional cooperation between the Management & Development Section and other departments and committees, such as Communications and Quality, is reaching staff more directly and is impacting on organisational developments.

In April 2013 a policy on high-level training was launched. It is an initiative to further foster professional development and knowledge management at the Agency by granting financial support and special leave to selected staff members for attending professional courses and degree programmes. Applications are assessed by the Joint Career Committee with the focus on the strategic objectives of the Agency. The first decision is expected for 2014. The General Training activities in 2013 are summarised as follows:

➡ **Table 5:** General Training activities 2013

		TOTAL
General training sessions	254*	332
Language training classes and tests	78	
Attendees in general training	1876**	2332
Attendees in language training	456	

*additional 24 sessions organised in 2013 are being delivered during January-March 2014

**additional 235 participants are enrolled in the above-mentioned sessions

The provided statistics on training are an early non-final estimation (as of February 2014) and may differ slightly from the Annual HR Report which is published later in the year.

Technical Training

To meet the increasing request of specific training, the following actions were taken in 2013:

- Publication of course catalogues on ELG (Electronic Learning Gateway) for all stakeholders using a single registration process;

- Implementation of a credit card payment system for ELG;

- Publication of unique courses such as ECCAIRS, Composite, Flight Test Organisations and Propulsion Systems;

- Best practice sharing through Common Training Initiative Group;

- Participation to Standardisation, Rulemaking and International Cooperation workshops;

- Maintenance, acquisition and renewal of technical library resources;

- Training on ELG e-examination system for Organisations and NAAs;

- Implementation of the Smartboard environment for training delivery.

The main achievements in 2013 included:

- Increase of e-examination providers to 59 including 33 NAAs;

- Increase the number of e-exams from 15 to 30;

- Implementation of the testing base for Inspectors' qualification;

- Procurement of specialty courses for Falcon 7X, 900EX, Airbus A380 and Composite Repair Forensics;

- Adoption of new training technologies to increase development quality;

- Development and delivery of full set of courses for Aircrew Regulation;

- Presentation to the Management Board of the ELG and EASA training system;

- Completion of the Inspector Qualification Programme;

- Delivery of 10 days BR 216/08 training to Australian Air Force in Melbourne.

In 2013 the technical training activities were as follows:

➡ **Table 6:** Summary of Technical Training activity in 2013

Activity	Figures
People trained	1219
Trained by Technical Training Department (S.3) / S.3 courses	855 (70.2%)
Trained by Externals	364 (29.8%)
Delivered Courses	138
S.3 Courses	75%
External Courses	25%
Total Training Days	240

Annexes

Annex 1: Declaration of Assurance from the Authorising Officer

I, the undersigned, Patrick Ky, Executive Director of the European Aviation Safety Agency, in my capacity as Authorising officer[5],

Declare that the information contained in this report gives a true and fair view[6].

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the EASA management standards self-assessment, exceptions analysis, ex-post controls, risk assessment, the work of the Internal Audit Capability, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported which could harm the interests of the Agency.

Patrick Ky,
Executive Director of the European Aviation Safety Agency

5   From September 2013 onwards.

6   True and fair view in this context means a reliable, complete and correct picture of the state of affairs.

Annex 2: Assessment of the audit results and follow-up of audit recommendations

The Agency is audited by both internal and external independent auditors: its Internal Audit Capability, the Commission Internal Audit Service and the European Court of Auditors.

Internal Audit Capability (IAC)

In 2013, the IAC carried out 9 audits in accordance with the Agency annual audit programme Consequently, the IAC expressed the opinion that the internal control system in place provides reasonable assurance regarding the achievement of the business objectives set up for the processes audited except for the following processes: Information Management Programme, Fees & Charges invoicing and the Facility Management. However, most of the actions related to these audits have been or are being implemented as foreseen.

All recommendations from audits are recorded and centralised. Continuous monitoring and reporting of these recommendations is performed. The average implementation rate for the year 2013 is of 85%.

Commission Internal Audit Service (IAS)

In 2013, the IAS released the final report of 1 limited review on IT project management with no audit opinion and 2 very important recommendations and completed 1 audit on Building Blocks Assurance which provides a reasonable assurance and 2 very important recommendations. The actions have been or are being implemented as foreseen and their status reported to the IAS accordingly.

As regards the implementation of recommendations from previous years, the IAS confirmed that 22 of the 23 very important recommendations from 2006-2011 audits have been implemented and noted that the Agency reported the remaining recommendation as implemented, waiting final assessment by IAS. No assessment was provided and no follow-up audit was performed in 2013.

Finally the IAS performed the Agency risk assessment to establish the 3 years strategic audit plan 2014-2016 of the Agency.

European Court of Auditors (ECA)

The ECA issued the annual report on 2012 EASA accounts on its web-site; confirming the legality and regularity of the transactions and providing 4 recommendations.

As regards the implementation of recommendations from the previous year 2011, the ECA confirmed in its 2012 annual report the implementation of 4 recommendations out of 6.

The actions related to the recommendations from the 2011 and 2012 annual accounts reports have been or are being implemented as foreseen in the EASA reply included in the respective ECA annual report.

Annex 3: Agency actions to prevent and manage Conflict of Interest

The Agency adopted in 2012 the policy "Code of Conduct for the staff of EASA", which also includes rules related to the "prevention and mitigation of Conflict of Interest" and "Gifts and Hospitality". The adoption and implementation of this policy aims to ensure that EASA staff members act with impartiality, independence and integrity when performing their duties, one of the key principles of the governance of all EU institutions and Agencies.

For 2013, the result of the application of the adopted policy and procedure can be summarised as follows:

1. Cases of conflicts of interest verified: EASA has reviewed and verified 213 declarations of interest in light of the established policy.

2. Cases of revolving door identified: There were 2 cases identified in 2013.

3. Measures taken in each category of cases: No conflict of interest instances were found in the 213 declarations reviewed. In both cases of revolving doors, EASA has permitted the notified activities under certain conditions. The conditions were to not contact and lobby vis-à-vis EASA staff members and to abstain from direct contract negotiations with EASA during a cooling-off period of 12 to 24 months, they were reminded their continuous obligation of confidentiality and EASA staff members concerned had been informed of these cases and the conditions put.

4. Breaches of trust procedures launched and their outcomes: There were no cases identified in 2013.

5. Sanctions applied: N/A (please see point 4 above).

Annex 4: Key Performance Indicators

SAFETY STRATEGY

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Improve the timely availability and enhance the content of the Annual Safety Review	Release date is advanced, indicators are enhanced range and detail are improved	Achieved, new chapter on ATM added	Achieved, new chapter on Aerodromes added	Content complete and approved by 22 April	Completed on time. ASR 2012 is available in hardcopy and on the EASA internet site
Establish and maintain an Internal Occurrence Reporting System	Effective provision of safety information to interested parties / decision makers through specific reports and bulletins	Achieved	Full operation achieved in February 2012	IORS functions with 20 reporting organisations	IORS functions with 20 reporting organisations.

On-going internal working group on Contaminated Cabin Air is being supported by providing all related data. In addition, IORS provides available information on similar occurrences upon high profile events under the request of E2 management |
| Improve Agency's response to formal Safety Recommendations | Percentage of Safety Recommendations answered within 90 days of receipt | 91% | 100% | 97% of formal answers sent | 94%[7] |
| Coordinated, measured and timely responses to major civil aviation accidents | Detailed follow-up and actively support investigations to determine the best corrective action plan | 10 | Follow-up of 6 major fatal accidents | Follow-up of 10 civil aviation accidents | Follow-up of 48 civil aviation accidents out of 97. |
| Improve the planning and implementation rate of planned actions | EASp. Tracking of action plan implementation showing that actions are being addressed in the year they are due | 46% | On track. Performance is audited as part of the Agency's Integrated Management System | 3rd EASp enacted.

20%[8] of actions completed by year end | 69% completed by 31 December |

....

7   Due to the 90 days period to answer the final 2013 result will be available at the end of March 2014.

8   The 2013 target reported in the 2013 Work Programme (76% days) has been reviewed. The completion rate needs to be monitored for a few years before a solid and realistic baseline can be developed.

REGULATION

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Increasing communication and cooperation with the stakeholders	• Percentage of positive feedback received from stakeholders on rulemaking events • Percentage of the number of correspondence from Industry, Member States and Commission provided on time	n/a 87%	61% 96%	65% 60%	80% 92%
Having a proactive approach towards ICAO, Member States, EU Institutions in order to take a leading role in preparing rules and setting safety objectives	• Percentage of the number of Exemptions answered on time • Time (Full Time Equivalents) spent in supporting to ICAO, Member States and EU Institutions[9]	86% n/a	60% 14,3 FTEs	60% 10 FTEs	53% Some delays were experienced due to increase in number of exemptions (22%). In addition, with the extension of Agency scope to Flight Crew Licensing, Air Operations and ATM/ANS, all technical fields are now subject to the flexibility provisions. 16,8 FTEs The Agency significantly increased efforts in supporting stakeholders and NAAs in the implementation of the regulatory framework, in particular when it concerns new rules and concepts.
Implementing the adopted Rulemaking Work programme (Year N – N+3)	Percentage of implementation of the Rulemaking Work Programme (only considering the task R committed for during the Year N of the adopted Rulemaking work Programme)	91%	113%	80%	88%
Improving/ streamlining the Rulemaking processes	• Percentage of positive feedback received from stakeholders on the Rulemaking process • Percentage of initiatives completed from the recent stakeholder survey	n/a n/a	61% Non-NAAs 74% NAAs 100%	75% 60%	n/a[10] n/a[11]

9   The targets set for 2012 and 2013 are defined in FTEs and not percentages. The KPI definition has been reviewed accordingly.

10   Stakeholder survey for 2013 will be carried out in 2014.

11   Same as above.

PRODUCT SAFETY OVERSIGHT

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	88%	85%	92%	78% The available resources (internal & external) are not yet sufficient to cope with the planned involvement in the field of continuing airworthiness oversight
Ensure adequate fulfilment of all Flight Standards certification tasks	Number of technical working hours performed per project as a percentage of planned hours	114%	n/a	92%	n/a[12]
Internalise certification project and CAW tasks in line with internalisation policy (Average)	Internal hours as a percentage of total hours	76%	76%	75%	81% Enhancement of outsourcing control across the Directorate has led to better use of internal resources. This is also in in line with the current outsourcing strategy
Internalise Flight Standards certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	n/a[13]	n/a	26%	n/a[14]
Improve efficiency of technical staff	Share of technical hours (project work) as a percentage of total hours 1. Product Certification 2. Flight Standards Services	82%[15]	84%	78%	84%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	71%	77%	76%	n/a[16]

12 Due to the evolution of the working methodology, Flight Standards and Product Certification were incorporated as a consequence of the reorganisation in 2011. Therefore, since 2012 this KPI is not measured anymore and will not be used in future documents.

13 Due to the transitional/interim period for some Flight Standards certification tasks (in particular OEB and FSTD), limited data are available from NAAs.

14 Due to the evolution of the working methodology, Flight Standards and Product Certification were incorporated as a consequence of the reorganisation in 2011. Therefore, since 2012 this KPI is not measured anymore and will not be used in future documents.

15 KPIs merged as of 2011.

16 Stakeholder survey for 2013 will be carried out in 2014.

ORGANISATION APPROVALS

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Establish means of NAA surveillance performance checks in order to ensure common application of organisation's surveillance; no matter whether surveillance will be performed by EASA or a NAA on its behalf	Number of NAA visits accompanied by EASA team leaders or EASA management staff	5%	Monthly planning from January until December 2012 has been executed to 100%. Target of 5% has been reached	5%	5% quarterly pro rata achieved
Implement new remits, taking into account changes to the implementation dates	Availability of implementation plan	Imp. has been executed in as much as drafting of procedures and forms has been finalized	New remits have been successfully implemented	New remits implemented and consolidated	New remits implemented. Feedback to Rulemaking Directorate w.r.t. lessons learned (rule changes) finalised
Preparation of adequate procedures for NAA outsourcing with regard to new remits	Advances made in preparation and implementation of outsourcing procedures	Support to tendering process is on-going, support to accreditation had been scheduled (new remits)	Outsourcing procedures were established, tasks have been outsourced to qualified entities and NAAs already	Outsourcing procedures implemented incl. for QEs	Outsourcing procedures implemented. Feedback loops to NAAs/QE established
Develop a risk based surveillance system with defined testing and implementation phases	Implementation of the risk based surveillance phases vs implementation plan	Concept had been extended to all Organisations approvals remits, coordination with S.1 and S.4 is on-going	Tailored procedures in CAO, POA and DOA have been adjusted	Implementation of Risk based oversight	Implementation is on-going and will depend on the level of SMS implementation requested by the affected regulations (DOA, MOA, POA)

INSPECTION IN MEMBER STATES

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Complete the agreed number of visits as per the approved Standardisation Inspection Annual Programme	Percentage of planned visits carried out	100% accomplished in all domains (plus a significant number of additional ad-hoc and follow-up visits)	100% accomplished in all domains (plus a significant number of additional ad-hoc and follow-up visits)	100% of planned visits incl. a certain number of ad-hoc and follow up visits	95% (89 out of 94 planned)
Improve the proactive standardisation approach	Extend the scope and ensure the conduct of standardisation meetings	Target achieved (std. meetings were conducted in all existing domains)	Target achieved (std. meetings were conducted in all existing domains)	Maintain the conduct of standardisation meetings in all domains (ensuring that the most relevant scope for NAAs is addressed)	1 STD AIR meeting 1 STD ACW meeting 3 STD OPS meeting 2 STD ANS meeting 1 STD AIR workshop 1 STD MED workshop 1 STD FSTD workshop
Assess the impact of the implementation of the Basic Regulation and its implementing rules (Art 24.3) (3rd strategic pillar)	Annual analysis per scope performed (in the context of the Annual Standardisation Report)	100%	100%	Ensure that each section has performed an annual analysis in the context of the Annual Std. Report covering all applicable domains (ref. BR and its IRs)	Data collection on-going, summary will be provided in the Annual Standardisation Report 2013 which is always published in the following year. All sections have performed an annual analysis for 2012 in the context of the Annual Standardisation Report which was published in 2013

OPERATORS

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Participate to seminars, conferences, road shows	Number of initiatives attended outside the routine events	7	3	At least 3	3
Present the EC-SAFA system during relevant international conferences and on request of individual States in order to align ramp-inspections methods with other major aviation authorities	Number of external presentations and exchanges with third country authorities	5	6	5	6
Complete the agreed number of standardisation inspections	Percentage of planned inspections carried out	100%	n/a	100% of planned visits	87% of planned visits (two cancelled visits, one upon the request of Azerbaijan and one as FYROM failed to sign the WA)
Qualification of SAFA inspectors	Completion of training with an EASA approved training organisation	Achieved	n/a	n/a	This objective has been regarded as obsolete
Develop process for the evaluation of SAFA training organisations	Process established in the Agency's BPM tool	n/a	n/a	Process applied	Draft procedures available. Finalisation subject to decision on cost recovery
Development and update of the SAFA database	Ease of use and quality of output	New Database deployed	Major upgrade deployed in October 2012	Initiate and implement change requests based on user feedback	Minor update deployed. Well received by industry

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Establish the necessary processes and procedures, including a full database for the collection, analysis and management of the authorisations, together with the necessary modifications implemented in the Agency's ERP tool	Procedures and processes, database business requirements, application forms and funding scheme	Draft procedure developed in BPM tool; Business Analysis Document has been established for the TCO software application; regular meetings took place with the F directorate for the integration of TCO admin procedure in SAP	Draft procedure developed in ARIS; Business Analysis Document has been established for the TCO software application; regular meetings took place with the F directorate for the integration of TCO admin procedure in SAP	Initial procedures applied and reviewed and adjusted as necessary	Draft procedures and processes ready to be reviewed and adjusted in ARIS, once IR is published
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule	Communication activities performed; confidence model developed and tested	Rulemaking procedure for envisaged Part-TCO delayed (Opinion published in Dec 2012)	Completed assessment of 50% of the transition cases	In Q4 2013, the TCO implementing rule was sent to the parliament. Ready to implement the IR and assess the transition cases, once the IR is published (expected in Q1 2014)
Support the Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005	Support the Commission as requested	13 (ASC meetings; pre-hearings)	2 missions for CION (EU Safety List); 14 ASC hearings/ meetings in Brussels; 7 mission with ICAO USOAP	ASC meetings as planned	Two ASC meetings took place as planned. Preparatory meetings took place as requested. 3 missions: 19 hearings

INTERNATIONAL COOPERATION

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Promote EASA system via bilateral agreements (BASA), working arrangements (WA) and local representatives	• Percentage negotiation actively initiated within the initially agreed deadline • Percentage of the number of coordination meetings, as follow-up of the agreements	n/a 100%	98% 98%	98% 90% of coordination meetings organised	97% 96%
Support Commission coordination of ICAO State Letters (SL) in accordance with Commission procedure	Percentage of State Letters (SL) recommendations provided on time	100%	97%	90%	100%
Develop and implement Technical Cooperation Activities such as training and technical workshops for the benefit of the international partners authorities	Number of technical activities organised for disseminating and explaining the EU regulations	20 events	27 events	15 events	53 events
Support the EC in the definition, implementation and evaluation of EU Civil Aviation Cooperation Programmes	Number of projects with direct EASA involvement (participation in Projects' Steering Committee meetings, contribution to Technical activities, etc.)	19 projects	13 projects	8 projects	9 projects

SUPPORT ACTIVITIES

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Process applications in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of applications allocated within 5 working days from receipt	73%	80%	80%	84%
Process closure documents in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of certificates issued within 2 working days from technical visa receipt	90%	88%	90%	92%
Meet the terms of the framework contracts with the NAAs	Percentage of invoices processed (payment initiated) within 45 calendar days from invoice registration	99%	100%	98%	100%
Offer adequate procurement service to the business	Percentage of high-value (>60k) planning (reviewed in September) achieved at the end of the year (number of procedures, number of signed contracts, budget volume)	96%	95%	95%	100%
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget	98%	97%	98%	98%
Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders	98	74,2	75[17]	59,3
Provide adequate management reporting to the MB	Scoreboard provided for each MB meeting	4	4	4	4

17   The 2013 target reported in the 2013 Work Programme (95 days) has been reviewed due to change in calculation method.

Objective	KPI	Result 2011	Result 2012	Target 2013	Result 2013
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements	Successful roll out of records management across all departments	Business assessment completed	Functional and technical requirements and design of the generic DM functionalities drafted. C-Dir pilot project developed and ready for testing. Design for R-Dir pilot project initiated.	Evaluation of pilot project and roll out of phase 2	Pilot project (Certification Review Items) delivered, evaluated and closed. Roll out projects for Phase 2 proposed for decision by COMINFO
ISO 9001 Certification	Assessment by an external body	Certificate maintained	Certificate maintained	Certificate renewed	Successful ISO. Recertification in 2013
Perform an annual risks analysis exercise	Up to date risk register	100% up to date	100% up to date. 2012 Risk Register finalised and up to date	100% up to date	2013 Risk register released in May 2013
Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of the year[18]	99,8 %	97 %	98%	94%[19]
Ensure the development, implementation and delivery of technical training related activities to the stakeholders identified by the Agency's strategy	Developed courses versus planned	122%	n/a	75%	Q1 100% Q2 110% Q3 14 out of 0 planned Q4 6 out of 0 planned
	Delivered courses versus planned	72%	n/a	75%	87%

18 The definition of KPI has been corrected. In the 2013 Work Programme it reads as follows: "*Percentage of authorised Temporary Agents posts that are filled by the end of 2010*".

19 The number of recruitments was revised downwards against the amended 2013 budget and in anticipation of the decreased Establishment Plan in 2014.

Annex 5: Waivers of recoveries

According to article 62 - Waiving of recovery of an established amount receivable, in the current EASA Implementing Rules, waivers involving EUR 100 000 or more should be reported. Below is a relation of such cases which took place in 2013:

Customer	SKY AIRCRAFT
Waiver	EUR 462 881,80
Reason	Bankruptcy of the customer

Annex 6: Agency's financial performance in 2013 (EASA Budget Implementation)[20]

## 6.1.	Preliminary Budgetary Outturn Account for 2013 (*All figures in thousands of euros - € '000*).

The budget accounts give a detailed picture of the implementation of the budget. They are based on the modified cash accounting principle.

	2013	2012
REVENUE		
Commission subsidy (for the operating budget -Titles 1,2 and 3 - of the agency)	35,830	35,728
Phare funds from Commission	4,689	2,924
Other contributions and funding received via the Commission	1,407	1,514
Fee income	81,942	74,241
Other revenue	1,003	727
TOTAL REVENUE (a)	**124,870**	**115,132**
EXPENDITURE		
Title I:Staff	69,438	64,276
Title II: Administrative Expenses	15,934	13,563
Title III: Operating Expenditure excluding assigned revenues from Fees and charges	53,894	56,812
Assigned revenue carried over from F&C	27,757	24,197
TOTAL EXPENDITURE (b)	**167,024**	**158,848**
OUTTURN FOR THE FINANCIAL YEAR (a-b)	**(42,154)**	**(43,716)**
Cancellation of unused payment appropriations carried over from previous year	555	1,612
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	42,402	42,177
Exchange differences for the year (gain +/loss -)	(5)	(12)
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	**798**	**62**
Balance year N-1	**62**	**1,361**
Positive balance from year N-1 reimbursed in year N to the Commission	**(62)**	**(1,361)**
Result used for determining amounts in general accounting	**798**	**62**
Commission subsidy - agency registers accrued revenue and Commission accrued expense	**35,032**	**35,666**
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1	**798**	**62**
Not included in the budget outturn:		
Interest generated by 31/12/N on the Commission subsidy funds and to be reimbursed to the Commission (liability)	**80**	**55**

20   The final report from the European Court of Auditors on the EASA 2013 accounts is expected to be received in June 2014.

6.2 Preliminary 2013 Budget Implementation
(*All figures in thousands of euros - € '000*).

	2013		2012	
	Payments	Commitment	Payments	Commitment
TITLE I - Staff expenses				
Budget appropriation - C1+R0+C4+C5(1)	70,719	70,719	66,743	66,743
Committed		69,437		64,265
Paid	68,774		63,520	
Automatic carryovers	665		756	
Total expenditure/commitment (2)	69,438	69,437	64,276	64,265
Appropriations carried over from assigned revenue (3)		1		11
Cancelled	1,280	1,280	2,467	2,467
% used on budget appropriation (2+3)/(1)	98.19%	98.19%	96.30%	96.30%
TITLE II - Administrative expenses				
Budget appropriation - C1+R0+C4+C5(1)	16,280	16,280	14,193	14,193
Committed		15,918		13,559
Paid	12,740		10,198	
Automatic carryovers	3,194		3,365	
Non-automatic carryovers				
Total expenditure/commitment (2)	15,934	15,918	13,563	13,559
Appropriations carried over from assigned revenue (3)		17		4
Cancelled	346	346	630	630
% used on budget appropriation (2+3)/(1)	97.88%	97.88%	95.56%	95.56%
TITLE III - Operating expenses				
Budget appropriation - C1+R0+C4+C5(1)	82,318	82,318	82,726	82,726
Committed		49,865		54,456
Paid	33,282		32,399	
Automatic carryovers	48,368		48,610	
Non-automatic carryovers				
Total expenditure/commitment (2)	81,651	49,865	81,009	54,456
Appropriations carried over from assigned revenue (3)		31,786		26,553
Cancelled	667	667	1,716	1,716
% used on budget appropriation (2+3)/(1)	99.19%	99.19%	97.93%	97.93%

	2013		2012	
TOTAL	Payments	Commitment	Payments	Commitment
Budget appropriation - C1+R0+C4+C5(1)	169,317	169,317	163,661	163,661
Committed		135,220		132,280
Paid	114,796		106,118	
Automatic carryovers	52,228		52,731	
Non-automatic carryovers	0		0	
Total expenditure/commitment (2)	167,024	135,220	158,848	132,280
Appropriations carried over from assigned revenue (3)		31,804		26,568
Cancelled	2,293	2,293	4,813	4,813
% used on budget appropriation (2+3)/(1)	98.65%	98.65%	97.06%	97.06%

Major aspects of the implementation of the budget

In 2013, the Agency has used only non-differentiated appropriations.

The total consumption of commitment appropriations reached 167.024 K€ (158.848 K€ in 2012), of which 135.220 K€ (132.280 K€ in 2012) have been committed and 31.804 K€ (26.568 K€ in 2012) on credit appropriations from assigned revenue were automatically carried over as per Article 15 of the EASA Financial Regulation.

The total consumption of payment appropriations reached 167.024 K€ (158.848 K€ in 2012), of which 114.796 K€ (106.118 K€ in 2012) have been paid and 52.228 K€ (52.731 K€ in 2012) were automatically carried over (20.424 K€ on commitments and 31.804 K€ on credit appropriations from assigned revenue).

Budget Implementation by Title
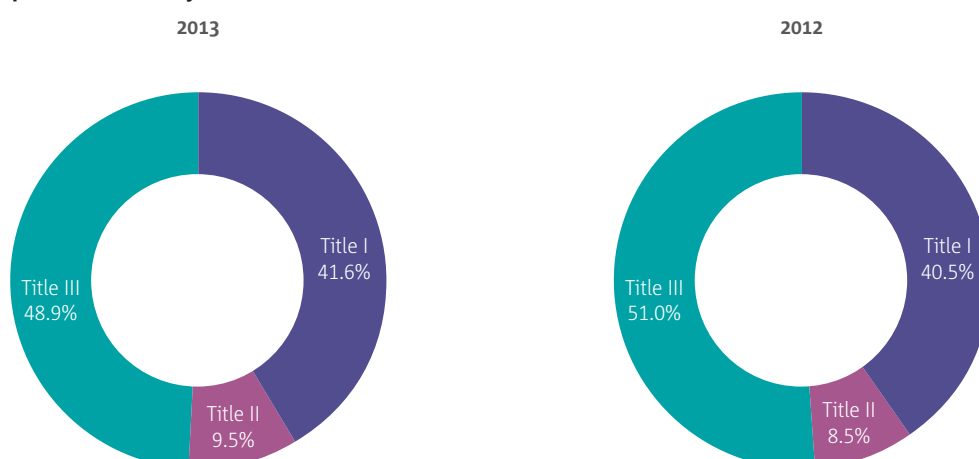
2013

2012

Administrative Appropriations (Title I and II)

Staff expenditure increased by 5.162 €K in 2013 to 69.438 €K (64.276 €K in 2012). This growth is driven largely by the staff evolution required in particular to support the Agency's certification role in relation to its new remits. Staff expenditure rose slightly as a percentage of the overall budget in 2013 to 41.6% (40.5% - 2012).

Other administrative expenditure also rose slightly as an overall percentage of the Agency's budget and in absolute terms to 15.934 €K - 9.5% (13.563 €K - 8.5% in 2012). This is in line with staff increases and reflects the reclassification of all IT appropriations as administrative expenditure.

Operational Appropriations (Title III)

Operational expenditure increased slightly by 0.642 €K in 2013 to 81.651 €K (81.009 €K in 2012). As a percentage of the Agency's overall budget, operational expenditure reduced by 2.1% during 2013 to 48.9% (51.0% in 2012) reflecting the Agency's continued internalisation strategy in certification and approval activities and the categorisation of all IT expenditure as administrative cost.

The credit appropriations from assigned revenue of 31.804 K€, which were carried over automatically, are composed of 27.757 K€ external assigned revenue from Fees and Charges and 4.047 K€ from other assigned revenue (3.538 K€ earmarked for technical assistance and cooperation projects and 0.509 K€ of internal assigned revenue).

Appropriations corresponding to earmarked revenues of 5.797 K€, to continue with technical assistance and cooperation projects with third countries, were estimated and authorised in the Final Budget for 2013. The amounts actually received including amounts carried over from 2012 totalled 7.390 K€ of which 3.852 K€ were committed and 3.538 K€ credit appropriations have been automatically carried over to 2013.

Overall Budget Implementation Rate

As a result of comprehensive in year budget monitoring, the final C1 budget implementation rate for 2013 was 98% (95% - 2012) whilst the overall budget implementation rate, including adjustments for assigned revenues, reached 99% (97% - 2012).

6.3.   Preliminary Economic Outturn Account 2013 (All figures in thousands of euros - € '000).

The financial statements show all charges and income for the financial year based on accrual accounting rules complying with the EC Accounting Rules.

6.3.1.   Aggregated Fees and Charges and subsidy

	2013	2012
OPERATING REVENUE		
Fees and Charges	78,324	76,600
Contribution from EU entities	37,903	36,549
Recovery of expenses	1,062	751
Contribution from EFTA countries	991	994
TOTAL OPERATING REVENUE	118,280	114,895

OPERATING EXPENSES	2013	2012
Staff expenses	(67,819)	(63,925)
Buildings and related expenses	(7,716)	(8,325)
Other expenses	(7,706)	(6,511)
Depreciation and write offs	(2,192)	(3,293)
Outsourcing and contracting activities	(35,684)	(36,942)
TOTAL OPERATING EXPENSES	(121,117)	(118,996)
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	(2,837)	(4,101)
NON OPERATING REVENUES (EXPENSES)		
Interests received from third parties	603	519
Interests & charges paid to third parties	(54)	(33)
SURPLUS (DEFICIT) FROM NON OPERATING ACTIVITIES	549	486
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES	(2,288)	(3,615)
SURPLUS (DEFICIT) FROM EXTRAORDINARY ITEMS	-	-
NET SURPLUS (DEFICIT) FOR THE PERIOD	(2,288)	(3,615)

6.3.2.   Fees and Charges only

OPERATING REVENUE	2013	2012
Fees and Charges	78,324	76,600
Contribution from EU entities	0	
Recovery of expenses	570	470
Contribution from EFTA countries	0	
TOTAL OPERATING REVENUE	78,893	77,071
OPERATING EXPENSES		
Staff expenses	(42.811)	(39,371)
Buildings and related expenses	(4.886)	(5,238)
Other expenses	(4.803)	(4,048)
Depreciation and write offs	(1.415)	(2,166)
Outsourcing and contracting activities	(27.356)	(27,689)
TOTAL OPERATING EXPENSES	(81,271)	(78,511)
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	(2,378)	(1,440)

NON OPERATING REVENUES (EXPENSES)	2013	2012
Interests received from third parties	603	519
Interests & charges paid to third parties	(36)	(21)
SURPLUS (DEFICIT) FROM NON OPERATING ACTIVITIES	567	498
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES	(1,811)	(943)
SURPLUS (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS (DEFICIT) FOR THE PERIOD	(1,811)	(943)

6.3.3   Subsidy only

OPERATING REVENUE	2013	2012
Fees and Charges		
Contribution from EU entities	37,903	36,549
Recovery of expenses	492	280
Contribution from EFTA countries	991	994
TOTAL OPERATING REVENUE	39,386	37,824
OPERATING EXPENSES		
Staff expenses	(25.008)	(24,554)
Buildings and related expenses	(2.830)	(3,087)
Other expenses	(2.902)	(2,463)
Depreciation and write offs	(777)	(1,127)
Outsourcing and contracting activities	(8.328)	(9,253)
TOTAL OPERATING EXPENSES	(39,846)	(40,485)
SURPLUS (DEFICIT) FROM OPERATING ACTIVITIES	459	(2,661)
NON OPERATING REVENUES (EXPENSES)		
Interests received from third parties		
Interests & charges paid to third parties	(18)	(12)
SURPLUS (DEFICIT) FROM NON OPERATING ACTIVITIES	(18)	(12)
SURPLUS (DEFICIT) FROM ORDINARY ACTIVITIES	(477)	(2,672)
SURPLUS (DEFICIT) FROM EXTRAORDINARY ITEMS		
NET SURPLUS (DEFICIT) FOR THE PERIOD	(477)	(2,672)

Annex 7: Procurement procedures launched and/or finalised in 2013

Type of Procedure	Ref.	Lot No.	Title of contract	Type of Contract	Total (max) value	Contract Ref.	Successful Tenderer	Contract Signature	Status
NP	EASA.2010.NP.23	Lease	Development, Rental and Establishment of an Office Building for the European Aviation Safety Agency (EASA)	Lease Agreement	N/A	N/A	Lease Agreement: Projektgesellschaft Konrad-Adenauer-Ufer Köln GmbH & Co KG represented by Hochtief	02/07/2013	Complete
		Works		Works Contract	N/A	N/A	Works contract: HOCHTIEF Projektentwicklung GmbH	02/07/2013	Complete
		Additional Parking		Service / Lease Agreement	N/A	N/A	Parking in adjacent building: CA Immo Deutschland GmbH	TBC	Complete
OP	EASA.2012.OP.16	Lot 1	Communication Services - Event Management	Framework	€ 3,000,000.00	(i) EASA.2013.FC01	facts and fiction GmbH	18/06/2013	Complete
						(ii) EASA.2013.FC02	ergo Unternehmenskommunikation GmbH & Co. KG	07/06/2013	Complete
		Lot 2	Communication Services - Communication Strategy Advice	Framework	€ 1,000,000.00	(i) EASA.2013.FC03	Media Consulta International Holding AG	27/05/2013	Complete
						(ii) EASA.2013.FC04	ergo Unternehmenskommunikation GmbH & Co. KG	07/06/2013	Complete
		Lot 3	Communication Services - Website Extensions & Web Services	Framework	€ 500,000.00	(i) EASA.2013.FC05	Eworx S.A.	25/06/2013	Complete
						(ii) EASA.2013.FC06	Bilbomatica S.A.	10/06/2013	Complete
		Lot 4	Communication Services - Layout & Production of promotional Material	Framework	€ 500,000.00	(i) EASA.2013.FC07	MCS Kick & Rush SPRL BVBA	28/05/2013	Complete
						(ii) EASA.2013.FC08	Baretz SRL	30/05/2013	Complete

D	Type of Procedure	Ref.	Lot No.	Title of contract	Type of Contract	Total (max) value	Contract Ref.	Successful Tenderer	Contract Signature	Status
E	OP	EASA.2012.OP.29		Further development, maintenance and implementation of SOFIA (Safety Oversight Facilitated Integrated Application) in EASA Partner States	Framework	€ 3,000,000.00	N/A	CFT launched however subsequently cancelled	N/A	Complete
E	LVP	E.3.2013.NP.01		Framework contract for certification of EASA integrated management system against ISO standard	Framework	€ 50,000.00	E.3.2013.FC01	GUT Certifizierungsgesellschaft für Managementsysteme mbH Umweltgutachter	07/06/2013	Complete
E	OP	EASA.2013.OP.05		Assistance to process modelling with ARIS	Framework	€ 400,000.00	EASA.2013.FC23	Deloitte Tax & Consulting S.à r.l.	13/11/2013	Complete
E	OP	EASA.2013.OP.04		Temporary Workers for the European Aviation Safety Agency	Framework	€ 4,500,000.00	EASA.2013.FC09	Bishop GmbH	16/06/2013	Complete
F	OP	EASA.2013.OP.06	Lot 1	Property Consultancy and Project Supervision/Management Services	Framework	€ 2,400,000.00	(i) EASA.2013.FC10	Ernst & Young Real Estate GmbH	22/07/2013	Complete
							(ii) EASA.2013.FC11	Drees & Sommer Projektmanagement und bautechnische Beratung GmbH	22/07/2013	Complete
							(iii) EASA.2013.FC12	BMP Baumanagement GmbH	18/07/2013	Complete
			Lot 2	Facility Management Consultancy Services	Framework	€ 1,600,000.00	(i) EASA.2013.FC13	Cgmunich GmbH	03/09/2013	Complete
							(ii) EASA.2013.FC14	Consortium: Reality Consult GmbH & ikl Ingenieurbuero Prof. Dr.-Ing Kunibert Lennerts GmbH	28/08/2013	Complete
							(iii) EASA.2013.FC15	Ernst & Young Real Estate GmbH	30/08/2013	Complete

D	Type of Procedure	Ref.	Lot No.	Title of contract	Type of Contract	Total (max) value	Contract Ref.	Successful Tenderer	Contract Signature	Status
E	OP	EASA.2013.OP.08		DIFT - De-icing fluid wind tunnel testing	Direct	€ 150,000.00	EASA.2013.C22	National Research Council Canada	21/11/2013	Complete
E	OP	EASA.2013.OP.07	Lot 1	Language tuition on EASA premises	Framework	€ 350,000.00	(i) EASA.2013.FC30	Carl Duisberg Centren GmbH	TBC	Contracts in circulation for counter-signature
							(ii) EASA.2013.FC31	Volkshochschule Koeln		
			Lot 2	Language tuition outside EASA premises		€ 350,000.00	EASA.2013.FC32	Volkshochschule Koeln		
			Lot 3	TELC testing		€ 70,000.00	(i) EASA.2013.FC33	Carl Duisberg Centren GmbH		
							(ii) EASA.2013.FC34	Volkshochschule Koeln		
E	OP	EASA.2013.OP.09		Provision of Medical Services – Pre-employment Medical Examinations for New Staff Members & Annual Medical Check-ups for Existing Staff Members	Framework	€ 250,000.00	EASA.2013.FC16	Pan Praxisklinik am Neumarkt GmbH & Co. KG	19/08/2013	Complete
F	RP	EASA.2013.RP.10	Lot 1	ICT Services - IT infrastructure support and development of and maintenance for in-house business applications	Framework	€ 4,500,000.00	(i) EASA.2013.FC17	Consortium UniSystems SA (leader) and Serco Belgium SA	24/09/2013	Complete
							(ii) EASA.2013.FC18	Deloitte Consulting cvba	16/10/2013	Complete
							(iii) EASA.2013.FC19	Consortium Atos Belgium s.a. (leader) and Trasys s.a.	08/10/2013	Complete
			Lot 2	ICT Services - IS infrastructure support		€ 7,000,000.00	EASA.2013.FC20	Consortium Atos Belgium s.a. (leader) and Trasys s.a.	08/10/2013	Complete

D	Type of Procedure	Ref.	Lot No.	Title of contract	Type of Contract	Total (max) value	Contract Ref.	Successful Tenderer	Contract Signature	Status
E	OP	EASA.2013.OP.12		CODAMEIN III - Composite Damage Metrics and Inspection-	Direct	€ 120,000.00	EASA.2013.C21	Bishop GmbH	18/11/2013	Complete
E	OP	EASA.2013.OP.14		Electronic Flight Bag (EFB) weight and balance applications	Direct	€ 80,000.00	N/A	Procedure cancelled – no suitable offers received.	N/A	Complete
E	NP	EASA.2013.NP.15		HighIWC II – Contribution to the definition of Ice Water Content of clouds at High altitude	Framework	€ 800,000.00	EASA.2013.FC27	Consortium between Airbus Operations SAS (leader) and Centre National de la Recherche Scientifique (partner)	19/12/2013	Complete
F	LVP	F.2.2.2013.NP.01		Banking Services - Deposit/savings account	Direct	N/A	N/A	Banque et Caisse d'Epargne de l'Etat (BCEE) Luxembourg	28/06/2013	Complete
R	ROC - ASSESS	EASA.2011.OP.14/L2.04		Study on models and methodology for safety assessment of runway end safety areas (RESA)	SC - reopening of competition	€ 180,800.00	EASA.2011.FC25.SC03	Consortium between ECORYS Nederland (leader) and NLR	27/07/2013	Complete
F	NP	EASA.2013.NP.16		Brussels office - first extension works	Works Contract	€ 158,161.86	500004869	DTZ Consulting Brussels SA	26/04/2013	Complete
F	NP	F.4.2013.NP.01		Insurance consultancy Services	Framework	€ 60,000.00	F.4.2013.FC01	IRM Versicherungsberatung GmbH	24/05/2013	Complete
R	ROC - ASSESS	EASA.2011.OP.14/L1.02		Support to the CAEP forecasting and economics support group (FESG)	SC - reopening of competition	€ 119,620.00	EASA.2011.FC15.SC03	J.W. Pulles	28/06/2013	Complete
R	ROC - ASSESS	EASA.2011.OP.14/L1.03		Support to CAEP Economic Analysis (CAEP II)	SC - reopening of competition	€ 113,964.00	EASA.2011.FC14.SC01	Stichting Nationaal Lucht- en Ruimtevaartlaboratorium (NLR)	11/11/2013	Complete
R	NP	R.5.2013.NP.01		ADR rules workshops	Direct	€ 12,000.00	EASA/PO/2013/500004973	ACI Europe	04/06/2013	Complete

D	Type of Procedure	Ref.	Title of contract	Lot No.	Type of Contract	Total (max) value	Contract Ref.	Successful Tenderer	Contract Signature	Status
E	NP	R.7.2013.NP.01	Litigation support in General Court case No T-102/13, Heli-Flight GmbH & Co. KG vs EASA, and adjacent or similar services		Frame-work	€ 50,000.00	R.7.2013.FC01	Redeker Sellner Dahs	02/04/2013	Complete
F	NP	F.3.3.2013.NP.01	Mobile Communication Services Brussels Office		Frame-work	€ 60,000.00	N/A	Procedure cancelled - no suitable offers received.	N/A - no offers received	Complete
F	NP	F.3.3.2013.NP.02	Mobile Communication Services Brussels Office		Frame-work	€ 60,000.00	500005084	Mobistar SA/NV	08/07/2013	Complete
F	NP	F4.2013.NP.17	Hotels selection list 2014 for EASA visitors		10 agreements	N/A	N/A	Agreement with 10 Hotels	01/01/2014	Complete
F	NP	F.3.3.2013.NP.03	Internet/landline Services Brussels Office		Frame-work	€ 60,000.00	TBC	TBC	TBC	Request for clarification on-going
E	NP	EASA.2013.NP.20	Office supplies for Brussels Office		Amendment	N/A	EASA.2011.FC01. AM01 & EASA.2011.FC05. AM01	Lyreco Deutschland GmbH	25/10/2013	Complete
E	NP	EASA.2013.NP.22	Further development, maintenance and implementation of SOFIA in EASA Partner States (bridging contract)		Contract Supplement	€ 600,000.00	EASA.2009.FC32. SU01	Consortium between Egis Avia (leader), Bureau Veritas, CAA International, SGI Aviation Services and Lufthansa Consulting	03/09/2013	Complete
E	NP	E.2.2013.NP.08	RECAT EU		Direct	€ 49,500.00	EASA.2013.C29	Stichting Nationaal Lucht-en Ruimtevaart-laboratorium - NLR	16/12/2013	Complete

Annex 8: Temporary Agents per activity

Temporary Agents	Actual EOY 2012	MSPP 2012 (Ref only)	Draft Budget 2013 (EASA Proposal)	Draft Budget 2013 (EC Proposal)
	Total	Total	Total	Total
Safety Assessment and Promotion	17	18	18	18
Regulation	80	81	81	81
Product Safety Oversight	211	213	249	249
Standardisation	50	53	63	54
Organisation Approvals	60	65	69	69
Operators	14	17	29	22
International Cooperation	16	15	15	16
Support Activities	166	172	182	183
Total Agency	614	634	706	692
Delta year on year		58		
F&C financed	400	405	464	465
Delta year on year		60		
Subsidy financed	214	229	242	227
Delta year on year		-2		

Annex 9: Staffing figures and demography

This part provides analysis and statistics of the staff employed at the end of the reporting period, according to different parameters such as nationality, gender and age. For all tables in this part, figures reflect the situation on 31.12.2013.

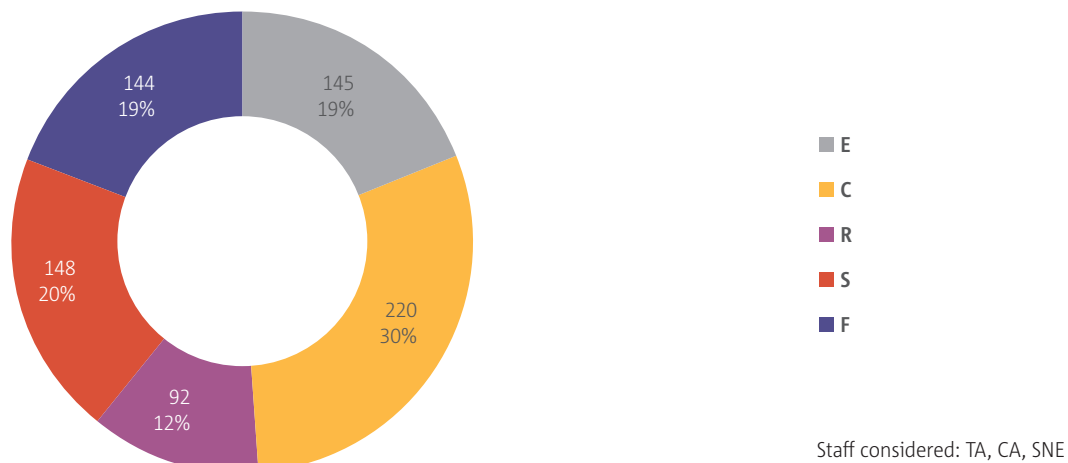➡ **Figure 1:** Establishment Plan

Category/Grade	Filled Posts on 31.12.2012	Establishment plan 2013	Filled Posts on 31.12.2013*	Occupation rate on 31.12.2013
AD	480	551	510	93%
15	2	2	1	
14	5	14	6	
13	9	21	14	
12	21	37	15	
11	15	60	18	
10	70	84	73	
9	73	107	83	
8	85	100	92	
7	105	75	123	
6	78	46	73	
5	17	5	12	
AST	133	141	137	97%
8		2		
7		8		
6	2	19	4	
5	10	34	10	
4	23	31	28	
3	52	23	53	
2	32	20	27	
1	14	4	15	
Total	613	692	647	93%

Only Temporary Agent (TA) posts are considered in the table. This table shows the filled posts at the end of the reporting period and not the number of employed staff. 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. In addition, 85 Contract Agents (CA) and 16 Seconded National Experts (SNE) have been employed at the end of 2013.
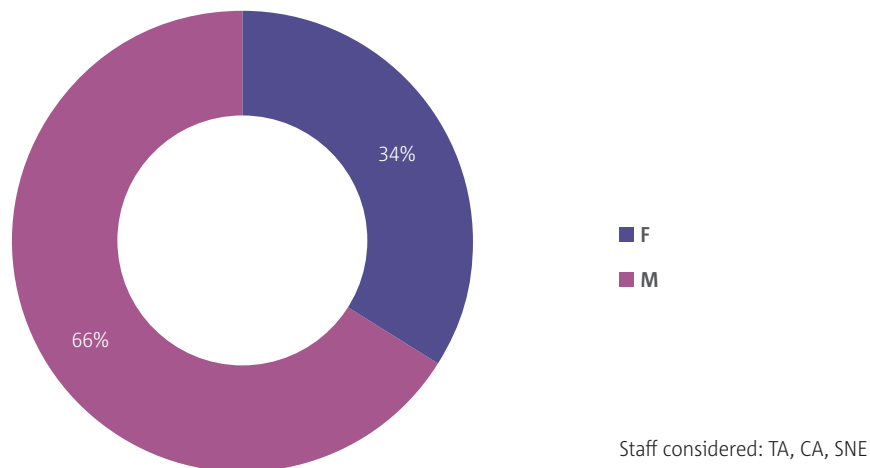
All posts authorised in the EASA Establishment Plan are defined as "Temporary".

It should be noted that it is possible in EU institutions to "under-occupy" posts which means to fill a post with a staff member whose contractual grade is lower than the theoretical grade attached to the post. In fact, the distribution of grades in the Establishment Plan corresponds to the "highest" authorised distribution of contractual grades, where the filled posts are counted from the highest to the lowest with a cascading mechanism.

➡ **Figure 2:** Staff distribution by Directorate

Staff considered: TA, CA, SNE

➡ **Figure 3:** Gender distribution

Staff considered: TA, CA, SNE

➡ **Figure 4:** Age distribution

No of staff

Staff considered: TA, CA
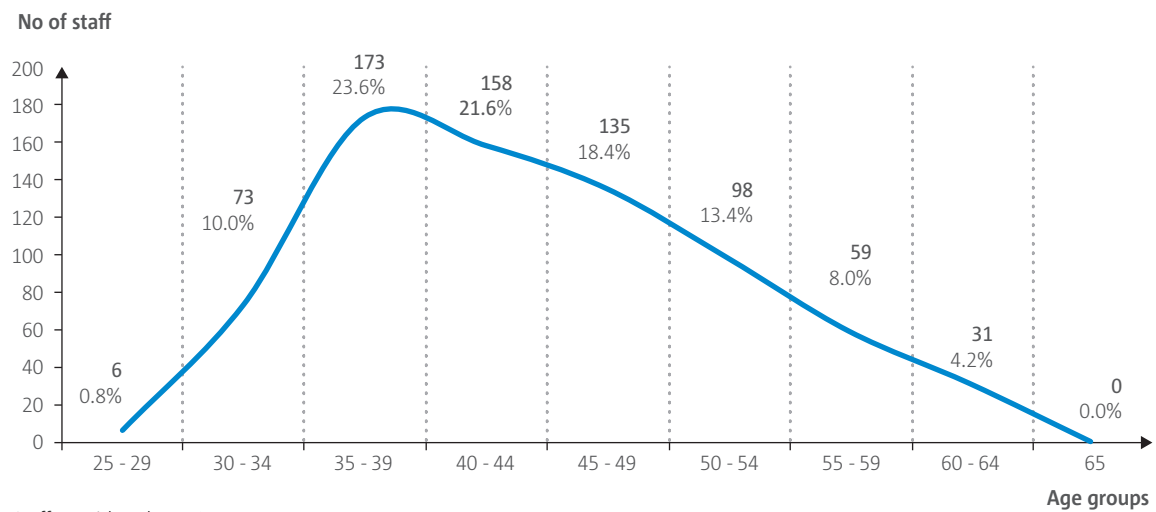
➡ **Figure 5:** Nationality distribution

EASA staff by nationality

Staff considered: TA, CA

Annex 10: Decision, Opinions and Notice of Proposed Amendments (NPAs) in 2013

Decisions

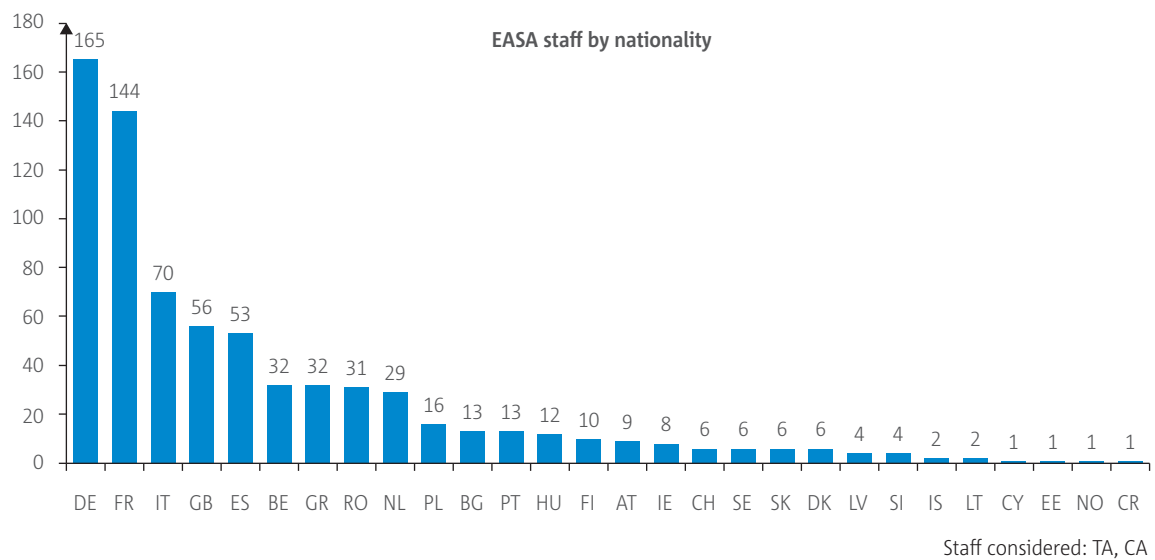| Decision	Task number	Subject
ED Decision 2013/001/R	**BR.008**	Implementation of CAEP 8 amendments
ED Decision 2013/002/R	**RMT.0082 (34.002)**	Update CS 34 to refer to the Environmental Technical Manual on Emissions Certification as amended after CAEP 8.
ED Decision 2013/003/R	**RMT.0085 (36.006)**	Update CS 36 to refer to the Environmental Technical Manual on Noise Certification as amended after CAEP 8.
ED Decision 2013/005/R	**RMT.0216 (M.027)**	Guidance Material related to the Aircraft Continuing Airworthiness Monitoring
ED Decision 2013/009/008/007/006/R	**RMT.0460**	Guidance material for development of a safety risk assessment for flight operations with known or forecast volcanic cloud contamination
ED Decision 2013/010/R	**RMT.0067 (25.070)**	Incorporation of generic SC and AMC/GM in CS-25
ED Decision 2013/011/R	**RMT.0081 (31.003&31.004)**	Certification Specifications for Gas balloons and Thethered gas balloons
ED Decision 2013/012/R	**RMT.0186 (ETSO.008)**	Systematic review and transposition of existing FAA TSO for parts and appliances into EASA ETSO
ED Decision 2013/013/R	**RMT.0149 (ATM.001 b)**	Requirements on Air Navigation Service Provision and associated services ("AMC/GM on SERA")
ED Decision 2013/015/R	**RMT.0003 (LSA.001)**	Regular update of CS-LSA
ED Decision 2013/016/R	**RMT.0584**	Amendment of the AMC for pilot medical certification (LAPL)
ED Decisions 2013/017/018/019/020/021/022	**RMT.0289 (OPS.001 b)**	Implementing rules for air operations
ED Decision 2013/024/R	**RMT.0461**	List of type ratings This task has for objective to regularly update this living AMC, which is used as a reference for issuing type ratings. Envisaged deliverable: A decision updating Appendix I of AMC to Part-66.
ED Decision 2013/025/R	**RMT.0239 (MDM.038)**	Recommended practice for TBO extension
ED Decision 2013/026/R	**RMT.0462**	Software considerations for airborne systems and equipment
ED Decision 2013/028/R	**RMT.0636**	Portable Electronic Devices (PEDs) - AMC & GM to Part CAT Amendment 1
ED Decision 2013/030/R	**RMT.0099 (20.006 b)**	Miscellaneous improvement to AMC 20
ED Decision 2013/031/R	**RMT.0559 (20.016**	Approval requirements for Air-Ground Data Link and ADS-B in support of Interoperability requirements (related to NPA-2012-19)
ED Decision 2013/032/R	**RMT.518**	AMC & GM to safety Key Performance Indicators (KPIs)
ED Decision 2013/033/R	**RMT.0048 (25.028)**	Protection From Debris Impacts and Fire, Landing gear mechanism

Opinions

Opinion	Task number	Subject
Opinion 01/2013	**RMT.0136**	Requirements for aerodrome operators and competent authorities (IRs)
	RMT.0140	Requirements on aerodrome operations (IRs)
Opinion 02/2013	**RMT.0216 (M.027)**	Guidance Material related to the Aircraft Continuing Airworthiness Monitoring
Opinion 03/2013	**RMT.0198 (FCL.008 a)**	Qualifications for flying in IMC
Opinion 04/2013	**RMT.0635**	Alignment of the EASA and the Single European Sky frameworks through the SES 2+ initiative
Opinion 05/2013	**RMT.0416 (OPS.009 a)**	Sterile flight deck procedures
Opinion 06/2013	**RMT.0222 (MDM.020), RMT.0553**	Definition of "critical systems"
Opinion 07/2013	**MDM.003 (a)**	Flight testing The objective is to establish, using material developed by the JAA, common rules applicable to design flight testing for certification purposes (e.g.: to obtain approval for TC, change to TC, STC, repair design, etc.). Envisaged deliverable: an opinion proposing amendment to Part 21.
Opinion 08/2013	**RMT.0110 (21.039 k)**	Additional airworthiness requirements for operations (title changed)
Opinion 09/2013	**RMT.0327 (OPS.058 a)**	Transfer of JAA cabin safety tasks
Opinion 10/2013	**RMT.0463**	Task force for the review of Part-M for General Aviation
Opinion 11/2013	**RMT.0153 (ATM.003 a) / RMT.0154 (ATM.003 b)**	Requirements on Air Traffic Controller licensing
Opinion 12/2013	**RMT.0093 (145.017), RMT.0555**	Control of suppliers of components, parts and appliances used in maintenance

Notice of Proposed Amendments (NPAs)

NPA	Task number	Subject
NPA 2013-13	**RMT.0385, 0435, 0441 (OPS.087 a, b, c)**	SAFA and SACA
NPA 2013-10	**RMT.0409, 0410 (OPS.093 a+b)**	Helicopter offshore operations
NPA 2013-25	**RMT.0256 (MDM.062 a, former OPS.013 a)**	PBN Operational Approvals
	RMT.0257 (MDM.062 b former OPS.013 b)	
NPA 2013-15	**RMT.0287/.0288 (MED.001 a & b)**	Updating Part-MED (Annex IV to Regulation Aircrew) and Acceptable Means of Compliance and Guidance Material
NPA 2013-22	**RMT.0350-0351 (OPS.074)**	Helicopter Vibration Health Monitoring

NPA	Task number	Subject
NPA 2013-26	**RMT.0400 & RMT.0401 (OPS.090(A) & OPS.090(B))**	Amendment of requirements for flight recorders and underwater locating devices
NPA 2013-03	**RMT.0461**	List of type ratings This task has for objective to regularly update this living AMC, which is used as a reference for issuing type ratings. Envisaged deliverable: A decision updating Appendix I of AMC to Part-66.
NPA 2013-12	**RMT.0096 (145.023)**	Amendments (rule and AMC/GM) adapted to the process of granting foreign Part-145 approvals
NPA 2013-05	**RMT.0003 (LSA.001)**	Regular update of CS-LSA
NPA 2013-02	**RMT.0048 (25.028)**	Protection from debris impacts
NPA 2013-01 NPA 2013-19	**RMT.0251 (MDM.055)**	Embodiment of Safety Management System (SMS) requirements into Commission Regulation (EC) No 2042/2003
NPA 2013-04 NPA 2013-18	**RMT.0134 (27&29.029)**	Rotorcraft AMC Revision
NPA 2013-07	**RMT.0225 (MDM.028 a)**	Development of an Ageing Aircraft Structure plan
NPA 2013-09 NPA 2013-20	**RMT.0569**	Reduction of runway excursions (retrofit Part-26)
NPA 2013-11	**RMT.0500**	Regular update of CS-25
NPA 2013-16	**RMT.0583 (MDM.0032)**	A-NPA on Flight test Engineer (FTE) Licensing
NPA 2013-17	**RMT.0108 (21.039 g)**	Certification Specifications and Guidance Material for the development of the definition of scope of the aircraft validation source data to support the objective qualification of simulator(s) associated to the pilot type rating training (simulator data) — CS-SIMD
NPA 2013-21	**RMT.0119 (27&29.003)**	Yawing Conditions (Rotorcraft)
NPA 2013-23	**RMT.0070 (OLD 26.003)**	Additional airworthiness specifications for operations: Fire hazard in Class D cargo compartments
NPA 2013-06	**RMT.0559 (20.016)** **RMT.0099** **(20.016b)**	Approval requirements for Air-Ground Data Link and ADS-B in support of Interoperability requirements
NPA 2013-08	**RMT.0148 (ATM.001 a)** **RMT.0149 (ATM.001 b)** **RMT.0157 (ATM.004 a)** **RMT.0158 (ATM.004 b)**	Requirements on Air Navigation Service Provision and requirements on Competent Authorities in ATM/ANS
NPA 2013-24	**RMT.0485**	**Requirements for Apron Management Services at aerodromes (IR)**
	RMT.0465	**Requirements for Apron Management Services at aerodromes(CS, AMC and GM)**
NPA 2013-14	**RMT.0518 / 0623**	Development of AMC/GM for SKPI (ATM performance IR) for RP2

Annex 11: Studies and research projects

In 2013, the following 4 projects, each of 6 to 15 months duration, were decided to be funded by the Agency following a successful tendering process and for a total budget of € 619,500.00:

- CODAMEIN – III - Composite Damage Metrics and Inspection (high energy blunt impact threat)

- DIFT - De-icing fluid wind tunnel testing

- HighIWC II - Contribution to the Definition of Ice Water Content of Clouds at High Altitude

- RECAT EU - Review of the proposed re-categorisation of aircraft wake turbulence separations and associated minima for application in EU

The tendering process of the following project was not successful due to insufficient proposals:

- Electronic Flight Bag(EFB) —Aircraft performance calculations and mass & balance - Best practices for evaluation and use of EFB

In 2013 the Agency received and accepted the final reports of the following projects:

- APAG - Whole-aircraft emergency parachute (ballistic recovery) for GA

- COCAM - Comparison and harmonisation of Aircraft Collision Avoidance System (ACAS) event monitoring

- COTS-AEH - Use of complex COTS (Commercial-Off-The-Shelf) in airborne electronic hardware – failure mode and mitigation

- EROMDAT - Engine Rotor Material Damage Tolerance

- ICAR - Ice Accretion and Release in fuel systems

- MASH - Metallurgical Analysis of Standard Hardware parts

- WATUS-III - Wake turbulence separation for new large aircraft

In 2013 the Agency extended the date to 2014 for completion and final delivery of the following projects due to unforeseeable technical issue during the conduct of the project:

- HELMGOP-II - Helicopter main gearbox loss of oil performance optimisation

- VHM - Helicopter vibration health Monitoring and alternative technologies

Annex 12: EASA Management Board Members

The EASA Management Board brings together representatives of the Member States and the European Commission. The Management Board is responsible for the definition of the Agency's priorities, the establishment of the budget and for monitoring the Agency's operation.

The Management Board met four times during 2013.

Composition[21]

Members with voting rights	European Commission and European Member States (28)
Members without voting rights	Norway, Liechtenstein, Iceland, Switzerland
Observers	Albania, Bosnia and Herzegovina, FYROM, Montenegro, Serbia and United Nations mission in Kosovo (to be nominated)

Also, the EASA Advisory Board (EAB) participates in the Management Board meetings as observer.

Chair of the Management Board	Deputy Chair of the Management Board
Mr Michael SMETHERS (United Kingdom)	Mr Pekka Hentu (Finland)

The members of the Management Board are:

Country	Member
Austria	**Ms Silvia GEHRER** Bundesministerium für Verkehr, Innovation und Technologie
Belgium	**Mr Frank DURINCKX** Directeur Général Service Public Fédéral Mobilité Et Transport Direction Générale Transport Aérien
Bulgaria	**Captain Mintcho TZVETKOV** Director General Civil Aviation Administration
Croatia	**Mr Dan SIMONIĆ** Director General for Civil Aviation Electronic Communications and Postal Services Ministry of Maritime Affairs, Transport and Infrastructure
Cyprus	**Mr Iakovos DEMETRIOU** Director Department of Civil Aviation Ministry of Communications and Works

21 EASA MB Members current as on December 2013. A detailed list of EASA MB Members is available on the EASA website http://www.easa.europa.eu/management-board/management-board.php.

Country	Member
Czech Republic	**Mr Josef RADA** General Director Civil Aviation Authority of the Czech Republic
Denmark	**Mr Jesper RASMUSSEN** Deputy Director General Danish Transport Authority
Estonia	Director General Civil Aviation Administration
Finland	**Mr Pekka HENTTU** Director General Civil Aviation, Finnish Transport Agency (TraFi)
France	**Mr Patrick CIPRIANI** Directeur de la sécurité de l'aviation civile Nord (DSAC/DSAC-N)
Germany	**Mr Gerold REICHLE** Director General - Aviation and Space Division Bundesministerium für Verkehr, Bau und Stadtentwicklung
Greece	**Mr Dimitrios N KOUKIS** Governor of Hellenic CAA
Hungary	Director General of Civil Aviation Civil Aviation, Maritime and Inland Navigation Department Ministry of National Development
Iceland	**Mr Einar Orn HEDINSSON** Director of the Flight Division and Deputy Director General of Civil Aviation The Icelandic Transport Authority
Ireland	**Ms Ethna BROGAN** Deputy Director General for Civil Aviation Aviation Regulation and International Relations Division Department of Transport
Italy	**Dott. Alessio QUARANTA** Director General Ente Nazionale per l'Aviazione Civile (ENAC)
Latvia	**Mr Maris GORODCOVS** Director General of Civil Aviation Civil Aviation Agency, Ministry of Transport

Country	Member
Liechtenstein	**Mr Henrik CADUFF** Office of Economic Affairs Division Civil Aviation
Lithuania	**Mr Kestutis AURYLA** Director of Civil Aviation Administration
Luxembourg	**Mr Claude WALTZING** Directeur de l'Aviation Civile Ministère des Transports (MoT/CAA) Direction de l'Aviation Civile
Malta	**Mr Ian FALZON** Director General for Civil Aviation Transport Malta Civil Aviation Directorate
The Netherlands	**Mr Rob HUYSER** Director and Acting Director General Directorate of Civil aviation Ministry of Infrastructure and Environment
Norway	**Mr Stein Erik NODELAND** Director General Civil Aviation Authority
Poland	**Mr Piotr OŁOWSKI** President Civil Aviation Authority
Portugal	**Mr Luís Miguel PEREIRA TRINDADE SANTOS** Chairman of the Board Instituto Nacional de Aviação Civil (INAC)
Romania	**Mr Armand PETRESCU** Director General Romanian Civil Aeronautical Authority (RCAA)
Slovak Republic	**Mr Ján BREJA** Director Civil Aviation Authority
Slovenia	**Mr Damjan HORVAT** Head of Aviation Division Directorate of Civil Aviation Ministry of Infrastructure and Spatial Planning

Country	Member
🇪🇸 Spain	**Ms Isabel MAESTRE** Director of AESA Agencia Estatal de Seguridad Aerea (AESA)
🇸🇪 Sweden	**Ms Ingrid CHERFILS** Director Civil Aviation Department Swedish Transport Agency
🇨🇭 Switzerland	**Mr Marcel ZUCKSCHWERDT** Director Aviation Policy & Strategy Division Department of the Environment, Transport, Energy and Communications
🇬🇧 United Kingdom	**Mr Michael SMETHERS** Director European & International Strategy Civil Aviation Authority
🇪🇺 European Commission	**Mr Matthias RUETE** Director-General Directorate-General for Mobility and Transport

Annex 13: Analysis and assessment of the Annual General Report of the Authorising Officer for 2013

Brussels, 3rd June 2014   MB/02/2014

ANALYSIS AND ASSESSMENT OF THE ANNUAL GENERAL REPORT OF THE AUTHORISING OFFICER FOR THE YEAR 2013

THE MANAGEMENT BOARD,

Having regard to the Regulation (EC) No 216/2008 of the European Parliament and of the Council of 20 February 2008,

Having regard to the Financial Regulation of the European Aviation Safety Agency (MB/06/2009) and in particular Article 40 thereof,

Having regard to the Work Programme of the European Aviation Safety Agency for the year 2013 adopted by the Management Board at its meeting of 6 June 2012,

Having regard to the Annual General Report of the Authorising Officer of the European Aviation Safety Agency for the year 2013 as submitted to the Board on March 2014 Management Board Meeting (MB 01/2014),

1. Welcomes the results presented in the Annual General Report of the Authorising Officer as well as the performance achieved in discharging the tasks under EASA's Basic Regulation 216/2008.

2. The activity report is considered by the Management Board to provide a faithful and comprehensive account undertaken by the Agency in 2013. It notes that most of the actions outlined in the Annual Work Programme 2013 were achieved.

3. The Management Board also welcomes that the contents of the Annual General Report follow those of the Annual Work Programme 2013. The Agency is strongly encouraged to continue this practice in future reporting linking closer the two documents.

4. As part of providing the building blocks of assurance the Management Board is pleased to note the assessment of the audit results and the follow-up of audit recommendations.

5. The Management Board welcomes the addition of a special section describing the actions taken to prevent and manage conflict of interest.

Brussels, 3rd June 2014

For the Management Board
Michael Smethers

Annex 14: List of Acronyms

Acronym	Explanation
AACO	Arab Air Carriers Organisation
ACARE	Advisory Council for Aeronautics Research and Innovation in Europe
AD	Airworthiness Directives
AEA	Association of European Airlines
AFRA	African Airlines Association
AMC	Acceptable Means of Compliance
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
AP	Alternative Procedure
ARIS	Business Process Management Tool
ARO	Authority Requirements for Air Operations
ASC	Air Safety Committee
ATCO	Air Traffic Controller
ATM	Air Traffic Management
AWO	All Weather Operations
BASA	Bilateral Aviation Safety Agreement
BR	Basic Regulation
BPM	Business Process Management
CA	Contract Agents
CAA	Civil Aviation Authority
CAAC	Civil Aviation Administration of China
CAEP	Committee on Environmental Protection
CASIA	Civil Aviation Safety Investigation Authorities
CAST	Commercial Aviation Safety Team
CAT	Commercial Air Transport
CAW	Continuing Airworthiness
CICTT	CAST ICAO Common Taxonomy Team
CMA	Continuous Monitoring Approach
COA	Continuing Airworthiness Organisation Approval
CRI	Certification Review Items
CS	Certification Specifications
CSP	Certification Service Providers

Acronym	Explanation
CSV	Certification Support for Validation
D	Directorate
DLR	German Aerospace Centre
DOA	Design Organisation Approval
EACCC	European Aviation Crisis Coordination Cell
EAD	Emergency Airworthiness Directives
EARPG	European Aviation Research Partnership Group
EASA	European Aviation Safety Agency
EASA MS	EASA Member States
EASAC	European Aviation Safety Advisory Committee
EASp	European Aviation Safety Plan
EC	European Commission
ECA	European Cockpit Association
ECAC	European Civil Aviation Conference
ECCAIRS	European Co-ordination Centre for Aviation Incident Reporting Systems
ECR	European Central Repository
EFOD	Electronic Filing of Differences
EGNOS	European Geostationary Navigation Overlay Service
EHFAG	European Human Factors Advisory Group
ELFAA	European Low Fare Airline Association
ELG	Electronic Learning Gateway
ENCASIA	European Network of Civil Aviation Safety Investigation Authorities
EP	European Parliament
ERAA	European Regional Airlines Association
ERP	Enterprise Resource Planning
ESA	European Space Agency
ESSI	European Strategic Safety Initiative
ETSO	European Technical Standards Order
EU	European Union
FAA	Federal Aviation Administration
FCL	Flight Crew Licensing
FCLOA	Flight Crew Licensing Organisation Approval
FSTD	Flight Simulation Training Devices
FTL	Flight Time Limitations
GA	General Aviation

Acronym	Explanation
GM	Guidance Material
IACA	International Air Carrier Association
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
IHST	International Helicopter Safety Team
IIWG	Inter-institutional Working Group
IMS	Integrated Management System
IORS	Internal Occurrence Reporting System
IPL	Implementing Procedures
IPPF	Internal Professional Practices Framework
IR	Implementing Rule
JCC	Joint career Committee
KPI	Key Performance Indicator
LVP	Low Value Procedure
MB	Management Board
MOA	Maintenance Organisation Approval
MRB	Maintenance Review Board
NAA	National Aviation Authority
NoA	Network of Analysts
NP	Negotiated Procedure
OEB	Operations Evaluations Board
OEM	Original Equipment Manufacturers
OP	Open Procedure
OSD	Operational Suitability Data
PBN	Performance Based Navigation
POA	Production Organisation Approval
PRB	Performance Review Board
QE	Qualified Entities
RAG	Rulemaking Advisory Group
RASG-EUR	Regional Aviation Safety Group - Europe
REP	Risk Evaluation Process
RMT	Rulemaking Task
RPAS	Remotely Piloted Air System
SACA	Safety Assessment of Community Aircraft
SAFA	Safety Assessment of Foreign Aircraft

Acronym	Explanation
SARPS	Standards and Recommended Practices
SIB	Safety Information Bulletins
SMS	Safety Management System
SNE	Seconded National Experts
SOFIA	EASA Safety Oversight Facilitated Integration Application
SPO	Specialised Operations
SPOA	Airbus European Single Production Organisation Approval
SSCC	Safety Standards Consultative Committee
TA	Temporary Agents
TAG	Thematic Advisory Group
TCO	Third Country Operators
TF	Task Force
UAS	Unmanned Air System
USOAP	Universal Safety Oversight Audit Programme
WA	Working Arrangement
WG	Working Group

This publication is largely based on the "Annual General Report" of the Agency for the year 2013
which the European Aviation Safety Agency established according to the requirements
defined in Article 57 of Regulation (EC) No 216/2008.

The "Annual General Report" is published on the Agency's website at www.easa.europa.eu.

EASA
European Aviation Safety Agency