



# WELCOME

## CT2020 Roadmap

### Certification Directorate Change Management Project



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# THE WHY: REASONING

## *For the Present*

- Necessity for efficiency gains “today”, not only for “tomorrow”

## *For the Future*

- Fast-moving environment and changes are coming our way:
  - Changes related to technological innovation (e.g. UAS, VTOL, Electrical & Hybrid propulsion, Digitalisation, Artificial Intelligence)
  - Changes to the EASA regulatory and financial environmental (e.g. NBRs, Fees & Charges, International Co-operations)
  - Changes related to business model (e.g. New entrants in aviation market, Military/Civil platforms)
  - Changes related to institutional environment





# THE WHY: CHANGE DRIVERS

## What is driving the CT2020 Roadmap? Which are the shared needs?



*Create competitive advantage*

To ensure the aeronautical products design certification in Europe is based on the highest safety and Environmental/sustainability standards throughout its operational life



*Align costs with business strategy*

To achieve efficiency gains while maintaining a stable and reliable service for initial and continued airworthiness of certified products, parts & appliances and design organisation oversight



*Stimulate innovation*

To facilitate and support technological innovation (e.g. UAS, VTOL, Electrical & Hybrid propulsion, Digitalisation, Artificial Intelligence)



*Stakeholders & aviation industry needs*

To be ready and prepared to changes related to business model (e.g. New entrants in aviation market, Military/Civil platforms)



*Transform human capital*

To facilitate a streamline team coordination with more efficient integration of professional disciplines, lean managerial tasks and creating a competency matrix for each individual



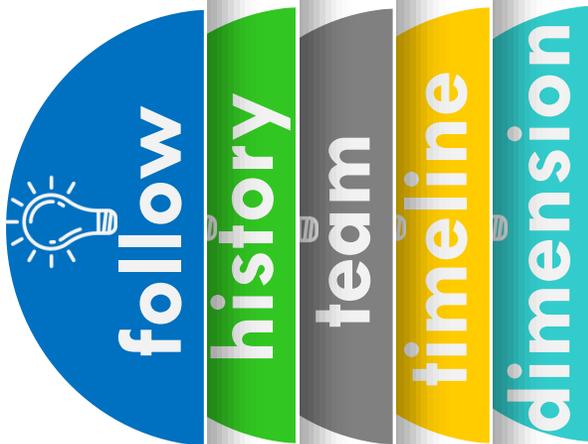
*IT Tools & Digitalization*

To introduce necessary IT Tools to support the CT Staff work at all levels



# THE WHAT: KEY AREAS OF TRANSFORMATION

The CT2020 Change Project is designed around Key Areas of Transformation

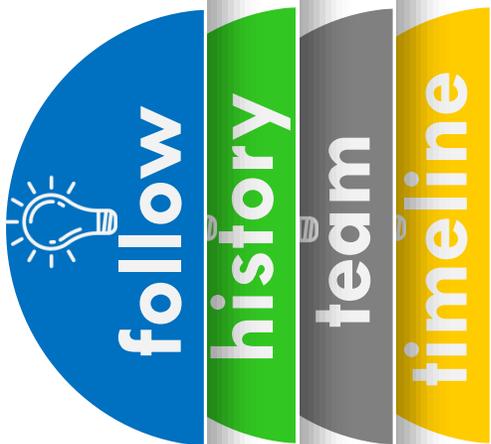


In which areas the CT Directorate has to conduct a transformation?





# THE WHAT: SIX DIMENSIONS



Dimension #1  
**Processes and Working Methods/Lean Management**  
*Integrate our work across the complete system*



Dimension #2  
**Roles and Responsibilities**  
*Ensure we have the competences needed for innovative products*



Dimension #3  
**Workforce planning and development**  
*Efficiently manage the use of resources*



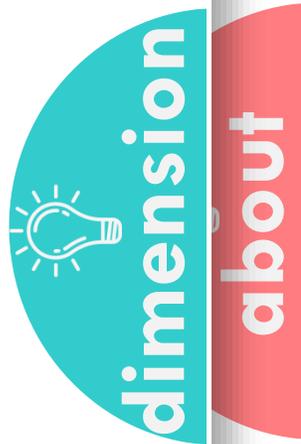
Dimension #4  
**Organizational Structure**  
*Adapt the organisational structure to better integrate*



Dimension #5  
**Task supporting tools**  
*New IT Tools & Digitalization*

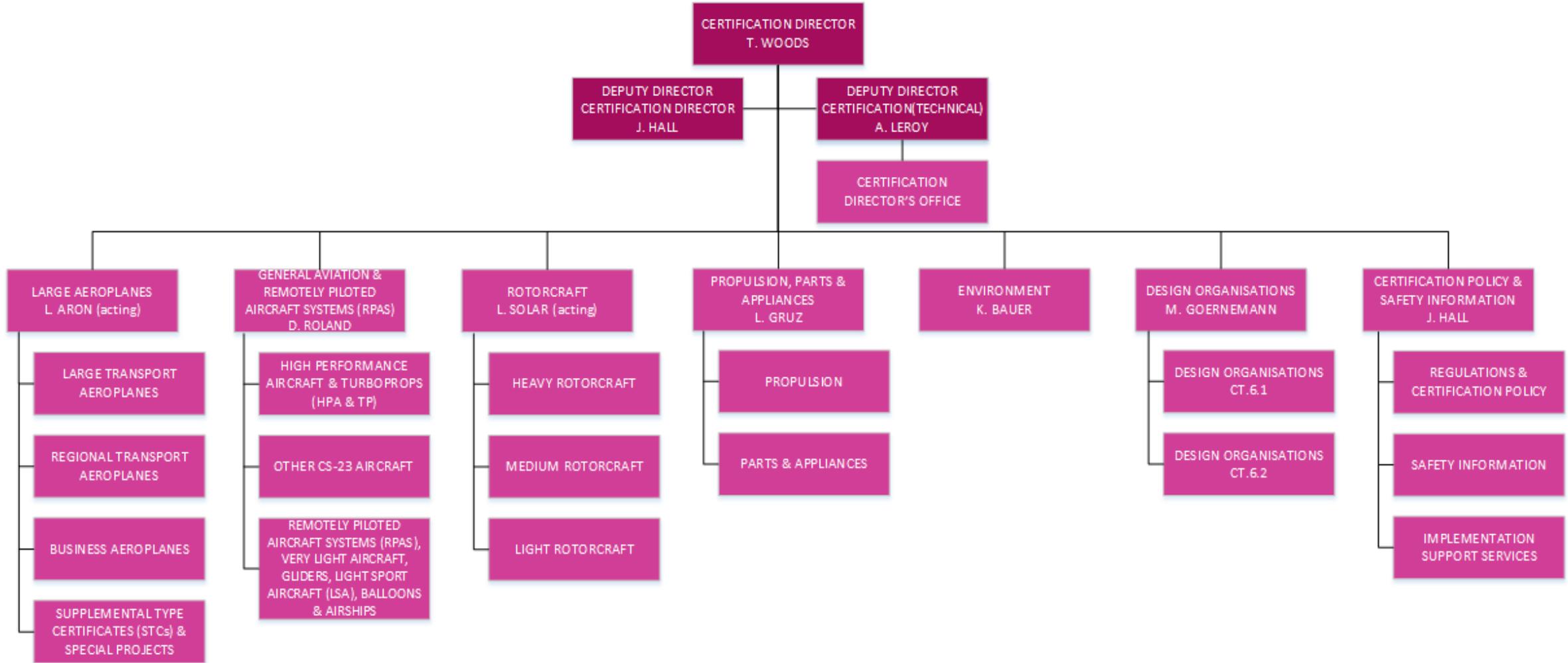


Dimension #6  
**Behavior & Culture**  
*Move towards a performance-based culture and develop synergies between certification and organisation approval*





# From the “AS IS” of today ... to ...





# ... the new organisational structure of tomorrow

Among all the dimensions the change ended up focusing on one of the 6 dimensions:

## **Organisational Structure**

Targeting benefits (non-exhaustive list):

- More compact organisation (6 Departments)
- Stronger product coherence at Department level
- Clarity on the boundaries for the kind of products (e.g. VTOLs)
- More flexibility / agility within Departments
- More balanced Departments and Sections, (size-wise)
- PCMs, Experts, Seniors, Chiefs, DOATLs Roles
- Integration (e.g. engines/aircraft ; environment and sustainability)
- Strong Programme Management and Workload Management function
- Consistency with strategic orientations (e.g. reinforced DOA focus)
- “Readable” from outside



# THE WHAT:1<sup>st</sup> OUTCOME-*The organisational structure*

Dept. A	Dept. B	Dept. C	Dept. D	Dept. E	Dept. F
<ul style="list-style-type: none"><li>• Large transport aeroplanes</li><li>• Special aeroplanes</li></ul>	<ul style="list-style-type: none"><li>• General Aviation</li><li>• Business aeroplanes</li><li>• Commuter aeroplanes</li><li>• Regional aeroplanes</li></ul>	<ul style="list-style-type: none"><li>• Rotorcraft</li><li>• VTOL</li></ul>	<ul style="list-style-type: none"><li>• Environment and Sustainability</li><li>• Propulsion</li><li>• Powerplant</li><li>• Electric propulsion / Li batteries</li></ul>	<ul style="list-style-type: none"><li>• DOA</li><li>• Parts and appliances</li></ul>	<ul style="list-style-type: none"><li>• Safety publications</li><li>• CT Business Planning</li><li>• Rulemaking (IAW)</li><li>• New programming function</li><li>• Coordination horizontal matters (e.g. International)</li></ul>

STCs, Military aeroplanes, RPAS, research will be accommodated in corresponding department, depending on the kind of product

Fine adjustments at Section Level will be developed through the Change Management Process (e.g. largest regional aeroplanes, Small VTOL RPAS).

Note: The names of the Departments are working titles only / The bullets points do not correspond to sections scope



# Internal Stakeholders

Bilateral Partners

Industry

Staff Committee

U4U

PCMs

DOATLs

HoSs

SM

Chiefs

HoDs

HR



Seniors

Deputy Ds

Applications

Corporate Services

Experts

CT Director

FS

ED

RM

Admin.

SIOs

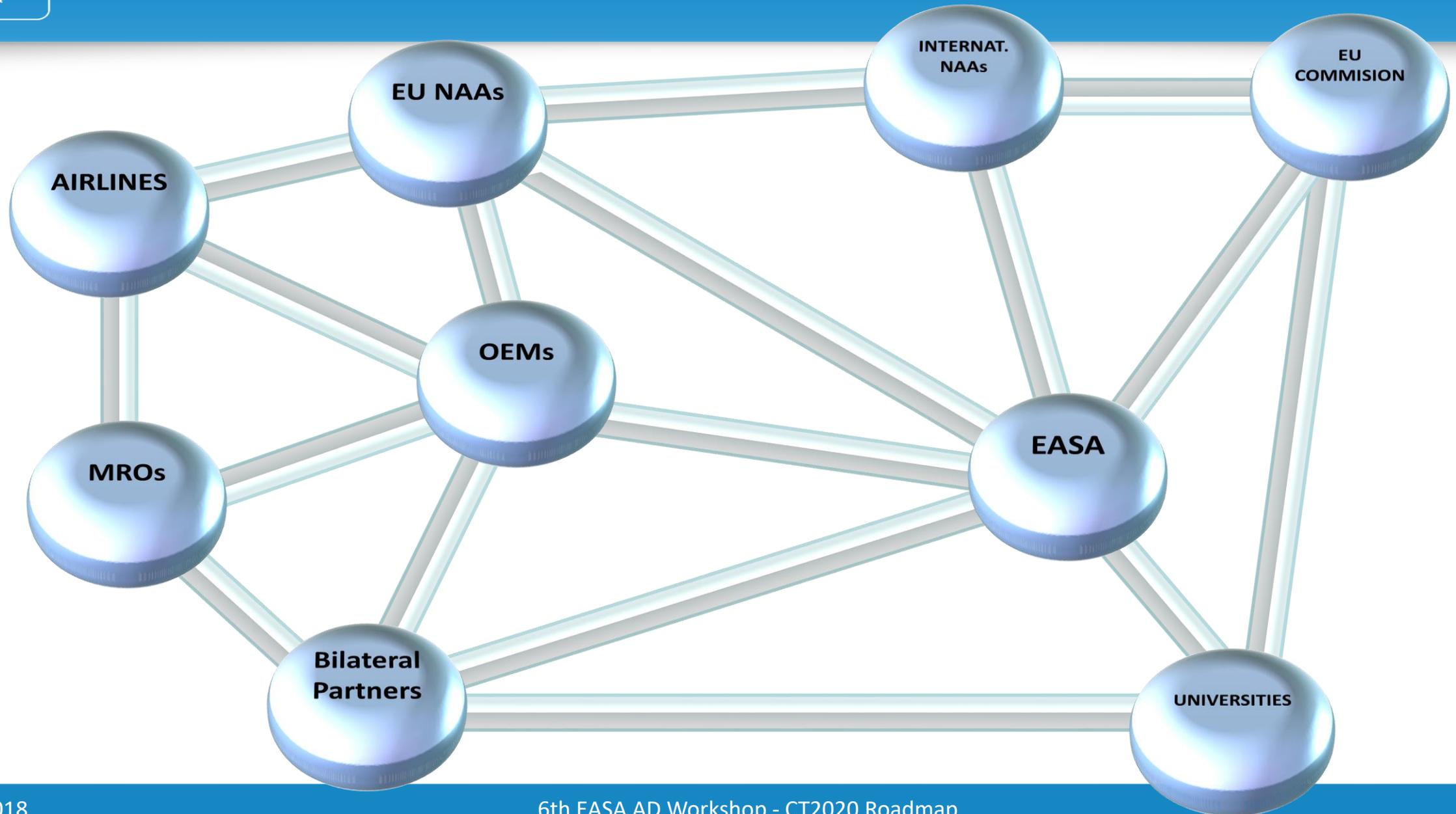
IT

Officers

Assistants



# STAKEHOLDERS OUTSIDE EASA





# COMMUNICATION TO KEY STAKEHOLDERS

Events where the CT2020 Roadmap has been presented:

- 15<sup>th</sup> October: **ModStore** (Industry – Worldwide STCs Holders, OEMs)
- 16<sup>th</sup> – 18<sup>th</sup> October: **CAPP** (Propulsion OEMs, FAA, TCCA and ANAC)
- 30<sup>th</sup> – 31<sup>st</sup> October: (Worldwide DOAs, FAA, TCCA, ANAC)
- 7 & 8<sup>th</sup> November: LA PCM Plenary Meeting
- 20<sup>th</sup> – 21<sup>st</sup> November: 6<sup>th</sup> EASA AD Workshop

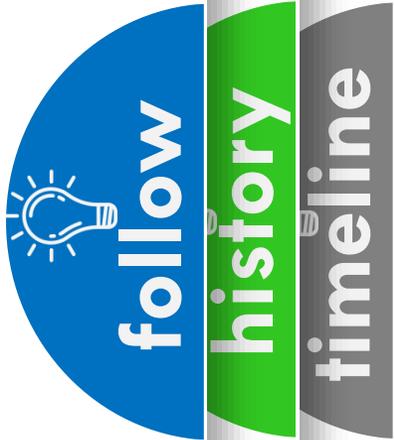
Upcoming Events:

- 4<sup>th</sup> & 5<sup>th</sup> December: Rotorcraft Symposium
- 4<sup>th</sup> & 5<sup>th</sup> December: DOA TLs with NAAs Plenary Session

***Communication Plan as per Change Management Methodology is being elaborated***



# THE WHO:CHANGE CORE TEAM



**CARLA IORIO**  
PROJECT MANAGER



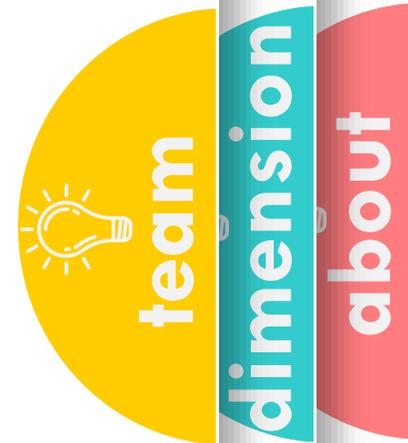
**JAVIER CASTILLO**  
CHANGE AGENT



**GREGORY LIEVRE**  
PLANNING/PROCESS MANAGER



**LAURENT GRUZ**  
TECHNICAL INTEGRATION MANAGER





# THE WHEN: HIGH LEVEL PLAN



**MILESTONE**  
**1**

**CT  
DIRECTORATE  
CHANGE  
PROCESS**

October 2017

**MILESTONE**  
**2**

**CHANGE  
MANAGEMENT  
APPROACH**

August 2018

**MILESTONE**  
**3**

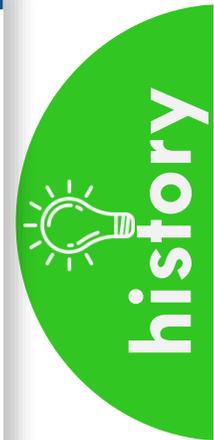
**KEY AREAS  
ROADMAPS  
DEFINITION**

Started

**MILESTONE**  
**4**

**SUSTAINING  
THE CHANGE  
PROCESS**

Up to 2020





# Key areas & dimensions

Key areas & Dimensions ↓	Engine / Aircraft Integration	DOA / Certification Synergy	Environmental Protection / Sustainability	Integration of research	Training / Competency Matrix	Innovations including UAV and EVTOL	Military / civil strategy	International Cooperation	DOA POA	OSD (CT/FS)	MRB ICA	Others	"Dimensional / Transversal coordinators" ↓
Process and working methods													J. Castillo I. Navarro P. Galmarini C. Cotoranu
Roles and responsibilities													L. Gruz C. Angulo L. Daelemans
Workload planning and development													G. Lièvre F. Ferrari L. Gruz Pietro
Organisational structure													C. Iorio Laurent L. Daelemans
Task supporting tools													S. Foy L. Gruz G. Lièvre
Culture and behaviour													J. Castillo M. Singer J. Nyberg A. Gallorini
Key areas Focal Points à	L. Gruz J. Castillo R. Deletain M. Locquet	C. Bosso R. Minter B. van Veen S. Meissner H. Honert	I. Bilas K. Bauer S. Arrowsmith R. Bader	N. Chevillard E. Duvivier I. Navarro A. Senechal	L. Gruz W. Doeland E. Canari E. Garcia Giuseppe F. Fares L. Daelemans	M. Dioli H. Sallam S. Vaubourg V. Arnsmeyer	S. Otitsch J. Nyberg H. Sallam C. Gunitzberger B. van Veen	JL Amelot F. Chambon C. Leboeuf	2019	2019	2019	2019	Overall Admin support: Sebastian

## Key areas & dimensions - Contributors



**EASA**  
European Aviation Safety Agency

**Thank you.**



**Questions ?**

**Your safety is our mission.**

An agency of the European Union 