

European Aviation Safety Agency

WORK PROGRAMME 2005

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Introduction

Regulation EC 1592/2002 established the European Aviation Safety Agency, requiring it to be operational on 28 September 2003 for its twin tasks: the certification of aeronautical products and organisations involved in their design, production and maintenance; and the rulemaking activities set out in the Regulation.

2004 was a year of growth, during which most of the senior staff of the Agency were recruited and the administrative infrastructure of the Agency set up. The Agency also moved to its definitive headquarters in Cologne but this did not prevent the Agency from carrying out its tasks thanks to the help of national aviation authorities (NAAs) and the Joint Aviation Authorities (JAA).

The structure of the Agency was entirely set up, notably with the arrival in post of all senior staff, the recruitment and arrival in the Agency of some 100 persons and with the strengthening of all administrative procedures necessary to support the work of the Agency, not forgetting the set up of the new Cologne headquarter of the Agency and the move there. The rulemaking, Certification and Administrative directorates started their work during the first semester of the year, while the arrival in post of the Quality and standardisation Director allowed for a later start for this Directorate. Commonly their initial focus was put on recruitment activities and on the elaboration of their individual workplan for the remaining of 2004.

The Rulemaking Directorate set up the Safety Standards Consultative Committee (SSCC) and the Advisory Group of National Authorities (AGNA) and elaborated with them a comprehensive rulemaking programme for the next years. They also focussed on the elaboration of an Agency's opinion on the extension of the scope of Regulation 1592/2002 to Flight Crew Licensing and air operation. It also undertook to develop close relationship held with all stakeholders to discuss difficulties in the implementation of Agency's rule. In the field of international co-operation the Agency concluded working arrangements with the relevant aeronautical authorities of Canada, Brazil, and the Interstates Aviation Committee of the Community of Independent States. It also assisted the Commission in the continuation of negotiations with other essential partners, as the American FAA (Federal Aviation Administration) and Transport Canada.

The Certification Directorate strengthened its organisational structure along the year, processed more than 12.000 approvals and delivered certificates and supplemental certificates, as well as organisation approvals all around the year.

2005 should also be considered as part of the start-up phase of the Agency, notably because it will almost double in size, but the setting of infrastructure will not be as time-consuming as in 2004 and most of the effort will be focussed upon the successful execution of the Agency's core tasks. In that perspective, it will be possible in 2005 to make comparisons between two full years of activity for the Agency. Additionally, the Agency shall start collecting in January its fees and charges, and will therefore be more accountable than ever of all its tasks. Therefore emphasis will be put on the development and implementation of assessment tools for all the activities of the Agency.

1. The Executive Director

The Agency's vision is centred upon its establishment as the reference authority for civil aviation safety in Europe. This bold vision implies that the Agency's remit will ultimately encompass all aspects of civil aviation safety, in accordance with relevant Community law.

The Executive Director manages the work of the Agency in close collaboration with the directors, defining the strategy for all activities, as well as the monitoring thereof. A number of activities report directly to the Executive Director and are directly managed by him. These include safety analysis, internal risk management and communications.

Implementation of this strategy is carried in a phased approach, the first step being airworthiness, as a result of Regulation 1592/2002, followed closely by air operations and flight crew licensing, on which work already started in 2004 in the form of two important consultations. An opinion was sent to the Commission in 2004. Later steps could cover safety regulation of airports and air traffic control activities.

It goes without saying that in order to fulfil its objectives of professionalism and efficiency, the Agency must attract the best expertise available in Europe.

1.1. Safety Analysis

A small safety analysis team will be built in 2005. It will collect and answer to safety recommendations addressed by the investigating bodies or entities (either to the Agency or through Member States) concerning the regulation and certification of products and organisations. It will be responsible for preparing the annual safety review required by Article 11(4) of the Basic Regulation. In this regard, the Agency will be increasingly involved in all associated cooperative safety initiatives, such as the Safety Assessment of Foreign Aircraft (SAFA), Joint Safety Strategic Initiative (JSSI) and the Commercial Aviation Safety Team (CAST). This implies that the Agency shall use and contribute to the existing databases, and if necessary shall participate fully in the development and management of additional databases using as appropriate the ECCAIRS software.

1.2. Internal risk management

An internal risk management function is being set up in order to be essentially the counterpart of the Commission Internal Auditor. This internal risk management function being not only a financial risk management but a global risk management function. A manager should be recruited and able to take up his/her duties at the beginning of 2005. This person, in compliance with the provisions of the Financial Regulation, will be mainly responsible for assessing and verifying the regularity of all the financial procedures of the Agency but more generally he/she will play a key role in all the Agency risk management, administrative quality management and relevant control systems and will therefore need to work with all Agency directorates. The person will report to the Executive Director on the effectiveness of the procedures in place and provide recommendations for their improvement.

<p>Staff in place: beginning 2005 Audit Reports: quarterly</p>
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1.3. Communications

In 2004 communications activities concentrated mainly on creating a visual identity, raising awareness of the Agency, handling relations with the press and producing an initial set of communication products. With the move to Cologne and the additional resources available in the Communications Unit, a wider range of activities will be undertaken to continue to build a positive image, increase visibility, and strengthen networking with the press and stakeholders while creating a true corporate identity.

With the growth of the Agency, the internal communication will be an important issue, and will require specific attention in order to create and strengthen Agency's culture.

Production of a multilingual brochure describing the Agency Launch of a quarterly newsletter Production of fact sheets on the Agency and its tasks In June 2005 the Agency will organise in Cologne the annual Europe-US conference Organisation of regular meetings with its industry stakeholders Revamp of the Agency's internet site (graphics, structure and content) Development of the Agency's intranet

Activities started in 2004 will of course continue, such as handling of press queries, maintenance of database of contacts, coordination of EASA participation in conferences, and the content management of the EASA website. In order to allow for smooth and efficient circulation of information, efforts will be put towards the set up of electronic means of communication, such as subscription for e-mail updates.

Special attention should be paid to crisis communications by ensuring the constant availability of resources, formalising procedures and properly informing staff of their respective roles in a crisis situation. In this connection, suitable training shall be organised for EASA staff once a year.

2. Certification Directorate

2.1. Certificates and approvals

The issuing of certificates, including environmental approvals, in all areas of competence in a timely and efficient manner will continue to be of the utmost importance for the Agency.

The work carried out in 2003 and 2004 allows the Directorate to have an estimate for the number of certificates and tasks to be carried out in 2005. It is important to note that these figures are based on market demand for the Agency's services. For example the level of type certificate activity is dependent on the development of new products for the civil aviation market. Likewise, the number of maintenance organisation approvals is directly dependent upon the evolution of the market for civil aviation maintenance. The Agency is above all a provider and an enabler of these activities and technologies.

On this basis the Agency expects to award the following numbers of certificates and approvals in 2005:

- Between 10 and 20 Type Certificates – Part 21 subpart B
- Between 400 and 500 Supplemental Type Certificates – Part 21 subpart E
- Between 1500 and 2000 major changes/repairs to approved type designs – Part 21 subpart D/M
- Between 5000 and 6000 minor changes/repairs to approved type designs – Part 21 subpart D/M
- Around 50 Design Organisation Approvals – Part 21 subpart J
- Between 0 and 10 Production Organisation Approvals (non-EU) – Part 21 subpart G
- Between 10 and 15 Maintenance Organisation Approvals (non-EU) – Part 145 (and continued surveillance of the exiting ones)
- Between 0 and 5 Maintenance Training Organisation Approvals (non-EU) – Part 147

Beside these activities, post certification activities including mandatory corrective actions (i.e. Airworthiness Directives) will occupy a high percentage of the Directorate's resources. An emphasis will still be put on promoting the concept of approved Design Organisations in order to allow for the use of DOA privileges in the processing of approvals of all minor changes and repairs.

Some of the major product certification projects in which the Agency will be involved in 2005 will be the Airbus A380, the Boeing 7E7 and the Dassault Falcon 7X. In this context modern state-of-the-art avionics equipment as well as large turbofan engines like the Rolls-Royce Trent 1000 will become challenging projects.

2.2. The Agency's outsourcing arrangements

Since 2004 the Agency itself performs most of those tasks which had been previously carried out by Central JAA, such as convening of certification teams and co-ordination of certification projects. In addition, and in parallel with building up its organisational structure and expertise, the Agency will continue to take over, step by step, further certification tasks from NAAs.

Consequently, the outsourcing arrangements of the Agency with the NAAs and with the JAA will need to be adapted continuously to ensure the efficient continuation of current certification projects.

The Programmes Department which is responsible for the timely handling of all applications received by the Agency will play a key role as regards the monitoring of all outsourcing arrangements¹ including arrangements with international partners.

Adaptation and management of outsourcing arrangements: ongoing
Monitoring of the implementation of international arrangements: ongoing

2.3. Transfer of products to EASA responsibility

Special attention will continue to be paid to the investigation of type designs of products, which have been certificated by a Member State before 28 September, 2003 with type certification bases not sufficiently known by the Agency and therefore requires further examination for the determination of an EASA type-certificate by 28 March 2007.

As required, the Agency will expedite, in co-operation with the Member States concerned, the review of the type certification bases of these products with the view to determine their EASA reference type certificates and thus take over responsibility for their continuing airworthiness.

2.4. Provision of technical expertise to other directorates

According to current needs and in close liaison with other directorates, the Certification Directorate will provide available technical expertise and support to the Agency's rulemaking, standardisation and training activities.

2.5. Organisation of the Certification Directorate

The organisational structure of the Certification Directorate will be finalised by the end of 2005. The role of the Programmes Department will be of great importance for the control of all available resources, internally and externally, in order to ensure the processing of all certification projects in a timely and efficient manner. Also of importance will be the establishment of the Flight Standards Unit within the Products Certification Department. This unit will ensure that all necessary interface activities between product certification and operational needs will be addressed properly.

The recruitment of additional experts will bring staff levels of the Directorate to 100 by the end of 2005. In addition to some 15 Project Certification Managers, who will manage and supervise ongoing projects both within the Agency and those outsourced, this additional workforce will be composed mainly of experts in the fields of structures, electrical systems, avionics systems, powerplant systems, cabin safety, cabin environment and oxygen systems, ice protection, hydromechanical systems, flight test and propulsion, including emissions and noise. These experts will support the existing teams and complement the existing expertise within the Agency in order to take over certification projects from NAAs.

The ongoing recruitment will need to be supplemented by the definition of specific requirements of the Certification Directorate for staff training.

Finalisation of the structure of the Directorate: end 2005

¹ See Item 5 of this work programme

Recruitment of certification experts: continuing Training of staff: continuing

2.6. Completion of databases

In order to achieve the above objectives and to comply with publication requirements the conception and implementation of a comprehensive database for all certification projects in close conjunction with ICT (information and communications technologies) functions and existing know-how in JAA and/or NAAs will be of utmost importance. This database, development of which started in 2004, shall not only serve as an internal management tool but will also allow access by external users in order to provide complete information on product and organisation approvals including those under the responsibility of the Member States. External customers other than NAAs benefiting from publication services provided by the Agency shall contribute to the costs thereof.

Establishment of EASA database and transfer of data from Central JAA: mid 2005 Handling and management of databases: ongoing

2.7. Implementation of internal working procedures

On the basis of the general principles related to the certification of products and organisations as decided by the Management Board, a comprehensive set of internal working procedures for all fields of activities was developed. These internal working procedures will be finalised, and published and implemented during the first quarter of 2005. All procedures will be supplemented by guidance material as necessary.

Completion of internal working procedure for certification: April 2005
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3. Rulemaking Directorate

The bulk of the activities of the Agency in this domain are detailed in its yearly rulemaking programme². It has been prepared in close co-operation with the Safety Standards Consultative Committee (SSCC) and the Advisory Group of National Authorities (AGNA).

3.1. The major regulatory tasks of the 2005 annual rulemaking programme

As in 2004, these activities aim first at providing for a smooth transition from the JAA. Therefore a number of them are a continuation of tasks which were initiated in the JAA system, thus benefiting from the experience and expertise built up in that organisation. Nevertheless, when prioritising its work the Agency has taken into account its statutory obligations as they derive from the objectives specified in Article 2 of the Basic Regulation. In any case the latter shall prevail.

To **establish and maintain a high uniform level of safety**, the programme includes rulemaking tasks originating from the JAA rulemaking activities, which themselves drew, among others, from the Joint Safety Strategy Initiative (JSSI). They aim in particular at introducing state of the art equipments, such as flight guidance systems; best practices, such as airworthiness and operational approval of electronic flight bags; and new concepts such as Required Navigation Performance – Area Navigation (RNP-RNAV) operations. They also take into account world wide service experience. This is for example reflected in the task related to overhead bin safety precautions or that related to Reversing System Requirement.

To **establish a high uniform level of environmental protection**, the Agency's rulemaking activities are closely linked with those of the International Civil Aviation Organisation (ICAO) as Regulation (EC) 1592/2002 aims at aligning Community rules with those of ICAO. Arrangements have been made with the European Commission to ensure appropriate co-ordination and Agency's participation in the work of the Committee on Aviation Environmental Protection (CAEP) and its working groups.

To **promote cost-efficiency in the regulatory and certification processes**, various tasks aim at decreasing the regulatory burden for industry and to solve implementation problems. This is reflected in particular by the tasks related to the implementation of the Consistency of Organisation Approval group recommendations, multiple releases, the explanation of officially recognised standards in maintenance and the possibility to repair European Technical Standard Order (ETSO) articles outside an ETSO authorisation.

To **facilitate the free movement of goods, persons and services**, several tasks aim at providing clarification of existing rules in order to promote uniform implementation, such as that related to Flight Testing.

To **promote Community views regarding civil aviation safety standards** a number of tasks take into account the need to maintain and further harmonise of rules with the main foreign partners. Such is the case of the tasks related to flight loads validation in the Certification Specifications for Large Aeroplanes (CS 25), fuel tank structural integrity/fuel tanks access covers (CS 25), power plant (CS 25), flight guidance systems (CS 25) and performance and

² The annual rulemaking programme 2005 can be consulted on the Agency's website

handling qualities in the Certification Specifications for small and large Rotorcraft (CS 27 and 29). Accordingly they will be conducted in close co-operation with the FAA.

Although the programme generally includes items related to the airworthiness of large aeroplanes involved in commercial air transport, due consideration has been given to developments affecting small aircraft, rotorcraft and engines. Examples are the increased single engine stall speeds for small aeroplanes and performance and handling qualities of rotorcraft.

The schedule of activities is detailed in the 2005 rulemaking programme.

3.2. Extension of the scope of the Agency's competence

As provided for by the Basic Regulation the Agency has adopted and forwarded to the Commission its opinion on the extension of this Regulation to third country aircraft operated by third country operators, air operations and the proficiency of personnel involved in aviation safety. When required, the Agency will move forward in the development of the opinion for implementing rules and decision for acceptable means of compliance on these issues.

As it is likely that it would be too early to prejudge the results of the legislative process as far as third country aircraft and non-commercial operations are concerned, the work will concentrate on the rules applicable to commercial operation. In this, the Agency will use as appropriate available JAA material, as was done for the set of rules adopted in 2003. That work can only be finalised when the extended Regulation is adopted.

The Basic Regulation also envisages that the safety of airport operations and of air traffic services be regulated at Community level in due time. The Agency will therefore undertake exploratory work on this question in co-operation with the European Commission and Eurocontrol.

The Agency will also start preparing the extension of the scope of Regulation 1592/2002 to include the safety of airport operations and air traffic management, under the supervision of the Commission which will coordinate all the players concerned.

Work will start in summer on developing rules for the implementation of the extended Regulation (EC) 1592/2002 to of commercial air transport and the flight crew licensing.

Exploratory work will be undertaken as regards the safety regulation of airport operations and of air traffic services.

3.3. Review and quality improvement of existing texts

The consultations handled in 2003 when developing implementing rules and certification specifications, as well as daily practice, indicate the need for a review of the basic principles, applicability and essential requirements contained in the Basic Regulation. The Agency intends therefore to initiate such a task, taking into account the comments received on its consultation document on the extension of the scope of that Regulation.

The Agency started in 2004 the regulatory impact assessment of Part M which the Agency is obliged to present as a result of article 7.6 of Regulation 2042/2003 in 2005.

This work will start in 2005

3.4. Preparatory and prospective work

The Agency will also undertake the necessary preparatory work for the long term actions that are to be incorporated in its 2006 rulemaking programme. The detail of such actions is contained in the Agency's advance planning for 2006-2008³. These tasks consist mainly of pre-regulatory assessments, dedicated studies and the establishment of rulemaking groups as the case may be. Their objective reflect the same priorities than the rulemaking programme itself, although such priorities may be adjusted in the light of changing needs and the results of these preparatory works. Such priorities and related working methods will be examined with the SSCC and the AGNA, which will meet three or four times during the year. It is also envisaged to review the role of these bodies in the light of the experience gained during the first year of co-operation.

The schedule of activities is detailed in the Advance planning for 2006/2008
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3.5. Research co-ordination

The Agency will develop research activities in accordance with Article 17 of Regulation 1592/2002. While it is more efficient that each directorate conducts such tasks in relation to its own field of competence, a co-ordination has to be insured within the Agency. In the same vein such activities shall be co-ordinated with those conducted by Member States and the Commission in the same fields, as provided by the above mentioned Article. The Agency will therefore take over the co-ordination functions executed by the JAA Research Committee.

The Agency will establish a research co-ordination committee composed of representatives of member States and the European Commission.
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3.6. Liaising with the Agency's stakeholders

The Agency has organised dedicated workshops involving industry as well National Aviation Authorities at the level of those in charge of the daily implementation of rules. Such activities allow an open and practical exchange of information on implementation or interpretation difficulties. They provide therefore for a useful tool to evaluate the impact of applicable rules and feed the rulemaking process to continuously improve them.

About three workshops will be organised during the year on identified implementation issues; one of them will be on the implementation of Part M.

³ The advance planning for 2006-2008 can be consulted on the Agency's website under Rulemaking

3.7. International co-operation

As foreseen by Article 18 of Regulation 1592/2002, the Agency will assist the Community and its Member States in their relations with third countries in accordance with Community law.

In this framework the Agency will, amongst other and as specified in the Management Board Decision on the allocation of certification tasks to National Aviation Authorities, conclude working arrangements with the concerned third country's aeronautical authorities within the scope of existing agreements/arrangements between third countries and Member States. In that context it has concluded working arrangements⁴ with its Canadian and Brazilian counterparts, as well as with the Interstate Aviation Committee of the Commonwealth of Independent States. Work has also been initiated to evaluate the regulatory system of Australia, Israel and New Zealand with the view to concluding in 2005 the working arrangements needed for the Agency to certify and exercise the continued oversight of product for which these countries are State of Design.

Working Arrangements will be concluded with aeronautical authorities of Australia, Israel and New Zealand

In parallel the Agency, which has taken over functions associated with the State of Design responsibilities of Member States, shall conclude working arrangements with aeronautical authorities of several importing States to provide them with the support they require to issue and maintain their own airworthiness certificates for European products. Working arrangements are therefore envisaged with the aeronautical authorities of China and Japan in that context.

The negotiation of Working Arrangement initiation with the aeronautical authorities of China and Japan
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The EFTA States (Iceland, Norway and Switzerland) are expected to enter EASA as full members as from 2005. From that moment, the Agency will integrate these countries in its work.

Co-operation with other aeronautical authorities of other European States will be continued, using the JAA structure, with the view to pave the way to EU accession or to the conclusion of appropriate association agreements with interested European Civil Aviation Conference States (ECAC).

The Agency will assist the Commission in the negotiation of association agreements with ECAC States

The Agency will also provide support to the Commission for negotiating and finalising the bilateral aviation safety agreements contemplated with the United States of America, and Canada. Similarly it will contribute as appropriate to the negotiations related to the establishment of enlarged civil aviation areas, such as the Transatlantic or the European civil aviation area, with the view to facilitate the implementation of their safety provisions.

⁴ Text available on the web site of the Agency

The Agency will provide technical support to the Commission in the negotiation of bilateral aviation agreements

Last but not least, the Agency will develop its policy for technical co-operation with developing countries, taking into account Community policies vis-à-vis such countries in the field of aviation safety and the necessary co-ordination with ICAO actions in the fields of safety oversight and technical assistance.

The Agency will develop its policy on, and initiate co-operation with aeronautical authorities of developing countries

4. Quality and Standardisation Directorate

Implementation of the quality, training and standardisation aspects of the 2004 work programme was adversely affected by the fact that the set up of the core structure of the Quality and Standardisation Directorate was only initiated in the second half of the year. For this reason, most of the actions set out in the 2004 work programme are carried over to the 2005 programme. However, some preliminary activities have taken place in the course of year 2004, enabling the Directorate to establish an effective programme on all fields under its responsibility, with standardisation the first priority, followed by training and quality.

4.1. Staffing

Recruitment of various levels staff is envisaged to take place throughout 2005.

4.2. Standardisation

The following aspects of the standardisation activity were the first priority for the Directorate in 2004: the completion of proposal for standardisation and inspection procedures and their approval by the Commission; the definition and approval of a programme of inspections of the Member States; and the start of a programme of familiarisation visits of the Directorate's senior staff to Member States.

The standardisation procedures should have defined all relevant responsibilities and processes, including the handling of non-conformity by taking into the EU legal environment. Such procedures have also defined methods and responsibilities for the definition and approval of the inspection programme and planning. The familiarisation visits were outside this inspection programme, the main goals of such one-day visits getting acquainted with the hosting authority, highlighting the Directorate's objectives and work programme and promoting the role of the Agency and of the Directorate itself. They also included a brief presentation on the status of NAAs' internal procedures and definition of focal points for the implementation of the applicable implementing rules in force or soon to enter into force. The familiarisation visits were planned to start with the new EU Member States.

2005 will see the completion of the familiarisation visit programme, with the issuing of a final report to the Executive Director, and the start up of the programme of inspections of Member States. These inspections, of approximately one-week duration, will include the investigation of undertakings and will be mainly focused on the local implementation of Part 21 and Part 145. Given that Agency staff is still in the process of recruitment and training, the outsourcing policy will continue to take place, either by renewing the interim arrangement with Central JAA in this field, or, in the impossibility of JAA to provide the Agency with this kind of support, by direct contracts with NAA for temporary secondment of qualified inspectors, possibly the same of JAA teams. The inspection teams will be then made up of the contracted inspectors and Agency representatives under training. The programme shall include all Member States and will run throughout 2005, ending by the first quarter of 2006. A dedicated report will be immediately issued for each inspection and a continuous activity on the follow-up to findings raised during the inspections will run in parallel. At the year's end, the programme of inspections for 2006 will be defined and approved.

<p>Completion of familiarisation visit programme Report to Executive Director on familiarisation visit programme Start and execution of inspection programme</p>
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Continuing activity on findings follow-up
Preparation and approval of inspection programme for year 2006

At the end of the inspection programme 2005, in 2006, a report on the Status of Standardisation will be issued by the Directorate to the Executive Director and the Management Board, highlighting any major drawbacks and weakness of the standardisation process. The report will include proposals for improving standardisation procedures, to possibly highlight points not satisfactorily covered by the existing set of regulations or procedures. This report shall become an annual report to be presented in April at the end of each inspection cycle. The preparation of such report will start in the middle of the respective inspection programme, from the fourth quarter of 2005 onwards.

Preparation of Standardisation Status Report: October 2005

4.3. Confidence-building process with the Federal Aviation Administration (FAA)

As part of the existing bilateral arrangements between the US and the EU Member States and the ongoing discussions on a future bilateral arrangement between the EU and the US, a detailed process of confidence building activities has been agreed between the Agency and the FAA.

This will involve a first assessment of the Agency's headquarter and a sample of NAAs during the first semester of 2005, during which the Certification Directorate will be highly involved. A similar assessment of the US system by the Agency will equally take place during the second half of 2005, focussing on FAA standardisation activities. All activities will cover airworthiness and maintenance aspects.

4.4. Training and seminars

The setting-up of a training system, including the issuing of the Agency's Training Manual, will be a fundamental activity taking up the entire first half of the year, together with the contracting activity, if any, of training outsourcing. This task will follow the drafting of a proposal on qualification and training standards for the Agency's staff, drafted in strict co-operation with the other Directorates. Consequently, the very first internal training on technical issues could be set up for the second half of the year. Consideration for setting-up a training programme open to third parties will be presented by the end of the third quarter of the year and such a programme will be possibly presented and defined by the year's end.

Approval of qualification standards and training programme for the Agency's staff: February 2005
Setting-up of a training system, including a training manual: February-June 2005
Training outsourcing contracts (if any): June 2005
Setting-up of the first training on technical issues: 2nd semester 2005
Setting up of a training programme for external stakeholders: December 2005

The other prominent activity of the training department of the Directorate is the preparation and carrying-out of public seminars for publicising the Community rules and Agency's procedures to all stakeholders. Following the definition and completion of the seminars'

content, the 2005 seminar programme shall be defined at the beginning of the year. These seminars should take place during 2005, preferably in several different locations in the EU, open also to non-EU European countries. A programme to cover a wider geographic spread in 2006, as well as other EU countries, will be prepared and published by the end of the year.

Execution of seminars on EASA standards, January-December 2005
 Definition of seminar programme on EASA standards for 2006, December 2005

4.5. Quality system

One of the most important activities of the Agency during 2004 was the setting up of its own working procedures in all fields of its competence. The 2005 work programme will provide for the setting-up of an internal Quality System, starting from the definition of a Quality Assurance Programme by the end of the first quarter of the year. This will enable the Directorate to draft and finally issue the Quality Manual of the Agency by midyear, which will be approved by the Executive Director. Based then on the recruiting progress of the internal quality auditors, the starting of actual quality auditing activity, including outsourced services, could take place by the second half of the year. Among the most important quality auditing activities there will be the accreditation and surveillance of the NAA and other qualified entities for the certification tasks allocated by the Agency. The Quality department of the Directorate will be also committed to the preparation of the biannual Management Quality System Review report, to be presented at the end of January 2006. Consideration will be given to the possible accreditation of the Agency by an independent accrediting body. A feasibility study for the Executive Director will be prepared in this regard at the end of the year.

Definition of a Quality Assurance Programme, March. 2005
 Drafting Quality Manual, April 2005
 Quality System setting-up, April-June 2005
 Quality System internal approval (including Quality Manual), end of June 2005
 Starting actual internal auditing activities and follow-up, 2nd semester 2005
 Preparation of first biannual Management Quality System Review report, December 2005

5. Administrative Directorate

Building on the foundations established during 2003 and 2004, the Administrative Directorate will develop and fine tune those products and services offered to the Agency's other directorates. The overall aim shall be to promote the most efficient and effective use of resources whilst at the same time ensuring that all legal and financial constraints are complied with. This implies that support functions will need to continuously assess and monitor the needs of its stakeholders, and to actively seek out examples of best practices from counterpart organisations. The latter may include other EU agencies and national aviation authorities.

5.1. Human Resources

Recruitment of all positions provided for in the establishment plan: If confirmed by the European Community budgetary authority (European Parliament and Council of Ministers) this will involve handling the various recruitment procedures for 105 new temporary agents, approximately 10 seconded national experts and a number of contract agents for non-core tasks. Specifically these steps include drawing up job descriptions, advertising vacancies, screening applications, organising selection procedures and assimilating the new recruits through induction activities and facilitation of their settlement in Cologne.

HR Policies on recruitment, performance assessment and promotion: The recruitment policy will need to be reviewed to accommodate introduction of e-recruitment and whenever possible enhanced cooperation with the European Personnel Selection Office and other decentralised or executive Agencies. Moreover, the Agency has to present for the Commission's approval during the first half of the year a complete set of implementing rules on the basis of the changed Staff Regulations. The Agency will rely in its policies on the Commission Implementing Rules as much as applicable.

Provision of suitable European schooling facilities in the Cologne area: the administrative agreement signed between the Agency and the Federal Ministry of Transport provides for financial assistance to be made available by the hosting Authorities towards the cost of international schooling for children of Agency staff. In the longer term the relevant authorities committed to do all in their power to provide for schooling arrangements addressing the individual needs of Agency staff and notably establishment of European School equivalent. The Agency shall participate actively in this process.

5.2. Finance

The Agency's Financial Regulation and Implementing Rules will have to be reviewed, in order to accommodate the new regulation on fees and charges. This should, in particular, allow for the establishment of a budgetary reserve in order to balance fluctuations in the income from fees and charges.

Assessment of financial management risks and establishment of necessary **internal control mechanisms** so as to ensure fulfilment of sound management requirements: the financial systems and internal control mechanisms put in place in 2003 and refined during 2004 will need to reflect the new operating reality introduced as a result of the adopted regulation on fees and charges. Likewise, the signing of the administrative agreement and in particular the provisions guiding financial contributions that the Agency will benefit from will also call for the necessary adjustments to the control mechanisms. Therefore, the Agency will establish a

separate risk management function⁵ which will advise the Executive Director on the specific risks arising from the Agency's different operating activities.

Review and implementation of financial workflows and circuits, including the necessary training for administrative agents, authorising and managing officers in the operational directorates. Growth of the Agency's staff capacity as well as operational activities will entail that the 2005 organisational arrangements will require revision. In this connection the administrative workflows and financial circuits will need updating to reflect and accommodate these changes. This task will involve particular emphasis on the provision of financial and procurement training to those actors involved in the Agency's budget execution tasks.

Provisional paper-based procurement workflows and systems: Pending the time where the Agency will have modernised and automated its procurement handling system, the system will be paper based. Further to the experiences acquired during 2004, final establishment of this paper system will take place early in 2005.

Establishment of Advisory committee on procurement and contracts: If the Agency's Financial Regulation does not specifically provide for such a committee, evidence suggests that the technicalities and procedures that allow ensuring adequacy and consistency of the system benefit from expertise that is best provided through such an advisory committee. The operating procedures of the committee will be designed using the experiences and manuals found in other agencies.

Finalisation of invoicing system for fees and charges: Further to the calendar for adoption of the Regulation and the tentative understanding that the Agency will be levying fees as of January 2005, the corresponding invoicing system will need to be fully operational at that time. Whereas the basic principles pertaining to such a system are defined in the Agency's Financial Regulation, the practical problems inherent to the system's implementation will require continued fine-tuning during 2005.

5.3. Information and Communication and Technical Services

Supporting Agency's work

The overall objective of the ICT department is the provision of state of art ICT facilities: In addition to the provision of support to the Agency's users, extending the infrastructure to accommodate the service needs to more than 100 additional staff members will constitute a significant challenge.

The ICT infrastructure of the Cologne building of the Agency has been designed in order to be user friendly and compliant with the highest technological standards. In this connection, ensuring the system's security will constitute an important objective which will be addressed by means of implementing component redundancy and by installing intrusion detection systems which, coupled with the relevant firewall provisions, will detect and deny unauthorised attempts to access the EASA network and data. A backup Internet connection will be provided so as to ensure continued internet services in the event of a primary link failure.

⁵ See paragraph 1.2

The ICT department of the Agency will have a key role in advising and supporting the development of operational database systems in other directorates. This will include support in designing the databases to be built or acquired by the Agency.

Accompanying the Agency towards e-administration

One of the ICT targets to be completed before the end of the year is the set up of an electronic document management system, compliant with the Agency's content management policy. The electronic management system will significantly improve the handling of incoming and outgoing documents by allowing central registration, storage and access. Powerful search functionality will allow users to easily find and retrieve information assets from a secure document repository. This will be accompanied by the development of workflow management software.

Given the regulatory procedures pertaining to procurement, the establishment of a corresponding workflow management software will also constitute a priority during 2005.

More generally, the advancement of e-administration is a key objective for the ICT department: automating all the administrative workflows and providing the necessary software tools to support staff management, mission management, staff recruitment and financial procedures by reducing reliance on paper workflows will enable the Agency to support all its activities in a more effective way.

5.4. Legal Service

- Legal support to core activities

The Legal Service's function is to provide legal expertise to all the Agency's directorates and ensure the regularity of the Agency's actions, following requests by the various directorates and on its own initiative

The Legal Service will have to work in close relation with all directorates, providing them with legal advice. Accordingly, the working programme of the Legal Service for 2005 closely reflects those of the directorates of the Agency.

It follows that day to day tasks will be the provision of legal advice to the Certification Directorate, on the issuing of certificates and approvals, and on corrective actions that ensue there from.

The Legal Service will also provide legal expertise to the Rulemaking Directorate and its activities and notably relate to those activities leading to the adoption of Agency's opinions, certification specifications and acceptable means of compliance. A major part of the work expected will be in connection with the extension of the Agency's responsibilities in the fields of operations and personnel licensing.

The Legal Service will support the standardisation work of the Quality and standardisation Directorate notably by supporting the drafting of standardisation procedures.

Another function of the Legal Service will be ensuring the Agency's defence in appeal cases lodged before the Agency's Board of Appeals.

In 2005, there will be 6 legal advisers working at the Legal Service . The recruitment of a Chief Legal Adviser is expected to take place at the beginning of the year.

5.5. The Administrative Lawyer

The Administrative Lawyer will be responsible for providing legal advice in the field of administrative matters related to the Agency's functioning. In that connection, the Administrative Lawyer will be particularly involved with procurement processes and with the implementation and interpretation of the General Financial Regulation and that of the Agency, of the Staff Regulations as well as with the implementation of a centralised workflow system for procurement purposes

5.6. Board of Appeal Registry

The Administrative Lawyer has been designated as the registrar of the Agency's Board of Appeal. In that quality, he will be responsible for setting up the registry's procedures, ensuring the receipt, transmission and custody of documents, ensuring support functions to the Board of Appeal and submission of translations and notifications. At the time of writing no data can be provided in relation to the workload that these activities will represent.

Pending the establishment of the Board of Appeal, the Registry will only ensure the daily management of the appeals received. After the entry into function of the Board of Appeal, an assessment of the workload will have to be made, in order to determine to what extent the administrative services of the Agency should assume these tasks, or if they should be outsourced.