



EASA MB 01/2013

Cologne, 12 March 2013

Agenda item 11: Adoption of the Staff Policy Plan 2014-2016

(Presented by the Agency)

Summary:

This document contains the Staff Policy Plan for the years 2014-2016.

Actions to be taken:

The Management Board is invited to adopt the document.



European Aviation Safety Agency

Multiannual Staff Policy Plan 2014 – 2016

Version 2.0
March 2013



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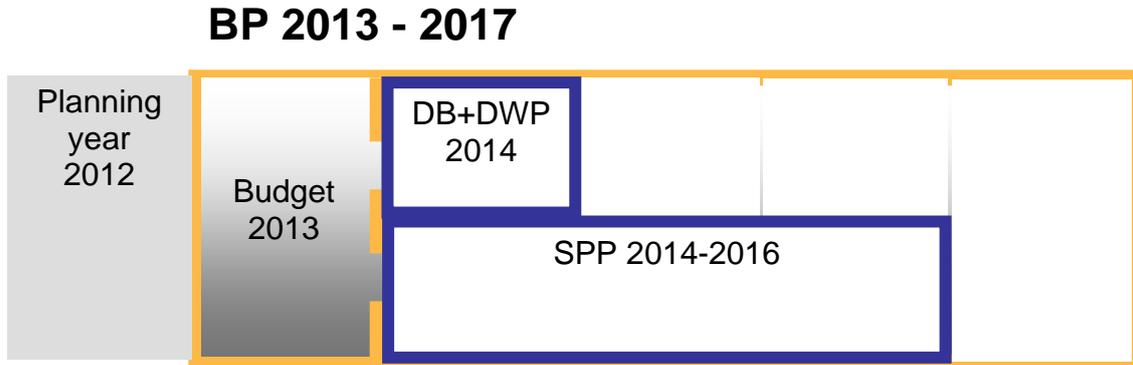
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1. GENERAL OVERVIEW OF THE ACTIVITIES OF THE AGENCY

1.1 The Agency Planning model

This is the seventh multi-annual Staff Policy Plan (MSPP) generated by the European Aviation Safety Agency (EASA). EASA operates an integrated planning policy, following a five year Business Plan, setting out the Agency's expected operations for the period 2013 to 2017. This planning model can be shown as follows:



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

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

This document provides an assessment of the expected work-load and detailed resource requirements for the period 2014 to 2016. It is entirely in line with the resource requirements identified in the Business Plan for the corresponding period.

1.2 Own tasks and requirements – enlarged competencies

(see also EASA's Business Plan 2013-2017)

The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States; safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness; approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations; coordination of the European Union programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using European Union airports; data collection, analysis and research to improve aviation safety. EASA took up successfully the challenge to set up an organisation able to provide a high level of services.

In addition, Regulation 216/2008 entered into force on 8 April 2008 and extended the competencies of the Agency to air operations, pilot licensing and authorisation of third country operators. In particular: Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 736/2006 is presently reviewed; Certification of foreign synthetic training devices, pilot training organisations and aero medical centres; Certification tasks linked to the Authorisation to third country operators.

On 7 September 2009 the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as



far as safety and technical issues are concerned, it will be necessary to coordinate 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.

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



2. STAFF POPULATION AND ITS EVOLUTION

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

Increase of staff costs in Title I of the Agency budget is proportionate to the increase of human resources required to accommodate what is known at the beginning of 2013 on the future extensions of the Agency's mandate. For the purposes of this Staff Policy Plan we have assumed the following:

2,7% yearly salary increase will be applied, according to the following assumptions:

Annual salary adjustment + changes in the weighting factor for Germany	1,0%
Seniority Step increase	2,1%
Promotion	0,6%
Vacancy Rate	-1,0%
Total	2,7%



2.1 Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2011 ¹	Staff population in EU Budget 2012 ²	Staff population actually filled at 31.12.2012 ³	Staff population in voted EU Budget 2013 ⁴	Staff population requested in Draft EU Budget 2014	Staff population envisaged in 2015 ⁵	Staff population envisaged in 2016 ⁶
Officials	AD	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	AST	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TA	AD	443	499	481	551	588	595	600
	AST	130	135	132	141	147	147	147
Total ⁷		573	634	613	692	735	742	747
CA GFIV		3.2	5	9.3	11	11	11	11
CA GF III		52.6	57	54.0	70	70	70	70
CA GF II		n/a	n/a	n/a	n/a	n/a	n/a	n/a
CA GF I		n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total CA ⁸		55.8	62	63.3	81	81	81	81
SNE ⁹		7.3	15	11.3	15	15	15	15
Structural service providers ¹⁰								
TOTAL								
External staff ¹¹ for occasional replacement ¹²		13.7		14.9				

¹ Offer letters sent should be counted as posts filled in with a clear reference in a footnote **with a number how many posts/positions it concerns. Since the data for posts actually filled on 31.12.2011 are known, offer letters were not included.**

² As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

³ Offer letters sent should be counted as posts filled in with a clear reference in a footnote **with a number how many posts/positions it concerns. Since the data for posts actually filled on 31.12.2011 are known, offer letters were not included.**

⁴ As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

⁵ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

⁶ *Ibid.*

⁷ Headcounts

⁸ FTE

⁹ FTE

¹⁰ **Service providers** are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

¹¹ FTE

¹² For instance replacement due to maternity leave or long sick leave (so called "Interim staff").



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2.2 Establishment plan evolution 2012-2016

Category and grade	Establishment plan in EU Budget 2012		Modifications in 2012 in application of flexibility rule ¹³		Establishment plan in voted EU Budget 2013		Modifications envisaged in establishment plan 2013 in application of flexibility rule ¹⁴		Establishment plan in Draft EU Budget 2014		Establishment plan 2015		Establishment plan 2016	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16		1								1		1		1
AD 15		1				2				1		1		1
AD 14		11				14				18		23		23
AD 13		19				21				26		31		37
AD 12		35				37				42		47		53
AD 11		53				60				65		71		77
AD 10		72				84				89		95		101
AD 9		102				107				116		124		131
AD 8		91				100				97		85		74
AD 7		65				75				85		84		78
AD 6		45				46				45		31		22
AD 5		4				5				3		2		2
Total AD		499				551				588		595		600
AST 11		0				0				0		0		0
AST 10		0				0				0		0		0
AST 9		0				0				1		1		1
AST 8		1				2				3		4		4
AST 7		6				8				11		14		16
AST 6		15				19				23		26		29
AST 5		31				34				36		37		39
AST 4		32				31				29		27		25
AST 3		27				23				21		20		18
AST 2		18				20				18		14		11
AST 1		5				4				5		4		4
Total AST		135				141				147		147		147
TOTAL		634				692				735		742		747

¹³ In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

¹⁴ *Ibid.*

**3. ANNUAL STAFF-RELATED EXPENDITURE IN 2012, IN ABSOLUTE TERMS AND AS A PERCENTAGE OF THE OVERALL ADMINISTRATIVE EXPENDITURE**

Since the requested information in the below table can be found in other official documents, EASA reserves its right not to complete this table, but to refer to the respective documents (annual accounts, budget outturn, etc.)

	Executed budget 2012 ¹⁵ per source of revenue			Executed budget 2012 ¹⁶ broken down by titles			
	EU Budget (1)	Other sources ¹⁷ (2)	Total (3=1+2)	Title 1 ¹⁸ (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6) (7=3)
Salaries & allowances (1)							
of which establishment plan posts (officials, TA)							
of which external personnel (CA, SNE and External staff for occasional replacement)							
of which structural service providers							
Other support/administrative expenditure (2)							
Expenditure related to staff recruitment							
Socio-medical infrastructure							
Training costs							
Mission costs							
Information and publishing							
Studies / Surveys / Consultations							
IT costs							
Experts costs							
Postage / telecommunications							
Translation and interpretation costs							

¹⁵ Final executed budget (in commitment appropriations) including carry-overs to 2013, EFTA and third and candidate countries contributions

¹⁶ *Ibid.*

¹⁷ Including i.e. fees, charges, industry associations and Member State contributions; if applicable please also specify below the table the sources of contribution

¹⁸ The total of figures presented under columns "Title 1", "Title 2" and "Title 3" should add up and equal the execution on each title of the budget

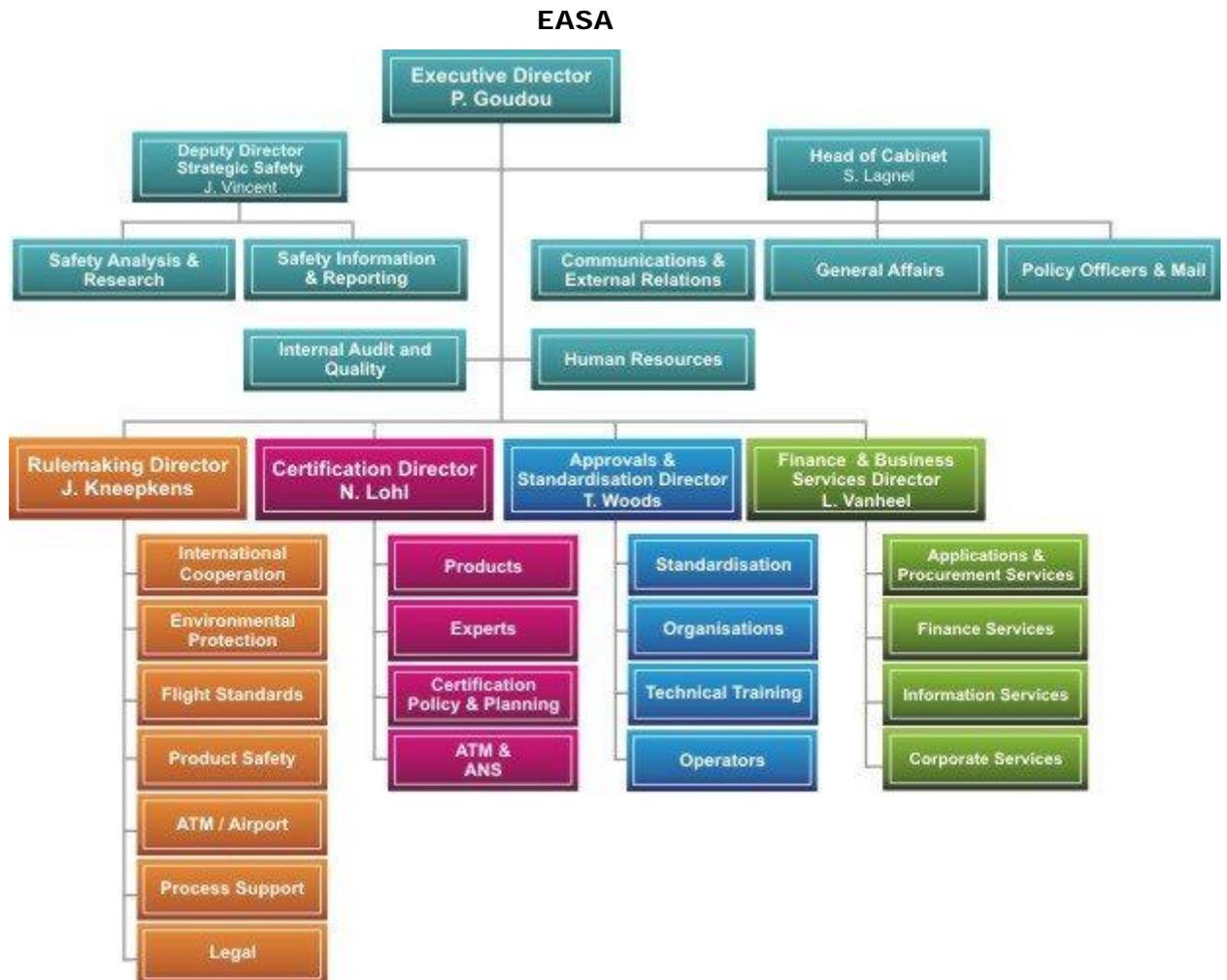


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Meetings / Conferences / Receptions / Events							
Auditing and evaluation							
Running costs							
Rental of buildings and associated costs							
Research and Development / Innovation							
Movable property and associated costs							
Other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



4. EASA ORGANISATION AND ORGANISATIONAL CHART 31.12.2012



Information on the organisational structure down to section level, including the precise number of temporary agents, contract agents, seconded national experts and interims on 31/12/2012 can be found in Annex I.



5. OVERVIEW OF THE SITUATION OVER THE YEARS 2014-2016 (INCLUDING NEW TASKS AND GROWTH OF EXISTING TASKS)

(for more information see also EASA's Business Plan 2013-2017)

5.1 Strategic Safety

EASA is an essential driver for the management of civil aviation safety risk. Applying rigorous processes, indicators of safety performance will be provided so as to assess the level of safety experienced by users of the European aviation system. Timely and reliable information of high integrity will be provided to support the decision making processes of the Agency and its partners.

The main activities in this domain are:

- Effective communication of the Safety Department output so that advantage may be taken of its findings;
- To be recognised as a fair, independent and objective source of safety knowledge;
- To be a centre of excellence for aviation safety:
 - o safety data processing;
 - o safety analysis;
 - o publications;
 - o corrective action;
 - o research and
 - o improvement.
- Work in partnership with the European States, the industry and those charged with aviation safety responsibilities worldwide.

Strategic Safety

The success of civil aviation depends on the achievement of a high level of safety. This transport system transcends borders, applies rapidly advancing technology and carries ever more passengers. Mechanisms are in place striving for continuous improvement by ensuring that lessons are learned from experience. Those mechanisms must be strengthened and applied rigorously across the aviation system.

Over time EASA aims to play its part in reducing the number of fatal accidents and fatalities irrespective of the volume of air traffic. Safety has to be managed. Safety management is anchored in EASA impacting all aspects of the organisations activities.

An integrated set of regulations is being built by Rulemaking Directorate and will be maintained to meet the above objectives. Applying rigorous processes, indicators of safety performance will be provided so as to measure the level of safety. Timely and reliable information of high integrity will be provided to support the decision making processes of the Agency and its partners.

EASA is a key to the management of civil aviation safety. It works by acting on a clear plan in partnership with its stakeholders.

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

Europe is a pioneer in this endeavour as no other region in the world has a structure that turns safety management into action. The European Commission's Communication¹⁹ on a Safety Management System at EU level sets out how EASA

¹⁹ COM(2011) 670 final – Communication from the Commission to the Council and the European Parliament on 'Setting up an Aviation Safety Management System for Europe'



can facilitate the building of a pro-active safety management system for Europe. The simultaneous publication of the European Aviation Safety Programme (EASP) provides the European structure for the management of aviation safety using a total system approach, but is no more than the launch of a programme that will need to be regularly updated to reflect future developments in safety management at EU level. Within the framework described in the EASP lies the European Aviation Safety plan (EASp) which provides a detailed description of significant safety issues together with clear actions and deliverables to address the risks. These documents essentially provide the basis for the priority setting that the Agency must carry out in dealing with specific safety issues.

Safety Analysis

The acquisition and analysis of safety data continues to be a significant activity. During 2012, the transition from ECCAIRS 4 to ECCAIRS 5 system was completed. Data repositories and their related tools were converted or modified. This should enhance the usability of the European Central Repository (ECR) of reports paving the way for a more risk based approach to the work of the Agency. The new legislative framework should help to tackle data quality issues at source and could be complemented by training to Member States. Through a Network of Analysts aspect of safety performance will be monitored and results shared.

The importance of Occurrence Reporting and Analysis needs to be emphasised as it is the corner stone to Safety Management (European Aviation Safety Programmes and Safety Management Systems).

Safety

Continuous development of the Internal Occurrence Reporting Systems (IORS) will ensure the detection and follow-up of significant occurrences. Expansion will be managed to accommodate the extension of legislation including those which affect authorities as well as organisations. Secure mechanisms for sharing safety information with authorities and international organisations will be explored. Also, new means to provide feedback on the outcomes of this work will be put in place. Publication of high quality safety information makes a vital contribution to the management of safety risks. Products, procedure and tools to provide feedback to the aviation community are an integral part of the way the Agency and the Member States manage safety. Respecting a commitment to the continuous improvement in safety performance greater use will be made of data to support a risk based approach to standardisation.

Initially in the ATM sector but with the aim of eventually extending it to all sectors, a common vision of safety performance will be applied thus avoiding a duplication of efforts. To this end the Agency works closely with the Performance Review Board (PRB). During the planning period the application of the Key Performance Indicators (KPI) for a first and second reference period will be achieved.

These activities will make a substantial contribution to the realisation of the Continuous Monitoring Approach (CMA) as applied to the Member States.

Accident Investigation

EASA receives around 100 recommendations per year and the current staff of two closed half of them. In order to monitor the outcome of recommendations, the section should supervise all actions taken by EASA and its stakeholders maintaining a link with the Internal Occurrence Reporting System for Continued Airworthiness and with the Rulemaking and Research programmes. Currently, around 380 notifications are received per year and the ADREP database shows that this amount should grow up to 1000. EASA should enhance international cooperation and standardisation in supporting the European Network of Civil Aviation Safety Investigation Authorities (ENCASIA) and the ECAC Accident Investigation Expert Group (ACC) in its "think tank" capacity.



Research

Initial steps will be undertaken to finalise and implement the EASA Research Strategy. Significant elements of this are the revision of the European Aviation Research Partnership Group (EARPG) Thematic Programme which addresses the priority thematic areas for safety and environmental protection research which should be considered for the development of the EASA Research Plan and the national and EC Framework Programmes. The Agency's three year Research Plan is the baseline for the assignment of an appropriate research budget guaranteeing a long-term planning assurance and thus an efficient investment in research activities serving the Agency's needs in the following years. The Agency takes a leading role in the development of the future European Strategic Research and Innovation Agency with priority on safety and security aspects but also on prioritisation of research topics and environmental protection.

5.2 Regulation

The Total System Approach (all safety and technical regulations in the framework of the BR, under "one roof" and developed in coherence) has become an important and continuous Agency policy. The aim is to develop an integrated set of aviation technical/safety regulations that will be maintained for all aviation domains through a holistic network approach building on the most efficient method of safety risk mitigation.

The following elements have been taken into account in setting up priorities for the current planning cycle:

- Compliance to the Basic Regulation, specifically the objectives set in article 2;
- The legislative obligations of the Agency with respect to the 1st and 2nd extension of its remit;
- The priorities set by the European Safety Strategy and the priority actions outlined in the EASp;
- Safety Recommendations and the feedback coming from implementation by national competent authorities, certification and standardisation;
- Compliance of rules with ICAO SARPs, including the identification of differences where these exist;
- Necessity of outsourcing of selected tasks to Industry and/or NAAs in order to increase output;
- The increased use of standards, produced by Standardisation bodies such as EUROCAE, in Rulemaking activities;
- Development of ATM/ANS regulations as part of the overall ATM regulatory Roadmap through a single framework;
- Eurocontrol support to Single European Sky (SES) safety related activities in the context of the Memorandum of Cooperation between the Agency and Eurocontrol;
- Establishment of the new framework of common rules for aerodromes;
- Changes in priorities due to new developments as they might occur during the year, such as the implications of volcano eruptions on the aviation transport system and pilot training issues;
- Implement the changes in the Rulemaking Process as outlined in the MB decision 01/2012 on the Rulemaking Procedure;
- Mitigate the adverse effects of growth on the environment by ensuring up to date environmental standards and promoting use of state of the art data driven impact assessments when considering mitigating options.

Production of new rules

The initial phase of the rules development in the area of the 1st and 2nd extensions of the Agency's remit will be finished in 2013. Subsequent to those achievements, the focus will be put on issues that could not be addressed during the initial phase



of the rule development as well as items identified as safety proportionality and technical priorities. Maintenance of rules and new developments will be taken up gradually except when needed for example to deploy SESAR because those rules (Airworthiness, OPS, FCL, ATM) have to be in place before the deployment and for this the regulatory roadmap for ATM and related items is developed. The rulemaking programme has more than 15 sources that trigger Rulemaking proposals and the themes vary from safety to level playing field issues. This requires the development of a risk-based Rulemaking programme, based upon a solid and transparent mechanism. In future years, special attention will be given in order to put more proportionate rules in place for the General Aviation sector.

The main challenges of the activity are:

- The simplification, consistency and the linguistic quality of rules and regulations;
- To address the specific issues of General Aviation in existing and new regulations
- The development of a complete set of new regulations for Aerodromes;
- The implementation of the agreed priorities of the overall ATM/ANS Regulatory Roadmap in ATM and related developments (e.g. aligning EASA regulations to SES objectives, ICAO developments, SESAR and NEXTGEN deployment);
- The workload associated to the safety advisory role in the SES/SESAR context and its quantification at this stage;
- The experience gained in outsourcing Rulemaking tasks to Industry and the expected involvement of NAAs;
- The review of the Agency's language and translation regime with the view to meet the transparency obligations vis a vis general public and its stakeholders;
- Initiate and consolidate the processes for the development of performance based rules;
- Start the review of the Environmental protection essential requirements (resources permitting).

Support to rules

As stated above, the initial phase of rule development in the area of the 1st and 2nd extension will come to an end in 2013; however, the introduction of all new rules substantiates an additional challenge for the Agency, the stakeholders and NAAs: the extensions of scope and the widening of the stakeholder community inevitably increase the demand for support for the implementation and explanation. The Agency (Standardisation and Rulemaking) will free resources to ensure timely workshops and attend conferences on the new regulations. The Agency will facilitate dialogue, learn from the experience of regulated parties and regularly inform, promote the exchange of thoughts and ideas on the implementation of the new regulatory framework through a variety of means. The main challenges of the activity are:

- To assist the Member States and the other stakeholders at an adequate level during the implementation of the new regulations (including promotion of the new rules);
- To increase the production of Technical Publications containing consolidated versions of rules and regulations for all regulated domains;
- To develop a tool to ensure consistent interpretation of the rules within the Agency, where an interpretations FAQ repository has been identified as a means to address this, is in the planning phase.

Coordination with ICAO and rule harmonization with third countries

Activities related to safety at the ICAO level are planned to be increased for more effective rulemaking and to better influence the ICAO SARPs development at the earliest possible stage and to represent a European view while doing so. For



Environmental protection the active involvement in the work of the Committee on Aviation Environmental Protection (CAEP) will be maintained.

It is also foreseen to increase rulemaking cooperation with third country authorities such as FAA and TCCA since a number of issues, particularly in the area of CAT aeroplane, may be better solved in a harmonized manner to ensure the expected safety level and to reduce the burden on industry.

Regulation related tasks

Staff training and development: in addition to the current activities in these fields, the participation to standardisation or OEB activities has proven to be particularly effective.

New legal activities to be undertaken include: interpretation and development of working procedures for handling TCO appeals and complaints; development of procedures for preparing fines and penalties decisions;

Safety recommendations: With the extension of scope, the Agency is exposed to an increasing number of safety recommendations that need to be analysed, or draft AIB reports that are required to be commented on. The assessment and the tools to be used to respond in the timeliest manner require constant attention and flexibility.

Art. 14: With the applicability of the first extension rules, Art. 14 exemptions and derogations will increase. This also applies to the assessment of individual FTL schemes. These activities are particularly time critical and require extra resources that due to the on-going rulemaking process can't be estimated at this point in time. Set up a monitoring system.

Central Question Bank (COB): Finalise proposal on what should be addressed via the Central Question Bank (COB), except for the already agreed FCL questions, will be tabled for discussion on the scope and the financing of the activity.

Organisational challenges

The effective and high-quality production as well as the continuous maintenance of aviation safety rules needs to adequately respond to:

- Ensure the coherence in Rulemaking throughout the domains;
- Removal of existing duplications in regulations ;
- The high regulatory demand from Member States and the other stakeholders;
- Urgent safety needs and unforeseen developments, changes affecting the aviation system;
- Capitalise on experience and feedback from the implementation of the rules (ex-post evaluation);
- Ensure and open inter-departmental/directorate cooperation and communication.

This will have implications for the organisation and timely delivery of work within the Rulemaking domain. The increasing number of multidisciplinary rulemaking tasks necessitates a comprehensive and coherent project management framework for working with horizontal teams as well as adequate project management tools. Taking into account the resource and budget constraints not all necessary activities can be carried out to the desired extent (a pro-active rulemaking approach and engagement in new developments is therefore unfortunately limited).

5.3 Product Safety Oversight

The activities in the field of Product Safety Oversight can be summarized under three main areas:



1. Certification:
 - a. Airworthiness and environmental certification of aeronautical products, parts and appliances (IAW);
 - b. Flight Simulation Training Devices (FSTD).
2. Continuing Airworthiness Oversight (CAW), including mandatory corrective actions;
3. Certification related services: MRB, OEB, Certification Support for Validation, Technical advice and Assistance upon request of Industry, Aviation Authorities or other public institutions.

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

In Europe the majority of product design activities takes place in an approved and controlled environment (approved Design Organisations) enabling the Agency to rely to a large extent on findings and declarations by applicants. The level of the Agency's technical involvement in compliance verification is based on risks and defined on a case by case basis during the establishment and formal acceptance of the individual certification programmes.

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

5.3.1 The main achievements and future challenges

The Certification activity has developed successfully over the past years, both in terms of staffing and from an organisational point of view: highly qualified experts have been recruited (mainly from NAAs and to a growing extent also from Industry), working methods and policies have been well established, an ISO-certified Quality Documentation System is in place, and stable relations with private and public stakeholders exist, etc. Furthermore, in anticipation of the OSD elements, the certification directorate has been reorganized, with experts now combined into one department. However, the Agency is faced with numerous challenges that need to be considered for the MSPP period 2014-2016.

Initial Airworthiness

In the area of Initial Airworthiness, the main challenges result from an increase of projects from emerging countries (China, Brazil, India), a constant growth of the technical complexity of new aircraft types and the ever higher expectations with regards to the environmental impact of aircraft and engines. Since April 2012, the certification workload has increased significantly due to the implementation of mandatory FSTD activities. With the expected extension of the BASA between the US and EU a workload decrease is expected in the field.

Continuing Airworthiness

For Continuing Airworthiness the required workload will increase in line with a growing number of occurrences reported to EASA, mainly resulting from an upturn in global aviation, but also from the development of EASA as one of the leading aviation safety authorities. The main challenge for EASA will be to have sufficient resources available and to optimise their use for in-depth analysis and follow-up of



all incoming information in order to correct potential unsafe conditions and thus prevent incidents or accidents.

Operations related Approvals

The workload development for Operations related approvals and recommendations as a result of the first extension of remits, is estimated on the basis of identified industry activities and data received from NAAs. The main part of the workload is foreseen for the approval of Operational Suitability Data (including Minimum Syllabi for Pilot Type Rating Training, Minimum Syllabi for Maintenance Certifying Staff Type Training, Minimum Syllabi for Cabin Crew Type Rating Training, Approval of MMEL, Approval of Reference data for FSTD, Oversight and corrective actions related to the new activities and OEB Services on request from Industry). It is worth mentioning that these tasks are already performed today as a service to the industry within the frame of Operational Evaluation Board (OEB) Memorandum of Understanding (MoU) between EASA and NAAs participating in OEB activities.

It is assumed that the related Implementing Rules on the OSD Concept will enter into force, with some delay, in 2013 (therefore replacing the MoUs) and the activities will be subject to hourly charge, allowing the Agency to fully cover all the related costs. As soon as activities start, financial monitoring will be in place, the revenue estimations for years after 2013 will be carefully reviewed in light of the actual information available and the number of applications received. In accordance with the Agency's outsourcing strategy a significant part of the new activities will be outsourced to NAAs and Qualified Entities. The estimated internal workforce necessary for the management and performance of the new activities are detailed below in the Resource plan.

Product Safety Oversight related services

Concerning product safety oversight related services to external stakeholders, EASA is increasingly recognized world-wide as a centre of expertise and is expected to play an even greater role in the future. The main challenge for EASA will be to constantly meet these expectations and to further strengthen its reputation as a leading regulator at a global level.

As far as expertise for other internal core and support processes is concerned, the Certification workload is expected to grow in line with these activities. A future challenge will be the enhancement of the IORS to cover all reporting related to the new remits.

In July 2012 the new Commission Implementing Regulation on Fines and Periodic Penalties entered into force to compel persons and undertakings to which the Agency has issued a certificate to comply with the Regulation (EC) 216/2008 and its Implementing rules. This is not expected to create a significant additional workload for the Certification Directorate in 2013. However, once fully implemented (i.e. as from 2014) the Directorate's contribution will increase and justify additional recruitment.

Above all, the big challenge will be to generate the required funding (i.e. the right level of income to cover all costs and to maintain the right level of technical involvement) and to attract and develop a sufficient level of human resources and expertise.

5.3.2 Resource plan

The Agency's total workload in Product Safety Oversight and related activities²⁰ over the MSPP period is triggered by its estimated technical involvement per

²⁰ The workload for technical expertise provided for other core activities of the Agency ("Cross Services") and technical expertise provided for management and support services of the Agency ("Technical Support Services") has been taken into account in the calculation of the staffing needs of the Certification Directorate.



individual case. Whilst the workload related to the initial type-certification (IAW) is forecasted to remain stable throughout 2014-2016, all other activities are expected to further increase in line with the above-mentioned challenges.

A significant part of the estimated workload will be outsourced to NAAs and Qualified Entities (QEs). This is done under consideration of the following principles defined in the Agency's Certification Strategy (for further information see "WP06 – EASA Certification Strategy" from EASA MB 02/2011):

1. The main principle is that EASA and NAA should have the necessary internal staff to perform the activities assigned to them according to the Basic Regulation. Outsourcing should then be used as an additional means to gain access to supplementary resources, whenever needed;
2. In all cases, EASA should have full control of the outsourced activities, from technical, managerial and financial points of view;
3. A risk based approach should be followed and tasks related to high risks (safety/ commercial/political risks) should be performed by EASA staff;
4. Project management should be done as far as possible by EASA staff;
5. Outsourcing to a significant extent is a viable solution where NAAs and QEs have sufficient expertise due to the execution of own responsibilities (e.g.: Approval of Part-145 and Production Organisations, OPS, ATM);
6. Outsourcing should also be considered if proximity to the applicant may help to mitigate potential language and/or cultural issues for very small organisations.

**Technical workload
(in hours)**

Activity	2011 (Actual)	2013	2014	2015	2016
Certification (Initial Airworthiness):	133,000	153,761	161,920	157,332	157,841
<i>Certification (old remits)</i>	<i>133,000</i>	<i>135,138</i>	<i>142,290</i>	<i>142,495</i>	<i>142,459</i>
<i>Qualification FSTD (new remits)</i>	<i>-</i>	<i>18,623</i>	<i>19,630</i>	<i>14,837</i>	<i>15,383</i>
Continuing Airworthiness (CAW):	31,153	66,300	72,400	74,000	75,500
Certification related services (Flight Standards):	20,177	50,500	78,600	79,100	79,600
<i>MRB(new remits)</i>	<i>14,242</i>	<i>23,500</i>	<i>24,000</i>	<i>24,500</i>	<i>25,000</i>
<i>OEB (new remits)</i>	<i>5,936</i>	<i>27,000</i>	<i>54,600</i>	<i>54,600</i>	<i>54,600</i>
Total Product Safety Oversight workload	184,330	270,561	312,920	310,432	312,941
Internal Workload	130,276	199,487	229,248	234,279	239,383
External Workload	54,055	89,697	103,303	90,991	88,941
Internalization rate	71%	74%	73%	75%	76%



5.4 Organisation Approvals

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned.

In addition, with the first extension of the remit, the activities include the approval and oversight of Flight Crew Licensing organisations located outside the territory of an EASA Member States.

With the second extension of the remit to ATM/ANS, the activities already 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 Commission).

5.4.1 The main achievements and future challenges

The organisation approvals activity is mature, applying a solid working approach supported by highly qualified experts and well established working methods.

Even though the number of organisations under surveillance for the earlier activities (DOA, POA and CAO) is considered in general terms as stable, or with some minor natural increases (e.g. approvals of 145 and 147 organisations), a change in the rules might generate new activities in certain domains like Design Organisations (introduction of OSD under DOA).

With regards to the newer activities, on the one hand the implementing rules related to Flight Crew Licensing Organisations entered into force on the 25th of April 2012. The finalisation of the approvals process for Flight Crew Licensing Organisations FCLOA (foreign Pilot Training Organisations TRTO, FTO, RF and AeMC approvals) has been achieved, and the consolidation phase has started following similar procedures and principles applied for foreign MOA and POA organisations.

On the other hand, the Agency has completed the development of processes for the approval and continuous oversight of ATM/ANS organisations. The draft processes were integrated into the Agency ISO system end of 2012. They are already applied for the existing applicants and organisations under EASA oversight. From a resources point of view a special note needs to be made regarding the Continuing Airworthiness Organisations activity. The CAO Section outsourcing policy is currently relying on a low internalisation rate, to allow the NAAs to continue to maintain their competencies in these fields, as mandated by their responsibility area. However, experience with such a low internalisation rate, relying only on a small number of providers, has shown that the Agency could be put in a situation where it becomes increasingly difficult to manage the oversight of the EASA approved organisations worldwide. This is also confirmed with the outsourcing of the new certification tasks related to Foreign Pilot Training Organisations Approvals. Therefore, in order to increase the internal readiness capability and to mitigate the risk related to external providers defaulting, the Agency will increase its internalisation rate gradually, to reach an outsourcing level of 40% and at same time to reduce the work share allocated to one single provider to no more than 20%. In order to achieve this objective the section should grow by 9 additional technical staff and 1 admin support over the period 2012-2014, primarily covering the increases in activity mentioned above.

5.4.2 Resource plan

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



Technical workload (in hours)					
Activity	2011 (Actual)	2013	2014	2015	2016
Design Organisations	6,853	8,952	10,003	11,034	12,066
Altern.proc to DOA	774	444	444	444	444
POA	561	1,416	1,229	1,041	854
ECoFA	1,718	1,850	1,850	1,850	1,850
ATO	0	1,050	1,050	1,050	1,050
Foreign part 145 app	2,493	1,739	1,739	1,727	1,727
Foreign part 147 app	660	547	547	936	1,325
AOA	0	1,962	800	400	400
Other	1,005	2,212	900	500	500
Oversight	50,372	43,261	44,721	45,967	47,112
Total Organisations Workload	64,434	63,433	63,283	64,950	67,328
Internal Workload	34,339	30,725	31,561	33,223	35,450
External Workload	30,095	32,708	31,721	31,727	31,879
Internalisation rate	53%	48%	50%	51%	53%

N.B. The technical workload for Organisations shown in the table includes only hours directly related and booked to projects it does not include time spent on technical issues (technical studies, revision of standards etc...).

5.5 Inspections of Member States

5.5.1 *Standardisation*

In line with its standardisation strategy, the Agency has implemented a balanced standardisation programme based on three pillars:

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

The aim is not only to check whether Competent Authorities are implementing EU regulations correctly, but to contribute to raising safety standards in line with the objectives of the EASA system as a whole

5.5.2 *The main achievements and future challenges for Standardisation*

Both the geographical (more countries) and technical scope (additional implementing rules) continue to grow, while at the same time – contrary to original staffing assumptions - resources will remain stable or even decrease.

Against this background, standardisation as a whole will face several challenges in the upcoming MSPP period 2014 to 2016, such as:

- The development and transition towards a risk-based Continuous Monitoring Approach to standardisation (CMA), in line with the developments at ICAO level (USOAP CMA);
- The development and implementation of a major revision to the current working methods to conduct standardisation inspections (Regulation EC 736/2006), as part of the CMA strategy;
- The need to provide to EASA's stakeholders a "holistic" view of the safety oversight capabilities and safety performance results of Competent



Authorities at Country level, taking into account the increasing scope and complexity of standardisation activities;

- The impact of the upcoming EU Implementing Rules in several domains (Aircrew first, then Air Operations, then Aerodromes), and its consequence in terms of workload (see further details under the Air Operations / Aircrew heading);
- The continued expansion of the geographical scope of standardisation activities;
- The expected increase in volume of international standardisation activities, due to the implementation of new BASAs and the enlargement of scope of the existing ones.

The envisaged cooperation/integration between the EASA standardisation activities and the ICAO USOAP audits will require further efforts in all domains.

Standardisation would also continue to support DG MOVE in the conduct of assessments aimed at verifying the state of implementation of Aviation Regulations in several ECAA Countries, subject to the availability of resources. Furthermore, each standardisation domain will face several specific challenges, as follows:

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

In this field, pending the availability of EU Implementing Rules (IRs), the Agency has implemented the working methods of Regulation EC 736/2006 to the existing regulatory framework (EU-OPS + JARs). However, once the EU IRs become applicable the scope of standardisation inspections will be significantly extended, as:

- The new Air Operations Regulations cover all types of air operations (aerial work, non-commercial activities, etc.), whereas EU-OPS and JAR-OPS 3 only covered Commercial Air Transport; furthermore, the new rules will cover types of aircraft which previously were regulated only at national level (e.g. Airships, Balloons and Sailplanes);
- The new Aircrew Regulations cover activities and licences which previously were regulated only at national level (e.g. LPL, Balloons, Sailplanes, etc.);
- The scope of FSTD standardisation will be extended from Full Flight Simulators to all Synthetic Training Devices (FFS, FTDs, FNPTs);
- Implementation plans and Conversion reports developed by Competent Authorities will have to be assessed.

This expansion in scope will greatly increase the workload in the affected domains; furthermore, it will also trigger the need to develop and maintain an adequate level of competency of Team Leaders and Team Members in the "new" standardisation remits.

ATM/ANS

EASA started to perform standardisation inspections in this field in January 2012. Hence, the first priority in the upcoming years will be to complete a full cycle of inspections in accordance with Regulation EC 736/2006 in order to establish a consistent "baseline".

Standardisation has also been tasked to verify the safety KPIs and to assess the annual Performance reports (EU Regulation 691/2010).

Additionally, besides regular inspections at State level, Standardisation in this domain will also have to monitor the implementation of the rules at Functional Area Block (FAB) level; such task will require further coordination of inspecting activities across the FAB participating States (increased workload).

Aerodromes

In the domain of aerodromes - unlike in all other fields of civil aviation - there has been no European standardisation process to build upon. The introduction of a



standardisation system will be challenging and will require extensive preparatory work, both on the part of EASA and on Competent Authorities.

Airworthiness

In this field, the standardisation inspection process is well established and mature. However, in addition to the general challenges mentioned above, Standardisation in this area will face an increased request to support Accreditation audits in the next years (see 6.5.3 below).

Standardisation has been a very dynamic environment, where both the geographical and technical scope have been constantly increasing since the creation of EASA.

As summarised above, in the next 5 years Standardisation as a whole will face several major challenges of a transversal nature, and each technical domain will face its specific challenges. At the same time, the increasing complexity of standardisation activities, the introduction of a new methodology (continuous monitoring) and the need to establish a holistic view at country/FAB level requires an adequate coordination of activities at the planning, visiting, reporting and follow-up stages.

Many issues are a consequence of the need to cope with additional tasks and activities which in most cases were not part of the original staffing assumptions. Hence, it has to be stressed that in the future there will be an increasing need to prioritise activities based on the actual availability of resources, and to develop new ways to fulfil the mandate given to EASA, such as transitioning gradually towards a risk based continuous monitoring approach to Standardisation activities which will allow to allocate the existing resources in accordance with the identified risks.

5.5.3 Accreditation

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

The Agency will need to substantially expand its accreditation activities with regard to its new obligations under the first and second extension and the accreditation of QEs; therefore a net increase of accreditation activities is expected to occur.

Additionally, the working arrangements signed with non-EASA ECAC States are expected to lead to increased accreditation activities.

This activity is covered by the revenue from Fees and Charges, as it is a support activity in the award of outsourcing contracts.

5.6 Operators

5.6.1 Ramp inspection programmes (SAFA/SACA)

The Agency coordinates the EU Ramp Inspection programmes (SAFA/SACA). This activity was inherited from the JAA on 1st January 2007. To achieve the pan European objective of SAFA, specific working arrangements have been signed with non EASA Member States.

During the 2014 to 2016 period, efforts will continue towards improving the data quality and enhance the overall analysis and harmonization of the programme. The new Basic Regulation (EC) 216/2008 places an obligation on Member States to perform ramp inspections on all aircraft, therefore extending the scope of the current SAFA Programme (from third-country aircraft to all aircraft). Subsequent Implementing Rules shall be published by 2014 (also repealing the current legislative framework). The programme development will be centred on the following axis:



- Consolidation of ramp inspection on third country aircraft (SAFA) programme and further integration with the TCO process;
- Development and implementation of the ramp inspection programme on EASA aircraft (SACA) and subsequent: Integration of SACA results within the cooperative oversight process and standardisation/CMA process;
- Standardisation of the SAFA Participating States;
- Incorporation in the SAFA Programme of strategic non-European partners;
- Technical evaluation of SAFA Training Organisations (new task);
- Support to the European Commission in the context of the safety list.

5.6.2 Third Country Operators

The Third Country Operators activity will be done by issuing authorisations to Third Country Operators wishing to fly to the EASA states.

It is expected that the draft implementing rule for this activity will be issued by 2017. In the meantime, Substantial effort has been made to ensure that in preparation of this new activity the necessary processes and procedures are in place when the regulation becomes applicable end 2013.

The following assumptions are taken into consideration:

The phase-in period will last until end of 2014 for carriers eligible for transition rights but EASA will have to process all applications as from the end 2013 and issue new authorisations;

In 2011 EASA launched the development of the TCO database which shall be ready for use at the entry into force of the Implementing Regulation. The TCO IT-tool shall facilitate the communication with approximately 850 external clients allowing them to update core data and upload supporting documentation; furthermore the TCO IT-tool shall facilitate the risk analysis for the clients.

The Agency's Third Country Operators (TCO) Section will issue authorisations to third-country operators engaging in commercial air transport and wishing to fly into, within or out of the EASA Member States.

It is expected that the EASA Opinion for Part-TCO will be published by the Agency in 2016. Adoption and entry-into-force of the Implementing Regulation is currently envisaged the earliest in summer 2013. In the meantime, work is in progress to ensure that all necessary EASA processes and working procedures will be timely in place. In doing so, the following assumptions are taken into consideration:

- The phase-in period to complete the authorisations of the approx. 850 third-country operators already flying to the EU will last 30 months from the date of Part-TCO entry-into-force;
- TCO revenues are expected as from summer 2013 (assumed Part-TCO entry-into-force). If commitology is extended the Agency will have to postpone the recruitment of TCO staff in order to ensure adequate economic coverage;
- TCO fees will be calculated on hourly rates according to the revised Fees & Charges regulation;
- Resources have been calculated exclusively for the needs of processing of applications for an authorisation pursuant to Part-TCO. No other associated activities – direct or indirect – have been considered in the current TCO resource planning.

EASA' ICT department is currently developing an in-house TCO database and software application which shall be ready for use by the date of entry into force of Part-TCO. This IT-tool shall in a first phase 1) facilitate the processing of TCO assessments and 2) feature web-based communications with TCO applicants, including updating operational data and uploading supporting documentation by applicants. In a second phase the application shall also facilitate a data driven continuous monitoring of authorised operators.



5.7 International Cooperation

The general activity is focused on two strategic fields: (i) improving cooperation with ICAO (looking for complementarities and synergies) and (ii) enhancing external relations (the focus remains on implementing/maintaining existing bilateral agreements/arrangements).

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

- 2013 onwards: implement the policy on EASA/EU interface activities with ICAO;
- 2012-2014: support the European Commission negotiation of new annexes to the agreement with the US and Canada, namely in the area of the first extension;
- 2013-2016:
 - o continue the implementation of the agreements with US and Canada. Start the implementation of the agreement with Brazil. Start the preparation of the agreement with Singapore, Israel and UAE.
 - o supporting the European Commission in its starting negotiations with countries such as China, Australia, New Zealand and India;
 - o develop new working arrangements, in particular, with China, Japan, India, the Interstate Aviation Committee, Ukraine, South Africa, Israel to support the certification exercises and the export of European products.
 - o Strengthen relations with the US, Canadian and Chinese authorities and with the ICAO, through the EASA Representatives.
 - o Reinforce existing EASA representations and open new EASA external representations in key regions (e.g. Latin America, Asia, Russia).

The technical activity is focused on three strategic fields: (i) support to the EU Civil Aviation Cooperation projects, in particular the CAA subject to Regulation (EC) No 2111/2005; (ii) the Regional strategy; (iii) the EASA International Cooperation Forum (ICF), i.e. support to the CAA making use of European regulations

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

- 2012-2014:
 - o Technical Assistance missions to CAAs subject to Regulation (EC) No 2111/2005 in order to support them to meet international requirements;
 - o participate in EC launched projects related to China, India, South Asia, South-East Asia, and Zambia;
- 2013-2016:
 - o Support to the EU Civil Aviation Cooperation Projects: Emphasis will be given to the Projects directly contracted by the commission to EASA such as the Mediterranean Aviation Safety Coordination (MASC) Programme, the TRACECA (Central Asia) as well as planned projects in Sub-Saharan Africa with DEVCO (e.g. CEMAC sub-region);
 - o Support to the Regional Organisations such as South Asia Regional Initiatives (SARI) and South-East Asia Regional Initiatives Forum (SEARIF) in order to ensure sustainability to EU projects; ACSA in Central-America as well as Regional Organisations in Africa such as UEMOA, CEMAC and CASSOA;
 - o involvement in ICAO COSCAP Programmes, such as the Gulf States, and several regional projects in sub-Saharan Africa and Asia-Pacific;



- Support to the countries making use of EU regulations through the ICF forum. Coordination of the ICF network of focal points ICF and their activities; (every 18 months) there will be organised the 3rd, 4th and 5th International Cooperation Forum in locations to be determined.

The management of earmarked fund allocated by the Commission through Grant contracts and Delegation Agreements will increase over the years and will require additional financial and administrative assistants directly paid by each project fund. Nevertheless a more sustainable solution has to be found.

5.8 Support Activities

The support activities include Application and Procurement Services, Finance, Information Services, Corporate Services (F Directorate), Communication, Human Resources, Internal Audit (E Directorate), Legal (R Directorate) and Technical Training (S Directorate).

The activity over the course of the planning period is consistent with the EASA Strategic Objectives and in line with the previous version of the Business Plan. The strategy of the Agency is a constant oversight of the processes in order to identify efficiencies and streamline all support activities.

The main challenges for the planning period are:

- **Application and Procurement:** adoption and implementation of a new Fees & Charges Regulation with improved cost reflectivity, implementation of online applications through a web-portal, utilization of QEs for outsourced certification tasks;
- **Finance:** consolidation of the financial planning and reporting and alignment of the controlling function with EASA operational activities;
- **Information services:** integration of existing applications and further extension where required: ERP (Project Management, Flexible Time management, access through web Portal), Document Management System, Occurrence databases, harmonised Standardisation systems, systems supporting the Agency's new and future remits, etc.;
- **Corporate Services:** the assessment of future infrastructure requirements in light of the expiry of the lease contract in 2016 and the acquisition of appropriate premises, the implementation of SharePoint as a basis for corporate information management;
- **Communications:** fostering the image of the Agency towards the stakeholders;
- **HR:** completing the recruitment procedures in line with the Establishment Plan;
- **Internal Audit:** ensuring the renewal and maintenance of the ISO9001:2008 and IFACI certificates through surveillance audits; ensuring the consolidation of the EASA Integrated Management System and the implementation of the Audit Programme;
- **Legal:** Build on a strong EASA legal function to support (future) key EASA responsibilities, specifically
 - standardisation with the implementation on the first extension rules (OPS and FCL);
 - rulemaking with the development of the second extension rules (ATM and ADR) and with SoA and UAS;
 - Enforcement: preparing the implementation of article 25 BR;
 - Legal aspects of safety reporting culture in an SMS environment;
 - Preparing and guiding the Agency for proper reactions and actions in the aftermath of aviation accidents;
 - Defending EASA in front of the Civil Service Tribunal and General Court.



- **Technical Training:** development and enrichment of the training offer through the introduction of a specific organisational setting, in order to cover the expanding customer base training requests.

In **Annex II** paragraphs provide detailed explanations for the planned variation of posts in each EASA Directorate.

5.9 Efficiency gains

It should be noted that despite the fact that EASA is an Agency with new tasks, the growth of support staff (from 2013 until 2016) is considerably lower compared to the overall growth of the Agency.

5.10 Negative priorities/Decrease of existing tasks

As EASA is still a growing Agency, as confirmed by the European Parliament in October 2012. in the framework of the 2013 budget discussion, EASA will identify negative priorities as needed depending on the outcome of the on-going discussions on the 2014 budget and the Multiannual Financial Perspectives 2014-2020.

5.11 Redeployment of resources in view of budgetary constraints

As a growing Agency, EASA identified some redeployment possibilities of resources. This results in a cut of 4 posts in existing Rulemaking activities in 2014 and a further reduction of subsidy posts in 2015 and 2016 of resp. -3 and -2.

6. GENERAL PRESENTATION OF THE STAFF POLICY FOLLOWED BY EASA

6.1 Recruitment Policy

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

a. Structural service providers²¹

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

²¹ NB Structural service providers are not employed by the agency.



6.2 Benchmarking of the key functions in the agencies

Note: In the table below, all parts in *italic* are included in the MSPP template distributed to all agencies by DG HR of the Commission. The EASA key functions are shown also in the diagram at page 46.

<i>Key functions (examples)</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function grade of recruitment (or bottom of the brackets if published in brackets)</i>	<i>Indication whether the function is dedicated to administration support or policy (operational)</i>
CORE FUNCTIONS			
Director	Temporary Agent Level 2	AD14	Depending on the Directorate: operational in the Aviation area, support in the Administrative area, e.g.: Finance and Business Services Director (support); Certification Director (operational)
<i>Head of Department (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	Temporary Agent Level 3	AD 9 – AD12 (depending on complexity, size, responsibilities of the Department)	Depending on the Department: operational in the Aviation area, support in the Administrative area, e.g.: Head of Finance (support); Head of Product Department (operational)
<i>Head of Unit (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	n/a	n/a	n/a
<i>Head of Section (please identify which level in the structure it corresponds to taking the Director as level 1)</i>	Temporary Agent "Section Manager" Level 4 (excluded from management allowance)	AD 7 – AD 10 (depending on complexity, size, responsibilities of the section)	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Senior Officer</i>	Temporary Agent	AD 9	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Officer</i>	Temporary Agent or CA IV	AD7	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Junior Officer</i>	Temporary Agent or CA IV	AD5	Depending on the Section (operational in the Aviation area, support in the Administrative area)
<i>Senior Assistant</i>	Temporary Agent	AST3	Depending on the Section (operational in the Aviation area, support in the



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

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

Besides the appraisal performance review in the context of the probationary period for newly recruited staff, EASA established a formalised appraisal procedure of individual performance in February 2007. The system provides for an annual appraisal of each staff member's ability, conduct, and efficiency in the service (as foreseen in Article 43 of the Staff Regulations). The system includes also the formalisation of an individual training and development plan.

A merit-based career development system (reclassification for its temporary agents) has been implemented in EASA in accordance with the agreement reached between the Commission and the Agencies in the framework of producing harmonised reclassification/promotion procedures. The system is designed to reach in the medium term the multiplication rates for guiding average career progression as defined in Annex I.B to the Staff Regulations.

In the fifth reclassification exercise that was run in 2012, 50 AST and 15 AD have been proposed for reclassification (provisional number depending on the fulfilment of the third language requirement).

Also in 2012 EASA adopted a specific reclassification procedure for the reclassification exercise of contract staff (ED Decision 2012/075/E of 11 July



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2012). This approach follows an advice by DG HR in the context of the Agencies' Heads of Administration meeting on 2 July 2009 and reaffirmed at the meeting on 13 April 2010. 4 contract agents (FG III) have been reclassified in 2012. Revised and updated reclassification rules for temporary agents and contract agents were drafted and will be sent to the Commission for its agreement pursuant to Article 110 SR in the first quarter of 2013.



Reclassification of temporary staff

Category and grade	Staff in activity at 31.12.2011		How many staff members were promoted / reclassified in 2012*		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16	n/a	0	n/a		
AD 15	n/a	2	n/a		
AD 14	n/a	5	n/a		
AD 13	n/a	8	n/a	1	3.4
AD 12	n/a	21	n/a	2	5.4
AD 11	n/a	15	n/a	3	3.0
AD 10	n/a	55	n/a	16	4.8
AD 9	n/a	79	n/a	10	3.8
AD 8	n/a	72	n/a	16	3.8
AD 7	n/a	98	n/a	11	3.6
AD 6	n/a	73	n/a	2	4.0
AD 5	n/a	16	n/a		
Total AD	n/a	444	n/a	61	4.0
AST 11	n/a		n/a		
AST 10	n/a		n/a		
AST 9	n/a		n/a		
AST 8	n/a		n/a		
AST 7	n/a		n/a		
AST 6	n/a	2	n/a	1	7.3
AST 5	n/a	7	n/a	4	2.9
AST 4	n/a	24	n/a	5	3.6
AST 3	n/a	52	n/a	4	3.3
AST 2	n/a	29	n/a	1	2.0
AST 1	n/a	16	n/a		
Total AST	n/a	130	n/a	15	3.8
Total	n/a	574	n/a	76	3.9

*The number shows the actual reclassifications awarded during the calendar year 2012.

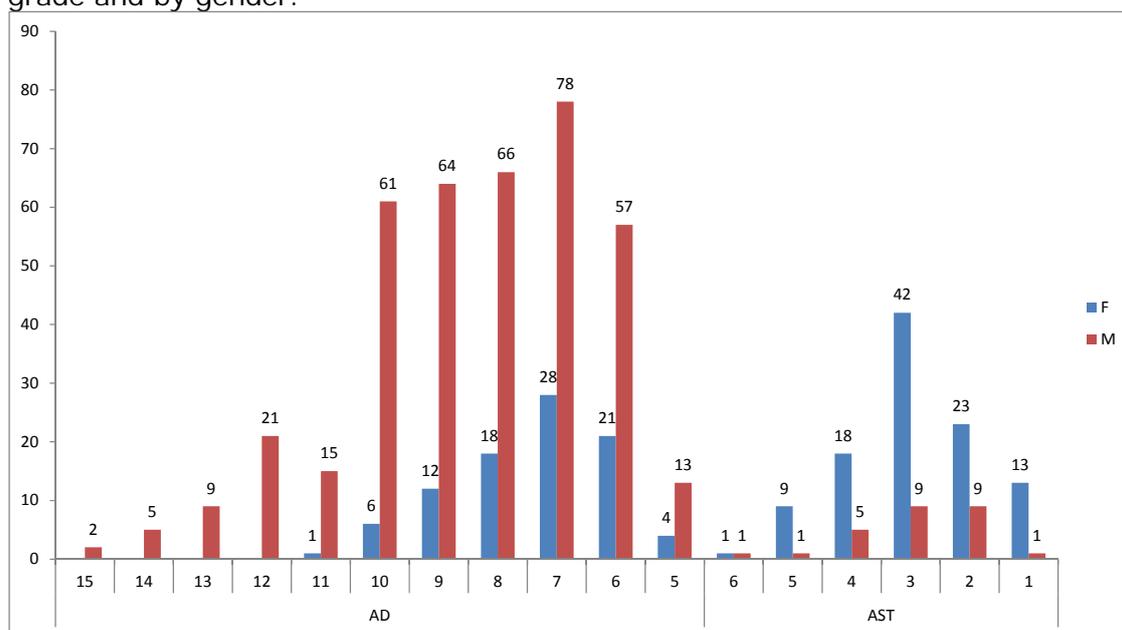


Reclassification of contract staff

Function Group	Grade	Staff in activity at 31.12.2011	How many staff members were reclassified in 2012	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15	1		
	14	4		
	13			
CA III	12			
	11	2	2	4.4
	10	6	2	2.4
	9	21		
	8	23		
CA II	7			
	6			
	5			
	4			
CA I	3			
	2			
	1			
Total		57	4	3.4

6.4 Gender balance

The global gender balance amongst EASA staff is around 32% (females) – 68% (males). The following diagram shows the distribution of temporary agents by grade and by gender.

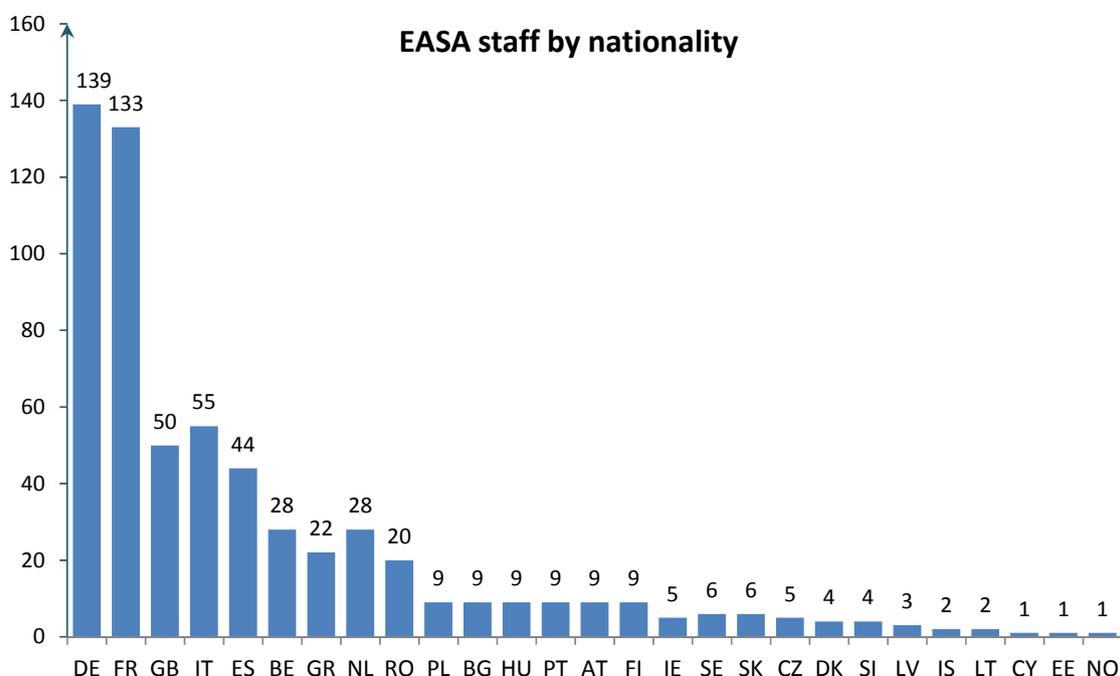




Since 2006 EASA systematically monitors the gender distribution for its selection procedures. This confirms that the specific technical labour market in which EASA operates includes an overwhelming proportion of men. This specific feature of its reference labour market makes it very difficult for EASA to achieve a balanced gender distribution across all grades. However, considerations of gender balance are taken into account as far as possible during selection procedures. To the extent possible, selection panels are drawn up to include members from both genders.

6.5 Geographical balance

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



6.6 Mobility policy in regard to the different types of employment

As the Agency is still in a growth phase over the period 2014-2016, it has and will predominantly publish vacant posts externally except for vacancies in management positions (Head of Department, Section Manager) that may result from changes in the internal structure of the Agency and a limited number of non-managerial positions to ensure transparency. Successful candidates in internal selection procedures stay in their grade (one key eligibility criteria of internal vacancies determines the minimum grade of the potential internal applicants).

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



unpaid leave or for secondment to EASA. The Agency has not launched any interagency job market selection procedure in 2012.

7. SCHOOLING

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

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

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

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

In line with the solutions proposed in the Guidelines on Staff Policy in Regulatory Agencies C(2005) 5305 and further to the Agencies Head of Administration meeting organised by the Commission on 10.10.2007, EASA concluded during 2008 and 2009 service contracts with international schools, which enjoy recognition from German Authorities or from other Member States Authorities, whose seat is within 50 km from EASA' offices, and in which at least 50% of the tuition time is provided in a language other than German. EASA signed a service contract with each of them, leaving to the parents the decision on which school to use for their children. On the basis of the service contracts, the school fees are invoiced directly to the Agency. Attendance in the contracted schools is for the time being free of charge for the staff member, who is therefore not entitled to the education allowances foreseen in the Staff Regulations. But this policy could be reviewed to take account of budget constraints.

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

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



MULTIANNUAL STAFF POLICY PLAN 2014-2016

ANNEX I: ORGANISATIONAL INFORMATION DOWN TO SECTION LEVEL ON 31/12/2012

Organisational structure	Directorate / Department / Section title	TA	CA	SNE	Interim	Total	Fees & Charges	EU Subsidy	Mixed
E	EXECUTIVE DIRECTORATE	73	15	2	2	92	13	19	60
0	Director's Office	6	1		1	8			8
1	Communications & External Relations	6	3			9			9
2	Safety Analysis & Research	17		2		19		19	
0	Safety Analysis & Research	5				5		5	
1	Safety Analysis	5		1		6		6	
2	Accident Investigation	5		1		6		6	
3	Research Management	2				2		2	
3	Internal Audit & Quality	8	1			9			9
0	Internal Audit & Quality	4				4			4
1	Quality	4	1			5			5
4	Policy Officers & Mail	5				5			5
5	Human Resources	19	8		1	28			28
0	Human Resources	4	3			7			7
1	Recruitment	5	3		1	9			9
2	HR Administration & Services	4	2			6			6
3	HR Management & Development	6				6			6
6	Safety Information & Reporting	11	2			13	13		
0	Safety Information & Reporting	2				2	2		
1	Internal Occurrence Reporting System	3				3	3		
2	Safety Information	6	2			8	8		
7	General Affairs	1				1			1
C	CERTIFICATION DIRECTORATE	200	3		4	207	207		
0	Director's Office	3				3	3		
1	Products	98	1		3	102	102		
0	Products	14	1		1	16	16		
1	Large Aeroplanes	25			1	26	26		
2	General Aviation	10				10	10		
3	Rotorcraft/Balloons/Airships	15			1	16	16		
4	Propulsion	14				14	14		
5	Parts & Appliances	4				4	4		
6	Environmental Protection	6				6	6		
7	Maintenance Review Board	10				10	10		
2	Experts	91	1		1	93	93		
0	Experts	5	1		1	7	7		
1	Structures	10				10	10		
2	Flight Test & Human Factors	7				7	7		
3	Electrical Systems	5				5	5		
4	Avionics Systems	12				12	12		
5	Safety, Software and Airborne Electronic Hardware	8				8	8		
6	Powerplant	5				5	5		
7	Cabin Safety and Cabin Crew	8				8	8		
8	Environmental Control System & Ice Protection	4				4	4		
9	Operational Suitability - Fixed Wing	5				5	5		
10	Hydro-Mechanical Systems	7				7	7		
11	Transmission	2				2	2		
12	Operational Suitability - Rotocraft/Balloons/Airships	1				1	1		
13	Instructions for Continued Airworthiness & Maintenance Training	2				2	2		
14	Special OPS Evaluations	2				2	2		
15	Master Minimum Equipment List	5				5	5		
16	Flight Simulation Training Devices	3				3	3		
4	Certification Policy & Planning	6	1			7	7		
0	Certification Policy & Planning	2				2	2		
1	Certification Policy	3				3	3		
2	Certification Support	1	1			2	2		
5	Air Traffic Management & Air Navigation Systems	2				2	2		



MULTIANNUAL STAFF POLICY PLAN 2014-2016

Organisational structure	Directorate / Department / Section title	TA	CA	SNE	Interim	Total	Fees & Charges	EU Subsidy	Mixed
R	RULEMAKING DIRECTORATE	110	16	8	3	137		118	19
0	Director's Office	4				4		4	
1	International Cooperation	16	6	1	1	24		24	
0	International Cooperation	2			1	3		3	
1	Agreements & External Representation	7		1		8		8	
2	Technical Cooperation Programmes	7	6			13		13	
2	Environmental Protection	4				4		4	
3	Flight Standards	23	1	2		26		26	
0	Flight Standards	3				3		3	
1	Flight Crew Licensing	7				7		7	
2	Air Operations	13	1	2		16		16	
4	Product Safety	18	1	1		20		20	
0	Product Safety	1	1			2		2	
1	Initial Airworthiness	9				9		9	
2	Continuing Airworthiness	8		1		9		9	
5	Air Traffic Management/Airport	17	1	4	1	23		23	
0	Air Traffic Management/Airport	2	1		1	4		4	
1	Air Traffic Management	8		3		11		11	
2	Airport	7		1		8		8	
6	Process Support	13	4			17		17	
0	Process Support	2				2		2	
1	Implementation Support & Planning	5	1			6		6	
2	Impact Assessment, Consultation & Publication	6	3			9		9	
7	Legal	15	3		1	19			19
0	Legal	2	1		1	4			4
1	General Legal Advice	8	2			10			10
2	Technical Legal Advice	5				5			5
S	APPROVALS & STANDARDISATION DIRECTORATE	135	2	1		138	68	54	16
0	Director's Office	4				4			4
0	Director's Office	2				2			2
1	General Support	2				2			2
1	Standardisation	46	1	1		48	3	45	
0	Standardisation	4	1			5		5	
1	Airworthiness Standardisation	12				12		12	
2	Accreditation	3				3	3		
3	Air Operations Standardisation	8				8		8	
4	Flight Crew Licensing Standardisation	9				9		9	
5	Air Traffic Management/Air Navigation Systems Standardisation	7				7		7	
7	Standardisation Coordination	3		1		4		4	
2	Organisations	60				60	60		
0	Organisations	3				3	3		
1	Design Organisations Approvals	28				28	28		
2	Production Organisations Approvals	6				6	6		
3	Continuing Airworthiness Organisations Approvals	17				17	17		
4	Flight Crew Licensing Organisations Approvals	3				3	3		
5	Air Traffic Management/Air Navigation Systems Organisation Approval	3				3	3		
3	Technical Training	11	1			12			12
4	Operators	14				14	5	9	
0	Operators	2				2		2	
1	Safety Assessment of Foreign Aircraft Coordination	7				7		7	
2	Third Country Operators	5				5	5		

Organisational structure	Directorate / Department / Section title	TA	CA	SNE	Interim	Total	Fees & Charges	EU Subsidy	Mixed
F	FINANCE & BUSINESS SERVICES DIRECTORATE	95	34		1	130			130
0	Director's Office	4				4			4
0	Director's Office	2				2			2
1	Policy & Process Support	2				2			2
1	Applications & Procurement Services	39	11			50			50
0	Applications & Procurement Services	2				2			2
1	Applications Management	7	3			10			10
2	Certification Outsourcing	9	2			11			11
3	Certificates & Approvals	4	3			7			7
4	Fees & Charges Invoices	4	2			6			6
5	Procurement & Contracts	9				9			9
6	Business Processes	4	1			5			5
2	Finance Services	27	5			32			32
0	Finance Services	2				2			2
1	Planning & Performance	14	3			17			17
2	Accounting	11	2			13			13
3	Information Services	15	13		1	29			29
0	Information Services	2	1		1	4			4
1	Compliance	3	2			5			5
2	Project Management & Business Applications	4				4			4
3	Technical Support	4	5			9			9
4	Enterprise Solution	2	5			7			7
4	Corporate Services	10	5			15			15
0	Corporate Services	3	1			4			4
1	Facility Management	3	1			4			4
2	Travel Management	3	2			5			5
3	Records Management	1	1			2			2
	Total	613	70	11	10	704	288	191	225

The overview of the organisational structure down to section level shows the number (headcounts) of employed temporary agents, contract agents, seconded national experts and interims on 31.12.2012. It has to be noted that two structural part time pilots occupy only one post. Therefore, EASA employs 613 temporary agents while filling in 612 posts.

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



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

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

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

The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include: expert advice to the EU for drafting new legislation; inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States; safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness; approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations; coordination of the European Union programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using European Union airports; data collection, analysis and research to improve aviation safety. EASA took up successfully the challenge to set up an organisation able to provide a high level of services certified against ISO 9001 internationally recognised quality standards.

In addition, Regulation 216/2008 entered into force on 8 April 2008 and extended the competencies of the Agency to air operations, pilot licensing and authorisation of third country operators. In particular: Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 736/2006; Certification of foreign synthetic training devices, pilot training organisations and aero medical centres; Certification tasks linked to the Authorisation to third country operators.

On 7 September 2009, the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as far as safety and technical issues are concerned, it will be necessary to coordinate the common rules with the new Single European Sky regulation and the related implementing rules.

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

In 2013 and in 2014 the Agency will need to fully implement the tasks deriving from the extended competencies. In order to do that it is necessary that the appropriate competencies are hired.



The number of staff necessary for the performance of the above tasks has been estimated in the BP 2013-2017 approved by the EASA Management Board in December 2012.

For 2014 the total number of Temporary Agents identified was 739 having as reference the 692 posts of the 2013 Establishment Plan.

Following the instructions received from the EC on the 2014 Draft Budget, the Agency has reviewed the planning and the estimates in order to address the requested staff reductions.

The outcome of the exercise is to request 735 Temporary Agents for 2014. The figure takes into consideration the structural cut of 1% of the 2013 Subsidy posts and the further 1% taxation for the redeployment pool as requested by the EC. The delta of 43 posts between the 2013 Establishment plan and the 2014 staff request is explained by the implementation of new activities and the regularisation of the currently existing staff gap for the initial EASA remit in the subsidy area.

It includes:

- 22 Fees and Charges posts to reflect increasing and new industry tasks and

- 21 Subsidy posts consisting of:

a) 11 TAs for the Third Country Operators authorisation activity, subsidy financed now

b) 10 TAs to fill the mentioned staff gap created by additional tasks given to the Agency without associated staffing:

7 TAs for SAFA

1 TA linked to Croatia joining the EU

2 TAs for Rulemaking activities on Remotely Piloted Air Systems

+4 TAs due to the increasing importance of the environmental

Rulemaking activities compensated by:

-4 TAs reduction in the Flight Standard Rulemaking department, in this way also complying with the 2% reduction request from the Commission.

After 2014 a 1% reduction in subsidy staff is applied resulting in -3 and -2 posts less for resp. 2015 and 2016.

The table below summarises the evolution as explained above:



MULTIANNUAL STAFF POLICY PLAN 2014-2016

EASA – staff		2013	2014	2015	2016
Posts beginning of the year	F&C Financed (to be adjusted depending on market demand)	465	465	487	497
	Subsidy Financed	227	227	248	245
Agency Total		692	692	735	742
Reduction on subsidy: 1% till 2017 +1% agencies redeployment pool for 2014			(2+2) (Rulemaking Flight Standards)	(3) (TBD)	(2) (TBD)
Agency Total with reduction			688	732	740
F&C Financed additional request			8 (OSD) + 14 (market demand)	10 (market demand)	7 (market demand)
Subsidy Financed for new tasks ²²			11 (TCO) + 14 (existing gap: +7 SAFA; +1 Croatia +2 RPAS + 4 Environment)		
PM: (Transfer from Eurocontrol - SNEs) ²³			10 (SES)	10 (SES)	
Grants (DEVCO projects and industry grants)			tbd	tbd	tbd
End of Year Temporary Agents			735	742	747
Agency TA initial request in the BP 2013-2017			739	749	756

²² 11 TCO posts: will be subsidy financed from 2014.

14 'existing gap' posts:

The baseline subsidy resources of the Agency are 238 posts, based on historically approved establishment plan (2008: 186 posts) and the legislative statements related to the extensions of EASA's mandate (Extension 1: +20 and Extension 2: +32).

As the actual Subsidy resources end of 2013 consist of 227 posts there is still a gap of 11 posts.

Several staff members are currently performing additional activities assigned to the Agency without being covered by associated posts.

Hence this corrective request aims to cover this:

7 SAFA posts, 1 post for the Croatia EU membership preparation. 2 posts for Unmanned Aircraft (RPAS) and 4 for environment Rulemaking, the latter compensated by the redeployment through a Rulemaking Flight Standards reduction (-4 posts)

²³ These figures are not calculated in, as these constitute SNE's posts (not covered by the Establishment Plan)



A. Executive Directorate (E)

TEMPORARY AGENTS			MSPP 2013	New posts 2014	MSPP 2014	New posts 2015	MSPP 2015	New posts 2016	MSPP 2016
	DEPT.								
	Director's Office	E.0	6		6		6		6
	Communications & External Relations Department	E.1	8		8		8		8
	Safety Analysis & Research Department	E.2	18		18		18		18
	Internal Audit & Quality Department	E.3	8		8		8		8
	Policy Officers & Mail Department	E.4	4		4		4		4
	Human Resources Department	E.5	22		22		22		22
	IORS Department	E.6	13		13		13		13
	General Affairs Department	E.7	1		1		1		1
EXECUTIVE DIRECTORATE			80	0	80	0	80	0	80

Following the instructions received from the European Commission about the 2014 Draft Budget the Agency has reviewed the planning and the estimates in order to cope with the requested staff reductions. Therefore, there is no additional request of temporary agent posts envisaged within the Executive Directorate for the planning period 2014-2016.



B. Certification Directorate (C)

TEMPORARY AGENTS	DEPT.	MSPP	New posts	MSPP	New posts	MSPP	New posts	MSPP
		2013	2014	2014	2015	2015	2016	2016
Director's Office	C.0	3		3		3		3
Products Department	C.1	105	4	109	2	111	3	114
Experts Department	C.2	118	15	133	7	140	3	143
Certification Policy & Planning Department	C.4	7		7		7		7
ATM & ANS Systems Department	C.5	3	1	4	1	5	1	6
CERTIFICATION DIRECTORATE		236	20	256	10	266	7	273

Following the instructions received from the European Commission about the 2014 Draft Budget the Agency has reviewed the planning and the estimates in order to cope with the requested staff reductions. The staff request for 2014 is based on the new tasks of the Agency in the field of OSD. Moreover, it is extremely important to understand that the activity of the Agency is closely linked to the global aviation industry which is not equally affected by the current economic difficulties. Quite the opposite, a large part of the Agency's oversight and certification activities are in areas where industry is investing, e.g. the design of the new aircraft. As a consequence, Fees and Charges resources are linked to market conditions and industry requests, which drive the number of applications and the associated workload. Therefore, the Certification Directorate has to request additional temporary agent posts as follows:

Certification Director's office

- 2014-2016: no change

Certification Policy & Planning Department

- 2014-2016: no change

ATM & ANS Systems Department

- 2014: +1 ATM/ANS Expert (AD7)
- 2015: +1 ATM/ANS Expert (AD7)
- 2016: +1 ATM/ANS Expert (AD7)

Products Department

Head of Products Department office:

- 2014: no change
- 2015: no change
- 2016: no change

Large Aeroplanes Section

- 2014: +1 Project Certification Managers (AD7) to cope with the additional large aeroplanes certification projects
- 2015: +1 Project Certification Managers (AD7) to cope with the additional large aeroplanes certification projects
- 2016: no change

General Aviation Section

- 2014: +1 Project Certification Manager General Aviation (AD7) to cope with the additional general aviation projects



- 2015: +1 Project Certification Manager General Aviation (AD7) to cope with the additional general aviation projects
- 2016: +1 Project Certification Manager General Aviation (AD7) to cope with the additional general aviation projects

Rotorcraft/Balloons/Airships Section

- 2014: +1 Project Certification Manager Rotorcraft (AD7) to cope with additional projects
- 2015: no change
- 2016: +1 Project Certification Manager Rotorcraft (AD7) to cope with additional projects

Propulsion Section

- 2014: +1 Project Certification Manager Propulsion (AD7) to cope with additional projects
- 2015: no change
- 2016: +1 Project Certification Manager Propulsion (AD7) to cope with additional projects

Parts & Appliances Section

- 2014 - 2016: no change

Environmental Protection Section

- 2014 - 2016: no change

MRB Section

- 2014 - 2016: no change

Experts Department

Head of Experts Department office

- 2014: +3 Secretary (AST1) in order to cope with the additional administrative tasks in a growing department
- 2015 - 2016: no change

Structures Section

- 2014: +1 Structures Expert (AD7)
- 2015: +1 Structures Expert (AD7)
- 2016: no change

Flight Test and Human Factors Section

- 2014: no change
- 2015: +1 Flight Expert (AD9)
- 2016: +1 Flight Expert (AD9)

Electrical Systems Section

- 2014: +1 Electrical Systems Expert (AD7)
- 2015 -2016: no change

Avionics Systems Section

- 2014: +1 Avionics Systems Expert (AD7)–
- 2015: no change
- 2016: +1 Avionics Systems Expert (AD7)

Safety, Software and Airborne Electronic Hardware Section



- 2014: no change
- 2015: +1 Safety, Software and Airborne Electronic Hardware Expert (AD7)
- 2016: no change

Powerplant Section

- 2014: +1 Powerplant Expert (AD7)
- 2015: +1 Powerplant Expert (AD7)
- 2016: no change

Cabin Safety and Cabin Crew Section

- 2014: no change
- 2015: +1 Cabin Safety Expert (AD7)
- 2016: no change

Environmental Control System & Ice Protection Section

- 2014: no change
- 2015: +1 Environmental Control Systems Expert (AD7)
- 2016: no change

Operational Suitability – Fixed Wing Section

- 2014: +2 Operational Suitability – Fixed Wing Expert (AD9) (part of OSD)
- 2015 – 2016: no change

Hydro-Mechanical Systems Section

- 2014: no change
- 2015: +1 Hydro-Mechanical Systems Expert (AD7)
- 2016: +1 Hydro-Mechanical Systems Expert (AD7)

Transmission Section

- 2014 - 2016: no change

Operational Suitability – Rotorcraft/Balloon/Airships Section

- 2014: +2 Operational Suitability - Rotorcraft/Balloon/Airships Experts (AD9) (part of OSD)
- 2015: no change
- 2016: no change

Instructions for Continued Airworthiness & Maintenance Training Section

- 2014-2016: no change

Special OPS Evaluations Section

- 2014-2016: no change

Master Minimum Equipment List Section

- 2014: +2 MMEL experts (AD7) to cope with additional MMEL evaluations (part of OSD).
- 2015-2016: no change

Flight Simulation Training Devices Section

- 2014: +2 FSTD Experts (AD8) to cope with additional FSTD activities (part of OSD)
- 2015-2016: no change



C. Rulemaking Directorate (R)

TEMPORARY AGENTS	DEPT.						
Director's Office	R.0	4		4		4	4
International Cooperation Department	R.1	16		16		16	16
Environmental Protection Department	R.2	4		8	4	8	8
Flight Standards Department	R.3	23		19	-4	19	19
Product Safety Department	R.4	19		21	2	21	21
ATM/Airport Department	R.5	17		17		17	17
Process Support Department	R.6	14		14		14	14
Legal Department	R.7	14		14		14	14
Data Protection Officer	R.7	1		1		1	1
RULEMAKING DIRECTORATE		112		2	114	0	114

Following the instructions received from the European Commission about the 2014 Draft Budget the Agency has reviewed the planning and the estimates in order to cope with the requested staff reductions. Therefore, there is a minimal additional request of temporary agent posts envisaged within the Rulemaking Directorate for the planning period 2014-2016 due to the future work on remotely piloted aircraft systems (RPAS). Moreover, 4 posts in the Flight Standards Department will be redeployed to the Environmental Protection Department in 2014. This is due to the increased importance given to Environment in Aviation (e.g. effect of climate change on aviation safety).

Product Safety Department

- 2014: + 2 Rulemaking Officers - RPAS (AD7)
- 2015 - 2016: no change



D. Approvals & Standardisation Directorate (S)

TEMPORARY AGENTS	DEPT.	MSPP 2013		New posts 2014		MSPP 2014		New posts 2015		MSPP 2015		New posts 2016		MSPP 2016	
Director's Office	S.0	5			5				5				5		
Standardisation Department	S.1	56		1	57				57				57		
Organisations Department	S.2	69			69				69				69		
Technical Training Department	S.3	12			12				12				12		
Operators Department	S.4	15		18	33				33				33		
APPROVALS AND STANDARDISATION DIRECTORATE		157		19	176			0	176			0	176		

Following the instructions received from the European Commission about the 2014 Draft Budget the Agency has reviewed the planning and the estimates in order to cope with the requested staff reductions. Therefore, there is a significantly reduced request of temporary agent posts envisaged within the Approvals & Standardisation Directorate for the planning period 2014-2016. Yet, due to the new tasks of the Agency as regards TCO, SAFA and Croatia the Standardisation Directorate has to request additional temporary agent post as follows:

Director's office

- 2014-2016: no change

Standardisation Department

- 2014: + 1 posts:
 - 1 Country Coordinator (Croatia) (AD8)
- 2015 - 2016: no change

Organisations Department

- 2014 - 2016: no change

Technical Training Department

- 2014-2016: no change

Operators Department

- 2014 : + 18 posts as follows:
 - 2 Team Leader Third Country Operators (AD8) and
 - 9 Third Country Operators Officers (AD6) to complete the recruitment plan of the staff necessary to implement the measures as per the implementing rule on TCO authorisations
 - 1 SAFA Coordination Section Manager (AD9)
 - 1 SAFA Coordination Assistant (AST4)
 - 2 SAFA Coordination Officers (AD7)
 - 3 SAFA Standardisation Auditor (AD7)

The existing 7 SAFA inspectors occupy posts originally foreseen for Standardisation activities, as the SAFA activities were assigned to the Agency without the associated resources creating a historical gap (see Annex II).
- 2015 - 2016: no change



E. Finance & Business Services Directorate (F)

TEMPORARY AGENTS			MSPP 2013	New posts 2014	MSPP 2014	New posts 2015	MSPP 2015	New posts 2016	MSPP 2016
Director's Office	F.0		4		4		4		4
Applications & Procurement Section Department	F.1		43	2	45		45		45
Finance Services Department	F.2		29		29		29		29
Information Services Department	F.3		21		21		21		21
Corporate Services Department	F.4		10		10		10		10
FINANCE & BUSINESS SERVICES DIRECTORATE			107	2	109	0	109	0	109

Following the instructions received from the European Commission about the 2014 Draft Budget the Agency has reviewed the planning and the estimates in order to cope with the requested staff reductions. Therefore, there is significantly reduced request of temporary agent posts envisaged within the Finance & Business Services Directorate for the planning period 2014-2016.

Applications & Procurement Services Department

- 2014: +2 posts as follows:
2 Administrative Assistants (Certification Outsourcing) (AST2), replacing 2 Contract Agents, in order to continue to cover the increased workload related to outsourcing of certification tasks to NAAs and QEs including their processing in SAP as well as the management of supplier contracts and relationships following the general growth of the business and the extension of the Agency's remits



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F. Consequences on the number of staff in the Agency for the period 2014 – 2016:

The table below provides an overview of the planned evolution of posts per Directorate and Department in the period 2014-2016.

STAFFING BY DIRECTORATE / DEPT

	TA actually employed 2012	MSPP 2013	New posts 2014	MSPP 2014	New posts 2015	MSPP 2015	New posts 2016	MSPP 2016
TEMPORARY AGENTS								
Director's Office	6	6		6		6		6
Communications & External Relations Department	6	8		8		8		8
Safety Analysis & Research Department	17	18		18		18		18
Internal Audit & Quality Department	8	8		8		8		8
Policy Officers & Mail Department	5	4		4		4		4
Human Resources Department	19	22		22		22		22
IORS Department	11	13		13		13		13
General Affairs Department	1	1		1		1		1
EXECUTIVE DIRECTORATE	73	80	0	80	0	80	0	80
EXECUTIVE DIRECTORATE								
Director's Office	3	3		3		3		3
Products Department	98	105	4	109	2	111	3	114
Experts Department	91	118	15	133	7	140	3	143
Certification Policy & Planning Department	6	7		7		7		7
ATM & ANS Systems Department	2	3	1	4	1	5	1	6
CERTIFICATION DIRECTORATE	200	236	20	256	10	266	7	273
CERTIFICATION DIRECTORATE								
Director's Office	4	4		4		4		4
International Cooperation Department	16	16		16		16		16
Environmental Protection Department	4	4	4	8		8		8
Flight Standards Department	23	23	-4	19		19		19
Product Safety Department	18	19	2	21		21		21
ATM/Airport Department	17	17		17		17		17
Process Support Department	13	14		14		14		14
Legal Department	14	14		14		14		14
Data Protection Officer	1	1		1		1		1
RULEMAKING DIRECTORATE	110	112	2	114	0	114	0	114
RULEMAKING DIRECTORATE								
Director's Office	3	5		5		5		5
Standardisation Department	46	56	1	57		57		57
Organisations Department	60	69		69		69		69
Technical Training Department	10	12		12		12		12
Operators Department	15	15	18	33		33		33
APPROVALS AND STANDARDISATION DIRECTORATE	134	157	19	176	0	176	0	176
APPROVALS AND STANDARDISATION DIRECTORATE								
Director's Office	4	4		4		4		4
Applications & Procurement Section Department	39	43	2	45		45		45
Finance Services Department	27	29		29		29		29
Information Services Department	15	21		21		21		21
Corporate Services Department	10	10		10		10		10
FINANCE & BUSINESS SERVICES DIRECTORATE	95	107	2	109	0	109	0	109
FINANCE & BUSINESS SERVICES DIRECTORATE								
Adjustment for Subsidy post not yet identified*					-3		-5	
SUBTOTAL TEMPORARY AGENTS	612	692	43	735	10	742	5	747
Thereof:								
100 % fee-financed		371		393		403		410
100 % subsidy-financed		168		189		186		184
Allocated staff		153		153		153		153
% of Title 1 support staff cost allocated to Fee		61%		61%		61%		61%
% of Title 1 support staff cost allocated to Subsidy		39%		39%		39%		39%
Support staff paid by Fee		94		94		94		94
Support staff paid by Subsidy		59		59		59		59
Fee-Financed	396	465	22	487	10	497	7	504
Subsidy-Financed	216	227	21	248	-3	245	-2	243

* The adjustment for Subsidy post not yet identified in 2016 (-5) is a cumulative number i.e. the actual adjustment is (-3) in 2015 and another (-2) in 2016

**ANNEX III: GENERAL PRESENTATION OF THE STAFF POLICY FOLLOWED BY EASA****A. Type and number of staff required to fulfil the mission and tasks**

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

EASA Establishment Plans (all posts are temporary)

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

Grade and function group corresponding to the tasks and to the level of the post

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

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

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

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

- AST1 to AST4 for the AST category
- AD5 to AD8 for the AD category

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



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In all cases, and before publishing any post, the Agency carefully evaluates all options in order not to recruit at excessive level. Recruitment of technical experts at grades AD9 - AD11 remained within the limits of 20% of recruitments per year (averaged over five years: 7,4 % of non-managerial posts AD9 or above) for long-term employment within the Agency (see table below).

AD Grade	2008		2009		2010		2011		2012	
	MP Yes*	MP No**	MP Yes	MP No						
>= AD 9	6 8%	12 17%	9 12%	5 6%	9 13%	3 4%	5 8%	1 2%	1 2%	5 10%
< AD 9		54 75%		64 82%		60 83%		54 90%		46 88%
Total of AD	72		78		72		60		52	

* management posts

** non-management posts

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

AST	Assistants	AD	Experts	Managers	Directors
		16			
		15			Executive Director
		14			Director
		13			Deputy Director
		12		Head of Department	
11		11	Senior	Head of Dept. / Section Mgr.	
10		10			
9		9			
8		8	Expert	Section Manager	
7		7			
6		6	Junior		
5		5			
4	Senior				
3					
2	Junior				
1					

The Agency recruits junior assistants in grades AST1 – AST2 and senior assistants in grades AST3 - AST4.

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

EASA must recruit real senior experts from the aviation sector (aeronautical engineers, test engineers and pilots) with a minimum of nine years of work experience. Those profiles are quantitatively scarce in the labour market, and in this specific sector EASA competes as an employer with the attractive conditions of employment that are offered by both the private aeronautical industry and the public National Aviation Authorities (permanent posts). The experts the Agency sends to its industry clients need to be at the same level as experts on their side. Therefore the recruitment of senior experts has to continue above the lowest entry grades.

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



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

Long-term temporary agents (Art. 2a CEOS) are offered a first fixed-term contract of five years. Considering the long-term or permanent nature of the regulatory tasks entrusted to the Agency, the EASA Management Board decided that, as a rule, the renewal following the initial 5-years fixed-term contract will be for an indefinite duration (Management Board Decision on employment conditions for EASA staff (EASA MB/2/03 of 11.03.2003), published on the EASA website). All renewals of contract for temporary agents will be subject to a confirmation of the long-term need for the post, and to a thorough examination of the performance of the post holder.

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

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

- Reinforcement of existing capacities in support and administrative functions when necessary, in particular outside the core business of EASA.
- To work on specific, time-limited projects.
- To fill gaps during long-time absences.
- Exceptionally, to reinforce capacities in areas of work where a specific competence profile is needed for a limited time period or where a long-term requirement has not yet been defined.

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

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

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

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

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

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

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

B. Recruitment policy in regard to the different types of employment

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

In line with efforts to harmonize the procedures used by different Regulatory Agencies to engage and use temporary agents, new EASA implementing rules were adopted 28 May 2010, after having received the Commission's approval under Article 110 of the Staff Regulations on 3 May 2010. These implementing rules follow the



basis of the "model" rules presented by the Commission's DG Administration in the Agencies' joint meeting on 14 February 2007, amended in May 2008. This decision foresees the extensive use of written tests as part of the recruitment process.

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

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

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

Rules adopted within the Agency after having obtained the agreement of the Commission pursuant to Article 110 SR

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

Reference to SR and CEOS	Description	Type	Number
SR art. 67; SR Annex VII art. 1(2)(d)	Granting the household allowance by special decision	DGE	C(2004)1364
SR Annex VII art. 2(4)	Persons to be treated as dependent children	DGE	C(2004)1364
SR Annex VII art. 7(3)	Determining the place of origin	DGE	C(2004)1364
SR Annex VIII art. 4	Taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment	DGE	C(2004)1364
SR art. 67, 68; SR Annex VII art. 2, 3	Family allowances to be paid to a person, other than the official, who has custody of one or more of the official's dependent children	DGE	C(2004)1364
SR Annex VII art. 3	Grant of the education allowance	DGE	C(2004)1313
SR Annex VIII art. 11, 12	Transferring pension rights	DGE	C(2004)1588
SR Annex VII art. 8	Travel expenses from the place of employment to the place of origin	DGE	C(2004)1588
SR Annex XIII art. 26	Transferring pension rights - Transitional measures	DGE	C(2004)1588
SR Annex XIII art. 22(4)	Purchase of additional pension rights	DGE	C(2004)1588
SR art. 71; SR Annex VII art. 11 to 13a	General implementing provisions adopting the Guide to missions for members of staff of the European Aviation Safety Agency	DGE	C(2004)1313 EASA 2011/031/F
SR art. 57, 58, 61; SR Annex V;	Introducing implementing provisions on leave	DC	C(2004)1597



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CEOS art. 16, 59, 60, 91

SR art. 59, 60; CEOS art. 16, 59, 60, Introducing implementing provisions on absences as a result of sickness or DC C(2004)1597
91 accident

SR art. 1d(4) Facilities for disabled persons DC C(2004)1318

SR art. 15, 37, 40; CEOS art. 11, Leave on personal grounds for officials and unpaid leave for temporary and DC C(2004)1597
17, 88a contract staff of the European Communities

Annex XIII Transitional measures required by the revision of the Staff Regulations of Officials DC C(2004)1613
and the Conditions of Employment of Other Servants of the European
Communities

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

SR art. 72 General implementing provisions for the reimbursement of medical expenses C(2007)3195
EASA
2009/025/E ; ;
SR 42a Adoption of IR on leave, parental leave, family leave and part-time work C(2010)7495,
SR 42b C(2010)7572,
SR 55a, Annex IVa C(2010)7494,
C(2010)7573,
EASA/2011/02
2/E



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

Reference to SR and CEOS	Description	Type	Number
CEOS art. 82(6)	Procedures governing the engagement and the use of contract staff	DGE	C(2004)1313 EASA 2007/004/A
SR art. 1c, 11(2), 11a, 12, 12b, 15(2), 16, 17, 17a, 19, 55(1); SR Annex VIII art. 13, 40; CEOS art. 11, 16, 54, 57, 81, 91	Outside activities and assignments	DC	C(2004)1597 EASA 2007/006/A
SR art. 5, 29, 30, 31; CEOS art. 10, 15	Criteria applicable to classification in grade and step on appointment or engagement	DGE	C(2004)1313 EASA 2010/086/E
SR art. 45; CEOS art. 10	Relative to the career of temporary staff and their assignment to employment of a higher grade than to that in which they are employed (updated version submitted to the Commission in September 2009, approved in December 2009)	DGE	EASA 2009/185/E
SR art. 43, CEOS art. 15 (2), 87 (1)	Establishing the policy and procedure for the performance appraisal of staff	DGE	EASA 2010/053/E
SR art 43, 90 (2)	Establishing the composition procedure and powers of the joint appraisal and reclassification committee		EASA 2011/082/E
SR art. 1d, 12, 12a, CEOS art. 11, 81	EASA policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment	DC	C(2006)1624 EASA 2008/180/A
CEOS art. 8	General implementing provisions on the procedure governing the engagement and the use of temporary agents at EASA	DC	C(2004) 1597, C(2004)4952 EASA 2009/069/E
SR art. 2,4,5,7 and 29	Middle management	DC	C(2004)1597 EASA 2009/70/E



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SR art. 43, 44 and CEOS art. 14	Decision concerning the appraisal for the Executive Director of EASA	EASA Management Board Decision 04/2010
CEOS art. 87	Reclassification for Contract Agents (ad hoc decision as advised by the Commission)	EASA 2011/078/E
Annex IX to SR art. 2 (3) and art. 30	General implementing provisions on the conduct of administrative inquiries and disciplinary procedures	DGE C(2004)1588 EASA 2011/216/E

The following rules were/will be submitted to the Commission for its approval/first consultation pursuant to Article 110 SR:

Reference to SR and CEOS	Description	Type	Number	Indicative timetable for submission
CEOS art. 12	EASA decision concerning the selection procedure applicable to Directors		Management Board Decision	The revised version was submitted to the Commission service beginning of March 2009
SR art. 7 (2)	Temporary occupation of management positions	DC	C(2004)1597	The draft was submitted to the Commission service on 3 September 2009
SR art. 9 (1)(a)	Establishment of the EASA Staff Committee		EASA 2008/109/A	The draft will be officially submitted by Q1 of 2013.
SR art. 55b	Job sharing	DC	C(2004)1597	No obligation to adopt this decision, EASA does not intend to submit a draft decision as regards job sharing
CEOS art. 87	Reclassification for Contract Agents			EASA will submit a revised draft decision in Q1 2013 for approval
SR art. 45; CEOS art. 10	Relative to the career of temporary staff and their assignment to employment of a higher grade than to that in which they are employed			EASA will submit a revised draft decision in Q1 2013 for approval



Abbreviations

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



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SNE	Seconded National Expert
SPP	Staff Policy Plan
SR	Staff Regulations
TA	Temporary Agent
TCO	Third Country Operator
WP	Work programme