

ANNEX 1:

DRAFT SINGLE PROGRAMMING DOCUMENT 2018 – 2021

European Aviation Safety Agency

Draft Single Programming Document 2018 – 2021

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Foreword

To be written in Q3 2017.

List of acronyms (will be finalised Q3 2018)

Acronym	Explanation
ACARE	Advisory Council for Aeronautics Research and Innovation in Europe
AD	Airworthiness Directives
AMC	Acceptable Means of Compliance
ANS	Air Navigation Services
ANSP	Air Navigation Service Provider
AP	Alternative Procedure
ARO	Authority Requirements for Air Operations
ATCO	Air Traffic Controller
ATM	Air Traffic Management
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
CAST	Commercial Aviation Safety Team
CAT	Commercial Air Transport
CAW	Continuing Airworthiness
CE	Critical Element
CICTT	CAST ICAO Common Taxonomy Team
CMA	Continuous Monitoring Approach
CRI	Certification Review Items
CS	Certification Specifications
CSV	Certification Support for Validation
D	Directorate
DOA	Design Organisation Approval
EACCC	European Aviation Crisis Coordination Cell
EAD	Emergency Airworthiness Directives
EASA	European Aviation Safety Agency
EASA MS	EASA Member States
EPAS	European Plan for Aviation Safety
EC	European Commission
ECA	European Court of Auditors
ECAC	European Civil Aviation Conference
ECCAIRS	European Co-ordination Centre for Aviation Incident Reporting Systems
ECR	European Central Repository
EFOD	Electronic Filing of Differences
EGAST	European General Aviation Safety Team
EGNOS	European Geostationary Navigation Overlay Service
EHFAG	European Human Factors Advisory Group
EHEST	European Helicopter Safety Team
ELFAA	European Low Fare Airline Association
ENCASIA	European Network of Civil Aviation Safety Investigation Authorities
EP	European Parliament
ERP	Enterprise Resource Planning
ESSI	European Strategic Safety Initiative

ETSO	European Technical Standards Order
ETSOA	European Technical Standard Authorisation
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
GM	Guidance Material
IACA	International Air Carrier Association
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
IHST	International Helicopter Safety Team
IMS	Integrated Management System
IORS	Internal Occurrence Reporting System
IPL	Implementing Procedures
IPPF	Internal Professional Practices Framework
IR	Implementing Rule
KPI	Key Performance Indicator
LVP	Low Value Procedure
MB	Management Board
MOA	Maintenance Organisation Approval
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	Red Amber Green
RASG-EUR	Regional Aviation Safety Group - Europe
RMT	Rulemaking Task
SACA	Safety Assessment of Community Aircraft
SAFA	Safety Assessment of Foreign Aircraft
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
UA	Unmanned Aircraft

USOAP	Universal Safety Oversight Audit Programme
WA	Working Arrangement
WG	Working Group

Mission statement

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

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

Legal base

Decision	Date	Mission/ Tasks / Functions
<p>OLD BASIC REGULATION:</p> <p>REGULATION (EC) No 1592/2002 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 July 2002 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency</p> <p>(REPEALED)</p>	<p>15 July 2002 27 September 2002 (Entry into force)</p>	<p>Airworthiness Environmental compatibility</p> <p>The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States; safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness; approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations;</p> <p>EASA is also responsible for some specific executive tasks as specified in Commission Regulation (EC) No 768/2006 (regarding the collection and exchange of information on the safety of aircraft using Community airports and the management of the information system).</p>
<p>NEW BASIC REGULATION:</p> <p>REGULATION (EC) No 216/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC</p>	<p>20 February 2008 08 April 2008 (Entry into force)</p>	<p>Airworthiness Environmental compatibility</p> <p>Flight Crew Licensing (FCL) Operation of Aircraft Safety of foreign operators</p> <p>Regulation 216/2008 extending the Agency's competences entered into force on 8 April 2008. With this extension the Agency got responsibilities to develop the regulations in the fields of air operations (OPS), flight crew licensing (FCL) and the oversight of third country operators (TCO). As well as to carry out (according to Regulation 736/2006) standardisation inspections for air operations, flight crew licensing and flight simulators and to perform the certification of foreign synthetic training devices, pilot training organisations and aero medical centres, and certification tasks linked to the authorisation to third country operators.</p>
<p>Last amended by</p> <p>REGULATION (EC) No 1108/2009 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 21 October 2009 amending Regulation (EC) No 216/2008 in the field of aerodromes, air traffic management and air navigation services and repealing Directive 2006/23/EC</p>	<p>21 October 2009 14 December 2009 (Entry into force)</p>	<p>Aerodromes AirTraffic Management (ATM) Air Navigation Services (ANS)</p> <p>On 7 September 2009 the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as far as safety and technical issues are concerned, it will be necessary to coordinate rulemaking activities with the Single European Sky framework, including the related research (SESAR) and implementing rules as well as the new objectives set for its implementation.</p>

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

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

I General Context (to be reviewed before adoption of final SPD 2018-2021)

Section I “General Context” will undergo systematic review in 2017, prior to final adoption of SPD 2018-2021. Comments received from the PAR regarding the Aviation sector outlook, heading and sequence of chapters, wording of strategic statements as well as objectives will be taken into account.

I.1 Aviation sector outlook

Chapter one and two of section I, provide the interested reader with a mid- to long-term outlook upon the aviation sector, highlighting significant trends, which the Agency anticipates to impact its work programme. Insights gained from the analysis below are reflected in EASA’s work programme, as laid out in sections II and III. Many factors influence the aviation sector, impacting and developing its trends. According to statistics developed by Airbus, Boeing and Bombardier, the major market drivers are wealth creation, globalization of trade, emerging markets, development of new technologies and replacement demand. For the purpose of this overview, we have grouped them under the following:

I.1.1 Economics

Demand for air travel is evolving and expected to increase as the global economy continues to improve and increase as numbers of EU citizens and travellers around the world can afford the benefits of aviation transportation. This is due to improved world trade and solid economic growth - global GDP growth is forecast to exceed 2.9% in 2017.

Air traffic is forecasted to grow globally at 4.5% annually, requiring some 33,000 new passenger and dedicated freight aircrafts at a value of US\$ 5.2 trillion over the next 20 years¹. This will require more than new 500 000 pilots². The propensity to travel will increase from 25% of the emerging economies population in 2016 to 75% in 2035. The aviation megacities³ will double, reaching 93 in 2035 from the current 55. Today, 55 aviation mega-cities comprise 95% of long-haul flights and nearly one million passengers a day. Four out of the five largest aviation mega-cities today are in the “advanced” world. In spite of lower growth compared to emerging countries, their traffic is expected to double – keeping them, together with Dubai, at the top of the list in 2034.

An additional factor that boosts the affordability of flights is the stronger growth of the low-cost market segment. It is expected that Low Cost Carriers (LCCs) will continue to capture market share, accounting for 21% of the world Revenue Passenger Kilometres (RPKs) by 2034. The continuing deregulation of the sector will also contribute to increased traffic growth.⁴ The traffic measured in RPKs has grown a remarkable 95% since 2001 and is expected to double again in the next fifteen years, and grow 142% to 16.0 trillion RPKs by 2035. Boeing⁵ forecast the world fleet to double in size over the next 20 years (passenger traffic to grow 4.9% per year and cargo 4.7% per year).

¹ Airbus, Global Market forecast 2016

² New pilots required by region (Asia Pacific 232 000; Europe 111 600; North America 73 600; Middle East 48 100; Latin America 44 400; CIS 30 800; Africa 21 700). Airbus, Global Market forecast 2016

³ Airbus Global Market Forecast 2016-2035, aviation megacities are those with more than 10.000 long haul passengers per day (e.g Washington, Buenos Aires, Heathrow, Frankfurt, Dubai, New Delhi, Bangkok, Singapore, Beijing, Seoul, Hong Kong)

⁴ Airbus, Global Market Forecast 2016

⁵ Boeing, Current Market Outlook 2016

Trade globalisation will continue, particularly with and between emerging markets which will represent 43% of the world private consumption by 2034 (up from 31% currently). There are now signs that international trade is picking up speed throughout 2016 and major economic forecasters see growth averaging around 4 percent for the remainder of the decade. Emerging markets throughout the world have shown that air travel is one of the first discretionary expenditures to be added as consumers join the global middle class. As emerging market demand begins to develop, it may take the form of non-scheduled services to leisure destinations.

Domestic Chinese traffic is expected to become the largest single traffic flow, growing nearly four times over this period. Liberalization is responsible for significant expansion in Asia's aviation industry. Changes, such as open skies, enable the air-travel market in the region to expand beyond national boundaries and support airlines in implementing new low-cost carrier business models, which is a viable and growing option for this emerging market.

Europe's aviation market remained strong in 2015 despite significant economic uncertainties. Europe's GDP grew by 1.9 percent in 2015 and is forecast to grow by 1.8 percent annually through 2035⁶. The Association of European Airlines reports that member airlines carried approximately 307 million passengers in 2015, which equals an increase of 4.3% compared to 2014. Members of the European Low Fares Airline Association reported an increase in passengers of about 12.3% over 2014. European airlines acquired more than 240 new airplanes in 2015, of which 67 percent were single aisle. The European aviation market is expected to grow during the next 20 years, with airlines forecasting to acquire more than 7,500 new airplanes valued at over US\$1.1 trillion.

I.1.2 Environmental

With factors such as lack of renewable energy resources, environmental issues could lead to stronger regulation of air transport, such as a cap on fossil fuel usage. A long-term transition to biofuels is a possible trend for aviation. Also compliance requirements relating to increased security and noise nuisance are expected to influence the market. Changes in global climate will also have a significant impact on aviation⁷. However some environmental factors will be mitigated by developing technology and operational measures.

I.1.3 Cyber-security

Increasingly interconnected aviation communications, among all industry stakeholders, are progressively exposed to constantly and rapidly evolving cyber security threats impacting all aviation domains. Overall, it appears that aviation in all areas is prone to security threats, including cyber-attacks⁸.

In order to increase the resiliency of the highly integrated aviation system as a whole against such attacks, balanced and proportionate measures have to be taken to protect each sub-system individually as well as in combination with any other sub-system. In addition steps have to be introduced to prevent cyber-attacks from becoming successfully possible. The new dimension of permanently changing "rules of the game", called Security Environment, combined with the dimension of "intent to interfere" are new phenomena in civil aviation, which require new regulatory approaches within the frame of the safety primacy.

⁶ Boeing, Current Market outlook, 2016

⁷ EASA, Possible Picture of Future of Air Transport

⁸ A-NPA 2014 -12 section 3.3.2. Aspects of aviation security

I.1.4 Military and civil aviation cooperation

The cooperation between civil and military in the domain of aviation safety has never been so relevant and as necessary as it is today, as both operate from joint airports and use a same airspace, as well as are facing similar technology challenges and suffering from scarce resources. This will possibly lead to the creation of a single, joint certification process.

I.1.5 New technologies

Unmanned Aircraft Systems (UAS) design, manufacturing, operation and maintenance are important drivers for growth and job creation. In addition to this, other areas such as trainings to enhance pilots' competence, skills and increase awareness are affected by UAS and could also contribute to jobs and growth. UAS can positively contribute in several areas such as border surveillance, utility inspections, public safety & security, delivery, agriculture. Apart from the military, governmental and commercial uses, UAS are used also for leisure. UAS types range from multi-copters to very high altitude aircraft (fixed wing and airship).

UAS must be developed in a safe, secure and environmentally friendly manner and must also respect the concerns of citizens regarding privacy and protection of data, the role of research and development is very important in making a contribution towards this. Furthermore there is a need to harmonise the governing rules and implementation and monitoring of the new regulatory framework, which is currently under discussion. This also includes the need to tackle fragmentation and avoid lack of clarity, gaps and inconsistencies. Among key aspects for UAS in the future are: identification tools; registration and authorisation; pilot competence; procedures for authorities (e.g. oversight, registration, and certification); categorisation; link to traditional ATM system; occurrences reporting.

Other important technologies are emerging such as more electric aircraft (including electrical propulsion for General Aviation); additive manufacturing (3D printing); Personal Air Vehicles (Flying cars but also vertical take-off and landing aircraft and UAS carrying passengers); hybrid airships and possibly supersonic Business Jets (with flight testing starting at the end of the period 2018-2021). Fast rotorcraft either compound or tilt-rotor will continue their development.

Large aeroplanes will continue to use more lightweight material and rely on increased automation, increasing connectivity to local or wide area networks. However new configurations such as flying wings, diamond wings or supersonic transports are unlikely to appear during the period. In the engine field, depending of the environmental pressure and cost of fossil fuels open rotors might be used on transport aircraft.

I.1.6 Development of new business models in a safe manner

Due to the increased complexity of the aviation industry, the number of interfaces between organisations, their contracted services and regulators has increased. The consequence is that NAAs will need to work together (through cooperative oversight) and the Agency will be required to evaluate whether the existing safety regulatory system adequately addresses current and future safety risks arising from new and emerging business-models.

I.1.7 Replacement demand

Many factors can drive the demand for aircraft replacement. Age is the primary one, but others include relative airplane cost effectiveness, maintenance requirements, and the overall market environment. In recent years, high fuel costs have played a larger role in influencing decisions to remove airplanes from service, especially in the single-aisle category. On the other hand, the lack of availability of wide-body

airplanes has challenged airlines' ability to remove certain types from service as rapidly as desired. In the next 10 years, the number of single-aisle and wide-body airplanes entering the replacement zone will double⁹. To continue growing globally at the expected annual rate of nearly 5%, the airline industry needs an approximate net annual increase in fleet size of 4%, and an approximate replacement rate of 3 %. Since fleet replacement is largely less optional than fleet growth, it provides a solid, stable base for long-term demand for new airplanes. The two largest fleet domiciles, Europe and North America, are expected to need well over 61% of their new deliveries to replace older, less-efficient airplanes, as are the mature Northeast Asia and Oceania regions, thereby balancing the growth across emerging and developing markets in Asia, Latin America, and Africa. According to Bombardier: 1,825 worldwide business aircraft retirements are forecasted over the next 10 years, which will drive increased replacements.¹⁰ Nearly 14,000 passenger aircraft will be retired or converted to cargo traffic, and will be replaced with more fuel efficient latest generation aircraft. Most deliveries are forecast for the Asia-Pacific region.

1.2 Consequences from the aviation sector outlook

The below presented insights and expectations towards the industry's development were taken into account by the various departments, when anticipating future projects, associated workload, required in-house expertise.

1.2.1 Size of the aircraft (single/twin aisle)

Airbus¹¹ forecasts that the single aisle aircraft types such as the A320 family and the B737 will be predominantly used and that over the next 20 years 70% of new deliveries will be for this class of aircraft. Long-haul travel will continue to be characterised by larger aircraft such as the A350 and B787. Twin engine aircraft will become predominant with 4 engine aircraft being progressively retired and undergoing production cuts.

International long-haul traffic is expected to grow faster than domestic and international short-haul traffic, with an annual growth rate of 4.7% and its overall share of traffic growing to 45% over 20 years.

1.2.2 Capacity of aerodromes

Increasingly airport congestion will limit growth, as more airports reach their limits in terms of slot capacity. There are several approaches that could help solve this problem:

- Using larger aircraft in order to increase the aerodrome slot efficiency
- Improving air traffic management to increase efficiency
- Creating new aerodromes (a scenario possible for the developing countries)
- Developing current aerodromes and runway capacity
- Providing the necessary regulatory framework for regional airports, which see the operation of smaller passenger aircraft

1.2.3 Air traffic management

Improving Air Traffic Management (ATM) is one of the ways to optimize capacity at aerodromes. Emerging technologies such as satellite based navigation can enable lower cost infrastructure. Operational and technological solutions for the modernisation of the European and global ATM systems are developed such as the SESAR Joint Undertaking -Traffic Synchronisation, Network Collaborative Management and Dynamic/Capacity Balancing, Airport Integration and Throughput, Conflict Management and Automation, System Wide Information Management.

⁹Boeing, Current market overview 2016

¹⁰ Bombardier, Commercial aircraft market forecast 2015-2034

¹¹ Airbus, Global Market Forecast 2015-2034

I.2.4 Research

With market globalisation, the increasing pace of change of technology and business models, and research at an institutional level is becoming increasingly important. New challenges such as complex supply chains, 3D printing of aviation components, and the proliferation of small drones to name a few must continue to be addressed. A coordinated research strategy is needed to achieve a single set of objectives at a European level.

I.3 Stakeholder review

In the next few years the Agency will face new challenges and will have a growing number of stakeholders. These have been categorised in three groups: institutional organisations, industrial partners and end-users. The different actors have been mapped according to their level of influence on EASA and interest/dependency on EASA.

In addition to the EU citizens that are the ultimate beneficiary of the Agency's activities the analysis identified the following key stakeholders:

- The European Institutions
- Industry applicants
- National Aviation Authorities
- Aviation Personnel
- Commercial operators
- The General Aviation Community
- EASA staff

The strategic statements and the associated actions were defined considering as main driver the impact on the stakeholders.

1.4 The New Basic Regulation (to be updated Q3 2017)

The European Commission published its Aviation Strategy for Europe in December 2015. The goal of this Strategy is to strengthen the competitiveness and sustainability of the entire air transport value network. As part of this Strategy, the Commission proposes to amend the Basic Regulation to adapt the EU regulatory system to new challenges. EASA has contributed to this proposal with Opinion 01/2015.

The proposed amendment of the Basic Regulation prepares the EU aviation regulatory framework for new technologies, aims to improve efficiency, proportionality and flexibility of the system and proposes to optimise the use of available resources at EU level. More specifically, the following changes for EASA are under discussion:

1. **New technologies**

EASA's scope might be extended to the regulation of all drones, regardless of their weight. EASA would chose to apply an operation centric approach thus, a risk-based model. EASA would set a proportionate regulatory framework, be responsible for certification activities and ensuring a level playing field through Standardisation.

2. **An efficient, proportionate and flexible system**

Safety Management

The new Basic Regulation might codify Safety Management at European level, possibly covering:

- the European Aviation Safety Programme and Plan as well as the corresponding national programmes/plans and EASA tasks in facilitating this process at European level;
- the EASA responsibility in coordinating the gathering, exchange and analysis of data and information, including improved hazard identification and risk assessment capabilities;
- the work in supporting the Commission on performance indicators;
- the implementation of management systems and staff competencies in EASA and NAAs.

In particular the extension of safety analysis capabilities and collection of "big data" would require the reallocation of/new resources and additional funds.

Proportionality and flexibility

The proposed new Basic Regulation is more than ever based on a risk hierarchy, leaving more flexibility and subsidiarity in regulating the different domains. At the same time, it recognises the demands of certain aviation sectors wishing to become part of the common aviation system, i.e. certain aircraft categories or State activities.

In addition, it is recognised that EASA needs to be given a stronger role in ensuring common understanding of the rules, increasing its safety promotion capabilities and by assisting Member States in the implementation of the rules.

Consequently, EASA might be required to review the applicable rules so as to accommodate the new flexibility of the Basic Regulation. EASA has already started to implement a more structured planning for safety promotion activities and will extend this activity, also to enhance common rule understanding and implementation. Possibly, EASA will need to increase its capabilities to carry out technical assessments on the various flexibility and opt-in provisions.

Closing gaps and inconsistencies

The proposed new Basic Regulation emphasises one of its key objectives, the sustainability of aviation, by providing new competencies to EASA regarding **environmental** standard setting and consequently aircraft noise and emission certification. Moreover, EASA could be asked to support the Commission in

defining and coordinating environmental policies, as well as compiling and publishing an environmental report every 3 years.

In the same vein, the proposed new Basic Regulation looks to close the gap between safety and **security** by assigning some coordination and advisory functions to EASA, including in the area of cybersecurity.

Furthermore, the proposed new Basic Regulation proposes that EASA develops safety standards for **ground handling** based on industry standards.

EASA could also be mandated to assist the Commission in assessments for the EU **Safety List**, thus providing the link with Third Country Operators (TCO).

Finally, the proposed new Basic Regulation better defines EASA's tasks related to the implementation of Single European Sky (**SES**) and proposes that certain tasks currently carried out by Eurocontrol are transferred to EASA, such as contributing to the implementation of a performance scheme for air navigation services and network functions in cooperation with the Performance Review Board and contributing to the implementation of the Air Traffic Management (ATM) Master Plan.

3. Better use of available resources

Common oversight and certification

The proposed new Basic Regulation offers a number of measures to enhance and target oversight capabilities as well as to keep pace with a dynamic industry. Potential measures may cover

- A pool of European aviation inspectors administered by EASA
- A new framework for transferring responsibilities between Member States or to EASA
- A repository of information holding all certificates issued, declarations received and other relevant information and data

If some or all of the above measures are adopted, this would require an adaption of the regulatory framework and procedures. Moreover, if one of the measures are invoked, EASA would need to consider building capabilities to take these enhanced responsibilities on-board or to potentially issue certificates to multi-national organisations. These measures would translate to new activities for EASA across the majority of domains and might require additional resources.

Moreover, the common repository would require investment in a new IT tool, giving access to Member States and possibly industry. While several IT solutions are being used by EASA today, the repository would need to be able to present all this information in one, user-friendly environment.

International activities, research, crisis management and training standards

The proposed new Basic Regulation codifies a framework for better coordination of ICAO towards which EASA would administer. In addition, more flexibility would be foreseen by accepting third country certifications and concluding working arrangements.

Other activities might include:

- more responsibilities for EASA in coordinating research activities;
- contributing to a timely response and mitigation of an aviation crisis; and
- developing and ensuring common training standards (Virtual Academy).

Related to the new Basic Regulation, DG MOVE requests for EASA the below depict increase in human and financial resources. The staff and financial resources quoted below correspond to the current version of the Agency Financial Statement, from May 2016. Negotiations between the European Parliament, the European Commission and the Member States are still on-going, consequently, this proposal does not necessarily reflect the potentially more advanced state of the talks. Once the definitive remits of the New Basic Regulation have been agreed upon, EASA will need to carefully evaluate its scope, to commit to the level of adjustments necessary to its financing and staffing plan. The availability of funds and posts mentioned below is subject to the adoption of the new Basic Regulation.

Heading		Heads 2018		2017	2018	2019	2020
EASA baseline: Subsidy Part (EU contribution)		221 TA	42 CA	34.870	34.870	35.568	36.279
Heading 1a Competitiveness for Growth and Jobs		+5 TA	+4 CA	+1.115	+2.045	+1.395	+1.395
Safety management process between the EU - Member States	European repository (Art. 28): data for decision-making and monitoring		+1 CA	+0.436	+0.570	+0.270	+0.270
	Big Data: data and analysis for European aviation system	+2 TA	+1 CA	+0.062	+0.334	+0.334	+0.334
Ensure its consistency in the regulatory system	Ground handling (Art. 11): system of common requirements	+1 TA		+0.028	+0.132	+0.132	+0.132
	Harmonisation of Security and Safety aspects (Art. 40)	+1 TA		+0.028	+0.132	+0.132	+0.132
	Environmental Protection: Certification and Report (Art. 39)	+1 TA		+0.158	+0.282	+0.282	+0.282
Effective pooling and sharing of resources between Member States and the Agency	Promotion of risk and performance based oversight methods			+0.086	+0.100	+0.100	+0.100
	Pool of experts (Art. 17)		+1 CA	+0.096	+0.175	+0.075	+0.075
	Framework for delegation of responsibilities (Art. 18)			+0.151	+0.175		
	Ensure common training standards (Art. 43)		+1 CA	+0.070	+0.145	+0.070	+0.070
EASA Subsidy Part (EU Contribution) + NEW Basic Regulation		226 TA	46 CA	35.985	36.915	36.963	37.674

I.5 Strategic plan

The Agency reviewed its planning framework taking into account the above described trends of the aviation sector and EASA's mission. Moreover, it considered the Juncker priorities and EASA's strategic statements summarized below. All these elements together, result in specific five years programmes, for each of EASA's directorates (c.f. section II and III).

I.5.1 The Juncker's Commission priorities 2014-2019

EASA is a European Union body, therefore its planning exercise must be aligned to the 10 key priorities defined by the Juncker's Commission at the beginning of its mandate.

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

Out of the above priorities for the transport sector Commissioner Bulc identified the following as key priorities:

- Jobs, Growth and Investment
- Internal Market
- EU as a Global Actor
- Democratic Change

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

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

I.5.2 Strategic statements

The mission statement and the Commission priorities were transposed to 6 strategic statements that represent the goals to be achieved by the Agency by 2020.

1. Our ambition is to be the foremost Aviation Safety Agency in the world
(Linked to the Juncker objective: EU as Global Actor)
2. The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability
(Linked to the Juncker objective: EU as Global Actor)
3. One system based on partners working in an integrated, harmonised and coordinated manner
(Linked to the Juncker objective: Jobs, Growth and Investment)
4. The Agency builds on committed, agile and talented staff
(Linked to the Juncker objective: EU as Global Actor)
5. Rules are smart, proportionate and contribute to the competitiveness of the Industry
(Linked to the Juncker objective: Jobs, Growth and Investment)
6. The Agency will continue to be independent from political or economic influence in all its safety actions
(Linked to the Juncker objective: EU as Global Actor)

I.5.3 Strategic objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategic Objective 4.3	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency	
Outcome		Action
Stakeholders receive an efficient, straightforward, quality service at a high level of availability and low level of bureaucracy.		The Agency shall implement improvements, track progress, benchmark and review performance; with particular attention to certificate applicants and the Fees & Charges framework.

Strategic statement 5: “Rules are smart, proportionate and contribute to the competitiveness of the Industry”

Strategic Objective 5.1	Redefining and simplifying Rulemaking activities	
Outcome		Action
Consultation mechanisms and Rules, Opinions and Guidance that are objective, understandable and responsive to demand.		The Agency shall monitor, and if necessary, restructure its consultative bodies. In order to assure a consistent, efficient and effective approach. In addition the Agency shall consistently conduct preliminary impact assessments.

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

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

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

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

1.5.4 Introducing programmes at directorate level

As part of the continuous self-improvement, the Agency re-visited last year’s planning approach. During the 2016 exercise, one significant innovation was introduced to further evolve EASA’s planning and subsequent reporting efforts. The introduction of Programmes at Directors level. Each programme summarises the traditional/new core activities & processes and one-off actions. One-off actions, are allocated per directorate, depending on which is the main beneficiary. By nature they always have a pre-determined duration and usually cover efficiency- or IT- improvement initiatives. As a consequence to the introduction of programmes the objectives, actions and outcomes formulated last year will differ in their presentation this year.

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

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

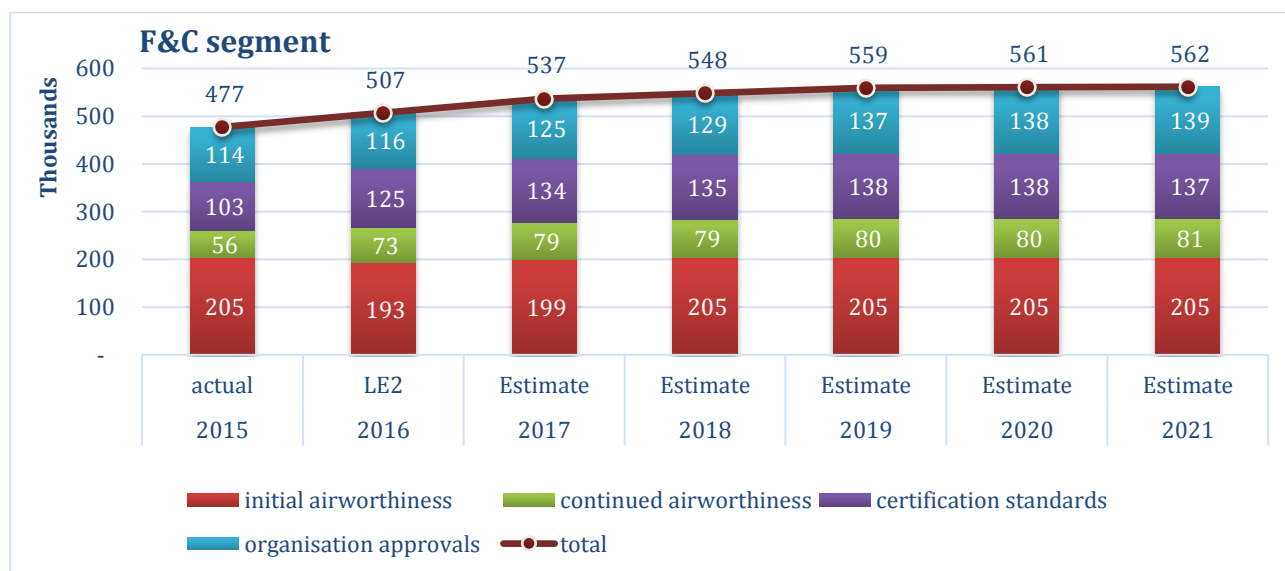
II Multi-annual programming 2018-2021

II.1 Introduction to multi-annual programmes and objectives

The Single Programming document 2018 – 2021 is the translation of EASA’s mission and strategic statements into operational activities. The planned activities take into account the high expectations of the industry, international partners, Member States and the European public. Uniformly, they expect EASA to improve efficiency, whilst increasing service levels and ensuring safety. Close collaboration with the European Commission and National Aviation Authorities will secure full implementation of the Multi-Annual Programming document and alignment with overarching priorities of the European Union's aviation safety and environmental protection policies. The strategic programmes driving the program are aligned to the provisions contained in the Juncker’s Commission agenda. In addition the programme takes into account the 2011 'White Paper on Transport'¹², the Commission’s Communication to the Parliament on setting up an Aviation Safety Management system for Europe¹³; and the Single European Sky regulatory framework.

The New Basic Regulation is pending agreement and adoption by the institutions. Given that scope, impact and entry into force remain undetermined, its impact is very limited in the present SPD document. It was only considered to the extent necessary, to prepare the Agency for a possible entry into force in 2018. Last but not least, the achievement of the activities described below is dependent on both the budget and the staffing plan that will be defined by the Budgetary Authority for the planning period 2018 - 2021.

The Fees and Charges activity have been planned according to the latest available information that includes recent developments, as e.g. the demand of certification of Chinese and Russian aircrafts, BASA developments and evolution linked to the “level of involvement”. The following graph summarizes the outcome of the exercise, which is detailed in the appropriate programmes; it presents technical, project related working hours per activity.



¹² 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'

¹³ 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

II.2 Programme 2018 – 2021 of Strategy & Safety Management Directorate

Vision SM

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

Mission:

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

II.2.1 Safety Intelligence and Performance

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

The strengthening of the safety intelligence and safety performance functions: this will require on one hand an enhanced safety data analysis capacity to better anticipate emerging risks, on the other hand an increased reliance on safety Key Performance Indicators (KPIs) to better measure the effectiveness of safety actions.

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

Objective: (related to strategic objective 2.1; 2.2; 1.1)	
Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Safety Intelligence and Performance (Occurrence Reporting, Accident follow-up, Safety Analysis / Safety Risk Management)
Expected Outcome	Efficient reactive safety processes (occurrence reporting and accident follow-up) that allow the Agency to properly discharge its safety responsibilities in response to accidents and incidents. Analysis of safety data, to arrive at mature and consistent, safety risk management. This is to be fully integrated with the EPAS to identify, control and monitor safety issues as part of a comprehensive safety risk management approach
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely processing of occurrence reports • Accuracy of technical owner allocation • Timeliness to answer safety recommendations • Productivity and Quality of Safety Analysis process
Risk (details cf. EASA Risk Register)	Quality of data and provision of analysis resources to complete the process development and analysis tasks.
Workload (hours) 2018/2021	29,253 / 29,233
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 1.1; 2.1; 2.2)	
Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key Action	European Big Data Programme – Data4Safety
Expected Outcome	Launch and deliver the proof of concept phase of the European Big Data Programme “Data4Safety”. This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support the EPAS.
KPI (details cf. Annex IV.12) / Milestone	Milestones:

	<ul style="list-style-type: none"> 40 members have joined the programme by 2020. Programme main data-driven source of European Risk Identification for all relevant bodies.
Risk (details cf. EASA Risk Register)	Availability of funding, willingness of safety data owners to join the programme and share their data.
Workload (hours) 2018/2021	6,400 / 6,400
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 6.1; 2.1)		Demonstrating integrity by assuring technical independence and robustness of safety decision making
Key Process	Research Strategy	
Expected Outcome	Consolidate and deliver a Research Strategy that supports the needs of the EPAS and wider aviation industry.	
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Timely execution of committed research projects Research Resource Engagement 	
Risk (details cf. EASA Risk Register)	Insufficient funding of the Research Strategy.	
Workload (hours) 2018/2021	15,323 / 12,841	
Resources (kEUR) 2018/2021	TBD	

II.2.2 Strategy & Programmes

The Agency aims to streamline the programming process, by combining the safety priorities with the safety data analysis and more effective resource management. Moreover, in order to produce fewer, better and timelier regulations, EASA is progressively introducing a Performance Based Environment framework. This framework is based upon fact based decision making, relying on Impact Assessment methodologies at all stages of the process:

- Preliminary Impact Assessment at the programming phase
- Regulatory Impact Assessment at the Rule Development phase
- Ex-post evaluations once the regulations have been implemented

Safety promotion is one of the three complementary means (with Regulations and Oversight) to address safety risks. The objective of safety promotion is to enhance the risk awareness and safety culture of all actors involved in aviation safety, through training activities, the publication of safety information material, the sharing of best practices, etc. It is one of the over-arching priorities of the Agency, benefiting from resource re-deployment over time.

Objective: (related to strategic objective 2.1)		Applying an advanced, pro-active and systematic approach to aviation safety
Key process	Safety Programming	
Expected Outcome	Safety programmes ensure competitiveness, innovation and emerging technologies which generate European success and develop a Safety	

	Management Capability. Better Regulation: rules are performance-based, proportionate and contribute to the competitiveness of the industry.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Share of Efficiency tasks in the Safety programme Milestones: <ul style="list-style-type: none"> Share of safety tasks in the programme > 30% for each programme year Strategic safety issues identified in the safety programmes
Risk (details cf. EASA Risk Register)	No risks identified
Workload (hours) 2018/2021	3,100 / 1,729
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 5.1)		Redefining and simplifying Rulemaking activities
Key process	Preliminary Impact assessments (PIA)	
Expected Outcome	Use PIA to accelerate identification of the adequate measure to react on identified safety gaps (decision on the way forward: Rulemaking Task, Safety Information Bulletin (SIB), Operational Directive (OD), oversight action or Safety promotion).	
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Preliminary Impact Assessments Coverage 	
Risk (details cf. EASA Risk Register)	No risks identified	
Workload (hours) 2018/2021	1,600 / 2,560	
Resources (kEUR) 2018/2021	TBD	

Objective: (related to strategic objective 5.2)		Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant
Key Process	Impact Assessment	
Expected Outcome	Emerging risks related to new technologies are addressed both proactively and in a performance based manner.	
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Impact Assessment Coverage Sub-Question of "Regulations Quality" on Quality of Impact Assessment 	
Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> Support from industry to provide sufficient economic data 	
Workload (hours) 2018/2021	4,800 / 3,840	
Resources (kEUR) 2018/2021	TBD	

Strategic Objective 2.1 Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Safety Promotion
Expected Outcome	Safety Promotion is effectively used as a means to mitigate safety issues
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Implementation Safety Promotion Programme • Safety Promotion Resource Engagement
Risk (details cf. EASA Risk Register)	No risks identified
Workload (hours) 2018/2021	30,494 / 32,708
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 1.1) Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key process	Business programming and reporting
Expected Outcome	The SPD describes the main processes and actions that allow the Agency to achieve its strategic ambitions. Consequently, it builds the justification and prioritisation of EASA's annual activities.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> • Annual approval by the Management Board • Introduction of quarterly review sessions with all directorates and internal stakeholders (HR, IT, Finance, operational directorates)
Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> • Outcome of EASA activities deviates from Business programming, as resource requirements were estimated incorrectly, hence leading to binding restrictions in certain areas of activity
Workload (hours) 2018/2021	5,624 / 5,624
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 1.1) Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key process	Business Analysis
Expected Outcome	Enable the core business to take responsibility for its IT projects, while providing advice on strategic fit of bespoke projects.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Return of Investment realisation for IT projects
Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> • Lack of clarity on the business request • Availability or resources, to meet mandatory deadlines
Workload (hours) 2018/2021	6,000 / 6,000
Resources (kEUR) 2018/2021	TBD

II.2.3 International Cooperation

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

Furthermore, EASA works through its international cooperation activities, with third country aviation authorities and other international partners worldwide to raise global aviation safety standards and promote the European system. It provides training (e.g. through the EASA Virtual Academy) and technical assistance to countries and regions, and helps to improve the regulatory and oversight capabilities of national and regional aviation authorities. To this end, EASA manages EU-funded civil aviation cooperation projects, working with the European Commission. The Agency's in-house technical expertise, together with the strong partnership with Member State National Aviation Authorities, is vital for the successful implementation of these projects. The main aim for the future should be to become the leading implementing body of EU-funded aviation technical cooperation programmes.

Objective: (related to strategic objective 1.1; 3.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Bilateral agreement and working arrangement
Expected Outcome	Bilateral Aviation Safety Agreements (BASAs) negotiated by the EU with the proactive support from EASA. Conclusion by EASA of Working Arrangements (WAs), which reduce administrative and technical barriers for access to foreign markets, while improving aviation safety.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Timely progression on Working Arrangements • Timely progression on Bilateral Agreements • Stakeholder Survey
Risk (details cf. EASA Risk Register)	Risk of unbalance in BASAs and WAs, to the detriment of European Industry. Safety risk in case of deficiency in some foreign partners' safety systems.
Workload (hours) 2018/2021	21,655 / 23,910
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 1.2)	Sustaining worldwide recognition for the European aviation safety system
Key process	Technical Support
Expected Outcome	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this EASA shall become the leading implementer of the EU funded aviation technical cooperation programmes.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Timely implementation of Technical support to 3rd countries
Risk (details cf. EASA Risk Register)	The main risk is that the Agency might not be in a position to deliver the projects to the Commission's and/or the beneficiaries' expectations in terms

	of budget, time and/or quality. Based on this the Commission might decide not to give future projects to EASA as the leading party.
Workload (hours) 2018/2021	42,529 / 40,289
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 1.2; 3.1)	Sustaining worldwide recognition for the European aviation safety system
Key process	ICAO cooperation
Expected Outcome	<ul style="list-style-type: none"> Europe's positions on matters under EASA's competences are timely represented in ICAO standard setting activities (participation in ICAO panels) and high level events, following efficient pre-coordination among all European stakeholders led by EASA. A clear responsibility of EASA in the European coordination process on matters under EASA's competences ensures better use of resources, improved efficiency and effectiveness and a coordinated promotion of Europe's common aviation interests.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Timely provision of recommendations on ICAO State Letters for use by Member States (MS) Timely delivery of compliance checklists for use by MS Timely coordination of European positions and contributions to ICAO assemblies and high level conferences.
Risk (details cf. EASA Risk Register)	European positions on aviation safety are not taken into account and reflected properly.
Workload (hours) 2018/2021	3,900 / 3,390
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 3.2)	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	Technical Training
Expected Outcome	Development and provision of high quality technical training primarily to EASA Staff, NAAs staff and authorities of third countries based on competency profiles and needs assessments.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Course delivery
Risk (details cf. EASA Risk Register)	The main risk is that the training offer does not meet the (internal and external) stakeholders' needs. Another risk is that there are not enough/sufficiently qualified resources to develop and deliver the training.
Workload (hours) 2018/2021	21,500 / 21,490
Resources (kEUR) 2018/2021	TBD

II.2.4 Other Strategy & Safety Management related Tasks

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

Key projects to these ends are:

Non IT-focussed projects:

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	"Lean Efficiency Agility Programme" (LEAP) Analysis
Expected Outcome	Successive analysis of complete Agency to ensure administrative tasks are reduced to a minimum and available resources are deployed in line with strategic priorities identified by the executive directors and his colleagues.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> Complete implementation of efficiency gains identified via first two pilot phases by 2018 Step-by-step extend LEAP analysis to complete organisation, completing the analysis by 2019
Risk (details cf. EASA Risk Register)	Lack of support by directors; non-accessibility of resources at operative level to engage in analysis
Workload (hours) 2018/2021	1,050 / 1,050
Resources (kEUR) 2018/2021	TBD

EASA is also preparing itself for the entry into force of the New Basic Regulation. It is anticipating added responsibility for certain aspects of aviation security, conflict zones, cybersecurity and environmental protection. To ensure a smooth transition of responsibility and gradual development of in-house expertise, EASA is dedicating approximately 5,000 hours in 2017, which are anticipated to increase by the end of 2021.

IT-focussed projects

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
Chain visualisation	2018	IT application to display risk linked to Safety Management	0.8	TBD
SDM (Safety Data Management)	2019	IT tool to manage occurrences, collect and consolidate data as part of the safety data management initiative.		TBD
eRules	2019	IT tool to grant easier access to EU regulation.		TBD

Planned/ On-going efficiency initiatives

Responsible organisational unit	End date	Objective	Efficiency gains (FTE) 2017/2021	Prerequisite
Strategy and Programmes	2021	Levy synergies across business-, strategy- and safety-programming	0.1/2.0	None

Further efficiency gains are expected for International Cooperation, stemming from several current initiatives, including: Standardisation of contractual agreements, the establishment of additional representation offices, leading to more efficient cooperation with third country authorities and directly supporting also technical cooperation projects, (also resulting in less travel); an improved management of the EASA Virtual Academy, leading to a more efficient use of the Virtual Academy training providers for third country authority training, better exploiting synergy potential and reduced need for EASA staff involvement.

II.2.5 Summary workload estimation

Activity	Workload (hours) 2018/2021	Resources (FTE) 2018/2021
Safety Intelligence and Performance	50,976 / 48,474	32 / 30
Strategy & Programmes	51,618 / 52,461	32 / 33
International Cooperation	89,584 / 89,079	56 / 56
Other Strategy & Safety Management related Tasks	1,050 / 1,050	1 / 1
Cross Activities Provided	30,330 / 28,687	19 / 18
Non-technical activities	42,666 / 44,566	27 / 28
GRAND TOTAL	266,224 / 264,317	167 / 166

II.3 Programme 2018 – 2021 of Certification Directorate

Based on EASA's mission and strategic statements, the Certification Directorate developed for its programme 2018 – 2021 the subsequent vision, mission and objectives.

Vision:

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

Mission:

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

II.3.1 Certification

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

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Initial airworthiness and operational suitability
Expected Outcome	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement), streamlining existing working methods.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Initial Airworthiness (stakeholders) satisfaction rate • Initial Airworthiness (IAW) performance rate • IAW compliance timeliness with the target certification date
Risk (details cf. EASA Risk Register)	A low level in the quality of services may create safety issues, undermining confidence in the Agency and its reputation.
Resources (internal hours) 2018/2021	151,900 / 152,920 (project related) 12,791 / 12,307 (non-project related)
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 3.1; 2.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Continuing airworthiness and operational suitability
Expected Outcome	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) in a timely manner, using effectively the available resources.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Airworthiness Directives deficiency rate • Continuing airworthiness predictability time • Occurrences backlog monitoring rate • Technical acceptance of occurrences timeliness
Risk (details cf. EASA Risk Register)	Failure to identify or failure to respond to safety issues in a timely manner may negatively affect product safety (e.g. resulting in accidents)
Workload (hours) 2018/2021	73,285 / 76,485 (project related) 2,508 / 2,359 (non-project related)
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Certification related services
Expected Outcome	Validation of the European products by third countries' authorities, and providing technical support to the European industry in a timely manner.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Certification support for validation timeliness
Risk (details cf. EASA Risk Register)	Failure to provide the requested support on a timely manner might undermine the competitiveness of the European industry in third countries
Workload (hours) 2018/2021	4,730 / 7,940 (project related) 105 / 105 (non-project related)
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 3.1; 1.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner.
Key process	Design Organisation Approval
Expected Outcome	Establish a risk based oversight approach for the design organisation and implementing the Level of Involvement (LoI) concept.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Timely approval of Organisation continuation • Timely initial approval of Organisation
Risk (details cf. EASA Risk Register)	Ineffective oversight of design organisations may create safety issues on products.
Workload (hours) 2018/2021	40,040 / 42,340 (project work) 7,357 / 7,217 (non-project work) (It includes DOA initial investigation and surveillance)
Resources (kEUR) 2018/2021	TBD

In addition to the workload described above, a significant part of the Certification activities will be outsourced to NAAs and Qualified Entities. The current forecast includes 33,000 hours for each year between 2018 and 2021. These hours are indicative and currently under scrutiny, as part of the ongoing strategic outsourcing review. The updated outsourcing strategy is expected in February 2017.

II.3.2 Other Certification related Tasks

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

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

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	Develop a risk based, operation centric EU regulatory framework for UAs using performance based regulation principles, for the certified category.
Expected Outcome	Implementing rules (IR) for the certified category and associated Certification Specifications, standards and safety promotion actions
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> IR to be adopted in accordance with the rulemaking programme.
Risk (details cf. EASA Risk Register)	Hampering the creation of a healthy drone industry
Workload (hours) 2018/2021	900/900
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 5.1)	Redefining and simplifying Rulemaking activities
Key Action	Simpler, lighter, better regulations for General Aviation (GA).
Expected Outcome	Implementing rules, Acceptable Means of Compliance and Guidance Material; certification specifications; standards, safety promotion actions.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Develop the expected output in full compliance with the GA roadmap by 2018.
Risk (details cf. EASA Risk Register)	Stagnation and even reduction of GA activities.
Workload (hours) 2018/2021	2,200/0
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	Revision of the existing Bilateral Agreements, aiming for the acceptance of foreign certificates, in order to avoid any duplication or any unnecessary administrative or technical work.
Expected Outcome	Revision of the Technical Implementation Procedures under the Bilateral Agreements
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Reduction of technical involvement following the implementation of the improvements (target to be defined depending on each revision) by 2022.
Risk (details cf. EASA Risk Register)	Not complying with stakeholders expectations in terms of efficiency gains.
Workload (hours) 2018/2021	2,576/2,676
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	Implementation of the efficiency measures identified as part of LEAP analysis, according to the action plan, together with the implementation of the improvements identified in the CT post reorganisation review (based on the feedback gathered from the directorate's staff).
Expected Outcome	Increased efficiency, quality of work and reduced administrative burden
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Communication of action plan Implement measures in accordance with the approved action plan
Risk (details cf. EASA Risk Register)	Not meeting the stakeholders' expectations in terms of efficiency gains.
Workload (hours) 2018/2021	800/800
Resources (kEUR) 2018/2021	TBD

Furthermore, as a part of the efforts in efficiency and improving the quality of work, the following IT projects will take place in the Certification Directorate.

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
SEPIAC (Shared Electronic Platform for Initial Airworthiness Certification)	2018	IT expansion improving collaborative work, the applicant, facilitating sharing and commenting of documents		
EWP (Environmental Web Portal)	2018	IT expansion in order to set-up a portal to manage the flow of information and maintenance of noise related databases, including those foreseen by EU regulation 598/2014	1.25	1,150

Planned/ On-going efficiency initiatives

Responsible organisational unit	End date	Objective	Efficiency gains (FTE) 2017/2021	Prerequisite
CT product departments	2019	Implementation of the recommendations from continuous improvement processes like LEAP, CT post convergence and EASA Survey follow up	TBD*	Budget clearance (partly)

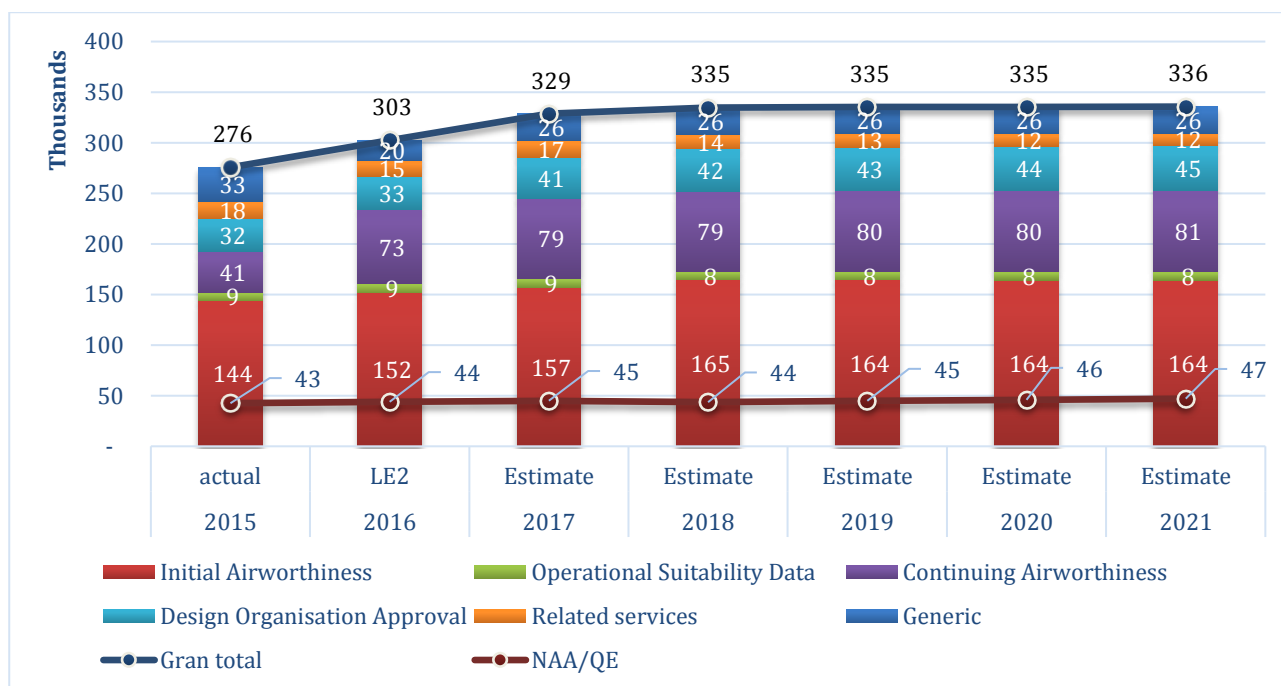
* Subject to a full implementation of the recommendations, the expectation is between 5 and 10 FTE efficiency gains

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

One additional factor to mention is the ongoing definition of the strategic ambitions in the environmental field. Based on the decisions that will be taken, there might be a significant impact on the workload and resources. It is still too premature to include these activities in the current workload and resources computation due to uncertainties such as the funding scheme. Nevertheless, based on the information available, the anticipated workload is 4k hours in 2017 building up to 10k hours in 2021.

II.3.3 Summary workload estimation

Graph: number of direct technical hours (project related) expected per Product Safety/ Environment Oversight activity



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

Activity	Workload (hours) 2018/2021	Workload (FTE) 2018/2021
Certification	369,482 / 377,918	231 / 236
<u>Initial Airworthiness</u>		
<i>Project related</i>	151,900 / 152,920	95 / 96
<i>Non-project related</i>	12,791 / 12,307	8 / 8
<u>Continuing Airworthiness</u>		
<i>Project related</i>	73,285 / 76,485	46 / 48
<i>Non-project related</i>	2,508 / 2,359	2 / 1
<u>Certification related services</u>		
<i>Project related</i>	4,730 / 7,940	3 / 5
<i>Non-project related</i>	105 / 105	0 / 0
<u>Design Organisation Approval</u>		
<i>Project related</i>	40,040 / 42,340	25 / 26
<i>Non-project related</i>	7,357 / 7,217	5 / 5
<u>Certification related work¹⁴</u>	43,362 / 42,266	27 / 26
<u>Outsourced workload¹⁵</u>	33,404 / 33,979	
Other Certification related Tasks	6,476 / 4,376	4 / 3
Non-Technical Activities¹⁶	86,572 / 86,840	54 / 54
Cross Activities Provided	55,137 / 47,982	34 / 30
GRAND TOTAL	517,667 / 517,166	303 / 302

Visual summary of historic evolution and plan will be provided in the next draft.

¹⁴ Technical activities in the Certification domain not directly linked to one single Certification process. For instance the development and maintenance of the certification policies and working methods, the support to industry and National Aviation Authorities in replying to technical queries, participation to working groups with other authorities or industry. All of the mentioned activities are essential to the Certification process.

¹⁵ EASA's overall outsourcing strategy is currently under review. The figures indicated here are subject to change, based on the finalisation of the outsourcing strategy.

¹⁶ It includes several essential activities in support to the technical work. For instance technical and general training received, which is expected to significantly increase; the coordination, planning and monitoring of activities, which are expected to decrease due to the ongoing efficiency improvement projects; the management and support functions within the directorate.

II.4 Programme 2018 – 2021 of Flight Standards Directorate

Based on EASA's mission and strategic statements, the Flight Standards Directorate developed for its programme 2018 – 2021 the subsequent vision, mission and department related objectives.

Vision:

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

Mission:

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

II.4.1 Development of Regulatory Material

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

Objective: (related to strategic objective 5.1; 5.2)	
Redefining and simplifying Rulemaking activities	
Key process	Rules Development and Programming
Expected Outcome	EU performance based regulations better adapted to an evolving environment.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Efficient and robust resource allocation • Rulemaking Process Efficiency • Rulemaking Resource Engagement • Regulation Quality
Risk (details cf. EASA Risk Register)	Difficulty in identifying the environment and associated performances in which the rule is going to be implemented.
Workload (hours) 2018/2021	88,841 / 72,861
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 5.2)	
Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Key process	Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation
Expected Outcome	Exemptions and derogations notifications are processed in a timely manner
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Timely answer to exemption requests (as defined by regulation)
Risk (details cf. EASA Risk Register)	Insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact. Inadequate regulations remaining in place, without being amended. Thus causing difficulties/harm to Competent Authorities and Industry
Workload (hours) 2018/2021	5,495 / 5,646
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 5.2)	
Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Key Action	Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information
Expected Outcome	Regulations are assessed on the basis of their adequacy providing the Agency with criteria to improve the RM programme with regards to quality and quantity.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Yearly report
Risk (details cf. EASA Risk Register)	Failure to identify the inadequacies and negative effects in application of the rules.
Workload (hours) 2018/2021	500 / 500
Resources (kEUR) 2018/2021	TBD

II.4.2 Organisational Approval

The organisation approvals activities consist of approval and oversight of organisations responsible for production, maintenance, maintenance training, continued airworthiness management, flight crew licensing located outside the territory of the Member States, and design organisations located wherever.

With the second extension of the remit to ATM/ANS, the activities include the approval and oversight of Pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the Network Manager on behalf of the European Commission.

Objective: (related to strategic objective 3.1; 1.1)	
Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Organisation Approval – initial and continued
Expected Outcome	Facilitate culture change of internal and external stakeholders to allow a pragmatic implementation of risk based oversight techniques proportionate to the activity and its associated risks, by means of training, development of best practices leading to a Safety Management System (SMS) risk based culture, which will facilitate a harmonised and coordinated a implementation and standardisation of a new risk based environment.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely initial approval of Organisation • Timely approval of Organisation continuation • On time closure of Organisation Approvals (OA) findings • Timely validation/completion of Third Country Operator applications • Feedback on Organisation Approval process
Risk (details cf. EASA Risk Register)	Failure to act may cause a misalignment of industry practices and regulatory framework, unchecked “theoretical” implementation of SMS may cause overregulation to certain sectors with no safety benefit.
Workload (hours) 2018/2021	Project: 69,443 / 67,263 Non-project: 7,028 / 7,037
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 3.1)	
Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key Action	Organisation Approval – risk-based approach
Expected Outcome	Implementation of a risk-based approach in the field of approved organisation oversight consistent with the introduction of applicable regulatory material
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> • Incorporation of the risk-based oversight approach into the Organisations Approvals Procedures.
Risk (details cf. EASA Risk Register)	Difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing cultural models, risk of overregulation in certain domains with no additional safety benefit.
Workload (hours) 2018/2021	635 / 643
Resources (kEUR) 2018/2021	TBD

In addition to the workload described above, a significant part of the Organisation Approvals activities will be outsourced to NAAs and Qualified Entities. The current forecast includes workhours of around 50% of the anticipated workload, which will be outsourced every year between 2018 and 2021. These hours are indicative and currently under scrutiny, as part of the ongoing strategic outsourcing review. The updated outsourcing strategy is expected in February 2017.

II.4.3 Standardisation

Tasked with monitoring the application by national competent authorities of the Basic Regulation, its Implementing Rules and the review of EPAS actions. EASA and ICAO will continue their collaboration and seek the implementation of their Working Arrangement to exchange data and information. To assist in the efficient implementation of the Risk-based Oversight system Flight Standards will continue to enhance the competencies of the Standardisation inspectors for the assessment of Authority and Organisation Requirements, with particular regard to the Management System.

Objective: (related to strategic objective 3.1)	
Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Standardisation: monitor application of regulations and implementing rules
Expected Outcome	<ul style="list-style-type: none"> - continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities; - assure uniform implementation of the rules in all domains - Active control of process deadlines during the reporting phase - Further develop/complete the capacity for standardisation activities in new domains (Aerodromes, Occurrence Reporting).
KPI / Milestone	<p>KPIs:</p> <ul style="list-style-type: none"> • Efficient and robust Standardisation • Active Control of overdue Standardisation findings • Timely issuance of Standardisation reports <p>Milestones for the extension to new domains:</p> <ul style="list-style-type: none"> • Definition of the implementation plan for each new domain and task • Adherence to the plan within the established time-frame for all new domains and tasks
Risk (details cf. EASA Risk Register)	<p>Failure to establish, and then maintain, uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States.</p> <p>Lack of uniform implementation of the rules across the EASA Member States, leads to distortion of single market</p> <p>Lack of control of overdue findings</p> <p>Non-compliance with the deadlines set-out in Reg. 628/2013</p> <p>Delayed capability of Standardisation in the new domains and tasks.</p>
Workload (hours) 2018/2021	<p>Project: 58,018 / 60,571</p> <p>Non-project: 12,379 / 10,853</p>
Resources (kEUR) 2018/2021	TBD

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

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

Similarly, the Ramp Inspection Programmes (SAFA/SACA) will contribute directly to enhancing the data-driven safety plan for Europe and disseminating EU regulations and products. This will be achieved by

integrating safety data/indicators from other processes in the ramp inspections programmes in order for those to become more risk-based and by continuing the coordination, cooperation and information sharing with key external partners (EC, ICAO, and IATA).

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Third-Country Operators (TCO) Authorisation
Expected Outcome	Effective application (coordination, monitoring, and initial application) of a Continuous Monitoring Programme to the complete population of authorised third country operators, proportionate to the risk involved for EU citizens
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> • CMP fully documented • All authorised TCOs subject to CMP • 100% CMP implementation rate
Risk (details cf. EASA Risk Register)	Inefficient management of TCO, e.g. due to duplication of activities within the Agency.
Workload (hours) 2018/2021	17,367 / 17,834
Resources (kEUR) 2018/2021	TBD

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key action	Support the European Commission Air Safety List
Expected Outcome	A newly developed articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a coordinated approach for negative TCO decisions based on safety assessments. Such an evaluation could possibly lead to a revision of both the TCO and Safety List Regulations.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> • Evaluation for possible revisions to the Safety List regulation/ TCO regulation to ensure consistency between the two systems and improve their effectiveness and efficiency by 2020.
Risk (details cf. EASA Risk Register)	Unmitigated safety hazards stemming from systemic issues that are not properly addressed at a national/systemic level
Workload (hours) 2018/2021	5,116 / 5,116
Resources (kEUR) 2018/2021	TBD

Strategic Objective 1.2 Sustaining worldwide recognition for the European aviation safety system	
Key Action	SAFA Coordination
Expected Outcome	Expanded European ramp inspections programme by forming strategic partnerships with several of the States identified in the Implementation Plan of the EASA International Cooperation Strategy and as formalised in signed Working Arrangements.

	A robust and continuous exchange of reliable SAFA safety information amongst the SAFA Programme participating States. A sound safety analysis by EASA as the basis for safety recommendations
KPI / Milestone	Milestones: <ul style="list-style-type: none"> Three new SAFA Working Arrangements signed by 2021 Satisfaction rate from stakeholders (participating states) regarding EASA responsiveness (from the stakeholder survey); overall stakeholder satisfaction $\geq 75\%$
Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> Regional (political) complications for States joining a European programme; impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards; Insufficient resources to manage the growth. Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators
Workload (hours) 2018/2021	Project: 3,920 / 4,040 Non-project: 432 / 432
Resources (kEUR) 2018/2021	TBD

Strategic Objective 3.2	Integrating technical resource management at European level for efficiency, effectiveness and flexibility.
Key action	Examine if maintaining a European pool of ramp inspector is possible.
Expected Outcome	A thorough feasibility study will be commissioned to assess the feasibility of the concept. If feasible, interested Member States will be invited to participate in a mutual recognition programme of EU ramp inspectors. Subsequently, this will allow participating member states the possibility to manage resources more efficiently.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> Publish feasibility study by the end of 2017/beginning 2018 If labelled as feasible, have at least 5 States participating in such EU pool of ramp inspectors by 2020
Risk (details cf. EASA Risk Register)	Lack of resources in the participating Member States Negative outcome of the feasibility study.
Workload (hours) 2018/2021	160 / 160
Resources (kEUR) 2018/2021	TBD

II.4.5 Other Flight Standards related Tasks

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

One initiative will be to improve the reactivity of Flight Standards towards emerging technologies and business models. This will be achieved by increasing the communication between the FS Directorate and stakeholders, including R&D groups of the industry and industry leaders.

Key projects to these ends are:

Non IT-focussed projects:

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
LEAP pilot I implementation	2018	Implement efficiency measures identified as part of LEAP analysis	1.0	0

IT-focussed projects

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
IFP (Inspection and Finding Platform)	2019	IT expansion aiming at harmonizing and further evolving tools used in the inspection area	0.5	1,600
TCO (Third Country Operators)	2018	IT expansion to enhance usability as well as data sharing with Safety Data Mgmt. Applications		
SAFA (safety assessment of foreign aircraft)	2018	IT expansion to enhance usability including features as e.g. follow-up standard reports, resource mgmt., support for prioritisation/operator selection		
CMA (Continuous Monitoring Application)	2018	Risk management platform to enhance analysis capabilities		

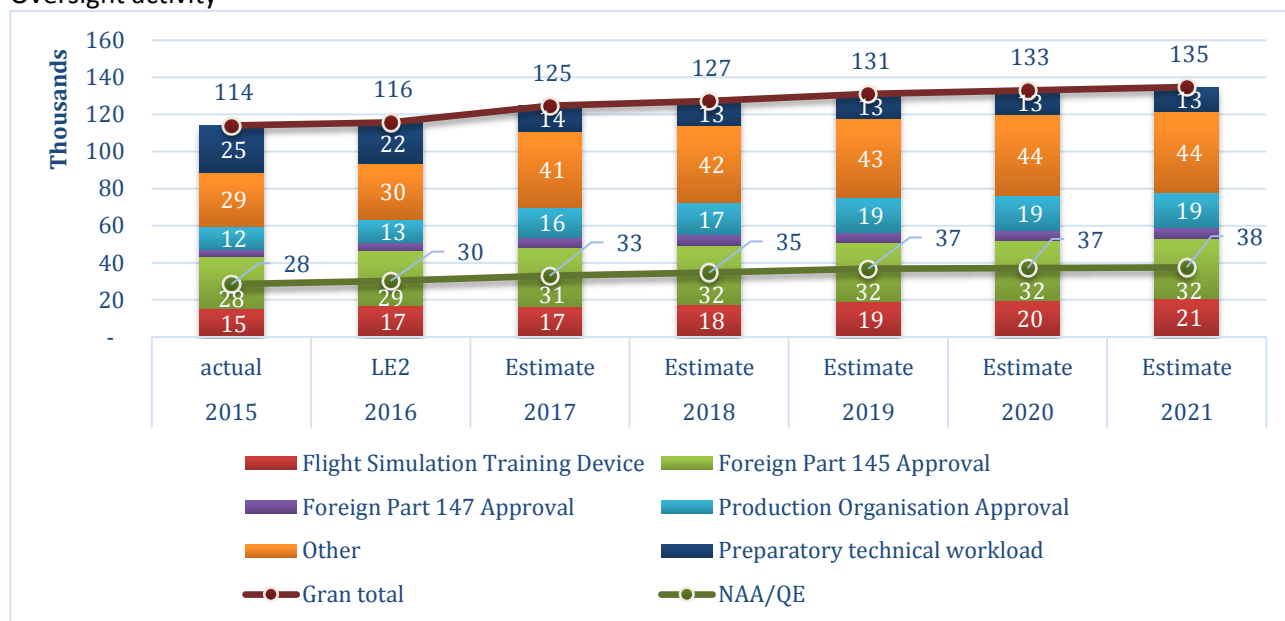
Planned/ On-going efficiency initiatives

Responsible organisational unit	End date	Objective	Efficiency gains (FTE) 2017/2021	Prerequisite
FS regulations sections	2019	Implementation of LEAP recommendations such as a policy to refer industry questions to the NAAs (with exceptions) and introduce online self-service content, FAQs, etc., as well as the implementation of PIA, Accelerated and Direct Publication rulemaking procedures so as to focus on resource-intensive RMTs.	2019: 5.2 ¹⁷	Budget clearance (partially)

¹⁷ it represents the ambition defined in the LEAP programme and to be implemented following the implementation plan to the extent possible

II.4.6 Summary workload estimation

Graph: number of direct technical hours (project related) expected per Product Safety/ Environment Oversight activity



Activity	Workload (hours) 2018/2021	Resources (FTE) 2018/2021
Flight Standards	316,745 / 305,724	198 / 191
<u>Development of Regulatory Material</u>		
<i>Project related</i>	94,836 / 79,007	59 / 49
<u>Organisation Approval</u>		
<i>Project related</i>	70,078 / 67,906	44 / 42
<i>Non-project related</i>	7,028 / 7,037	4 / 4
<u>Standardisation</u>		
<i>Project related</i>	58,018 / 60,571	36 / 38
<i>Non-project related</i>	12,379 / 10,853	8 / 7
<u>Third Country Operators and Ramp Inspection Programmes</u>		
<i>Project related</i>	26,563 / 27,150	17 / 17
<i>Non-project related</i>	432 / 432	0 / 0
<u>Outsourced workload</u>	44,901 / 50,638	
<u>Flight Standards related work</u>	2,510 / 2,130	2 / 1
Other Flight Standards related tasks	7,011 / 7,009	4 / 4
Non-technical activities	67,099 / 64,428	42 / 40
Cross activities provided	46,042 / 50,413	29 / 32
GRAND TOTAL	436,897 / 427,574	245 / 234

II.5 Programme 2018 – 2021 of Resources and Support

Vision:

Our team fuels EASA abilities to be one step ahead.

Mission:

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

II.5.1 Human Resources

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

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

Objective: (related to strategic objective 4.1; 1.1)	Empowering individuals to develop, engage and grow so as to deliver on our priorities
Key process	Human Resources
Expected Outcome	Build up the Aviation Safety Talent Community: The Agency has sufficient number of motivated, innovation-prone and high-potential staff
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Occupancy Rate • Vacancy duration • Personnel fluctuation rate • Rate of sick leave • Staff Engagement Milestone: <ul style="list-style-type: none"> • Strategic workforce planning implemented by end 2017
Risk (details cf. EASA Risk Register)	Failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members.
Workload (hours) 2018/2021	39,888 / 40,928
Resources (kEUR) 2018/2021	TBD

II.5.2 Information Technology

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

Objective: (related to strategic objective 1.1;2.2; 3.1; 4.2)	Facilitating competitiveness, innovation and emerging technologies which generate European success. Using information technology to the benefit of the European Safety Management process. Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner. Creating a quality work environment that helps staff succeed.
Key Action	Establishing a coherent IT architecture, considering EASA strategy and needs, as well as definition and implementation of a sourcing roadmap.
Expected Outcome	A cross-organisational, consolidated and secured IT architecture fulfilling EASA needs and strategy, while fostering scalable and resilient IT services through cost-effective sourcing capability management.
KPI (details cf. Annex IV.11) / Milestone	Milestones: <ul style="list-style-type: none"> • 'to-be' IT architecture defined by 2018 • 'to-be' IT architecture deployed by 2021. • Definition of sourcing roadmap by 2017 • Implementation of a sourcing roadmap by 2021 KPI: <ul style="list-style-type: none"> • IT expanding services realisation
Risk (details cf. EASA Risk Register)	Business needs, and/or information/data model including security, and/or business architecture unclear or inadequate, and/or non-compliance with the Business-IT governance process. Failure to define and implement a cost-effective sourcing approach. Lack or insufficient or inadequate resources (human and/or financial).
Workload (hours) 2018/2021	30,600 / 25,800
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.
Key Process	IT service operations
Expected Outcome	IT services provided iaw Service Level Agreement, including up-to-date maintenance and upgrade, while considering sourcing capabilities.
KPI (details cf. Annex IV.11) / Milestone	KPI <ul style="list-style-type: none"> • IT achievement of Service Level Agreement (SLA)
Risk (details cf. EASA Risk Register)	Business Continuity (Risk 10.3), Information Security (Risk 10.4), non-standardised or non-cost-efficient IT processes. Failure to define and implement a cost-effective sourcing approach. Lack or insufficient or inadequate resources (human and/or financial).
Workload (hours) 2018/2021	33,080 / 28,280
Resources (kEUR) 2018/2021	TBD

II.5.3 Applicant Services

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

Objective: (related to strategic objective 1.1; 4.3)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Engaging with applicants and fulfilling service requests
Expected Outcome	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Percent variance from cost expected by applicant
Risk (details cf. EASA Risk Register)	Applications are delayed due to inefficient exchange of technical information between EASA and the applicant.
Workload (hours) 2018/2021	61,019 / 55,219
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	Monitoring & adjusting processes, and transforming services (CORAL Programme)
Expected Outcome	EU certification procedures are responsive, predictable and correct for all applicants thanks to comprehensive online service centre.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> Finalise CORAL Project Charter by 2017 Perform and conclude business analysis by 2017 Define IT architecture and complete preparation by 2018 Terminate Implementation of CORAL by 2020
Risk (details cf. EASA Risk Register)	Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement.
Workload (hours) 2018/2021	2,350 / 2,000
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 3.3)	Establishing a new financial scheme to sustain the European aviation safety system
Key Action	Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation.
Expected Outcome	Revenue from fees and charges is predictable, stable and covers forecasts of expenditure over the business planning period.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> 2018: After review, surplus/deficit compared to actual costs is <10%

Risk (details cf. EASA Risk Register)	Many stakeholders with various interests, delayed approval process.
Workload (hours) 2018/2021	500 / 0
Resources (kEUR) 2018/2021	TBD

II.5.4 Finance & Procurement

Act as a service provider to ensure strict compliance to the binding regulations, while implementing performance driven measures to assure increased value of its services

Objective: (related to strategic objective 4.3) Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.	
Key Action	"Paperless Finance"
Expected Outcome	Identification and implementation of feasible automated processes.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Automation by end of 2019.
Risk (details cf. EASA Risk Register)	Non-critical risk – 10.4 Support Process – Information Mgmt.
Workload (hours) 2018/2021	1,160 / 0
Resources (kEUR) 2018/2021	TBD

Objective: (related to strategic objective 4.3) Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key Process	Implement budget according to EU and EASA rules.
Expected Outcome	High budget implementation rate maintained and in line with sound financial management principles.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Budget committed Carried over commitments
Risk (details cf. EASA Risk Register)	Non-critical risk 10.5 Support Process – Agency funding (Change in priorities, no financial instrument (procurement) available to spend the budget.)
Workload (hours) 2018/2021	55,233 / 55,495
Resources (kEUR) 2018/2021	TBD

II.5.5 Corporate Services

The Corporate Services Department has initiated a review of its organisation to re-focus on new set of processes able to support planning and adapting of its services to frequent shifts in its stakeholders' needs (e.g., improve transparency regarding infrastructure costs, new global security threats). This process should further reinforce the organisation towards a more process & performance driven operation and to leverage on its existing competencies to bring innovative and tailored services.

Objective: Creating a quality work environment that helps staff succeed (related to strategic objective 4.2)	
Key Action	Deploy the Corporate mobility programme with the aim to reduce the carbon footprint.
Expected Outcome	Policies on business travel, conference management and commuting target the lowering of CO ₂ emissions to sustainable levels by beginning of 2018.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Carbon footprint (kgCO₂e) per equivalent employee (FTE) measurement for the period 2018-2020.
Risk (details cf. EASA Risk Register)	Development of EASA activities requires increased levels of business travel and/or face-to-face meetings on site.
Workload (hours) 2018/2021	900 / 0
Resources (kEUR) 2018/2021	TBD

Objective: Creating a quality work environment that helps staff succeed (related to strategic objective 4.2)	
Key Process	Corporate Services
Expected Outcome	To reduce the cost per square meter compared to Köln Triangle (old building)
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Building cost per square-meter
Risk (details cf. EASA Risk Register)	Development requires a work environment fit for operational needs and Agency's visitors.
Workload (hours) 2018/2021	24,260 / 26,000
Resources (kEUR) 2018/2021	TBD

II.5.6 Other Resources and Support related Tasks

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

In 2018 the Resources & Support (R&S) Directorate will continue its efforts towards efficiency, focusing on processes' simplification and "de-burocratisation" (i.e., remove from internal processes all that add no value and is not mandatory for compliance reasons).

In order to ensure continuous improvement on this regard, harmonisation is assured by the establishment of the F.A.ST. Programme (Framework for Administrative Simplification), designed as an operational framework that will allow the Directorate to identify potential efficiency gains under the umbrella of the Agency's LEAP initiative (Lean Efficiency & Agility Programme) and consequently draft the framework under which implementing targeted "simplification" projects for the short and medium term (and gradually implement what is needed to optimise its use of resources). Through this exercise, the F.A.ST. Programme will provide a significant contribution to the Agency's (LEAP) objective of 20% increase in efficiency in the next 2-3 years.

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

Non IT-focussed projects:

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
Planning and implementation of efficiency initiatives	2021	Based on LEAP methodology, analysis and implementation of efficiency gains, targeting administrative simplification and process simplifications	3.0	TBD
Corporate development	2021	Contribution to corporate development initiatives, driven by regulatory changes	1.1	TBD
Brussel's office contract management	2018	'management of BXL office, increased efforts in 2017 & 2018 due to strategic planning and eventual relocation or dilapidation	0.3	TBD
Support to International Cooperation	2019	Analysis and preparation for opening of new EASA satellite offices	0.2	TBD
Anti-Fraud Strategy	2021	Anti-fraud strategy deployment	0.4	TBD
3 rd party Funding	2019	Establish system to manage various 3rd parties funding - including PPP	1.6	TBD
New outsourcing strategy implementation	2021	Transition from CSP to NAA Partnership	0.2	TBD
Revision Fees & Charges	2018	Revision of fees & charges regulation	0.3	TBD

IT-focussed projects

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
Paperless Finance		Details please c.f. chapter II.5.4		
Mission management integration in SAP	2018	Mission management tools should be natively integrated in the accounting tools	0,4	500
Room-booking tool implementation	2018	Meeting space management IT tools deployment	0.4	100
CORAL		Details please c.f. chapter II.5.3		

HR IT Tools	2021	HR information system, Flexitime II, Teleworking, Data mining and reporting	3.1	TBC
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Planned/ On-going efficiency initiatives

Responsible organisational unit	End date	Objective	Efficiency gains (FTE) 2017/2021	Prerequisite
Human Resources	2021	Efficiency gains based upon projects "HR IT Tools" as well as "Planning and implementation of efficiency initiatives"	1.1 / 1.4	Budget clearance
Information Technology	2018	Deployment of Identity Access Management infrastructure and digital signature and process atomisation	3.3 / 3.4	none
Applicant Services	2020	CORAL leading to a digitised certification process, revision of F&C regulation	0.4 / 5.9	CORAL
Finance and Procurement	2020	Revision of F&C regulation	0 / 0.8	Budget clearance
GRAND TOTAL	2021		4.8 / 11,5	

Additionally, the directorate estimates that above describe improvements lead to a reduction of administrative workload of 1.5-3 FTE in 2017, cumulating to an effect of 10-20 FTEs in 2021.

II.5.6.1 Summary workload estimation

Activity	Workload 2018/2021 (hours)	Workload 2018/2021 (FTE)
Human Resources	39,888 / 40,928	25 / 26
Information Technology	63,680 / 54,080	40 / 34
Applicant Services	63,869 / 57,219	40 / 36
Finance & Procurement	56,393 / 55,495	35 / 35
Corporate Services	25,160 / 26,000	16 / 16
Other Resources and Support related Tasks	17,600 / 12,480	11 / 8
Management of the Directorate	3,800 / 3,800	2 / 2
GRAND TOTAL	270,390 / 250,002	169 / 157

II.6 Human and financial resources - outlook for years 2018-2021
II.6.1 Overview of the past and current situation
II.6.1.1 Financial resources (to be updated January 2017, once preliminary accounts are closed)

From a financial perspective, 2015 was a successful year and the provisional results show a stable and sound financial situation. The financial targets have been comfortably achieved and even exceeded.

The positive financial results of 2015 and previous years are a solid basis to build on for the future, in order for the Agency to meet its strategic and operational objectives.

In 2015, the Agency invoiced €99.6M, an increase of +1.4% compared to 2014. The very high debt recovery level was maintained this year resulting in €101.6M being cashed in.

The Agency performed according to its planned activities achieving again a very high budget execution rate of 98%.

II.6.1.2 Human resources (to be updated January 2017)

In 2016 the Agency continued its significant effort in terms of recruitment filling completely the approved establishment plan for 2016. On the 1st of January 2016 the Agency had 675 filled posts. By the 31st of December 2016 it had recruited 676 temporary agents, nearly filling all posts foreseen by the approved establishment plan. Detailed data is provided under chapter IV.4.

II.6.2 Resource programming for the years 2018 -2021

II.6.2.1 Financial resources

The current Single Programming document takes into consideration financial and human resources stemming from the ongoing revision of the Basic Regulation (see chapter I.4). The key highlights are as follows.

Revenue:

F&C activities: the expected revenue is based on a market evolution estimated on the basis of available information. In most areas the activities are estimated to be stable with the only exception being certification activities linked to new type certificates, to be issued for the Chinese and Russian products that started in 2016. For future years, certification of new products from non-EU states (e.g. Japan, China, Russia, ...) are included in the workload forecast, as well as effects stemming from the evolution of the bilateral agreements.

EU subvention: the amount considered in the present plan is aligned to the 2014 -2020 Multiannual Financial Plan issued by EU Commission in 2015. Additional funding has been included in the Agency's financial statement, to be released only once the New Basic Regulation has been adopted (c.f. chapter I.4).

Expenditure:

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

In terms of cost estimation the projections include an annual increase equal to 2.8% in 2017 and 1% for every subsequent year. This includes the cost of life adaptations. The pension contribution for the F&C covered posts is fully accounted for. An element of risk for the expenditure management is the evolution of the school fees covered by the Agency. Moving to younger staff due to the natural turnover implies a growing pressure on that expense.

Building, infrastructure and other operating expenses: mid- 2016 the Agency moved to the new premises. As from 2017 and onward the costs included refer to the operational costs because the move and the fit out of the new building will be completed by the end of 2016. It must be noted, despite the significant increase in office space and environmental standards, the total rent is equal to the one paid for the previous building.

Operational expenses: the evolution of the activities of the Agency (i.e. TCO) together with the dynamic of the salaries (i.e. pension contribution for the F&C Staff) are increasing the constraints. In the plan this implies that certain activities like Research need to develop alternative funding means in order to assure an adequate level. In the context of the revision of the Basic Regulation the Agency can hardly accept new activities without adequate resources. As from 2017 the Agency will have to start a revision of the F&C scheme, in order to cope with the market evolution and the increasing imbalance between revenues and costs. This effect can be initially compensated by drawing from the F&C reserve, but in the long-run a balanced F&C situation must be achieved.

II.6.2.2 Human resources

The evolution of the staff in the period 2018 -2021 as indicated under IV.3 will consider the proposed reductions of EU Financed posts, stemming from the 2014 -2020 Multiannual Financial Framework, and a stable number of the fees and Charges posts. In this planning document no new additional, or expansion of existing tasks are foreseen because the revision of the Basic Regulation is still ongoing, and at the same time the current funding levels do not allow the absorption of new initiatives.

As in the past the Agency will continue to work to increase its efficiency through a constant process of monitoring and striving for improvement. In addition, having reached the full staffing level, all new posts that become vacant due to retirement or leavers will be assigned only to activities having the highest strategic priority.

III Work Programme 2018

III.1 Executive summary

(To be refined in Q3 2017)

The 2018 Work programme is the last operational step to be followed in order to translate the strategy into concrete actions and for that reason it is an integral part of the Single Programming Document. The Agency will assure that all its core operational activities are carried on with specific attention to the stakeholders and to the overall efficiency. It is expected that the organisation is able to respond promptly and efficiently to safety issues and for this reason the proposed actions are:

Programme of Strategy & Safety Management Directorate

Develop EASA's strategy and programmes to manage proactively existing and emerging risks
Optimise quarterly review sessions, to reinforce reactivity and transparency of EASA
Raise worldwide level of safety through regional cooperation initiatives

Programme of Certification Directorate

Develop the expected output in full compliance with the GA roadmap
Implement changes in the level of involvement, allowing efficient allocation of aviation experts
Introduce and expand risk and performance based approach with the goal to maintain high safety standards

Programme of Flight Standards Directorate

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

Programme of Resources and Support Directorate

Extend the ability for Applicants to apply electronically for EASA services (CORAL) to Organisation and certification approvals
Dynamically reallocate financial and human resources to achieve efficiency gains and costs reductions
Define 'to be' IT architecture and roadmap, considering EASA needs, IT security and sourcing roadmap

III.2 2018 Programme of Strategy & Safety Management Directorate

III.2.1 Safety Intelligence and Performance

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

The strengthening of the safety intelligence and safety performance functions: this will require on one hand an enhanced safety data analysis capacity to better anticipate emerging risks, on the other hand an increased reliance on safety Key Performance Indicators (KPIs) to better measure the effectiveness of safety actions.

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

Objective: (related to strategic objective 2.1; 2.2; 1.1)	
Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Safety Intelligence and Performance (Occurrence Reporting, Accident follow-up, Safety Analysis / Safety Risk Management)
Expected Outcome	Efficient reactive safety processes (occurrence reporting and accident follow-up) that allow the Agency to properly discharge its safety responsibilities in response to accidents and incidents. Analysis of safety data, to arrive at mature and consistent, safety risk management. This is to be fully integrated with the EPAS to identify, control and monitor safety issues as part of a comprehensive safety risk management approach
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely processing of occurrence reports • Accuracy of technical owner allocation • Timeliness to answer recommendations • Productivity and Quality of Safety Analysis process
Risk (details cf. EASA Risk Register)	Quality of data and provision of analysis resources to complete the process development and analysis tasks.
Workload (hours) 2018	29,253
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 1.1; 2.1; 2.2)	
Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key Action	European Big Data Programme – Data4Safety
Expected Outcome	Launch and deliver the proof of concept phase of the European Big Data Programme “Data4Safety”. This collaborative and voluntary Programme provides the necessary data-driven systemic risk identification and a common platform for analysis needed to support of the EPAS.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> • Data4Safety delivers outputs: directed studies, metrics ...
Risk (details cf. EASA Risk Register)	Availability of funding, willingness of safety data owners to join the programme and share their data.
Workload (hours) 2018	6,400
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 6.1; 2.1; 2.2)	
Demonstrating integrity by assuring technical independence and robustness of safety decision making	
Key Process	Research Strategy
Expected Outcome	Consolidate and deliver a Research Strategy that supports the needs of the EPAS and wider aviation industry.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely execution of committed research projects • Research Resource Engagement
Risk (details cf. EASA Risk Register)	Insufficient funding of the Research Strategy.
Workload (hours) 2018	15,323
Resources (kEUR) 2018	TBD

III.2.2 Strategy & Programmes

The Agency aims to streamline the programming process, by combining the safety priorities with the safety data analysis and more effective resource management. Moreover, in order to produce fewer, better and timelier regulations, EASA is progressively introducing a Performance Based Environment framework. This framework is based upon fact based decision making, relying on Impact Assessment methodologies at all stages of the process:

- Preliminary Impact Assessment at the programming phase
- Regulatory Impact Assessment at the Rule Development phase
- Ex-post evaluations once the regulations have been implemented

Safety promotion is one of the three complementary means (with Regulations and Oversight) to address safety risks. The objective of safety promotion is to enhance the risk awareness and safety culture of all actors involved in aviation safety, through training activities, the publication of safety information material, the sharing of best practices, etc. It is one of the over-arching priorities of the Agency, benefiting from resource re-deployment over time.

Objective: (related to strategic objective 2.1)	
Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Safety Programming
Expected Outcome	Safety programmes ensure competitiveness, innovation and emerging technologies which generate European success and develop a Safety Management Capability
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Share of Efficiency tasks in the Safety programme Milestones 2018: <ul style="list-style-type: none"> Share of safety tasks in the programme > 30% for each programme year Strategic safety issues identified in the safety programmes
Risk (details cf. EASA Risk Register)	No risks identified
Workload (hours) 2018	3,100
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 5.1)	
Redefining and simplifying Rulemaking activities	
Key process	Preliminary Impact assessments
Expected Outcome	Use PIA to accelerate identification of the adequate measure to react on identified safety gaps (decision on the way forward: Rulemaking Task, Safety Information Bulletin (SIB), Operational Directive (OD), oversight action or Safety promotion).
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Preliminary Impact Assessment Coverage
Risk (details cf. EASA Risk Register)	PIAs not consistently applied, e.g. due to urgency of actions
Workload (hours) 2018	1,600
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 5.2)	
Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Key Process	Impact Assessment
Expected Outcome	Emerging risks related to new technologies are addressed both proactively and in a performance based manner.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Impact Assessment Coverage Sub-Question of Regulations Quality on Quality of Impact Assessment
Risk (details cf. EASA Risk Register)	Relies on the availability of sound safety and economic data.

Workload (hours) 2018	4,800
Resources (kEUR) 2018	TBD

Strategic Objective 2.1 Applying an advanced, pro-active and systematic approach to aviation safety	
Key process	Safety Promotion
Expected Outcome	Safety Promotion is effectively used as a means to mitigate safety issues
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Implementation Safety Promotion Programme • Safety Promotion Resource Engagement
Risk (details cf. EASA Risk Register)	No risks identified
Workload (hours) 2018	30,494
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 1.1) Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key process	Business programming and reporting
Expected Outcome	The Strategic Plan describes the main processes and actions that allow the Agency to achieve its strategic ambitions. Consequently, it builds the justification and prioritisation of EASA's annual activities.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> • 2018: approval by the management board • Optimising quarterly review sessions, based on experience made 2017: with all directorates and internal stakeholders (HR, IT, Finance, operational directorates)
Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> • Dependence on the quality of the workload estimates • Need for modifications due to external events • Ambitions of management vis-à-vis scarcity of financial and human resources
Workload (hours) 2018	5,624
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 1.1) Facilitating competitiveness, innovation and emerging technologies which generate European success	
Key process	Business Analysis
Expected Outcome	Enable the core business to take responsibility of its IT projects, while providing advice on strategic fit of bespoke projects.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Return of Investment realisation for IT projects

Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> • Lack of clarity on the business request • Availability or resources, to meet mandatory deadlines
Workload (hours) 2018	6,000
Resources (kEUR) 2018	TBD

III.2.3 International Cooperation

Through its international cooperation activities, the Agency works with third country aviation authorities and other international partners worldwide to raise global aviation safety standards and promote the European system. It provides training (e.g. through the EASA Virtual Academy) and technical assistance to countries and regions, and helps to improve the regulatory and oversight capabilities of national and regional aviation authorities. To this end, EASA manages EU-funded civil aviation cooperation projects, working with the European Commission. The Agency's in-house technical expertise, together with the strong partnership with Member State National Aviation Authorities, is vital for the successful implementation of these projects. The main aim for the future should be to become the leading implementing body of EU-funded aviation technical cooperation programmes.

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

Objective: (related to strategic objective 1.1; 3.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Bilateral agreement and working arrangement
Expected Outcome	Conclusion by the EU of Bilateral Aviation Safety Agreements (BASAs) negotiated with the proactive support of EASA. Conclusion by EASA of Working Arrangements (WAs), which will reduce administrative and technical barriers for access to foreign markets, while improving aviation safety.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Timely progression on Working Arrangements • Timely progression on Bilateral Agreements • Stakeholder Survey
Risk (details cf. EASA Risk Register)	Risk of unbalance in BASAs and WAs, to the detriment of European Industry. Safety risk in case of deficiency in some foreign partners' safety systems.
Workload (hours) 2018	21,655
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 1.2)	
Sustaining worldwide recognition for the European aviation safety system	
Key process	Technical Support
Expected Outcome	Recognition and respect of EASA as a strong partner with integrity, transparency and professional excellence. Based on this EASA shall become the leading implementer of the EU funded aviation technical cooperation programmes.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Timely implementation of Technical support to 3rd countries
Risk (details cf. EASA Risk Register)	The main risk is that the Agency might not be in a position to deliver the projects to the Commission's and/or the beneficiaries' expectations in terms of budget, time and/or quality. Based on this the Commission might decide not to give future projects to EASA as the leading party.
Workload (hours) 2018	42,529
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 1.2)	
Sustaining worldwide recognition for the European aviation safety system	
Key process	ICAO cooperation
Expected Outcome	<ul style="list-style-type: none"> Europe's positions on matters under EASA's competences are timely represented in ICAO standard setting activities (participation in ICAO panels) and high level events, following efficient pre-coordination among all European stakeholders led by EASA. A clear responsibility of EASA in the European coordination process on matters under EASA's competences ensures better use of resources, improved efficiency and effectiveness and a coordinated promotion of Europe's common aviation interests.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Timely provision of recommendations on ICAO State Letters for use by Member States (MS) Timely delivery of compliance checklists for use by MS Timely coordination of European positions and contributions to ICAO assemblies and high level conferences.
Risk (details cf. EASA Risk Register)	European positions on aviation safety are not taken into account and reflected properly.
Workload (hours) 2018	3,900
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 3.2)	Integrating technical resource management at European level for efficiency, effectiveness and flexibility
Key process	Technical Training
Expected Outcome	Development and provision of high quality technical training primarily to EASA Staff, NAAs staff and authorities of third countries based on competency profiles and needs assessments.
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> • Course delivery
Risk (details cf. EASA Risk Register)	The main risk is that the training offer does not meet the (internal and external) stakeholders' needs. Another risk is that there are not enough/sufficiently qualified resources to develop and deliver the training.
Workload (hours) 2018	21,500
Resources (kEUR) 2018	TBD

III.2.4 Other Strategy & Safety Management related Tasks

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

Key projects to these ends are:

Non IT-focussed projects:

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	Support implementation and perform analysis related to "Lean Efficiency Agility Programme" (LEAP): Transversal, whole Agency
Expected Outcome	Successive analysis of complete Agency to ensure administrative tasks are reduced to a minimum and available resources are deployed in line with strategic priorities identified by the executive directors and his colleagues.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> • Complete implementation of efficiency gains identified via first two pilot phases by 2018 • Broaden the analysis to other parts of the Agency, starting 2017
Risk (details cf. EASA Risk Register)	Lack of support by directors; non-accessibility of resources at operative level to analyse and implement
Workload (hours) 2018	1,050
Resources (kEUR) 2018	TBD

Additionally, EASA is also preparing itself for the entry into force of the New Basic Regulation. It is anticipating added responsibility for Aviation Security, Conflict Zones, Cybersecurity and environmental protection. To ensure a smooth transition of responsibility and gradual development of in-house expertise, EASA is dedicating approximately 5,000 hours p.a. from 2018 and 2021 to these activities.

IT-focussed projects

Name	end date	Objective	Σ Resources (FTE)	Σ Cost (kEUR)
Chain visualisation	2018	IT application to display risk linked to Safety Management	0.8	TBD
SDM (Safety Data Management)	2019	IT tool to manage occurrences, collect and consolidate data as part of the safety data management initiative.		TBD
eRules	2019	IT tool to grant easier access to EU regulation.		TBD

III.2.5 Summary workload estimation

Activity	Workload (hours) 2018	Workload (FTE) 2018
Safety Intelligence and Performance	50,976	32
Strategy & Programmes	51,618	32
International Cooperation	89,584	56
Other Strategy & Safety Management related Tasks	1,050	1
Cross Activities Provided	30,330	19
Non-technical activities	42,666	27
GRAND TOTAL	266,224	167

III.3 2018 Programme of Certification Directorate

III.3.1 Certification

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key process	Initial airworthiness and operational suitability
Expected Outcome	Maintain high level of safety and environmental compatibility, while aiming at high level services to stakeholders in terms of handling applications (e.g. managing incoming applications and issuance of certificates) and of technical elements of the certification process (e.g. communication and the Level of Involvement), streamlining existing working methods.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Initial Airworthiness (stakeholders) satisfaction rate Initial Airworthiness (IAW) performance rate IAW compliance timeliness with the target certification date
Risk (details cf. EASA Risk Register)	A low level in the quality of services may create safety issues, undermining confidence in the Agency and its reputation.
Workload (hours) 2018	151,900 (project related) 12,791 (non-project related)
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Continuing airworthiness and operational suitability
Expected Outcome	Maintain the same level of safety for the entire product life cycle, taking necessary corrective actions (e.g. airworthiness directives) in a timely manner, using effectively the available resources.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Occurrences backlog monitoring rate Technical acceptance of occurrences timeliness Airworthiness Directives deficiency rate Continuing airworthiness predictability time
Risk (details cf. EASA Risk Register)	Failure to identify or failure to respond to safety issues in a timely manner may negatively affect product safety (e.g. resulting in accidents)
Workload (hours) 2018	73,285 (project related) 2,508 (non project related)
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Certification related services
Expected Outcome	Validation of the European products by third countries' authorities, and providing technical support to the European industry in a timely manner.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Certification support for validation timeliness

Risk (details cf. EASA Risk Register)	Failure to provide the requested support on a timely manner might undermine the competitiveness of the European industry in third countries
Workload (hours) 2018	4,730 (project related) 105 (non project related)
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner.
Key process	Design Organisation Approval
Expected Outcome	Establish a risk based oversight approach for the design organisation and implementing the Level of Involvement (LoI) concept.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely initial approval of Organisation • Timely approval of Organisation continuation
Risk (details cf. EASA Risk Register)	Ineffective oversight of design organisations may create safety issues on products.
Workload (hours) 2018	40,040 (project work) 7,357 (non project work)
Resources (kEUR) 2018	TBD

In addition to the workload described above, a significant part of the Certification activities will be outsourced to NAAs and Qualified Entities. The current forecast includes 33,400 hours in 2018. These hours are indicative and currently under scrutiny, as part of the ongoing strategic outsourcing review. The updated outsourcing strategy is expected in February 2017.

III.3.2 Other Certification related Tasks

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

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

Objective: (related to strategic objective 1.1)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Action	Develop a risk based, operation centric EU regulatory framework for UAS using performance based regulation principles, for the certified category.
Expected Outcome	Implementing rules (IR) for the certified category and associated Certification Specifications, standards and safety promotion actions
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> • IR to be adopted in accordance with the rulemaking programme.
Risk (details cf. EASA Risk Register)	Hampering the creation of a healthy drone industry

Workload (hours) 2018	900
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 5.1)	Redefining and simplifying Rulemaking activities
Key Action	Simpler, lighter, better regulations for General Aviation (GA).
Expected Outcome	Implementing rules, Acceptable Means of Compliance and Guidance Material; certification specifications; standards, safety promotion actions.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Develop the expected output in full compliance with the GA roadmap by 2018.
Risk (details cf. EASA Risk Register)	Stagnation and even reduction of GA activities.
Workload (hours) 2018	2,200
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	Revision of the existing Bilateral Agreements, aiming for the acceptance of foreign certificates, in order to avoid any duplication or any unnecessary administrative or technical work.
Expected Outcome	Revision of the Technical Implementation Procedures under the Bilateral Agreements.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Reduction of technical involvement following the Certification Management Team strategy
Risk (details cf. EASA Risk Register)	Not complying with stakeholders expectations in terms of efficiency gains.
Workload (hours) 2018	2,576
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	Implementation of the efficiency measures identified as part of LEAP analysis and post-convergence, according to the action plan.
Expected Outcome	Increased efficiency, quality of work and reduced administrative burden
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Successful implementation of actions according to approved 2018 plan

Risk (details cf. EASA Risk Register)	Not meeting the stakeholders' expectations in terms of efficiency gains.
Workload (hours) 2018	800
Resources (kEUR) 2018	TBD

Furthermore, as a part of the efforts in efficiency and improving the quality of work, the following IT projects will take place in the Certification Directorate.

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
SEPIAC (Shared Electronic Platform for Initial Airworthiness Certification)	2018	IT expansion improving collaborative work, the applicant, facilitating sharing and commenting of documents	1.25	1,150
Environmental Database	2018	IT expansion in order to set-up a database, providing information on airplane noise		

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

One additional factor to mention is the ongoing definition of the strategic ambitions in the environmental field. Based on the decisions that will be taken, there might be a significant impact on the workload and resources. It is still too premature to include these activities in the current workload and resources computation due to uncertainties such as the funding scheme. Nevertheless, based on the information available, the anticipated workload is 4k hours in 2017 and 10k hours in 2021.

III.3.3 Summary workload estimation 2018

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

Activity	Workload (hours)	Workload (FTE)
Certification	369,482	231
<u>Initial Airworthiness</u>		
<i>Project related</i>	151,900	95
<i>Non-project related</i>	12,791	8
<u>Continuing Airworthiness</u>		
<i>Project related</i>	73,285	46
<i>Non-project related</i>	2,508	2
<u>Certification related services</u>		
<i>Project related</i>	4,730	3
<i>Non-project related</i>	105	0
<u>Design Organisation Approval</u>		
<i>Project related</i>	40,040	25
<i>Non-project related</i>	7,357	5
<u>Certification related work¹⁸</u>	43,362	27
<u>Outsourced workload¹⁹</u>	33,404	
Other Certification related Tasks	6,476	4
Non-Technical Activities²⁰	86,572	54
Cross Activities Provided	55,137	34
GRAND TOTAL	517,667	303

¹⁸ Technical activities in the Certification domain not directly linked to one single Certification process. For instance the development and maintenance of the certification policies and working methods, the support to industry and National Aviation Authorities in replying to technical queries, participation to working groups with other authorities or industry. All of the mentioned activities are essential to the Certification process.

¹⁹ EASA's overall outsourcing strategy is currently under review. The figures indicated here are subject to change, based on the finalisation of the outsourcing strategy.

²⁰ It includes several essential activities in support to the technical work. For instance technical and general training received, which is expected to significantly increase; the coordination, planning and monitoring of activities, which are expected to decrease due to the ongoing efficiency improvement projects; the management and support functions within the directorate.

III.4 2018 Programme of Flight Standards Directorate

III.4.1 Development of Regulatory Material

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

Objective: (related to strategic objective 5.1; 5.2)	
Redefining and simplifying Rulemaking activities	
Key process	Rules Development and Programming
Expected Outcome	EU performance based regulations better adapted to an evolving environment.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Efficient and robust resource allocation • Rulemaking Process Efficiency • Rulemaking Resource Engagement • Regulation Quality
Risk (details cf. EASA Risk Register)	Difficulty in identifying the environment and associated performances in which the rule is going to be implemented.
Workload (hours) 2018	88,841
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 5.2)	
Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Key process	Alternative Means of Compliance and Handling of flexibility provisions to rules and Standardisation
Expected Outcome	Exemptions and derogations notifications are processed in a timely manner
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Timely answer to exemption requests (as defined by regulation)
Risk (details cf. EASA Risk Register)	Insufficient resources to deal with an increase in the number of notifications leading to delay in the issuance of Agency recommendations, or resulting in increased number of erroneous recommendations that can be linked to accidents or incidents, or have a negative political impact. Inadequate regulations remaining in place, without being amended. Thus causing difficulties/harm to Competent Authorities and Industry
Workload (hours) 2018	5,495
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 5.2)	
Assessing Rules and Regulations to ensure they are effective, proportionate and remain relevant	
Key Action	Assess the adequacy of the rules through analysis of standardisation and SACA results, requests for flexibility provisions, AltMoCs, requests for interpretation, and other relevant information
Expected Outcome	Regulations are assessed on the basis of their adequacy providing the Agency with criteria to improve the RM programme with regards to quality and quantity.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Yearly report
Risk (details cf. EASA Risk Register)	Failure to identify the inadequacies and negative effects in application of the rules.
Workload (hours) 2018	500
Resources (kEUR) 2018	TBD

III.4.2 Organisational Approval

The organisation approvals activities consist of approval and oversight of organisations responsible for production, maintenance, maintenance training, continued airworthiness management, flight crew licensing located outside the territory of the Member States, and design organisations located wherever.

With the second extension of the remit to ATM/ANS, the activities include the approval and oversight of Pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the Network Manager on behalf of the European Commission.

Objective: (related to strategic objective 3.1; 1.1)	
Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Organisation Approval – initial and continued
Expected Outcome	Facilitate culture change of internal and external stakeholders to allow a pragmatic implementation of risk based oversight techniques proportionate to the activity and its associated risks, by means of training, development of best practices leading to a Safety Management System (SMS) risk based culture, which will facilitate a harmonised and coordinated a implementation and standardisation of a new risk based environment.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Timely initial approval of Organisation Timely approval of Organisation continuation On time closure of Organisation Approvals (OA) findings Timely validation/completion of Third Country Operator applications Feedback on Organisation Approval process
Risk (details cf. EASA Risk Register)	Failure to act may cause a misalignment of industry practices and regulatory framework, unchecked “theoretical” implementation of SMS may cause overregulation to certain sectors with no safety benefit.

Workload (hours) 2018	Project: 69,443 Non-project: 7,028
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key Action	Organisation Approval – risk-based approach
Expected Outcome	Implementation of a risk-based approach in the field of approved organisation oversight consistent with the introduction of applicable regulatory material
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Incorporation of the risk-based oversight approach into the Organisations Approvals Procedures.
Risk (details cf. EASA Risk Register)	Difficulties in ensuring a harmonised implementation of Safety Management System (SMS) across differing cultural models, risk of overregulation in certain domains with no additional safety benefit.
Workload (hours) 2018	Non-project: 635
Resources (kEUR) 2018	TBD

In addition to the workload described above, a significant part of the Organisation Approvals activities will be outsourced to NAAs and Qualified Entities. The current forecast includes workhours of around 50% of the anticipated workload, which will be outsourced every year between 2018 and 2021. These hours are indicative and currently under scrutiny, as part of the ongoing strategic outsourcing review. The updated outsourcing strategy is expected in February 2017.

III.4.3 Standardisation

Tasked with monitoring the application by national competent authorities of the Basic Regulation, its Implementing Rules and the review of EPAS actions. EASA and ICAO will continue their collaboration and seek the implementation of their Working Arrangement to exchange data and information.

Objective: (related to strategic objective 3.1)	Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner
Key process	Standardisation: monitor application of regulations and implementing rules
Expected Outcome	<ul style="list-style-type: none"> Continuously monitoring the competent authorities' ability to discharge their safety oversight responsibilities; Assure uniform implementation of the rules in all domains Active control of process deadlines during the reporting phase Further develop/complete the capacity for standardisation activities in new domains (Aerodromes, Occurrence Reporting).
KPI / Milestone	KPIs: <ul style="list-style-type: none"> Efficient and robust Standardisation Active Control of overdue Standardisation findings Timely issuance of Standardisation reports

	Milestones: <ul style="list-style-type: none"> • Definition of the implementation plan for each new domain and task • Adherence to the plan within the established time-frame for all new domains and tasks
Risk (details cf. EASA Risk Register)	Failure to establish, and then maintain, uniform level of implementation of EU Safety regulations across Europe and associated MS through Standardisation of Member States. Lack of uniform implementation of the rules across the EASA Member States, leads to distortion of single market Lack of control of overdue findings Non-compliance with the deadlines set-out in Reg. 628/2013 Delayed capability of Standardisation in the new domains and tasks.
Workload (hours) 2018	Project: 58,018 Non-project: 12,379
Resources (kEUR) 2018	TBD

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

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

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

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key process	Third-Country Operators Authorisation
Expected Outcome	Effective application of a Continuous Monitoring Programme (CMP) to the complete population of authorised third country operators, proportionate to the risk involved for EU citizens
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> • CMP fully documented • All authorised TCOs subject to CMP • 100% CMP implementation rate
Risk (details cf. EASA Risk Register)	Inefficient management of TCO, e.g. due to duplication of activities within the Agency.
Workload (hours) 2018	17,367
Resources (kEUR) 2018	TBD

Strategic Objective 3.1 Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner	
Key action	Support the European Commission Air Safety List
Expected Outcome	A newly developed articulation between the TCO Authorisation System and the EU Air Safety List, thus ensuring a coordinated approach for negative TCO decisions based on safety assessments. Such an evaluation could possibly lead to a revision of both the TCO and Safety List Regulations.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> In 2018 draft proposal to amend TCO regulation, based on EC's analysis of the Safety List Regulation
Risk (details cf. EASA Risk Register)	Unmitigated safety hazards stemming from systemic issues that are not properly addressed at a national/systemic level
Workload (hours) 2018	5,116
Resources (kEUR) 2018	TBD

Strategic Objective 1.2 Sustaining worldwide recognition for the European aviation safety system	
Key Action	SAFA Coordination
Expected Outcome	Expanded European ramp inspections programme by forming strategic partnerships with several of the States identified in the Implementation Plan of the EASA International Cooperation Strategy and as formalised in signed Working Arrangements. A robust and continuous exchange of reliable SAFA safety information amongst the SAFA Programme participating States. A sound safety analysis by EASA as the basis for safety recommendations
KPI / Milestone	Milestones: <ul style="list-style-type: none"> One new SAFA Working Arrangements signed by 2018 Satisfaction rate from stakeholders (participating states) regarding EASA responsiveness (from the stakeholder survey); overall stakeholder satisfaction $\geq 75\%$
Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> Regional (political) complications for States joining a European programme; impaired ramp inspection data quality due to a rapid growth and/or capability/willingness of the new state to obey to the programme standards; Insufficient resources to manage the growth. Unavailability of SAFA Database (down-time) preventing Member States from exchanging safety information Loss of data / data integrity leading to incorrect analyses and erroneous decisions on enforcement actions towards operators
Workload (hours) 2018	Project: 3,920 Non-project: 432
Resources (kEUR) 2018	TBD

Strategic Objective 3.2	Integrating technical resource management at European level for efficiency, effectiveness and flexibility.
Key action	Examine if maintaining a European pool of ramp inspector is possible.
Expected Outcome	A thorough feasibility study will be commissioned to assess the feasibility of the concept. If feasible, the Agency will build a pool of ramp inspectors holding a common mutually-recognised European authorisation / qualification.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> • Publish feasibility study by the end of 2017/beginning of 2018 • If labelled as feasible, have at least 5 States participating in such EU pool of ramp inspectors by 2020
Risk (details cf. EASA Risk Register)	Lack of resources in the participating Member States Negative outcome of the feasibility study.
Workload (hours) 2018	160
Resources (kEUR) 2018	TBD

III.4.5 Other Flight Standards related Tasks

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

Key projects to these ends are:

Non IT-focussed projects:

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
LEAP pilot I implementation	2018	Implement efficiency measures identified as part of LEAP analysis	1.0	0

IT-focussed projects

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
IFP (Inspection and Finding Platform)	2019	IT expansion aiming at harmonizing and further evolving tools used in the inspection area	0.5	1,600
TCO (Third Country Operators)	2018	IT expansion to enhance usability as well as data sharing with Safety Data Mgmt. Applications		
SAFA (safety assessment of foreign aircraft)	2018	IT expansion to enhance usability including features as e.g. follow-up standard reports, resource mgmt., support for prioritisation/operator selection		
CMA (Continuous Monitoring Application)	2018	Risk management platform to enhance analysis capabilities		

III.4.6 Summary workload estimation 2018

Activity	Workload (hours)	Resources (FTE)
Flight Standards	316,745	198
<u>Development of Regulatory Material</u>		
<i>Project related</i>	94,836	59
<u>Organisation Approval</u>		
<i>Project related</i>	70,078	44
<i>Non-project related</i>	7,028	4
<u>Standardisation</u>		
<i>Project related</i>	58,018	36
<i>Non-project related</i>	12,379	8
<u>Third Country Operators and Ramp Inspection Programmes</u>		
<i>Project related</i>	26,563	17
<i>Non-project related</i>	432	0
<u>Outsourced workload</u>	44,901	
<u>Flight Standards related work</u>	2,510	2
Other Flight Standards related tasks	7,011	4
Non-technical activities	67,099	42
Cross activities provided	46,042	29
GRAND TOTAL	436,897	245

III.5 2018 Programme of Resources and Support Directorate

III.5.1 Human Resources

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

The HR team strives to be recognised by EASA managers as their business partner, competent to mentor them and bring them tailored solutions in the optimization of an engaged and competent workforce deployment and in addressing timely individual cases.

Objective: (related to strategic objective 4.1; 1.1)	Empowering individuals to develop, engage and grow so as to deliver on our priorities
Key process	Human Resources
Expected Outcome	Build up the Aviation Safety Talent Community: The Agency has sufficient number of motivated, innovation-prone and high-potential staff
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Occupancy Rate • Vacancy duration • Personnel fluctuation rate • Rate of sick leave Milestone: <ul style="list-style-type: none"> • Strategic workforce planning implemented by end 2017
Risk (details cf. EASA Risk Register)	Failure to recruit sufficient and competent staff and/or failure to manage the competences of staff members.
Workload (hours) 2018	39,888
Resources (kEUR) 2018	TBD

III.5.2 Information Technology

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

Objective: (related to strategic objective 1.1;2.2; 3.1; 4.2)	Facilitating competitiveness, innovation and emerging technologies which generate European success. Using information technology to the benefit of the European Safety Management process. Identifying safety deficiencies and taking corrective actions in a common, coordinated and rapid manner. Creating a quality work environment that helps staff succeed.
Key Action	Establishing a coherent IT architecture, considering EASA strategy and needs, as well as definition and implementation of a sourcing roadmap.
Expected Outcome	A cross-organisational, consolidated and secured IT architecture fulfilling EASA needs and strategy, while fostering scalable and resilient IT services through cost-effective sourcing capability management.
KPI (details cf. Annex IV.11) / Milestone	Milestone 2018: <ul style="list-style-type: none"> Define 'to be' IT architecture and technical roadmap, considering EASA needs, IT security and sourcing roadmap. KPI: <ul style="list-style-type: none"> IT expanding services realisation
Risk (details cf. EASA Risk Register)	Business needs, and/or information/data model including security, and/or business architecture unclear or inadequate, and/or non-compliance with the Business-IT governance process. Failure to define and implement a cost-effective sourcing approach. Lack or insufficient or inadequate resources (human and/or financial).
Workload (hours) 2018	30,600
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.
Key Process	IT service operations
Expected Outcome	IT services provided iaw Service Level Agreement, including up-to-date maintenance and upgrade, while considering sourcing capabilities.
KPI (details cf. Annex IV.11) / Milestone	KPI <ul style="list-style-type: none"> IT achievement of Service Level Agreement (SLA)
Risk (details cf. EASA Risk Register)	Business Continuity (Risk 10.3), Information Security (Risk 10.4), non-standardised or non-cost-efficient IT processes. Failure to define and implement a cost-effective sourcing approach. Lack or insufficient or inadequate resources (human and/or financial).
Workload (hours) 2018	33,080
Resources (kEUR) 2018	TBD

III.5.3 Applicant Services

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

Objective: (related to strategic objective 1.1; 4.3)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key process	Engaging with applicants and fulfilling service requests
Expected Outcome	Full service applicant portal and dedicated applicant relations team simplifies and accelerates certificate delivery
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Percent variance from cost expected by applicant
Risk (details cf. EASA Risk Register)	Applications are delayed due to inefficient exchange of technical information between EASA and the applicant.
Workload (hours) 2018	61,019
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 3.3)	Establishing a new financial scheme to sustain the European aviation safety system
Key Action	Review and amend charging policy in cooperation with stakeholders to fund certification activities carried out under the revised basic regulation.
Expected Outcome	Revenue from fees and charges is predictable, stable and covers forecasts of expenditure over the business planning period.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> 2018: After review, surplus/deficit compared to actual costs is <10%
Risk (details cf. EASA Risk Register)	Many stakeholders with various interests, delayed approval process.
Workload (hours) 2018	500
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency
Key Action	Monitoring & adjusting processes, and transforming services (CORAL Programme)
Expected Outcome	EU certification procedures are responsive, predictable and correct for all applicants thanks to comprehensive online service centre. By the end of 2018: Applicants can submit and track applications for all certificate types by means of a single online portal available 24/7.
KPI (details cf. Annex IV.12) / Milestone	Milestones: <ul style="list-style-type: none"> Define IT architecture and complete preparation by 2018 40% of all applications filed using the portal, by 2018

Risk (details cf. EASA Risk Register)	Programme fails to achieve targets due to lack of clarity on objectives, resource shortages and/or weak stakeholder engagement.
Workload (hours) 2018	2,350
Resources (kEUR) 2018	TBD

III.5.4 Finance & Procurement

Act as a service provider to ensure strict compliance to the binding regulations, while implementing performance driven measures to assure increased value of its services

Objective: (related to strategic objective 4.3)	Pledging to improve, refine and simplify processes, procedures and practices so as to drive efficiency.
Key Action	"Paperless Finance"
Expected Outcome	Identification and implementation of feasible processes to be automated.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Automation by end of 2019. Implementation of E-Invoicing (receipt of electronic invoices) Solution by end 2018.
Risk (details cf. EASA Risk Register)	Non-critical risk – 10.4 Support Process – Information Mgmt.
Workload (hours) 2018	1,160
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 4.3)	Facilitating competitiveness, innovation and emerging technologies which generate European success
Key Process	Implement budget according to EU and EASA rules.
Expected Outcome	High budget implementation rate maintained and in line with sound financial management principles.
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> Budget committed Carried over commitments
Risk (details cf. EASA Risk Register)	Non-critical risk 10.5 Support Process – Agency funding (Change in priorities, no financial instrument (procurement) available to spend the budget.)
Workload (hours) 2018/2021	55,233
Resources (kEUR) 2018/2021	TBD

III.5.5 Corporate Services

The Corporate Services Department has initiated a review of its organization to re-focus on new set of processes able to support the planning & adapting of its services to frequent shifts in its stakeholders' needs (e.g., improve transparency regarding infrastructure costs, new global security threats). This process should further reinforce the organisation towards a more process & performance driven operation and to leverage on its existing competencies to bring innovative and tailored services.

Objective: (related to strategic objective 4.2)	
Creating a quality work environment that helps staff succeed	
Key Action	Deploy the Corporate mobility programme with the aim to reduce the carbon footprint.
Expected Outcome	Policies on business travel, conference management and commuting target the lowering of CO ₂ emissions to sustainable levels by beginning of 2018.
KPI (details cf. Annex IV.12) / Milestone	Milestone: <ul style="list-style-type: none"> Carbon footprint (kgCO₂e) per full time equivalent (FTE) measured across the period 2018-2020.
Risk (details cf. EASA Risk Register)	Development of EASA activities requires increased levels of business travel and/or face-to-face meetings on site.
Workload (hours) 2018	900
Resources (kEUR) 2018	TBD

Objective: (related to strategic objective 4.2)	
Creating a quality work environment that helps staff succeed	
Key Process	Corporate Services
Expected Outcome	To reduce the cost per square meter compared to Koeln Triangle (old building)
KPI (details cf. Annex IV.12) / Milestone	KPI: <ul style="list-style-type: none"> Building cost per square-meter
Risk (details cf. EASA Risk Register)	Development requires a work environment fit for operational needs and Agency's visitors.
Workload (hours) 2018	24,260
Resources (kEUR) 2018	TBD

III.5.6 Other Resources and Support related Tasks

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

In 2017 the Resources & Support (R&S) Directorate will continue its efforts towards efficiency, focusing on processes' simplification and "de-burocratisation" (i.e., remove from internal processes all that add no value and is not mandatory for compliance reasons).

In order to ensure continuous improvement on this regard, harmonization is assured by the establishment of the F.A.ST. Programme (Framework for Administrative Simplification), designed as an operational

framework that will allow the Directorate to identify potential efficiency gains under the umbrella of the Agency's LEAP initiative (Lean Efficiency & Agility Programme) and consequently draft the framework under which implementing targeted "simplification" projects for the short and medium term (and gradually implement what is needed to optimise its use of resources). Through this exercise, the F.A.ST. Programme will provide a significant contribution to the Agency's (LEAP) objective of 20% increase in efficiency in the next 2-3 years.

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

Non IT-focussed projects:

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
Planning and implementation of efficiency initiatives	2021	Based on LEAP methodology, analysis and implementation of efficiency gains, targeting administrative simplification and process simplifications	3.0	TBD
Corporate development	2021	Contribution to corporate development initiatives, driven by regulatory changes	1.1	TBD
Brussel's office contract management	2018	'management of BXL office, increased efforts in 2017 & 2018 due to strategic planning and eventual relocation or dilapidation	0.3	TBD
Support to International Cooperation	2019	Analysis and preparation for opening of new EASA satellite offices	0.2	TBD
Anti-Fraud Strategy	2021	Anti-fraud strategy deployment	0.4	TBD
3 rd party Funding	2019	Establish system to manage various 3rd parties funding - including PPP	1.6	TBD
New outsourcing strategy implementation	2021	Transition from CSP to NAA Partnership	0.2	TBD
Revision Fees & Charges	2018	Revision of fees & charges regulation	0.3	TBD

IT-focussed projects

Name	end date	Objective	Σ Resources p.a. (FTE)	Σ Cost (kEUR)
Paperless Finance		Details please c.f. chapter III.5.4		
Mission management integration in SAP	2018	Mission management tools should be natively integrated in the accounting tools	0,4	500
Room-booking tool implementation	2018	Meeting space management IT tools deployment	0.4	100
CORAL		Details please c.f. chapter III.5.3		
HR IT Tools	2021	HR information system, Flexitime II, Teleworking, Data mining and reporting	3.1	TBC

III.5.7 Summary workload estimation 2018

Activity	Workload (hours)	Workload (FTE)
Human Resources	39,888	25
Information Technology	63,680	40
Applicant Services	63,869	40
Finance & Procurement	56,393	35
Corporate Services	25,160	16
Other Resources and Support related Tasks	17,600	11
Management of the Directorate	3,800	2
GRAND TOTAL	270,390	169

III.6 2018 Programme of Executive Directorate

Objective: (related to strategic objective 6.2)	Minimising the consequences of political or unexpected constraints that may impact aviation safety
Key process	Executive Directorate
Expected Outcome	<ul style="list-style-type: none"> • Internal and external communication • Quality assurance • Legal advise • Compliant organisation ensured via audit • Technical cross-Agency projects
KPI (details cf. Annex IV.12) / Milestone	KPIs: <ul style="list-style-type: none"> • Corrective action closure rate of Audit findings • Number of non-conformity against the ISO standards Milestones: <ul style="list-style-type: none"> • Continue implementation of LEAP Measures
Risk (details cf. EASA Risk Register)	<ul style="list-style-type: none"> • Lack of or inappropriate crisis response in aviation. • Insufficient resources (funding or human capital) to effectively fulfil the Agency's tasks
Resources (internal hours) 2018	129,840 (including received cross-services)
Resources (kEUR) 2018	TBD

IV Annexes

IV.1 Resource allocation per activity

values in Euro			Budget 2017	Draft Budget 2018	Envisaged 2019	Envisaged 2020	Envisaged 2021
Fees and Charges activities	Product Certification	Revenue	70,317,000	67,910,000	69,279,000	69,493,000	69,659,000
		Title 1	- 47,272,000	- 48,990,000	- 50,439,000	- 51,415,000	- 53,351,000
		Title 2	- 8,126,000	- 7,960,000	- 7,608,000	- 7,304,000	- 7,357,000
		title 3 NAA/QE	- 11,622,000	- 11,479,000	- 12,125,000	- 12,682,000	- 13,297,000
		Title 3	- 4,850,000	- 4,572,000	- 4,295,000	- 4,371,000	- 4,278,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
	Total		- 1,553,000	- 5,091,000	- 5,188,000	- 6,279,000	- 8,624,000
	Organisations	Revenue	31,047,000	32,345,000	32,699,000	33,389,000	33,968,000
		Title 1	- 16,647,000	- 17,632,000	- 17,659,000	- 18,219,000	- 18,587,000
		Title 2	- 3,019,000	- 2,954,000	- 2,849,000	- 2,727,000	- 2,742,000
		title 3 NAA/QE	- 9,093,000	- 9,523,000	- 10,029,000	- 10,248,000	- 10,469,000
		Title 3	- 2,288,000	- 2,236,000	- 2,162,000	- 2,195,000	- 2,170,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
	Total		-	-	-	-	-
	Reserve adj		1,553,000	5,091,000	5,188,000	6,279,000	8,624,000
	Total F&C		-	-	-	-	-
Subsidy and other contributions	EU Subsidy	third country contribution	35,985,000	36,915,000	36,963,000	37,673,000	38,399,000
		Other income	2,048,000	2,100,000	2,102,000	2,143,000	2,184,000
			363,000	414,000	342,000	397,000	342,000
	Third Country Operators	Title 1	- 1,898,000	- 1,931,000	- 1,986,000	- 2,032,000	- 2,081,000
		Title 2	- 321,000	- 317,000	- 304,000	- 292,000	- 294,000
		Title 3	- 87,000	- 225,000	- 219,000	- 220,000	- 219,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
		Total	- 2,306,000	- 2,473,000	- 2,509,000	- 2,544,000	- 2,594,000
	Standardisation	Title 1	- 7,662,000	- 8,189,000	- 8,251,000	- 8,491,000	- 8,716,000
		Title 2	- 1,404,000	- 1,379,000	- 1,322,000	- 1,274,000	- 1,283,000
		Title 3	- 736,000	- 680,000	- 678,000	- 687,000	- 693,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
		Total	- 9,802,000	- 10,248,000	- 10,251,000	- 10,452,000	- 10,692,000
	SAFA	Title 1	- 822,000	- 856,000	- 885,000	- 911,000	- 938,000
		Title 2	- 168,000	- 165,000	- 159,000	- 152,000	- 154,000
		Title 3	- 112,000	- 125,000	- 121,000	- 122,000	- 127,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
		Total	- 1,102,000	- 1,146,000	- 1,165,000	- 1,185,000	- 1,219,000
	Rulemaking	Title 1	- 10,772,000	- 11,136,000	- 11,408,000	- 12,159,000	- 12,139,000
		Title 2	- 1,971,000	- 1,883,000	- 1,806,000	- 1,737,000	- 1,749,000
		Title 3	- 858,000	- 922,000	- 853,000	- 870,000	- 929,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
		Total	- 13,601,000	- 13,941,000	- 14,067,000	- 14,766,000	- 14,817,000
	Int'l Cooperation	Title 1	- 2,961,000	- 2,772,000	- 2,820,000	- 2,910,000	- 3,010,000
		Title 2	- 887,000	- 914,000	- 920,000	- 891,000	- 901,000
		Title 3	- 565,000	- 484,000	- 473,000	- 471,000	- 468,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
		Total	- 4,413,000	- 4,170,000	- 4,213,000	- 4,272,000	- 4,379,000
	Strategic Safety	Title 1	- 5,102,000	- 5,668,000	- 5,528,000	- 5,619,000	- 5,800,000
		Title 2	- 902,000	- 880,000	- 843,000	- 806,000	- 821,000
		Title 3	- 1,168,000	- 903,000	- 831,000	- 569,000	- 603,000
		Title 4	p.m.	p.m.	p.m.	p.m.	p.m.
		Total	- 7,172,000	- 7,451,000	- 7,202,000	- 6,994,000	- 7,224,000
	Total Subsidy and other contr.		-	-	-	-	-
	Grand-Total		-	-	-	-	-

Nota bene:

- the table above does not include the Working Budget for the NAA/Qualified Entities (QE) budget line
- the draft budget figures for 2018, 2019 and 2020, are indicative at this stage, depending of the outcome of the legislative process.

IV.2 Human and Financial resources

Table 1: FTEs by Activity

Activity	2018 FTE
Product Safety/ Environmental Oversight	379.4
Organisation Approvals	138.0
Third Country Op.	18.8
Inspection of Member States	69.5
Ramp Inspection Programmes (SAFA/ SACA)	9.0
Regulation	96.1
International Cooperation	42.5
Safety Management	52.7
Total	806

Table 2: Expenditure summary

Expenditure	Budget 2017		Draft Budget 2018		Envisaged 2019	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	93,136,000	93,136,000	97,174,000	97,174,000	98,976,000	98,976,000
Title 2	16,798,000	16,798,000	16,452,000	16,452,000	15,811,000	15,811,000
Title 3	35,479,000	35,479,000	34,299,000	34,299,000	35,086,000	35,086,000
Title 4	-	-	-	-	-	-
Title 5	43,233,000	43,233,000	39,092,000	39,092,000	33,754,000	33,754,000
Total expenditure	188,646,000	188,646,000	187,017,000	187,017,000	183,627,000	183,627,000

Table 3: detailed Expenditures by Title

EXPENDITURE	Commitment appropriations						
	Budget 2017	Draft Budget 2018		VAR 2018/2017	Envisaged 2019	Envisaged 2020	Envisaged 2021
		Agency request	Budget Forecast				
Title 1 Staff Expenditure	93,136,000	97,174,000	-	104.3 %	98,976,000	101,756,000	104,622,000
11 Salaries & allowances	86,775,000	91,243,000	-	105.1 %	93,158,000	95,808,000	98,558,000
- of which establishment plan posts	79,641,000	83,271,000	-	104.6 %	84,720,000	87,296,000	89,971,000
- of which external personnel	6,834,000	7,672,000	-	112.3 %	8,138,000	8,212,000	8,287,000
12 Expenditure relating to Staff recruitment	1,067,000	781,000	-	73.2 %	482,000	498,000	498,000
13 Mission expenses	-	-	-	-	-	-	-
14.1 Socio-medical infrastructure	151,000	155,000	-	102.6 %	155,000	155,000	155,000
15 Training	714,000	580,000	-	81.2 %	550,000	550,000	550,000
16 External Services	300,000	300,000	-	100.0 %	300,000	300,000	300,000
17 Receptions and events	101,000	98,000	-	97.0 %	98,000	98,000	98,000
14.2 Social welfare	4,328,000	4,317,000	-	99.7 %	4,533,000	4,647,000	4,763,000
Title 2 Infrastructure and operating expenditure	16,798,000	16,452,000	-	97.9 %	15,811,000	15,183,000	15,301,000
20 Rental of buildings and associated costs [1]	9,729,000	9,537,000	-	98.0 %	9,468,000	9,506,000	9,738,000
21 Information and communication technology	5,442,000	5,399,000	-	99.2 %	4,968,000	4,434,000	4,306,000
22 Movable property and associated costs	434,000	389,000	-	89.6 %	326,000	189,000	188,000
23 Current administrative expenditure	947,000	921,000	-	97.3 %	839,000	840,000	851,000
24 Postage / Telecommunications	246,000	206,000	-	83.7 %	210,000	214,000	218,000
25 Meeting expenses	-	-	-	-	-	-	-
26 Running costs in connection with operational activities	-	-	-	-	-	-	-
27 Information and publishing	-	-	-	-	-	-	-
28 Studies	-	-	-	-	-	-	-
Title 3 Operational expenditure	35,479,000	34,299,000	-	96.7 %	35,086,000	35,885,000	36,803,000
30 Certification activities	25,275,000	24,162,000	-	95.6 %	25,464,000	26,390,000	27,326,000
31 Standardisation activities	204,000	210,000	-	102.9 %	205,000	206,000	207,000
32 Operational information technologies	1,183,000	833,000	-	70.4 %	699,000	360,000	360,000
33 Communication and publication	425,000	525,000	-	123.5 %	465,000	465,000	515,000
34 Meeting expenses	636,000	842,000	-	132.4 %	635,000	843,000	654,000
35 Translation and interpretation costs	111,000	176,000	-	158.6 %	111,000	111,000	176,000
36 Rule Making activities	624,000	524,000	-	84.0 %	524,000	544,000	544,000
37 Mission, entertainment and representation expenses	5,782,000	6,012,000	-	104.0 %	6,020,000	6,053,000	6,108,000
38 Technical training	649,000	725,000	-	111.7 %	723,000	723,000	723,000
39 ED and strategic activities	590,000	290,000	-	49.2 %	240,000	190,000	190,000
Title 4 Special Operation Programmes	-	-	-	-	-	-	-
40 Technical Cooperation with Third Countries	-	-	-	-	-	-	-
41 Research programmes	-	-	-	-	-	-	-
Title 5 Other expenditures	43,233,000	39,092,000	-	90.4 %	33,754,000	27,325,000	18,601,000
50 Provisions	43,233,000	39,092,000	-	90.4 %	33,754,000	27,325,000	18,601,000
TOTAL EXPENDITURE	188,646,000	187,017,000	-	99.1 %	183,627,000	180,149,000	175,327,000

Table 4: Revenue summary

Revenues	Budget 2017	Draft Budget 2018	Envisaged 2019
	Revenues estimated by the agency	Revenues estimated by the agency	Revenues estimated by the agency
EU contribution	35,985,000	36,915,000	36,963,000
Other revenue	152,661,000	150,102,000	146,664,000
Total revenues	188,646,000	187,017,000	183,627,000

Table 5: Revenue details by title

REVENUES	Budget 2017	Draft Budget 2018		VAR 2019/2018	Envisaged 2019	Envisaged 2020	Envisaged 2021
	Revenues estimated by the agency	As requested by the agency	Budget Forecast				
1 REVENUE FROM FEES AND CHARGES	100,834,000	99,626,000	-	101.9 %	101,470,000	102,279,000	103,119,000
2. EU CONTRIBUTION	35,985,000	36,915,000	-	100.1 %	36,963,000	37,673,000	38,399,000
<i>of which Administrative (Title 1 and Title 2)</i>	-	-	-	-	-	-	-
<i>of which Operational (Title 3)</i>	-	-	-	-	-	-	-
<i>of which assigned revenues deriving from previous years' surpluses</i>	-	-	-	-	-	-	-
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	2,048,000	2,100,000	-	100.1 %	2,102,000	2,143,000	2,184,000
<i>of which EFTA</i>	<i>2,048,000</i>	<i>2,100,000</i>	-	<i>100.1 %</i>	<i>2,102,000</i>	<i>2,143,000</i>	<i>2,184,000</i>
<i>of which Candidate Countries</i>	-	-	-	-	-	-	-
4 OTHER CONTRIBUTIONS	-	-	-	-	-	-	-
<i>- Of which additional EU funding stemming from ad hoc grants (FFR Art.7)</i>	-	-	-	-	-	-	-
<i>- Of which additional EU funding stemming from delegation agreements (FFR Art.8)</i>	-	-	-	-	-	-	-
5 ADMINISTRATIVE OPERATIONS	793,000	943,000	-	79.5 %	750,000	900,000	750,000
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	100,000	100,000	-	100.0 %	100,000	100,000	100,000
7 CORRECTION OF BUDGETARY IMBALANCES	48,886,000	47,333,000	-	89.2 %	42,242,000	37,054,000	30,775,000
TOTAL REVENUES	188,646,000	187,017,000	-	98.2 %	183,627,000	180,149,000	175,327,000

IV.3 Staff population

Staff population		Actually filled as of 31.12.2016	Authorised under EU Budget 2017	Actually filled as of 31.12.2017	Agency Request 2018	Envisaged in 2019	Envisaged in 2020
Officials	AD						
	AST						
	AST/SC						
TA	AD	tbd	552	n/a	551	551	551
	AST	tbd	126	n/a	125	125	125
	AST/SC						
Total		tbd	678	n/a	676	676	676
CA GFIV		tbd		n/a			
CA GFIII		tbd		n/a			
CA GFII							
CA GFI							
Total		tbd	106	n/a	106	106	106
SNEs		tbd	24	n/a	24	24	24
Structural service providers							
GRAND TOTAL		tbd	808	n/a	806	806	806
External staff for occasional replacement		22 Interims					
		6 Trainees					

NB: Actually filed posts 31.12.2016 includes offer letters sent

Category and grade	Establishment plan in EU Budget 2016		Filled posts as of 31/12/2016		Modifications in year 2016 in application of flexibility rule		Establishment plan voted EU Budget 2017		Modifications in year 2017 in application of flexibility rule		Agency Request 2018		Envisaged in 2019		Envisaged in 2020	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16		-		tbd		-		-		tbd		-		-		-
AD 15		1		tbd		-		1		tbd		1		1		1
AD 14		25		tbd		-		25		tbd		28		31		34
AD 13		32		tbd		-		32		tbd		35		38		41
AD 12		53		tbd		-		53		tbd		64		75		84
AD 11		76		tbd		-		76		tbd		81		86		91
AD 10		98		tbd		-		98		tbd		103		108		115
AD 9		117		tbd		-		117		tbd		113		115		110
AD 8		77		tbd		-		77		tbd		74		65		60
AD 7		47		tbd		-		52		tbd		39		24		12
AD 6		20		tbd		-		20		tbd		13		8		3
AD 5		2		tbd		-		1		tbd		-		-		-
Total AD		548		tbd		-		552		tbd		551		551		551
AST 11		-		tbd		-		-		tbd		-		-		-
AST 10		-		tbd		-		-		tbd		-		-		-
AST 9		1		tbd		-		1		tbd		1		1		1
AST 8		4		tbd		-		4		tbd		4		4		5
AST 7		13		tbd		-		14		tbd		13		13		16
AST 6		23		tbd		-		25		tbd		27		29		33
AST 5		33		tbd		-		33		tbd		34		35		38
AST 4		25		tbd		-		24		tbd		23		22		18
AST 3		17		tbd		-		16		tbd		17		16		11
AST 2		10		tbd		-		8		tbd		6		5		3
AST 1		2		tbd		-		1		tbd		-		-		-
Total AST		128		tbd		-		126		tbd		125		125		125
Total AST/SC																
TOTAL		676		tbd		-		678		tbd		676		676		676

NB: Actually filed posts 31.12.2016 includes offer letters sent

IV.4 Human resources policies

IV.4.1 Recruitment policy

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

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

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

A limited number of short-term staff (interims) work in EASA and are contracted through an external service provider, selected following an open tender procedure.

IV.4.2 Appraisal of performance and reclassification/promotions (to be updated Q3 2017)

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2017		How many staff members were promoted / reclassified in Year 2017		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14					
AD 13					
AD 12					
AD 11					
AD 10					
AD 9					
AD 8					
AD 7					
AD 6					
AD 5					
Total AD					
AST 11					
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5					
AST 4					
AST 3					
AST 2					
AST 1					
Total AST					
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC		-		-	
Total		619		77	

IV.4.3 Appraisal of performance and reclassification/promotions (to be updated Q3 2017)

Table 2 -Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2017	How many staff members were reclassified in 2017	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14			
	13			
CA III	12			
	11			
	10			
	9			
	8			
CA II	7			
	6			
	5			
	4			
CA I	3			
	2			
	1			
Total				

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

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

IV.4.4 Mobility policy

The Agency has maximised its staffing plan, already employing the core part of its workforce and is changing its sourcing approach from a "concrete needs based" to a "strategic" approach. To assure its future sustainable development the Agency is redesigning its processes aiming at establishing a career management policy that enables internal mobility of staff to correspond to the flexibility defined by business demands.

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

IV.4.5 Gender and geographical balance (to be updated Q3 2017)

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

Nationality	TA				TA Total	CA				CA Total	Grand Total
	AD		AST			FGIII		FGIV			
	F	M	F	M		F	M	F	M		
Austria	2	6	2		10						10
Belgium	1	15	7	4	27	1		1		2	29
Bulgaria	5	1	2		8				2	2	10
Croatia						1				1	1
Cyprus	1				1						1
Czech Republic	1	5			6						6
Denmark	4		2		6						6
Estonia	1				1						1
Finland	1	6	2		9						9
France	19	101	10	2	132	5	2			7	139
Germany	13	81	34	9	137	10	6	2	1	19	156
Greece	1	10	8	2	21	3	4	2		9	30
Hungary	2	3	3		8	2		1		3	11
Iceland	3				3						3
Ireland	1	4	1		6	1				1	7
Italy	7	63	8	3	81	2	1	2		5	86
Latvia	3		2		5						5
Lithuania	2				2						2
Norway	1				1						1
Poland	1	4	6		11	2	2	2		6	17
Portugal	5	6			11	1				1	12
Romania	7	12	3	1	23	5	2		3	10	33
Serbia						1				1	1
Slovakia	2	4			6						6
Slovenia	4				4	1				1	5
Spain	13	39	5	1	58	1	1	1	3	6	64
Sweden	4		2		6						6
the Netherlands	3	23	3		29						29
United Kingdom	6	38	2	2	48	1	3	1		5	53
Grand Total	91	443	102	24	660	32	22	8	17	79	739

NB: Gender and geographical balance of staff in house end of October 2016 excluding offer letters sent.

IV.4.6 Schooling (to be updated Q3 2017)

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

IV.5 Buildings

Current Building

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

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

In addition the Agency has an office in Brussels:

	Name, location and type of building	Other Comment
Information to be provided per building:	Avenue de Cortenbergh 100; 1040 Brussels	
Surface area (in square metres)	944,39	Non-office space consists of meeting rooms on level 0.
Of which office space	540,66	
Of which non-office space	403,73	
Annual rent (in EUR)	333.011	
Type and duration of rental contract	Rental 01.03.2012-28.02.2021	Due to possible early termination by each of the parties (clause included in the rental agreement) as of end Feb. 2018, dilapidation and removal costs are foreseen in 2017 and 2018.
Host country grant or support	No	
Present value of the building	Not applicable	

IV.6 Privileges and immunities (to be updated Q3 2017)

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

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
FWC between EASA and a relocation company	EASA staff members can benefit from the services of a relocation company (once for 20hrs) to help them finding an accommodation and settling in the Cologne area.	

IV.7 Evaluations

In line with the Basic Regulation, the Management Board received the findings of the evaluation. The next step was for the MB to issue recommendations regarding changes to this Regulation, the Agency and its working practices to the Commission who in turn may forward them, together with its own opinion as well as appropriate proposals, to the European Parliament and to the Council. This was done in Q3 2013 and included an action plan with a timetable. Both the findings and the recommendations of the evaluation were made public. The next update will take place in 2018.

A new evaluation of the Agency is expected to be carried out by end 2018.
<https://www.easa.europa.eu/system/files/dfu/Article%2062%20Report.pdf>

IV.8 Risk register 2018 (to be updated Q3 2017)

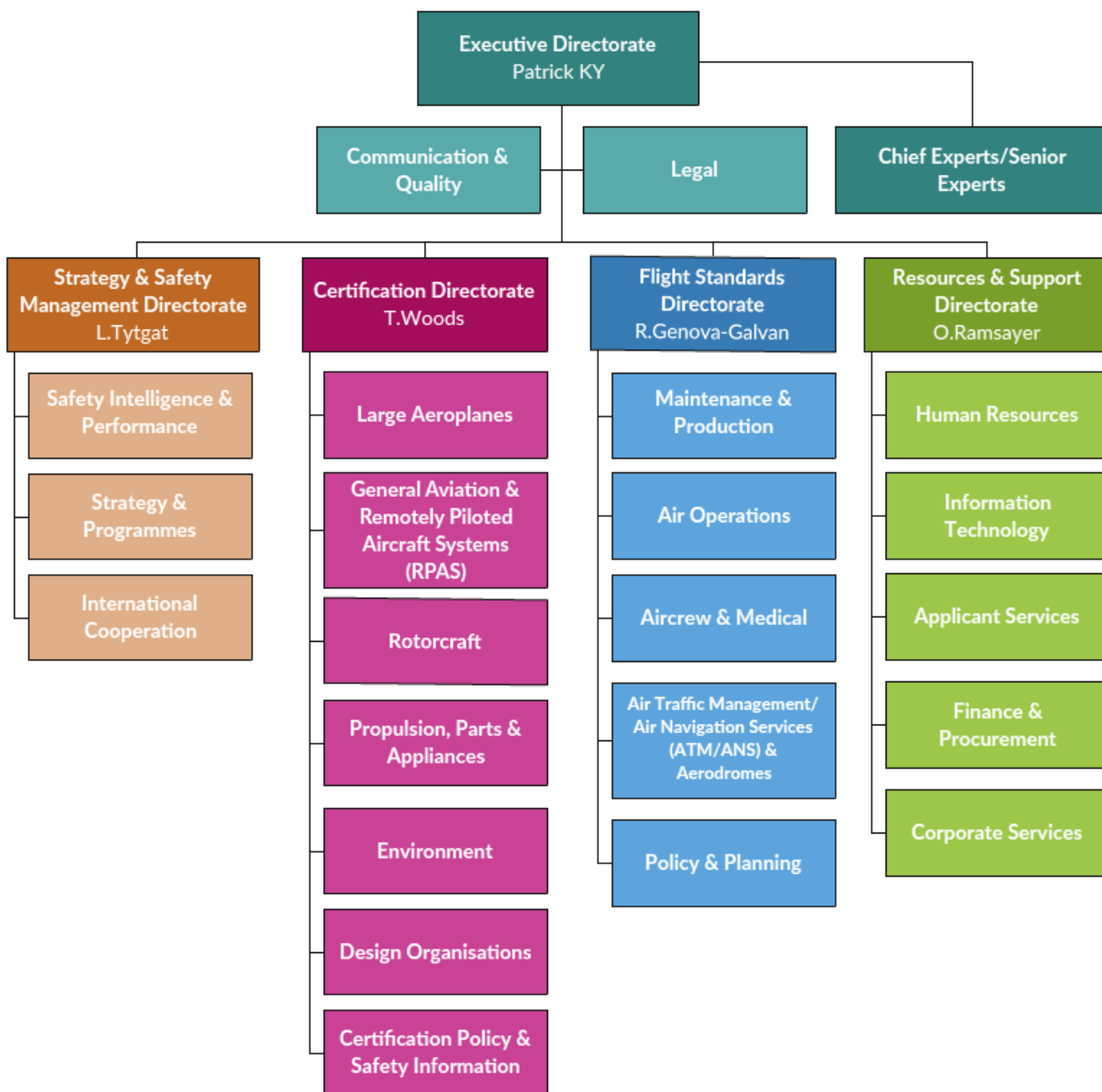
IV.9 Procurement plan 2018

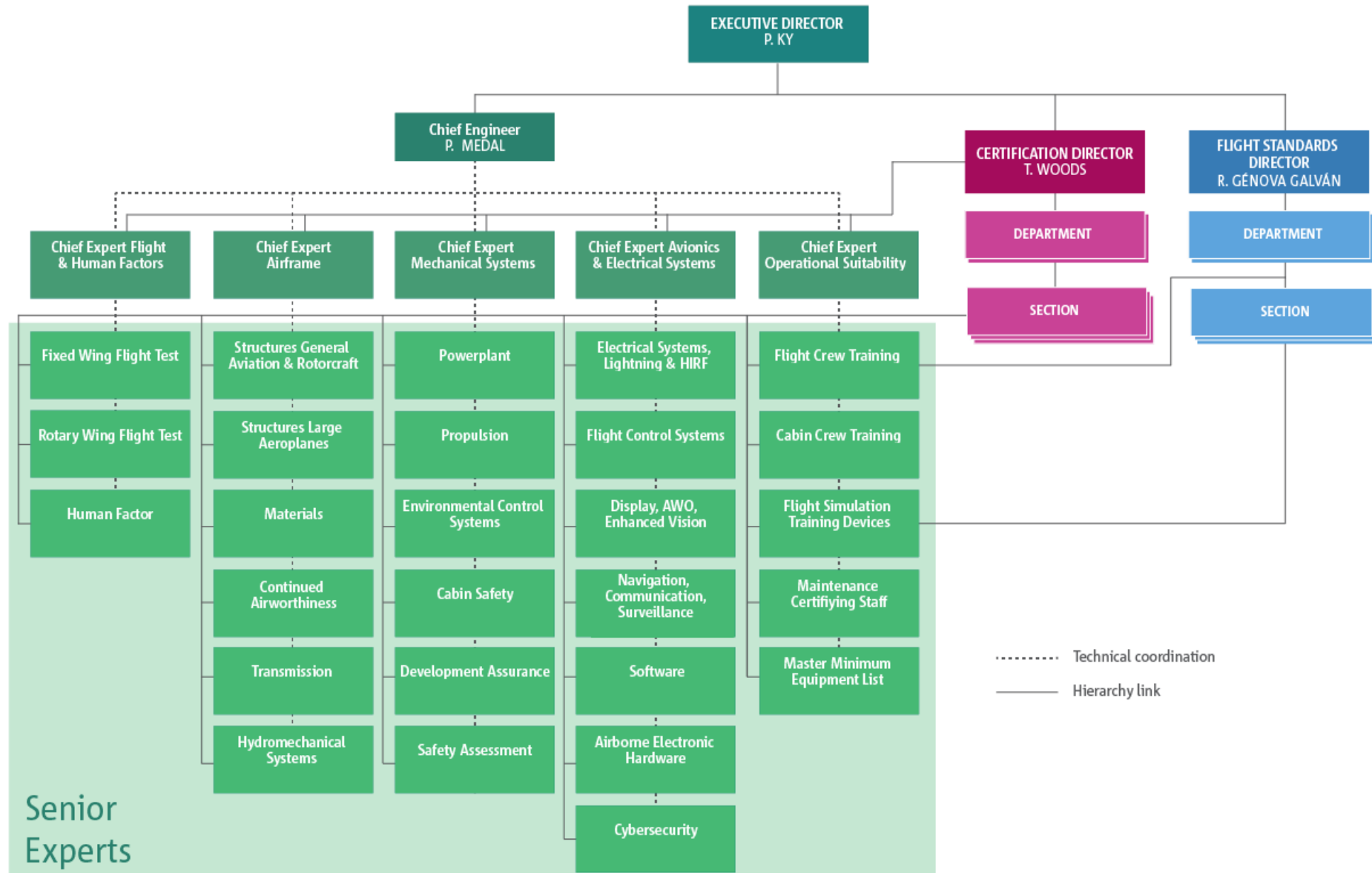
In line with the developing needs and activities of the Agency the 2018 procurement plan shall be drafted accordingly during the course of 2017.

However, based on the level of procurement related services requested over the last years and the expected increase of externally founded activities and outsourcing of IT services, the volume and potential budgetary impact of the 2018 procurement activity is forecasted as follows:

TYPE OF PROCEDURE	ANTICIPATED VOLUME	FORECASTED 2018 BUDGETARY IMPACT
High Value Procedures (>60K€)	30	1-1,5 Mio€
Low Value Procedures (1-60K€)	200	2 Mio€
Framework Contract Implementation (Specific Contracts)	450	20-25 Mio€
	680	23- 28,5 Mio€

IV.10 Organisation chart





IV.11 European Commission Assignments 2018-2021

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

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

In line with the known needs of the European Commission to date, the following table provides an indicative planning of on-going and planned assignments for the period 2018-2021.

IV.11.1 (International) Technical Cooperation Projects

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
ATA-AC (CEMAC): Amélioration du Transport Aérien en Afrique Centrale (ATA-AC) (FR) / Central Africa Aviation Safety Project (CAASP) (EN)	DG-DEVCO ^[1]	ECCAS ^[5]	<p>The ATA-AC project is done in the framework of the “PACIE” (Assistance Programme for Commerce and Economic Integration) of the Central African States which aim is to ease their insertion into the world economy and promote the economic growth in order to reduce poverty. Within this framework, the overall objective of the ATA-AC project is to contribute to the prevention and the reduction of civil aviation incidents and accidents. Three main expected results of ATA-AC are:</p> <ol style="list-style-type: none"> (1) Support the setting up of the Regional Safety Oversight Organisation ASSA-AC (Agence de Supervision de la Sécurité en Afrique Centrale). (2) Train technical personnel from Central Africa in aviation safety. (3) Develop of action plan for the rehabilitation of the main airports in the region. 	GRANT	Aug 2013 - Dec 2017	ONGOING	2.7m EUR
EaP/CA (TRACECA III): EU-ENPI/CA Aviation Project	DG-DEVCO ^[1]	Eastern Europe, South Caucasus and Central Asia	<p>The overall objective of the project is to support the implementation of comprehensive civil aviation agreement with the EU in the Eastern Partnership countries and upgrading civil aviation safety and security standards in Central Asia. The expected results are:</p> <ol style="list-style-type: none"> (1) Eastern Partnership countries (Armenia, Azerbaijan, Georgia, Moldova and Ukraine) will have their capacity reinforced to fulfil the international civil aviation obligations as well as the beneficiaries which have signed a comprehensive civil aviation agreement with the EU or for which such negotiations are planned or in progress will have implemented the measures foreseen in the Common aviation area agreements. (2) Central Asian countries (Kazakhstan, Kirgizstan, Tajikistan and Uzbekistan) will have their capacity reinforced to fulfil the international civil aviation obligations on aviation safety and security (air cargo). 	GRANT	Dec 2015 - Dec 2019	ONGOING	5m EUR

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
IASOM (MALAWI): Improvement of Safety Oversight in Malawi	DG-DEVCO ^[1] - EU Delegation to Malawi	Malawi	<p>The overall objective of the project is to contribute to a reliable, safe aviation environment capable of promoting economic growth in Malawi. EASA therefore focuses its primary actions towards two main specific project objectives (Purpose):</p> <ol style="list-style-type: none"> (1) Contribute to the enhancement of the regulatory and institutional framework of the Malawi aviation sector. (2) Contribute to the Technical and organisational capacity building of the DCA Malawi, as well as other aviation stakeholders where found beneficial in ensuring effective implementation of the actions/activities. 	GRANT	Dec 2013 - Jun 2017	ONGOING	2.5m EUR
EASP (EUROMED): Euromed Aviation Safety project	DG-NEAR ^[2]	Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, [Syria] and Tunisia	<p>The overall objective of the action is to promote harmonisation of the European Neighbourhood Instrument (ENI) south countries' civil aviation safety rules and standards with those of the European Union. The main expected results of EASP:</p> <ol style="list-style-type: none"> (1) Provide EU expertise on the practical implementation of EU civil aviation safety rules. (2) Assist partner states towards the civil aviation safety standards of the European Union. (3) Promote greater mutual awareness and technical contact between EASA and the partner countries. (4) Assist in establishing technical contacts between the Mediterranean Partners themselves. 	GRANT	Jan 2015 - Jun 2017	ONGOING	2m EUR

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
IPA3: EASA Programme on aviation safety	DG-NEAR ^[2]	^[7] Accession countries	<p>The overall objective of this project is to further support the beneficiary countries to fulfil their international obligations on aviation safety and to foster deeper the knowledge of the specificities of the EU's aviation safety system stemming from the ECAA and the working arrangements with EASA. The project also aims to ensure that the beneficiary countries with the potential risk of significant aviation safety concerns will increase their capacity to close their findings. The expected results are:</p> <ol style="list-style-type: none"> (1) Where deemed necessary, the functional structure and core processes as well as relevant documentation of the administrations concerned are updated to ensure the effective transposition and implementation of the EU aviation legislation in the domain of aviation safety in accordance with the ECAA, and follow up procedures to maintain functional compliance are established; (2) Sustainable progress is made in the fulfilment of authority oversight requirements in the domains of Airworthiness, Air Crew, Air operations, Aerodromes, and its Management System; (3) Corrective Action plans following up the findings identified by the Universal Safety Oversight Audit Programmes of ICAO (USOAP) or the EASA Standardisation visits, are addressing the finding and are timely developed; (4) Training and workshops delivered in areas on commonly identified needs; (5) Exchange of experience between/amongst beneficiaries via peer to peer support to enable better understanding on implementation models in regards to NAA's management system and overall implementation aspects of implementing rules. 	GRANT	July 2015 - Jun 2017	ONGOING	500k EUR

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
EU CHINA: EU-China Aviation Partnership Project	FP1 ^[3]	China	<p>The overall objective is to complement and reinforce European aviation interests in China through increased and deepened EU-China aviation dialogues and technical cooperation/exchanges in the context of the EU's external aviation policy, thereby promoting the European aviation industry in a key growth market, contributing inter alia to a continued high level of aviation safety. The expected results are:</p> <ol style="list-style-type: none"> (1) Dialogue deepened between Chinese and European Authorities on aviation matters. (2) Increased awareness among the Chinese aviation community, especially the Chinese administration, about European aviation expertise. (3) Reduced market access obstacles for European industry in China. (4) Improved environmental performance of the Chinese aviation sector. 	DELEGATION	Sept 2015 - Sept 2020	ONGOING	10m EUR
EU-SOUTH ASIA: EU-South Asia Aviation Partnership Project	FP1 ^[3]	Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.	<p>The overall objective of the project is to contribute to the development of European aviation interests in South Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are:</p> <ol style="list-style-type: none"> (1) Enhanced dialogue and institutional relations between South Asian and European Authorities in the field of civil aviation. (2) Increased technical exchanges between the South Asian and European aviation industries. (3) Reduction of barriers that impede market access and development for the European aviation industry in South Asia. (4) Improved environmental performance of the South Asian aviation sector. 	DELEGATION	2017-2020	PLANNED	7.5m EUR

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
EU-SOUTH EAST ASIA: EU-South East Asia Aviation Partnership Project.	FP ^[3]	ASEAN region ^[8]	<p>The overall objective of the project is to contribute to the development of European aviation interests in South East Asia in order to provide a more compatible and open market for the European aviation industry. This should be done by promoting European aviation policies, standards and technology which will also foster a higher level of aviation safety and environmental standards in the region. The expected results are:</p> <ol style="list-style-type: none"> (1) Greater convergence towards EU regulations and best practice. (2) A higher common level standard of safety and environmental protection. (3) Enhanced dialogue and stronger institutional links with key regional actors. (4) Greater market penetration by EU industry. <p>A second project in the same region is currently under preparation - most probably under the Commission's ARISE plus programme. A similar timeframe as for this FPI project is foreseen.</p>	DELEGATION	2017-2020	PLANNED	7.5m EUR
EU ASEAN / ARISE PLUS (AATIP II): ARISE Plus / ASEAN Air Transport Component	DG-DEVCO ^[1] – EU Delegation of Thailand	ASEAN region ^[8]	<p>The overall objective of the project is to support the further development of the ASEAN Aviation Single Aviation Market (ASAM) and raise awareness. It should further strengthen the ASEAN Member State capacities and the national ASEAN Member State ATM systems by supporting development and implementation of an ASEAN Air Traffic Management Master Plan. This project will also address environmental protection issues, shall enhance the air transport market and will provide support for an EU/ASEAN comprehensive agreement.</p>	DELEGATION	2017-2020	PLANNED	5m EUR

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
EU LATIN AMERICA (LATAM): EU-Latin America Civil Aviation Project	FPJ ^[3]	Argentina, Brazil, Chile, Columbia & Mexico.	<p>The overall objective of the project is to strengthen regulatory cooperation and to provide market access and a secure environment for economic partnership between the EU and Latin America in the domain of civil aviation. The objectives are:</p> <ol style="list-style-type: none"> (1) Dialogue deepened between Latin American and EU Authorities on aviation regulation and the environment, reduction of barriers (such as safety oversight problems or ATM capacity) that hamper business development between Latin America and the EU. (2) Enhanced partnership between the Latin American and EU aviation industry. (3) EU experience used to improve airport infrastructure and Air Traffic Management capacity at national and regional level. (4) Development of long-term and sustainable cooperation and partnership between EU and Latin American educational institutions and the building of a sustainable platform for education programmes. (5) Enhanced Latin America regional regulatory harmonisation process initiated under ACSA in Central America and SRVSOP in South America. 	DELEGATION	2017-2020	PLANNED	7m EUR
SIASA 2	DG-DEVCO ^[1]	Sub-saharan states	The objective of this project is to support the sub-saharan states in improving their implementation of ICAO safety standards through regulation development activities, training and workshop sessions. The programme also supports regional safety oversight organisations (RSOOs) in Africa.	DELEGATION	2018-2021	PLANNED	5m EUR
ZAMBIA II	DG-DEVCO ^[1]	Zambia	The purpose of this project is to support the Civil Aviation Authority of Zambia under EDF11 Aviation Sector Support Programme.	GRANT	2017-2021	PLANNED	1.8m EUR

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
AfDB-ECCAS: PASTA-CO ECCAS	ECCAS ^[5] (Economic Community of Central African States)	ECCAS ^[5]	<p>This project should be considered as a follow-up of the ATA-AC (CEMAC) project. The overall objective of the project is to mainly provide the following training:</p> <ol style="list-style-type: none"> (1) Familiarisation training to the community regulation; (2) Inspector training (PEL, OPS, AIR, AGA and ANS); (3) ECCAIRS training for the usage and installation of the tool. <p>The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).</p>	GRANT	2017-2019	PLANNED	1.8m EUR
AfDB-WAEMU: PASTA-CO WAEMU	WAEMU (West Africa Economic and Monetary Union)	ACSAC as well as the Civil Aviation Authorities of the 8 WAEMU Member States.	<p>The overall objective of the project is to support the Regional Safety Oversight Organisation (RSOO) called ACSAC through assistance in:</p> <ol style="list-style-type: none"> (1) Developing aviation safety regulations for the region; (2) Managing safety data; and, (3) Delivering training to the regional and national experts. <p>The financial resources for this project are provided through the African Development Bank (AfDB) via the African Development Fund for the programme entitled PASTA-CO (Projet d'Appui au Secteur du Transport Aérien en Afrique Centrale et Occidentale).</p>	GRANT	2017-2019	PLANNED	1.2m EUR
UKRAINE: EASA-SAAU Airworthiness Convergence project	DG-NEAR ^[2]	Ukraine	<p>The overall objective of this project is to facilitate preparations for the implementation of the respective provisions stemming from the Common Aviation Area Agreement (CAA Agreement) between the EU and Ukraine, the Working Arrangement (WA) between the State Aviation Administration of Ukraine (SAAU) and EASA, as well as the Arrangement between SAAU and the European Commission (EC) with regard to the convergence of the Ukrainian initial and continuing airworthiness and maintenance certification system with the applicable EU requirements.</p>	DELEGATION	2017-2019	PLANNED	1m EUR
SAFETY LIST III: EU Safety List Service Framework Contract	DG-MOVE ^[4]	N/A	<p>Provision of expertise and related technical assistance in the framework of Regulation (EC) No 2111/2005 on the establishment of a Union list of banned carriers subject to an operating ban within the Union and informing the air travelling public.</p>	SERVICE	2017-2020	PLANNED	800k EUR

PROJECT	CONTRACTING PARTY	BENEFICIARY COUNTRIES	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
Thailand	Civil Aviation Authority of Thailand	Thailand	The objectives of this project are to support the Civil Aviation Authority of Thailand in resolving its safety oversight concerns and to assist its transition towards EU-based regulations.	SERVICE (Technical Advice Contract)	Jan 2017 - Jan 2019	PLANNED	2.5m EUR

^[1]**DG-DEVCO:** European Commission Directorate General for International Cooperation and Development

^[2]**DG-NEAR:** European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations

^[3]**FPI:** European Commission Service for Foreign Policy Instruments

^[4]**DG-MOVE:** European Commission Directorate General for Mobility and Transport

^[5]**ECCAS:** Economic Community of Central African States (*Gabon, Cameroon, the Central African Republic (CAR), Chad, Congo Brazzaville and Equatorial Guinea*)

^[6]**Sub-Saharan African countries:** Angola, Cape Verde, Central African Republic, Chad, Comoros, Equatorial Guinea, Gabon, Gambia, Guinea-Bissau, Liberia, Mali, Madagascar, Mauritania, Eritrea, Seychelles, Somalia, Sudan

^[7]**Accession countries:** the former Yugoslav Republic of Macedonia, Croatia, Turkey, Albania, Bosnia and Herzegovina, Iceland, Montenegro, Serbia including Kosovo

^[8]**ASEAN region:** Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

IV.11.2 Safety Intelligence Projects

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
Data4Safety (D4S) programme	DG-MOVE ^[1]	Enhancing further aviation safety will require a massive collection of data coupled with the capacity to analyse them. Currently, the data and the analytical capacity are fragmented and scattered in the different organisations in Europe. The Data4Safety (or D4S) programme aims to take advantage of Big Data technologies to organise the collection of data and support their analysis as well as supporting European technologies and market leadership in civil aviation to enhance European know-how in Big Data technologies. Building on an independent feasibility study commissioned by EASA in 2015 this initial “proof of concept” phase is planned to be executed to trial and prove at a practical level that the concept will work.	GRANT	Jan 2017-Dec 2019	PLANNED	5m EUR

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

IV.11.3 Research Projects:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
Several projects	EU R&D Programme 'Horizon 2020' National R&D Programmes	<p>With the globalisation of the aviation industry and the increasing pace of changes in technologies and business models, the Agency can no longer limit itself to research focussing mainly on its internal needs.</p> <p>Through the participation to EU funded or national research and development programmes EASA aim is to get ready to:</p> <ul style="list-style-type: none"> • Prepare the evolutions of aviation standards and the deployment of new products and operational concepts • Support the development of new safety management concepts/methods/tools • Investigate safety or security threats, support reactive safety management • Obtain knowledge and data on novel products or technologies 	GRANT or SERVICE CONTRACTS	Jan 2017-Dec 2019	PLANNED	Estimated total of 800k EUR (staff efforts only)

IV.11.4 Environmental Protection:

PROJECT	CONTRACTING PARTY	DESCRIPTION / OBJECTIVE	TYPE OF CONTRACT	DURATION	STATUS	OVERALL BUDGET (EURO)
Development of ICAO rules on MRV for the global Market-based Measure	DG-CLIMA ^[1]	Support on technical and policy advice necessary for DG CLIMA to successfully contribute to ICAO's process on the development and adoption of ICAO's standard and Recommended Practice (SARP) on Monitoring, Reporting and Verification (MRV) for international aviation.	COOPERATION AGREEMENT (SERVICE CONTRACT)	Dec 2016-Dec 2017	PLANNED	€100 K

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

IV.12 Agency KPI dashboard

Introduction:

The following tables contain the overview of the Agency's Key Performance Indicators (KPI), to monitor EASA's (quarterly) progress towards its strategic goals. Each KPI is evaluated based on a Red-Amber-Green (RAG) rating system, having equal weight. A KPI is evaluated as red if it is 15% below its target value, Amber if it is 15% to 10% below target and Green if it is 0 – 5% below target value. Across the Agency's core processes KPIs were defined to monitor achievement of the strategic priorities. A detailed list can be found at the end of this annex. Beforehand, you find an aggregation by directorate programme and strategic statement. Aggregated R-A-G coding is based on the following logic:

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



Strategic Statement	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support Directorate	Executive Director
Our ambition is to be the foremost Aviation Safety Agency in the world	<ul style="list-style-type: none"> - Accident Follow-up - International Cooperation (1/2) - Business Analysis 	<ul style="list-style-type: none"> - Initial Airworthiness - Certification Support 	<ul style="list-style-type: none"> - Initial Organisation Approval - Third Country Operator 	<ul style="list-style-type: none"> - Finance and Procurement - HR Workforce Planning - Applicant Services - Expanding IT Services 	
The Agency works on safety, in a proactive manner, helped by an enhanced safety analysis capability	<ul style="list-style-type: none"> - Safety intelligence and performance - Safety Programming - Safety Promotion 	<ul style="list-style-type: none"> - Occurrence Reporting 	<ul style="list-style-type: none"> - Continued Organisation Approval (1/2) 		
One system based on partners working in an integrated, harmonised and coordinated manner	<ul style="list-style-type: none"> - International Cooperation (2/2) 	<ul style="list-style-type: none"> - Continued Airworthiness 	<ul style="list-style-type: none"> - Continued Organisation Approval (2/2) - Feedback on Organisation Approval process - Standardisation 		
The Agency builds on committed, agile and talented staff				<ul style="list-style-type: none"> - Staff Engagement - Corporate Services - Running IT Services - Efficiency Gains 	
Rules are smart, proportionate and contribute to the competitiveness of the Industry	<ul style="list-style-type: none"> - (Preliminary-) Impact Assessment 		<ul style="list-style-type: none"> - Development of Regulatory Material 		
The Agency will continue to be independent from political or economic influence in all its safety actions	<ul style="list-style-type: none"> - Research 				<ul style="list-style-type: none"> - Internal Audit - Quality

Strategic Statement (1)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support Directorate	Executive Director
Our ambition is to be the foremost Aviation Safety Agency in the world	Timeliness to answer safety recommendations Target 2018: <90 days	Initial Airworthiness (stakeholders) satisfaction rate Target 2018: ≥77% Yearly stakeholder feedback on completed certification tasks of previous year	Timely initial approval of Organisation Target 2018: 80-100% of initial application approvals fulfilled according to timeline defined in associated procedures	Budget committed(**) Target 2018: ≥ 99% of budget committed at budget closure	
	Timely progression on Working Arrangements (WA) Target 2018: ≥75% WA's of annual planning concluded/amended	Initial Airworthiness (IAW) performance rate Target 2018: 80-120% Actual time (hours) spent as % of standard hours	Timely validation/completion of Third Country Operator applications Target 2018: ≥ 95% of valid/complete applications processed within 30 days	Carried over commitments(**) Target 2018: ≤ 2.5% of carried over commitments (C8) not paid by budget closure	
	Timely progression on Bilateral Agreements Target 2018: ≥90% of EASA's tasks and actions related to BASA negotiations finalised within planned timeframe	IAW compliance timeliness with the target certification date Target 2018: 80-120% Actual project duration as % of the standard duration		Occupancy Rate(**) Target 2018: ≥98% average occupancy rate against the establishment plan over the year	
	Timely provision of recommendations on ICAO State Letters for use by MS Target 2018: ≥90% of State Letters recommendations provided on time	Certification support for validation timeliness Target 2018: ≥70% of 'Forwarding letters' sent to Third Country Authorities sent within 15 days, after project allocation		Vacancy Duration Target 2018: ≤ 4.5 months average duration of a post remaining vacant	
	Timely implementation of Technical support to 3rd countries Target 2018: ≥66% Implementation of the specific activities of the Work Plan			Percent variance from cost expected by applicant Target 2018: ≥85% of applications billed on or below latest cost estimate	
	Return of Investment realisation for IT investment projects Target 2018: 100% of projects having realised at least their expected ROI, at the post-project review			IT expanding services realisation Target 2018: >100% of operational expanding budget vs. organisational expanding services	

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

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



Strategic Statement (3)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support	Executive Director
One system based on partners working in an integrated, harmonised and coordinated manner	BASA progress: Stakeholder Survey Target 2018: Survey with industry / associations regarding BASA progress (development and implementation) is under development ^(*)	Airworthiness Directives deficiency rate Target 2018: ≤ 5% of Airworthiness Directives (AD) issued that require non-substantive corrections	On time closure of Organisation Approvals (OA) findings Target 2018: ≥ 95% of findings closed within the applicable deadlines		
	Technical course delivery Target 2018: ≥90% of delivered courses versus planned	CAW predictability time Target 2018: ≥85% of technical working hours performed on CAW compared to plan	Feedback on Organisation Approval process Target 2018: a survey after the issuance of every initial approval and after every renewed approval is under development ^(*)		
	Timely delivery of compliance check-lists for use by MS Target 2018: deliver compliance checklists within 6 months after the update of the Electronic Filing of Differences database		Efficient and robust Standardisation Target 2018: 5% year-on-year decrease of the total number of findings raised against regulations that have been applicable for more than 2 years		
	Timely coordination of European positions and contributions to ICAO assemblies and high level conferences Target and measurement TBD ^(*)		Active control of overdue Standardisation findings Target 2018: 0% of findings subject to supplementary reports after 6 months from the date they became overdue		
			Timely issuance of Standardisation reports Target 2018: ≥ 95% of final reports issued within the 10-weeks deadline		

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



Strategic Statement (4)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Certification Directorate	Flight Standards Directorate	Resources and Support	Executive Director
The Agency builds on committed, agile and talented staff				Personnel fluctuation rate Target 2018: 2 -10% p.a. of deployed workforce leaving by own initiative	
				Rate of sick leave(**) Target 2018: <9 days of average short term sick leave per staff member	
				Staff Engagement (bi-annual survey) Target 2018: 68% (equal to 2016 result, and equal or better to benchmark, 2016: 61%)	
				Building cost per square-meter Target 2018: costs below 463 EUR/m ²	
				IT achievement of Service Level Agreement (SLA) Target 2018: >90% of services which achieved their target Service Level Agreement (SLA)	
				Efficiency Gains Target 2018: 4% re-deployment of all posts compared to 2015	

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

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

Strategic Statement (6)	Directorate Programmes				EASA
	Strategy & Safety Management Directorate	Executive Director	Flight Standards Directorate	Resources and Support	Executive Director
The Agency will continue to be independent from political or economic influence in all its safety actions	Timely execution of committed research projects Target 2018: 100%				Corrective action closure rate of Audit findings Target 2018: 75%
	Research Resource Engagement Target 2018: TBD in 2017				Number of non-conformity against the ISO standards Target 2018: 0



IV.13 Rulemaking and Standardisation Programme

For these two programmes, please refer to the other attachments.



IV.14 Summary Tables Draft Budget 2018

The subsequent tables summarise the 2018 Draft Budget.



Title Chapter Article Item	Heading	Draft Budget 2018	Budget 2017	1st Amending Budget 2016	Remarks
		Income	Income	Income	
1	REVENUE FROM FEES AND CHARGES				
10	REVENUE FROM FEES AND CHARGES				
100	Revenue from fees and charges	99,626,000	100,834,000	95,846,000	This appropriation concerns forecasted own revenue generated by Certification and Services provided by the Agency.
	Article 1 0 0 — Total	99,626,000	100,834,000	95,846,000	
101	Sales of publications	p.m.	p.m.	80,000	This appropriation concerns forecasted own revenue generated by charges for publications of the Agency.(Art. 59, Basic Regulation (216/2008))
	Article 1 0 1 — Total	p.m.	p.m.	80,000	
	CHAPTER 1 0 — TOTAL	99,626,000	100,834,000	95,926,000	
	Title 1 — Total	99,626,000	100,834,000	95,926,000	
2	EUROPEAN UNION SUBSIDY				
20	EUROPEAN UNION SUBSIDY				
200	European Union subsidy	36,915,000	35,985,000	36,370,000	This appropriation concerns the revenue from the EU subsidy approved by the European Parliament. (Art. 59, Basic Regulation (216/2008))
	Article 2 0 0 — Total	36,915,000	35,985,000	36,370,000	
	CHAPTER 2 0 — TOTAL	36,915,000	35,985,000	36,370,000	
	Title 2 — Total	36,915,000	35,985,000	36,370,000	
3	THIRD COUNTRIES CONTRIBUTION				
30	THIRD COUNTRIES CONTRIBUTION				
300	Third countries contribution	2,100,000	2,048,000	2,064,000	This appropriation concerns the revenue from contributions from Associated Countries to EASA. More specifically, the revenue from the AELE Agreement, as well as the revenue from Switzerland, following Decision 1/2007 (2008/100/EC).
	Article 3 0 0 — Total	2,100,000	2,048,000	2,064,000	
	CHAPTER 3 0 — TOTAL	2,100,000	2,048,000	2,064,000	
	Title 3 — Total	2,100,000	2,048,000	2,064,000	

Title Chapter Article Item	Heading	Draft Budget 2018	Budget 2017	1st Amending Budget 2016	Remarks
		Income	Income	Income	
4	OTHER CONTRIBUTIONS				
40	OTHER CONTRIBUTIONS				
400	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant and Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue € 3200000.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	
401	Technical Cooperation with Third Countries - Delegation Agreements	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Delegation Agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated revenue for the financial year of € 15250000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 1 — Total	p.m.	p.m.	p.m.	
403	Research Programmes	p.m.	p.m.	p.m.	This appropriation concerns the earmarked contributions and earmarked revenue from special research programmes from the European Commission. The estimated expenditure for the financial year is € 330000.
	Article 4 0 3 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	

Title Chapter Article Item	Heading	Draft Budget 2018	Budget 2017	1st Amending Budget 2016	Remarks
		Income	Income	Income	
42	DATA FOR SAFETY PROGRAMME				
420	Data for Safety programme	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 1600000
	Article 4 2 0 — Total	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	
43	SUPPORT ON IMPLEMENTING CLIMATE CHANGE MITIGATION MEASURES				
430	Support on implementing Climate Change mitigation measures	p.m.	p.m.		This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement climate change mitigation measures, such as the ICAO global market based measures known as CORSIA. The Agency may sign Grant & Service Contracts with, inter alia, DG CLIMA and other DGs (e.g. DG MOVE). These appropriations are funded by external assigned revenue. The estimated expenditure for the 2017 financial year is € 0 financed by a cooperation agreement with DG CLIMA.
	Article 4 3 0 — Total	p.m.	p.m.		
	CHAPTER 4 3 — TOTAL	p.m.	p.m.		
	Title 4 — Total	p.m.	p.m.	p.m.	
5	ADMINISTRATIVE OPERATIONS				
50	ADMINISTRATIVE OPERATIONS				
500	Revenue from investments or loans, bank interest and other items	100,000	100,000	100,000	This appropriation concerns the revenue from bank interests coming from Fees & Charges revenue and interest from delayed payments from the aviation industry.
	Article 5 0 0 — Total	100,000	100,000	100,000	
501	Other administrative operations	843,000	693,000	768,000	This appropriation concerns the revenue from parking and job ticket costs reimbursed by the EASA staff members.
	Article 5 0 1 — Total	843,000	693,000	768,000	
	CHAPTER 5 0 — TOTAL	943,000	793,000	868,000	
	Title 5 — Total	943,000	793,000	868,000	

Title Chapter Article Item	Heading	Draft Budget 2018	Budget 2017	1st Amending Budget 2016	Remarks
		Income	Income	Income	
6	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
60	REVENUE FROM SERVICES RENDERED AGAINST PAYMENT				
600	Revenue from services rendered against payment	p.m.	p.m.	150,000	This appropriation concerns the revenue from services rendered against payment, including Standardisation visits.
	Article 600 - Total	p.m.	p.m.	150,000	
602	Technical Training	100,000	100,000	p.m.	This appropriation concerns revenue collected in the context of technical training services provided to national and international aviation authorities (e.g. training courses) and implementation of the legislation learning system (e.g. fees collected from e-examinations).
	Article 602 - Total	100,000	100,000	p.m.	
	CHAPTER 6 0 — TOTAL	100,000	100,000	150,000	
	Title 6 — Total	100,000	100,000	150,000	
7	BUDGETARY CORRECTIONS				
70	BUDGETARY CORRECTIONS				
701	Budgetary imbalance to be covered by additional income from budget line 200.	p.m.	p.m.	p.m.	This appropriation is intended for the deficit to be covered by additional income from line 200.
	Article 7 0 1 - Total	p.m.	p.m.	p.m.	
702	Balance Fees & Charges on Outturn from Previous Year	47,333,000	48,886,000	58,020,000	This appropriation is intended for the balance from assigned revenue generated by Fees & Charges on the Outturn from previous year.
	Article 7 0 2 - Total	47,333,000	48,886,000	58,020,000	
	CHAPTER 7 0 — TOTAL	47,333,000	48,886,000	58,020,000	
	Title 7 — Total	47,333,000	48,886,000	58,020,000	
	REVENUE GRAND TOTAL	187,017,000	188,646,000	193,398,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
1	STAFF							
11	STAFF IN ACTIVE EMPLOYMENT							
110	Staff holding a post provided for in the establishment plan							
1100	Basic salaries	54,144,000	54,144,000	51,524,000	51,524,000	47,122,000	47,122,000	Staff Regulations (Articles 62 and 66) applicable to Temporary Agents; CEOS (Articles 19 and 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1101	Family allowances	6,552,000	6,552,000	6,309,000	6,309,000	5,855,000	5,855,000	Staff Regulations (Articles 62, 67 and 68) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1102	Expatriations and foreign residence allowances	8,043,000	8,043,000	7,745,000	7,745,000	7,461,000	7,461,000	Staff Regulations (Articles 62 and 69) applicable to Temporary Agents; CEOS (Article 20). This appropriation may receive the appropriations corresponding to the assigned revenue.
1103	Secretarial allowances	2,000	2,000	2,000	2,000	2,000	2,000	Staff Regulations (Article 18 of Annex XIII referring to the former Article 4a of Annex VII) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 0 — Total	68,741,000	68,741,000	65,580,000	65,580,000	60,440,000	60,440,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
111	Other staff							
1110	Special Advisor	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the daily subsistence allowance applicable for Germany for each day of service of the special advisor
1111	Secondment of national experts	1,030,000	1,030,000	1,042,000	1,042,000	1,125,000	1,125,000	This appropriation is intended to cover the allowances applicable to National Experts seconded to EASA in accordance with the provisions laid down in the ED Decision 2009/169/E. This appropriation may receive the appropriations corresponding to the assigned revenue.
1112	Temporary assistance (Interims)	1,200,000	1,200,000	1,000,000	1,000,000	800,000	800,000	To cover the costs for Temporary Assistance (interims). This appropriation may receive the appropriations corresponding to the assigned revenue.
1113	Contractual agents	5,177,000	5,177,000	4,618,000	4,618,000	4,807,000	4,807,000	To cover basic salaries and all benefits of Contractual agents in accordance with the provisions of the CEOS (Articles 92 to 105). This appropriation may receive the appropriations corresponding to the assigned revenue.
1114	Trainees	95,000	95,000	97,000	97,000	96,000	96,000	This appropriation is intended to cover the costs for the implementation of the EASA traineeship programme, on the basis of the applicable EASA policy on traineeships.
1115	Local Staff	170,000	170,000	77,000	77,000			This budget line is used to pay the salary costs of local staff engaged in accordance with Article 4 of the CEOS. Local staff means staff engaged in places outside the EU according to local practice. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 1 — Total	7,672,000	7,672,000	6,834,000	6,834,000	6,828,000	6,828,000	
113	Employer's social security contributions							
1130	Insurance against sickness	2,017,000	2,017,000	1,943,000	1,943,000	1,858,000	1,858,000	Staff Regulations (Articles 72 and 23) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1131	Insurance against accidents and occupational diseases	297,000	297,000	286,000	286,000	275,000	275,000	Staff Regulations (Articles 73) applicable to Temporary Agents; CEOS (Article 28). This appropriation may receive the appropriations corresponding to the assigned revenue.
1132	Insurance against unemployment	782,000	782,000	753,000	753,000	720,000	720,000	Article 28a of the CEOS. This appropriation may receive the appropriations corresponding to the assigned revenue.
1133	Constitution or maintenance of pension rights	9,022,000	9,022,000	8,757,000	8,757,000	7,168,000	7,168,000	Constitution or maintenance of pension rights (N/A)
	Article 1 1 3 — Total	12,118,000	12,118,000	11,739,000	11,739,000	10,021,000	10,021,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
114	Miscellaneous allowances and grants							
1140	Childbirth and death allowances and grants	5,000	5,000	5,000	5,000	5,000	5,000	Staff Regulations (Articles 74 and 75) applicable to Temporary Agents; CEOS (Article 29). This appropriation may receive the appropriations corresponding to the assigned revenue.
1141	Travel expenses for annual leave	778,000	778,000	856,000	856,000	744,000	744,000	Staff Regulations (Articles 71 and 8 of Annex VII) applicable to Temporary Agents; CEOS (Article 26). This appropriation may receive the appropriations corresponding to the assigned revenue.
1142	Housing and transport allowances	500,000	500,000	346,000	346,000	113,000	113,000	Staff Regulations (Articles 5 and 23 of the Annex X 4a and 14b) applicable to Temporary Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1143	Fixed duty allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Articles 56a), 56b), 56c) 14) applicable to Temporary Agents; CEOS (Article 16). This appropriation may receive the appropriations corresponding to the assigned revenue.
1144	Special Allowance for Accountants and Finance Officers	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Allowances for Accountant, Financial Officer and others. This appropriation may receive the appropriations corresponding to the assigned revenue.
1145	Other allowances	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	CEOS (Articles 14 and 47(b)(ii)) compensation allowances for the Temporary Agents staff. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 1 4 — Total	1,283,000	1,283,000	1,207,000	1,207,000	862,000	862,000	
115	Overtime							
1150	Overtime & Stand-by duty	p.m.	p.m.	3,000	3,000	3,000	3,000	Staff Regulation (Articles 56 and 55) and CEOS (Articles 16 92) applicable to Temporary Agents and Contract Agents. This appropriation may receive the appropriations corresponding to the assigned revenue
	Article 1 1 5 — Total	p.m.	p.m.	3,000	3,000	3,000	3,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
117	Supplementary services							
1170	Translation costs of CDT	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover special translation and publication costs related to hiring Temporary Agent staff, charged by the Translation Centre for the Bodies of the European Union (CdT). This appropriation may receive the appropriations corresponding to the assigned revenue.
1171	Administrative Services of the Translation Centre	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of translation of Translation Centre. This appropriation may receive the appropriations corresponding to the assigned revenue.
1172	Administrative assistance from community institutions	435,000	435,000	427,000	427,000	483,000	483,000	This appropriation is intended to cover the costs of assistance received from the Pay Master's Office (PMO), for administering the salaries of the EASA staff members. This appropriation may receive the appropriations corresponding to the assigned revenue.
1173	External services	300,000	300,000	300,000	300,000	450,000	450,000	This appropriation is intended to cover the costs of external services and specific services (consultancy and studies) in the field of Human Resources. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 117 — Total	735,000	735,000	727,000	727,000	933,000	933,000	
119	Salary weightings							
1190	Salary weightings	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	Staff Regulations (Article 64); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of salary weightings based on a corrective coefficient, applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
1191	Adjustments to remuneration	694,000	694,000	685,000	685,000	386,000	386,000	Staff Regulations (Article 65); CEOS (Articles 20 and 92). This appropriation is intended to cover the impact of the Yearly indexation rate, applicable to the remuneration of the EASA Temporary Agents and Contractual Agents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 119 — Total	694,000	694,000	685,000	685,000	386,000	386,000	
	CHAPTER 11 — TOTAL	91,243,000	91,243,000	86,775,000	86,775,000	79,473,000	79,473,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
12	EXPENDITURE RELATED TO RECRUITMENT							
120	Miscellaneous expenditure on staff recruitment and transfer							
1200	Miscellaneous expenditure on staff recruitment	70,000	70,000	163,000	163,000	265,000	265,000	This appropriation is intended to cover the expenditure involved in the EASA recruitment procedures for Temporary and Contract Agent vacancies, including travel costs and allowances for interviews and for medical visits. This appropriation may receive the appropriations corresponding to the assigned revenue.
1201	Travel expenses	9,000	9,000	39,000	39,000	29,000	29,000	Staff Regulations (Articles 71 and 7 of Annex VII) applicable to Temporary Agents; CEOS (Article 22). This appropriation is intended to cover the travel expenses of Temporary Agents and Contractual Agents entering or leaving the service, including the members of their families. This appropriation may receive the appropriations corresponding to the assigned revenue.
1202	Installation, resettlement and transfer allowances	320,000	320,000	381,000	381,000	493,000	493,000	Staff Regulations (Articles 71, 5 and 6 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 24). This appropriation is intended to cover the installation allowances for Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when they definitively cease their duties and settle elsewhere. This appropriation may receive the appropriations corresponding to the assigned revenue.
1203	Removal expenses	205,000	205,000	196,000	196,000	221,000	221,000	Staff Regulations (Articles 71, 9 of Annex VII) applicable to Temporary Agents and Contract Agents; CEOS (Articles 22, 23 and 92). This appropriation is intended to cover the removal costs of Temporary Agents and Contractual Agents obliged to change residence after taking up their appointment or when transferred to a new place of work or when they definitively cease their duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
1204	Temporary daily subsistence allowances	177,000	177,000	288,000	288,000	431,000	431,000	Staff Regulations (Articles 71, 10 of Annex VII) applicable to Temporary Agents; CEOS (Articles 22 and 25). This appropriation is intended to cover the daily subsistence allowances due to Temporary Agents and Contractual Agents able to prove that they were obliged to change their place of residence after taking up their duties, including transfer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 2 0 — Total	781,000	781,000	1,067,000	1,067,000	1,439,000	1,439,000	
	CHAPTER 1 2 — TOTAL	781,000	781,000	1,067,000	1,067,000	1,439,000	1,439,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
14	SOCIOMEDICAL INFRASTRUCTURE							
140	<i>Restaurants and canteens</i>							
1400	Restaurants and canteens	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of canteens for the staff of the Agency (N/A).
	Article 1 4 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
141	<i>Medical service</i>							
1410	Medical service	155,000	155,000	151,000	151,000	118,000	118,000	This appropriation is intended to cover the costs of medical services, including medical visits, annual medical check-ups, preventive medical examinations, and appointing a medical officer. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 1 — Total	155,000	155,000	151,000	151,000	118,000	118,000	
142	<i>Language and other training</i>							
1420	Language and other training	580,000	580,000	714,000	714,000	734,000	734,000	This appropriation is intended to cover the costs of language and other training needs of the staff members of the Agency, including training visits, financial management training, IT Training, legal training, planning sessions, coaching, and personal effectiveness. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 2 — Total	580,000	580,000	714,000	714,000	734,000	734,000	
143	<i>Social welfare of staff</i>							
1430	Social welfare of staff	4,317,000	4,317,000	4,328,000	4,328,000	3,992,000	3,992,000	This appropriation is intended to cover expenditure by the Agency on the social welfare activities of its staff, including job tickets, relocation expenses, schooling informative events. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 3 — Total	4,317,000	4,317,000	4,328,000	4,328,000	3,992,000	3,992,000	
144	<i>Special allowance for handicapped</i>							
1440	Special allowance for handicapped	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of special allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 1 4 4 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 1 4 — TOTAL	5,052,000	5,052,000	5,193,000	5,193,000	4,844,000	4,844,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
17	RECEPTION AND EVENTS							
170	<i>Reception and events</i>							
1700	Reception and events	98,000	98,000	101,000	101,000	242,000	242,000	This appropriation is intended to cover the costs of official inter-Agency receptions for the benefit of the staff members, and official events, including all staff meetings, departmental meetings. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 170 — Total	98,000	98,000	101,000	101,000	242,000	242,000	
	CHAPTER 17 — TOTAL	98,000	98,000	101,000	101,000	242,000	242,000	
1	Title 1 — Total	97,174,000	97,174,000	93,136,000	93,136,000	85,998,000	85,998,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE							
20	RENTAL OF BUILDINGS AND ASSOCIATED COSTS							
200	Rental costs							
2000	Rental costs	7,770,000	7,770,000	7,832,000	7,832,000	8,195,000	8,195,000	This appropriation is intended to cover the payment of costs of the building occupied by the Agency, as foreseen in the rent contract. These include: the rent, the additional costs such as water, gas, electricity and heating charges, any additional building rental expenses, and parking facilities. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 0 — Total	7,770,000	7,770,000	7,832,000	7,832,000	8,195,000	8,195,000	
201	Insurance							
2010	Insurance	44,000	44,000	44,000	44,000	42,000	42,000	This appropriation is intended to cover the policy premiums for electronic insurance, furniture insurance, third party insurance in respect of the buildings or parts of buildings occupied by the Agency and their contents. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 1 — Total	44,000	44,000	44,000	44,000	42,000	42,000	
203	Cleaning and maintenance							
2030	Cleaning and maintenance	330,000	330,000	324,000	324,000	300,000	300,000	This appropriation is intended to cover the costs of cleaning services, cleaning products, and up keeping of the premises used by the Agency, including all floors occupied. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 3 — Total	330,000	330,000	324,000	324,000	300,000	300,000	
204	Fitting-out of premises							
2040	Fitting-out of premises	361,000	361,000	421,000	421,000	4,290,000	4,290,000	This appropriation is intended to cover the works that need to be carried out in order to equip the premises according to predefined needs, and the repairs that are necessary in the building occupied by the Agency in order to facilitate its functionality. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 4 — Total	361,000	361,000	421,000	421,000	4,290,000	4,290,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
205	<i>Security and surveillance of buildings</i>							
2050	Security and surveillance of buildings	586,000	586,000	575,000	575,000	711,000	711,000	This appropriation is intended to cover expenditure on the EASA building connected with security and safety. In particular, contracts governing building surveillance, enhancement of security camera networks and purchase of security equipment, hire and replenishment of fire extinguishers, purchase and maintenance of fire-fighting equipment, replacement of equipment for staff members acting as voluntary firemen, costs of carrying out statutory inspections. This appropriation may receive the appropriations corresponding to the assigned revenue.
2051	Other building expenditure	446,000	446,000	533,000	533,000	1,540,000	1,540,000	The appropriation is intended to cover expenditure on buildings not specially provided for in the articles in Chapter 20. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 0 5 — Total	1,032,000	1,032,000	1,108,000	1,108,000	2,251,000	2,251,000	
	CHAPTER 2 0 — TOTAL	9,537,000	9,537,000	9,729,000	9,729,000	15,078,000	15,078,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
21	INFORMATION AND COMMUNICATION TECHNOLOGY							
210	ICT equipment							
2100	ICT equipment acquisition & maintenance	500,000	500,000	500,000	500,000	1,517,000	1,517,000	This appropriation is intended to cover the hardware, maintenance and installation costs of ICT and telecommunications equipment for the official purposes of the Agency. This includes the hardware, maintenance and installation costs of computers, printers, laptops, servers, copiers, scanners, fax machines, mobile phones, mobile equipment, other network components and other peripherals. This appropriation may receive the appropriations corresponding to the assigned revenue.
2101	Development of organisational applications and provision of data centre services	3,116,000	3,116,000	3,321,000	3,321,000	2,420,000	2,420,000	This appropriation is intended to cover consultancy needs for studies, organisational applications development, data centre services, storage and IT security for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2105	Other ICT expenditure	100,000	100,000	161,000	161,000	p.m.	p.m.	This appropriation is intended to cover the ICT costs needed to ensure business continuity or improvement of IT service provision, and which are not covered by the other categories. This appropriation may receive the appropriations corresponding to the assigned revenue.
2106	Software	1,200,000	1,200,000	1,000,000	1,000,000	1,000,000	1,000,000	This appropriation is intended to cover the purchase, maintenance and subscription costs of software for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2108	Telephone, radio and television, data connection subscriptions and charges	483,000	483,000	460,000	460,000	509,000	509,000	This appropriation is intended to cover the Agency's telephone subscription costs and communications, mobile phone services, fax, conference calls, internet services, and data transmission. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 1 0 — Total	5,399,000	5,399,000	5,442,000	5,442,000	5,446,000	5,446,000	
	CHAPTER 2 1 — TOTAL	5,399,000	5,399,000	5,442,000	5,442,000	5,446,000	5,446,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
22	MOVABLE PROPERTY AND ASSOCIATED COSTS							
220	<i>Technical equipment and installations</i>							
2200	Technical equipment and installations	46,000	46,000	79,000	79,000	86,000	86,000	This appropriation is intended to cover the requirements of the Agency for soft furnishings, kitchen equipment and installations, including electrical cables and sockets, lamps, beamers, beamer lamps, camcorders, laser meters. This appropriation may receive the appropriations corresponding to the assigned revenue.
2203	Maintenance and repair of technical equipment and installations	34,000	34,000	34,000	34,000	63,000	63,000	This appropriation is intended to cover the costs of maintenance and repairs of technical equipment, installations and furniture as well as painting and other repairs of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 0 — Total	80,000	80,000	113,000	113,000	149,000	149,000	
221	<i>Purchase of furniture</i>							
2210	Purchase of furniture	269,000	269,000	286,000	286,000	2,301,000	2,301,000	This appropriation is intended to cover the costs of purchase of furniture aiming at facilitating the official purposes of the Agency, including cupboards, furniture for office rooms, and whiteboards. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 1 — Total	269,000	269,000	286,000	286,000	2,301,000	2,301,000	
225	<i>Documentation and library expenditure</i>							
2252	Subscription to newspapers and periodicals	40,000	40,000	35,000	35,000	18,000	18,000	This appropriation is intended to cover the purchase of publications and subscriptions to information services necessary for the Agency's work. This includes books and other publications, newspapers, periodicals, official journals, online subscriptions. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 2 5 — Total	40,000	40,000	35,000	35,000	18,000	18,000	
	CHAPTER 2 2 — TOTAL	389,000	389,000	434,000	434,000	2,468,000	2,468,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
23	CURRENT ADMINISTRATIVE EXPENDITURE							
230	<i>Stationery and office supplies</i>							
2300	Stationery and office supplies	133,000	133,000	144,000	144,000	278,000	278,000	This appropriation is intended to cover the purchase of paper and office supplies, such as envelopes, business cards, toners, transponders, and water, necessary for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 0 — Total	133,000	133,000	144,000	144,000	278,000	278,000	
232	<i>Financial charges</i>							
2320	Financial charges	57,000	57,000	57,000	57,000	250,000	250,000	This appropriation is intended to cover all finance related expenditure incurred by the Agency including: late interest, bank charges and all other financial services required for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2321	Other financial expenditure	42,000	42,000	42,000	42,000			This appropriation is intended to cover other finance related expenditure incurred by the Agency including: financial publications, subscriptions and fees, audit costs, finance related studies, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 2 — Total	99,000	99,000	99,000	99,000	250,000	250,000	
233	<i>Legal expenses</i>							
2330	Legal expenses	100,000	100,000	100,000	100,000	124,000	124,000	This appropriation is intended to cover legal expenses, including liability studies, external support for litigation and German Law, for the official purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2331	Damage and interest	p.m.	p.m.	p.m.	p.m.	26,000	26,000	This appropriation is intended to cover damage and interest incurred by the Agency in the management of its budget. This appropriation may receive the appropriations corresponding to the assigned revenue.
2332	Board of appeals	p.m.	p.m.	p.m.	p.m.	15,000	15,000	This appropriation is intended to cover the costs of the Agency's Board of Appeals, aiming at examining appeals that may be raised by any natural or legal person against a decision addressed to that person. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 3 — Total	100,000	100,000	100,000	100,000	165,000	165,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
235	Other operating expenditure							
2350	Miscellaneous insurance	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the special insurance for the Agency's Accountant and the Imprest Account Holder. This appropriation may receive the appropriations corresponding to the assigned revenue.
2351	MB and other internal meetings	45,000	45,000	45,000	45,000	30,000	30,000	This appropriation is intended to cover the costs of the Agency's Management Board meetings and other internal meetings for official purposes, including the costs of interpretation services, catering, room rental, travel costs and allowances for the members of the Board and other external participants. This appropriation may receive the appropriations corresponding to the assigned revenue.
2352	Department removals	326,000	326,000	341,000	341,000	508,000	508,000	This item is intended to cover the costs of removals of the EASA departments within the building occupied by the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
2354	Representation costs	37,000	37,000	37,000	37,000	38,000	38,000	This appropriation is intended to cover representation costs for the Agency's Executive Director and Operational Directors, including business lunches, business dinners, and caterings, incurred in the interest of the Service. This appropriation may receive the appropriations corresponding to the assigned revenue.
2355	Integrated quality management system and Archive expenditure	181,000	181,000	181,000	181,000	342,000	342,000	This appropriation is intended to cover the costs relevant to the certification of the EASA quality management system, e.g. consultancy, certification audit and training, as well the costs related to organising and establishing the archives of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 3 5 — Total	589,000	589,000	604,000	604,000	918,000	918,000	
	CHAPTER 2 3 — TOTAL	921,000	921,000	947,000	947,000	1,611,000	1,611,000	
24	POSTAGE AND TELECOMMUNICATIONS							
240	Postage and delivery charges							
2400	Postage and delivery charges	206,000	206,000	246,000	246,000	206,000	206,000	This appropriation is intended to cover the official costs of the Agency on postal and delivery charges, including parcels sent by post, express mail, and registered mail. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 2 4 0 — Total	206,000	206,000	246,000	246,000	206,000	206,000	
	CHAPTER 2 4 — TOTAL	206,000	206,000	246,000	246,000	206,000	206,000	
2	Title 2 — Total	16,452,000	16,452,000	16,798,000	16,798,000	24,809,000	24,809,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
3	OPERATIONAL EXPENDITURE							
30	CERTIFICATION ACTIVITIES							
300	Certification activities							
3000	Outsourcing of certification activities	24,152,000	24,152,000	24,815,000	24,815,000	22,670,000	22,670,000	This appropriation is intended to cover the costs of certification tasks and related services outsourced to NAAs and QEs under corresponding framework contracts. This appropriation may receive the appropriations corresponding to the assigned revenue.
3003	Miscellaneous costs under fees and charges	10,000	10,000	460,000	460,000	660,000	660,000	This appropriation is intended to cover miscellaneous costs deriving from the Fees & Charges Regulation. It includes specific studies, consultancy costs relevant to Fees & Charges, selection of experts and operational equipment (e.g. safety equipment) used by EASA operational staff in the execution of their technical duties. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 0 0 — Total	24,162,000	24,162,000	25,275,000	25,275,000	23,330,000	23,330,000	
301	Special Fees & Charges programmes							
3010	Special Fees & Charges programmes	p.m.	p.m.	p.m.	p.m.			Development Projects for Certification and Organisation approval. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 0 1 — Total	p.m.	p.m.	p.m.	p.m.			
	CHAPTER 3 0 — TOTAL	24,162,000	24,162,000	25,275,000	25,275,000	23,330,000	23,330,000	
31	STANDARDISATION ACTIVITIES							
310	Standardisation activities							
3100	Standardisation inspection	112,000	112,000	106,000	106,000	113,000	113,000	This appropriation is intended to cover the costs of the Agency's Standardisation inspection activities in the Member States and Associated Countries, including the EASA Standardisation Inspection Intensive Programme and International Standardisation Inspections.
3101	Standardisation studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is to cover the costs of Standardisation studies carried out by the Agency, including a study to be commissioned to carry out performance optimisation of systems ensuring continuous monitoring of standardisation and approvals processes.
3102	Technical Library	98,000	98,000	98,000	98,000	90,000	90,000	This appropriation is to cover the costs of acquiring special technical publications and online databases or portals related to aviation such as technical standards, technical journals, and other technical publications such as guidance material, manuals etc. The technical library is addressed to the EASA experts, including a collection of electronic and hard copy publications kept in-house for consultation in carrying out the Agency's operational work. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 1 0 — Total	210,000	210,000	204,000	204,000	203,000	203,000	
	CHAPTER 3 1 — TOTAL	210,000	210,000	204,000	204,000	203,000	203,000	



Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
32	OPERATIONAL INFORMATION TECHNOLOGY							
320	Operational applications							
3200	Development of operational applications	833,000	833,000	1,183,000	1,183,000	1,036,000	1,036,000	This appropriation is intended to cover consultancy needs, studies, software licences and subscriptions, to support the development of operational applications for the business purposes of the Agency. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 2 0 — Total	833,000	833,000	1,183,000	1,183,000	1,036,000	1,036,000	
	CHAPTER 3 2 — TOTAL	833,000	833,000	1,183,000	1,183,000	1,036,000	1,036,000	
33	COMMUNICATION AND PUBLICATION							
330	Communication and publication							
3300	Communication and publications	525,000	525,000	425,000	425,000	428,000	428,000	This appropriation is intended for the internal and external communications activities of the Communications Department. This includes technical and other publications, crisis communication and management, advertising, including associated graphic design and printing, press conferences and public relations events, exhibitions and related promotional goods, broadcasting events, as well as internal communications media. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 3 0 — Total	525,000	525,000	425,000	425,000	428,000	428,000	
	CHAPTER 3 3 — TOTAL	525,000	525,000	425,000	425,000	428,000	428,000	
34	MEETING EXPENSES							
340	Meeting expenses							
3400	Organisation experts meeting	842,000	842,000	636,000	636,000	718,000	718,000	This appropriation is intended to cover the costs of organising meetings for the Operational Directorates of the Agency and the reimbursement of experts and other functional costs, including rental of rooms, catering, travel expenses, and daily allowances. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 4 0 — Total	842,000	842,000	636,000	636,000	718,000	718,000	
	CHAPTER 3 4 — TOTAL	842,000	842,000	636,000	636,000	718,000	718,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
35	TRANSLATION AND INTERPRETATION COSTS							
350	<i>Translation and interpretation costs</i>							
3500	Translation of studies, reports and other working documents	176,000	176,000	111,000	111,000	94,000	94,000	This appropriation is intended to cover the costs of operational translations and publications of studies, reports, and other official working documents, including annual accounts, budgets, and activity reports, in the context of the official purposes of the Agency, charged by CdT, OPOCE and other translation centres. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 5 0 — Total	176,000	176,000	111,000	111,000	94,000	94,000	
	CHAPTER 3 5 — TOTAL	176,000	176,000	111,000	111,000	94,000	94,000	
36	RULEMAKING ACTIVITIES							
360	<i>Rulemaking activities</i>							
3600	Assistance to Rulemaking Activities	270,000	270,000	270,000	270,000	821,000	821,000	This appropriation is intended to cover the costs of the Agency's Rulemaking studies including the outsourcing to external experts in Rulemaking activities.
3601	International cooperation	254,000	254,000	354,000	354,000	611,000	611,000	This appropriation is intended to cover the costs of the Agency's international cooperation activities, including contribution fees, training fees, and workshop costs for developing countries.
	Article 3 6 0 — Total	524,000	524,000	624,000	624,000	1,432,000	1,432,000	
	CHAPTER 3 6 — TOTAL	524,000	524,000	624,000	624,000	1,432,000	1,432,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
37	MISSION, ENTERTAINMENT AND REPRESENTATION EXPENSES							
370	<i>Mission, entertainment and representation expenses</i>							
3700	Mission expenses, duty travel expenses and other ancillary expenditure	6,012,000	6,012,000	5,782,000	5,782,000	6,222,000	6,222,000	This appropriation is intended to cover mission expenses, travel insurance, expenditure on transport, payment of daily mission allowances, and of other ancillary or exceptional expenditure incurred by established staff of the Agency in the interest of the Service, in accordance with the provisions of the EASA Staff Regulations and the EASA Mission Guide. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 7 0 — Total	6,012,000	6,012,000	5,782,000	5,782,000	6,222,000	6,222,000	
	CHAPTER 3 7 — TOTAL	6,012,000	6,012,000	5,782,000	5,782,000	6,222,000	6,222,000	
38	TECHNICAL TRAINING							
380	<i>Technical training</i>							
3800	Technical training and Pilot training expenses	575,000	575,000	499,000	499,000	587,000	587,000	This appropriation is intended to cover the costs of technical training for the Agency's Operational Directorates, in the interest of the Service, including the outsourcing of activities and to cover the costs of Pilot Training and proficiency including associated costs such as examination, medical, equipment, administrative costs, and for other outsourcing and consultancy, etc. This appropriation may receive the appropriations corresponding to the assigned revenue.
3802	European Central Questions Bank	150,000	150,000	150,000	150,000			This appropriation is intended to cover the costs of ECQB activities including e-exams. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 8 0 — Total	725,000	725,000	649,000	649,000	587,000	587,000	
	CHAPTER 3 8 — TOTAL	725,000	725,000	649,000	649,000	587,000	587,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
39	ED AND STRATEGIC ACTIVITIES							
390	<i>Ed and Strategic Activities</i>							
3900	Safety intelligence and performance	90,000	90,000	90,000	90,000	240,000	240,000	This appropriation is intended to cover the costs of studies and operational costs for safety intelligence and performance.
3901	External evaluation of the Agency and other Studies	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the external evaluation of the Agency on the implementation of the Basic Regulation 1592/2002 and other studies. The costs include the appointment of the independent external evaluator by the Management Board to examine how effectively the Agency fulfils its mission. This appropriation may receive the appropriations corresponding to the assigned revenue.
3903	Research Studies/Projects	p.m.	p.m.	300,000	300,000	590,000	590,000	This appropriation is intended to cover the costs of the Agency's research studies/projects relevant to aviation safety, as per the research plan. This appropriation may receive the appropriations corresponding to the assigned revenue.
3904	Data for Safety	200,000	200,000	200,000	200,000	100,000	100,000	This appropriation is intended to cover the costs of the Big Data project studies and consultancy facilitating, promoting and/or improving safety reporting activities. This appropriation may receive the appropriations corresponding to the assigned revenue.
3905	Crisis Management	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs of crisis management should the need arise. This appropriation may receive the appropriations corresponding to the assigned revenue.
3907	Aviation Cyber Security project	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is intended to cover the costs related to the Aviation cyber security project studies and consultancy facilitating, promoting and improving its development. This appropriation may receive the appropriations corresponding to the assigned revenue.
	Article 3 9 0 — Total	290,000	290,000	590,000	590,000	930,000	930,000	
	CHAPTER 3 9 — TOTAL	290,000	290,000	590,000	590,000	930,000	930,000	
3	Title 3 — Total	34,299,000	34,299,000	35,479,000	35,479,000	34,980,000	34,980,000	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
4	SPECIAL OPERATIONS PROGRAMMES							
40	TECHNICAL COOPERATION WITH THIRD COUNTRIES							
400	<i>Technical Cooperation with third countries</i>							
4000	Technical Cooperation with Third Countries - Grant & Service Contracts	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign Grant & Service Contracts with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year is € 3200000
4001	Technical Cooperation with third countries - Delegation Agreements	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to technical assistance and cooperation projects managed by the Agency with earmarked funds. The Agency may sign delegation agreements with, inter alia, EU DG's and other project sponsors. These appropriations are funded by external assigned revenue. The estimated expenditure for the financial year of € 15250000 is shown for information purposes only. The discharge of these funds is given to the European Commission.
	Article 4 0 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 0 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
41	RESEARCH PROGRAMMES							
410	<i>Research programmes</i>							
4100	Research programmes	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to earmarked revenue and it is intended to cover the costs of the Agency's research programmes relevant to aviation safety. The estimated expenditure for the financial year is € 330000.
	Article 4 1 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 1 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	

Title Chapter Article Item	Heading	Draft Budget 2018		Budget 2017		1st Amending Budget 2016		Remarks
		Commitment	Payment	Commitment	Payment	Commitment	Payment	
42	DATA FOR SAFETY PROGRAMME							
420	<i>Data for Safety Programme</i>							
4200	Data for safety programme	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement the Data for Safety programme (Big Data programme). The Agency may sign Grant & Service Contracts with, inter alia, DG MOVE and other DGs (e.g. DG RESEARCH, DG DIGIT). An estimate of revenue for the financial year is € 1600000.
	Article 4 2 0 Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 2 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
43	SUPPORT ON IMPLEMENTING CLIMATE CHANGE MITIGATION MEASURES							
430	<i>Support on Implementing Climate Change Mitigation Measures</i>							
4300	Support on implementing Climate Change mitigation measures	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	This appropriation is related to the earmarked funds allocated by the Commission in order to develop and implement climate change mitigation measures, such as the ICAO global market based measures known as CORSIA. The Agency may sign Grant & Service Contracts with, inter alia, DG CLIMA and other DGs (e.g. DG MOVE). These appropriations are funded by external assigned revenue. The estimated expenditure for the 2017 financial year is € 0 financed by a cooperation agreement with DG CLIMA.
	Article 4 3 0 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
	CHAPTER 4 3 — TOTAL	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
4	Title 4 — Total	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	
5	OTHER EXPENDITURE							
50	PROVISIONS							
500	<i>Provisions</i>							
5000	Provision for Fees & Charges funded expenditure	39.092.000	39.092.000	43.233.000	43.233.000	47.611.000	47.611.000	This appropriation is intended to cover expenditure funded by assigned revenue from Fees & Charges.
	Article 5 0 0 — Total	39.092.000	39.092.000	43.233.000	43.233.000	47.611.000	47.611.000	
	CHAPTER 5 0 — TOTAL	39.092.000	39.092.000	43.233.000	43.233.000	47.611.000	47.611.000	
5	Title 5 — Total	39.092.000	39.092.000	43.233.000	43.233.000	47.611.000	47.611.000	
	COST GRAND TOTAL	187.017.000	187.017.000	188.646.000	188.646.000	193.398.000	193.398.000	

Expenditure breakdown per activity

values in Euro			Draft Budget 2018
Fees and Charges activities	Product Certification	Revenue	67,910,000
		Title 1	- 48,990,000
		Title 2	- 7,960,000
		title 3 NAA/QE	- 11,479,000
		Title 3	- 4,572,000
		Title 4	p.m.
		Total	- 5,091,000
	Organisations	Revenue	32,345,000
		Title 1	- 17,632,000
		Title 2	- 2,954,000
		title 3 NAA/QE	- 9,523,000
		Title 3	- 2,236,000
		Title 4	p.m.
		Total	-
	Reserve adj		5,091,000
	Total F&C		-
Subsidy and other contributions	EU Subsidy	EU Subsidy	36,915,000
		third country contribution	2,100,000
		Other income	414,000
	Third Country Operators	Title 1	- 1,931,000
		Title 2	- 317,000
		Title 3	- 225,000
		Title 4	p.m.
		Total	- 2,473,000
	Standardisation	Title 1	- 8,189,000
		Title 2	- 1,379,000
		Title 3	- 680,000
		Title 4	p.m.
		Total	- 10,248,000
	SAFA	Title 1	- 856,000
		Title 2	- 165,000
		Title 3	- 125,000
		Title 4	p.m.
		Total	- 1,146,000
	Rulemaking	Title 1	- 11,136,000
		Title 2	- 1,883,000
		Title 3	- 922,000
		Title 4	p.m.
		Total	- 13,941,000
	Int'l Cooperation	Title 1	- 2,772,000
		Title 2	- 914,000
		Title 3	- 484,000
		Title 4	p.m.
		Total	- 4,170,000
	Strategic Safety	Title 1	- 5,668,000
		Title 2	- 880,000
		Title 3	- 903,000
		Title 4	p.m.
		Total	- 7,451,000
	Total Subsidy and other contr.		-
	Grand-Total		-



Establishment plan

Function group and grade	European Aviation Safety Agency (EASA)					
	Posts					
	2018		2017		2016	
	Authorised under the Union budget		Authorised under the Union budget		Authorised under the Union budget	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
AD 16						
AD 15		1		1		1
AD 14		28		25		25
AD 13		35		32		32
AD 12		64		53		53
AD 11		81		76		76
AD 10		103		98		98
AD 9		113		117		117
AD 8		74		77		77
AD 7		39		52		47
AD 6		13		20		20
AD 5		-		2		2
<i>AD total</i>		551		552		548
AST 11						
AST 10						
AST 9		1		1		1
AST 8		4		4		4
AST 7		13		14		13
AST 6		27		25		23
AST 5		34		33		33
AST 4		23		24		25
AST 3		17		16		17
AST 2		6		8		10
AST 1		-		1		2
<i>AST total</i>		125		126		128
AST/SC 6						
AST/SC 5						
AST/SC 4						
AST/SC 3						
AST/SC 2						
AST/SC 1						
<i>AST/SC total</i>						
Grand total		676		678		676
Total staff	676		678		676	

