

ANNEX - DRAFT Work Programme 2016

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1 Introduction

This Draft Work Programme (DWP) represents the EASA plan of activities for 2016. The planned activities take the high expectations of Industry, international partners but also of the European public into account, and in particular the need for the Agency to adequately react at any time on safety issues and to take all reasonable proactive measures to minimise hazards to aviation. The full coordination and close collaboration with the European Commission secure full consistency of its work programme and its implementation with the overall strategy and priorities of the European Union's aviation safety policy. The Draft Work Programme takes into consideration the provisions contained in the so-called Jean-Claude Juncker's agenda¹, on the 2011 'White Paper on Transport'², the Commission's Communication to the Parliament on setting up an Aviation Safety Management system for Europe³ and the Single European Sky regulatory framework. Moreover the output and the actions of the EASA Management Board Sub-Group on the Future of the Aviation Regulatory System have been taken into account, as well as the constructive cooperation with the EASA Advisory Board. The activities described in this Draft Work Programme are depending on the revision of the Agency's Basic Regulation (Regulation (EC) 2016/2008) and might be subject to amendments based on the final text.

The achievement of activities described is dependent both of the draft budget and the staffing plan foreseen for 2016. It is important to note that the Agency already in 2014 started several efficiency related initiatives aiming to apply the concept of "value for money" to its daily operations. Those initiatives coupled with the benefits of the 2014 reorganisation are expected to allow the Agency to fulfil its obligations in 2016 with a significantly higher level of efficiency.

The revised planning methodology recently introduced in the Agency has as main objective the creation of a strong link between the operational actions and the more high level and long term view strategic objectives. The tasks and actions described in the 2016 Draft Work Programme have been grouped according to the following strategic priorities:

- Enhance the data driven safety plan for Europe
- Become the reference Agency for the implementation of the ATM regulatory framework
- Implementation of the Performance Based Environment
- To be in a prominent role regarding the co-ordination of safety research
- Foster the international presence of the Agency and EU products through EU regulations and programmes
- Implementation of the General Aviation Roadmap

Looking at the actions portfolio defined in the Draft Work Programme 2016 the main operational challenges can be in particular identified in:

- The deployment of the European Data Exchange Programme for Aviation which will enhance the processing and analysis of safety priorities in the EU
- Start of in-depth evaluation and certification of Chinese aviation products for access to the EU market
- Assuring the right level of in house expertise on innovative technologies (e.g. cybersecurity, nano-technologies, composite materials and Drones/RPAS)

¹ Political Guidelines for the next European Commission, 15 July 2014

² COM(2011) 144 final of 28.3.2011 'White Paper: Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system'

³ COM(2011) 670 final of 25.10.2011 COMMUNICATION FROM THE COMMISSION TO THE COUNCIL AND THE EUROPEAN PARLIAMENT - Setting up an Aviation Safety Management System for Europe



- In 2014 the Agency was reorganised to be prepared to support the future evolution of the market needs and to improve its efficiency and flexibility. It is expected that in 2016 the Agency will have the full benefit from it
- Full implementation of the European Central Question Bank (ECQB)

2 Activities of the Agency

2.1 Safety Management

Striving for the highest common standard of civil aviation safety in Europe the Agency will implement a system of risk based safety management.

This effort will drive the transition towards an efficient, pro-active and evidence based safety system. It will rely on two pillars:

- The strengthening of the safety intelligence and safety performance functions
- The development of a top-down and risk-based safety programming function

2.1.1 Safety Intelligence and Performance

Strategic Objective	Activity Objective 2016
Enhance the data driven safety plan for Europe	1. Integrate the ECR as source of safety data in our safety analysis tasks and develop exchange of safety data with external stakeholders; 2. Reinforce EASA role in coordinating safety analysis in Europe through the NoA: set up NoA working groups to analyse specific safety issues and disseminate results linking this work to the EASp; 3. Continue implementing the new Safety Analysis Strategy; a. Completion of ASR improvements with full link to EASp; b. More publications of safety analysis reports: increase by 50% the number of publications compared to 2014. 4. Introduce systematic risk management at occurrence level; 5. Deploy the first phase of the European Data Exchange Programme for Aviation; 6. Safety: aiming to collect at least FDM data from a TBD set of operators. 7. Deploy safety data tools to increase efficiency of data capture.
Become the reference Agency for the implementation of the ATM regulatory framework	8. Continue to perform investigations on ATM/CNS safety risks; 9. Support the EC in the technical monitoring of SESAR deployment;
To be in a prominent role regarding the co-ordination of safety research	10. Consolidate the implementation of the Research Strategy.
Foster the international presence of the Agency and EU products through EU regulations and programmes	11. Continue supporting the implementation of regulation 376/2014
Implementation of the General Aviation Roadmap	12. Continue supporting the GA Roadmap through analysis of GA safety risks: complete the analysis of GA safety risks across all GA types of operation.



2.1.2 Top-down, risk-based Safety Programming

Strategic Objective	Activity Objective 2016
Enhance the data driven safety plan for Europe	1. Develop the draft multi-annual programme - Rulemaking part by June; 2. EASp adopted in line with the new safety risk management end of the year; 3. Safety promotion programme adopted by end of the year; 4. Mapping of the level of implementation of EASp actions in Europe.
Become the reference Agency for the implementation of the ATM regulatory framework	5. Introduce specific approaches to impact and risks assessment for ATM including for the Implementation of the SESAR deployment phase.
Implementation of the Performance Based Environment	6. Ensure harmonised and effective implementation of the PBR policy.
To be in a prominent role regarding the co-ordination of safety research	7. Provide safety objectives in the EASp for research strategy by the end of the year.
Implementation of the General Aviation Roadmap	8. Implement rulemaking policy and guidance (so-called "balanced approach") for implementation of the roadmap by end of the year; 9. Introduce the GA risk hierarchy in impact assessments for GA NPAs published in 2016

2.2 Safety Promotion

Safety promotion is one of the three complementary means to address safety risks and therefore one of the priorities set forth in the new EASA organisation is to raise the role of safety promotion. The objective of safety promotion is to contribute to meeting a high and uniform level of safety performance in the European Aviation system by managing safety promotion activities in line with the overall safety programming.

Strategic Objective	Activity Objective 2016
Foster the international presence of the Agency and EU products through EU regulations and programmes	1. Establish an EASA safety promotion brand by the end of the year; 2. To make all European rules accessible and user friendly to relevant stakeholders by developing effective EASA technical publications by the end of the year; 3. Consolidation and expansion of EASA Virtual Academy (VA) network outside of the EU.
Implementation of the General Aviation Roadmap	4. Implement the safety promotion programme – General Aviation part.



2.3 Regulation

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. The objective of this activity is to develop a cost-effective safety regulatory system through a transparent and independent process, also reflecting the commitments taken by the Agency at the GA Conference held in Rome in October 2014. To this end the Agency's focus in 2016 will be on the following objectives:

Strategic Objective	Activity Objective 2016
Become the reference Agency for the implementation of the ATM regulatory framework	1. Implement the regulatory needs in the rulemaking plan on the deployment of SESAR Common Projects (CP), amongst others: <ol style="list-style-type: none"> a. Prepare the necessary guidance and (as necessary) regulatory measures on Remote TWR operations concerning multi-airport environment; b. Develop the necessary guidance and regulatory enablers to support the implementation as defined in the CP implementing rules.
Implementation of the Performance Based Environment	2. Develop the existing Management System to ensure that it is in compliance with ARA.Gen.200 where EASA is the competent authority and the airworthiness requirements when they are issued; 3. Provide support to MS in implementing the new OPS regulations in accordance with the agreed strategy; 4. Adoption of the CS-23 revision with the objective to make the rules less prescriptive, relying more on industry standards.
Implementation of the General Aviation Roadmap	5. Agree on areas in the EU regulations that could be simplified or eliminated, taking into account differences safety levels and regulations between the US and EU in the domain of IFR (Instrument Flight Rules) flying; 6. Facilitate the implementation of the rule for private pilot training outside ATOs. The NPA will be published in 2015 and the opinion in 2016; 7. A working group on Balloons to be led by industry and involving the affected stakeholders' community, Authorities and the Commission will be established. The group to provide proposed changes to the OPS rules related to Balloons. The group should also establish the need and content of associated Industry/Association standards and means by which they will be maintained; 8. Light Part-M with the publication of a CRD and Opinion by summer 2016; 9. Produce an NPA on the modifications to Part 21 that can be done without waiting for a modification of the Basic Regulation; 10. Publish one NPA for the second version of CS-STAN to take into account the feedback to the initial issue and the proposals provided by the affected stakeholders.

2.4 Product Safety/ Environment Oversight

In the area of Product Safety Oversight the Agency is responsible for the Initial airworthiness and operational suitability, continuing airworthiness and provides services upon request of the industry such as support to validation of products in third countries. The following table lists specific objectives linked to the Agency's strategic ones. In addition to the strategic objectives, the Agency will focus on:

- Participation to the Commission roadmap implementation and to Joint Authorities for Rulemaking on Unmanned Systems (JARUS) and ICAO activities⁴
- Publication of the CRD to the NPA for the Unmanned Air/Aerial Vehicle (UAV)
- To launch visible initiatives and continue initiatives launched in 2015 to establish a dialogue between EASA, the Commission, the European Parliament, the European Environment Agency, Member States and other interested partners in order to further define the Agency involvement in environmental areas and REACH.
- Implement EASA's obligations under the Airport Noise Regulation 598/2014

In parallel, the continuous increase of type certificates issued and growing aircraft fleets in operation will increase the continuing airworthiness oversight activities. One more objective in this field is therefore to cope with the increasing number of incoming safety information with the available workforce.

Strategic Objective	Activity Objective 2016
Implementation of the Performance Based Environment	1. Implementation of the Level of Involvement (LoI) concept in Certification oversight activities as part of the SMS framework.
Foster the international presence of the Agency and EU products through EU regulations and programmes	2. Provide support to the validation of products outside the EASA member states; 3. Organisation of ad hoc workshops/ seminars on Certification, Rotorcraft, RPAS, AD with industry and national authorities with the objective of promoting the new developments.

⁴ Policy document COM(2014) 207 and the EC 2015 Work Programme

2.5 Organisation Approvals

While the Agency's organisation approvals activities are mature, workload and output have grown steadily over the last years. New concepts introduced in 2015 shall be consolidated and continuously monitored over the course of 2016, and approvals processes will be adjusted accordingly and as necessary. In so doing, the organisations approvals activities will contribute directly to the strategic objectives listed below.

Strategic Objective	Activity Objective 2016
Become the reference Agency for the implementation of the ATM regulatory framework	1. Provide technical Oversight of the SESAR deployment phase.
Implementation of the Performance based Environment	2. Implementation of the Level of Involvement (LoI) concept in Certification oversight activities as part of the SMS framework.
Foster the international presence of the Agency and EU products through EU regulations and programmes	3. Support to EU Bilateral Aviation Safety Agreements (BASAs) – in completing the transfer of EASA approvals subject to the bilateral agreements.

2.6 Inspection of Member States

Tasked with monitoring the application by national competent authorities of the Basic Regulation and its Implementing Rules, EASA's standardisation inspection activities will focus on the implementation of the Performance-based Regulation and achieving performance based objectives. Also during 2016, the standardisation process will be further extended to cover the Aerodromes domain, thereby contributing to the dissemination of EU Regulations and products.

Strategic Objective	Activity Objective 2016
Implementation of the Performance based Environment	<ol style="list-style-type: none"> 1. Implement the EASA Standardisation process in the domain of Aerodromes, with the related working tools; 2. Define domain-specific competencies for competent authority inspectors; 3. Identify common base competencies for inspectors in competent authorities (including EASA); 4. Develop risk-based oversight guidance for use by competent authorities in their oversight of organisations in compliance with authority requirements; 5. Facilitation of cooperative oversight agreements amongst Competent Authorities in order to effectively address the emerging OPS business models enabled by the single EU market; 6. Develop proactive implementation measures to help States prepare for the upcoming IRs in the domain of Aerodromes, focussing on providing assistance and support.

2.7 Operators

The Operators activity consists of the coordination of the Ramp Inspection Programmes (SAFA/SACA) and the authorisation of Third Country Operators (TCO) performing commercial air transport operations in territories covered by the EASA Basic Regulation. This activity will contribute to enhancing the data driven safety plan for Europe and disseminating EU Regulations and products. This will be achieved by integrating safety data/indicators from other processes in the ramp inspections programmes in order for those to become more risk based and by continuing the coordination, cooperation and information sharing with key external partners (EC, ICAO, and IATA).

2.7.1 Ramp Inspection Programmes (SAFA/SACA)

Strategic Objective	Activity Objective 2016
Enhance the data driven safety plan for Europe	1. Identification and integration of data stemming from SACA for the CMA model: <ol style="list-style-type: none"> a. Include SACA state / operator data into the CMA model; b. Assemble SACA, Standardisation Inspections and safety data in a way, so that an integrated picture can be developed; c. Develop means to drill-down specific cases of concern (e.g. a given operator in a given country).
Foster the international presence of the Agency and EU products through EU regulations and programmes	2. Inclusion in coordination with the EC of new partner states in the SAFA Programme (i.e. Israel).

2.7.2 Third Country Operators

Strategic Objective	Activity Objective 2016
Foster the international presence of the Agency and EU products through EU regulations and programmes	1. Complete all pending TCO assessments by the end of the TCO transition period (26 November 2016); 2. Implement the continuous monitoring programme (CMP) for those TCOs that have already been issued an EASA TCO authorisation during the transition period.

2.8 European Central Question Bank

The Agency will in course of 2015 develop tools and processes for managing the EASA ECQB for the theoretical knowledge examination of pilots for CPL, ATPL, IR, and competency based IR for aeroplanes and helicopters. Once this has been accomplished and the initial 10,000 questions have been developed and validated, the Agency will continue to manage the database and ensuring the following objectives.

Strategic Objective	Activity Objective 2016
Foster the international presence of the Agency and EU products through EU regulations and programmes	1. Annual release of the new ECQB version by November; 2. Enhance the database by developing 1500 new questions and reviewing 2,000 of the existing questions.

2.9 International Cooperation

The general activity is focused on the development of a strategy to support International Cooperation based on two strategic fields: (i) improving cooperation with ICAO (looking for complementarities and synergies) and (ii) enhancing external relations (the focus remains on implementing/maintaining bilateral agreements/arrangements). Reference to latter, specific efforts will be dedicated to:

- strengthen the relationship with Asiatic Region (mainly China and Japan) with the goal to ensure the highest level of safety for EU citizens travelling abroad;
- develop a data sharing framework with FAA;
- develop the international dimension of the EASA Virtual Academy.

Strategic Objective	Activity Objective 2016
Become the reference Agency for ATM	1. Develop enhanced communication channels, including information leaflets and web portal; formal and informal coordination meetings with CAAs and Industry; support to Enlargement and Neighbourhood policies.
Foster the international presence of the Agency and EU products through EU regulations and programmes	
Foster the international presence of the Agency and EU products through EU regulations and programmes	2. Support the negotiation of BASAs following Council mandate given to the EC; 3. Establish a clearer and stable relationship with ICAO; 4. Sign agreements with third parties to extend the Virtual Academy; 5. Continue the support given to the EC for technical assistance projects.



2.10 Support activities

In term of Resources Management, EASA will maintain its efforts to enhance the efficiency of its Resources Management Framework and its adaptation to the Agency new priorities. It is foreseen to maintain the standards achieved in terms of financial management and enhance the added value of IT services, in term of external and internal efficiencies. An applicant portal will be fully deployed and applicant service front desk will start operating.

In 2016, EASA will move to new premises during the year, without interruption to its activities, while devoting increased attention to the provisions aiming to guarantee business continuity and productivity. The support activities will contribute to the Agency's achievement of the strategic objectives more specifically by:

2.10.1 Applicant Management:

- Applicants handled as customers through single-point-of-contact:
 - Deployment of the EASA applicant portal as the standard gateway by the end of 2016
 - Single Point of contact for applicants deployed by the end of 2016 in order to streamline the access to the Agency services
 - Harmonisation and optimisation of comprehensive EASA applications management process

2.10.2 Human Resources:

- Adopt a 5-year 'Strategic Workforce Plan' aligned to strategic and operational priorities
- Increase efficiency of Staff Regulations Implementing rules by redesigning 30% of the least efficient HR processes by Q4 2016
- Operate a career system maintaining and growing competences required by European Aviation Safety Strategy
- Use fully the posts allocated by the Budget Authority: minimum of 97% occupancy of all statutory posts at the end of the year

2.10.3 Technical Training:

- Implementation (2015) and full coverage (2016) of all available courses via distance learning (virtual classroom)
- Implementation of light workflows for providing training resources to the Academic world
- Provision of courses covering new regulatory aspects: RPAS, OSD, LOI, Environmental protection etc.

2.10.4 Financial Management:

- Agreement by the end of 2016 with stakeholders on a full revision of the Fees & Charges Regulation ensuring mid-term sustainability and improving efficiency of EASA fees and charges system
- Financial Control System and financial transactions processing achieving enhanced risk proportionality and efficiency (e.g. through an e-invoicing system)
- Budget implementation performance in line with targets fixed by the European Commission

2.10.5 Information Technology:

- Rationalisation roadmap of EASA IT technologies and applications' landscape adopted by Q4 2016



- IT services strengthen EASA business processes and increase overall efficiency and productivity of technical activities
- IT regular operations cost down by 5 % compared to pre-move baseline

2.10.6 Corporate Services:

- EASA operates fully by end Q3 2016 from new premises without any business interruption.
- New building certified as low environmental impact
- EASA Resilience & recoverability strategy adopted by Q2 2016
- Corporate security policy and plan issued by Q1 2016
- Efficiency of travel management services increased by 10% measured by FTE required in the entire process
- Meeting management cost reduced by 20% compared to 2014

2.10.7 Communications:

- Publish the Annual Safety Review consolidating the new format given in 2015 (combining safety review and safety plan)
- Support strategic objectives through specific communication drivers

2.10.8 Quality:

- As part of documents and records management, roll out the information management foundation software to Agency processes identified in the programme plan and reorganise the archiving system in line with EU rules before the relocation project MOVE 2016
- Ensure the compliance of the IMS with the upcoming 2015 ISO9001 requirements

2.10.9 Internal Audit:

- Perform audits in accordance with the 2016 annual audit programme and maintain the IFACI certificate

2.10.10 Legal Services:

- Provide legal support to the Directorates including creating frameworks for the regional and international collection/sharing/usage and protection of data



3 The Agency's Key Performance Indicators

As part of the development of the 2016 Work Programme, the Agency will re-assess the KPIs and will update them in preparation for the June version of the Work Programme. This work will be done in conjunction with the Working Group of the FABS Advisory Group.

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	Rulemaking	Standardisation	Support
Process/ Effectiveness	1. Efficiency of certification & approvals activities, including an acceptable level of continuing airworthiness oversight	2. Transparency and effectiveness in the rulemaking process	3. Adherence to safety standards through an efficient & effective Standardisation process	4. Efficiency of planning and support tasks to assist delivery of core activities
Stakeholders/ Customers	5. Industry satisfaction with certification and approvals process	6. Stakeholder satisfaction with rulemaking process	7. Stakeholder satisfaction with standardisation activities	8. Timeliness in the execution of key administrative tasks
Resources	9. Budget and internalisation policy adherence	10. Budget adherence & allocation of resources	11. Budget adherence and use of resources	12. Overall adherence to budget & capacity to limit support costs
Employees, learning and growth	13. Efficiency of human resources management and the development of staff			

Notes: Introduced in 2014, these new Key Performance Indicators have been developed by a Working Group of the FABS Advisory Group. The measurement of these indicators will be made via a 'lower level' set of indicators which are currently being measured by the Agency (outlined in the table below). The frequency of the measurement varies by indicator type, but in general they are measured and reported on either biannually or annually. These indicators will be reviewed by the FABS Advisory Group, which will report to the Management Board on the progress made. The FABS Advisory Group will review the KPI and the 'lower level' indicators with the Agency on at least an annual basis to ensure their continuing relevance and also to include any progress made in developing new indicators.

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	Regulation	Standardisation	Support
Process/ Effectiveness	<p><i>Aim: Ensure an acceptable level of continuing airworthiness oversight</i></p> <p>1.1 Indicator: Number of yearly technical working hours performed as a percentage of planned hours (CAWR).</p> <p>Target 2016: 83%</p> <p><i>Aim: Ensure the certification and approval process is performed in a timely manner</i></p> <p>1.2 Indicator: % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks.</p> <p>Target 2016: 75%</p>	<p><i>Aim: Implement rulemaking work programme</i></p> <p>2.1 Indicator: % of implementation of the Rulemaking Work Programme (only considering the task R committed for during the Year N of the adopted Rulemaking work Programme)</p> <p>Target 2016: 95%</p> <p><i>Aim: For EASA to discharge its obligations under the Basic Regulation to assist Member States in fulfilling their obligations under the Chicago Convention</i></p> <p>2.2 Indicator: % of State Letter recommendations provided on time.</p> <p>Target 2016: 90%</p> <p><i>Aim: Efficiency of the rulemaking process and involvement of stakeholder</i></p> <p>2.3 Indicator: % of positive feedback received from stakeholders on the rulemaking process and its outcome.</p> <p>Target 2016: 65%</p>	<p><i>Aim: Efficiency and effectiveness of the Standardisation Inspection Programme</i></p> <p>3.1 Indicator: % of achieved visits against the approved Standardisation Inspection Programme</p> <p>Note: In 2015 i.a.w. Multi-Annual Planning of comprehensive visits **No. of performed against the identified No. of comprehensive visits</p> <p>Target 2016: 95%*</p> <p>3.2 Indicator: %of Final Inspection Reports delivered to Member States within 10 weeks of the completion of the Inspection</p> <p>Target 2016:95%</p> <p><i>Aim: To measure the progress of the introduction of risk elements in standardisation planning</i></p> <p>3.3 Indicator : Progress towards the implementation of risk based CMA (Continuous Monitoring Approach)</p> <p>Note: 100% will be achieved with the "second generation model/tool" in 2015 (ATM included)</p> <p>Target 2016: not applicable from 2016</p>	<p><i>Aim: Improve the efficiency and effectiveness of support processes</i></p> <p>4.1 Indicator: % of working hours allocated to support tasks agency-wide versus total hours (actual versus planned)</p> <p>Target 2016: 24%</p> <p><i>Aim: Improve the efficiency of the debt recovery process</i></p> <p>4.2 Indicator: Average number of days to cash recovery orders</p> <p>Target 2016: ≤ 45 days</p> <p><i>Aim: Improve the Agency response to formal safety recommendations</i></p> <p>4.3 Indicator: % of new safety recommendations answered (i.e. actions decided & planned) in not more than 90 days</p> <p>Target 2016: 97.5%</p>

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	Regulation	Standardisation	Support
Process/ Effectiveness	<p><i>Aim: Stakeholder (Industry) satisfaction</i></p> <p>5.1 Indicator: % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks</p> <p>Target 2016: 76%</p>	<p><i>Aim: Stakeholder satisfaction</i></p> <p>6.1 Indicator: % of positive feedback on the process and the outcome of the stakeholder consultation</p> <p>Target 2016: 65%</p>	<p><i>Aim: Stakeholder satisfaction</i></p> <p>7.1 Indicator: Standardisation stakeholder feedback for Preparatory phase and Visiting phase</p> <p>Target 2016: 90%</p> <p>7.2 Indicator: Average satisfaction for Standardisation Inspection and Follow up and closure</p> <p>Target 2016: 80%</p> <p><i>Comment: Follow-up and closure is not evaluated. The new regulation 628/2013 introduces "individual" processing of each finding, so the connection with the inspection is very loose and would be very difficult to obtain consistent evaluation results</i></p>	<p><i>Aim: Timeliness in the execution of key administrative tasks</i></p> <p>8.1a Indicator: % of applications for initial airworthiness certification related activities processed to task allocation within 5 working days from application receipt</p> <p>Target 2016: ≥ 80%</p> <p>8.1b Indicator: % of certificates issued within 2 working days from technical visa receipt</p> <p>Target 2016: ≥ 90%</p> <p>8.2 Indicator: % of initial invoices prepared within 2 working days after the release of the project.</p> <p>Target 2016: ≥ 80%</p>
Resources	<p><i>Aim: Budget adherence</i></p> <p>9.1 Indicator: Actual budget versus planned budget</p> <p>Target 2016: ≥ 95%</p>	<p><i>Aim: Budget adherence</i></p> <p>10.1 Indicator: Actual budget versus planned budget</p> <p>Target 2016: ≥ 95%</p>	<p><i>Aim: Budget adherence</i></p> <p>11.1 Indicator: Actual budget versus planned budget</p> <p>Target 2016: ≥ 95%</p>	<p><i>Aim: Maintain high budget implementation rate</i></p> <p>12.1 Indicator: % of executed commitments compared to the forecast considering the whole annual budget</p> <p>Target 2016: ≥ 95%</p>

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	Regulation	Standardisation	Support
Resources	<p><i>Aim: Internalise certification tasks in line with internalisation policy</i></p> <p>9.2 Indicator: Internal hours performed as a % of total hours (actual versus planned)</p> <p>Target 2016: 78%</p>	<p><i>Aim: Split of time spend on production of rules and supporting processes</i></p> <p>10.2 Indicator: Number of FTE spent on production of rules and FTE spent on support to rules</p> <p>Target 2016: 45 FTE</p>		<p><i>Aim: Monitor support costs in comparison to total costs</i></p> <p>12.2 Indicator: % of support costs versus the total costs (actual versus planned)</p> <p>Target 2016: 22%</p>
Employees, learning and growth	<p><i>Aim: Improve the efficiency of technical staff.</i></p> <p>13. Indicator: number of technical hours (project work) as % of total hours</p> <p>Target 2016: under assessment*</p> <p>*2016 target will be available in the next version of the 2016 Work Programme in June 2015.</p>			
	<p><i>Aim: Learning organisation</i></p> <p>13.1a Indicator: % of positive feedback from staff with regard to training</p> <p>Target 2016: ≥ 75 %</p>		<p>13.1b Indicator: Number of training days per member of staff</p> <p>Target 2016: ≥ under assessment*</p> <p>*2016 target will be available in the next version of the 2016 Work Programme in June 2015.</p>	
	<p>13.2 Indicator: % vacancy rate against the requested posts for the given years</p> <p>Target 2016: ≤ under assessment*</p> <p>*2016 target will be available in the next version of the 2016 Work Programme in June 2015.</p>		<p>13.3 Indicator: Average Number of Sick Days per Full Time Equivalent</p> <p>Target 2016: ≤ 9 days</p>	

4 Actions addressing the Risk Register linked to 2016

Each year, the Agency performs a risk assessment exercise in line with the methodology developed for EU organisations. During this assessment, the criticality of the risks, based on their likelihood of occurrence and potential impact are established. This exercise will be next performed in May and therefore the result will be taken into account when the Work Programme is prepared and presented in September of 2015.



5 Staff and budget

5.1 Establishment Plan: Planned Temporary Agents per grade

Category and grade	Establishment plan in EU Budget 2014		Modifications envisaged in establishment plan 2014 in application of flexibility rule[2]		Actually filled posts as of 31/12/2014		Establishment plan in envisaged EU Budget 2015		Establishment plan in Draft EU Budget 2016	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16										
AD 15		2		2		1		2		1
AD 14		14		14		6		23		25
AD 13		21		21		12		31		32
AD 12		37		42		16		48		53
AD 11		60		66		18		72		76
AD 10		84		89		74		95		98
AD 9		107		114		81		118		117
AD 8		100		90		94		81		77
AD 7		75		69		128		55		49
AD 6		46		33		74		24		20
AD 5		5		3		11		2		2
Total AD		551		543		515		551		550
AST 11				0		0		0		0
AST 10				0		0		0		0
AST 9		1		1		0		1		1
AST 8		4		3		0		4		4
AST 7		11		11		0		12		13
AST 6		23		23		4		22		23
AST 5		32		36		10		32		33
AST 4		28		28		28		26		25
AST 3		18		21		52		18		17
AST 2		15		16		28		11		10
AST 1		2		3		13		2		2
Total AST		134		142		135		128		128
Total AST/SC										
TOTAL		685		685		650		679		678

[2] The agency takes note that the Budgetary Authority has cleared in the 2015 budget less AST positions (128) than AST staff currently in place (135, on 31/12/2014). While the Budgetary Authority's logic is fully supported by EASA, the agency will endeavour to gradually reduce the number of AST staff deployed, to align it with the ceilings decided. This will be achieved through natural turnover and end of contracts. Indeed, by 1 February 2015 the agency has already further reduced the number of ASTs by 1. Current number of AST staff in place is now 134.

5.2 Draft Budget 2016

All activities (Euro '000)	Draft Budget 2016	Budget 2015	1st Am. Bud. 2014
Income from Fees & Charges (Current year)	102,079	91,853	88,333
Income from Fees & Charges (Carry over)	19,390	21,335	27,756
Subsidy from the European Union	36,370	36,370	34,174
Third Countries contribution	2,138	2,138	2,006
Other Income	8,030	10,330	10,004
Total Income	168,007	162,026	162,273
Title 1 – Staff	(90,621)	(78,110)	(78,540)
Title 2 - Building equipment	(23,973)	(18,211)	(15,749)
Title 3 - NAA/QE outsourcing	(27,975)	(26,951)	(30,007)
Title 3 - other operational cost	(9,604)	(10,164)	(7,688)
Title 4 - Special programmes	(6,900)	(9,200)	(8,954)
Title 5 –Reserve	(8,935)	(19,390)	(21,335)
Total Expenditure	(168,007)	(162,026)	(162,273)

5.3 Expenditure breakdown per segment

Fees & Charges activities (Euro '000)	Draft Budget 2016	Budget 2015	1st Am. Bud. 2014
Income from Fees & Charges (Current year)	102,079	91,853	88,333
Income from Fees & Charges (Carry over)	19,390	21,335	27,756
Other Income	897	897	879
Total Income	122,367	114,085	116,969
Title 1 – Staff	(62,384)	(50,193)	(49,170)
Title 2 - Building equipment	(16,868)	(11,500)	(11,076)
Title 3 - NAA/QE outsourcing	(27,975)	(26,951)	(30,007)
Title 3 - other operational cost	(6,205)	(6,051)	(5,381)
Title 5 –Reserve	(8,935)	(19,390)	(21,335)
Total Expenditure	(122,367)	(114,085)	(116,969)

Subsidy activities (Euro '000)	Draft Budget 2016	Budget 2015	1st Am. Bud. 2014
Subsidy from the European Union	36,370	36,370	34,174
Third Countries contribution	2,138	2,138	2,006
Other Income	7,133	9,433	9,124
Total Income	45,641	47,941	45,304
Title 1 - Staff	(28,237)	(27,917)	(29,370)
Title 2 - Building equipment	(7,104)	(6,711)	(4,673)
Title 3 - other operational cost	(3,400)	(4,113)	(2,307)
Title 4 - Special programmes	(6,900)	(9,200)	(8,954)
Total Expenditure	(45,641)	(47,941)	(45,304)



5.4 Expenditure breakdown per activity

		actual 2013	LE3 2014	BP 15/16 2015	BP 15/16 2016	
		2013	2014	Budget 2015	Draft Budget 2016	
Fees and Charges activities	Product Certification	Revenue	54,128.7	63,565.8	64,635.8	70,400.7
		Title 1	(33,103.4)	(37,350.9)	(38,054.6)	(47,415.3)
		Title 2	(6,490.4)	(7,195.8)	(8,594.8)	(12,569.1)
		title 3 NAA/QE	(12,501.0)	(13,595.1)	(15,473.3)	(15,705.1)
		Title 3	(3,558.8)	(3,432.0)	(3,956.3)	(4,072.2)
		Title 4	-	-	-	-
		Total	(1,524.8)	1,992.1	(1,443.1)	(9,361.1)
	Organisations	Revenue	25,354.1	28,243.8	28,114.4	32,575.8
		Title 1	(10,238.6)	(11,814.6)	(12,138.1)	(14,968.6)
		Title 2	(1,889.5)	(2,159.4)	(2,905.5)	(4,299.1)
		title 3 NAA/QE	(9,446.6)	(9,757.0)	(11,478.0)	(12,269.7)
		Title 3	(1,594.9)	(1,652.3)	(2,094.7)	(2,132.6)
		Title 4	-	-	-	-
		Total	2,184.4	2,860.5	(501.9)	(1,094.1)
	Third Country Op.	Revenue	13.5	-	-	-
	Title 1	(837.8)	-	-	-	
	Title 2	(167.4)	-	-	-	
	title 3 NAA/QE	-	-	-	-	
	Title 3	(46.2)	-	-	-	
	Title 4	-	-	-	-	
	Total	(1,037.9)	-	-	-	
	Reserve adj for new building	-	420.2	1,945.0	6,428.0	
	Total F&C	(378.3)	5,272.8	(0.0)	(4,027.2)	
Subsidy and other contributions	EC Subsidy	35,031.8	34,174.0	36,370.0	36,370.0	
	third country contribution	991.4	2,006.0	2,138.0	2,138.0	
	Other income	3,363.3	5,494.4	233.1	232.6	
	Third Country Op.	Title 1	-	(1,080.7)	(1,119.2)	(1,135.3)
		Title 2	-	(179.4)	(249.2)	(261.1)
		Title 3	-	(35.1)	(181.8)	(161.4)
		Title 4	-	-	-	-
		Total	-	(1,295.2)	(1,550.2)	(1,557.7)
	Standardisation	Title 1	(6,909.8)	(7,420.0)	(8,567.5)	(8,518.3)
		Title 2	(1,217.8)	(1,177.7)	(1,852.1)	(1,967.7)
		Title 3	(570.7)	(564.4)	(931.9)	(751.9)
		Title 4	-	-	-	-
		Total	(8,698.3)	(9,162.1)	(11,351.5)	(11,237.9)
	SAFA	Title 1	(988.9)	(951.4)	(842.2)	(828.7)
		Title 2	(164.1)	(164.3)	(232.5)	(243.8)
		Title 3	(89.9)	(75.7)	(123.0)	(122.3)
		Title 4	-	-	-	-
		Total	(1,242.9)	(1,191.4)	(1,197.8)	(1,194.8)
	Rulemaking	Title 1	(14,075.4)	(11,538.5)	(10,177.9)	(10,259.2)
		Title 2	(2,383.0)	(2,349.6)	(2,416.3)	(2,548.1)
		Title 3	(3,542.6)	(2,474.8)	(1,396.3)	(1,144.9)
		Title 4	(24.1)	-	-	-
	Total	(20,025.2)	(16,362.9)	(13,990.5)	(13,952.1)	
International Cooper	Title 1	(1,606.4)	(4,175.9)	(4,574.4)	(4,649.0)	
	Title 2	(747.7)	(709.1)	(1,175.5)	(1,243.9)	
	Title 3	(973.6)	(583.3)	(521.2)	(460.0)	
	Title 4	(2,846.7)	(5,325.0)	-	-	
	Total	(6,174.3)	(10,793.3)	(6,271.0)	(6,352.9)	
Strategic Safety	Title 1	(1,428.3)	(1,078.9)	(2,636.3)	(2,846.3)	
	Title 2	(298.7)	(294.0)	(785.0)	(839.8)	
	Title 3	(1,264.2)	(900.1)	(958.8)	(759.1)	
	Title 4	-	-	-	-	
	Total	(2,991.2)	(2,273.0)	(4,380.1)	(4,445.2)	
	Total Subsidy and other contr.	254.5	596.4	(0.0)	(0.0)	

6 Attachment A: Fees & Charges- financed activities workload estimates

Product Certification

Technical workload (in hours)	2013	2014	2015	2016
Activity	actual	LE3	BP 15/16	BP 15/16
Certification (Initial Airworthiness and Operational Suitability)	152,312	168,431	172,554	176,426
Certification	141,407	149,566	153,809	157,681
Operational Suitability Data (OSD)	10,905	18,865	18,745	18,745
Continuing Airworthiness (CAW)	54,443	76,400	78,500	80,000
Certification related services:	20,297	19,955	22,813	21,813
MRB	15,578	15,176	16,720	15,720
Related services to external stakeholders (Certification Support for Validation, Technical Advise contract and non-mandatory OSD elements)	4,719	4,779	6,093	6,093
Total Product Safety Oversight workload	227,050	264,786	273,867	278,239
<i>Internal Workload</i>	184,932	221,280	235,715	240,037
<i>External Workload</i>	42,118	43,507	38,152	38,202
Internalization rate	81%	84%	86%	86%

Organisation Approvals

Technical workload (in hours)	2013	2014	2015	2016
Activity	actual	LE3	BP 15/16	BP 15/16
EASA Design Organisation Approval	30,609	30,664	32,623	34,835
EASA Foreign Part 145 Approval	24,541	24,196	25,552	27,196
EASA Foreign Part 147 Approval	3,880	3,304	4,007	4,148
EASA POA Approval	11,120	12,456	11,644	12,070
EASA Export Certificate of AW	2,655	3,105	3,018	3,109
ATM/ANS Service Provider Organisation	2,188	2,977	3,742	3,795
Part - ORA ATO Approval	5,667	4,864	5,675	6,273
EASA Approval for AP to DOA	510	357	357	357
Changes to EASA DOA	550	-	-	-
Other	20,611	21,307	24,051	24,095
Total Project workload	102,330	103,230	110,669	115,878
Internal workload	69,159	69,089	78,544	82,379
External workload	33,171	34,141	32,124	33,499
Internalisation Rate	67.6%	66.9%	71.0%	71.1%
Preparatory technical workload	26,663	26,000	26,000	26,000
Total Organisational Approvals workload	128,993	129,230	136,669	141,878

7 Attachment B: Annual Procurement Plan

High Value Procurement Procedures: This section will be completed later in 2015.

