European Aviation Safety Agency
**Business Plan 2013-2017**

3rd December 2012

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# Strategic elements

# EASA's Vision

"Ever safer and greener civil aviation"

# EASA's Mission

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

# EASA's Strategic objectives

### European aviation safety system

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

### EASA and Stakeholders

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

### EASA image

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

### EASA risk based safety management system

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

### EASA resources

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

### EU regulatory framework

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

### Safety standards

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

# 1 Introduction

## 1.1 Strategic drivers of the Business Plan

The current Business Plan has been developed starting from the mission of the Agency "*To foster and provide efficiently for the highest common standard of civil aviation safety and environmental protection, through a total system approach, in Europe and worldwide missions*". In order to accomplish this mission the following strategic drivers have been considered:

- Systemic approach to safety: all activities are, as much as possible, integrated and part of a unique system that should generate synergies and efficiencies.
- Risk based approach: several activities developed a sufficient set of information that can be used as the basis for a risk based approach. This methodology contributes towards the generation of more effective and efficient processes for keeping high standards of safety.
- Development of monitoring activities: an appropriate level of continuing airworthiness and oversight is considered as one of the key elements of the Agency evolution. The efforts done in developing of the Occurrence Reporting activities and in strengthening Research constitute a significant element of the safety risk mitigation.

The strategic drivers complement the current strategic objectives of the Agency.

EASA is at the heart of the European Aviation Safety System, with the key task of driving and facilitating a consistent application and evolution of the new European level aviation safety regulatory system. In this context the Agency carries out its tasks in full coordination and close collaboration with the European Commission, in order to secure full consistency of its work programme and its implementation with the overall strategy and priorities of the European Union's aviation safety policy, notably as regards the link with associated provisions contained in the 2011 'White Paper on Transport'[1] and the Commission's Communication to the Parliament on setting up an Aviation Safety Management system for Europe[2]. And one of the important vehicles for this collaboration is the European Aviation Safety Plan.

## 1.2 Purpose of the Business Plan

The fulfilment of the Agency mission requires an appropriate level of resources and stability in funding.

The Business Plan highlights the challenges that will be faced over the coming 5 year period and outlines the resource requirements for both Fees and Charges and Subsidised activities.

EASA Business Plan is updated annually at the request of the Executive Director and presented for endorsement to the Management Board at the December meeting. The Business Plan serves as framework for all other planning documents in the Agency.

In times of increasing financial constraints, the Agency paid specific attention during the development of the Business Plan to resources optimization and finding the right balance between operational and support expenses.

The Article 62 of the Agency's Basic Regulation foresees a review of its implementation every five years. This review is currently on-going and the report from such is due to be issued by the end of 2013. The potential resulting actions from such will be taken into account in future versions of the document.

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[1] COM(2011) 144 final of 28.3.2011 'White Paper: Roadmap to a Single European Transport Area – Towards a competitive and resource efficient transport system'

[2] COM(2011) 670 final of 25.10.2011 COMMUNICATION FROM THE COMMISSION TO THE COUNCIL AND THE EUROPEAN PARLIAMENT - Setting up an Aviation Safety Management System for Europe

## 2  Enlarged competencies

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

In addition, Regulation 216/2008 entered into force on 8 April 2008 and extended the competencies of the Agency to air operations, pilot licensing and authorisation of third country operators. In particular: Standardisation inspections for air operations, flight crew licensing and flight simulators, to be carried out according to Regulation 736/2006 are presently being reviewed; Certification of foreign synthetic training devices, pilot training organisations and aero medical centres; Certification tasks linked to the Authorisation to third country operators.

On 7 September 2009 the Council adopted the regulation extending EASA's competencies to cover the safety of aerodromes, air traffic management and air navigation services. In particular, EASA's new tasks cover rulemaking and standardisation inspections. In addition, as far as safety and technical issues are concerned, it will be necessary to coordinate rulemaking activities with the Single European Sky framework, including the related research (SESAR) and implementing rules as well as the new objectives set for its implementation.

The first and second extensions introduce new areas for certification (except for Airports). Consequently, the fees and charges regulation has been modified to take this into account. The following table illustrates the key milestones for the agency in the period 2013-2017.

## 3  Risk elements

European carriers have been particularly hard hit by the recession. However, the European aviation industry as a whole is still a world leader in manufacturing, airlines, airport hubs as well as Air Traffic Management research and technology (including the SESAR programme).Despite the economic crisis the main EASA applicants are active in the design sector and are investing these days efforts and money in medium and long term developments to become operational in some years. The economic situation is thus expected to have no major impact on the EASA business considering also the agency's new tasks and the new tariffs. In conclusion as far as revenues from fees and charges are concerned no risk is perceived. However, subsidy revenue might be impacted.

Another risk element is the date of effective entry into force of the regulations related to Third Country Operators (TCO) and Operational Evaluation Board (OEB). A delayed entry into force will result in delayed revenues from fees and charges.

Additional risk is born in possible future revisions of regulations governing staff remuneration and working conditions like for example the country coefficient, the minimum working time etc. Such changes will impact the staffing cost projections included in this Business Plan.

## 4 Key milestones and main activities 2013-2017

The Business Plan 2013-2017 will be based on the following activities:

| ACTIVITY / MILESTONE | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| **Strategic Safety**<br><br>Main Activities | Roll out Internal Occurrence Reporting System (IORS) to top reporting organisations and development of an efficient feedback system. | Adapt Occurrence Reporting Systems to new legislative framework. Adapt safety data bases to new technology. | | | |
| Key Milestones | Implementing a new Safety Information Publication System **by end 2013** | EASP and EASp to meet the needs of the first ICAO Annex 19 by **end 2015** | | EASP and EASp to meet the needs of the second ICAO Annex 19 **by end 2017** | |
| **Regulation**<br><br>Key Milestones | Implement comprehensive support to PRB (e.g. performance plans review). Implementing safety KPIs for first reference period **(2012-14)**, adapt safety data bases to ATM reporting. Develop safety data infrastructure for performance monitoring | | Implementing safety KPIs for ATM second reference period **(2015-2019)** | | |
| Main Activities | Maintain airworthiness rules taking into account the high regulatory demand from stakeholders for simplification, the accident investigation safety recommendations, urgent safety needs (e.g. volcanic ash issues), SESAR, ICAO and introduction of the Total System Approach, etc.<br>EC adoption of last implementing rules on 1st extension initial package<br><br>Maintenance of 1st extension rules to take into account safety needs and developments SESAR, ICAO, and introduction of the Total System Approach, etc.<br><br>1) Continue the development of new implementing rules for ATM/ANS implementing the Basic Regulation in its entirety<br>2) **EC adoption in 2012 and onwards**<br><br>Maintenance and simplification of ATM rules, including;<br><br>- new developments (e.g. SESAR developments and SES II)<br><br>- ICAO SARPs alignment<br><br>- Safety recommendations<br>Total System Approach | | | | |
| Key Milestones | Implementing rules for aerodrome safety **to be developed and adopted by end 2013** (Requirements for aerodrome operators and competent authorities; aerodrome operations; and aerodrome design) | | | | |
| | Development of implementing rules on heliports, aerodrome equipment and apron management | Maintenance of aerodrome rules to take account new developments and introduction of the Total System Approach | | | |

| ACTIVITY | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| **Regulation- Environmental Protection**<br><br>Key Milestones | Finalise implementation of CAEP/8 Amendments<br><br>Implementation of CAEP/9 amendments<br><br>Start of the implementation of the CAEP/10 amendments<br><br>Start review ENV protection essential requirements (resources permitting) | | | | |
| **Product Safety Oversight**<br>Main Activities | Conduct certification activities and associated services with industry and stakeholders within current remit responsibilities; support IORS and further enhance continued airworthiness activities; provide additional expertise and resources in support of rulemaking, technical training and accreditation; support NAAs according to their demand within current remit activities.<br>Conduct MRB and OEB activities according to industry demand within current remit activities<br>Approve Flight Simulation Training Devices (FSTD) | | | | |
| Key Milestones | Implementation of mandatory OSD activities as part of the TC process (envisaged entry into force at the earliest **beginning of 2014**) | | | | |
| Main Activities | Conduct non-mandatory OEB activities according to industry demand within 1st extension of remit activities<br>Possible development as result of 1st EXT implementation: acceptance of foreign non-ICAO compliant aircraft entering EU airspace<br>ATM/ANS : Launching, support and follow up of investigations (initial to functional system changes) and oversight of the systems used to provide pan-European services within ATM/ANS activities<br>Provide expertise and support for FAB, NMF and SESAR: no funding provided for these activities<br><br>Provide safety advice: no funding provided for this activity | | | | |
| **Organisations Approval**<br><br>Main Activities | DOA, CAO, POA: Conduct initial inspection and continuing surveillance in the domain of Design Organisations, Continuing Airworthiness Organisations and Production Organisations approvals.<br>Flight Crew Licensing Organisations - Start certification activities on Flight Crew Licensing Organisation with the approval of foreign TRTO, FTO, FSTD, AeMC<br><br>Air Traffic Management Organisations - Approval and oversight of Pan European ANS providers and foreign ATCO training facilities, oversight of the Network Management Function | | | | |
| **Inspection of Member States**<br>Main Activities | Perform standardisation inspections of Member States' Competent Authorities (as well as ECAA / ECAC States having signed Working Arrangements)<br>Monitor compliance with the EU aviation safety requirements applicable in all domains covered by the Basic Regulation<br>Monitor the transition from the past OPS, FCL, FSTD regulations to the new EU Implementing Rules, according to their applicability date<br>ATM/ANS: complete first round of inspections, prepare for FABs assessment, EoSM / JC assessment. | | | | |
| Key Milestones | | | | Aerodromes: put in place proactive standardisation activities before the implementing rules become applicable, then perform first round of inspections- planned to start in **2016/2017** | |
| **Operators SAFA/SACA TCO** | **Ramp inspections**: Transfer from pure SAFA to SAFA/SACA | | | | |
| | Entry into force of the new regulation in **2013** | | | | |

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# 5 Business environment analysis

*(Source: "Market Research and Analysis of the Aviation Industry and its Impact on EASA" study conducted by Cambridge Judge Business School in 2011 and memo of the European Commission on Aviation Policy Package from 27 September 2012).*

The analysis of the macro-trends that drive the evolution in the aviation industry and a synthesis of the market outlook by several major players in this sector, revealed the following factors that will impact EASA during the 2013 to 2017 period:

- Annual increase in total world air traffic by 5.3%, with significant growth rates within Europe (4.1% p.a.), as well as between Europe and Asia-Pacific (5.6% p.a.) and Europe and the Middle East (6.0% p.a.);
- Increase in the global aircraft fleet;
- Development of more efficient, lighter and greener products;
- Strong tendency of outsourcing by maintenance and production organisations to Asian low labour-cost countries;
- Emergence of new products from design and production organisations in China and other emerging countries.

A recent analysis from the European Commission confirms the trend of growth in air traffic of 5% annually until 2030.  There will be a relative shift in aviation growth to areas outside Europe with Asia and the Middle East.  Measures taken by the European Commission include:

- New Aviation agreements with neighbours and international partners, including industrial and technological agreements signed with key partners and other countries in areas such as ATM and safety; The purpose is to improve access to the markets between the EU and these partner countries which today is restricted under bilateral agreements between individual EU Member States and the partner countries.
- Measures to strengthen fair competition;
- Tackling ownership and control restrictions.

EASA's new competences in Flight Crew Licensing, Third-Country Operators certification and Air Traffic Management are affected by the macro-trends as outlined above as well as:

- The uncertainty around the exact details of the implementing rules to be implemented;
- Lower cost services in third-countries may result in an increase of flight crew licensing organisations and aeromedical centres generating an increase of EASA's workload;
- The developments in the SESAR programme, which is a pan-European programme for the evolution of Air Traffic Management systems.

The global economic situation and the impact of the current economic crisis on EASA and its stakeholders have been taken into account in this Business Plan. As a conclusion, this Business Plan takes a conservative approach and assumes that, in general, the volume of activities within the original competencies of the Agency will not substantially grow through the planning period, while the new activities represent a significant increase of the workload.

**Conclusion** for the BP: we have taken a conservative approach and consider the level of activities are stable except for the new tasks to be implemented in 2013.

# 6  Main assumptions BP 2013-2017

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

*Non-used EU subsidy*

The Business Plan 2013-2017 will be developed on the basis that an eventual budget surplus will not affect the requested budget amount received from the Commission in the subsequent year.

*Allocation rules*

The reviewed allocation rules, based on the study of Deloitte Consulting, were already applied during the elaboration of the Business Plan 2011-2015 and Business Plan 2012-2016 and continue to be applied in the Business Plan 2013-2017.

*Inflation*

2% inflation rate is applied to all years in the Business Plan 2013-2017.

*Fees and Charges*

The future Fees and Charges regulation is in preparation. The date of entry into force and the level of revenue are not yet confirmed. Nevertheless the BP 2013-2017 uses the newly proposed F&C Regulation as a basis for the revenue calculation from 2014 onwards, as these ensure a more correct coverage of the expenses in the different activity categories. This also confirms the necessity to have these approved before the end of 2013.

*Salary increase*

2,7% yearly salary increase will be applied, according to the following assumptions:

| | |
|---|---|
| Annual salary adjustment + changes in the weighting factor for Germany | **1,0%** |
| Seniority Step increase | **2,1%** |
| Promotion | **0,6%** |
| Vacancy Rate | **-1,0%** |
| **Total** | **2,7%** |

*Staff and budget*

The assumption made on the EC contribution is a flat amount increased only by the inflation rate except for 2015 with the full impact of the new recruited staff for new tasks. The following total amounts will be considered as EC contribution. As agreed during the previous BP exercise, the subsidy is in principle not allocated to one extension or title in particular.

| Euro '000 | **2012** | **2013** | **2014** | **2015** | **2016** | **2017** |
|---|---|---|---|---|---|---|
| **EC Subsidy BP 2012- 2016** | 34.862 | 36.524 | 37.988 | 38.748 | 39.523 | |
| **EC Subsidy BP 2013- 2017** | | 34.862 | 35.559 | 37.739 | 38,494 | 39.264 |

These figures show a substantial reduction compared to the evolution of the EU Subsidy foreseen in the previous version of the Business Plan.

In the context of the BP 2013 – 2017 the Agency will plan the recruitment of the Subsidy financed posts within the limits set in the MSPP 2013-2015 and the associated budget.

In this context, as it seems unlikely that the Budgetary Authority will approve the requested subsidy financed posts for 2013 before the end of 2012, the Agency has shifted this request to 2014 in view of a possible re-classification as a "new tasks" Agency.

The figures of the present Business Plan have taken into account the Draft Budget 2013 presented by the European Commission to the Budgetary Authority, which includes 14 posts less than the Draft Budget 2013 proposed by the Agency to the Commission: all 12 new posts requested mainly for Aerodromes Standardisation activities were refused and a further reduction of 2 existing posts was included.

With regards to the staff planned for Third Countries Operators activities (TCO), the posts are included in 2013 and are planned to be recruited only by the end of that year.

The Agency will revise the staffing needs for the Fees and Charges activities according to the forecasted evolution of the activities and associated revenues.

It is acknowledged by the Agency that the Commission cannot commit itself to any figure that goes beyond the EU subsidy and staff that will be granted in 2013 or to any increase in the budget and staff for the years 2014 and beyond. It must also be noted that, in accordance with the EU budgetary procedure, the Budgetary Authority will not approve the 2013 subsidy before December 2012.

*Agency premises*

The lease contract of the Agency will expire in June 2016 and the Agency will have to communicate its decision to the lessor by the end of June 2014. The Business Plan 2013 – 2017 already includes 1,3 Mio euros for the cost of a potential move. A business case will be finalised at the beginning of 2013 for the possible new premises, including the resources impact.

# 7  Activities of the Agency

## 7.1 Strategic Safety

EASA is an essential driver for the management of civil aviation safety risk.  Applying rigorous processes, indicators of safety performance will be provided so as to assess the achievement of planned safety actions.

Timely and reliable information of high integrity will be provided to support the decision making processes of the Agency and its partners.

The main activities in this domain are:
- Effective communication of the Safety Department output so that advantage may be taken of its findings;
- To be recognised as a fair, independent and objective source of safety knowledge;
- To be a centre of excellence for aviation safety:
    o safety data processing;
    o safety analysis;
    o publications;
    o corrective action;
    o research and
    o improvement.
- To work in partnership with the European States, the industry and those charged with aviation safety responsibilities worldwide.

## Strategic Safety

The success of civil aviation depends on the achievement of a high level of safety.  This transport system transcends borders, applies rapidly advancing technology and carries ever more passengers.  Mechanisms are in place striving for continuous improvement by ensuring that lessons are learned from experience.  Those mechanisms must be strengthened and applied rigorously across the aviation system.

Over time EASA aims to play its part in reducing the number of fatal accidents and fatalities irrespective of the volume of air traffic. Safety has to be managed.  Safety management is anchored in EASA impacting all aspects of the organisations activities.

An integrated set of regulations is being built by Rulemaking Directorate and will be maintained to meet the above objectives.  Applying rigorous processes, indicators of safety performance will be provided so as to measure the level of safety.  Timely and reliable information of high integrity will be provided to support the decision making processes of the Agency and its partners.

EASA is a key to the management of civil aviation safety.  It works by acting on a clear plan in partnership with its stakeholders.

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

Europe is a pioneer in this endeavour as no other region in the world has a structure that turns safety management into action. The European Commission's Communication[3] on a Safety Management System at EU level sets out how EASA can facilitate the building of a pro-active safety management system for Europe.  The simultaneous publication of the European Aviation Safety Programme (EASP) provides the European structure for the management of aviation safety using a total system approach, but is no more than the launch of a programme that will need to be regularly updated to reflect future developments in safety management at EU level.  Within the framework described in the EASP lies the European Aviation Safety plan (EASp) which provides a detailed description of significant safety issues together with clear actions and deliverables to address the risks. These documents essentially provide the basis for the priority setting that the Agency must carry out in dealing with specific safety issues.

## Safety Analysis

Safety Analysis experts acquire, categorise and store data on the aviation system, accidents, incidents and occurrences which form the base for studies on the safety of European and world-wide aviation.  The Department will implement measures which improve the efficiency, productivity and performance delivery of these activities.  In the transition to ECCAIRS 5 data repositories and their related tools have been converted or modified.  The benefits of this detailed work can now be realised.

EASA will contribute to enhancing the usability of the European Central Repository (ECR) of reports paving the way for a more risk based approach to safety.  Preparations for a new legislative framework for reporting will include work on data quality issues and may include the training of Member States.  Through the Network of Analysts (NoA) aspect of safety performance will be monitored and outputs shared.

## Safety Information

The Internal Occurrence Reporting System (IORS) is used to process safety related occurrences reported to EASA.  This system continues to expand to ensure the follow-up of significant occurrences within the remit of EASA.  Mechanism for sharing information and providing feedback are being developed.  Demonstrating a commitment to the continuous improvement in safety performance greater use will be made of safety information to support

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[3] COM(2011) 670 final – Communication from the Commission to the Council and the European Parliament on 'Setting up an Aviation Safety Management System for Europe'

a risk based approach to EASA's work and the Continuous Monitoring Approach (CMA) applied to Member States.

Quality safety publications are an essential part of EASA's output, they include: Airworthiness Directives and Safety Information Bulletins. The products, procedure and tools required for this work are being improved.

The Agency works closely with the Performance Review Board (PRB). Initially in the ATM sector, use of safety performance indicators will be extended to all aviation sectors. Support for the application of Key Performance Indicators (KPI) for a first and second reference period will be planned and undertaken.

These activities will make a substantial contribution to the realisation of the Continuous Monitoring Approach (CMA) as applied to the Member States.

### Accident Investigation

The Department is the primary liaison with the Safety Investigation Authorities. Currently, around 380 notifications are received per year and this is likely to grow to around 1000 notifications. EASA prioritises its involvement in those events of the greatest safety concern to products of European design and those most significant to the European fleet.

EASA receives a growing number of reports and around 100 original recommendations per year. Significant coordination activities are undertaken in order to manage responses and monitor the outcome of recommendations. Traceable links between the Internal Occurrence Reporting System and the Rulemaking and Research programmes are formed. Corrective actions are taken and lessons learned are embedded in the EASA system by these means.

Respecting their independence, the Agency works with and supports the activities of European Network of Civil Aviation Safety Investigation Authorities (ENCASIA).

### Research

The Department leads in research project management, cooperation and planning. It will develop, improve and maintain partnerships for conducting and sharing research. Steps will be taken to finalise and implement the EASA Research Strategy. A part of this is the revision of the European Aviation Research Partnership Group (EARPG) Thematic Programme. This addresses the priority areas for safety and environmental protection research for consideration in the development of the EASA Research Plan, National Plans and EC Framework Programmes.

The three year EASA Research Plan is the baseline for the assignment of resources. This is an efficient long-term investment in research activities to serve the Agency's knowledge needs.

For the safety topics, the Agency takes a leading role in the development of the future European Strategic Research and Innovation Agenda including the prioritisation of research and environmental protection topics.

## 7.2  Regulation

The Total System Approach (all safety and technical regulations in the framework of the BR, under "one roof" and developed in coherence) has become an important and continuous Agency policy. The aim is to develop an integrated set of aviation technical/safety regulations that will be maintained for all aviation domains through an integrated network approach building on the most efficient method of safety risk mitigation.

### Production of new rules

The initial phase of the rules development in the area of the 1st and 2nd extensions of the Agency's remit will be finished in 2013. Subsequent to these achievements, the focus will be put on issues that could not be addressed during the initial phase of the rule development, as well as items identified as safety proportionality and technical priorities. Maintenance of rules

and new developments will be taken up gradually, except when needed for example to deploy SESAR, because those rules (Airworthiness, OPS, FCL, ATM) have to be in place before deployment, and for this the regulatory roadmap for ATM and related items needs to be developed. The rulemaking programme has more than 15 sources that trigger Rulemaking proposals and the themes vary from safety to level playing field issues. This requires the development of a risk-based Rulemaking programme, based upon a solid and transparent mechanism. As of 2013, more attention will be given in order to put more proportionate rules in place for the General Aviation sector.

The main challenges of the activity are:

- The simplification, consistency and the linguistic quality of rules and regulations;
- To address the specific issues of General Aviation in existing and new regulations
- The development of a complete set of new regulations for Aerodromes;
- The implementation of the agreed priorities of the overall ATM/ANS Regulatory Roadmap in ATM and related developments (e.g. aligning EASA regulations to SES objectives, ICAO developments, SESAR and NEXTGEN);
- The workload associated to the safety advisory role in the SES/SESAR context and its quantification at this stage;
- The experience gained in outsourcing Rulemaking tasks to Industry and the expected involvement of NAAs;
- Continued development of the risk-based approach to the production of rules.
- Start the review of the Environmental protection essential requirements (resources permitting).

The numerous challenges require a strict assessment of the urgency and added value of the rules in terms of safety and the assignment of the available resources. The industry is also depending on up to date regulations to ensure a level playing field.

**Support to rules**

As stated above, the initial phase of rule development in the area of the $1^{st}$ and $2^{nd}$ extension will come to an end in 2013; however, the introduction of new rules is a significant additional challenge for the Agency, the stakeholders and NAAs: the extensions of scope and the widening of the stakeholder community inevitably increase the demand for support for the implementation and explanation. The Agency (Standardisation and Rulemaking) will free resources to ensure timely workshops and attendance ta conferences on the new regulations. The Agency will facilitate dialogue, learn from the experience of regulated parties and regularly inform, promote the exchange of thoughts and ideas on the implementation of the new regulatory framework through a variety of means. The main challenges of the activity are:

- To assist the Member States and the other stakeholders at an adequate level during the implementation of the new regulations (including promotion of the new rules);
- To increase the production of Technical Publications containing consolidated versions of rules and regulations for all regulated domains;
- To develop a tool to ensure consistent interpretation of the rules within the Agency, where an interpretations FAQ repository has been identified as a means to address this, is in the planning phase.

**Coordination with ICAO and rule harmonization with third countries**

Activities related to safety at the ICAO level are planned to focus increasingly on more effective rulemaking and to better influence the ICAO SARPs development at the earliest possible stage and to represent a European view while doing so. For Environmental protection the active involvement in the work of the Committee on Aviation Environmental Protection (CAEP) will be maintained.

It is also foreseen to increase rulemaking cooperation with third country authorities such as the FAA and TCCA since a number of issues, particularly in the area of CAT aeroplane, may be better solved in a harmonised manner to ensure the expected safety level and to reduce the burden on industry.

**Regulation related tasks**

Staff training and development: in addition to the current activities in these fields, the participation in standardisation or OEB activities has proven to be particularly effective.

New legal activities to be undertaken include: interpretation and development of working procedures for handling TCO appeals and complaints; development of procedures for preparing fines and penalties decisions.

Safety recommendations: With the extension of scope, the Agency is exposed to an increasing number of safety recommendations that need to be analysed, or draft AIB reports that are required to be commented on. The assessment and the tools to be used to respond in the timeliest manner require constant attention and flexibility.

Art. 14: With the applicability of the first extension rules, Art. 14 exemptions and derogations will increase. This also applies to the assessment of individual FTL schemes. These activities are particularly time critical and require extra resources that due to the on-going rulemaking process can't be estimated at this point in time. Set up a monitoring system.

Central Question Bank (CQB): Finalise proposal on what should be addressed via the Central Question Bank (CQB), except for the already agreed FCL questions, will be tabled for discussion on the scope and the financing of the activity.

**Organisational challenges**

The effective and high-quality production as well as the continuous maintenance of aviation safety rules and introduction of new developments needs to adequately respond to:

- Ensure the coherence in Rulemaking throughout the domains;
- Removal of existing duplications in regulations ;
- The regulatory demand from the aviation sectors (commercial);
- Urgent safety needs and unforeseen developments, changes affecting the aviation system;
- Capitalise on experience and feedback from the implementation of the rules (ex-post evaluation);
- Ensure and open inter-departmental/directorate cooperation and communication.

This will have implications for the organisation and timely delivery of work within the Rulemaking domain. The increasing number of multidisciplinary rulemaking tasks necessitates a comprehensive and coherent project management framework for working with horizontal teams as well as adequate project management tools. Taking into account the resource and budget constraints not all necessary activities can be carried out to the desired extent (a pro-active rulemaking approach and engagement in new developments is therefore unfortunately limited).

## 7.3 Product Safety Oversight

The activities in the field of Product Safety Oversight can be summarized under three main areas:

1. Certification:
   a. Airworthiness and environmental certification of aeronautical products, parts and appliances (IAW);
   b. Flight Simulation Training Devices (FSTD).

2. Continuing Airworthiness Oversight (CAW), including mandatory corrective actions;
3. Certification related services: MRB, OEB, Certification Support for Validation, Technical advice and Assistance upon request of Industry, Aviation Authorities or other public institutions.

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

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

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

### 7.3.1  _The main achievements and future challenges_

The Certification activity has developed successfully over the past years, both in terms of staffing and from an organisational point of view: highly qualified experts have been recruited (mainly from NAAs and to a growing extent also from Industry), working methods and policies have been well established, an ISO-certified Quality Documentation System is in place, and stable relations with private and public stakeholders exist, etc.  Furthermore, in anticipation of the OSD elements, the certification directorate has been reorganized, with experts now combined into one department. However, the Agency is faced with numerous challenges that need to be considered for the Business Plan period 2013-2017.

**Initial Airworthiness**

In the area of Initial Airworthiness, the main challenges result from an increase of projects from emerging countries (China, Brazil, India), a constant growth of the technical complexity of new aircraft types and the ever higher expectations with regards to the environmental impact of aircraft and engines.  Since April 2012, the certification workload has increased significantly due to the implementation of mandatory FSTD activities. With the expected extension of the BASA between the US and EU a workload decrease is expected in the field.

**Continuing Airworthiness**

For Continuing Airworthiness the required workload will increase in line with a growing number of occurrences reported to EASA, mainly resulting from an upturn in global aviation, but also from the development of EASA as one of the leading aviation safety authorities. The main challenge for EASA will be to have sufficient resources available and to optimise their use for in-depth analysis and follow-up of all incoming information in order to correct potential unsafe conditions and thus prevent incidents or accidents.

**Operations related Approvals**

The workload development for Operations related approvals and recommendations as a result of the first extension of remits, is estimated on the basis of identified industry activities and

data received from NAAs. The main part of the workload is foreseen for the approval of Operational Suitability Data (including Minimum Syllabi for Pilot Type Rating Training, Minimum Syllabi for Maintenance Certifying Staff Type Training, Minimum Syllabi for Cabin Crew Type Rating Training, Approval of MMEL, Approval of Reference data for FSTD, Oversight and corrective actions related to the new activities and OEB Services on request from Industry). It is worth mentioning that these tasks are already performed today as a service to the industry within the frame of Operational Evaluation Board (OEB) Memorandum of Understanding (MoU) between EASA and NAAs participating in OEB activities.

It is assumed that the related Implementing Rules on the OSD Concept will enter into force, with some delay (at the earliest end of 2013, beginning of 2014) and the activities will be subject to an hourly charge, allowing the Agency to fully recover all the related costs. As soon as activities start, financial monitoring will be in place, the revenue estimations for years after 2013 will be carefully reviewed in the light of the actual information available and the number of applications received. In accordance with the Agency's outsourcing strategy a significant part of the new activities will be outsourced to NAAs and Qualified Entities. The estimated internal workforce necessary for the management and performance of the new activities are detailed below in the Resource plan.

**Product Safety Oversight related services**

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

As far as expertise for other internal core and support processes is concerned, the Certification workload is expected to grow in line with these activities. A future challenge will be the enhancement of the IORS to cover all reporting related to the new remits.

In July 2012 the new Commission Implementing Regulation on Fines and Periodic Penalties entered into force to compel persons and undertakings to which the Agency has issued a certificate to comply with the Regulation (EC) 216/2008 and its Implementing rules.

This is not expected to create a significant additional workload for the Certification Directorate in 2013. However, once fully implemented (i.e. as from 2014) the Directorate's contribution will increase and justify additional recruitment.

Above all, the biggest challenge will be to generate the required funding (i.e. the right level of income to cover all costs and to maintain the right level of technical involvement) and to attract and develop a sufficient level of human resources and expertise.

## 7.3.2 *Resource plan*

The Agency's total workload in Product Safety Oversight and related activities[4] over the Business Plan period is triggered by its estimated technical involvement per individual case. Whilst the workload related to the initial type-certification (IAW) is forecasted to remain stable throughout 2013-2017, all other activities are expected to further increase in line with the above-mentioned challenges. With regard to the Flight Standards activity this Business Plan is based on workload, which takes into account possible delays in the rules related to TCO and OEB.

A significant part of the estimated workload will be outsourced to NAAs and Qualified Entities (QEs). This is done under consideration of the following principles defined in the Agency's Certification Strategy (for further information see "WP06 – EASA Certification Strategy" from EASA MB 02/2011):

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[4] The workload for technical expertise provided for other core activities of the Agency ("Cross Services") and technical expertise provided for management and support services of the Agency ("Technical Support Services") has been taken into account in the calculation of the staffing needs of the Certification Directorate.

1. The main principle is that EASA and NAA should have the necessary internal staff to perform the activities assigned to them according to the Basic Regulation. Outsourcing should then be used as an additional means to gain access to supplementary resources, whenever needed;
2. In all cases, EASA should have full control of the outsourced activities, from technical, managerial and financial points of view;
3. A risk based approach should be followed and tasks related to high risks (safety/ commercial/political risks) should be performed by EASA staff;
4. Project management should be done as far as possible by EASA staff;
5. Outsourcing to a significant extent is a viable solution where NAAs and QEs have sufficient expertise due to the execution of own responsibilities (e.g.: Approval of Part-145 and Production Organisations, OPS, ATM);
6. Outsourcing should also be considered if proximity to the applicant may help to mitigate potential language and/or cultural issues for very small   organisations.

| Technical workload (in hours ) | | | | | | | |
|---|---|---|---|---|---|---|---|
| Activity | 2011(Actual) | 2012(Estimate) | 2013 | 2014 | 2015 | 2016 | 2017 |
| **Certification (Initial Airworthiness):** | **141,937** | **148,247** | **157,171** | **165,101** | **160,865** | **161,377** | **161,894** |
| *Certification* | *141,937* | *136,684* | *137,315* | *144,300* | *144,300* | *144,300* | *144,300* |
| *Qualification of FSTD* | *-* | *11,562* | *19,856* | *20,801* | *16,565* | *17,077* | *17,594* |
| **Continuing Airworthiness (CAW):** | **47,215** | **51,657** | **70,800** | **76,900** | **78,500** | **80,000** | **81,500** |
| **Certification related services:** | **27,342** | **30,307** | **63,300** | **91,400** | **91,900** | **92,400** | **92,400** |
| *MRB* | *15,973* | *19,401* | *27,400* | *27,900* | *28,400* | *28,900* | *28,900* |
| *Related services to external stakeholders* | *2,034* | *2,891* | *8,600* | *8,600* | *8,600* | *8,600* | *8,600* |
| *OEB\* (incl. future OSD mandatory activities and services upon request of industry)* | *9,335* | *8,015* | *27,300* | *54,900* | *54,900* | *54,900* | *54,900* |
| **Total Product Safety Oversight workload:** | **216,494** | **230,210** | **291,271** | **333,401** | **331,265** | **333,777** | **335,794** |
| | | | | | | | |
| **Internal Workload** | **159,673** | **169,688** | **216,868** | **245,306** | **250,224** | **254,262** | **256,592** |
| **External Workload** | **56,821** | **60,522** | **74,402** | **88,095** | **81,041** | **79,515** | **79,203** |
| | | | | | | | |
| **Internalization rate** | **74%** | **74%** | **74%** | **74%** | **76%** | **76%** | **76%** |

## *7.4 Organisation Approvals*

The organisations approvals activities consist of approving organisations responsible for production, maintenance, maintenance training and continued airworthiness management located outside the territory of the Member States, and design organisations wherever located. Other activities also consist of approving production organisations located in the territory of one or more Member States, if requested by the Member State(s) concerned.

In addition, with the first extension of the remit, the activities include the approval and oversight of Flight Crew Licensing organisations located outside the territory of an EASA Member States.

With the second extension of the remit to ATM/ANS, the activities already include the approval and oversight of Pan-European Air Navigation Service providers, ATCO training organisations outside the territory of the Member States and the oversight of the Network Manager (on behalf of the Commission).

### 7.4.1 *The main achievements and future challenges*

The organisation approvals activity is mature, applying a solid working approach supported by highly qualified experts and well established working methods.

Even though the number of organisations under surveillance for the earlier activities (DOA, POA and CAO) is considered in general terms as stable, or with some minor natural increases (e.g. approvals of 145 and 147 organisations), a change in the rules might generate new activities in certain domains like Design Organisations (introduction of OSD under DOA).

With regards to the newer activities, on the one hand the implementing rules related to Flight Crew Licensing Organisations entered into force on the 25th of April 2012. The finalisation of the approvals process for Flight Crew Licensing Organisations FCLOA (foreign Pilot Training Organisations TRTO, FTO, RF and AeMC approvals) has been achieved, and the consolidation phase has started following similar procedures and principles applied for foreign MOA and POA organisations.

On the other hand, the Agency has completed the development of processes for the approval and continuous oversight of ATM/ANS organisations.

The draft processes will be integrated into the Agency's ISO system end of 2012. They are already applied for the existing applicants and organisations under EASA oversight.

From a resources point of view a special note needs to be made regarding the Continuing Airworthiness Organisations activity. The CAO Section outsourcing policy is currently relying on a low internalisation rate, to allow the NAAs to continue to maintain their competencies in these fields, as mandated by their responsibility area. However, experience with such a low internalisation rate, relying only on a small number of providers, has shown that the Agency could be put in a situation where it becomes increasingly difficult to manage the oversight of the EASA approved organisations worldwide. This is also confirmed with the outsourcing of the new certification tasks related to Foreign Pilot Training Organisations Approvals.

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

### 6.4.2 Resource plan

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

| Technical workload (in hours) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Activity | 2011 (Actual) | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | delta '11 to '17 |
| Design Organisations | 6,853 | 5,122 | 8,952 | 10,003 | 11,034 | 12,066 | 12,066 | 76% |
| Alternative Procedure to DOA | 774 | 567 | 444 | 444 | 444 | 444 | 444 | -43% |
| POA | 561 | 1,320 | 1,416 | 1,229 | 1,041 | 854 | 854 | 52% |
| ECoFA | 1,718 | 2,179 | 1,850 | 1,850 | 1,850 | 1,850 | 1,850 | 8% |
| ATO | 0 | 2,929 | 1,050 | 1,050 | 1,050 | 1,050 | 1,050 | |
| Foreign part 145 app | 2,493 | 3,644 | 1,739 | 1,739 | 1,727 | 1,727 | 1,727 | -31% |
| Foreign part 147 app | 660 | 1,149 | 547 | 547 | 936 | 1,325 | 1,325 | 101% |
| AOA | 0 | 1,519 | 1,962 | 800 | 400 | 400 | 400 | |
| Other | 1,005 | 2,732 | 2,212 | 900 | 500 | 500 | 500 | -50% |
| Oversight | 50,372 | 56,332 | 43,261 | 44,721 | 45,967 | 47,112 | 47,522 | -6% |
| Total Project Workload | 64,434 | 77,493 | 63,433 | 63,283 | 64,950 | 67,328 | 67,738 | 5% |
| Preparatory technical workload | 44,086 | 54,588 | 44,684 | 46,731 | 45,654 | 43,276 | 42.866 | -100% |
| Total Workload | 108,520 | 132,082 | 108,081 | 110,014 | 110,604 | 110.604 | 110.604 | -100% |
| Internal Workload | 34,339 | 40,449 | 30,725 | 31,561 | 33,223 | 35,450 | 35,592 | 4% |
| External Workload | 30,095 | 37,044 | 32,708 | 31,721 | 31,727 | 31,879 | 32,146 | 7% |
| | | | | | | | | |
| Internalisation rate | 53% | 52% | 48% | 50% | 51% | 53% | 53% | |

## 7.5  Inspections of Member States

### 7.5.1 *Standardisation*

In line with its standardisation strategy, the Agency has implemented a balanced standardisation programme based on three pillars:

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

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

### 7.5.2 *The main achievements and future challenges for Standardisation*

Both the geographical (more countries) and technical scope (additional implementing rules) continue to grow, while at the same time – contrary to original staffing assumptions - resources will remain stable or even decrease.

Against this background, standardisation as a whole will face several challenges in the upcoming BP period 2013 to 2017, such as:

- The development and transition towards a risk-based Continuous Monitoring Approach to standardisation (CMA), in line with the developments at ICAO level (USOAP CMA);
- The development and implementation of a major revision to the current working methods to conduct standardisation inspections (Regulation EC 736/2006), as part of the CMA strategy;
- The need to provide to EASA's stakeholders a "holistic" view of the safety oversight capabilities and safety performance results of Competent Authorities at Country level, taking into account the increasing scope and complexity of standardisation activities;
- The impact of the upcoming EU Implementing Rules in several domains (Aircrew first, then Air Operations, then Aerodromes), and its consequence in terms of workload (see further details under the Air Operations / Aircrew heading);
- The continued expansion of the geographical scope of standardisation activities;

- The expected increase in volume of international standardisation activities, due to the implementation of new BASAs and the enlargement of scope of the existing ones.

The envisaged cooperation/integration between the EASA standardisation activities and the ICAO USOAP audits will require further efforts in all domains.

Standardisation will also continue to support DG MOVE in the conduct of assessments aimed at verifying the state of implementation of Aviation Regulations in several ECAA Countries, subject to the availability of resources. Furthermore, each standardisation domain will face several specific challenges, as follows:

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

In this field, pending the availability of EU Implementing Rules (IRs), the Agency has implemented the working methods of Regulation EC 736/2006 to the existing regulatory framework (EU-OPS + JARs). However, once the EU IRs become applicable the scope of standardisation inspections will be significantly extended, as:

- The new Air Operations Regulations cover all types of air operations (aerial work, non-commercial activities, etc.), whereas EU-OPS and JAR-OPS 3 only covered Commercial Air Transport; furthermore, the new rules will cover types of aircraft which previously were regulated only at national level (e.g. Airships, Balloons and Sailplanes);
- The new Aircrew Regulations cover activities and licences which previously were regulated only at national level (e.g. LPL, Balloons, Sailplanes, etc.);
- The scope of FSTD standardisation will be extended from Full Flight Simulators to all Synthetic Training Devices (FFS, FTDs, FNPTs);
- Implementation plans and Conversion reports developed by Competent Authorities will have to be assessed.

This expansion in scope will greatly increase the workload in the affected domains; furthermore, it will also trigger the need to develop and maintain an adequate level of competency of Team Leaders and Team Members in the "new" standardisation remits.

**ATM/ANS**

EASA started to perform standardisation inspections in this field in January 2012. Hence, the first priority in the upcoming years will be to complete a full cycle of inspections in accordance with Regulation EC 736/2006 in order to establish a consistent "baseline".

Standardisation has also been tasked to verify the safety KPIs and to assess the annual Performance reports (EU Regulation 691/2010).

Additionally, besides regular inspections at State level, Standardisation in this domain will also have to monitor the implementation of the rules at Functional Area Block (FAB) level; such task will require further coordination of inspecting activities across the FAB participating States (increased workload).

**Aerodromes**

In the domain of aerodromes, unlike in all other fields of civil aviation, there has been no European standardisation process to build upon. The introduction of a standardisation system will be challenging and will require extensive preparatory work, both on the part of EASA and on Competent Authorities.

**Airworthiness**

In this field, the standardisation inspection process is well established and mature. However, in addition to the general challenges mentioned above, Standardisation in this area will face an increased request to support Accreditation audits in the next years (see 6.5.3 below).

Standardisation has been a very dynamic environment, where both the geographical and technical scope have been constantly increasing since the creation of EASA.

As summarised above, in the next 5 years Standardisation as a whole will face several major challenges of a transversal nature, and each technical domain will face its specific challenges. At the same time, the increasing complexity of standardisation activities, the introduction of a new methodology (continuous monitoring) and the need to establish a holistic view at country/FAB level requires an adequate coordination of activities at the planning, visiting, reporting and follow-up stages.

Many issues are a consequence of the need to cope with additional tasks and activities which in most cases were not part of the original staffing assumptions. Hence, it has to be stressed that in the future there will be an increasing need to prioritise activities based on the actual availability of resources, and to develop new ways to fulfil the mandate given to EASA, such as transitioning gradually towards a risk based continuous monitoring approach to Standardisation activities which will allow to allocate the existing resources in accordance with the identified risks.

### 7.5.3 *Accreditation*

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

The Agency will need to substantially expand its accreditation activities with regard to its new obligations under the first and second extension and the accreditation of QEs; therefore a net increase of accreditation activities is expected to occur.

Additionally, the working arrangements signed with non-EASA ECAC States are expected to lead to increased accreditation activities.

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

## 7.6 Operators

### 7.6.1 *Ramp inspection programmes (SAFA/SACA)*

The Agency coordinates the EU Ramp Inspection programmes (SAFA/SACA). This activity was inherited from the JAA on 1st January 2007. To achieve the pan European objective of SAFA, specific working arrangements have been signed with non EASA Member States.

During the 2013 to 2017 period, efforts will continue towards improving the data quality and enhance the overall analysis and harmonization of the programme. The new Basic Regulation (EC) 216/2008 places an obligation on Member States to perform ramp inspections on all aircraft, therefore extending the scope of the current SAFA Programme (from third-country aircraft to all aircraft). Subsequent Implementing Rules shall be published by 2012 (also repealing the current legislative framework). The programme development will be centred on the following axis:

- Consolidation of ramp inspection on third country aircraft (SAFA) programme and further integration with the TCO process;
- Development and implementation of the ramp inspection programme on EASA aircraft (SACA) and subsequent: Integration of SACA results within the cooperative oversight process and standardisation/CMA process;
- Standardisation of the SAFA Participating States;
- Incorporation in the SAFA Programme of strategic non-European partners;
- Technical evaluation of SAFA Training Organisations (new task);
- Support to the European Commission in the context of the safety list.

## 7.6.2 *Third Country Operators*

The Third Country Operators activity will be done by issuing authorisations to Third Country Operators wishing to fly to the EASA states.

It is expected that the EASA Opinion for this activity will be issued by the end of 2012. In the meantime, substantial effort has been made to ensure that in preparation of this new activity the necessary processes and procedures are in place when the regulation becomes applicable at the end of 2013.

The following assumptions are taken into consideration:

- The phase-in period will last until end of 2014 for carriers eligible for transition rights but EASA will have to process all applications as from the end 2013 and issue new authorisations;
- The revenues are estimated as from end 2013. If the process is delayed the Agency will have to postpone the recruitment of the staff in order to ensure proper economic coverage; in particular the operational implementation is directly linked with the available revenues;
- The revenues are calculated according to the new draft Fees and Charges proposal;
- No resources have been calculated with regards to Operators covered by article 9 (3) of Regulation No 216/2008.

In 2011 EASA launched the development of the TCO database which shall be ready for use at the entry into force of the Implementing Regulation. The TCO IT-tool shall facilitate the communication with approximately 850 external clients allowing them to update core data and upload supporting documentation; furthermore the TCO IT-tool shall facilitate the risk analysis for the clients.

The Agency's Third Country Operators (TCO) Section will issue authorisations to third-country operators engaging in commercial air transport and wishing to fly into, within or out of the EASA Member States.

## 7.7 International Cooperation

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

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

- 2013 onwards: implement the EASA policy on interface activities with ICAO, in close coordination with the Commission;
- 2012-2014: support the European Commission negotiation of new annexes to the agreement with the US and Canada, namely in the area of the first extension;
- 2013-2017:
  - o continue the implementation of the agreements with US and Canada. Start the implementation of the agreement with Brazil. Start the preparation of the agreement with Singapore, Israel and UAE.
  - o supporting the European Commission in its negotiations of international agreements.
  - o develop and/or negotiate working arrangements, in coordination with the Commission to support the certification exercises and the export of European products.
  - o Strengthen relations with the US, Canadian and Chinese authorities and with the ICAO, through the EASA Representatives.
  - o Reinforce existing EASA representations and explore the possibility for opening new EASA external representations in key regions.

The technical activity is focused on three strategic fields: (i) support to the EU Civil Aviation Cooperation projects, in particular the CAA subject to Regulation (EC) No 2111/2005; (ii) the Regional strategy; (iii) the EASA International Cooperation Forum (ICF), i.e. support to the CAA making use of European regulations.

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

- 2012-2014:
    o Technical Assistance missions to CAAs subject to Regulation (EC) No 2111/2005 in order to support them to meet international requirements;
    o participate in EC launched projects related to China, India, South Asia, South-East Asia, and Zambia;

- 2013-2017:
    o Support to the EU Civil Aviation Cooperation Projects: Emphasis will be given to the Projects directly contracted by the commission to EASA such as the Mediterranean Aviation Safety Coordination (MASC) Programme, the TRACECA (Central Asia) as well as planned projects in Sub-Saharan Africa with DEVCO (e.g. CEMAC sub-region);
    o Support to the Regional Organisations such as South Asia Regional Initiatives (SARI) and South-East Asia Regional Initiatives Forum (SEARIF) in order to ensure sustainability to EU projects; ACSA in Central-America as well as Regional Organisations in Africa such as UEMOA, CEMAC and CASSOA;
    o involvement in ICAO COSCAP Programmes, such as the Gulf States, and several regional projects in sub-Saharan Africa and Asia-Pacific;
    o Support to the countries making use of EU regulations through the ICF forum. Coordination of the ICF network of focal points ICF and their activities; (every 18 months) there will be organised the 3rd, 4th and 5th International Cooperation Forum in locations to be determined.

The management of earmarked fund allocated by the Commission through Grant contracts and Delegation Agreements will increase over the years and will require additional financial and administrative assistants directly paid by each project fund. Nevertheless a more sustainable solution has to be found.

## 7.8 Support Activities

The support activities include Application and Procurement Services, Finance, Information Services, Corporate Services (F Directorate), Communication, Human Resources, Internal Audit (E Directorate), Legal (R Directorate) and Technical Training (S Directorate).

The activities over the course of the planning period are consistent with the EASA Strategic Objectives and in line with the previous version of the Business Plan. The strategy of the Agency is constant oversight of the processes in order to identify efficiencies and streamline all support activities.

The main challenges for the planning period are:

- **Application and Procurement**: adoption and implementation of a new Fees and Charges Regulation with improved cost reflectivity, implementation of online applications through a web-portal, utilisation of QEs for outsourced certification tasks;
- **Finance:** consolidation of the financial planning and reporting and alignment of the controlling function with EASA operational activities;
- **Information services**: integration of existing applications and further extension where required: ERP (Project Management, Flexible Time management, access through web Portal), Document Management System, Occurrence databases, harmonised Standardisation systems, systems supporting the Agency's new and future remits, etc.;

- **Corporate Services**: the assessment of future infrastructure requirements in light of the expiry of the lease contract in 2016 and the acquisition of appropriate premises, the implementation of SharePoint as a basis for corporate information management;
- **Communications**: fostering the image of the Agency towards the stakeholders;
- **HR**: completing the recruitment procedures in line with the Establishment Plan;
- **Internal Audit**: ensuring the renewal and maintenance of the ISO9001:2008 and IFACI certificates through surveillance audits; ensuring the consolidation of the EASA Integrated Management System and the implementation of the Audit Programme;
- **Legal**: Build on a strong EASA legal function to support (future) key EASA responsibilities, specifically
  - o standardisation with the implementation on the first extension rules (OPS and FCL);
  - o rulemaking with the development of the second extension rules (ATM and ADR) and with SoA and RPAS;
  - o Enforcement: preparing the implementation of article 25 BR;
  - o Legal aspects of safety reporting culture in an SMS environment;
  - o Preparing and guiding the Agency for proper reactions and actions in the aftermath of aviation accidents;
  - o Defending EASA in front of the Civil Service Tribunal and General Court.
- **Technical Training**: development and enrichment of the training offer through the introduction of a specific organisational setting, in order to cover the expanding customer base training requests.

## 8  The Agency's Key Performance Indicators

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

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

| KEY PERFORMANCE AREA | EASA ACTIVITY AREAS | | | |
|---|---|---|---|---|
| | Certification & Approvals | Rulemaking | Standardisation | Support |
| Process/ Effectiveness | *Aim: Ensure an acceptable level of continuing airworthiness oversight*<br>1.1 Indicator: : % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks<br>*Aim: Ensure the certification and approval process is performed in a timely manner*<br>1.2 Indicator: : % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks Total number of days over committed dates for the period | *Aim: Implement rulemaking work programme*<br>2.1 Indicator: % of achievement of rulemaking programme versus the plan split by controversial standards /simple tasks i.e. the 'new consultation process'<br>*Aim: For EASA to discharge its obligations under the Basic Regulation to assist Member States in fulfilling their obligations under the Chicago Convention*<br>2.2 Indicator: % of State Letter recommendations provided on time.<br>*Aim: Efficiency of the rulemaking process and evolvement of stakeholder*<br>2.3 Indicator : % of positive feedback received from stakeholders on the rulemaking process and its outcome | *Aim: Efficiency and effectiveness of the Standardisation Inspection Programme*<br>3.1 Indicator: % of achieved visits against the approved Standardisation Inspection Programme<br>3.2 Indicator: %of Final Inspection Reports delivered to Member States within 12 weeks of the completion of the Inspection<br>*Aim: To measure the progress of the introduction of risk elements in standardisation planning*<br>3.3 Indicator : Progress towards the implementation of risk based CMA (Continuous Monitoring Approach) | *Aim: Improve the efficiency and effectiveness of support processes*<br>4.1 Indicator: % of working hours allocated to support tasks agency-wide versus total hours (actual versus planned)<br>*Aim: Improve the efficiency of the debt recovery process*<br>4.2 Indicator: Average number of days to cash recovery orders<br>*Aim: Improve the Agency response to formal safety recommendations*<br>*4.3* Indicator: % of new safety recommendations answered (i.e. actions decided & planned) in not more than 90 days |
| Stakeholders/ Customers | *Aim: Stakeholder (Industry) satisfaction*<br>5.1 Indicator: % of positive feedback received through stakeholders feedback questionnaires after completion of the various certification tasks<br>*Aim: Ensure the allocated time for certification and approval tasks is in line with stakeholders needs*<br>5.2 Indicator: % of positive feedback received through stakeholders feedback concerning agreement on delivery date | *Aim: Stakeholder satisfaction*<br>6.1 Indicator: % of positive feedback on the process and the outcome of the stakeholder consultation | *Aim: Stakeholder (NAA) satisfaction*<br>7.1 Indicator: Standardisation stakeholder feedback for Preparatory phase and Visiting phase<br>7.2 Indicator: Average satisfaction for Standardisation Inspection and Follow up and closure | *Aim: Timeliness in the execution of key administrative tasks*<br>8.1a Indicator: % of applications for initial airworthiness certification related activities processed to task allocation within 5 working days from application receipt<br>8.1b Indicator: % of certificates issued within 2 working days of decision to award a certificate<br>8.2 Indicator: % of initial invoices prepared within<br>2 working days after the release of the project. |

| KEY PERFORMANCE AREA | EASA ACTIVITY AREAS | | | |
|---|---|---|---|---|
| | Certification & Approvals | Rulemaking | Standardisation | Support |
| Resources | *Aim: Budget adherence*<br>9.1 Indicator: Actual budget versus planned budget<br>*Aim: Internalise certification tasks in line with internalisation policy*<br>9.2 Indicator: Internal hours performed as a % of total hours (actual versus planned) | *Aim: Budget adherence*<br>10.1 Indicator: Actual budget versus planned budget<br>*Aim: Split of time spend on production of rules and supporting processes*<br>10.2 Indicator: FTE spent on production of rules and FTE spent on improving processes managed by Rulemaking as % of planned FTE | *Aim: Budget adherence*<br>11.1 Indicator: Actual budget versus planned budget<br>*Aim: Adequate number of qualified inspectors available and used in standardisation visits*<br>New 11.2 Indicator: Number of Inspectors used from 'pool of inspectors' as % of total team members on a visit | *Aim: Maintain high budget implementation rate*<br>12.1 Indicator: % of executed commitments compared to the forecast considering the whole annual budget<br>*Aim: Monitor support costs in comparison to total costs*<br>12.2 Indicator: % of support costs versus the total costs (actual versus planned) |
| Employees, learning and growth | Aim: Improve the efficiency of technical staff.<br>13. Indicator: number of technical hours (project work) as % of total hours<br><br>*Aim: Learning organisation*<br>13.1a Indicator: % of positive feedback from staff with regard to training<br>13.1b Indicator: Number of training days per member of staff | | *Aim:* Staff planning versus vacancy rate<br>13.2 Indicator: % vacancy rate assessed against the expected year end vacancy rate | *Aim: Overall well-being of the Agency*<br>13.3 Indicator: Average Number of Sick Days per Full Time Equivalent |

# 9 Financial projections and staffing plan

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

| | | 2011 | 1st Amending Budget 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|
| **Fees and Charges activities** | Revenues | 69,621 | 83,506 | 92,616 | 103,115 | 103,796 | 108,214 | 108,548 |
| | Title 1 | (33,334) | (42,956) | (45,734) | (52,011) | (54,508) | (57,232) | (58,262) |
| | Title 2 | (7,527) | (9,145) | (10,081) | (10,454) | (10,063) | (11,341) | (10,342) |
| | T3 Naa/QE | (18,326) | (24,212) | (30,603) | (34,759) | (32,511) | (32,363) | (33,374) |
| | Title 3 | (7,608) | (9,605) | (6,198) | (5,891) | (6,714) | (7,278) | (6,570) |
| | Title 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | *Sub-Total* | 2,826 | (2,412) | (0) | 0 | 0 | 0 | 0 |
| | Deprec and provisions | (2,332) | 0 | | | | | |
| | *Total* | 494 | (2,412) | (0) | 0 | 0 | 0 | 0 |
| **Subsidy and other contributions** | EC Subsidy | 33,130 | 34,862 | 34,862 | 35,559 | 37,739 | 38,494 | 39,264 |
| | Third Country contr | 1,680 | 1,718 | 1,718 | 1,752 | 1,859 | 1,896 | 1,934 |
| | Other income | 1,051 | 4,867 | 5,549 | 5,243 | 2,082 | 1,262 | 152 |
| | Title 1 | (23,929) | (24,860) | (25,742) | (27,763) | (29,308) | (30,133) | (31,031) |
| | Title 2 | (5,086) | (4,899) | (5,561) | (4,736) | (5,355) | (5,733) | (5,493) |
| | Title 3 | (4,806) | (7,251) | (5,429) | (4,964) | (5,087) | (4,676) | (4,826) |
| | Title 4 | (722) | (4,437) | (5,397) | (5,091) | (1,930) | (1,110) | 0 |
| | *Sub-Total* | 1,318 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Deprec and provisions | (1,402) | 0 | | | | | |
| | *Total* | (84) | 0 | 0 | 0 | 0 | 0 | 0 |

The 2012 1st amending budget is not in equilibrium because the Third Country Operators cost was financed by the Fees & Charges reserve.

N.B. Based on the input from the Internal Audit Service, as from 2013 the Agency has reclassified IS expenses as administrative expenses and therefore regrouped them in title 2.

Certification and Approvals activities do not include the working budget for the NAA Outsourcing.

The table does not include the Fees & Charges reserve.

The revenue evolution is dependent on the final decision of the Budget Authority for the amount of the Subsidy.

**Temporary Agents at the end of the year[5] (per activity[6])**

| Temporary Agents | Actual EOY 2012 | SPP 2012 (Ref only) | SPP 2013 (Ref only) | BP 2013 | BP 2014 | BP 2015 | BP 2016 | BP 2017 |
|---|---|---|---|---|---|---|---|---|
| | Total | Total | Total | Total | Total | Total | Total | Total |
| Safety Assessment and Promotion | 17 | 18 | 18 | 18 | 18 | 18 | 18 | 18 |
| Regulation | 80 | 81 | 81 | 81 | 81 | 81 | 81 | 81 |
| Product Safety Oversight | 211 | 213 | 249 | 249 | 264 | 271 | 278 | 279 |
| Standardisation | 50 | 53 | 63 | 54 | 67 | 67 | 67 | 67 |
| Organisation Approvals | 60 | 65 | 69 | 69 | 69 | 69 | 69 | 69 |
| Operators | 14 | 17 | 29 | 22 | 34 | 34 | 34 | 34 |
| International Cooperation | 16 | 15 | 15 | 16 | 16 | 16 | 16 | 16 |
| Support Activities | 166 | 172 | 182 | 183 | 190 | 193 | 193 | 193 |
| | | | | | | | | |
| **Total Agency** | **614** | **634** | **706** | **692** | **739** | **749** | **756** | **757** |
| *Delta year on year* | | | | 58 | 47 | 10 | 7 | 1 |
| **F&C financed** | **400** | **405** | **464** | **465** | **492** | **502** | **509** | **510** |
| *Delta year on year* | | | | 60 | 27 | 10 | 7 | 1 |
| **Subsidy financed** | *214* | *229* | *242* | *227* | *247* | *247* | *247* | *247* |
| *Delta year on year* | | | | -2 | 19 | 0 | 0 | 0 |

N.B. The staff evolution proposed by the Agency is dependent on the final decision of the Budgetary Authority.

[5] End of year 2012 snapshot based on situation known as of 20/11/2012 (including all agreed future staff movements)
[6] Before Cross services hours reallocation

## Temporary Agents at the end of the year[7] (per department)

| Temporary Agents | Actual EOY 2012 | SPP 2012 (Ref only) | SPP 2013 (Ref only) | BP 2013 | BP 2014 | BP 2015 | BP 2016 | BP 2017 |
|---|---|---|---|---|---|---|---|---|
| | Total | Total | Total | Total | Total | Total | Total | Total |
| C0 - Director's Office | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| C1 - Products | 98 | 85 | 94 | 110 | 117 | 120 | 123 | 123 |
| C2 - Experts | 90 | 106 | 129 | 114 | 121 | 124 | 127 | 127 |
| C4 - Certification Policy & Planning | 6 | 6 | 7 | 7 | 7 | 7 | 7 | 7 |
| C5 - ATM/ANS | 2 | 2 | 3 | 2 | 3 | 4 | 5 | 6 |
| **Total C** | **199** | **202** | **236** | **236** | **251** | **258** | **265** | **266** |
| *Delta year on year* | | | | *34* | *15* | *7* | *7* | *1* |
| | | | | | | | | |
| S0 - Director's Office | 4 | 4 | 5 | 5 | 5 | 5 | 5 | 5 |
| S1 - Standardisation | 46 | 49 | 58 | 49 | 62 | 62 | 62 | 62 |
| S2 - Organisations | 60 | 65 | 69 | 69 | 72 | 72 | 72 | 72 |
| S3 - Technical Training | 11 | 10 | 12 | 12 | 12 | 12 | 12 | 12 |
| S4 - Operators | 14 | 17 | 29 | 22 | 34 | 34 | 34 | 34 |
| **Total S** | **135** | **145** | **173** | **157** | **185** | **185** | **185** | **185** |
| *Delta year on year* | | | | *12* | *28* | *0* | *0* | *0* |
| | | | | | | | | |
| R0 - Director's Office | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| R1 - International Cooperation | 16 | 15 | 15 | 16 | 16 | 16 | 16 | 16 |
| R2 - Environmental Protection | 4 | 5 | 5 | 4 | 4 | 4 | 4 | 4 |
| R3 - Flight Standards | 24 | 23 | 23 | 23 | 23 | 23 | 23 | 23 |
| R4 - Product Safety | 18 | 18 | 18 | 19 | 19 | 19 | 19 | 19 |
| R5 - ATM/Airport | 17 | 18 | 18 | 17 | 17 | 17 | 17 | 17 |
| R6 - Process Support | 13 | 14 | 14 | 14 | 14 | 14 | 14 | 14 |
| R7 - Legal | 14 | 14 | 15 | 15 | 15 | 15 | 15 | 15 |
| **Total R** | **110** | **111** | **112** | **112** | **112** | **112** | **112** | **112** |
| *Delta year on year* | | | | *1* | *0* | *0* | *0* | *0* |
| | | | | | | | | |
| E0 - Director's Office | 6 | 7 | 7 | 6 | 6 | 6 | 6 | 6 |
| E1 - Communication | 7 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| E2 - Strategic Safety Analysis & Research | 17 | 18 | 18 | 18 | 18 | 18 | 18 | 18 |
| E3 - Internal Audit & Quality | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| E4 - Policy Officers and Mail | 5 | 3 | 3 | 4 | 4 | 4 | 4 | 4 |
| E5 - Human Resources | 18 | 19 | 21 | 22 | 23 | 23 | 23 | 23 |
| E6 - SIRD | 12 | 11 | 13 | 13 | 13 | 13 | 13 | 13 |
| E7 - General Affairs Department | 1 | 0 | | 1 | 1 | 1 | 1 | 1 |
| **Total E** | **74** | **74** | **78** | **80** | **81** | **81** | **81** | **81** |
| *Delta year on year* | | | | *6* | *1* | *0* | *0* | *0* |
| | | | | | | | | |
| F0 - Director's Office | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| F1 - Applications & Procurement Services | 40 | 41 | 44 | 43 | 46 | 49 | 49 | 49 |
| F2 - Finance Services | 27 | 28 | 29 | 29 | 29 | 29 | 29 | 29 |
| F3 - Information Services | 15 | 19 | 19 | 21 | 21 | 21 | 21 | 21 |
| F4 - Corporate Services | 10 | 10 | 11 | 10 | 10 | 10 | 10 | 10 |
| **Total F** | **96** | **102** | **107** | **107** | **110** | **113** | **113** | **113** |
| *Delta year on year* | | | | *5* | *3* | *3* | *0* | *0* |
| | | | | | | | | |
| **Total Agency** | **614** | **634** | **706** | **692** | **739** | **749** | **756** | **757** |
| *Delta year on year* | | | | *58* | *47* | *10* | *7* | *1* |
| **F&C financed** | **400** | **405** | **465** | **464** | **492** | **502** | **509** | **510** |
| *Delta year on year* | | | | *59* | *28* | *10* | *7* | *1* |
| **Subsidy financed** | **214** | **229** | **241** | **227** | **247** | **247** | **247** | **247** |
| *Delta year on year* | | | | *-2* | *19* | *0* | *0* | *1* |

N.B. The staff evolution proposed by the Agency is dependent on the final decision of the Budgetary Authority

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[7] End of year 2012 snapshot based on situation known as of 19/11/2012 (including all agreed future staff movements)

# Abbreviations

| | |
|---|---|
| ACSA | Agencia Centroamericana para la Seguridad Aeronáutica |
| AD | Airworthiness Directives |
| ADR | Aerodromes |
| AeMCs | Aero Medical Centres |
| AIB | Accident Investigation Board |
| ANS | Air Navigation Services |
| ATCO | Air Traffic Control Officer |
| ATM | Air Trafic Management |
| ATO | Air Trafic Organisation |
| BASA | Bilateral Aviation Safety Agreement |
| BP | Business Plan |
| BR | Basic Regulation |
| C | Certification Directorate |
| CAA | Civil Aviation Authority |
| CAN | Canada |
| CAO | Continued Airworthiness Organisations |
| CASSOA | Civil Aviation Safety and Security Oversight Agency - East African Community |
| CAT | Commercial Air Transport |
| CAW | Continuing Airworthiness Activities |
| CEMAC | Communauté Economique et Monétaire d'Afrique Centrale |
| CQB | Central Question Bank |
| CMA | Continuous Monitoring Approach |
| CS | Certification Specification |
| DEVCO | Directorate General of Development and Cooperation |
| DOA | Design Organisation Approval |
| DWP | Draft Work Programme |
| EAB | EASA Advisory Board |
| EARPG | European Aviation Research Partnership Group |
| EASA | European Aviation Safety Agency |
| EASp | European Aviation Safety Plan |
| EASP | European Aviation Safety Programme |
| EC | European Commission |
| ECAA | European Common Aviation Area |
| ECAC | European Civil Aviation Conference |
| ECAC ACC | ECAC Accident Investigation Expert Group |

| | |
|---|---|
| ECAC ANCAT | Group of Experts on the Abatement of Nuisances caused by Air Transport |
| ECAST | European Commercial Aviation Safety Team |
| ECCAIRS | European Coordination Centre for Accident and Incident Reporting Systems |
| ECR | European Central Repository |
| EGAST | European General Aviation Safety Team |
| EHEST | European Helicopter Safety Team |
| ENACT | EASA/NAA Certification Transition Group |
| ENCASIA | European Network of Safety Investigation Authorities |
| EPA | European Protection Agency |
| ER | Existing Remit |
| ERP | Enterprise Resource Planning |
| ESSI | European Strategic Safety Initiatives |
| ETSO | European Technical Standard Order |
| EU | European Union |
| F&C | Fees and Charges |
| FAA | Federal Aviation Administration |
| FAB | Functional Area Block |
| FAQ | Frequently Asked Questions |
| FAR | Federal Aviation Requirement |
| FCL | Flight Crew Licensing |
| FCLOA | Flight Crew Licensing Organisation Approval |
| FSTD | Flight Simulation Training Devices |
| FTD | Flight Training Devices |
| FTE | Flight Test Engineer |
| FTL | Flight Time Limitations |
| FTO | Flight Training Organisation |
| FTTO | Flight Training and Testing Office |
| HR | Human Resources |
| IAW | Initial Airworthiness |
| ICAO | International Civil Aviation Organisation |
| ICAO CAEP | ICAO Committee on Aviation Environmental Protection |
| ICAO COSCAP | ICAO Cooperative development of Operational Safety and Continuing Airworthiness Program |
| ICAO SARPS | ICAO Standards and Recommended Practices |
| ICAO USOAP | ICAO Universal Safety Oversight Audit Program |
| ICF | International Co-operation Forum |
| ICT | Information and Communication Technology |
| IFACI | Institut Français de l'Audit et du Contrôle Interne |

| | |
|---|---|
| IORS | Internal Occurrence Reporting System |
| IR | Implementing Rules |
| ISO | International Standards Organisation |
| IS | Information Services |
| JAA | Joint Aviation Authority |
| JAR | Joint Aviation Requirement |
| JC | Joint Committee Assessment |
| JOEB | Joint Operational Evaluation Board |
| KPI | Key Performance Indicator |
| LPL | Leisure Pilot Licence |
| MASC | Mediterranean Aviation Safety Coordination |
| MB | Management Board (EASA) |
| MIST | Maintenance International Standards Team |
| MMEL | Master Minimum Equipment List |
| MOA | Maintenance Organisation Approval |
| MoU | Memorandum of Understanding |
| MRB | Maintenance Review Board |
| MS | Member State |
| MSPP | Multiannual Staff Policy Plan |
| MTOA | Maintenance Training Organisation Approval |
| NAA | National Aviation Authority |
| NETS | Navigation towards Enhanced Transparency System |
| NEXTGEN | US' SESAR program – Next Generation |
| OEB | Operational Evaluation Board |
| OPS | Operations |
| OSC | Operational Suitability Certificate |
| OSD | Operational Suitability Data |
| POA | Production Organisation Approval |
| PRB | Performance Review Board |
| QE | Qualified Entities |
| R&D | Research and Development |
| RF | Registered Facility |
| RIA | Regulatory Impact Assessment |
| RPAS | Remotely piloted aircraft systems (previously known as UAS) |
| SAFA | Safety Assessment of Foreign Aircraft |
| SACA | Safety Assessment of Community Aircraft |
| SARI | South Asia Regional Initiatives |
| SEARIF | South-East Asia Regional Initiatives Forum |

| | |
|---|---|
| SES | Single European Sky |
| SESAR | Single European Sky ATM Research |
| SIB | Safety Information Bulletins |
| SIRD | Safety Information and Reporting Department |
| SMS | Safety Management System (ICAO) |
| SNE | Seconded National Expert |
| SoA | Sub orbital Aircraft |
| SPOA | Single Production Organisation Approval |
| SPP | Staff Policy Plan |
| SSCC | Safety Standards Consultation Committee (EASA) |
| TCCA | Transport Canada Civil Aviation |
| TCO | Third Country Operator |
| TRACECA | Transport Corridor Europe-Caucasus-Asia |
| TRTOs | Type Rating Training Organisations |
| UEMOA | Union Economique et Monétaire Ouest Africaine |
| US | United States |
| USOAP | Universal Safety Oversight Audit Programme |
| WP | Work programme |

# Annex 1 – BP detailed financial tables

| | | | 2011 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|---|---|
| **Fees and Charges activities** | Product Cert. + Flight Std. | Revenues | **47,520** | **65,852** | **74,021** | **73,802** | **77,466** | **77,365** |
| | | Title 1 | (25,095) | (34,090) | (38,127) | (39,991) | (42,356) | (43,080) |
| | | Title 2 | (5,652) | (7,375) | (7,654) | (7,310) | (8,343) | (7,551) |
| | | T3 Naa/QE | (8,838) | (20,100) | (24,338) | (21,898) | (21,602) | (22,286) |
| | | Title 3 | (5,863) | (4,287) | (3,902) | (4,603) | (5,165) | (4,448) |
| | | Title 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | *Total* | 2,072 | 0 | 0 | 0 | 0 | 0 |
| | Organisations | Revenues | 22,101 | 25,119 | 25,798 | 26,176 | 26,849 | 27,237 |
| | | Title 1 | (8,239) | (10,667) | (11,497) | (11,620) | (11,932) | (12,168) |
| | | Title 2 | (1,875) | (2,420) | (2,359) | (2,310) | (2,530) | (2,353) |
| | | T3 Naa/QE | (9,488) | (10,503) | (10,421) | (10,613) | (10,761) | (11,088) |
| | | Title 3 | (1,745) | (1,529) | (1,521) | (1,633) | (1,626) | (1,628) |
| | | Title 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | *Total* | 754 | 0 | 0 | 0 | 0 | 0 |
| | Third Country Op. | Revenues | | 1,645 | 3,296 | 3,818 | 3,899 | 3,946 |
| | | Title 1 | | (977) | (2,387) | (2,897) | (2,944) | (3,014) |
| | | Title 2 | | (286) | (441) | (443) | (468) | (438) |
| | | T3 Naa/QE | | 0 | 0 | 0 | 0 | 0 |
| | | Title 3 | | (382) | (468) | (478) | (487) | (494) |
| | | Title 4 | | 0 | 0 | 0 | 0 | 0 |
| | | *Total* | | 0 | 0 | 0 | 0 | 0 |
| | | **Total F&C** | 2,826 | 0 | 0 | 0 | 0 | 0 |
| **Subsidy and other contributions** | | EC Subsidy | 33,130 | 34,862 | 35,559 | 37,739 | 38,494 | 39,264 |
| | | Third Country contr | 1,680 | 1,718 | 1,752 | 1,859 | 1,896 | 1,934 |
| | | Other income | 1,051 | 5,549 | 5,243 | 2,082 | 1,262 | 152 |
| | Third Country Op. | Title 1 | (585) | | | | | |
| | | Title 2 | (174) | | | | | |
| | | Title 3 | (143) | | | | | |
| | | Title 4 | 0 | | | | | |
| | | *Total* | (902) | | | | | |
| | Standardisation | Title 1 | (6,005) | (7,254) | (8,660) | (9,033) | (8,920) | (9,248) |
| | | Title 2 | (1,160) | (1,429) | (1,289) | (1,396) | (1,428) | (1,416) |
| | | Title 3 | (640) | (1,054) | (992) | (1,155) | (952) | (1,212) |
| | | Title 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | *Total* | (7,805) | (9,737) | (10,941) | (11,584) | (11,300) | (11,876) |
| | SAFA | Title 1 | (985) | (1,068) | (1,049) | (1,124) | (1,149) | (1,171) |
| | | Title 2 | (207) | (222) | (210) | (210) | (232) | (214) |
| | | Title 3 | (77) | (134) | (139) | (146) | (150) | (157) |
| | | Title 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | *Total* | (1,269) | (1,424) | (1,398) | (1,480) | (1,531) | (1,542) |
| | Rulemaking | Title 1 | (10,653) | (11,453) | (12,076) | (12,824) | (13,611) | (14,040) |
| | | Title 2 | (2,103) | (2,374) | (1,972) | (2,277) | (2,462) | (2,354) |
| | | Title 3 | (2,702) | (3,162) | (2,712) | (2,851) | (2,742) | (2,625) |
| | | Title 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | *Total* | (15,458) | (16,989) | (16,760) | (17,952) | (18,815) | (19,019) |
| | International Cooperation | Title 1 | (2,680) | (3,067) | (2,921) | (3,212) | (3,282) | (3,342) |
| | | Title 2 | (614) | (644) | (510) | (614) | (680) | (631) |
| | | Title 3 | (1,480) | (369) | (469) | (381) | (295) | (295) |
| | | Title 4 | (722) | (5,397) | (5,091) | (1,930) | (1,110) | 0 |
| | | *Total* | (5,496) | (9,477) | (8,991) | (6,137) | (5,367) | (4,268) |
| | Strategic Safety | Title 1 | (3,021) | (2,900) | (3,057) | (3,115) | (3,171) | (3,230) |
| | | Title 2 | (828) | (892) | (755) | (858) | (931) | (878) |
| | | Title 3 | 236 | (710) | (652) | (554) | (537) | (537) |
| | | Title 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | *Total* | (3,613) | (4,502) | (4,464) | (4,527) | (4,639) | (4,645) |
| | | **Total Subsidy and other contr.** | 1,318 | 0 | 0 | 0 | 0 | 0 |

# Annex 2 – Possible staff and financial major impacts during the planning period

The Agency has identified two major possible changes that could affect the activities and financial and staff plans detailed above: the reduction in the Subsidy financed staff of the Agency by 5% in line with the current proposals of the European Commission in respect of the staff regulation review and the financial impact of the pension contribution for the Fees and Charges financed staff to be taken by the Agency as from 2016.

## Scenario 1 – Impact of the reduction of TA posts on Subsidy financed staff as from 2013

This scenario assumes that starting in 2013, a yearly 1% reduction will be applied to the requested Subsidy financed TA posts for the Agency. As the information at this moment is not sufficient, it is not possible to make a specific allocation per activity, however the staff numbers and the cost reduction impact are shown below. The calculation of the cost reduction is based on average costs (as the actual grades, office spaces etc. cannot be identified at this moment).

Scenario 1 - Reduction of posts on Subsidy financed Agency Staff, starting in 2014

| Temporary Agents | SPP 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| Total Agency | 634 | 692 | 739 | 749 | 756 | 757 |
| Delta year on year | | 58 | 47 | 10 | 7 | 1 |
| F&C financed | 405 | 464 | 492 | 502 | 509 | 510 |
| Delta year on year | | 59 | 28 | 10 | 7 | 1 |
| Subsidy financed | 229 | 227 | 247 | 247 | 247 | 247 |
| Delta year on year | | -2 | 19 | 0 | 0 | 1 |

Cumulative reduction of posts compared with BP

| 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|
| 737 | 745 | 750 | 748 |
| | | | |
| 492 | 502 | 509 | 510 |
| | | | |
| 244 | 242 | 240 | 238 |
| -2 | -4 | -6 | -9 |

*Note: the reduction in posts is done on the Subsidy financed posts as from 2013, with no allocation per activity*

Cost saving impact of the reduction of posts

| € '000s | | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| | T1 cost saving | 277 | 508 | 780 | 1,103 |
| TOTAL SUBSIDY | T2 cost saving | 44 | 75 | 119 | 162 |
| | SUB Cost saving | 321 | 583 | 899 | 1,265 |

*Note: the cost saving calculation is based on average cost of the posts (the actual grade, office space etc. cannot be determined at this moment)*

## Scenario 2 – Impact of the Pension contribution for Fees and Charges financed staff as from 2013

This scenario assumes that as from 2016, the Agency will have to bear the financial cost of the pension contribution for the Fees and Charges financed staff as presented in this BP. The calculation of the financial impact has been made applying 22% to the basic salary cost of the Fees and Charges financed staff as from 2016.

Scenario 2 - Impact of Pension contribution as from 2016

| € '000s | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|
| F&C T1 cost increase | - | | | 7,753 | 7,970 |

*Note: Title 1 cost as in original BP (ie no post reduction)*