

## ***European Aviation Safety Agency***

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### **DECISION OF THE MANAGEMENT BOARD<sup>1</sup> ESTABLISHING THE ORGANISATIONAL STRUCTURE OF THE AGENCY**

The Management Board,

Having regard to Regulation (EC) N° 216/2008<sup>2</sup> of the European Parliament and of the Council of 20 February 2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency, and repealing Council Directive 91/670/EEC, Regulation (EC) No 1592/2002 and Directive 2004/36/EC, as amended, and in particular to Article 33(2)(m) thereof;

Whereas:

- (1) The Management Board is empowered to establish the organisational structure of the Agency.
- (2) The Executive Director proposes a revised organisational structure for the Agency,
- (3) The Agency's staff committee has been consulted on the proposal.

Has decided to establish the organisational structure, as set out in the annex to this decision.

Decision of the Management Board 18-2008 establishing the Organisational structure of the Agency is hereby repealed.

Done at Cologne,

[Signed]

Michael Smethers  
Chair of the Management Board

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<sup>1</sup> Adopted on 6 May 2014 by written procedure;

<sup>2</sup> Official Journal L 79, 19.03.2008, p.1;

## **Annex**

MB Decision establishing the  
Organisational structure of the Agency

## 1. Introduction

After 10 years of existence, the Agency completed the foundation of its regulatory system covering its initial scope and the so-called 1<sup>st</sup> and 2<sup>nd</sup> extensions. During this time the Agency needed to focus dedicated resources to the set-up of a uniform regulatory framework within challenging timelines. This being now in place, there is a shift in the Agency's priorities and it will face new challenges. More attention needs to be paid to supporting Member States and Industry with implementation and to maintaining the regulatory framework, also considering the challenges faced by Member States themselves, in particular as concerns oversight capabilities.

Furthermore, the objective to continuously improve safety in economically challenging times implies revising the way the Agency defines its strategic priorities: a more consistent, data-centred, risk based approach should be implemented.

Finally, the Agency's relationship with the Commission, Member States and Industry has always been pivotal to the establishment of a robust and internationally recognised EU aviation system. To further consolidate this relationship, clearer interfaces should be established, by ensuring single points of contact for dedicated domains.

## 2. Organisation Structure

To meet the above objectives, it is proposed to reorganise the Agency along the following lines:

- The "Executive Directorate (ED)" will include the Quality/Internal Audit, Legal, and Communications Departments.
- A new "Strategy and Safety Management Directorate (SM)", by leveraging a risk- and performance based, data-centred approach, will be responsible for developing the Agency's Strategy, key Programmes, and Plans. It will also be responsible for International Cooperation, Technical Training and Safety Promotion activities.
- The "Certification Directorate (CT)" will be organised in departments in charge of each product category . It will be responsible for all activities related to the Initial and Continuing Airworthiness of type design, Environmental Certification, Operational Suitability, and Design Organisation Approvals (DOA). It will also be responsible for all Certification and technical ancillary functions, related Approvals, and Rulemaking tasks.
- A "Flight Standards Directorate (FS)" will be organised in departments in charge of technical domains, such as Production and Maintenance, Air Operations, Aircrew, ATM/ANS and Aerodromes. It will be responsible for all related Standardisation, Rulemaking and Certification, /Organisation Approval, tasks.
- A "Resources and Support Directorate (RS)"; it will be responsible for providing support to the operational directorates, in terms of financial, IT, human resources and logistic support to the Agency.

Principles of practicality and symmetry were applied in defining the size of Directorates, Departments, and Sections in order to obtain the proper balance of authority among units. Besides the optimisation of the span of control of the organisational structure of the Agency, this action resulted in the reduction of about 15 % in the number of Departments and Sections (From 25 to 22 Departments; from 72 to 61 Sections)



**Figure 1: Organisation Chart**

### 3. Roles and responsibilities of the Directorates

#### 3.1 Executive Directorate

The Executive Directorate will consist only of a limited number of persons directly supporting the ED (Director's Office) and the following Departments:

- Communication,
- Internal Audit & Quality,
- Legal.

### 3.2 Strategy and Safety Management Directorate

The new Strategy and Safety Management Directorate will include essential functions to strengthen the Agency's strategy, consolidate its existing safety risk management capability, promote a performance based approach to managing safety and foster international cooperation .

It will include functions related to:

- Strategy;
- Programming and Planning;
- Monitoring;
- Risk Management;
- Safety Promotion;
- Training.

The Strategy and Safety Management Directorate will reconcile the existing programming and planning functions of the Agency as well as the reporting functions. This will reinforce the decision-making process and provide clear priorities from the top of the organisation.

Additionally, the Directorate will be responsible for a set of tasks aimed at improving safety through a partnership-like approach. These are the current functions related to Safety Promotion, Technical Training and International Cooperation.

Finally, the Strategy and Safety Management Directorate will incorporate a forecasting and research function, with the objective to look ahead into emerging issues in order to anticipate risks and opportunities and inform decision making.

It will consist of the following Departments: **Safety Intelligence and Performance Department**, **Strategy and Programmes Department**, and an **International Cooperation Department**.

### 3.3 Certification Directorate

The Certification Directorate will be responsible for the

- Airworthiness and Environmental certification of:
  - Products
  - Parts and Appliances
- Demonstration of Capability
  - for Design
  - for Production
- Airworthiness Directives & Safety Information Bulletins

These activities will be carried out by seven departments.

The first four Departments (Large Aeroplanes Department, General Aviation Department, Rotorcraft, Balloons & Airships Department and the Propulsion, Parts & Appliances Department, called hereafter the **Product Certification Departments**) will be responsible for the airworthiness and environmental certification and related rulemaking deliverables (relevant Certification Specifications). The General Aviation and the Rotorcraft Heads of Departments will also be the focal points for all safety related activities of the respective products, both internally and to the external stakeholders. The General Aviation Head of Department will also be responsible for all issues related to RPAS.

The **Environment Department** will be responsible for noise and emission certification and the related rulemaking activities.

The **Design Organisation Department** will be responsible for design organisation approvals and oversight as well as related Part 21 rulemaking activities, covering also POA and letter of acceptance.

The **Policy and Safety Information Department** will be responsible for policy making, rulemaking coordination and AD/SIB publication.

### 3.4 Flight Standards Directorate

The new Flight Standards Directorate will cover the following **core tasks**:

- Oversight of approved organisations (OA);
- Oversight of Member States (STD);
- Development of Regulatory Material (RM) – except those attributed to CT.

The activity of the Flight Standards Directorate will be multi-dimensional: technical domains (Air Operations, Air Crew, Maintenance, etc), business lines (Standardisation, Regulations, Organisation Approval, etc) and Countries (in term of standardisation follow-up and reporting).

The Deputy Director will have a specific function to:

- coordinate all planning activities related to the different business lines;
- coordinate all activities related to Standardisation of individual members states (re. the “National Coordinators”);
- manage all related horizontal issues, in particular the ones related to the maintenance and promotion of the “Total System Approach”;

The Flight Standards Directorate will be articulated around the following Departments:

- The **Maintenance and Production Department**, responsible for:
  - Standardisation of Member States in the Initial and Continuing Airworthiness domains;
  - Development of regulatory material in the Continuing Airworthiness domain;
  - Approval and surveillance of Part-M, Part-145, Part-147 (all outside EU) and production organisations (single Airbus POA and production organisations outside EU);
  - Delivery of all continuing airworthiness activities and services related to MRB.
- The **Air Operations Department**, responsible for:
  - Standardisation of Member States in the Air Operations domains ;
  - Development of regulatory material in the Air Operations domain ;
  - Initial issue and monitoring of TCO Authorisations and coordination with the EU Safety List;
  - SAFA.

- The **Aircrew Department** will be **responsible for**:
  - Standardisation of Member States in the Aircrew, Medical and FSTD domains;
  - Development of regulatory material in the Aircrew, Medical and FSTD domains;
  - Initial certification and oversight of Approved Training Organisations and Aero-Medical Centres (where EASA is the competent authority);
  - Qualification of FSTDs (where EASA is the competent authority) and development of related Operational Suitability Data;
  - Operational Suitability Data in relation to Flight Crew.
  
- The **ATM/ANS and Aerodromes Department** will be responsible for:
  - Supporting the implementation of SES and SESAR;
  - Standardisation of Member States in the ATM/ANS and Aerodromes domains;
  - Development of regulatory material in the ATM/ANS and Aerodromes domains;
  - Initial certification and oversight of ATCO training organisations (where EASA is the competent authority), non-EU ATM/ANS organisations providing services within the EU, and pan-European service providers;
  - In the future, certification of ATM/ANS and Aerodromes' equipment as applicable.



### 3.5 Resources and Support Directorate

The Resources and Support Directorate will consist of:

- An **HR Department** centralising HR functions, including recruitment, personal administration and personnel development; the latter composed of competency development and general training.
- An **IT Department** covering the demand management, the delivery and the support functions.
- A **Certification and Approval Support Department** supporting the management of the administrative process of all F&C activities.
- A **Finance and Procurement Department** including an Accounting Section, Budget implementation functions, an invoicing function and a procurement function. The Department will be responsible for proper financial management and should further develop the concept of centralisation bringing most of the procurement activities (from initiation to tender management) in its own perimeter.
- A **Corporate Services Department** composed of a travel and conference management function and a facility management function.