

European Aviation Safety Agency

ANNEX 1: BUSINESS PLAN 2011-2015



European Aviation Safety Agency
Business Plan 2011-2015



Table of contents

Strategic elements 3

1 Executive Summary 4

2 Purpose of the Business Plan 22

3 Competencies and organisation 23

 3.1 Competencies 23

 3.2 Organisation 25

4 Business environment 26

5 Business Risks 29

6 Core Processes 31

 6.1 Product Safety Oversight 31

 6.2 Flight Standards certification 35

 6.3 Organisation Approvals 39

 6.4 Third Country Operators 46

 6.5 Standardisation 50

 6.6 Ramp inspection programmes (SAFA/SACA) 56

 6.7 Rulemaking 58

 6.8 International Cooperation 75

 6.9 Safety Assessment and Promotion 79

7 Support Activities 83

 7.1 Technical Training 83

 7.2 Legal 86

 7.3 Communication 88

 7.4 Internal Audit & Quality 89

 7.5 Human Resources 89

 7.6 Applications & Procurement Services 90

 7.7 Finance 92

 7.8 Information Services 93

 7.9 Corporate Services 95

 7.10 Support Activities Objectives, KPIs and targets 97

8 Financial projections and staffing plan 99

 8.1 Financial projections 99

 8.2 Staffing Plan 103

Abbreviations 107



Strategic elements

EASA's Vision

"Ever safer and greener civil aviation"

EASA's Mission

"Our mission is to foster and provide efficiently for the highest common standard of civil aviation safety and environmental protection, through a total system approach, in Europe and worldwide"

EASA's Strategic objectives

European aviation safety system

To be the centre of the European aviation safety system, combining and deploying expertise (know-how) and resources to establish an efficient and effective safety regulatory system

EASA and Stakeholders

To work in partnership with aviation authorities and organisations across Europe using their knowledge and capacity, while working as a credible partner in the aviation community worldwide

EASA image

To be recognised as the centre of European excellence and to take the lead in finding solutions to emerging safety challenges

EASA risk based safety management system

To identify, analyse and mitigate safety and environmental risks, in particular through improved data collection and data sharing and to set priorities accordingly

EASA resources

To be a responsive learning organisation which values its staff, manages its resources within budget while demonstrating efficiency and value for money, and which is ready to take on additional tasks when beneficial to the EU aviation system as a whole

EU regulatory framework

To maintain a coherent up to date regulatory framework based on robust transparent principles, including a total system approach to the aviation safety chain

Safety standards

Through EASA standardisation, technical assistance and related activities drive up safety standards both inside and outside the EU



1 Executive Summary

1.1 Introduction

The EASA Business Plan 2011-2015 covers a period of challenge and change for the Agency and its stakeholders.

This Business Plan presents how EASA is progressing in the preparation for the new responsibilities and the new challenges, while continuing at the same time to improve the existing activities. The slow recovery of the global economic situation and its impact of the current economic crisis on EASA and its stakeholders have been taken into account in the current Business Plan. As a conclusion, this Business Plan assumes that, in general, the volume of activities within the original competencies of the Agency will not substantially grow through the planning period, especially in the first years. The Agency is undergoing significant efforts in order to adapt to the current budgetary constraints and needs the support of NAAs who work on behalf of EASA for certification tasks to also commit themselves to reduce their cost and increase their efficiency, as contribution to the total cost reduction of the system.

The effective preparation for the new competencies including the re-scheduling of the implementation of certain tasks and the fast-track procedure for ATM/ANS activities is considered to be a significant challenge. Following the reduction in the Subsidy for the year 2011, the Agency performed a significant reduction of some operational costs including support expenses. The balanced situation presented in this Business Plan has been reached by reducing the resources considered as necessary by the process owners to carry out their obligations in an efficient way.

EASA staff remains the Agency's most valuable asset. In order to cope with some new or previously non-identified activities, the Agency proposes also to redeploy some available operational expenses in order to hire additional staff in the Fees & Charges activities on top of the approved Multi-Annual Staff Policy Plan 2011-2013.

1.2 Competencies

The Agency has been given specific regulatory and executive tasks in the field of aviation safety:

Original remit

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

First extension (air operations, pilot licensing and authorisation of third country operators)

EU competence for air operations, flight crew licensing and third country aircraft safety was established by Regulation 216/2008, which entered into force on 8 April 2008.

In particular, the following activities are included: Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation



736/2006; Certification of foreign synthetic training devices, pilot training organisations and aero medical centres; Certification tasks linked to Authorisation to third country operators.

All related rulemaking activities are taken over. This Business Plan assumes that the related implementing rules will be adopted in April 2012 at the latest. In the meantime, and in order to guarantee a seamless transition from the JAA system EASA performs all standardisation visits in the field of OPS, FCL and FSTD according to JAA rules and procedures both for EASA- and other ECAC-States based on a letter to the Management Board signed by the Commission and the Executive Director of EASA dated 10 March 2009 (in OPS, the so called EU OPS1 regulation entered into force in July 2008). The coordination of simulator qualification activities and OEB are also performed by EASA as services on request until the implementing rules will enter into force.

Second extension (aerodromes, air traffic management and air navigation services)

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

This Business Plan assumes that the Agency will become competent following the adoption of these rules, most probably during 2011. The assumption regarding the implementing rules for Aerodromes is that these will be adopted in December 2013 at the latest.

The main changes in the assumptions regarding the first and second extension of the Agency's remit versus the previous BP 2010-2014 are the impact of the fast-track procedure on the development and further planning of ATM/ANS related activities and the consideration of transition periods for both extensions: in line with the remarks from the European Commission, this Business Plan considers no transition periods while the previous Business Plan considered in general 2 years transition periods.

The first and second extensions will introduce new areas for certification. Consequently, the fees and charges regulation will have to be modified to take this into account.

1.3 Current Situation Overview

1.3.1 2009 overview

a) Revenue analysis

The Economic Outturn Account for 2009 showed a significant increase in the activity of the Agency, highlighted by growth in the Operating Revenue chapter (from € 90.2m in 2008 to € 96.7m, driven by an increase in the Fees & Charges (F&C) revenue and the contribution from EC entities). The increase in the activity has, of course, led to growth of the Operating Expenses (from € 75.1m to € 94.9m, driven by the increase in staff expenses and outsourcing expenses).

2009 has meant a significant decrease of the economic outturn versus 2008 (from € 17.2m in 2008 to € 2.3m in 2009). This surplus comes from both the operating activities (€ 1.74m) and the non-operating activities (€ 0.54m), however highlighting the trend to reach economic breakeven.

b) Recruitment

The increase in average FTEs of 17% has led to the increase in expenses mentioned above, with staff related expenses, building related expenses and other expenses all increasing reflecting the need for additional office space, IT equipment and licenses, increased social security cost, as well as the related salary increases.



c) NAA outsourcing

Outsourcing and contracting activities expenses have risen with 32% to € 33.7m, linked with a higher level of associated activities with NAAs (necessary to deal with the planned certification and surveillance workload) – expenses increased by 18.4% to € 18.5m, but also increase in research activities, studies, the mission travel (also linked with increased number of staff), SAP implementation phase.

1.3.2 2010 trends

a) Revenue analysis

The total Fees & Charges revenue has increased by 35% versus actual invoiced in 2009, with € 19.7m, increase driven by the Products (+€ 17.8m) and Organisations (+€ 2.5m) chapters. This was also influenced by almost € 6m of travel backlog invoiced in 2010 from previous years, however this was coupled with a significant underlying increase due to existing remit activities.

The Subsidy revenue has also increased in 2010 with 5.5% (€ 1.9m), driven in equal measure by the increase of the EC Subsidy and the Contribution from EFTA/3rd countries.

b) Recruitment

Compared with the filled posts number on 31.12.2009 (460 Temporary Agents) the number of staff at EASA has increased to 512 TAs at the end of October 2010, with a forecast of reaching 524 for the end of December 2010. However, there is still a delay in the hiring of experts (initial target of 554 TAs) and a significant number of open vacancies that need to be addressed in the course of 2011.

c) NAA outsourcing

2010 has marked a significant increase in NAA outsourcing activities, with the expenses increasing by around 20% versus 2009.



EASA Business Plan 2011-2015
16 December 2010

1.4 Key milestones 2011-2015

REMIT	ACTIVITY	2011	2012	2013	2014	2015	
ER	Rulemaking - Environmental Protection	Draft Opinion on ICAO Committee of Aviation Environmental Protection (CAEP)/8 Amd	Finalise opinion on CAEP/8 Amdt III Quarter 2012: Amendment of Certification specifications on emissions (CS-34) and noise (CS-38) according to CAEP/8 Amd		Finalise CS-34 & CS-38 amendment START: Draft Opinion on CAEP/9 Amd	Finalise opinion on CAEP/9 Amdt Amend CS-34 & CS-38 accordingly	
	Rulemaking - Product Safety	Maintain the rules taking into account the high regulatory demand from stakeholders, the accident investigation safety recommendations, urgent safety needs (e.g. volcanic ash issues),					
	Product Certification	Conduct certification activities and associated services to industry and stakeholders within current remit responsibilities; support IORS and further enhance continued airworthiness activities					
	Certification - Flight Standards	Conduct MRB activities according to industry demand within current remit activities					
	Organisations	Conduct Organisation Approval activities within the current remit responsibilities					
1st EXT	Rulemaking - Flight Standards	Last opinions on 1st EXT Initial package (pilot licensing, air operations, Authority and Organisation requirements and third country operators)	EC adoption of last implementing rules on 1st extension initial package				
		Follow up phase: Rule development for subjects not addressed in the initial rules and Safety priorities	Maintenance of rules and new developments				
	Certification - Flight Standards	Preparation 1st Extension implementation & conduct OEB activities as service to the industry on demand	II Quarter 2012: entry into force of the new regulation - implementation of OSD activities				
	Standardisation		II Quarter 2012: entry into force of the new regulation - standardisation oversight of the NAAs will be carried out on the new regulations replacing EU OPS and the JARs, in line with the applicability of the implementing rules				
	Organisations		Flight Crew Licensing Organisations - Expected start certification activities on Flight Crew Licensing Organisation with the approval of foreign TRTO, FTO, FSTD and AeMC				
	TCO	Preparation of new remit's implementation (cont.)	II Quarter 2012: entry into force of the new regulation - approval of authorisations to Third Country Operators wishing to fly to the EASA states				
2nd EXT	Rulemaking - ATM/Airports	Continue the development of implementing rules for ATM/ANS (development of rules on Requirements for Air Navigation Service Providers; TCAS II software Version 7.1; Air Traffic Controller licensing and competent authorities) for adoption in 2011		Implementing rules for aerodrome safety to be developed and adopted by end 2013 (Requirements for aerodrome operators and competent authorities; aerodrome operations; and aerodrome design)			
	Certification - ATM ANS	ATM/ANS : Launching, support and follow up of investigations (initial, following changes) and oversight of the systems used to provide services within ATM/ANS activities					
	Standardisation	Standardisation in the ATM/ANS field will start in 2011 as part of the 2nd extension implementation					
		Aerodromes: following the issuing of the implementing rules at the latest end December 2013 the standardisation activity will start according to the agreed timelines					
	Organisations	Air Traffic Management Organisations - Approval and oversight of Pan European ANS providers and foreign ATCO training facilities in 2011. Implementation fast track procedure; surveillance activities starting mid 2011. Oversight of the Network Management Function in 2011.					
Other	SAFA/SACA	Enhancement of the activities' analysis and harmonisation programme according to the development of (i) ramp inspection of third country aircraft against ICAO standards; (ii) collective (EU) oversight (ramp inspection of EU aircraft against EU (EASA) standards) and (iii) support to the Commission in the context of the safety list.					



1.5 Main assumptions BP 2011-2015

The main changes versus the BP 2010-2014 are linked to the EC Subsidy reduction compared to what the Agency has requested and the results of the cost-cutting exercise (detailed below), the impact of the "fast-track" on ATM/ANS activities and the fact that the previously assumed transition period of 2 years for the 1st and 2nd extension activities is no longer in place.

- a) Stable market for EASA's original remit activities: 0% growth (except Certification CAW activities: 50.000 hours/year).
- b) Global resources framework: Costs and revenues to be balanced.
- c) Inflation: 2% annual basis.
- d) Salary increase: 3% annual basis (+2% Salary adaptation & Weighting factor, +2.1% Step Increase, +0.4% annual effect on promotions, -1.5% Vacancy rate/ Turnover).
- e) Allocation of support processes according to the allocation keys introduced in the BP 2010-2014.
- f) Staffing: SPP 2011-2013 as a basis. Additional staff in F&C financed activities is requested.
- g) F&C revenues: the expenses are assumed to match the foreseen invoiced amount and the invoiced is assumed to be equal to the cashed for a given period.
- h) Significant increase in the F&C revenues linked to new activities, however, due to the lack of historical trends on new remits a cautious approach has been taken to the revenue recognition.
- i) The EC Subsidy proposed by the EC for 2011 is € 34m, which is an increase versus the previous year, even though it is less than what EASA has requested (€ 2.8m).
- j) The recruitment plan for 2011 shows an intention of covering almost 50 posts. This is linked with a number of open vacancies (due to turnover of staff) and a delay in hiring of experts. The revenues identified can be obtained with the total staff requested, however any workload peak should be absorbed by an increase in outsourcing.
- k) The level of NAA outsourcing is stable for the period 2011-2015 although increased activity due to the extension of remits is expected. The current outsourcing policy agreed until 2013 has been taken into account. It could be reviewed in the next version of the Business Plan depending on the outcome of the on-going discussions in the MB.
- l) A cost cutting exercise has been performed following the subsidy reduction for 2011 and the following years when compared to what the Agency has requested. The results are detailed in the table on the following page, however the main areas identified were:
 - ICT costs: the revision of the priorities and the optimization of the available resources generated a saving for more than € 2m on annual basis compared to the PDB 2011.
 - Missions: a cross Agency cut of 30% has been applied. This result should be achieved through different means: increase of video conferences, better planning of the missions, and an action plan aiming to a significant reduction of the tariffs.
 - Experts meeting: the BL related to the Experts meetings has been reduced in a significant way because it is possible to achieve important economies in the organisation of the events.
 - Studies and outsourcing: a significant reduction has been applied to all studies and outsourced activities in order to give a substantial budget to the rulemaking directorate for some specific activities like the development of the CQB database or the support of the European position at the ICAO working groups.
 - International cooperation has been marginally reduced compared to the past.



Summary results of the cost cutting exercise:

Name	Sum of Total Saving	Sum of Savings on Subsidy
Accreditation	203.466	203.466
ICT	1.690.000	692.900
International cooperation	87.000	87.000
Research	100.000	100.000
Operation mission expenses	960.857	703.810
Organisation of expert meetings	179.014	179.014
Rental and building related exp	297.293	112.971
Standardisation studies	100.000	100.000
Technical Library	-50.000	-18.000
Technical training	195.000	70.200
Telephone (hardware)	145.000	59.450
Telephone (subscriptions and charges)	115.000	47.150
Transfer S to IT	-30.000	-30.000
Translation studies	130.132	130.132
Savings on T1 & T2	556.000	339.000
Grand Total	4.678.761	2.777.092

1.6 Core Processes Overview

1.6.1 Product Safety Oversight

a) Activities and strategy:

The product safety oversight comprises three core activities: Product airworthiness/environmental certification, Continuing airworthiness oversight and Flight standards certification (will be explained in chapter 5.2)

Strategy going forward:

- Further consolidation of the internalisation process where demanding and sensitive certification tasks require EASA's direct and consistent control;
- Optimisation of the long-term outsourcing concept and implementation by privileging safety key factors/needs;
- Significant increase of all activities relating to continuing airworthiness oversight following strong recommendations from MB and all our stakeholders and participation on the recently launched Internal Occurrence Reporting System project;
- Continue supporting other EASA core activities where certification input is essential, especially in the areas of DOA and Rulemaking.

b) Challenges: The main challenge remains the balance between a conservative approach in the Revenue forecast and the possibility of recruitment under potential significant increases in workload

1.6.2 Flight Standards certification

a) Activities and strategy: The flight standards certification activities comprise the:

- Approval of Maintenance Review Board (MRB) Reports;
- Approval of minimum syllabi for pilot type rating training approval and qualification of associated flight simulators;
- Approval of minimum syllabi for maintenance certifying staff type rating training;



- Approval of Master Minimum Equipment Lists (MMEL);
- Approval of minimum syllabi for cabin crew type rating training;
- Approval of Flight Synthetic Training Devices (FSTD) when used in organisations under the oversight of the Agency.

Some of the above activities are presently performed by the Agency on a voluntary basis as a service to the industry, but at a level which is far from being representative of the volume of activity required by the time of the entering into force of the Implementing Rules according to the new Basic Regulation (EC) 216/2008, as the majority of these activities will become mandatory approval tasks under the responsibility of EASA.

Further developments are linked to (i) Air Traffic Management and Air Navigation Systems (**ATM/ANS**) **activities**, where the ATM/ANS Department (C.5) will be in charge of all the investigations (initial, following changes) and oversight of the systems used to provide ATM/ANS services and (ii) **Acceptance of foreign non-ICAO compliant aircraft**, where with the implementation of the 1st extension of remits, the Certification Directorate might become responsible for the acceptance of foreign non-ICAO compliant aircraft entering EU airspace. However, at the current stage it is not yet possible to estimate the workload.

b) Challenges:

- The new Fees & Charges Regulation should ensure appropriate and sufficient funding to OEB activities in order to fully cover mid and long term resourcing needs as well as to guaranty its financial sustainability;
- Not all implementation details are finalised nor the expected workload can be based on volumes handled formally by JAA only, since new tasks will necessarily arise. Both elements are key forecast drivers and their current status makes any planning exercise particularly difficult.

1.6.3 Organisation Approvals

a) Activities and strategy:

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned, and last but not least ensuring the continuous compliance of approved organisations by performing appropriate oversight. The Agency took over these competences from the NAAs on 28 September 2003. In addition, with the first extension of the remit, the activities will also include the approval and oversight of Flight Crew Licensing organisations (Type Rating Training Organisations (TRTOs), Flight Training Organisations (FTOs), and Aero Medical Centres (AeMCs)) located outside the territory of an EASA Member State. With the second extension of the remit to ATM/ANS, the activities will also include the approval and oversight of Pan-European Air Navigation Service providers.

b) Challenges:

The current and new activities have, and will continue to have different resource strategies, i.e. internalisation (using internal resources), outsourcing / proximity activity (using external resources), or a mix of the two. This is due both to the nature of the activities and the level of responsibility and involvement of the Agency.



1.6.4 Third Country Operators

a) Activities and strategy:

The Third Country Operators section activities comprise of supporting the Commission in the context of the Safety List/strict coordination with the Commission and building and preparing the TCO capability (to be operational at the latest April 2012).

b) Challenges:

- Initial funding for the activity (2012) to allow for timely recruitment and training of staff;
- The need to be ready (procedures and IT tools) at the entry into force of the regulation;
- The funding of this activity is a main issue, both for 2011 and part of 2012, as no fees will be collected during this period, pending the adoption and implementation of the new Fees & Charges regulation. The decision on the latter will need to be made before the NPA is published. Three options seem possible: Fees only, Mixed funding (Fees and EC contribution), and EC Contribution only.

1.6.5 Standardisation

a) Activities and strategy:

The standardisation activity of the Agency includes: Standardisation (IA & CA; OPS, FCL, and FSTD) for (i) EASA Countries, (ii) former JAA Countries and (iii) ECAA Countries; International Standardisation (Third Countries); Accreditation (NAAs).

b) Challenges:

- Bridging the gap between the closure of the JAA (30 June 2009) and the entry into force of the new IRs for OPS, FCL and FSTD - the Agency has recruited team leaders during 2009 in order to manage the standardisation process and conduct the on-site visits in the same way as for the initial and continuing airworthiness fields, as well as to ensure that the transition between the closing of the JAA and the issuance of the implementing rules is managed seamlessly;
- Extension to ATM/ANS (2011) and Aerodromes (2013) – access to resources and relationship with Eurocontrol.

1.6.6 Ramp inspection programmes (SAFA/SACA)

a) Activities and strategy:

The Agency coordinates on behalf of the Commission the Safety Assessment of Foreign Aircraft (SAFA) Programme. To achieve the pan European objective of SAFA, specific working arrangements have been signed with all ECAC non EASA Member States.

The EASA obligations related to the Community SAFA programme comprise the following tasks: maintain and update the centralised database containing the SAFA ramp inspections reports; perform Database analysis and provide for follow-up actions related to Member States and the European Commission; perform ad-hoc analysis on request of the EC; foster the harmonisation and quality of the SAFA programme; develop training programmes and foster the organisation and implementation of training courses; develop guidance material to the inspection procedures; monitor the inspection prioritisation process; monitor the application of the rules (standardisation inspections); promote and facilitate the internationalisation of the SAFA programme.



Due to the close relationship between the SAFA coordination and the Third country operator's authorisations activities, it has been decided to combine both activities in a single newly created department called Operators, within the Approvals and Standardisation Directorate.

b) Challenges:

The main challenge remains the cooperation with third countries on SAFA and other ramp inspection programmes.

1.6.7 Rulemaking

a) Activities and strategy:

Every working package within the Rulemaking Directorate covers to a greater or lesser extent the following activity areas: Production of technical rules, Coordination of rulemaking process, ICAO, External relations Analysis/research, Administration/management, Handling of exemptions, New developments.

b) Challenges:

The main challenge is the intention to incorporate a long-term view on the future developments via a consultation exercise (starting in 2011) with all sectors of the Industry, on top of current activities and the process of developing a more risk-based approach. Linked to this, the Directorate has already initiated a Review of the Rulemaking process and will present proposals to the Management Board for decision in 2011 to become effective as of 2012/2013, with focus on future regulations and rulemaking deliverables for which the initial Rules are already in place. Additionally, the lack of clarity linked with participation to the SESAR project (EASA is discussing with SESAR about the necessary support) has led to the need to indicate SESAR as a caveat in the planning.

1.6.7.1 Working package 1 – Environmental Protection (R2)

a) Activities and strategy:

Continue the participation in ICAO Committee of Aviation Environmental Protection (CAEP) in order to ensure that European demands are taken into account, in particular support the regulatory work envisaged in the CAEP/8, CAEP/9 and CAEP/10 programmes. Ensure valuable input to the working groups, being active upstream to be effective downstream; Transpose the ICAO/CAEP amendments into the EASA regulatory framework; Focus on research in order to develop techniques and gather data needed for development of requirements and standards as well as Regulatory Impact Assessments; Improve cooperation with stakeholders

Key milestones:

- 2011: Draft the opinion related to the implementation of CAEP/8 amendments;
- 2012: Amend the certification specifications for emissions (CS-34) and noise (CS-36) In line with CAEP/8 amendments;
- 2013: Start of review of Environmental Protection Essential Requirements;
- 2014: Draft the opinion related to the implementation of CAEP/9 amendments;
- 2015: Amend the certification specifications for emissions (CS-34) and noise (CS-36) In line with CAEP/9 amendments.



b) Challenges:

Due to limited resources, the overall involvement in WG1, WG3 and in the Modelling and Database Group will be reduced; also there will be no involvement in the Clean Sky JTI Technology Evaluator, the support of the review of environmental protection related EU Directives will be stopped.

1.6.7.2 Working package 2 – Flight Standards (R3)

a) Activities and strategy:

The work on the 1st extension split in 3 phases: (i) develop the initial rules for pilot licensing, air operations and third country operators -> adoption of implementing rules by 2012; (ii) complete the implementing rules with what was not addressed during the initial phase by 2013, take into account safety priorities; (iii) maintenance of the rules and new developments as of 2013. Key milestones:

- 2011: last Opinions on 1st extension initial package;
- 2012: EC adoption of last implementing rules on 1st extension initial package;
- 2nd and 3rd phase (follow-up and maintenance), between 2011-2015 the Dep. will: Initiate 28 new rulemaking tasks, as indicated in the Rulemaking Programme; Deliver 16 Opinions; Deliver four annual central workshops (1 FCL, 1 MED, 2 OPS).

b) Challenges:

The Department is committed to prioritise its tasks by using safety as the key driver. However, due to resource constraints, the department is facing multiple challenges: to assess individual FTL schemes as mentioned in article 22 of the Basic Regulation; to monitor regulatory actions under the responsibility of the Commission in the domains of security, passenger rights, health, economic and social legislation as far as they affect safety legislation; to monitor rulemaking activities of the FAA and TCCA; to act on new developments, i.e. new technologies, new types of operations and new context (e.g. SES, SESAR and EASP); to provide advice and support, and to participate in standardisation activities; to cope with the high regulatory demand (in particular, to integrate the necessary changes due to the fact that EU-OPS as well as the JARs have not been maintained for a number of years, to support ICAO compliance and to account for SESAR, SES and EASP activities); to account for the large and diverse stakeholder community and to communicate in order to enhance the understanding and acceptance of the new rules and structure; For this the Department will limit itself to central conferences/workshops and selected local or regional events as well as providing responses to questions. The development of the Rulemaking Handbook (e-tool) will be continued.

1.6.7.3 Working package 3 – Product Safety (R4)

a) Activities and strategy:

The Product Safety Department is in 'cruising speed'. This means that although the regulations in the field of Initial and Continuing Airworthiness are in place, the Department has to maintain the rules taking into account the high regulatory demand from stakeholders, the accident investigation safety recommendations, urgent safety needs (e.g. volcanic ash issues), changes affecting the aviation system, as well as to capitalise on experience and feedback from the implementation of the rules.



b) Challenges:

To be able to deal with the high regulatory demand (a framework for giving the lead to stakeholders on certain rulemaking tasks should be developed to address this challenge); to get involved in a more proactive way in issues related to internal and external relations, ICAO, analysis and research; to structure the existing Airworthiness rules to match the total system approach (taking the opportunity to introduce the ICAO requirements for SMS); to develop a mechanism to ensure consistent interpretation of the rules within the Agency (Rulemaking, Standardisation, Certification), where a FAQ repository has been identified as a means to address this.

1.6.7.4 Working package 4 — ATM/Airports (R5)

a) Activities and strategy:

The work on the 2nd extension/Airport is split in 3 phases: (i) develop the initial rules for Airports, which includes requirements for aerodrome operators and competent authorities, aerodrome operations and aerodrome design and includes the provision of expert support to the European Commission during the development and adoption of the necessary implementing rules and intense communication to the stakeholders; (ii) finalise the rulemaking tasks that were deferred from the initial phase due to lack of resources by 2015 (requirements for aerodrome equipment, aerodrome apron management service and heliport design and operation); and (iii) future maintenance of aerodrome rules is also deemed necessary, as a result of the work that has currently been carried out by ICAO.

The work on the 2nd extension-ATM/ANS is split in 2 phases: (i) establish the safety regulatory system in the ATM/ANS domain by transposing the related SES rules and the ATCO Directive with only necessary technical updates and changes (fast track finished by 2010); (ii) develop the initial rules for ATM/ANS by 2012 and beyond.

b) Challenges:

The main challenges are linked to introducing the ICAO requirements for SMS; complementing the traditional Annex 14 approach; structuring the regulatory documents to match the total system approach; specific approval schemes for safety critical technical systems, since the requirements on this issue are conditional and since this approach could necessitate further elaboration, the Agency has not yet initiated the related rulemaking activity; coping with new innovations that come from SESII implementation and SESAR programmes (it is necessary to be involved in the future developments in order to be able to provide the necessary safety requirements early enough to facilitate the implementation of such new technologies or concepts of operations).

1.6.7.5 Working package 5 — Process Support (R6)

a) Activities and strategy:

The Department is responsible for various functions that are integral part of the Rulemaking process: Consultation and Publication, including editing and proof-reading; Regulatory Impact Assessment and Economic Analysis; Planning and Monitoring; AGNA and SSCC secretariat. This work takes place in cooperation with the operational departments. The focus will be in achieving further linguistic quality and efficiency gains by dedicated training of staff, bringing value to stakeholders, streamlining the processes and improving the quality and sophistication of the existing product and tools.

b) Challenges:

The main challenge will be the increased workload due to the higher volume of rules produced.



1.6.8 International Cooperation

1.6.8.1 Working package 1 —General International Cooperation

a) Activities and strategy:

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

Key milestones/tasks: start the implementation of a policy on EASA interface activities with ICAO (2011-2012); start preparation and implementation of agreements with US, Canada and Brazil (subject to the entry into force of the bilateral agreements signed by the European Union); supporting the European Commission in its starting negotiations with new countries such as Australia, China, New Zealand or India; new working arrangements with China, Japan, India, the Interstate Aviation Committee or (potentially) Colombia to support the certification exercises and the export of European products; “internationalisation” of the SAFA Programme will be formalised through the negotiation of specific working arrangements to be signed in 2011; first phase of the Joint Mediterranean Aviation Authorities Programme, heavily involving EASA, which will start in 2011 for a minimum of 3 years.

1.6.8.2 Working package 2 — Technical International Cooperation

a) Activities and strategy:

The department is concentrated on three strategic fields: (i) the Regional strategy; (ii) support to the EU Civil Aviation Cooperation projects and notably the CAA subject to Regulation (EC) No 2111/2005; (iii) the EASA International Cooperation Forum (ICF).

Key milestones/tasks: continue the involvement in major regional projects, such as ACSA in Central America, TRACECA for the Black Sea and Central Asia countries and IPA for the Western Balkan countries. The objective is to support former JAA members aiming at their full integration in the European system; supporting the South Asia Regional Initiatives (SARI) and South-East Asia Regional Initiatives Forum (SEARIF) in order to ensure sustainability to EU projects; involvement in ICAO COSCAP Programmes, such as the Gulf States, and several regional projects in sub-Saharan Africa such as UEOMOA, CEMAC, CASSOA; participate in EC launched projects related to China, India, South Asia, South-East Asia, and Zambia; Technical Assistance missions to CAAs subject to Regulation (EC) No 2111/2005 in order to develop with them a detailed roadmap for improving the safety capabilities. Around 10 visits are planned for 2011; Coordination of the ICF network of focal points ICF and their activities; in 2011, 2013 and 2014 (every 18 months) there will be organised the 3rd, 4th and 5th International Cooperation Forum in locations to be determined.

1.6.9 Safety Assessment and Promotion

a) Activities and strategy:

The department’s vision is to be recognised worldwide as an authority of reference for aviation safety knowledge and information thus making a key contribution to international aviation safety. The Safety Assessment, Strategy and Research Departments (SASR) provide the safety leadership and technical services needed to support the Agency’s safety mission. The SASR is an essential component for the management of civil aviation safety risk. Applying rigorous processes, indicators of safety performance will be provided so as to measure the level of safety experienced by users of the European aviation system. The main objectives are improving the timely availability and enhancing the content of the Annual Safety Review,



speeding up the Agency's follow-up of Safety Recommendations and improving working procedures, guidelines and instructions for follow-up of Occurrences.

1.7 Support Activities Summary

a) Activities and strategy:

The Support Activities at EASA include the following areas:

- Technical Training
- Legal (Activities that mirror the growth of the EASA's legal framework, the extension of the scope of its tasks as well as the very growth of the Agency's organisation and staff)
- Communication (defines and implements the Agency's external and internal relations and communications strategy)
- Internal Audit & Quality
- Human Resources
- Application & Procurement Services (Administrative processing of applications and approvals/certificates issued by the Agency, for the implementation of the fees and charges regulation, for the procurement of certification services from NAAs and QEs and for the general procurement of services/goods not related to certification activities)
- Finance
- Information Services (Providing EASA with the adequate technology for running and allowing the improvement of the Agency's core activities)
- Corporate Services (Facility, travel and records management processes)
- The Director's office in the Finance and Business Services Directorate and the Cabinet of the Executive Director

The overall objective of the Support Activities is to ensure the correct functioning of the Agency and to help deliver the Agency's objectives by putting in place the right mechanisms for controlling, measuring and improving performance and processes.

b) Challenges:

The main challenges of the support activities are:

- Auditing the proper implementation of the EASA Management standards and the Aviation regulation;
- Ensuring legal support in the context of increasing attention from stakeholders and the general public;
- Achieving the recruitment targets;
- Developing and implementing the outsourcing strategy;
- Preparation for a revised Fees and Charges Regulation and its implementation in the ERP tool;
- Ensuring compliance, in an efficient and effective way, with the applicable EU Financial rules and regulations;
- Improving the reporting capabilities;



- Ensuring IT solutions in the most efficient and cost effective way to support the increasing workload and complexity of the Agency;
- Search for adequate new office space.

c) Overview of costs of Support Activities:

€'000

Primary Cost	2011	2012	2013	2014	2015
PRODUCT CERTIFICATION	33.890	35.713	36.924	37.256	37.597
FLIGHT STANDARDS	7.020	10.109	12.604	13.902	14.585
ORGANISATIONS APPROVAL	16.570	18.916	20.352	20.479	20.859
THIRD COUNTRY OPERATORS	712	1.466	3.411	4.629	4.782
STANDARDISATION	6.830	7.666	9.032	10.380	10.999
SAFA	1.141	1.169	1.205	1.228	1.260
RULEMAKING	12.600	13.452	13.614	13.677	13.204
INTERNATIONAL COOPER.	2.799	2.733	2.707	2.750	2.810
SAFETY ASSESSMENT, INVESTIGATION & RESEARCH	2.716	2.853	2.926	2.968	3.032
SUPPORT - F&C financed	18.910	19.469	20.407	20.472	21.145
SUPPORT - Subsidy financed	9.230	9.952	10.078	10.203	10.539
Total	112.419	123.499	133.260	137.944	140.811

	2011	2012	2013	2014	2015
SUPPORT-F&C financed - % of cost	16,8%	15,8%	15,3%	14,8%	15,0%
SUPPORT-Subsidy financed - % of cost	8,2%	8,1%	7,6%	7,4%	7,5%
TOTAL SUPPORT - % of cost	25,0%	23,8%	22,9%	22,2%	22,5%

SUPPORT-F&C financed - % of Total Support	67%	66%	67%	67%	67%
SUPPORT-Subsidy financed - % of Total Support	33%	34%	33%	33%	33%

1.8 Financial Overview

€'000

		2011	2012	2013	2014	2015
TOTAL EASA	Revenue	112.420	123.500	133.261	137.945	140.812
	Cost	-	-	-	-	-
	T1	61.789	69.276	76.565	82.247	85.464
	T2	13.546	14.603	15.791	14.921	14.884
	T3-NAA	23.073	25.569	27.012	26.490	26.185
	T3-other	14.011	14.051	13.891	14.286	14.278
	Total Cost	112.420	123.500	133.261	137.945	140.812
	Surplus/(Deficit)	-	-	-	-	-

F&C based activities

- For the existing remit, the revenue from Products certification and Flight Standards has been based on 2010 data inflated by a 2% yearly increase. For Organisation approval, a slight increase has been applied to reflect the impact of Continued Airworthiness Maintenance Organisations rule change and increased POA by foreign aircraft manufacturers. The second extension revenues have been calculated with the assumption that the revenue will match the expenditure (Title I/II/II).
- For the Flight Standards activities in new remits, in the absence of a specific F&C regulation the revenues have been developed charging the hours per the standard EASA hourly rate.
- The risks related to the uncertainty linked to the F&C income have been analysed and limited as follows: there are two big drivers for increased activities: the extensions of the remit and the expansion of the activity in the existing remit.



With regard to the expansion of the existing activities, a conservative approach was taken: it is considered that the number of new applications taken into account is the minimum that can be expected without taking into consideration any activity increase. Concerning the new extension activities, for many of these an outsourcing rate of 50% or more has been assumed, giving the Agency the necessary flexibility to reduce its expenses if revenues would be less than estimated. Also in the case of lower revenues, the Agency can postpone planned recruitment to a later stage.

Fees & Charges financed activities					
Workload	2011	2012	2013	2014	2015
Certification	226.220	252.640	274.590	283.790	288.784
Organisations Approval	90.230	103.748	108.081	110.014	110.604
TCO	-	6.516	24.271	29.357	29.237
TOTAL WORKLOAD	316.450	362.904	406.942	423.161	428.625
EASA Workload	210.600	247.781	290.878	309.511	317.325
NAA Workload	105.850	115.123	116.064	113.650	111.300
Overall Internalisation rate	67%	68%	71%	73%	74%

€ '000		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
TOTAL F&C	<i>Revenue</i>	€75.786	€86.065	€94.279	€97.465	€99.487
	<i>Cost</i>					
	T1	€37.707	€44.588	€50.316	€54.303	€56.333
	T2	€8.280	€9.341	€10.427	€9.927	€9.794
	T3-NAA	€23.073	€25.569	€27.012	€26.490	€26.185
	T3-other	€6.725	€6.566	€6.523	€6.745	€7.175
	Total Cost	€75.786	€86.064	€94.278	€97.464	€99.487
	Surplus/(Deficit)					

Regulatory activities

For the regulatory activities, the following amounts have been considered (all remits):

€ '000		BP 2011-2015				
Regulatory activities						
<i>EC Subsidy</i>	€ 34.351	€ 35.278	€ 36.888	€ 38.299	€ 39.065	
<i>Contribution from EFTA/3rd countries</i>	€ 1.692	€ 1.738	€ 1.817	€ 1.887	€ 1.925	
<i>Tech cooperation</i>	€ 365	€ 158	€ -	€ -	€ -	
<i>Sales of publication</i>	€ 92	€ 106	€ 122	€ 140	€ 180	
<i>Other admin operations</i>	€ 134	€ 155	€ 155	€ 155	€ 155	
TOTAL Subsidy	€ 36.634	€ 37.435	€ 38.982	€ 40.481	€ 41.324	

€ '000		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
TOTAL SUBSIDY	<i>Revenue</i>	€36.634	€37.435	€38.982	€40.481	€41.324
	<i>Cost</i>					
	T1	€24.082	€24.687	€26.249	€27.945	€29.131
	T2	€5.266	€5.262	€5.364	€4.994	€5.090
	T3	€7.286	€7.485	€7.368	€7.541	€7.103
	Total Cost	€36.634	€37.435	€38.982	€40.480	€41.324
	Surplus/(Deficit)					



1.9 Staffing Plan

The tables below summarise the staff evolution per activity, remit and source of financing in the next five years considered in the present Business Plan.

For Subsidy-financed staff the evolution of the staff is the following:

- In 2011-2013, the number of posts is identical to the SPP 2011-2013;
- In 2014, 5 additional posts are requested for the Aerodromes Standardisation activity.

For Fees & Charges- financed staff the evolution of the staff is the following:

- In 2011, the number of posts is identical to the SPP 2011-2013;
- In 2012, 18 additional posts versus the SPP 2011-2013 are requested: 2 posts for C3 Flight standards, 9 posts for S2 Organisation approvals (CAO and ATM organisations approvals), 4 posts for E6 Occurrence reporting, 3 CA posts changed into TA for F1 Application management;
- In 2013, 13 additional posts versus the SPP 2011-2013 are requested: 4 posts for C2 Certification Experts department, 2 posts for C3 Certification Flight standards, 1 post for C5 Certification ATM and space system, 3 posts for S2 Organisation approvals department, 3 CA posts changed into TA for F1 Application management;
- In 2014, 21 additional posts are requested: 2 posts for C1 Products Certification department, 2 posts for C2 Certification Experts department, 4 posts for C3 Certification Flight standards, 3 posts for S2 Organisation approvals department, 5 posts for S4 Third Country Operators section, 3 CA posts changed into TA for F1 Applications management, 2 posts for HR;
- In 2015, 3 additional posts are requested: 3 CA posts changed into TA for F1 Applications management.

The detailed evolution year on year of the staffing is included in the MSPP 2012-2014.



Temporary Agents at the end of the year (per activity)

Temporary Agents		Forecast	BP 2011-2015				
		2010	2011	2012	2013	2014	2015
Existing Remit	PRODUCT CERTIFICATION (*)	145	158	170	175	178	178
	FLIGHT STANDARDS	11	12	13	14	16	16
	ORGANISATIONS APPROVAL	54	52	56	61	63	63
	STANDARDISATION	22	26	26	28	28	28
	SAFA	8	8	8	8	8	8
	RULEMAKING	35	39	39	39	39	39
	INTERNATIONAL COOPERATION	14	14	15	15	15	15
	SAFETY ASSESSMENT & PROMOTION	15	17	17	17	17	17
	SUPPORT ACTIVITIES	144	162	174	181	186	189
Total	448	488	518	538	550	553	
1st Extension	FLIGHT STANDARDS	12,5	15	29	39	41	41
	ORGANISATIONS APPROVAL	1	1	5	5	5	5
	THIRD COUNTRY OPERATORS	6	6	11	21	24	24
	STANDARDISATION	19	19	19	19	19	19
	RULEMAKING	21	25	25	25	25	25
	SUPPORT ACTIVITIES		1	1	1	1	1
Total	59,5	67	90	110	115	115	
2nd Ext	PRODUCT CERTIFICATION	1	1	1	2	3	3
	ORGANISATIONS APPROVAL			4	4	4	4
	STANDARDISATION			5	12	20	20
	RULEMAKING	16	18	18	18	18	18
	Total	17	19	28	36	45	45
ALL REMITS	PRODUCT CERTIFICATION (*)	146	159	171	177	181	181
	FLIGHT STANDARDS	23,5	27	42	53	57	57
	ORGANISATIONS APPROVAL	55	53	65	70	72	72
	THIRD COUNTRY OPERATORS	6	6	11	21	24	24
	STANDARDISATION	41	45	50	59	67	67
	SAFA	8	8	8	8	8	8
	RULEMAKING	72	82	82	82	82	82
	INTERNATIONAL COOPERATION	14	14	15	15	15	15
	SAFETY ASSESSMENT & PROMOTION	15	17	17	17	17	17
SUPPORT ACTIVITIES	144	163	175	182	187	190	
Total	524,5	574	636	684	710	713	

Source of financing		Forecast	BP 2011-2015				
		2010	2011	2012	2013	2014	2015
Source of financing	- 100 % Fee-financed	250,5	269	323	357	376	379
	- 100% Subsidy-financed	167	181	182	192	197	197
	- Allocated staff	107	124	131	135	137	137
	Fee-Financed staff	317,5	347	405	441	462	465
	Subsidy-Financed staff	207	227	231	243	248	248
	TOTAL	524,5	574	636	684	710	713

(*) Product Certification total includes IORS Reporting (1 post in 2011 and 4 posts for 2012-2015)



Temporary Agents at the end of the year (per department)

Temporary Agents	EoY 2010	BP 11	BP 12	BP 13	BP 14	BP 15
C0 - Director's Office	4	4	4	4	4	4
C1 - Products	75	83	87	87	87	87
C2 - Experts	63	66	71	76	79	79
C3 - Flight Standards	22,5	27	42	53	57	57
C4 - Certification Policy & Planning	4	5	5	5	5	5
C5 - ATM/ANS	1	0	0	1	2	2
Total C	169,5	185	209	226	234	234
S0 - Director's Office	2	2	2	2	2	2
S01 - Director's office Support	2	2	2	3	3	3
S1 - Standardisation	41	43	49	58	63	63
S2 - Organisations	53	53	65	69	72	72
S3 - Technical Training	8	9	10	11	11	11
S4 - Operators	14	14	19	29	34	34
Total S	120	123	147	172	185	185
R0 - Director's Office	3	4	4	4	4	4
R1 - International Cooperation	14	14	15	15	15	15
R2 - Environmental Protection	5	5	5	5	5	5
R3 - Flight Standards	20	23	23	23	23	23
R4 - Product Safety	15	18	18	18	18	18
R5 - ATM/Airport	16	18	18	18	18	18
R6 - Process Support	13	14	14	14	14	14
R7 - Legal	13	14	14	14	14	14
Total R	99	110	111	111	111	111
E0 - Director's Office	4	4	4	4	4	4
E1 - Communication	7	8	8	8	8	8
E2 - Safety Analysis & Research	15	17	17	17	17	17
E3 - Internal Audit & Quality	7	8	8	8	8	8
E4 - Policy Officers and Mail	6	6	7	7	7	7
E5 - Human Resources	14	16	18	21	23	23
E6 - Internal Occurrence Reporting System	0	1	4	4	4	4
Total E	53	60	66	69	71	71
F0 - Director's Office	4	4	4	4	4	4
F1 - Applications & Procurement Services	35	37	41	44	47	50
F2 - Finance Services	23	28	29	29	29	29
F3 - Information Services	14	17	18	18	18	18
F4 - Corporate Services	7	10	11	11	11	11
Total F	83	96	103	106	109	112
Total	524,5	574	636	684	710	713
100% Fee financed	250,5	269	323	357	376	379
100% Subsidy financed	167	181	182	192	197	197
Allocated staff	107	124	131	135	137	137
Fee-financed	317,5	347	405	441	462	465
Subsidy-financed	207	227	231	243	248	248

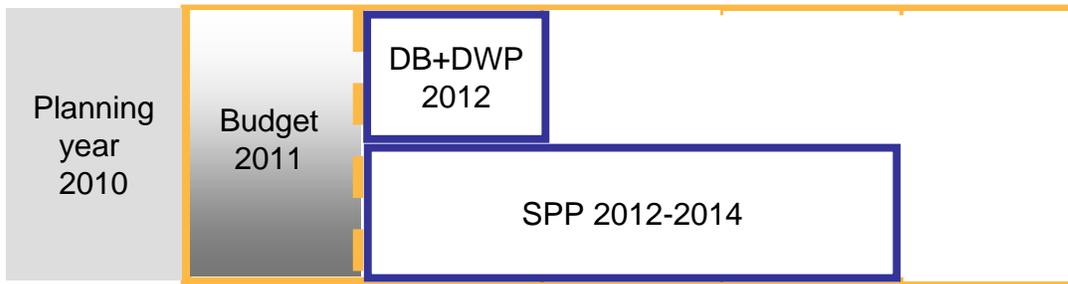


2 Purpose of the Business Plan

EASA Business Plan provides staff and stakeholders with a detailed picture of EASA activities in the next five years. It also presents the business environment EASA operates in, the key challenges and risks, strategies and objectives, all taking into account the budgetary perspectives.

EASA Business Plan is updated annually on request of the Executive Director and presented to the Management Board for adoption on its December meeting. The Business Plan is conceived to serve as framework for all other planning documents in the Agency.

BP 2011 - 2015



DB: Draft Budget

DWP: Draft Work Programme

SPP: Staff Policy Plan

In the preparation of the ISO certification, the Agency formalised in detail the planning process. This action contributed to the definition of the follow-up framework of the Business Plan in order to achieve a better and continuous monitoring level of the activities described.

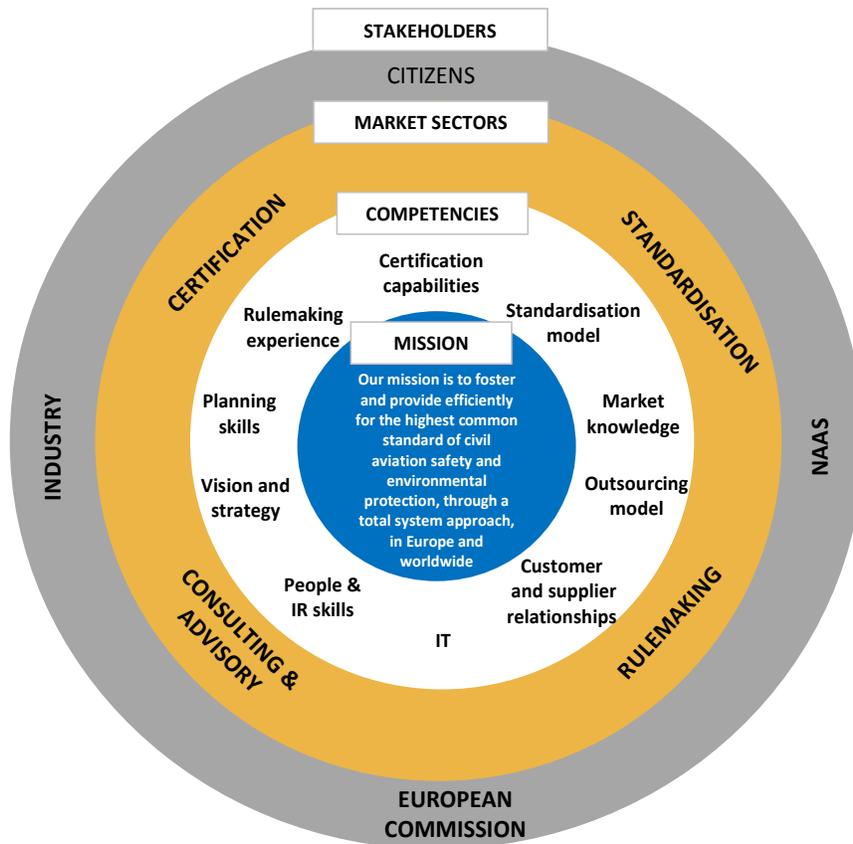


3 Competencies and organisation

3.1 Competencies

The European Aviation Safety Agency was created in 2002 as the centrepiece of the EU's strategy to maintain and improve aviation safety in Europe. All 27 EU Member States, Iceland, Liechtenstein, Norway and Switzerland are EASA Member States.

The following diagram represents the Agency's mission, its competencies in the market it serves, the market sectors targeted and its stakeholders.



The Agency has been given specific regulatory and executive tasks in the field of aviation safety:

Original remit

The original Agency's responsibilities, given by Regulation 1592/2002 (repealed by Regulation 216/2008) include:

- expert advice to the EU for drafting new legislation;
- inspections, training and standardisation programmes to ensure uniform implementation of European aviation safety legislation in all Member States;
- safety and environmental type-certification of aircraft, engines, parts, appliances and continuous monitoring of their airworthiness;



- approval of organisations involved in the design of aeronautical products, as well as foreign production, maintenance and training organisations;
- coordination of the European Union programme SAFA (Safety Assessment of Foreign Aircraft) regarding the safety of foreign aircraft using European Union airports;
- data collection, analysis and research to improve aviation safety.

First extension (air operations, pilot licensing and authorisation of third country operators)

EU competence for air operations, flight crew licensing and third country aircraft safety was established by Regulation 216/2008, which entered into force on 8 April 2008.

In particular, the following activities are included:

- Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 736/2006;
- Certification of foreign synthetic training devices, pilot training organisations and aero medical centres;
- Certification tasks linked to Authorisation to third country operators.

All related rulemaking activities are taken over. The rest of activities will become applicable with the entry into force of the corresponding implementing rules. This Business Plan assumes that the related implementing rules will be adopted in April 2012 at the latest. The last Business Plan (2010-2014) considered two years transition period beyond that date. Following the Commission's recommendations this assumption has been abandoned. The various implementing rules could foresee opt-out options for some activities and transitional arrangements for a number of elements. In the meantime, and in order to guarantee a seamless transition from the JAA system EASA performs all standardisation visits in the field of OPS, FCL and FSTD according to JAA rules and procedures both for EASA- and other ECAC-States based on a letter to the Management Board signed by the Commission and the Executive Director of EASA dated 10 March 2009 (in OPS, the so called EU OPS1 regulation entered into force in July 2008).. The coordination of simulator qualification activities and OEB are also performed by EASA as services on request until the implementing rules will enter into force.

Second extension (aerodromes, air traffic management and air navigation services)

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

The last Business Plan (2010-2014) assumed that the implementing rules for Air Traffic Management and Air Navigation Services would be adopted in December 2012 at the latest, and that in general two years transition period would be applicable. Following the fast-track procedure requested by the Commission, the Agency submitted already in May 2010 the opinions on Air Navigation Services (ANS) and ANS providers, Air Traffic Controllers Licenses and Certification and Safety Oversight by Competent Authorities. These opinions are now subject to the Commitology process. This Business Plan assumes that the Agency will become competent following the adoption of these rules, most probably during 2011.

The assumption regarding the implementing rules for Aerodromes is that these will be adopted in December 2013 at the latest. Also for this area the previous Business Plan (2010-2014) considered two years transition period beyond the adoption of the implementing rules. Following the Commission's recommendations this assumption has been abandoned. The



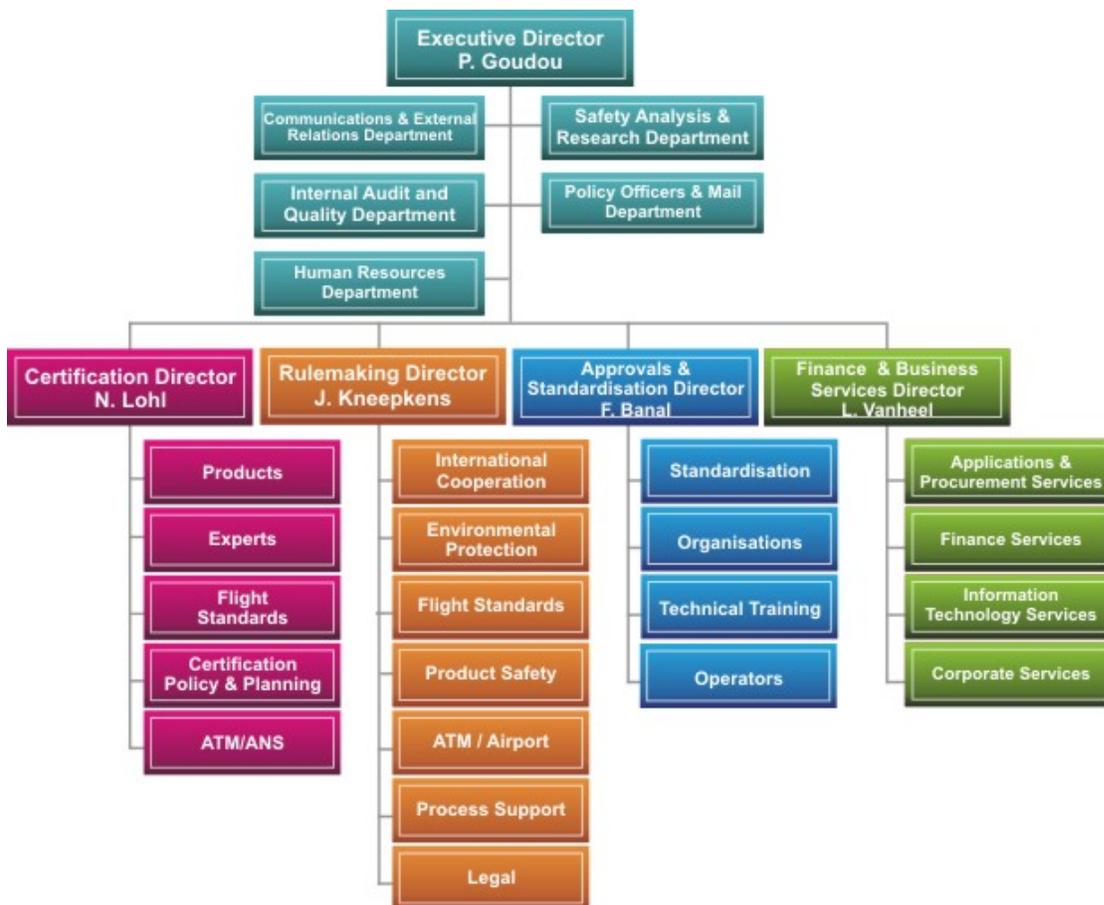
various implementing rules could foresee opt-out options for some activities and transitional arrangements for a number of elements.

The first and second extensions will introduce new areas for certification. Consequently, the fees and charges regulation will have to be modified to take this into account.

3.2 Organisation

EASA is an independent European Union Body with a legal personality and autonomy in legal, administrative and financial matters. It is accountable to the Member States and the EU institutions. The Executive Director is appointed by the Agency's Management Board. The Board, which brings together representatives of the Member States and the Commission, is also responsible for the adoption of the Agency's work programme and the budget. The aviation industry is actively involved in the Agency's work through a number of consultative and advisory committees: the EASA Advisory Board (EAB), representing all aviation stakeholders, is consulted by the Management Board; the Advisory Group of National Authorities (AGNA), made up of national authorities and the Safety Standards Consultative Committee (SSCC), composed by stakeholders' representatives, are consulted by the Executive Director with reference to rulemaking activities. Decisions of the Agency which adversely affect a person or organisation may be addressed to the Board of Appeal, established specifically for the purpose.

The following chart represents EASA organisation:





4 Business environment

(Source EASA study on outsourcing performed by Steria Mummert in 2009)

In general a growing workload is expected for the Agency in the future due to the still expected growing air traffic in the long run, foreseeable needs in better fuel consumption and lower environmental impacts as well as lower workload on maintenance activities. Again, the large aircraft market will continue to demand a high workload from the EASA experts through 2020 due to the above mentioned requirement and planned successors of current aircraft types.

The actual economic crisis does affect the aviation industry and could, depending on its duration, also have some effects on certification and organisation approval activities. Airline operators are being hit quite hard by the crisis and several of them are seeking to defer delivery of new aircraft, affecting the outlook on demand for manufacturers of aeronautical products, parts and appliances and could therefore influence in the long run the development of new aircraft or helicopters. Airline operators stated that in some specific fields, there will be a certain delay of projects.

Trend on certification tasks:

Although most of the manufacturers interviewed in the context of the study performed by Steria-Mummert Consulting for EASA did not specify the exact impact of the economic crisis on their business, some of them admitted that the amount of money spent on research and development decreased during 2009. While large companies stated, that the number of Type Certifications is not affected by the economic crisis yet, the picture within smaller companies is quite different. Aircraft manufacturers also seem to experience a significant decrease of aircraft modifications.

The impact of the crisis on the rotorcraft market seems to be at the moment relative low compared with the other aviations sectors. Reasons for this lies in the dominant position of military customers as well as public entities like Border Control, Police etc. Depending on the length of the crisis in the coming years, the Business market could affect the outlook in mid-term, when cancellation of orders could occur.

In general for large aircraft the number of deferrals is increasing. On the production side last year planned increases on production rates were cancelled, but at the moment the production rate at Boeing, Airbus, Bombardier, Embraer and ATR is still above the average of the last years due to the still existing record backlog of aircraft production. This is also the case for the helicopter market segment.

The maintenance, repair and operations industry segment (MRO) has also been impacted. As a cash saving strategy, airline operators are shrinking their existing older fleet by parking the older and more maintenance requiring aircraft.

Therefore the actual production numbers and revenue development information provide only an indifferent effect to the workload related to certification tasks. Minor Changes are directly affected whereas Type Certificates will only be affected, if the economic crisis continues for several years. The conclusion is that the long-term perspective of the commercial aviation industry segment, requirements and timeframes necessary when developing new products, parts and appliances should not be negatively impacted to due the current economic crisis.

In contrast to the commercial industry is the segment of Business and General Aviation. The impact in these segments is already visible and could negatively affect more severely in both the short and medium timeframes on the number of projects and workload in all type of certification tasks.

The following chart shows the different types of certificates categorised by their sensitivity towards short-term market developments and expected short-term trends through 2011 and



long-term trends through 2020, as derived from the continued observation of experts from Steria Mummert Consulting of started and planned programmes:

	Sensitivity towards short-term market developments	Long-term trend	Reasons for trend prediction
Type Certificates	low		Major programmes planned due to <ul style="list-style-type: none"> ▪ Growing fleet requirements (Growth, Aging fleets) ▪ Environmental issues (Noise, NOx, CO₂) ▪ Fuel consumption ▪ Maintenance requirements
Supplemental Type Certificates	low		
Major Changes Major Repairs	middle		<ul style="list-style-type: none"> ▪ Growing air travel (commercial, general, sports) ▪ In short-term reduction due to cost saving initiatives by the operators due to economic crises
Minor Changes Minor Repairs	considerable		<ul style="list-style-type: none"> ▪ Reduction due to more DOA approvals in the future
AFM Approvals	middle		<ul style="list-style-type: none"> ▪ Growing air travel (commercial, general, sports)
ETSO- Authorisation	middle		<ul style="list-style-type: none"> ▪ Linked to future aircraft programmes

Source: Steria Mummert Consulting qualified judgement

Trend difficult to predict

A look at future expected trends in the different industry segments is shown in the next chart:

	Trends in Demand**		Reasons	Future Requirements	
	until 2011	until 2020		Product Complexity	Integration with other tasks (ATM)
Large Aeroplanes			<ul style="list-style-type: none"> ▪ B787, A350, A380-900/C, ▪ Replacement 737/ A320 ▪ C-Series, Sukhoi Superjet, MRJ ▪ Replacement ATR/ Dash 		
Rotorcraft			<ul style="list-style-type: none"> ▪ Civil market relatively volatile in certain segments 		
Propulsion			<ul style="list-style-type: none"> ▪ P&W Geared Turbofan ▪ GE/Snecma Leap 56; ▪ GE Open rotor concept ▪ Large Turboprop engine 		
General Aviation			<ul style="list-style-type: none"> ▪ Market relatively volatile, but aging fleet 		
Balloons & Airships					
Overall					

* Steria Mummert Consulting qualified judgement

** Tendency towards workload in 2008

Trend difficult to predict



The following chart describes the actual trend in 2009 for the specific market segment, short-term and long-term trends and the reasons for the trend prediction.

	Actual trends in 2009 *	Sensitivity towards short-term market developments	Long-term trend until 2020 **	Reasons for trend-prediction
Large commercial aviation		low		Major programmes planned due to <ul style="list-style-type: none"> ▪ Growing fleet requirements (Growth, Aging fleets) ▪ Environmental issues (Noise, NOx, CO₂) ▪ Fuel consumption ▪ Maintenance requirements
Business aviation		strong		After downturn <ul style="list-style-type: none"> ▪ Growing population and wealth (e. BRIC-Countries) ▪ Environmental issues (Noise, NOx, CO₂) ▪ Improved capabilities of Business Jets and Helicopters
General Aviation Sports aviation ANNEX II		middle		After downturn <ul style="list-style-type: none"> ▪ Growing population and wealth ▪ Aging fleet ▪ Environmental issues (Noise, NOx, CO₂) ▪ Improved capabilities and new offers like ULA

Source: Steria Mummert Consulting qualified judgement

** = worldwide

Basically, the economic crisis has had no immediate impact on the commercial aviation certification market due to long term growth perspectives. Overall projects requiring Type Certification are not projected to be postponed from the commercial side. Postponing projects are becoming more prevalent within the business aviation industry. However, minor changes and repairs along with some Supplemental Type Certificates (STCs) have been affected from postponements in order to address budgetary concerns from within the specific entities.

Trend on organisation approvals:

As regards Organisation Approvals, the actual workload share between Design (DOA), Production (POA), Continued Airworthiness Organisations (MOA), within the scope of Article 15 of the Basic Regulation 216/2008, are expected to maintain at the current levels for future plans. An exception is with the number of DOA and AP of DOA approvals which should further increase due to the industry demand. A further indication of this demand is due to the amendment of the Basic Regulation in 2007 which grants the possibility of Permit to Fly (PTF) by DOA organisations.

In the maintenance field, although market downturn has an effect on the workload of maintenance organizations worldwide, this does not impact the need for oversight of these MOA's by EASA. The current trend of further internationalisation, in order to reduce overall maintenance costs by the operators, will rather lead to a further continuous increase in applications from foreign MOA's.

In the longer term the choice that operators will make in terms of fleet management after the end of the crisis will be crucial for the future EASA workload in the MOA field. The need to comply with environmental requirement will play an important role in this decision. In must also be noted that if the FAA authorisation bill is signed as proposed today, EASA will have to oversee US maintenance organisations as well. Although this hypothesis has not been retained for the establishment of this Business Plan, it must be kept in mind that such a situation would create a considerable additional workload for EASA.



5 Business Risks

The Agency identifies and assesses the risks inherent to its activities on an annual basis. As result of the risk identification and assessment exercise, the detailed risk register of the Agency identifying the high level risks according to the processes is updated on an annual basis. The Agency determines responses to manage risks which are considered critical.

Concerning the core processes of the Agency, such as product and organisation safety oversight, safety oversight of the Member States as well as development of regulatory material the identified **critical** risks are the following. Their likelihood of occurrence is **low** but the impact on the Agency's activities may be significant.

Product and organisation safety oversight:

- Unaddressed safety issues at the time of certification, validation, approval of flight conditions resulting in a crash of an aircraft;
- Undue issue of approval, extension of scope of approval or continuation of approval impacting safety (due to error/omission in initial approval or continuing surveillance);
- Failure of an Approval holder (for example: inadequate maintenance resulting in a crash of a large aircraft) due to erroneous validation of NAA recommendations;
- Inadequate issue of Special Airworthiness Specification resulting in a crash of an aircraft;
- Erroneous grounding of a fleet due to abusive or undue Airworthiness Directives;
- Unaddressed safety issue resulting in catastrophic consequences due to non issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness Directive;
- Unaddressed safety issues resulting in a crash of an aircraft due to erroneous acceptance of alternative means of compliance to airworthiness directives;
- Inadequate occurrence reporting system and ineffective processing of occurrence reports discrediting continuing airworthiness of products and leading to preventable accidents or serious occurrences.

Safety oversight of the Member States:

- Major non compliances within an NAA/Member State have not been identified during a standardisation inspection impacting safety, or undue identification of a safety risk leading to erroneous decisions causing financial damage to operator(s);
- Inappropriate corrective actions and/or deadlines to implement corrective actions on major non compliance findings have been accepted resulting in an accident;
- Erroneous accreditation of an NAA and/or a qualified entity that have no appropriate resources, organisation and procedures to provide services to the Agency impacting safety.

Developing of regulatory material:

- Unaddressed safety issue due to failure to issue adequate Agency measure in timely despite knowledge of serious safety deficiencies;
- Issuance of an unrealistic or inappropriate rulemaking decision due to insufficient internal and external consultation;
- Lack of and/or inappropriate communication of new/amended rule which may have an impact on certain stakeholders.



The new Fees & Charges regulation is not yet approved, which impacts mostly the new remits (currently not covered by the existing regulation).

The management of risks includes the implementation of actions in order to mitigate risks. The Agency takes the necessary steps to mitigate the critical risks identified below in order to prevent their occurrence and/or reduce their impact.

Basically the Agency is taking actions on human resources, organisation of work and crisis management:

- Human resources: preventive actions include the recruitment of the best available professionals and providing the necessary training;
- Organisation of work: preventive actions include the establishment of procedures as well as the introduction of IT systems in order to support execution of the operational processes. The management of the processes has been certified against the international recognised quality ISO standards;
- Crisis management: establishment of a crisis management plan and a business continuity plan.



6 Core Processes

6.1 Product Safety Oversight

The product safety oversight comprises three core activities:

- Product airworthiness/environmental certification;
- Continuing airworthiness oversight;
- Flight standards certification (will be explained in chapter 5.2).

The Product airworthiness/Environmental certification activity comprises the type certification of products (aircraft, engines & propeller), parts and appliances, the related environmental compatibility certification and a variety of external Certification Services (such as the support of Industry for receiving approvals by foreign authorities and technical advice for stakeholders if requested, e.g. technical advice, pre-application consultancy). Furthermore, this activity also includes internal Certification Services to other Directorates and Departments. A new type of Internal Service will be the ATM/ANS activities to be performed in the recently created C.5 Department (see chapter 5.2.4 for more information).

The volume of work associated to certification activities will moderately increase. Under the current resource limitations the increasing demand from industry and stakeholders for support and advice becomes difficult to cope with.

In times of a wider and more plural aeronautical industry world, a close support to our industry is of major importance to maintain and further reinforce its role as a worldwide technologic and airworthiness reference in the aeronautical products design.

All certified products are subject to thorough safety oversight (Continuing Airworthiness oversight) during their operational life. This proactive 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).

Management, stakeholders and industry have emphasized the role of continuing airworthiness as one of the key elements to maintain and enhance the safety standards the Agency is expected to ensure and promote. Although we recognize a growing awareness over it, the expansion levels and schedule required by all stakeholders cannot be attained as expected, given the current constraints.

On Industry side the majority of design activities takes place in an approved and controlled environment (approved Design Organisations) enabling the Agency to rely to a large extent on findings and declarations by applicants.

In absence of approved Design Organisations for projects designed outside the EU, the Agency's policy is to rely to a maximum extent on the foreign certification system. Bilateral Agreements concluded under the competence of the EU Commission may even allow for automatic acceptance of certain foreign certificates by the Agency.

Certification involvement on other Agency key processes like the mentioned above is also an important part of our work, and experience has proven that the sharing of different competencies is of great benefit to the quality of the Agency achievements.

Out of all activities we had to restrain, internal services were most affected. Levels of involvement stabilised in the past, become within the current activity evolvement significantly compromised.

Product airworthiness/Environmental certification and Continuing airworthiness activities are mainly performed by the Certification Directorate's departments C1 (Products Project Management) and C2 (Certification Experts).



Workload (Hours)

Certification Directorate Workload	2011	2012	2013	2014	2015
Product Certification	196.600	207.200	215.200	215.200	215.200
Flight Standards	27.900	41.400	54.250	61.500	65.144
ATM/ANS	1.720	4.040	5.140	7.090	8.440
TOTAL WORKLOAD	226.220	252.640	274.590	283.790	288.784
EASA Workload	161.400	183.300	206.126	217.734	225.600
NAA Workload	64.820	69.340	68.464	66.056	63.184
Overall Internalisation rate	71%	73%	75%	77%	78%

6.1.1 Product airworthiness/Environmental certification and Continuing Airworthiness

Visioning and Road mapping

The Agency's policy is to give the highest priority to safety whilst performing its tasks uniformly, consistently and efficiently within all EASA Member States. The Agency strives to meet these high level objectives by further promoting the process of internalisation, i.e. performing a growing share of demanding certification tasks directly through Agency staff, instead of outsourcing these activities to NAAs or other qualified entities. This approach has been confirmed in a study compiled by an external consultant.

The Agency's total workload in Product airworthiness/Environmental certification and related services over the business plan period is triggered by its estimated technical involvement per individual case. For most of these activities, the workload is expected to remain rather stable throughout the business plan period, except for the involvement in Technical Training. For Continuing Airworthiness activities (CAW), it was broadly agreed within the Agency - and confirmed by the "EASA/NAA Certification Transition Working Group" (ENACT) and the Management Board - that a significant evolution of working hours would be required in order to maintain a high safety level, and to cope with additional challenges resulting from the implementation of the Agency's Internal Occurrence Reporting System (IORS) and the envisaged development of an enhanced EU Occurrence Reporting system. The new EU Accident Investigation Regulation provides EASA with the right for full access to all data stored in the ECR. Furthermore, the future implementation of the 1st and 2nd Extension will result in new reporting obligations.

The summary per main activities is tabled below (number of technical working hours performed by Project Certification Managers – PCM - and Certification Experts.

Workload (Hours)

Year	2011	2012	2013	2014	2015
Certification projects (applications for new design type, changes)	116.000	117.000	118.000	118.000	118.000
Continuing Airworthiness (safety oversight and corrective actions)	55.000	62.000	68.100	74.650	76.250
Certification services (external)	11.100	11.100	11.100	11.100	11.980
Certification internal cross services	14.500	15.900	14.400	14.500	14.650
Total workload	196.600	206.000	211.600	218.250	220.880



Further internalisation of complex certification tasks is considered essential for achieving efficiency and also quality objectives in this area. Accreditation, financial & administrative management, technical project monitoring and controlling efforts can be reduced significantly. Direct management by the Agency also ensures consistent project involvement and, thus, uniform quality and safety levels across all certification activities in Europe.

However, a significant level of long-term outsourcing to NAAs and Qualified Entities will be necessary for the accomplishment of all type design certification activities. This will also help to maintain a sufficient number of specialists in Europe to enable the Agency and the NAAs to perform their European and national authority tasks in the field of aircraft certification and for internal advice.

The Agency will continue to gradually shift to a situation where it will perform 80% of all type design certification activities internally. The "EASA/NAA Certification Transition Working Group" (ENACT) advises the Management Board (MB) and monitors the transition process.

The main areas in which long-term outsourcing is considered beneficial include:

- Proximity activities, i.e. investigations for the granting of approvals to minor design changes and repairs when no DOA is provided;
- Flight test and performance evaluation (mostly by flight test pilots) as a complement to the limited internal capacity;
- Other highly specialized services (e.g.: software qualification);
- Some specific areas of general aviation (e.g.: gliders and motor gliders), or activities in some Member States where language difficulties and industrial specificities exist;
- Safety oversight activities ("continuing airworthiness") in the previously mentioned fields of general aviation;
- Any other activity which can be performed more effectively at local level.

Under the current cooperation system, NAAs under contract with the Agency are considered the local face of EASA, especially vis-à-vis small organisations and the lower end of the general aviation community. Any potential proximity need should be adequately covered by this concept. Therefore, no EASA local offices, or local EASA staff is considered for the time being.

Product Certification Workload	2011	2012	2013	2014	2015
Product Certification	196.600	207.200	215.200	215.200	215.200
EASA workload	144.600	157.200	169.200	173.200	177.200
NAA workload	52.000	50.000	46.000	42.000	38.000
Product Certification Internalisation rate	74%	76%	79%	80%	82%



6.1.2 Product airworthiness/Environmental certification and Continuing airworthiness Objectives, KPIs and targets

The number of technical working hours spent on continuous safety oversight of certified products ("continuing airworthiness activities") is a key element to product safety. The Agency uses the following *Continuing Airworthiness Ratio* (CAWR) as an indicator:

$$\text{CAWR} = \frac{\text{number of hours performed on continuing airworthiness}}{\text{number of hours planned for continuing airworthiness}}$$

In addition, the Agency strives for more efficiency within Product airworthiness/Environmental certification. This is measured by the *Internal Efficiency Ratio* (IER):

$$\text{IER} = \frac{\text{number of yearly technical hours performed by technical staff}}{\text{total number of hours performed by technical staff}}$$

An increase of 1% per annum in the IER is set as a target for improving efficiency, with the final aim to reach a ratio of 1200 technical hours out of 1500 total hours performed per experts per year.

The Certification Directorate needs to balance its internal and external level of activity. For this purpose, the following *Internal Hours Ratio* (IHR) indicator is defined:

$$\text{IHR} = \frac{\text{number of technical chargeable hours performed internally}}{\text{total number of technical chargeable hours performed}}$$

Finally, one KPI has been added which aims at identifying the satisfaction of industry.

Objective	KPI	Target 2011	Target 2015
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours	90%	100%
Internalise certification project and CAW tasks in line with internalisation policy (Average)	Internal hours as a percentage of total hours	72%	80%
Improve efficiency of technical staff	Share of technical hours (project work) as a percentage of total hours	76%	80%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	65%	80%



6.2 Flight Standards certification

The flight standards certification activities comprise the:

- Approval of Maintenance Review Board (MRB) Reports;
- Approval of minimum syllabi for pilot type rating training approval and qualification of associated flight simulators;
- Approval of minimum syllabi for maintenance certifying staff type rating training;
- Approval of Master Minimum Equipment Lists (MMEL);
- Approval of minimum syllabi for cabin crew type rating training;
- Approval of Flight Synthetic Training Devices (FSTD) when used in organisations under the oversight of the Agency.

These tasks could also be complemented by activities on request by industry, such as defining additional airworthiness specifications for a given type of operations (equipment qualification, acceptance of specific operational procedures, retroactive airworthiness requirements) to assist applicants complying with the national operational requirements under the remit of NAAs.

Some of the above activities are presently performed by the Agency on a voluntary basis as a service to the industry, but at a level which is far from being representative of the volume of activity required by the time of the entering into force of the Implementing Rules according to the new Basic Regulation (EC) 216/2008, as the majority of these activities will become mandatory approval tasks under the responsibility of EASA.

The little visibility over the actual volume of workload these new tasks entail combined with a very conservative planning, do raise potential problems by the time of the entering into force of the new rules. The little flexibility available in the forthcoming 2 years recruitment plan on 1st extension of remits will certainly impact the implementation phase.

Adding to this, the revision of the Fees and Charges Regulation is foreseen to bring dedicated fees or charges to the new tasks, and it is expected that with this new scheme, sufficient and appropriate funding will be accommodated to ensure expansion as needed as well as financial sustainability to the OEB activities.

In line with the current status, the development of the volume of activities has therefore been drawn upon the assumption that Implementing Rules will successively enter into force in 2012 and that a provision should be included to guarantee that the Agency only takes over the new activities when prepared to do so, i.e. when funding is provided.

All the activities, except the approval of MRB Reports, are usually performed under a structured Operational Evaluation Board (OEB) process similar to the Joint OEB (JOEB) process as it used to be coordinated on behalf of the JAA until it ceased in mid-2009. It is envisaged to include the related approvals into the Initial Airworthiness Type Certificate. Details of this new concept will be described in the upcoming implementing rules for operations of aircraft.

6.2.1 Flight Standards certification

Visioning and Road mapping

Until the coming into force of the new Implementing Rules in 2012, the Flight Standards Department will continue its current activities, charged to the industry as a service. With the new Implementing Rules, most of these activities are to be funded by fees. Accordingly, the Fees and Charges Regulation needs to be modified to recognise this change. In this respect,



the development of flight standards certification activities within the Agency is not per se the development of new activities but the transfer to the Agency of some existing activities previously taking place and being funded under the (now ceased) JAA system.

With regards to OEB activities, EASA has concluded Memorandums of Understanding (MoU) with several NAAs enabling the Agency to continue these tasks until it will take over full responsibility for OEB approvals after the entry into force of the related Implementing Rules. However, the extension of remits also generated genuinely new activities which had not existed in the JAA framework.

Workload (Hours)

Year	2011	2012	2013	2014	2015
MRB Activities	21.000	21.900	22.600	24.500	25.400
OEB (OSD, FSTD, SD and Corrective actions)	6.900	19.500	31.650	37.000	39.744
Total workload	27.900	41.400	54.250	61.500	65.144

The outsourcing policy for Flight Standards certification is to outsource 50% of the activity to NAAs or Qualified Entities. Initially, the level of outsourcing may be higher, in particular to those NAAs who are performing a significant level of activity under the previous JAA system.

FLIGHT STANDARDS	2011	2012	2013	2014	2015
Flight Standards ER	21.000	21.900	22.600	24.500	25.400
EASA Workload	8.500	9.800	9.600	12.000	14.400
NAA Workload	12.500	12.100	13.000	12.500	11.000
Flight Standards ER					
Internalisation rate	40%	45%	42%	49%	57%
Flight Standards 1st EXT	6.900	21.600	35.424	38.016	39.744
EASA Workload	6.900	14.400	22.800	25.200	27.600
NAA Workload	0	5.100	8.850	11.800	12.144
Flight Standards 1st EXT					
Internalisation rate	100%	74%	72%	68%	69%



6.2.2 Flight Standards certification Objectives, KPIs and targets

Objective	KPI	Target 2011	Target 2015
Ensure adequate fulfilment of all Flight Standards certification tasks	Number of technical working hours performed per project as a percentage of planned hours	90%	100%
Internalise Flight Standards certification tasks in line with internalisation policy	Internal hours as a percentage of total hours	n.a.	50%
Improve efficiency of technical staff	Annual increase of 1% of the share of technical hours as a percentage of total hours	77%	80%
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires	65%	80%

6.2.3 Further developments

6.2.3.1 Air Traffic Management and Air Navigation Systems (ATM/ANS) activities

The ATM/ANS Department (C.5) 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.

- In the field of safety, the operators of these systems are certified (CE regulation 550/2004 art. 7 and its implementing regulation (EC) No. 2096/2005). The operators' certification requirements contained in regulation (EC) No. 2096/2005 annex II impose that the operators performs specific tasks related to the safety assessment of the systems operated;
- In the field of interoperability, according to regulation (EC) No. 552/2004 of the European Parliament and the Council, the providers of those systems and components must deliver an "EC declaration of conformity" (art. 5) which must be in turn verified and accepted by the operator of the system which produces an "EC declaration of verification" (art. 6).

In both aspects, the Authority in charge of the operators' certificates needs to be able to assess the validity of, respectively, the safety related actions and the declaration of verification



performed by the operator. In order to discharge its responsibilities, this Authority must have technical expertise in the domains of these systems.

The C.5 Department of the Certification Directorate is the source of this technical expertise for EASA. It will provide technical expertise in the following domains:

- Safety of system, including review of the safety cases related to the system ("safety case part A");
- Interoperability assessment of these systems.

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;
- As foreseen by specific contracts for any expertise provided as a service to industry or other bodies.

The C.5 Department will have a limited number of highly qualified staff and rely on the expertise of external bodies (National Supervisory Authorities, Eurocontrol) for volume.

Resource Plan

Workload (Hours)

Year	2011	2012	2013	2014	2015
EASA	1.400	3.400	4.100	5.450	6.400
NAA	320	640	1.040	1.640	2.040
Total workload	1.720	4.040	5.140	7.090	8.440
ATM/ANS Internalisation rate *	81%	84%	80%	77%	76%

* ATM/ANS – There is no internalisation policy defined for this activity. The rates displayed are purely the representation of distribution internal/external of the workload, as planned by the new department.

6.2.3.2 Acceptance of foreign non-ICAO compliant aircraft

With the implementation of the 1st Extension of remits, the Certification Directorate might become responsible for the acceptance of foreign non-ICAO compliant aircraft entering EU airspace. However, at the current stage it is not yet possible to estimate the workload and other modalities relate.



6.3 Organisation Approvals

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned, and last but not least ensuring the continuous compliance of approved organisations by performing appropriate oversight. The Agency took over these competences from the NAAs on 28 September 2003.

In addition, with the first extension of the remit, the activities will also include the approval and oversight of Flight Crew Licensing organisations (Type Rating Training Organisations (TRTOs), Flight Training Organisations (FTOs), and Aero Medical Centres (AeMCs)) located outside the territory of an EASA Member States.

With the second extension of the remit to ATM/ANS, the activities will also include the approval and oversight of Pan-European Air Navigation Service providers.

The current and new activities have, and will continue to have different resource strategies, i.e. internalisation (using internal resources), outsourcing / proximity activity (using external resources), or a mix of the two. This is due both to the nature of the activities and the level of responsibility and involvement of the Agency.

Outsourcing may be achieved by allocation of technical investigation tasks to an accredited NAA or by secondment of an NAA employee to perform certain technical tasks for the Agency on a temporary basis under the direct technical management of the Agency.

Workload (Hours)

Organisations Approval Workload	2011	2012	2013	2014	2015
Design Organisations	41.500	42.500	43.500	43.500	43.500
Production Organisations	14.920	14.920	14.920	14.920	14.920
CAW Organisations	29.710	34.328	36.261	38.194	38.784
FCL Organisations	-	5.900	7.300	7.300	7.300
ATM Organisations	4.100	6.100	6.100	6.100	6.100
TOTAL WORKLOAD	90.230	103.748	108.081	110.014	110.604
EASA Workload	49.200	58.700	63.600	66.300	66.300
NAA Workload	41.030	45.048	44.481	43.714	44.304
Overall Internalisation rate	55%	57%	59%	60%	60%

The current Fees and Charges scheme does not cover all the activities (e.g. ATM, FCLOA, etc.)

As far as resources are concerned, it is important to note that the Mission budget has been reduced by 30% in order to balance the budget. Most of this cut will be handled by greater efficiency on the mission budget spending.



6.3.1 Design Organisation Approvals

Visioning and Road mapping

The DOA activity in EASA consists of 2 major processes, the approval and surveillance of Design Organisations (standard DOA) and the alternative procedures to DOA (AP to DOA).

In the first case the approval activity consists of handbook verification, against Part 21, on procedures and applicants' documents, and on-site inspections. Depending on the size and envisaged scope of approval of the organisations and the number of findings, the number of on-site visits could vary. The number of hours involved ranges from around 70 per year, for the smallest organisations, to 2500. The initial application phase could last from 6 to 12 months, or more, depending on the size and complexity of the organisation, and its readiness and reactivity to implement the elements necessary to comply with the rules.

Following the initial granting of the approval, the surveillance cycle starts which lasts for 3 years.

In the case of an AP to DOA, the activity consists mainly of desk review of procedures required to run Part-21 certification activities, requiring an attention between 5 to 30 hours. The rule does not require surveillance activity for an AP to DOA so this is a one-off activity. Once an AP to DOA is granted the activity ends, except if the approved procedures are updated. In such a case, the approval of the new procedures is handled like a new application. If product, part or appliance certification activities indicate failures to comply with Part 21, specific reviews could be launched.

To date¹, of the 262 DOAs, 189 are under direct surveillance by EASA and 73 outsourced to NAAs.

Year	2011	2012	2013	2014	2015
DOA	305	315	325	335	345
AP DOA	250	260	270	280	290

Changes in the rule (e.g. sub-tier DOA) may have a large impact on the activity and generate potentially as many as 100 applications from the industry.

As mentioned above EASA took over the responsibility of DOAs from the NAAs, as internal resources were not immediately available, the Agency has been internalising this activity gradually.

This internalisation process is considered to be complete. Nevertheless, a minor outsourced activity will be maintained in order to meet the needs of smaller companies where for example language specificities would entail a barrier to efficiency and effectiveness, and mainly related to approvals of minor changes and repairs.

In order not to discriminate applicants, travel costs within the EU are reimbursed to the NAAs but are not invoiced to the applicant. The travel costs incurred by the Agency are equally spread over all applicants and are recovered through the flat fees.

¹ 6 October 2010



Workload (Hours)

Year	2011	2012	2013	2014	2015
Total workload	41.500	42.500	43.500	43.500	43.500
DOA section	31.000	32.000	33.000	33.000	33.000
C Directorate	4.000	4.000	4.000	4.000	4.000
NAA outsourcing	6.500	6.500	6.500	6.500	6.500
Internalisation rate	84%	85%	85%	85%	85%

6.3.2 Production Organisation Approvals

Visioning and Road mapping

The main objective of the Production Approvals section is the approval of production organisations located outside the territory of the Member States and to ensure compliance of approved production organisations with applicable safety standards by performing continuous oversight. One specific additional task of the section is to issue and to renew certificates of production organisations located within the territory of the EU if requested by a Member State. This provides the possibility for multinational companies to integrate several existing production approvals in and outside EU countries into one single POA approval.

Additional workload is represented by the continuing task of Acceptance of Navigational Data Base providers.

In addition, in the case of aircraft manufacturers under EASA POA, the Agency is acting as State of manufacture on behalf of the state where the manufacturing facility is located. Following the request of the importing state through Bilateral Agreements and Working Arrangements, the need arises to export aircraft with an Export Certificate of Airworthiness which in this case can only be issued by EASA.

Year	2011	2012	2013	2014	2015
POA	27	30	33	36	39
POA new	3	3	3	3	3
SPOA	1	1	1	1	1
LOA	3	3	3	3	3
ECofA	400	400	400	400	400

The POA approvals activity is slightly more dependent than other activities on political developments, especially on the finalisation of working arrangements and agreements.

It is not planned to internalise the production organisation approval and surveillance activities completely. Since NAAs maintain their competencies in the POA field they still need qualified staff to cope with their national production approvals. Consequently, use will be made of accredited NAAs to outsource complete EASA POA investigations. EASA will have to take the Team Leadership of investigations within a complex international situation. With regard to the Single Production organisation approvals EASA will continue to rely on the workforce of seconded NAA surveyors from Germany, France, the UK and Spain.



Of the 4 activities of the POA section (POA, SPOA, LOA, ECoFA) only the first 2 have travel associated with them. However, POA travel is exclusively outside the EU and SPOA associated travel is within the EU.

For SPOA, as for DOA, in order not to discriminate applicants, travel costs within the EU are reimbursed to the NAAs but are not invoiced to the applicant. The travel costs incurred by the Agency are equally spread over all applicants and are recovered through the flat fees. DOA and POA travel cost will be covered by the Fees and Charges income in general. DOA, POA and CAO/MOA outside Europe will be reimbursed from the applicants.

For POA, travel costs are not included in the fee and are invoiced separately to the applicant.

Workload (Hours)

Year	2011	2012	2013	2014	2015
Total workload	14.920	14.920	14.920	14.920	14.920
POA section	4.700	4.800	4.800	4.800	4.800
NAA outsourcing	10.220	10.120	10.120	10.120	10.120
Internalisation rate	32%	32%	32%	32%	32%

6.3.3 Continuing Airworthiness Organisation Approvals

Visioning and Road mapping

The Continuing Airworthiness Organisations Approvals section has been established to comply with the requirements of Regulation 216/2008 Art. 20(2) (b) (iii). Primarily this involves the initial approval and continued oversight with applicable safety standards of maintenance (145) and maintenance training (147) organisations located outside the territory of the Member States.

Year	2011	2012	2013	2014	2015
MOA 145	285	310	320	330	340
MOA 145 new	25	10	10	10	10
MOA 147	45	50	55	60	60
MOA 147 new	5	5	5	5	5
MOA US	1.300	1.300	1.300	1.300	1.300
MOA CAN	150	150	150	150	150
CAMOA	10	12	14	16	18
CAMOA new	2	2	2	2	2

This activity is fairly mature. Both the workload and revenue will continue to grow gradually except for US and Canada where the applications are balanced by surrenders.

In addition, security conditions in some countries make the issuance and especially the continuous oversight of approvals challenging.

Finally, changes in the rule (Part-M sub Part G and sub Part F) may have an impact on the activity and generate potentially as many as 50 applications.



With regards to the staffing, due to the administrative burden linked to the processing of US and Canadian 145 Bilaterals, the section has more administrative support staff compared to the other sections.

In addition, the CAO Section outsourcing policy was relying on a low internalisation rate for the CAO/MOA activity due to the fact that NAAs have and will continue to maintain their competencies in these fields. However, experience with such a low internalisation rate relying only on a small number of providers has shown that the Agency could be put in a situation where it is not possible to manage the oversight of the EASA approved organisations worldwide.

Therefore, in order to increase the internal readiness capability and to mitigate the risk related to external providers defaulting, the Agency will increase its internalisation rate gradually to reach an outsourcing level of 40% and at same time to reduce the work share allocated to one single provider to no more than 20%. In order to achieve this objective it is necessary to increase the staff by 9 additional technical staff and 1 admin support over the period 2012-2014 to cover the increased internalisation.

With regards to travel costs, of the 5 activities of the CAO section (145, 147, CAMO, US 145, CAN 145) only the first 3 have travel associated with them. All travel is outside the EU and therefore, as travel costs are not included in the fee, they should be invoiced separately to the applicant.

Workload (Hours)

Year	2011	2012	2013	2014	2015
Total workload	29710	34328	36261	38194	38784
CAO section	12600	17100	19800	22500	22500
NAA outsourcing	17.110	17.228	16.461	15.694	16.284
Internalisation rate	42%	50%	55%	59%	58%

The above workload describes the situation in case of further internalisation in the period 2012-2014.

Outsourcing

The CAO Section outsourcing policy was relying on a low internalisation rate for the CAO/MOA activity due to the fact that NAAs maintain their competencies in these fields. Also, to internalise the activities would require a high level of recruitment by the Agency. However experience with such a low internalisation rate relying only on a small number of providers has shown that the Agency could be put in a situation where it is not possible to manage the oversight of the EASA approved organisations worldwide.

In order to mitigate that risk the Agency will increase its internalisation rate gradually to reach 40% and at the same time reduce the work share allocated to one single provider to no more than 20% if additional staff is allowed.

If the requested increase in staff is not allowed, although the equivalent workload can be of course outsourced, the goal of mitigating the highlighted risks will not be achieved.

6.3.4 Flight Crew Licensing Organisation Approvals

Visioning and Road mapping

Following the extension of the Community competence in accordance with EC Regulation 216/2008, the implementing rules and finalisation of the process could be expected at the latest 1st Quarter of 2012. Taking into account the duration of the recruitment process and the



need to have specialists in place for the final preparation of the related operative tasks for the Foreign TRTO/FTO, STD operators and Aero Medical Centres the first group of specialists should be recruited end of 2011, beginning of 2012.

The approval of foreign TRTO, FTO, FSTD and AeMC could be performed following the principles of the approval procedures of foreign MOA and POA organizations. These activities should be mostly outsourced to NAAs because they will keep their competence for national FTO/TRTO/FSTD/AeMC within their area of responsibility. If the approval activity is allocated to NAAs the agency staff will have to manage the technical approval process with staff qualified for TRTO/FTO/FSTD/AeMC approvals. Because this is mainly a technical management function the number of posts will be limited. In addition, this staff has to act as backup service to ensure that initial approval or surveillance can be handled within EASA in case no allocation to an NAA would be possible under some exceptional circumstances.

Year	2011	2012	2013	2014	2015
ATO/FCLOA	0	45	50	55	55
AeMC	0	2	4	4	4
Total	-	47	54	59	59

As no implementing rules have been defined yet our estimations of necessary resources are at this stage only of an indicative nature. Developments in 2011 should clarify our needs, which will be updated promptly. We can assume the following, taking into account an outsourcing policy similar to that of CAO/MOA. In addition the current fees and charges regulation does not cover FTO and AeMC approvals.

Workload (Hours)

Year	2011	2012	2013	2014	2015
Total workload	-	5.900	7.300	7.300	7.300
FCLOA section	-	2.700	3.600	3.600	3.600
NAA outsourcing	-	3.200	3.700	3.700	3.700
Internalisation rate	-	46%	49%	49%	49%

6.3.5 Air Traffic Management Organisation Approvals

Visioning and Road mapping

Due to the fast track approach in ATM/ANS the Organisations Department will be responsible for the approval and oversight of Pan European ANS providers and foreign ATCO training facilities as of January 2011. In particular, EGNOS (Pan European) will have been certified in 2010 and will have to be under surveillance as of mid-2011.

The resources necessary to implement this activity were not foreseen in the BP 2010-2014 as it was assumed that the implementation of the activity would start in 2015. Resources are now clearly needed already in 2011 due to the fast-track procedure.

As no implementing rules have been defined yet our estimations of necessary resources are at this stage only of an indicative nature. We can assume that the Agency will only require project management (1) and support staff (1) and that all the technical work will be outsourced. The recruitment has already been launched and the related staff should be requested in the 2012-2014 SPP.



In 2011 the SPP does not foresee any staff. However, in line with the fast track and the IRs will be issued, the Agency will bring forward the recruitment of some 2012 posts as long as the establishment plan and budget allow. In addition the current fees and charges regulation does not cover ATM/ANS.

Workload (Hours)

Year	2011	2012	2013	2014	2015
Total workload	4.100	6.100	6.100	6.100	6.100
ATM OA section	900	2.100	2.400	2.400	2.400
NAA outsourcing	3.200	3.700	3.700	3.700	3.700
Internalisation rate	22%	34%	39%	39%	39%

6.3.6 Organisation Approvals Objectives, KPIs and targets

Objective	KPI	Target 2011	Target 2015
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%	5%
Implement new remits, timely adjusted to the changes of the implementation dates	Availability of implementation plan	Implement the new remits i.e. the implementation plan	New remits implemented and consolidated
Proactively develop structured links with the Commission and the major regulatory authorities in the field of 3rd countries operators, while maintaining the Agency's independency	Number of regular meetings held with the EC	Quarterly meetings	Quarterly meetings
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%)	Consolidated Outsourcing performance
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	Risk based system implementation consolidated



6.4 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.

6.4.1 Third Country Operators

Visioning and Roadmapping

As indicated above it is expected that the implementing rule for this activity will be issued in 2012. In the meantime substantial effort will be needed to ensure that in preparation of this new activity the necessary processes and procedures are in place, 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.

The following main assumptions are taken into consideration:

- 2 years transition period were foreseen in the BP 2010-2014. The current assumption is that the phase-in period will last until end of 2014 for carriers eligible for transition rights but EASA will have to process all applications as from 8 April 2012 and issue all new authorisations;
- As per the SPP, Staff selection to be completed by end of 2011 and all staff to be hired by April 2012 at the latest;
- Critical issue funding: TCO activity should be generating gradual revenue from April 2012. Up until the full implementation has taken place a gap between revenue and expenditure will need to be covered by alternate sources. On a global perspective EASA/Europe will be the only Authority systematically funding Third Country Operator Oversight by generating fees and invoices to applicants. This may trigger retaliations by Third Countries and could consecutively impact the foreseen funding scheme.

The initial activities to be performed by the TCO Section in 2010, 2011 and 2012 are as follows:

- Cooperate with Rulemaking in the finalisation of the implementing rule and the consultation and information of stakeholders;
- Work with HR to achieve the recruitment plan for the TCO section, especially in the second half of 2011 and in 2012;
- Define and develop working methods for the handling of new applications, renewals and changes to operations specifications;
- Define and develop a risk-based analysis and transparent surveillance methodology for holders of an authorisation;



- Contribute to the development of a central repository and database for the gathering and analysis of important safety information in addition to ramp inspection results;
- Contribute to the development of a 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;
- Define and develop 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.

Challenges that the Agency will need to face in the context of the TCO activity:

- Initial funding for the activity (2012) to allow for timely recruitment and training of staff;
- The fees and invoicing scheme will create disproportionate administrative burden;
- Access to valuable information and data sources worldwide;
- Unable to be ready (procedures and IT tools) at the entry into force of the regulation;
- Possible retaliation from third countries with regard to the fees and charges raised for the authorisation of a third country operator.

The funding of this activity is a main issue, both for 2011 and part of 2012, as no fees will be collected during this period, pending the adoption and implementation of the new Fees & Charges regulation. The decision on the latter will need to be made before the NPA is published. Three options seem possible:

- Fees only;
- Mixed funding, Fees and EC contribution;
- EC Contribution only.

A number of assumptions have been made in estimating the resource levels required to undertake this task. The major assumptions are as follows:

- 700 initial applications / transitions, broken down as follows²:
 - o 200 from operators with less than 10 flights per year,
 - o 400 from operators with more than 10 flights per year,
 - o 50 from operators flying to EASA MS overseas territories,
 - o 50 from code-share activities;
- 7% new cases per annum;
- 6% cancellations per annum;
- on-site inspections may be required in 10% of transition cases;
- on-site inspections may be required in 20% of new cases;

² Based on 2009 data



- the renewal cycle will be 2 years and con-site inspections may be required for all critical TCO;
- 50% of the inspection on-site work will be supported by seconded NAA staff;
- 7D/24H service is not required.

With regard to Operators covered by article 9 (3) of Regulation No 216/2008 no resources have been calculated yet since the applicability and volume of activity needs further clarification.

Workload (Hours)

Year	2011	2012	2013	2014	2015
Total Workload		6.516	24.271	29.357	29.237
Desk officers	-	3.870	11.185	13.580	14.848
Inspectors		1.911	9.967	11.897	10.577
Outsourcing	-	735	3.119	3.880	3.812
Internalisation rate		89%	87%	87%	87%

Third Country Operators Workload	2011	2012	2013	2014	2015
TOTAL WORKLOAD	-	6.516	24.271	29.357	29.237
EASA Workload	-	5.781	21.152	25.477	25.425
NAA Workload	-	735	3.119	3.880	3.812
Overall Internalisation rate		89%	87%	87%	87%

Other expenses

TCO Database: In 2011 we will launch the development of the TCO database. The TCO IT-tool shall facilitate the communication with approximately 700 external clients allowing them to update core data and upload supporting documentation; furthermore the TCO IT-tool shall facilitate the risk analysis for the clients.



6.4.2 Third Country Operators Objectives, KPIs and targets

Objective	KPI	Target 2011	Target 2015
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
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule	n/a	All operators issued a EASA TCO authorisation
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	10 missions



6.5 Standardisation

6.5.1 Standardisation

The Agency is developing a well-balanced standardisation programme based on three pillars:

- Regulatory compliance verification;
- Pro-active standardisation;
- Regulatory feedback mechanism.

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

Currently the Agency is responsible for inspecting the EASA Member States as well as the associated States (Iceland, Norway, Switzerland and Liechtenstein) for initial and continuing airworthiness according to Commission Regulation (EC) 736/2006. The Agency also inspects ex-JAA non EASA countries according to bilateral working arrangements.

On 8 April 2008 the new Basic regulation entered into force, extending the remit of the Agency to the oversight in the field of Air Operations (OPS), Flight Crew Licensing (FCL) and Flight Simulation Training Devices (FSTD). As soon as the Implementing Rules will have entered into force the Agency will manage this programme fully in accordance with EU rules. In order to guarantee a seamless transition from the JAA system EASA will in the meantime continue to perform all standardisation visits in the field of OPS, FCL and FSTD according to JAA rules and procedures both for EASA- and other ECAC-States based on a letter to the Management Board signed by the Commission and the Managing Director of EASA dated 10 March 2009 (in OPS, the so called EU OPS1 regulation entered into force in July 2008).

In 2009 Working Arrangements between EASA and a number of Non-EASA-ECAC States have been signed (Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Croatia, FYROM, Georgia, Moldova, Monaco, Montenegro, San Marino, Serbia, Turkey and Ukraine), some of which are signatory parties of the ECAA agreement. These Working Arrangements constitute a basis for future standardisation (and accreditation) activities in those countries as they stipulate the applicable regulations as well as the standardisation methods and principles.

On 21 October 2009 the Basic regulation was again amended (Regulation 1108/2009) extending the competencies of the Agency to ATM/ANS and aerodromes. The implementing rules for aerodromes must be published before 31. December 2013. According to the current time schedule the ATM/ANS related IRs will enter into force at the beginning of 2011. As soon as the ATM/ANS-Implementing Rules become applicable EASA has formally the responsibility to carry out standardisation inspections, and has already been requested by the Commission to do so.

Standardisation inspections in the airworthiness fields (initial and continuing) will continue to be carried out with each visit managed by an Agency team leader, and staffed as much as possible with team members seconded by National Aviation Authorities or other organisations that hold the necessary expertise (the assumption being made is that there will be a 50% average support from externally seconded experts).



As regards OPS, FCL and FSTD, and in accordance with the planned issuing of the Implementing Rules, the Agency has recruited team leaders during 2009 in order to manage the standardisation process and conduct the on-site visits in the same way as for the initial and continuing airworthiness fields, as well as to ensure that the transition between the closing of the JAA and the issuance of the implementing rules is managed seamlessly.

The Commission has requested the Agency to provide country status reports through global/combined visits. The Agency started the cycle during the second half of last year and intends to complete it by the end of 2011.

At the end of the current cycle the Agency will switch to a continuous monitoring approach which mirrors the new ICAO methodology and includes a risk based planning mechanism.

The following table shows the expected number of visits per scope of activity with the originally planned staffing and operational budget. As further Bilateral Aviation Safety Agreements are being negotiated an increase in International Standardisation activity is to be expected.

	2011	2012	2013	2014	2015
CAW	24	24	24	24	24
IAW	14	14	14	14	14
OPS	20	20	20	20	20
FCL	20	20	20	20	20
FSTD	8	8	8	8	8
ATM	8	16	16	16	16
Aerodromes	-	-	-	16	16
MIST	5	5	5	5	5
International Standardisation	5	5	5	5	5

a) Airworthiness

Visioning and Road mapping

In 2010 the two sections IAW and CAW were integrated into one AIR section. The activity is fairly stable and the only impact may come from the end of the global combined visits cycle and the implementation of the continuous monitoring approach concept.

b) Air Operations

Visioning and Road mapping

With regards to OPS, also a 2 years transition period was foreseen in the BP 2010-2014. However, whether or not, a transition period will be proposed is still to be decided. The scope of the standardisation inspections will be extended from EU-OPS and JAR-OPS 3 to the IRs covering all fields of air operation as from 8 April 2012. Since the discussion on the rules have not yet been finalised, at the moment a thorough analysis of the impact is difficult.

The new IRs will extend the type of activities from commercial air transportation to aerial work and general aviation with non-complex and complex aircraft operations including fractional



ownership Also, the new IRs will be regulating operations of airships, balloons and tilt rotors aircraft.

A permanent increase of workload will result from the new OPS IRs extending for the first time to activities which used to be solely under national regulations, not subject to any JAA activities, and therefore outside the scope of standardisation.

The current resources are in place for Standardisation activities for Commercial Air Transport with Aeroplanes and Helicopters only. An increase of workforce may prove necessary in the future. However, in order not to lower the standards of NAA CAT EASA oversight, this will be addressed by internal organisational changes or, if possible, additional Seconded National Experts (SNE).

c) Flight Crew Licensing / Flight Simulation Training Devices

Visiting and Road mapping

A 2 years transition period was foreseen in the BP 2010-2014. The current assumption is that there will be no transition period but option for the NAAs to opt-out for the new license types up to 3 years. The member states will most probably ask during the Committee phase of the rulemaking procedure for a transition period, but this will only be known at the end of 2010. The main impact will be the scope of the standardisation inspections related to FCL. EASA performed, as requested by the Commission, standardisation inspections according to JAR FCL only already since the closure of the JAA in summer 2009, and has started since 2010 to apply, as much as possible, the methodology of Regulation 736/2006. The visits will continue to be performed after the entry into force of the IRs but then in relation to the IRs instead of JAR FCL and in full compliance with Regulation 736/2006. Member States which have not reached the status of mutual recognition under the old system will require greater attention and possibly also additional resources.

With regards to FSTD a 2 years transition period was foreseen in the BP 2010-2014. In case there will be no transition period, there could be an option for the NAAs to opt-out for the new qualifications/user approvals up to 3 years could be there.

Up to now only FSTDs were considered. For the future the wide field of Flight Navigation Procedures Training Devices (FNPT) and all other Training Devices used inside Training Organisation need to be considered.

Staffing

According to the new IRs the Agency will have to approve all conversion reports developed by the competent Authority. The same is true for pilot training commenced prior to the entry into force of the BR and for crediting in general (e.g. from military licenses). This will lead to a peak workload for a few years during the transition phase.

A permanent increase in workload may result from the new requirements covering for the first time 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.)

d) Air Traffic Management / Air Navigation Services and Aerodromes

Visiting and Road mapping

In order to be able to commence standardisation activities in 2011, EASA will need to perform already in 2010 the recruitment of staff, the preparation of the 2011 Standardisation Inspection Annual Programme in the ATM/ANS domain, covering the planning of preparatory steps, including the training of auditors and the development of materials (check-lists, etc.).



Depending on the completion of the above mentioned tasks, EASA intends to perform 16 scheduled standardisation inspections per year either as part of combined visits or as stand-alone visits. For 2011, taking into account the necessary availability of trained resources the required preparatory work and the request by the Commission to start standardisation inspections before the end of the first semester, a reduced number of 8 visits are planned.

This initial schedule, however, does not reflect any specificity to the ATM/ANS field in Member States which are not known to EASA at this stage. EUROCONTROL will be key in facilitating the process by providing inputs in view of its experience from ESIMS and ICAO USOAP audits, plus its specific knowledge of the ATM context.

Staffing

As the remit of the Agency will be extended to Air Traffic Management / Air Navigation Services (incl. Communication, Navigation and Surveillance equipment) and Aerodromes, the standardisation capability would need to be built accordingly. Based on the experience accumulated so far a similar roll-out was planned with the recruitment of the Managers and Assistants first (1 Manager and 1 Assistant for each scope end 2012) and the team leaders / inspectors (8 staff each) later (end 2012 and 2013), with an overall need of 10 staff per activity.

For ATM, we have currently foreseen no change on the overall number of planned resources but on the starting date of the activity (beginning 2011 instead of end 2014). Some of the resources could come from SES pillar/Eurocontrol.

Therefore, in order to perform 16 audits per year plus some unscheduled on demand audits and based on experience with the application of Regulation 736/2006 in other domains EASA would need a minimum of 3 EASA Standardisation Team Leaders, as well as Team Members seconded from Eurocontrol for a total of 72 weeks (18 visits x 2 weeks x 2 team members).

As indicated above, Eurocontrol/SES pillar resources would be used exclusively as members of the team during the audit themselves. As for all the other Standardisation activities our assumption is to maintain a 50% team composition from the NAAs.

The preparation, reporting and follow-up will be carried out by EASA Staff, as per Regulation 736/2006 and EASA procedures.

In addition, follow up of corrective actions resulting from ESIMS audits conducted up to 2011 would be taken on board in the EASA scheme as far as they relate to obligations established in EU law.

With regards to Aerodromes, the latest developments indicate that the standardisation activity would start as early as 6 to 12 months after the implementing rule, expected at the latest end 2013. For this reason the Aerodromes staff should be brought forward by 1 year.

In 2010 and in 2011 the SPP does not foresee any staff for ATM. However, in line with the fast track the Agency will hopefully bring forward the recruitment of some 2012 posts shifting priorities between the two years.

The recruitment of the ATM section manager before the end of 2010 and at least two Team Leaders before March 2011 should be accomplished in order to be able to meet the expectation of the Commission to start standardisation already in the first half of 2011.

The costs relating to this activity are covered by the EC contribution.

Reimbursement of NAA staff (Euros)

	2011	2012	2013	2014	2015
NAA staff - STD	410.000	425.000	510.000	525.000	540.000



Other expenses

Audit Tool: In 2011 we will launch the redevelopment of the NCF database into a web-based Agency-wide audit tool.

Authorities database: In 2011 we will launch the development of the Authorities database, to include data/questionnaires by Authority and information to support the risk-based continuous monitoring approach.

The two tools should be integrated seamlessly.

6.5.2 Accreditation

Visioning and Road mapping

The accreditation activity is a support activity to product certification and organisation approvals, and rulemaking (International Cooperation) consists of performing accreditation inspection visits to NAAs in order to assess their capability for carrying out certain certification tasks on behalf of the Agency.

The accreditation process has been modified in 2007 in order to reduce the cycle of visits from 3 to 2 years to be in line with what was already common practice. Specific visits will be organised whenever it is not possible to combine the assessments with the planned standardisation inspections in initial and continuing airworthiness. As a consequence of the Agency's evolving outsourcing strategy it can be expected that the number and scope of accredited NAAs will be reduced to match the development of EASA's needs. This development is expected to take place in 2013 when a number of contracts signed with NAAs will expire. At the same time the Agency will need to substantially expand its accreditation activities with regard to its new obligations under the first and second extension. EASA will also be required to make increased use of Qualified Entities (QE), particularly in the new fields of competency.

The working arrangements signed in 2009 with a number of neighbouring States which are not considered EASA States, but which belong to the pan-European network, will lead to significantly increased accreditation activities in the mid to long term, depending on their ability to adjust to the European set of relevant aviation regulations and their intent to seek closer cooperation.

It is also important to improve the control mechanism of those NAAs or QE where tasks have been allocated. Currently MB Decision 04/2009 stipulates a 2-year interval for the repetition of accreditation audits. However, in order to ensure a more robust risk management in this critical area this cycle should be reduced to a standard interval of one year, if resources allow.

Based on these assumptions 4 additional accreditation audits have been considered in the planning as of 2012.

	2011	2012	2013	2014	2015
Accreditation	8	12	12	12	12

The Accreditation activity is dependent on EASA needs and allocation of certification tasks.

In 2010 the areas of initial and continuing airworthiness have been integrated in one airworthiness section in order to utilise existing synergies. At this occasion and in the light of the increasing scope and volume of accreditation activities a new section has been created solely in charge of accreditation coordination, as accreditation is an activity involving players and units from various departments and directorates inside the agency and is typically financed through fees and charges. Initially the work can be handled by two persons. However, as the workload increases with the number of projects and to better manage the follow up process an additional workforce of at least one technical officer should be foreseen.

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



6.5.3 Standardisation Objectives, KPIs and targets

Objective	KPI	Target 2011	Target 2015
Complete the agreed number of visits as per the approved Standardisation Inspection Annual Programme	% of planned visits carried out	100% of planned visits + follow-up and ad-hoc and other unexpected visits	100% of planned visits + follow-up and ad-hoc and other unexpected visits
Improve the proactive standardisation approach	Extent the scope and increase the number of standardisation meetings	1 meeting per scope; add one for new scope	2 meetings per scope
Actively participate to the courses provided to the NAAs	Number of staff actively participating	At least 1 member of staff per scope	At least 1 member of staff per scope
Improve the Standardisation Inspection Process by introducing a risk based Continuous Monitoring Approach (CMA)	Degree of CMA implementation	Introduction of Risk elements in planning; Initial setting-up of CMA elements	100% of the CMA concept implemented
Extend to OPS/FCL/FSTD/ATM-ANS the same inspectors qualifications	Number of inspectors qualified i,a,w, the EASA qualification & training criteria versus number in the inspectors' pool	Set-up qualification and training process OPS/FCL/FSTD (2011) Start developing qualification criteria in ATM/ANS	All inspectors in the pool qualified i,a,w, the EASA qualification & training criteria
Continue to consolidate the existing pool of inspectors	Percentage of "current" (adequately qualified) inspectors	Maintain previously achieved levels (including 1st Extension); build a pool fore second extension	Maintain previously achieved levels; increased the pool for 2nd Extension
Use reactivity index and capability indicator to define visit planning	Degree of implementation	Modify the procedures to take into account possible implications of the implementation of the risk based system (shorter, 1-year, and longer, 3-years)	Implemented as part of CMA



6.6 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.

The EASA obligations related to the Community SAFA (Safety Assessment of Foreign Aircraft) programme comprises the following tasks:

- maintain and update the centralised database containing the SAFA ramp inspections reports;
- perform Database analysis and provide for follow-up actions related to Member States and the European Commission;
- perform ad-hoc analysis on request of the EC;
- foster the harmonisation and quality of the SAFA programme;
- develop training programmes and foster the organisation and implementation of training courses;
- develop guidance material to the inspection procedures;
- monitor the inspection prioritisation process;
- monitor the application of the rules (standardisation inspections);
- promote and facilitate the internationalisation of the SAFA programme.

Due to the close relationship between the SAFA coordination and the Third country operator's authorisations activities, it has been decided to combine both activities in a single newly created department called Operators, within the Approvals and Standardisation Directorate.

6.6.1 SAFA coordination and Standardisation

Visioning and Roadmapping

In the years 2011 to 2015 it is expected to improve the data quality and enhance the overall analysis and harmonization of the programme.

The new Basic Regulation (EC) 216/2006 puts an obligation on Member States to perform ramp inspections on all aircraft, therefore extending the scope of the current SAFA Programme (from third-country aircraft to all aircraft). This will require an adaptation of the Programme in order to allow it to cater for 3 "clients":

- third country operators authorisations (ramp inspection of third country aircraft against ICAO standards);
- collective (EU) oversight (ramp inspection of EU aircraft against EU (EASA) standards);
- the Commission in the context of the safety list.

Concurrently, SAFA staff participates with 1-2 representatives to all EC Safety List Air Safety Committees.

Several ICAO Contracting States have indicated their interest in joining the EC SAFA programme and an extension is strongly supported at European level. This will require additional resources as regard to coordination and support activities.

As mentioned above one of the main targets will be the improvement and harmonization of the overall SAFA programme. One of the tools to achieve this target will be the systematic conduct of standardisation inspections in accordance with the working methods of Commission



Regulation (EC) 736/2006. Initially 24 inspections will be completed in 2010 and 20 annual inspections are foreseen for the future. Each standardisation activity will be managed by an Agency team leader, and a minimum of 50% of team members will be inspectors seconded from the NAAs.

A new development of the current database incorporating new software technology and reflecting new identified needs has been initiated and will be given highest priority.

It is widely recognised that the follow-up is an area of improvement in the SAFA programme. It is also recognised by many stakeholders that EASA shall support this process in view of the authorisation of third country operator. This project would require:

- implementation of IT tools to facilitate the process;
- definition of the associated procedures;
- continuous support of this activity.

Reimbursement of NAA staff (Euros)

	2011	2012	2013	2014	2015
NAA staff - SAFA standardisation	80.000	85.000	90.000	95.000	100.000

Other expenses

SAFA Database: In 2011 we will finalise the redevelopment of the SAFA database.

6.6.2 SAFA Objectives, KPIs and targets

Objective	KPI	Target 2011	Target 2015
Participate to seminars, conferences, road shows	Number of initiatives attended outside the routine events	At least 3	
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		
Qualification of SAFA inspectors	Completion of training with an EASA approved training organisation	100% by 2009	
Development of the SAFA database	Ease of use and quality of output	Year on year improvement	



6.7 Rulemaking

Rulemaking covers the following domains (i.e. working packages):

1. Environmental Protection;
2. Flight Standards;
3. Product Safety;
4. ATM/Airports;
5. Process Support.

Every working package covers to a greater or lesser extent the following activity areas:

- A. Production of technical rules;
- B. Coordination of rulemaking process;
- C. ICAO;
- D. External relations;
- E. Analysis/research;
- F. Administration/management;
- G. Handling of exemptions;
- H. New developments.

The vision, roadmap and resources allocated to each working package are described below.

One of the main challenges for Rulemaking in 2011 is to start a consultation exercise with all sectors of the Industry to assess developments spanning the next decades. In particular, Rulemaking should consider design and certification, operations and environmental considerations and the interdependent direct links. It will take at least a few years to achieve this on top of the present rulemaking activities and to simultaneously develop a more risk-based Rulemaking programme. The link with the EASP is obvious and the Rulemaking Directorate is therefore contributing substantially to the EASP.

Another challenge that is often seen as an 'ATM' issue is the SESAR project. However this project will also have implications for Airworthiness, OPS, FCL and even Airports. The SESAR joint undertaking has not so far made it clear what the cooperation with EASA Rulemaking should entail. EASA is discussing with SESAR about the necessary support. In the Rulemaking planning for 2011-2015 we have therefore indicated SESAR as a caveat in the planning.

Additionally the Directorate has already initiated a Review of the Rulemaking process and will present proposals to the Management Board for decision in 2011 to become effective as of 2012. The focus of the proposals will be future regulations and rulemaking deliverables for which the initial Rules are already in place.

6.7.1 Working package 1 — Environmental Protection (R2)

Visioning

A. and B. Production of technical rules and coordination of rulemaking process

In June 2009, the EASA Management Board decided to put on hold the work on the essential requirements for environmental protection until 2012. Following this *the production of technical rules* activity will remain focused on transposing ICAO amendments into the EASA regulatory framework.



C. ICAO

The major activity area for the Environmental Protection Department is the work within the ICAO Committee of Aviation Environmental Protection (CAEP). It is envisaged to continue participation in the different working groups of ICAO/CAEP in order to ensure that European demands are taken into account. The Department will support in particular the regulatory work envisaged in CAEP/9 work programme (2010-2013) and the CAEP/10 work programme (from 2013 onwards).

D. External relations

EASA will continue to support the EU Member States and the European Commission in the area of aircraft and engine environmental design. The Agency will also maintain working relationship with key stakeholders, including NAAs and industry.

E. Analysis/research

The Department needs to continue working on research projects in order to support the developments within ICAO/CAEP. Where possible, this work will be done in close cooperation with industry groups, such as the Society of Automotive Engineers (SAE), and in coordination with other European and International research initiatives. 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.

G. Handling of exemptions

Possible applications for exemptions towards Member States need to be coordinated in the future, once proposed rules on a production cut-off for engines not complying with emission requirements have been implemented ('CAEP/6 production cut-off').

H. New developments

No major activities scheduled.

Roadmapping

A. and B. Production of technical rules and coordination of rulemaking process

The main activity is the implementation of ICAO/CAEP amendments, with the following milestones:

- **End of 2011:** Deliver an Opinion related to the implementation of CAEP/8 amendments;
- **September 2012:** Amend CS-34 and CS-36 related to CAEP/8 amendments;
- **End of 2014:** Deliver an Opinion related to the implementation of CAEP/9 amendments;
- **September 2015:** Amend CS-34 and CS-36 related CAEP/9 amendments.

One additional rulemaking activity related to environmental protection aspects of aircraft design is planned to be finalised in **September 2011**.

The deliverables related to these rulemaking activities include three NPAs, three CRDs, two Opinions and three Decisions.

C. ICAO

Major activities in the ICAO/CAEP arena in the upcoming five years are:

- Maintenance of existing noise and emissions certification requirements including major technical contribution in developing a possibly noise stringency increase;
- Development of new certification requirements for CO₂ and particulate matter;



- Support ICAO/CAEP/WG1 (noise technical), including co-Rapporteurship and Secretariat;
- Support ICAO/CAEP/WG3 (emissions technical), including co-lead of the CO₂ and Certification Task Group; and
- Monitoring the work of the ICAO/CAEP Modelling and Database Group.

Due to limited resources, the overall involvement in WG1, WG3 and in the Modelling and Database Group will be reduced.

Milestones are the dates of full CAEP meetings (every three years) where all major decisions are taken. The 9th CAEP meeting (CAEP/9) is scheduled for **February 2013** and the tenth one at the **end of 2015 or beginning of 2016**.

D. External relations

- Regular meetings with the Commission, NAAs and industry;
- Answers to ICAO State Letters and support to bilateral safety agreements;
- Due to the limited resources, the following activities will be reduced;
- No involvement in the Clean Sky JTI Technology Evaluator;
- Stop support of the review of environmental protection related EU Directives;
- No support on EU MoUs or similar EU projects on environmental protection.

E. Analysis/research

The launching of individual projects will depend on the outcome of present EASA environmental protection research contracts and on the needs within the ICAO/CAEP working groups. At this stage, future research projects are envisaged covering CO₂ and particulate matter certification requirements, and the development of capabilities to support Regulatory Impact Assessments if budget is made available.

G. Handling of exemptions

EASA will need to put in place an agreed process for possible exemption applications towards Member States against the CAEP/6 NO_x emissions engine production cut-off requirement. This process is covered in the rulemaking task "Implementation of CAEP/8 amendments". It is expected to lead to the necessary adaption of the rules by the end of 2012.

H. New developments

The Environmental Protection Department will work on new developments, if needed. However, due to limited resources any activity has to be kept to a low level of involvement.

6.7.2 Working package 2 – Flight Standards (R3)

Visioning

A. and B. Production of technical rules and coordination of rulemaking process

During the period 2011-2015, the Flight Standards Department will go through different stages of rulemaking activity, which can be summarised as follows:

Initial rule development phase: Development of initial rules for pilot licensing, air operations and third country operators by 2012

Follow-up phase, as of 2011:

- Rule development for subjects not addressed in the initial rules;
- Safety priorities.



Maintenance phase, as of 2013:

- Maintenance of rules;
- New developments.

Whatever the stage, the Department is committed to prioritise its tasks by using safety as the key driver. However, due to resource constraints, the department is facing multiple challenges and the tasks have to be carried out under challenging conditions. It will be challenging to:

- assess individual FTL schemes as mentioned in article 22 of the Basic Regulation;
- monitor regulatory actions under the responsibility of the Commission in the domains of security, passenger rights, health, economic and social legislation as far as they affect safety legislation;
- monitor rulemaking activities of the FAA and TCCA;
- act on new developments, i.e. new technologies, new types of operations and new context (e.g. SES, SESAR and EASP);
- provide advice and support, and to participate in standardisation activities;
- cope with the high regulatory demand, in particular:
 - o to integrate the necessary changes due to the fact that EU-OPS as well as the JARs have not been maintained for a number of years,
 - o to support ICAO compliance, and
 - o to account for SESAR, SES and EASP activities;
- account for the large and diverse stakeholder community and to communicate in order to enhance the understanding and acceptance of the new rules and structure; the Department will limit itself to central conferences/workshops and selected local or regional events as well as providing responses to questions. The development of the Rulemaking Handbook (e-tool) will be continued.

The Agency also nominated in 2010 two focal points for General and Business Aviation who work in the Department. Workshops and seminars as well as the development of FAQ pages are part of this task. The activity will have to be carried out at a reasonable level.

Additionally, the Department is tasked to provide support to the Member States in the field of theoretical knowledge examination of commercial pilots by managing the Central Question Bank (CQB). The activity will have to be carried out but is dependent on budget availability.

C. ICAO

Better influence on the ICAO rulemaking process in coordination with the Member States would be required as the ICAO SARPs constitute largely the basis for the implementing rules. While EASA is represented in the OPS Panel, initiation of new initiatives does not take place. The contribution to ICAO working groups remains at a low level. One important area of ICAO activity is the task force dealing with the New Generation of Aviation Professionals (NGAP) in the areas of pilot training and training school accreditation that requires active contribution until 2012.

Timely updating of the list of differences with ICAO annexes and of compliance checklists seems essential but especially the latter may not be achievable with the present constraints. The participation in ICAO related activities will be limited to participation in the OPS Panel, NGAP Task Force, list of differences, and reply to State Letters and basic support to Member States for ICAO audit findings.



D. External relations

External relations are becoming increasingly important, in particular once the initial implementing rules are adopted. However, the present budget and resource constraints will allow engaging only on the following themes:

- cooperation on the rulemaking programme with FAA and TCCA;
- cooperation on SMS, i.e. SMICG.

E. Analysis/research

The activities in this area will be limited to:

- participation in IAIC meetings and replies to accident investigation recommendations that affect the Flight Standards department;
- participation in, and contribution to, IGPT meetings;
- contribution to IETC/ISC meetings, as required.

No resources or budget are available to engage in:

- participation in the IRC and long term research activities;
- funding and management of studies in support of rulemaking tasks (e.g. cabin crew stemming from an obligation in EU-OPS as the previous study partly failed, feasibility of crash protected image recorders at the flight deck, aerial work code of practices);
- ESSI activities.

G. Handling of exemptions

Compliance with article 14 and associated procedures will be ensured. However, the resources foreseen in the last business plan were cut. This activity will therefore be carried out at the expense of rulemaking tasks. Contribution to the assessment of EU-OPS exemptions and derogations has to be limited to the absolute minimum and will only be provided on issues that may have a significant impact on the future implementing rules.

H. New developments

The Agency nominated a focal point to closely observe and follow up the developments in the IATA Training Qualification Initiative (ITQI) in the area of competency and evidence-based training of pilots. Other than that the department cannot engage into activities regarding new developments. Support to the EASP may only be provided at management level.

Roadmapping

A. and B. Production of technical rules and coordination of rulemaking process

The roadmap for the activity *Production of technical rules* includes the following milestones:

Initial rule development phase:

- End of 2011: delivery of the last opinions related to the initial implementing rule package;
- End of 2012: adoption and applicability of last implementing rules of the initial package by the Commission.

Follow-up and maintenance phase:

Between 2011 and 2015, the department will initiate 28 new rulemaking tasks, the majority of them being legal obligations stemming from the Basic Regulation and will deliver 16 Opinions.

In addition, the standing rulemaking task and assessment of alternative and additional means of compliance in accordance with the established priorities and based on safety assessments



will be initiated as of 2013. The Flight Standards Rulemaking Programme will undergo another review once the initial Opinions are published in order to take account of any issues that may still be identified as new priority tasks stemming from the initial rule development phase.

Between 2011 and 2015, and depending on stakeholder demands, the department will organise not more than four annual central workshops (1 FCL, 1 MED, 2 OPS). In addition, regional workshops organised by NAAs will be attended on request. A limited number of stakeholder events may be attended on request.

With the planned resources some support and communication activities will remain at a very limited level. This concerns in particular:

- assessment of individual FTL schemes;
- proactive communication in all domains, specifically via participation in national, European and international conferences;
- proactive approach towards Commission as well as FAA and TCCA rulemaking activities and new developments, including SESAR and SES.

C. ICAO

The department will concentrate on the following:

- attendance of OPS Panel;
- participation in the NGAP task force;
- reply to State Letters;
- Update the list of differences;
- basic support to Member States for ICAO audit findings.

With the planned resources a more proactive approach will not be possible as regards:

- promotion of new concepts;
- initiation of ICAO SARP amendments;
- participation in all relevant working groups;
- annual update of ICAO compliance checklists.

D. External relations

The department activities will be limited to the following:

- cooperation on the rulemaking programme with FAA and TCCA;
- cooperation on SMS, i.e. SMICG.

With the planned resources the following tasks will not be carried out:

- contribution to the promotion of rules in third countries;
- support to the negotiation of bilateral agreements;
- proactive approach to global harmonisation, e.g. third country operator approvals;
- regular meetings with colleagues in FAA and TCCA for in-depth exchange of information.

E. Analysis/research

The department activities will focus on the following:

- participation in IAIC meetings and replies to accident investigation recommendations that affect the Flight Standards department;
- participation in IGPT meetings;
- contribution to IETC/ISC meetings, as required.

With the planned resources the following tasks will not be accomplished:

- participation into the IRC and long term research activities;
- funding and management of studies in support of rulemaking tasks;
- ESSI activities.



G. Handling of exemptions

The amount of exemptions to be reviewed is difficult to estimate at this stage. Taking into account the experience with EU-OPS and the extended scope, it is assumed that 5-10 exemptions are required to be assessed per month, starting mid 2012. However, it should be noted that due to resource constraints, fulfilling this task will represent an important challenge,

H. New developments

The department will continue to follow up the developments concerning competency and evidence-based training of commercial pilots, evaluate the impact on ICAO Annex 1 and ultimately on the FCL implementing rules. Other activities cannot be pursued.

6.7.3 Working package 3 — Product Safety (R4)

Visioning

A. and B. Production of technical rules and coordination of rulemaking process

Production of technical rules

The Product Safety Department (R.4) is in a relatively cruising phase compared to other Departments. This means that the “basics” are in place but that the Department has to handle safety recommendations, urgent safety needs (e.g. volcanic ash issues), new technical developments, experience and feedback from the implementation of the rules.

The new challenges for Product Safety are:

- to be able to deal with the high regulatory demand (reflected in the rulemaking programme and inventory); in particular with the integration of the necessary regulatory actions to support SESAR, SES and the European Aviation Safety Plan. A framework for giving the lead to stakeholder on certain rulemaking tasks should be developed to assist in addressing this challenge;
- to structure (taking the opportunity to introduce the ICAO requirements for SMS) the existing regulatory documents in the field of Airworthiness to match the total system approach structure according to the adapted regulatory model introduced by the Agency and accepted by EASA Committee and the Commission and to be implemented by the end of 2012/early 2013;
- to develop a mechanism to ensure consistent interpretation of the rules within the Agency. A Frequently Asked Question repository would be a means to support this objective.

Safety is a key driver for the priorities of the department that are outlined below:

- regulatory framework for additional airworthiness requirements for the fleet in service and implementation of the framework on issues such as aging aircraft and fuel tank safety;
- accident investigation safety recommendations;
- risk assessment and mitigation in a complex environment (e.g. Operational suitability, Instructions for Continuing airworthiness);
- control of the supply chain (e.g. contracting of CAMO for the management of aircraft continuing airworthiness in CAT, Sub-tier DOA; control of suppliers for maintenance and production organisations);



- general aviation: amend the Basic Regulation for regulation of European Light Aircraft (ELA1 e.g. airplanes below 1 200 kg MTOM); participation in the development and maintenance of ASTM standards in close cooperation with the FAA and TCCA;
- new challenges such as new technologies, new type of operations and new context (e.g. SES, SESAR and EASP).

Coordination of rulemaking process

The present reactive approach to support to rule will continue (e.g. participation in standardisation meetings, advice to C, S&A, National Authorities and stakeholders, limited number of workshops). Active participation will be limited to selected conferences (e.g. EAMTC) and meetings (Technical Committees) when invited by stakeholders; contribution to the e-tool.

C. ICAO

The participation in ICAO related activities will be limited to reply to State Letters and basic support to Member States for ICAO audit findings and the membership to the AW panel.

D. External relations

The participation in external relations will remain at present level: finalisation and implementation of a comprehensive rulemaking cooperation programme with FAA and TCCA (e.g. comprehensive list of rulemaking cooperation projects); contacts with FAA and TCCA colleagues during CMRT type meetings, bottom-up participation into standardisation bodies activities; no involvement into the drafting of working arrangements and bilateral agreements.

E. Analysis/research

Activity will be limited to:

- active participation in IETC and ISC meetings;
- participation to ESSI;
- active participation into IIC meetings and reply to accident investigation recommendations affecting product safety department.

G. Handling of exemptions

Compliance with Article 14 and associated procedures.

H. New developments

Active participation in EASAC meetings.

Roadmapping

A. and B. Production of technical rules and coordination of rulemaking process

Production of technical rules

- deliver between 20 and 25 rulemaking tasks (including replies to accident investigation recommendations) per year from 2012 onwards;
- finalise a framework for giving the lead to stakeholder on certain rulemaking tasks in accordance with the schedule for the review of the rulemaking programme (2011).

Coordination of rulemaking process

- continue participation in standardisation meeting;
- continue on-going advice to C, S&A, National Authorities and stakeholders;
- continue to organise eight workshops per year;



- continue participation to around five selected conferences or technical meetings per year when invited by stakeholders.

C. ICAO

- reply to around five State Letters per year;
- two meetings with Member States for ICAO audit findings per year.

D. External relations

- finalisation and implementation of a comprehensive rulemaking cooperation programme with FAA and TCCA (e.g. comprehensive list of rulemaking cooperation projects): 2011 and then implementation via rulemaking programme;
- contacts with FAA and TCCA colleagues during CMRT type meetings: two meetings a year;
- participation in standardisation bodies activities (EUROCAE Technical Advisory Committee: four meetings per year; SAE Aerospace Council: two teleconferences per year).

E. Analysis/research

- active participation in IETC and ISC meetings (six meetings per year of each and producing around five papers a year);
- participation in ESSI (ECAST, EHEST and EGAST) in accordance with the schedule of meetings;
- reply to accident investigation recommendations affected to product safety: on average since 2004, 15 per year.

G. Handling of exemptions

Reply to 50 requests for advice per year on Article 14 exemptions.

H. New developments

Participation in EASAC meetings (four meetings per year).

6.7.4 Working package 4 — ATM/Airports (R5)

Visioning

A. and B. Production of technical rules and coordination of rulemaking process

Airports

The implementing rules for aerodrome safety must be developed and adopted by the end of 2013. To fulfil this challenging task, a phased approach was adopted. The first phase includes a set of three rulemaking tasks:

- ADR.001– Requirements for aerodrome operators and competent authorities;
- ADR.002– Requirements for aerodrome operations;
- ADR.003– Requirements for aerodrome design.

These tasks were initiated in 2010 and are planned to be finalised in 2014. A set of deferred rulemaking tasks will be initiated in a next phase as soon as staff resources allow and the latest after the first three have been finalised. Future maintenance of aerodrome rules is also deemed necessary, as a result of the work that has currently been carried out by ICAO.

The main challenges for the work on the aerodrome Implementing Rules are introducing the ICAO requirements for SMS and complementing the traditional Annex 14 approach, and



structuring the regulatory documents to match the total system approach according to the adapted regulatory model introduced by the Agency and supported by the Commission and the EASA Committee.

In addition to the above, it will be necessary to provide advice and support, and to participate in standardisation visits in this new field of the Agency's activities. Also, the regular and on-going maintenance of the rules on the basis of risk analysis, accident and incident reports and safety recommendations as well as the implementation of the European Aviation Safety Plan has to start up by the end of this plan's term. New challenges such as new technologies or new concepts of operations (stemming e.g. from SESAR developments) may necessitate specific rulemaking activities also in the airports domain during this planning period.

Finally, the Airport section's activities will also include the ex-post evaluation of the quality of the future aerodrome rules.

ATM/ANS

The implementing rules for ATM/ANS safety must be adopted by the end of 2012. This time schedule is really challenging, and was further affected by the so called fast-track approach, which required the Agency in the first instance to establish the safety regulatory system in this domain by transposing the related SES rules and the ATCO Directive with only necessary technical updates and changes. These fast-track rules are planned to be adopted by the end of 2010.

The next phase includes the following rulemaking tasks:

- ATM.001 – development of rules on Requirements for Air Navigation Service Providers;
- ATM.002 – introduction of TCAS II software Version 7.1;
- ATM.003 – development of rules on Air Traffic Controller licensing;
- ATM.004 – development of rules on competent authorities.

These tasks are planned for completion by 2012. Due to resource limitations some obligations stemming from the amended Basic Regulation cannot be achieved by the 2012 deadline, but can be implemented within the timeframe of the Business Plan. It is foreseen within this timeframe that new rulemaking tasks may be initiated.

Also, the regular and on-going maintenance of the rules on the basis of risk analysis, accident and incident reports and safety recommendations, as well as the implementation of the European Aviation Safety Plan has to start up by the end of this planning period in order to deal with the unforeseen safety issues.

In addition, future maintenance of the ATM/ANS rules will also be necessary, as a result of the work that has currently been carried out by ICAO and the new innovations that are coming from SESII implementation and SESAR programmes.

Finally the activities of the ATM section will also involve the ex-post evaluation of the quality and implications of the future ATM/ANS rules, as well as the provision of advice, support and participation in standardisation visits in this new field of the Agency's responsibilities.

C. ICAO

The ATM/Airports Department should maintain close cooperation with the ICAO in order to enable the Agency to plan its future rulemaking activities and to promote its views at international level. Moreover, a better influence on the ICAO rulemaking process in coordination with the Member States would be required as the ICAO SARPs constitute largely the basis for the implementing rules. However, these activities may not be achievable or may have to be considerably limited due to the present resource constraints.

The Department's activities also include evaluation and preparation of replies to future ICAO State Letters. The depth of such analysis may also be affected by the resources available.



In addition to the above, the Airports Section will continue to provide limited support to ICAO USOAP audit activities in the aerodromes' field.

D. External relations

Efforts should be put into the worldwide promotion of related safety rules in third countries. However, the present resource constraints do not allow full engagement in all these activities.

The ATM/Airports Department needs also to maintain and further enhance close relationships with the European ATM and aerodrome industry, ANSPs, competent authorities, personnel associations and unions, and its community and international interlocutors, in order to ensure an effective communication in its future rulemaking plans and processes.

In particular the Agency, being a body of the Community, has a strong interest in having a close relationship with the SESAR Joint Undertaking responsible for maintaining the future European ATM Master Plan and to facilitate its implementation as appropriate.

E. Analysis/research

Participation in the Internal Accident Investigation Committee's works, as well as dealing with safety investigation reports and safety recommendations.

No resources or budget is assumed to be available to engage in:

- participation in the IRC and long term research activities;
- funding and management of studies in support of rulemaking tasks;
- active ESSI activities.

G. Handling of exemptions

Following the future adoption of the implementing measures for aerodrome and ATM/ANS safety, the Agency is expected to extend its activities to the handling of the exemptions that are foreseen in the Basic Regulation, in particular in Article 4 paragraph 3.b (Aerodromes) and Article 14 paragraph 4 (Flexibility provisions). Because of the rules already developed under the 'fast-track' process, the ATM/ANS Section may start this activity in 2011 depending on the resources available.

H. New developments

Due to limited resources the Department cannot engage into activities regarding new developments.

Roadmapping

A. and B. Production of technical rules and coordination of rulemaking process

Airports

The *Production of technical rules in this field* will start with the three tasks already mentioned:

- ADR.001– Requirements for aerodrome operators and competent authorities;
- ADR.002– Requirements for aerodrome operations;
- ADR.003– Requirements for aerodrome design.

The roadmap for this activity includes the following milestones:

- 2012/Q1: publication of NPAs;
- 2012/Q4: delivery of the Opinions;
- 2014: adoption of the ED Decisions for the AMCs, GM and CSs, following the adoption of the Implementing Rules by the Commission.



During 2011-2015 further rulemakings are also planned to be finalised. These will include requirements for aerodrome equipment and apron management service, for which close coordination efforts with the ATM activities is needed, as well as requirements for heliports and requirements evolving from the new rules after evaluation. In addition to the above, these future rulemaking activities will also include the expected changes to Annex 14 which are estimated to be adopted by that time.

ATM/ANS Section

The *Production of technical rules in this field* will start with the four tasks already mentioned:

- ATM.001 – development of rules on Requirements for Air Navigation Service Providers;
- ATM.002 – introduction of TCAS II software Version 7.1;
- ATM.003 – development of rules on Air Traffic Controller licensing;
- ATM.004 – development of rules on competent authorities.

The roadmap for this activity includes the following milestones:

- publication of NPAs;
- delivery of the Opinions;
- adoption of the ED Decisions for the AMCs, GM and CSs, following the adoption of the Implementing Rules by the Commission.

Rulemaking task ATM.005 on ATM systems and constituents, requirements on apron management services, expected changes to ATM related ICAO Annexes, potential tasks stemming from SESAR as well as maintenance of the rules on the basis of risk analysis, accident and incident reports and safety recommendations as well as implementation of the European Aviation Safety Plan are foreseen to be initiated and possibly even finalised within the planning term 2011-2015.

The *Coordination of rulemaking process* activities in both fields will concentrate on the following:

- reacting immediately to any urgent safety issues, also by providing the appropriate support to other Directorates or Institutions;
- taking account of accident investigation safety recommendations;
- supporting the Commission during Comitology, in particular during the adoption of the initial Implementing Rules;
- providing advice and support to, and participate in standardisation activities;
- developing a mechanism to ensure consistent interpretation of rules within the Agency.

C. ICAO

The Airports Section will maintain its participation as observer in the meetings of the ICAO aerodrome panel, as well as in the ICAO aerodrome design group and aerodrome operations group. In addition, the section aims at extending its participation in other important areas of ICAO work, in particular including the PANS aerodrome working group. The ATM Section has currently no members or observes within the ICAO panels and working groups associated with ATM/ANS. As such, the section intends to extend its participation to the applicable areas of ICAO work as far as feasible due to resource constrains.

As each panel in ICAO will meet approximately once a year for about one week, and working groups generally will do twice as much, plus necessary preparation tasks, this takes a lot of time depending on the role the individual participant is playing.

Support to ICAO USOAP audit activities is expected to discontinue as soon as the Standardisation Directorate of the Agency becomes operational in this field.



D. External relations

The Airports Section will closely cooperate with the European Commission. It will also cooperate with and follow the work done by other stakeholders, e.g.:

- EUROCONTROL Airport Operations Team and the Airports Council International (ACI) Technical and Operational Safety Committee;
- Group of Aerodrome Safety Regulators (GASR).

With regard to the ATM/ANS Section, the aim is to achieve a close relationship with the European Commission (aiming to ensure in particular a seamless coordination with the SES developments), SESAR Joint Undertaking (SJU), Performance Review Board (PRB), future organisation in charge of the Network Management functions (NMF), EUROCONTROL as well as European and international standardisation organisations with respect to safety, interoperability and the implementation of the ATM Master Plan, CANSO, IFATCA, ETF, ATCEUC, IFATSEA and other professional organisations and unions. It is to be noted importantly that the close cooperation with EUROCONTROL, including the provision of their services to support the Agency's regulatory tasks, is subject to the emerging establishment of its SES Directorate and will most likely play a very important role in the near future.

E. Analysis/research

- evaluation of safety recommendations in the area of its competence;
- research activities in the area of aircraft de-icing/anti-icing (following safety recommendations);
- analysing the deliverables of the 2nd part of Annex 14 implementation study;
- follow the work done in ESSI, in particular with regard to ground operations safety.

G. Handling of exemptions

ATM/ANS Section: start handling the activity in 2011 Airports Section.

It is expected that during the first years there will be an increased number of exemption cases, although the amount of exemptions to be reviewed is difficult to estimate at this stage. Anyway, it should be noted that current planned resources will not allow any significant effort to address exemptions.

H. New developments

The ATM/Airports Department aims at being able to support the development of safety regulatory framework for UAS (Unmanned Aircraft Systems) by the Agency as appropriate. It will finalise its contractual commitments on the identification of potential safety regulatory requirements for future satellite based Communication systems and will support the EASP as necessary but only through normal meeting attendance. Other new developments due to resource constraints can only be launched based on a case-by-case assessment.

It is foreseen that during the next 3 years a significant amount of working time will be dedicated to the rule production. Following this, the FTE required for rule production will decrease, whereas an increase is foreseen for rule maintenance including the analysis of outcome of safety indicators, advice on exemptions and alternative means of compliance. The same tendency is valid for all Departments in Rulemaking.



6.7.5 Working package 5 — Process Support (R6)

Visioning

A. Production of technical rules

The Process Support Department ensures two functions that are an integral part of the Rulemaking Process, in cooperation with the operational departments:

- Consultation and Publication, including editing and proof-reading;
- Regulatory Impact Assessment and Economic Analysis.

It is expected that workload of these two functions will increase significantly. That is why the focus will be on achieving further linguistic quality and efficiency gains by dedicated training of staff and streamlining the processes.

In the area of Regulatory Impact Assessment (RIA) the quality and sophistication of the products, methods and tools will be further developed. Focus areas will be:

- RIAs for the Flight Standards and ATM/Aerodromes;
- Key RIAs for Product Safety;
- Development of tools and methodology;
- Co-ordination of RIA risk assessment methodology with other risk assessments in the framework of EASP, ICAO and ICG;
- Develop the function of a focal point for the Internal Occurrence Reporting System;
- Follow modelling developments for Environmental impact assessments.

B. Co-ordination of rulemaking process

The Department ensures four functions under this activity area in cooperation with the operational departments. It has to be noted that the first two functions are, as is the production of rules activity, an integral part of the rulemaking process:

- Rulemaking Programme Planning and Monitoring;
- AGNA and SSCC meetings;
- Information and Communication to Stakeholders;
- Value-added Publications.

In performing these functions the Department will aim at reducing costs, while maintain productivity and reliability. In order to this an emphasis will be put on the “planning and monitoring”.

Bringing value to the stakeholders will remain the main focus. The Agency will explore the possibility of creating collaborative online platforms and dedicated web-sites (extranets), external newsletter (EASA News), development of dedicated mini-websites and FAQs to share information on rulemaking planning and implementation with target groups. An emphasis will be also put on the dissemination of technical publications of the rules on the 1st and 2nd extension in appropriate formats, and in further developing the Rulemaking Handbook to fit the new regulatory structure.

A review of the role and function of the AGNA and SSCC secretariat in order to become more effective, stronger and result oriented.



C. ICAO

In order to strengthen the RIA function the Department will participate in the ICAO working group "Forecasting and Economic Analysis Support Group" and will monitor new ICAO groups in this area.

F. Administration/Management

The Department fulfils three functions:

- Finance and Procurement;
- Quality;
- IT applications.

In the first field the focus will be put on:

- optimisation of used SAP modules;
- the provision of dedicated reports to increase the effectiveness of decisions.

In the second and third fields the Department has already identified a few projects aiming at simplification of operations.

Roadmapping

A. Production of technical rules

- The volume of work is defined by the number of tasks contained in the adopted Rulemaking Programme 2011-2014;
- End 2011: RIA data & tools tested and operational;
- End 2012: RIA quality assurance in place;
- Mid 2015: A comprehensive impact assessment modelling capability to ensure complementarities and synergies with the EU and ICAO systems.

B. Co-ordination of rulemaking process

- Each year: Production of the 4-year Rulemaking Programme in Q3;
- Each year: Ensure the organisation of 3 AGNA and 2 SSCC meetings, and the production of the necessary papers;
- End 2011: the establishment of a more effective AGNA and SSCC secretariat;
- Mid 2012: Review structure and scope of operation of AGNA and SSCC;
- End of 2013: New and differentiated tools and methods to interconnect with the whole spectrum of our stakeholders (e.g. AGNA and SSCC) at the various stages of the rulemaking workflow, depending the availability of IT funds;
- End 2011: Plan for stakeholder management operational;
- Each year: Publication of three technical publications in printed format;
- End 2014: Rulemaking Handbook encompassing all adopted rules operational.

C. ICAO

- Mid 2011: participation in the "Forecasting and Economic Analysis Support Group" and any other ICAO working group that deals with Impact Assessments or Economic Analysis in coordination with International Cooperation.

F. Administration/Management

- End 2011: Update of Rulemaking methods, procedures (including RIA methodology) in line with the recommendations stemming from the review of the rulemaking procedure;



- End 2011: Comprehensive Record Management Policy for the Rulemaking Procedure;
- End 2011: Comprehensive policy for linguistic quality drafting and the quality of translations;
- Mid 2012: Redesign of Comment Response Tool in line with the recommendations stemming from the review of the Rulemaking Procedure, and integrating it with the Rulemaking Handbook tool to ensure a seamless consultation and publication framework, depending the availability of IT funds.



6.7.6 Rulemaking — Objectives, KPIs and targets

Objective	KPIs	Target 2011	Target 2015
Increasing communication and cooperation with the stakeholders.	Number of events organised:	25 events	
	Percentage of positive feedback received from stakeholders on the contents and organisation of the events:	65%	
	Full Time Equivalents spent in supporting industry as percentage of planned FTEs:	20% FTEs	
	Percentage of the number of correspondence from Industry, Member States and Commission provided on time:	60%	
Having a proactive approach towards ICAO, Member States, and 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	98%	
	Percentage of the number of Exemptions answered on time	60%	
	Full Time Equivalents as percentage of planned FTEs spent in supporting the:	15% FTEs	
	<ul style="list-style-type: none"> o Commission (EC) o Member States (MS) o Third countries (TC) 	<ul style="list-style-type: none"> 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	95%	
	Full Time Equivalents spent on production of rules as percentage of planned FTEs	35% FTEs	
Improving/streamlining the rulemaking processes	Full Time Equivalents spent on improving the processes managed by Rulemaking as percentage of planned FTEs	30% FTEs	



6.8 International Cooperation

6.8.1 Working package 1 —General International Cooperation

Visioning

C. ICAO

EASA, as a regional safety oversight agency, must ensure that the “EASA system” is fully integrated and interacts in an optimal way with the global framework established by ICAO.

D. External relations

Bilateral cooperation remains focused on implementing/maintaining existing bilateral agreements/arrangements with our main foreign bilateral partners, in particular the FAA, Transport Canada, the Brazilian CAA, the Interstate Aviation Committee, the Chinese CAAC, India, Australia and New Zealand. The recent extension of the scope of the EASA system will in turn generate new bilateral implementing procedures first with Canada and (under condition) the US, later with Brazil and the other bilateral partners.

The Agency will support, as resources permit, the European Commission in the conclusion and implementation of association agreements with European and non-European countries and of memoranda of understanding with major organisations/authorities.

Other specific international cooperation activities, such as the “internationalisation” of the SAFA Programme, will need the negotiation of specific working arrangements (linked to existing bilateral agreements, in the case of the SAFA programme).

Finally, the need to provide for an interface a) with former JAA members and b) with Mediterranean countries will lead to an increase of the technical cooperation activity and institutional bilateral relations with a number of special partners.

The experience of several Member States and that of the FAA demonstrate that international cooperation is better supported by the local presence of representatives in key countries or regions. EASA shall therefore reinforce the representation in the US and in China and shall put in place new representations in e.g. South-East Asia, Brazil, India and Russia in the coming years.

Roadmapping

C. ICAO

The implementation of the policy on EASA interface activities with ICAO will start in 2011, a policy being developed and normally adopted by the end of 2010. This proposed policy on EASA relations with ICAO aims at:

- promoting, within ICAO, the EU approach to safety regulation;
- influencing upstream the development of ICAO rulemaking plans;
- improving the two-way communication between EASA and ICAO, under procedures to be established in close coordination with the European Commission and with the concurrence of the EU Member States;
- better coordinating EASA participation in ICAO work (e.g. procedure and centralised data repository for nominations of EASA experts).

As a first step towards achieving the above objectives, the International Cooperation Department will draft a series of identified procedures for adoption by EASA before the end of 2011. Similarly, the Representative in Montreal will start his activity in 2011 and should



support, inter alia, the technical interface between the European Union and ICAO. All procedures shall be completed by the end of 2012.

The Agency will continue preparing relevant technical recommendations to ICAO State Letters in accordance with the European Commission procedure.

D. External relations

Subject to the entry into force of the bilateral agreements signed by the European Union with the US, Canada and Brazil, the Department will prepare the implementation of these agreements from 2011 onward, aiming, inter alia, at the establishment of the Joint Committees and specialised Committees. Negotiation on new fields, such as licensing, could also start in 2011, possibly with the US (under condition) and Canada. The entry into force of these new annexes to existing bilateral agreements could take place around 2013. In support to these bilateral agreements, several workshops will be organised in 2011, then in 2013 and 2014 (after extension of the scope), and clarification will be provided on the case-by-case basis to authorities and stakeholders.

The Department will continue supporting the European Commission in its starting negotiations with new countries such as Australia, China, New Zealand or India. The Department will also continue assisting Switzerland, Iceland and Norway in their bilateral negotiations with e.g. Canada, Brazil and the US. New working arrangements will be concluded every year, e.g. with authorities of countries such as China, Japan, India, the Interstate Aviation Committee or (potentially) Colombia to support the certification exercises and the export of European products.

The "internationalisation" of the SAFA Programme will be formalised through the negotiation of specific working arrangements to be signed in 2011 with e.g. Morocco, Brazil, Canada and Tunisia. In close coordination with the European Commission and the Member States, it should be agreed to initiate further working arrangement negotiations during the following years, when new bilateral agreements will enter into force (e.g. Australia and New Zealand).

When resources permit the Department will support, in 2011 and in the following years, the European Commission in the negotiation and follow-up of association agreements, e.g. with Ukraine, Morocco, ECAA countries, Jordan, and Tunisia. Similar support for the negotiation and implementation of Memoranda of Understanding with e.g. FAA (Research and Development), ICAO, China and India will be provided to the Commission, within the limit of available resources.

Special mention should be made of the Joint Mediterranean Aviation Authorities Programme and its first phase, heavily involving EASA, which will start in 2011 for a minimum of 3 years. This programme will be implemented subject to appropriate financial resources being made available either through the Euromed Project or directly by the European Commission.

Furthermore, the Department will continue supporting institutional and industrial partners in interpreting and implementing existing working arrangements. In particular, where necessary, implementation procedures for existing working arrangements will be drafted in close cooperation with the relevant EASA Directorates.

Last but not least, several existing working arrangements will be reviewed/maintained/updated, e.g. with authorities of countries such as the United Arab Emirates, Saudi Arabia, Israel, European non-EU countries, etc.



6.8.2 General International Cooperation – Objectives, KPIs and targets

Objective	KPIs	Target 2011	Target 2015
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:	90% of requests for WA (amendment or new) or support to negotiations for BASA, answered positively within reasonable timelines.	90% of requests for WA (amendment or new) or support to negotiations for BASA, answered positively within reasonable timelines.
	Percentage of the number of coordination meetings, as follow-up of the arrangements:	90% of coordination meetings foreseen by the BASA and WA, or requested by other parties internally or externally, organised.	90% of coordination meetings foreseen by the BASA and WA, or requested by other parties internally or externally, organised.
Support Commission coordination of ICAO State Letters (SL) in accordance with Commission procedure.	Percentage of Sate Letters (SL) recommendations provided on time:	90%	90%

6.8.3 Working package 2 – Technical International Cooperation

Visioning

C. ICAO& D. External relations

The prime mission is to The Department (R.1.2) intends to continue its technical assistance work alongside the European Commission and the other international partners in assisting less developed countries to improve their regulatory framework and oversight capabilities in order to ensure the safety of the European citizens.

As part of its effort in supporting the improvement of aviation safety worldwide, the European Commission (EC) is launching major EU Civil Aviation Cooperation Programmes (e.g. India, China, Russia, EUROMED and TRACECA). CAA subject to Regulation (EC) No 2111/2005 may also require the definition of specific assistance programmes. In both cases, the EC uses the technical expertise of EASA, firstly to identify the needs of those CAAs, and secondly to guide/monitor the implementation of projects and finally to contribute directly in the projects' technical activities.

EASA is not sized to cope with such a level of requests in terms of technical cooperation. Hence a policy has been defined on 1) the methodology to be used to ensure an efficient and optimum use of the resources (personnel and budget), and 2) the prioritisation of the requests. As a matter of general principles, the EASA technical assistance focuses on the following main three domains:

- the Regional strategy;



- support to the EU Civil Aviation Cooperation projects and notably the CAA subject to Regulation (EC) No 2111/2005;
- the EASA International Cooperation Forum.

Roadmapping

C. ICAO& D. External relations

The regional strategy

R1.2 will continue to be involved in some major regional projects, such as ACSA in Central America, TRACECA for the Black Sea and Central Asia countries and IPA for the Western Balkan countries. The last two projects are of particular importance as they support former JAA members aiming at their full integration in the European system.

Every year a dedicated workshop is organised for the benefit of these Pan-European Partners (PANEP).

The EUROMED Programme for the Mediterranean countries is going to be renewed in 2011 and this implies additional work for the Agency for the period 2011-2013. The project is now aiming at establishing the Joint Mediterranean Aviation Authorities (JMAA) organisation with the support of EASA. R1.2 will implement the recommendations of the EASA Task Force created in 2010 and will coordinate the Agency support to the JMAA.

The Agency has also been supporting the South Asia Regional Initiatives (SARI) and South-East Asia Regional Initiatives Forum (SEARIF). These two fora have been created by former EU Civil Aviation Cooperation projects and, as JAA-like organisations, they aim at fostering the regional integration through regulatory convergence. The support of the Agency to such initiatives is a way to ensure complement and sustainability to EU projects.

Similarly, R1.2 is involved in several ICAO COSCAP Programmes, such as the Gulf States, and several regional projects in sub-Saharan Africa such as UEOMOA, CEMAC, and CASSOA.

Support to the EU Civil Aviation Cooperation projects and notably the CAA subject to Regulation (EC) No 2111/2005

The European Commission is launching a series of significant projects in Asia and Africa. R1.2 will actively support in 2011 and in the following years the projects put in place in China, India, South Asia, South-East Asia, and Zambia. In particular, a specific role has been given to EASA in the conduct of the project in Zambia, with associated financial resources.

Another earmarked programme has been established by the Commission, requesting R1.2 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 are planned for 2011. A successor to this programme is currently under consideration and would imply a comparable workload for the Agency for the period 2012-2014.

The EASA International Cooperation Forum: ICF

An increasing number of countries and regional organisations are adopting or adapting the European regulations as they are considered to be a complete and modern set of texts to regulate civil aviation. Also, the interest is enhanced by the very regional nature of the European regulations (e.g. some regions are interested in implementing Standardisation-like procedures).

During the next years EASA will continue to support a network of focal points and means of communication with the members of the ICF and to implement the relevant activities in a streamlined way for the benefit of the whole community.

In 2011, 2013 and 2014 (every 18 months) there will be organised the 3rd, 4th and 5th International Cooperation Forum in locations to be determined.



6.8.4 Technical International Cooperation — Objectives, KPIs and targets

Objective	KPIs	Target 2011	Target 2015
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 EU regulations.	15 events	15 events
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.)	7 projects	7 projects

6.9 Safety Assessment and Promotion

Our vision is to be recognised worldwide as an authority of reference for aviation safety knowledge and information thus making a key contribution to international aviation safety. The Safety Assessment, Strategy and Research Departments (SASR) provide the safety leadership and technical services needed to support the Agency's safety mission. This includes:

- Supporting the safety work of the Agency's Directorates;
- Leadership and coordination of safety improvement initiatives;
- Development of safety policy;
- Publication of safety reports; such as the Annual Safety Review;
- Safety data systems management;
- Safety publications;
- Coordination of response to aviation accidents;
- Follow-up of safety recommendations;
- Management of targeted research activities;
- Management of scientific and technical knowledge related to aviation safety.

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

The SASR is comprised of Safety Data & Publications, Safety Analysis, Accident Response and Strategic Safety, and perform the following primary functions:



6.9.1 Safety Data & Publications

Safety Data & Publications designs, builds and maintains the safety information infrastructure and analysis tools needed to support its tasks. It manages all occurrence data reported to the Agency. It publishes Safety Information Bulletins (SIBs), Safety Directives and other safety promotional material.

2011-2012: This period corresponds to the development of an improved response to occurrence reports. Additional staffing will be needed. The working procedures, guidelines and instructions, will be refined and developed. The safety publication group will continue its activity base. Main objective is to better define and structure the use of Safety Information Bulletins.

2012-2013: An increase of occurrence reports, in particular from European National Aviation Authorities, depending on the final content of the planned Authority Requirements will be managed. The safety publication section will grow in order to adapt to an extended scope of work, with the publication of Safety Directives.

2013-2015: The volume of report handled per staff member will increase as tools are developed and implemented to improve efficiency. New mechanisms for speedily feeding back regular safety information to the industry and NAAs will be put in place.

6.9.2 Safety Analysis

Safety Analysis conducts studies and provides reports concerning the safety of European and world-wide aviation. It contributes to the development of related systems and tools. Detects changes to the aviation system that influence safety and provides the basis for data driven policy. It provides support to safety decision making and policy development.

2011-2012: The European Occurrence Reporting database is operational and maturing. Safety Analysis' role in providing data quality management and as a primary end user of the system is expanding. The Agency will contribute to the training of data providers and provide regular publications, outreach activities and specific safety seminars.

2012-2013: Defining role in European ATM investigation. The Agency will work to enhance global aviation data sharing. Expanding the Agency's ability to meet expectations through safety promotion. Expanding assistance to data providers to constantly improve data sources through standardisation, training and quality management.

2013-2015: Expanding capability to perform detailed safety studies on request for publication. Building a data mining capability and working with operational flight data. This will reaffirm the Agency responsibilities and require more on-location work to be undertaken.

6.9.3 Accident Response

Accident Response acts as the focal point for communication between the world-wide aviation accident investigation authorities and the Agency. The section has a key role in following-up active investigation and ensuring that derived Safety Recommendations are analysed by the Agency, implemented if deemed necessary and always replied to in accordance with European legislation and ICAO Annex 13.

2011-2012: Uncertainties surrounding the Agency's role in accident investigation will be resolved. Additional capacity will be developed to move to implement the mandatory functions called for in the new legislation. Continuing contributions are made to Continued Airworthiness and International Cooperation.

2012-2013: A common database of Safety Recommendations will become operational. Cooperative working with the Network of Safety Investigation Authorities will provide improved



working procedures. The Agency will acquire the capability to deploy staff in a controlled manner to investigations requiring assistance and public hearings.

2013-2015: Concerning products of European design and production, greater participation in non-European investigations will be undertaken. More work will be undertaken on small aircraft and helicopter accidents and serious incidents. Safety Recommendation work will continue to grow as improved responses encourages expanding action.

6.9.4 Strategic Safety

Strategic Safety specifies commissions and manages safety research projects needed to support the Agency's tasks. Working with partners the section aims to leverage safety knowledge gains through joint funding schemes. Technical support functions: Human Factors Specialist and a SMS / Safety Risk Analysis Specialist. Safety Improvement Team: Safety Action Coordinator and Safety Team Support Officer.

2010-2011: A European Aviation Safety Programme is developed and deployed. Publish the first European Aviation Safety Plan. Widen the Agency's presence in international aviation research community. Develop and publish a safety research plan to show the Agency's partnerships, projects and priorities. Maintain a regular cycle of funding of focused safety projects becoming a point of reference for solutions to safety regulatory problems.

2011-2013: Expand activities consistent with the expanding remit of the Agency. Taking the recommendations of the EASP and others to grow the safety research plan year-on-year. Contributions are made to International Cooperation.

2013-2015: International efforts to implement Safety Management Systems (SMS) for all aviation sectors call for enhanced Safety Risk Analysis/Assessment competence, capability and delivery. Strategic Safety will be recognised as an authority reference point for expertise on the subject. ESSI and ATM safety team expanding its influence internationally.

6.9.5 Safety Objectives, KPIs and targets

Objective	KPI	Target 2011	Target 2015
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 April	Content complete and approved by 25 April
Speed up the Agency's follow-up of Safety Recommendations	Percentage of Safety Recommendations answered within 90 days of receipt	97% of formal answers	100% including drafts
Improving working procedures, guidelines and instructions for follow-up of Occurrences	Percentage of Occurrence Reports acknowledged and dispositioned within 180 days of receipt	-	50%
Improve the planning and implementation rate of actions within ESSI	Action plans accepted. Tracking of action plan implementation showing that a high percentage of actions are being addressed	Action plan per safety team (ECAST, EHEST, EGAST) 70% implementation action plan year n-1	Add an ATM Safety Team to the ESSI in 2011, 1 ATM Action plan in 2012 70% implementation



Aviation safety related occurrences are reported to the Agency by various types of Reporting Entities (RE), which maybe either organizations, individuals, National Aviation Authorities (NAAs) or Accident Investigation Boards (AIBs). Occurrences may be reported either under a mandatory reporting requirement, or voluntarily. The sole objective of the Agency in processing occurrence reporting data is to use the information to improve the level of civil aviation safety. All occurrences reported to the Agency are subject of an individual assessment in order to identify if and what actions need to be taken by the Agency in order to ensure safety. The scope of the IORS (Internal Occurrence Reporting System) is to centralize and process in a structured manner all occurrences which are reported to the Agency, without making a distinction between mandatory or voluntary reporting. Such occurrences that fall under the scope of current responsibilities of the Agency in the domain of Continuing Airworthiness of Type Design or Organisation Oversight will be further followed up under the respective technical processes. The IORS encompasses the internal organisation, resources, procedures and tools, through which the Agency manages aviation safety occurrence data which is reported to it.



7 Support Activities

7.1 Technical Training

Visioning and Roadmapping

All technical training activities have been developed on the basis of the adopted technical training strategy initially established at the end of 2007 and further elaborated and presented to the Management Board in June 2009.

As technical training activities are provided for different groups of “recipients” (internal and external customers) the technical training department has established dedicated objectives to each group.

A non-exhaustive list of “recipients” is as follows:

- Agency staff and experts seconded to the Agency (standardisation activities) and individuals working for the Agency (allocation of tasks);
- NAA staff working in Member States’ areas of competency;
- Third Country Aviation Authorities staff (as per bilateral agreements, working arrangements or International cooperation programmes);
- Training Services (Legislation Learning/e-Examination) focused on staff of the Aviation Industry.

The related dedicated objectives on the other hand are as follows:

- Agency staff: It is important for the Agency to ensure that its highly competent staff maintain its competencies through recurrent training, and remain up-to-date on the latest developments in regulations and in the aviation sector; in addition, with the extension of the remit, the staff also needs to be trained in these new fields whereby competencies cannot be acquired (cost-benefit) through further recruitments; Technical Training is therefore essential for working in an accurate and current manner;
- NAAs staff: By providing training to NAAs fostering the uniform implementation of Basic Regulation and its IRs should be achieved;
- Third Country Aviation Authorities: Promoting EU Aviation Safety Regulation improving the aviation safety level when required (to third countries civil aviation authorities) is the main goal;
- Training Services: Achieving maximum dissemination of high quality standardised knowledge of EU aviation safety regulation (in case of Aviation Industry) and setting-up partnership with training providers.

In addition, the Agency is in the process of recruiting new staff members with limited working experiences (grade AD 5). This will require setting-up of comprehensive training programmes encompassing adequate theoretical, practical and structured on-the-job training (OJT) elements. OJT offered by the aviation industry might be found as an appropriate complementary element (especially for the understanding of the working environment when ad-hoc facilities are required).

For the time being, the Agency does not provide training directly to the industry. EASA however develops and publishes on the website, free of charge, detailed training syllabi for EU aviation legislation training.



In this context, the Agency manages an e-examination system through its website based on a sound multiple choice questions database. It is offered on a voluntary basis to students of training organisations or self-trained students through a system of established examination centres with a final recognition certificate. This system allows external training providers to supply the training in line with published syllabi with up-to-date content reflecting the latest state of the rules and related material taking also into account the standardisation inspection findings.

In 2010, through the work of the Common Training Initiative Group (CTIG), the use of the e-examination system, has been open free of charge to the Member States NAAs, to be used as an internal testing platform for their personnel. The reports received indicate that the complexity, wide range of topics covered and flexibility, make this tool ideal to cater for the numerous aspects stemming from the regulator's activities.

In the future the Agency intends to extend its activities by opening the participation, to some of its relevant courses, to a Train-the-Industry-Trainers Programme. To this end, actions will be taken to allow the registration of industry trainers (Airlines, Training Organisations, Manufacturers etc.) within the Agency's Training Management System. This in turn will allow visibility to industry trainers in terms of courses available (dedicated course catalogue) and in terms of scheduled deliveries (course schedule).

Such program will require the active involvement of industry participants in training activities within their organisations, either as qualified technical trainers or appointed trainers dealing with special topics.

It is envisaged that, in order to be able to register to an EASA course, industry staff will be required to submit proof of such status such as, but not limited to, a declaration or a statement provided by the Training Manager of the organisation.

Over the years the Agency has consolidated the training of its staff through classroom delivery, e-training, self-assessment and examinations, including NAA staff working on behalf of the Agency (Standardisation Inspectors, allocation of tasks).

Training courses are both developed and delivered using internal resources or through appropriate external providers (e.g. aeronautical universities, training organisations, training centres of the aviation industry etc.), above all in the fields of highly specialised knowledge not available or not under the current scope of the Agency.

With regards to internal delivery of courses the Technical Training Department is able to provide a wide range of technical training courses, either using its own resources or staff members from other Directorates/Departments. The contribution of experts in their specific domain of expertise, especially in the areas where the Agency is the only competent authority, is essential if not mandatory for the quality of developed training content.

Not all training needs can be catered through internal expertise. In these fields the department is able to outsource courses through a multiannual call for expression of interest and specific tenders and contracts. Through the use of carefully selected external training providers the Agency has increased the number of courses delivered while ensuring a high level of quality and expertise.

Maintaining the competency level of experts might be ensured also through attendance at symposia addressing appropriate topics on the required level. This activity can be considered as part of the technical training when in compliance with established criteria.

The EASA/NAAs Common Training Initiative Group (CTIG) has started to develop common standards to: establish a communication system and document repository for the Group, share information on courses, establish an understanding of the role of Authority inspectors, engineers and other experts, and their background in terms of qualification(s) and experience, identify best practices and new trends in training, knowledge assessment, competence



assessment and qualification of staff, identify, develop, implement and coordinate training activities, such as the identification of needs, courses and programmes.

The membership has been open also to the Authorities of all ECAC countries. Pan-European organisations may be accepted. Commercial training providers are excluded.

Each member has designated a permanent representative and an alternate and the participation of specialist is encouraged when needed.

The CTIG meets three times per year.

With the extension of the mandate and the coming into play of new activities within the Agency's Directorates, new specialised courses will be needed. A full scale Call for Expression of Interest is currently being launched. This tender will also see for the first time the joint effort of TTD and International Cooperation in order to carry out a shared procurement exercise to cater for both training scenarios.

As it appears evident that the IC activities will benefit from a closer cooperation with the TTD ones, the result should lead to a mutual and much closer sharing of needs, information and support.

The Technical Training Department does not generate revenue per se but rather a recovery of costs.

Currently the two revenue streams come from fees paid against the participation of NAA staff to courses, and from the selling of slots in the e-examination tool.

For the e-examination the fees are intended to cover the initial setting up and subsequent yearly cost of the database.

In all cases the Technical Training Department covers the direct training costs only and mission costs related to the training are borne by each directorate's mission budget lines.

External providers (Euros)

	2010	2011	2012	2013	2014	2015
Amount	380.000	445.000	450.000	455.000	460.000	470.000

Technical Training Library (Euros)

	2010	2011	2012	2013	2014	2015
Amount	120.000	120.000	125.000	130.000	135.000	140.000

The Technical Standards library refers to the collection of standards, reference sources or databases, kept in-house for consultation or accessible on-line, in order to allow EASA staff to carry out the Agency's operational work.

Other expenses

E-examination: In 2010 Technical Training will re-launch the tender for the provider of the e-examination web-based tool.

New training technologies: at the end of 2009 a new training tool was implemented for e-learning course publishing and result tracking. The Learning Management System allowed the publication of the first web-based recurrent training course for Standardisation Team Members.

The course was published in February 2010 and a group of 59 Standardisation Inspectors from the NAAs followed the training on line. The result and efficiency (also in terms of savings) were



praised by several NAA representatives during the CTIG meetings. Following the first one, three more courses were published on the LMS: DOA, CAW of Type Design and EU/TCCA MIP.

Since the beginning of the year the department is developing for both instructor-led and e-learning type of delivery, without duplication of work.

Personal development and Training portal: As a result of the cooperation with General Training, and in order to harmonize the training activities with the training maps and the appraisal exercise, TTD and GT have joined forces to identify and procure a common Training Management System that will allow the training flow to be more effective, easy and productive. To this end as of May 2010 both departments, with the coordination of IT, were able to evaluate six highly qualified providers through web conferences, trials and wet runs based on real life scenarios. The result is the awarding of the contract and the implementation of the new system that should be fully operational by December 2010 with the full migration of data completed by January 2011.

7.2 Legal

General remark

The activity of the Legal Department is mainly driven by demand. In particular, it mirrors the growth of the legal framework of the Agency, and the extension of the scope of its tasks as well as the very growth of the Agency in terms of organisation and staff. Therefore, for planning purposes, the already known extension of the scope of the EASA system needs to be taken into account, which has not been done up to now.

In all the activities described below a sufficient amount of resources to deal with the foreseen increase in these activities has not previously been agreed upon for the Legal Department. This means that if the Resource Plan shown below is not amended to take into account the increased scope of the Agency, it will be very challenging for the Legal Department to respond to the already planned activity of the Agency and support the Agency in fulfilling its legal obligations. This will therefore result in the need to prioritise its fields of action, eliminating some tasks from its scope, either from its current scope of activities or from the new tasks referenced below. This resource insufficiency will have a negative impact on the ability of the Legal Department to provide legal advice to all Directorates, as requested, and on the ability to timely respond to external requests and challenges against the Agency.

Since a large number of these cases are related to activities that are covered by fees and charges budget, it is desirable that any additional resources that are agreed upon are (at least partly) financed by that budget.

Visioning

Preventive legal verification of Agency measures

The Legal Department serves the needs of the whole Agency. A large part of the legal advice provided remains dedicated to the Agency's core activities and primary processes (in particular Rulemaking, Standardisation and Certification activities).

Where *Rulemaking* activities are concerned: in 2011-2015 the main focus is still on the development of rulemaking deliverables for the first (OPS and FCL) and second extensions (second phase ATM and aerodromes), with the finalisation of the opinions and accompanying the beginning of implementation at Agency level.

In addition, during the 2011-2012 period, the transfer of ATM *certification* and the *standardisation* of ATM fast track will undoubtedly require close and substantial participation of the Legal Department. Upon the completion of all relevant implementing rules by December 2013 for the first and second extension it is foreseen that the focus will shift to interpretation and implementation issues (specifically issues related to standardisation and certification activities). A stabilisation of the activities related to the first and second extensions is only foreseen for after the end of the concerned period, i.e. after 2015.



The impact of the Lisbon Treaty on the Agency's activities will be followed up during 2011-2012, especially concerning its effect on the rulemaking and legislative processes.

It is also expected that during the period 2011-2015 legal advice will continue to be requested in the field of *effective safety reporting*, for example regarding the legal modalities for a blame-free reporting system (just culture; safety culture) and related to the implementation of the IORS and related sub-systems.

Defensive and reactive legal response

Complaints, European Ombudsman, Whistleblower, Access-to-documents

The present trend shows increasing attention to the Agency from its stakeholders and the public. In particular, the closer scrutiny of the Agency's activities that has been observed recently is expected to continue during 2011-2015 as the Agency continues to expand in scope, scale and network. This will generate additional legal work to handle complaints (both direct and to the European Ombudsman) and other allegations of Agency wrongdoings. The present growth of whistleblower information cases concerning alleged wrongdoing by other aviation actors is also expected to continue as the Agency gets involved in the new areas of competence and achieves more exposure and recognition. For the same reasons, an increase of the number of *access-to-document* requests has already been noticed and is expected to continue in the planning period.

Judicial investigations, litigations, appeal

The Agency is increasingly approached by judicial authorities in the aftermath of aircraft accidents and incidents. With the adoption of the new EU rules on safety investigation, it is expected that the Agency's involvement in this field will further increase, both as a direct participant in the process and as a result of requests for information from involved parties. It is expected that external resources will be required to support the internal expertise of the Legal Department in particular legal fields, so, in the Business Plan period, framework contracts are envisaged with law firms in France and/or Germany.

Similarly, the number of appeals against Agency decisions is expected to rise during 2011-2015, with the extension of the Agency's scope. In particular, the area of TCO, once implemented, is expected to generate additional appeals.

Debts recovery

The Agency's debts recovery system has been very successful until now. The Legal Department is a main contributor to this system and its continued involvement is foreseen. It is also expected that this activity will grow, not only because of the full implementation of the system, but also because of the extension of the Agency's scope.

Data protection

Following the nomination of the Data Protection Officer (2009) and the Data Controllers (2010) by the Executive Director, the objective is to have the Agency's DPO system fully in place and operational by the end of 2013 or beginning of 2014). To achieve this, the following actions need to be taken in the Business Plan period:

-
- 1. Adoption of Implementing Rules on data protection**

 2. Inventory of processing operations by Data Controllers

 3. Notifications of processing operations from the DCs to DPO

 4. Notification of processing operations from the DPO to EDPS

 5. Register of processing operations by the DPO



Specific remarks regarding new tasks

It is also expected that during the period covered by the Business Plan, the Legal Department will be requested to review and provide legal advice to the preparation of the required internal procedures and systems and to advise on the setting-up of managerial, operational and interface during that period.

It is furthermore envisaged that the focus of the Legal Department on Enforcement activities will increase, specifically taking into account the new IRs on Fines and Periodic Penalties and the expected increased involvement in SAFA activities and the EU air carriers ban list.

For *TCO* the following activities need to be undertaken in the Business Plan period, provided the necessary resources are in place:

Working procedures for handling TCO complaints and appeals

Legal advises on the interpretation of TCO legislation

Working Arrangements with third country authorities or international organisation, covering matters as accreditation, outsourcing

Handling of appeals, complaints, etc.

For *Fines and Periodic Penalties* the following actions need to be taken in the period 2011-2015, provided the new resources are in place:

Development and implementation of procedures ex Art 25 BR

Development of related implementing rules

Development of procedures for the development of Agency's advice w.r.t. appeals against Fines/Penalties decisions taken by the Commission

Legal advice to [or management of] the process to propose Fines and Periodic Penalties to the Commission.

7.3 Communication

EASA's mission is to promote the highest common standards of civil aviation safety and environmental protection, in Europe and worldwide.

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

While the technical competences of the Agency are now well recognised among aviation stakeholders and regulators around the world, its awareness among the public is still insufficient.

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:

- Develop on a proactive mode the contacts with the media and establish regular communication with the aviation industry, the NAA's, accident investigators and regulators from the major third countries;
- Systematically implement the crisis communications plan already developed by the Agency whenever necessary;
- Further intensify institutional and political relations with the European institutions, particularly the European Parliament and the national aviation groups.



7.4 Internal Audit & Quality

Visioning

The vision of the Internal Audit & Quality processes is "Insurance and Consulting":

- Insurance by auditing the proper implementation of the EASA Management standards and Aviation regulations and by setting-up the EASA Integration Management System framework within the Agency;
- Consulting by providing support and means to Directors, Managers, process owners and the Agency staff members for the management of their processes and their respective organisation.

Roadmapping

The implementation of the EASA Integrated Management System should be fully consolidated during that period, with full implementation of the EASA Management Standards (based on the 16 ICS standards and the ISO9001:2008 requirements). In addition, in 2011, the Agency should obtain the ISO9001:2008 certificate following initial accreditation audit performed end of 2010. From 2012, ISO9001:2008 certificate should be maintained through yearly surveillance/renewal accreditation audits.

Internal and external audits will be performed during the period in accordance with the annual audit programme, which is based on risk analysis. Following the successful accreditation of the Agency internal audit capability against the International Auditing Professional issued by the French IFACI in 2010, the obtained Certificate will be maintained yearly through surveillance audits.

The Agency will continue to run over the period a regular analysis of its business risks (at least annually) and amend the risk register accordingly. Implementation of responses to risks and mitigation actions will be the responsibility of the different Directorates/Departments.

7.5 Human Resources

The Agency will keep growing during the 2011-2015 planning period. The sustained recruitment effort will therefore continue, in particular during the first half of the planning period.

Considering the important mandate of the Agency to act as the European centre of excellence for aviation safety and the complex environment in which it operates, it is necessary to further improve the quality of selection techniques in the context of recruitment, ensuring the selection of the most competent staff by introducing psychological tests/assessment centres in the near future:

- A tender on the provision of psychological tests and assessment centres will be launched by the end of 2010; the new provider shall ensure, in particular candidates' suitability related to their management and leaderships skills.

Besides attracting, engaging and retaining the best talents to support the growth of the Agency, in the coming years the focus of HR management activities 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. As a result, the workload in the area of professional development will substantially increase. The following projects are ongoing or will start in the coming years in order to guarantee EASA's position as a centre of excellence:

Recurrent training

- A tender for the provision of training and consultancy services on skills development for EASA staff was launched; new providers should be in place by the end of 2010. The



contracts shall ensure the satisfaction of the complex training needs in areas such as management, teambuilding and communication in the coming 4 years;

- A tender for eLearning for language services will be launched in summer 2010 to facilitate further language training in the Agency;
- In support of the above, a training tool has been purchased which is expected to be implemented by the beginning of 2011.

Job evaluation

- This project represents a major milestone for the Agency linked to the long-term organisational development and the ISO certification requirements. Upon finalisation of the fine-tuning of the job evaluations, the project shall support the organisation at ensuring organisational consistency concerning its job structure and in future will provide an adequate benchmark for the posts and the expertise held by the Agency.

Taking into account the labour market conditions and the scarce resources of aviation experts, it is important not only to be attractive for senior experts, but also to qualify young graduates internally. Therefore, a structured policy on traineeships at EASA shall be adopted and implemented in the coming years

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.

The compliance of all HR processes with the rules on Protection of Personal Data will be formalised, including notifications of the data processing operations to the European Data Protection Supervisor.

The set of online applications to support HR management will be further developed, namely in the areas of e-Recruitment, management of the organisational structure, database of posts and job descriptions.

7.6 Applications & Procurement Services

The department is responsible for the administrative processing of applications and approvals/certificates issued by the Agency, for the implementation of the fees and charges regulation, for the procurement of certification services from NAAs and QEs and for the general procurement of services/goods not related to certification activities. A reorganisation took place in 2010 in order to optimise the workflows and the utilisation of the Agency's ERP system.

Applications Management

This Section receives all external incoming applications and related inquiries. It checks/reviews the applications from an administrative point of view and registers them in the Agency's ERP system. In a typical year approximately 6000 applications are received.

The main challenges over the next five years will be:

- Cleansing of applicant master data in the new ERP system;
- Further optimisation and stabilisation of the ERP processes of the section;
- Increase of efficiency through further optimization of processes and interfaces with other Departments;
- Preparation and implementation of processes related to the first and second extension of remits.



Certification Outsourcing Management

This Section is responsible for the assignment of certification tasks/projects within EASA or to NAAs/Qualified Entities. The section is also responsible for the management of the related framework service contracts with the external providers. This also includes all financial arrangements, the planning of the outsourcing budget, project level commitments, processing of invoices, monitoring of consumption and the corresponding follow up activities. The section issues approximately 6000 purchase orders p.a. The financial volume of services purchased from NAAs is currently in the order of 26 mio € p.a.

The main challenges over the next five years will be:

- Stabilisation of the changed outsourcing concept (from generic order forms to individual requests for services underwritten by purchase orders) and stabilising this concept within the ERP tool;
- Improvement and implementation of outsourcing procedures which allow for more efficiency and lean administrative processes under the constraints of the EASA Financial Regulation;
- Preparations for the opening of the outsourcing to Qualified Entities for the new remits first, and at a later stage also for the current remits of the Agency;
- Preparation and implementation of processes for the assignment of tasks of the first and second extension of remits.

Certificates & Approvals Management

The Section is responsible for the administrative steps related to the technical closure of certification projects and the following preparation and dispatch of certificates and approvals to applicants. The section is also responsible for the administrative management of continued airworthiness and continuous oversight projects in the Agency's ERP tool. In a typical year on average 4000 approvals are prepared and issued.

The main challenges over the next five years will be:

- Further optimisation and stabilisation of the ERP processes of the section;
- Setting high level certificate standards for technical clarity and user-friendliness in cooperation with technical departments.

Fees & Charges Invoices Management

This section is responsible for invoicing all fees and charges for certification activities and services based on flat fees or hourly fees. It is also responsible for the charging of travel costs to applicants. In a typical year the section raises invoices for over 60 mio €.

The main challenges over the next five years will be:

- Further optimisation and stabilisation of the ERP processes of the section;
- Preparation of charging processes for the new remits of the Agency and implementation in the ERP tool;
- Preparation for a revised Fees and Charges Regulation and its implementation in the ERP tool.

Procurement & Contracts Management

The section ensures the Agency's service and supply contracts are legally sound and guarantee best value for money through centralised administration of high-value procurement contracts. The section gives contract management support and advice to decentralised focal points for the administration of low-value procedures. As an example the section dealt in 2009 with 30 high value procedures and successfully concluded 26 totalling approximately 34 M Euro and



supported the decentralised focal points for the administration of approximately 250 low value procedures.

The main challenges over the next five years will be:

- Designing and implementing an effective contract and supplier management practice;
- Ensuring overview, coordination and streamlining of the purchasing activity throughout the Agency (combining centralised and de-centralised approaches).

Business Processes Management

The concept of the business processes management is currently being established and focuses on the tasks described below to support the overall management of activities under the fees and charges regulation:

- The design and documentation of Business Processes of the current activities;
- The preparation and implementation of new processes (new remits);
- SAP (IT Tools) Optimisation and Support;
- Time Tracking Management (CATS/TiMa) Administration and Support;
- Support other sections of the department in the development and regular provision of reports, PPIs and KPIs for the purpose of performance monitoring and follow up;
- Operational Reporting and contribution to the Agency's overall reporting;
- Monitoring of processes performance (PPIs), identification and optimisation of process deficiencies;
- Internal and External Audits Support and Follow-up.

The main challenges over the next five years will be:

- Provision of the necessary ERP support to the other sections of the department;
- Establish an overall processes performance monitoring system based on the ERP tool.

7.7 Finance

Planning and performance

Planning/reporting

Planning and reporting are essential activities for the Agency as they support the implementation of the strategy and the identification of resources needed (both financial and human resources). The Finance department is responsible for coordinating the preparation of the business plan, the annual work programme and the annual budget.

The department is also responsible for developing the most appropriate tools for reporting and monitoring the activities at both Agency and Directorates' level.

Challenges for the next 5 years:

- To run the Agency's planning cycle and to produce accurate and precise documents;
- To support the decision making process by providing relevant information and analysis.

Budget implementation

The implementation of the budget must comply with very strict EU rules that ensure appropriate control. This covers in particular the systematic ex ante verification of every single transaction. The budget implementation report and the budget outturn are part of the annual accounts subject to verification by the European Court of Auditors and which report forms the basis for the delivery of the annual discharge by the Budgetary Authority.

Challenges for the next 5 years:

- To maintain an efficient ex ante verification process and implement an ex post verification process;



- To prepare and implement a budget meeting Agency specificities and in line with EU rules.

Accounting

The accounting section performs different tasks which are essential for a correct functioning of the Agency and reporting on financial matters. These tasks are explicitly detailed in the article 43 of the Agency's Financial Regulation.

The Agency is issuing more than 12 000 invoices a year which also need to be recovered. A dedicated team is dealing with receivables, implementation of an efficient invoicing and debts recovery process.

On the other hand, it is the responsibility of the accounting section to pay all the invoices received by the Agency.

The accounting section is also responsible for preparing the annual accounts in line with ISPAS and EU rules. The annual accounts are subject to verification by the European Court of auditors and form the basis for the discharge given by the budgetary authority. To prepare the annual accounts, the accounting officer shall validate the system implementing by the authorising officer for providing relevant information.

Finally, the finance department also implemented a cost accounting system due to the financing system which is based on fees /charges and on a subvention received from EU Community.

Challenges for the next 5 years:

- To consolidate the accounting processes and contribute to the improvement of the information system;
- To set up accurate annual accounts which are in line with IPSAS and EU rules;
- To maintain a high percentage of debts recovered.

7.8 Information Services

The overall objective of the IS department is to provide the EASA with the adequate technology for running and allowing the improvement of the Agency's core activities, in the most efficient and cost effective way, while avoiding any discontinuity of services.

The department has responsibility for translating the business requirements into a functional and technical analysis used for planning, design, acquisition, setup, distribution as well as the maintenance, recovery, operations and support of all computers and computers related systems, communications means, applications and tools that exist for the purpose of Information and Knowledge management and/or processing.

Business Applications

The section focuses on the full conception lifecycle of all Business Applications at EASA; from envisioning, design, development, stabilisation to the user acceptance and finally the deployment.

The section has responsibility for:

- IT project and portfolio management;
- Development of Business applications;
- Development of data management solutions;
- Software market analysis;
- Reengineering and modifications of existing business applications;
- Configuration and customisation of software solutions;



- Application lifecycle and change management.

The main challenges over the next five years will be:

- Ensuring IT solutions in the most efficient and cost effective way to support the increasing workload and complexity of the Agency;
- Ensure a full interoperability of the Business applications in order to provide accurate and up to date information to the Agency;
- Provide application support in a timely manner.

Enterprise Solutions

The section focuses on delivering integrated ICT solutions able to meet the needs of the Agency as well as provide one consistent view of, and to, the Agency activities.

The section has responsibility for:

- Procuring and managing 3rd parties services and relationships;
- Supporting the business in the definition of people, processes and ICT tools requirements as well as analysing and translating those into technical requirements;
- Planning and implementing new horizontal applications;
- Supporting the existing ICT solutions to ensure continuity of the business operations;
- Improving the existing ICT solutions for better business efficiency and maintainability.

The main challenges over the next five years will be to:

- Maintain the existing solutions in the most efficient and cost effective way;
- Consolidate the integration of ICT solutions and information currently out of scope in order to provide the Agency with a 360 degree view of information, flows and performances;
- Improve the user-ability and added-value of the ICT solutions.

Technical Support

The section has responsibility for analyzing the requirements, planning and designing the deployment of new hardware as well as the day-to-day supervision, maintenance and high availability of the existing ICT Infrastructure. The service desk, part of the section has responsibility for the incident and problem management as well as being the technical interface for change requests, hardware and software procurement and the follow up of asset management.

The main challenges over the next five years will be to:

- Consolidate the existing services and hardware used in the most efficient and cost effective way;
- Ensure high availability of business critical services by planning and deploying a remote data centre;
- Keep the service levels provided at the most adequate standards while having stable internal resources in a growing environment and with reduced budgets.

Compliance

The section has the responsibility to:

- organize the structure and storage of master data;
- provide support and advice in all data-related fields;



- contribute to providing a consistent list of master data to all EASA business departments.

The main challenges over the coming years will be to:

- identify a unique place for each category of data;
- identify a unique owner for each of them;
- setup the synchronization mechanisms between the systems;
- revise the processes to simplify but also improve the update of master data.

The section is currently also responsible for the technical aspects of reporting.

IS Security

As an independent body under the CIO, IS Security focuses on delivering advice and support for implementations throughout the IS Department to ensure the safeguarding of the Agency's information management systems.

IS Security is responsible for:

- IT Governance, Risk and Compliance solutions;
- Logical Authentication and Authorization controls;
- Supporting the business defining IT related policies and work instructions ;
- Support IT Audits and Risk Assessments carried out in the Agency;
- Support the sections within the IS department for any IT Security related topic.

The main challenges over the next five years will be to:

- Implement a clear Information Security Framework and the related technology;
- Improve the user awareness for IS Security topics;
- Adapt to the evolving threats regarding digital information and define the appropriate countermeasures.

7.9 Corporate Services

The department has responsibility for the facility, travel and records management processes.

Facility Management

The section has responsibility for space acquisition and optimisation of existing space, technical projects and office services such as cleaning, maintenance, security, health and safety, caretaking and furniture.

The main challenges over the next five years will be to:

- Ensure that the leased space at the Köln Triangle is used to its full capacity in order to keep down infrastructure costs and improve work efficiency;
- Formulate a long-term strategy to provide facilities for the Agency as it grows to its planned size;
- Continuously review service delivery methods to optimise the use of the facility budget as the Agency grows in size while internal resources remain limited and stable;
- Maintain full control over the security perimeter of the Agency premises and promote an appropriate security culture among Agency staff.



Travel Management

The section has responsibility for travel reservations, expense claims processing, travel advice, and travel security risk assessments. 3.800 expense claims and 20.000 reservation options were treated in 2009.

The main challenges over the next five years will be to:

- Maintain control over the travel budget through judicious use of corporate agreements and adjustments to the travel policy;
- Ensure that travellers are properly informed of and protected against the risks inherent in business travel;
- Streamline the booking and claim procedures to ensure optimal service for EASA travellers and to reduce administrative steps.

Records Management

The section has responsibility for planning information needs, creating, enforcing & approving records management policy & practices, developing a records storage plan, and identifying, classifying & storing records.

The main challenges over the next five years will be to:

- Establish and maintain good records management practice across the Agency to protect vital information;
- Formulate and implement a plan to support records management through the good use of technology;
- Provide for the gradual increase in the volume of paper records being transferred to the archive.

The Director's office in the Finance and Business Services Directorate and the Policy Office and mail service in the Executive Directorate complete the picture of the support activities. The Policy Office ensures the coordination of horizontal activities and supports the Executive Director in the general management of the Agency, particularly governance issues, internal strategy and institutional relations, and ensures the Management Board secretariat.



7.10 Support Activities Objectives, KPIs and targets

Objective	KPI	Target 2011	Target 2015
Coordinated, measured and timely responses to major civil aviation accidents	Detailed follow up and actively support investigations to determine the best corrective action plan	Coordinated, measured and timely responses to 10 major civil aviation accidents	Coordinated, measured and timely responses to 15 major civil aviation accidents and serious incidents
Perform an annual risks analysis exercise.	Up to date risk register	100% up to date	100% up to date
Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2010	97%	98%
Identify standard training programme (common criteria with regard knowledge, skills and experience) for Aviation Safety Inspectors' profiles	Final working paper	Initial development and delivery of identified common training modules and programs	Consolidation of the training programs for established Inspectors' profiles continuous competency. Development and delivery of recurrent/refresher type courses
ISO 9001 Certification	Assessment by an external body	Certificate maintained	Certificate maintained
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	90% of applications allocated within 5 days	90% of applications allocated within 5 days
Process closure documents in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of certificates issued within 5 working days from technical visa receipt	90% of certifications issued within 5 days from technical visa receipt	90% of certifications issued within 5 days from technical visa receipt
Meet the terms of the framework contracts with the NAAs	Percentage of invoices processed (payment initiated) within 45 calendar days from invoice registration	100%	100%



Offer adequate procurement service to the business	Percentage of September planning achieved at the end of the year (number of procedures, number of signed contracts, budget volume)	92%	92%
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget	98%	98%
Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders	100	90
Provide adequate management reporting to the MB	Scoreboard provided for each MB meeting	4	4
Timely implementation of main IS projects	Implementation according to plan	n/a*	Document Management System Phase 2
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements.	Successful roll out of records management software across all departments	Information Management feasibility study *	All departments Agency wide
* Objective changed vs. 2011 WP due to the deprioritisation of the project			



8 Financial projections and staffing plan

- a) The business plan covers the five years period from January 2011 to December 2015.
- b) The tables in the next pages show the split of forecasted costs and revenues among the core activities of the Agency, indicating the repartition for the existing remit, the first and the second extension (all tables are expressed in million €).
- c) The Agency's activities have been grouped following the financing source:

Core activities financed through fees and charges (F&C):

- Product certification;
- Flight standards;
- Organisation approval;
- Third Country Operators.

Core activities financed mainly through EU contribution (regulatory activities):

- Standardisation;
- SAFA;
- Rulemaking;
- International cooperation;
- Safety analysis and Research.

- d) To calculate the F&C expenses, a technical workload of 1200 hours per FTE is used. This represents 80% of the official working hours of an EASA staff member (which equals 1500 hours).

8.1 Financial projections

The scenario presented in this Business Plan is the result of adapting the original plans of the Agency to the available budget. The revenue related assumptions have been defined taking into account the most recent information available and a conservative approach in new remits. For the purposes of the business plan, the line T3- NAA outsourcing does not include the Working Budget Facility. This amount will be included only in the Budget 2011 because it does not contribute to the economic outturn of the Agency.

€ '000		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
TOTAL EASA	<i>Revenue</i>	112.420	123.500	133.261	137.945	140.812
	Cost	-	-	-	-	-
	T1	61.789	69.276	76.565	82.247	85.464
	T2	13.546	14.603	15.791	14.921	14.884
	T3-NAA	23.073	25.569	27.012	26.490	26.185
	T3-other	14.011	14.051	13.891	14.286	14.278
	Total Cost	112.420	123.500	133.261	137.945	140.812
	Surplus/(Deficit)	-	-	-	-	-

Detailed financial overviews can be found in Annex 1.



8.1.1 General assumptions

In the light of the extremely tight margin foreseen in the EU budget until the end of the current multi-annual financial framework (2013) for the activities, like the Agency, funded under the heading 1a (Competitiveness for Growth and Employment) and the current financial crisis affecting the EU economy, an increase in the EU subsidy should not be expected.

The Commission cannot therefore commit itself to any figure that goes beyond the EU subsidy that will be granted in 2011 or to any increase in the staff for the years 2012 and following.

The amounts and the number of staff foreseen for 2014 and 2015 are estimates made by the Agency and, as the financial programming for the period after 2013 was not yet approved by the Budgetary Authority, they do not represent, in any case, a commitment by the Commission.

In addition to the assumptions on extension of the Agency's mandate (see above section 2.1), the following assumptions have been taken into consideration for the calculations:

Inflation

Figures include inflation at 2% per year applied on 2010 level.

Support activities allocation

The table below presents the primary cost of the core activities plus the aggregated amount of the support costs, allocated via the relevant allocation keys between Fees & Charges and Subsidy.

€'000

Primary Cost	2011	2012	2013	2014	2015
PRODUCT CERTIFICATION	33.890	35.713	36.924	37.256	37.597
FLIGHT STANDARDS	7.020	10.109	12.604	13.902	14.585
ORGANISATIONS APPROVAL	16.570	18.916	20.352	20.479	20.859
THIRD COUNTRY OPERATORS	712	1.466	3.411	4.629	4.782
STANDARDISATION	6.830	7.666	9.032	10.380	10.999
SAFA	1.141	1.169	1.205	1.228	1.260
RULEMAKING	12.600	13.452	13.614	13.677	13.204
INTERNATIONAL COOPER.	2.799	2.733	2.707	2.750	2.810
SAFETY ASSESSMENT, INVESTIGATION & RESEARCH	2.716	2.853	2.926	2.968	3.032
SUPPORT - F&C financed	18.910	19.469	20.407	20.472	21.145
SUPPORT - Subsidy financed	9.230	9.952	10.078	10.203	10.539
Total	112.419	123.499	133.260	137.944	140.811

	2011	2012	2013	2014	2015
SUPPORT-F&C financed - % of cost	16,8%	15,8%	15,3%	14,8%	15,0%
SUPPORT-Subsidy financed - % of cost	8,2%	8,1%	7,6%	7,4%	7,5%
TOTAL SUPPORT - % of cost	25,0%	23,8%	22,9%	22,2%	22,5%

SUPPORT-F&C financed - % of Total Support	67%	66%	67%	67%	67%
SUPPORT-Subsidy financed - % of Total Support	33%	34%	33%	33%	33%

The evolution of the support costs shows a reduction from 25% of the total Agency's costs in 2011 to 22.5% in 2015.

The reduction in support cost can be explained by cost cutting; a significant effort in cost reduction in the Areas of Information Technology has been made. This cut will produce a different prioritisation of the projects and the developments generating substantial challenges in order accommodate the operational needs of the Agency.



8.1.2 Income

F&C based activities

- For the existing remit, the revenue from Products certification and Flight Standards has been based on 2010 data inflated by a 2% yearly increase. For Organisation approval, a slight increase has been applied to reflect the impact of Continued Airworthiness Maintenance Organisations rule change and increased POA by foreign aircraft manufacturers. The second extension revenues have been calculated with the assumption that the revenue will match the expenditure (Title I/II/II);
- For the Flight Standards activities in new remits, in the absence of a specific F&C regulation the revenues have been developed charging the hours per the standard EASA hourly rate;
- The risks related to the uncertainty linked to the F&C income have been analysed and limited as follows: there are two big drivers for increased activities: the extensions of the remit and the expansion of the activity in the existing remit. With regard to the expansion of the existing activities, a conservative approach was taken: it is considered that the number of new applications taken into account is the minimum that can be expected without taking into consideration any activity increase. Concerning the new extension activities, for many of these an outsourcing rate of 50% or more has been assumed, giving the Agency the necessary flexibility to reduce its expenses if revenues would be less than estimated. Also in the case of lower revenues, the Agency can postpone planned recruitment to a later stage.

Regulatory activities

For the regulatory activities, the following amounts have been considered (all remits):

€ '000

Regulatory activities	BP 2011-2015							
	2011	2012	2013	2014	2015	2016	2017	2018
<i>EC Subsidy</i>	€ 34.351	€ 35.278	€ 36.888	€ 38.299	€ 39.065			
<i>Contribution from EFTA/3rd countries</i>	€ 1.692	€ 1.738	€ 1.817	€ 1.887	€ 1.925			
<i>Tech cooperation</i>	€ 365	€ 158	€ -	€ -	€ -			
<i>Sales of publication</i>	€ 92	€ 106	€ 122	€ 140	€ 180			
<i>Other admin operations</i>	€ 134	€ 155	€ 155	€ 155	€ 155			
TOTAL Subsidy	€ 36.634	€ 37.435	€ 38.982	€ 40.481	€ 41.324			

The EC contribution for 2011 is based on the PDB 2011 and will become definitive once the final Budget has been adopted.



8.1.3 Expenditure:

The following elements are included in the forecasted expenditure:

a) Title 1 (staff related expenses):

- Basic salaries,
- Recruitment costs,
- Allowances and other T1 costs;

b) Title 2 (infrastructure expenses):

- Building and related expenses (security, cleaning, maintenance costs, utility),
- IT cost title 2 (hardware, network, licences),
- Other expenses (postage, office supplies, telecommunications, legal expenses, part of software development, financial charges);

c) Title 3 (operational expenses):

- Missions, meetings, translations,
- Outsourcing to National Aviation Authorities,
- Software development (partly),
- Other operating expenses (direct costs, mainly outsourcing other than to NAAs, financial charges).



8.2 Staffing Plan

The tables below summarise the staff evolution per activity, remit and source of financing in the next five years considered in the present Business Plan. Contract agents and interims have been taken into account for the business plan calculations.

For Subsidy-financed staff the evolution of the staff is the following:

- In 2011-2013, the number of posts is identical to the SPP 2011-2013;
- In 2014, 5 additional posts are requested for the Aerodromes Standardisation activity.

For Fees & Charges- financed staff the evolution of the staff is the following:

- In 2011, the number of posts is identical to the SPP 2011-2013;
- In 2012, 18 additional posts versus the SPP 2011-2013 are requested: 2 posts for C3 Flight standards, 9 posts for S2 Organisation approvals (CAO and ATM organisations approvals), 4 posts for E6 Occurrence reporting, 3 CA posts changed into TA for F1 Application management;
- In 2013, 13 additional posts versus the SPP 2011-2013 are requested: 4 posts for C2 Certification Experts department, 2 posts for C3 Certification Flight standards, 1 post for C5 Certification ATM and space system, 3 posts for S2 Organisation approvals department, 3 CA posts changed into TA for F1 Application management;
- In 2014, 21 additional posts are requested: 2 posts for C1 Products Certification department, 2 posts for C2 Certification Experts department, 4 posts for C3 Certification Flight standards, 3 posts for S2 Organisation approvals department, 5 posts for S4 Third Country Operators section, 3 CA posts changed into TA for F1 Applications management, 2 posts for HR;
- In 2015, 3 additional posts are requested: 3 CA posts changed into TA for F1 Applications management.

The detailed evolution year on year of the staffing is included in the MSPP 2012-2014.

The detailed explanations and justifications of the posts can be found under the respective activities section.



EASA Business Plan 2011-2015
16 December 2010

Staffing: Request for additional posts (TA) 2012-2015

Temporary Agents	EoY 2010	SPP 2011	Additional posts	BP 11	SPP 2012	Additional posts	BP 12	SPP 2013	Additional posts	BP 13	2014	Additional posts	BP 14	2015	Additional posts	BP 15
C0 - Director's Office	4	4	0	4	4	0	4	4	0	4	4	0	4	4	0	4
C1 - Products	75	85	-2	83	89	-2	87	89	-2	87	89	-2	87	89	-2	87
C2 - Experts	63	65	1	66	70	1	71	72	4	76	72	7	79	72	7	79
C3 - Flight Standards	22,5	29	-2	27	40	2	42	49	4	53	49	8	57	49	8	57
C4 - Certification Policy & Planning	4	4	1	5	4	1	5	4	1	5	4	1	5	4	1	5
C5 - ATM/ANS	1	0	0	0	0	0	0	0	1	1	0	2	2	0	2	2
Total C	169,5	187	-2	185	207	2	209	218	8	226	218	16	234	218	16	234
S0 - Director's Office	2	2	0	2	2	0	2	2	0	2	2	0	2	2	0	2
S01 - Director's office Support	2	2	0	2	2	0	2	2	1	3	2	1	3	2	1	3
S1 - Standardisation	41	42	1	43	44	5	49	54	4	58	54	9	63	54	9	63
S2 - Organisations	53	53	0	53	57	8	65	58	11	69	58	14	72	58	14	72
S3 - Technical Training	8	9	0	9	10	0	10	11	0	11	11	0	11	11	0	11
S4 - Operators	14	14	0	14	23	-4	19	32	-3	29	32	2	34	32	2	34
Total S	120	122	1	123	138	9	147	159	13	172	159	26	185	159	26	185
R0 - Director's Office	3	3	1	4	3	1	4	3	1	4	3	1	4	3	1	4
R1 - International Cooperation	14	14	0	14	15	0	15	15	0	15	15	0	15	15	0	15
R2 - Environmental Protection	5	6	-1	5	6	-1	5	6	-1	5	6	-1	5	6	-1	5
R3 - Flight Standards	20	23	0	23	23	0	23	23	0	23	23	0	23	23	0	23
R4 - Product Safety	15	18	0	18	18	0	18	18	0	18	18	0	18	18	0	18
R5 - ATM/Airport	16	17	1	18	17	1	18	17	1	18	17	1	18	17	1	18
R6 - Process Support	13	15	-1	14	15	-1	14	15	-1	14	15	-1	14	15	-1	14
R7 - Legal	13	14	0	14	14	0	14	14	0	14	14	0	14	14	0	14
Total R	99	110	0	110	111	0	111									
E0 - Director's Office	4	4	0	4	4	0	4	4	0	4	4	0	4	4	0	4
E1 - Communication	7	8	0	8	8	0	8	8	0	8	8	0	8	8	0	8
E2 - Safety Analysis & Research	15	17	0	17	17	0	17	17	0	17	17	0	17	17	0	17
E3 - Internal Audit & Quality	7	8	0	8	8	0	8	8	0	8	8	0	8	8	0	8
E4 - Policy Officers and Mail	6	6	0	6	7	0	7	7	0	7	7	0	7	7	0	7
E5 - Human Resources	14	16	0	16	18	0	18	21	0	21	21	2	23	21	2	23
E6 - Internal Occurrence Reporting System	0	1	1	1	4	4	4	4	4	4	4	4	4	4	4	4
Total E	53	59	1	60	62	4	66	65	4	69	65	6	71	65	6	71
F0 - Director's Office	4	3	1	4	3	1	4	3	1	4	3	1	4	3	1	4
F1 - Applications & Procurement Services	35	35	2	37	36	5	41	36	8	44	36	11	47	36	14	50
F2 - Finance Services	23	29	-1	28	30	-1	29	30	-1	29	30	-1	29	30	-1	29
F3 - Information Services	14	18	-1	17	19	-1	18	19	-1	18	19	-1	18	19	-1	18
F4 - Corporate Services	7	11	-1	10	12	-1	11	12	-1	11	12	-1	11	12	-1	11
Total F	83	96	0	96	100	3	103	100	6	106	100	9	109	100	12	112
Total	524,5	574	0	574	618	18	636	653	31	684	653	57	710	653	60	713
100% Fee financed	250,5			269			323			357			376			379
100% Subsidy financed	167			181			182			192			197			197
Allocated staff	107			124			131			135			137			137
Fee-financed	317,5	347	0	347	387	18	405	410	31	441	410	52	462	410	55	465
Subsidy-financed	207	227	0	227	231	0	231	243	0	243	243	5	248	243	5	248

The additional posts for 2011-2013 are done by comparison with the SPP 2011-2013.

The additional posts for 2014-2015 are done by comparison with the figures in the SPP2013.



Temporary Agents at the end of the year (per activity)

Temporary Agents		Forecast	BP 2011-2015				
		2010	2011	2012	2013	2014	2015
Existing Remit	PRODUCT CERTIFICATION (*)	145	158	170	175	178	178
	FLIGHT STANDARDS	11	12	13	14	16	16
	ORGANISATIONS APPROVAL	54	52	56	61	63	63
	STANDARDISATION	22	26	26	28	28	28
	SAFA	8	8	8	8	8	8
	RULEMAKING	35	39	39	39	39	39
	INTERNATIONAL COOPERATION	14	14	15	15	15	15
	SAFETY ASSESSMENT & PROMOTION	15	17	17	17	17	17
	SUPPORT ACTIVITIES	144	162	174	181	186	189
Total	448	488	518	538	550	553	
1st Extension	FLIGHT STANDARDS	12,5	15	29	39	41	41
	ORGANISATIONS APPROVAL	1	1	5	5	5	5
	THIRD COUNTRY OPERATORS	6	6	11	21	24	24
	STANDARDISATION	19	19	19	19	19	19
	RULEMAKING	21	25	25	25	25	25
	SUPPORT ACTIVITIES		1	1	1	1	1
	Total	59,5	67	90	110	115	115
2nd Ext	PRODUCT CERTIFICATION	1	1	1	2	3	3
	ORGANISATIONS APPROVAL			4	4	4	4
	STANDARDISATION			5	12	20	20
	RULEMAKING	16	18	18	18	18	18
	Total	17	19	28	36	45	45
ALL REMITS	PRODUCT CERTIFICATION (*)	146	159	171	177	181	181
	FLIGHT STANDARDS	23,5	27	42	53	57	57
	ORGANISATIONS APPROVAL	55	53	65	70	72	72
	THIRD COUNTRY OPERATORS	6	6	11	21	24	24
	STANDARDISATION	41	45	50	59	67	67
	SAFA	8	8	8	8	8	8
	RULEMAKING	72	82	82	82	82	82
	INTERNATIONAL COOPERATION	14	14	15	15	15	15
	SAFETY ASSESSMENT & PROMOTION	15	17	17	17	17	17
	SUPPORT ACTIVITIES	144	163	175	182	187	190
Total	524,5	574	636	684	710	713	

Source of financing		Forecast	BP 2011-2015				
		2010	2011	2012	2013	2014	2015
Source of financing	- 100 % Fee-financed	250,5	269	323	357	376	379
	- 100% Subsidy-financed	167	181	182	192	197	197
	- Allocated staff	107	124	131	135	137	137
	Fee-Financed staff	317,5	347	405	441	462	465
	Subsidy-Financed staff	207	227	231	243	248	248
	TOTAL	524,5	574	636	684	710	713

(*) Product Certification total includes IORS Reporting (1 post in 2011 and 4 posts for 2012-2015)



Temporary Agents at the end of the year (per department)

Temporary Agents	EoY 2010	BP 11	BP 12	BP 13	BP 14	BP 15
C0 - Director's Office	4	4	4	4	4	4
C1 - Products	75	83	87	87	87	87
C2 - Experts	63	66	71	76	79	79
C3 - Flight Standards	22,5	27	42	53	57	57
C4 - Certification Policy & Planning	4	5	5	5	5	5
C5 - ATM/ANS	1	0	0	1	2	2
Total C	169,5	185	209	226	234	234
S0 - Director's Office	2	2	2	2	2	2
S01 - Director's office Support	2	2	2	3	3	3
S1 - Standardisation	41	43	49	58	63	63
S2 - Organisations	53	53	65	69	72	72
S3 - Technical Training	8	9	10	11	11	11
S4 - Operators	14	14	19	29	34	34
Total S	120	123	147	172	185	185
R0 - Director's Office	3	4	4	4	4	4
R1 - International Cooperation	14	14	15	15	15	15
R2 - Environmental Protection	5	5	5	5	5	5
R3 - Flight Standards	20	23	23	23	23	23
R4 - Product Safety	15	18	18	18	18	18
R5 - ATM/Airport	16	18	18	18	18	18
R6 - Process Support	13	14	14	14	14	14
R7 - Legal	13	14	14	14	14	14
Total R	99	110	111	111	111	111
E0 - Director's Office	4	4	4	4	4	4
E1 - Communication	7	8	8	8	8	8
E2 - Safety Analysis & Research	15	17	17	17	17	17
E3 - Internal Audit & Quality	7	8	8	8	8	8
E4 - Policy Officers and Mail	6	6	7	7	7	7
E5 - Human Resources	14	16	18	21	23	23
E6 - Internal Occurrence Reporting System	0	1	4	4	4	4
Total E	53	60	66	69	71	71
F0 - Director's Office	4	4	4	4	4	4
F1 - Applications & Procurement Services	35	37	41	44	47	50
F2 - Finance Services	23	28	29	29	29	29
F3 - Information Services	14	17	18	18	18	18
F4 - Corporate Services	7	10	11	11	11	11
Total F	83	96	103	106	109	112
Total	524,5	574	636	684	710	713
100% Fee financed	250,5	269	323	357	376	379
100% Subsidy financed	167	181	182	192	197	197
Allocated staff	107	124	131	135	137	137
Fee-financed	317,5	347	405	441	462	465
Subsidy-financed	207	227	231	243	248	248



Abbreviations

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 Técnico Aeroespacial (Brazil)
DCs	Data Controllers
DOA	Design Organisation Approval
DWP	Draft Work Programme
EAB	EASA Advisory Board
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
IPA	Provisions Implementing the IATA Inter-carrier 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	Member State
MTOA	Maintenance Training Organisation Approval



NAA	National Aviation Authority
NDT	Non-Destructive Testing
NETS	Navigation towards Enhanced Transparency System
OEB	Operational Evaluation Board
OPS	Operations
OSC	Operational Suitability Certificate
PCM	Project Certification Managers
PDB	Preliminary Draft Budget
POA	Production Organisation Approval
PPI	Process Performance Indicator
RIA	Regulatory Impact Assessment
SAFA	Safety Assessment of Foreign Aircraft
SAP	Systems, Applications, and Products in Data Processing
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
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



Annex 1 – BP detailed financial tables

€'000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
PRODUCT CERTIFICATION (1)	ER	<i>Revenue</i>	46.512	48.114	49.250	49.584	50.270
		<i>Cost</i>	-	-	-	-	-
		T1	24.636	27.161	29.144	29.929	30.891
		T2	5.483	5.844	6.128	5.636	5.492
		T3-NAA	10.702	10.279	9.741	8.951	8.333
		T3-other	3.967	3.657	3.417	3.354	3.531
		Total Cost	44.788	46.941	48.429	47.870	48.246
	Surplus/(Deficit)	1.724	1.173	821	1.715	2.024	
	1st EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
	Surplus/(Deficit)	-	-	-	-	-	
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	164	166	285	455	530
		T2	33	27	39	56	60
		T3-NAA	59	121	201	323	410
		T3-other	53	57	71	160	198
		Total Cost	309	371	596	994	1.197
	Surplus/(Deficit)	(309)	(371)	(596)	(994)	(1.197)	
	Total	<i>Revenue</i>	46.512	48.114	49.250	49.584	50.270
		<i>Cost</i>	-	-	-	-	-
		T1	24.800	27.326	29.428	30.384	31.421
T2		5.516	5.871	6.167	5.692	5.552	
T3-NAA		10.762	10.400	9.942	9.274	8.743	
T3-other		4.020	3.714	3.488	3.513	3.728	
Total Cost		45.097	47.311	49.025	48.863	49.444	
Surplus/(Deficit)	1.415	802	225	721	826		

Revenues are not listed for 2nd extension (ATM/ANS) because the department will be created in 2011 and only later will start to perform the relevant activities. At the moment the revenues are assumed to be part of the Product Certification ER.



			<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		€ '000					
FLIGHT STANDARDS (2)	ER	<i>Revenue</i>	5.749	6.280	6.625	6.788	6.930
		<i>Cost</i>	-	-	-	-	-
		T1	1.628	1.745	1.917	2.107	2.258
		T2	425	440	458	444	461
		T3-NAA	3.060	3.021	2.700	2.806	2.915
		T3-other	508	402	371	374	402
		Total Cost	5.621	5.608	5.446	5.731	6.036
		Surplus/(Deficit)	128	672	1.179	1.057	894
	1st EXT	<i>Revenue</i>	1.656	5.184	8.502	9.124	9.539
		<i>Cost</i>	-	-	-	-	-
		T1	2.240	3.776	5.615	6.363	6.528
		T2	482	756	1.108	1.123	1.114
		T3-NAA	-	1.648	2.757	3.018	3.218
		T3-other	478	478	425	399	399
		Total Cost	3.199	6.658	9.905	10.902	11.259
		Surplus/(Deficit)	(1.543)	(1.474)	(1.403)	(1.778)	(1.720)
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	<i>Revenue</i>	7.405	11.464	15.127	15.912	16.469
		<i>Cost</i>	-	-	-	-	-
		T1	3.867	5.521	7.532	8.470	8.785
T2		907	1.196	1.566	1.567	1.575	
T3-NAA		3.060	4.669	5.456	5.823	6.133	
T3-other		985	880	797	773	801	
Total Cost		8.820	12.266	15.351	16.633	17.295	
Surplus/(Deficit)		(1.415)	(802)	(225)	(721)	(826)	

The revenue stream for 1st extension has been considered limited to the current F&C regulation where it possible to charge "by the hour" at the current rate of Eur 241. The entire activity is subject to the revision of the F&C regulation.

			<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		€ '000					
(1) + (2)	Total	<i>Revenue</i>	53.916	59.578	64.377	65.497	66.738
		<i>Cost</i>	-	-	-	-	-
		T1	28.667	32.848	36.960	38.854	40.206
		T2	6.423	7.067	7.733	7.259	7.127
		T3-NAA	13.822	15.069	15.398	15.097	14.876
		T3-other	5.006	4.593	4.285	4.286	4.530
		Total Cost	53.916	59.578	64.377	65.496	66.738
		Surplus/(Deficit)	(0)	0	0	0	0

Revenues include Revenues from bank interest and Revenues from Other administrative operations used to contribute to the coverage of the CAW expenses.



€ '000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
ORGANISATIONS APPROVAL	ER	<i>Revenue</i>	21.037	21.334	21.978	22.592	23.136
		<i>Cost</i>	-	-	-	-	-
		T1	8.887	9.588	10.011	11.118	11.621
		T2	1.822	1.850	1.952	1.837	1.838
		T3-NAA	8.452	8.510	8.641	8.146	8.088
		T3-other	1.655	1.386	1.372	1.492	1.589
		Total Cost	20.816	21.334	21.978	22.592	23.136
		Surplus/(Deficit)	220	0	0	0	0
	1st EXT	<i>Revenue</i>	-	1.694	2.080	2.066	2.132
		<i>Cost</i>	-	-	-	-	-
		T1	153	571	769	776	798
		T2	35	108	172	150	146
		T3-NAA	-	800	925	925	925
		T3-other	32	215	214	216	262
		Total Cost	220	1.694	2.080	2.066	2.132
		Surplus/(Deficit)	(220)	0	0	0	0
	2nd EXT	<i>Revenue</i>	832	1.612	1.859	1.853	1.907
		<i>Cost</i>	-	-	-	-	-
		T1	-	416	615	621	639
		T2	-	56	106	90	81
		T3-NAA	800	925	925	925	925
		T3-other	32	215	212	217	262
		Total Cost	832	1.612	1.859	1.853	1.907
		Surplus/(Deficit)	-	0	0	0	0
	Total	<i>Revenue</i>	21.869	24.639	25.917	26.511	27.175
		<i>Cost</i>	-	-	-	-	-
		T1	9.040	10.576	11.396	12.515	13.058
		T2	1.858	2.014	2.230	2.077	2.065
		T3-NAA	9.252	10.235	10.491	9.996	9.938
		T3-other	1.720	1.815	1.798	1.924	2.114
		Total Cost	21.869	24.639	25.916	26.511	27.174
		Surplus/(Deficit)	0	0	0	0	0



			<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
THIRD COUNTRY OPERATORS	ER	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	1st EXT	<i>Revenue</i>	-	1.847	3.985	5.456	5.574
		Cost	-	-	-	-	-
		T1	-	1.165	1.960	2.934	3.069
		T2	-	260	463	591	602
		T3-NAA	-	265	1.123	1.397	1.372
		T3-other	-	158	440	534	531
		Total Cost	-	1.847	3.985	5.456	5.574
		Surplus/(Deficit)	-	0	0	0	0
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3-NAA	-	-	-	-	-
		T3-other	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	<i>Revenue</i>	-	1.847	3.985	5.456	5.574
		Cost	-	-	-	-	-
		T1	-	1.165	1.960	2.934	3.069
		T2	-	260	463	591	602
T3-NAA		-	265	1.123	1.397	1.372	
T3-other		-	158	440	534	531	
Total Cost		-	1.847	3.985	5.456	5.574	
Surplus/(Deficit)		-	0	0	0	0	



€ '000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
TOTAL FEES AND CHARGES	ER	<i>Revenue</i>	73.297	75.728	77.853	78.965	80.336
		<i>Cost</i>	-	-	-	-	-
		T1	35.151	38.494	41.072	43.154	44.769
		T2	7.730	8.134	8.539	7.917	7.792
		T3-NAA	22.214	21.810	21.082	19.902	19.335
		T3-other	6.130	5.444	5.161	5.220	5.522
		Total Cost	71.225	73.882	75.853	76.193	77.418
		Surplus/(Deficit)	2.072	1.845	1.999	2.772	2.918
	1st EXT	<i>Revenue</i>	1.656	8.725	14.567	16.646	17.245
		<i>Cost</i>	-	-	-	-	-
		T1	2.392	5.512	8.344	10.073	10.395
		T2	517	1.124	1.743	1.864	1.862
		T3-NAA	-	2.713	4.805	5.339	5.515
		T3-other	510	851	1.079	1.149	1.193
		Total Cost	3.419	10.199	15.970	18.425	18.965
		Surplus/(Deficit)	(1.763)	(1.474)	(1.403)	(1.778)	(1.720)
	2nd EXT	<i>Revenue</i>	832	1.612	1.859	1.853	1.907
		<i>Cost</i>	-	-	-	-	-
		T1	164	582	900	1.075	1.168
		T2	33	83	145	146	141
		T3-NAA	859	1.046	1.126	1.248	1.335
		T3-other	85	272	284	376	460
		Total Cost	1.141	1.983	2.455	2.846	3.104
		Surplus/(Deficit)	(309)	(371)	(596)	(994)	(1.197)
	Total	<i>Revenue</i>	75.786	86.065	94.279	97.465	99.487
		<i>Cost</i>	-	-	-	-	-
		T1	37.707	44.588	50.316	54.303	56.333
		T2	8.280	9.341	10.427	9.927	9.794
		T3-NAA	23.073	25.569	27.012	26.490	26.185
		T3-other	6.725	6.566	6.523	6.745	7.175
		Total Cost	75.786	86.064	94.278	97.464	99.487
		Surplus/(Deficit)	0	0	0	0	0



			<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		€ '000					
STANDARDISATION	ER	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	3.429	3.661	3.903	4.049	4.100
		T2	754	737	809	759	793
		T3	638	734	732	779	822
		Total Cost	4.821	5.132	5.444	5.588	5.715
	Surplus/(Deficit)	(4.821)	(5.132)	(5.444)	(5.588)	(5.715)	
	1st EXT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	3.441	2.761	2.798	2.829	2.866
		T2	765	602	601	537	521
		T3	597	616	619	664	702
		Total Cost	4.803	3.979	4.018	4.030	4.089
	Surplus/(Deficit)	(4.803)	(3.979)	(4.018)	(4.030)	(4.089)	
	2nd EXT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	476	1.410	2.568	3.017
		T2	-	61	207	341	378
		T3	249	316	456	513	544
		Total Cost	249	852	2.073	3.421	3.939
	Surplus/(Deficit)	(249)	(852)	(2.073)	(3.421)	(3.939)	
	Total	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	6.869	6.898	8.112	9.446	9.983
		T2	1.519	1.400	1.616	1.637	1.692
		T3	1.484	1.665	1.807	1.956	2.068
Total Cost		9.873	9.963	11.535	13.039	13.743	
Surplus/(Deficit)	(9.873)	(9.963)	(11.535)	(13.039)	(13.743)		
TCO included in Stand.	1st EXT	Revenue	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	704	-	-	-	-
		T2	175	-	-	-	-
		T3	74	-	-	-	-
		Total Cost	953	-	-	-	-
Surplus/(Deficit)	(953)	-	-	-	-		



€ '000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
SAFA	ER	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	1.097	1.111	1.124	1.148	1.192
		T2	257	257	256	232	229
		T3	272	285	290	305	323
		Total Cost	1.626	1.653	1.670	1.684	1.745
		Surplus/(Deficit)	(1.626)	(1.653)	(1.670)	(1.684)	(1.745)
	1st EXT	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	1.097	1.111	1.124	1.148	1.192
		T2	257	257	256	232	229
		T3	272	285	290	305	323
		Total Cost	1.626	1.653	1.670	1.684	1.745
		Surplus/(Deficit)	(1.626)	(1.653)	(1.670)	(1.684)	(1.745)



€'000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
RULEMAKING	ER	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	4.926	5.152	5.223	5.331	5.512
		T2	1.275	1.336	1.284	1.161	1.208
		T3	886	1.528	1.406	1.428	841
		Total Cost	7.088	8.017	7.913	7.920	7.561
		Surplus/(Deficit)	(7.088)	(8.017)	(7.913)	(7.920)	(7.561)
	1st EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	3.319	3.434	3.515	3.581	3.710
		T2	773	855	786	694	734
		T3	2.085	1.631	1.480	1.781	1.766
		Total Cost	6.177	5.920	5.780	6.055	6.211
		Surplus/(Deficit)	(6.177)	(5.920)	(5.780)	(6.055)	(6.211)
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	2.383	2.412	2.484	2.531	2.623
		T2	520	460	449	392	354
		T3	675	725	884	539	530
		Total Cost	3.577	3.597	3.817	3.462	3.507
		Surplus/(Deficit)	(3.577)	(3.597)	(3.817)	(3.462)	(3.507)
	Total	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	10.628	10.998	11.222	11.443	11.845
		T2	2.568	2.651	2.520	2.246	2.297
		T3	3.646	3.885	3.769	3.748	3.137
		Total Cost	16.841	17.534	17.511	17.437	17.279
Surplus/(Deficit)		(16.841)	(17.534)	(17.511)	(17.437)	(17.279)	



€ '000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
INTERNATIONAL COOPERATION GEN.	ER	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	2.181	2.281	2.350	2.397	2.474
		T2	261	276	286	259	257
		T3	193	178	174	177	183
		Total Cost	2.634	2.735	2.809	2.832	2.913
	Surplus/(Deficit)	(2.634)	(2.735)	(2.809)	(2.832)	(2.913)	
	1st EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	-	-	-
	Surplus/(Deficit)	-	-	-	-	-	
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	-	-	-
	Surplus/(Deficit)	-	-	-	-	-	
	Total	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	2.181	2.281	2.350	2.397	2.474
		T2	261	276	286	259	257
		T3	193	178	174	177	183
		Total Cost	2.634	2.735	2.809	2.832	2.913
Surplus/(Deficit)	(2.634)	(2.735)	(2.809)	(2.832)	(2.913)		



€ '000

			<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
SAFETY ASSESSMENT & PROMOTION	ER	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	2.544	2.652	2.696	2.751	2.848
		T2	475	495	507	459	455
		T3	782	788	793	809	831
		Total Cost	3.800	3.936	3.995	4.019	4.133
		Surplus/(Deficit)	(3.800)	(3.936)	(3.995)	(4.019)	(4.133)
	1st EXT	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	2.544	2.652	2.696	2.751	2.848
		T2	475	495	507	459	455
		T3	782	788	793	809	831
		Total Cost	3.800	3.936	3.995	4.019	4.133
Surplus/(Deficit)		(3.800)	(3.936)	(3.995)	(4.019)	(4.133)	



€ '000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
INTERNATIONAL TECHNICAL COOPER.	ER	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	763	747	746	760	790
		T2	187	183	180	162	160
		T3 (T4)	909	683	536	547	561
		Total Cost	1.859	1.613	1.462	1.469	1.511
		Surplus/(Deficit)	(1.859)	(1.613)	(1.462)	(1.469)	(1.511)
	1st EXT	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3 (T4)	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	-	-	-	-	-
		T2	-	-	-	-	-
		T3 (T4)	-	-	-	-	-
		Total Cost	-	-	-	-	-
		Surplus/(Deficit)	-	-	-	-	-
	Total	<i>Revenue</i>	-	-	-	-	-
		Cost	-	-	-	-	-
		T1	763	747	746	760	790
		T2	187	183	180	162	160
		T3 (T4)	909	683	536	547	561
		Total Cost	1.859	1.613	1.462	1.469	1.511
Surplus/(Deficit)		(1.859)	(1.613)	(1.462)	(1.469)	(1.511)	



€ '000

		<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	
TOTAL SUBSIDY	ER	<i>Revenue</i>	36.634	37.435	38.982	40.481	41.324
		<i>Cost</i>	-	-	-	-	-
		T1	14.940	15.605	16.042	16.436	16.914
		T2	3.209	3.283	3.322	3.032	3.102
		T3	3.680	4.197	3.930	4.044	3.562
		Total Cost	21.828	23.086	23.293	23.512	23.579
	<i>Surplus/(Deficit)</i>	14.806	14.349	15.689	16.969	17.746	
	1st EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	6.760	6.195	6.313	6.410	6.577
		T2	1.538	1.458	1.387	1.230	1.255
		T3	2.683	2.247	2.099	2.445	2.468
		Total Cost	10.980	9.900	9.798	10.085	10.300
	<i>Surplus/(Deficit)</i>	(10.980)	(9.900)	(9.798)	(10.085)	(10.300)	
	2nd EXT	<i>Revenue</i>	-	-	-	-	-
		<i>Cost</i>	-	-	-	-	-
		T1	2.383	2.888	3.894	5.099	5.640
		T2	520	521	656	732	733
		T3	923	1.041	1.340	1.052	1.073
		Total Cost	3.825	4.549	5.890	6.883	7.446
	<i>Surplus/(Deficit)</i>	(3.825)	(4.549)	(5.890)	(6.883)	(7.446)	
	Total	<i>Revenue</i>	36.634	37.435	38.982	40.481	41.324
		<i>Cost</i>	-	-	-	-	-
		T1	24.082	24.687	26.249	27.945	29.131
		T2	5.266	5.262	5.364	4.994	5.090
		T3	7.286	7.485	7.368	7.541	7.103
		Total Cost	36.634	37.435	38.982	40.480	41.324
	<i>Surplus/(Deficit)</i>	(0)	0	0	0	0	