



European Aviation Safety Agency

2009 work programme

Introduction/ Executive Summary/ Foreword

The Preliminary Draft Budget 2009 represents EASA's initial assessment of the work it will undertake in 2009. EASA operates an integrated planning policy, following the adoption by its Management Board in December 2007 of a five year Business Plan, setting out the Agency's expected operations for the period 2008 to 2012. A new version of this Business Plan covering the period 2009 to 2013 is also submitted to the Management Board.

This document provides an assessment of the expected workload in 2009 and the financial implications of that workload. It is entirely in line with the workload identified in the Business Plan 2009-2013.

The workload in respect of the existing remit of the Agency will have stabilised, as will the budgetary and resource requirements relating to those activities. The extension of the remit of the Agency contained in the extension to its Basic Regulation will, however, lead to a significant increase in workload and associated budgetary and resource requirements. This workload requirement was identified during the business planning process.

This detailed work programme clarifies and specifies further the outline work programme which was presented in February 2008. It takes into account the last assumptions regarding the availability of the Implementing Rules for the new remit. The work programme has been prepared on the basis of the expected Community Contribution revenue of 33.2 million in 2009, as identified in the Agency Business Plan.

In addition an overview of planned actions resulting from a risk assessment exercise performed last year is enclosed in annex.

The changes in tasks of the directorates in 2009 versus 2008 can be summarised as follows:

Certification:

- Additional tasks related to the preparation of implementation of new remit (development of internal procedures and databases, development of additional funding mechanism (new fees & charges), preparation of recruitment, etc.)
- Different working methods for the continuation of Flight Standards activities after closure of the JAA-LO and withdrawal of the Cyprus Agreement mid 2009 (replacement for charging method, issuance of operational directives etc.).
- Different working methods due to new Bilateral Agreements (e.g. with Canada) or Working Arrangements (relieve from routine work, more emphasis on safety issues and continuing airworthiness)

Organizations and third country operators:

In the context of the extension of the remit of the Agency the Organisations department will prepare for approving Type Rating Training Organisations (TRTOs), Flight Training Organisations (FTOs) and Aero Medical Centres (AeMCs) in third countries, and the Operators Department will prepare for issuing

authorisations to third country operators wishing to operate to the EASA countries.

Standardisation:

In the context of the extension of the remit of the Agency the standardisation department will prepare for standardisation inspections in the field of air operations (OPS), flight crew licensing (FCL) and flight simulators (FSTD) applying EC regulation 736/2006

Rulemaking:

The entry into force of Regulation 1899/2006 amending 3922/91 and of regulation 216/2008 results into the following additional tasks in 2009:

- Managing the 1st extension to OPS/FCL by development of IR, communication to stakeholders, initiation of rulemaking activity in the subject area and conduct of studies to give follow-up to the commitments taken by the Commission;
- Handling of exemptions under EU-OPS, in particular as regards flight-time limitation schemes;
- Ensuring the extension of remits to aerodromes/ATM and Environmental Protection;
- Ensuring the closure of JAA Lo and transfer of tasks to EASA in the field of rulemaking.

List of Acronyms

ACARE	Advisory Council for Aeronautics Research in Europe
AeMC	Aeromedical Centre
AIB	Accident Investigation Body
AMC	Acceptable Means of Compliance
A-NPA	Advance Notice of Proposed Amendment
BASA	Bilateral Aviation Safety Agreement
CA	Continuing Airworthiness
CAWST	Continuing Airworthiness Standardisation
CAST	European Commercial Aviation Safety Team
CJAA	Central JAA
CNS/ATM	Control Navigation Services / Air Traffic Management
COSCAP	Cooperative Development of Operational Safety and Continuing Airworthiness Programmes
CRD	Comment Response Document
CS	Certification Specification
DOA	Design Organisation Approval
EASA	European Aviation Safety Agency
EC	European Commission
ECAC	European Civil Aviation Conference
EHST	European Helicopter safety Team
ENaCT	EASA National authorities Certification Transition Group
ERP	Enterprise Resource Planning
ESSI	European Strategic Safety Initiative
ETSO	European Technical Standards Order
FAA	Federal Aviation Administration
FANS	Future Air Navigation System
FCL	Flight Crew Licensing
GAST	General Aviation Safety Team
IA	Initial airworthiness
IAWST	Initial Airworthiness Standardisation
IAC	Interstate Aviation Committee
ICAO	International Civil Aviation Organisation
ICAO	International Civil Aviation Organisation
ICAO – COSCAP	Cooperative Development of Operational Safety Continued Airworthiness Programme
ICAO – USOAP	ICAO Universal Safety Oversight – Audit Programme
ISC	Internal Safety Committee
JAA	Joint Aviation Authority
JAA LO	JAA Liaison Office
JOEB	Joint Operation Evaluation Board
KPI	Key Performance Indicator
MRB	Maintenance Review Board
NAAs	National Aviation Authorities
NPA	Notice of Proposed Amendment
OEB	Operation Evaluation Board
OPS	Operations
OSTIV	Organisation Scientifique et Technique du Vol à Voile
POA	Production Organisation Approval
PtF	Permit to Fly
RNP	Required Navigation Performance
SAFA	Safety Assessment of Foreign Aircraft
SARP	ICAO Standards and Recommended Practices
STD	Synthetic Training Device
UAE	United Arab Emirates

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Section 1: Outline of the Agency's work programme for 2009

Activity 1: Product certification

Product certification comprises airworthiness but also environmental certification of aeronautical products, and the related safety oversight of those products during their entire lifecycle. A further important element related to this activity is the adoption of additional airworthiness specifications for the operation of a given type of aircraft. The Agency's remit in this field of activity have been extended with the entry into force of the new Basic Regulation 216/2008 on 8 April 2008. Related Implementing rules are expected to enter into force on 1 January 2010.

The product certification is carried out under the sole responsibility of the Agency. The related technical work is performed mainly by its own certification experts. In cases where the Agency has chosen to outsource or where it has not yet sufficient workforce or expertise available, EASA is supported by experts from National Aviation Authorities (NAAs) working for the Agency under contractual arrangements. The allocation of complete certification tasks to NAAs or qualified entities is subject to a thorough accreditation process. The amount of outsourcing follows the Agency's business plan, subject to seasonal variations.

All product certification activities are funded through fees and charges levied from the industry. The income generated by the applicable Commission Regulation (EC) No 593/2007 shall cover all direct and indirect certification costs.

➤ **Brief Summary of milestones achieved (2007)**

- ✦ The scope of product certification has been extended to include new tasks like the approval of flight conditions for issuance of Permits to Fly (PtF) and the issuance of Type Certificate Data Sheets for noise;
- ✦ The recruitment programme progressed successfully. 18 new staff members joined the certification team, including 8 experts from industry;
- ✦ The internalisation of certification work has continued. During the year the Agency reached a break-even-point where more than 50% of certification project work could be performed internally, including all major projects;
- ✦ Major aircraft projects gained momentum (Airbus A350) or reached its most labour-intensive phase (Boeing B787). A380 entered into service generating considerable modification and oversight work;
- ✦ Above 6.000 certificates and approvals have been issued in all domains of responsibility and more than 400 corrective actions have been mandated to remedy potential unsafe conditions. Relevant safety records are still excellent. No appeals, court cases or significant complaints related to technical work were lodged.

➤ Brief Summary of milestones expected (2008)

- ✦ The internalisation of certification tasks will continue in parallel with the recruitment of additional experts. The objective is to perform at least 60% of application-related and continuing airworthiness work by EASA staff;
- ✦ Following the extension of remits of the Agency, the scope of product certification will be further extended, mainly in the field of operational suitability. The related Implementing Rules are expected to enter into force on 1 January 2010 but the preparation of new tasks will be ongoing throughout 2008 (development of working methods and procedures, etc.);
- ✦ A further revision of Part-21¹ will clarify the current Design Organisation Approval (DOA) privileges and will provide more legal certainty regarding the necessary level of technical involvement in certification projects. The principles already implemented by the Management Board² and through internal working procedures will be reflected in the revised Part 21;
- ✦ The cooperation with non-EU Authorities will be fostered by the implementation of new technical procedures related to the implementation of Bilateral Agreements (e.g. new Agreement with Canada) and working arrangements.

➤ Outline of Work programme for 2009

✦ Airworthiness and Environmental Certification

All activities related to this task are triggered by applications. The future demands are difficult to predict but, from experience over the last years and available market surveys, the total incoming workload can be estimated to some 115.000 technical working hours resulting in 6.500 certificates and approvals. The technical workload will be split as follows:

- Type Certification (TC)	56%
- Supplemental Type Certification (STC)	14%
- ETSO-Authorisations (ETSO-A)	4%
- Approval of changes and Repairs to TC and STC	18%
- Validation support and other services	5%
- Other (Flight Conditions, Aircraft Flight Manual revisions etc.)	3%

✦ DOA activities

The support of DOA and surveillance activities through providing technical expertise is essential for the proper functioning of the certification system. Certification experts will not only contribute to the quality of DOA work but will also receive thorough knowledge about the internal working methods of the organisations applying for product certification. This allows the experts to reduce their direct technical involvement in the compliance verification process due to increased confidence. The amount of technical working hours to be devoted to DOA activities in 2009 is 7.200.

¹ NPA 16-2006 (NPA: Notice of Proposed Amendment)

² MB Decision 7-2004

✦ Continuing Airworthiness activities

This safety oversight function is considered as one of the core elements for the achievement of the Agency's safety objectives. The monitoring of approved products during their entire lifecycle is a proactive element of the Agency's safety mission allowing to take appropriate measures before potential safety risks develop into serious events. As this activity is not driven by demand from applicants but entirely associated to the Agency's safety objectives, its extent and therefore related costs are laid down by management decisions. Based on those decisions the total amount of technical working hours to be devoted to continuing airworthiness activities in 2009 is 49.000 hours.

✦ Flight Standards activities

These activities include structured processes for:

- The support of operators' maintenance programmes by providing minimum maintenance standards for a given type of aircraft using the Maintenance Review Board (MRB) process
- Other services as requested by TC holders (e.g.: cabin crew type rating training)

The OEB process and some other operation related activities were already coordinated on behalf of the JAA (Joint Aviation Authority). With the extension of the Agency's remits in 2008 they became a new task under the responsibility of the certification directorate. The respective Implementing Rules are expected to enter into force on 1 January 2010.

Note: The Agency will only assume the new certification tasks when sufficient workforce and funding is in place. The related revision of the Fees & Charges Regulation is an important condition as all certification costs have to be covered by income generated by this Regulation.

✦ Certification related activities

This comprises direct support activities for the efficient performance of the above core activities like pre-application consultancy and involvement in strategic projects (e.g.: FANS, RNP, CNS/ATM, Galileo), and all related cross activities providing specific certification expertise which is not available elsewhere (e.g.: Rulemaking, Accreditation, Safety Analysis.). The workload for these activities can be estimated to some 45.000 technical working hours.

In addition to the above activities, specific attention will be given to the preservation of necessary expertise and the integration of young engineers into the product certification system. A thorough training programme will be available.

➤ Key Performance Indicators

✦ KPI for airworthiness certification

Objective	Key Performance Indicator	Target In Business Plan	2009 Objective ³
Ensure adequate continuing airworthiness oversight	Continuing airworthiness hours as a percentage of total	Minimum 25%	25%
Internalise airworthiness certification and continuing airworthiness work in line with internalisation policy	Internal working hours as a percentage of total hours	Rising to 80% by 2013	62%
Improve internal efficiency	Technical working hours as a percentage of total hours	Increase of 1% per annum	65%

✦ KPI for Flight Standards activities

Objective	Key Performance Indicator	Target In Business Plan	2009 Objective
Comply with all requests from Industry (service activities only)	Number of completed projects as a percentage of applications	100%	95%

³ The quarterly objectives remain the same throughout Q1 to Q4.

Activity 2: Organisations approvals

The organisations approvals activity is funded through the fees and charges levied from industry. The organisations approvals activities can be broken down as follows:

- ✦ Approving organisations responsible for production (POA), maintenance (MOA), maintenance training (MTOA) and continued airworthiness management located outside the territory of the Member States, and design organisations(DOA) wherever located;
- ✦ Approving production organisations located in the territory of one or more Member States if requested by the Member State(s) concerned (e.g. Single POA (SPOA));
- ✦ Ensuring the continuous compliance of approved organisations by performing appropriate oversight.

➤ Brief Summary of milestones achieved (2007)

- ✦ The scope of the DOA Concept has been extended to include privileges related to permits to fly;
- ✦ The internalisation of DOA activities has continued throughout 2007;
- ✦ Airbus submitted an application in order to receive a Single POA and the initial assessment started in the second half of 2007.

➤ Brief Summary of milestones expected (2008)

	N° of approvals in 2007	N° of approvals on 31/12/2007 *	N° of approvals expected in 2008	N° of approvals expected 31/12/2008
DOA	37	229	52	281
AP to DOA	37	201	31	232
POA	4	11	4	15
MOA Foreign	25	224	10	234
MOA US	67	1230	20	1250
MOA Canada	13	136	5	141
MTOA Foreign	5	26	2	28

✦ these figures are net of cancellations or revoked approvals

- ✦ The level of outsourcing in the DOA section will continue to decrease, depending on the success rate of the recruitment process and in line with the level of available funding;
- ✦ A new DOA outsourcing policy will be implemented in line with the ENACT Group conclusions (EASA National Authorities Certifications Transition Group). A minor outsourced activity will therefore be maintained in order to meet the needs of smaller companies where for example language specificities would entail a barrier to efficiency and effectiveness, and mainly related to approvals of minor changes and repairs;

- ✦ NPA 16-2006⁴, currently being developed, may have an impact on the implementation of DOA privileges related to acceptance of compliance documentation. ;
- ✦ The Single Airbus POA should be issued middle 2008, following which the surveillance activity will commence;
- ✦ Extension of scope of Single Airbus POA to its Chinese facilities should be granted;
- ✦ Foreign continuing airworthiness (maintenance, maintenance training and possibly Part M sub part G in the future) organisation approvals and foreign production organisation approvals will continue to be primarily outsourced to NAAs as they hold the expertise for producing their own national approvals. However, for specific ad-hoc reasons, some direct oversight activities may be carried out using internal resources;
- ✦ Work is in progress with the Rulemaking Directorate to produce rule interpretation and guidance material for applicants applying for foreign EASA Part M sub part G approvals. This ought to be in place prior to September 2008, and the as yet unknown rate of industry applications in this field may dictate additional workload;
- ✦ Numerous planned rulemaking changes are due in 2008/2009 in the field of continued airworthiness and will have an impact on the Continuing Airworthiness Organisation (CAO) section, but as the rule changes are not yet finalised their full impact is unknown;
- ✦ The organisations department is working closely with the plans and programmes department to implement the management strategy to centralise and transfer the applications process to Plans and Programmes. This would have some impact on the organisation structure and resources in the year 2009;
- ✦ The CAO Section plans to continue its support to the rulemaking directorate for bilaterals with Canada and the USA, and also for work with Australia and other prospective working arrangement partners;
- ✦ Recruitment for Third country operators, TRTO/FTO and Aero medical Centres (AeMC) will be launched and completed as appropriate in order to ensure the recruitment of staff as planned.

⁴ This NPA proposes changes to Part 21 and its AMC/GM to introduce the concept of an approved certification programme. This will enable the level and area of the Agency's involvement in any certification activities to be predetermined from the outset, and takes into account the competence demonstrated by the issuance of the DOA, if applicable. In other words the work done in the context of the DOA approval and oversight would not be repeated during the certification process.

➤ Outline of Work programme for 2009

	N° of approvals in 2007	N° of approvals on 31/12/2007*	N° of approvals expected in 2008	N° of approvals expected 31/12/2008*	N° of approvals expected in 2009	N° of approvals expected 31/12/2009
DOA	60	231	50	281	40	321
AP to DOA	30	202	30	232	20	252
POA	4	10	4	14	1	15
MOA Foreign	10	211	10	221	12	233
MOA US	20	1168	20	1208	0	1208
MOA Canada	5	130	5	135	1	136
MTOA	2	18	2	20	1	21
Part-M subpart G approvals (CAMO)					10	10
Part-M subpart F approvals					1	1
Third Country Operators Authorisations					100	100
TRTOs / FTOS					15	15
AeMC					3	3

* These figures are net of cancellations or revoked approvals

- ✦ The level of outsourcing in the DOA section shall reach its expected and forecasted minimum, due to the recruitment of all necessary additional staff in 2008;
- ✦ A certain level of outsourcing, 10-15%, will remain in the context of proximity activities. This will be better defined during 2008 and the criteria to be met for the organisations which will continue to be handled by the NAAs;
- ✦ The main task of the Production Organisation Section will be the continuous surveillance of the Airbus Single Production Organisation Approval using seconded staff from France, Germany, United Kingdom and Spain (2009 will be the second year of surveillance for the Airbus Single POA);
- ✦ The approval and surveillance of non-European Union production organisations will be the second core activity. POA will be extended to all third country manufacturers willing to export to the European Union, not covered by bilateral agreements;
- ✦ The approvals of newly certified maintenance organisations and the surveillance/continued oversight of maintenance approvals will continue in 2009;
- ✦ Regulation Part M, sub Part F allows applicants to apply to EASA when the location is outside of the European Union. Although the requirement enters into force in Europe on 28 September 2008, it is not known if there will be any applications in this field for foreign approvals;
- ✦ Applications and approvals in the context of Part M, sub Part G, will be dealt with in accordance with the revised rule (see 2008);
- ✦ No significant changes are expected for Part 145 third country approvals;
- ✦ Implementation of new agreements with USA and Canada will have an impact on work load in 2009, provided that they are signed in 2008.
- ✦ It is estimated that the total workload for Organisations Approvals in 2009 with regards to the current activities (extension of the remit excluded) will be around 72.000 hours.
- ✦ In accordance with the extension of its remit, the Agency will have to authorise third country operators, issue and renew the certificates of pilot

training organisations, and Aero Medical Centres, located outside the territory of the Member States. This will entail:

- Full development of EASA technical and administrative procedures for third country operators, TRTO/FTO and Aero medical Centres (AeMC);
- Completion of contracts and accreditation of NAAs for allocation of tasks for third country operators, TRTO/FTO and Aero medical Centres (AeMC);
- Recruitment of the relevant staff;

With the implementing rules entering into force on 1 January 2010 several of the abovementioned tasks will be implemented accordingly either in the second half of the year or in 2010.

➤ Key Performance Indicators

Objective	Key Performance Indicator	Target In Business Plan	2009 Objective
DOA internalisation	Internalisation vs. outsourcing policy	Internalise activities i.a.w. the established outsourcing policy	Implement 100% of planned internalisation
MOA/MTOA approvals	Issuing 100 % of approvals vs. applications received in previous years (2008 and before)	Issuing of 100% of ongoing approvals	Issuing of 100% of ongoing approvals
POA approvals	Issuing 100% of approvals vs. applications received in previous years (2008 and before)	Issuing of 100% of ongoing approvals	Issuing of 100% of ongoing approvals
Efficiently implementing the contracts with the NAAs	Number of surveillance visits allocated to NAAs	100% of planned allocated activity	100% of planned allocated activity

Activity 3: Standardisation

For the purpose of assessing compliance with the requirements of the Basic Regulation and its implementing rules, the Agency carries out inspections of NAAs.

These standardisation inspections may include inspections of undertakings or associations of undertakings under the oversight of the inspected NAA.

The purpose of the standardisation activity is not only to inspect NAAs and raise findings. It also plays an important role in improving the system as a whole: it promotes the dissemination of best practices in a number of ways, either by supporting the NAAs directly in establishing corrective actions, or through the participation of NAA staff to inspections in authorities different from their own, or through the organisation of NAA meetings on specific topics. In addition, the Agency will resume a new round of road shows to the National Aviation Authorities between 2008 and 2009 within the context of the extension of the remit.

Since 1 January 2007 the Agency has been carrying out standardisation visits in the field of Air Operations (OPS), Flight Crew Licensing (FCL) and Synthetic Training Devices (STD) on behalf of the JAA and according to JAA rules. As of 1 January 2010 it is expected that the Agency will fully take over this activity in connection with the extension of the remit and will apply EC Reg 736/2006 also to the three above mentioned scopes.

The assessment of third countries' safety oversight system (international standardisation) will be carried out according to what is required by existing/pending bilateral agreements or working arrangements.

In addition, accreditation visits will continue to be performed at the request of the Plans and Programmes Department.

Finally, the Agency will do its best to support the Commission in the context of the Community list of air carriers subject to an operating ban within the Community (EC Regulation 2111/2005).

Standardisation activities, except for accreditation, are to be funded through public funding, i.e. through the European contributions and through third countries contributions to the Agency's budget.

➤ *Brief Summary of milestones achieved (2007)*

- ✦ The standardisation "road shows" were completed in the first quarter of the year. All Member States and Associated Members of the Agency were visited for a presentation of the 736/2006 regulation;
- ✦ Completion of the recruitment of the Initial Airworthiness and Continuous Airworthiness standardisation staff was achieved in accordance with the 2006 recruitment programme;
- ✦ 12 Initial airworthiness (IAW) and 28 Continuing Airworthiness (CAW) standardisation inspections were carried out. 34 Final reports (21 CAWST and 12 IAWST) were issued to the European Commission during the year;

- ✦ The Agency organised standardisation meetings for all the NAAs (1 in IAW and 2 in CAW);
- ✦ 6 visits were carried out in the context of the MIST programme;
- ✦ Standardisation activities in OPS (13 visits), FSTD (6 visits) and FCL (7 visits) were taken over from the CJAA and continued to be run as a JAA standardisation programme;
- ✦ The accreditation process was continued (8 visits) and the review and updating of the process was recently launched. The Management Board has approved a more frequent surveillance periodicity (2 years instead of 3) – MB Decision 10/2007;
- ✦ A significant support was brought to the European Commission in the gathering of technical data for the “Black List”. Experts or teams of experts were seconded for the assessment of European or non-European Third Countries;
- ✦ A Standardisation Data Base for the management of findings in Initial and Continuing Airworthiness was improved.

➤ *Brief Summary of milestones expected (2008)*

- ✦ The Standardisation in Initial and Continuing Airworthiness will be run with the necessary “in-house” staff fully recruited. It is assumed at this stage that NAAs will continue to support the Agency (at least 50% of the Team Members); the frequency of the visits will be generally maintained, i.e. a visit every two years per country per scope. For some critical cases the frequency may be reduced to one year;
- ✦ The number of visits will be 13 in IAWST and 25 in CAWST;
- ✦ Due to the extension of the remit of the Agency in 2008 to OPS, FSTD and FCL, there will be a timely launch of the recruitment process of the relevant staff. The resources needed have been based on a visit every two years per country per scope and assuming a 50% of NAA support of Team Members.
- ✦ Similarly, the Agency will continue to carry out the coordination of OPS, FSTD and FCL inspections, as a JAA programme, but will coordinate its own programme after the extension of the scope. However, on 16 July 2008, EU OPS 1 will supersede by law JAR OPS 1 through Reg 1899/2006 amending Reg 3922/91.
- ✦ Related OPS, FSTD and FCL databases will be developed during 2008;
- ✦ It is expected that 12 visits in OPS, 6 visits in STD and 10 visits in FCL will be performed, with full support from the NAAs;
- ✦ A consultation with the NAAs and the Commission will be launched for possible improvements and amendments of the EC regulation 736/2006 after two years of its implementation;
- ✦ The accreditation process will continue (11 visits);
- ✦ The assessment of third countries’ safety oversight system (international standardisation) will be led in accordance with existing/pending bilateral agreements or working arrangements, in accordance with available resources. In particular, MIST visits to USA and Canada will continue to be performed within the frame of Bilateral Agreements with these countries;
- ✦ Continuous support to Rulemaking in the context of its international cooperation programmes;

- ✦ Participation of EASA observers is also foreseen during FAA (Federal Aviation Administration) investigations in the field of certification and approval of production organisations activities in the USA;
- ✦ The Agency will continue to organise standardisation meetings for all the NAAs in all scopes.

➤ Outline of Work programme for 2009

- ✦ As in 2008, the Standardisation in Initial and Continuing Airworthiness will be run with the necessary "in-house" staff. It is also assumed that NAAs will continue to support the Agency for at least 50% of the Team Members; the frequency of the visits will be maintained, i.e. a visit every two years per country per scope⁵ and once per year in critical cases;
- ✦ Although the extension of the remit of the Agency was approved in March 2008, the implementing rules will only be issued end 2009. The staff for OPS, FSTD and FCL should be in place end 2009 to prepare the Agency to carry out its own programme according to Reg. 736/2006. At this stage it is still assumed that NAAs will support the Agency for at least 50% of the Team Members (this assumption was the basis for the number of internal resources requested);
- ✦ In Air Operations, particular emphasis will be put in improving the uniform application of applicable Community law which was not previously reached on the (previous) JAA system. This will be a priority, especially for commercial operators (which are more subject to public interest);
- ✦ Since Part-M becomes applicable for non-commercial operators as of September 2008, the Agency will take the necessary measures to ensure that non-commercial operators are duly covered by the standardisation process, without neglecting the commercial operators that remain a priority;
- ✦ Related OPS, FSTD and FCL databases will be further developed as well as an improved set of indicators for all scopes;
- ✦ The accreditation process will be continued;
- ✦ The support to the European Commission in the gathering of technical data for the "Black List" will continue. Experts or teams of experts will continue to be seconded, subject to the availability of resources, for the assessment of European or non-European Third Countries;
- ✦ The assessment of third countries' safety oversight system (international standardisation) will be led in accordance with existing/pending bilateral agreements or working arrangements;
- ✦ Continuous support to Rulemaking in the context of its international cooperation programmes;
- ✦ In particular, MIST visits to USA and Canada will continue to be performed within the frame of the new Bilateral Agreements with these countries, subject to their execution, including the participation as observers in certification and production organisation approvals activities performed by the FAA in the USA; In application of the US/EU bilateral agreement the Agency shall monitor the application by listed Member States of the terms of the agreement;
- ✦ Standardisation in all above fields will continue to be provided as a service to the JAA non-EASA countries, until June 2009, when it is expected that the JAA will cease its activity. The non-EASA countries will continue to be

⁵ See annual visit plan for initial and continuing airworthiness as presented to the Management Board

visited in the frame and under the provisions of possible bilateral or multilateral agreements between those countries and the EU.

➤ Key Performance Indicators⁶

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective
Complete the agreed number of visits as per the approved annual plan	Number of visits performed vs. number of visits scheduled	100% of visits as defined in the approved annual plan plus ad-hoc and other unexpected visits	All visits planned (to be defined end 2008)
Control over status of corrective actions	Status of corrective actions through reactivity indicator	100% under control per visit	100% under control per visit
Respect the timing defined in Regulation 736/2006	% of deadlines met	100% deadlines met	100% deadlines met
Keep a high quality level of standardisation activity	Number of queries and complaints from NAAs/ Findings from EASA-E.3 during audits/ Feedback during visits	None/None/None	None/None/None
Ensure at least 50% participation of NAAs in Standardisation teams	% of team members from NAAs	50 % minimum	50 % minimum
Satisfaction of C and NAAs in Accreditation	Provide appropriate and needed scope of accreditation	No complaints	No complaints
Supporting the NAA in defining best harmonised practices	N° of standardisation meetings	100% of scheduled meetings	100% of scheduled meetings

⁶ With regards to standardisation activities the quarterly objectives are the actual implementation of the visit plan as presented to the Management Board.

Activity 4: Rulemaking

Rulemaking is the process of developing and improving legislation, standards and best practices to continuously improve aviation safety and environmental sustainability. The related outputs are:

- ✦ Opinions to the Commission for changes and extensions to the EASA Regulation
- ✦ Opinions to the Commission for adoption of, or changes to implementing rules of the EASA Regulation
- ✦ Certification specifications (including airworthiness codes and acceptable means of compliance)
- ✦ Guidance material

➤ Brief Summary of milestones achieved (2007)

Only 52%⁷ of the 2007 Rulemaking Programme could be delivered. Apart from four rules that were deliberately delayed to help reaching consensus or to avoid making several modifications to Part-M in a short period of time, all other tasks were delayed due to a lack of resources. Full staffing will be achieved in the course of 2008. Noticeable deliverables adopted in 2007 include:

- ✦ Opinions: extension of the EASA system to the interoperability and safety regulation of aerodromes; on the privileges for continuing airworthiness management organisations to issue permits to fly;
- ✦ Decisions: Amendments 3 and 4 to CS-25 (improving in particular specifications for doors, flight and guidance systems, flight in icing conditions and human factors considerations in the certification of flight deck); Amendment 1 to CS-Definitions (introducing new definitions related to propeller and engine electronic control systems); Amendment 1 to CS-27 & CS-29 (improving flight and handling qualities specifications); Amendment 1 to CS-E (improving specifications in relation with electronic control systems); Amendment 2 to CS-ETSO (amending the standard for Terrain Awareness and Warning Systems and introducing a new standard for Light Aviation Secondary Surveillance Transponders); amendment 2 to AMC-20 (introducing notably acceptable means of compliance concerning aging structures issues)
- ✦ An A-NPA on de-icing/anti-icing and three CRDs on A-NPAs (Consistency of Organisations Approvals, better regulation for general aviation, Unmanned Aerial Vehicles).
- ✦ Cockpit crashworthiness and certification specifications for light sport aeroplanes using draft specifications from volunteering organisations (OSTIV);

The work on the 2007 advance planning, including rules to be delivered in 2008 and 2009, was started in parallel.

In support of these rulemaking activities, the Agency prepared and oversaw the execution of 14 contracts signed in 2006 and 2007; renewed the call for expression of interest to encompass additional aviation fields; initiated work on

⁷ Indicator is the number of final deliverables produced

30 Preliminary Regulatory Impact Assessments to support prioritisation of 2009 tasks; and provided support to 40 rulemaking groups. It also revised the Rulemaking Procedure to provide for a lighter process for A-NPA and Guidance Material; and automated the consultation process with the launch of the Comment Response Tool.

The 2008 rulemaking programmes were adopted by year's end, taking into account in particular inputs from the FAA to ensure harmonisation is maintained wherever possible. As usual the planning process for 2009 was initiated in November.

The Agency contributed actively to ICAO (International Civil Aviation Organisation) work by:

- ✦ Participating in the ICAO Airworthiness and Operations Panels;
- ✦ Supporting the Committee on Aviation Environmental Protection work through a strong involvement in its Steering Group and various working groups.

For its stakeholders, the Agency's Rulemaking Directorate organised 5 and 12 regional workshops. It contributed to 6 workshops organised by other directorates and participated in Finding Classification Committees for standardisation visit results.

The Agency also manages the significant flow of activities in relation with Article 10.3 and 10.5 exemptions. It has recently created a database to better manage such exemptions.

In addition to its statutory rulemaking activities, the Agency supported the EC in finalising work on EU-OPS and in handling exemptions thereto.

The Agency took over the JAA rulemaking process and provided support to the sector teams.

➤ *Brief Summary of milestones expected (2008)*

The main elements for 2008 are expected to be adoption the amendment to the Basic Regulation extending the scope of the EASA system to the regulation of air operations, pilot licensing and third country aircraft and the Commission's proposal for a further extension to the regulation of the safety and interoperability of aerodromes, air traffic management and air navigation services.

As part of its planned rulemaking activities, the Agency will deliver, in particular, its opinions for:

- ✦ Implementing rules for the oversight of air operations, pilot licensing and third country aircraft. These will further develop the safety management system and state safety programme concepts at the European Union level.
- ✦ Amending Part M and Part 21 to better adapt their provisions to general aviation.
- ✦ Amending Part 21 to establish common operations related airworthiness requirements based on the JOEB and MRB processes and to improve Part-21 requirements concerning restricted certificate of airworthiness.

- ✦ Extending the EASA system to the safety regulations of Air Traffic Management and Air Navigation Services;
- ✦ Amending the Basic Regulation to better cope with environment and related issues; and adapting its article 6 in line with the latest amendments of Annex 16;

The Agency will also pursue the continued improvement of EASA Certification Specifications, taking into account amended ICAO Standards and Recommended Practices, accident investigation recommendations and harmonisation with major foreign regulatory partners. This includes in particular:

- ✦ Development of specifications and acceptable means of compliance for ETOPS (extended range operations for twin engine aircraft);
- ✦ Development of specifications and acceptable means of compliance for Electrical Wiring Interconnection Systems;
- ✦ Development of acceptable means of compliance for Electronic Flight Bags and area navigation (RNP-RNAV);
- ✦ Improvements to CS-25 in relation with Flammability reduction Systems, Type III emergency exits and thermal acoustic barriers;
- ✦ Update to CS-ETSO;
- ✦ Adoption of CS-31 for hot-air balloons;
- ✦ Improvement to the acceptable means of compliance for CS 27 and 29;
- ✦ Improvements to CS-VLA and CS-22 in relation with crashworthiness. For CS-22 the Agency has used draft specifications from volunteering organisations (OSTIV).

The management of the rulemaking programmes entails the support to 49 rulemaking groups and of the two advisory committees⁸; the oversight of the execution of 16 studies⁹ for an amount of 2,5 M€; the preparation of 43 preliminary regulatory impact assessments; and managing harmonisation cooperation with the main foreign regulatory partners.

As a consequence of the extension of the EASA system to air operations and pilot licensing, the Agency takes a more active role in ICAO work by participating in the related panels; this will provide for a better link between such work and its own rulemaking activities.

This extension, as well as those envisaged for the future, requires that the Agency adapts its rulemaking tools to improve the quality of its deliverables and handle a growing volume of consultations and publications. This entails improving the impact assessment tools, improving website navigation, and providing a wider variety of publications on a cost-recovery basis. Capabilities for programme implementation monitoring will be enhanced.

In addition to the regular workshops it organises with Stakeholders and NAAs to obtain feed-back on EASA rules, the Agency will intensify contacts with all of them to present and explain its NPAs on implementing rules of the extended Basic Regulation.

⁸ Expanded with observers from European Civil Aviation Area countries;

⁹ Potential study topics: survey on standard weights of passengers and baggage; Continuation of EUROCAE framework contract; Study on bird strike damage and Windshield Bird Strike; Screening of current cabin safety paragraphs; Continuation of work for the establishment of tools for the environmental assessment to support the impact assessments; Flight Crew Licensing QB, including Part 66; Lightning strikes; Burn through resistance of fuselage; Human factor study.

With the entry into force of EU-OPS on 16 July, support to the EC in handling exemptions, in particular as regards flight-time limitation schemes, constitutes a new major workload in addition to the regular flow of article 10.3 and 10.5 exemptions for initial and continuing airworthiness.

➤ Outline of Work programme 2009

Priority will be given to producing the necessary implementing rules in the field of air operations and crew licensing. In addition, tasks in the field of airworthiness codes were kept when they were close to finalisation or needed for harmonisation with the FAA. In the field of environmental protection, one task was kept to ensure consistency with ICAO. Without prejudice to urgent safety cases to be handled first, the most significant deliverables are:

- ✦ Amending Part 21 to establish common operations related airworthiness requirements based on the JOEB and MRB processes and to improve Part-21 requirements concerning restricted certificate of airworthiness Development of a plan to address in a comprehensive manner aging aircraft structures;
- ✦ Modifications to CS-25 to improve fire resistance of class B and F cargo compartments and to enhance the specifications related to engine windmilling;
- ✦ Rule adaptations to better address general aviation's needs;

Concerning air operations, pilot licensing and the oversight of third country aircraft/operators as well as for enforcement, the Agency will produce opinions for implementing rules in the first quarter of 2009. These will further develop the safety management system and state safety programme concepts at the European Union level. The adoption of the new implementing rules will take place in the course of 2009. Therefore EASA can only publish the related AMC and Guidance material once this process is completed. New opinions and decisions on unfinished JAA tasks and contentious points left aside during the negotiation of these implementing rules can only be fully developed thereafter.

In the field of environmental protection, the Agency will issue a decision to amend CS-36 to introduce the latest improvement brought by ICAO CAEP7.

The detailed deliverables and calendar thereof is in the appended rulemaking programme¹⁰. Again, the implementation of the programmes will be carefully monitored.

➤ 2010 Programme

The 2010 rulemaking programme will be finalised on the basis of the priorities, after consultation of EASA's advisory bodies and key foreign regulatory partners in Q3. The advisory bodies play an essential role, ensuring that the needs of industry and NAAs are met in the rulemaking undertaken. The Agency values effective relationship with foreign authorities and will seek to foster and grow these relationships to maximize the impact of such cooperation.

The 2011 rulemaking planning cycle will be initiated before year's end on the basis of redefined priorities agreed with the advisory bodies. To support such debate, an evaluation of the impact of EASA rules in the field of airworthiness will

¹⁰ The 2009 rulemaking programme will be adopted in summer 2008.

be conducted in 2009. The first step of this evaluation will be a survey to identify rules that would not be proportionate.

➤ Advance planning

Efforts will be continued to substantiate rulemaking by advanced studies and risk assessments; work will be done to enhance available tools supporting regulatory impact assessments and to improve our process and methods to define rulemaking priorities.

In the future domains of extension, the Agency will assist the EC in the negotiations of the necessary amendments to the Basic Regulation and start building the set of Community rules needed to implement the total system approach to civil aviation safety and environmental protection regulation. It will therefore prepare implementing rules in the field of safety regulation of aerodromes, air traffic management and air navigation services.

➤ Relationship with stakeholders

A strong relationship between the Agency and its stakeholders is also a factor in maximising the delivery of the results. Recognising the importance of such relationship, the Agency will initiate a series of forums to explain the content of EASA rules; facilitate their implementation; and to stimulate discussions on necessary improvements thereof. Topics for workshops could be the Operational Suitability Certificate, the new European Light Aircraft process, the revised Part-M, etc. In addition the Agency plans to hold regional Workshops on flight crew licensing, operations and third country operators.

The handling of exemptions in accordance to article 14 of the basic regulation will continue. It is difficult to make reliable forecasts regarding the number of applications. As a result, the expected workload is difficult to predict.

➤ Tools and processes

Considerable efforts will be channelled throughout the year in development of the Enterprise Resource Planning (ERP) system in support of the rulemaking process while maintaining compatibility with the related existing stand-alone tools.

The Agency will investigate the possibility for the publication of key NPAs in all European Union languages in co-operation with NAAs. It will commence implementing the value-added publication policy and adjust its editorial and distribution approaches accordingly, while refining procedures to increase their effectiveness. Work will continue to further strengthen the quality and consistency of regulatory material.

➤ ICAO

Relationships with ICAO will be strengthened with the view to exercise a stronger influence in the development of SARPs and ensure consistency with Community Essential Requirements for regulating civil aviation safety and environmental compatibility at a time when ICAO is considering new approaches towards performance based standards.

➤ Key Performance Indicators

Objective	Key Performance Indicator	Target in the Business Plan	2009 Objectives
Tasks identified in the yearly Rulemaking Programme are actually delivered	Number of tasks finalised	95% of the tasks are finalised	95% of the tasks are finalised during the year in 2009, rising to 100% over the business plan period
The financial resources are effectively used	Budget commitment	98% of the budget is committed	98% of the budget is committed

Activity 5: International Cooperation

The Basic Regulation entrusts the Agency to carry out a number of activities in the field of international cooperation. These are funded under the European contribution.

➤ *Brief Summary of milestones achieved (2007)*

Support was provided to the Commission in the negotiation of the Bilateral Agreements (US, Canada) by providing technical support. The associated guidance material (Technical Implementation Procedures) was completed for the US Bilateral Agreement and was developed for the Canadian one. Progress was made in the area of environmental protection confidence building with the FAA. As a result EASA provided FAA with an EASA environmental protection certification procedures document.

As regards working arrangements:

- ✦ A Memorandum of Understanding was signed with the “Agencia Centro-Americana de Seguridad Aeronautica” (ACSA);
- ✦ A working arrangement on airworthiness and its implementation procedures were signed with New Zealand.
- ✦ Several working arrangements were amended or expanded (Interstate Aviation Committee – IAC, China, and Japan); some are still under development (India, United Arab Emirates (UAE), Argentina, Saudi Arabia, China Taipei, and Australia);
- ✦ Ukraine and Albania signed the working arrangements on the collection and exchange of information on the safety of aircraft using Community airports. All ECAC¹¹ non-European Union States have therefore signed a working arrangement with the Agency, allowing for the continuation of the Safety Assessment of Foreign Aircraft Programme (SAFA).

Support was provided to the Commission in the field of technical cooperation. This includes inter alia:

- ✦ The definition of European assistance projects (e.g. Democratic Republic of Congo, Balkan countries, India, Indonesia, South-East Asia and South Asia) and the management of Community Programmes (e.g. Mediterranean countries – EUROMED and Russia);
- ✦ Participation in two programmes aiming at a regional co-operation in South Asia and South-East Asia, as a continuation to the European Union projects in these regions;
- ✦ Participation in the Steering Committees of several ICAO COSCAP (Cooperative Development of Operational Safety and Continuing Airworthiness Programmes).

A Convention was signed with the European Commission for the management of a CARDS Programme for the Balkan countries.

¹¹ European Civil Aviation Conference

Seminars have been organised (ACSA, China, South-Asia, and South-East Asia) to support the third countries' civil aviation authorities in their effort to improve their expertise.

Assistance was provided to Member States in fulfilling their obligations under the Chicago Convention, by co-ordinating the preparation of answers to ICAO State Letters and facilitating preparations for the ICAO Universal Safety Oversight Audit Programme in its area of competence; and supported the Commission in its preparation for the ICAO General Assembly.

➤ *Brief Summary of milestones expected (2008)*

In the bilateral domain, priority will be given to assisting the Commission in the negotiations of an ECAA-like agreement with Ukraine. Participation in the negotiations of a Bilateral Aviation Safety Agreement (BASA) with Brazil is also envisaged if the Commission receives the related mandate.

In parallel dedicated training material will be developed and workshops will be organised, to support implementation of the American (US) and Canadian BASAs.

As regards working arrangements:

- ✦ A Working Arrangement and its Implementation Procedure will be signed with the Civil Aviation Authority of Australia.
- ✦ Contacts will be intensified with the aeronautical authorities of Singapore, Argentina, China, IAC, UAE, India, Saudi Arabia, Israel and South Korea with the view to conclude new, or expanded, working arrangements, as necessary;
- ✦ An information network in support to the A380 continuing airworthiness will be developed, starting with Singapore and the UAE.

Work will be initiated with JAA non-EASA countries to develop working arrangements in replacement of the JAA arrangements.

The Agency will have a representation in the United States of America (also covering Canada) to assist in the implementation of the BASAs; and in China to assist in the management of the concluded working arrangements and in regional technical assistance and co-operation programmes.

As regards technical co-operation, the Agency will increase significantly its activities and supports, as necessary, the Commission efforts:

- a. In the development and implementation of European assistance projects, in particular in India, China, South Asia, South-East Asia, Russia, Balkan countries, Republic Democratic of Congo and the Mediterranean countries;
- b. In new projects to be launched in Africa¹², Latin America and central Asia
- c. In the steering Committees and associated meetings of several ICAO COSCAP.

¹² A technical co-operation officer is recruited that, inter alia, will ensure co-operation projects in African countries

In parallel, the Agency manages a dedicated assistance programme for the Balkan countries under the convention signed with the European Commission Enlargement Directorate as part of the CARDS programme.

Dedicated assistance activities for specific programmes (e.g. South Asia, South-East Asia, Pakistan, and Central America) will be organised as appropriate.

Assistance activities, such as internships and seminars, will be provided in support to third countries aviation authorities in their effort to improve their expertise.

The Agency will continue to play an active role in assisting the European Commission in coordinating the European input to ICAO; and provides assistance to Member States in fulfilling their obligations under the Chicago Convention by co-ordinating the preparation of answers to ICAO State Letters and facilitating preparations for the ICAO Universal Safety Oversight Audit Programme (ICAO USOAP) in its area of competence.

➤ Outline of Work programme for 2009

The Agency will continue to support the European Commission in negotiating and implementing BASAs.

Existing working arrangements will be extended to cover the needs of the industry. In the same vein new ones will be negotiated as necessary.

Working arrangements will be concluded with JAA non-EASA countries in replacement of the JAA arrangements.

Dedicated workshops will be organised to support implementation of the agreements/arrangements.

Support will be provided to the Commission in the definition of European Assistance projects and in the management of Community Programmes (e.g. South Asia, South-East Asia, India, China, Democratic Republic of Congo, Russia, Balkan countries, Mediterranean countries, and Central Asia).

The Agency's technical cooperation activities will include:

- ✦ The direct management of dedicated assistance programmes (e.g. Pakistan, South Asia, South-East Asia);
- ✦ Assistance to the COSCAP Programmes (e.g. South-Asia, South-East Asia, North Asia, Gulf countries and Community of Independent States)
- ✦ Assistance activities, such as internships and seminars, in support of third countries aviation authorities in their effort to improve their expertise.

The Agency will play an active role in assisting the Commission in coordinating the European input to ICAO; and provides assistance to Member States in fulfilling their obligations under the Chicago Convention by co-ordinating the preparation of answers to ICAO State Letters and facilitating preparations for the ICAO USOAP in its area of competence.

➤ Key Performance Indicator

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective
To be recognised and respected as a reliable technical expert in the evaluation and definition of assistance programmes.	Feedback from stakeholders and from the Commission (including Commission delegations)	Positive feedback increasing annually	N/A
To provide assistance in understanding BASAs and working arrangements	Number of seminars, trainings, workshops		Hold two seminars training or workshop on the BASAs
To timely conclude/amend working arrangements with other CAAs in order to fulfil the needs of stakeholders and of the Agency.	Feedback from stakeholders and from the Agency' Directorates	Positive feedback increasing annually	N/A
The financial resources are effectively used	Budget commitment	98% of the budget is committed during the year	98% of the budget is committed during the year

Activity 6: Safety Analysis

The safety analysis function has an Agency wide remit for collective enquiry and of understanding safety risk information. It works closely with all parts of the Agency to create, coordinate and support common safety objectives. The Agency disseminates findings with the aim of safety improvement.

The work is twofold; internally, safety analysis is the basis for defining the actions and policies to be considered by the Internal Safety Committee (ISC), and externally safety analysis promotes the Agency's safety policies.

The primary functions supporting the work are:

- ✦ safety analysis: conduct of studies and provision of reports;
- ✦ accident investigations: the Agency disseminates and answers when relevant recommendations of the Accident investigation bodies are made and also investigate means of cooperation;
- ✦ promote safety initiatives;
- ✦ set-up, use and disseminate information stemming from technical functions (service defect reporting, statistics, human factor policy, operational flight data analysis, safety management system, foresight and safety promotion).

➤ Brief Summary of milestones achieved (2007)

✦ Work with AIBs

The Agency is now receiving recommendations issued by the Accident investigations bodies (AIB). All received recommendations are acknowledged. The safety issues are checked. On average, one third of the recommendations are then closed without requiring further action (they may address issues already dealt with by the Agency) and the other two thirds are processed by the department which initiates and coordinates the resulting actions. The work includes maintain a standardised taxonomy for safety recommendations.

	2006	2007	2008 (expected)	2009 (expected)
Number of open safety recommendations	+ -60	+ -180	260	360

The Agency developed ad-hoc cooperation with AIBs and closely cooperated with the Brazilian AIB for the investigation of the A320 PR MBK accident. This was a milestone in establishing an active cooperation with the AIB and the Agency is developing the capacity to deploy experts when needed;

✦ Analysis work

The Agency produced a number of studies which were used as a basis for discussion within the ISC. This Committee is the primary safety-policy forum of the Agency. It also reviewed policy proposals for Very Light Jets, Safety Management Systems and Child Restraint Systems.

The ISC approved the second Annual Safety Review (ASR) 13.

¹³The Annual Safety Review is available on the Agency's website :
http://www.easa.europa.eu/doc/COMMS/RZ_EASA_EN_Annual_low_071107.pdf

➤ Brief Summary of milestones expected (2008)

★ Work With AIB

The Agency will continue to pursue agreements with the AIBs, and will keep cooperating on ad-hoc basis in the meantime.

The Agency will support the Commission in providing advice on a future legislative framework for accident investigation in Europe.

★ Analysis work

The Agency will continue to feed analysis work, reflection of the ISC committee. Infrastructure and methods will be improved through the delivery of a data warehouse which will provide the basis of the next annual safety review. The Agency will expand its cooperation with the NAAs to ensure that the European occurrence reporting system is effective.

★ Support for international safety initiative

The European Strategic Safety Initiative (ESSI) is composed of three pillars, which are now all up and running. In its first year of operation the European Commercial Aviation Safety Team (ECAST) has delivered an analysis report defining safety priorities for future work. In the first six months of operation, European Helicopter Safety Team (EHST) has initiated regional analysis teams and provided them with a standardised analysis methodology. The European General Aviation Safety Team (EGAST) has just been established and is defining its terms of reference.

➤ Outline of Work programme for 2009

For all aspects of the work there will be an increase of capacity, to accommodate the increase in work coming from the expansion of the remit of the Agency.

As regards investigation, the Agency hopes to have the capability to deploy an investigation officer to the State of occurrence of an accident.

The Agency will develop a strategy to accommodate future legislative changes in the field of accident investigation.

Two new regulations entered into force in 2007¹⁴, creating obligations for Member States as regards provision of occurrence reports. The Joint Research Centre (JRC) has been given the role of creating a central ECCAIRS repository. The Agency is assisting upon request the NAAs in their standardisation and training efforts.

The Agency will continue its work to develop and maintain common taxonomies with ICAO for use in occurrence reporting.

★ The Agency will promote International safety initiatives and ESSI

The three pillars will mature in their operations and will work towards developing an action plan to be implemented by its members.

¹⁴ COMMISSION REGULATION (EC) No 1330/2007 of 24 September 2007 and COMMISSION REGULATION (EC) No 1321/2007 of 12 November 2007

➤ Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective
Gaining international recognition for the Agency's Annual Safety Review as source of reliable information	Feedback from stakeholders	Positive feedback by 2010	Survey indication that users value the information provided
Facilitating global aviation safety data sharing	Number of States participating	40 by 2012	5 by 2009
Coordinated, measured and timely responses to major fatal aviation accidents	Number of responses generated	Not less than one per year	Not less than one per year
Follow-up of Safety Recommendations	Completion of follow-up tasks	100% within 24 months	20% of new recommendations
Implementation by ESSI safety teams members of the safety enhancement identified by the teams	Evidence of pass	100% of enhancements in 2011	30% of enhancements in 2009

Activity 7: Research

In the implementation of its research activity, the Agency ensures consistency with the Community objectives set out in article 17 of the Basic Regulation. Basically, this task consists of:

- Developing and financing research projects as far as they are in the field of the Agency's competence
- Coordination of these research projects with those of the Commission and the Member States to avoid duplication and assure consistency
- Dissemination of the results of this research

Moreover, to support its rulemaking activities the Agency shall be involved in "long-term" research activities sponsored by the Commission, Member States and industry.

➤ Brief Summary of milestones achieved (2007)

The Agency has committed 1.3 M€ in various short-term research projects, such as:

- Composite material damage detection
- Flight data monitoring for light aircraft
- Condition monitoring for light helicopters
- Identification and prioritisation of health issues on board aircraft
- Flammability reduction means

With the arrival of a research manager for the Agency, an Internal Research Committee has been established to coordinate the Agency's research Activities.

Work has been initiated with the Commission to examine the conditions of a structured involvement of the Agency in long term Community research activities impacting the EASA system:

- Programming and the implementation of projects of the 7th Framework Programme for Research and technological development (FP7)15 (sub-theme 7.1 Aeronautics and Air Transport);
- Interface issues with aviation initiatives like SESAR, GALILEO and CLEAN SKY.

Furthermore, it participated in and contributed to various Advisory Council of Aeronautical Research (ACARE) working groups.

➤ Brief Summary of milestones expected (2008)

The Agency will identify and agree on a set of priorities and fund accordingly 14 short term research projects¹⁶. In accordance with article 17, these projects will be coordinated with the Commission and Member States will be informed.

¹⁵ Framework Programme for research and technological development
Potential study topics: ¹⁶survey on standard weights of passengers and baggage; ICAO Annex 14 implementation in Member States; Continuation of EUROCAE framework contract; Study on bird strike damage and Windshield Bird Strike; Screening of current cabin safety paragraphs; Flight Crew Licensing CQB, including Part 66; Lightning strikes; Burn through resistance of fuselage; Human factor study.

The Agency also aims to interact with the JAA Research Committee as Partnership Group with a wider network for coordination with external bodies (including foreign authorities, NAAs and industry (JAAC and ED decision 3 May 2007)).

The cooperation work with long-term research sponsors is pursued, notably for finalising arrangements to ensure that regulatory needs are integrated into research projects, and co-operate on reducing time from development to market by creating more certainty for industry on the way in which emerging technologies will be certified.

Anticipating such an arrangement, two projects are identified in each call of the 7th FPRD for Agency's support. In this context also the Agency will contribute to ACARE activities.

➤ Outline of Work programme for 2009

The Agency will further develop its capabilities in internal and external coordination activities and research project management. It will develop and publish a safety research plan identifying the Agency's partnerships, projects and priorities. The Agency will also widen its presence in the international aviation research community, maintaining a regular cycle of funding of focused safety and environmental protection research projects becoming a point of reference for solutions to regulatory problems.

The arrangement with the Commission on the programming and implementation of aviation research projects financed by the 7th FP will be concluded; the Agency's involvement will be increased as resources permit. Similar arrangements with the industry will be considered.

➤ Key Performance Indicators

Objective	Key Performance Indicator	Target in Business Plan	2009 Objective
Focussing and targeting research projects in order to address the specific technical and safety issues	Number of projects funded	Publication of the research report	Increase number of projects and its funding to serve the operational Directorate's knowledge demand.
To ensure Agency's staff participation in long term research activity	50 working days dedicated to long term research		<ul style="list-style-type: none"> - Involvement in 2 projects per technical area - Initiate discussion with industry - Conclude an agreement with European Commission on 7th FPRTD
To ensure the Agency' regulatory needs are fulfilled	Swift implementation of research activity		Optimise project management in due reflexion of the Agency's regulatory activity

Activity 8: SAFA

The SAFA (Safety Assessment of Foreign Aircraft) activity to be carried out by the Agency is a coordination function, comprising the following:

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

This activity was inherited from the JAA on 1 January 2007 and it, was funded over the last years by the European Commission (70%) and by the ECAC (30%).

➤ Brief Summary of milestones achieved (2007)

- ✦ The transition was finalised and the public and restricted SAFA website has been made operational before the expected takeover from the CJAA web provider; the adaptation of procedures and database have been carried out in order to be in line with the Community layout;
- ✦ The training aspect was also a priority and the Agency conducted drafting and delivery of syllabi;
- ✦ Policies on qualification of SAFA inspectors and on quality review of SAFA training providers have been developed and endorsed in the SAFA directive's proposed amendments;
- ✦ Periodic short term database statistical and qualitative analysis has become operational;
- ✦ Regular participation to the ASC Black List, supporting the Commission;
- ✦ Assisting the Commission in the development of the policy on qualitative targeting.

➤ Brief Summary of milestones expected (2008)

- ✦ Full completion of all EASA guidelines foreseen by the new amendment to the SAFA Directive by September 2008;
- ✦ Regular short term database statistical and qualitative analysis has become operational;
- ✦ Recruitment of additional staff involved with SAFA training and standardisation;
- ✦ Further development of policy on quantitative targeting;
- ✦ Development of policies and working methods for SAFA standardisation;
- ✦ Development of transparent procedures for defining EASA guidelines when so required by the amended SAFA directive;
- ✦ Regular participation to the ASC Black List, supporting the Commission;
- ✦ Establishment of EASA working group of experts for drafting procedures and carrying out analysis;

- ✦ Full implementation of pre-defined findings tool in the SAFA database, including relevant training tools;
- ✦ Further improvement of the database analysis, if needed;
- ✦ Further improvements of SAFA training syllabus, if needed;
- ✦ Definition of guidelines for qualification process by NAAs of SAFA training providers;
- ✦ Proposal of a centralised system for the following-up of the corrective actions vs. SAFA inspection findings.

➤ Outline of Work programme for 2009

- ✦ Continuous improvement of SAFA procedures and databases;
- ✦ Continuing regular support to the Participating States (European Union States and ECAC States) and to the Commission on SAFA database analysis and alert function;
- ✦ Full implementation of the SAFA standardisation programme of regular audits of the NAA of Participating States;
- ✦ Systematic review of the full implementation of qualitative and quantitative SAFA inspection targeting;
- ✦ Further means of cooperation with non ECAC states will be explored in 2009;
- ✦ Systematic review of effectiveness of all the quality improvements on SAFA inspection performance and reporting implemented in the previous years;
- ✦ Development of integration tools in support of third country operators authorisation activity of EASA;
- ✦ Development and implementation of a centralized system for the following-up of the corrective actions vs. SAFA inspection findings;
- ✦ Continuous support to the Commission for the ASC on the Black List.

➤ Key Performance Indicator

Objective	Indicator	Target in BP	2009 Objective
Data analysis	Regularity of data analysis	n/a	Quarterly data analysis on time
SAFA Standardisation audits	N° of visits performed vs. n° of visits planned	100%	100%

Activity 9: Support Activities

The Agency operates as an autonomous organisation, supported by the usual support activities expected of such an organisation. These include overall management (management, planning activities; general coordination between the directorates), organised by the Executive Director and amongst each directorate.

A number of operational transversal activities are also considered as support activities (communication, legal advice, programming, technical training). Additionally, administrative support activities, such as budget and finance, recruitment, ICT and facilities, and training, also fall under this remit.

The Support Activities are partially funded by the European Contribution and partially funded by the Fees and Charges, and this in proportion of the support provided to fee-funded activities.

➤ Brief Summary of milestones achieved (2007)

★ General management

An important milestone was achieved in 2007 through the adoption of the revised Fees and Charges Regulation, which will cover entirely the certification cost of the Agency. This gave sufficient visibility on the future to develop a robust planning and reporting capability, including:

- Completion of the planning documents set with the Staff Policy Plan, and the Business Plan.
- Decision to implement an Enterprise Resource Planning (ERP) tool in the Agency and preparatory work for selection of a system
- Advance planning through developing concept papers (expert pooling)

A study on the non-contractual liability of the Agency was completed and the follow up was coordinated with the Commission. The Commission agreed that any possible damage caused by the Agency in this respect is covered by the Community Budget.

The general management also comprises a number of routine activities. They relate to the day to day decision making within the Agency and the improvement of processes (internal audits, quality, risk register).

★ Administrative support

The Agency now has a fully documented performance appraisal and reclassification (promotion) procedure. The first round of assessments has been completed for appraisal year 2006. From 2008 the procedure will be supported by a new IT application.

Following a protracted tendering procedure, a medical centre has been selected to perform annual and preventive check ups for staff. This complements the occupational health specialist contracted earlier in the year.

An ambitious IT infrastructure consolidation project is nearing a close. As a result the Agency operates a standardised infrastructure that is cheaper to run, more secure and scalable to meet future information and communication needs.

A new release of the Airworthiness Directives application¹⁷ has received very positive feedback from users. New human resource applications (central data repository, business travel & leave management, salary & benefits database and a self-service site for certificates) will make the processes more efficient. In addition the time recording system has data from 1st January 2007.

The time interval required for the collection of fee revenue due has been reduced significantly thanks to a strengthened accounts receivable team. All but 1% of the outstanding debts relating to financial years 2005 and 2006 have now been recovered.

★ Technical training

Course delivery was carried out according to the Annual Training Plan, Compared to the previous year this represented a significant increase, mainly due to the expansion of the course Catalogue. (new courses were developed and existing courses modified). European Union / USA Bilateral Agreement modules had to be developed and submitted to the FAA. The e-Examination system was finalised and over 650 Multiple Choice Questions in several domains were developed and tested.

Following a call for expression of interest, a tendering procedure awarded the delivery of 31 highly specialised courses to selected external training providers.

Finally, new procedures, working instructions and forms were completed

➤ Brief Summary of milestones expected (2008)

★ General management

The Agency will consolidate further its planning capacity through reviewing its Business Plan. The ERP will be in its Implementation phase starting with the integration of the certification projects to the financial workflow, and with the introduction of a document management system.

The evaluation of the raison d'être of the Agency will be finalised during the first quarter and the Management Board, together with the Agency, will use it as a basis for suggesting possible changes to the Agency's Basic Regulation.

¹⁷ <http://ad.easa.europa.eu/>

The work for an ISO certification of the Agency will be started. Moreover a specific focus will be put on ICAO USOAP follow-up audits. The Agency will support the Member States when they are audited by ICAO¹⁸

The forthcoming extension of the scope of the Agency will be accompanied at management level by related communication campaign

Another strategic goal will be to strengthen the relationship with industry clients as regards programming issues: a programme of visits will be set up. Similarly the invoicing and programming issues will be further discussed and explained to NAAs.

★ Administrative support

The regulatory framework set out in the financial and staff regulations has now been put into operation through a full set of implementing rules. The emphasis is now on improving the quality of service within this framework. Application development work will focus on implementing the first phase of the joint ERP/document management project. The objective is to have the new system in production in mid-2009. In parallel the Agency will take in use a Document Management System that will support the agency's integrated project and financial management system.

In 2008 the Agency will contract an audit company to certify the methodology used to determine the cost of certification.

The professional development programme will take off in 2008 following the recruitment of a specialist and the availability of contracts with a wide range of external training providers. The appraisal system completed in 2007 will be a key element in defining the objectives of the programme.

★ Technical training

The e-Examination system has been initiated in the first quarter of the year and implemented in the first half of the year, together with the further development of the Questions' Data Bank, and the setting up of the e-Examination Centres (controlled environments).

The development of e-learning and self learning training has been initiated and the delivery of courses (using internal resources) will be increased in accordance with the yearly training plan (estimated increase of between 10 and 15%).

The Technical Training Course Catalogue will be further expanded and the related syllabi will be developed. Courses by external providers will be provided for the first time in 2008.

Kick-off meeting and possible management meetings will be organised with all NAAs to evaluate the possibility of implementing a common EASA-NAAs training strategy for internal staff.

Identified specialised training courses for NAAs linked with the implementation of the basic regulation and related implementing rules will be developed and delivered, as

¹⁸ The Agency will provide observers (upon request) to the planned audit and will provide training to Member States.

well as specialised training for Bilateral and Working agreements. Any training will be provided based on the MB training policy adopted in 2005.

➤ *Outline of Work programme for 2009*

The annual Europe- USA conference will be held in Greece.

Reflection and administrative preparation (in terms of planning and transition) for the second extension of the scope of the Agency will be initiated.

Application development work will move to the second phase of the ERP/document management project.

The ISO certification of the Agency will be started.

✦ *Technical training*

With the extension of the Agency's remit to operations, flight simulation training devices and Flight Crew Licensing, an increase in training development and delivery is expected.

The e-Examination system will expand to cover the new fields of competence following the extension of the Agency's remit (Basic regulation and implementing rules).

The established e-learning system will enable efficient delivery of continuation and recurrent self training for the Agency' staff, as well as for NAAs staff working for the Agency.

The course delivery for the Agency's staff will continue, either using internal resources (including EASA and NAA experts) and selected external providers.

A stable "partnership" in the scope of technical training activities between the Agency and the NAAs will be pursued.

Training in the context of Bilateral Agreements and Working Arrangements will expand together with training delivery to third countries, in support to the international cooperation department and at the request of the European Commission.

➤ Key Performance Indicators

Objective	Key Performance Indicator	Target in BP	2009 Objective
Elimination of Agency designed database systems through implementation of ERP	Number of Agency designed databases	Minimum number, only held where cost-benefit analysis shows greater benefit then moving to ERP	Include as many functionalities as possible in the ERP scope
Greater efficiency of support services	Support services resource as a percentage of total resource	2% year-on-year reduction post-implementation of ERP	2% year-on-year reduction post-implementation of ERP
Improved quality of management information	Agency performance against Budget/Forecast; variance year-on-year of core planning information	Minimal variance actual vs. forecast; year-on-year reduction of variance in SPP and budget	Define improved reporting in the new ERP
Improved speed of transaction processing	Days to generate invoices;	5 days average	5 days for 70 % of the invoices
	Days to process staff travel claims	30 days average from receipt of claim	30 days average from receipt of claim
ISO 9000 Certification	Certificate	2010	75% : Number of recommendations closed/total of recommendations made by the consultant

Section 2: Staff and Budget

2.1. Planned staffing per activity

	2008	2009 in SPP	2009 in BP
Products Certification	149	174	152
Organisation Approvals	60	68	54 ¹⁹
Total Certification activities	209	242	206
Standardisation	30	46	46
Rulemaking	57	64	64
International Co-operation	9	11	11
Safety Analysis and Research	15	19	17
SAFA and black-list	6	6	8
Total Regulatory activities	117	146	146
Support Activities	126	130	127
Total Agency	452	518	479

19 Some recruitment for Organisation Approvals has been deferred from end of 2008 to beginning of 2010 as a result of the postponement of the implementation of the first extension

2.2. Proposed establishment plan 2009

2.2.1. Temporary Agents

Category	2007		2008		2009 SPP		2009 BP	
	Filled as of 31/12/2007		Authorised under the Community budget.					
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16								
AD 15		4		5		5		
AD 14		1		2		2		
AD 13		5		9		10		
AD 12		20		21		26		
AD 11		16		32		37		
AD 10		8		34		45		
AD 9		86		72		93		
AD 8		29		62		74		
AD 7		32		64		59		
AD 6		39		37		46		
AD 5		11		6		6		
Total AD category	0	251	0	344	0	403	0	Note (21)
AST 11								
AST 10								
AST 9								
AST 8								
AST 7				1		2		
AST 6		1		3		4		
AST 5		3		10		18		
AST 4		8		29		30		
AST 3		24		30		31		
AST 2		38		29		26		
AST 1		8		6		4		
Total AST category	0	82	0	108	0	115	0	Note (21)
TOTAL	0	333	0	452	0	518	0	479

2.2.2. Contract Agents

	2007 Number as of 31/12/2007	2008 estimate	2009 PDB	2009 BP
Function Group IV		2	2	Note (21)
Function Group III	19	32	32	
Function Group II	5	7	7	
Function Group I				
Total	24	41	41	43

20 As the breakdown of staff per grade is not available in the Business Plan, this information will be provided together with the establishment plan related to the Budget for 2009

2.3 Pre Draft Budget 2009

REVENUES	2007	B 2008	BP 2009
	Executed Budget	Estimated revenues of the agency	Estimated revenues of the agency
1 REVENUE FROM FEES AND CHARGES	55.503.229,31	53.350.000,00	57.560.817,00
2. EUROPEAN COMMUNITY SUBSIDY	26.530.000,00	30.000.000,00	33.200.000,00
3 THIRD COUNTRIES CONTRIBUTION	1.402.157,26	1.620.000,00	1.635.625,00
4 OTHER CONTRIBUTION	325.573,54	500.000,00	p.m.
5 ADMINISTRATIVE OPERATIONS	961.714,80	700.000,00	680.000,00
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	44.352,00	85.000,00	360.000,00
7 BUDGETARY CORRECTIONS	p.m.	p.m.	p.m.
TOTAL REVENUES	84.767.026,91	86.255.000,00	93.436.442,00

EXPENDITURE	Executed Budget 2007	Budget 2008	PDB 2009	BP 2009
Title 1 - Total Staff expenditure	33.111.696,39	47.110.000,00	54.169.000,00	47.547.435,00
Title 2 - Total Infrastructure and operating expenditure	9.864.254,56	11.212.000,00	15.216.000,00	13.954.474,00
Title 3 - Total Operational expenditure	27.155.251,07	27.433.000,00	34.809.000,00	30.518.532,00
Title 4 - Total Special operations	0,00	500.000,00	p.m.	p.m.
Title 5 - Total Provisions	0,00	p.m.	p.m.	p.m.
TOTAL EXPENDITURE	70.131.202,02	86.255.000,00	104.194.000,00	92.020.441,00

Revenue & Expenditure breakdown per activity:

	ACTIVITY	TITLE	2009 BP
FEEES	1-Product Certification	Revenue	38.934.593
		T1	20.217.575
		T2	6.280.731
		T3	12.436.286
		Cost	38.934.593
		Net	-
	2-Organizations Approval	Revenue	18.626.224
		T1	7.489.723
		T2	2.022.666
		T3	9.113.836
		Cost	18.626.224
		Net	-
	TOTAL CERTIFICATION ACTIVITIES TO BE FINANCED BY FEES AND CHARGES	Revenue	57.560.817
T1		27.707.298	
T2		8.303.397	
T3		21.550.122	
Cost		57.560.817	
Net		-	
EC-CONTRIBUTION	3-Standardisation	T1	5.867.870
		T2	1.554.194
		T3	2.676.229
		TOTAL	10.098.293
	4-Rulemaking	T1	9.904.387
		T2	2.698.289
		T3	4.061.977
		TOTAL	16.664.653
	5-International Cooperation	T1	1.132.486
		T2	419.922
		T3	875.564
		TOTAL	2.427.972
	6-7 Safety Analysis/Research	T1	2.283.175
		T2	689.021
		T3	1.103.944
		TOTAL	4.076.140
	8-SAFA/Black List	T1	652.219
		T2	289.652
		T3	250.696
		TOTAL	1.192.566
	TOTAL REGULATORY ACTIVITIES TO BE FINANCED BY EC CONTRIBUTION	Revenue	35.875.625
TOTAL		19.840.137	
T1		5.651.077	
T2		8.968.411	
Cost		34.459.625	
Net		1.416.000	
GRAND TOTAL	Revenue	93.436.441	
	T1	47.547.435	
	T2	13.954.474	
	T3	30.518.532	
	Cost	92.020.441	
	Net	1.416.000	

Annex: 2007 Risk Assessment – Mitigation plan

End of 2007 a risk assessment exercise was coordinated and finalised by the Agency's Internal Audit & Quality Department. Based on input collected from all Directorates, a risk register was created. For the critical risks that have been identified, the Agency defined global agency actions and Directorate specific actions resulting from the risk assessment.

A. Projects concerning all Directorates/Departments

- Review and update of the strategy, vision and mission statement
- Review of the business planning and work programming (including the budget preparation) process
- Review of the HR strategy
- Establishment/review of the crisis management plan
- Establishment/review of the business continuity plan
- Review and improvement of the archiving system
- Implementation of an efficient quality management system and achievement of ISO9001 certification

B. Directorates/Departments specific actions

▪ Executive Directorate

In particular:

- leads the review of the strategy, vision and mission statement
- takes appropriate actions in order to prevent risks linked to the non contractual liability of the Agency

▪ Certification:

In particular ensures that:

- qualifications remain at their highest level by the appropriate identification of training needs for Certification staff
- effective/accurate and up-to-date working procedures for the certification activities are in place and include appropriate key controls
- agreement is reached on the level of outsourcing as it relates to the NAAs providing adequate service to the agency. Ensure efficient control over the quality of services/projects provided by the NAAs
- an analysis is performed, in close co-operation with the Administrative department, on the policy to be issued relating to the recruitment of staff without professional experience. If relevant, develop and implement specific mentoring and training programmes for junior professionals

- there is no conflict of interest when determining the certification team
- a certification procedure for the issuance of the Special Airworthiness Specification is issued and following the adoption of such, review and revise if necessary
- a periodic check of the pending airworthiness Directives is performed.

▪ **Standardisation:**

In particular ensures that:

- qualifications remain at their highest level by the appropriate identification of training needs for Standardisation staff
- effective/accurate and up-to-date working procedures for the approval
- activities are in place and include appropriate key controls
- an efficient accreditation process including continuous surveillance is provided

▪ **Rulemaking Directorate:**

In particular ensures that

- qualifications remain at their highest level by the appropriate identification of training needs for Rulemaking staff
- rulemaking procedures are effectively implemented
- the implementation of the Rulemaking work programme is closely monitored
- in relation to the issuance of an adequate Special Airworthiness Specification, rulemaking tasks are initiated and ultimately an opinion is sent to the Commission with regard to BR ART 5.4 (c)
- an Agency Measure (AMCs/GMs) to support IR on BR ART 5.4 (c) is established

▪ **Safety Analysis and Research Department:**

In particular ensures that:

- input is provided to the Directorates in order to take appropriate actions (e.g. regulatory changes, AD, standardisation inspections and audits)
- a monitoring system of each responsible unit, in replying to the Safety concerns raised, in a timely manner, is in place
- monitors and follow-up of investigations involving the key responsibilities of the Agency are carried out

▪ **Administrative Directorate:**

In particular:

- leads the review and improvement of the archiving system
- leads the regular review of HR strategy: recruitment, staffing, conditions of employment, promotion, and internal mobility
- co-ordinates the advertising of campaigns to promote the Agency, in particular at University/Engineering schools
- performs regular reviews of the staffing plan and follow up on recruitment indicators. In conjunction with this, design a specific recruitment plan
- analyses, in close co-operation with the Certification directorate, the policy to be issued relating to the recruitment of staff without professional experience
- develops and implements specific mentoring and training programmes for junior professionals
- leads the establishment/review of the business continuity plan
- develops an effective security system for the Agency's facilities and arrange appropriate insurance for such
- performs a risk assessment on the facilities and arrangements appropriate security measures with the landlord;
- ensures back-up IT facilities are in place (including remote data storage) to allow for a continuous operation

▪ **Plans & Programmes Department:**

In particular:

- negotiates contracts with the NAAs to ensure that the Agency's interests are protected
- implements relevant performance indicators relating to the quality and efficiency of services provided by the NAAs to the Agency

▪ **Communications Department:**

In particular:

- leads the establishment/review of the crisis management plan
- organises regular communication with staff and manager on the main business issues