



WELCOME MESSAGE

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



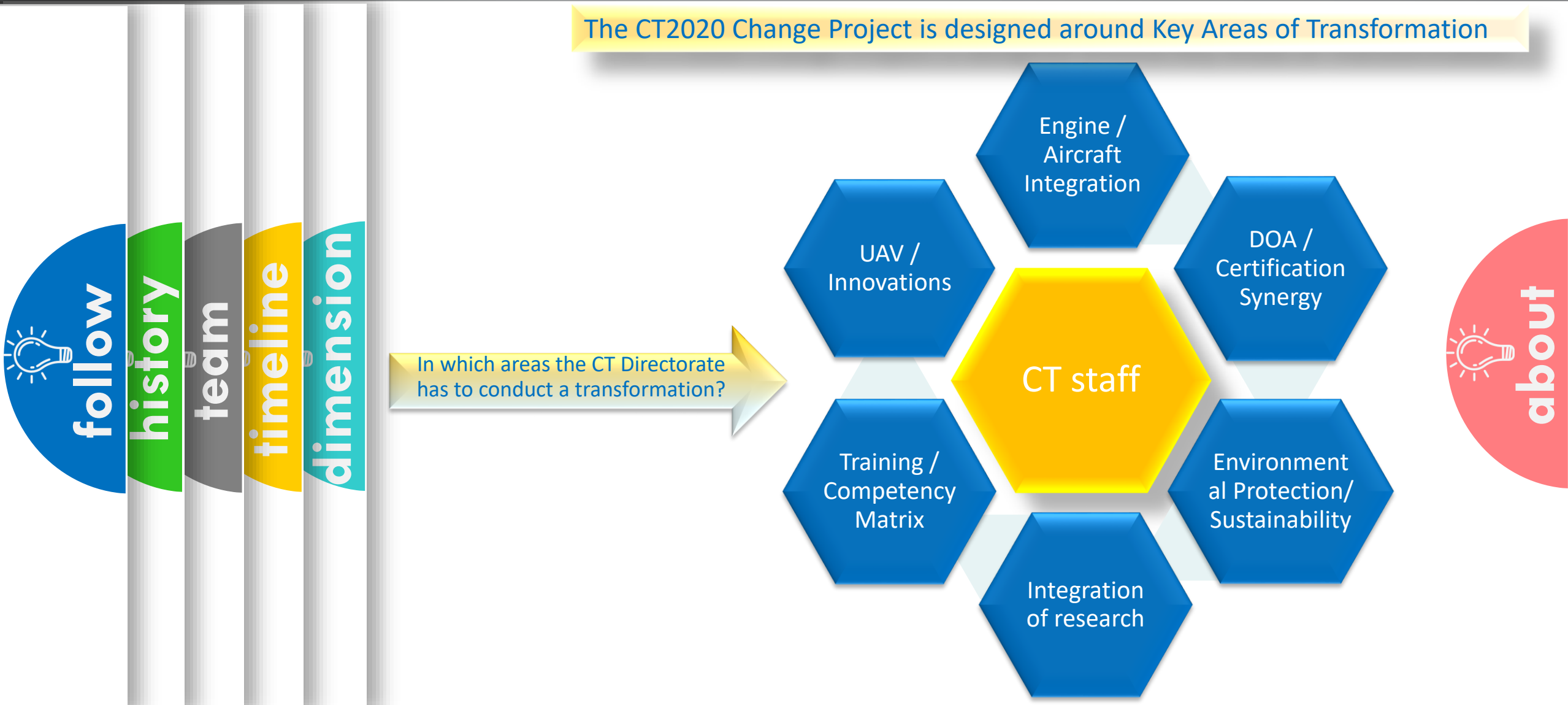
*IT Tools &
Digitalization*

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



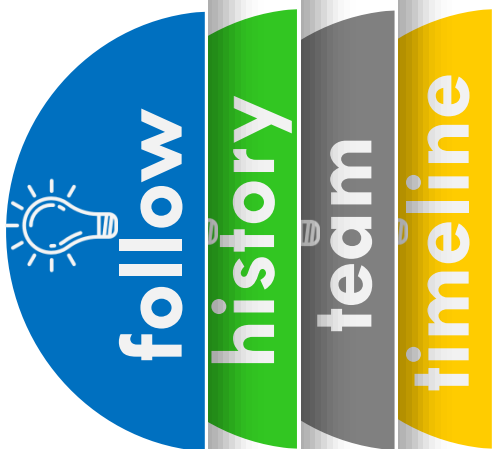
THE WHAT: KEY AREAS OF TRANSFORMATION

The CT2020 Change Project is designed around Key Areas of Transformation





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

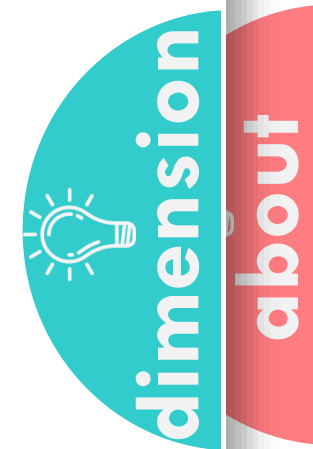
New IT Tools & Digitalization



Dimension #6

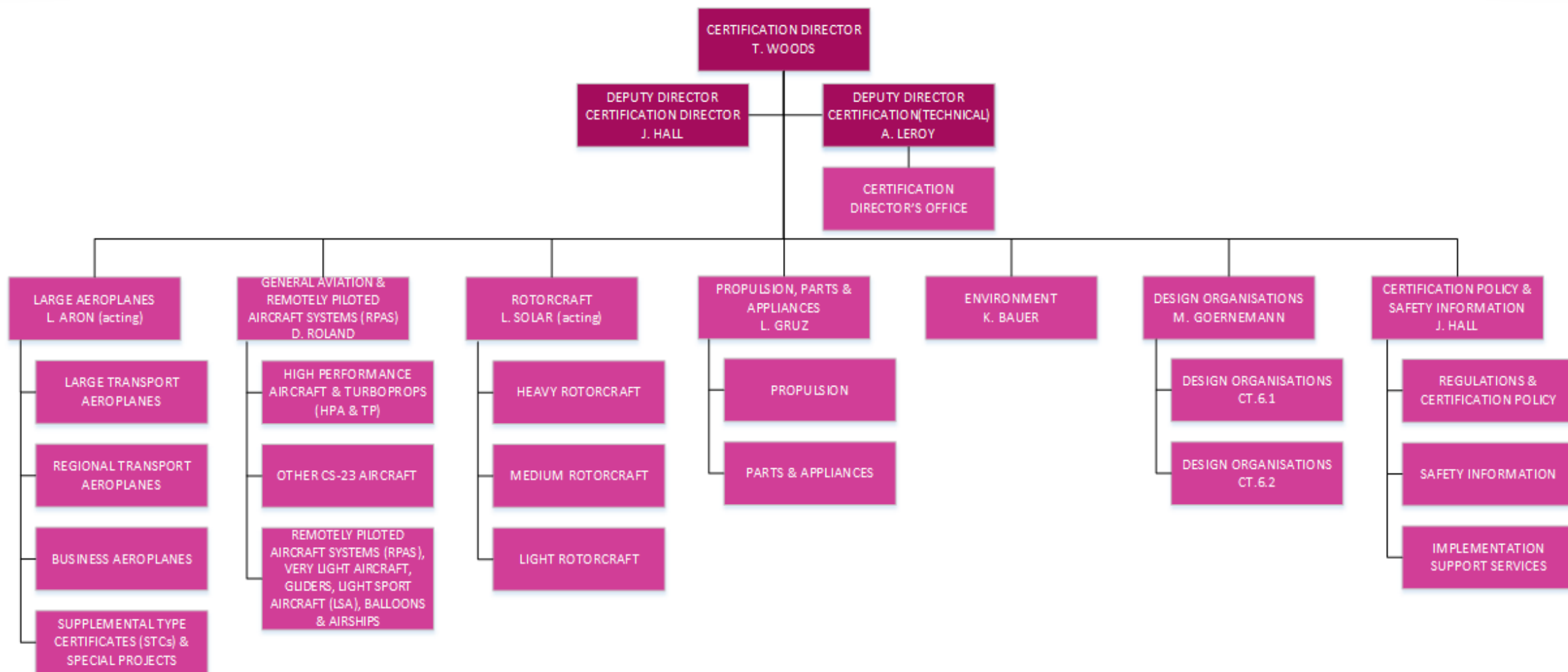
Behavior & Culture

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:1st OUTCOME-*The organisational structure*

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

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

SM

PCMs

DOATLs

HoSs

HR

Chiefs

HoDs

Applications

Corporate
Services

Seniors

CT
Staff

Deputy Ds

Experts

CT Director

FS

ED

RM

Admin.

SIOs

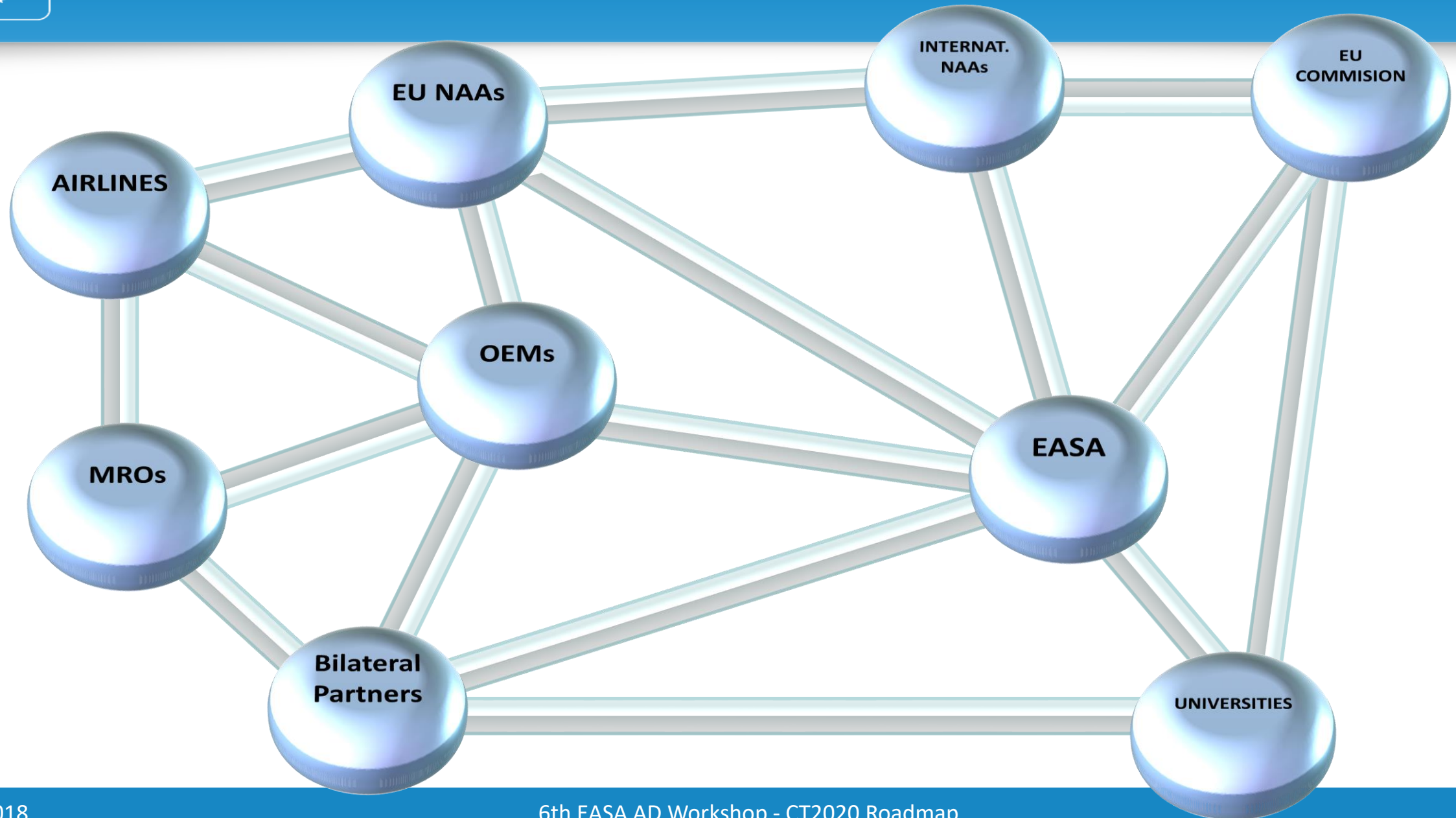
IT

Officers

Assistants



STAKEHOLDERS OUTSIDE EASA





COMMUNICATION TO KEY STAKEHOLDERS

Events where the CT2020 Roadmap has been presented:

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

Upcoming Events:

- 4th & 5th December: Rotorcraft Symposium
- 4th & 5th 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



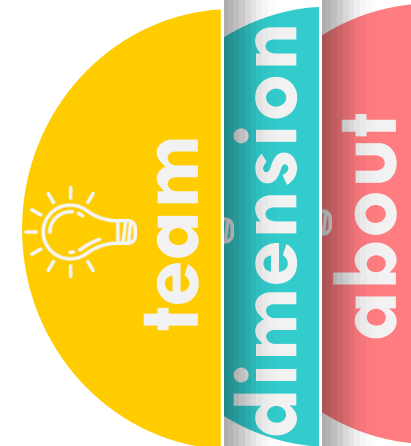
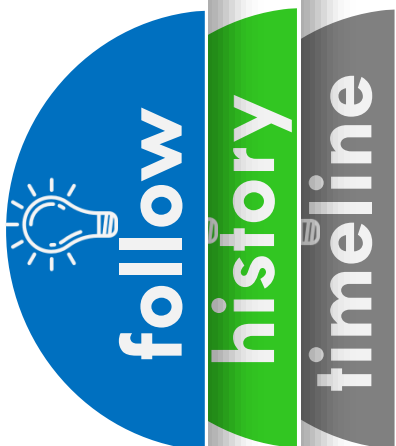
JAVIER CASTILLO
CHANGE AGENT



GREGORY LIEVRE
PLANNING/PROCESS MANAGER



LAURENT GRUZ
TECHNICAL INTEGRATION MANAGER





THE WHEN: HIGH LEVEL PLAN





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. Arnsmeier	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 