European Aviation Safety Agency
Business Plan 2014-2018

26th November 2013

Table of contents

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 both 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 Introduction

1.1 Strategic drivers of the Business Plan

The current Business Plan has been developed starting from the mission of the Agency "*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 missions*". In order to accomplish this mission the following strategic drivers have been considered:

- Systemic approach to safety: all activities are, as much as possible, integrated and part of a unique system that should generate synergies and efficiencies.

- Risk based approach: several activities developed a sufficient set of information that can be used as the basis for a risk based approach. This methodology contributes towards the generation of more effective and efficient processes for keeping high standards of safety.

- Occurrence reporting activities and the strengthening of research will significantly contribute towards safety risk mitigation in support of continued airworthiness oversight.

 The strategic drivers complement the current strategic objectives of the Agency. The Agency is at the heart of the European Aviation Safety System, with the key task of driving and facilitating a consistent application and evolution of the new European level aviation safety regulatory system. In this context, the Agency carries out its tasks in full coordination and close collaboration with the European Commission. to secure the full consistency of its work programme with the overall strategy and priorities of the European Union's aviation safety policy, as set out in the 2011 'White Paper on Transport'[1] and the Commission's Communication to the Parliament on setting up an Aviation Safety Management system for Europe[2]. One of the important vehicles for this collaboration is the European Aviation Safety Plan (EASp). The Agency will to explore alternative means of financing and cooperation in order to support the key activity of Research.

1.2 Purpose of the Business Plan

The fulfilment of the Agency's mission requires an appropriate level of resources and stability in funding. The Business Plan highlights the challenges that will be faced over the coming 5 year period and outlines the resource requirements for both Fees and Charges and Subsidised activities. The Agency's Business Plan is updated annually at the request of the Executive Director and presented for endorsement to the Management Board at the December meeting. The Business Plan serves as a framework for all other planning documents in the Agency and allows the Agency to be in line with the current proposal of a new financial regulation for the Agency that will make the multiannual planning mandatory (entry into force foreseen for the 1st of January).

In times of increasing financial constraints, the Agency paid specific attention during the development of the Business Plan to resource optimization and finding the right balance between operational and support expenses. The Article 62 of the Agency's Basic Regulation foresees a review of its implementation every five years. This review has been completed and the report from such is due to be issued by the end of 2013. The potential resulting actions from such will be taken into account in future versions of the document. In future years, greater emphasis will be put on the synchronisation of the Business Plan and the EASp.

---

[1] COM(2011) 144 final of 28.3.2011 'White Paper: Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system'
[2] COM(2011) 670 final of 25.10.2011 COMMUNICATION FROM THE COMMISSION TO THE COUNCIL AND THE EUROPEAN PARLIAMENT - Setting up an Aviation Safety Management System for Europe

2 Key milestones and main activities 2014-2018

The Business Plan 2014-2018 will be based on the following activities:

ACTIVITY / MILESTONE	2014	2015	2016	2017	2018
Strategic Safety Main Activities	Reflecting the new GASP and aligning EASp and SSPs post ICAO A38.			Reflecting the next generation GASP post ICAO A39.	
	Step up introduction of Internal Occurrence Reporting System (IORS) to reporting organisations.	Adapt Occurrence Reporting Systems to new legislative framework. Adapt safety data bases to new technology. Implement enhanced feedback of safety information.			
Key Milestones	Implementing a new Safety Information Publication System **by end 2013**	EASP and EASp to meet the needs of the first ICAO Annex 19 **by end 2015**		EASP and EASp to meet the needs of the second ICAO Annex 19 **by end 2017**	
Regulation Key Milestones	Implement comprehensive support to PRB. Implement Safety KPIs for first reference period (2012-2014). Develop Safety data infrastructure for performance monitoring	Implement Safety KPIs for ATM second reference period (2015-2019)			
Main Activities Key Milestones	1. Assist the EC with opinions on the review proposals of the Basic Regulation to accommodate new EU policy developments 2. Develop IR/CS, AMC etc. to comply to BR and review complement, update the existing regulations to comply to the requirements of the BR, address feedback from implementation, 3. Introduce the Total System Approachand respond to urgent safety needs 4. Assist the EC and Member States in fulfilling ICAO obligations 5. Implement the EASP/EASp and support the development of a SMS at EU level 6. Respond to the demands for the completion of the SES and SESAR deployment 7. Support standardisation through industry standards 8. Harmonisation with FAA/TCCA and assist in existing BASA of EU				
	Continue to support States in preparing their implementation of the Aerodrome Rules				
Regulation-Environmental Protection Key Milestones	Implementation of CAEP/9 amendments			Start of the implementation of the CAEP/10 amendments	
	Start review ENV protection essential requirements				

ACTIVITY	2014	2015	2016	2017	2018
Product Safety Oversight Main Activities	Conduct certification activities and associated services with industry and stakeholders within current remit responsibilities; support IORS and further enhance continued airworthiness activities; implement new bilateral safety agreements (e.g.EU/Brazil) and maintain existing implementation procedures taking into account the high demand for further efficiency gains (enhanced acceptance of findings and approvals from bilateral partners; provide additional expertise and resources in support of rulemaking, technical training and accreditation; support NAAs according to their demand within current remit activities. Conduct MRB and OEB activities according to industry demand within current remit activities Approve Flight Simulation Training Devices (FSTD)				
Key Milestones	Implementation of mandatory OSD activities as part of the TC process (envisaged entry into force at the earliest **beginning of 2014**)				
Main Activities	Conduct non-mandatory OEB activities according to industry demand within 1st extension of remit activities Possible development as result of 1st EXT implementation: acceptance of foreign non-ICAO compliant aircraft entering EU airspace ATM/ANS : Launching, support and follow up of investigations (initial to functional system changes) and oversight of the systems used to provide pan-European services within ATM/ANS activities Provide expertise and support for FAB, NMF and SESAR: no funding provided for these activities Provide safety advice: no funding provided for this activity				
Organisations Approval Main Activities	DOA, CAO, and POA: Conduct initial inspection and continuing surveillance in the domain of Design Organisations, Continuing Airworthiness Organisations and Production Organisations approvals. Flight Crew Licensing Organisations - Start certification activities on Flight Crew Licensing Organisation with the approval of foreign TRTO, FTO, FSTD, AeMC Air Traffic Management Organisations - Approval and oversight of Pan European ANS providers and foreign ATCO training facilities, oversight of the Network Management Function				
Inspection of Member States Main Activities	Perform standardisation inspections of Member States' Competent Authorities (as well as ECAA / ECAC States having signed Working Arrangements) Monitor compliance with the EU aviation safety requirements applicable in all domains covered by the Basic Regulation Monitor the transition from the past OPS, FCL, FSTD regulations to the new EU Implementing Rules, according to their applicability date ATM/ANS: complete first round of inspections, prepare for FABs assessment, EoSM / JC assessment.				
Key Milestones		: Aerodromes: put in place proactive standardisation activities before the implementing rules become applicable**2014/2015**		Perform first round of inspections- planned to start in **2017/2018**	
Operators SAFA/SACA TCO	**Ramp inspections**: Transfer from pure SAFA to SAFA/SACA				
	Entry into force of the new regulation in **2013/2014**				

6

3 Challenges and Business environment analysis

(Source: The analysis below is based on industry reports of the market outlook for the next few decades. In particular the following reports have been considered: AIRBUS: Global Market Forecast 2013-2032, BOEING Current Market Outlook 2011-2031, ATKERANEY Civil Aviation 2025, PWC 2013 airline industry trends, Accenture Performance in the Airline Industry).

In the last few years the commercial industry has clearly shown that it is capable of quickly recovering from downturns. The industry has now reliably returned to its long-term global growth rate of between 5% and 7.1% per year (measured in revenue passenger-kilometres). Industry leaders' report that the market outlook of commercial aviation forecast that this trend will continue over the next 20 years. In particular the following projections will have an impact on the services the Agency provides to the industry:

- **Doubling of world fleet in size from 2011 to 2031:** The amount of aircraft in service in 2011 is approximately 20,000 and will grow to approximately 40,000 (freighter and passenger fleet). The annual growth of the number of aircraft in the world fleet will grow on average of 3,5% per year.
    - o Increase by type of aircraft: the biggest increase is expected in single aisle aircraft (approx. 21,000 new) followed by twin aisle (approx. 8,000 new). In 2031 single aisle aircraft will represent 68% of the global fleet, reflecting growth in emerging markets such as China, and the continued expansion of low-cost carriers throughout the world. Demand for large aircrafts is expected predominantly in Asia Pacific, Europe and Middle East (90% of large body fleet or 1,500 new airplanes by 2032);
    - o Increase by region: the highest growth is expected in the Asia Pacific region (approx. 12,000 new aircraft) followed by Europe and North America (approx. 7,000 new aircraft each).
- **Geographical diversification of fleet ownership:** In 2011, 30% of the global fleet belonged to the USA, followed by China with 9%, while Russia, the UK and Germany had a combined 12%. Based on country's backlogs, it is expected that the USA and China will retain their respective top positions in the coming decades, but new entrants including India, UAE, Malaysia and Indonesia will gain a significant presence.
- **Production of more fuel-efficient aircraft:** In the past, high fuel costs and industry regulations have encouraged the production of fuel-efficient aircraft such as the Boeing 787 and the Airbus A350. The production of more fuel-efficient aircraft will continue as it will be driven by the uncertainty of oil pricing and customer demand for carbon-neutral aviation growth. Development of more fuel-efficient aircraft will most likely require the use of new technologies.
- **Continued passenger growth and airspace management enhancements.** While demand for air cargo is expected to linger at and even go below the long-term average rate of 5% (measured in revenue tonne-kilometres), air passenger demand is forecasted to grow at close to the long-term average rate (measured in revenue passenger-kilometres). The drivers behind this trend are – economic growth and expanding middle classes in emerging markets, liberalization, and new airline business models that stimulate demand.

To respond to this trend, many national and regional airspace management agencies are engaged in airspace management enhancement programs notably Single European Sky in Europe and NextGen in USA and it is expected that improvements will be realized gradually over time. The implementation of Single European Sky and NextGen will require new technologies and business models. In addition, airports and airlines

are responding by increasing capacity and replacing regional jets with bigger more efficient aircraft.

The impact of the industry's economic situation on the Agency's high level activities could be summarised as follows:

- Continued strong certification activity of aircraft design and derivatives and increased continuing airworthiness activity;
- Enhancement of the European regulatory system and its promotion to new regions;
- Introduction of the new implementing rules for ATM and Aerodromes and alignment between SES regulatory framework and EASA Basic regulation following the SES recast currently underway (SES2+);
- Expected growing standardisation and accreditation activity following the new domains of the Basic Regulation – FCL, OPS, ATM and Aerodromes;
- As a result, the Agency will need to have access to new expertise to cope with the new technologies and business models enabling increased performance and sustainability.

Based on the above, the Agency assumes for this Business Plan that, in general, the volume of activities within the original competencies of the Agency will develop in line with the global industry growth.

4 Main assumptions BP 2014-2018

The Business Plan has been developed based on the following assumptions:

Staff and budget
The assumption on the European Union contribution is an increase to reflect only the additional posts indicated in the Multi Annual Staff Policy Plan 2014-2016. The following total amounts will be considered as the European Union contribution and are in line with the Legislative Financial Statement 2014-2020. As agreed during the previous Business Plan exercise, the subsidy is, in principle, not allocated to one extension or title in particular.

Euro '000	2012 Actual	2013 Actual	2014	2015	2016	2017	2018
EU Subsidy BP 2013- 2017	**34,862**	34,862	35,559	37,739	38,494	39,264	
EU Subsidy BP 2014- 2018			34,236[3]	36,370	36,370	34,870	34,870

The recruitment of the subsidy financed posts is planned within the limits set in the Multi Annual Staff Policy Plan 2014-2016 and the associated budget. The Commission has proposed staff reductions for the Agency over a period of 5 years (1% per year already included in the Business Plan). The staffing for Fees and charges activities is based on the market conditions and planned level of activity. The Agency may revise the staffing needs for the Fees and Charges activities according to the forecasted evolution of the activities and their associated revenues.

Inflation
A 2% inflation rate will be applied to all Fees and charges revenues, NAA/QE outsourcing costs and other operating expenses.

---

[3] EC contribution is €34,174k plus the assigned revenue from previous years, €62k.

Salary increase

The salary increase of 2,7% previously presented in the Business Plan assumptions in June 2013 has been reviewed in the light of the latest developments in the court case between the European Commission and the Council regarding the salary freeze for 2011 and 2012. The Court of Justice has dismissed the Commission's action seeking the annulment of the Council's decision whereby the Council has refused to adopt the Commsision's proposal to increase, with effect from 1 July 2011 the remuneration and pensions by 1.7% (case C-63/12). In the absence of a judgement for the 2012 salaries adjustment, the Agency retained in its budget 3,5 Mio € to cover the ralated one-off payment. In case the Court of Justice also dismisses the Commission's action for 2012, an amending budget will be proposed. As a consequence the salary increase considered in the draft Business Plan 2014-2018 is as follows:

Annual salary adjustment year 2014:	5,1%
salary adjustment & country coefficient	3,4%
seniority/step increase	2,1%
promotion	0,6%
vacancy rate	(1,0)%

Allocation rules

The reviewed allocation rules that are used to distribute the non-core profit centres to the core profit centres, based on a study performed by Deloitte Consulting, were already applied during the previous elaboration of the Business Plan and will continue to be applied in the Business Plan 2014-2018.

Non-used EU subsidy

The Business Plan 2014-2018 will be developed on the basis that any budget surplus from the European Union contribution is reimbursed to the European Commission while the total Subsidy budget is in line with the requests submitted in the Multi Annual Financial Framework.

Fees and Charges

The future Fees and Charges regulation is in preparation. The date of entry into force and the level of revenue are not yet confirmed.

Nevertheless the Business Plan 2014-2018 uses the newly proposed F&C Regulation as a basis for the revenue calculation from 2014 onwards, as these ensure a more correct coverage of the expenses in the different activity categories. This also confirms the necessity to have these approved before the end of 2013.

5 Risk elements

European carriers have been particularly hard hit by the recession. However, the European aviation industry as a whole is still a world leader in manufacturing, airlines, airport hubs as well as Air Traffic Management research and technology (including the SESAR programme). Despite the economic crisis, the main EASA applicants are active in the design sector and are currently investing efforts and money in medium and long-term developments to become operational in the coming years. The economic situation is thus expected to have a limited impact on EASA's work with industry and is expected to be off-set by the agency's new tasks and the new tariffs. In conclusion as far as revenues from fees and charges are concerned there is a limited risk relating to the level of activity.

It must be noted that at the time of writing the estimated workload is based on the availabe information. In case of significant deviations the Agency will have to reassess the overall

workload and define a prioritization program taking into account the available internal and external resources. The the internal staff capacity is limited by the levels defined by the Budgetary Authority. In the current Business Plan the Fees and Charges staff evolution deviates for the year 2015 and onward from the current Multi Annual Financial Framework 2014-2020 and it is in line with the expected workload.

In addition the Agency faces the risk of a delay of the entry into force of the new Fees and Charges Regulation that may cause a potential shortfall in revenues of approximately €600,000 per month throughout 2014. At the time of writing the latest estimate for the entry into force is March 2014. Should the regulation be delayed, the Agency will need to use its budget reserve to cover the losses.

Finally, the Agency will have to bear the financial cost of the pension contribution for the Fees and Charges financed staff as presented in this Business Plan from 2016 onwards at which time the Agency will propose a revision of the Fees & Charges Regulation to cover this obligation.

It has been confirmed that the TCO activity will be financed by the European Union subsidy. Nevertheless, no additional posts or funding have been foreseen in 2014 for this activity. The estimated costs of 1,6 Mio € in 2014 is covered in the Business Plan 2014-2018 at the expense of other operational activities such as research.

As mentioned above the staffing levels of the Agency presented in the current Business Plan have been defined based on the estimated workload for the Fees and Charges Staff and limits set by the Multiannual Fiancial Framework for the Subsidy financed ones. It is aknowledged that the EU Commission can only commit for the posts assigned in 2014 therefore the staffing levels for the following years might deviate from the requests of the Agency. In such a case the activities planning will have to be modified accordingly.

6 Activities of the Agency

6.1 Strategic Safety

In the first year of this planning cycle, the research programme will be limited to a study on in-flight icing. This is as a result of the budgetary contraints linked to the one-off salary payment. This will be revised in the light of the judgement of the Court of Justice on 2012 salaray adjustment. The Agency will continue its efforts to have EU research funding re-directed towards aviation safety for pre-rulemaking research.

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

Successful continuous improvement is fundamental to achieving the highest common standard of civil aviation safety. In the Agency's first decade good progress has been made towards this goal. Nevertheless further improvements will become increasingly challenging at the same time as demonstrating greater efficiency. Thus there is a need for sound safety policy, planning and implementation. The European Aviation Safety Programme (EASP) and Plan (EASp) serve this purpose. The EASp, which closes the safety management loop by connecting the safety issues, identified at European level with action plans to mitigate underlying risks, will be reviewed annually and updated by the Agency.

Following the adoption of a Global Aviation Safety Plan (GASP) and the new ICAO Annex 19 in 2013, the European system will need to be aligned by 2015. An EASP/EASp review will be needed against a second version of ICAO Annex 19 by the end of 2017. This work will be done in partnership with the European States, the industry and those charged with aviation safety responsibilities worldwide. The Agency's annual safety reports will provide regular updates on progress achieved with respect to the EASp through measurement of reactive, proactive and the development of predictive safety indicators. This plan has the following strategic safety objectives:

- **Near-term objectives:** Improvements in the assessment of risk, measuring performance and the mechanism to coordinate the EASp with stakeholders;
- **Medium-term objective:** For all EASA States to achieve full implementation of EASP and safety management systems (SMS) to facilitate the proactive management of safety risks;
- **Long-term objective:** The implementation of predictive systems that will become integral to aviation systems of the future.

Facilitated by the Agency, the European Strategic Safety Initiative (ESSI) is a voluntary partnership bringing together aviation authorities, the industry and international partners. ESSI supports the EASP and works with the Regional Aviation Safety Groups (RASG) of ICAO. ESSI will further strengthen relationships with the international initiative and safety promotion work. The functions of safety analysis, reporting and exchange will provide an increasingly proactive approachwhile Research activities will continue to serve the Agency's specific knowledge needs. To advance a predictive capability work will explore the potential of Big Data analytics. Also, Human Factors activities and knowledge will be reinforced. The Agency will react rapidly to accidents and serious incidents to ensure lessons learned are applied. Communicating safety information, including mandatory action will remain a priority.

Safety Analysis & Reporting

Acquiring and analysing data are vital parts of all safety management systems. The Agency's work is automated as far as practicable but the skills of an analyst can draw the maximum from data. The Network of Analysts (NoA) works with the EASp process to contribute determining the key aviation safety risks in Europe and also contribute to address them.   The development of safety performance indicators is a dynamic work area in order to have a more efficient and effective monitoring of aviation safety. The Agency has increasing work with the Performance Review Board (PRB) with this aim in the ATM area. Paving the way for a risk

based approach to safety through the aggregation of data and their analysis the Agency in cooperation with the Joint Research Centre (JRC) is enhancing the usability of the European Central Repository (ECR) reports and also makes available updated quality rules, workshops and training. Also, a major role continues to be played in the development of international aviation taxonomies.

A proposed new European legislative Regulation and framework for occurrence reporting will increase activities in the areas of the Network of Analysts, which reports to the Agency and the ECR. The Network of Analysts will in particular work on proposal to the European Commission for a common EU risk classification scheme. Growing safety management work together with this new legislative framework will significantly challenge the Agency's capacity. The Internal Occurrence Reporting System (IORS) continues to be expanded commensurate to the extension of the Agency's remit. Cooperation with National Aviation Authorities (NAAs) will further develop as well as the information to stakeholders. Improvements to tools, automated data capture capabilities and working methods will need to yield increased efficiencies from the use of European Coordination Centre for Accident and Incident Reporting Systems (ECCAIRS). Supporting the exchange of safety information, it will be imperative to have in place safeguards against the improper use of safety information. To this end, the Agency will continue with States and industry to further develop actions to ensure appropriate protection of safety information .

Research & Human Factors

The Agency develops, improves and maintains partnerships for selecting, conducting and sharing research[4]. Capability will continue to grow in research project management and improving planning and cooperation. The results of research funded by the Agency are published. The European Aviation Research Partnership Group (EARPG) will continue to provide a thematic programme to address the priority areas for safety and environmental research for consideration in the EASA Research Plan and National Plans. The three year EASA Research Plan is the baseline for the assignment of resources. These resources are an efficient medium-term investment to serve the Agency's specific knowledge needs. Given the budgetary evolution foreseen in the Multi-annual Financial Framework 2014-2020, the Agency will try to explore alternative means of financing and cooperation.

For the aviation safety and environmental protection topics, the Agency will have a unique role influencing the development of the Framework Programme Horizon 2020 including prioritisation and the monitoring of projects. The European Human Factors Advisory Group (EHFAG) will continue to provide support to the Agency's Certification and Design, Continuing Airworthiness and OPS and Licensing activities. It will develop new capacities to support ATM/ANS activities.

Safety Directives & Information

A primary role of the Agency to ensure the continuing operational safety. A key means to achieve this objective is the utilisation of Airworthiness Directives (AD)[5] and Safety Information Bulletins (SIB). The portfolio of aviation safety related information externally provided will need to expand. As will the presentation, dissemination and coverage of the subject material.

The Agency will further develop Safety Directives & information publications (estimated to increase by a third by 2016) for the following reasons:

---

[4] Basic Regulation Article 26

[5] The Publication of mandatory continuing airworthiness information (MCAI), issued in accordance with Regulation (EC) No 216/2008 Article 20.1(j) and Commission Regulation (EU) 748/2012 part 21.A3B, i.e. Airworthiness Directives (AD), Emergency Airworthiness Directives (EAD), and Proposed Airworthiness Directives (PAD).

- Safety Information Bulletins (SIB) are increasingly used to address safety related issues in domains other than airworthiness, e.g. Operations, Flight Crew Licensing, ATM/ANS and Aerodromes;
- Operation Suitability Data (OSD) will require the issuance of specific Directives;
- Safety Directives for Operations as defined under (EC) No 216/2008 Article 22 are expected to start in 2014, as well as Safety Directives as envisaged by Article 13 of regulation (EC) No 1034/2011; and
- Safety Directives for Pan-European ATM/ATS are needed.

Accident Investigation & Coordination

The Agency will progressively develop working methods with the Safety Investigation Authorities and European Network of Civil Aviation Safety Investigation Authorities (ENCASIA). The Agency will work internationally to enhance cooperation, eliminating duplication of effort and in facilitating information sharing. This will include further developing the processes for Safety Recommendations follow-up and monitoring with the view to expand the sharing of information on Safety Recommendations of global concern. Stemming from the obligations of Regulations 996/2010 and the European Union's bilateral agreements, the Agency receives and processes notifications of accidents and serious incidents, comments on draft and final reports and answers questions and recommendations from a growing number of investigators from across the globe. In the planning period there is likely to be 1,000 official notifications per year. Responses range from notifications requiring significant coordination, expertise and engagement with safety investigators to others logged for future reference. From this will come approximately 120 draft and final reports for comment and action. Approximately 100 Safety Recommendations per year will be publically replied of which 70% may require some form of corrective measures.

The Agency has a key role in collecting investigation reports. Recognising the detailed information available, the Agency will develop its information mining and dissemination capacity. Safety management practitioners need to have easy access to aggregated information from investigation, have thematic filters and be reminded of safety principles learned from past experience. In addition to work on accident recorder standards, the Agency facilitates European Flight Data Monitoring initiatives and provides guidance and expertise to support Member States Safety programmes.

6.2   Regulation

Putting in place the Total System Approach (TSA). The general aim for the coming years is to develop an integrated set of aviation technical/safety regulations for all aviation domains through an integrated system approach. The TSA is based on the fact that the aviation system components- products, operators, crews, aerodromes, ATM,ANS, on the ground or in the air- are part of a single network. Uniformity is achieved by common implementing rules adopted by the Commission. The 'TSA" eliminates the risk of safety gaps or overlaps and seeks to avoid conflicting requirements and confused responsibilities. Regulations are interpreted and applied in a standardised manner and best practices are provided. At the same time, uniformity means to protect citizens and to provide a level playing field for the functioning of the internal market. Furthermore, it will allow for the realisation of increased interoperability of products and services. The "TSA" also streamlines the certification process and reduces the burden on regulated persons and organisations.

6.2.1 *The Main achievements and future challenges*

Regulatory action has to be justified and performed after a thorough analysis of the environment in which the regulator carries out its functions, as well as the challenges to be faced by the regulatory system in coming years. So far seven main challenges/priorities have been identified and are listed below.

1. To prepare the ground for emerging large scale and interoperable technologies and business models resulting from Research Programmes but not limited to that (e.g. RPAS, SoA);
2. To support standardisation (through industry standards) and interoperability requirements, including those at international level;
3. To provide for level-playing field and to promote EU views and standards throughout the world and, thus, supporting the EU and Member States in the implementation of the EU external aviation policy;
4. To respond to the demands from the European agenda for the completion of the Single European Sky (including civil-military co-operation and co-ordination) and deployment of modernised air traffic management infrastructure (SESAR);
5. To implement the EASP/EASp and support the development of a Safety Management system at EU level that incorporates safety-performance targets and measurements;
6. To review regulations with the aim to deliver more cost-effective, proportionate, practicable, consistent, easy to understand and easy to implement rules for stakeholders and Member States across all aviation domains; Further development total system approach and more performance based regulation;
7. To update the Basic Regulation, to accommodate new EU policy developments (e.g. alignment of EASA and SES framework for more proportionate rulemaking for General Aviation), and to deliver outcomes which contribute to the objectives of the Basic Regulation for highest safety and environmental protection standards and the general principles laid down in the EU treaties (e.g. proportionality, subsidiarity, freedom of movement);

In the spring of 2013, the Agency started a discussion with the Member States and the Industry on the overall priority setting in Rulemaking for the coming ten years. To accommodate the above challenges while facing the overall reduction of resources and the availability of adequate staff. The seven challenges described above have been included in a discussion paper. The EC has, on a higher level, initiated a discussion on 'Modernising aviation safety policy'. Both documents generated input which, together with the outcome of Article 62 evaluation from EASA, will be used in decision making on EASA's future activities, including the priorities for the regulatory activities.

Production of new rules

Over the past decade, several far-reaching regulatory initiatives were taken which transformed the European aviation sector. The Agency realises that the development of the EU/EASA aviation system (including SES) has required from all in the aviation system a huge effort. With putting in place the EASA regulations so far EASA enabled the 'total system approach' in regulation.

However, this has also raised additional questions either on the complexity of the system, on proportionality, need for simplification, possibility to address developments or new business models, technical developments, etc. It is acknowledged, now more than ever, that there is a need for further steps to build an efficient, transparent and aligned regulatory system that contributes directly to the safety of the end-users and the benefits they gain from aviation.

All parties in the EASA system need to work together to develop an operational framework and implement an approach that will lead to prioritisation of regulatory activities using a data-driven and performance-based approach to target areas that need improvement for safety, economical or technical reasons and ultimately improve aviation safety levels. Evolving our regulatory framework and tools is a key priority for the aviation system to ensure that air

transport is kept sustainable, allowing for growth and improved safety. In doing this, we must take account of the current economic situation in the EU and remember that the interest of the end-users is our final target. When addressing the rulemaking priorities the following principles have to be considered; such as implementing a total system approach, having a risk based approach to regulations, having more performance based approach to regulation, developing cost-effective, practicable, proportionate and easy to implement rules, incorporating interoperability, strengthening co-operation at ICAO level and regulatory co-operation with FAA/TCCA.

Support to rules

The introduction of new rules has to be complemented with support to the implementation. Resources have been made available for that in the planning to assist the Member States and the other stakeholders during the implementation of the new regulations (including promotion of the new rules).

Coordination with ICAO and rule harmonization with third countries

In the coming years Rulemaking will participate more in ICAO panels (and continue also in the Committee on Aviation Environmental protection) and working groups to contribute to effective rulemaking 'upstream'. Harmonisation with the US and Canadian regulations is also a priority.

Regulation related tasks

Rulemaking staff will be more involved in Standardisation Inspections to maintain their knowledge and obtain direct feedback on the issues with implementing regulations. With regards to the provisions in the Basic Regulation, such as Article 14 and 22, will require a greater effort from the Rulemaking staff with the extensions to FCL, OPS, and ATM/ANS. This will inevitably impact on the priority in activities because of strict timelines we have to adhere to in respect to these requirements.

6.2.2 *Resource plan*

The Rulemaking workload is increasing with the extension of the remit of the Agency. We have approximately 15 sources that trigger rulemaking activities, varying from changes in the Basic Regulation to addressing Safety recommendations. Putting the Basic Regulations in place is a primary activity and the resources for this work are relatively easily to estimate. However for the Agency's obligations to the Basic Regulations (Article 14, Article 22), the workload is very difficult to predict because the workload depends on Member States and operators forwarding to EASA requests for information, explanation derogations, etc. Because of the legally binding requirements in dealing with these derogations that have a priority over normal rulemaking tasks; we will monitor carefully what the impact will be on Rulemaking resources in 2014.

Member States and Industry also demand from Rulemaking assistance in understanding the new regulations and this also requires, with the new extensions and regulations, our engagement in such activities. These activities are important in order to get the rules adequately implemented and used. These activities are booked as 'support to rules' and are partly initiated by ourselves but mainly initiated by external parties.

It has been indicated to Rulemaking that the number of staff will be flat for the coming years. This has meant that we have matched our work with the available resources.

At the same time we have indicated that there are certain unknown factors such as the work to be done for a timely SESAR deployment, the changes in the Basic Regulation which will most likely lead to re-prioritisation of the scheduled work.

In SES 2+ it is foreseen that EASA, including Rulemaking, could get extra resources in the ATM area but the timing is uncertain. Rulemaking will outsource certain tasks (soft law area), to

NAA's, Industry and Eurocontrol. For the outsourcing we have a specific process in place but in all phases EASA maintains responsibility for these activities.

6.3 *Product Safety Oversight*

The activities in the field of Product Safety Oversight can be summarized under three main areas:
1. Certification:
   a. Airworthiness and environmental certification of aeronautical products, parts and appliances (IAW);
   b. Qualification of non EU Flight Simulation Training Devices (FSTD).
2. Continuing Airworthiness Oversight (CAW):
   a. Review of available safety information (occurrence reports, safety recommendations, etc.);
   b. Development and implementation of corrective actions and Safety Information e.g. Airworthiness Directives.
3. Certification related services: MRB, OEB, Certification Support for Validation, Technical advice and Assistance upon request of Industry, Aviation Authorities or other public institutions.

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

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

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

6.3.1 *The main achievements and future challenges*

The Certification activity has developed successfully over the past years, both in terms of staffing and from an organisational point of view: highly qualified experts have been recruited (mainly from NAAs and to a growing extent also from Industry), working methods and policies have been well established, an ISO-certified Quality Documentation System is in place, and stable relations with private and public stakeholders exist. However, the Agency is faced with numerous challenges that need to be considered for the Business Plan period 2014-2018. At the time of writing the estimated workload is based on the available information, however it must be noted that in case of significant deviations due to revised plans from the applicants (i.e. new applications or delays in current projects) or unforeseen in-service difficulties, the overall working plan must be reassessed considering the internal and external resources available.

Initial Airworthiness

In the area of Initial Airworthiness, the main challenges result from an increase of projects from countries with whom no formal safety Agreements exist (China, Japan, Russia, India), a constant growth of the technical complexity of new aircraft types and the ever higher expectations with regards to the environmental impact of aircraft and engines. In addition, new requirements for approval of Operational Suitability Data (including Minimum Syllabi for Pilot Type Rating Training, Minimum Syllabi for Maintenance Certifying Staff Type Training, Minimum Syllabi for Cabin Crew Type Rating Training, Approval of MMEL, Approval of Reference data for FSTD) as part of the TC process will create additional workload.

Continuing Airworthiness

For Continuing Airworthiness the required workload will increase in line with a growing number of occurrences reported to EASA, mainly resulting from new aircraft types entering into operation and a permanent growth in air traffic, but also from the development of EASA as one of the leading aviation safety authorities. Furthermore, the full implementation of the OSD concept and a new Occurrence Reporting Regulation which is currently under negotiation will increase the amount of occurrence data available to the Agency and, consequently, the workload. The main challenge for EASA will be to have sufficient resources available (Internal and external) and to optimise their use for in-depth analysis and follow-up of all incoming information in order to correct potential unsafe conditions and thus prevent incidents or accidents.

Product Safety Oversight related services

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

As far as expertise for other internal core and support processes is concerned, the Certification workload is expected to grow in line with these activities. Future challenges will be the enhancement of the IORS to cover all reporting related to the new remits and the potential adoption of the SES2+ concept with ATM systems and equipment subject to certification, which may significantly increase the workload (not foreseen in the resource planning). Above all, the big challenge will be to generate the required funding (i.e. the right level of income to cover all costs and to maintain the right level of technical involvement) and to attract and develop a sufficient level of human resources and expertise.

6.3.2 *Resource plan*

The Agency's total workload in Product Safety Oversight and related activities over the Business Plan period is triggered by its estimated technical involvement per project. Whilst the workload related to the initial type-certification (IAW) is forecasted to slightly increase during 2014 and then remain stable, continuing airworthiness activities will further increase due to reasons described above. A part of the estimated workload will be outsourced to NAAs and Qualified Entities (QEs) under consideration of the following principles:

1. Both, EASA and NAA should have the necessary internal staff to perform the activities assigned to them according to the Basic Regulation. Outsourcing should then be used as an additional means to gain access to supplementary resources, whenever needed;
2. In all cases, EASA should have full control of the outsourced activities, from technical, managerial and financial points of view;
3. A risk based approach should be followed and tasks related to high risks (safety/ commercial/political risks) should always be performed by EASA staff;
4. Project management should be done as far as possible by EASA staff;

5. Outsourcing to a significant extent is a viable solution where NAAs and QEs have sufficient expertise due to the execution of own responsibilities (e.g.: Approval of Part-145 and Production Organisations, MRB, ATM);

6. Outsourcing should also be considered if proximity to the applicant may help to mitigate potential language and/or cultural issues for very small   organisations.

Technical workload (in hours)						
Activity	**2012 (Actual)**	**2014**	**2015**	**2016**	**2017**	**2018**
Certification (Initial Airworthiness)	**139,916**	**158,708**	**156,458**	**156,976**	**157,428**	**157,428**
Certification	*130,917*	*145,309*	*145,310*	*145,310*	*145,310*	*145,310*
Qualification of FSTD	*8,998*	*13,399*	*11,148*	*11,666*	*12,118*	*12,118*
Continuing Airworthiness (CAW)	**53,380**	**76,400**	**78,500**	**80,000**	**81,500**	**82,800**
Certification related services:	**34,571**	**53,734**	**52,290**	**50,890**	**49,490**	**46,590**
MRB	*18,512*	*22,000*	*20,550*	*19,150*	*17,750*	*14,850*
Related services to external stakeholders	*3,896*	*5,100*	*5,100*	*5,100*	*5,100*	*5,100*
OEB* (incl. future OSD mandatory activities and services upon request of industry)	*12,163*	*26,634*	*26,640*	*26,640*	*26,640*	*26,640*
Total Product Safety Oversight workload	**227,867**	**288,842**	**287,248**	**287,866**	**288,418**	**286,818**
Internal Workload	*169,591*	*227,879*	*230,984*	*232,927*	*234,879*	*236,179*
External Workload	*58,276*	*60,963*	*56,265*	*54,940*	*53,540*	*50,640*
Internalization rate	**74%**	**79%**	**80%**	**81%**	**81%**	**82%**

* 2012 OEB Actual value doesn't include NAAs working hours.

6.4   *Organisation Approvals*

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned. In addition, with the first extension of the remit, the activities include the approval and oversight of Flight Crew Licensing organisations located outside the territory of an EASA Member States.   With the second extension of the remit to ATM/ANS, the activities include the approval and oversight of Pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the Network Manager on behalf of the European Commission.

6.4.1 *The main achievements and future challenges*

The organisation approvals activity is mature, applying a solid working approach supported by highly qualified experts and well established working methods. Even though the number of organisations under surveillance for the earlier activities (DOA, POA and CAO) is in general terms stable, with some minor natural increases (e.g. approvals of 145 and 147 organisations), a change in the rule, i.e. the introduction of OSD under DOA will generate additional activities in Design Organisations.

In addition to the core activities, there will be a specific focus on initiating SMS implementation in CAO and POA taking into account the outcome of the relevant NPAs. SMS implementation

will be a major activity in the FCLOA domain due to the fact that FCL SMS implementation is already integrated in FCL ARA and ORA. The ATM/ANS domain will be further consolidated. From a resources point of view a special note needs to be made regarding the Continuing Airworthiness Organisations activity.

The CAO Section outsourcing policy currently relies on a low internalisation rate to allow the NAAs to continue to maintain their competencies in these fields, as mandated by their area of responsibility. However, experience with such a low internalisation rate, relying only on a small number of providers, has shown that the Agency could be put in a situation where it becomes increasingly difficult to manage the oversight of the EASA approved organisations worldwide.

Therefore, in order to increase the internal readiness capability and to mitigate the risk related to external providers defaulting or not being able to provide adequate resources, the Agency will increase its internalisation rate gradually, to reach an outsourcing level of 40% and at the same time to reduce the work share allocated to one single provider to no more than 20%. In order to achieve this objective the section should grow by 9 staff over the period 2012-2014, primarily covering the increases in activity mentioned above.

6.4.2 Resource plan

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

Technical workload (in hours)						
Activity	**2012 (Actual)**	**2014**	**2015**	**2016**	**2017**	**2018**
EASA Design Organisation Approval	28,674	32,312	31,934	32,249	32,438	32,751
EASA Foreign Part 145 Approval	21,447	23,263	23,865	24,368	24,870	25,371
EASA Foreign Part 147 Approval	3,258	3,881	3,873	4,034	4,196	4,357
EASA POA Approval	9,963	12,754	13,541	14,335	14,791	15,212
EASA Export Certificate of AW	2,111	3,105	3,105	3,220	3,335	3,450
ATM/ANS Service Provider Organisation	917	4,182	2,280	2,280	2,280	2,280
Part - ORA ATO Approval	390	8,565	8,565	8,565	8,565	8,565
EASA Approval for AP to DOA	491	715	725	735	745	756
Changes to EASA DOA[6]	1,136	-	-	-	-	-
Other	2,318	3,214	3,483	3,763	4,018	4,241
Total Project workload	**70,704**	**91,991**	**91,370**	**93,549**	**95,237**	**96,982**
Internal workload	40,017	57,105	56,423	57,965	58,965	59,983
External workload	30,687	34,886	34,947	35,585	36,272	36,998
Internalisation Rate	**57%**	**62%**	**62%**	**62%**	**62%**	**62%**
Preparatory technical workload	54,588	35,000	35,000	35,000	35,000	35,000
Total Organisational Approvals workload	**125,292**	**126,991**	**126,370**	**128,549**	**130,237**	**131,982**

---

[6] Changes to DOA" are now part of the "EASA Design Organisational Approval" total.

6.5 *Inspections of Member States*

6.5.1 *Standardisation*

In line with its standardisation strategy, based on three pillars:

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

The Agency conducts "standardisation activities" as tasks identified in the activities table in the most balanced way. The aim of activities is not only to check whether the Competent Authorities are implementing EU regulations correctly, but to contribute to raising safety standards in line with the objectives of the EASA system as a whole. The new Standardisation Regulation (Regulation (EU) No 628/2013) introduces the concept of Continuous Monitoring Approach (CMA), which represents a fundamental change in the way the Agency will monitor the application by Competent Authorities of the common rules in the field of civil aviation.

The main CMA objective is to transition from a system of regular compliance inspections which are planned and performed regardless of the identified issues to a prioritised conduct of inspections with more risk and performance oriented approach.

6.5.2 *The main achievements and future challenges for Standardisation*

Both the geographical (more countries) and technical (additional implementing rules) scope continue to grow, while at the same time resources will remain stable. Against this background, standardisation as a whole will face several challenges in the upcoming BP period 2014 to 2018, such as:

- The development and implementation of a risk-based Continuous Monitoring Approach (CMA) including a major revision of the current working methods to conduct standardisation inspections;
- Increased cooperation and integration with the ICAO USOAP CMA;
- The need to provide to EASA's stakeholders with a "holistic" view of the safety oversight capabilities and safety performance results of Competent Authorities at Country level;
- The impact of the recently adopted and upcoming EU Implementing Rules in several domains (Aircrew first, then Air Operations, then Aerodromes), and its consequence in terms of workload;
- Coping with the introduction of the Safety Management Systems to both the aviation industry and Member States including the European Aviation Safety Programme and Plan;
- The expected increase in volume of international standardisation activities, due to the implementation of new BASAs and the enlargement of scope of the existing ones.

The new EASA CMA will allow the Agency to allocate its available resources in a targeted and proportionate manner, thus ensuring the best possible efficiency and avoiding undue auditing burdens on the Member States' Competent Authorities. The envisaged cooperation/integration of the EASA standardisation activities and the ICAO USOAP audits will require further efforts in all domains. Standardisation will also continue to support DG MOVE (in conducting assessments aimed at verifying the state of implementation of Aviation Regulations in Countries having signed agreements in the field of civil aviation with the European Union (subject to the availability of resources). Furthermore, each standardisation domain will face several specific challenges, as follows:

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

In the domain of Aircrew the new EU Implementing Rules were already put in place, covering all scopes of FCL, MED, and FSTD. In the domain of Air Operations, the initial set of the new Implementing Rules was adopted for CAT and special operations. Depending on the applicability dates of the new Implementing Rules and related transition periods, the new rules have replaced or will supersede previous content.

The scope of standardisation inspections will be significantly extended when the complete set of EU IRs becomes fully applicable, as:

- The new Air Operations Regulations will soon cover all types of aircraft and air operations (including non-commercial activities NCO and NCC, new areas of CAT operations, additional types of special approvals SPA and specialised operations SPO) previously regulated only at national level, whereas EU-OPS and JAR-OPS 3 only covered Commercial Air Transport (CAT) with aeroplanes and helicopters;
- New Implementing Rules introducing the Operational Suitability Data (OSD) and Standardised European Rules of the Air (SERA) will have additional impact on scope of standardisation activities;
- The new Aircrew Regulations cover additional activities and licences which previously were regulated only at national level (e.g. LPL, Balloons, Sailplanes, etc.);
- The scope of FSTD standardisation is extended from Full Flight Simulators to all Synthetic Training Devices (FFS, FTDs, FNPTs);
- The Aircrew Regulations related Implementation plans and Conversion reports developed by the Competent Authorities have to be assessed and their implementation monitored.

ATM/ANS

EASA started to perform standardisation inspections in this field in January 2012. Hence, the first priority in the upcoming years will be to complete a full cycle of standardisation inspections in order to establish a consistent "baseline" for implementation of the CMA concept. The domain of ATM/ANS is also committed to support specific activities stemming from the SES regulations (e.g. Regulation (EU) 691/2010). This includes the following tasks: verification of Safety KPIs, review of performance reports, review of PRB safety recommendations, NCP Safety Oversight WG and SES Implementation Reports Analysis. Impact on the workload in this domain can be expected by the adoption of new Implementing Rules and the issue of next generation set of ATM/ANS Implementing Rules in the format of authority, organisation and technical requirements. In addition to the regular inspections at State level, Standardisation will also monitor the implementation of the rules at the Functional Airspace Block (FAB) level. This will lead to additional coordination efforts of inspection activities across the respective FAB Member States.

Aerodromes

In the domain of aerodromes, unlike in all other fields of civil aviation, there has been no European standardisation process to build upon. The introduction of a standardisation system will be challenging and will require extensive preparatory work, both on the part of EASA and Competent Authorities. "Aerodromes" is a new subject to standardisation inspection process, introduction of standardisation activities will require at least one full round of comprehensive standardisation inspections in the first 3 consecutive years to obtain enough business intelligence to allow the Agency to further build upon with the Continuous Monitoring Approach (CMA). This will require an estimated 10 FTE.

Currently there is neither a sufficient number of posts nor the necessary expertise available in standardisation to expand activities to the new field of aerodromes. The turn-over of resources in standardisation is not high enough to reserve the necessary number of posts. Therefore, the Agency should seek to reddploy resources to build the aerodrome standardisation capability.

Having regard to the schedule of the Implementing Rules adoption and their intended applicability dates with the possible transition, the initial preparatory activities should start already in 2014 and continue as intensive development tasks in 2015 and 2016, to enable the domain to start with the conduct of full systematic scope of standardisation inspections at latest in 2017.

Airworthiness

In this field, the standardisation inspection process is well established and mature. However, permanently introduced minor and major changes to the existing regulatory material will have to be adequately addressed by the standardisation inspections. In addition to the general challenges mentioned above, Standardisation in this area will have to continue to support Accreditation audits in the next years.

6.5.3 *Accreditation*

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

The risk based approach will be gradually implemented in Accreditation which will lead to more focused audits, based on identified risks, what should reduce the scope, audit team size and duration of audits with the positive consequence of total savings regardless the number of audits (being focused to the identified risks may require even more audits but of shrank nature with regard to the scope, team size and duration. This activity is covered by the revenue from Fees and Charges, as it is a support activity in the award of outsourcing contracts.

6.6 Operators

6.6.1 *Ramp inspection programmes (SAFA/SACA)*

The Agency coordinates the EU Ramp Inspection programmes (SAFA/SACA). This activity was inherited from the JAA on 1st January 2007. To achieve the pan European objective of SAFA, specific working arrangements have been signed with non EASA Member States. During the 2014 to 2018 period, efforts will continue towards improving the data quality and enhance the overall analysis and harmonization of the programme. The new Basic Regulation (EC) 216/2008 places an obligation on Member States to perform ramp inspections on all aircraft, therefore extending the scope of the current SAFA Programme (from third-country aircraft to all aircraft).

Subsequent Implementing Rules have been published in 2012 (also repealing the current legislative framework) and subject to certain opt-out provisions will enter into force in 2014. The programme development will be centred on the following axis:
- Consolidation of ramp inspection on third country aircraft (SAFA) programme and further integration with the TCO process;
- Development and implementation of the ramp inspection programme on EASA aircraft (SACA) and subsequent: Integration of SACA results within the cooperative oversight process and standardisation/CMA process;
- Standardisation of the SAFA Participating States;
- Incorporation in the SAFA Programme of strategic non-European partners;
- Technical evaluation of SAFA Training Organisations (new task);
- Support to the European Commission in the context of the safety list.

6.6.2 *Third Country Operators*

The Third Country Operators activity will be performed by issuing authorisations to Third Country Operators wishing to fly to the EASA states. Following the approval of the Implementing Regulation in the EASA Committee in July 2013, it is expected that the regulation will enter into force in January 2014. The following deadline will apply: The phase-in period to complete the authorisations for carriers eligible for transition rights ends 30 months after the date of entry into force of the regulation. Any operator not authorised by the Agency at this time cannot continue to operate until the issuance of the authorisation.

The decision has been taken at the Commission level that this new Agency task and the necessary resources shall be covered by the subsidy and not Fees and Charges income.

In the meantime, substantial effort has been made to ensure that in preparation for this new activity the necessary tools and procedures are in place when the regulation becomes applicable. In 2011, EASA launched the development of the TCO database which will be ready for use at the entry into force of the Implementing Regulation. The TCO IT-tool will facilitate communication with approximately 850 external applicants allowing them to update core data and upload supporting documentation; furthermore the TCO IT-tool will facilitate the risk analysis for the applicants.

6.7 International Cooperation

The general activity is focused on two strategic fields: (i) continuously improving cooperation with ICAO; and (ii) enhancing external relations (the focus remains on implementing / maintaining existing bilateral agreements/arrangements and supporting negotiation of new bilateral agreements or new annexes to these BASAs).

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

- Strengthen the interface activities with ICAO, in close cooperation with the Commission. A special focus will be on the implementation of the ICAO Universal Safety Oversight Audit Programme (USOAP)/ Continuous Monitoring Approach (CMA) with the Member States;
- Continue the implementation of the agreements with US and Canada. Start the implementation of the agreement with Brazil as the ratification process process has now been Support the Commission in the negotiation of new Bilateral Agreements
- Support the European Commission in its negotiation of new annexes to the Agreement with the US and Canada, and later with Brazil;
- Strengthen relations with the US, Canadian and Chinese authorities and with ICAO, through the EASA representatives; reinforce existing EASA representations and explore the possibility for opening new EASA external representations in key regions;
- Develop and/or negotiate working arrangements to support the certification exercises and the export of European products.

Due to the limited resources, some of these activities may be at risk or significantly delayed. However as the Department has been transferred into the Executive Directorate, some of the horizontal activities will be dealt with centrally by the Agreements and Representation section in order to increase the efficiency.

The technical activity is focused on four strategic fields: (i) Support to the EU Civil Aviation Cooperation projects, in particular the CAA subject to Regulation (EC) No 2111/2005; (ii) the Regional strategy; and (iii) the EASA International Cooperation Forum (ICF).

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

- Technical Assistance missions to CAAs subject to Regulation (EC) No 2111/2005 in order to support them to meet their international requirements. A dedicated focus could be on several countries in Latin America where the SAFA rates are high;
- Support to the EU Civil Aviation Cooperation Projects directly contracted by the Commission to EASA such as the Mediterranean Aviation Safety Coordination (MASC) Programme and its foreseen successor, the TRACECA (Central Asia) and its foreseen

successor, the IPA Programme (Western Balkans) and its foreseen successor, the AATIP Programme (South-East Asia), and the CEMAC Programme (Sub-Saharan Africa);

- Support to the Regional Organisations such as SARI (South Asia), ACSA (Central America), UEMOA and CASSOA (Africa); involvement in ICAO COSCAP Programmes such as the Gulf States;
- Strengthening the cooperation between ICAO COSCAP Programmes and EU initiatives in Africa and Asia in order to avoid duplication of efforts;
- Support to the countries making use of EU regulations through the ICF: coordination of the ICF network of focal points and of activities; Organisation in 2014, 2015 and 2017 (every 18 months) of the plenary ICF Conference;
- Further develop synergies in the domain of Training with what already exists in the Agency (International Cooperation, Technical Training and Professional and Organisational Development).

Most of these activities have ear-marked funds and the needed financial and administrative assistants are directly paid by the relevant projects. This approach will be further developed and the section will continue to actively develop its technical assistance activity with the DG-MOVE, DG-DEVCO, DG-ENLARG and the EU delegations (EEAS). In order to more efficiently fulfil its objectives the technical cooperation section has completely revised its working methods and internal organisation. The results of this exercise will be continuously assessed over the coming years.

6.8 Support Activities

The main challenges and activities for the planning period are:

Application and Outsourcing Services:
- Complete the implementation of the revised Fees & Charges Regulation including new tariffs to ensure sufficient revenue and improve cost reflectivity for F&C activities;
- Roll out and further extend the web-portal enabling applicants to prepare and dispatch online-applications and to autonomously manage certain customer master data;
- Implement administrative procedures for applications related to OSD and TCO;
- Further enhance the efficiency of applications management, certification outsourcing and applicants invoicing through improved and simplified processes and automation where possible.

Finance Services:
- Maintain a high level of error free transactions rate and full compliance with the Financial Regulation in particular by absorbing the increase of activity linked to new tasks;
- Further strengthen the financial planning and performance function through better integration of the working methods with the EASA operational activities;
- Support the Agency management through careful monitoring of the Agency's revenues and costs in order to ensure a balanced situation at the end of the year.

Information services:
- Integrate existing applications and further extend where required: HR-Systems, Standardisation Systems, ERP (project management, flexible time management, applicant access through web portal), Document Management System, Occurrence databases, new Agency tasks, notably TCO. All IT activates will be performed to take into account the principles of efficiency and value for money.

Corporate Services:
- Complete fit out, of new Headquarters Neue Direktion in mid-2016, establish new facility management and building services at Neue Direktion;
- Settle dispute with landlord of KölnTriangle and prepare the Agency transfer to the new building;
- Reduce workload and processing time for travel reservations and expense claims and increase time investment in cost reduction and traveller assistance activities;
- Manage the Information Management Programme to achieve the defined strategic objectives, including the roll out of a document and records management system across the Agency.

Procurement Services:
- Develop a professional, properly staffed centralised Procurement department in order to implement a standardised and efficient system for low value procurement as well as to maintain a high quality and effective service for high value procurement;
- Implement and standardise improved contract and supplier management practices throughout the Agency;
- Prepare renewal of certification & standardisation outsourcing contracts in 2017 and ensure adequate and optimal coverage of all relevant activities in mid/long term perspective.

Communications:
The Communications Department is responsible for the external and internal communication. The objective is to raise the visibility and protect the reputation of EASA as the centrepiece of the strategy of the European Union for aviation safety.
- Internally, the Department aims at creating a communication culture within the Agency, which will provide relevant information and messages to staff, facilitates bottom-up communication and intends to support the managers in their communication with their staff.
- Externally, the activities of the department include media relations, online and digital communication, publications, events, regular contacts with the communication services of the National Aviation Authorities of Europe, regulators worldwide, accident investigators, the aviation industry, the EU institutions and other partner organizations.
- The department will continue to coordinate the community relations in the Cologne region and the communication response plan to emergency situations.

Personal Administration Services:
In addition to providing personal administration services to the Agency (e.g. salaries, individual entitlements, personal file, contract renewal, etc.), the main tasks for Personal Administration will be:

- Implementation of the new Staff Regulations/CEOS as of 1 January 2014 which will encompass the review, monitoring and implementation of the Art. 110 of the SR;
- Revision, development and implementation of implementing rules to the SR/CEOS which shall be applied in derogation to the Commission's implementing rules;
- Fostering further the cooperation and coordination with DGHR and PMO.

Human Resources:

In addition to the normal operational activities (e.g. appraisal and reclassification, recruitment, traineeship campaigns, etc.), the main highlights for Human Resources may be described as follows:

- Implementation of the EASA values developed in 2013;
- Further improvement/ optimisation of the recruitment procedures;
- Contribute to the development and fostering the Agency's image as an employer of choice in times when aviation careers are less attractive than before;
- Implementation of the two main foundations for our work: competency model and job evaluation which are supporting competency gap analyses, recruitment processes, appraisal processes, matrix management and development activities;
- Development and implementation of revised appraisal and reclassification policies taking into account the revised staff regulations and the implementing rules adopted by the Commission;
- Development of general training with particular emphasis on management training and high level training;
- Development and implementation of a policy for temporary exchanges with Authorities and Industry;
- Development and implementation of a policy for talent management including development centres;
- Development and implementation of a mobility policy.

Internal Audit & Quality:

- Ensuring the renewal and maintenance of the ISO9001:2008 and IFACI certificates through surveillance audits;
- Ensuring the continual improvement of the EASA Integrated Management System, the implementation of the annual Audit Programme and the realisation of the annual risk assessment;

Legal

The goal of the department is to develop a strong EASA legal function to support (future) key EASA responsibilities, specifically:

- Standardisation with the implementation on the first extension rules (OPS and FCL);
- Rulemaking with the development of the second extension rules (ATM and ADR) and with SoA and RPAS;
- Enforcement: execute the implemented fines and penalties system under article 25 BR;
- Preparing and guiding the Agency for proper reactions and actions in the aftermath of aviation accidents;
- Defending EASA in front of the Civil Service Tribunal and General Court.
- Providing Legal Training and Legal Awareness across the Agency;
- Organisation (bi-) annually of an international air law conference, involving key air law experts from the various regions in the world.

Build an efficient legal function, through re-prioritising its task through a risk based approach, specifically

- Re-prioritising work to focus on the real legal tasks ("risk based approach");
- Streamlining processes in order to gain further efficiency; Expand knowledge of Legal advisers;
- Improving knowledge management and knowledge sharing.

Technical Training:

Today, the Agency's original mandate covering Initial and Continuing Airworthiness (IAW-CAW) tasks, has been expanded to Aircrew, Operations, Air Traffic Management/Air Navigation Services and Aerodromes. The Agency is also experiencing a formidable growth of

interaction towards Industry and the Academic world. The shrinking of the pool of expertise in many aviation-related disciplines is the driving force behind this. In addition, the Agency's international activities are steadily growing as well, with a higher number of foreign authorities requesting training. These developments have expanded the customer base for Technical Training. To face these challenges, Technical Training needs to achieve and maintain, using best industry practices and all available tools, a high level of competency for each staff member in accordance with the duties and responsibilities assigned by the Agency, while remaining current on latest developments in aviation and in order to ensure the necessary technical expertise to carry out EASA's core activities.

Key objectives for Technical Training are:

- Support of effective Agency functioning through the provision of correct and appropriate knowledge and understanding to all staff;
- Achieving and improving individuals' competencies so that each staff member can contribute optimally to EASA's mission and goals;
- Enabling personal and professional development;
- Support all EASA's stakeholders through training activities;
- Promote EASA's interpretation of applicable rules through best practices and most advanced technologies for training.

7 The Agency's Key Performance Indicators

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**
Process/ Effectiveness	1. Efficiency of certification & approvals activities, including an acceptable level of continuing airworthiness oversight	2. Transparency and effectiveness in the rulemaking process	3. Adherence to safety standards through an efficient & effective Standardisation process	4. Efficiency of planning and support tasks to assist delivery of core activities
Stakeholders/ Customers	5. Industry satisfaction with certification and approvals process	6. Stakeholder satisfaction with rulemaking process	7. Stakeholder satisfaction with standardisation activities	8. Timeliness in the execution of key administrative tasks
Resources	9. Budget and internalisation policy adherence	10. Budget adherence & allocation of resources	11. Budget adherence and use of resources	12. Overall adherence to budget & capacity to limit support costs
Employees, learning and growth	13. Efficiency of human resources management and the development of staff			

Notes: The Key Performance Indicators have been developed by a Working Group of the FABS Advisory Group. The measurement of these indicators will be made via a 'lower level' set of indicators which are in currently being measured by the Agency (outlined in the table below). The frequency of the measurement varies by indicator type, but in general they are measured and reported on either biannually or annually. These indicators will be reviewed by the FABS Advisory Group, which will report to the Management Board on the progress made. The FABS Advisory Group will review the KPI and the 'lower level' indicator with the Agency on at least an annual basis to ensure their continuing relevance and also to include any progress made in developing new indicators.

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**
Process/ Effectiveness	*Aim: Ensure an acceptable level of continuing airworthiness oversight* **1.1 Indicator: Number of yearly technical working hours performed as a percentage of planned hours (CAWR).**	*Aim: Implement rulemaking work programme* **2.1 Indicator: % of implementation of the Rulemaking Work Programme (only considering the task R committed for during the Year N of the adopted Rulemaking work Programme)**	*Aim: Efficiency and effectiveness of the Standardisation Inspection Programme* **3.1 Indicator: % of achieved visits against the approved Standardisation Inspection Programme**	*Aim: Improve the efficiency and effectiveness of support processes* **4.1 Indicator: % of working hours allocated to support tasks agency-wide versus total hours (actual versus planned)**

	Q3 2013	2014	2018
	77%		
Target	92%	81%	85%

%	Q3 2013	2014	2018
	59%		
Target	80%	95%	95%

%	Q3 2013	2014	2018
	100%		
Target	100%	100%	100%

%	Q3 2013	2014	2018
	19,5%		
Target	24%	24%	24%

Aim: Ensure the certification and approval process is performed in a timely manner
1.2 Indicator: % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks.

%	Q3 2013	2014	2018
	NA		
Target	76%	70%	74%

Aim: For EASA to discharge its obligations under the Basic Regulation to assist Member States in fulfilling their obligations under the Chicago Convention
2.2 Indicator: % of State Letter recommendations provided on time.

%	Q3 2013	2014	2018
	100%		
Target	90%	90%	90%

Aim: Efficiency of the rulemaking process and evolvement of stakeholder
2.3 Indicator : % of positive feedback received from stakeholders on the rulemaking process and its outcome

%	Q3 2013	2014	2018
	NA		
Target	60%	65%	65%

3.2 Indicator: %of Final Inspection Reports delivered to Member States within 10 weeks of the completion of the Inspection

%	Q3 2013	2014	2018
	90%		
Target	100%	100%	100%

Aim: To measure the progress of the introduction of risk elements in standardisation planning
3.3 Indicator : Progress towards the implementation of risk based CMA (Continuous Monitoring Approach)

%	Q3 2013	2014	2018*
	*%		
Target	*	80%	-%

This will be implemented by 2015.

Aim: Improve the efficiency of the debt recovery process
4.2 Indicator: Average number of days to cash recovery orders

	Q3 2013	2014	2018
	58		
Target	75	75	70

Aim: Improve the Agency response to formal safety recommendations
4.3 Indicator: % of new safety recommendations answered (i.e. actions decided & planned) in not more than 90 days

%	Q3 2013	2014	2018
	NA		
Target		97.5%	97.5%

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**
Process/ Effectiveness	*Aim: Stakeholder (Industry) satisfaction* **5.1 Indicator: % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks** | %	Q3 2013	2014	2018 | |---|---|---|---| |	NA		| | Target	NA	76%	78% | * Stakeholder survey results not yet available for 2013.	*Aim: Stakeholder (Industry) satisfaction* **6.1 Indicator: % of positive feedback on the process and the outcome of the stakeholder consultation** | % | Q3 2013 | 2014 | 2018 | |	NA		| | Target | 65% | 65% | 65% |	*Aim: Stakeholder (Industry) satisfaction* **7.1 Indicator: Standardisation stakeholder feedback for Preparatory phase and Visiting phase** | % | Q3 2013 | 2014 | 2018 | |	NA		| | Target | NA | 80% | 80% | **7.2 Indicator: Average satisfaction for Standardisation Inspection and Follow up and closure** | % | Q3 2013 | 2014 | 2018 | |	NA		| | Target | NA | 80% | 80% |	*Aim: Timeliness in the execution of key administrative tasks* **8.1a Indicator: % of applications for initial airworthiness certification related activities processed to task allocation within 5 working days from application receipt** | % | Q3 2013 | 2014 | 2018 | |	83%		| | Target | 80% | 80% | 80% | **8.1b Indicator: % of certificates issued within 2 working days from technical visa receipt** | % | Q3 2013 | 2014 | 2018 | |	91%		| | Target | 90% | 90% | 90% | **8.2 Indicator: % of initial invoices prepared within 2 working days after the release of the project.** | % | Q3 2013 | 2014 | 2018 | |	83%		| | Target | 80% | 80% | 80% |
Resources	*Aim: Budget adherence* **9.1 Indicator: Actual budget versus planned budget** | % | Q3 2013 | 2014 | 2018 | |	95%		| | Target | 95% | 95% | 95% |	*Aim: Budget adherence* **10.1 Indicator: Actual budget versus planned budget** | % | Q3 2013 | 2014 | 2018 | |	64%		| | Target | 95% | 95% | 95% |	*Aim: Budget adherence* **11.1 Indicator: Actual budget versus planned budget** | % | Q3 2013 | 2014 | 2018 | |	93%		| | Target | 95% | 95% | 95% |	*Aim: Maintain high budget implementation rate* **12.1 Indicator: % of executed commitments compared to the forecast considering the whole annual budget** [7] | % | Q3 2013 | 2014 | 2018 | |	98%		| | Target | 95% | 95% | 95% |

---

[7] The overall budget execution includes Title 4 considered as fully committed.

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**
Resources	*Aim: Internalise certification tasks in line with internalisation policy* **9.2 Indicator: Internal hours performed as a % of total hours (actual versus planned)**	*Aim: Split of time spend on production of rules and supporting processes* **10.2 Indicator: Number of FTE spent on production of rules and FTE spent on support to rules**		*Aim: Monitor support costs in comparison to total costs* **12.2 Indicator: % of support costs versus the total costs (actual versus planned)**

9.2 Indicator: Internal hours performed as a % of total hours (actual versus planned)

%	Q3 2013	2014	2018
	78%		
Target	75%	76%	80%

10.2 Indicator

%	Q3 2013	2014	2018
	NA		
Target	NA	35	35

12.2 Indicator

%	Q3 2013	2014	2018
	18.3%		
Target	19%	19%	19%

KEY PERFORMANCE AREA	Certification & Approvals
Employees, learning and growth	*Aim: Improve the efficiency of technical staff.* **13. Indicator: number of technical hours project work) as % of total hours**

%	Q3 2013	2014	2018
	61%		
Target	TBD%	TBD%	%

Aim: Learning organisation

13.1a Indicator: % of positive feedback from staff with regard to training

%	Q3 2013	2014	2018
	NA		
Target	NA	TBD%	%

13.1b Indicator: Number of training days per member of staff

	Q3 2013	2014	2018
	NA		
Target	76%	5	5

KEY PERFORMANCE AREA	EASA ACTIVITY AREAS			
	Certification & Approvals	**Regulation**	**Standardisation**	**Support**
	13.2 **Indicator: % vacancy rate against the requested posts for the given years** | %	2014	2018 | |---|---|---| |		| | Target	2%	2%				
	13.3 Indicator: Average Number of Sick Days per Full Time Equivalent |	2014	2018 | |---|---|---| |		| | Target	9	9				

13.2 Indicator: % vacancy rate against the requested posts for the given years

%	2014	2018
Target	2%	2%

13.3 Indicator: Average Number of Sick Days per Full Time Equivalent

	2014	2018
Target	9	9

8 Financial Projections and staffing plan

This Business Plan is presented according to the Budget accounting presenting a split between Fees and Charges and Subsidy and between Staff Expenses (title 1), Administrative Expenditure (title 2) and Operational Expenditure (title 3). In addition, the Ear-marked funds provided to the Agency are inscribed under title 4.

Euro '000		2012	2013 1st Am budget	2014	2015	2016	2017	2018
Fees and Charges activities	Revenues	73,865	84,517	89,212	91,320	101,770	104,509	108,077
	Title 1	(38,618)	(44,870)	(50,524)	(52,996)	(62,142)	(64,819)	(67,803)
	Title 2	(7,583)	(10,235)	(11,880)	(10,179)	(13,056)	(10,004)	(9,738)
	T3 Naa/QE	(20,465)	(23,075)	(24,005)	(22,807)	(23,156)	(23,508)	(23,611)
	Title 3	(8,216)	(6,337)	(5,381)	(6,205)	(6,323)	(6,490)	(6,924)
	Title 4	-	-	-	-	-	-	-
	Reseve adj for new building	-	-	2,579	866	2,908	312	-
	Sub-Total	(1,017)	-	(0)	0	0	0	0
Subsidy and other contributions	EC Subsidy	35,871	34,862	34,174	36,370	36,370	34,870	34,870
	Third Country contr	994	1,718	1,749	1,792	1,792	1,718	1,718
	Other income	1,170	6,949	5,497	4,201	2,069	1,719	385
	Title 1	(25,571)	(26,416)	(28,676)	(27,943)	(27,808)	(28,662)	(28,720)
	Title 2	(4,855)	(5,655)	(5,076)	(6,588)	(6,725)	(4,470)	(4,266)
	Title 3	(7,547)	(4,661)	(2,343)	(3,802)	(3,801)	(3,627)	(3,774)
	Title 4	(0)	(6,797)	(5,325)	(4,029)	(1,897)	(1,547)	(213)
	Sub-Total	62	-	0	0	0	0	0
F&C reserve adj		1,017	-	(0)	(0)	0	0	(0)
Total		62	-	0	0	0	0	0

NB: T3 Naa/QE does not include the working budget.

Temporary Agents at the end of the year considered in the Business Plan 2014-2018 (per fund source)[8]

EASA Staff TA	2013 Est	2013 EP	2014 BP	2015 BP	2016 BP	2017 BP	2018 BP
F&C Financed	425	465	463	466	473	474	474
Delta YoY			(2)	3	7	1	-
Subsidy Financed	223	227	222	226	225	223	222
Delta YoY			(5)	4	(1)	(2)	(1)
Grand Total	**648**	**692**	**685**	**692**	**698**	**697**	**696**

---

[8] The Agency acknowledges the fact that the EU Commision can commit only for the 2014 staffing figures and that the evolution as from 2015 diverges from the one included in the Multi Annual Financial Framework 2014 - 2020

Abbreviations

AD	Airworthiness Directives	EC	European Commission
AeMC	Aero Medical Centre	ECAA	European Common Aviation Area
AIB	Accident Investigation Board	ECAC	European Civil Aviation Conference
ANS	Air Navigation Services	ECAC ACC	ECAC Accident Investigation Expert Group
ARA	Authority Requirement for Aircrew	ECCAIRS	European Coordination Centre for Accident and Incident Reporting Systems
ATCO	Air Traffic Control Officer	ECR	European Central Repository
ATM	Air Trafic Management	EHFAG	European Human Factors Advisory Group
BASA	Bilateral Aviation Safety Agreement	FAA FAB	Federal Aviation Administration Functional Area Block
BP	Business Plan	FAQ	Frequently Asked Questions
BR	Basic Regulation	FCL	Flight Crew Licensing
CAEP	Committee on Aviation Environmental Protection	FCLOA	Flight Crew Licensing Organisation Approval
CAO	Continued Airworthiness Organisations	FFS	Full Flight Simulator
CASSOA	Civil Aviation Safety and Security Oversight Agency - East African Community	FNPT	Flight Navigation Procedures Trainer
CAT	Commercial Air Transport	FSTD FTD	Flight Simulation Training Devices Flight Training Devices
CAW	Continuing Airworthiness Activities	FTE	Full Time Equivalent
CEMAC	Communauté Economique et Monétaire d'Afrique Centrale	FTL	Flight Time Limitations
CQB	Central Question Bank	FTO	Flight Training Organisation
CMA	Continuous Monitoring Approach	FTTO	Flight Training and Testing Office
CSP	Contracted Service Providers	GASP	Global Aviation Safety Plan
DEVCO	Directorate General of Development and Cooperation	IAW	Initial Airworthiness
DOA	Design Organisation Approval	ICAO	International Civil Aviation Organisation
EARPG	European Aviation Research Partnership Group	ICAO SARPS	ICAO Standards and Recommended Practices
EASp	European Aviation Safety Plan	ICAO USOAP	ICAO Universal Safety Oversight Audit Program
EASP	European Aviation Safety Programme	IFACI	Institut Français de l'Audit et du Contrôle Interne

IORS	Internal Occurrence Reporting System		SES	Single European Sky
ISO	International Standards Organisation		SESAR	Single European Sky ATM Research
JAA	Joint Aviation Authority		SIB	Safety Information Bulletins
JAR	Joint Aviation Requirement		SMS	Safety Management System (ICAO)
			SoA	Sub-orbital Aircraft
JC	Joint Committee Assessment		TCCA	Transport Canada Civil Aviation
JRC	Joint Research Centre		TCO	Third Country Operator
KPI	Key Performance Indicator		TRACECA	Transport Corridor Europe-Caucasus-Asia
LPL	Leisure Pilot Licence		UEMOA	Union Economique et Monétaire Ouest Africaine
MASC	Mediterranean Aviation Safety Coordination			
MIST	Maintenance International Standards Team			
MMEL	Master Minimum Equipment List			
MRB	Maintenance Review Board			
NAA	National Aviation Authority			
NCC	Non Commercial - Complex			
NCP	NSA Co-ordination Platform			
NCO	Non Commercial – non Complex			
NEXTGEN	US SESAR program– Next Generation			
NOA	Network of Analysts			
NMF	Network Management Function			
OEB	Operational Evaluation Board			
OPS	Operations			
ORA	Organisational Requirements for Aircrew			
OSD	Operational Suitability Data			
POA	Production Organisation Approval			
PRB	Performance Review Board			
QE	Qualified Entities			
RASG	Regional Aviation Safety Groups			
SAFA	Safety Assessment of Foreign Aircraft			
SACA	Safety Assessment of Community Aircraft			
SARI	South Asia Regional Initiatives			
SEARIF	South-East Asia Regional Initiatives Forum			
SERA	Standardised European Rules of Air			

Annex 1 – BP detailed financial tables

			2012 actual	2014	2015	2016	2017	2018
Fees and Charges activities	Product Cert. + Flight Std.	Revenues	49,780.84	63,495	64,707	72,676	74,575	77,139
		Title 1	(29,164)	(37,917)	(39,986)	(47,262)	(49,370)	(51,867)
		Title 2	(5,606)	(8,973)	(7,694)	(9,843)	(7,560)	(7,358)
		T3 Naa/QE	(11,691)	(14,586)	(13,205)	(13,161)	(13,131)	(12,806)
		Title 3	(5,503)	(3,949)	(4,471)	(4,584)	(4,747)	(5,108)
		Title 4	-	-	-	-	-	-
		Total	(2,183)	(1,930)	(649)	(2,174)	(233)	0
	Organisations	Revenues	24,072	25,717	26,613	29,094	29,934	30,938
		Title 1	(8,886)	(12,607)	(13,010)	(14,880)	(15,449)	(15,936)
		Title 2	(1,864)	(2,907)	(2,485)	(3,213)	(2,444)	(2,380)
		T3 Naa/QE	(8,774)	(9,419)	(9,602)	(9,996)	(10,377)	(10,805)
		Title 3	(2,507)	(1,432)	(1,734)	(1,739)	(1,742)	(1,816)
		Title 4	-	-	-	-	-	-
		Total	2,040	(649)	(218)	(734)	(78)	(0)
	Third Country Op.	Revenues	13	-	-	-	-	-
		Title 1	(569)	(0)	-	-	-	-
		Title 2	(112)	-	-	-	-	-
		T3 Naa/QE	-	-	-	-	-	-
		Title 3	(206)	-	-	-	-	-
		Title 4	-	-	-	-	-	-
		Total	(874)	(0)	-	-	-	-
		Reseve adj for new building		2,579	866	2,908	312	-
		Total F&C	(1,017)	(0)	0	0	0	0
Subsidy and other contributions		EC Subsidy	35,871	34,174	36,370	36,370	34,870	34,870
		Third Country contr	994	1,749	1,792	1,792	1,718	1,718
		Other income	1,170	5,497	4,201	2,069	1,719	385
	Third Country Op.	Title 1		(1,284)	(1,126)	(1,529)	(1,785)	(2,002)
		Title 2		(203)	(258)	(263)	(177)	(169)
		Title 3		(64)	(119)	(115)	(106)	(43)
		Title 4		-	-	-	-	-
		Total		(1,550)	(1,502)	(1,907)	(2,067)	(2,214)
	Standardisation	Title 1	(7,018)	(8,105)	(7,928)	(7,334)	(7,257)	(7,056)
		Title 2	(1,216)	(1,182)	(1,485)	(1,519)	(1,032)	(986)
		Title 3	(1,032)	(651)	(517)	(510)	(558)	(590)
		Title 4	-	-	-	-	-	-
		Total	(9,265)	(9,938)	(9,931)	(9,363)	(8,847)	(8,632)
	SAFA	Title 1	(1,111)	(910)	(899)	(867)	(895)	(880)
		Title 2	(226)	(168)	(213)	(217)	(147)	(140)
		Title 3	(171)	(316)	(232)	(235)	(224)	(238)
		Title 4		-	-	-	-	-
		Total	(1,508)	(1,394)	(1,344)	(1,319)	(1,265)	(1,258)
	Rulemaking	Title 1	(12,360)	(14,545)	(14,258)	(13,661)	(13,766)	(13,608)
		Title 2	(2,186)	(2,195)	(2,864)	(2,931)	(1,964)	(1,875)
		Title 3	(3,955)	(1,264)	(2,378)	(2,389)	(2,213)	(2,323)
		Title 4		-	-	-	-	-
		Total	(18,500)	(18,005)	(19,501)	(18,980)	(17,943)	(17,806)
	International Cooperation	Title 1	(2,379)	(1,654)	(1,576)	(2,199)	(2,695)	(2,958)
		Title 2	(654)	(716)	(909)	(930)	(624)	(597)
		Title 3	(1,624)	(373)	(478)	(474)	(447)	(473)
		Title 4		(5,325)	(4,029)	(1,897)	(1,547)	(213)
		Total	(4,657)	(8,069)	(6,992)	(5,500)	(5,313)	(4,242)
	Strategic Safety	Title 1	(2,704)	(2,177)	(2,156)	(2,218)	(2,265)	(2,215)
		Title 2	(573)	(611)	(860)	(865)	(526)	(498)
		Title 3	(765)	325	(77)	(78)	(79)	(107)
		Title 4	(0)	-	-	-	-	-
		Total	(4,042)	(2,463)	(3,092)	(3,160)	(2,870)	(2,820)
		Total Subsidy and other contr.	62	0	0	0	0	0

Annex 2 – MSPP 2014-2018 Staffing per department

TEMPORARY AGENTS	DEPT.	TA actually employed 2013	MSPP 2014	New posts 2015	MSPP 2015	New posts 2016	MSPP 2016	New posts 2017	MSPP 2017	New posts 2018	MSPP 2018
Director's Office	E.0	16	16		16		16		16		16
Communications & External Relations Department	E.1	5	6		6		6		6		6
Safety Analysis & Research Department	E.2	30	31		31		31		31		31
Internal Audit & Quality Department	E.3	8	8		8		8		8		8
Policy Officers	E.4	3	3		3		3		3		3
Legal department	E.5	15	15		15		15		15		15
Professional and Organisational Department	E.6	15	16		16		16		16		16
General Affairs Department	E.7	2	2		2		2		2		2
International Cooperation	E.8	17	17		17		17		17		17
EXECUTIVE DIRECTORATE		**111**	**114**	**-1**	**113***	**-2**	**111***	**-1**	**110***		**110***
Director's Office	C.0	3	3		3		3		3		3
Products Department	C.1	100	105	2	107	3	110		110		110
Experts Department	C.2	105	109	8	117	3	120	1	121		121
Certification Policy & Planning Department	C.4	6	7		7		7		7		7
ATM & ANS Systems Department	C.5	3	4	1	5	1	6		6		6
CERTIFICATION DIRECTORATE		**217**	**228**	**11**	**239**	**7**	**246**	**1**	**247**		**247**
Director's Office	R.0	4	4		4		4		4		4
Environmental Protection Department	R.2	4	4		4		4		4		4
Flight Standards Department	R.3	22	23		23		23		23		23
Product Safety Department	R.4	18	18		18		18		18		18
ATM/Airport Department	R.5	18	18		18		18		18		18
Process Support Department	R.6	12	12		12		12		12		12
RULEMAKING DIRECTORATE		**78**	**79**	**-1**	**78***	**-1**	**77***	**-1**	**76***	**-1**	**75***
Director's Office	S.0	4	5		5		5		5		5
Standardisation Department	S.1	46	50		50	-1	49	-1	48		48
Organisations Department	S.2	66	74		74		74		74		74
Technical Training Department	S.3	12	12		12		12		12		12
Operators Department	S.4	15	15		15	4	19	2	21		21
APPROVALS AND STANDARDISATION DIRECTORATE		**143**	**156**	**-1**	**155***	**3**	**158***	**1**	**159***		**159***
Director's Office	F.0	4	4		4		4		4		4
Applications & Procurement Section Department	F.1	28	33		33		33		33		33
Finance Services Department	F.2	27	28		28		28		28		28
Information Services Department	F.3	18	20		20		20		20		20
Corporate Services Department	F.4	10	10		10		10		10		10
Procurement Services Department	F.5	12	13		13		13		13		13
FINANCE & BUSINESS SERVICES DIRECTORATE		**99**	**108**	**-1**	**107***	**-1**	**106***	**-1**	**105***		**105***
TOTAL TEMPORARY AGENTS		**648**	**685**	**7**	**692**	**6**	**698**	**-1**	**697**	**-1**	**696**

Note*: The reduction of (- 4) posts on subsidy in 2015 is introduced proportionally on Directorate level (except C). The Agency will look into different ways to implement the necessary reduction – by non-replacement of leavers, (following in-depth analysis on the impact), expected retirements and the effects of the intended re-organisation

The proposed reduction is indicated as a placeholder as at this stage specific posts cannot be identified precisely. The Agency is committed to such reduction but the details need to be detailed after a careful evaluation.