European Aviation Safety Agency

ANNEX 1: Work Programme 2012

European Aviation Safety Agency

Work Programme 2012

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1 Executive Summary

Key points:

- 2nd extension   – implementation of the „Fast Track" procedure for ATM activities, operational by the end of 2012,
  - setting up of the Aerodromes Standardisation activities.

- 1st extension   – new task in the field of Flight Standards, FCL and OPS,
  - Flight Standards Certification – revenue forecast with a prudent approach,
  - start of the Third Country Operators activity in the second half of 2012,
  - delivery of the last set of rules by Rulemaking.

- Certification   – strengthening of its structure, specifically for the Continuing Airworthiness activities.

- Rulemaking   – substantial amount of time devoted to the SESAR project,
  - Rulemaking Programme 2012-2015 finalisation in July 2011.

The 2012 Work Programme (WP) represents EASA plan of activities for 2012. The WP was developed based on the Business Plan (BP) 2011-2015 approved by the Management Board the 15th of December 2010.

The European Commission has requested a reduction of €71.005 in Titles 1/2 and of 2 posts that are Subsidy-financed versus the Draft Budget 2012 submitted by EASA. Once the Budgetary Authority has approved the final budget, this will be incorporated in the Proposed Budget 2012.

Taking all of the above into consideration, the main expected changes in the Agency's tasks in 2012 versus 2011 can be summarised as follows:

Product Certification:

New programmes announced by different industry sectors will generate additional challenges in terms of workload and new technologies.

Additional elements will have to be considered during type certification projects (mandatory OSD). Working methods and procedures, internal organisation and cooperation with external parties (Approved Design Organisations, foreign Aviation Authorities etc.) will change.

In the field of Continuing Airworthiness oversight the amount of available data will increase generating additional assessment and processing work.

Development and dissemination of mandatory and non-mandatory continuing airworthiness information (AD, SIB, and SD) will enhance due to new tasks.

Outsourcing of certification tasks to NAAs and QEs will change due to new tendering procedures. Accreditation and related oversight has to be intensified.

Working methods for the validation of products from non-EU countries will change due to new Bilateral Agreements and Working Arrangements. The implementation of new technical implementation procedures (TIP) will generate additional workload and needs for careful change management.

New tasks will be implemented due to regulatory changes:

- acceptance of foreign non-ICAO compliant aircraft entering EU airspace
- approval of Operational Suitability Data (OSD) as part of the Type Certification process
- issuance of Safety Directives

<u>Flight Standards Certification</u>:

MRB and non-mandatory OEB work will further develop as services offered by the Agency on request of Industry and Member States.

FSTD qualification will become mandatory task

Analysis and processing of available safety data and safety recommendations will increase

<u>ANS/ATM activities</u>:

New core processes and certification activities in the field on ANS/ATM will ramp up. Working methods and procedures will be implemented

<u>Organisations Approvals</u>:

Flight Crew Licensing Organisations - Expected start certification activities on Flight Crew Licensing Organisation with the approval of foreign TRTO, FTO, FSTD and AeMC

The ATM/ANS Section shall be fully operational on all investigations (initial, following changes) and oversight of specific ATM/ANS services.

<u>Third Country Operators</u>:

II Quarter 2012: entry into force of the new regulation - approval of authorisations to Third Country Operators (TCO) wishing to fly to the EASA states

Implement the framework of the transition period and ensure smooth phase-in of the transition programme

Complete the initial recruitment plan for the TCO section.

<u>Standardisation</u>:

April 2012 marks the deadline of the EASA Basic Regulation for the development of IRs for FSTD, FCL and OPS (1st extension). As of the moment the new implementing rules become applicable Standardisation inspections will be carried out in accordance with the new regulations replacing EU OPS and JARs.

The second extension of the Agency's remit to cover the fields of Aerodromes and ATM/ANS by standardisation inspections in accordance with new implementing rules necessitates the gradual build up of two new sections and the development of necessary procedures, provisions and organisational prerequisites.

Although IRs for the field of Aerodromes were not subject to the fast track process preparations for the expansion of the standardisation programme into the field of Aerodromes need to begin in 2012 in order to be able to provide the necessary support to States and be ready for the roll out of the programme once IRs become applicable. Adequate transition phases will be necessary.

It is expected that by 2012 the concept for a risk based Continuous Monitoring Approach will have matured and that further steps to intensify the cooperation with ICAO with regard to the integration of the two inspection/audit programmes will have been undertaken.

Based on the comprehensive information retrieved through the combined visits carried out from 2009 to 2011 and in conjunction with safety related information from other sources, the Agency will be in a position to gradually evolve to a risk-based continuous monitoring approach in 2012. This is in line with the request by the Commission to streamline the standardisation process, increasing efficiency albeit maintaining at least the same level of effectiveness.

Rulemaking:

The last initial Rules for First extension will be delivered in 2012. End 2012 the first package of the EASA ATM rules will have been delivered and should have been adopted. This will also allow the Agency, in connection with the EASP, to start in 2012 with a more forward looking and risk based Rulemaking program. In 2012 we will also start implementing the recommendations of the Review of the Rulemaking process that have been adopted by the Management Board.

With having the initial rules in place Rulemaking will have to engage in extensive communication on the rules, answering questions and interpretations issues etc. This will be an important, and time consuming activity for Rulemaking in 2012.

In 2012, Rulemaking, together with the other directorates, will be involved in activities directly linked to the SESAR project, either in relation to the deployment or to the regulatory work at ICAO level, e.g. the ANC conference of September 2012. The Rulemaking Directorate will at International regulatory level be very active to defend the European interests in worldwide regulatory activities.

In 2012 we will also explore the first ideas how to perform ex-post evaluation of existing legislation.

International Cooperation:

International cooperation has to pay in 2012 a lot of attention to implement the 'EASA-part' of the different BASA's that are in place. EASA will also conclude several new Working arrangements and will support the institutional and industrial partners in interpreting and implementing existing Working arrangements.

In the Technical cooperation we will continue to support the EU Civil Aviation Cooperation projects, conduct technical missions for the Commission to some NAA's subject to regulation 2111/2005 and we will start the preparation for the EASA International Cooperation Forum in 2013.

Safety Analysis and Promotion:

At the heart of the process, there will be the European Occurrence Reporting database and the Agency's own custom databases.
The Annual Safety Review will grow in scope, depth of coverage and range, while the annual cycle of review of the European Aviation Safety Plan and the Performance Review Board (PRB) Report will be key priorities
An ambitious and highly focused Agency research programme, based on the European Aviation Safety Plan (EASP) reflected in a European Aviation Research Partnership Group (EARPG) Research Programme will be put in place, while no less than 2 major research projects will be developed.

Safety Assessment of Foreign Aircraft (SAFA) Coordination

Adapt the SAFA Standardisation process to the new regulatory environment (PartAR, Section IV – Ramp Inspections);

Carry out, if requested by MS, technical evaluations of the SAFA Training Organisations, as provided by the future PartAR.

2 Core Processes

2.1 Product Safety Oversight

From 2012 in line with the extension of the remit and the entry into force of the corresponding implementing rules, the Product Safety Oversight will comprise four core activities:
- Product type certification, including
  - Airworthiness
  - Environmental compatibility and
  - Operational suitability aspects
- Continuing airworthiness oversight;
- Flight Standards Services, including MRB;
- ATM/ANS investigations and oversight.

✶ Product Type Certification

The Product type certification activity comprises the airworthiness certification of products (aircraft, engines & propeller), parts and appliances, the related environmental compatibility certification and the approval of mandatory operational suitability data.

The product type certification is carried out under the sole responsibility of the Agency, with the support from NAAs and Qualified Entities (QEs) working for the Agency under contractual arrangements, when insufficient workforce or expertise is available. The outsourcing policy is described in the Agency's business plan.

✶ Continuing Airworthiness (CAW) oversight

All certified products are subject to thorough safety oversight (Continuing Airworthiness oversight) during their operational life. This oversight function includes the systematic collection, review and analysis of safety related data and, when necessary, the mandating of corrective actions by means of Airworthiness Directives (AD). The continuing validity of approved operational suitability data will be a new aspect of this oversight activity.

✶ Flight Standards Services

The Flight Standards services comprise the following activities:
- Acceptance of Maintenance Review Board (MRB) Reports;
- Acceptance of Operational Evaluation Board (OEB) Reports;
- Evaluation of non-mandatory operational equipment and procedures
- Qualification of Flight Synthetic Training Devices (FSTD)

Except for the FSTD qualification these tasks and activities are performed on request by industry, to assist applicants complying with the national operational requirements under the remit of NAAs.

Note: The Agency will only assume the operational suitability services when sufficient workforce and funding is in place. The related revision of the Fees & Charges Regulation is an important condition as all certification costs have to be covered by income generated by this Regulation.

✶ ATM/ANS investigations and oversight

The ATM/ANS Department will be in charge of all the investigations (initial, following changes) and oversight of the systems used to provide ATM/ANS services. These essentially comprise:
- The systems operated by pan-European ATM and ANS services providers, e.g. EGNOS today and Galileo and IRIS in the future;
- The systems used by the European ATM network managers;
- Future systems e.g. as developed under SESAR.

The legislator has not yet completely defined if these systems or their components will be subject to a certificate. In the present state of the rules, the systems must however be assessed by their operators on two aspects: safety and interoperability.

Under the current or foreseeable legal framework, this expertise will be provided to the benefit of:

- The relevant organisational approval section in the standardisation and approval directorate for EASA certified operators (EGNOS, Galileo, IRIS, etc.),
- Directly to the responsible body as foreseen by the regulations applicable to the network management function.

In addition, the Agency might also provide on demand expertise to:

- The appropriate requesting body for expertise in the review of safety cases associated with SESAR projects,
- Industry or other bodies, if foreseen in specific contracts.

The ATM/ANS Department will have a limited number of highly qualified staff and rely on the expertise of external bodies (National Supervisory Authorities, Eurocontrol) for volume.

2.1.1 Product Safety Oversight Work Programme 2012

✶ Product Certification

Compared to previous years two significant developments will impact the product type certification workload and working methods:

- the newly implemented requirements for certification of Operational Suitability Data (OSD) as part of the Type Certificate and
- increasing demand to use the available certification expertise more extensively for other core tasks of the Agency like the development and maintenance of certification specifications.

The total workload associated with the type certification projects, including the new OSD elements, can be estimated to some 164.000 technical working hours resulting in 5.000 certificates and approvals.

✶ Continuing Airworthiness oversight

Management, stakeholders and industry have emphasized the important role of continuing airworthiness oversight for the overall safety objectives. The Agency recognizes a growing awareness over it however the expansion levels and schedule required cannot be attained as expected, given the current constraints arising from F&C regulation and the associated budgetary impact. A minimum involvement of 62.000 working hours should however be performed.

✶ Flight Standards Services

After entry into force of the new regulation, OSD are defined as mandatory elements of the Type Certificate process. All remaining tasks of the current Flight Standards Department will continue under the same conditions as before, except for FSTD qualification which will become a mandatory task. The non-mandatory tasks are considered as services on request by industry. Funding will be ensured by charging all related costs on an hourly rate basis.

Workload (Hours)

Year	2011	2012
MRB Activities	21.000	23.000
FSTD Qualification		14.900
OEB Activities (remaining non-mandatory elements)	6.900	3.800
Total workload	**27.900**	**41.700**

✶ **ATM/ANS investigations and oversight**

Workload (Hours)

Year	2011	2012
Total workload	1.720	4.040

2.1.2 Product Safety Oversight Objectives and KPIs

✶ **Product Certification**

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	90%	88%	90%	90%
Internalise type design certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	70%	73%	72%	74%
Improve efficiency of technical staff	Annual increase of 1% of the share of technical hours as a percentage of total hours	76%	78%	77%	78%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	80%	74%	75%	75%

✹ **Flight Standards Services**

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Ensure adequate fulfilment of all flight standards certification tasks[1]	Number of technical working hours performed per project as percentage of planned hours	n/a	n/a	90%	90%
Internalise flight standards certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	n/a	n/a	n/a	20%
Improve efficiency of technical staff	Annual increase of 1% of the share of technical hours as a percentage of total hours	76%	74,4%	77%	78%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires[2]	TBD	no survey was conducted in 2010	75%	75%

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[1] Flight Standards Objectives are undergoing a thorough review process in order to better reflect the activities' characteristics, as well as to identify meaningful indicators in the context of the new extension of remits.

2.2 Organisations Approvals

The organisations approvals activities are funded through the fees and charges levied on industry and are carried out by the Organisations department. The activities of this department can be broken down as follows:

- Approving organisations responsible for production (POA), maintenance (MOA), maintenance training (MTOA) and continued airworthiness management (CAMO) located outside the territory of the Member States, and design organisations (DOA) wherever located;
- Approving production organisations located in the territory of one or more Member States if requested by the Member State(s) concerned (e.g. Single POA (SPOA));
- Ensuring the continuous compliance of approved organisations by performing appropriate oversight;
- Approving of Navigation database providers;
- Issuing the Export Certificate of Airworthiness for aircraft produced by EASA approved POA organisations for which EASA took the responsibility as a State of manufacture;
- New remit from 2012: approving TRTOs/FTOs and Aero Medical Centres (AeMC) located outside the territory of the Member States.

2.2.1   Organisation Approvals Work Programme 2012

- New DOA assessments will have to be organised to take into account the NPAs that should be in place in 2011: elements of NPA 16/2006 (certification programme and privilege for minor changes to Flight manual), Restricted TC/CoA (EASA Opinion 3/2009) and DOA aspects for Operational Suitability Data;
- The core task of the Production Organisation Section will continue to be the continued surveillance of the Airbus Single Production Organisation Approval using seconded staff from France, Germany, United Kingdom and Spain;
- Next core task of the Production Organisation Section will be the initial investigation and continued surveillance of Production Organisations located out of EU/EASA Member states;
- Additional tasks of the Production Organisation Section will continue to be the initial investigation and continued surveillance of Navigation database providers and issue of Export Certificate of Airworthiness in specific cases;
- Applications and approvals in the context of Part M, Subpart G will be further processed in the area defined by Art. 1 of Reg. 2042/2003;
- Depending on the implementation progress of the US/EU Bilateral Agreements the working procedures between FAA and EASA will be further developed;
- The ATM/ANS Section will be in charge of all the investigations (initial, following changes) and oversight of specific ATM/ANS services. These essentially comprise of the systems operated by pan-European ATM and ANS services providers, e.g. EGNOS and – depending on future developments – Galileo.
- In accordance with the extension of its remit, the Agency will start preparatory work to the certification activities (exact scope definition, workload and procedures) in the context of issuing and renewal of certificates of pilot training organisations and Aero Medical Centres, located outside the territory of the Member States. This will entail:
  o Full development of EASA technical and administrative procedures for TRTO/FTO and Aero medical Centres (AeMC);
  o Preparation of contracts and accreditation of NAAs for allocation of tasks for TRTO/FTO and Aero medical Centres (AeMC);
- On top of the normal activities of the DOA section, which are initial investigation of AP to DOA/DOA, and DOA surveillance, there will be the new task of OSD implementation;

Approval of organisations which are responsible for maintenance (MOA), maintenance training (MTOA) and continued airworthiness management (CAMO) located outside the territory of the Member States.

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- Flight Crew Licensing Organisations - Expected start certification activities on Flight Crew Licensing Organisation with the approval of foreign TRTO, FTO, FSTD and AeMC.

Certification Activities Workload (Hours)

	2011	**2012**
Design Organisations	41.500	42.500
Production Organisations	14.920	14.920
CAW Organisations	29.710	34.328
FCL Organisations	-	5.900
ATM Organisations	4.100	6.100
TOTAL WORKLOAD	**90.230**	**103.748**

2.2.2 Organisation Approvals Objectives and KPIs

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Establish means of NAA surveillance performance checks, in order to ensure common application of organisation's surveillance, no matter whether surveillance will be performed by EASA or a NAA on its behalf	Number of NAA visits accompanied by EASA team leaders or EASA management staff	5%	3.8%	5%	5%
Implement new remits, timely adjusted to the changes of the implementation dates	Availability of implementation plan	Implement the new remits i.a.w. the implementation plan	Adjustment to the implementation plan in accordance with the changes of the implementing rules	New remits implemented	New remits implemented
Preparation of adequate procedures for NAA outsourcing with regard to new remits	Percentage of outsourced tasks vs. tasks performed by EASA staff	Establish out sourcing procedures (target 80%)	Adjustment to outsourcing procedures due to the postponement of the outsourcing policy	Outsourcing procedures established (target 80%)	Outsourcing procedures established (target 80%)
Develop a risk based surveillance system with defined testing and implementation phases	Implementation of the risk based surveillance phases vs. the implementation plan	Finalizing testing phase	Concept finalized, further progress subject to availability of tools for testing.	50% implementation	50% implementation
Provide resources as requested for inspection activities of the Standardisation Department	% of compliance with requests	90% of requests complied with	88,9 % of requests complied with	90% of requests complied with	90% of requests complied with

* - Evaluation on-going

2.3 Third Country Operators

The Third Country Operators section, within the Operators department of the Approvals and Standardisation Directorate will be responsible for issuing authorisations to Third Country Operators wishing to fly to the EASA states.

The implementing rule for this activity is expected to be issued at the latest on 8 April 2012.

In parallel, the Commission has requested the Agency for continuing support in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005 on the establishment of a Community list of air carriers subject to an operating ban within the Community. The level of support is expected to remain stable at the level of 2 team members per mission coming from the Operators Department.

2.3.1 Third Country Operators Work Programme 2012

- Cooperate with Rulemaking in the finalisation of the implementing rule and the consultation and information of stakeholders;
- Carry out a complete range of information activities aiming at communicating to stakeholders involved the European approach to, and conduct of, third country operator authorisations;
- Complete the initial recruitment plan for the TCO section;
- Implement the framework of the transition period and ensure smooth phase-in of the transition programme;
- Finalise and implement the working methods for the handling of new applications, renewals and changes to operations specifications including a risk-based analysis and transparent surveillance methodology for holders of an authorisation;
- Implement the web-based IT tool which will allow EASA and each TCO authorisation holder to update and manage relevant information and documentation, including features to trace the history of operations specifications issued by the Agency;
- Finalise and implement working methods for the conduct of inspections at the home base of a third country operator including the implementation of a suitable software application for the administration and follow-up of non-compliances;
- Support the European Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005 on the establishment of a Community list of air carriers subject to an operating ban within the Community.

Workload (hours)

	2011	2012
TOTAL WORKLOAD	-	6.678

2.3.2   Third Country Operators Objectives and KPIs

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Establish the necessary processes and procedures, including a full database for the collection, analysis and management of the authorisations, together with the necessary modifications implemented in the Agency's ERP tool	Procedures and processes, database business requirements, application forms and funding scheme	Draft procedures and processes, and database business requirements established	n/a (delay in Rulemaking Programme)	Draft procedures and processes, and database established	Procedures and processes approved; TCO database in use
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule	n/a	n/a (delay in Rulemaking Programme)	Initial risk assessment completed;	Implement transition period Process new applications
Support the Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005	Support the Commission as requested	10 missions(envisaged by the Commission)	3 (as requested by the Commission)	10 missions	10 missions

2.4 Ramp inspection programmes (SAFA/SACA)

The Agency coordinates on behalf of the Commission the Safety Assessment of Foreign Aircraft (SAFA) Programme. 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 all ECAC non EASA Member States.

With the entry into force of the TCO regulation, SAFA inspection results for non-EASA countries will play a rather important role for establishing confidence in the certificates issued by the State of Operator. The regular analysis of SAFA reports via the In Depth Expert Analysis (IDEA) Working Group will furthermore contribute to the assignment of a risk category for an operator and the subsequent assessment methodology for the initial authorization as well as for the surveillance of such operators.

2.4.1   SAFA Work Programme 2012

- Enhancement of the SAFA Programme to support two distinct processes:
    o oversight of third country operators and cooperative oversight of Community operators;
    o the development and implementation of the necessary tools and procedures;
- Development and adoption of the relevant AMC and GM associated to the future IRs on Authority Requirements (Section IV-Ramp Inspection), in cooperation with Rulemaking Directorate and the implied incorporation in the SAFA Standardisation process
- Carry out regular and ad-hoc analyses and improvement of the analytical methods, if needed;
- Carry out the SAFA standardisation audits to the NAA of participating states in accordance with Reg. EC 736/2006;
- Carry out, if requested by MS, technical evaluations of the SAFA Training Organisations, as provided by the future PartAR;
- Continue to support the Commission for the ASC on the Safety List;
- Expansion of participation in the EU SAFA Programme by facilitating the inclusion of selected non-European states
- International promotion of the EU SAFA Programme focused mainly at exporting the European system to other regional organisations.

2.4.2 SAFA Objectives and KPIs

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Participate to seminars, conferences, road-shows relevant international conferences	Number of initiatives attended outside the routine events	At least 3	6	5	5
Present the EC-SAFA system during relevant international conferences and on request of individual States in order to align ramp-inspections methods with other major aviation authorities	Number of external presentations and exchanges with third country authorities	5	6	5	5
Qualification of SAFA inspectors	Inspectors trained and qualified in accordance with set-up criteria	All STL&STM	All STL&STM	All STL&STM	All STL&STM
Development of the SAFA database	Ease of use and quality of output	Development, testing and implementation of new SAFA Database	100%	100%	Year on year improvement

2.5 Standardisation

For the purpose of monitoring compliance with the requirements of the Basic Regulation and its implementing rules, the Agency carries out standardisation inspections of NAAs. These inspection visits may include, on a sampling basis, inspections of undertakings (or associations of undertakings) under the oversight of the inspected NAA.

The primary objective of the standardisation activity is not to raise findings, but to improve the system as a whole. With this in mind the Agency is developing a well-balanced standardisation programme based on three pillars: regulatory compliance verification, pro-active standardisation and regulatory feedback mechanisms.

The year 2012 will be a year of transition. For the sake of continuity EASA will continue to perform standardisation inspections in line with its well established process. Necessary changes will be gradually implemented. Such changes will impact mainly OPS and FCL where the implementing rules are expected to become applicable in 2012. The preparation of these changes (Development of Checklists, Questionnaires, Training, etc.) will lead to an increased workload in the respective sections during the transition phase.

Moreover the European Commission is going to amend the standardisation methodology as in Regulation 736/2006.EASA has progressed with the development of a risk based Continuous Monitoring Approach and a gradual transition to this new concept is expected to take place in 2012 subsequent to the amendment of Commission Regulation 736/2006. The new approach will impact the number and intervals of standardisation inspection visits in the various domains, which, however, at this stage cannot be predicted. This new concept is expected to increase the efficiency and effectiveness of the standardisation process.

It should be noted that as far as AIR, OPS and FCL are concerned it is assumed that NAAs will continue to support the Agency for around 50% of the Team Members (basis for internal resource planning);

2.5.1   Standardisation Work Programme 2012

Airworthiness (AIR):
- The Standardisation activity in Initial and Continuing Airworthiness will continue as in 2011, whenever appropriate as an integrated inspection visit, however, in some cases will be spread out over two consecutive weeks depending on the country inspected. The planning of on-site inspection visits will be based on the time elapsed since the last inspection and results of previous visits taking into account identified risks;

Air Operations (OPS):
With the new implementing rules entering into force the scope of OPS standardisation inspections will widen from commercial air transportation with aeroplanes and helicopter (EU-OPS and JAR-OPS 3) to all fields of air operations, addressing, also other types of commercial operation, aerial work and the wide field of general aviation (non-complex and complex aircraft, fractional owner ship, etc.). The introduction of new concepts such as State Safety Programmes (SSPs), Safety Management Systems (SMS), Complex Motor-Powered Aircraft (CMPA) and special approvals will in the mid to long term have a substantial impact on the workload and required resources of the OPS section.

Flight Crew Licensing (FCL), Aero-medicine (MED), Flight Simulation Training Devices (FSTD)
As the new IRs will become applicable in 2012, Standardisation visits in FCL, MED and FSTD will be performed in relation to IRs and in full compliance with EC Regulation 736/2006 instead of JARs and JIPs.

The main impacts of the new IRs on the scope of the FCL standardisation inspections will be as follows:

- o greater attention required for Member States which have not reached the status of mutual recognition under the old system;
- o the wide field of Flight Navigation Procedures Training Devices (FNPT) and all other Training Devices used inside Training Organisations and for Training in general will need to be covered in addition to FFSs;
- o activities and licences which used to be completely under National Regulations and therefore outside the scope of Standardisation (LPL Basic and General LPL, Balloons, Gliders, etc.) will need to be covered;
- o new medical requirements for Cabin Crew;

Air Trafic Management/Air Navigation Services (ATM/ANS):
- In the field of ATM/ANS, in line with the expectations expressed by the EC,EASA will start to conduct standardisation inspections as of January 2012 in countries which were previously covered by the EUROCONTROL ESIMS audit programme. EASA is preparing to perform in 2012 a total of 13standardisation inspections. The preparation, reporting and follow-up will be carried out by Team Leaders designated by EASA and supported by Team Members from NAAs, as per Regulation 736/2006 and EASA procedures, and from Eurocontrol where appropriate. The countries will be selected on the basis of the date and results of previous ESIMS audits, as well as other relevant criteria. In order to cope with the large scope of ATM/ANS regulations the team size will need to be increased at least to 4 (1 TL plus 3 TM) in order to cover all the related expert fields (ATM, CNS, AIS, MET, ATCO Licensing and Safety reporting& investigation). In that case an additional team member from NAAs and/or Eurocontrol will be needed, bringing the ratio of EASA Team Members down to an average of 33%.

Aerodromes:
- Internal organisational preparations need to start in 2012 with regards to the Aerodromes standardisation activity
-
NCF-Database:
- The new web-based tool (AudiMa) will replace the current NCF database and be used by all fields of activities – AIR, OPS, FCL, FSTD, and ATM/ANS.
-
Accreditation:
- An increase of accreditation activities is expected to occur in 2012 and thereafter following the new tendering process. EASA will also need to make increased use of QEs, particularly in the new fields of competency.
-
Other activities:
- Contribution to the European Commission in the activities related to the Community list of air carriers subject to an operating ban within the Community will be continued within the limits of available resources.
- To the extent resources will permit EASA will support the annual visits of the Commission to ECAA countries in the fields of AIR, OPS and accident investigation.
- The assessment of third countries' safety oversight systems (International Standardisation) will be conducted in accordance with existing/pending bilateral agreements or working arrangements
- The co-operation with ICAO to enable a gradual integration of the EASA CMA (Continuous Monitoring Approach) with ICAO USOAP CMA will continue

Workload (number of inspections per scope – several inspections can be combined in a single visit)

	2011	2012
CAW	24	24
IAW	14	14
OPS	20	20
FCL	20	20
FSTD	8	8
ATM	0	13
Aerodromes	-	-
MIST	5	5
International Standardisation	5	5

2.5.2 Standardisation Objectives and KPIs

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Complete the agreed number of visits as per the approved annual plan (1st strategic pillar)	Number of performed versus planned visits	100% of planned visits + additional 10% of ad-hoc, follow-up and/or other additionally requested visits	99% accomplished* + 18% additional unscheduled visits *Note: One country stopped FSTD operation	100% of planned visits + additional 10% (Ad-hoc,FUP, etc)	100% of planned visits + additional 10% (Ad-hoc,FUP, etc)
Advancing proactive standardisation measures (2nd strategic pillar)	Perform standardisation meetings	One per scope	Target accomplished: CAW: 3 IAW: 1 OPS: 2 FCL: 2 FSTD: 2	1 meeting for FSTD and IAW 2 meetings for CAW, OPS, FCL	1 meeting for FSTD, IAW, ATM 2 meetings for CAW, OPS, FCL
Impact Assess of Basic Regulation and implementing rules (Art 24.3) (3rd strategic pillar)	% of analysed versus identified issues	n/a	n/a	70%	70%

2.6 Rulemaking

Rulemaking is the process of developing and improving legislation, standards and best practices to continuously enhance aviation safety and environmental compatibility. This does not only include the actual production of new or amendment of rules but also the related support to the rules implementation, monitoring and contribution to ICAO activities, harmonisation of rules with FAA and TCCA, external relations to promote the regulatory provisions, contribution to safety analysis and research, administrative tasks, assisting the Commission in the comitology process and handling of exemptions, monitoring of new developments.

2.6.1   Rulemaking Work Programme 2012

✶ **Production of rules**

For 2012, the work will be proportionate to the number of tasks incorporated in the 4-year Rulemaking Programme 2012-2015. The call for handling a higher number of tasks, using a variety of means to produce rules and the review of the rulemaking procedure are expected to lead to changed working approaches and the workload is expected to remain high.

The rule development activity is described for the different domains:

Environmental Protection:

- the major activity planned is to transpose ICAO amendments into the EASA regulatory framework by amending CS-34, CS-36 and AMC and GM to Part 21. This activity is a result of the recommendations made at the 8th meeting of the ICAO Committee of Aviation Environmental Protection (CAEP/8) in February 2010.

Flight Standards:

- as soon as the initial Implementing Rules on the 1st extension will have been adopted, the Agency will initiate new tasks driven by the Basic Regulation, which address legal obligations not covered by the initial rules;
- new tasks driven by safety recommendations, technological developments and by ICAO amendments will also be started;
- maintenance of the initial rules: Part-FCL will be the first package to be updated;
- assistance will be provided to the Commission as the rules pass through the comitology process.

Airworthiness:

- new type of operations: produce the safety enablers for on board systems foreseen for SESAR deployment;
- new technologies: Very light Jets, Unmanned Air Systems, Tilt-rotors, Sub-orbital planes;
- risk assessment and mitigation in a complex environment: finalise the regulatory framework for the implementation of operational Suitability data; finalise discussions and reach agreement with the different actors of the system on how the ICAO safety management principles can be applied in the field of product safety in Europe; then begin the incorporation of Safety management Systems (SMS), State safety programme (SSP) and enablers in the Implementing Rules for airworthiness: enablers are supporting tools (e.g. system safety analysis, occurrence reporting) and human factors;
- improve the reaction time to accident investigation safety recommendations.

ATM/Aerodromes:

- the consultation process and preparation of the related Opinions for both fields;
- the basic assumption is that the fast-track rules have been entered into force during 2011 for ATM and the NPA's implementing the Basic Regulation will be issued for consultation, while for Aerodromes it will be during the first quarter of 2012(if not by the end of 2011);
- tasks stemming from SESAR deployment may affect the priority setting especially in ATM domain.
- the establishment of necessary processes to react to safety recommendations stemming from safety analysis or accident investigation as well as to make better use of international cooperation especially within ICAO and with FAA.

Process Support:

- focus will be on handling and ensuring the quality of the increasing number of documents stemming from the rulemaking process;
- contribution to key RIAs for Flight Standards, RIAs for draft implementing rules in the area of Aerodromes/ATM and 4 key RIAs from Product Safety, modelling developments for Environmental impact assessments;
- Strengthening the economic analysis part of RIAs;
- Co-ordination of RIA risk assessment methodology with initiatives in the framework of EASP, ICAO and ICG;
- Explore first ideas on how to perform ex-post evaluation of existing legislation.

✦ **Coordination of rulemaking process**

- improve communication with stakeholders by increased attendance at external events, organising conferences and devoting resources to answering queries;
- deliver the 4-year Rulemaking Programme 2013-2016;
- organise the regular AGNA and SSCC meetings;
- work with Translation Centre to further improve the quality of translated opinions;
- add the 1st extension rules to The Rulemaking Handbook (e-tool) and production of new printed publications;
- harmonisation of rules with main foreign regulators.

✦ **ICAO**

- in the various technical domains, take a proactive approach and participate in selected ICAO panels, study and working groups to ensure the compliance of EASA/EU rules with ICAO Requirements and contribute to new developments within ICAO that will impact EASA Rulemaking activities;
- in the area of Environmental Protection, support the regulatory work envisaged in preparation of the CAEP/9 meeting (February 2013), including the development of new certification requirements for CO_2 and particulate matter, and major technical contribution in developing a possibly noise stringency increase;
- in the area of Regulatory Impact Assessment and Economic Analysis, participate in the ICAO/CAEP "Forecasting and Economic Analysis Support Group";
- support to International Cooperation in the bilateral agreements Process.

✦ **External relations**

- in its respective area of responsibility, time will be devoted to support the EU Member States and the European Commission, for example on aircraft and engine environmental design;
- continue maintaining working relationship with key stakeholders, including NAAs and industry in third countries that apply the Agency's rules.

✦ **Analysis/research**

- selected pre-normative studies in the various fields will be performed in support of the rulemaking activity;
- conduct studies to support the developments within the ICAO/CAEP arena. The main objective will be to develop robust techniques and data for requirements and standard setting, as well as gathering much needed input data for Regulatory Impact Assessments.

✦ **Handling of exemptions**

- continue the handling of exemptions in accordance to Article 14 of the Basic Regulation, Article 4 (as amended by Regulation 1108/2009) and Article 8 of Regulation 3922/1991;
- continue working on the system of exemption for NOx emissions engine production cut-off requirement agreed at the CAEP/8 meeting in February 2010.

The workload is proportionate to the number of tasks and projects included in the 4 year Rulemaking Programme 2012-2015, which is attached to this document. (The 2012-2015 Rulemaking Programme will be ready in July 2011).

2.6.2 Rulemaking Objectives and KPIs

Objective	KPIs	Target 2010	Results 2010	Target 2011	Target 2012
Increasing communication and cooperation with the stakeholders	- Number of events organised - Percentage of positive feedback received from stakeholders' on the contents and organisation of the events - Full Time Equivalents spent in supporting industry as percentage of planned FTEs - Percentage of the number of correspondence from Industry, Member States and Commission provided on time	- 25 events - n/a - n/a - n/a	- 20 events	- 25 events - 65% - 20% FTEs - 60%	- 25 events - 65% - 20% FTEs - 60%

Having a proactive approach towards ICAO, Member States, EU Institutions in order to take a leading role in preparing rules and setting safety objectives	- Percentage of participation in relevant ICAO safety and environmental panels
	- Percentage of the number of Exemptions answered on time
	- Full Time Equivalents as percentage of planned FTEs spent in supporting the:
	  o Commission (EC)
	  o Member States (MS)
	  o Third countries (TC)
		- 95%
		
		- n/a
		
		- n/a
			- 100%	- 98%
				
				- 60%
				
				- 15% FTEs
				  o 4% EC
				  o 5% MS
				  o 6% TC
					- 90%
					
					- 60%
					
					- 15% FTEs
					  o 4% EC
					  o 5% MS
					  o 6% TC

Implementing the adopted Rulemaking Work programme (Year N – N+3)	- Percentage of implementation of the Rulemaking Programme - Full Time Equivalents spent on production of rules as percentage of planned FTEs	- 95% - -n/a	- 135%	- 95% - 35% FTEs	- 95% - 45% FTEs
Improving/streamlining the Rulemaking processes	- Full Time Equivalents spent on improving the processes managed by Rulemaking as percentage of planned FTEs	n/a	n/a	- 30% FTEs	- 20% FTEs

n/a – not applicable (new objective and/or related KPI)

2.7 International Cooperation

The Basic Regulation entrusts the Agency to carry out a number of activities in the field of international cooperation.

2.7.1 International Cooperation Work Programme 2012

✦ ICAO

- pursue the implementation of the policy on EASA-ICAO interface activities which should be formally adopted in 2011, which would lead to, amongst others, promoting, within ICAO, the EU approach to safety regulation, improving the two-way communication between EASA and ICAO and also supporting the implementation of the EU-ICAO MoC and the EU-ICAO-IATA-US MoU;
- continue, at the request of the European Commission, to analyse ICAO State Letters and to propose coordinated answers;
- play a central role in the European contribution to the ICAO Electronic Filing of Differences tool (EFOD);
- contribute to the newly introduced Continuous Monitoring Approach (CMA) within the USOAP.

✦ Institutional international relations – BASA and WA

- continue to support the EC in the implementation of BASAs (e.g. preparation of joint Committee meetings) and in the negotiation on new annexes in fields such as licensing, which should start in 2011, in particular with the US and Canada;
- continue supporting the EC in its potential new negotiations with countries such as Australia, China, New Zealand or India, while also assisting Switzerland, Iceland and Norway in their bilateral negotiations with e.g. Canada, Brazil and the US;
- conclude new working arrangements (WA) and amendment to existing working arrangements, e.g. with authorities of countries such as China, Japan, India, the Interstate Aviation Committee, United Arab Emirates, Saudi Arabia, Israel, and European non-EU countries;
- continue supporting institutional and industrial partners in interpreting and implementing existing WA, by drafting, where necessary, implementation procedures; support to the "internationalisation" of the SAFA Programme will be pursued through the negotiation of specific working arrangements with new countries in close coordination with the European Commission and the Member States (e.g. Australia and New Zealand).

✦ Technical Cooperation

- The regional strategy: continue to be involved in some major regional projects, such as ACSA in Central America, TRACECA for the Black Sea, Zambia in Africa and Central Asia countries and IPA for the Western Balkan countries. Also, EASA is hosting the Mediterranean Aviation Safety Committee for Morocco, Tunisia, Israel, Jordan and Lebanon and will continue its support to this EU Programme;
- Support to the EU Civil Aviation Cooperation projects and notably the CAA subject to Regulation (EC) No 2111/2005: another programme successor to an earmarked programme running from 2009 to 2011 should be established by the Commission, requesting EASA to conduct Technical Assistance missions to some CAAs subject to Regulation (EC) No 2111/2005 and to develop with them a detailed roadmap for improving the safety capabilities. Around 10 visits per year are planned for the period 2012-2014;
- The EASA International Cooperation Forum: the 4th International Cooperation Forum planned in 2013 will be prepared.

2.7.2   International Cooperation Objectives and KPIs

Objective	KPIs	Target 2010	Results 2010	Target 2011	Target 2012
Promote EASA system via bilateral agreements (BASA), working arrangements (WA) and local representatives	- Percentage of the number of initiatives actively undertaken from the total requests received - Percentage of the number of coordination meetings, as follow-up of the arrangements	- n/a	–n/a	- 90% of requests answered positively within reasonable timelines - -90% of coordination meetings organised	- 90% of requests answered positively within reasonable timelines -90% of coordination meetings organised
Support the EC in the definition, implementation and evaluation of EU Civil Aviation Cooperation Programmes (New objective)	Number of projects with direct EASA involvement (participation in Projects' Steering Committee meetings, contribution to Technical activities, etc.)	5 projects	10	7 projects	8 projects
Develop and implement Technical Cooperation Activities such as training and technical workshops for the benefit of the international partners authorities	Number of technical activities organised for disseminating and explaining the EU regulations	15 events	16	15 events	15 events
Support Commission co-ordination of ICAO State Letters (SL) in accordance with Commission procedure	- Percentage of Sate Letters (SL) recommendations provided on time	90%	84%	90%	90%

n/a – not applicable (new objective and/or related KPI)

2.8 Strategic Safety

Under the heading of Strategic Safety the Agency has two departments: Safety Analysis and Research and Internal Occurrence Reporting System (IORS).

The activities of these departments will cover all aspects of aviation safety. Whilst at the forefront of the implementation of safety management in the Agency and beyond the departments will continue to develop the necessary support tools.

2.8.1 Strategic Safety Work Programme 2012

★ Safety analysis

- 2012 will see an increase in scope of activities under the Safety analysis umbrella, despite no increase in resources. This is possible due to re-prioritisation of tasks;
- At the heart of the process will be the European Occurrence Reporting database and the Agency's own custom databases;
- Communication and cooperation with other organisations, building up the capability to share safety information, while fleet and aircraft usage data will be aggregated to build up a reliable picture of event rates and provide safety performance indicators;
- Communication of the results of safety analysis will be done through specific reports and bulletins;
- The Annual Safety Review will grow in scope, depth of coverage and range taking stakeholder feedback into consideration. This annual review will provide the tier one safety indicators for the European aviation system;
- The follow-up of safety risk baring occurrences will be conducted where design or production is a factor, while communication to the industry with feedback on this work will be also done. A record of lessons learned will be established with the top reporting organisations;
- Work towards a common Safety Recommendations database containing a comprehensive record of follow-up results.
- The activities in all areas concerning the promotion and use of aviation flight data for safety improvement will be expanded. In partnership with key stakeholders it will support work on standards and guidance material in this field;
- Preparedness for the provision of advice and technical support in the event of accidents and serious incidents will be strengthened. The coordination of the mechanisms for corrective actions to be taken will become a priority;
- Integrated Management System (IMS) will be applied to process improvement;
- The specialist capability of performance monitoring will be consolidated;
- The departments will continue to manage the European Aviation Safety Programme (EASP). The annual cycle of review of the European Aviation Safety Plan and the Performance Review Board (PRB) Report will be key priorities;
- The link between the work of the EASP and the European Strategic Safety Initiative (ESSI) and the Human Factors coordination activities and will be consolidated;
- Safety promotional activities will continue to develop particularly in cooperation with the General Aviation community;
- International coordination work will prepare for the 12th ICAO Air Navigation Conference and developments arising from the ICAO Task Force on Volcanic Ash.

★ Research

- An ambitious and highly focused Agency research programme, based on the European Aviation Safety Plan (EASP) reflected in a European Aviation Research Partnership Group (EARPG) Research Programme will be put in place and future funding will be investigated;
- No less than two major projects will be developed;
- The partnerships with national entities will be consolidated to enable joint participation in projects;
- The arrangement with the Advisory Council for Aviation Research in Europe (ACARE) and the European Commission on the programming and implementation of EU

Framework Programme (FP7 and the future FP8) will be given priority. The Agency will expand the observation and monitoring of FP projects by close relationships with project consortia through meetings and project progress presentations. Also the Agency will participate in project stakeholder advisory boards.

2.8.2   Safety Analysis and Research Objectives and KPIs

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Improve the timely availability and enhance the content of the Annual Safety Review	Release date is advanced, indicators are enhanced range and detail are improved	Content complete and approved by 25 May	Achieved	Content complete and approved by 25 April	Content complete and approved by 22 April
Establish and maintain an Internal Occurrence Reporting System	Effective provision of safety information to interested parties / decision makers through specific reports and bulletins.	n/a	n/a	IORS functions with 5 top reporting organisations	IORS functions with 10 top reporting organisations
Improve Agency's response to formal Safety Recommendations	Percentage of new Safety Recommendations answered in not more than 90 days	95%	88%	97%	97%
Coordinated, measured and timely responses to major civil aviation accidents	Detailed follow-up and actively support investigations to determine the best corrective action plan	Ability to respond to 7 major civil aviation accidents	8	Ability to respond to 10 major civil aviation accidents	Ability to respond to 10 major civil aviation accidents
Improve the planning and implementation rate of planned actions	EASP. Tracking of action plan implementation showing that actions are being addressed in the year they are due	ECAST delivers product, EHEST implements action plan; EGAST publishes safety promotion materials	Achieved	1st EASP enacted. 5% of actions completed by year end.	2nd EASP enacted. 10% of actions completed by year end.

3 Support activities

3.1 Support activities Work Programme 2012

In 2010 the support activities and resources for the entire Agency have been evaluated by Moore Stephens, the implementation of recommendations in the areas of improvement of communication, operational reporting, workflow management and integration and refinement of IT-tools will be pursued by all Directorates.

It should be noted that the report mentions: "There is no evidence to suggest any significant lack of proportionality between support and operational resource, taking into consideration also the specifics of the Agency's work, responsibilities and environment, in particular the institutional framework, currently and in the future. We noted during our work that EASA has already taken steps in many areas of support to improve efficiency and has made most of a number of "quick wins" already. This process is on-going and we saw evidence of improvements taking place during the time spent on site. Accordingly, most of our recommendations are incremental in nature rather than new or radical and we see little scope for significant changes to the structure and content of the support directorates. Indeed we feel that more benefit is to be obtained from fine-tuning of activities rather than a large change in view of the significant changes already made in the past – right now stability is at a premium in order to have time to embed recent initiatives and to have a strong base for expansion of the Agency's activities."

3.1.1 Applications management and Procurement services

It is expected that the new Fees and Charges Regulation developed in 2010 will enter into force as of January 2012, enabling the Agency to also raise fees for the new tasks performed under the extension of remits. Further efforts will have to be spent on finalizing the development and implementation of the administrative processes for the new tasks.

With regards to the outsourcing of certification tasks it is expected to finalise the related procurement procedures, to award corresponding framework contracts to both NAAs and Qualified Entities and to commence the purchasing of services under the newly established contracts.

3.1.2 Finance Services

In addition to the usual tasks of the Finance department, the main challenges for 2012 are to follow up projects initiated in 2011 focusing on:

- supporting the decision making process and monitoring of activities by implementing and efficient reporting and analysis process;

-to continue to support efficiently the growth of the agency while strongly focusing on cost efficiency;

- to implement budget and accounting principles and tools taking into account the update of the Financial regulation and administrative processes.

3.1.3 Information Technology Services

In 2012, the main challenges for the IT Department will be the following:

- Implementation of software applications and tools for the new activities of the Agency in the context of the extension of the remit (e.g. ATM, TCO, etc.);
- Together with the Corporate Services Department establish the requirements for a technology-based document and records management system and set out the necessary steps and timeframes for the implementation of the relevant software tool;
- Implementation of the new remit activities and relevant fees and charges in SAP;
- Reduction of the number of hours outsourced to consultants by increasing internalisation.

3.1.4 Corporate Services

The Agency will encounter challenges to accommodate its growing staff from 2012 onwards. Efforts in 2012 will focus on completing a medium to long-term facility plan to provide appropriate facilities over the duration of the business plan, including office, conference and ancillary space commensurate with the Agency's extended remit and growth forecast.

The procedural framework for records management and the results of an information lifecycle management study planned to be completed during 2011 will serve as requirements for a medium-term plan for a technology-based document and records management system. The focus for 2012 will be to establish a project and set out a timetable for implementation that takes into account available funding. It is expected that pilot projects will bear fruit towards the end of the year permitting adjustments as required.

3.1.5 Legal Services

Legal

In 2012 the Legal Department will continue to provide the best possible services to all the Directorates aiming at ensuring the legality and regularity of the Agency's acts and measures. However the impact of the $1s^t$ and 2nd extensions on the work of the Legal department will need to be assessed. Therefore the legal department will prioritise its work on the basis of an analysis of the legal risk of the Agency, taking into account the resources available.

Data protection/Access to Documents

The Agency will continue notifying to the European Data Protection Supervisor further processing operations as well as Agency's policies having an impact on data protection related to the Agency's administrative tasks. Also it will follow up on the priorities and recommendations set forth by the EDPS. In addition the Agency will start with the notification of the processing operations related to the Agency's operational tasks.

The Agency will start with the review of and complete the implementing rules and policies to handle access-to-document requests.

3.1.6 Communications

Directly responsible to the Executive Director, the Communications Department defines and implements the Agency's communications strategy.

In line with EASA's strategic objectives and the extension of the Agency's scope of responsibilities, the communications' strategy in the coming years will focus on:
- Increased efforts to disseminate to all stakeholders the new regulations and their effects;
- Develop on a proactive mode the contacts with the media and establish regular communication with the communications counterparts in the aviation industry, the NAA's, accident investigators and regulators from the major third countries and partner organizations such as IATA, Eurocontrol, SESAR, ASD, ACI, CANSO, AIA, AEA, etc.
- Improve the online communication of the Agency and its publications (print and online), and contribute to the organization of events to facilitate the implementation of the Agency's objectives;
- Systematically implement the crisis communications plan already developed by the Agency whenever necessary;
- Develop the internal communication of the Agency.

3.1.7 Audit & Quality

In 2012, the Agency should maintain the ISO9001:2008 certificate through the surveillance audit performed by Bureau Veritas, the accredited Body. This means to carry on the implementation of recommendations from the initial certification audit in 2010 and the continual improvement of its processes (i.e.: Formal process assessment report) and its Integrated Management System. The Quality section will ensure that evidence of these activities is provided for the surveillance ISO9001:2008 audit planned in September 2012. In

order to support the continual improvement of the Agency's Integrated Management System, EU Inter-Agency quality seminar will be started to exchange experience and lessons learned.

As with every year, the internal audit section will perform audits in accordance with the annual audit programme which formulated utilising a risk based approach. The section will also coordinate the work of the Internal Audit Service (IAS) and other external audits, such as the European Court of Auditors. In addition, the section will ensure the maintenance of the IFACI certificate (IPPF Standards) obtained in June 2010. The IFACI audit is planned to take place in July 2012.

Finally, the audit section will coordinate the Agency's annual risk assessment exercise and when appropriate, will update the Agency's risk register.

3.1.8   Human Resources

In the area of Recruitment, the selection methodologies will be further refined, building on the access acquired in 2011 to assessment centres techniques.

After the first implementation of the Traineeship programme in 2011, the programme will be fine-tuned and implemented on a larger scale from 2012 onwards.

In the area of HR Management & Development, the focus will be on designing and implementing an integrated competence development system. The key challenge for the future will be to ensure that the Agency's highly competent staff does not only maintain but further develop its abilities and competencies.

Building on the results of the first staff motivation survey released in 2011, from 2012 onwards regular pulse checks will be performed once a year. This will enable to identify trends and to obtain feedback on implemented measures.

In 2012 the annual appraisal and reclassification procedures will have been run for six times with the initially established rules and five years with the current IT tool in place. After a thorough review of "lessons learned" from those years, in 2012 both procedures will be subject to review for possible improvement, aimed at supporting a more efficient monitoring of performance and a better integration of other HR processes such as the competency and related training maps to the tool.

In the area of HR Administration & Services, priority will be given to maintain the already achieved high level of accuracy and compliance with relevant EU rules, while at same time improve the efficiency of the administrative processes.

Other key HR projects are:
-   To further develop the set of IT to support HR processes, namely in the areas of e-Recruitment, management of the organisational structure, competencies management.
-   To complete the notifications of all HR-related data processing operations to the European Data Protection Supervisor, so as to fully comply with relevant rules on the protection of personal data.

3.1.9   Technical Training

Integration between the Training Management System of the Technical Training and the HR Departments has been achieved through the implementation of a new LMS-TMS that went live on July 2011. For the first time, the Agency can provide training courses to all stakeholders. As technical training activities are now provided to an enlarged "customer base", the use of TMS will considerably improve the overall logistics of training at EASA while allowing for effective management of the new training population.

For internal deliveries, the Technical Training Department is able to provide a wide range of courses. The contribution of experts, especially in the areas where the Agency is the only competent authority, has been established with the development of CS-23, CS-27/29, FSTD Evaluators, CAW of Type Design, Part-FCL and Part-OPS courses during 2011. The evident value added has proven beneficial and it has been secured as an integral part of TT development.

The EASA/NAAs Common Training Initiative Group (CTIG), in 2011 has seen the participation of eight Authorities of ECAC countries. Eurocontrol IANS was also accepted as permanent member. Development of new Qualification Criteria has started for FCL and OPS Inspectors.

In 2011, following a one year extension, Technical Training has re-evaluated the tender for the provider of the e-examination web-based tool. It will be substituted, revised and expanded, due to the integration with the new TMS system. New MCQs for FCL have been prepared (400) and they will be introduced with the adoption of the new IR.

A closer cooperation with International Technical Cooperation continued in 2011 with the joint Call for Expression of Interest.

14 modules covering the full scope EU/US Safety Bilateral Agreement were published on the LMS and 4 Instructor-led deliveries took place in June and November 2011. By year end, also EU/Canada Bilateral will be published. Specific projects under the Commission umbrella will continue to be supported by TTD on a case by case basis.

3.1.10   Accreditation (ACCR)

The qualification process of a National Aviation Authority (NAA) or a Qualified Entity (QE) for the provision of certification tasks to the Agency to ensure that these organisations have the necessary capabilities, management systems and expertise to execute allocated certification tasks.

The aim of the ACCR activity is:
-To assure a continuing and stabile oversight process of the NAAs and/or qualified entities to which certification tasks have been allocated
-To provide reliable assurance to the certification process that NAAs and/or qualified entities are able to perform allocated tasks ensure that the Agency has the ability to react to requests in a timely manner.

In 2012, the main challenges for the ACCR Section will be the following:
- Preparation and performance of initial accreditation of NAAS & QEs and for the new remits following the outsourcing tender.
- Implementation of new tools and methods to increase the effectiveness and efficiency to perform ACCR activities with limited resources, e.g. by implementation of a risk evaluation process to establish the annual program of surveillance audits.

3.2   Support activities Objectives and KPIs[1]

Objective	KPI	Target 2010	Results 2010	Target 2011	Target 2012
Process applications in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of applications allocated within 5 working days from receipt	75%	73%	75%	75%

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[1] Some of the KPIs have been reviewed to adapt better to the way of working in SAP.

Process closure documents in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of certificates issued within 2 working days from technical visa receipt	75%[1]	88%	80%[2]	80%[2]
Meet the terms of the framework contracts with the NAAs	Percentage of invoices processed (payment initiated) within 45 calendar days from invoice registration	100%[2]	99%	98%[3]	98%[3]
Offer adequate procurement service to the business	Percentage of September high-value (>60k) planning achieved at the end of the year (number of procedures, number of signed contracts, budget volume)	90%	95%	92%	95%
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget	98%	98%	98%	98%
Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders	120	108	100	100
Provide adequate management reporting to the MB	Scoreboard provided for each MB meeting	3	3	4	4
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements.	Successful roll out of records management software across all departments	2 pilot departments	Project was put on hold due to reprioritisation of the IS project portfolio	Information Management feasibility study	Establishment of requirements and procurement procedure in place

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[1] Due to procedural and organisational changes the basis for the KPI has changed from 5 to 2 working days only.

[2] With the new workflows of the ERP system the former KPI of 100% with zero tolerance has proven as not realistic.

Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2010	97%	95%	97%	97%
Identify standard training programme (common criteria with regard knowledge, skills and experience) for Aviation Safety Inspectors' profiles	Final working paper	Agreed and endorsed final working paper	Achieved	Initial development and delivery of identified common training modules and programs	Initial development and delivery of identified common training modules and program
ISO 9001 Certification	Assessment by an external body	Certificate obtained	Certificate obtained	Certificate maintained	Certificate maintained
Perform an annual risks analysis exercise.	Up to date risk register	100% up to date	100% up to date	100% up to date	100% up to date
Accreditation -To assure a continuing and stabile oversight process of the NAAs and/or qualified entities to which certification tasks have been allocated -To provide reliable assurance to the certification process that NAAs and/or QEs are able to perform allocated tasks ensure that the Agency has the ability to react to requests in a timely manner.	**Compliance indicator: Accreditation annual plan implemented** *Target: All inspections planned for a given year N have been performed* **Performance indicator: Successful accommodation of additional ACCR audits identified during the year N** *Target: All additional audits to be performed in the year N.*	100% up to date	100% up to date	100% up to date	100% up to date

4 Actions addressing the Risk Register linked to 2012

The Agency performs every year a risk assessment exercise in line with the methodology developed for EU organisations. During the assessment, the criticality of the risks, based on their likelihood of occurrence and potential impact is established.

The following critical risks have been identified as specifically linked to 2012:

Management process:

- Risk: Inadequate provision of resources in relation to new tasks (extension of the remit) of the Agency.
- Action to be taken: Review of internal processes, prioritization of tasks and review allocation of staff. The recruitment of the TCO staff (section S.4.2) remains a critical issue since funding of resources will be solely based on fees. Currently the proposed transition phase includes a 3-month registration period during which air carriers with transition rights will have to pay an initial fee which will be calculated to cover the cost of the TCO FTE's. Preferably a start-up financing should be in place to ensure that staff can be recruited even if the fee scheme is not working as planned.

Product and organisation safety oversight:

- Risk: Unaddressed safety issues at the time of certification, validation, approval of flight conditions resulting in a crash of an aircraft.
- Action to be taken: Provide sufficient resources (number of staff, qualification of staff, budget for outsourcing, travel and other means) allowing certification teams to perform their certification oversight work to the level as described in the Certification Resource Planning Document.

- Risk: Unaddressed safety issue resulting in catastrophic consequences due to non-issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by Airworthiness.
- Action to be taken: Review regularly outstanding answers to safety issues. Provide sufficient resources (number of staff, qualification of staff, budget for outsourcing, travel and other means) allowing certification teams to perform their continuing airworthiness oversight work to the level as described in the Certification Resource Planning Document.

- Risk: Inadequate occurrence reporting system and ineffective processing of occurrence reports discrediting continuing airworthiness of products and leading to preventable accidents or serious occurrences.
- Action to be taken: Improve the existing occurrence reporting system in Europe. Implement the internal system for processing of occurrence reports (IORS)

5 Staff and budget

5.1 Establishment Plan: Planned Temporary Agents per grade

Category	2010 Employed on 31.12.10	2011 Establishment Plan (Authorised)	2012[1] Establishment Plan (Authorised)
AD16		1	1
AD15	2	1	1
AD14	3	8	11
AD13	3	14	19
AD12	27	30	35
AD11	15	51	53
AD10	28	64	72
AD9	93	84	102
AD8	71	94	91
AD7	75	58	65
AD6	68	38	45
AD5	19	5	4
Total AD	**404**	**448**	**499**
AST11	0	0	0
AST10	0	0	0
AST9	0	0	0
AST8	0	0	1
AST7	0	5	6
AST6	0	11	15
AST5	8	27	31
AST4	16	31	32
AST3	45	28	27
AST2	33	17	18
AST1	17	7	5
Total AST	**119**	**126**	**135**
Total EASA	**523**	**574**	**634**

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[1]Out of 634 posts, the number of posts financed by the EU is 229, i.e. an increase of 2 posts when compared to 2011

5.2 Planned Temporary Agents per activity[12]

Temporary Agents	Actual EOY 2011	BP 2012 Total
Safety Assesment and Promotion	27	29
Regulation	76	82
Product Safety Oversight	187	202
Organisation Approvals	56	67
Inspections of Member States	45	47
Operators	15	17
International Cooperation	15	15
Support Activities	152	175
Total Agency	**573**	**634**
Delta year on year	*49*	*61*
F&C financed	**352**	**405**
Delta year on year	*35*	*53*
Subsidy financed	**221**	**229**
Delta year on year	*14*	*8*

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[1] End of year snapshot based on situation known as of 22/11/2011 (including all agreed future staff movements)

[2] Before Cross services hours reallocation

5.3 Split of planned Temporary Agents between Subsidy-financed and Fees & Charges-financed[1]

Temporary Agents	Actual EOY 2011	BP 2012 Total
C0 - Director's Office	3	3
C1 - Products	85	85
C2 - Experts	64	77
C3 - Flight Standards	28	29
C4 - Certification Policy & Planning	6	6
C5 - ATM/ANS	2	2
Total C	**187**	**202**
Delta year on year	*25*	*15*
S0 - Director's Office	4	4
S1 - Standardisation	46	49
S2 - Organisations	54	65
S3 - Technical Training	7	10
S4 - Operators	15	17
Total S	**126**	**145**
Delta year on year	*6*	*19*
R0 - Director's Office	4	4
R1 - International Cooperation	15	15
R2 - Environmental Protection	4	5
R3 - Flight Standards	21	23
R4 - Product Safety	17	18
R5 - ATM/Airport	17	18
R6 - Process Support	13	14
R7 - Legal	13	14
Total R	**104**	**111**
Delta year on year	*5*	*7*
E0 - Director's Office	5	7
E1 - Communication	8	8
E2 - Safety Analysis & Research	17	18
E3 - Internal Audit & Quality	8	8
E4 - Policy Officers and Mail	3	3
E5 - Human Resources	16	19
E6 - Internal Occurrence Reporting System	10	11
Total E	**67**	**74**
Delta year on year	*7*	*7*
F0 - Director's Office	4	4
F1 - Applications & Procurement Services	34	41
F2 - Finance Services	27	28
F3 - Information Services	14	19
F4 - Corporate Services	10	10
Total F	**89**	**102**
Delta year on year	*6*	*13*
Total Agency	**573**	**634**
Delta year on year	*49*	*61*
F&C financed	**352**	**405**
Delta year on year	*35*	*53*
Subsidy financed	**221**	**229**
Delta year on year	*14*	*8*

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[1] End of year 2011 snapshot based on situation known as of 22/11/2011 (including all agreed future staff movements)

5.4 Draft Budget 2012

(all figures are in € '000s)

REVENUES	Executed Budget 2010	Budget 2011	DB 2012[1]	Proposed Budget 2012
1 REVENUE FROM FEES AND CHARGES	68.260	75.240	85.496	93.927
2 EUROPEAN COMMUNITY SUBSIDY	34.197	34.399	35.284	34.862
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	1.791	1.692	1.732	1.718
4 OTHER CONTRIBUTIONS	515	365	158	2.089
5 ADMINISTRATIVE OPERATIONS	740	771	830	930
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	15			
7 CORRECTION OF BUDGETARY IMBALANCES	27.135	27.135	27.135	18.975
TOTAL REVENUES	**132.654**	**139.602**	**150.635**	**152.501**

EXPENDITURES	Executed Budget 2010	Budget 2011	DB 2012[1]	Proposed Budget 2012
T1 STAFF	56.131	61.837	69.276	69.425
T2 BUILDINGS EQUIPMENTS	13.696	13.547	14.604	13.949
T3 OPERATIONAL	39.413	42.486	45.854	56.088
T4 SPECIAL PROGRAMMES	515	365	158	2.089
T5 PROVISIONS[2]	21.567	21.367	20.743	10.950
TOTAL EXPENDITURES	**131.325**	**139.602**	**150.635**	**152.501**

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[1]The European Commission has requested a reduction of €71.005 in Titles 1/2 and of 2 posts that are Subsidy-financed versus the Draft Budget 2012 submitted by EASA. Once the Budgetary Authority has approved the final budget, this will be incorporated in the Proposed Budget 2012.

[2] This appropriation is intended to cover expenditures funded by assigned revenue from F&C.

5.5 Expenditure breakdown per activity

(all figures are in € '000s)

	ACTIVITY	TITLE	Budget 2011	DB 2012	Proposed Budget 2012
FEES AND CHARGES	Product certification	T1 Staff expenditure	24.800	27.326	26.709
		T2 Administrative expenditure	5.516	5.871	6.058
		T3 Operational expenditure	17.471	16.714	16.452
		TOTAL	**47.787**	**49.911**	**49.219**
	Flight Standards	T1 Staff expenditure	3.867	5.521	6.255
		T2 Administrative expenditure	907	1.196	1.148
		T3 Operational expenditure	4.810	6.716	15.118
		TOTAL	**9.584**	**13.433**	**22.521**
	Organisation approval	T1 Staff expenditure	9.040	10.576	9.991
		T2 Administrative expenditure	1.858	2.014	2.472
		T3 Operational expenditure	13.283	14.609	15.784
		TOTAL	**24.181**	**27.199**	**28.247**
	Third Country Operators	T1 Staff expenditure	0	1.165	1.651
		T2 Administrative expenditure	0	260	490
		T3 Operational expenditure	0	488	327
		TOTAL	**0**	**1.913**	**2.468**
	Total Fees and Charges	T1 Staff expenditure	37.708	44.589	44.605
		T2 Administrative expenditure	8.280	9.341	10.167
		T3 Operational expenditure	35.565	38.527	47.681
		T5 Provisions	21.367	20.743	10.950
		TOTAL	**102.920**	**113.200**	**113.403**
EC-CONTRIBUTION	Standardisation	T1 Staff expenditure	6.869	6.898	6.740
		T2 Administrative expenditure	1.519	1.400	949
		T3 Operational expenditure	1.484	1.665	1.515
		TOTAL	**9.873**	**9.963**	**9.204**
	SAFA	T1 Staff expenditure	1.097	1.111	1.069
		T2 Administrative expenditure	257	257	174
		T3 Operational expenditure	272	285	267

		TOTAL	**1.626**	**1.653**	**1.510**
	Rulemaking	T1 Staff expenditure	10.675	10.988	11.836
		T2 Administrative expenditure	2.568	2.651	1.772
		T3 Operational expenditure	3.646	3.885	4.199
		TOTAL	**16.841**	**17.534**	**17.807**
	International cooperation	T1 Staff expenditure	2.944	3.029	2.788
		T2 Administrative expenditure	448	459	511
		T3 Operational expenditure + T4 Special Programmes	1.102	862	2.891
		TOTAL	**4.493**	**4.348**	**6.191**
	Safety analysis	T1 Staff expenditure	2.544	2.652	2.388
		T2 Administrative expenditure	475	495	374
		T3 Operational expenditure	782	788	1.626
		TOTAL	**3.800**	**3.936**	**4.387**
	Total EC Contribution	T1 Staff expenditure	24.129	24.687	24.820
		T2 Administrative expenditure	5.267	5.263	3.782
		T3 Operational expenditure + T4 Special Programmes	7.286	7.485	10.497
		TOTAL	**36.682**	**37.435**	**39.099**
TOTAL EASA		T1 Staff expenditure	61.837	69.276	69.425
		T2 Administrative expenditure	13.547	14.604	13.949
		T3 Operational expenditure + T4 Special Programmes	42.851	46.012	58.177
		TOTAL T1-T4	118.235	129.892	141.551
		T5 Provisions	21.367	20.743	10.950
		TOTAL	**139.602**	**150.635**	**152.501**

Attachment A: Fees & Charges-financed activities workload estimates

Hours	2011 (BP)	2012
Product Safety Oversight	260,550	293,485
Organisations Approval	90,230	103,748
TCO		7,012
Total	**350,780**	**404,245**
Internal workload	226,955	274,736
External workload	123,825	129,510

Attachment B: List of Acronyms

AD	Airworthiness Directives
AeMCs	Aero Medical Centres
AGNA	Advisory Group of National Authorities
AIB	Accident Investigation Board
ANS	Air Navigation Services
ATM	Air Traffic Management
BP	Business Plan
C	Certification Directorate
CAA	Civil Aviation Authority
CAMOA	Continuing Airworthiness Management Organisation Approval
CAN	Canada
CAO	Continued Airworthiness Organisations
CAT	Commercial Air Transport
CAW	Continuing Airworthiness Activities
CAWST	Continuing Airworthiness Standardisation
CS	Certification Specification
CTA	Centro TécnicoAeroespacial (Brazil)
DCs	Data Controllers
DOA	Design Organisation Approval
WP	Work Programme
EAB	EASA Advisory Board
EARPG	European Aviation Research Partnership Group
EASA	European Aviation Safety Agency
EASP	European Aviation Safety Programme
EC	European Commission
ECAC	European Civil Aviation Conference
ECAC ANCAT	Group of Experts on the Abatement of Nuisances caused by Air Transport
ECAST	European Commercial Aviation Safety Team
EGAST	European General Aviation Safety Team
EHEST	European Helicopter Safety Team
ENACT	EASA/NAA Certification Transition Group
EPA	European Protection Agency
ER	Existing Remit
ERMs	Electronic Record Management System
ERP	Enterprise Resource Planning
ESSI	European Strategic Safety Initiatives
ETSO	European Technical Standard Order
EU	European Union
FAR	Federal Aviation Requirement
FCL	Flight Crew Licensing
FCLOA	Flight Crew Licensing Organisation Approval
FSTD	Flight Synthetic Training Devices
FTE	Flight Test Engineer
FTO	Flight Training Organisation
HR	Human Resources
IAW	Initial Airworthiness
IAWST	Initial Airworthiness Standardisation (EASA)
ICAO	International Civil Aviation Organization
ICAO CAEP	ICAO Committee on Aviation Environmental Protection
ICAO SARPS	ICAO Standards and Recommended Practices

ICF	International Co-operation Forum
IER	Internal Efficiency Ratio
IFR	Instrument Flight Rules
IHR	Internal Hours Ratio
IORS	Internal Occurrence Reporting System
IPA	Provisions Implementing the IATA Intercarrier Agreement (IAA)
IR	Implementing Rules
ISO	International Standards Organisation
IT	Information Technology
ITS	Information Technology Services
JAA	Joint Aviation Authority
JAR	Joint Aviation Requirement
JOEB	Joint Operational Evaluation Board
KPI	key Performance Indicator
MB	Management Board (EASA)
MCQs	Multiple Choice Questions
MIST	Maintenance International Standards Team
MMEL	Master Minimum Equipment List
MOA	Maintenance Organisation Approval
MoU	Memorandum of Understanding
MRB	Maintenance Review Board
MS	MemberState
MTOA	Maintenance Training Organisation Approval
NAA	National Aviation Authority
NDT	Non-Destructive Testing
NETS	Navigation towards Enhanced Transparency System
NPA	Notice of Proposed Amendment
OEB	Operational Evaluation Board
OPS	Operations
OSC	Operational Suitability Certificate
OSD	Operational Suitability Data
PCM	Project Certification Managers
PDB	Preliminary Draft Budget
POA	Production Organisation Approval
PPI	Process Performance Indicator
PRB	Performance Review Board
QE	Qualified Entity
RIA	Regulatory Impact Assessment
SAFA	Safety Assessment of Foreign Aircraft
SAP	Systems, Applications, and Products in Data Processing
SD	Safety Directive
SESAR	Single European Sky ATM Research
SIB	Safety Information Bulletins
SL	State Letters
SMS	Safety Management System (ICAO)
SNE	Seconded National Expert
SPOA	Single Production Organisation Approval
SPP	Staff Policy Plan
SSCC	Safety Standards Consultation Committee (EASA)
SSP	State Safety Programme
STAPES	System For Airport Noise Exposure Studies
STC	Supplemental Type Certificate
SWAFEA	Sustainable Way for Alternative Fuels and Energy for Aviation
TCO	Third Country Operator

TDD	Training Delivery Days
TIP	Technical Implementation Procedure
TRACECA	Transport Corridor Europe-Caucasus-Asia
TRTOs	Type Rating Training Organisations
US	United States
UAS	Unmanned Air Ship
VFR	Visual Flight Rules
VLJ	Very light jet
WP	Work programme