



EUROPEAN AVIATION SAFETY AGENCY
AGENCE EUROPÉENNE DE LA SÉCURITÉ AÉRIENNE
EUROPÄISCHE AGENTUR FÜR FLUGSICHERHEIT

EASA

2011 Annual Report

*Your
safety
is our
mission*

Foreword from the Chair of the Management Board

The European Aviation Safety Agency was established by a Regulation of the European Parliament and the Council dated 15 July 2002, so we are approaching its tenth anniversary. At that time there was no organisation, no staff, and no premises – indeed there were still very few staff and little organisational structure when the Agency became operational in late September 2003.

The Agency now employs nearly 600 people. Its functions have been extended from an initial focus on airworthiness to cover all domains of aviation safety, including operations, personnel licensing, aerodromes and Air Traffic Management. It is at the heart of data collection, safety analysis and research in Europe; it has a wide-ranging programme of international work in co-operation with third countries – both neighbouring States and countries outside Europe; and it takes its place globally amongst leading aviation regulators in efforts to drive up safety standards worldwide.

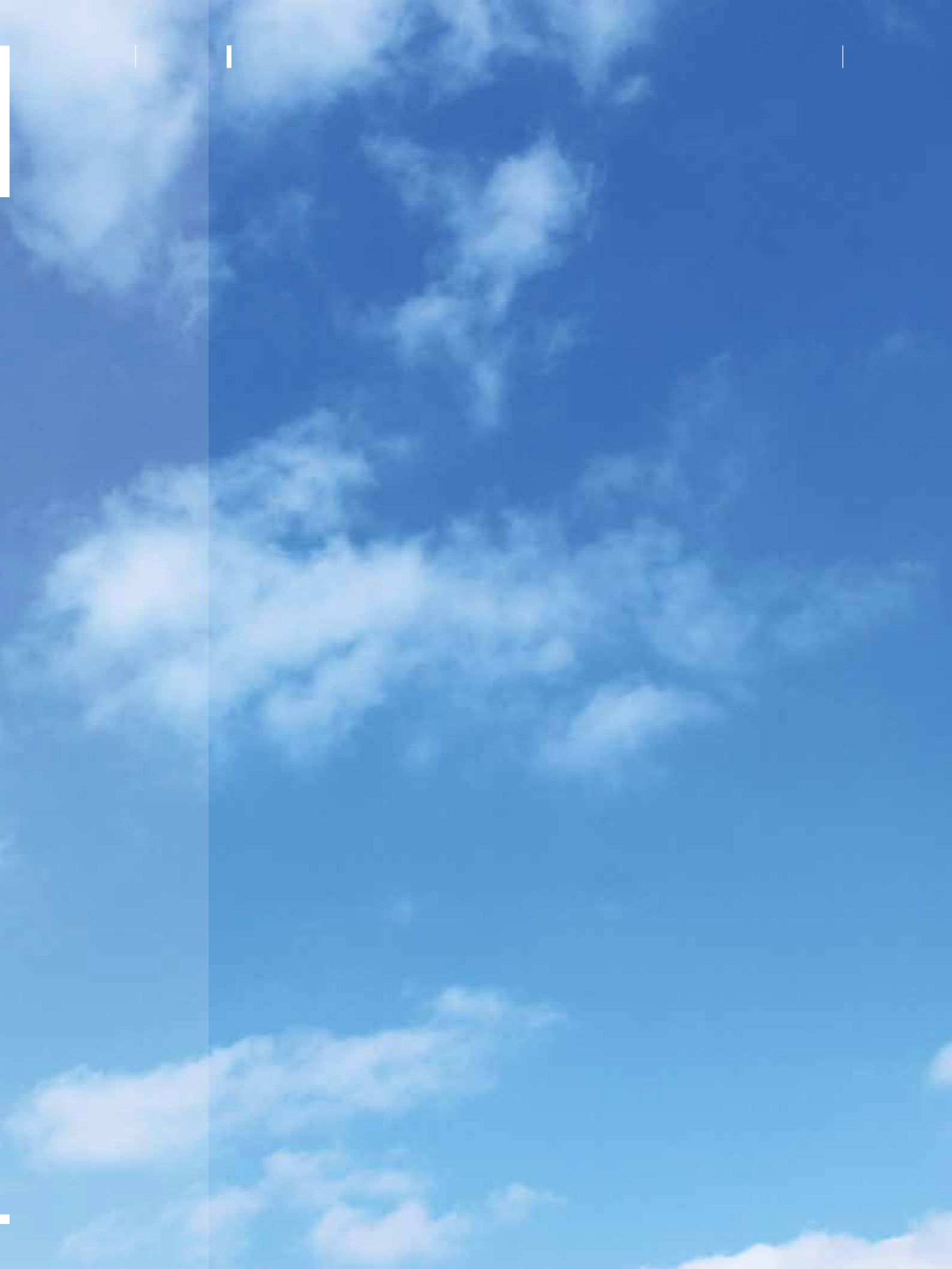
Like everyone else in Europe the Agency faces challenges over the next few years arising from the current economic situation. Its charges to industry, which provide the greater part of its income, have to reflect the difficult commercial climate in which industry is operating. At the same time there are significant constraints on Community funding which makes up the remainder of EASA's budget.

The Management Board has this year focused on three core objectives:

- a) the Agency's move towards more pro-active, evidence-based regulation. This is necessary to drive European safety standards up to the next level, and also to ensure that resources are directed where the potential benefits are greatest. During 2011 the European Commission issued a Communication on Aviation Safety, setting the political compass for the Agency's future development. The Communication stresses the importance of drawing together European-wide information to identify key risks, acting to reduce those risks to an acceptable level through a variety of mechanisms, monitoring the effectiveness of the mitigating actions, and revising them as necessary;
- b) the need for the Agency to operate closely in partnership with the Commission and Member States, orchestrating the European aviation safety system as a whole. This is because of the overlap and interdependency of the roles of the different players, and to ensure that scarce capability is fully utilised wherever it exists; and
- c) the need for the Agency to be as efficient and as effective as possible in its internal management.

This annual report for 2011 amply demonstrates how far the Agency has come in such a relatively short time. It is easy to forget that with detailed rules in some domains yet to be adopted and fully implemented, the Agency is still in its developmental phase. It is a remarkable achievement to have built an organisation of such strength and diversity whilst not yet enjoying the stability of having completed the formative process. I pay a warm tribute to all those in Cologne – past and present – who are working so hard and so effectively to make a successful reality of what the original legislators could envisage only in outline.

Michael Smethers
Chair of the Management Board



Foreword from the Executive Director

During 2011, EASA's position as the centrepiece of the European Union's approach to aviation safety was further strengthened. The Agency continued to work with stakeholders and partner organisations in a scientific and data driven manner to tackle the major factors impacting aviation safety.

Although statistics for 2011 show an overall modest improvement in worldwide safety levels, there were important regional differences in accident rates. Moreover, particular accident factors such as loss of control continued to contribute disproportionately to aircraft accidents.

Following earlier conferences on pilot training and the impact of climate change on air safety, EASA's 2011 safety conference focussed on loss of control prevention and recovery. The conference provided a strong basis for further work by the Agency to facilitate the integration of new technologies including flight deck automation.

EASA's responsibility for providing a path for safety work across all domains of aviation was clearly outlined in the European Commission's Communication on 'Setting up an Aviation Safety Management System for Europe'. Published in October 2011, the document describes the strategy for aviation safety in Europe.

The two pillars of this strategy, the European Aviation Safety Programme and European Aviation Safety Plan, provide the frame of a Europe-wide aviation Safety Management System.

The European Aviation Safety Plan provides a safety issues assessment and related action list. Produced by EASA, the Plan connects high-level safety issues with actions that must be implemented by national authorities, partner organisations, industry, and EASA itself. Now in its second edition, the Plan builds on the fact that today's safety issues can only be tackled when all actors in the system are working towards the same goal.

The Agency has also been adapted to better work in today's risk-based framework. An Internal Occurrence Reporting System (IORS) was created to centralise reported occurrences and individual follow-up decisions and actions. The IORS database is now a key tool for data driven safety decision-making in all areas of the EASA's activities.

Finally, May 2011 saw the entry into force of a Bilateral Aviation Safety Agreement between the United States and the European Union. The entry into force of this much awaited agreement allows regulators and the aviation industry on both sides of the Atlantic to benefit from a more efficient use of resources.

With the adoption of the first European regulations in the field of Air Traffic Management, the Agency is now involved in the full spectrum of aviation safety a promotes a total system approach: from aircraft to airports, from airlines to air traffic management. And with the ownership of the European Aviation Safety Plan, the Agency is more than ever before at the heart of the EU strategy for Aviation Safety.

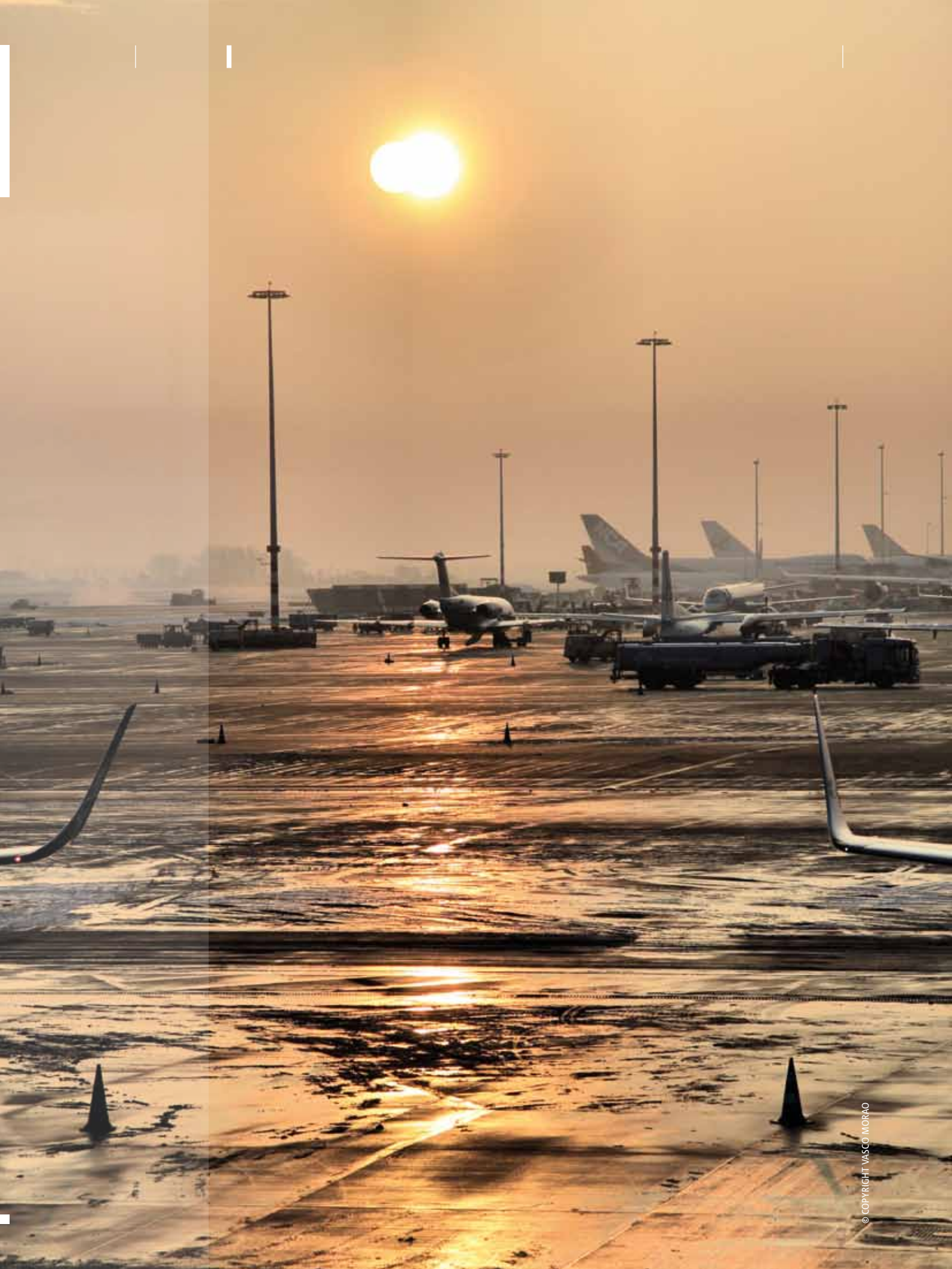
One of the major risks I see for the future of aviation is the concomitance of a difficult economic situation in the aviation industry and the reduction of staff in organisations responsible for oversight, which are both a consequence of the global economic crisis. Every effort has to be made to avoid putting in the balance the resources dedicated to regulators and oversight authorities, in order to continue to fulfil our mission and promote the highest possible level of safety in aviation. This is my message to our political masters.

Patrick Goudou
Executive Director



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Introduction¹

In 2011, the Agency consolidated its activities finalising the preparation of its new remits and responsibilities, including drafting the legislation and related soft-rules for the first and second extensions. The development of the implementing rules for aerodrome safety resulted with the issuance of the related NPA in December 2011. The issuance of several Implementing Rules between August and December 2011 in the domain of Air Traffic Management and Air Navigation Services (ATM/ANS), paved the way for the start of EASA standardisation inspections in this field.

The Agency also persevered at the same time to strengthen and foster its role as the centrepiece of the European Union's strategy for aviation safety. In that context, EASA provided support to the European Commission in defining European assistance projects and managing Community programmes, in particular for the Western Balkans, the Mediterranean countries and Central Asia. Following the entry into force of the Bilateral Aviation Safety Agreements (BASA) on civil aviation safety between the EU and the USA and between the EU and Canada, respectively on 1st May 2011 and 26 July 2011, several implementation activities were organised by the Agency.

The Agency also further promoted its communication strategy, organising the First SAFA Regulators & Industry Forum and for the first time a Certification Workshop with Industry. Furthermore, large aircraft ADs have high media visibility and the Agency has placed special emphasis on framing and managing their issuance.

The Agency also demonstrated its efforts towards continuous improvement:

- *Further to achieving its ISO9001:2008 standard certification in 2010 EASA initiated the continuous improvement cycle of its IMS with a view to maintaining its certificate every year;*
- *The IORS pilot phase was launched in October, with the full deployment of the system scheduled for early 2012;*
- *In September 2011, the new SAFA application and database was deployed with allowed NAAs and operators to have direct on-line access to SAFA reports;*
- *In the field of Certification outsourcing, a procurement procedure was launched to allow for the outsourcing of the new remits activities to both National Aviation Authorities (NAAs) and Qualified Entities early 2012.*

Finally, from an organisational perspective, the Experts Department and Flight Standards Department within the Certification Directorate were merged, in order to improve the cooperation between airworthiness and operational experts leading to a more integrated process of both the design and the operational suitability aspects under one central project management.

The Agency also set-up a local office in Brussels, with temporary offices opened in the second half of the year. Staff assigned to Brussels are operational while the fit-out in the permanent premises is almost complete.

¹ The Annual General Report of the Agency for the year 2011 has been established in accordance with Article 57 of Regulation (EC) No. 216/2008 (Basic Regulation). It is structured according to the Agency's core activities and describes the way in which the Agency has implemented the 2011 Work Programme. As highlighted by dedicated tables related to each activity, almost all objectives defined in the 2011 Work Programme were met at the end of 2010.



The Agency

The European Aviation Safety Agency is the centrepiece of the European Union's aviation safety system comprised of the Agency, the European Commission and the National Aviation Authorities (NAAs).

YOUR SAFETY IS OUR MISSION

Our mission is to promote the highest common standards of safety and environmental protection in civil aviation.

A COMMON STRATEGY

Air transport is one of the safest forms of travel. As air traffic continues to grow, a common endeavour is needed at the European level to keep air transport safe and sustainable. The Agency develops common safety and environmental rules. It monitors the implementation of standards through inspections in the Member States and provides the necessary technical expertise and training to the system. The Agency works hand in hand with NAAs, which have their own role to play in the EU system.

OUR TASKS

The main tasks of the Agency currently include:

- *Regulation: drafting aviation safety legislation and providing technical advice to the European Commission and to the Member States;*
- *Inspections and training to ensure uniform implementation of European aviation safety legislation in all Member States;*
- *Airworthiness and environmental type-certification of aeronautical products, parts and appliances;*
- *Approval of aircraft design organisations world-wide and of production and maintenance organisations outside the EU;*
- *Coordination of the European Community SAFA (Safety Assessment of Foreign Aircraft) programme;*
- *Coordination of safety programmes, data collection, analysis and research to improve aviation safety.*



Organisational Structure

Status: April 2012



Major events 2011

Event	Date
ORGANISED/CO-ORGANISED BY EASA	
Volcanic Ash Operations Workshop	20 January 2011
Certification Workshop	21 January 2011
JARUS/FAA/EASA meeting	25 March–3 April 2011
EASA/SESAR JU/ECTL project official kick-off	15 April 2011
2011 EU-US conference: “Enhancing Global Aviation Safety: Future Challenges”	14–16 June 2011
Annual Safety Conference on Staying in Control – Loss-of-Control Prevention & Recovery	4–5 October 2011
SAFA Regulators & Industry Forum	19 October 2011
European Cabin Safety Conference	1–3 November 2011
Volcanic Ash NAA/NSA Workshop	2 November 2011
EASA-FAA Flight Standards meeting	15–17 November 2011
3rd EASA International Cooperation Forum	15–17 November 2011
5th Rotorcraft Symposium	7–8 December 2011
ORGANISED AT ICAO/EU LEVEL	
EU Aviation Safety Management Towards 2020	26 January 2011
High Level Conference on the Implementation of the Single European Sky	3–4 March 2011
6th European Aeronautics Days 2011 (Madrid)	30 March–1 April 2011
ICAO Global Air Navigation Industry Symposium	20–23 September 2011
ICAO aviation and sustainable alternative fuels workshop	18–20 October 2011

Internal control and the mitigation of risks

INTERNAL CONTROL

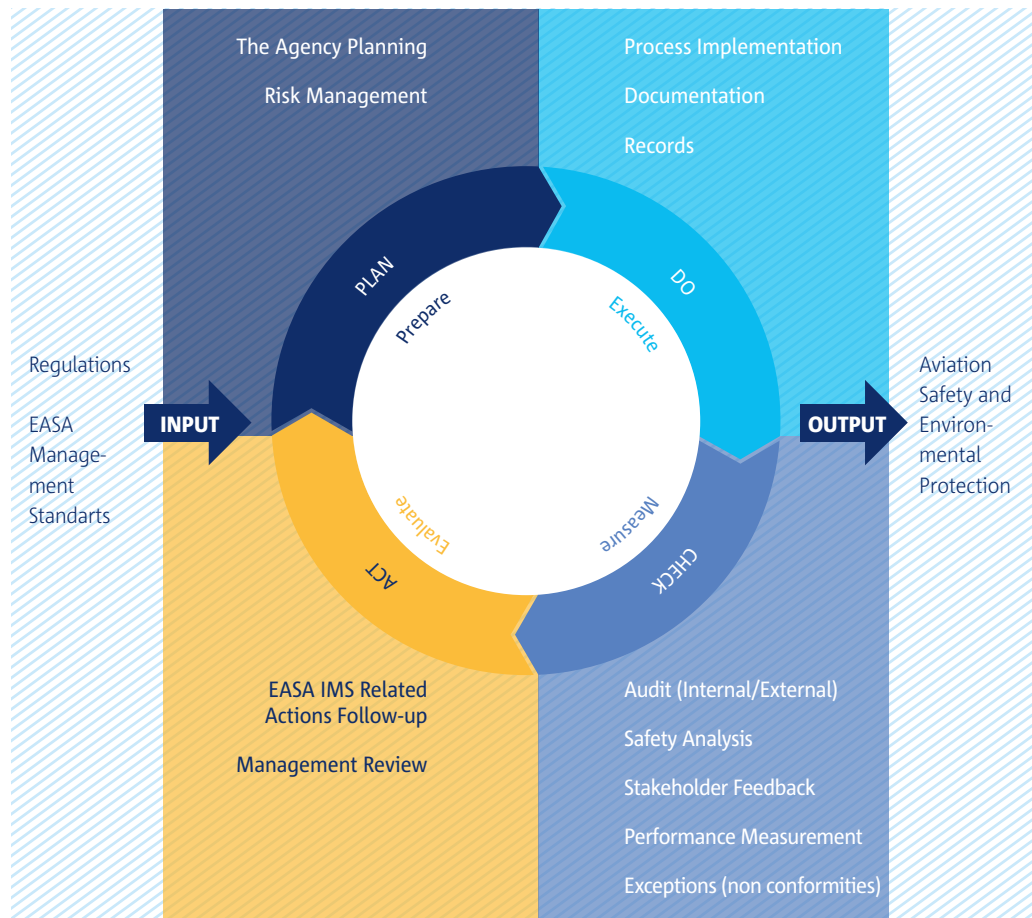
In 2011, following successful certification of the EASA Integrated Management System (IMS) against ISO 9001:2008 standards in 2010, EASA has initiated the continuous improvement cycle of its IMS with a view to maintaining its ISO9001 certificate every year.

The EASA IMS is based on management standards adopted by the Agency's Management Board in 2008, as stipulated in Art. 38 of the Financial Regulation. These standards are derived from the internal control standards as developed by the European Commission and the international ISO9001:2008 standards. Such a system forms the basis for both internal control and continuous improvement.

The EASA IMS fully integrates the concept of 'internal control', which aims at ensuring that the risks are appropriately mitigated, thereby enhancing the Agency's ability to achieve operational, quality, compliance or financial objectives. The system has been set up using a four step framework that is based on best practices of a number of private and public sector organisations.

EASA Integrated Management System

- Continual Improvement



MITIGATION OF RISKS

The Agency also implemented an annual risk assessment process aiming at identifying the high-level risks per macro-process. The risks are assessed on their likelihood of occurrence and potential impact. For 2011, the following table provides the critical identified risks and their mitigation actions performed and/or initiated.

Risks	Main mitigation actions performed/initiated in 2011
MANAGEMENT PROCESSES	
The Agency or its staff is found guilty and/or civil/criminal liability is engaged.	Procedure & action plan that facilitates coordinated actions when the Agency is prosecuted; Administrative procedures for handling cases if EASA may be requested by the prosecutors to waive immunity; Proper communication policy (one voice strategy); Define a single communication point and make it known within the Agency, clients and third parties.
The reputation of the Agency at the European Commission or at the European Parliament is damaged, due to inappropriate crisis response, criticism/complaints from stakeholders, high profile allegation or impropriety or negative perception of the Agency.	Crisis communication plan; Proper communication policy (one voice strategy); Define a single communication point and make it known within the Agency, clients and third parties.
Inadequate provision of resources in relation to existing and new tasks (extension of the remit) of the Agency.	Proper planning, forecasting system and information system to identify and justify necessary resources; Clear link between tasks and financial/manpower resources.
PRODUCT AND ORGANISATION SAFETY OVERSIGHT PROCESSES	
Unaddressed safety issues at the time of certification, validation, approval of flight conditions resulting in a crash of an aircraft.	Effective working procedures for certification activities, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective control over the services provided by NAAs.
Unaddressed safety issues resulting in a crash of an aircraft due to non-issuance of an airworthiness directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness.	Effective working procedures for acceptance of alternative means to airworthiness directives, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective occurrence reporting system; Effective control over the services provided by NAAs.

Risks	Main mitigation actions performed/initiated in 2011
Unaddressed safety issues resulting in a crash of an aircraft due to erroneous acceptance of alternative means of compliance to airworthiness directives.	Effective working procedures for acceptance of alternative means to airworthiness directives, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective control over the services provided by NAAs.
Unaddressed safety issues resulting in a crash of an aircraft due to non issuance of an Airworthiness Directive or insufficient corrective actions, inadequate compliance time specified by an Airworthiness.	Effective working procedures for acceptance of alternative means to Airworthiness Directives, incl. appropriate controls; Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective occurrence reporting system; Effective control over the services provided by NAAs.
Unaddressed safety issues resulting in a crash of an aircraft due to erroneous acceptance of alternative means of compliance to airworthiness directives.	Effective working procedures for acceptance of alternative means to Airworthiness Directives, incl. appropriate controls; Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective control over the services provided by NAAs.
Inadequate occurrence reporting system and ineffective processing of occurrence reports discrediting continuing airworthiness of products and leading to preventable accidents or serious occurrences.	Promotion of occurrence reporting system and just culture; Effective reporting system which ensures traceability of all occurrences and relevant actions; Effective working procedures for analysis of occurrence reports and specification of the necessary actions, incl. appropriate controls. Ability to provide evidence of work performed by retaining documents and records; Provide recurrent training to technical staff to ensure continuous competence; Effective control over the services provided by NAAs.
SUPPORT PROCESSES	
Event that can negatively affect the security of the facilities, ability of people to work, availability of data/documentation. (e.g. fire, terrorist attract, serious epidemic, theft).	Effective security system; Arrange appropriate insurance; Back up IT facilities and remote data storage to facilitate continuous operation; Business continuity plan; Response plan for serious epidemic.

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Safety

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1.1 SAFETY STRATEGY AND EASP

1.1.1 Objective and scope

The Agency has taken the leadership in coordinating and complementing the efforts made by EU Member States towards the implementation of requirements set by ICAO on Safety Management Systems (SMS) for industry and State Safety Programmes (SSP) for ICAO contracting states.

The sharing of roles between the European institutions and the Member States, as described in the Basic Regulation means that cooperation is essential to ensure the implementation of safety management. There is a need for ensuring a regional (European-wide) approach regarding the principles of safety management.

In view of this need and in order to move forward, a European Aviation Safety Advisory Committee (EASAC) was established in October 2009 with representation from the European Commission, the Performance Review Body (PRB), industry, Euro-control, Member States and EASA.

In 2011, the cooperative work of this committee received considerable support by the adoption of the Communication from the European Commission to the Council and the European Parliament setting up an aviation system for Europe (The Communication), which included the EASP (European Aviation Safety Programme) as an annex. The second edition of the European Aviation Safety Plan – EASp has also been endorsed by the Management Board in December. Therefore, the envisioned three tier approach encompassing strategy, programme and plan has been realised.

1.1.2 Main achievements in 2011

1.1

European Aviation Safety Programme (EASP)

Following on from the work done by EASAC in developing a manual for the European Aviation Safety Programme (EASP manual), the inclusion of the Programme, re-structured to follow the ICAO format, as an attachment to the Communication has provided the strategic and political basis for continuing work and lists the objectives for the coming years. The second edition of the European Aviation Safety Plan was issued thus building on the first.

The approach for European aviation safety is based on three elements:

- *A set of policies and objectives (the strategy), which is now the Communication*
 - *An integrated set of regulations and activities aimed at improving safety (the programme), which is annexed to the aforementioned Communication;*
 - *A high level safety issues assessment and related action plan (the safety plan).*
-
- The European Aviation Safety Plan (EASp)

The year concluded with the endorsement by the Management Board of the second edition of the European Aviation Safety Plan - EASp. It covers the period between 2012 and 2015 and has been developed according to the same methodology that was used to develop the first edition. Therefore, the main risk areas have not been changed.

Like the first edition, the second encompasses three broad areas: Systemic, operational and emerging issues. The risks identified in these areas are mitigated by safety actions that Member States, Eurocontrol, the European Commission, the industry and the Agency take. This flows on to cooperative work that is aimed at streamlining activities and efforts in order to further reduce our accident rates.

In addition, the second edition consists of two parallel activities:

- It provides a status report on the 91 standing actions developed in 2010.
- It expands the initial list of actions proposed in the first edition by incorporating 24 new actions. These new actions have been reviewed by EASAC and have been placed within the existing framework.

1.1

To date 23 Member States have formalised their commitment to voluntarily implement the Safety Plan by nominating a focal point. Throughout the year, a report has been sent out to the focal points to provide a status of the implementation of the actions in the Safety Plan. Fifteen (15) reports have been received until the date of the publication of this report.

The voluntary implementation has also been extended to non-EU States that are members of ECAC. Five (5) States have nominated a focal point until the day of the publication of this document. Their input will be sought throughout 2012 to implement and improve the approach.

In summary, the network for action that has been constructed via the Communication gives a political basis for setting up a safety management system for Europe. The EASP provides internal direction and the EASp allows for periodic updating of actions. The system as a whole depends on the continuous coordination and collaboration of the players involved in order to ensure that the efforts remain up to date.

1.2 SAFETY ANALYSIS AND RESEARCH

1.2

1.2.1 Objective and scope

EASA acquires and analyses data to help improve the safety performance of the aviation system. It carries out studies, produces reports, follows up accident investigations, promotes safety initiatives and sets up, uses and disseminates safety-related information.

The safety analysis work is twofold; internally, safety analysis is the basis for defining the actions and policies to be considered by the Agency's Internal Safety Committee (ISC) and externally safety analysis assists, cooperates and informs on safety risk issues. The functions supporting the work are:

- *Safety analysis: reviews, conduct of studies and provision of reports;*
- *Investigations: disseminate and follow-up safety recommendations and also develop means of cooperation;*
- *Continuous improvement: facilitate and promote aviation safety initiatives;*
- *Set-up, use and disseminate information stemming from technical functions (service defect reporting, statistics, human factor policy, operational flight data analysis, safety management system, foresight and safety promotion).*

Safety Analysis provides a wide range of safety advice and analysis to both internal and external parties. It also supports EASA's communication activities with stakeholders.

In 2011, focus was placed on the development of a Safety Recommendation Information System, the development and phased deployment of an Internal Occurrence Reporting System and incorporation of the Safety Information Section in the IORS department.

1.2.2 Main achievements in 2011

Safety analysis

- Productive use of safety data

Expanding the use of safety data brought forward rewards as work focuses on detecting trends and precursors to avert future accidents. International arrangements for sharing data were discussed to improve cooperation. New tools were provided to ease the availability and to enhance the quality of safety data within the Agency.

In view of the working arrangement between the Agency and EUROCONTROL, one of the first tasks of this arrangement is to expand the Annual Safety Review (ASR) to include an ATM component. Moreover, a coordinator for the “Network of Analysis” has been recruited which means that the project became live in 2011.

Work has also been done to strengthen the Agency’s policy on the protection of safety information and application of “just culture”.

- Internal Occurrence Reporting System (IORS)

Considerable work was performed in 2011 to finalise the Internal Occurrence Reporting System. The IORS pilot phase was launched in October and the full deployment of the system is scheduled for early 2012.

IORS also centralised the management of all safety-occurrences while taking over Form 44 report processing from Safety Analysis, establishing an occurrence database and a harmonised treatment of occurrences, in line with the established work instruction and policy.

This work culminated in the new closed-loop system, known as the IORS Work Flow Tool, starting to receive reports from four Top Reporting Organisations by the end of 2011.

Owing to the phased introduction of the IORS Work Flow Tool, an intensive communication programme involving three workshops, a dedicated external mini-site and heightened participation at other meetings, workshops and conferences was undertaken. IORS specific training modules were created and by year end more than 250 people had been trained.

In terms of resources, following the setting up of the department in 2010, two Occurrence Reporting Officers were recruited during the first quarter of 2011 to manage the technical aspects, and a Technical Assistant joined in the last quarter to augment communication and support activities.

1.2

- Safety Information

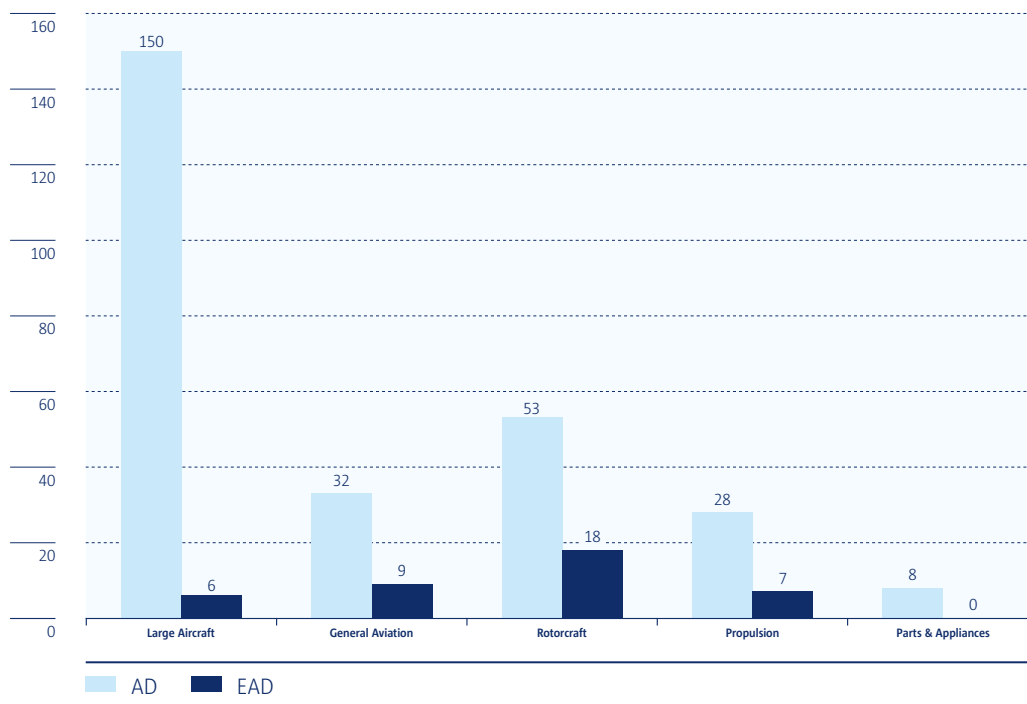
The transfer of the Safety Information Section to the E Directorate (E6-IORS) was achieved in mid-2011.

The Safety Information Section contributes to the Continued Airworthiness oversight of products, parts and appliances, which are either designed or in service in EU Member States and Associated Countries.

The section is responsible for the issuance and dissemination of airworthiness directives (AD), emergency airworthiness directives (EAD) and safety information bulletins (SIB), as well as for publication of AD, EAD and SIB issued by foreign authorities of the State of Design and adopted in Europe. The AD publication portal may be found at <http://ad.easa.europa.eu/>.

A380 related ADs have high media visibility and the Agency has placed special emphasis on framing and managing their issuance.

In 2011, the number of publications issued by the section is: 271 AD and 40 EAD. The associated details are presented in the diagram below:



41 SIB were also published: it is worthwhile to note that if the majority is related to airworthiness matters, 10 also address operational matters (E.g. volcanic ash, functional check flights, EGNOS availability, etc.) and 8 are related to suspected unapproved parts.

Co-operation in investigation

A main achievement in 2011 was the development of the Safety Recommendations Information System software aimed at collecting all recommendations in a central EU repository. In parallel, EASA processed 118 incoming Safety Recommendations while closing 75 open recommendations and providing an update on 132 pending ones. 80 draft investigation reports were processed for comments in accordance with EU Regulation 996/2010.

Follow-up of major civil aviation accidents or serious incidents that occurred in 2011 included:

1.2

- *Spanair accident MD-82, EC-HFP, at Madrid Barajas airport on 20 August 2008;*
- *MD-11, D-ALCQ bounced landing in Riyadh on 27 July 2010;*
- *Airbus A380, VH-OQA Rolls Royce Trent 900 uncontained engine failure, on 04/11/2010;*
- *Airbus A330 F-GZCP hull loss over the Atlantic on 01/06/2009;*
- *ATR 42 N902FX stall during approach on 27.01.2009 in Lubbock Preston;*
- *B-747-400F, N571UP, cargo fire accident in Dubai, UAE, on 3 September 2010;*
- *Aerospatiale (Eurocopter) AS332 L2 Super Puma, G-REDL, 11 nm NE of Peterhead Scotland, UK, on 1 April 2009.*

▪ Volcanic ash

2011 produced several volcanic ash hazards that posed challenges to aviation safety. More particularly the eruptions in Iceland and Chile were of note. The challenges posed to European aviation safety as a result of the Icelandic volcano Grímsvötn demonstrated the Agencies level of expertise in contributing to a coordinated European response.

The lessons learned from a more serious eruption in 2010 together with the work of the ICAO Volcanic Ash Task Force (IVATF) and the European Aviation Crisis Coordination Cell (EACCC) contributed to a smoother handling of the 2011 event.

EASA continued to work on developing appropriate risk assessment guidance through the analysis of pertinent safety data. To that end EASA has hosted two Volcanic Ash Workshops in 2011. The first, a Volcanic Ash Operations Workshop in January, examined risk assessment methodologies for natural hazards in general and volcanic eruptions in particular. The second, a Volcanic Ash NAA/NSA Workshop held in November, enabled administrations, agencies and authorities to exchange views on policy, planning and risk assessment for volcanic eruptions with a view to further developing harmonisation and standardisation of the aviation systems' response to volcanic eruptions in Europe.

■ Safety initiatives delivering results

The three ESSI pillars, ECAST, EGAST and EHEST that were linked to the EASP in 2010, continued to work on the implementation of their respective work-programmes under the umbrella of the European Aviation Safety Plan (EASp). The Teams are voluntary partnerships between regulators and industry and co-develop products aimed at improving safety through targeting the most significant identified safety risks.

The European Commercial Aviation Safety Team (ECAST), European Helicopter Safety Team (EHEST) and the European General Aviation Safety Team (EGAST) contributed new actions to the EASp and developed in 2011 further safety promotion material, all of which is immediately usable by stakeholders and is available on the ESSI website: <http://easa.europa.eu/essi/index.html>.

In addition, it was decided to focus on the small operators and General Aviation, a domain shared by EGAST and EHEST. On the international scene, cooperation was reinforced with the US Commercial Aviation Safety Team (CAST), the International Helicopter Safety Team (IHST) and the FAA General Aviation – Joint Steering Committee (GA-JSC).

■ Safety performance management

The functioning of the Performance Review Body (PRB involves cooperation with the Agency as the performance scheme includes safety. The main areas of cooperation are: Defining Key Performance Indicators, reviewing national performance plans and the annual PRB reports. This cooperation was formalised by a Memorandum of Understanding (MOU) signed in February 2011 between Agency and PRB heads. EASA contributed to the following accomplishments in 2011: The review of national and FAB performance plans; the adoption by the Executive Director of the AMC (Acceptable Means of Compliance) for the Safety KPI for RP1 (Reporting Period 1); and joint work with the PRU in developing a regulatory approach for RP2, in particular the safety aspects.

This strategic and crucial cooperation necessitates commensurate resources.

- Advancing safety internationally

1.2

On 4th and 5th October 2011, EASA hosted an Annual Safety Conference with the theme: Staying in Control – Loss-of-Control Prevention & Recovery. This is one of the main risk areas identified in the European Aviation Safety Plan (EASp). Many of the risk factors contributing to loss of control were discussed, including human factors, safety analysis, accident investigation, training, research, flight testing issues, etc. The conference also allowed to identify a number of follow up actions that have been incorporated in the EASp.

EASA, along with its partner organisations the European Commission, Eurocontrol and SESAR Joint Undertaking, within the framework of global interoperability, presented in September 2011 Europe's approach to Global ATM during the Global Air Navigation Symposium (GANIS) in Montreal.

Research

- Research planning for the future

Taking into consideration the top priorities of the European Aviation Safety Plan (EASp) and the European Aviation Research Partnership Group (EARPG) Thematic Programme the Agency in 2011 consolidated its needs and requests for new research projects as well as a backlog of previous years in the ambitious EASA Research Plan 2012-2014. The plan comprises of project proposals and requests originating from the Rulemaking Programme, projects which are suggested by Safety Recommendations, proposals made by ESSI, Certification and Rulemaking Directorates, and the European Human Factors Advisory Group (EHFAG).

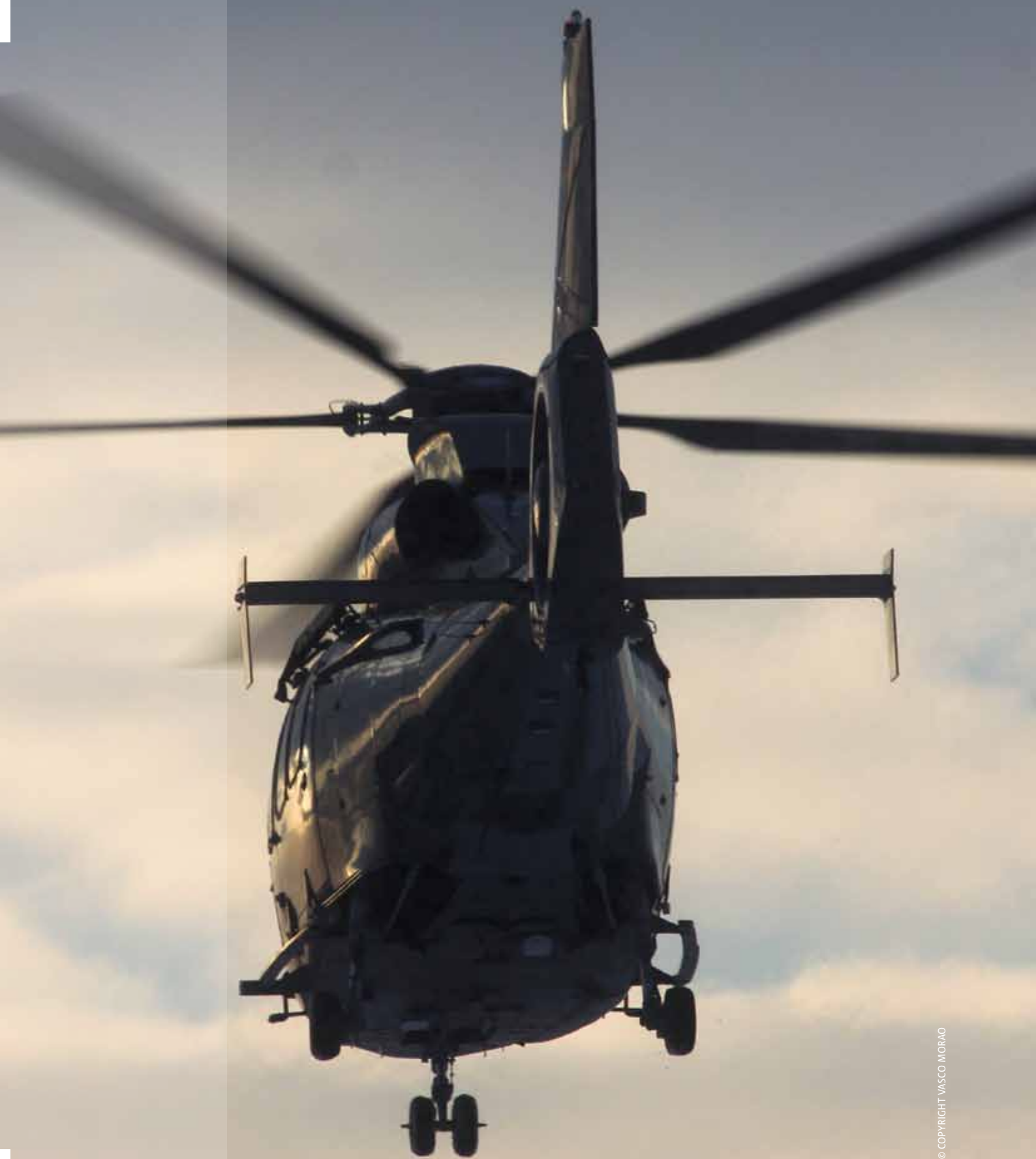
The Agency closely cooperated with the European Commission regarding the Community research activities impacting the EASA system (Seventh Framework Programme (FP7), sub-theme 7.1 Aeronautics and Air Transport). In this context, the Agency developed basic principles cornering EASA staff attendance in EC Framework Programme evaluation committees and project advisory boards.

Furthermore, EASA interfaced with the large scale technology initiatives SESAR and CLEAN SKY. During 2011 the Agency also participated in the foundation of the new Advisory Council for Aeronautics Research and Innovation in Europe (ACARE). The Agency contributed to the development of a Strategic Research and Innovation Agenda (SRIA) by taking the responsibility of co-chairing the Safety and Security Working Group and providing input to the other SRIA working groups.

A list of 2011 Studies and Research Projects is provided in *Annex 2*.

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Regulation

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2.1 OBJECTIVE AND SCOPE

The Agency manages and coordinates the preparation of EU legislation related to the regulation of civil aviation safety and environmental compatibility. In this context, EASA produces and submits opinions to the European Commission and adopts supporting certification specifications, acceptable means of compliance and guidance material.

2.2 MAIN ACHIEVEMENTS 2011

Rulemaking Programme

In 2011, the Agency further continued its activities aiming at drafting the legislation and related soft-rules for the so-called first and second extension. Ensuring the timely delivery of airworthiness rules (safety and environmental protection) remained a major challenge in 2011.

The Agency finalised twenty rulemaking tasks. The complete list of Decisions, Opinions and NPAs published in 2011 is in *Annex 3*.

Airworthiness and environmental protection

The Agency issued several important NPAs on contracting of technical services, on adaptation of Regulation (EC) No. 2042/2003², protection of large aeroplanes against fuel low level and fuel exhaustion, on ice protection of large aeroplanes and turbine engines and to update the airworthiness CSs in line with EU regulations on the banning of Halons. Furthermore the Agency issued improvements to the guidance material for the changed product rule in Part-21 which were fully harmonised with the US and Canada.

Concerning environmental protection, the Agency provided inputs to the CAEP9 work programme developing new CO₂ and Particulate Matter standards to improve climate and health related aspects of aviation as well as working to keep the noise requirements up-to date which helps to maintain capacity on noise constrained airports.

² Commission Regulation (EC) No. 2042/2003 of 20 November 2003 on the continuing airworthiness of aircraft and aeronautical products, parts and appliances, and on the approval of organisations and personnel involved in these tasks, OJ L 315/1.

Extension of the scope

2.2

- Air operation, pilot licences and authorisation of third country operators

The Agency continued its work in accordance with the eight priority work packages agreed in September 2009. The work packages were aligned with the NPAs and the proposed new rule structure, particularly taking into account the progress made, the available internal and external resources and their related expertise as well as the re-structuring of the OPS technical requirements.

In this context, the Agency has concentrated on finalising the CRDs and upcoming Opinions for the first extension. The first 4 annexes of the Aircrew Regulation (Part-FCL, Part-MED, conditions for the conversion of national licences and for the acceptance of 3rd country licences) were published in the Official Journal in November 2011. The associated Acceptable Means of Compliance and Guidance Material were published as Agency Decisions on the website in December 2011. All OPS CRDs were published in 2011 along with the Opinion on Authority and Organisation Requirements as well as the one for commercial air transport operations.

After a 5 years rulemaking effort, the Agency issued the Opinion proposing to introduce the Operational Suitability Data (OSD) concept in Part-21 and other implementing rules. For the OSD implementation also two NPAs were published proposing certification specifications for Cabin Crew type training and MMEL.

- Safety of aerodromes, air traffic management and air navigation services

In the ATM field the Agency supported actively the Commission in the adoption process of four different ATM rules: ATCO licensing, Safety Oversight in ATM/ANS and Common Requirements, and Common Airspace Usage Requirements with the first sub-part on the ACAS II version 7.1. After the issuance of the SERA (Standardised European Rules of the Air) Part B Opinion (October 2011), the Agency has continued its support to the Commission in particular with the preparation of the integrated structure for SERA Parts A and B. Moreover in support to the implementation of SES Performance scheme the Agency has issued AMC/GM for SKPI (ATM performance IR).

The development of the implementing rules for aerodrome safety resulted with the issuance of the related NPA in December 2011 which is fully in line with the foreseen planning for adoption of the IR by 2013 as stipulated by the BR.

- Implementation of 2011 rulemaking work programme: interface with organisations

In implementing its 2011 work programme, the Rulemaking Directorate strengthened the interface with EUROCONTROL, SESAR and ICAO.

The Agency's potential tasks related to the SESAR programme were envisaged to be significant. Therefore the Agency did conclude with SESAR Joint Undertaking an agreement on financing the potential work.

European Commission invited the Agency to prepare as a new task and in a close cooperation with EUROCONTROL an assessment for the harmonised transition altitude in the European airspace (HETA).

The Agency has contributed actively in developing jointly with the Commission and EUROCONTROL the Safety Key Performance Indicators to implement the scheme and has prepared to the Commission a proposal to amend the Regulation 691/2010 accordingly.

3.0 | I

Oversight

3.0

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3.1 PRODUCT SAFETY OVERSIGHT

3.1.1 Objective and scope

The Agency is responsible for the airworthiness and environmental certification of aeronautical products, parts and appliances. This responsibility encompasses the initial certification of new type designs and a variety of related activities, such as supplemental type certifications, approval of changes to type certificate and of repair design. Furthermore, it also covers activities to ensure the continuing airworthiness of the certified products, parts and appliances during their entire operational life-cycles. This includes reacting without undue delay to a safety problem and issuing, disseminating the applicable mandatory information.

The main objective was the preparation of the new remits' implementation, in particular the Operational Suitability Data (OSD) Concept and the further enhancement of the Agency's continuing airworthiness function.

3.1.2 Main achievements in 2011

During 2011, the Agency further shaped its organisation to better accommodate the upcoming challenges, driven from the implementation of new remits and of the Internal Occurrence Reporting System (IORS). In this context, the newly established ATM/ANS Department of the Certification Directorate, which is in charge of all investigations and oversight of the systems used to provide pan-European ATM/ANS services (e.g. EGNOS, Galileo, IRIS, systems used by the European ATM network managers, future systems developed under SESAR) became operational, as 2 senior ATM/ANS experts joined the team. Finally, in light of the Operational Suitability Data (OSD) Concept, whereby the evaluation of the operational elements will be integrated into the initial certification of aeronautical products, the Experts Department and Flight Standards Department were merged.

The Agency continued to actively promote its cooperation and improve its communication with stakeholders via a number of specific events. For the first time a Certification Workshop with Industry was also organised in January 2011.

Concerning the international cooperation aspects, major milestones were reached in 2011. Following the entry into force of the Agreement between the United States of America and the European Union on Cooperation in the Regulation of Civil Aviation Safety on 1st May, the Technical Implementation Procedures (TIP) for airworthiness and environmental certification were adopted by the Certification Oversight Board on 5th May. Furthermore, the TIP of the Bilateral Aviation Safety Agreement signed between the EU and Canada was also adopted by the Joint Sectorial Committee on Certification in September.

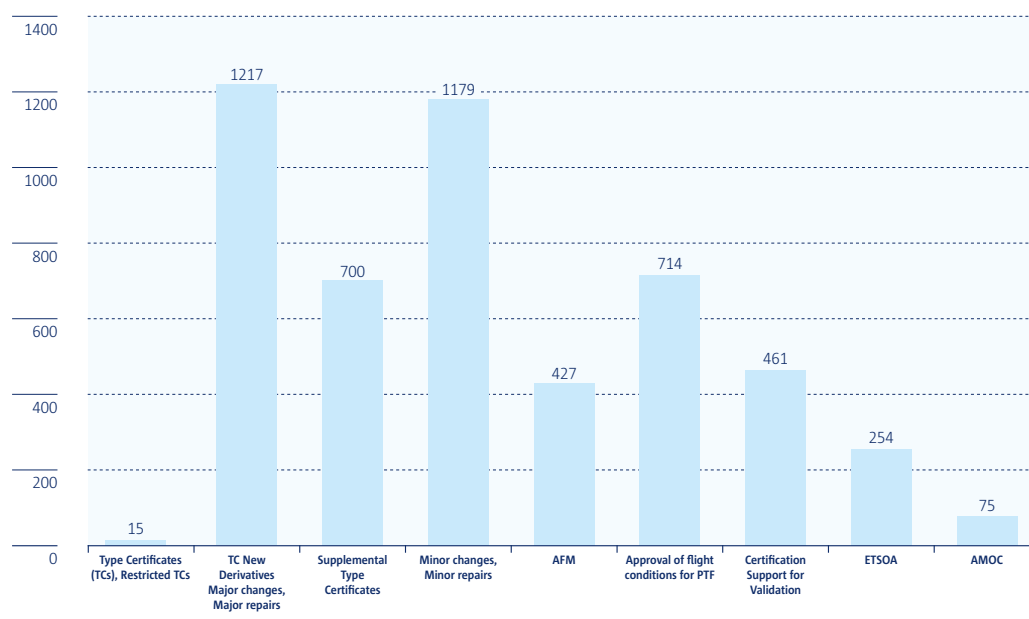
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Finally, following the establishment of the general framework for the traineeships programmes at the EASA last year, the 1st EASA Traineeship Programme was launched in October 2011, aimed to attract highly qualified university graduates and undergraduate students.

Airworthiness and environmental type certification of aeronautical products, parts & appliances

■ Trend of applications received

The number of new applications submitted to the Agency for airworthiness and environmental certification in 2011 (5,042) remained stable. Applications for certification of new type design covered a wide range of aeronautical products, including the super mid-sized, long range business jet, Falcon SMS from Dassault Aviation, the large helicopters, AW169 and AW189 from AgustaWestland, the Silvercrest turbofan engine from SNECMA, the GB series balloons from Cameron Balloons Ltd and a number of applications from the General Aviation sector mainly for very light aeroplanes. The diagram provides a breakdown of the natures of the applications received:



It is worth mentioning that new projects from emerging countries (China, India) are expected in 2012.

- Major on-going multi-annual type certification programmes

3.1

The performance of a number of multi-annual type certification projects continued in 2011, such as the Airbus A350, Airbus A320neo (aiming at reducing fuel consumption and therefore enhance the aircraft's performance and eco-efficiency), Airbus A400M military transport, Embraer EMB-545/550 business jets, Mitsubishi's Regional Jet, the MRJ-200 and Sukhoi Superjet 100.

- Number of certificates issued

In 2011, 3,823 certificates were issued. Type Certificates were awarded among others for TP400-D6, the first large turboprop engine certified by EASA, the freighter and passenger version of Boeing's B747-8, and the Boeing's Dreamliner B787-8.

Continuing airworthiness

- Qantas accident

Since the uncontained engine failure, which occurred on an A380 aircraft, operated by Qantas Airlines in November 2010, the progress in the investigation, further assessment of manufacturing data and additional stress analysis, as well as further safety measures led to the cancellation of the Airworthiness Directive (No. 2010-0242R1) on the mandatory High Pressure/Intermediate Pressure (HP/IP) structure inspections on Trent 900 series engines in March 2011.

- Koito seats issue

With regard to the aspects of the falsification of seat test result by Koito Industries Ltd (Japan) in early 2010, EASA and FAA developed their respective mandatory actions in a harmonised way. The EASA and FAA Airworthiness Directives (EASA AD No.: 2011-0098, FAA AD No.: 2011-12-01) were published in June and entered into force on 1st August.

3.1

Operations related certification tasks

In this field, the Agency prepared the implementation of the 1st extension of remits, by contributing to the EASA Rulemaking activities (development of NPAs, CRDs and Certification Specifications), and by supporting the acceptance of the OSD Concept by the European NAAs and by its international counterparts, like the FAA and TCCA. In addition, saw the fulfilment of new MRB programmes and the evaluation of operational suitability involving new technologies (EVS) and procedures. The enhancement of the European Occurrence Reporting system with regard to the operational elements is expected in 2012.

3.2

3.2 ORGANISATION APPROVALS**3.2.1 Objective and scope**

EASA is responsible for approving design organisations wherever they are located as well as those responsible for production, maintenance, maintenance training and continued airworthiness management outside the territory of the Member States. It also includes approving production organisations located outside the territory of one or more Member State(s) if requested by the Member State(s). In 2011, organisation approvals activities within the initial scope of the Agency have reached a mature level in terms of activity and methodologies.

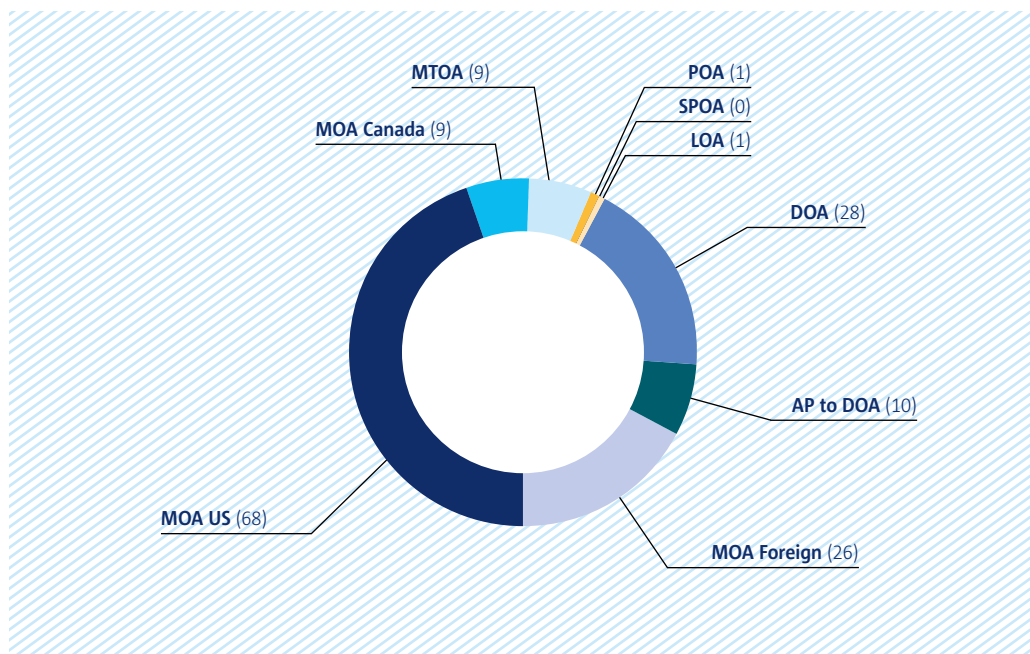
In addition to the initial scope the department has been tasked with specific new remits. The ATM/ANS section has to support the Commission on the oversight of the Network Manager Function in Eurocontrol, and has been tasked to prepare for the takeover of the EGNOS oversight and the approval of ATCO schools outside of Europe. The FCLOA section has taken all necessary steps to prepare for the approval and oversight of Approved Training Organisations for Flight Training and Aeromedical Centres, if located outside the EASA member states as of 2012.

3.2.2 Main achievements in 2011

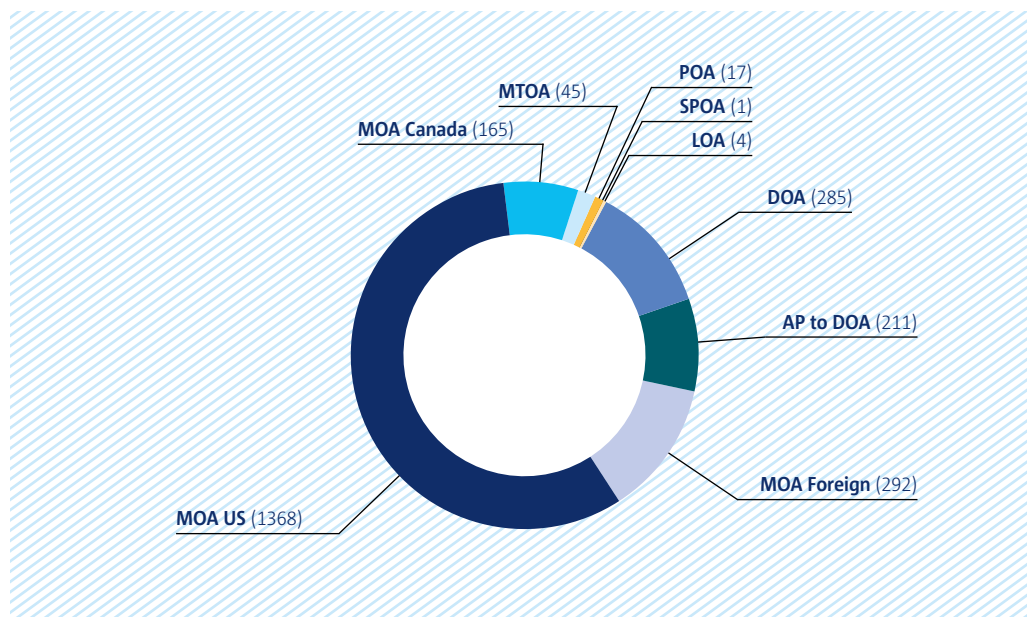
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Organisation approvals activities have grown steadily in 2011, including Design Organisation Approvals (DOA)/Alternative Procedure (AP) to DOA, Production Organisation Approvals (POA) and Maintenance/Continuing Airworthiness Organisation Approvals (MOA/COA). The workload on surveillance of the Airbus European Single Production Organisation Approval (SPOA) slightly increased, also on the non-European locations. The figures related to organisation approvals can be summarised as follows:

Newly approved organisations in 2011



Approved organisations on 31 December 2011



Design Organisation Approvals

On 31 December 2011, 285 DOA in total were issued, of which 218 have been internalised by the Agency. 67 remained in the hands of NAAs. 76 organisations were under initial assessment for DOA and 42 for AP to DOA. Internalisation of activities has reached the expected target. 21 additional organisations were transferred to EASA Team Leaders in 2011, including 7 DOA and 14 AP to DOA. Further transfers will occur if NAAs decide to stop their activities or if the extension of the DOA scope requires it.

Production Organisation Approvals

During 2011, 17 EASA POAs have been issued to foreign production organisations and 1 Single POA to Airbus. Additionally, EASA continued to issue Export Certificates of Airworthiness for aircraft manufactured by EASA POA organisations in China and by Airbus under the SPOA in Europe. EASA also contributed to the implementation of EU-US and EU-Canada Bilateral agreements in the production field.

Maintenance/Continuing Airworthiness Organisation Approvals

3.2

In the field of Maintenance/Continuing Airworthiness Organisation Approvals, EASA is commencing to outsource the technical investigations as well as the continuing surveillance of the organisations to NAAs in the majority of cases. A limited number of approvals is covered by in-house experts in order to maintain and develop expertise and to effectively manage the activities performed by the NAAs. EASA contributed to the preparation of a smooth transition from the existing Bilateral on Maintenance to the new EU-US Bilateral. The first foreign CAMO approval had been issued by EASA in 2011.

Flight Crew Licencing Organisation Approvals

During 2011 FCL OA started to coordinate with major NAAs and provide support to address various issues related to the forthcoming regulation. Implementation processes of FCL OA have been setup. Working instructions and guidance material were produced for Pilot Training Organisations and Aeromedical centres. Recruitment of FCL OA Team Leaders has been conducted. In addition, technical specifications and workload estimations for outsourcing have been achieved. By December 2011 the qualified entities for Pilot Training organisations and 3 NAAs for Aeromedical Centres surveillance were selected.

ATM/ANS Approvals

The ATM/ANS Organisation Approvals Section was created in May 2011. The main activity of this new section was the setup of arrangements with the Commission and with Eurocontrol in order to perform the Oversight of the Network Manager. The arrangements were presented in a workshop to the Single Sky Committee. A parallel activity was started in order to prepare for the oversight takeover of the EGNOS service provider, ESSP. This activity consisted of oversight meetings with the French and Belgium authorities as well as participation in audits. As the section and its objectives are new, the development of processes, forms and procedures was initiated, as well as recruitment of new staff.

3.3 INSPECTIONS OF MEMBER STATES

3.3.1 Objective and scope

The Agency assists the European Commission in monitoring the uniform and effective implementation of Union law by Member States' NAAs by means of Standardisation Inspections. Such inspections may also include investigations of undertakings or associations of undertakings under the oversight of the inspected NAAs.

In the areas of initial and continuing airworthiness the Agency monitors compliance of NAAs with the requirements of the Basic Regulation and related Implementing Rules in accordance with the framework established by Commission Regulation (EC) No. 736/2006³. In the domains of air operations (OPS), flight crew licensing (FCL) and flight simulation training devices (FSTD) the Agency performs standardisation inspections in order to ensure a seamless transition and to avoid any safety gap until the adoption of the upcoming EU Implementing Rules. The former Joint Aviation Requirements (JARs) and, for commercial air transport operations by aeroplane, the requirements of Council Regulation (EEC) No. 3922/91⁴ ("EU-OPS") continue to apply.

In the domain of Air Traffic Management and Air Navigation Services (ATM/ANS), the issuance of several Implementing Rules between August and December 2011 paved the way for the start of EASA standardisation inspections in this field.

3.3.2 Main achievements in 2011

The playing field

In 2011, the scope of standardisation encompassed 46 Countries: the 31 "EASA States" plus 15 States having signed a Working Arrangement (WA) with EASA. In the course of the year, inspections were performed in 27 "EASA States" and 6 "WA States". Standardisation has continued to combine all sectorial inspections planned for the same country, in order to provide the European Commission a consistent "global picture" across all technical domains. As a result, most regular inspections in 2011 were planned and performed as "combined inspections".

³ Commission Regulation (EC) No. 736/2006 of 16 May 2006 on working methods of the European Aviation Safety Agency for conducting standardisation inspections, OJ L 129/10.

⁴ Commission Regulation (EC) No. 859/2008 of 20 August 2008 amending Council Regulation (EEC) No 3922/91 as regards common technical requirements and administrative procedures applicable to commercial transportation by aeroplane, OJ L 254/1.

Inspectors' pool

EASA is committed to involve seconded NAA inspectors in its inspection teams, in order to benefit from their competence and practical experience as well as to build and disseminate a common understanding of the applicable requirements across NAAs (pro-active standardisation). In 2011, 96 Team Members were provided by seconded NAA inspectors (58%). Five Standardisation Inspectors' initial training courses were delivered, of which 2 specifically targeting the ATM/ANS community in view of the upcoming extension of Standardisation activities. More than 80 new inspectors, mainly in the fields of ATM/ANS, FCL, OPS and FSTD have been trained.

Standardisation key results

In 2011, 107 standardisation inspections were performed⁵, as follows:

Inspection type	AIR	OPS	LIST	MEST	FSTD
Regular	20	17	18	18	8
Follow-up	4	4	3	2	0
Ad-hoc	4	7	1	1	0
TOTAL	28	28	22	21	8

Note: as of 2011 Initial and Continuing Airworthiness Standardisation activities have been merged under Airworthiness (AIR).

As a result, a total of 781 findings were raised, of which 738 were classified as non-compliances requiring a corrective action plan to be proposed and implemented by the inspected NAA. Approximately 26% of all findings were classified as significant deficiencies that may raise safety concerns if not duly corrected.

All corrective action plans proposed by the NAAs were evaluated by the relevant Standardisation Sections. In a few specific cases no agreement could be reached, leading to the issuance of supplementary reports. Agreed actions are monitored by the Agency in order to ensure their implementation.

⁵ Furthermore, the Standardisation Department was involved in 7 International Standardisation visits (USA, Canada, Brazil) and 9 Accreditation visits.

Standardisation meetings

In 2011 the Standardisation Department organised 9 Meetings with a total attendance of 442 NAA representatives. Standardisation meetings have proven to be a successful tool in achieving a higher level of common understanding and interpretation of the applicable requirements. Conclusions from each meeting are shared with the Rulemaking Directorate, so that those that qualify as potential regulatory material can be further developed. The Agency has decided to increase the frequency of standardisation meetings based on the positive feedback received by NAAs.

Continuous improvement of the standardisation process

Currently, the standardisation process is mature and fulfils its objectives successfully.

Nevertheless, the Agency is working towards a continuous improvement of the quality, efficiency and effectiveness of the process. To this end, a number of measures have been put in place in 2011 and will be further improved in 2012, when the process is expected to undergo a major evolution. To that end a country based reporting system has already been established, a Continuous Monitoring Approach (CMA) based on a confidence model will be defined, and the working methods for conducting inspections (Reg. 736/2006) will be revised.

At the same time performance of Standardisation Inspections in the ATM/ANS domain and the entry into force of the Implementing Rules in the domains of Air Operations, Flight Crew Licensing and Flight Simulation Training Devices will represent a significant challenge for Standardisation.

3.4 OPERATORS

3.4

3.4.1 Objective and scope

The Operators Department covers the activities of the Agency related to the coordination of the European Community's Safety Assessment of Foreign Aircraft (SAFA) programme and the authorisation of Third Country Operators (TCO).

The SAFA activity carried out by EASA is a coordination function, including:

- *Maintaining and updating the database of reports from SAFA ramp inspections;*
- *Providing analysis and reports on the collected data;*
- *Fostering the organisation and implementation of training courses;*
- *Providing proposals for manuals and procedures;*
- *Fostering the standardisation of the SAFA activity.*

In addition, within the scope of Article 23 of the EASA Basic Regulation, the Agency will be responsible for issuing authorisations to Third Country Operators (TCO) wishing to fly into the EASA airspace and land in one of the EASA countries.

In 2011, the Agency focused on further enhancement of the SAFA programme (including e.g. development and deployment of a redeveloped SAFA application, update of SAFA procedures), on carrying out SAFA standardisation audits to NAAs and on providing continuous support to the Commission for the Air Safety Committee (ASC) on the EU Safety List.

3.4.2 Main achievements in 2011

SAFA

Enhancement of the SAFA programme

In September 2011, the new SAFA application and database was deployed and all the legacy data was successfully migrated in the database. This new application provides full support for the entire process (preparation, reporting, follow-up and closure of findings), extended querying and analytical functionalities and allows that NAAs (from non-SAFA participating states), as well as operators, have direct, on-line access to SAFA reports.

SAFA analysis was performed in line with the established schedule. The analysis results as well as the results of the process of prioritising SAFA inspections were presented during the meetings of the Air Safety Committee (Safety List). Numerous ad-hoc analyses were also performed on request of the European Commission to support various cases being investigated.

As prescribed by the SAFA Directive and in accordance with the Terms of Reference for SAFA standardisation agreed with the SAFA Participating States, EASA continued the SAFA standardisation process initiated in 2009. In 2011 a total of 12 standardisation inspections were planned and completed in EU and non-EU SAFA Participating States, completing the first ever standardisation cycle covering all SAFA participating States (except Monaco).

2011 also marked an increased transparency towards the aviation industry. EASA organised the 1st SAFA Regulators & Industry Forum which brought together representatives from the SAFA Participating States, ICAO, IATA, AEA, ELFAA, IACA, AACO, AAPA to discuss openly about SAFA related matters.

International promotion of the EU SAFA Programme

3.4

The EU SAFA Programme continued to be promoted to international audiences, and an International ramp inspection was organised as a follow-up to the 2nd EASA International Cooperation Forum. The EU SAFA Programme was also presented during various seminars, workshops and bilateral meeting to a number of states or regional organisations: Canada, Montenegro, Japan, Singapore, CASSOA (East African Community Civil Aviation Safety and Security Oversight Agency) , ICAO Latin America. Building upon the negotiations started with some strategic partners for their inclusion in the EU SAFA Programme, in 2011 the Agency concluded the first Working Arrangement with a non-European state, Morocco, which became the 43rd SAFA participating state. Negotiations continued with Canada and Brazil while new ones have been started with Montenegro.

Third Country Operators

Within the extension of its remit, the Agency has started preparatory work (exact scope definition, workload and procedures) in the context of authorisations to Third Country Operators (TCO).

The European Commission was regularly supported in the context of the EU Safety List. EASA participated in preparatory hearings with foreign authorities and foreign operators and has provided technical expertise in a variety of case analyses in the ambit of the EU Safety List. The TCO Section continued to coordinate the ICAO USOAP report analysis working group, which provided the EU Air Safety Committee with a number of country reports.

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International cooperation

4.0

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4.1

4.1 OBJECTIVE AND SCOPE

The Agency concludes working arrangements with foreign NAAs and assists the European Commission in the negotiation and implementation of Bilateral Air Safety Agreements (BASAs).

Furthermore, the Agency is strengthening its relations with ICAO, in close coordination with the European Commission and the Member States, and in relation with Eurocontrol.

Moreover, the Agency supports developing countries in improving their regulatory capabilities.

4.2

4.2 MAIN ACHIEVEMENTS IN 2011

Bilateral Agreements and Working Arrangements

The Bilateral Aviation Safety Agreements (BASA) on civil aviation safety between the EU and the USA and between the EU and Canada entered into force respectively on 1st May 2011 and 26 July 2011. Several implementation activities were organised by the Agency, such as the organisation of sub-committee meetings (on certification and maintenance), the approval of the 3rd tier documents or the development and provision of technical training.

5 Working Arrangements (WA) between EASA and China's CAAC, 11 WAs on extension the domains of ATM/ANS between EASA and PANEP⁶ states, WA between the Japan Civil Aviation Bureau and EASA including Implementation Procedures, WA between EASA and Hong Kong CAD, and modification of Appendix 1 of the Implementing Procedures to the WA between GCAA-UAE and EASA were signed.⁷

⁶ "Pan-European partners" (PANEP)

⁷ A full list of EASA Working Arrangements is available on the EASA website under the following link: <http://www.easa.europa.eu/rulemaking/international-cooperation-working-arrangements.php>.

Cooperation with ICAO

4.2

EASA has taken a number of significant steps to strengthen its involvement in ICAO matters. From July 2011, an EASA Representative has been based in the Montreal Office of the EU Representation at ICAO. This now enables EASA to become more aware of the work of the Air Navigation Commission and strengthen the relations with the ICAO Secretariat. EASA has also seconded an expert to support the Secretariat in developing the new Safety Management Annex and the related Panel. The Panel first met in November 2011. EASA started working with the European Commission, EU Member States and ICAO to develop a simpler method for filing differences for those areas where EU has gained competence. Finally, EASA has worked with the ICAO Paris Regional office to help to shape the new European Regional Aviation Safety Group.

Technical cooperation

EASA provided support to the European Commission in defining European assistance projects and managing Community programmes, in particular for the Western Balkans, the Mediterranean countries and Central Asia. EASA also supported community programs in Asia-Pacific and Africa. EASA's technical cooperation activities included (1) direct management of dedicated assistance programmes and (2) participation in technical assistance missions in Zambia, Benin, Gabon, Ghana, Mauritania, Mali, Congo and Cambodia.

The 3rd EASA International Cooperation Forum (ICF-3) was held in Singapore in November 2011.

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Support activities 5.0

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5.1

5.1 OBJECTIVE AND SCOPE

EASA's support activities encompass the general management and administration of the Agency. This includes the overall organisation (management, planning, general coordination), communication, legal advice, audit and quality. Furthermore, administrative and IS support (finance, HR management, procurement, corporate services and information services) and operational support (application management, safety investigation, accreditation, technical training, NAA contracts) are covered.

In 2011, main challenges in the support area included the launch of two major IT applications (SAFA and IORS) and the finalisation of arrangements for setting up the EASA Brussels office.

5.2

5.2 MAIN ACHIEVEMENTS IN 2011

General management

The 2011 Europe/US international aviation safety conference on “Enhancing Global Aviation Safety: Future Challenges” was held in Vienna, Austria, from 14 to 16 June with more than 300 participants from NAAs, industry and organisations.

Application management and procurement services

More than 10.000 fees and charges invoices have been issued.

Some 34 high value tendering procedures were managed and signed throughout 2011 covering the procurement needs of the different EASA directorates (See details in *Annex 5*).

In the field of Certification outsourcing, significant effort was given to the procurement procedure launching the outsourcing of the new remits activities to both National Aviation Authorities and Qualified Entities as from April 2012. Phase I of the tender was successfully finalised. Phase II is being completed in early 2012.

Thanks to the tight management of purchase orders to NAAs there was no need for a budget amendment in 2011.

Finance services

5.2

A budget implementation of 98% was achieved and the number of Days Billing Outstanding was reduced to 98 days thanks to the improvement of the debt recovery process. Full details on the Agency's financial performance in 2011 are provided in Annex 4. The Annual Accounts 2010 were approved by the European Court of Auditors and the European Parliament granted discharge to the Agency for the year 2009.

The reporting capability was further developed in order to support the Agency's management on the decision making process and planning of the necessary resources to efficiently fulfil the Agency's missions. A monthly scoreboard providing Key Performance Indicators (including those of the annual Work Programme) was presented and discussed every month with all Directors in the Executive Committee. Specific reports and analysis were set up as well as quarterly closings of the accounts were made including proactive forecasting of the year end economic outturn, allowing close monitoring of the Fees and Charges activities.

On the planning side, the Agency prepared the five years' Business Plan, which was approved by the Management Board. In the Agency's yearly planning cycle, this document is the basis for setting up the Annual Budget and Work Programme and the Multiannual Staff Policy Plan. Specific efforts were made to simplify the documents, in particular by reducing the size and by being more concise. Specific attention was given to further improve all resource calculations which based on operational workload estimates, as well as Key Performance Indicators, and to define SMART objectives.

Improvements were reached in different other areas: the intra-Agency communication (organisation of financial days with the operational Directorates), the accounting system (in particular cost accounting allowing for management of the budget and cost per activity and per project), the Financial Regulations framework (the Agency made proposals to revise and simplify accounting and financial rules that will be further discussed with the European Commission) and administrative simplification.

Legal services

The Legal Department has actively contributed to the development of rulemaking deliverables.

In addition, the Legal Department provided support to the technical/operational functions of the Agency, such as the ones related to the implementation of article 1(2) of the Basic Regulation and on the application of the provisions of article 83bis of the Chicago Convention to the EU system, and those related to the development of the necessary contractual framework for ensuring EASA's test pilots licenses are kept recurrent.

The Department has continuously coordinated the Agency's response to requests from accident investigation authorities and judicial authorities in close cooperation with the operational Directorates and external legal counsel. Furthermore, it has launched its internal DPO website on the 5th European Data-protection day and has worked on various data protection matters such as in electronic communication, in disciplinary procedures, on CCTV policy, on applicants registration in SAP.

Finally, the Department participated to the ICAO Task Force on Safety Information Protection as part of and leading the EU delegation, and chaired in 2011 the Inter Agency Legal Network.

Communications

Some key internal communications tools were created in 2011. The intranet of the Agency underwent a complete redesign and now features enhanced navigation and search capabilities to facilitate exchange of information. A weekly newsletter on EASA activity and a daily press review are now available to all staff members.

EASA published press releases on topics such as the harmonised rules for flight time limitations as well as a special issue of EASA news, the certification of the TP 400, the engine of the Airbus A400M, the certification of the Boeing 787. EASA was also involved in dealing with the US Government Accountability Office request on Certification of composite material.

A large number of TV, Radio and Print interviews were organized with EASA staff on topics such as the Air France 447 accident, and the rulemaking activity on Flight Time limitations.

A new feature, a portal to exchange information between the NAAs and EASA, was launched and is accessible to the communications representatives of EASA and the European NAAs.

5.2

Agency external publications in 2011 included: a General Agency brochure “Why is aviation safe”, the Annual Safety Review 2010, the Annual General Report 2010, the 2005-2010 Fact Book, a set of publications for the European Helicopter Safety Team EHEST and the European General Aviation Safety Team, EASA news 6, 7, 8 and 9.

Human resources

At the end of 2011, EASA employed 574 Temporary Agents (TA), 50 more than the year before. Additionally, 57 Contract Agents (CA) and 11 Seconded National Experts (SNE) were employed at EASA. During the year 2011, EASA concluded 85 new contracts of employment while 28 staff members left the Agency for various reasons (resignation, end of contract, retirement and dismissal). This resulted in a net increase of 57 staff members. 27 staff members were successful in external or internal selection procedures.

The Agency published 63 vacancies, targeting 69 posts and finalised 60 selection procedures corresponding to 70 targeted posts. Roughly 4.145 applications have been received and more than 525 interviews were conducted.

New contracts concluded 2011 (TA/CA/SNE)	85
Staff members leaving 2011 (TA/CA/SNE)	28
Net staff increase 2011 (TA/CA/SNE)	57
Vacancies published 2011 (TA/CA/SNE)	63
Successful internal candidates (TA)	27

In addition to the already recruited staff members, further 16 TA candidates accepted an offer of employment and will take up their post during the first months of 2012. Details on the Agency's 2011 staffing figures and demography can be found in *Annex 5*.

5.2

Following the appraisal and reclassification procedure, 109 staff members have been proposed for reclassification of which 83 were effectively reclassified after compliance with Art. 45(2) (B2 knowledge of a third EU language). 2011 was the second year in which also contract agents were reclassified.

The first Staff Motivation Survey was completed and the report provided by the contractor Ipsos Loyalty GmbH was published to all staff in Q1/2011. Presentations to all Directorates followed and a workshop with all Directors and Head of Departments was organised for Q1/2012 to discuss the results and formulate an action plan. A second Staff Survey (in form of a pulse check) will be launched in Q1/2012.

A survey to record all available aviation expertise of EASA staff has been run in Q1/2011 and is planned to be continuously updated. All newcomers are requested to fill in the survey upon starting at EASA.

In Q4/2011, the Agency launched its first stakeholder survey performed on an internal process to identify the expectations and to evaluate the satisfaction of Human Resources' internal stakeholders. The result in Q1/2012 showed that a high number of staff members participated in this survey and the overall satisfaction rate regarding HR processes is 72%. This was encouraging and comments showed that this initiative was welcome.

General and Technical Training

General Training

As regards staff management and development, the Agency organised and facilitated 322 General Training courses (thereof 103 language classes and language tests) with altogether 1709 (thereof 594 in language classes/tests) participants. In order to complement classroom-based language training, an e-learning platform has been made available to all staff in June 2011. Furthermore, after the finalisation of its configuration, the training management tool (ELG – EASA Learning Gateway) has been implemented and made accessible to all staff in September 2011.

The contract signature with new training providers at the end of 2010 resulted in several team building activities as well as general and tailored intercultural awareness classes. The goal is to set the basis for a culture of team development initiatives within EASA and create awareness of multicultural aspects during daily work relations.

Management Training was delivered by the new provider, Cognos International, and successfully rolled out to a total of 83 EASA managers with an average attendance rate higher than 90%. Appraisal Skills Training was traditionally offered to new reporting officers. Positive feedback was given and a keen interest for such management initiatives was noted.

Finally, in order to maintain security and safety standards on the premises, an occupational health & safety policy was issued, a first aid programme incorporated into general training catalogue and a full safety check of all portable appliances carried out.

Technical Training

To meet the increasing request of timely and ad-hoc training, the following actions were taken in 2011:

- *Publication of Technical Training course catalogues on the EASA Web for NAAs, Industry, International NAAs and Academic Institutions to enhance visibility and the use of one-stop registration;*
- *Publication of an increasing number of e-learning courses including EU/US Safety Agreement, ARIS and IORS;*
- *Best practice sharing with NAAs through Common Training Initiative Group (CTIG) meetings, and participation to Standardisation and Rulemaking workshops;*
- *Completion of the general inventory of technical library resources and renewal of key standards publications and electronic subscriptions;*
- *Training on new ELG e-examination platform for Organisations and NAAs.*

The main achievements in 2011 included:

- *Increase of e-examination providers to 43 including 13 Member State NAAs;*
- *New 4 year tender covering 17 lots;*
- *Implementation of the EASA ELG System for training management and for the e-examination platform with migration of the entire database on EASA's own servers;*
- *Adoption of new training technologies to cater for an expanding customer base;*
- *Development and delivery of specialised courses for: CS-23, CS-27/29, FSTD Evaluators, EU/US Safety Agreement, ARIS, ELG System, SAFA database and IORS;*
- *Publication of the 2012 Training Schedule (December 2011).*

5.2

In 2011 the training activities were as follows:

Training sessions	78
Courses	40
Attendees from EASA	495
Attendees from NAAs	235

Information services

On the Business Applications side two strategic projects were delivered to the business: SAFA (Safety Assessment of Foreign Aircraft) and IORS (Internal Occurrences Reporting System) as well as a Training tool for both internal and external trainings.

In addition, the analysis for another strategic project TCO (Third Country Operators) was started, with a foreseen implementation date in 2012.

In parallel, continuous support was provided for the maintenance and improvement of several core business applications such as AWD (Airworthiness Directives), CRT (Common Response Tool) and the HR system. A Master Data Management project was initiated to ensure both harmonisation as well as single source of base information across both the internally developed Business Applications and the SAP system.

On the ERP side, the Agency continued the optimisation of the SAP tool, adding additional features and fine tuning the implemented functionalities. The basis and analysis for further extensions, which includes Flexitime and Applicant Web Portal was finalised with foreseen implementations in 2012.

On the Infrastructure side, the preparation for EASA to host its critical IT services in the datacentre of ECDC (EU agency in Stockholm) has been kicked off, with a planned implementation date in 2012.

The Agency also successfully migrated to MS Office 2010 and planned the migration to Windows 7 in 2012.

Corporate services

5.2

Facility management

Temporary offices in Brussels were opened and permanent premises identified at Avenue de Cortenbergh 100. At the time of writing staff assigned to Brussels are operational while the fit-out continues.

Travel management

In order to contain travel costs a revised travel policy was issued including a best available rate policy. Results will be assessed early in 2012. Processing times for expense claims were maintained without an increase in staffing despite an increase of 14% in travel volume.



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Annex 1: Declaration of Assurance from the Authorising Officer

I, the undersigned, Patrick Goudou, Executive Director of the European Aviation Safety Agency, in my capacity as Authorising officer,

- Declare that the information contained in this report gives a true and fair view⁸.
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the annual review of the internal control and the lessons learnt from the last report of the Internal Audit Service and the reports of the Court of Auditors for years prior to the year of this declaration.

- Confirm that I am not aware of anything not reported which could harm the interests of the Agency.
- Confirm that appropriate measures have been taken after the IAS audit, in order to meet the main recommendations that have been formulated.

Patrick Goudou
Executive Director of the European Aviation Safety Agency

⁸ True and fair view in this context means a reliable, complete and correct picture of the state of affairs.

Annex 2: 2011 Studies and research projects

In 2011, the following 15 projects, each of 6 to 15 months duration, were decided to be funded by the Agency following a successful tendering process and for a total budget of € million (1.263 million € for BL3903 + 480 K€ for BL3600):

- *CODAMEIN II: Blunt impact (high-energy) on composite panels – extension of 1st project*
- *FUAD: Fuel anti-ice additives for civil jet aircraft*
- *HELMGOP: HELicopter Main Gearbox loss of Oil Performance optimisation*
- *HFOD: Study of Helicopter Foreign Object Damage tolerance (tail rotor)*
- *HDVE: Helicopter Flight in Degraded Visual Environment*
- *HighIWC: Ice Water Content of clouds at High altitude*
- *MULCORS: Use of MULTicore proCessORs in airborne Systems*
- *NGW: Near-ground wind gust detection*
- *RECAT: review of proposed changes to the aircraft categorisation and separation minima used for wake turbulence separation*
- *SHARDELD: Safety Implications from the use of HARDware Development tools for programmable Airborne Electronic Hardware*
- *SISA-Scoping Improvement to 'See and Avoid' principle used by General Aviation*
- *WATUS-II: wake turbulence separation for new large aircraft – extension of the initial study*
- *SEBED-II: Seat Belt Degradation, extension of the initial project for additional tests*
- *Continuous friction measuring equipment (CFME) – use on contaminated surfaces*
- *SAMPLE III: Aircraft Particulate Matters SC-2*

In 2011 the Agency received and accepted the final reports of the following projects:

- *CODAMEIN: Composite Damage Metrics and Inspection (high energy blunt impact threat)*
- *WAFCOLT: Water behaviour in fuel under cold temperature conditions*
- *SEBED: Seat Belt Degradation*
- *SOMCA: Safety implications in performing Software Model Coverage Analysis*
- *WATUS: Wake turbulence separation for large aircraft*
- *RECAT: Review of proposed changes to the aircraft categorisation and separation minima used for wake turbulence separation*

The reports are available for view and download on the Agency's research internet page⁹.

⁹ See <http://easa.europa.eu/safety-and-research/research-projects/reports.php>.

Annex 3: 2011 Decisions, Opinions and NPAs

Decisions	Task number	Subject
Decision 2011/001/R	ATM.002	Introduction of ACAS II software version 7.1 Update of AMC-20
Decision 2011/002/R	M.022	Amendments to the AMC material to Part-M, additional text to AMC M.A.706 (e)(2): Change AMC M.A. 706 (e)(2)
Decision 2011/004/R	25.037 (a)	Avionics – Harmonization on a revised 25.1322/AMC on flight crew alerting and AMC 25-11 on electronic display systems in coordination with HF HWG
Decision 2011/005/R	MDM.032 (e)	Decision for new CS-LSA
Decision 2011/006/R	21.059	Environmental protection – classification of changes to a type design
Decision 2011/008/R	66.026	Appendix 1 Aircraft type ratings for Part-66 aircraft maintenance licence
Decision 2011/010/R	21.018	Improvement of GM to 21A.101
Decision 2011/011/R	145.022	Control of contracted maintenance personnel (prg. 145.A30)
Decision 2011/012/R Decision 2011/013/R	31.003	Free Gas Balloons – Development of the Certification Specifications for Free Gas Balloons (CS-31GB)
Decision 2011/014/R	OPS.089	A-NPA Management of flight operations with known or forecast volcanic cloud contamination
Decision 2011/015/R	FCL.001	AMC & GM Part-MED
Decision 2011/016/R	FCL.001	AMC & GM Part-FCL
Decision 2011/017/R	ATM.022	Development of AMC/GM for SKPI (ATM performance IR)

Opinions	Task number	Subject
Opinion 01/2011	MDM.032 (e)	ELA process and standard changes and repairs
Opinion 03/2011	FCL.001/ OPS.001	Authority requirements and organisation requirements
Opinion 02/2011	FCL.001	Cabin crew qualification and related attestation
Opinion 04/2011	OPS.001 (a)	Implementing rules for air operations
Opinion 05/2011	ATM.001 (a)	Requirements on Air Navigation Service Provision
Opinion 06/2011	BR.008	Implementation of CAEP 8 amendments
Opinion 07/2011	21.039 (a)	Operational Suitability Data

NPA	Task number	Subject
NPA 2011-01	31.003-004	CS for “Free Gas Balloons (CS-31GB)” and “Hot Air Balloons” (“CS-31HB”)
NPA 2011-02	ATM.001	SERA Part B
NPA 2011-03	25.058	Large Aeroplane certification in icing conditions
NPA 2011-04	E.009	Turbine Engine certification in Icing Conditions
NPA 2011-05	OPS.004	Third Country Operators
NPA 2011-06 (A-NPA)	OPS.089	Consultation on the ICAO IVATF paper about the management of flight operations with known or forecast volcanic cloud contamination
NPA 2011-07	66.026	Aircraft type ratings for Part-66 AML
NPA 2011-08	BR.008, 34.002 & 36.006	Implementation of CAEP-8 amendments
<i>Continues in the next page</i>		

NPA	Task number	Subject
NPA 2011-09	25.070	Incorporation of generic SC and AMC CRIs in CS-25
NPA 2011-10	21.039(f)	CS-CC (cabin crew)
NPA 2011-11	21.039(c)	CS-MMEL (master minimum equipment list)
NPA 2011-12	ETSO.008	Systematic review and transposition of existing FAA TSO standards for parts and appliances into EASA ETSO
NPA 2011-13	25.055	Large Aeroplanes protection against fuel low level and fuel exhaustion
NPA 2011-14	MDM.071	Halon – Update of CSs to comply with EU Regulations
NPA 2011-15	MDM.038 - (RMT.0239)	Non-binding guidance on TBO limits
NPA 2011-16	FCL.008 (RMT 0198-0199)	Qualifications for flying in IMC
NPA 2011-17	MDM.089 (RMT.0364)	Volcanic Ash
NPA 2011-18	ATM.022	Safety KPIs
NPA 2011-19	M.027	Aircraft Continuing Airworthiness Monitoring
NPA 2011-20	ADR.001, 002 & 003	ADR

Annex 4: Agency's financial performance in 2011 (EASA Budget Implementation)¹⁰

4.1 PRELIMINARY BUDGETARY OUTTURN ACCOUNT FOR 2011

4.1

(All figures in thousands of euros - € '000).

The budget accounts give a detailed picture of the implementation of the budget. They are based on the modified cash accounting principle.

Revenue	2011	2010
Commission subsidy (for the operating budget -Titles 1,2 and 3 - of the agency)	35.192	35.025
Phare funds from Commission	946	515
Other contributions and funding received via the Commission	1.525	962
Fee income	72.000	68.260
Other revenue	1.308	802
TOTAL REVENUE (A)	110.949	105.564
EXPENDITURE		
Title I: Staff	57.911	56.215
Title II: Administrative Expenses	13.871	13.919
Title III: Operating Expenditure excluding assigned revenues from Fees and charges	51.442	52.654
Assigned revenue carried over from F&C	26.281	21.230
TOTAL EXPENDITURE (B)	149.505	144.018
OUTTURN FOR THE FINANCIAL YEAR (A-B)	-38.556	-38.454
Cancellation of unused payment appropriations carried over from previous year	2.526	1.101
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	36.350	38.934
Exchange differences for the year (gain +/-loss -)	-13	-16
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	306.2	1.565
Balance year N-1	1.565	1.083
Positive balance from year N-1 reimbursed in year N to the Commission	-1.565	-1.083
<i>Continues in the next page</i>		

¹⁰ The final report from the European Court of Auditors on the EASA 2010 accounts is expected to be received in June 2010.

Revenue	2011	2010
Result used for determining amounts in general accounting	306.2	1.565
Commission subsidy – agency registers accrued revenue and Commission accrued expense	34.885	33.460
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1	306.2	1.565
Not included in the budget outturn:		
Interest generated by 31/12/N on the Commission subsidy funds and to be reimbursed to the Commission (liability)	59.217	49.734

In 2011, the Agency has used only non-differentiated appropriations.

The total consumption of commitment appropriations reached 149.506 K€ (144.018 K€ in 2010), of which 121.966 K€ (122.271 K€ in 2010) have been committed and 27.539 K€ (21.747 K€ in 2010) on credit appropriations from assigned revenue were automatically carried over as per Article 10 of the EASA Financial Regulation.

The total consumption of payment appropriations reached 149.506 K€ (144.018 K€ in 2010), of which 93.917 K€ (95.884 K€ in 2010) have been paid and 55.588 K€ (48.134 K€ in 2010) were automatically carried over (28.049 K€ on Commitments and 27.539 K€ on credit appropriations from assigned revenue).

The credit appropriations from assigned revenue of 27.539 K€, which were carried over automatically, are composed of 26.281 K€ external assigned revenue from Fees and Charges and 1.258 K€ from other assigned revenue.

Appropriations corresponding to earmarked revenues of 1.233 K€ to continue with technical assistance and cooperation projects with third countries were authorised in the Final Budget for 2011. With the amounts carried over from 2010, total appropriations of 1.444 K€ were made available of which 422 K€ were committed and 1.022 K€ credit appropriations have been automatically carried over to 2012.

Rigorous budget monitoring efforts during the financial year contributed to the high budget implementation rate of 98.80%.

4.2 PRELIMINARY 2011 BUDGET IMPLEMENTATION

(All figures in thousands of euros - € '000).

	2011		2010	
	Payments	Commitment	Payments	Commitment
TITLE I – Staff expenses				
Budget appropriation - C1+R0+C4+C5(1)	58.658	58.658	56.288	56.288
Committed	0	57.911	0	56.214
Paid	57.212	0	55.429	0
Automatic carryovers	699	0	786	0
TOTAL EXPENDITURE/COMMITMENT (2)	57.911	57.911	56.215	56.214
Appropriations carried over from assigned revenue (3)	0	0	0	1
Cancelled	747	747	73	73
% used on budget appropriation (2+3)/(1)	98,73%	98,73%	99,87%	99,87%
TITLE II – Administrative expenses				
Budget appropriation – C1+R0+C4+C5(1)	14.359	14.359	14.102	14.102
Committed	0	13.871	0	13.919
Paid	9.931	0	10.357	0
Automatic carryovers	3.940	0	3.563	0
Non-automatic carryovers	0	0	0	0
TOTAL EXPENDITURE/COMMITMENT (2)	13.871	13.871	13.919	13.919
Appropriations carried over from assigned revenue (3)	0	0	0	0
Cancelled	488	488	183	183
% used on budget appropriation (2+3)/(1)	96,60%	96,60%	98,70%	98,70%
<i>Continues in the next page</i>				

	2011		2010	
	Payments	Commitment	Payments	Commitment
TITLE III – Operating expenses				
Budget appropriation – C1+R0+C4+C5(1)	78.300	78.300	74.038	74.038
Committed	0	50.184	0	52.138
Paid	26.774	0	30.098	0
Automatic carryovers	50.949	0	43.786	0
Non-automatic carryovers	0	0	0	0
TOTAL EXPENDITURE/COMMITMENT (2)	77.723	50.184	73.884	52.138
Appropriations carried over from assigned revenue (3)	0	27.539	0	21.746
Cancelled	577	577	154	154
% used on budget appropriation (2+3)/(1)	99,26%	99,26%	99,79%	99,79%
TOTAL				
Budget appropriation – C1+R0+C4+C5(1)	151.318	151.318	144.428	144.428
Committed	0	121.966	0	122.271
Paid	93.917	0	95.884	0
Automatic carryovers	55.588	0	48.134	0
Non-automatic carryovers	0	0	0	0
TOTAL EXPENDITURE/COMMITMENT (2)	149.506	121.966	144.018	122.271
Appropriations carried over from assigned revenue (3)	0	27.539	0	21.747
Cancelled	1.812	1.812	410	410
% used on budget appropriation (2+3)/(1)	98,80%	98,80%	99,72%	99,72%

4.3 PRELIMINARY ECONOMIC OUTTURN ACCOUNT 2011

(All figures in thousands of euros - € '000).

The financial statements show all charges and income for the financial year based on accrual accounting rules complying with the EC Accounting Rules.

4.3.1 Aggregated Fees and Charges and subsidy

	2011	2010
OPERATING REVENUE		
Fees and Charges	69.419	77.374
Contributions from EC entities	35.607	33.725
Recuperation of expenses	573	417
Other	-	399
Contribution from EFTA countries	980	962
TOTAL OPERATING REVENUE	106.579	112.079
OPERATING EXPENSES		
Staff expenses	-55.799	-53.023
Building and related expenses	-7.794	-8.187
Other expenses	-5.769	-7.088
Depreciation and write offs	-3.152	-3.670
Outsourcing and contracting activities	-30.287	-36.016
TOTAL OPERATING EXPENSES	-102.802	-107.984
SURPLUS (DEFICIT) From Operating Activities	3.778	4.094
NON OPERATING REVENUES (EXPENSES)		
Interests received from third parties	598	413
Interests & charges paid to third parties	-69	-96
SURPLUS/(DEFICIT) From Non Operating Activities	528	317
SURPLUS/(DEFICIT) From Ordinary Activities	4.306	4.411
SURPLUS/(DEFICIT) From Extraordinary Items	0	0
NET SURPLUS FOR THE PERIOD	4.306	4.411

4.3.2 Fees and Charges only

	2011	2010
OPERATING REVENUE		
Fees and Charges	69.419	77.374
Contributions from EC entities	-	-
Recuperation of expenses	242	252
Other	-	-
Contribution from EFTA countries	-	-
TOTAL OPERATING REVENUE	69.661	77.626
OPERATING EXPENSES		
Staff expenses	-33.190	-32.264
Building and related expenses	-4.657	-5.091
Other expenses	-3.384	- 4.347
Depreciation and write offs	-1.993	-2.949
Outsourcing and contracting activities	-22.851	-27.145
TOTAL OPERATING EXPENSES	-66.076	-71.796
SURPLUS (DEFICIT) From Operating Activities	3.585	5.830
NON OPERATING REVENUES (EXPENSES)		
Interests received from third parties	598	413
Interests & charges paid to third parties	-41	-64
SURPLUS/(DEFICIT) From Non Operating Activities	557	349
SURPLUS/(DEFICIT) From Ordinary Activities	4.142	6.179
SURPLUS/(DEFICIT) From Extraordinary Items	-	-
NET SURPLUS FOR THE PERIOD	4.142	6.179

4.3.3 Subsidy only

	2011	2010
OPERATING REVENUE		
Fees and Charges	-	-
Contributions from EC entities	35.607	33.725
Recuperation of expenses	331	165
Other	-	399
Contribution from EFTA countries	980	962
TOTAL OPERATING REVENUE	36.919	34.453
OPERATING EXPENSES		
Staff expenses	-22.609	-20.759
Building and related expenses	-3.137	-3.097
Other expenses	-2.385	-2.741
Depreciation and write offs	-1.159	-720
Outsourcing and contracting activities	-7.436	-8.871
TOTAL OPERATING EXPENSES	-36.725	-36.188
SURPLUS (DEFICIT) From Operating Activities	193	-1.736
NON OPERATING REVENUES (EXPENSES)		
Interests received from third parties	-	-
Interests & charges paid to third parties	29	-32
SURPLUS/(DEFICIT) From Non Operating Activities	29	-32
SURPLUS/(DEFICIT) From Ordinary Activities	164	-1.768
SURPLUS/(DEFICIT) From Extraordinary Items	-	-
NET SURPLUS FOR THE PERIOD	164	-1.768

Annex 5: Procurement procedures launched and/or finalised in 2011

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of contract
E	OP	EASA.2010.OP.06		CODAMEIN – Composite damage metrics and inspection	Direct
F	OP	EASA.2010.OP.09	Lot 1	Office Supplies – Büromaterial und Zubehör, Papier	Framework
E	OP	EASA.2010.OP.15		E-learning for foreign languages	Framework
E	OP	EASA.2010.OP.15		E-learning for foreign languages	Framework
E	OP	EASA.2010.OP.22		WATUS – Safety Case for Wake Turbulence Separation of Large Aircraft	Direct
E	OP	EASA.2010.OP.21		SEBED – Seat Belt Degradation	Direct
E	OP	EASA.2011.OP.01	Lot 1	Catering Services – Basic Catering Services	Framework
S	OP	EASA.2011.OP.04	Lot 4	Technical Training – Dangerous Goods Inspector Initial Training	Framework
S	OP	EASA.2011.OP.04	Lot 8	Technical Training – IOSA Auditor	Framework
S	OP	EASA.2011.OP.04	Lot 16	Technical Training – EWIS for qualified staff performing maintenance	Framework
S	OP	EASA.2011.OP.04	Lot 17	Technical Training – Safety of Complex Systems	Framework
S	OP	EASA.2011.OP.04	Lot 18	Training – Technical & Int Coop	Framework
F	NP	EASA.2011.NP.05		Microsoft Services	Interinstitutional
F	RP	EASA.2011.RP.06 – PHASE 1		Outsourcing of certification tasks to National Aviation Authorities and Qualified Entities	N/A

Contract Ref	Successful Tender	Total (max) value	Contract signature	Status
EASA.2010.C13	Bishop GmbH	175.000,00 €	03/01/2011	✓
EASA.2011.FC01	Lyreco GmbH Deutschland	600.000,00 €	09/03/2011	✓
EASA.2011.FC02	Digital publishing	250.000,00 €	11/04/2011	✓
EASA.2011.FC03	Auralog	250.000,00 €	18/04/2011	✓
EASA.2010.C14	Stichting Nationaal Lucht-en Ruimtevaartlaboratorium (NLR)	65.000,00 €	03/02/2011	✓
EASA.2010.C21	Consortium between MIRA Ltd. (leader) and HSL (partner)	246.400,00 €	24/02/2011	✓
EASA.2011.FC32	Rebekka Rücker (L'Orange – CafeBistroRestaurant)	120.000,00 €	09/01/2012	✓
EASA.2011.FC08	CAA Intl Ltd	150.000,00 €	20/10/2011	✓
EASA.2011.FC09	Aviation Quality Services GmbH	150.000,00 €	05/10/2011	✓
EASA.2011.FC10	CAA Intl Ltd	150.000,00 €	20/10/2011	✓
EASA.2011.FC11	RGW Cherry & Associates Ltd	150.000,00 €	11/10/2011	✓
EASA.2011.FC04	CAA Intl Ltd	4.000.000,00 €	15/07/2011	✓
DI/05950-00-EASA.SU01	Microsoft	2.000.000,00 €	02/03/2011	✓
N/A	N/A	N/A	N/A	✓

Continues in the next page

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of contract
F	NP	EASA.2011.NP.07		Office Supplies - Lot 2 - IT Zubehör, Tinte, Toner, USB-Sticks	Framework
F	NP	EASA.2011.NP.08		Implant Travel Agency Services	Framework
F	NP	EASA.2011.NP.09		Software licences (Oracle) – Contract supplement	Interinstitutional Framework
E	LVP	EASA.2011.E5.NP.01		ICT Trainings	Framework
R	OP	EASA.2011.OP.12		Contribution to the development of an ICAO aircraft CO2 standard	Framework
R	OP	EASA.2011.OP.13		Continuous friction measuring equipment – use on contaminated runways	Direct
R	OP	EASA.2011.OP.14	Lot 1	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 1	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 1	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 1	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)

Contract Ref	Successful Tender	Total (max) value	Contract signature	Status
EASA.2011.FC05	Lyreco GmbH Deutschland	300.000,00 €	10/08/2011	✓
EASA.2011.FC06	Top Service Reisebüro GmbH	1.000.000,00 €	22/08/2011	✓
DI/06410-00– EASA.SU01	Oracle Belgium bvba	145.000,00 €	10/02/2011	✓
EASA.2011.E.5.NP.01	Prokoda GmbH	60.000,00 €	14/10/2011	✓
EASA.2011.FC.07	Envisa SAS	1.000.000,00 €	05/09/2011	✓
EASA.2011.C22	Consortium between Douglas Equipment (leader; a business unit of Curtiss Wright Flow Control (UK) Ltd.) & IHS Global Ltd. (ESDU)	76.405,00 €	22/12/2011	✓
EASA.2011.FC12	Envisa SAS	1.500.000,00 €	03/11/2011	✓
EASA.2011.FC13	AEA Technology plc	1.500.000,00 €	03/11/2011	✓
EASA.2011.FC14	NLR	1.500.000,00 €	03/11/2011	✓
EASA.2011.FC15	J.W. Pulles	1.500.000,00 €	03/11/2011	✓
Continues in the next page				

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of contract
R	OP	EASA.2011.OP.14	Lot 1	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 2	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 2	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 2	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 2	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 2	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
R	OP	EASA.2011.OP.14	Lot 2	Support to Impact Assessment and Evaluation of EASA rules (ASSESS I)	Multiple Framework (with re-opening of competition)
E	OP	EASA.2011.OP.17		HDVE — helicopter flight in degraded visual environment	Direct
E	NP	EASA.E.2.2011.NP.01		RECAT Review	Direct

Contract Ref	Successful Tender	Total (max) value	Contract signature	Status
EASA.2011.FC16	CAA International Ltd	1.500.000,00 €	03/11/2011	✓
EASA.2011.FC24	Consortium between SGI Aviation Services B.V (leader) and R.G.W. Cherry & Associates Limited	2.500.000,00 €	24/01/2012	✓
EASA.2011.FC25	Consortium between ECORYS Nederland B.V. (leader) and NLR	2.500.000,00 €	24/01/2012	✓
EASA.2011.FC26	Airsight GmbH	2.500.000,00 €	24/01/2012	✓
EASA.2011.FC27	Consortium between Dornier Consulting GmbH (leader) and Airport Research Center GmbH	2.500.000,00 €	24/01/2012	✓
EASA.2011.FC28	Consortium between Egis Avia (leader) and Bureau Veritas	2.500.000,00 €	24/01/2012	✓
EASA.2011.FC29	CAA International	2.500.000,00 €	24/01/2012	✓
EASA.2011.C21	NLR	197.000,00 €	15/12/2011	✓
EASA.E.2.2011.NP.01	NLR	42.500,00 €	01/08/2011	✓
<i>Continues in the next page</i>				

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of contract
S	NP	EASA.2011.NP.18		ASCEND – Provision of an Aviation Safety Database	Framework
F	NP	EASA.2011.NP.23		Brussels Office – Leasing of a Commerical Property	Framework
F	NP	EASA.2011.NP.23		Brussels Office – Fit out (works)	Direct
		EASA.2011.NP.23		Brussels Office – Facility Management	Framework
E	NP	EASA.2011.NP.24		CODAMEIN II – Composite Damage Metrics and Inspection	Direct
F	NP	EASA.2011.NP.26		SAP licences	Framework
E	OP	EASA.2011.OP.28		HighIWC — Ice Water Content of clouds at High altitude	Direct
E	OP	EASA.2011.OP.29		HELMGOP – HELicopter Main Gearbox Loss of Oil Performance OPTimisation	Direct
E	OP	EASA.2011.OP.30		MULCORS – Use of MULTicore proCessORS in airborne systems	Direct
E	NP	EASA.2011.NP.33		SHARDELD 2011 – Safety Implications from the use of HARDware Development tools for programmable Airborne Electronic HarDware	Direct
R	NP	EASA.2011.NP.32		Research equipment	Direct

Contract Ref	Successful Tender	Total (max) value	Contract signature	Status
EASA.2011.FC19	ASCEND Worldwide Limited	96.000,00 €	21/11/2011	✓
N/A	Deka Immobilien GmbH	N/A	06/02/2012	✓
N/A	DTZ Consulting Brussels	219.101,02 €	07/02/2012	✓
N/A	Jones Lang Lasalle	N/A	27/02/2012	✓
EASA.2011.C20	Bishop GmbH	190.000,00 €	06/01/2012	✓
BUDG06/PN/01_30-CE-0088654/00-65 – EASA.SU01	SAP Belgium S.A.	540.533,08 €	07/10/2011	✓
EASA.2011.C30	Centre National de la Recherche Scientifique (CNRS) Delegation Rhone Auvergne	298.500,00 €	06/01/2012	✓
EASA.2011.C23	Cranfield University	90.000,00 €	06/01/2012	✓
EASA.2011.C31	Thales Avionics S.A.	100.000,00 €	19/12/2011	✓
EASA.2011.C33	IOxOS Technologies S.A	90.000,00 €	16/12/2011	✓
EASA.2011.C34	AVL List	85.000,00 €	16/12/2011	✓
Continues in the next page				

D	Type of Proc.	Ref.	Lot No.	Title of contract	Type of contract
E	OP	EASA.2011.OP.01	Lot 2	Catering Services – High Level Catering Services	Framework
S	OP	EASA.2011.OP.04	Lot 1-3 Lot 5-7 Lot 9-14	Technical Training Services	N/A
E	OP	EASA.2011.OP.19		Medical Advisor	Framework
F	NP	EASA.F.1.2011.NP.01 and EASA.F.1.2011.NP.02		Survey on liability insurance for Qualified Entities	Direct
E	OP	EASA.2011.OP.27		SHARDELD 2011 – Safety Implications from the use of HARDware Development tools for programmable Airborne EElectronic HarDware	Framework
E	OP	EASA.2011.OP.31		HyLiG – Hydrogen as Lifting Gas	N/A

Contract Ref	Successful Tender	Total (max) value	Contract signature	Status
N/A	N/A	N/A	N/A	CANCELLED – no offers received in response of call of tender
N/A	N/A	N/A	N/A	CANCELLED – no suitable tenders received
N/A	N/A	N/A	N/A	CANCELLED – LVP in 2012
N/A	N/A	N/A	N/A	CANCELLED – Offers did not meet the min technical quality threshold
N/A	N/A	N/A	N/A	CANCELLED – no offers received in response of call of tender
N/A	N/A	N/A	N/A	CANCELLED – Offer did not meet the min technical quality threshold

Complete
 Cancelled
 (after procedure launched)

Type of Procedure

NP Negotiated procedure

RP Restricted procedure

OP Open procedure

Annex 6: Staffing figures and demography

This part provides analysis and statistics of the staff employed at the end of the reporting period, according to different parameters such as nationality, gender and age. For all tables in this part, figures reflect the situation on 31.12.2011.

Figure 1: Establishment Plan

Category/Grade	Filled Posts on 31.12.2010	Establishment Plan 2011	Filled Posts on 31.12.2011	Occupation rate on 31.12.2011
AD16		1		
AD15	2	1	2	
AD14	3	8	5	
AD13	4	14	8	
AD12	27	30	21	
AD11	15	51	14	
AD10	36	64	55	
AD9	89	84	78	
AD8	67	94	73	
AD7	74	58	98	
AD6	70	38	73	
AD5	17	5	16	
AD	404	448	443	99%
AST7		5		
AST6		11	2	
AST5	8	27	7	
AST4	17	31	24	
AST3	45	28	52	
AST2	33	17	29	
AST1	16	7	16	
AST	119	126	130	103%
TOTAL	523	574	573	100%

-
- *Only Temporary Agent (TA) posts are considered in the table. This table shows the filled posts at the end of the reporting period and not the number of employed staff. It has to be noted that two structural part time pilots occupy only one post. Therefore, EASA employs 524 temporary agents while filling in 523 posts. In addition, 57 Contract Agents (CA) and 11 Seconded National Experts (SNE) have been employed at the end of 2011;*
 - *All posts authorised in the EASA Establishment Plan are defined as “Temporary”;*
 - *It should be noted that it is possible in EU institutions to “under-occupy” posts which means to fill a post with a staff member whose contractual grade is lower than the theoretical grade attached to the post. In fact, the distribution of grades in the Establishment Plan corresponds to the “highest” authorised distribution of contractual grades, where the filled posts are counted from the highest to the lowest with a cascading mechanism.*

Figure 2: Staff distribution by Directorate

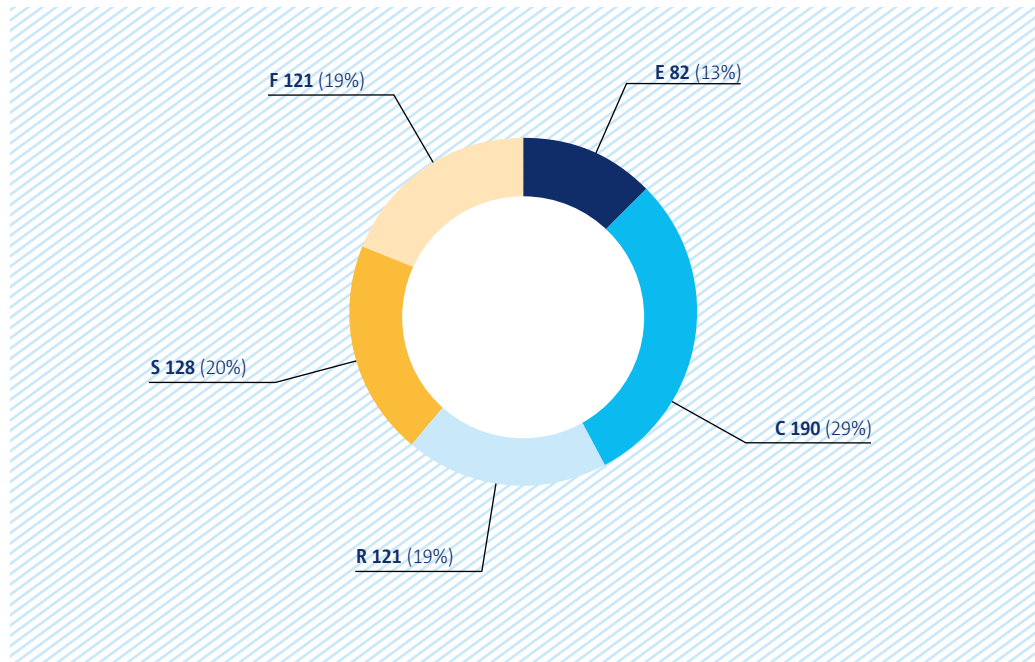
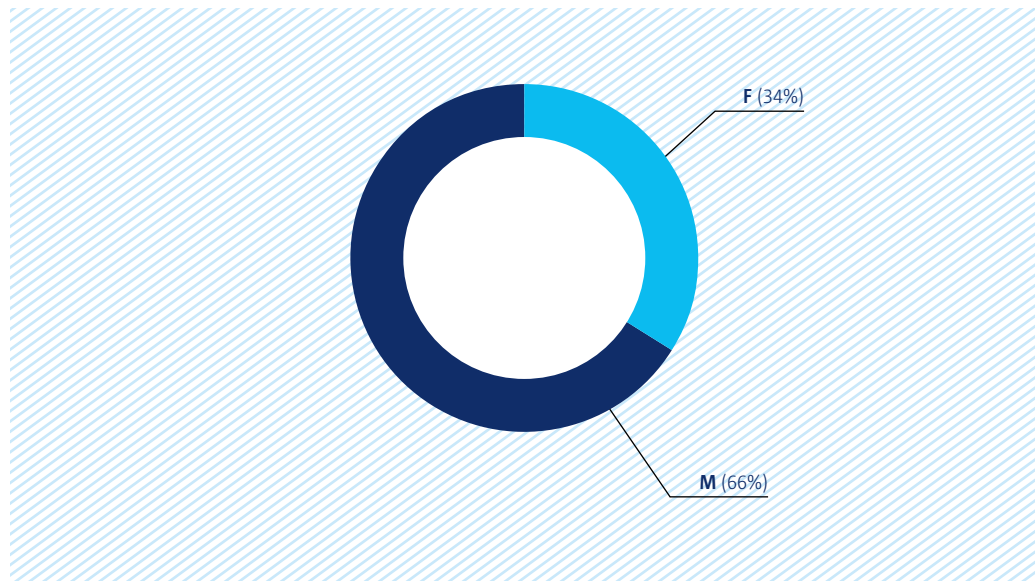


Figure 3: Gender distribution



- Staff considered: CA, TA, SNE

Figure 4: Age distribution

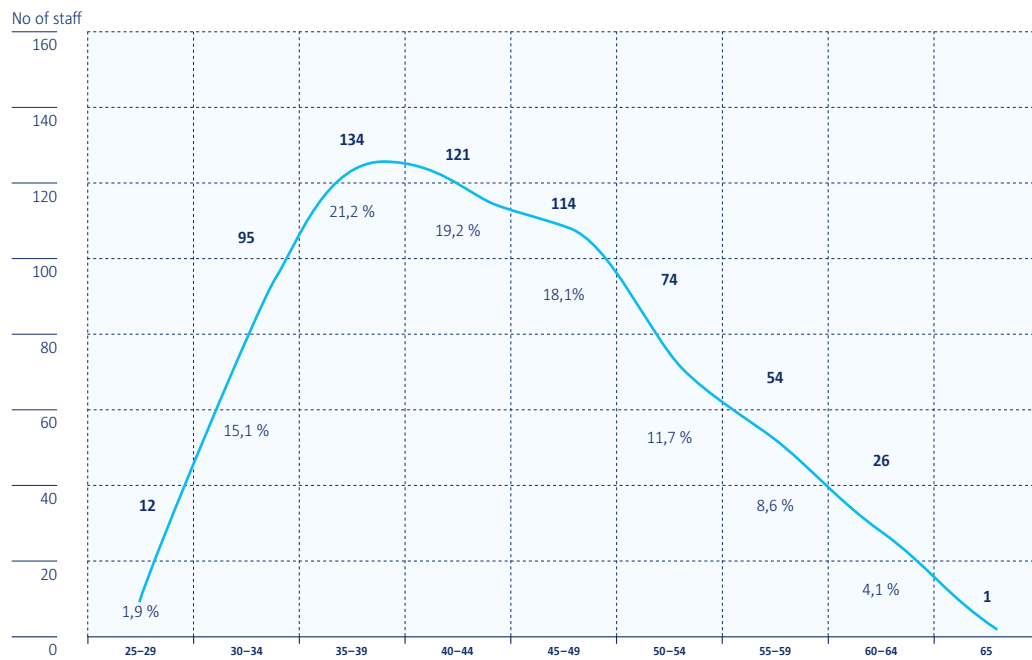
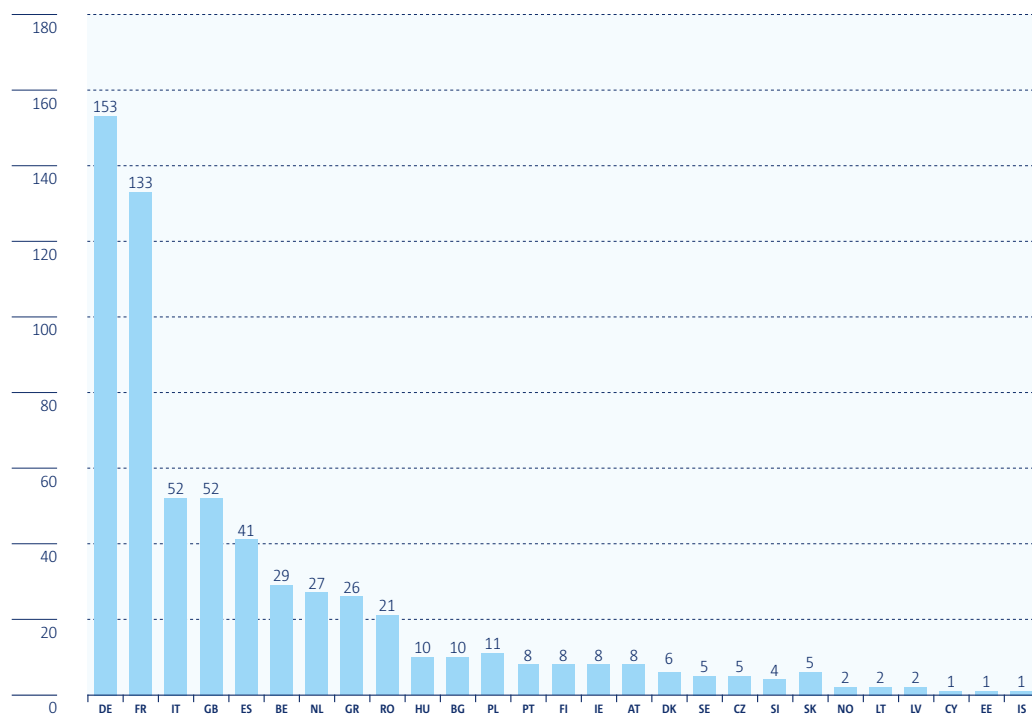


Figure 5: Nationality distribution



■ Staff considered: TA, CA.

Annex 7: Key Performance Indicators

KEY PERFORMANCE INDICATORS

Safety Strategy and EASP, and Safety Analysis and Research

Objective	KPI
Improve the timely availability and enhance the content of the Annual Safety Review	Release date is advanced, indicators are enhanced range and detail are improved
Establish and maintain an Internal Occurrence Reporting System	Effective provision of safety information to interested parties/decision makers through specific reports and bulletins.
Improve Agency's response to formal Safety Recommendations	Percentage of new Safety Recommendations answered in not more than 90 days
Coordinated, measured and timely responses to major fatal civil aviation accidents	Follow-up and active support investigations to determine the best corrective action plan
Improve the planning and implementation rate of planned actions	Action plans accepted. Tracking of action plan implementation showing that a high percentage of actions are being addressed

Regulation

Note: the figures related to FTEs are extracted from the timesheet application. We envisage having more consistent data (with regard to actual FTEs) in the near future. The estimations will be revised in line with the results and following years' business.

Objective	KPI
Increasing communication and cooperation with the stakeholders	Number of events organised
	Percentage of positive feedback received from stakeholders' on the contents and organisation of the events
	Full Time Equivalents spent in supporting industry as percentage of planned FTEs
	Percentage of the number of correspondence from Industry, Member States and Commission provided on time

Target 2010	Target 2011	Result 2011
Content complete and approved by 25 May	Content complete and approved by 25 April	Achieved, new chapter on ATM added
n/a	IORS functions with 5 top reporting organisations	Progressive introduction of system in Q4 2011
95%	97%	91%
Follow-up 7 major fatal civil aviation accidents	Ability to respond to 10 major civil aviation accidents	
ECAST Working Groups deliver product, EHEST implements action plan; EGAST publishes safety promotion materials	ECAST Working Groups deliver product, EHEST implements action plan; EGAST publishes safety promotion materials	On track. Standardised agenda structure now reflects the three team work programmes. Higher visibility of top actions through the EASp

Target 2010	Target 2011	Result 2011
25 events	25 events	22 events
n/a	65%	n/a
n/a	20% FTEs	5% FTEs
n/a	60%	87%

Continues in the next page

Objective	KPI
Having a proactive approach towards ICAO, Member States, EU Institutions in order to take a leading role in preparing rules and setting safety objectives	<p>Percentage of participation in relevant ICAO safety and environmental panels</p> <p>Percentage of the number of Exemptions answered on time</p> <p>Full Time Equivalents as percentage of planned FTEs spent in supporting the:</p> <ul style="list-style-type: none"> ■ Commission (EC) ■ Member States (MS) ■ Third countries (TC)
Implementing the adopted Rulemaking Work programme (Year N – N+3)	<p>Percentage of implementation of the Rule-making Programme</p> <p>Full Time Equivalents spent on production of rules as percentage of planned FTEs</p>
Improving/streamlining the Rulemaking processes	Full Time Equivalents spent on improving the processes managed by Rulemaking as percentage of planned FTEs

Product Safety Oversight

Objective	KPI
Ensure minimum level of continuing airworthiness oversight	Number of yearly technical working hours performed as a percentage of planned hours
Internalise certification project and CAW tasks in line with internalisation policy	Internal hours as a percentage of total hours
Improve efficiency of technical staff	Share of technical hours (project work) as a percentage of total hours
Ensure adequate fulfilment of all flight standards certification tasks	Number of technical working hours performed per project as percentage of planned hours
Satisfaction of Industry	Percentage of positive feedback received through stakeholders feedback questionnaires

Target 2010	Target 2011	Result 2011
95%	98%	100%
n/a	60%	86%
n/a	15% FTEs	5.5% FTEs
	<ul style="list-style-type: none"> ■ 4% EC ■ 5% MS ■ 6% TC 	<ul style="list-style-type: none"> ■ 1.7% EC ■ 3.4% MS ■ 0.5% TC
95%	95%	91%
n/a	35% FTEs	48% FTEs
n/a	30% FTEs	1.6%

Target 2010	Target 2011	Result 2011
90%	90%	87,87%
64%	72%	75,85%
66%	77%	81,66%
90%	90%	114,22%
80%	65%	77%

Organisation Approvals

Objective	KPI
Establish means of NAA surveillance performance checks in order to ensure common application of organisation's surveillance; this is regardless of whether surveillance will be performed by EASA or a NAA on its behalf	Number of NAA visits accompanied by EASA team leaders or EASA management staff
Implement new remits, timely adjusted to the changes of the implementation dates	Availability of implementation plan
Preparation of adequate procedures for NAA outsourcing with regard to new remits	Percentage of outsourced tasks vs tasks performed by EASA staff
Develop a risk based surveillance system with defined testing and implementation phases	Implementation of the risk based surveillance phases vs implementation plan
Provide resources as requested for inspection activities of the Standardisation Department	% of compliance with requests

Inspections in Member States

Objective	KPI
Complete the agreed number of visits as per the approved annual plan (1st strategic pillar)	% of planned visits carried out
Advancing proactive standardisation measures (2nd strategic pillar)	Perform standardisation meetings
Impact Assess of Basic Regulation and implementing rules (Art 24.3) (3rd strategic pillar)	% of analysed versus identified issues

Target 2010	Target 2011	Result 2011
5%	5%	5%
Implement the new remits i.a.w. the implementation plan	New remits implemented	Implementation had been executed in as much as drafting of procedures and forms has been finalized.
Establish outsourcing procedures (target 80%)	Outsourcing procedures established (target 80%)	Support to tendering process is ongoing, support to accreditation had been scheduled (new remits)
Finalizing testing phase	50% implementation	Concept had been extended to all Organisations approvals remits, coordination with S.1 and S.4 is ongoing
90% of requests complied with	90% of requests complied with	90% of requests complied with

Target 2010	Target 2011	Result 2011
100% of planned visits + ad-hoc and other unexpected visits	100% of planned visits + additional 10% (Ad-hoc, FUP, etc)	100% accomplished in all domains (plus a significant number of additional ad-hoc and follow-up visits)
One per scope	1 meeting for FSTD and IAW 2 meetings for CAW, OPS, FCL	Target achieved (std. meetings were conducted in all existing domains)
n/a	70%	100%

Operators

Objective	KPI
Establish the necessary processes and procedures, including a full database for the collection, analysis and management of the authorisations, together with the necessary modifications implemented in the Agency's ERP tool	Procedures and processes, database business requirements, application forms and funding scheme
Successful implementation of the implementing rule on TCO authorisations	Smooth implementation of the implementing rule
Support the Commission in the context of EC Regulation No 2111/2005 of the European Parliament and of the Council of 14 December 2005	Support the Commission as requested
Participate to seminars, conferences, roadshows	Number of initiatives attended outside the routine events
Present the EC-SAFA system during relevant international conferences and on request of individual States in order to align ramp-inspections methods with other major aviation authorities	Number of external presentations and exchanges with third country authorities
Qualification of SAFA inspectors	Completion of training with an EASA approved training organisation
Development of the SAFA database	Ease of use and quality of output

International Cooperation

Objective	KPI
Promote EASA system via bilateral agreements (BASA), working arrangements (WA) and local representatives	Percentage of the number of initiatives actively undertaken from the total requests received Percentage of the number of coordination meetings, as follow-up of the arrangements
Support the EC in the definition, implementation and evaluation of EU Civil Aviation Cooperation Programmes (New objective)	Number of projects with direct EASA involvement (participation in Projects' Steering Committee meetings, contribution to Technical activities, etc.)
Develop and implement Technical Cooperation Activities such as training and technical workshops for the benefit of the international partners authorities	Number of technical activities organised for disseminating and explaining the EU regulations
Support Commission co-ordination of ICAO State Letters (SL) in accordance with Commission procedure	Percentage of Sate Letters (SL) recommendations provided on time

Target 2010	Target 2011	Result 2011
Draft procedures and processes, and database business requirements established	Draft procedures and processes, and database established	Draft procedure developed in ARIS; Business Analysis Document has been established for the TCO software application; regular meetings took place with the F directorate for the integration of TCO admin procedure in SAP
n/a	Initial risk assessment completed;	Rulemaking procedure for envisaged Part-TCO delayed for reasons beyond S.4.2 control (CRD published in January 2012)
10 missions (envisaged by the Commission)	10 missions	No missions requested by CION (EU Safety List) 10 ASC hearings/meetings in Brussels
At least 3	5	7
5	5	9
Year on year improvement	All STL&STM	Achieved.
24 inspections	100%	100%

Target 2010	Target 2011	Result 2011
n/a	90% of requests answered positively within reasonable timelines	98%
	90% of coordination meetings organised	100%
5 projects	7 projects	19 projects
15 events	15 events	20 events
90%	90%	98%

Support Activities¹¹

Objective	KPI
Process applications in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of applications allocated within 5 working days from receipt
Process closure documents in a timely manner to pursue quality and continuous improvement of service to the industry	Percentage of certificates issued within 2 working days from technical visa receipt
Meet the terms of the framework contracts with the NAAs	Percentage of invoices processed (payment initiated) within 45 calendar days from invoice registration
Offer adequate procurement service to the business	Percentage of September high-value (>60k) planning achieved at the end of the year (number of procedures, number of signed contracts, budget volume)
Maintain a high budget implementation rate	Percentage of executed commitments compared to the forecast considering the whole annual budget
Improve the efficiency of the debt recovery process	Average number of days to cash recovery orders
Provide adequate management reporting to the MB	Scoreboard provided for each MB meeting
Establish common records management system across EASA that satisfies compliance and ISO 9001 requirements.	Successful roll out of records management software across all departments
Implementation of the Establishment Plan	Percentage of authorised Temporary Agents posts that are filled by the end of 2011
Identify standard training programme (common criteria with regard knowledge, skills and experience) for Aviation Safety Inspectors' profiles	Final working paper
ISO 9001 Certification	Assessment by an external body
Perform an annual risks analysis exercise.	Up to date risk register
Accreditation <ul style="list-style-type: none"> ■ To assure a continuing and stable oversight process of the NAAs and/or qualified entities to which certification tasks have been allocated ■ To provide reliable assurance to the certification process that NAAs and/or QEs are able to perform allocated tasks ensure that the Agency has the ability to react to requests in a timely manner. 	Compliance indicator: Accreditation annual plan implemented <i>Target: All inspections planned for a given year N have been performed</i> Performance indicator: Successful accommodation of additional ACCR audits identified during the year N <i>Target: All additional audits to be performed in the year N.</i>

¹¹ Some of the KPIs have been reviewed in order to better adapt to the way of working in SAP, as already reflected in the Work Programme 2012.

Target 2010	Target 2011	Result 2011
75%	75%	73%
75% ¹	80% ²	90%
100% ²	98% ³	99%
90%	92%	96%
98%	98%	98%
120	100	98
3	4	4
2 pilot departments	Information Management feasibility study	Business assessment completed
98%	97%	100%
Agreed and endorsed final working paper	Initial development and delivery of identified common training modules and programs	Version 3 of the Inspector Qualification Criteria paper addressing IAW and CAW Inspector profiles has been agreed by the CTIG
Certificate obtained	Certificate maintained	Certificate maintained
100% up to date	100% up to date	100% up to date
100% up to date	100% up to date	100% up to date

Annex 8: EASA Management Board

The EASA Management Board brings together representatives of the Member States and the European Commission. The Management Board is responsible for the definition of the Agency's priorities, the establishment of the budget and for monitoring the Agency's operation.

The (Management) Board met four times during 2011.

Composition ¹²	
Members with voting rights	European Commission and European Member States (27)
Members without voting rights	Norway, Liechtenstein, Iceland, Switzerland
Observers	Albania, Bosnia and Herzegovina, Croatia, FYROM, Montenegro, Serbia and United Nations mission in Kosovo (to be nominated)

Also, the EASA Advisory Board (EAB) participates in the Management Board meetings as observer,

Chair of the Management Board

Mr Michael SMETHERS
(United Kingdom)

Deputy Chair of the Management Board

Mr Maxime COFFIN
(France)

¹² A detailed list of EASA MB Members is available on the EASA website
<http://www.easa.europa.eu/management-board/management-board.php>.

Annex 9: List of acronyms

<i>ACARE</i>	Advisory Council for Aeronautics Research in Europe
<i>ACI</i>	Airport Council International
<i>AD</i>	Airworthiness Directive
<i>AMC</i>	Acceptable Means of Compliance
<i>ANS</i>	Air Navigation Services
<i>AR</i>	Authority Requirements
<i>ATCO</i>	Air Traffic Controller
<i>ATM</i>	Air Traffic Management
<i>BASA</i>	Bilateral Air Safety Agreement
<i>CA</i>	Contract Agent
<i>CAAC</i>	General Administration of Civil Aviation of China
<i>CAEP</i>	Committee on Aviation Environmental Protection (ICAO)
<i>CANSO</i>	Civil Air Navigation Services Organisation
<i>CAT</i>	Commercial Air Transport
<i>CAW</i>	Continuing Airworthiness
<i>CC</i>	Cabin Crew
<i>CMA</i>	Continuous Monitoring Approach
<i>CRD</i>	Comment Response Document
<i>CRT</i>	Comment Response Tool
<i>CTIG</i>	Common Training Initiative Group
<i>COA</i>	Continuing Airworthiness Organisations
<i>DOA</i>	Design Organisation Approval
<i>EACCC</i>	European Crisis Coordination Cell
<i>EAD</i>	Emergency Airworthiness Directive
<i>EARPG</i>	European Aviation Research Partnership Group
<i>EASAC</i>	European Safety Advisory Committee
<i>EASP</i>	European Aviation Safety Programme
<i>EASp</i>	European Aviation Safety Plan
<i>EC</i>	European Commission
<i>ECAC</i>	European Civil Aviation Conference
<i>ECAST</i>	European Commercial Aviation Safety Team
<i>ECofA</i>	Export Certificate of Airworthiness
<i>ECDC</i>	European Centre for Disease Prevention and Control
<i>EGAST</i>	European General Aviation Safety Team
<i>EHFAG</i>	European Human Factors Advisory Group
<i>EHEST</i>	European Helicopter Safety Team
<i>ERP</i>	Enterprise Resource Planning
<i>ESSI</i>	European Safety Strategy Initiative
<i>ETSOA</i>	European Technical Standard Order Authorisation
<i>EU</i>	European Union
<i>EUROCAE</i>	European Organisation for Civil Aviation Equipment
<i>FAA</i>	Federal Aviation Administration (USA)
<i>FABs</i>	Functional Airspace Blocks
<i>FAL</i>	Final Assembly Line
<i>FCL</i>	Flight Crew Licensing
<i>FDM</i>	Flight Data Monitoring
<i>FOIA</i>	Freedom of Information Act (US)
<i>FSTD</i>	Flight Synthetic Training Devices
<i>FTE</i>	Full Time Equivalent
<i>GM</i>	Guidance Material
<i>HLSC</i>	High Level Safety Conference (ICAO)
<i>HR</i>	Human Resources
<i>IAC</i>	Interstate Aviation Committee

<i>IAS</i>	Internal Audit Service (European Commission)
<i>IAW</i>	Initial Airworthiness
<i>ICF</i>	International Cooperation Forum
<i>ICAO</i>	International Civil Aviation Organisation
<i>IGPT</i>	Inter Group on Pilot Training (EASA)
<i>IOSRS</i>	Internal Occurrence Reporting System (EASA)
<i>IPPF</i>	International Professional Practices Framework
<i>ISC</i>	Internal Safety Committee
<i>IT</i>	Information Technology
<i>ITQI</i>	International Training Qualification Initiative (IATA)
<i>JAA</i>	Joint Aviation Authorities
<i>JAR</i>	Joint Aviation Requirement
<i>JARUS</i>	Joint Authorities for Rulemaking on Unmanned Systems
<i>JCAB</i>	Japanes Civil Aviation Bureau
<i>LoA</i>	Letter of Agreement
<i>MMEL</i>	Master Minimum Equipment List
<i>MOA</i>	Maintenance Organisation Approval
<i>MRB</i>	Maintenance Review Board
<i>NAA</i>	National Aviation Authority
<i>NGAP</i>	New Generation of Aviation Professionals (ICAO)
<i>No.</i>	Number
<i>NPA</i>	Notice of Proposed Amendment (EASA)
<i>NPRM</i>	Notice of Proposed Rulemaking (FAA)
<i>TFOEB</i>	Operational Evaluation Board
<i>OPS</i>	Air Operations
<i>OR</i>	Organisation Requirements
<i>PAD</i>	Proposal to issue an Airworthiness Directive (EASA)
<i>POA</i>	Production Organisation Approval
<i>PRB</i>	Performance Review Board
<i>Q</i>	Quarter
<i>RTC</i>	Restricted Type Certificate
<i>SAE</i>	Society of Automotive Engineers
<i>SAFA</i>	Safety Assessment of Foreign Aircraft
<i>SAP</i>	Systeme, Anwendungen und Produkte in der Datenverarbeitung [DE] Systems, Applications and Products in Data Processing [EN]
<i>SARPS</i>	Standards and Recommended Practises (ICAO)
<i>SAN</i>	Storage Area Network
<i>SAS</i>	Special Airworthiness Specification
<i>SESAR</i>	Single European Sky ATM Research
<i>SPOA</i>	Single Productions Organisations
<i>SNE</i>	Secoded National Expert
<i>SMS</i>	Safety Management Systems
<i>SSP</i>	State Safety Programme
<i>STC</i>	Supplemental Type Certificate
<i>STD</i>	Synthetic Training Device
<i>TA</i>	Temporary Agent
<i>TC</i>	Type Certificate
<i>TCO</i>	Third Country Operators
<i>TCCA</i>	Transport Canada Civil Aviation
<i>UAE</i>	United Arab Emirates
<i>USOAP</i>	Universal Safety Oversight Audit Programme (ICAO)
<i>WA</i>	Working Arrangement

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